

ACQUIRING MARKETING KNOWLEDGE TO DRIVE INNOVATION

A study of international joint ventures in Vietnam

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SUMMARY

This research examines the process of inter-partner learning in International Joint Ventures (IJVs) in developing countries by focusing on adaptive and generative learning of marketing knowledge. Specifically, the research investigates the roles of 4 factors: learning intent, entrepreneurial culture, overseeing effort and organizational control to adaptive and generative learning. It also investigates the influences of acquired marketing knowledge to marketing innovation of IJVs.

The empirical results show that these two factors learning intent and entrepreneurial culture are key determinants of adaptive and generative marketing learning. However, they facilitate adaptive and generative learning via different ways. Although learning intent is a precondition for learning, it has no direct impact on adaptive and generative learning. It actually influences adaptive and generative learning via overseeing effort and organizational control. The results also indicate that entrepreneurial culture has a direct effect on both adaptive and generative learning of marketing knowledge, and no effect on organizational control and overseeing effort. Finally, this study finds that there only acquired generative marketing knowledge fosters marketing innovation.

CONTIBUTIONS

The research has made a link between theory of knowledge-based view of the firm with organizational learning and international strategic alliance theory. Through these processes, it has been determined:

- ✓ Four factors that are important to adaptive and generative learning of marketing knowledge: learning intent (LI), entrepreneurial culture (EC), overseeing effort (OE) and organizational control (OC). While learning intent affects adaptive and generative learning through two mediators: overseeing effort and organizational control, entrepreneurial culture has direct impact on both levels of learning.
- ✓ Organizations are successful in both adaptive learning and generative learning. This finding is contrary with previous' qualitative studies which organizations only succeed adaptive learning and fail generative learning.

The research also finds that adaptive learning has positive impact on generative learning.

- ✓ There only acquired generative marketing knowledge has positive impact on marketing innovation. Acquired adaptive marketing knowledge has no link on marketing innovation.

The research also contributes to organizational learning theory by development measurement scales for three constructs: adaptive learning, generative learning and organizational control.

MANAGERIAL IMPLICATIONS

Learning occurs naturally in every organization. However, to achieve faster learning and better outcomes from learning in an IJV, firms must have learning intent. On the first hand, to enable generative learning, the learning type is very crucial to marketing innovation, firms should encourage the overseeing effort of its members and firm's leaders. Activities on overseeing effort would strengthen the knowledge connection and ease the access to knowledge sources in an IJV. To foster adaptive learning, on the other hand, firms should deploy organizational control system. Organizational control provides formal mechanism for learning. Although adaptive learning has no effect on marketing innovative, it has positive impact on generative marketing learning which is important to marketing innovation.

Another important factor to facilitate both adaptive and generative marketing learning is to develop an entrepreneurial culture in the IJV. The development of such a culture requires time and effort of IJV leaders. This culture is developed gradually after the IJV goes into operation. It forms a system of shared values among all members of the IJV. Although being slow to achieve its effect, entrepreneurial culture is more important in the long run.

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