**Supplementary material**

Table S1: Descriptive statistics on KC items

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Descriptive statistics on KC items** | | | | | | | |
|  | N | Mean | Std deviation | Skew | | Kurtosys | |
| Statistics | Statistics | Statistics | Statistics | Std error | Statistics | Std error |
| Job rotation | 127 | 2.69 | 1.166 | .183 | .215 | -.833 | .427 |
| Simulation | 127 | 2.76 | 1.065 | .247 | .215 | -.636 | .427 |
| Brainstorming | 127 | 3.20 | 1.141 | -.200 | .215 | -.522 | .427 |
| Benchmarking | 127 | 3.27 | .996 | -.317 | .215 | -.319 | .427 |
| Consultant | 127 | 3.61 | .856 | -.376 | .215 | -.079 | .427 |
| Learning by doing | 127 | 3.62 | .844 | -.231 | .215 | -.089 | .427 |
| Professional service firm | 127 | 3.86 | .753 | -.779 | .215 | 1.430 | .427 |
| Valid responses | 127 |  |  |  |  |  |  |

Source: Authors elaboration

Table S2: Descriptive statistics on KT items

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Descriptive statistics on KT items** | | | | | | | |
|  | N | Mean | Std deviation | Skew | | Kurtosys | |
| Statistics | Statistics | Statistics | Statistics | Std error | Statistics | Std error |
| Virtual CoP | 127 | 1.88 | 1.066 | 1.117 | .215 | .305 | .427 |
| Seminar | 127 | 2.20 | 1.108 | .723 | .215 | -.173 | .427 |
| Coaching | 127 | 2.29 | 1.077 | .516 | .215 | -.549 | .427 |
| Focus group | 127 | 2.35 | 1.124 | .525 | .215 | -.532 | .427 |
| CoP | 127 | 2.46 | 1.125 | .395 | .215 | -.579 | .427 |
| Multi-project team | 127 | 2.62 | 1.228 | .288 | .215 | -.790 | .427 |
| Working group | 127 | 2.80 | 1.113 | .223 | .215 | -.737 | .427 |
| Single project team | 127 | 2.94 | 1.167 | .033 | .215 | -.855 | .427 |
| Meeting | 127 | 3.05 | 1.007 | .094 | .215 | -.707 | .427 |
| Internal training | 127 | 3.05 | 1.105 | .049 | .215 | -.621 | .427 |
| Research R&D | 127 | 1.61 | .837 | 1.430 | .215 | 1.920 | .427 |
| University R&D | 127 | 1.74 | .945 | 1.118 | .215 | .486 | .427 |
| Partner R&D | 127 | 1.75 | .943 | 1.220 | .215 | 1.109 | .427 |
| Network contract | 127 | 2.32 | 1.147 | .428 | .215 | -.791 | .427 |
| Alliances | 127 | 2.80 | 1.127 | -.076 | .215 | -.861 | .427 |
| Prof. Association | 127 | 2.83 | 1.153 | .014 | .215 | -.920 | .427 |
| External training | 127 | 3.20 | 1.091 | -.289 | .215 | -.675 | .427 |
| Valid responses | 127 |  |  |  |  |  |  |

Source: Authors elaboration

Table S3: Descriptive statistics on KR items

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Descriptive statistics on KR items** | | | | | | | |
|  | N | Mean | Std deviation | Skew | | Kurtosys | |
| Statistics | Statistics | Statistics | Statistics | Std error | Statistics | Std error | |
| Knowledge mapping | 127 | 2.66 | 1.056 | .347 | .215 | -.385 | .427 | |
| Process mapping | 127 | 2.94 | .986 | .061 | .215 | -.415 | .427 | |
| Problem solving | 127 | 2.94 | 1.071 | -.086 | .215 | -.751 | .427 | |
| Network analysis | 127 | 3.03 | 1.076 | .092 | .215 | -.543 | .427 | |
| Best practices (BP) | 127 | 3.08 | 1.193 | .074 | .215 | -.899 | .427 | |
| Lesson learnt (LL) | 127 | 3.13 | 1.260 | -.024 | .215 | -.992 | .427 | |
| Valid responses | 127 |  |  |  |  |  |  | |

Source: Authors elaboration

Table S4 – Intraorganizational learning processes evaluations, mean and median

|  |  |
| --- | --- |
| **Intraorganizational learning procesess** | **Mean** |
| **Statistics** |
| Professional service firms (PSF) | 3.86 |
| Learning by doing | 3.62 |
| Consultant | 3.61 |
| Benchmarking | 3.27 |
| Brainstorming | 3.20 |
| Lesson learned (LL) | 3.13 |
| Best practice (BP) | 3.08 |
| Internal training | 3.05 |
| Meeting | 3.05 |
| Network analysis | 3.03 |
| Process mapping | 2.94 |
| Problem-solving | 2.94 |
| Single-project team | 2.94 |
| Working group | 2.80 |
| Simulation | 2.76 |
| Job rotation | 2.69 |
| Knowledge mapping | 2.66 |
| Multi-project team | 2.62 |
| Community of practice | 2.46 |
| Focus group | 2.35 |
| Coaching | 2.29 |
| Seminar | 2.20 |
| Virtual community of practice | 1.88 |
| *Mean* | *2.89* |
| *Median* | *2.94* |

Source: Authors elaboration

Table S5 – Interorganizational learning processes evaluations, mean, and median

|  |  |
| --- | --- |
| **Interorganizational learning processes** | **Mean** |
| **Statistics** |
| External training | 3.20 |
| Best practice (BP) | 3.08 |
| Professional Association | 2.83 |
| Alliances | 2.80 |
| Community of practice | 2.46 |
| Network contracts | 2.32 |
| Virtual community of practice | 1.88 |
| Partner R&D | 1.75 |
| Research R&D | 1.74 |
| University R&D | 1.61 |
| *Mean* | *2.37* |
| *Median* | *2.39* |

Source: Authors elaboration