



# Developing international learning alliances: what capabilities are needed?

Brussels

January 19<sup>nd</sup>, 2015



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- Intro's Koen Beelen/ Ivan Kulis
- Strategic Alliances
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- Alliance process & Alliance research
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- Group work 
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# Co-Capacity, Koen Beelen

knowledge management advice & implementation

*connecting People, optimizing Processes, implementing Platforms.*



# ECDPM, Ivan Kulis

think and do tank

*Brokering effective development partnerships between the EU  
and the Global South, in particular Africa.*

- *European External Action*
- *Peace and Security*
- *Africa Change Dynamics*
- *Economic Transformation*
- *Food Security*

# Previous work for ARCH:

## Study outlining functions and contents of a proposed Knowledge Management System

Presentation of first findings

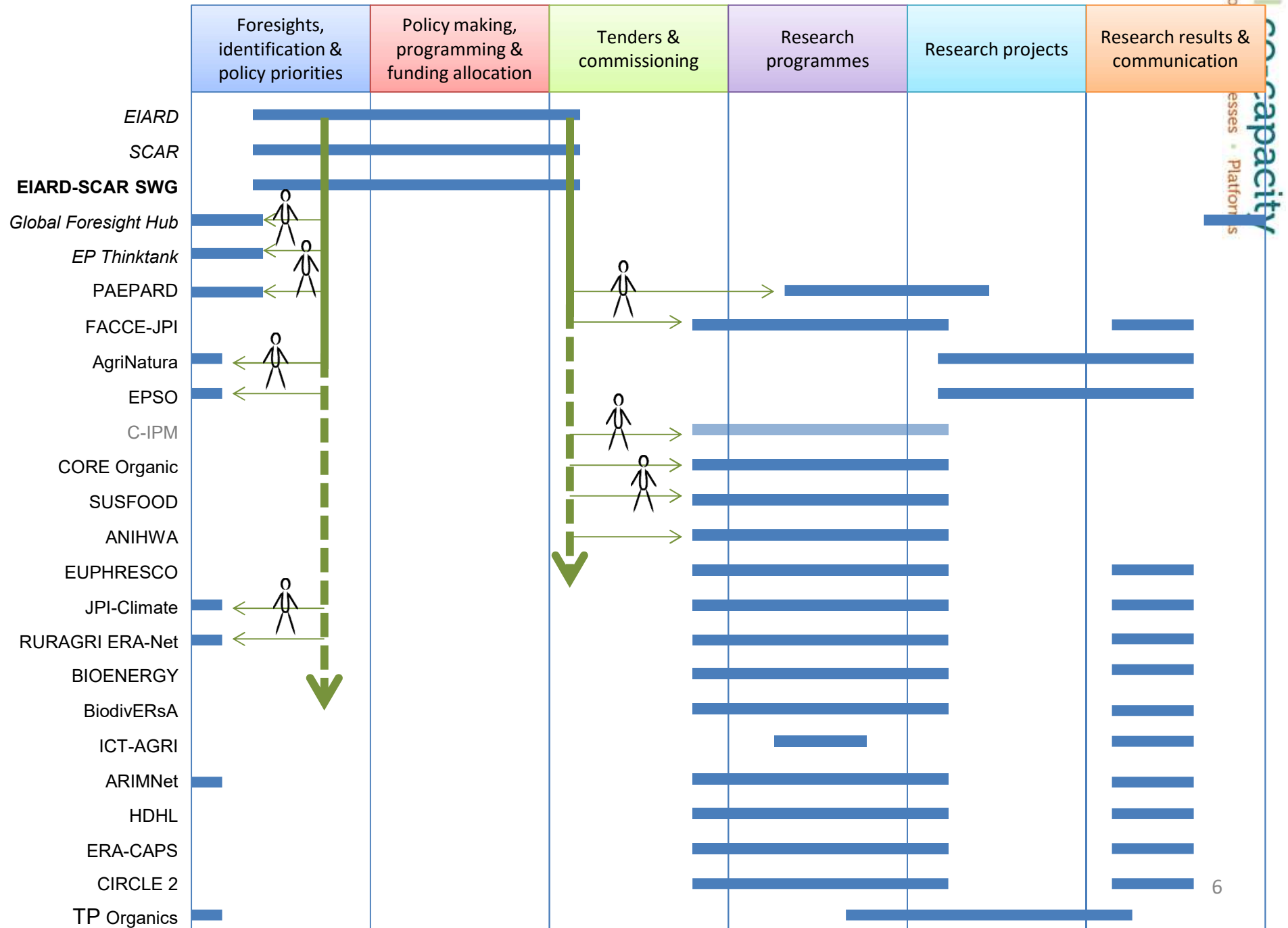
Joint EIARD SCAR SWG

January 22<sup>nd</sup>, 2014



*Support “no coordination” into “know coordination”*

# Linking to important networks



# History: KM & Alliances

- ICT (early 90's)



- HTD – HRM (late 90's)

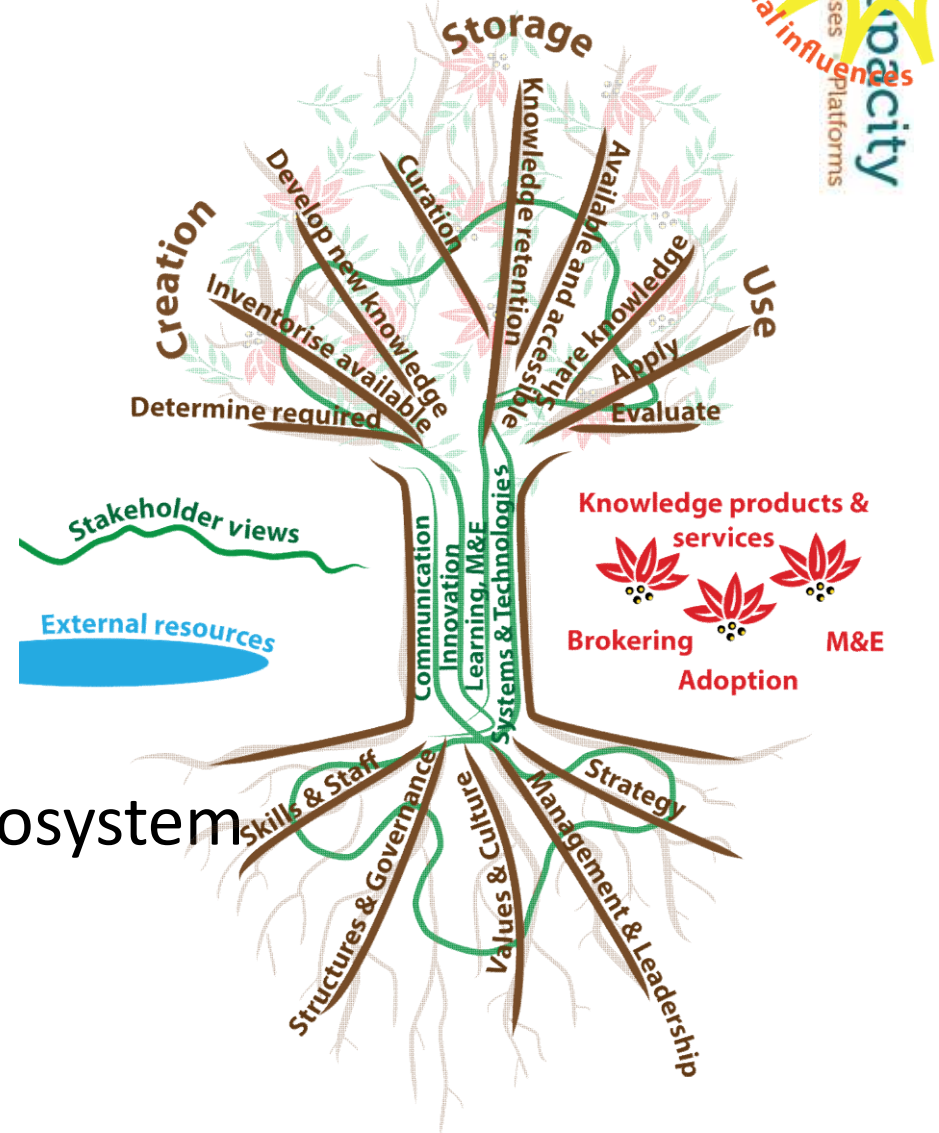


- Organisation (00's)



