

## Appendix

### (1) Overview of databases for literature search

No.	Author	Titel	Year	Journal	Issue	Rating Journal (VHB Ranking)	Document ID (Endnote number)	copied	read
1	Haiyang Li, Kwaku Atuahene-Gima	PRODUCT INNOVATION STRATEGY AND THE PERFORM	2001	Acad.MJ	6	A+	23	x	x
2	Wenpin Tsai	KNOWLEDGE TRANSFER IN INTRAORGANIZATIONAL NE	2001	Acad.MJ	5	A+	24	x	x
3	Chander, Gaylen N.; Keller, Chalon; Lyon, Douglas W	Unraveling the Determinants and Consequences of an Innov	2003	Ent: T&B	1	C	173	x	x
4	Pek-Hooi Soh; Roberts, Edward B	Technology Alliances and Networks: An External Link to Res	2003	IEEE EM	4	B	180	x	x
5	Lanjarak, Fred; Hullink, Erik Jan	The Impact of New Product Development Acceleration Appro	2003	IEEE EM	1	B	182	x	x
6	Da Fenne, Dawn R.; Koberg, Christine S.	The Impact of Environmental and Organizational Factors on I	2002	IEEE EM	4	B	185	x	x
7	Sandvik, Izabela Leskiewicz; Sandvik, Kåre	The impact of market orientation on product innovativeness a	2003	JIRM	4	A	329	x	x
8	Franzbach, Rued T.; Prabhu, Jaideep; Verhallen, Theo	The influence of business strategy on new product activity: T	2003	JIRM	4	A	329	x	x
9	Gemünden, Hans Georg; Ritter, Thomas								
9	Heydebreck, Peter	Network configuration and innovation success: An empirical a	1996	JIRM	5	A	334	x	x
10	Cordón-Pozo, Eulogio; García-Morales, Victor; Aragón	Inter-departmental collaboration and new product developme	2006	JTM	8, No. 1-4	C	199	x	x
11	Kueli Huang; Steffens, Paul; Schroder, Bill	Managing new product development in the Chinese steel ind	2002	JTM	8, No. 5/6	C	216	x	x
12	Shahid Yamin; A. Gunasekaran; Felix T. Mavondo	Innovation index and its implications on organisational perfor	1999	JTM	17, No. 5	C	204	x	x
13	Malerba, Franco; Marengo, Luigi	Competence, innovative activities and economic performance	1995	JTM	1, No. 4-6	C	207	x	x

Table 7-1: Extract of database used to display identified studies

Datenbank	Keywords	Filter	Status	Comments
EBSCO Business	Innova*	JN "IEEE Transactions on Engineering Management"	Done	
EBSCO Business	Product Development	JN "IEEE Transactions on Engineering Management"	Done	
EBSCO Business	New product	JN "IEEE Transactions on Engineering Management"	Done	
EBSCO Business	Innova*	JN "R&D Management"	Done	
EBSCO Business	Product Development	JN "R&D Management"	Done	
EBSCO Business	New product	JN "R&D Management"	Done	
EBSCO Business	Innova*	JN "Journal of Business Venturing"	Done	
EBSCO Business	Product Development	JN "Journal of Business Venturing"	Done	
EBSCO Business	New product	JN "Journal of Business Venturing"	Done	
EBSCO Business	Innova*	JN "Academy of Management Journal"	Done	
EBSCO Business	Product Development	JN "Academy of Management Journal"	Done	
EBSCO Business	New product	JN "Academy of Management Journal"	Done	
EBSCO Business	Innova*	JN "Management Science"	Done	
EBSCO Business	Product Development	JN "Management Science"	Done	

