Ambidextrous Views of Alliance and Competitor Orientations: Implications for Product Innovativeness

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ABSTRACT
While alliance and competitor orientations represent two essentially different strategic directions to sustain competitive advantage, recent research has increasingly recognized the importance of these two orientations in the success of product innovativeness within a firm. However, until now, there is no clear evidence to answer whether the simultaneous pursuit of alliance and competitor orientations add or detract from each other. Accordingly, this study tests a series of ambidexterity hypotheses by means of assessing the possible joint effects of alliance and competitor orientations on product innovativeness. The results of a survey of 139 electronics firms provide some new insights into the "ambidexterity" concept by showing that (1) an appropriate alignment between alliance and competitor orientations (i.e., alliance and competitor orientations are both high) significantly improves product innovativeness, (2) the relative imbalance between these two orientations does not significantly associate with product innovativeness, and (3) the interaction between alliance and competitor orientations negatively relate to product innovativeness.

Keywords: alliance orientation; competitor orientation; product innovativeness; ambidexterity hypothesis

REFERENCES