- Integral KM: Knowledge Ecosystem

➤ *Alliances*





# Developing international (learning) alliances

Reason to create and develop any alliance:

“globalize, innovate and ultimately generate value”







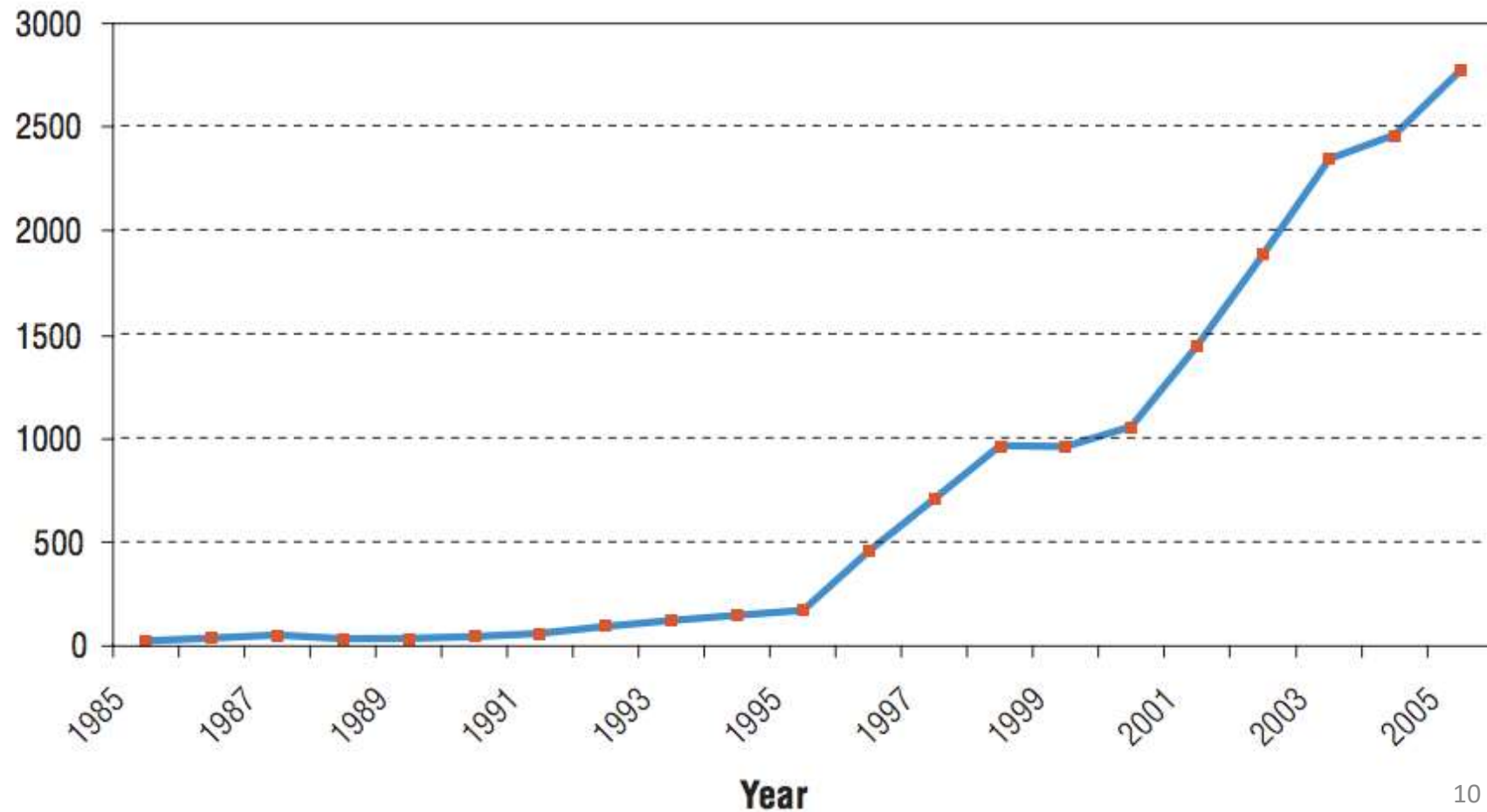
# Definition of Alliance

- An alliance is a voluntary, long term, contractual relationship between two or more autonomous and independent organisations, designed to achieve mutual and individual objectives by sharing and/ or creating resources. ...
- Inter organisational relationships such as joint ventures, partnerships, co-makership, co-creation efforts, multi partner alliances, public private partnerships, consortia. (Arino et al. 2001)

