

# The Impact of HQ-subsiary Cooperation on Time Efficiency in International Rollout

국제신제품시판 시간효율성에 대한 본사-자회사간 협력의 영향에 관한 연구

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## ABSTRACT

This study examines the moderating effect of HQ-subsiary cooperation on the relationships between standardization and on-time completion of new product development (NPD) and international new product rollout (INPR). It was empirically tested by a Korean sample to verify the validity of the research framework. The results show that the higher the HQ-subsiary/agent cooperation, the stronger the effect of NPD timeliness on INPR timeliness. However, HQ-subsiary cooperation does not moderate the relationship between standardization and INPR timeliness. Under conditions in which the subsidiary and headquarters have a positive relationship, open communications, and regular interactions, more successful new product development in terms of planned time schedule is strongly associated with a much faster introduction to overseas markets.

**Key Words** : HQ-subsiary Cooperation, Standardization, New Product, Time Efficiency

## I. Introduction

The prevalence of supportive organizational attributes (e.g., HQ-subsidary cooperation) as key determinants of international new product outcome has been highlighted in the literature. Previous findings provide support to the argument that HQ-subsidary/agent cooperation is an antecedent to international new product rollout (INPR) timeliness (Chrysochoidis and Wong, 1998; Lee and Wong, 2010; 2012).

Past research on the HQ-subsidary relationships has focused on HQ-subsidary structural relationships (i.e., HQ control on subsidary behaviour). As an effective HQ-subsidary control relationship, many researchers have described the structural attributes of relationships in terms of three basic HQ-subsidary governance mechanisms: centralization (i.e., the lack of subsidary autonomy in decision-making), formalization (i.e., the use of systematic rules and procedures in decision-making or routinization of decision-making and resource allocation), and normative integration (i.e., the socialization of managers into a set of shared goals, values, and beliefs as a basis for decision-making) (Ghoshal and Nohria, 1989; Rodrigues, 1995). HQ prefers control over its foreign subsidiaries while the subsidary desires autonomy. The advantages of autonomy versus advantages of centralized structures have been presented (Paterson and Brock, 2002). With respect to the relationship between decision-making and performance, the literature has explained that decentralization in international marketing decisions has efficient results. Ghoshal and Nohria (1989) found that centralization is negatively associated with both environmental complexity (i.e., technological dynamism and competition) and local resources (i.e., subsidary's size), whereas formalization is positively associated with both these variables.

If companies introduce more product lines in foreign markets or modify products to meet local demand, then decentralization of decision-making is more likely to follow (Gates and Egelhoff, 1986). Market knowledge competence and a customer knowledge process enhance new product advantage because they enable a firm to explore innovation opportunities created by emerging market demand and reduce potential risks of misfitting buyer needs (Li and Calantone 1998). The use of "soft (i.e., informal communication and socialization)" integrating mechanisms has a lager effect on intensive coordination and communication between HQ and subsidary/agent than "harder (e.g., centralization/decentralization of decision-making and the formalization of procedures)" ones

(Chryssochoidis and Wong, 1998). Thus, organizations acquire market, customer and competitor knowledge in line with the effective and intensive HQ-subsidary cooperation and then they tend to accelerate new product launch into target markets. Gathering market intelligence on local markets (e.g., customers and competition status) will be achieved through cooperation between HQ and subsidiaries' units or agents. Market-driven learning is beneficial for companies in developing new products for export since it allows them to gain insights into local market characteristics conducive to new product acceptance (Cavusgil *et al.*, 1993).

Based on the interconnection between HQ-subsidary/agent cooperation and performance in foreign markets (e.g., time efficiency), the possibility of a moderating effect of HQ-subsidary/agent relationships exists in the interconnection between antecedents and INPR timeliness (Chryssochoidis and Wong, 1998; Lee and Wong, 2010; 2012). Therefore, research questions concerns the effects of HQ-subsidary/agent relationships on the direct relationships between antecedents (e.g., timeliness in NPD and standardization) and timeliness in INPR.

