

NEED FOR SCALE, RESOURCE POOLING  
AND HORIZONTAL ALLIANCE FORMATION:  
CHOOSING BETWEEN COLLABORATIVE AND AUTONOMOUS  
PRODUCTION IN THE WORLDWIDE AIRCRAFT INDUSTRY, 1949-2000

**BERNARD GARRETTE**

**XAVIER CASTANER**

**PIERRE DUSSAUGE<sup>1</sup>**

**HEC School of Management, Paris**

**1, rue de la Liberation**

**78351 Jouy-en-Josas Cedex, France**

**Tel: 33 -139677321**

**Fax:33-139677084**

e-mail: [garrette@hec.fr](mailto:garrette@hec.fr), [castaner@hec.fr](mailto:castaner@hec.fr), [dussauge@hec.fr](mailto:dussauge@hec.fr)

This version: June 12, 2006

Please do not circulate or cite without the authors' permission.