

EVALUATING THE DYNAMICS OF STRATEGIC ALLIANCES IN TURKEY:
THE IMPACT OF FIRM- AND RELATIONSHIP-SPECIFIC FACTORS ON
ALLIANCE PERFORMANCE

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Thesis Abstract

Ayla Altınkurt, “Evaluating the Dynamics of Strategic Alliances in Turkey:
The Impact of Firm- and Relationship-specific Factors on Alliance Performance”

This study evaluates the dynamics of strategic alliances in Turkey, through exploring the general characteristics of alliances, such as motives and forms of cooperation, and investigates the impact of firm-specific factors (i.e., alliance orientation and partner selection criteria) and relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit) on alliance performance, as well as assesses the mediating role of trust between relationship-specific factors and alliance performance. The model is tested using data from 106 strategic alliances in Turkey, including both equity alliances (joint ventures) and non-equity alliances (contractual alliances).

The results indicate that, alliance orientation, strategic fit and organizational fit lead to superior alliance performance, and that cultural fit is positively related to partner trustworthiness. Strategic fit is significantly related to alliance performance when the relationship length between partners is relatively shorter. When the relationship gets older, organizational fit significantly affects alliance performance. Furthermore, results show that as the relationship length of a strategic alliance increases, strategic fit and cultural fit levels between partners also increase. Regardless of the relationship length, alliance orientation is always positively related to alliance performance.

Tez Özeti

Ayla Altinkurt, “Türkiye’deki Stratejik İşbirlikleri Dinamiklerinin Değerlendirilmesi:

Firma ve İlişkiye Yönelik Faktörlerin İşbirliği Performansı Üzerindeki Etkisi”

Bu çalışma, Türkiye’deki stratejik işbirliklerinin dinamiklerini incelemektedir.

Çalışmanın amacı, Türkiye’de işbirliklerine giriş sebepleri ve tercih edilen işbirliği türleri gibi genel özelliklerin incelenmesi, firmaya yönelik faktörler (işbirliği odaklılık ve işbirliği ortağını seçme kriterleri) ve ilişkiye yönelik faktörlerin (işbirliği ortağı ile stratejik uyum, kültürel uyum, organizasyonel uyum) işbirliğinin performansına etkilerinin araştırılması ve ortağın güvenilirliğinin, ilişkiye yönelik faktörler ile performans arasındaki aracı rolünün analiz edilmesidir. Araştırma modeli, hem sermaye yatırımı işbirlikleri (ortak girişimler), hem de sermaye yatırımı olmayan işbirlikleri (sözleşmeli işbirlikleri) dahil olmak üzere, Türkiye’deki 106 stratejik işbirliğinden toplanan veriler kullanılarak test edilmiştir.

Analiz sonuçları, işbirliği odaklılık, stratejik uyum ve organizasyonel uyumun işbirliği performansına olumlu etki ettiğini; kültürel uyumun ise ortağın güvenilirliği ile pozitif bir ilişkisi olduğunu göstermiştir. İşbirliği ilişkisinin yeni olduğu dönemlerde, stratejik uyum işbirliği performansına etki ederken, işbirliği süresi uzadıkça, ortaklar arası organizasyonel uyumun performansa etkisi belirgin olmaktadır. Ayrıca, işbirliğinin süresi uzadıkça, ortaklar arasındaki stratejik uyum ve kültürel uyum da artmaktadır. Firmanın işbirliği odaklı olması ise, hem kısa, hem uzun ilişki sürelerinde performansa olumlu etki etmektedir.

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CHAPTER 1

INTRODUCTION

The environment is a powerful constraint on organizational action (Pfeffer & Salancik, 1978). In an era of globalization and rapid technological developments, organizations find themselves in need of external resources in order to effectively pursue market opportunities. Therefore, organizations look for ways to offset their dependence on environmental factors. Strategic alliances have emerged as a popular strategy (Yoshino & Rangan, 1995), and are increasingly being utilized in various forms by organizations within this manner (Beamish & Delios, 1997; Culpan, 2002).

