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中国管理 研究与实践

复旦管理学杰出贡献奖获奖者代表成果集

ZHONGGUO GUANLI YANJIU YU SHIJIAN
FUDAN GUANLIXUE JIECHU GONGXIANJIANG HUOJIANGZHE
DAIBIAO CHENGGUOJI 2016

2016

李垣 张玉利 ◎著

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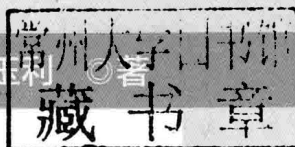
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序 言 一

李岚清

最近 20 多年来,管理学在我国日益受到人们的重视,这和我国的改革开放、经济社会快速发展有关,也和我国步入社会主义市场经济有关。其实,新中国建立以来,在经济和社会领域内都存在大量的涉及管理学的问题。我长期在大型企业、对外经济贸易部门和从事经济方面的领导工作中也都深切感受到这一点。但由于种种原因,管理学在相当长的时期内未能得到应有的重视。

管理学真正成为一门独立的科学,走进中国人的专业视野,全面进入中国的科学研究和高等教育体系,也就是最近 20 多年的事情。改革开放以来,中国的经济发展突飞猛进,科学技术日新月异,经济发展和社会进步越来越离不开管理科学的支撑。社会管理、环境管理、公共管理、企业管理等各个方面都对管理学提出了新的要求。经济社会领域改革的不断深入,在参与国际竞争中要取得持续的优势,这些都迫切需要进一步加强管理科学的研究,提高管理水平。可以说,需要管理学解决的问题越来越多,管理渗透到社会、经济生活的各个方面。当前,中国管理科学正迸发出空前的生机和活力,同时也面临着空前的机遇和挑战。

管理学是一门应用性、实践性很强的学科,作为一门科学,它的一些理论和方法在世界范围内具有共性。管理要获得成功,必须植根于一个国家的社会组织 and 民族文化之中。要真正解决好中国的管理问题,要让中国人对世界范围内涉及自己的管理问题有话语权和平等的参与权,最终还是要依靠中国人自己。管理科学是一个国家软实力的重要组成部分,我们要不断地构建有中国特色的管理科学理论,要具备并不断提高解决各类实际管理问题的能力,要培养出大批有很高学养和丰富经验的管理者,要花大力气建设高质量的管理教育体系,最关键的是要有一支高水平的管理学队伍。

复旦管理学奖励基金会的宗旨在于奖励在中国管理学领域作出贡献的学者和实践工作者,推动管理学的理论和实践相结合,形成中国特色的管理科学体系,最终推动中国管理学的长远发展,促进中国管理学人才的成长,提高中国管理学的国际学术影响力。

复旦管理学杰出贡献奖到今天已经是第 5 个年头了,12 位在管理科学与工程、工商管理 and 公共管理等领域有杰出贡献的学者获得了这一奖项。这次,基金会把历届获奖人的代表性成果收录成册、公开发行,一方面是希望促进管理学研究成果在全社会的共享;另一方面也希望能够激励更多的中国管理学工作者潜心研究、勇于实践,产生高水准的学术成果,推动中国的管理创新和发展。

衷心祝愿中国管理学的明天更加美好!

序 言 二

成思危

管理学是一门应用性、实践性很强的学科,既有科学的规律可循,又有艺术的运用之妙。改革开放以来,我国管理学扎根于中国特色社会主义的实践沃土,积极回答了改革开放对理论和实践提出的新课题,适应了我国经济建设的迫切需要,并在多学科相互融合中不断发展,初步形成了比较适合我国国情的管理学科体系。

从管理科学与工程方面来看,我国的总体研究水平取得了显著提高。在分析预测方法、不确定性决策理论、群体决策理论、供应链管理、管理复杂性研究等领域,还产生了一批在国际上有影响力的优秀成果。从工商管理方面来看,改革开放的实践为中国特色工商管理模式的形成提供了成长沃土。我国学者在股份制公司的组织与运作、公司治理制度的建立与评价、企业战略制定与实施、企业信息管理与电子商务、非公有制企业管理等众多领域进行了深入探索,在建立符合国情的现代企业制度、提高企业管理水平等方面作出了重要贡献。在发挥市场资源配置方面的基础性作用的同时,也需要政府通过适当有效的宏观管理加以引导和调控,解决发展中产生的矛盾,维护有序的市场秩序,促进社会公平,保护生态环境,改善社会保障,实现可持续发展的和谐社会,公共管理研究为国家宏观政策制定提供了重要的理论支持。