## II. Conceptual model and Hypotheses

Figure 1 presents the proposed conceptual framework followed by the discussion of the rationale for the proposed model to develop specific hypotheses.

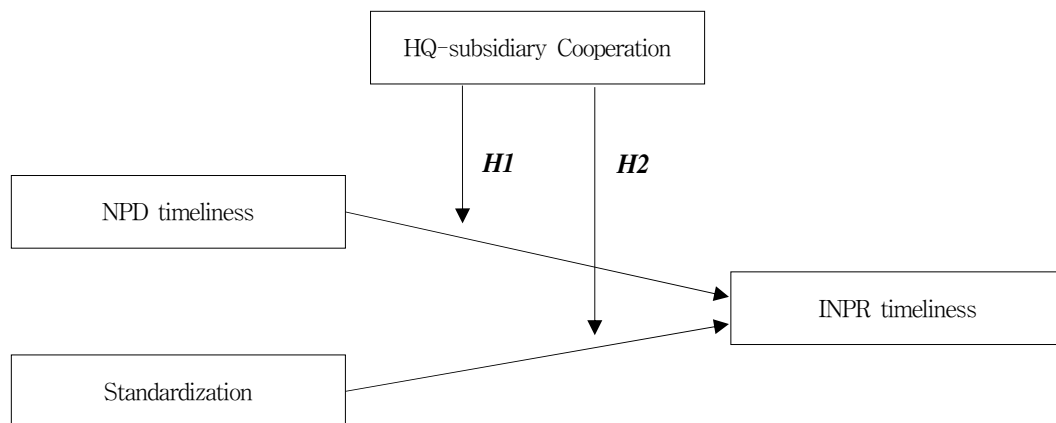


Figure 1 Conceptual Framework

The current research model basically comprises 3 constructs (i.e., NPD timeliness, standardization and INPR timeliness). 2 constructs (i.e., NPD timeliness and standardization) are associated with INPR timeline. To test indirect effects, I put 1 moderator variable (i.e., HQ-subsubsidiary cooperation) onto the conceptual framework. The premise of this study is that HQ-subsubsidiary cooperation moderates the relationships between the determinants of INPR timeliness (i.e., NPD timeliness and standardization) and INPR timeliness. Rather than the investigation of a direct relationship between HQ-subsubsidiary cooperation and INPR timeliness, its indirect effect on the relationship between NPD timeliness and INPR timeliness should be examined in terms of the inclusion of potential moderator variable.

### ***1. The Moderating Role of the HQ-subsubsidiary/agent Cooperation on the Relationship between NPD Timeliness and INPR Timeliness***

Most products are now developed for international markets, meaning that they can be sold simultaneously in multiple markets (Rogers *et al.*, 2005). The timely development of a new product is strongly associated with a much faster introduction to overseas markets (Chrysochoidis and Wong, 1998; Lee and Wong, 2010; 2012). A delay in completing the NPD project causes delay in INPR.

The quality of communication between HQ and subsidiary was emphasized as being particularly important in the innovation process (Ghoshal and Bartlett, 1988). Proficiency in marketing and technical activities is driven by the effective organization of work (e.g., HQ-subsubsidiary/agent cooperation) (Brown and Eisenhardt, 1995; Lee and Wong, 2010). HQ-subsubsidiary cooperation enables firms to respond quickly to rapidly changing markets and technologies. To compete effectively in international markets, companies must quickly identify changing customer needs, develop more complex products to satisfy those needs worldwide, and provide better customer service.

Increasing information about target-country markets leads to increased efficiency by reducing uncertainty. Successful cooperation between HQ and subsidiaries can adapt a new product and marketing strategies to meet consumers' needs and preferences based on the amount and variety of information available to them. Organizations with rich cooperation and communication between HQ and subsidiary/agent can clearly make and implement decisions regarding rollout of their new

products across target-country markets on the basis of local market information.

