New product development (NPD) projects bring together a variety of partners that may not only pursue shared interests. The integration of different interests comes with struggles. These hurdles have to be overcome in order to be able to move on, to refrain from getting stuck in arguments and to get things done. Activities to integrate interests give rise to a power game that is often complex, sometimes harsh, but still, ever present. Influencing, as the use of power is referred to, is not necessarily opportunistic or machiavellistic in nature. It concerns pro- or reactive behavior of organizations that are faced with opportunities and constraints arising in complex NPD projects.

With organizational outward influencing as subject, this study portrays the involvement and importance of multiple layers within the organizational, outward influencing process. It uses an interpretative approach to study the NATO helicopter NH-90 program, focusing on the logics of action of both public and private actors participating in this NPD project.

The findings of this study suggest that strategic use of power resources, dispersed over organizational layers, can be gainfully leveraged to achieve an organizational advantage when it comes to influencing. The findings, in combination with the developed frameworks, provide public and private managers with innovative concepts of organizational influencing. They extend research in the area of NPD and public-private cooperation, offering directions for future, more in-depth research in this particular domain.

J.I. Kappert

Influencing Inside-Out
Organizational Outward Influencing
in a Military New Product Development Context