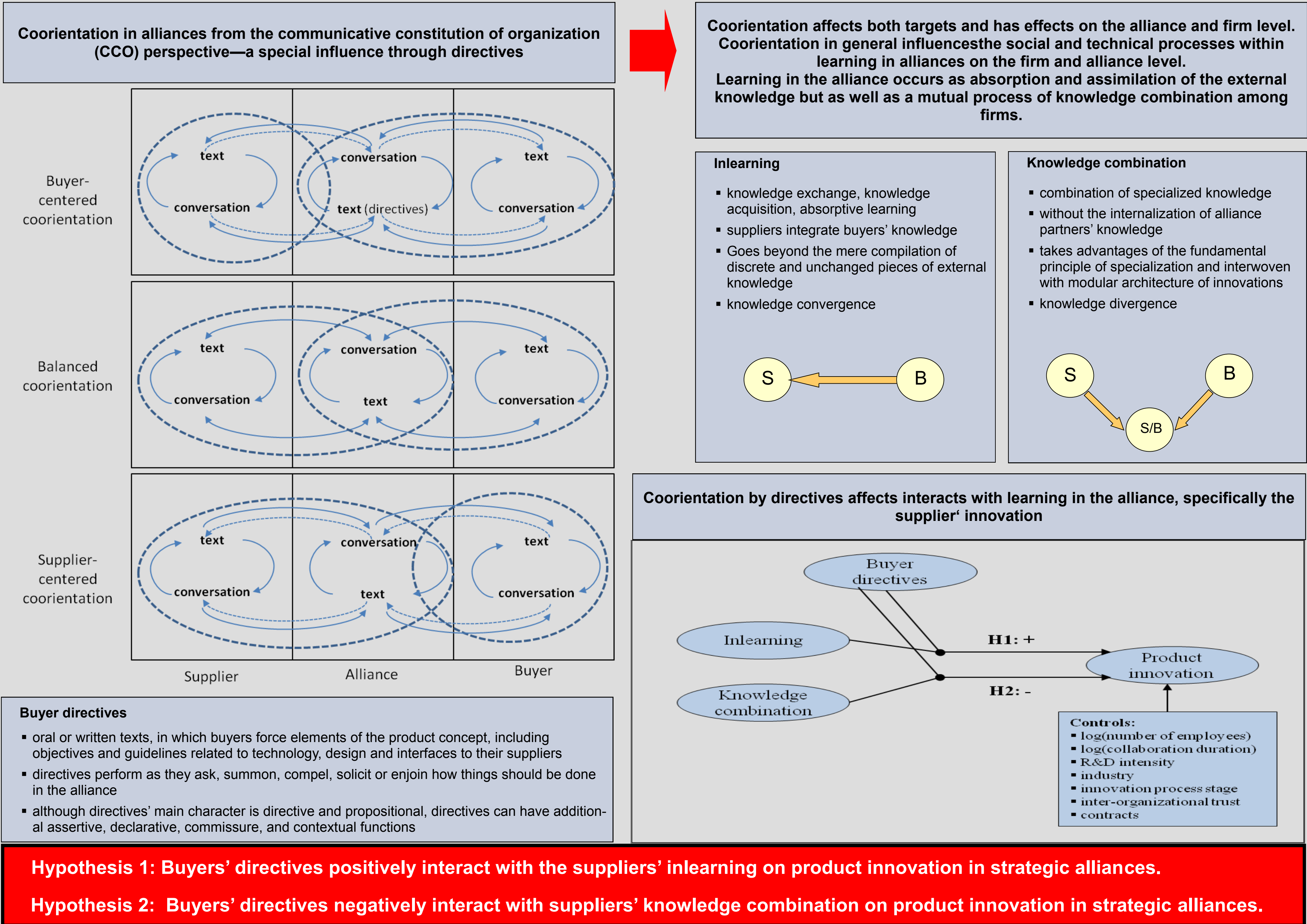




Innovation Through Learning in Strategic Alliances: A Matter of Directives

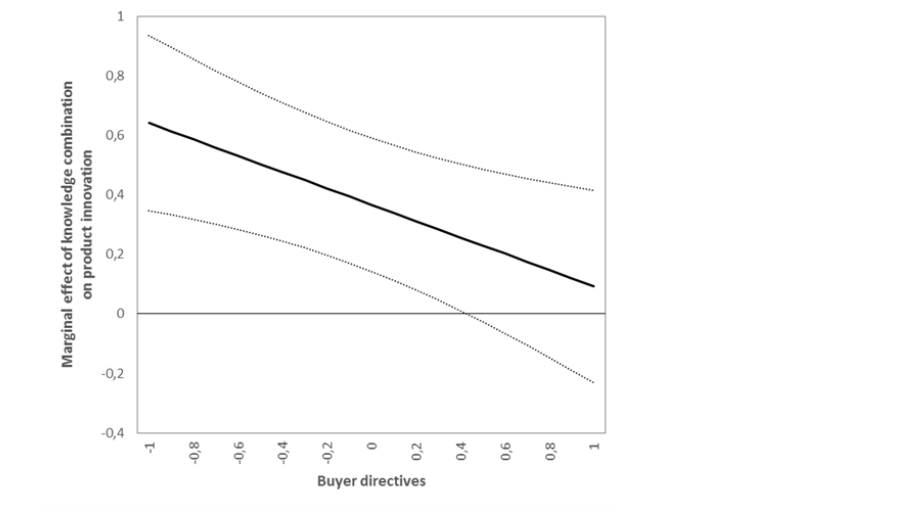
