Value networks are inter-organizational structures with the purpose of realizing competitive and strategic gains. Effective management of these networks relies on the ability to sense where value lies within the network, and this can be achieved through information visibility. We therefore examine the performance potential of information visibility and the essential enablers of visibility in value networks. Based on the relational perspective of the firm, a research model was developed to investigate the association between relational antecedents, information visibility and strategic performance. Data collected from 168 firms indicated that both demand-side and supply-side visibility play a significant role in strategic performance, and factors such as relational assets, knowledge routines, complementary resources and effective governance mechanisms positively influence information sharing behaviors. Our findings indicate that cooperative partnerships among network members enhance performance through increased information...
visibility in the network.

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