

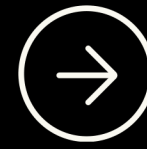


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HAIER PERFORMANCE MANAGEMENT IN AMERICA'S CASE PART B



INTRODUCTION

The case under analysis is the Haier Performance Management in America's Case – Part B, from the case solutions. com, provides the analysis of the performance management techniques adopted in Haier, a Chinese multinational company when penetrating the American market. This case reveals that as Haier successfully attempted to adapt its performance management practices for the new business environment in America, the company faced many difficulties.

BACKGROUND


Haier, recognized for its management innovations and high growth rate, wanted a major market presence in the United States. The OEC (Overall, Every, Control and Clear) model of performance management proved to be effective for the company regarding its domestic business. Though, when applied to the American subsidiary, new organizational problems occurred as a result of difference in cultural and business environment.





RESULTS AND OUTCOMES

Al Huff continued the discussion by noting that while it took some time, Haier's perseverance to implement a performance management system was eventually productive. The American subsidiary started showing better efficiency and productivity, which could well have been the result of the working model practiced in Haier's China operations. There were also positive outcomes for the staff through the implementation of the hybrid model that enhanced employees' satisfaction and motivation at the workplace.





CONCLUSION

Part B of the Haier Performance Management in America's Case illustrates the impact of easy adoptability and culture consciousness regarding cross-national practices of management. Being able to implement the OEC model in America while making certain changes because of the differences in the business environment emphasizes the need for creating nationally sensitive performance management strategies for organizations. This case provides a relevant information for the Multinational Companies which have dream of success internationally through experience of performance managing.

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