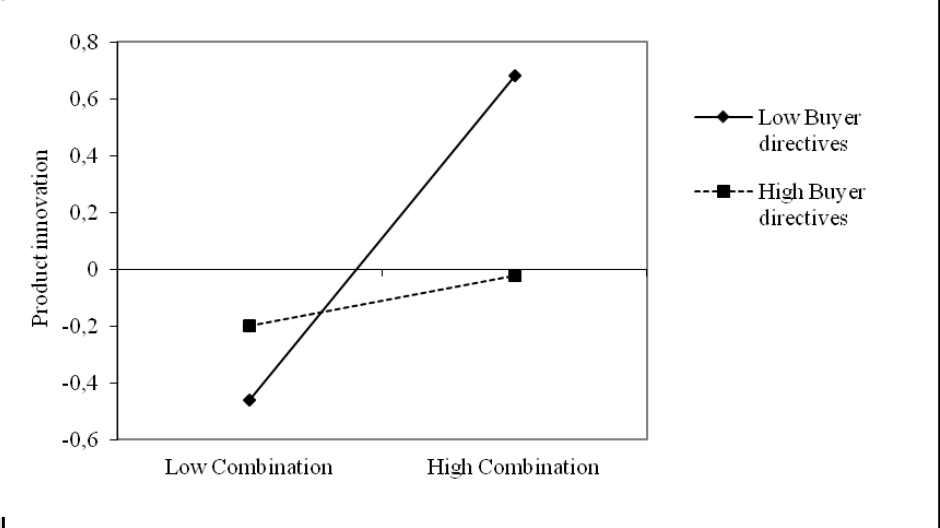
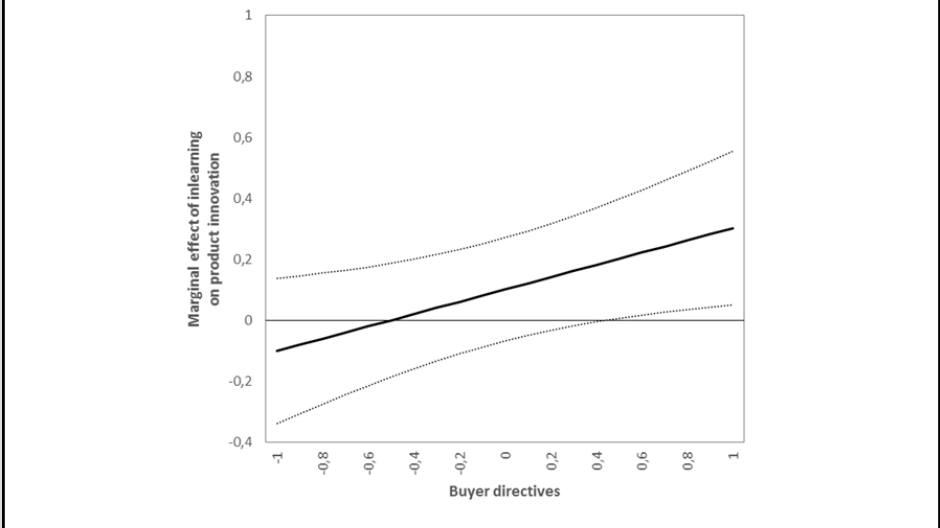
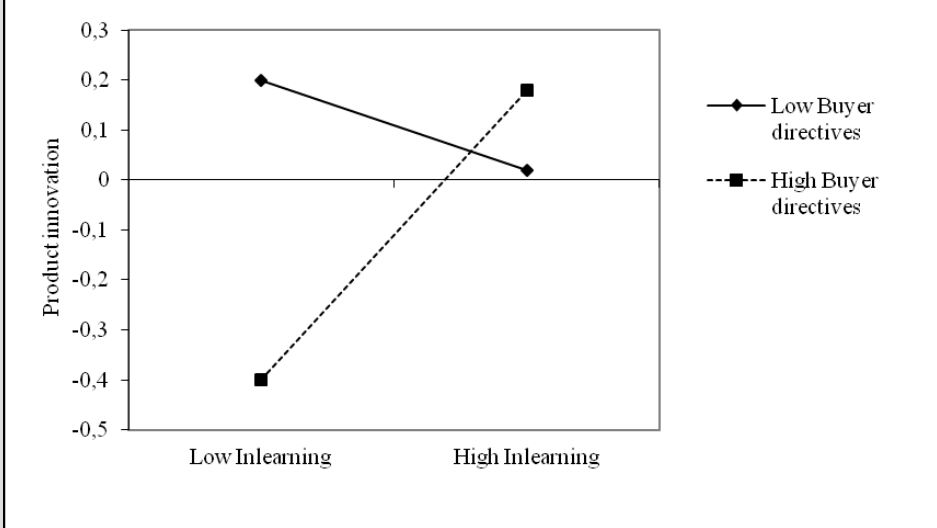
(Ricarda B. Bouncken, Robin Pesch, Martin Ratzmann, Boris Plüschke)