Table 7-2: Extract of database used to report identification process

## (2) Studies identified

Authors	Title of publication	Eligible constructs	Performance measures
Atuahene-Gima, Slater & Olson (2005)	The Contingent Value of Responsive and Proactive Market Orientations for New Product Program Performance	<ul style="list-style-type: none"> <li>- Explicit innovation strategy</li> <li>- Provision of resources</li> <li>- Market orientation</li> <li>- Learning orientation</li> <li>- Firm size</li> <li>- Market dynamism</li> <li>- Technological uncertainty</li> </ul>	- New products program performance
Baker & Sinkula (1999)	The Synergistic Effect of Market Orientation and Learning Orientation on Organizational Performance	<ul style="list-style-type: none"> <li>- Market orientation</li> <li>- Learning orientation</li> </ul>	<ul style="list-style-type: none"> <li>- New product success (all products)</li> <li>- Overall performance</li> </ul>
Baker & Sinkula (2005)	Market Orientation and the New Product Paradox	<ul style="list-style-type: none"> <li>- New-to-the market products</li> <li>- Market orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Relative profitability change</li> <li>- Relative change of market shares</li> </ul>
Bart & Pujari (2007)	The Performance Impact of Content and Process in Product Innovation Charters	Explicit innovation strategy*	- New product performance (all products)
Bart (2002)	Product Innovation Charters: Mission Statements for New Products	Explicit innovation strategy*	- New product performance (all products)
Belderbos, Carree & Lokshin (2004)	Cooperative R&D and Firm Performance	<ul style="list-style-type: none"> <li>- Customer input</li> <li>- External networks</li> <li>- Customer input</li> </ul>	- Growth in sales of new products
Calantone, Garcia & Dröge (2003)	The Effects of Environmental Turbulence on New Product Development Strategy Planning	<ul style="list-style-type: none"> <li>- Reduced cycle time</li> <li>- Cross-functional coordination</li> <li>- Market orientation</li> <li>- Innovation orientation</li> <li>- Top management support</li> <li>- Firm size</li> <li>- Market dynamism</li> <li>- Technological uncertainty</li> </ul>	- New product development program performance
Calantone, Vickery & Dröge (1995)	Business Performance and Strategic New Product Development Activities: An Empirical Investigation	<ul style="list-style-type: none"> <li>- Proficiency in product development process</li> <li>- Reduced cycle time</li> </ul>	<ul style="list-style-type: none"> <li>- Relative ROI growth</li> <li>- Relative market growth</li> <li>- Relative ROS growth</li> </ul>

