Knowledge Sharing within Multipartner Alliances: The Influence of Coalitions, Competition and Power

Abstract

Multipartner alliances have distinctive characteristics that can influence knowledge flows among the partners and the extent to which partners privately benefit from these flows. In this study, we examined how coalitions, competition, and power within multipartner alliances influenced the heterogeneity of private learning benefits that accrued to firms in multipartner alliances. We found that the potential for coalition influence and internal competition within a multipartner alliance decreased knowledge sharing among partners. However, those firms with greater power, derived from superior technological expertise, experienced greater learning benefits and their learning was less impeded by internal competition and coalitions.

Corey Phelps, Ph.D
Associate Professor
Department of Strategy and Business Policy HEC Paris 1, rue de la Libération
78351 Jouy-en-Josas
France
Phone: (33) 1 39 67 74 15
Fax: (33) 1 39 67 70 84
http://tinyurl.com/phelps-hec
http://ssrn.com/author=341753