Consequently,

*H1: The positive interconnection between timeliness in NPD and timeliness in INPR is stronger when HQ-subsidary cooperation is high than when it is low*

## ***2. The Moderating Role of the HQ-subsidary/agent Cooperation on the Relationship between Standardization and INPR Timeliness***

When introducing new products in international markets, standardization and adaptation are of significant concern to companies. Standardization (conversely, customization) refers to using a common programme and process on a worldwide basis. It is the application of the same strategy to all markets (e.g., Samiee and Roth, 1992) or the domestic marketing strategy to a foreign market (e.g., Cavusgil *et al.*, 1993). Standardization exerts both positive and negative effects on performance. That is, success is not dependent upon standardization or adaptation (Vrontis and Papasolomou, 2005). The major benefit of international marketing standardization includes significant cost savings (Zou *et al.*, 1997) and adaptation involves huge costs (Vrontis and Papasolomou, 2005). At the core of the standardization and adaptation debate is the trade-off between satisfying heterogeneity of demand and exploiting economies of scale. Since the late 1980s, both standardization and adaptation have been believed to be equally important (Cavusgil *et al.* 1993). Rather, the right level of standardization and adaptation across the marketing mix elements and marketing strategies for each country is important for companies (Vrontis and Papasolomou, 2005). Michell *et al.* (1998) pointed out that products are much more standardized and promotion, distribution and price more localized.

Empirically, customization of product technology increases the likelihood of delays in the completion of new product development projects and multi-country rollout (Chrysochoidis and Wong, 2000). The total standardization perspective emphasizes the trend towards the homogenization of markets and buyer behaviour and the substantial benefits of standardization (Zou *et al.*, 1997). Moreover, bolstering a subsidiary's strategic adaptation to the host country environment needs additional time because this may in turn help reap benefits from emerging opportunities (Luo, 2003).

However, standardization is subject to internal constraints (e.g., resistance from local subsidiary management and the company's existing worldwide network of operations) (Zou *et al.*, 1997)

because adaptation and flexibility add more value to subsidiary performance (Luo, 2003). A greater degree of standardization would be possible where the level of interaction between headquarters and subsidiaries is high (Rau and Preble, 1987). Conflict, or a poor relationship, between marketing functions at an MNC's headquarters and its subsidiaries may discourage the transfer of global marketing programs to foreign markets (Jain, 1989). A balance between standardization and adaptation shaped through direct contact between headquarters and subsidiary managers positively influences product performance in international markets and this positive influence is strengthened by headquarters-subsidiary cooperation (Subramaniam and Hewett, 2004). HQ-subsidiary cooperation further facilitates the assimilation of cross-border inputs, as cooperation among product development team members enhances shared and integrative knowledge and thereby could reduce the number of glitches in the product design. Therefore, the higher the HQ-subsidiary/agent relationship, the stronger the effect of standardization on INPR timeliness.

Hence,

*H2: The positive interconnection between standardization and timeliness in INPR is stronger when HQ-subsidiary cooperation is high than when it is low*

### III. Methodology

#### 1. Sample and data collection

Respondents were drawn from Korean manufacturing companies. To collect data, the drop-and-collect survey (DCS) method, which involves the researcher in personally delivering and later collecting the survey instrument (the questionnaire) either directly to the target respondent or indirectly via a gatekeeper (e.g., a secretary) (e.g., Ibeh *et al.*, 2004), was used. The selection of sample is based on the following considerations. First, the sampling frame consisted of the top 1,000 companies from the databases of the Korea Chamber of Commerce and Industry (KCCI). Second, the author focused on manufacturing (non-service) industries, which reduced the pool of companies to 447. Of 336 firms that had initially agreed to participate, data on 244 firms were collected. 12 cases with incomplete answers were eliminated, yielding a final total of 232

completed, usable questionnaires (a 52% response rate), which contributed to the ensuing data analysis. Following Armstrong and Overton (1977), a non-response bias check was conducted by comparing early with late respondents. An independent samples t-test indicated that there were no significant differences at the 5% significance level, supporting the assumption that respondents were not different from non-respondents.

