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TNC's Multinational Enterprises Approach to Globalized Corporation Performance Practices: Research for Cross-cultural Management between Western and China

（Thesis submitted for the degree of Executive Doctorate in Business Administration）

Cohort: 2012

Candidate: Chao-Tung HUANG

Supervisor: Bernard FERNANDEZ

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DAUPHINE UNIVERSITÉ PARIS　PSL RESEARCH UNIVERSITY　EFMD EQUIS ACCREDITED

CONFIDENTIALITY AND AUTHORISATION

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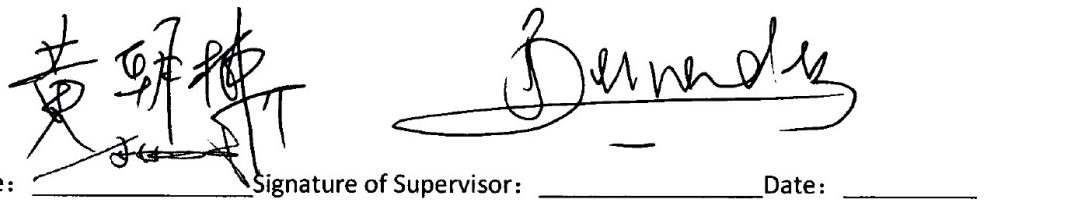

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ABSTRACT

During the marketing changed often stage, entire firms are facing many destroyed innovations to change the consumer using interface and regular marketing pattern. Therefore, globalization and internationalization was entire large companies only choice for sustainable operating and continuous growth. Transnational corporations, TNC (also known as Multinational Corporation, MNC) have around the world and to be facing the cross-cultural management with corporate governance issues. This research was focus on two major economic countries (worldwide ranking top 2) for the cross-cultural management research subject and topic. One is Western, especially in US. Other one is China. This research was a typical cross-cultural organization behavior theoretical debate with oriental versus occidental culture. The representative of oriental people is Chinese, and occidental people is Western people. In this case, the Western means the enterprises or peoples came from the north American (US and Canada) and Western Europe.

China is in the midst of a period of rapid change, growth, and globalization. Especially, in Shanghai region (including Shanghai and Suzhou City), it was most international in economic activities intensive region in the China and even in the worldwide. In this reason, to study such topic in Shanghai region should be represented the research results in China case. Therefore, the international management research for cross-cultural issues, investment risk analysis, business ethical concerning, law and legal in globalization activities and multinational political concerning for the corporate governance topics to be considered and studied. This research results should be interesting by entire CEOs and top managements (Whatever Western people or Chinese) who was or to be a multinational corporations (MNCs) for the decision making.

Key Words: Corporation Performance, Cross-cultural Management, Multinational Corporation, International Enterprise, Globalization

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DEDICATION

This research dissertation is respectfully dedicated and presented to:

- My mother, Gan-Mei HSIEH, due to my Father has passed away when I still during study in high school. She was a widow without rescued resources to bring up my anything in the life so far, especially, in my long term educations journey.
- Janis CHANG, my dearest wife, without your great care of whole family in Taiwan. I could not study the EDBA causes smoothly.
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THE RESEARCHER - PRACTITIONER

In fact, our research thesis title has defined ready as "Multinational Enterprises Approach to Globalized Corporation Management Practices: Research for Cross-cultural Management Influencing between Western and China". I would like to introduce my career journey as below sections. Therefore, we can readily understand that I choice the “Cross-cultural management” issue for my research topic.

Being of focusing on this research topic accomplished within research schedule, due to the author has worked on the interconnect industrial over 24 years (13 years in Amphenol, and 11 years in Foxconn). The author to be familiar with interconnect industrial very well. Due to the author has employed with American-based Company. At this moment, worked with Foxconn, the worldwide giant in CM (Contract Manufacturing) service. The author also located in Shanghai region. It should be easy to complete such research thesis as well.

At this moment, the author has worked with Foxconn and located in Kunshan, beside of Shanghai city. Today, Foxconn Technology Group is the most dependable partner for joint-design, joint-development, manufacturing, assemblies and after-sales services to global Computer, Communication and Consumer-electronics ("3C") leaders. Aided by its legendary green manufacturing execution, uncompromising customer devotion and its award-winning proprietary business model, eCMMS, Foxconn has been the most trusted name in contract manufacturing services (including CEM, EMS, ODM and CMMS) in the world. In the year 2013, Foxconn has ranked 30th among Fortune Global 500. In the year 2014, the total revenues contributed up to US$ 140B.

Foxconn is started from the interconnect product and author stays in FIT/NWInG group which is the same as Amphenol doing interconnect business: including design, manufacturing and sales connectors and interconnect product. Interconnect product was Foxconn's original patrimony. The gross margin% is higher than OEM or CMs (Contract Manufacturers) because interconnect product was a component. Foxconn interconnect product had its own brand to sell to worldwide with excellent design and manufacturing technology and patents. At present, Foxconn patent numbers is among the best of candidates in worldwide industries and become more profitable ability come out at the top of the listing corporation and the world's largest supplier of computer connector. Before joined Foxconn, the author also served as a Director of

Engineering, regional top manager in Taiwan for Amphenol, an American-based Company to designed and manufactured in interconnect product for over 13 years. At this moment, Amphenol was a worldwide number 2 company in interconnect industrial. Following was top 10 worldwide interconnect ranking list:

1. Tyco (US)
2. Amphenol (US)
3. Molex (US)
4. Hon Hai (Foxconn, FIT/NWInG, Taiwan)
5. JST (Japan)
6. FCI (France)
7. Yaziki (Japan)
8. Hirose (Japan)
9. JAE (Japan)
10. Sumitomo Wiring System (Japan)

At this moment, I employed Foxconn has been responsible 2 BUs (Business Units) with 3 territories. One in Kunshan, job title is Senior Managing Executive. Other on in HuaiAn (northern of Jiangsu Province, China), job title is Executive Director. In January of 2015, my CEO has assigned and added one BU located in Beijing as a “FAS”, stand for “Foxconn Antenna Solution” into my organization. Job title is BU Head. My major job duties are two key performance outcomes to reach Company setting targets. One is total revenues, and other one is net profits. We design, manufacture and service the interconnect solution, whatever optical-based, copper-based or wireless-based products and solutions for Telecom, Datacom and Ethernet communication industrial field. In the Foxconn organizational institution, following 5 main functions just for my daily operational management:

1. Sales/Marketing
2. R&D
3. Manufacturing
4. Quality Assurance
5. Planning

When I employed with Amphenol, entire top management came from American and reported to Connecticut, USA (Amphenol Headquarters). At this moment, in the Foxconn, so many

Western staffs reported to me. Therefore, cross-cultural management issue was a very important factor for the corporation performance outcomes.

Based on above mentioned the reasons with the my career experiences, that's why I selected the cross-cultural management topic with Western and China two worldwide two major economic regions for this research thesis.