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Best Practices in Manufacturing Processes

Experiences from Latin America

 Springer

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ISBN 978-3-319-99189-4 ISBN 978-3-319-99190-0 (eBook)
<https://doi.org/10.1007/978-3-319-99190-0>

Library of Congress Control Number: 2018951699

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Chapter 21

The Role of Knowledge Transfer in Supply Chain Flexibility and Performance



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Abstract This chapter proposes a structural equation model to analyze four latent variables: internal knowledge transfer, external knowledge transfer, supply chain flexibility, and supply chain performance. These variables are interrelated through three research hypotheses. The model is validated with data obtained through a questionnaire that was administered to 269 Mexican manufacturing companies. Then, the hypotheses are tested at a 95% confidence level using partial least squares. The results indicate that internal knowledge transfer has the most important direct effect on supply chain flexibility and the highest indirect effect on supply chain performance.

Keywords Knowledge transfer · Structural equation modeling
Supply chain

21.1 Introduction

In today's volatile environments, knowledge has become an essential constructive and active organizational element within companies, due to its power and influence at an operational and administrative level (Kathiravelu et al. 2014). For this reason, companies are constantly taking advantage of the maximum level of knowledge they have, or they seek to acquire and/or generate new, so they can compete and survive in global markets (Samuel et al. 2011). Knowledge transfer is an important

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