Developing international learning alliances: what capabilities are needed?

Brussels

January 19nd, 2015

Content

- Intro's Koen Beelen/ Ivan Kulis
- Strategic Alliances
- Group work
- Alliance process & Alliance research
- Alliance capabilities
- Group work
- Way forward? (proposal)

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
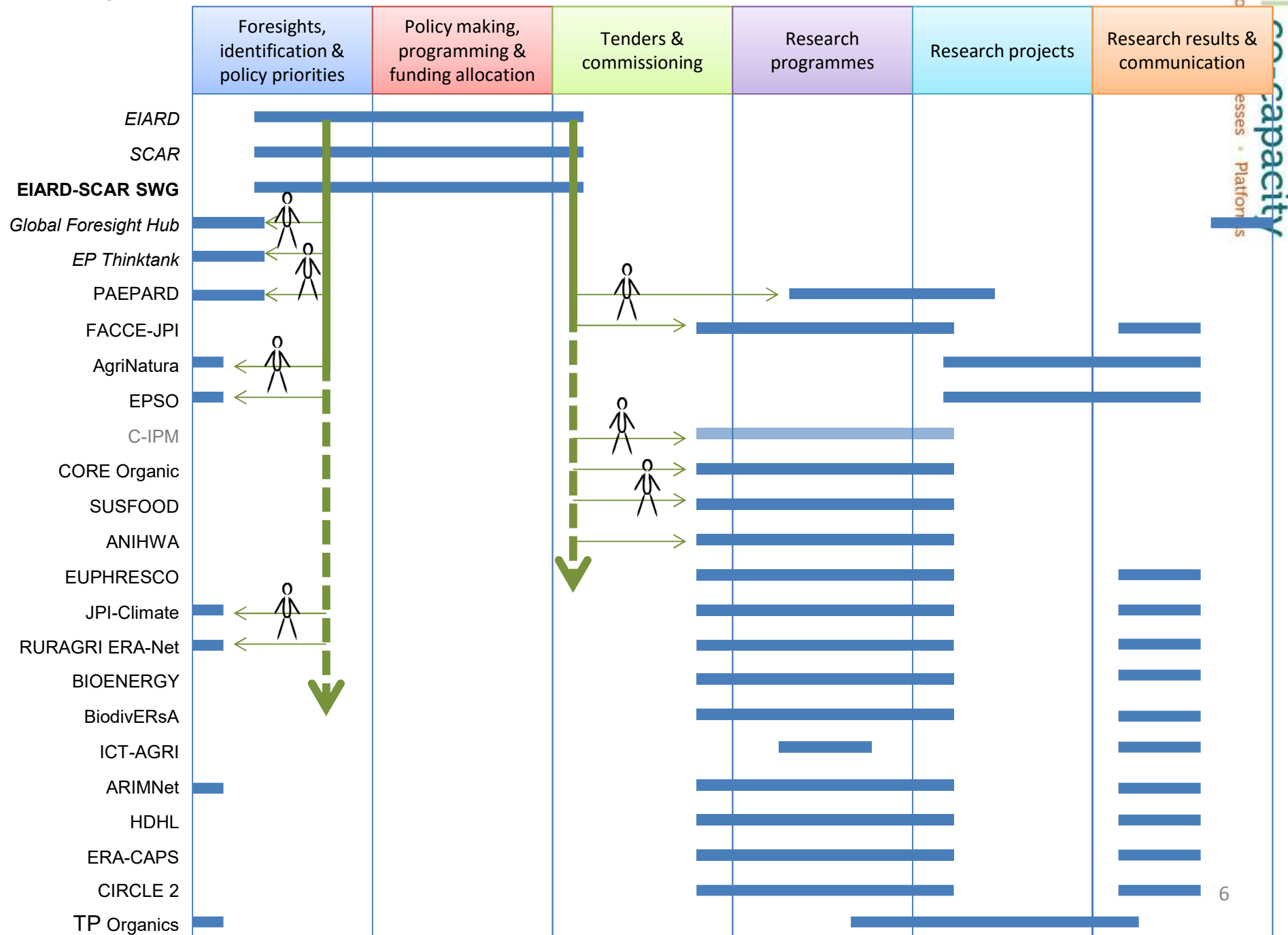
Presentation of first findings