\* different underlying original constructs

Authors	Title of publication	Eligible constructs	Performance measures
Chandler, Keller & Lyon (2000)	Unraveling the Determinants and Consequences of an Innovation-Supportive Organizational Culture	<ul style="list-style-type: none"> <li>- Innovation orientation</li> <li>- Firm size</li> <li>- Competitive intensity</li> </ul>	<ul style="list-style-type: none"> <li>- Sales growth</li> <li>- Profitability</li> </ul>
Cooper & Kleinschmidt (1995)	Benchmarking the Firm's Critical Success Factors in New Product Development	<ul style="list-style-type: none"> <li>- Explicit innovation strategy</li> <li>- Provision of resources</li> <li>- Formal product development process</li> <li>- Cross-functional coordination</li> <li>- Available knowledge in workforce</li> <li>- Innovation orientation</li> <li>- Absorptive capacity</li> <li>- Top management support</li> </ul>	<ul style="list-style-type: none"> <li>- Relative program profitability</li> <li>- Program impact</li> </ul>
De Luca & Atuahene-Gima (2007)	Market Knowledge Dimensions and Cross-Functional Collaboration: Examining the Different Routes to Product Innovation Performance	<ul style="list-style-type: none"> <li>- New-to-the market products</li> <li>- Provision of resources</li> <li>- Cross-functional coordination</li> <li>- Explicit knowledge management</li> <li>- Market orientation</li> <li>- Market dynamism</li> <li>- Technological uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>- Product innovation performance (all products)</li> </ul>
Deshpande & Farley (1999)	Executive Insights: Corporate Culture and Market Orientation: Comparing Indian and Japanese Firms	<ul style="list-style-type: none"> <li>- Market orientation</li> <li>- Innovation orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Firm performance</li> </ul>
Hult, Hurley & Knight (2004)	Innovativeness: Its Antecedents and Impact on Business Performance	<ul style="list-style-type: none"> <li>- Customer input</li> <li>- Competitor intelligence</li> <li>- Cross-functional coordination</li> <li>- Innovation orientation</li> <li>- Learning orientation</li> <li>- Market dynamism</li> </ul>	<ul style="list-style-type: none"> <li>- Relative business performance</li> </ul>
Im, Nakata, Park & Ha (2005)	Determinants of Korean and Japanese New Product Performance: An Interrelational and Process View	<ul style="list-style-type: none"> <li>- Proficiency in product development process</li> <li>- Cross-functional coordination</li> <li>- Available knowledge in workforce</li> <li>- Market orientation</li> </ul>	<ul style="list-style-type: none"> <li>- New products performance (all products)</li> </ul>
Iltner & Larcker (1997)	Product Development Cycle Time and Organizational Performance	<ul style="list-style-type: none"> <li>- Explicit innovation strategy</li> <li>- Reduced cycle time</li> <li>- Customer input</li> <li>- Cross-functional coordination</li> <li>- External networks</li> </ul>	<ul style="list-style-type: none"> <li>- Perceived performance</li> <li>- ROA</li> <li>- ROS</li> <li>- Growth</li> </ul>
Jaworski & Kohli (1993)	Market Orientation: Antecedents and Consequences.	<ul style="list-style-type: none"> <li>- Market orientation</li> <li>- Competitive intensity</li> </ul>	<ul style="list-style-type: none"> <li>- Relative overall performance</li> <li>- Market share</li> </ul>

Authors	Title of publication	Eligible constructs	Performance measures
Kleinschmidt, Brentani & Salomo (2007)	Performance of Global New Product Development Programs: A Resource-Based View	<ul style="list-style-type: none"> <li>- Provision of resources</li> <li>- Formal product development process</li> <li>- Proficiency in product development process</li> <li>- Innovation orientation</li> <li>- Top management support</li> </ul>	<ul style="list-style-type: none"> <li>- Relative firm financial performance</li> </ul>
Kropp, Lindsay, & Shoham (2006)	Entrepreneurial, Market, and Learning Orientations and International Entrepreneurial-Business Venture Performance in South African Firms	<ul style="list-style-type: none"> <li>- Market orientation</li> <li>- Innovation orientation</li> <li>- Learning orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Objective firm performance</li> <li>- Subjective firm performance</li> </ul>
Langerak & Hulink (2005)	The Impact of New Product Development Acceleration Approaches on Speed and Profitability: Lessons for Pioneers and Fast Followers	<ul style="list-style-type: none"> <li>- Reduced cycle time</li> <li>- Customer input</li> <li>- Cross-functional coordination</li> <li>- External networks</li> <li>- Available knowledge in workforce</li> <li>- Decentralization</li> </ul>	<ul style="list-style-type: none"> <li>- Subjective satisfaction with firm financial performance</li> </ul>
Langerak, Hulink & Robben (2004)*	The Impact of Market Orientation, Product Advantage, and Launch Proficiency on New Product Performance and Organizational Performance	<ul style="list-style-type: none"> <li>- Market orientation*</li> </ul>	<ul style="list-style-type: none"> <li>- Organizational performance</li> </ul>
Langerak, Hulink & Robben (2004)*	The Role of Predevelopment Activities in the Relationship Between Market Orientation and Performance	<ul style="list-style-type: none"> <li>- Market orientation*</li> <li>- Market dynamism</li> <li>- Technological uncertainty</li> </ul>	<ul style="list-style-type: none"> <li>- Organizational performance</li> </ul>
Li & Atuahene-Gima (2001)	Product Innovation Strategy and the Performance of New Technology Ventures in China	<ul style="list-style-type: none"> <li>- Explicit innovation strategy</li> <li>- External networks</li> <li>- Firm size</li> <li>- Market dynamism</li> </ul>	<ul style="list-style-type: none"> <li>- Relative firm performance</li> </ul>
Marsh & Stock (2006)	Creating Dynamic Capability: The Role of Intertemporal Integration, Knowledge Retention, and Interpretation	<ul style="list-style-type: none"> <li>- Explicit knowledge management</li> <li>- Absorptive capacity</li> <li>- Firm size</li> </ul>	<ul style="list-style-type: none"> <li>- Relative new product development performance</li> </ul>
Matsuno & Mentzer (2000)	The Effects of Strategy Type on the Market Orientation-Performance Relationship	<ul style="list-style-type: none"> <li>- Market orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Relative ROI</li> <li>- Relative market share growth</li> <li>- Relative sales growth</li> </ul>

