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TRUST AND REPUTATION: A STUDY ABOUT HOW REPUTATION IS PERCEIVED IN TRUST INTERORGANIZATIONAL RELATIONSHIPS

José Carlos Hoelz

Mackenzie Presbyterian University
Centre for Applied and Social Sciences
jchoelz@gmail.com

Walter Bataglia

Mackenzie Presbyterian University
Centre for Applied and Social Sciences
batagliaw@gmail.com

Abstract

This study purpose is to explore how project managers whose in projects involve interorganizational relationships of trust perceive the reputation of the partner organization in these relationships. This research was realized in a brazilian software company and sought to examine the participants perception about the reputation interorganizational relationships that involve trust. The methodological strategy for this study, was based on the use of vignettes technique (Barter & Renold, 1999) focusing on the identification of cultural repertoires (Swidler, 2001) , more particularly, in the set of behaviors that includes meaning of symbols and practices used selectively by the social actors in the construction of action strategies. Data from this research, were analyzed in a systematic content, to collect qualitative data, using NVivo software, version 10. The results suggest the existence of factors related to perception of reputation that affect trust in collaborative interorganizational relationships. We found three types of reputational factors: reputational factors that predispose trust; reputational factors that maintains trust and; reputational factors that reduce trust. This work suggests that results have implications for both theory and practice to establish a better understanding of trust and reputation in interorganizational relationships.

Key words: interorganizational trust, reputation, vignettes technique, NVivo software.

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ABSTRACT

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1. INTRODUCTION

This article aims to explore how project managers involved in trust interorganizational relationships, realize the partner's reputation. To this end, was investigated the interpretation that individuals from a software organization, give to concrete transactional situations concerning interorganizational partnerships in information systems projects.

Trust is a social phenomenon, which can be studied in interpersonal, interorganizational and systemic levels (Lane & Bachmann, 1998). In this study, due to the focus of the investigation, we decided to work trust in interorganizational level. The interorganizational trust, can be defined as positive behavior, predictable, a partner company regarding the vulnerability of a company focus. If the partner company complies with positive expectations, the focus company develops greater trust in the partnership and, that trust, in turn, reduces future concerns about opportunism (Gulati & Nickerson, 2008). It is believed that the interorganizational trust bring many economic advantages: above all, trust is an alternative to the control mechanisms in interorganizational relationships and, where established, stabilizes the exchange relations and constitutes a competitive advantage for strategic alliances (Sydow 1998). The various elements that are considered by decision-makers, on alliances highlight the role of reputation in this process.

Reputation may be defined as an attribute of a person or system, typically inferred from past practices and that makes it significantly easier to establish new relationships (Child & Faulkner, 2005; Sydow, 1998; Weigelt & Camerer, 1988). Therefore, a partner who has a history of compliance agreements in the past increases your chances of establishing and maintaining new relationships. The reputation of a company has implications for interorganizational relations of trust, which leads to building alliances and other types of interorganizational relations (Dollinger, Golden, & Saxton, 1997). However, if on the one hand the positive reputation is an important factor to be considered in the trusts relationships, on the other hand, a negative reputation is likely to reduce or even undermine the perception of trust in a strategic alliance (Das & Teng, 2001).

The methodological approach adopted for this study is based on the use of vignettes technique to collect the perceptions of the participants about the studied theoretical categories, in social research, the vignettes are used to elicit perceptions, opinions, beliefs and attitudes of answers or comments to stories portraying scenarios and situations (Barter & Renold, 1999). The vignettes are also used to highlight the cultural repertoires mobilized in the interpretation

of the individual processes (Swidler, 2001). To analyze the data resulting from this research we decided to systematic content analysis to collect qualitative data, using NVivo software.

The results suggest the existence of factors related to perception of reputation that affect trust in collaborative interorganizational relationships. In general, it was found three types of factors: reputational factors that predispose trust; reputational factors that maintains trust and; reputational factors that reduce trust. For data analysis sections and conclusion of this article, the circumstances relevant to each of these factors and their theoretical implications are discussed in greater wealth of details. The findings also have implications for both theory as to organizational practice. Regarding the theory, these results may contribute to the deepening of theoretical connections between trust and reputation, already on the practice, the knowledge gained through this study can be useful for the activity of strategic alliances managers.