➤ ***Coordinating mechanisms ~ strategic alliances***

# Alliances as one of the cornerstones of strategy

Newly established alliances per year (1985-2005)  
3 year moving average



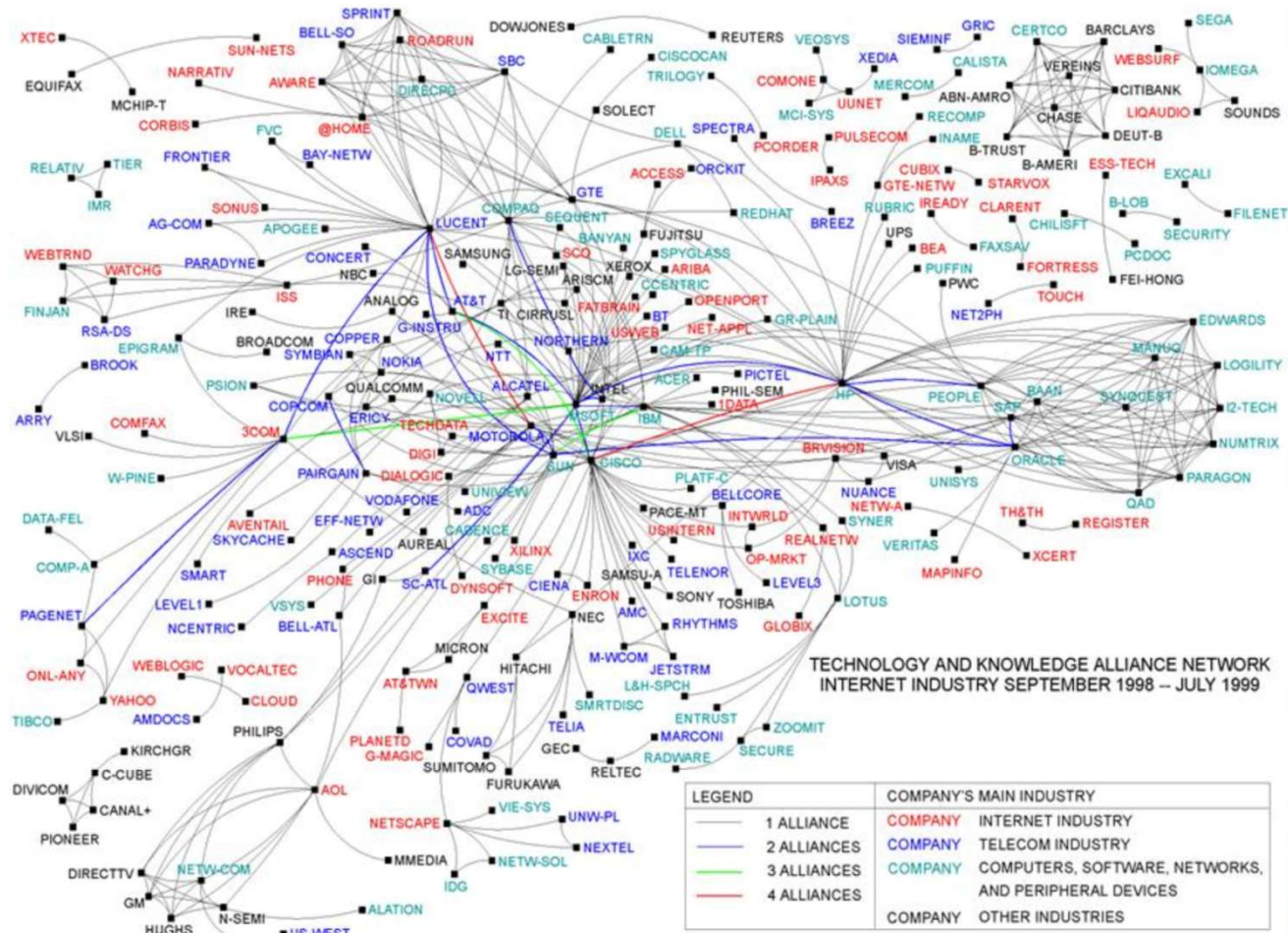
# Group work

- Provide few examples of alliances on European level which are
  - successful
  - not successful
- 3 minutes individual brainstorm
- 4 minute chat with neighbour
- Write down on sticky notes