\* different journals and underlying original constructs

Authors	Title of publication	Eligible constructs	Performance measures
Mavondo, Chimhanzi & Stewart (2005)	Learning Orientation and Market Orientation: Relationship with Innovation, Human Resource Practices and Performance.	- Market orientation - Learning orientation	Financial performance
Moorman & Rust (1999)	The Role of Marketing	- Customer input - Competitor intelligence - Cross-functional coordination - Market orientation - Firm size	- New product performance (all products) - Firm financial performance
Morgan & Vorhies (2001)	Product Quality Alignment and Business Unit Performance	- Cross-functional coordination - Firm size - Competitive intensity	- Relative business performance
Narver, Slater & MacLachlan (2004)	Responsive and Proactive Market Orientation and New-Product Success	- Explicit innovation strategy - Market orientation	- New product success (all products)
Olson, Slater & Hult (2005)	The Performance Implications of Fit Among Business Strategy, Marketing Organization Structure, and Strategic Behavior	- Customer input - Competitor intelligence - Innovation orientation - Formalization - Decentralization - Firm size - Market dynamism - Technological uncertainty	- Overall firm performance
Pelham & Wilson (1996)	A Longitudinal Study of the Impact of Market Structure, Firm Structure, Strategy, and Market Orientation Culture on Dimensions of Small-Firm Performance	- Explicit innovation strategy - Market orientation - Formalization - Decentralization - Market dynamism - Competitive intensity	- Average sales growth/market share - Profitability
Pelham (2000)	Market Orientation and Other Potential Influences on Performance in Small and Medium-Sized Manufacturing Firms	- Explicit innovation strategy - Customer input - Competitor intelligence - Market orientation - Competitive intensity	- Relative profitability - Relative growth/market share
Sandvik & Sandvik (2003)	The Impact of Market Orientation on Product Innovativeness and Business Performance	- New-to-the market products - Market orientation	- Sales growth - Profitability

