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Paper Session Submission: 17985 | Sponsor(s): (TIM)  
 Scheduled: Tuesday, Aug 16 2011 11:30AM - 1:00PM at San Antonio Convention Center in Room 008 A

## Determinants of Performance in New Product Development

### *Product Development Perf.*



View Map

*Search Terms: Product Development , Performance , Technology Diffusion*

**TIM:** [Intrafirm diiffusion of technological innovations: A competitive interaction approach](#)

Author: Lucio Fuentelsaz; U. of Zaragoza;

Author: Jaime Gomez; U. of Zaragoza;

Author: Sergio Palomas; U. de Zaragoza;

This article investigates how the intrafirm diffusion process of technological innovations is interdependent for rival organizations. The characteristics of the post-adoption intrafirm diffusion process make social and rational accounts of innovation diffusion insufficient explanations in this context. We propose a complementary perspective based on competitive interaction and articulated through the opposing forces of competitive pressures and saturation. The empirical analyses show the dominance of competitive interaction as the mechanism that generates interdependences in the intrafirm diffusion process. Therefore, while before adoption firms are interdependent as a result of information diffusion and institutional pressures, after adoption interdependences result from competitive interaction.

*Search Terms: Intrafirm diffusion , Competitive pressure , Saturation*

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**TIM:** [Ambidextrous Capability in Product Development Proficiency and New Product Performance](#)

Author: Jing-Wen Huang; National Pingtung U. of Education;

Author: Yong-Hui Li; National Pingtung Institute of Commerce;

This study examines the mediating role of ambidextrous capability in the relationship between product development proficiency and new product performance. We test hypotheses using data collected from 238 firms in Taiwan. Results indicate that the positive effect of product development proficiency on new product performance can be mediated by ambidextrous capability, including exploitative and exploratory capability. Overall, results highlight the importance of ambidextrous capability in new product development project teams. The implications and limitations are discussed.

*Search Terms: Product Development Proficiency , Ambidextrous Capability , New Product Performance*

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**TIM:** [Enabling Diffusion: The Overlooked Role of Complementary Inputs](#)

Author: Kira Fabrizio; Duke U.;

Author: Olga Voronina Hawn; Duke U.;


Studies of the diffusion of new technologies have focused on the relative costs and benefits, as well as on the indirect network effects of an installed base. However, while the literature has described and demonstrated the importance of complementary products consumed after adoption, it has paid little attention to the importance of complementary inputs. Defined as goods that are consumed at the time of adoption decision, complementary inputs enable customers to achieve the benefits from adoption; limited in their availability, however, particularly for new technologies, they can also substantially constrain diffusion. This paper exploits an exogenous positive demand shock to examine the importance of the availability of complementary inputs to the adoption of new technology. Results demonstrate that the adoption response to a demand shock strongly depends on the presence of complementary inputs. Implications for firm strategy and public policy are discussed with respect to facilitating diffusion of new technologies.

*Search Terms: Diffusion processes, complements, strategy , Externalities , Government Policy*

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**TIM:** [Team diversity, organizational slack, and new product performance](#)

Author: Chung-Jen Chen; National Taiwan U.;

Author: Mo-An Chu; National Taiwan U.; 

The current study examines the effects of team diversity and slack on new product performance. More specifically, we suggest that there is an inverse U-shaped relationship between team diversity and new product performance. Moreover, the moderating role of slack is recognized and hypothesized as negatively moderate the curvilinear relationship of team diversity and new product performance. Questionnaire survey on 118 new product development projects in Taiwanese firms was collected to test the hypotheses. The empirical regression results support our prediction. Managerial implications and future research directions are discussed.

*Search Terms: team diversity , organizational slack , new product development*


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*TIM: Deconstructing market orientation: The interrelationships of culture, conduct and innovation* 

Author: David Roach; Dalhousie U.; 

Author: Joel Ryman; East Tennessee State U.; 


Author: Craig Turner; East Tennessee State U.; 

In this study we disaggregated the market orientation construct to explore how the culture component interrelates with conduct and innovation. We tested these relationships using a sample of 553 Canadian SMEs and found that culture does moderate the relationship between conduct and innovation. Theoretical and managerial implications are discussed.

*Search Terms: market orientation , innovation , performance*

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