为了推动我国管理学长远发展,促进我国管理学人才的成长,提高我国管理学在国际上的学术地位和影响力,复旦管理学奖励基金会自2006年起开始奖励我国在管理学学术领域作出杰出贡献的工作者,倡导管理学理论符合中国国情,并密切与实践相结合。获奖人都是活跃在当今管理学学术领域的最优秀学者,获奖人的产生经过了学界的广泛推选,经过了严格的评议过程,始终坚持“创新性、学术性和实用性”的基本评判标准,具有较高的程序公正性和实质公正性。复旦管理学杰出贡献奖是完全由学术界独立完成推选的学术奖项,现在,复旦管理学杰出贡献奖逐渐被更多的人了解,产生了一定知名度,在管理学界具有了越来越大的影响力,评选出的获奖人和他们的成果代表着目前我国管理学研究的先进水平。今后,我们将持续帮助获奖人出版他们的研究成果,促进学术交流,推动理论繁荣。

“创立中国特色的管理理论、建立中国自己的管理学派”不是一朝一夕可以完成的任务。复旦管理学奖励基金会将通过对中国管理学界的长期支持,努力促成这项事业的成功。基金会目前还只是做了一点基础性的工作。我相信通过10年、20年的努力,通过一代又一代管理学者的辛勤工作,通过有选择地学习和吸收国外经验,有批判地继承中国传统的管理哲学和管理思想,一定能够达到这个目标。

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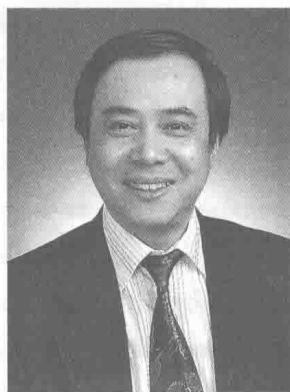
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一、李垣学术代表成果汇集篇

李 垣

李垣,男,1961年出生,1993年获西安交通大学管理学院博士学位。现任上海交通大学安泰经济与管理学院讲席教授、执行院长,教育部长江学者特聘教授,国家自然科学基金杰出青年;兼任中国科学与科技政策研究会副理事长,中国管理现代化研究会常务理事,技术与创新管理专业委员会主任,JMA国际期刊主编等职务。



李垣教授主要从事创新与战略领域的学术研究,其研究成果主要包括:(1)转型时期企业自主创新能力提升的研究:多角度界定企业自主创新,提出了影响我国企业自主创新的关键因素及其对企业自主创新能力的影 响机制,构建了分析中国企业自主创新的理论框架,对企业自主创新创业及政府相关政策的制定具有一定的实践指导意义;(2)网络环境下的柔性战略及战略联盟管理模式研究:提出了动态环境下企业的柔性战略分析框架,揭示了企业运营过程的资源柔性和协调柔性对新产品开发的直接影响和交互影响,并针对产业价值链分析的缺陷提出了企业价值网络的概念、特点、形成和管理特征,构建了关于战略联盟中合作风险与信任、控制的关系与联盟绩效关系的研究框架;(3)不同治理结构下企业技术创新及其竞争力分析:对企业治理结构进行了深入研究,比较了不同治理结构对创新行为的影响效果,说明了不同治理结构和控制模式对企业不同主体技术创新行为的影响差异,建立了竞争优势的关键因素(DFCA)与竞争战略目标(CSG)的关系矩阵模型,解释了企业不同创新活动和企业竞争力之间的关系,并成功应用于企业的实际评价和创新绩效考核。

李垣教授曾获教育部人文社科奖二等奖、三等奖,国家自科基金项目后评估特优,陕西省科学技术奖一等奖、二等奖,陕西省哲社优秀成果奖三等奖,河南省科学技术进步奖二等奖等多项荣誉与奖励。李垣教授曾获陕西省哲社优秀成果奖三等奖,教育部人文社科奖二等奖、三等奖,陕西省科学技术奖一等奖、二等奖,国家自科基金项目后评估特优、河南省科学技术进步奖二等奖等多项荣誉与奖励。