## ***2. Pre-test and measures***

A draft questionnaire, prepared using well-established scales drawn from the relevant literature, was subjected to a pre-test. For enhancement of the construct validity of the survey measures, eight industry experts were asked to indicate any ambiguity regarding the phrasing of the items. In addition, two academicians reviewed the questionnaire, and minor revisions were made. The researcher then contacted a random selection of 33 NPD managers from a list of 100 Korean-based firms operating in a variety of manufacturing industries in order to test the reliability and validity of the measures with a small sample. The results of the pilot study indicated that measures loaded strongly on their corresponding constructs and showed an acceptable level of reliability.

*HQ-subsidiary cooperation* was a five-item scale taken from Hewett and Bearden (2001). *New product development timeliness* was measured with a two-item, taken from Cooper and Kleinschmidt (1994). *International new product rollout timeliness* was measured with a two-item, based on Chrysochoidis and Wong (1998) and Cooper and Kleinschmidt (1994). Both timeliness scales tapped notions of time efficiency (the degree to which the project [new product availability in target-country markets] was done in a time efficient manner) and staying on schedule (the degree to which the project [new product rollout] adhered to planned schedule). In measuring *standardization*, a thorough review of the literature revealed that there was only a limited number of developed scales measuring marketing mix such as product, pricing, promotion and distribution (e.g., Hewett and Bearden, 2001; Lee and Griffith, 2004; Shoham, 1999; Subramaniam and Hewett, 2004; Theodosiou and Katsikeas, 2001; Zou and Cavusgil, 2002). That is, most previous studies automatically treat standardization of the overall marketing programme or the 4-Ps as unidimensional constructs. Accordingly, it is necessary to develop a new measure by considering the standardization of technical-related activities as well as marketing-related activities (Jain, 1989;

Meijboom and Vos, 1997). The idea was to get an indication of the manifestation of a standardization-adaptation balance in terms of marketing and technical-related activities. All constructs were measured along a seven-point Likert scale, ranging from 1 = strongly disagree, to 7 = strongly agree. Table I presents a description of response formats and specific items for the multi-item scales.

Table I. Measurements

Construct	Items
HQ-subsidiary cooperation	<p>People from the marketing operations at both headquarters and our overseas subsidiaries/agents regularly interacted.</p> <p>There was open communication between the marketing operations at headquarters and our overseas subsidiaries/agents.</p> <p>The marketing operations at headquarters and our overseas subsidiaries/agents had similar goals.</p> <p>Overall, our overseas subsidiaries/agents' marketing departments were satisfied with its interaction with the marketing operation at headquarters.</p> <p>There was a give-and-take relationship between the marketing operations at headquarters and our overseas subsidiaries/agents.</p>
NPD timeliness	<p>The degree to which the project was done in a time-efficient manner.</p> <p>The degree to which the project adhered to the time schedule.</p>
INPR timeliness	<p>The degree to which the actual availability of the new product for sale in the firm's target country-markets was achieved in a time-efficient manner.</p> <p>The adherence of the new products to the rollout schedule.</p>
Standardization	<p>Our company tended to standardize marketing-related activities over the countries at which the new product was targeted.</p> <ul style="list-style-type: none"> <li>- Standardized marketing programme (i.e., various aspects of the marketing mix, which can be classified as product design, product positioning, brand name, packaging, retail price, basic advertising message, sales promotion, role of salesforce, management of salesforce type of retail outlets, and customer service)</li> <li>- Standardized marketing process (i.e., tools that aid in programme development and implement).</li> </ul> <p>Our company tended to standardize technical-related activities over the countries at which the new product was targeted.</p> <ul style="list-style-type: none"> <li>- Standardized process engineering and improvement, after-sales service, decision making on procurement and distribution and, ultimately, product development.</li> </ul>



*Control variables.* To eliminate potential confounds, I control for firm size and export experience. The importance of firm size in innovation and NPD research has been well documented (Chandy and Tellis, 2000). I measure firm size using the natural logarithmic transformation of the number of employees in a firm (Chandy and Tellis, 2000) and export experience using the natural logarithmic transformation of the number of years exporting (Hart *et al.*, 1994).