2. THEORETICAL APPROACH

With the increasing variety and number of terms of trade relations, the complexity and uncertainty, the business environment can not be managed without the presence of interpersonal and interorganizational trust (Lane & Bachmann, 1998). The trust subject is complex and has been examined by means of a wide range of disciplinary lenses. In this study, due to the focus of the investigation, we decided to approach the theoretical aspects related to trust in interorganizational relationships.

2.1 TRUST IN INTERORGANIZATONAL RELATIONS

As explained in the introduction, interorganizational trust can be defined as positive behavior, predictable, a partner company regarding the vulnerability of a focus company. If the partner company complies with positive expectations, the focus company develops greater trust in the partnership and that trust, in turn, reduces future concerns about opportunism (Gulati & Nickerson, 2008).

Trust is a key component of organizational dynamics and is seen as a social phenomenon that facilitates and enables interorganizational collaboration, in a world of uncertainty and complexity. When present in interorganizational relationships, trust is a factor that brings several advantages for organizations, among which stand out the facilitation of

coordination of economic activities, facilitating the management of conflicts between the parties and the significant reduction of transaction costs (Anderson & Narus, 1990; Gulati & Nickerson, 2008; Lane & Bachmann, 1996; Sydow 1998).

The fact of trust modify the perspective of transaction costs is especially importante, transactions are events that can be defined as contractual relations in the context of interactions between economic agents and transaction costs are the economic resources used to plan, monitor and adapt economic transactions between agents (Williamson, 1985). The trust allows the "relaxation" of the economic costs of transaction, because in that an economic agent has a sense of trust, rather than opportunistic behavior of another agent, he can save the costs necessary to monitor, control and correct transactions where trust is perceived (Möllering, 2006)

Despite the collaborative behavior does not depend only on trust, it can be said that the higher the level of trust, the greater the likelihood of collaboration (Gambetta, 2000). The collaboration strategy is an attempt organizations achieve their goals through cooperation with other organizations, much better than through competition. This approach enables companies in a strategic context, move up toward your goals significantly reducing the efforts of an individual approach (Child & Faulkner, 2005). One of the ways most importants, cooperation between organizations are strategic alliances. Strategic alliances are made up by voluntary arrangements between firms involving exchange, sharing, or co-development of products, technologies and services (Gulati & Nickerson, 2008). Cooperation between organizations creates a mutual dependence between them and this arrangement requires the trust to be successful. The trust constitutes an essential cultural element for increasing performance of strategic alliances and without it the realization of successful partnerships is impossible. Studies show that there is a positive relationship between interorganizational trust, strengthening performance (Globerman & Nielsen, 2006; Krishnan, Martin, & Noorderhaven, 2006) and reducing the risk of strategic alliances (Das & Teng, 2001). About the trust as an element that help reduce risk in interorganizational relationships, it be noted that this is particularly important when the risks are difficult or expensive to be managed by formal means, such as control of the government, legal contract or the hierarchy. Formal means can not completely eliminate the risk relational and therefore a certain level of trust is not always necessary (Nooteboom, 2007).

Trust in interorganizational relationships is developed in several stages and this evolutionary process matures so that partners can accumulate knowledge about each other, improving and strengthening the foundations of this relationship. In other words, trust

develops through mutual understanding and strengthened with the accession (Blomqvist & Stahle, 2000; Child & Faulkner, 2005). Trust can be developed continuously through mutual learning. Understanding the mechanisms involved in a relationship of trust is a key element for organizations to manage the necessary conditions for building trust.

There are three assumptions inherent in the concept of trust: the existence of interdependence between those who trust and who receives the trust; the idea that trust provides ways to cope with the uncertainties and the risk of the exchange relationships; and the belief or expectation that the resulting vulnerability of the risk acceptance does not imply a partner of opportunistic behavior (Lane, 1997). Failure to be able to determine the partner's behavior in an alliance, causes organizations to take a risk to decide to cooperate and the main these risks is the partner organization, in the alliance, develop a opportunistic behavior, seeking to exploit the advantages resulting from the partnership only for her (Child & Faulkner, 2005).