Co-opetition, Distributor's Entrepreneurial Orientation and Manufacturer's Knowledge Acquisition: Evidence from China^{*}

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Abstract: By viewing cooperation and different types of conflicts as “co-opetition” factors in a manufacturer-distributor supply chain, this paper provides a conceptual model for examining the effects of cooperation and conflicts on a manufacturer's knowledge acquisition process and for exploring the moderating effects of a distributor's entrepreneurial orientation on the relationships between co-opetition factors and the manufacturer's knowledge acquisition. This conceptual model is tested with 225 dyad samples from manufacturer-distributor supply chains in China. The results show that cooperation and the type of conflict have both individual and interactive effects on the manufacturer's knowledge acquisition, thus highlighting the importance of the co-opetition perspective on supply chain knowledge management. More importantly, the results show that the entrepreneurial orientation of a distributor positively moderates the relationships between co-opetition factors and a manufacturer's knowledge acquisition, implying that strengthening the distributor's entrepreneurial orientation can improve the efficiency of co-opetition and thereby affect the knowledge acquisition of the manufacturer, and highlighting the importance of blended analysis across the domains of supply chain management and entrepreneurship.

Keywords: supply chain knowledge management, knowledge acquisition, co-opetition relations, entrepreneurial orientation

^{*} *Journal of Operations Management*, 2011(29): 128-142.

1. Introduction

Knowledge has become recognized as a key issue that defines competitive advantage (Nonaka et al., 1996; Grant, 1996). Therefore, firms have increasingly paid attention to enhancing knowledge acquisition by improving the efficiency of supply chain cooperation (Skinner et al., 1992; Burkink, 2002). One approach to advancing knowledge acquisition, from organizational learning theory, focuses on the properties of dyadic relationships between social organizations, such as cooperation and conflict (Song et al., 2005; McEvily et al., 2003).

Previous literature relating to this approach has often highlighted the impact of either cooperation or conflict on knowledge acquisition (Muthusamy and White, 2005; Paulraj et al., 2008; Lyles and Salk, 1996; Yin and Bao, 2006). Researchers from the cooperation perspective have tended to focus on knowledge acquisition associated with a higher level of integration of physical and human capital resources across the supply chain (Argyle, 1991; Paulraj et al., 2008). Scholars from the conflict management perspective have noted that conflict includes both constructive and destructive conflict. Constructive conflict is defined as an evaluative appraisal of the results of recent efforts to manage disagreements (Rawwas et al., 1997; Anderson and Narus, 1990; Song et al., 2006; Tjosvold and Su, 2007; Eckert and Rinehart, 2005). Destructive conflict is viewed as the result of the influence of strong forces that push the parties toward increasingly hostile behavior (Thomas, 1976). These two kinds of conflict either contribute to or impede knowledge acquisition (Rawwas et al., 1997; Song et al., 2006).

New advances in this domain indicate that the properties of a supply chain partnership can be best described as co-opetition (Bengtsson and Kock, 2000; Kotzab and Teller, 2003; Luo, 2007), defined as cooperation and competition simultaneously functioning between increasingly interdependent parties (Brandenburger and Nalebuff, 1996; Lado et al., 1997), and the balance between cooperation and competition can evolve into an important relational capability (Gnyawali et al., 2006). Therefore, the two different facets of the co-opetition relationship (cooperation and conflict) might have individual as well as interactive impacts on the inter-organizational knowledge acquisition process. However, the interaction between cooperative behavior and conflictive behavior that affects a manufacturer's knowledge acquisition has received little attention in prior literature.