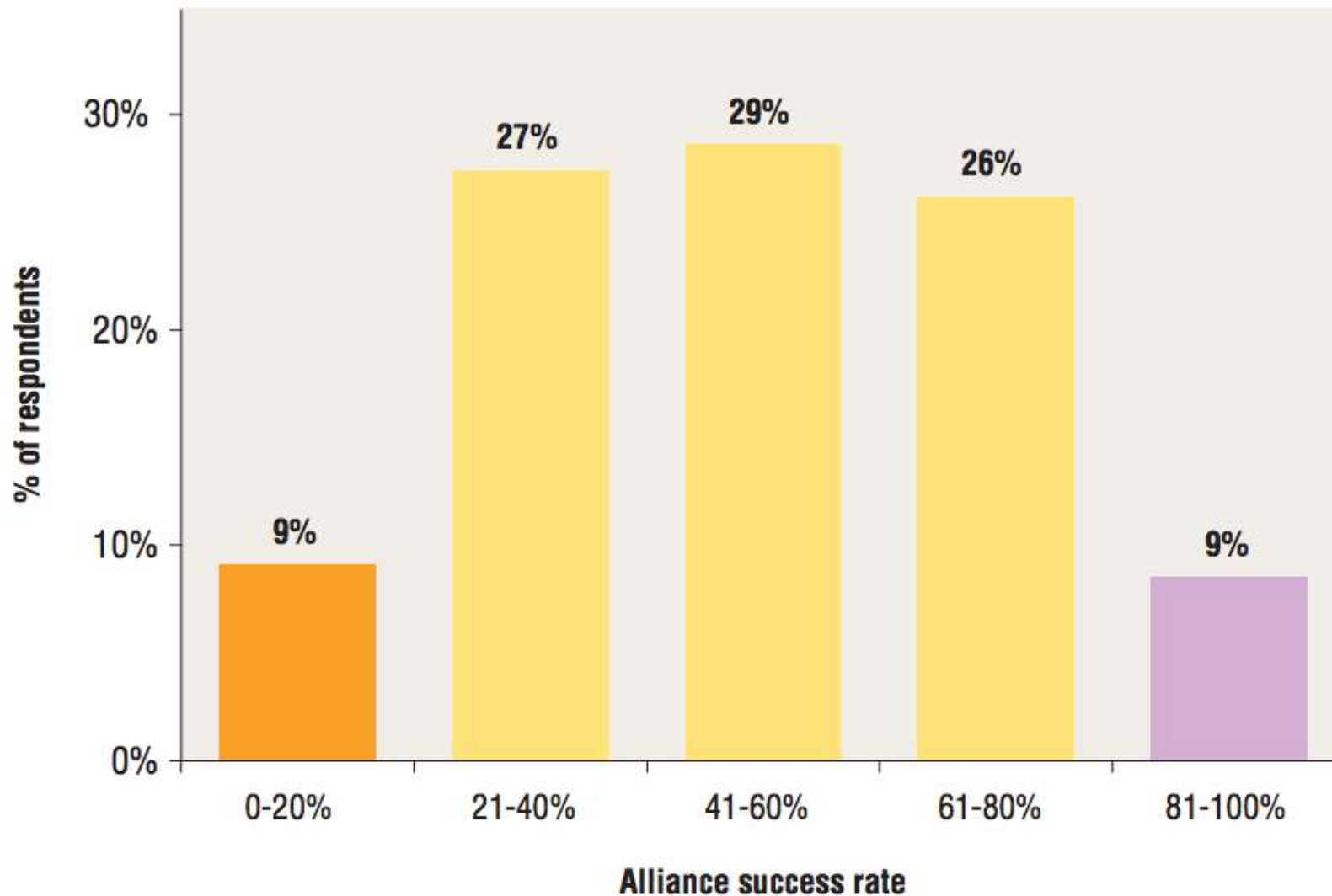


*“globalize, innovate and ultimately generate value”*

# We know : that alliances are on the rise



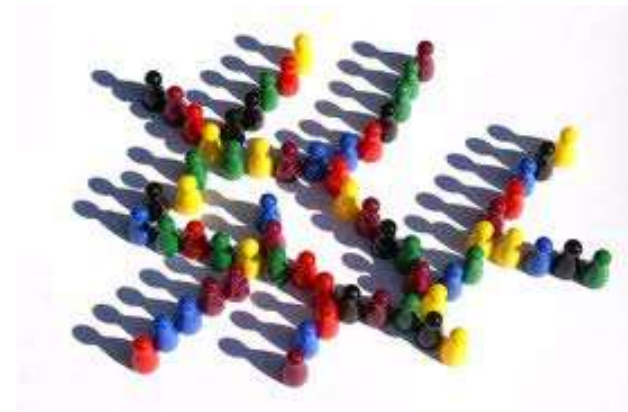
# Yet: only 50% alliance success rate



# We know : the alliance process

*What is needed to develop a strategic alliance?*

- Strategy formulation
- Partner selection
- Alliance negotiation and design
- Alliance management
- Alliance evaluation
- Alliance termination



