ABSTRACT

Companies must access and use suppliers’ knowledge to build and maintain high performance and foster innovation. This study examines how buyer-supplier relationships (BSRs) can achieve high levels of performance by building a dynamic knowledge integration (KI) capability. We investigate how strategic supply management and trust dynamically shape KI. Based on survey data from 133 BSRs, the results suggest that KI affects performance although in multiple ways. We also find that while trust has multiple significant influences and consequently must be viewed as an organizing principle, strategic supply management is required to jointly understand the dynamic context but not to jointly make ongoing decisions.

KEYWORDS: dynamic capabilities, strategic supply management, buyer-supplier relationships, trust, knowledge resources.