Joint EIARD SCAR SWG

January 22nd, 2014

Support "no coordination" into "know coordination"

Linking to important networks

	Foresights, identification & policy priorities	Policy making, programming & funding allocation	Tenders & commissioning	Research programmes	Research projects	Research results & communication
EIARD						
SCAR						
EIARD-SCAR SWG						
Global Foresight Hub						
EP Thinktank						
PAEPARD						
FACCE-JPI						
AgriNatura						
EPSO						
C-IPM						
CORE Organic						
SUSFOOD						
ANIHWA						
EUPHRESCO						
JPI-Climate						
RURAGRI ERA-Net						
BIOENERGY						
BiodivERsA						
ICT-AGRI						
ARIMNet						
HDHL						
ERA-CAPS						
CIRCLE 2						
TP Organics						

6

History: KM & Alliances
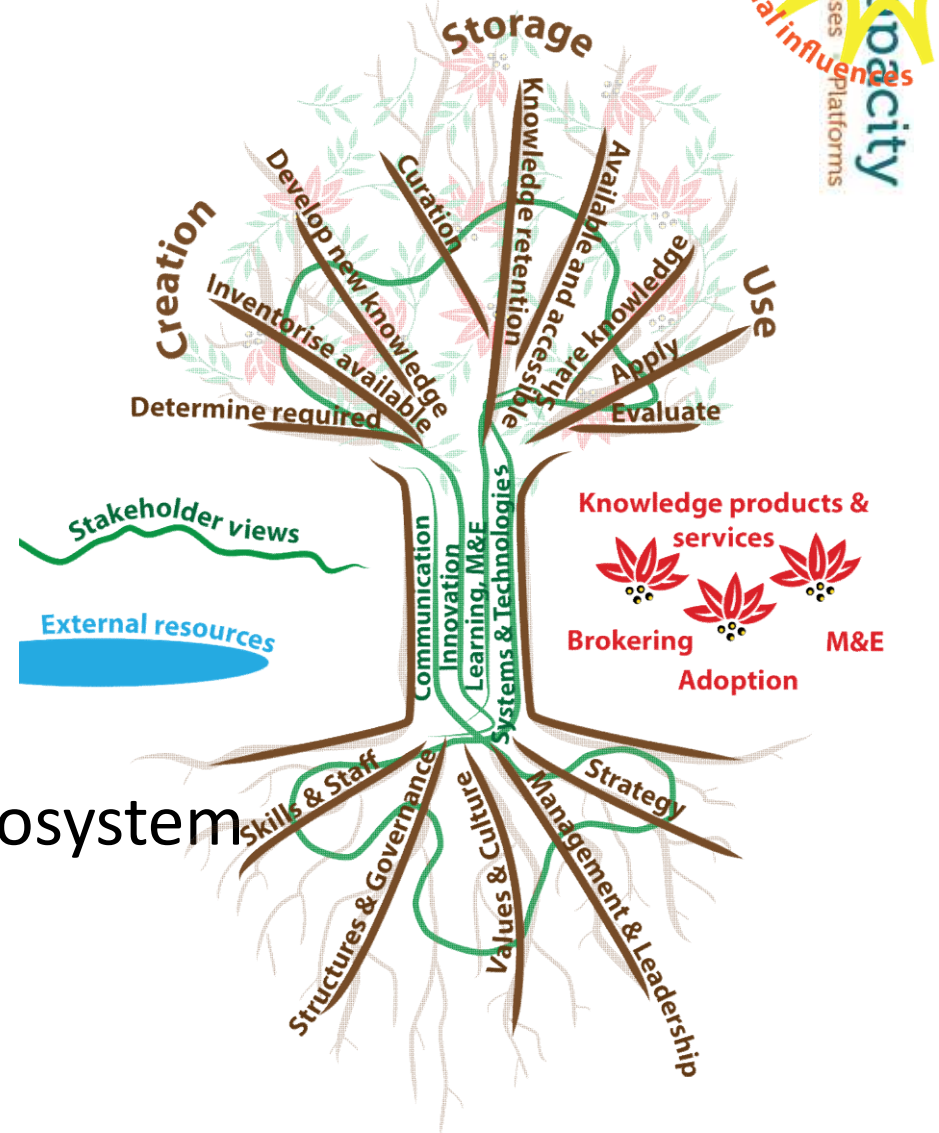
- ICT (early 90's)