Authors	Title of publication	Eligible constructs	Performance measures
Slater & Narver (1994)	Does Competitive Environment Moderate the Market Orientation-Performance Relationship?	<ul style="list-style-type: none"> <li>- Market orientation</li> <li>- Firm size</li> <li>- Market dynamism</li> <li>- Technological uncertainty</li> <li>- Competitive intensity</li> </ul>	<ul style="list-style-type: none"> <li>- Relative ROA</li> <li>- Relative sales growth</li> <li>- Relative new product success (all products)</li> </ul>
Slater, Hult & Olson (2007)	On the Importance of Matching Strategic Behavior and Target Market Selection to Business Strategy in High-Tech Markets	<ul style="list-style-type: none"> <li>- Customer input</li> <li>- Competitor intelligence</li> <li>- Technological uncertainty</li> <li>- Competitive intensity</li> </ul>	Overall firm performance
Souitaris (2002)	Firm-Specific Competencies Determining Technological Innovation: A Survey in Greece	<ul style="list-style-type: none"> <li>- Cross-functional coordination</li> <li>- Top management support</li> </ul>	<ul style="list-style-type: none"> <li>- Percentage of current sales due to new products</li> </ul>
Thorhill (2006)	Knowledge, Innovation and Firm Performance in High- and Low-Technology Regimes	<ul style="list-style-type: none"> <li>- Competitive intensity</li> </ul>	<ul style="list-style-type: none"> <li>- Revenue growth</li> </ul>
Tsai (2001)	Knowledge Transfer in Intraorganizational Networks: Effects of Network Position and Absorptive Capacity on Business Unit Innovation and Performance	<ul style="list-style-type: none"> <li>- Absorptive capacity</li> <li>- Firm size</li> <li>- Competitive intensity</li> </ul>	<ul style="list-style-type: none"> <li>- Profitability achieved rate</li> </ul>
Tuominen & Anttilä (2006)	Strategising for Innovation and Inter-Firm Collaboration: Capability Analysis in Assessing Competitive Superiority	<ul style="list-style-type: none"> <li>- External networks</li> <li>- Customer input</li> </ul>	<ul style="list-style-type: none"> <li>- Performance advantage</li> </ul>
Vázquez, Santos & Alvarez (2001)	Market Orientation, Innovation and Competitive Strategies in Industrial Firms.	<ul style="list-style-type: none"> <li>- Market orientation</li> <li>- Innovation orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Relative company performance</li> </ul>
Voss & Voss (2000)	Strategic Orientation and Firm Performance in an Artistic Environment	<ul style="list-style-type: none"> <li>- Explicit innovation strategy</li> <li>- Customer input</li> <li>- Competitor intelligence</li> <li>- Cross-functional coordination</li> </ul>	<ul style="list-style-type: none"> <li>- Perceived financial performance</li> <li>- Total income</li> <li>- Net surplus/deficit</li> </ul>

Authors	Title of publication	Eligible constructs	Performance measures
Wei & Morgan (2004)	Supportiveness of Organizational Climate, Market Orientation, and New Product Performance in Chinese Firms	<ul style="list-style-type: none"> <li>- Market orientation</li> <li>- Firm size</li> </ul>	<ul style="list-style-type: none"> <li>- Relative new product performance (all products)</li> </ul>
Wirtz, Mathieu & Schilke (2007)	Strategy in High-Velocity Environments	<ul style="list-style-type: none"> <li>- Explicit innovation strategy</li> <li>- External networks</li> <li>- Learning orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Profitability</li> <li>- Growth</li> </ul>
Wong & Ellis (2007)	Is Market Orientation Affected by the Product Life Cycle?	<ul style="list-style-type: none"> <li>- Market orientation</li> <li>- Market dynamism</li> <li>- Technological uncertainty</li> <li>- Competitive intensity</li> </ul>	<ul style="list-style-type: none"> <li>- Relative market performance</li> </ul>
Yam, Guan, Pun & Tang (2004)	An Audit of Technological Innovation Capabilities in Chinese Firms: Some Empirical Findings in Beijing, China	<ul style="list-style-type: none"> <li>- Explicit innovation strategy</li> <li>- Formal product development process</li> </ul>	<ul style="list-style-type: none"> <li>- Sales growth</li> </ul>
Zahrah & Covin (1993)	Business Strategy, Technology Policy and Firm Performance	<ul style="list-style-type: none"> <li>- Innovation orientation</li> </ul>	<ul style="list-style-type: none"> <li>- Firm performance</li> </ul>