# How to enhance alliance performance?

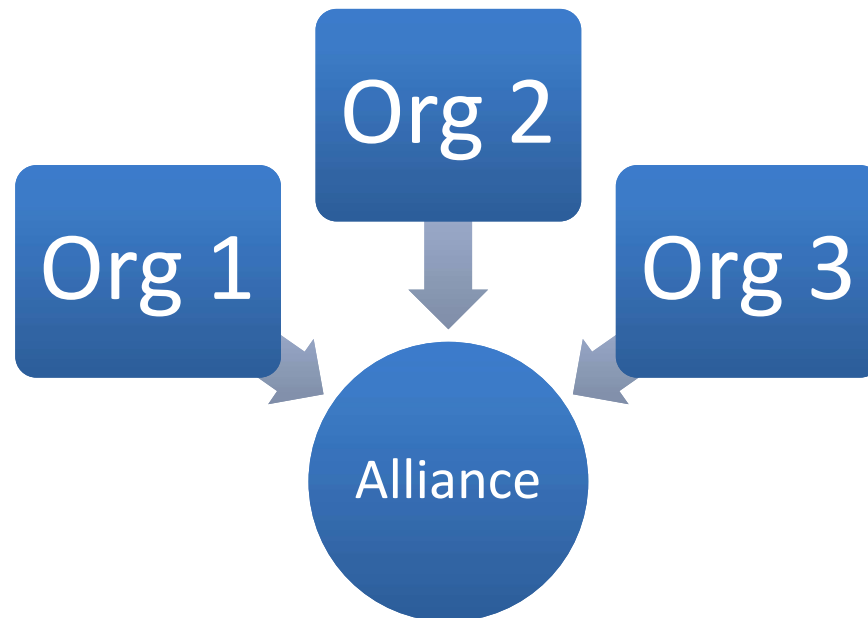
- So we need to focus on intra organisational alliance development skills = Alliance capabilities
- Intra alliance research: Alliances versus alliance capabilities, “instead of researching single alliance, this line of research examines the resources and assets of each individual partner to manage the relationship.
- ....the need to create an alliance capability which can act as a means to gain competitive advantage for the firm possessing them

