

**APPENDIX D -
SUPPLEMENTAL GLOSSARY OF TERMS: SPECIFIC TO
RESEARCH INTERVIEWS**

**Research Title: Can Alliance Networks Work? Examining the Evolution &
Impacts of Alliance Portfolios In Healthcare.**

Definition of Key Terms

Alliance Portfolios: Wassmer (2010) defines alliance portfolios as “as a focal firm’s past as well as ongoing strategic alliances”, with Baum (2000) defining as “a focal firm’s egocentric alliance network (p. 144 and 143, respectively).”

Core Competencies: Prahalad and Hamel (1990) define core competencies as “the collective learning in the organisation, especially how to coordinate diverse production skills and integrate multiple streams of technologies (p. 82)”; are “also about the organisation of work and the delivery of value (p. 83)”; “are the engine of new business development (p. 83)”; “are the glue that binds existing businesses (p. 83)”; and finally that “core competence does not diminish with use (p. 83)”, as they “are enhanced as they are applied and shared (p. 83).”¹¹

Dynamic Capabilities: Baretto (2010) defines dynamic capabilities as “...the firm’s potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions, and to change its resource base (p. 271).”

Innovation: Kline and Rosenberg (1985) propose that “we might think of innovation as a new product, but it may also be i) a new process of production; ii) the substitution of a cheaper material, newly developed for a given task, in an essentially unaltered product; iii) the reorganisation of production, internal functions, or distribution arrangements leading to an increased efficiency, better support for a given product, or lower costs; or iv) an improvement in instruments or methods of doing innovation (p. 279).”

¹¹ Prahalad and Hamel (1990) propose that core competencies are identified by three requirements, including i) providing access to a wide variety of markets; ii) provide a significant contribution to the customer value proposition; and iii) the identification and duplication should be difficult for rivals to copy.

Interorganisational Networks: The literature base provides an extraordinary degree of varying definitions. In the context of this research program, ‘interorganisational network’ refers to the complement of formal and informal alliance partner organisations that a hub-organisation interfaces with formally or informally develop dynamic capability in pursuit of competitive advantage.

Research & Development: Snow, C. C., Fjeldstad, O. D., Lettl, C., & Miles, R. E. (2011) define the essence of research and development to be “the generation, selection and development of ideas (p. 11).”

Resources: Maijoor and Witteloostuijn (1996) define resources as “those tangible/intangible assets that are tied semi-permanently to the firm (p. 550)”.

Resource Schema: Danneels (2011) defines resource schema as the mental model that managers hold of their firm’s resources and contains answers to questions such as ‘what are our resources?’ and ‘what are the potential applications of our resources (p. 21)?’