- HTD – HRM (late 90's)

- Organisation (00's)

- Integral KM: Knowledge Ecosystem

  ➢ *Alliances*

Developing international (learning) alliances

Reason to create and develop any alliance:
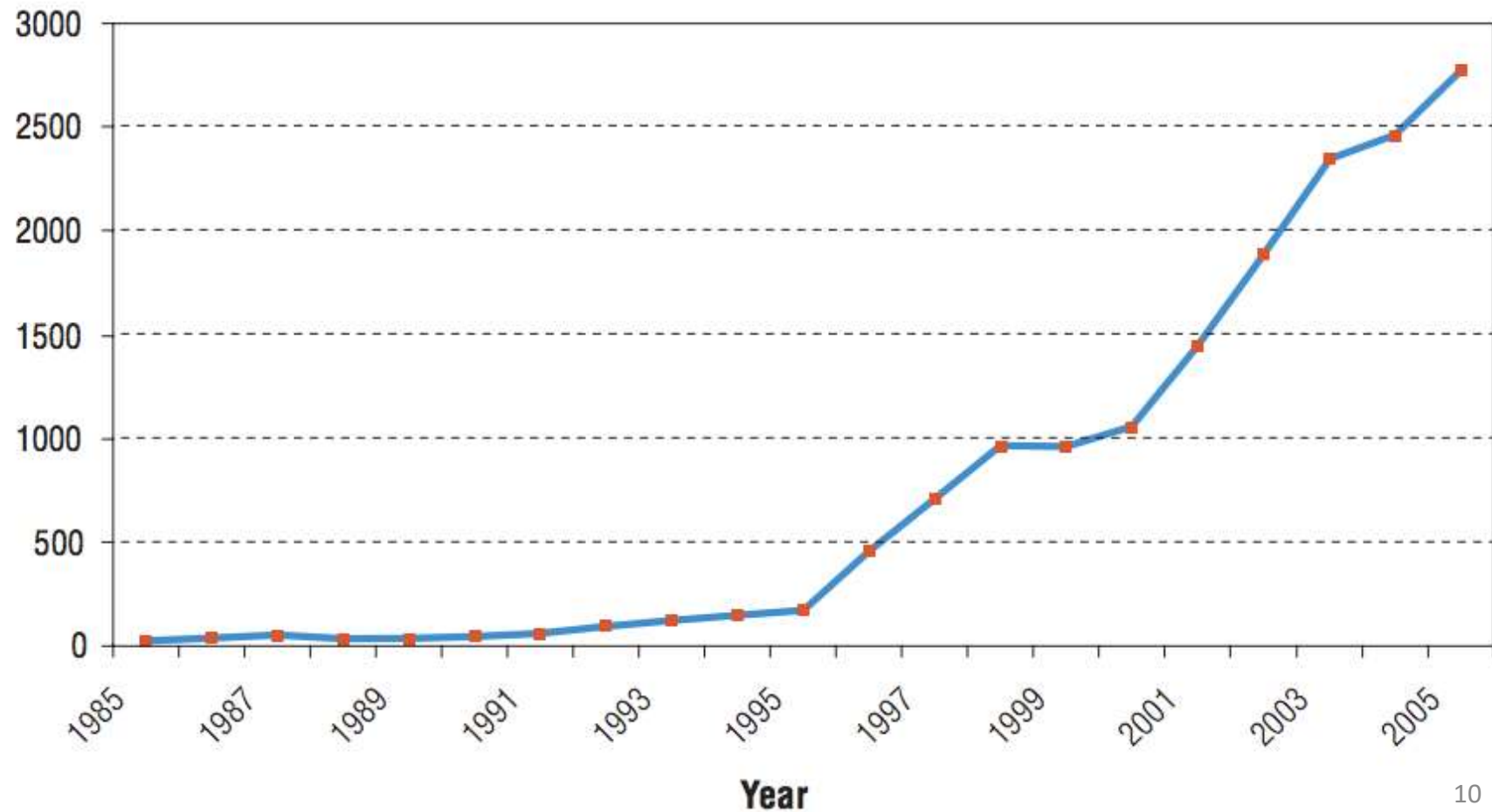
"globalize, innovate and ultimately generate value"