2.2 REPUTATION AND TRUST

When an alliance is formed, it is very difficult to establish which partner will have an opportunistic behavior and which one will not. The partner's reputation and his trusty behavior is a key factor in establishing a strategic alliance (Child & Faulkner, 2005). The reputation of a company exercises influence over the trust, which leads to building alliances and other interorganizational relations (Dollinger et al., 1997). Companies that have been successful in previous alliances tend to build a reputation for competence. This perception of competence, generates trust that the partner is able to perform certain tasks in successfully alliance so that the perception of covenant risk is perceived as relatively low (Das & Teng, 2001). Thus a positive reputation may constitute one of the conditions conducive to the development of trust (Laaksonen, Pajunen, & Kulmala, 2008).

Reputation is an attribute of a person or system typically inferred from past practices and that makes it significantly easier to establish new relationships (Sydow, 1998; Weigelt & Camerer, 1988). It is also an intangible element of the strategy of an organization, making it a highly desirable partner in the formation of a strategic alliance. Still, the reputation has an extrinsic value to ensure the potential for future partnerships and an intrinsic value to the extent that raises social recognition needed to establish a partnership (Nooteboom, 2002).

If in one hand the positive reputation of a partner is a motivating factor, on the other hand, the reputation of opportunistic behavior constitutes a deterrent to the establishment of

an alliance, which can lead to reputation of sanctions by the partners. Reputation of sanctions are a potentially significant privately order, which governs the actions of companies (Gemser & Wijnberg, 2001). These authors argue, in his work on the reputation of sanctions in imitation of the innovation design, the opportunism of the problem can be solved by the presence of contractual types or governance mechanisms that impose costs of various types for organizations that exhibit this behavior. Where such facilities are effective, that is, when the opportunistic behavior costs are greater than the benefits, will be in the rational self-interest of the parties acting not opportunistically. The prospect of devaluation of the reputational capital of an organization, can be an effective governance device, as this argument is rooted in empirical observation that companies developing a reputation for opportunistic behavior, are often excluded from future economic exchanges.

Therefore, reputation is an efficient social mechanism to combat opportunism in relations between organizations. This statement shows that there is an institutional basis for the development of trust, so that both cooperation as trust are influenced by systems of rules governing social behavior, creating stability and reducing the uncertainty of interorganizational relationships (Lane & Bachmann, 1996 and Lane, 1997).

2.3 CULTURAL REPERTOIRES

Culture can be represented by the image of a "toolbox" that contains symbols, stories, rituals and worldviews that people can use in different settings to resolve deferent types of problems (Swidler, 1986). Therefore, culture, consists of a repertoire of behaviors that includes meaning of symbols and practices used selectively by social actors in building strategies of action (Swidler, 2001). According to the author, the "action strategies" are persistent forms of ordering the action through time, allowing analysis of the causal effects of culture. This concept has been used in organizational research to investigate the cultural repertoire of individuals in specific contexts (Rindova, Dalpiaz, & Ravasi, 2012; Swidler, 2001) and the connection between the cultural repertoires and the concrete situation (Kirschbaum & Hoelz, 2014).

In studies about trust, it is important to note the use of the concept of cultural repertoires, in trust between the Israeli and Jordanian managers in a binational industry (Mizrachi, Anspach, & Mizruchi, 2007), where "Trust repertoires" portray the actors as informed agents that select, compose and apply different forms of trust, as part of their cultural repertoires and the study of trust in ambivalent and inconsistent situations

(Kirschbaum & Hoelz, 2014), where the authors use the cultural repertoires to investigate how individuals interpret situations involving trust and control elements, in situations where there is ambivalence on the characteristics of relationships with partners.