**Table 7-3: Included studies into meta-analysis**

Authors	Title of publication	Reason for exclusion
Barczak (1995)	New Product Strategy, Structure, Process, and Performance in the Telecommunications Industry	Author didn't send requested data
Calantone, Di Benedetto & Divine (1993)	Organisational, Technical and Marketing Antecedents for Successful New Product Development	Author didn't send requested data
Capon, Farley, Lehmann & Hulbert (1992)	Profiles of Product Innovators among Large U.S. Manufacturers	Author didn't send requested data
Cordón-Pozo, García-Morales & Aragón-Correa (2006)	Inter-Departmental Collaboration and New Product Development Success	Author didn't send requested data
De Brentani & Kleinschmidt (2004)	Corporate Culture and Commitment: Impact on Performance of International New Product Development Programs	Author didn't send requested data
Deshpande, Farley & Webster Jr. (1993)	Corporate Culture Customer Orientation, and Innovativeness in Japanese Firms	Same sample as in other study
Dyer & Song (1997)	The Impact of Strategy on Conflict: A Cross-National Comparative Study of U.S. and Japanese Firms	Same sample as in other study
Dyer & Song (1998)	Innovation Strategy and Sanctioned Conflict: A New Edge in Innovation?	Unique constructs
Genser & Leenders (2001)	How Integrating Industrial Design in the Product Development Process Impacts on Company Performance	Unique constructs
Gemünden, Heydebreck & Herden (1992)	Technological Interweavement: A Means of Achieving Innovation Success	Author didn't send requested data
Hadjimanolis (2000)	An Investigation of Innovation Antecedents in Small Firms in the Context of a Small Developing Country	Author didn't send requested data
Han, Kim & Srivastava (1998)	Market Orientation and Organizational Performance: Is Innovation a Missing Link	Author didn't send requested data
Kahn (1996)	Interdepartmental Integration: A Definition with Implications for Product Development Performance	Same sample as in other study
Markham & Griffin (1998)	The Breakfast of Champions: Associations Between Champions and Product Development Environments, Practices and Performance.	Unique constructs
Matsuno, Mentzer & Özsoyner (2002)	The Effects of Entrepreneurial Proclivity and Market Orientation on Business Performance	Same sample as in other study



Authors	Title of publication	Reason for exclusion
Narver & Slater (1990)	The Effect of a Market Orientation on Business Profitability	Same sample as in other study
Nicholson, Rees & Brooics-Rooney (1990)	Strategy, Innovation and Performance	Author didn't send requested data
Nijssen, Biemans & De Kort (2002)	Involving Purchasing in New Product Development	Author didn't send requested data
Oczkowski & Farrell (1998)	Discriminating Between Measurement Scales Using Non-Nested Tests and Two-Stage Least Squares Estimators: The Case of Market Orientation	Author didn't send requested data
Page (1993)	Assessing New Product Development Practices and Performance: Establishing Crucial Norms	Author didn't send requested data
Pelham (1997)	Mediating Influences on the Relationship Between Market Orientation and Profitability in Small Firms	Same sample as in other study
Song & Parry (1992)	The R&D-Marketing Interface in Japanese High-Technology Firms	Unique constructs
Song, Dyer & Thieme (2006)	Conflict Management and Innovation Performance: An Integrated Contingency Perspective.	Unique constructs
Song, Montoya-Weiss & Schmidt (1997)	Antecedents and Consequences of Cross-Functional Cooperation: A Comparison of R&D, Manufacturing, and Marketing Perspectives	Author didn't send requested data
Song, Xie & Dyer (2000)	Antecedents and Consequences of Marketing Managers' Conflict-Handling Behaviors	Author didn't send requested data
Tajeddini, Trueman & Larsen (2006)	Examining the Effect of Market Orientation on Innovativeness	Author didn't send requested data
Terwiesch, Loch & Niederkofler (1998)	When Product Development Performance Makes a Difference: A Statistical Analysis in the Electronics Industry	Unique constructs
Verhees & Meulenberg (2004)	Market Orientation, Innovativeness, Product Innovation, and Performance in Small Firms	Author didn't send requested data
Xie, Song & Stringfellow (1998)	Interfunctional Conflict, Conflict Resolution Styles, and New Product Success: A Four Culture Comparison	Author didn't send requested data
Youngbae, Song & Lee (1993)	Determinants of Technological Innovation in the Small Firms of Korea	Author didn't send requested data