More importantly, there has been increasing interest in the intersection between supply chain management and entrepreneurship (Arend and Wisner, 2005; Giunipero et al., 2005). The approach that focuses on the properties of dyadic relationships in supply chain management can be extended by also exploring the effects of entrepreneurship in this

supply chain (Walter et al., 2006). In particular, since the entrepreneurial orientation (EO) of partners impacts the potential benefits from the co-opetition relations, it should interact with the co-opetitive behavior of the firms to change the efficiency of their knowledge acquisition. In fact, distributors with a high level of EO are usually more innovative and proactive in product market domains and prefer to take more risks in a co-opetitive relationship with a manufacturer in order to improve their competitive advantage, and this preference in turn changes the potential benefits that manufacturers can realize from the supply chain co-opetition (Zahra et al., 1999). Co-opetiting with such a distributor can probably offer the manufacturer a better chance to access wider areas of market information. Therefore, it is possible that the partner's EO not only impacts the potential benefits from the co-opetition relations (Mione, 2009) but also determines the efficiency of the recipient's knowledge acquisition process in response to different co-opetition relations. Thus, it is important to study how a partner's EO moderates the relationship between co-opetition relations and a manufacturer's knowledge acquisition. Unfortunately, existing literature provides little knowledge about this important issue.

To address these gaps, this study operationalizes a conceptual model which links cooperation, constructive vs. destructive conflict, distributor's EO and manufacturer's knowledge acquisition (MKA) holistically to provide the following contributions. From a theoretical viewpoint, drawing upon the co-opetition perspective, this study argues that the properties of a supply chain partnership can be described as co-opetition, and the cooperation behavior and two types of conflict behaviors (constructive and destructive conflict) may have individual and interactive effects on the manufacturer's knowledge acquisition. Furthermore, by leveraging the EO lens into the operations management study, we explain how a distributor partner's EO provides an exogenous moderating effect on the relationship between co-opetition and the manufacturer's knowledge acquisition, thereby showing that, by leveraging the moderating effect of the distributor's EO, the manufacturer can improve the efficiency of the co-opetition which in turn affects knowledge acquisition. Therefore, we incorporate the distributor's entrepreneurship as an external resource to create complementary assets with internal co-opetition capability to improve the manufacturing firm's knowledge acquisition, thereby extending the supply chain co-opetition perspective by incorporating the entrepreneurship lens.

Meanwhile, some recent strategic supply chain management research has emphasized the importance of simultaneously considering strategic and operational issues when coping with supply chain issues (Hult et al., 2004; Upson et al., 2007; Li et al., 2008a, b). However, few empirical studies of this subject have been undertaken. By jointly considering the operational issues (maintaining the co-opetition balance) and the strategic issues (finding a distributor partner with high entrepreneurial orientation) in the manufacturer-distributor supply chain, this study has the potential to enrich the literature

in this stream.

Moreover, in contrast with previous entrepreneurship literature which has mainly paid attention to the impact of a firm's EO and the ways in which the supply chain can be leveraged to support the requirements of EO (e.g., Handfield et al., 2009; Walter et al., 2006), this study analyzes how the firm's partner's EO influences the efficiency of co-opetitive relations. This emphasis thus extends research in entrepreneurship from intra-organization to inter-organization analysis. We especially argue that the EO of a distributor partner can differently moderate the effects of a manufacturer's co-opetitive behaviors on its knowledge acquisition, and we examine the potential fit between co-opetitive strategies and the partner's characteristics (EO) in the inter-organizational learning process. Furthermore, viewing a partner's strategic orientation as an important external resource, we argue that the distributor's EO and the co-opetition of the manufacturer can exploit complementary assets to improve the knowledge acquisition process. By combining the EO perspective, the co-opetition perspective and the complementary asset perspective (Teece, 1986; Song et al., 2005), this study explains important complementary relationships between the distributor's EO as an external resource and the manufacturer's co-opetition as an internal behavior, an explanation which extends the complementary asset perspective into the inter-organizational cooperation analysis such as supply chain cooperation.

