

MNEmerge Ghana case study:

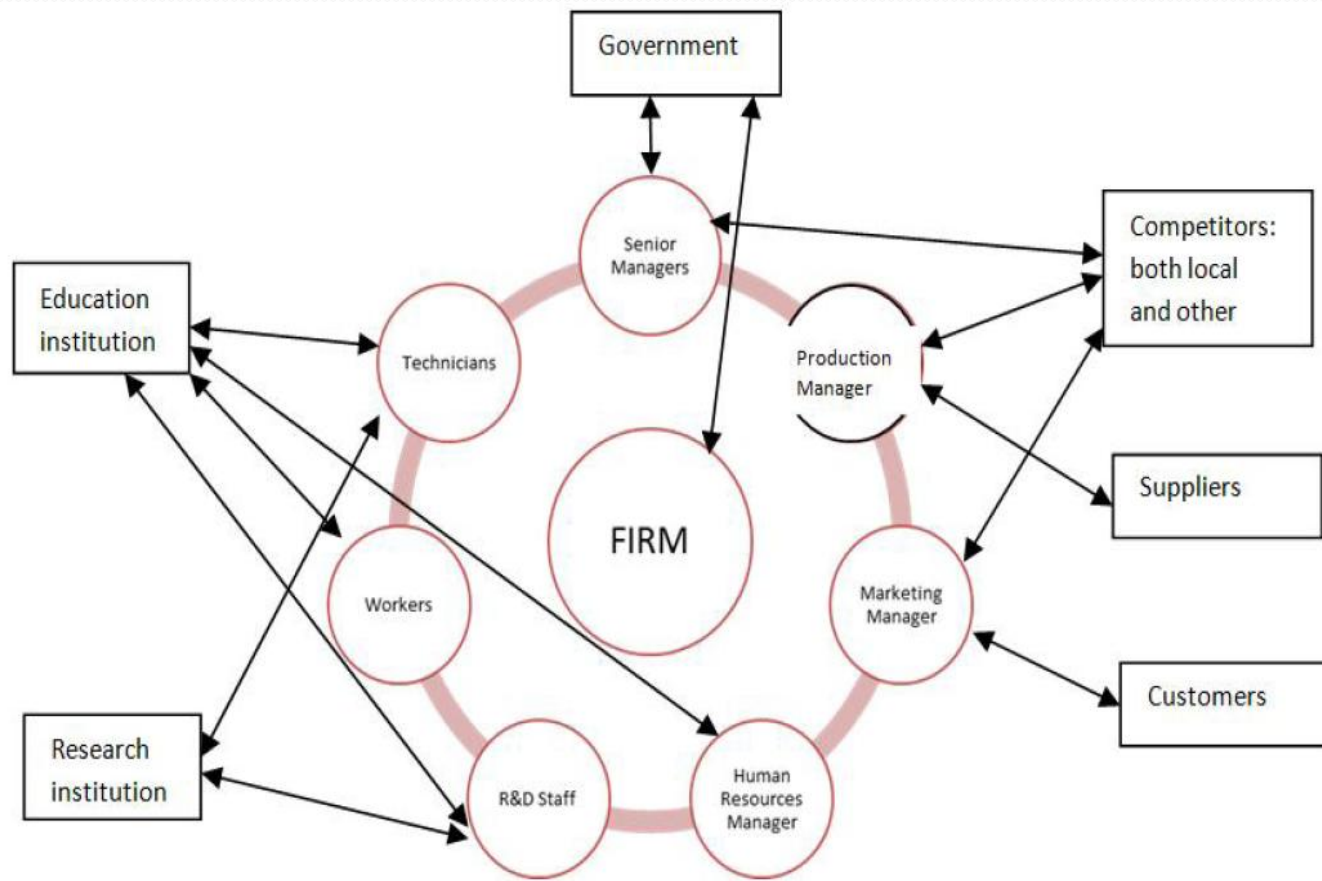
# MNEs and Development through knowledge transfer & local capabilities building

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# Objectives:

- To examine the transfer of managerial knowledge from MNEs to local firms and workers and its impact on local capabilities building, and through this ultimately impact on economic and social development.
- Development impact indicators:
  1. Local capabilities building: knowledge of local managers and workers, and innovation and productivity growth of local firms
  2. Income growth of workers
  3. Non-financial development indicators: eg. aspirations, career development, work condition, household spending on education & health.