Table 7-4: Excluded studies

## (3) Coding Protocol

SUBJECT	CODING PROCEDURE
<i>1. General study and coding information</i>	
<b>Document ID (Endnote):</b>	Number
<b>Title:</b>	Study Title
<b>Authors:</b>	Name
<b>Year:</b>	Date
<b>Publication:</b>	1 = Journal of Product Innovation Management 2 = Journal of Marketing 3 = Journal of Marketing Research 4 = Academy of Management Journal 5 = Journal of the Academy of Marketing 6 = Management Science 7 = Marketing Science 8 = Journal of International Marketing 9 = R&D Management 10 = Organization Science 11 = Strategic Management Journal 12 = Journal of Small Business Management 13 = IEEE Transactions on Engineering Management 14 = Journal of Business Venturing 15 = Other Journal (specify)
<b>Coder:</b>	Name
<b>Time needed (in minutes) to code this report:</b>	Time
<b>Reason for rejection:</b>	Text
<b>Interesting links to other studies in bibliography:</b>	Denotation (Text)
<i>2. Study context parameters</i>	
<b>Industry:</b>	Denotation (Text)
<b>Country:</b>	Denotation (Text)
<b>Region:</b>	1 = North America 2 = Europe 3 = Asia-Pacific 4 = Africa 5 = South America 6 = Worldwide 7 = not specified
<b>Size of companies in sample:</b>	1 = Large 2 = Medium 3 = Large 4 = Mix 5 = not specified
<b>Indicator used to define size of companies:</b>	1 = Financial ratio (Sales, Profitability, etc.) 2 = Employees 3 = Other indicator (specify)
<b>Type of companies:</b>	1 = B-to-B 2 = B-to-C 3 = Both 4 = Not specified
<b>Type(s) of innovations in focus:</b>	1 = Product 2 = Service 3 = Both 4 = Not specified

SUBJECT	CODING PROCEDURE
<i>3. Theoretical backgrounds of study</i>	
<b>Theories used in argumentation:</b>	1 = Resource-based view
	2 = Contingency theory
	3 = Organizational theory
	4 = Other theory (specify...)
<i>4. Survey design information</i>	
<b>Selection of sample:</b>	1 = Randomly selected from database
	2 = Pre-defined companies
	3 = Other selection (specify)
	4 = Not specified
<b>Design of survey:</b>	1 = New developed constructs used
	2 = Constructs adapted from .... (specify source)
	3 = Constructs taken from .... (specify source)
	4 = Not specified
<b>Test for construct validity:</b>	1 = Expert Interviews
	2 = Pre-test of survey
	3 = Factor analysis
	4 = Other validity test (specify)
	5 = Mixed
	6 = Not specified
<b>Test for construct reliability:</b>	1 = Cronbach Alpha
	2 = AVE
	3 = Other reliability measure (specify)
	4 = Mixed
	5 = Not specified
<i>5. Survey execution information</i>	
<b>Total sample size:</b>	Number
<b>Level of analysis object:</b>	1 = Company
	2 = Business Unit
	3 = Program
	4 = Project
	5 = Product
	6 = Mix (specify)
	7 = Not specified
<b>Financial performance measure on same level as analysis:</b>	1 = Yes
	2 = No
	3 = Not specified
<b>Type of management level of respondent:</b>	1 = Senior Management
	2 = Project Management
	3 = Not specified
<b>Functional perspective of respondent:</b>	1 = R&D
	2 = Marketing
	3 = General Management
	4 = Production
	5 = Strategy
	6 = Other perspective (specify)
	7 = Not specified
<b>Single-informant bias:</b>	1 = Yes
	2 = No
	3 = Not specified
<b>Common source bias:</b>	1 = Yes
	2 = No
	3 = Not specified
<b>Non response bias:</b>	1 = Yes
	2 = No
	3 = Not specified

