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PITFALLS WHEN TRANSFERRING
BEST PRACTICES WITHIN A FIRM

There are instances where business practices were transferred within a multinational corporation, though in hindsight the multinational corporation would have been better off had that transfer not occurred. This research identifies the process of how these unwanted practices are transferred and proposes ways to prevent them. This is done by presenting a conceptual framework which defines the process of transferring best practices. The framework suggests that any practice first passes through the Filter unit which determines whether or not the practice and the environment fit. If the two fit, then the practice is applied. Otherwise the practice will be applied after the practice and/or the environment pass through the Modifier unit which changes the practice and/or the environment so the two will fit. Testing this framework on a sample of 18 cases, the researcher found that unwanted practices were transferred when either the Filter unit or both the Filter unit and a Modifier unit were not functioning properly. In other words, for only wanted best practices to transfer, each unit must function properly. For each unit to function properly, each unit must understand both the practice and the environment.