Strategic alliances have become well established organizational forms and a means of strategy implementation in business life (Inkpen, 2001). A growing number of companies from various countries have adopted collaborative strategies despite the low rate of success of these ventures in the past. At the same time, writings about collaborative strategies have spurred others, adding to the rich body of literature being created. But still, strategic alliances provide a challenging problem to theoreticians and practitioners. (Culpan, 1993; Reuer, 2004).

The issue of forming strategic alliances has brought a radical change to the traditional view that businesses are naturally involved in fierce competition with their rivals. Today's firms recognize the benefits of collaborative ventures and collaborative strategies. Many firms have become aware of the fact that cooperation leads to competitive advantage. (Culpan, 2002).

Most literature has dealt with either general theoretical aspects or a specific form of alliances (for example, joint ventures) and the extant literature often makes references to theories such as transaction cost analysis, game theory, and resource-based views in explaining strategic alliances. From a theoretical perspective, underlying theories and conceptual models concerning strategic alliances need to be developed or improved to enhance our understanding of this popular practice. Culpan (2002) asserts that although some literature has already been developed to address different dimensions of strategic alliances, further refinement is needed to understand and manage strategic alliances between firms in different industries.

Previous research on strategic alliances has focused on partner selection issues, focusing on the role of specific characteristics that may be critical in the selection of a partner (e.g., trust) (Hitt et al., 2000; Das & Teng, 1998a; Stan & Rowley, 2002). Recent research examines the relational characteristics of strategic alliances (e.g., complementarity, partner fit) (Sarkar et al., 2001; Shah & Swaminathan, 2008). This study aims to bring together those two perspectives in evaluating the dynamics of strategic alliances.

Despite the extensive research on strategic alliances, most of the theoretical explanations cover the Western business environment, giving less attention to the emerging economies. However, in the last decade, strategic alliance research from the emerging economies perspective has started to increase. Despite the limitedness of strategic alliance research considering the Turkish business environment, the implementations of both equity and non-equity alliances are increasing. Organizations have seen the benefits of cooperation, and Turkey is attracting potential foreign partners as a growing market and a cheap production area. That is

why, trying to understand and explain the dynamics of strategic alliances in Turkey is crucial.

This study aims to shed light on the dynamics of strategic alliances in Turkey. The research will try to explain the dynamics of Turkish strategic alliances, through assessing the impact of firm-specific factors (i.e., firm's alliance orientation and partner selection criteria applied) and relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit between partners) on strategic alliance performance. The mediating role of trust will also be analyzed as an important relational dynamic of alliance management.

CHAPTER 2

LITERATURE REVIEW

The review of literature covers the theoretical foundations concerning strategic alliances, as well as a detailed review on the constructs to be assessed in the research model, namely firm-specific factors (i.e., focal firm's alliance orientation, focal firm's partner selection criteria), relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit between partners), trust and strategic alliance performance.

Strategic Alliance Definition

Due to the complex nature of strategic alliances and the process by which they are formed, it is important to have an understanding of what business arrangements are classified as strategic alliances. In general terms, strategic alliances are considered a form of cooperative business arrangements between business organizations. In order for an interfirm collaboration to be a strategic alliance, the arrangement must lead to cooperation between firms and must help all parties of the collaboration (partners) achieve strategic objectives (Das & Teng, 1998a; Digman; 1999; Lynch, 1993; Yoshino & Rangan, 1995). Culpan (1993) stated that strategic alliances are relationships that are used to exchange technology, goods and services across national firm boundaries, ranging from informal agreements, contractual collaborations, and joint ventures, to minority equity alliances.

There are several opinions in the strategic alliance literature about the exact borders of defining strategic alliances. Contractor and Lorange (2002a) have used the term “alliances” to denote any medium to long term cooperative relationship between firms, whether based on an equity joint venture company that principals create, or a handshake, or on a contractual relationship entailing frequent interactions between the allied corporations. Doz and Hamel (1998) asserted that, in strategic alliances, there are only partners exchanging their resources, and the goal of the relationship is to bring together their complementary strengths and to combine new insights and understanding to reduce uncertainties and accelerate learning. Lynch (1993) defined that the strategic alliance is the most basic, simple, and straightforward form of cooperative venture, and explained that all variants of the strategic alliance – joint ventures, equity partnerships, and franchise alliances – are built on the operating foundation of the strategic alliance.