From an empirical viewpoint, we investigate the above questions in the context of a Chinese manufacturer-distributor supply chain. China is the largest emerging economy and the world's manufacturing center for consumer products (Jiang et al., 2007; Liu et al., 2009; Zhao et al., 2007; Flynn et al., 2007), and the great competitive pressures and escalating customer expectations in China are forcing manufacturers to rely heavily on distributors' knowledge in order to develop attractive products and take advantage of market opportunities (Ambler et al., 1999; Zhao et al., 2008; Boyer and Lewis, 2002; Xu et al., 2006). Thus, the question of how to enhance the manufacturer's market responsiveness has become an important issue in China (Langerak, 2001; Zhu and Sarkis, 2004; Ianchovichina and Martin, 2004). Meanwhile, consistent with the co-opetition perspective, the cultural tradition of "*yin-yang* philosophy" (Strutton and Pelton, 1997; Chen, 2002) may have additional implications for current Western operations management theory to apply in this new setting. The Chinese "middle ground" philosophy, with its emphasis on balance and the integration of opposites, offers promise for enriching conventional Western conceptions of supply chain relationship management (Chen, 2008). At the same time the Chinese are known for their entrepreneurial skills (Hofstede and Bond, 1988; Chen, 2008), and entrepreneurs by nature tend to use appropriate co-opetitive relationships to find new ways of doing business. Our empirical findings, based on 225 dyadic Chinese firm samples, provide support for our conceptual model.

2. Theoretical background and conceptual model

2.1 Co-opetition perspective in supply chain knowledge management

Research on knowledge management, both within and among firms, has been widely diverse, but the theoretical explanations can be generally organized according to the properties of the three contexts within which knowledge management occurs: properties of units (e.g., an individual, or an organization), properties of knowledge, and properties of the relationships between units (Argote et al., 2003). Compared to research on how properties of firms and properties of knowledge affect acquisition outcomes, research on how properties of relationships between organizations affect learning and knowledge management outcomes is a newer approach (Argote et al., 2003). The positive aspects of relational properties, such as strength of connection, trust, and cooperation, as well as the negative aspects such as conflict and opportunism, and their effects on the outcomes of knowledge acquisition in inter-organizational relations have been analyzed extensively in the literature on knowledge management, strategic management and operations management (e.g., Muthusamy and White, 2005; Paulraj et al., 2008; Lyles and Salk, 1996; Yin and Bao, 2006; Song et al., 2006).

The co-opetition perspective, which emphasizes that cooperation and competition function simultaneously (Brandenburger and Nalebuff, 1996; Lado et al., 1997), is the most recent advance in supply chain knowledge management. Strategic interdependence between manufacturers and distributors contains both cooperating and bargaining elements (Young and Wilkinson, 1997). Manufacturers and their distributor partners cooperate in order to achieve common and compatible goals such as reliable product quality, timely delivery and attractive price, while at the same time they conflict with each other with respect to incompatible goals such as favorable payment terms and advantageous financial arrangements (Rawwas et al., 1997; Young and Wilkinson, 1997). Cooperation means the joint operation or action, or assistance and teamwork, and the cooperating elements that can provide a firm with opportunities to learn from its partners and gain access to complementary resources beyond the firm's own boundaries (Powell, 1987; Flynn et al., 2010). Meanwhile, conflict refers to situations described by an expressed struggle between two or more interdependent parties with apparently incompatible goals, limited resources, and a perception of interference (Thomas, 1992). The parties in a cooperative arrangement may also encounter conflicts arising from different motivations, inconsistent goals or an absence of mechanisms mitigating possible opportunism (Webb and Hogan, 2002; Khanna et al., 1998).

By examining only cooperation and ignoring conflict, or vice versa, existing research

explains only part of the overall picture of dyadic relations, while the new co-opetition perspective takes into account the simultaneous occurrence of both cooperation and conflict (e.g., Bengtsson and Kock, 2000; Eriksson, 2008). In fact, unless supply chain members refuse to cooperate at all, conflict is unavoidable. Cooperation usually indicates that cooperating actions occur between two originally separate entities, and effective knowledge acquisition and performance advancing requires firms in supply chain to unify cooperation from external participants (Vickery et al., 2003). However, since they are independent entities, cognitive differences always exist in their goals, interests and resource allocation, and these differences or contradictions may cause conflict (Eliashberg and Michie, 1984).

