

Co-creating absorptive and disseminative capacity: a comparative case study of two Chinese MNEs in Germany

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Abstract:

Drawing on the conceptual connections between absorptive capacity (AC) and disseminative capacity (DC), this study investigates the mechanisms underlying reverse knowledge transfer. Our case studies focused on two Chinese multinationals that acquired German subsidiaries to enhance their technological advantages. The findings suggest that contrasting mechanisms emerged at the organizational level as key actors worked to reproduce and develop technological advantages -- signifying a process of co-creating AC and DC between the parent and subsidiary firms. The study highlights that connectivity between AC and DC is embedded in an interactive process in addition to a set of ubiquitous collective attributes.

Presenter:

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Research topics: *Chinese investment in Europe, MNEs, strategic management, HRM and employment relations*

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