A strategic alliance links specific facets of the businesses of two or more firms. At its core, this link is a trading partnership that enhances the effectiveness of the competitive strategies of the participating firms by providing for the mutually beneficial trade of technologies, skills, or products based upon them (Yoshino & Rangan, 1995). For a relationship to be considered an alliance, several conditions have to be conformed. Those conditions are listed in Table 1 (Lynch, 1993; Yoshino & Rangan, 1995).

A number of authors have provided definitions of strategic alliances. The consensus view is that, strategic relationships are long-term relationships with significant operational or technical elements as well as the marketing component, offering major strategic and financial advantages to participating partners, which do not usually involve cross-ownership of equity.

Harrigan (2003) classified cooperative strategy alternatives into three types: (1) in case of full ownership control, the alliance types are mergers (or acquisitions), or internal ventures (and spin-offs to full business units), (2) in case of partial ownership and contractual control the alliance types are joint ventures or minority investments, and (3) in case of contractual control only, the alliance types are cooperative agreements, R&D partnerships, cross-licensing or cross-distribution arrangements, or joint activities.

Cooperative ventures between two or more firms include both equity and non-equity arrangements. There are substantive distinctions between those two types of alliances (Gulati, 1995; Das & Teng, 1998b).

A joint venture, the most common form of equity arrangement, implies the creation of a separate corporation, whose stock is shared by two or more partners, each expecting a proportional share of dividends as compensation. Joint ventures are entities separate from the parent; here partners are protected by strong partnership and contract laws. A joint venture is one of several productivity-enhancing forms of economic organization that permit a firm to capitalize on inventions, take advantage of complementary technologies, or reduce time lags in production introduction. (Culpan, 1993).

Pisano (1989) categorizes equity alliances (from a transaction cost economic view point) as alliances that can take one of two forms: they can either be organized as an equity joint venture, which involves the creation of a new and independent jointly owned entity, or as an entity in which one partner takes a minority position in the other partner or partners.

Non-equity alliances (contractual agreements) do not involve sharing or exchange of equity. They do not involve the creation of a new organizational entity;

and they do not have one partner taking a minority position in the other partner. They are for the most part arm's length exchanges on the continuum of market hierarchy. (Gulati, 1995). Alliances that represent non-equity forms of cooperation between two or more firms include supply agreements, licensing, marketing agreements, exploration consortia, research partnerships, and co-production agreements.

Both the equity and non-equity forms of alliance represent long-term relationships that provide individual firms with the means to broaden the scope of a firm without expanding the firm. Equity and non-equity alliances also allow a firm to share activities without the inherent risks of going it alone. (Culpan, 1993; Porter, 1985).

As for the motives for entering into alliances, there are several reasons for a firm to engage in a strategic alliance. Organizations may adopt strategic alliances for internal uses (i.e., cost and risk sharing, obtain scarce resources etc.), for competitive uses (to strengthen current strategic positions) or for strategic uses (to enhance strategic position) (Harrigan, 2003).

Gomes-Casseres (1988) identifies three major motives for the formation of strategic alliances. These are: 1. Supply-based alliances, which function along the supply line and involve resource transfers beyond simple exchange relationship (finance, design, management skills and technology may flow between the partners) in order to reduce transaction costs and enhance innovatory relationships. 2. Alliances based on corporate learning which enable the transfer of tacit knowledge and the creation cross-company terms, perhaps across a technological frontier. 3. Market based reasons. This may include the traditional cartel and reducing the speed to market.

Kogut (1988), singles out three basic motivations for JV formation: (1) that

such a form represents the lowest transaction cost alternative (2) that it enables an improved strategic position to be achieved, and/or (3) it gives an opportunity for organizational learning. Kogut claims that these motives are quite distinct although sometimes overlapping. Other motivations have come into consideration more recently. They include the need to access superior capabilities, often in related, but not core, business areas, without actually developing or internalizing them. (Child et al., 2005)

Contractor and Lorange (1988) identify seven more or less overlapping objectives for the formation of various types of cooperative arrangement: risk reduction, achievement of economies of scale and/or rationalization, technology exchanges, co-opting or blocking competition, overcoming government-mandated trade or investment barriers, facilitating initial international expansion of inexperienced firms, vertical quasi-integration advantages of linking the complementary contributions of the partners in a value chain.