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)
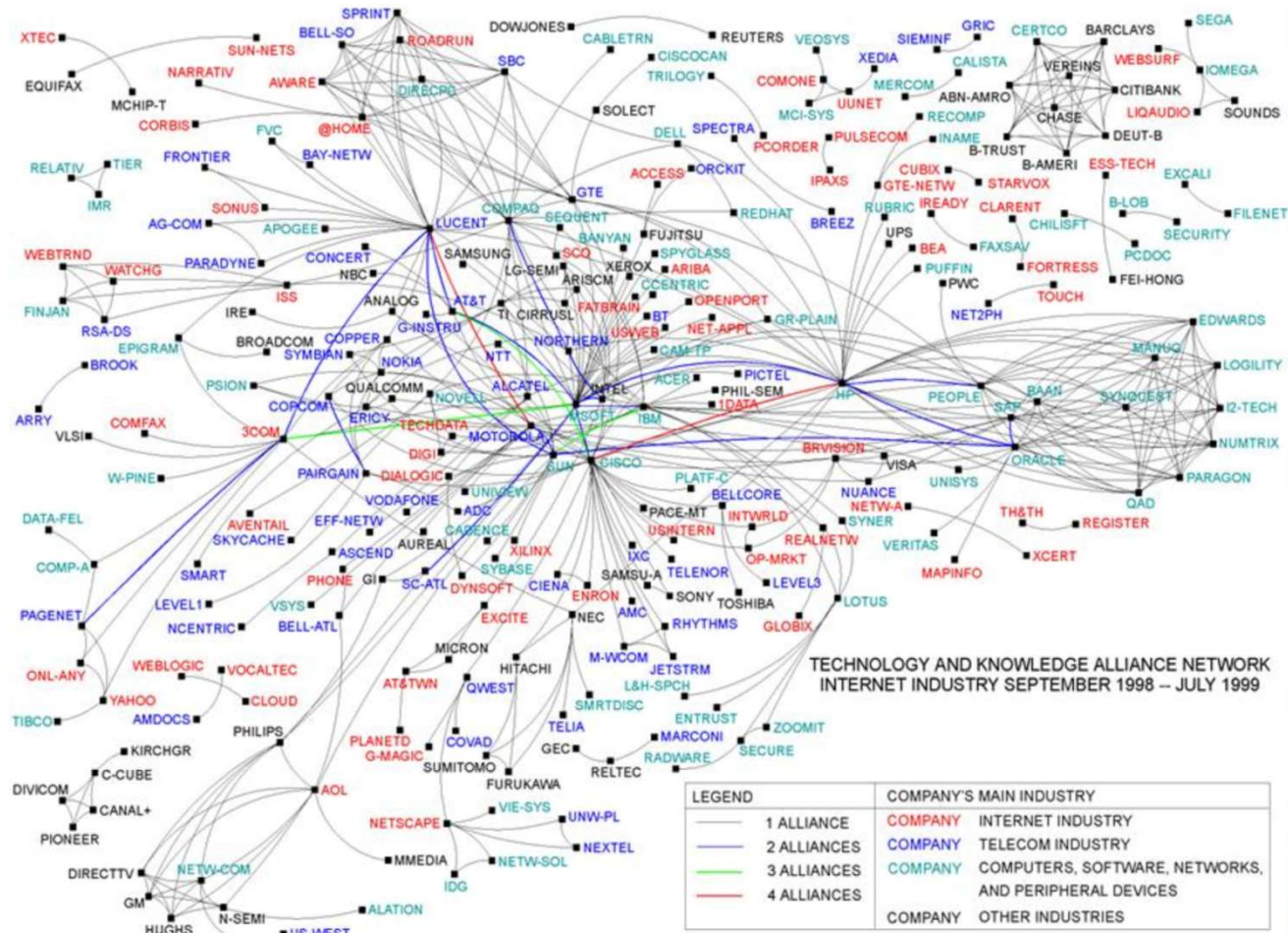**3 year moving average**