2.4 THE VIGNETTES USE

In social research, the vignettes can be used for three main purposes: to enable actions in the context to be exploited; to clarify the judgment of the people; and to provide a less personal and therefore less threatening way to explore sensitive subjects (Alexander & Becker, 1978; Barter & Renold, 1999). The use of vignettes can raise perceptions, opinions, beliefs and attitudes of answers or comments to stories portraying scenarios and situations (Barter & Renold, 1999) and can be used to highlight the cultural elements mobilized in the interpretation of judgments and training establishment of metaphors and analogies by individuals (Swidler, 2001). The vignettes are a viable alternative to the abstraction level produced by questionnaires, which allows the researcher to obtain a higher degree of uniformity and control of the stimulus condition (Alexander & Becker, 1978).

The vignettes approach is related to the preparation of fictitious situations, which the participants must stand. In qualitative research, participants are usually asked to respond to a given situation, saying what they would do, or how they imagine a third person, usually a story character, react to certain situations or events that often involve some form of moral dilemma (Barter & Renold, 1999). Vignettes can be presented to the participants, so as to encourage their involvement in the study, allowing the researcher to understand the interpretative processes and multifaceted repertoire of respondents (Jenkins, Bloor, & Fischer, 2010).

In the organizational studies, vignettes technique has been used by researchers in several studies. Which the following: study on the construction of organizational identity (Foreman & Parent, 2008); study on the effects of the social context of economic exchanges on the governance of transactions in supply relationships between companies (Rooks, Raub, Selten, & Tazelaar, 2000) and; studies related to trust in organizations (Kirschbaum & Hoelz, 2014 ; Mizrachi et al, 2007).

3. THE STUDY CONTEXT

This study was conducted in a multinational company from Brazil, specializes in producing software and information technology solutions (IT), which operates in various segments of the industry. This company has a global structure to provide services that includes six units in Brazil, subsidiaries in the United States, England, Japan and China. This organization invests heavily in exporting software, prioritizing marketing applications and offshore management services.

The IT environment is both conducive and quite specific to the study of trust in business relationships. In this context, it is quite common to development projects collaboratively between various partners in the development of solutions requires the involvement of different parts, so that the final solution can not be completely planned before the development of work by preventing the development of "complete contracts" (Stark, 2009). Should also consider the role of project managers, individuals who, in their day to day work in organizational boundaries and aims to develop new business and prospecting for new opportunities. To this end, depend on the development of trust with the other partners in order to reach your goals.

The development of IT projects exposes a strong contrast between the mutual learning requirements and the strong need for regulation through schedules and formal instruments which aims to monitor the delivery of solutions and control costs and deadlines. These two vectors are often found in opposition, making the challenge to reconcile them a central allocation of project managers.

4. METHOD

For this research forwarded thirty questionnaires, which twenty were completed, totaling 67% of the company's project managers. Full search yielded forty-eight pages of transcripts. The choice of project managers as participants, is due to the role that these individuals play as boundary-spanners of the organization, they are who manage the interface with the customer. While accumulating a high degree of autonomy, are central elements in the construction of interorganizational trust (Perrone, Zaheer, & McEvily, 2003).

Six vignettes were created, corresponding to conditions that addressed theoretical issues of interest and at the same time, they were incomplete, requiring the interpretation of

the individual to make sense of the situation (Table 1). From the assumptions required for the use of vignettes technique in qualitative research, the vignettes were designed so that the participants were asked to respond on certain situations, stating what they would do, or how they imagined that a third person, the character of the story, would react to certain situations or events (Barter & Renold, 1999). With the use of vignettes in this research we tried to highlight the cultural elements mobilized by the participants in the interpretation, formation of judgments and establishment of metaphors and analogies about the theoretical categories studied (Swidler, 2001).