External and internal drivers may also trigger the formation of a strategic alliance. Child et al. (2005) have listed these drivers as follows: Key external driving forces for alliance formation are; turbulence in world markets and high economic uncertainty, the existence of economies of scale and/or scope as competitive cost-reducing agents, the globalization or regionalization of a growing number of industries, the globalization of technology, fast technological change leading to ever-increasing investment requirements, and shortening product life cycles. Key internal stimuli for alliance formation are; resource dependence, learning, risk limitation, speed to market, cost minimization, current poor performance.

Theoretical Foundations

The acceleration in the rate of formation of alliances has attracted the attention of many researchers. Such attention has given rise to several theoretical frameworks and empirical studies, such as transaction cost theory (Williamson, 1985; Kogut, 1988), industrial organization model (Hagedoorn, 1993; Culpan, 2002), game theory (Parkhe, 1993), knowledge building and organizational learning (Nonaka, 1991; Kogut & Zander, 1992; Culpan, 2002), network perspective (Auster, 1990; Culpan, 2002) and the resource-based view of the firm (Barney, 1991; Eisenhardt & Schoonhoven, 1996; Pringle & Kroll, 1997; Das & Teng, 1998b). Each of these theoretical and empirical studies has been found to be relevant in explaining the motivations and choices of strategic alliances.

Transaction Cost Theory

Transaction cost explanation for strategic alliances involves the question of how a firm should organize its boundary activities with other firms (that is, build or buy decisions) (Williamson, 1985; Kogut, 1988). The basic assumption of the transaction cost theory is that firms and managers will be motivated by efficiency considerations – that is, they will act opportunistically, taking into account the combined effects of transaction and production costs to maximize utility, even at the expense of the other party.

Transaction cost economics (TCE) assumes that firms exchange goods and services in the marketplace by acting in their self-interest while demonstrating an opportunistic behavior. A firm determines how to conduct transactions with other

firms with the motive of minimizing the sum of production and transaction costs.

While production cost consists of a variety of costs incurred during the transformation of various inputs (materials, components, labor, information, and so on) into products and services, transaction costs refer to the expenses incurred in writing and enforcing contracts, for haggling over terms and contingent claims, for deviating from optimal kinds of investments to increase dependence on a party to stabilize a relationship, and for administering a transaction. (Kogut, 1988).

Williamson (1985) asserted that as investment in asset specificity increases, contracting and monitoring costs also increase to safeguard against opportunistic behavior. In other words, there is a tradeoff between the efficiency of operations and the efficiency of exchange. While investments in specific assets might increase productivity, it will also increase the transaction costs involved, sometimes offsetting the benefits of specialization.

The existence of synergy between the two firms is not sufficient to justify collaborative venturing because they could also exploit the synergy by acquiring the other's complementary assets (Beamish & Banks, 1987; Hennart, 1988). In order for a collaborative venture to be the optimal arrangement, the two firms must also face some transaction cost problems that make the acquisition of the other firm or part economically inefficient (Chi & McGuire; 2004).

In explaining equity joint ventures by TCE, Hennart (1991) claimed that the theory posits that the choice between full ownership (wholly owned subsidiary) and partial ownership (equity joint venture) will depend on the relative costs and benefits of each mode. He asserted that joint ventures are efficient when two conditions simultaneously exist: (1) markets for intermediate goods (know-how, raw materials, parts and components, and so on) held by each party are failing, and (2) acquiring or

replicating the assets yielding those goods is more expensive than obtaining a right to their use through a joint venture.

Similarly, Beamish and Banks (1987) presented an expanded role for equity joint ventures. They suggested that joint ventures furnished with certain preconditions and structural arrangements can actually provide a better solution to the problems of opportunism, small number dilemma, and uncertainty in the face of bounded rationality than wholly owned subsidiaries. They admitted that there are limits to the relative efficiency gains provided by joint ventures. Such limitations include that joint ventures can suffer from the same goal distortions of hierarchies and that there is always the risk of leakage of proprietary knowledge in the joint venture relations.