Path coefficients

Latent factor descriptives			Latent factor correlations with ...							Model I ^(a) Modell II ^(a) Modell III ^(a) Model IV ^(b) Model V ^(c)						
	Mean	Standard deviation	Median	Knowledge combination	Inlearning	Product innovation	Buyer directives	Interfirm trust	Contract complexity	Product innovation		Residual	Sales Growth			
										Log(number of employees)	-.01 †	-.07	-.07	-.00	-.04	
Knowledge combination	3.97	1.00	4.23	1						R&D intensity	.06	.05	.06	-.01	.31 *	
Inlearning	3.57	1.07	3.50	.73***	1					Log(collaboration duration)	-.00	.01	.03	-.00	.04	
Product innovation	3.45	1.03	3.54	.47***	.37***	1				Early NPD phase	.17 ***	.08	.09†	.00	-.07	
Buyer directives	3.09	1.26	3.27	.29***	.37***	.07	1			Packing technology industry	-.02	-.07	-.05	-.00	.02	
Interfirm trust	4.00	1.04	4.18	.63***	.42***	.31***	.15**	1		Medical devices industry	-.04	-.06	-.05	-.00	-.04	
Contract complexity	3.40	1.29	3.13	.25***	.30***	.26***	.34***	.16**	1	Trust	.26 ***	.04	.00	.01	-.31 *	
										Contract complexity	.19 ***	.16 **	.17**	-.00	-.28 ***	
N=470 ***p < 0.001										Inlearning		.08	.10	.01	.00	
- direct effects: directives: β = -0.13, p < 0.05; inlearning: n.s. - interaction effect of inlearning and directives: β = 0.19, p < 0.05 ✓										Knowledge combination		.37 ***	.33***	-.01	.01	
										Buyer directives		-.13 *	-.11*	-.00	-.01	
										Product innovation				.20 ***		
										Moderating Effects					Inlearning x buyer directives	
										Knowledge combination x buyer directives		-.24*	-.03	.00		
- direct effects: directives: β = -0.13, p < 0.05; combination: β = 0.34 p < 0.001 - interaction effect of combination and directives: β = 0.24, p < 0.05 ✓										Variance explained (R ²)		.16 ***	.26 ***	.26***	.00	.32 **

- direct effects: directives: $\beta = -0.13$, $p < 0.05$; inlearning: n.s.
- interaction effect of inlearning and directives: $\beta = 0.19$, $p < 0.05$ ✓
- direct effects: directives: $\beta = -0.13$, $p < 0.05$; combination: $\beta = 0.34$ $p < 0.001$
- interaction effect of combination and directives: $\beta = -0.24$, $p < 0.05$ ✓



Conclusio:

- directives are an instrument through which buyers try to exert influence on their suppliers' and the alliances' coorientation system
- buyer directives have ambivalent effects in buyer-supplier alliances: While directives provide suppliers with valuable information and support understanding, they also decrease supplier's autonomy and limit supplier's innovativeness
- suppliers that leverage the absorbed buyer's knowledge by inlearning do not automatically increase product innovation in the alliance, but only when they get more information and direction through buyer directives
- directives fix the knowledge combination on buyers' interests and thus narrow suppliers' creativity down