Table 1 – Vignettes and Dissonances

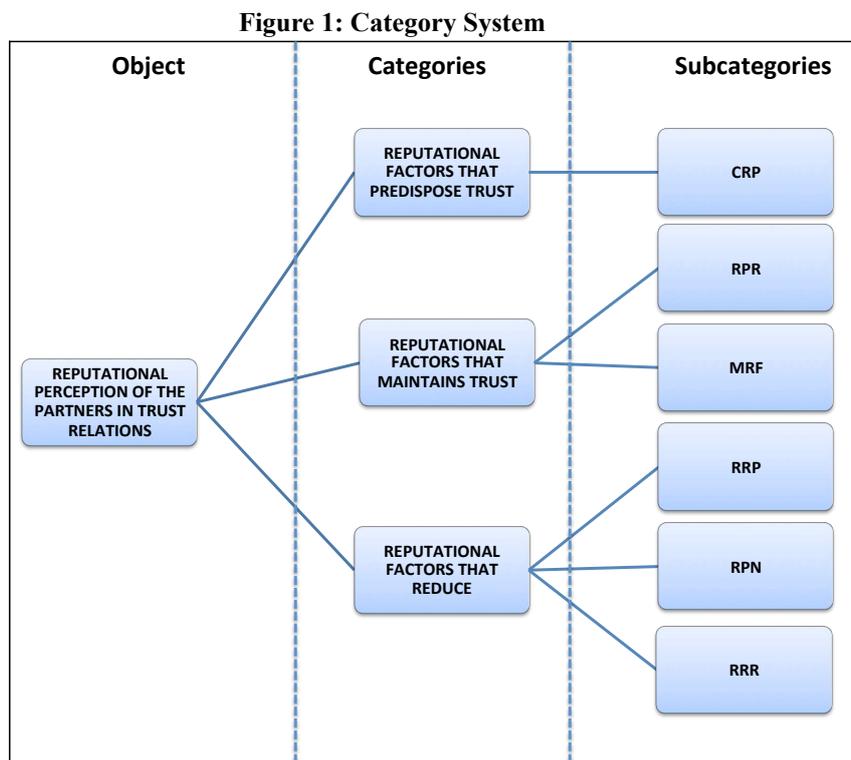
Vignette	Dissonance
<p>Vignette 1 - The company "A" promised the development of a software component X for the "B" company. After a month of delay, "B" holds a meeting with "A" to review the project. There were five meetings in the six months to review the schedule due to delays. When "B" said it would change supplier, A always guarantee that this time would meet the deadlines and that, after all, the history between the two companies had always been positive. Who is right? How come?</p>	<p>Clash of frustrated expectations and positive history.</p>
<p>Vignette 2 - João Marcelo, company X, and Pedro Paulo, the company Y, are engaged in a development set design of a medical device. Therefore, X provides electronic miniaturization technology, and Y, the blood content measurement technology. João Marcelo fears that Pedro Paulo pass the X information to its competitors. However, there is no time to work out a contract. What to do? How come?</p>	<p>Clash of strategic complementarity and formal control.</p>
<p>Vinheta 3 - Xavier da Cunha está considerando contratar um <i>offshore</i> para um grande projeto a ser entregue para a maior empresa de cerveja do país. Uma das empresas é líder na tecnologia a ser incorporada no projeto. Entretanto, essa empresa tem uma reputação variável. Alguns ex-parceiros transmitiram ótimas impressões, enquanto outros torceram um pouco o nariz. A outra empresa a ser considerada tem uma tecnologia bem inferior, no entanto todas as recomendações foram positivas em termos de seriedade de trabalho. Com qual empresa Xavier da Cunha deve efetivar a parceria? Por quê?</p>	<p>Clash of strategic complementarity and formal control.</p>
<p>Vignette 4 - Company X is developing a project with Y company actually is a continuation of a long chain of projects that has lasted seven years. Company X trusts Y, but in the last month, the president of X met, at a fair in Stuttgart, a German company that seems to give a solution to their problems ever expect from Y. He thinks seriously about quitting Y. the president of the company X should do? How come?</p>	<p>Clash of trust with current partner and technological superiority of new partner.</p>
<p>Vignette 5 - The company OAK just formalize a contract for the company DELTA. After three months of progress of the project, one of the DELTA executive discovers that the OAK the project manager has managed projects for OMEGA, which is also a client of OAK, the main competitor of DELTA. This executive feels betrayed and considers breaking the contract with OAK or at least never hire OAK. Is he right? How come?</p>	<p>Clash between capacity the company and guarantee of confidentiality.</p>
<p>Vignette 6 - Adriano was designated as an international design project manager. The goal is to develop a software for control of oil drilling platforms in the Gulf of Mexico. Part of the</p>	<p>Clash between cost control and the need for</p>