Existing literature on supply chain management suggests that managerial goals should be to minimize conflict and maximize cooperation (e.g., Mallen, 1963; Skinner et al., 1992; Reve and Stern, 1979; Stern and Reve, 1980). However, since cooperation and conflict mutually co-exist, we argue that the proper way to manage a co-opetition relationship is not to completely minimize conflict but to manage constructive and destructive conflict differently. In fact, in view of the different features of the two kinds of conflict, constructive conflict and destructive conflict should have different effects on aspects of firm performance such as knowledge acquisition. Further, because cooperation and conflict exist in a supply chain simultaneously, we argue that the interactions of cooperation and two types of conflict have an important impact on a manufacturer's knowledge acquisition. In other words, managing supply chain relations both to focus on cooperation and to deal with constructive conflict can be a relational capability which leads to highly efficient knowledge acquisition from partners in supply chains and therefore can be a source of firm's competitive advantage.

Meanwhile, in an inter-organizational cooperation process, firms with strong EO place more emphasis on knowledge acquisition from partners through co-opetition activities (Hardy, 2009). First, such firms emphasize learning from partners so that they can obtain advanced knowledge from novel innovation (Yli-Renko et al., 2001). During this learning process, these firms prefer to take proactive actions in both the cooperation and the competition with their partners (Mione, 2009) so that they can grasp market opportunities early. Second, these firms often emphasize acquisition of external knowledge and therefore might experience risks resulting from conflicts in cooperation with partners (Hitt et al., 2001). In such a case, the firms focus more on use of the benefits of co-opetition in knowledge acquisition (Luo, 2005). Therefore, we argue that firms with strong EO should strengthen their co-opetition behavior for the purpose of acquiring knowledge from their partners.

Moreover, the *yin-yang* philosophy, deeply rooted in East Asian culture, aligns with the spirit of co-opetition relations (Strutton and Pelton, 1997; Luo, 2005). Cooperation represents *yang* factors, and conflict represents *yin* factors. Unlike polar-oriented

thinking, the *yin-yang* philosophy is based upon the simultaneous consideration of both sides of one thing and their possible mutual conversions and synergies (Strutton and Pelton, 1997; Wong and Tam, 2000), and is therefore consistent with the co-opetition perspective (Chen, 2008). Thus, in the Chinese context, manufacturers who follow a *yin-yang* philosophy concerning supply chain relational management simultaneously deal with both the cooperation and the conflict issues, so that they can more efficiently obtain important knowledge from distributor partners.

2.2 The moderating role of the distributor's EO

Researchers are beginning to recognize that the relationship between properties of dyadic relationships and outcomes may be contingent on some contextual factors (Argote et al., 2003; Burton et al., 2002). For example, Das (2003) demonstrates that the fit between characteristics of a problem and the problem-solving approaches predicts performance. Sorenson (2003) suggests that the fit between market turbulence and firm design predicts the firm's probability of survival. Similarly, in accord with increasing interest in the interface between supply chain management and entrepreneurship, we suggest that the analysis of a dyadic relationship can be extended by exploring the effect of EO in this relationship.

Entrepreneurial orientation (EO) describes a firm's tendency to pursue new entry opportunities and to focus on gaining competitive advantage principally through risk-taking, innovative and proactive behavior (Miller, 1983; Lumpkin and Dess, 1996; Dess et al., 2005; Li et al., 2008a, b). Scholars who treat EO as a key firm characteristic have found that businesses with high EO perform better (e.g., Wiklund, 1999; Zahra and Covin, 1995). The application of entrepreneurial concepts as a lens to study supply chain management is in a nascent stage, yet some recent studies lend credibility to this theoretical advance. For example, Handfield et al. (2009) provide a basis for the contention that entrepreneurial behavior is an important attribute for firms to adopt in building a supply chain team. Walter et al. (2006) argue that since pursuing EO is a resource-consuming process, a firm's supply chain capability may moderate the relationship between the firm's EO and performance. An interesting but rarely mentioned issue is the role of the distributor partner's EO in this dyadic relation. By analyzing the impact of a partner's EO, this paper extends the focus from firm-level EO to supply chain-level EO and examines the potential fit between co-opetitive strategies and the partners' EO in the learning process of a supply chain.

Meanwhile, finding a distributor partner with a particular strategic orientation is an important strategic issue to consider when managing supply chains in the current global economic climate. Depending on its strategic orientation, a distributor may not only differently influence behavior in co-opetition interactions between members but also differently affect the content and quality of the knowledge it can possibly transfer (De