Year

Group work

- Provide few examples of alliances on European level which are
  - successful
  - not successful

- 3 minutes individual brainstorm

- 4 minute chat with neighbour
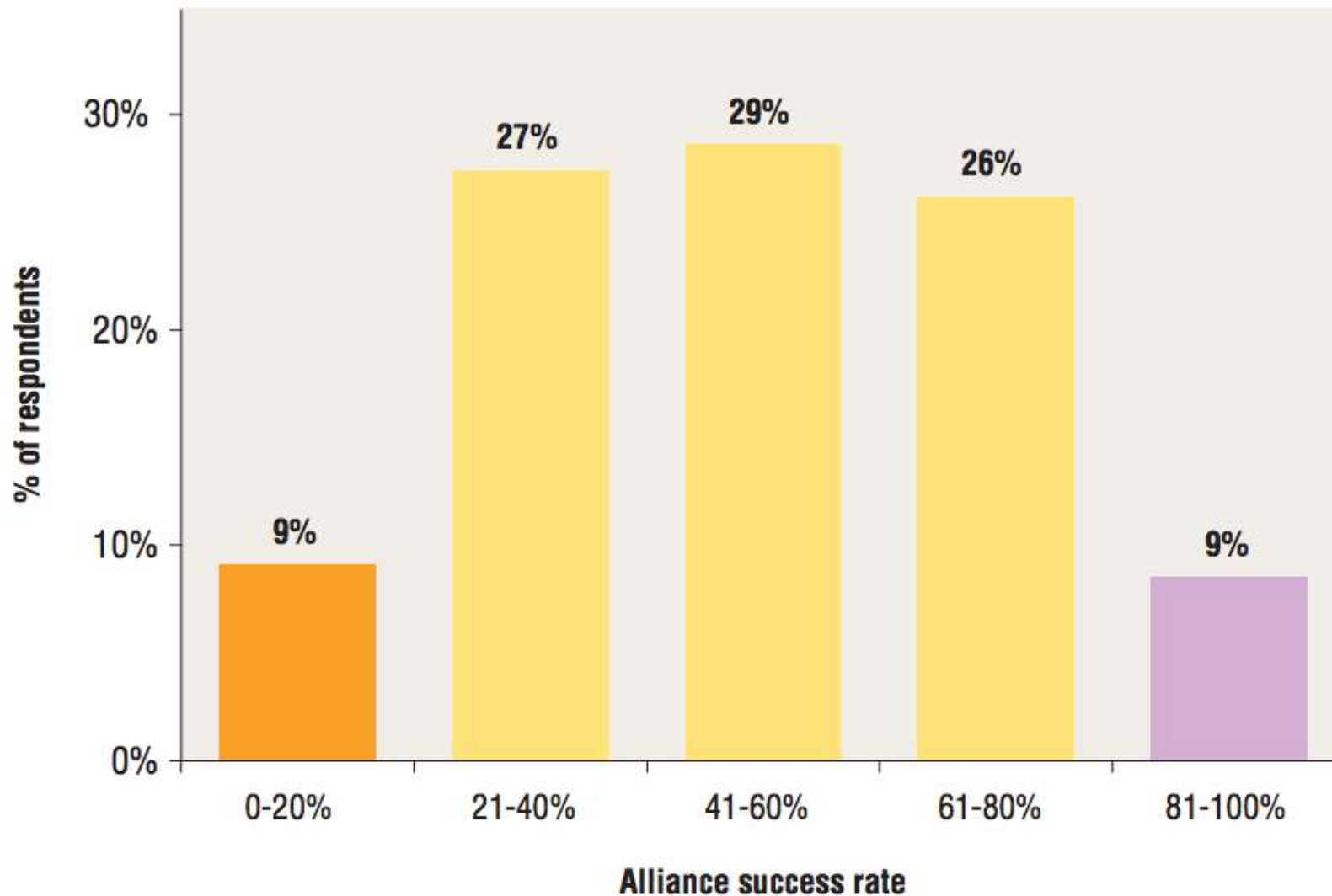
- Write down on sticky notes