software development will be made in Brazil and the other part will be for the company X contracted in the United States. During the project, X shows up reliably performing their deliveries, on time, cost and expected quality. At one point the project, there is a strong need for cost reduction. Therefore, it is necessary to reduce the trips made because of the design. Adriano wants to reduce travel X. Adriano can leave X without control? How come?	control.
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The transcripts resulting from the research were submitted, cross way, a systematic content analysis to collect qualitative data, using NVivo software, version 10. In the process of data content analysis, codes were assigned categories (Flores, 1994) and specific reports were generated to detect common themes and key points of the analysis. The use of computer software in qualitative data analysis is becoming more popular among researchers and allows greater interaction with the data, facilitating the coding and enabling new activities in the processes inherent in research (Lage & Godoy, 2008).

5. ANALISYS

The category system is in itself an object of analysis and allows to draw some conclusions (Flores, 1994). Figure 1 represents the category system developed by analyzing the results of this research, it is composed of three categories and six subcategories.



When analyzing the categorie system obtained from the analysis of the results, it can be said, in general, the results suggest the existence of three factors related to perception of reputation, which affect the perception of trust in collaborative interorganizational relationships. They are: reputational factors that predispose trust; reputational factors that maintains trust and; reputational factors that reduce trust. From the in-depth analysis of each of these factors (metacategories) a better interpretation of the results is possible.

5.1 CATEGORY REPUTATIONAL FACTORS THAT PREDISPOSE TRUST

The category reputational factors that predispose trust include a subcategory, as described in (Table 2) below:

Table 2 – Description of subcategories that are part of the category reputational factors that predispose trust

Code	Subcategorie	Units
CRP	Includes allusions of the willingness to trust a business partner because of its positive reputation.	R1, R6, R7, R9, R9, R13, R18 e R15

The results of this category indicates that a perception of positive reputation of a partner affects trust in interorganizational relations, generating a favorable predisposition. These results are consistent with the theory, since the perception that a partner has been reliable in the past is a determining factor in establishing strategic alliances (Child & Faulkner, 2005). This perception may be related to the fact that a successful track record in previous alliances, tend to build a reputation for competence and this perception of competence, generates trust that the partner is able to perform certain tasks in the successful alliance (Das & Teng, 2001). Thus a positive reputation may constitute one of the conditions conducive to the development of trust (Laaksonen et al., 2008), to ensure the potential for future partnerships in that it raises the social recognition needed to establish a partnership (Nooteboom, 2002).

5.2 CATEGORY REPUTATIONAL FACTORS THAT MAINTAINS TRUST

The category reputational factors that maintains trust include two subcategories, as described in (Table 3) below:

Table 3 – Description of subcategories that are part of the category reputational factors that maintains trust

Code	Subcategorie	Units
RPR	Includes allusions on reducing the risk perception and safeguarding trust because the business partner has a positive reputation.	R15
MRF	Includes allusions to safeguarding trust because the business partner has a positive reputation even when failures occur in the delivery of the current project.	R7, R3 e R8

The results of this category suggests that a positive reputation perception of a partner affect trust in interorganizational relations, favoring the maintenance of trust. The positive reputation makes the perception of the risk of the alliance, is regarded as relatively low (Das & Teng, 2001). What is surprising is that the results also suggest that a positive reputation is a reliable maintenance factor, even in cases where failures occurred in the current relationship, showing that a positive history has implications for the analysis of situations involving the Failure to comply with objectives of the partnerships. Apparently, the tolerance for problems of relational order in the current partnership, are more tolerated when the partner has a positive reputation.

