Abstract
Business practitioners have long recognized that their partners’ organizational structures influence alliance success, yet little is known about how allying with a customer-centric partner contributes to either alliance or firm performance. The authors propose a conceptual framework to examine how partners’ customer-centric structures influence alliance value cocreation and appropriation. Event study analyses (Study 1) of secondary multivariate data from Fortune 1000 firms between 1998 and 2014 suggest that when two firms enter into an alliance, their structural asymmetry influences their ability to pool and integrate resources. Asymmetry enhances the combined benefits cocreated by the two partners forming marketing alliances, but it undermines the combined benefits of R&D alliances. The majority of the cocreated value gets appropriated by firms with customer-centric structures, rather than their product-centric partners. A complementary panel data analysis (Study 2) of a series of multiple alliances over time affirms that the net effect of marketing-intense (vs. R&D) alliance portfolios on long-term firm performance increases with the share of alliances in the portfolio that is marked by structural asymmetry (cocreation) and a firm’s customer-centric structure (appropriation).

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He is the Editor-in-Chief of the Journal of Academy of Marketing Science, which recently ranked second among all marketing journals in its five-year impact factor. He serves as an area editor for Journal of Marketing; and also sits on the editorial review boards for Journal of Retailing and Journal of Business-to-Business Marketing. His publications have received multiple awards, including the Harold H. Maynard; Seth Journal of Marketing, Robert D. Buzzell, Lou W. Stern, MSI Young Scholar, Varadarajan Award for Early Contribution to Marketing Strategy Research, and the American Marketing Association Best Services Article awards. He also has won multiple awards as a teacher of advanced marketing strategy in the doctoral, EMBA, and MBA programs at the University of Washington.

Among the numerous industry and governmental committees on which Robert has served, he chaired proposal selection committees for the National Research Council (NRC), National Academy of Sciences (NAS), and the Wright Centers of Innovation, which awarded grants of $20 million for the development of a new Wright Center of Innovation based on joint academic–industry proposals. He has served on NASA’s Computing, Information, and Communications Advisory Group, with the AMES Research Center. This advisory group assesses the current state of technology development within academia, governmental agencies, and industry related to NASA’s information technology activities and space exploration requirements; recommends future investment areas; and outlines a sustainable process to ensure optimal investment strategies and technology portfolios for NASA’s Space Exploration Enterprise. He also consults and serves as an expert witness for companies including Alston+Bird, Paul Hastings, Microsoft, Telstra, Starbucks, Emerson, Fifth Third Bank, Wells Fargo, Genie, Cincom, World Vision, and Belkin.

All interested are welcome.