In assessing TCE with regard to cooperative ventures, Culpan (2002) asserted that interfirm cooperation challenges both the assertions of opportunism and the trade between asset specificity and transaction cost. Cooperative behavior is based on trust between the partners, rather than on opportunistic behavior. Effective communication and information sharing between the partners can curb the opportunistic behavior.

The Industrial Organization Model (Strategic Behavior Model)

The industrial organization perspective explains the dominant influence of the external environment on firms' strategic behavior. That is why the model is also known as the strategic behavior model (Kogut, 1988).

This perspective specifies that the chosen industry in which the firm is competing has a strong flexibility in terms of risk sharing and potential withdrawal from the venture. In other words, despite its high exit barrier and less flexibility, a

wholly owned subsidiary is preferred in a more benign environment where there is a greater scope for profit making and demand is less certain, while a joint venture offers greater flexibility and exit opportunity in uncertain markets. Non-equity collaborations with fewer commitments by the partners and lower entry and exit barriers than those of joint ventures present greater flexibility. (Culpan, 2002).

The industrial organization model makes four major assumptions. First, the external environment is assumed to impose conditions (opportunities as well as limitations) that determine the firm's strategies that would result in satisfactory profits. Second, most firms that compete within a particular industry or within a segment of an industry hold similar resources and pursue similar strategies in light of those resources. Third, necessary resources to implement firm strategies can be moved from one firm to another. Finally, managers make rational decisions and are committed to acting in the best interest of the firm. In fact, managers play an insignificant role in terms of strategy development once they position their companies well within an attractive industry or segments of an industry.

These assumptions can be easily challenged, and it is a well-known fact that the formulation and implementation of a successful business strategy rests upon firm's internal sources as much as externalities (as suggested by the IO model). Moreover, for international engagements it is possible that firms pursue different ownership strategies (wholly owned subsidiary, joint venture, and non-equity collaboration) simultaneously. (Culpan, 2002).

Industrial organization and transaction costs models share several commonalities. They differ in the objectives they attribute to firms. Transaction costs suggest that firms transact by the mode, which minimizes the sum of production and transaction costs; industrial organization on the other hand, suggests that firms

transact by the mode, which maximizes profits through improving a firm's competitive position against rivals. It addresses how competitive positioning influences the asset value of the firm. (Kogut, 1988).

Game Theory

Game theory suggests that the essence of strategic competition is the interaction among players such that the decisions made by any one player are dependent on actual and anticipated decisions of other players.

This concept permits the framing of strategic decisions and offers insight into competition and bargaining. This system can predict the equilibrium outcomes of competitive situations and the consequences of strategic moves by any one player. The continuing tradeoff between cooperation and competition within alliances has led to their conceptualization as repeated games. The most frequently used game scenario is called "prisoner's dilemma," which involves two players who can either cooperate with each other or cheat. Depending on their choice of action, their payoffs will be different. If two players cooperate with each other, they have a much greater payoff than if they both choose to cheat. If one of them cheats while the other one cooperates, however, then the cheating player receives the highest possible payoff while the cooperative player loses. Consequently, two self-interest maximizing players who are aware of their payoff structure will both cheat although they could be better off cooperating. The reason is because no player would knowingly risk cooperating when the chance exists that the other player would cheat. (Parkhe, 1993).

Axelrod (1984) found that in a prisoner's dilemma scenario, a player can perform exceedingly well if he or she starts the game in good faith by cooperating

but responds instantly to any opportunism by any other player by beginning to cheat himself or herself in the next period. In this way, players signal that they are going to punish any partner who cheats and revert back to cooperation if the partner chooses to cheat again.

Doz, Hamel, and Prahalad (1989) , made a different recommendation by considering the benefits of cheating as increasing over time - especially for the firm that learns more quickly from the alliance during the period of cooperation. As a result, they suggested that the participant should try to learn as fast as possible and then quit the alliance at an advantage.

According to Culpan (2002), the game theory recognizes that competition and cooperation are two essential paired components to which firms should pay attention. Players can benefit from cooperation yielding win-win outcomes instead of competition resulting in win-lose results.

Contrary to the traditional view of competition, game theory considers the optimal division of the pie between partners for mutual gain. Unlike traditional views, which offer little insight into firms' choices of whether to compete or to cooperate, game theory identifies the role of cooperation along with competition.