- KT process at two levels: individual & firm.
- Special attention of the channels



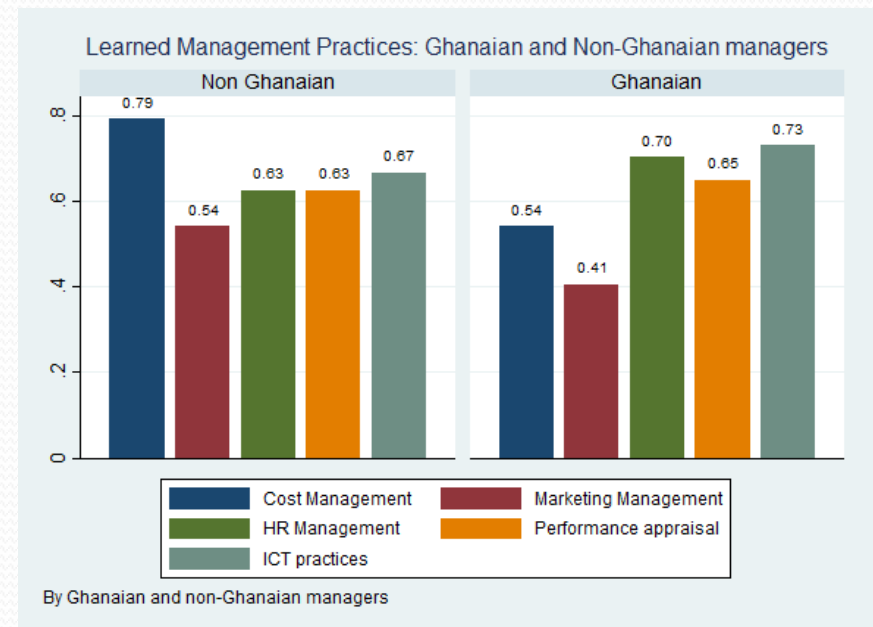
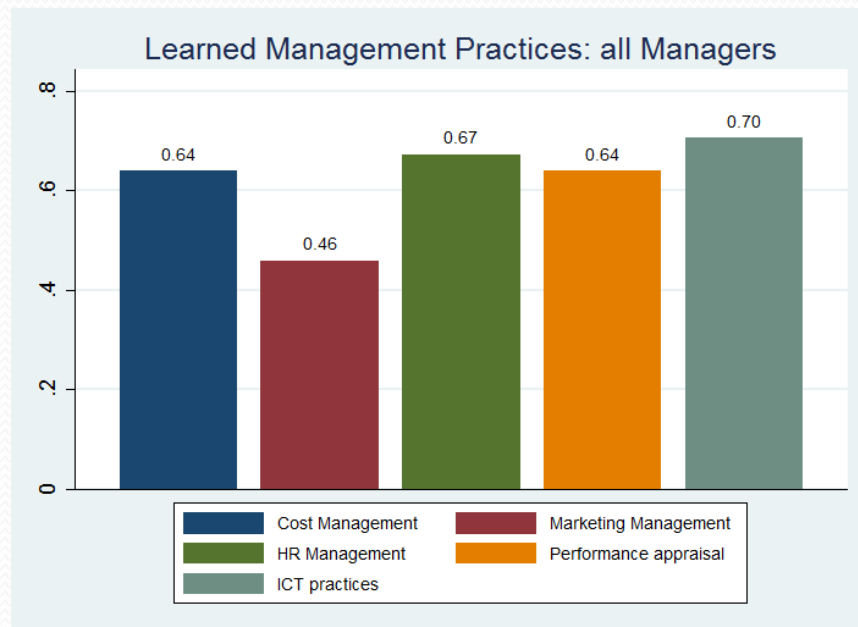
# Mixed methods, multi-level surveys

- MNEs in total, 4 Chinese MNEs and 4 western MNEs
- Case studies (comparing MNEs and domestic firms, comparing Chinese vs western MNEs, longitudinal case study)
- Face to face interview
- Impact at Individual level: 234 responses: 173 workers and 61 managers
- Impact at organisational level: firm level survey, aim 500 responses
- TMCD Oxford team and STEPRI Ghana team

# Individual level survey: 234 valid responses

- 163 Workers out of 173 are Ghanaian (94%)
- 36 managers out of 61 are Ghanaian (59%)

Summary of management learned management practices by Ghanaian & Non-Ghanaian Managers



**9. What are the channels through which you learn, tutor, and supervise within your firm?**

	<b>Learning</b>	<b>Tutoring</b>
A. Telephone	26 (0.15)	4(0.02)
A. Email	22 (0.13)	6 (0.03)
A. Manuals	21 (0.12)	4 (0.02)
A. Meetings	38 (0.23)	5 (0.03)
A. Training sessions incl. mentoring, workshops, seminars.	28 (0.16)	11(0.06)
A. Expert advice	16 (0.09)	8(0.05)
A. Joint team work at the firm's site	37 (0.21)	12 (0.07)
A. Industry association meetings (trade union meetings, etc.)	9 (0.05)	5 (0.03)
A. Social events incl. church, weddings, clubs, outdoor activities and family occasions	25 (0.14)	7 (0.04)

**Graph 6 Workers' Learning and Aspirations as a result of working for MNEs – Chinese MNEs**



**Graph 7 Workers' Learning and Aspirations as a result of working for MNEs – EU MNEs**