SUBJECT	CODING PROCEDURE
<b>Common method bias:</b>	1 = Yes
	2 = No
	3 = Not specified
<b>Number of effects in study relevant in the innovation management context:</b>	Number
<i>6. General effect size Information</i>	
<b>Type of effect size:</b>	1 = Differences between means
	2 = Odds-Ratio
	3 = Pearson correlation coefficient
	4 = Point-biserial correlation coefficient
	5 = Regression coefficient
	6 = Canonical correlation coefficient
	7 = Spearman correlation coefficient
	8 = Partial correlation coefficient
	9 = Structural equation model coefficient
	10 = Others (specify)
<b>Usability of effect size type in meta-analysis:</b>	1 = Yes
	2 = No
	3 = Further information necessary
<b>Missing information to be requested from author of study:</b>	Details (Text)
<i>7. Specific effect size information (for each effect size in study separately)</i>	
<b>Effect ID:</b>	Doc ID n (n = number of effect)
<b>Independent variable:</b>	Denotion (Text)
<b>Definition of independent variable:</b>	Denotion (Text)
<b>Mean of independent variable:</b>	Value
<b>S.D. of independent variable:</b>	Value
<b>Scale used to measure independent variable:</b>	1 = 5-Point Likert Scale
	2 = 7-Point Likert Scale
	3 = 10-Point Likert Scale
	4 = Dichotomized Scale
	5 = Other scale (specify)
<b>Type of reliability measure of independent variable:</b>	1 = Cronbach Alpha
	2 = AVE
	3 = Other reliability measure (specify)
	4 = Not specified
<b>Reliability measure of independent variable:</b>	Value
<b>Dependent variable (performance measure):</b>	
<b>Definition of dependent variable:</b>	Denotion (Text)
<b>Mean of dependent variable:</b>	Value
<b>S.D. of dependent variable:</b>	Value
<b>Data type for dependent variable:</b>	1 = Objective measure
	2 = Subjective measure
	3 = Both
	4 = Not specified
<b>Items used to measure dependent variable:</b>	1 = Single-item
	2 = Multi-item
	3 = Not specified
<b>Scale used to measure dependent variable:</b>	1 = 5-Point Likert Scale
	2 = 7-Point Likert Scale
	3 = 10-Point Likert Scale
	4 = Dichotomized Scale
	5 = Other scale (specify)

SUBJECT	CODING PROCEDURE
<b>Type of reliability measure of dependent variable:</b>	1 = Cronbach Alpha
	2 = AVE
	3 = Other reliability measure (specify)
	4 = Not specified
<b>Reliability measure of dependent variable:</b>	Value
<b>Effect size:</b>	Value
<b>Significance level of effect size:</b>	1 = $p < 0.05$
	2 = $p < 0.01$
	3 = $p < 0.001$
	4 = Other (specify)
	5 = Not significant
	6 = Not specified

Table 7-5: Coding protocol

(4) Averaged reliability coefficient for the success factors and the performance variable

Variables	Averaged reliability coefficient
New-to-the-market products	0.870
Provision of internal resources	0.847
Formal product development process	0.915
Proficiency in product development process	0.713
Reduced cycle time	0.716
Customer input	0.798
Competitor intelligence	0.798
Cross-functional coordination	0.768
External networks	0.740
Available knowledge in workforce	0.853
Market orientation	0.819
Innovation orientation	0.807
Learning orientation	0.836
Top management support	0.740
Formalization	0.730
Decentralization	0.867
Firm size	0.918
Market dynamism	0.695
Technological uncertainty	0.708
Competitive intensity	0.728
Financial innovation performance	0.795

Table 7-6: Averaged reliability coefficient for variables

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