

COMPARING INTER-ORGANIZATIONAL
NEW PRODUCT DEVELOPMENT
STRATEGIES: BUY OR ALLY; SUPPLY-
CHAIN OR NON-SUPPLY-CHAIN
PARTNERS?

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ABSTRACT

Recent supply chain and innovation literature emphasizes the importance of involving external organizations in product development. Building upon this stream of work, this study differentiates four inter-organizational new product development (NPD) strategies based on two dimensions: the external source (supply chain sources [SCS] and non-supply-chain sources [NSCS]) and form of engagement (ally and buy). Using theoretical arguments from the knowledge-based view, we compare the effects of these four strategies on product novelty and product financial performance. Moderated structural equation modeling is used to test the hypotheses, based on survey responses of 267 projects, partially complemented by archival objective data. Results suggest that some strategies are more effective for enhancing product novelty, while others are more beneficial for improving product financial performance. Furthermore, this study reveals no distinction between supply chain and non-supply-chain

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