Resource-based View

A resource-based view (RBV) of the firm, on the other hand, suggests that the important determinants of competitive advantage are the resources possessed by the firm, deployed by the manager, and used and further developed by the organization.

This view holds that there are key assets, tangible or intangible unique resources, that give rise to competitive advantage. This view conceives the firm as a

unique bundle of heterogeneous resources, capabilities, and competencies. A firm possesses a sustained competitive advantage when it implements a value-creating strategy that is not being implemented by any other current or potential competitors. (Pringle & Kroll, 1997).

The basic premise of resource-based view is that a sound business strategy should be based on firm resources, competences, and capabilities, which yield a competitive advantage over rivals. Establishing a competitive advantage through the development and deployment of resources and capabilities has become a primary goal for strategy formulation. Prahalad and Hamel (1990) called such capabilities “core competences,” which are fundamental to a firm’s performance and strategy and have to (1) make a disproportionate contribution to ultimate customer value or to the efficiency with which that value is delivered and (2) provide a basis for entering new markets.

The current trend (fueled by the globalization of markets) in the business environment however, calls for cooperative arrangements more so now than ever in order to create value and develop a competitive edge. Also, the speed at which technological change is taking place is making it impossible for any firm to take advantage of the numerous opportunities available for creating value all by themselves. Within this environment, competition is defined in terms of global scope and speed. It requires efficient but flexible forms of cooperation to enable firms to face these changes successfully. The process of cooperation from the resource-based view is not only economic, but also social, psychological and emotional.

An extension of resource-based view to strategic alliances is that no firm often holds all the necessary resources, capabilities, and competencies for a given business strategy leading to competitive advantage; therefore, firms interested in

deploying unique and inimitable resources seek partnerships with others that hold such resources. Resource pooling is considered one of the major factors leading to strategic alliances. This situation refers to the partner's contribution to a collaborative project of resources such as capital, know-how, and personnel (Culpan, 1993).

Knowledge Building and Organizational Learning

Kogut and Zander (1992) assumed that “organizations are social communities in which individual and social expertise is transformed into economically useful products and services by the application of higher-order organizing principles” (p.384).

Firms exist because they provide a social community of voluntaristic action structured by organizing principles that are not reduceable to individuals.” They also pointed out that organizations serve as more than mechanisms by which social knowledge is transferred but also as mechanisms by which new knowledge, or learning, is created.

The central argument of Kogut and Zander is that knowledge is held by individuals but is also expressed in regularities by which members cooperate in a social community (in other words, a group, organization, or network). Although knowledge is held at an individual level, it is transferred to group and organizational levels. That is, knowledge is embedded in organizational principles by which people cooperate within an organization. In fact, firms learn new skills by recombining their existing capabilities. The authors call it “combinative capabilities,” which provides opportunities to expand in new but uncertain markets in the future.

The application of knowledge and learning theory to interfirm alliances signifies the process of learning through collaborations and networks so that they can develop their own capabilities. The basic premise is how knowledge is transferred from one partner to another in an alliance context and why some firms are more successful than others in managing such knowledge transfer in alliances (Inkpen, 1997).

Knowledge creation through alliances occurs in multiple stages. The first stage is the formation of the alliance and interactions between individuals from two or more partners. The second stage is the internalization process, which means the transfer of individually acquired knowledge to an organization's knowledge database. In this process (both explicit codifiable and tacit), highly context-dependent knowledge is usually transferred.

Because tacit knowledge and explicit knowledge are complementary, it is difficult to uncover or understand the tacit knowledge without the help of the knowledge holder, meaning that the collaborators need each other for effective knowledge transfer. In the context of alliances, based on the theory of firm competence and resources, the partnering firm will be interested in developing new skills and competences that are available in the other partner.

It is sufficient to say here that knowledge and learning theory makes an important contribution to our understanding of the firm's behavior and dynamics and interorganizational relationships in strategic alliances. Establishing competence in forming and managing a strategic alliance will provide a competitive advantage to those firms that learned from such experiences.