## IV. Data analysis and results

Results were analyzed in two stages. First, the psychometric properties (reliability, convergent and discriminant validity) of the constructs used in the research model were evaluated following the suggestions of Churchill (1979) and Anderson and Gerbing (1988). Then, the measurement model (confirmatory factor analysis) was performed followed by regression analyses to test the hypotheses in the conceptual model.

### *1. Reliability and validity of the measurement scales*

The reliability of all the scales used in the research was initially calculated using Cronbach's alpha coefficient. The results show that internal reliability for all the scales was acceptable and ranged from 0.71 for INPR Timeliness to 0.87 for HQ-subsidiary cooperation, indicating satisfactory internal consistency reliability for the measurements as suggested by Nunnally (1978).

To further evaluate the reliability of the measures employed, as well as their convergent and discriminant validity, the researcher used confirmatory factor analyses (CFA). For the measurement model, a CFA was run on the covariance matrix of the 11 observed variables (items). Initially, a CFA using the LISREL program was conducted for four constructs (latent factors  $\xi_1, \dots, \xi_4$ ). CFA was performed on the entire set of items simultaneously (Anderson *et al.*, 1987). The overall model fit indices demonstrate a lack of fit (chi-square value = 132.34 (degree of freedom = 38,  $p = 0.000$ ), the goodness-of-fit index (GFI) = 0.906, non-normed fit index (NNFI) = 0.902, comparative fit index (CFI) = 0.932, and root mean square error of approximation (RMSEA) = 0.104).

Table II CFA Results for Measurement Model: Standardized Coefficient Loadings and t-values

Items	Standardized Factor Loadings (t-values)			
	HQ-sub subsidiary Cooperation (HQsub)	New Product Development Timeliness (NPDT)	International New Product Rollout Timeliness (INPRT)	Standardization
HQsub 1@	0.85(Fixed)			
HQsub 2	0.78(13.17)			
HQsub 3	0.84(14.31)			
NPDT 1@		0.92(Fixed)		
NPDT 2		0.63(6.89)		
INPRT 1@			0.94(Fixed)	
INPRT 2			0.59(7.15)	
Standardization 1@				0.90(Fixed)
Standardization 2				0.75(10.42)

@: reference variable (indicator); the way to assign a unit of measurement for a latent variable is to fix a non-zero coefficient (usually one) in the relationship for one of its observed indicators.

There are several large residuals (i.e.,  $\geq |2.58|$ ). Accordingly, further iterations were carried out, successively dropping the item with the largest standard residuals and conducting a CFA until the statistics of overall model fit are satisfactory (Byrne, 1998). The process of model re-specification resulted in the deletion of 2 items. The final model gives a chi-square value of 50.62 (degree of freedom = 21,  $p=0.000$ ). Moreover, the final model shows good alternative indices: RMSEA is 0.078, NNFI value is 0.938, and CFI is 0.964. Based on these overall model fit indices, the final model is adequate. Table II presents CFA results for measurement model.

Table III Correlations & Summary Statistics<sup>1)</sup>

Construct	1	2	3	4	5	6
1. HQ-subsubsidiary Cooperation	1.00					
2. NPD timeliness	.39**	1.00				
3. INPR timeliness	.41**	.47**	1.00			
4. Standardization	.58**	.31**	.45**	1.00		
5. Firm size	.01	-.03	.08	.10	1.00	
6. Export experience	.09	.07	.05	.12	.23**	1.00
Mean	4.31	4.03	3.91	4.61	7.26	1.13
Standard deviation	1.12	1.17	1.10	1.25	1.40	.36
Number of items	3	2	2	2	-	-

1) Note: \*  $p<0.05$ , \*\*  $p<0.01$ , All significance tests are two-tailed.