"globalize, innovate and ultimately generate value"

We know : that alliances are on the rise

TECHNOLOGY AND KNOWLEDGE ALLIANCE NETWORK
INTERNET INDUSTRY SEPTEMBER 1998 -- JULY 1999

| LEGEND		COMPANY'S MAIN INDUSTRY	
——	1 ALLIANCE	COMPANY	INTERNET INDUSTRY
——	2 ALLIANCES	COMPANY	TELECOM INDUSTRY
——	3 ALLIANCES	COMPANY	COMPUTERS, SOFTWARE, NETWORKS,
——	4 ALLIANCES		AND PERIPHERAL DEVICES
		COMPANY	OTHER INDUSTRIES

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
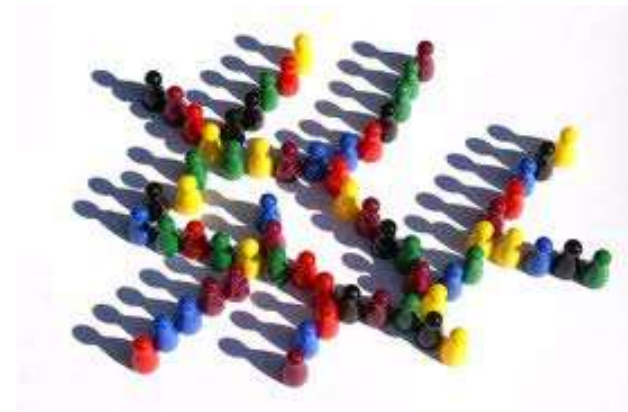
How to enhance alliance performance?

