**IT-Enabled Coordination for Ambidextrous Inter-organizational Relationships**

Ada

The motivation of this paper is that, as contextual ambidexterity is an alternative to other ambidexterity mechanisms, it is important to understand how it affects key outcomes in different contexts.

The main research questions are: 1) how contextual ambidexterity affects both the performance and quality of the relationship, how IOR coordination structure affects the contextual ambidexterity, and 3) how relationship duration moderate the impact of IOR coordination structure on contextual ambidexterity.

The main conclusions are that: first, they found contextual ambidexterity enhance relationship performance and quality from both customer and vendor perspectives; second, they found a negative effect of relationship duration on contextual ambidexterity and the three coordination mechanisms to influence contextual ambidexterity. All the hypothesis are supported except H7.

The paper makes several contributions. First, it provides theoretical implications about how contextual ambidexterity can enable IORs to coevolve with changes in partners’ requirements and the environment, how IT capabilities and decision structures for IOR coordination can promote ambidexterity, and how IT capabilities for IOR coordination can be used to mitigate the risk of inertia as IORs age. Second, their study provides insights into how managers at customer and vendor ﬁrms can achieve synergies between alignment and adaptability (or ambidexterity) and achieve favorable relationship outcomes.

The main limitation of this paper is about data. The conclusion is based on a dataset from logistics industry, so the relationships in their sample are limited to the customers of one large logistics vendor.

**Question: Multicollinearity in testing interaction effects (why mean-centered variables?)**

Moderate multicollinearity may not be problematic. However, severe multicollinearity is a problem because it can increase the variance of the coefficient estimates and make the estimates very sensitive to minor changes in the model. The result is that the coefficient estimates are unstable and difficult to interpret.

In short, multicollinearity can make choosing the correct predictors to include more difficult in  
determining the precise effect of each predictor, especially when the sample size is small, but it  
doesn’t affect the overall fit of the model or produce bad predictions.  
That is, multicollinearity isn’t always a problem. However, when severe multicollinearity is present in a small data sample, mean-centered variables would help to limit the impact of multicollinearity in testing interaction effects.

Centering simply means subtracting a constant from every value of a variable. What it does is redefine the 0 point for that predictor to be whatever value you subtracted. It shifts the scale over, but retains the units. The effect is that the slope between that predictor and the response variable doesn’t change at all. But the interpretation of the intercept does.