(Verheijen, 2007)(Kale et al., 2002), (De Man, 2001)”



# Alliance capabilities lens

- **Traditional research** : alliance structure, partner fit, type of contract
- **Alliance capabilities** : experience with alliances, knowledge of alliances, management tools



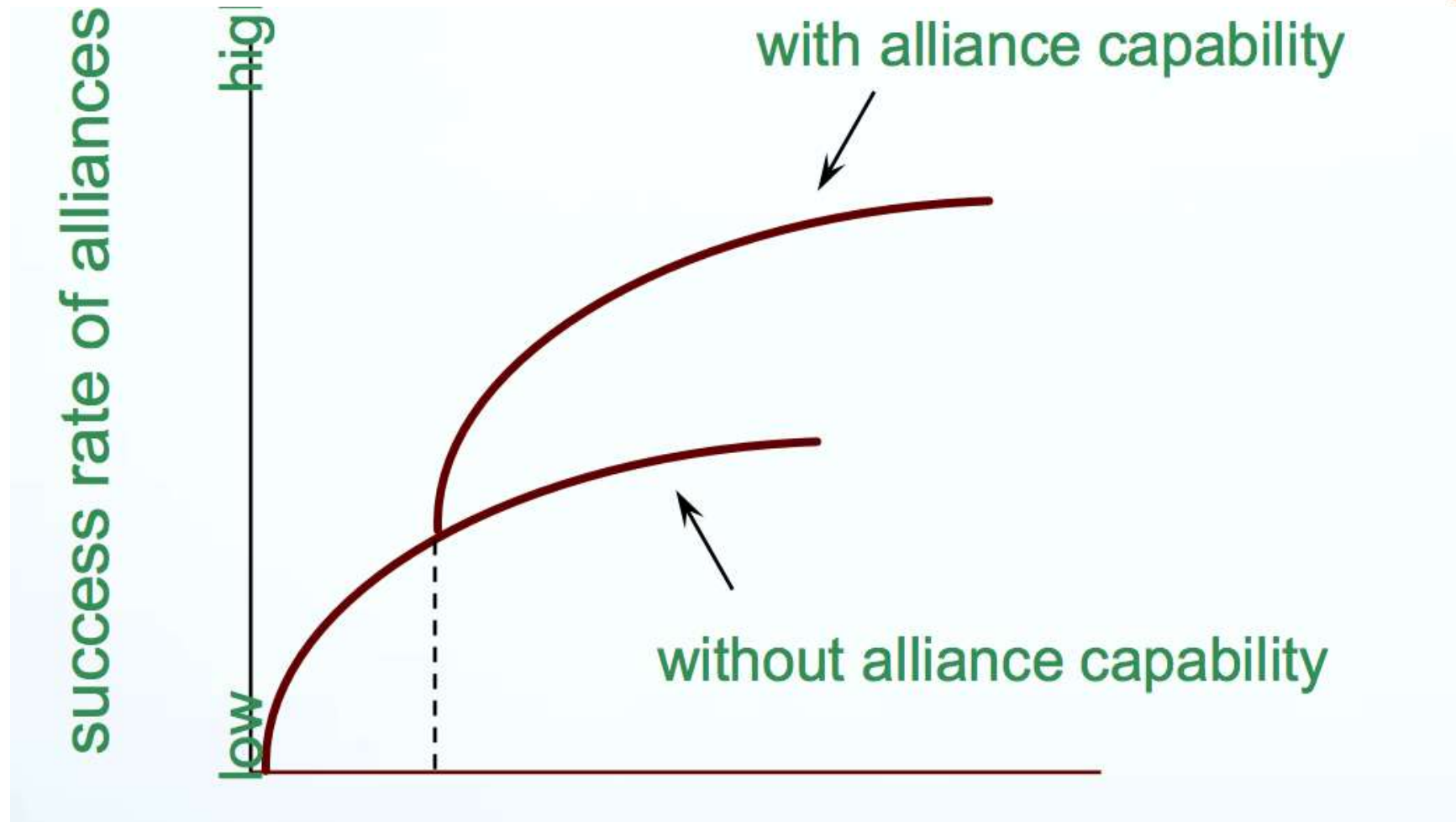
# What are alliance capabilities?

