

## TABLE OF CONTENTS

<b>FIGURES, TABLES, AND ABBREVIATIONS .....</b>	<b>V</b>
<b>List of figures.....</b>	<b>V</b>
<b>List of tables .....</b>	<b>VI</b>
<b>List of abbreviations .....</b>	<b>VII</b>
<b>CHAPTER 1 .....</b>	<b>1</b>
<b>1.1 Introduction and research focus .....</b>	<b>2</b>
<b>1.2 Definition, rationale, and recent trends of technology alliances.....</b>	<b>2</b>
<b>1.3 Challenges of technology alliances: risks and high failure rates .....</b>	<b>6</b>
<b>1.4 Summary: content of this thesis .....</b>	<b>8</b>
1.4.1 Chapter 2: The relevance of technology alliances for firm performance .....	10
1.4.2 Chapter 3: Partner characteristics as success factors for technology alliances within and beyond the supply chain.....	11
1.4.3 Chapter 4: Managerial practices as success factors for technology alliances within and beyond the supply chain .....	13
1.4.4 Chapter 5: Determinants of managerial practices aimed at cost reductions in technology alliances within the supply chain .....	15
1.4.5 Chapter 6: Managerial practices aimed at cost reductions as success factors for technology alliances within the supply chain .....	16
<b>1.5 Conclusion and implications.....</b>	<b>17</b>
<b>CHAPTER 2 .....</b>	<b>21</b>
<b>2.1 Introduction .....</b>	<b>22</b>
<b>2.2 Understanding technology alliances: definition, characteristics, and motives .....</b>	<b>23</b>
<b>2.3 Database development and methodology .....</b>	<b>25</b>
2.3.1 Database compilation.....	25
2.3.2 Measure of association and level of analysis .....	26
<b>2.4 Findings from the meta-analysis .....</b>	<b>26</b>
2.4.1 Descriptive results .....	26
2.4.2 Identification of moderating design elements .....	32
2.4.3 Analysis of the effect sizes across different alliance types and performance dimensions.....	32
2.4.4 Moderator analysis.....	37
<b>2.5 Conclusions and implications .....</b>	<b>38</b>
2.5.1 Key research results, implications, and directions for future research .....	38
2.5.2 Limitations.....	39
<b>2.6 Appendix Chapter 2 .....</b>	<b>40</b>

<b>CHAPTER 3 .....</b>	<b>47</b>
<b>3.1 Introduction .....</b>	<b>48</b>
<b>3.2 Structural holes, partner proximity, and the access to novel information: a         brief review.....</b>	<b>49</b>
3.2.1 Technological proximity.....	50
3.2.2 Geographical proximity .....	50
3.2.3 Cultural proximity .....	51
3.2.4 Organizational proximity.....	51
<b>3.3 Hypothesized relationships.....</b>	<b>52</b>
3.3.1 Partner proximity, information perception, and collaborative R&D project performance.....	52
3.3.2 Managers' information perception and collaborative R&D project performance.....	56
3.3.3 Degree of product innovativeness as moderator .....	56
<b>3.4 Method .....</b>	<b>57</b>
3.4.1 Questionnaire design and data collection.....	57
3.4.2 Measures.....	58
<b>3.5 Data analysis and results .....</b>	<b>61</b>
3.5.1 Variable measurement .....	62
3.5.2 Hypotheses testing.....	62
<b>3.6 Discussion and conclusion.....</b>	<b>65</b>
<b>3.7 Appendix Chapter 3 .....</b>	<b>67</b>
<b>CHAPTER 4 .....</b>	<b>69</b>
<b>4.1 Introduction .....</b>	<b>70</b>
<b>4.2 Conceptual framework and hypotheses .....</b>	<b>71</b>
4.2.1 Frequency of communication between project partners.....	73
4.2.2 Extent of information exchange.....	74
4.2.3 Harmonization of project goals and specifications .....	74
4.2.4 The mediating effect of managers' information perception threshold .....	75
<b>4.3 Methodology .....</b>	<b>76</b>
4.3.1 Questionnaire design and data collection.....	76
4.3.2 Measures.....	77
<b>4.4 Data analysis and results .....</b>	<b>79</b>
4.4.1 Measurement of the formative variables.....	80
4.4.2 Measurement of the reflective variables .....	80
4.4.3 Hypotheses testing.....	81
<b>4.5 Discussion and conclusion.....</b>	<b>83</b>
4.5.1 Theoretical and managerial implications .....	83
4.5.2 Limitations and future research .....	84
<b>4.6 Appendix Chapter 4 .....</b>	<b>86</b>

---

<b>CHAPTER 5 .....</b>	<b>89</b>
<b>5.1 Introduction .....</b>	<b>90</b>
<b>5.2 Open-book accounting and inter-organizational cost management .....</b>	<b>90</b>
5.2.1 Previous research .....	90
5.2.2 The research framework: combining different theoretical views on open-book accounting and inter-organizational cost management .....	92
<b>5.3 The research model: OBA, IOCM, and the relational context.....</b>	<b>93</b>
5.3.1 Factors influencing the practice of OBA and IOCM .....	93
5.3.2 OBA and IOCM as dependent factors .....	94
5.3.3 Hypotheses development .....	95
<b>5.4 Research method .....</b>	<b>97</b>
5.4.1 Measures.....	97
5.4.2 Sample selection and data characteristics .....	97
<b>5.5 Data analysis and results .....</b>	<b>98</b>
<b>5.6 Discussion.....</b>	<b>101</b>
<b>5.7 Conclusion.....</b>	<b>102</b>
<b>CHAPTER 6 .....</b>	<b>105</b>
<b>6.1 Introduction .....</b>	<b>106</b>
<b>6.2 OBA characteristics .....</b>	<b>106</b>
6.2.1 Dimensions of open-book accounting.....	106
6.2.2 The relationship between open-book accounting and IOCM .....	108
<b>6.3 Previous research and the need for further studies.....</b>	<b>109</b>
<b>6.4 Hypotheses development.....</b>	<b>110</b>
6.4.1 The importance of supplier cost-structure transparency in buyer-supplier partnerships .....	110
6.4.2 The effect of inter-organizational cost management on supplier's relationship satisfaction.....	111
6.4.3 The moderating effects of relational social norms and buyer opportunism .....	112
<b>6.5 Research method .....</b>	<b>114</b>
6.5.1 Sample selection and data characteristics .....	114
6.5.2 Measures.....	115
<b>6.6 Data analysis and results .....</b>	<b>116</b>
6.6.1 Measurement model.....	116
6.6.2 Structural model .....	118
<b>6.7 Discussion and conclusion.....</b>	<b>119</b>

<b>REFERENCES.....</b>	<b>123</b>
<b>References Chapter 1.....</b>	<b>124</b>
<b>References Chapter 2.....</b>	<b>132</b>
<b>References Chapter 3.....</b>	<b>141</b>
<b>References Chapter 4.....</b>	<b>153</b>
<b>References Chapter 5.....</b>	<b>160</b>
<b>References Chapter 6.....</b>	<b>164</b>