- 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
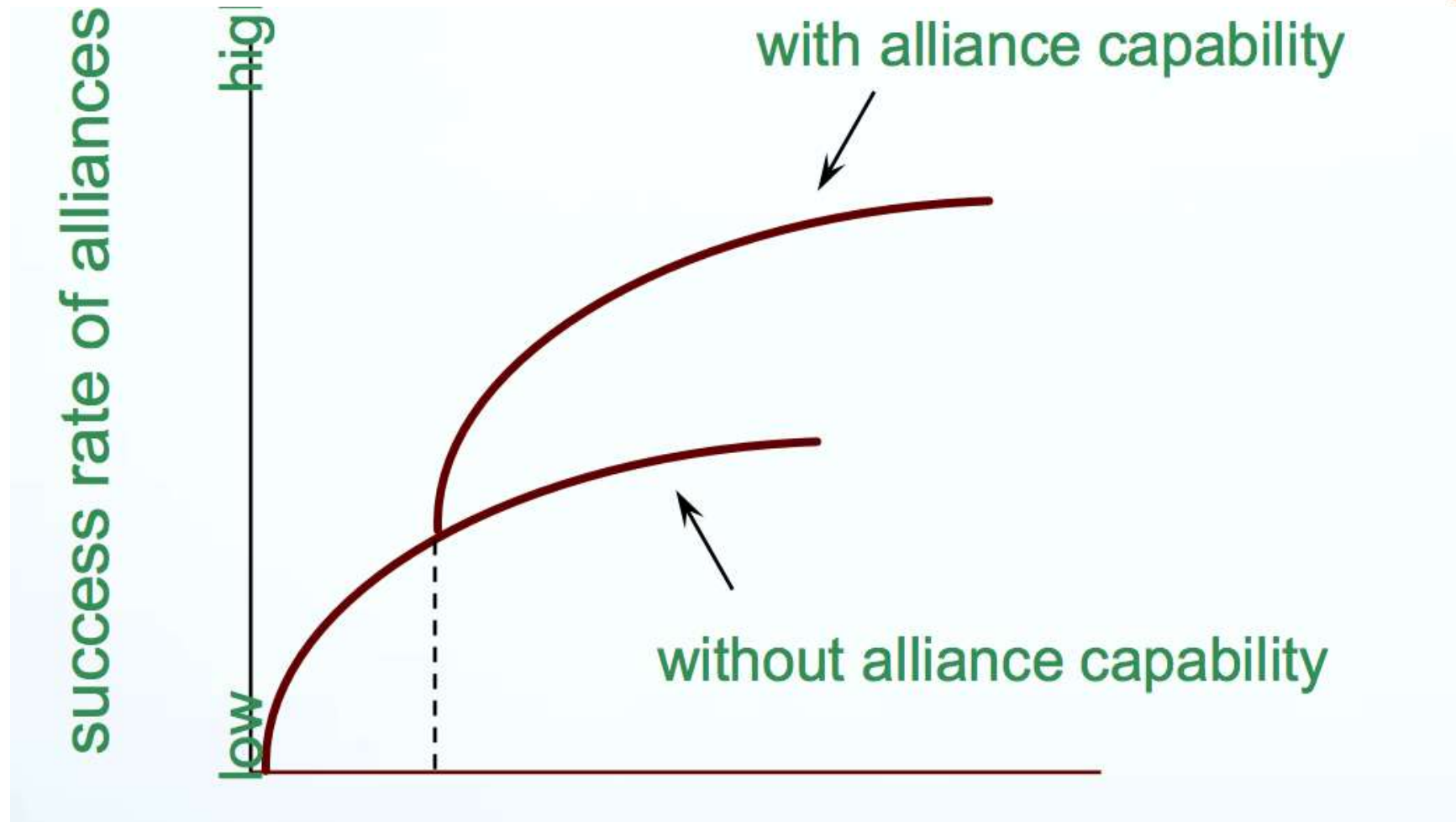
Org 2