No single definition, but we pick the following :

- “Organisational **learning routines, infrastructure** and standardised **processes** that support the organization in formation, operation and evaluation of its alliances.” (T. Saebi, 2011)



# Alliance capabilities and success



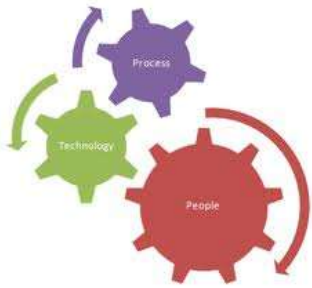
# Group work

- List few examples of capabilities that you find in the alliances which are
  - successful
  - not successful



- 5 minutes individual brainstorm
- 10 minute chat with neighbours
- Write down on sticky notes

*“globalize, innovate and ultimately generate value”*



# Alliance capabilities

## Learning routines

- In-house alliance training
- External alliance training
- Culture programme
- Intercultural training
- In-house knowledge
- Formal experience exchange
- Alliance management development programme
- Best practices
- Competency framework
- Intranet

## Functions

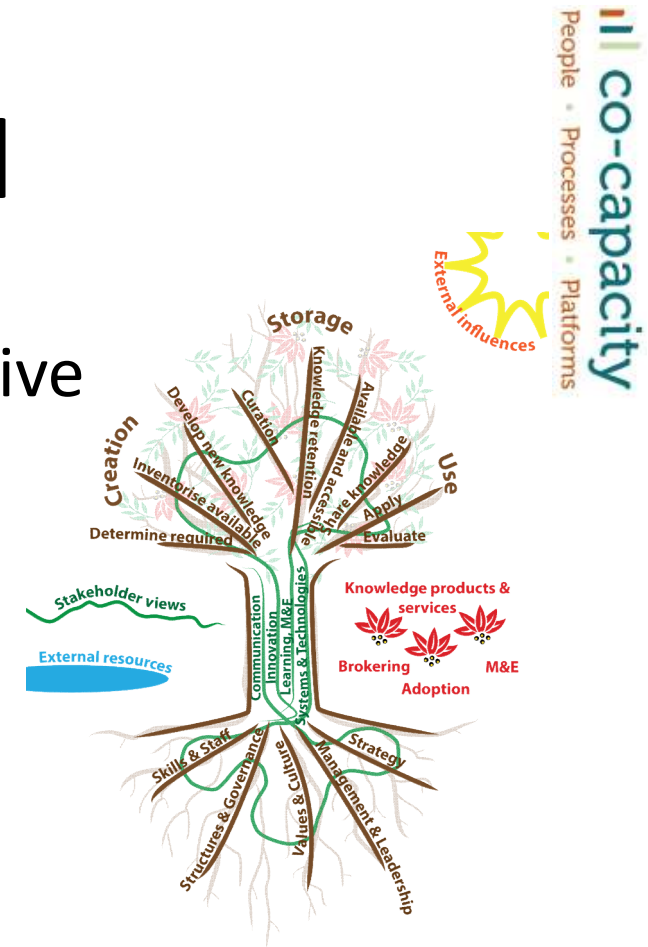
- In-house alliance training
- External alliance training
- Culture programme
- Alliance department
- Alliance managers
- Alliance specialists
- Vice president of alliances
- Local alliance managers
- Gatekeeper
- Rewards for alliance managers
- Mediators
- Financial experts
- Legal experts
- Consultants

## Processes

- Individual evaluation
- Joint evaluation
- Cross-alliance evaluation
- Alliance metrics
- Alliance handbook
- Standard partner selection
- Approval process
- Alliance database
- Partner programme
- Partner portal
- Joint business planning
- Country-specific policies

# Way forward

- Reflecting collectively to be pro-active
- Benchmarking alliance capabilities
  - Alliance capabilities survey
  - KM scan
- Monitoring progress in alliance capabilities



*a science and an art,  
it's all about people*



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