Table III presents correlations, reliability (composite reliability), and validity (average variance extracted) of the constructs used in the study. The measures demonstrate adequate reliability and validity. The scale composite reliability for each construct was quite satisfactory (i.e., CR<sub>α</sub> values ranged from 0.75 to 0.86, exceeding the acceptable level of 0.70) (Fornell and Larcker, 1981). The AVE (average variance extracted) for each construct ranged from 0.62 to 0.69, exceeding the acceptable level of 0.50 (Fornell and Larcker, 1981). The results also showed that the shared variance between two constructs (i.e., squared correlation) is lower than each construct's AVE (Fornell and Larcker, 1981). Consequently, they are suggestive of discriminant validity. We also examined whether a single factor model ( $\chi^2(27) = 282.80$ ) fits the data better than CFA model ( $\chi^2(21) = 50.62$ ) (Brockman and Morgan, 2006). The difference in the chi-square statistic between the single factor model and the measurement model was significant (the change in  $\chi^2 = 232.18$ , the change in df = 6,  $p < 0.01$ ). This result demonstrates that the probability of common method variance occurring is minimized and common method bias was not a serious problem in this study.

## 2. Hypotheses testing

Table IV presents the results of regression analyses. The results show that NPD timeliness exhibited a significant, positive effect on international new product launch success. Also, the results indicate that a higher level of standardization was associated with a higher level of INPR timeliness.

H1 predicts that, for international new product rollout timeliness, the parameter of NPD timeliness would be greater for high HQ-subsidary cooperation than for low HQ-subsidary cooperation. In Model d, the researcher introduced an interaction term was positive and significant ( $\beta = .12$ ,  $p < .10$ ). The significance of the interaction term variable is shown by the significance of the F value ( $p < .001$ ). As well,  $R^2$  and the adjusted  $R^2$  increased to .364 and .341 respectively. The results supported **Hypothesis 1**. As shown in Table IV, HQ-subsidary cooperation did not in fact moderate the standardization - INPR timeliness relationship. The interaction term which was introduced was insignificant ( $\beta = .02$ ,  $p = .78$ ), failing support for **Hypothesis 2**. VIF values were ranged from 1.09 to 1.71—well below a value of 2.5 for even a weak model, indicting low multicollinearity.

Table IV Regression Results

	International New Product Rollout Timeliness, $\beta$ a(t-value <sup>2</sup> ), VIF)			
	Model a	Model b	Model c	Model d
Firm size	.08(1.11, 1.06)	.07(1.19, 1.08)	.08(1.31, 1.08)	.07(1.16, 1.09)
Export experience	.03(.43, 1.06)	-.03(-.54, 1.08)	-.05(-.75, 1.09)	-.05(-.83, 1.11)
NPDT		.38*** (6.26, 1.09)	.36*** (5.74, 1.14)	.36*** (5.71, 1.21)
Standardization		.34*** (5.44, 1.10)	.26*** (3.66, 1.50)	.26*** (3.59, 1.52)
HQ-subsidiary Cooperation(HQsub)			.15* (2.01, 1.55)	.15† (1.96, 1.71)
HQsub × NPDT				.12† (1.81, 1.28)
HQsub × Standardization				.02(.28, 1.42)
R <sup>2</sup>	.009	.334	.348	.364
Adjusted R <sup>2</sup>	.001	.320	.331	.341
$\Delta R^2$	.009	.325	.014	.016
F	.873	24.090***	20.388***	15.459***

## V. Discussion and Conclusions

The moderating effects of the HQ-subsidiary/agent cooperation on the standardization-INPR timeliness relationship as well as the NPD timeliness-INPR timeliness relationship were tested in the current study. The results indicated that the HQ-subsidiary/agent cooperation moderates the relationship between NPD timeliness and INPR timeliness whereas it does not moderate the relationship between standardization and INPR timeliness.