5.3 CATEGORY REPUTATIONAL FACTORS THAT REDUCE TRUST

The category reputational factors that reduce trust includes three subcategories, as described in (Table 4) below:

Table 4 – Description of subcategories that are part of the category reputational factors that reduce trust

Code	Subcategorie	Units
RRP	Includes allusions on reducing trust, despite the positive reputation because of delivery failures.	R2, R9, R12 e R20
RRN	Includes allusions about trust reduction due to negative reputation.	R1, R5, R11, R13 e R18
APR	Includes allusions on reducing trust due to the increased perception of risk because of a negative reputation business partner.	R9, R10 e R11

The results of this category, suggests that the perceived negative reputation of a partner affects trust in interorganizational relationships generating a reduce of trust. The

results indicate that a history of failure to fulfill an agreement, put in question the partner's competence perception, making it less attractive in the partnership. As a positive reputation constitutes one of the conditions conducive to the development of trust (Laaksonen et al., 2008), the results allow us to infer that, similarly, negative reputation, built on a history of failures to fulfill agreements, constitutes an impairment element of reputational capital (Gemser & Wijnberg, 2001), trust in interorganizational relationships. The results also show that a negative reputation generates an increased perception of risk which in turn implies a reduction in trust in the partner. In this case, some of the participants suggested, increased controls in return for the increased risk perception.

6. DISCUSSION AND CONCLUSION

This study shows that the perception of an organization's reputation is an important factor for trust in interorganizational relationships and their developments allow us to understand how the systems of rules that regulate social behavior, affect trust, creating stability and the reduction of uncertainty in interorganizational relationships (Lane & Bachmann, 1996; Lane, 1997). Through the exploration of how project managers realize the reputation in interorganizational relationships of trust, it was possible to understand that there are reputational factors that affect trust in three ways: a positive reputation of a partner affects trust in interorganizational relations, generating a favorable predisposition to trust; a positive reputation of a partner is a factor affecting trust in interorganizational relations, favoring the maintenance of trust; a negative reputation of a partner affects trust in interorganizational relationships generating reduce of trust.

Between the implications raised by these findings, from a theoretical point of view, is understanding that the perception of reputation in reliable interorganizational relationships is mediated by the perception of risk, which is consistent with studies of Das & Teng (2001). The results suggest that the reputation of an organization affects the perception of risk in interorganizational relationships, in two ways: a positive historical quote causes an interpretation that the risk to the partnership is smaller, which ultimately affect positively the trust in building and maintaining these partnerships; On the other hand, a negative reputation perception, causes an interpretation occurs that the risk is greater for the partnership, leading to a reduction in reliability. These findings bring consequences for understanding how the

reputational capital (Gemser & Wijnberg, 2001) of the organizations is built and how the cost of historical positive and negative behavior, are incorporated into this governance mechanism.

It is also possible to discern implications related to management opportunities in strategic alliances existing, since the construction of a positive reputational capital legitimizes the organization before their partners which, in turn, interpret, this reputation, one possibility risks and consequently costs smaller, which is to favor the maintenance of the partnership, another aspect to be examined with respect to building new alliances. In this case, reputational capital acts in order to create conditions necessary to generate greater attractiveness of an organization to its potential partners, which is, by outsourcing a positive image related to a history of successful actions. Therefore, it is possible to draw from these two possibilities, that the management of strategic alliances organizations can use its reputational capital in order to demonstrate an image of legitimacy and prestige which makes its more favorable acceptance in both the construction and in maintaining strategic alliances, thus affecting positively the relational capacity of these organizations.

Another point raised by this study concerns the implications of reputation for public policies is related to allocation of resources for research and development, in this situation a positive reputation comes to constitute an additional factor to be considered for funding research in institutions resource allocation. Therefore based on a positive track record of reliability, the grantors institutions may help improve their decision-making mechanisms on the provision of encouragements. The reputational capital of the institutions that have an interest in obtaining feature comes to legitimize their positive status before the grantors bodies facilitating the process of obtaining resources.

Furthermore, this study has implications for the practice to the extent that deepens the understanding of how managers interpret the reputation of partners in trust relationships, which can light their own reputation management itself. The effective management of an organization's reputation allows greater control over how the company is perceived by its various stakeholders, which is to increase their chances in the exploration opportunities in its operating environment.

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