Org 1

Org 3
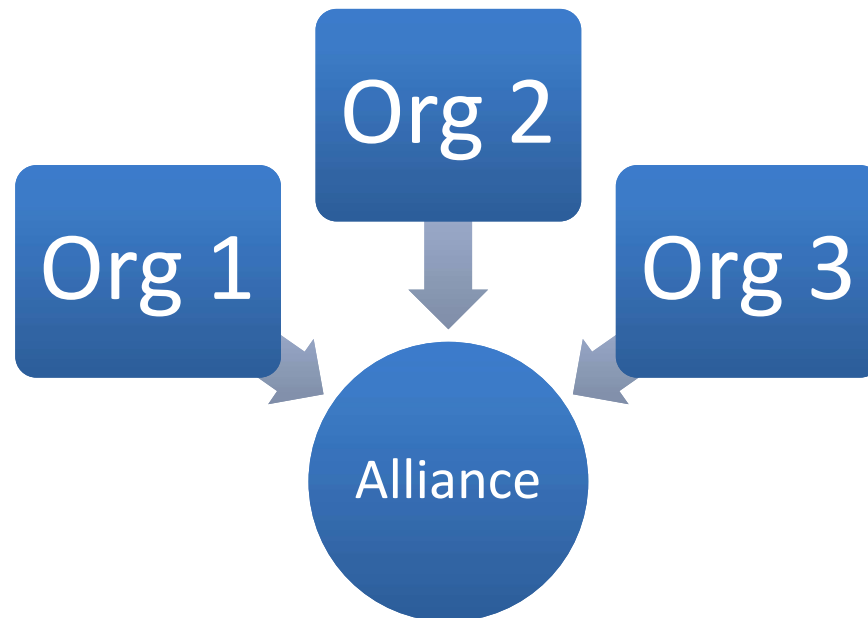
Alliance

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)

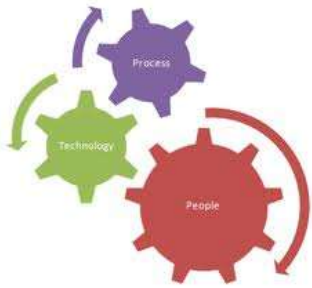# Alliance capabilites and success

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

(T. Saebi, 2011)

Way forward

- Reflecting collectively to be pro-active

- Benchmarking alliance capabilities
  - Alliance capabilities survey
  - KM scan

- Monitoring progress in alliance capabilities
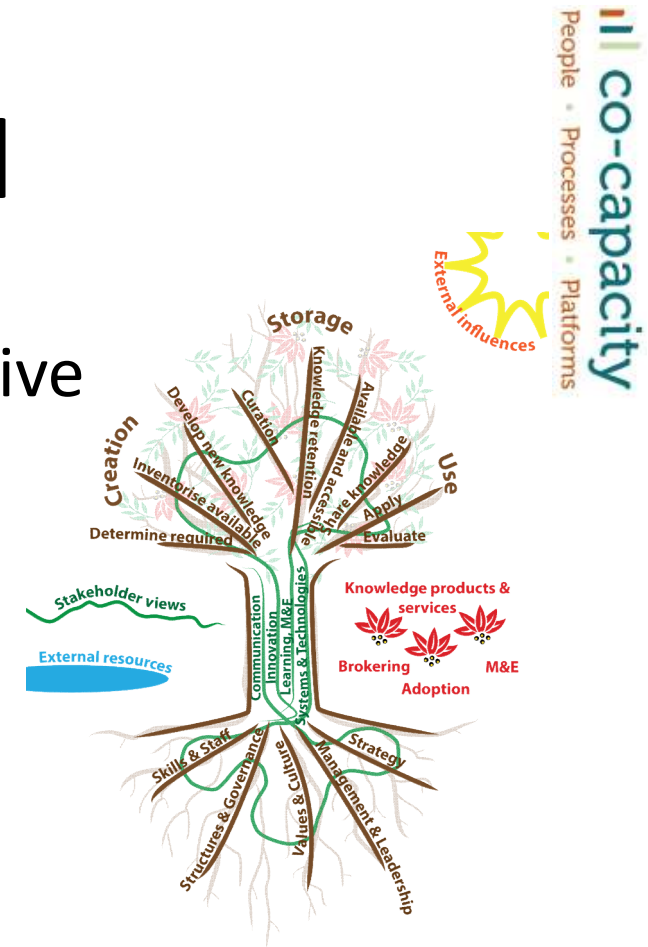
a science and an art,

it's all about people

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