This study shows that the higher the HQ-subsidiary/agent cooperation, the stronger the effect of NPD timeliness on INPR timeliness. Under conditions in which the subsidiary and headquarters have a positive relationship, open communications, and regular interactions, more successful new product development in terms of planned time schedule is strongly associated with a much faster

2) <sup>a</sup> Standardized beta values are reported. † : Significant at  $p < .10$ , \* : Significant at  $p < .05$ , \*\* : Significant at  $p < .01$ , \*\*\*: Significant at  $p < .001$

introduction to overseas markets. Thus, when there is high HQ-subsidary cooperation, the level of timeliness in new product development markedly increases the level of timeliness in international new product rollout. However, when there is low HQ-subsidary cooperation, the level of timeliness in new product development only slightly increases its level. Regarding the role of HQ-subsidary cooperation in the INPR process, the present study supports the idea that it plays a moderating role on the relationship between NPD timeliness and INPR timeliness as well as being a predictor variable of INPR timeliness.

Although standardization and HQ-subsidary cooperation are positively associated with INPR timeliness, HQ-subsidary cooperation did not moderate the impact of standardization on INPR timeliness. According to Subramaniam and Hewett (2004), inputs from both a firm's headquarters and its foreign subsidiaries, together, shape the standardization-adaptation balance for the product's superior market performance. This study shows that HQ-subsidary cooperation may enhance not the influence of standardization on INPR timeliness but the influence of a standardization-adaptation balance on performance.

The empirical study contributes to the literature on NPD and INPR timeliness. The findings reaffirm the importance of adopting a contingency perspective in examining link between NPD and multi-market entry timeliness. In particular, the researcher examined the extent to which HQ-subsidary relationships amplify or attenuate the effects of NPD timeliness on international new product rollout timeliness.

The theoretical framework and empirical results have several managerial implications. First, the study draws managers' attention to the importance of achieving timeliness in NPD and standardization as these are prerequisites for attaining a higher level of timeliness in targeted country-markets. Second, in view of the influence of HQ-subsidary relationship on timeliness in NPD and INPR, companies need to enhance their parent-subsidary relationship to maximize the effect of timeliness in NPD on timeliness in INPR.

The study also has a limitation which should be taken on board when interpreting the findings. The results of this cross-sectional design and involving data where both independent and dependent variables have been gathered simultaneously at a given point of time need to be confirmed by longitudinal studies (Slater, 1995).

Despite the growing role of globalization and the increasing internationalization of corporations,

studies regarding the subject of timeliness in NPD and INPR have been rare in the literature. This research suggests that future studies should take into consideration the importance of the effects of HQ-subsidiary cooperation on the relationships between time dimensions (e.g., timeliness) and performance in international markets.

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## 국문초록

# 국제신제품시판 시간효율성에 대한 본사-자회사간 협력의 영향에 관한 연구

이 건 봉\*

본 연구는 신제품개발 시의성, 표준화 및 국제신제품시판 시의성간의 관계에 대해 본사-자회사간 협력의 조절효과를 검증하였다. 검증결과는 본사-자회사간 협력이 신제품개발 시의성과 국제신제품시판 시의성간의 관계에 대해 조절효과를 보였다. 그러나 본사-자회사간 협력은 표준화와 국제신제품시판 시의성간의 관계에 대해 조절효과를 보이지 않고 있다. 기업에서 본사와 자회사간 긍정적인 관계, 오픈 커뮤니케이션, 정규적인 상호작용을 갖는 경우에는 개발된 신제품이 해외시장에 더욱 빠르게 출시됨을 알 수 있다. 즉, 당초 계획한 시간프레임에서 개발한 제품들이 보다 빠르게 해외목표 국가시장에 출시하는데 본사와 자회사간 긍정적이고 효과적인 협력관계가 중요함을 보여준다.

**주제어** : 본사-자회사 협력, 표준화, 신제품, 시간효율성

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