Network Perspective

Finally, network perspective expands the level of analysis on interfirm linkages from dyads and triads to networks of relationships (also called constellations or wheels). In essence, network perspective is not a theory but instead a sound analytical tool explaining relationships among actors that could be individuals, groups, or organizations. This tool can define all the primary and secondary relationships between actors in a network or constellation and is grounded in theories of social exchange, power, and resource dependence. (Culpan, 2002). Auster (1990) pointed out that in a network, "...linkages are formed intentionally in order to manage uncertainty and acquire resources, information, and power. Networks are systems of these resource dependencies that are dynamic as a result of the actions of the actors involved" (p.67).

Network perspective embarks on the concept that the social context influences the economic actions of actors who are embedded in that environment. Gulati (1998) argued that there are two broad approaches for the influence of social networks. The first emphasizes the differential informational advantages bestowed by social networks, while the second highlights the control benefits actors can generate by being advantageously positioned within a social network. These two benefits are analytically distinct but also overlap. In the case of alliances, firms that are heavily involved in alliances will have access to information about many other alliances or alliance potentials and might attract better partners because of their reputation and previous experiences. Additionally, they might obtain good terms of deals because of their possible control advantages that might result from their position within a social network.

Firm- and Relationship-specific Factors in Strategic Alliances

The dynamics of strategic alliances are shaped by various factors, stemming from both the capabilities and characteristics of firms forming the strategic alliance and the quality of the relationship formed through the strategic alliance. In this section, those factors will be analyzed.

Firm-specific Factors

In fast changing domestic and global markets, strategic alliances have become essential to build and maintain competitive strength. Therefore, the ability of a firm to achieve successful alliances is considered to be an important asset. Organizations that develop alliance-oriented systems and procedures, that are able to learn from their alliance experiences, and that are able to select appropriate partners, are considered as having strong alliance capabilities (Kandemir et al., 2002; Sarkar et al., 2001). Those capabilities will be referred to as “firm-specific factors of a strategic alliance” in this study, namely alliance orientation and partner selection criteria.

Alliance Orientation

Alliance oriented organizations learn about strategies, objectives, needs of their alliances, and increase their information by learning from new alliance members and searching for alliance information, and then they share and diffuse this information within the organizational systems (Argyris & Schön, 1978). Kandemir et al. (2002) define alliance orientation as “the extent, to which an organization acquires

information from its alliances, analyzes the alliance information, disseminates it internally, and takes action to meet the needs of alliances to achieve satisfactory collaboration” (p.804).

As the resource-based view of firms argues that a firm’s superior performance is a function of its resource-based advantages over its rivals, alliance orientation could enable a firm to outperform its rivals in many aspects of alliance management, given the presumed asymmetric distribution of alliance-driven capabilities of partner firms (Kandemir et al., 2006).

The conceptualization of alliance orientation parallels the conceptualization of market orientation in marketing. Narver and Slater (1990) modeled market orientation as an organizational culture that enables a firm to develop capabilities in market intelligence and coordination of internal business processes to act quickly and effectively in response to intelligence collected from customers and other stakeholders. From this perspective, it can be asserted that alliance oriented firms see alliance relationships as learning sources.

Kandemir et al. (2006) define three dimensions of alliance orientation: (1) alliance scanning, (2) alliance coordination, and (3) alliance learning. Alliance orientation is viewed as composed of those three capabilities.

Alliance scanning is closely related to the proactiveness of a firm in terms of alliance formation. The proactive approach considers the possibility that individuals and organizations shape their environments through their own actions (Krueger, 1993). As Lumpkin and Dess (1996) explain, a proactive firm seizes new opportunities through scanning the environment to seek opportunities and taking preemptive action in response to this perceived opportunity. In light of this conceptualization, Sarkar et al. (2001) define alliance proactiveness as “the extent to

which an organization engages in identifying and responding to partnering opportunities” (p.701).

Alliance coordination is a critical capability in alliance formation and management. Coordination enhances the ability of firms to share information, opportunities, and activities with their network partners such that the firms can now exploit their competitive advantages more completely. Firms that have developed coordination capabilities find that they have more integrated strategies, more synchronized activities, and more timely and meaningful dissemination of knowledge across their network partners (Anderson & Narus, 1990). Kandemir et al. (2006) conceptualize this capability as “the extent to which a firm systematically integrates strategies, synchronize activities, and regularly disseminates knowledge across its alliances” (p.327).

Alliance learning is gained through accumulation and management of alliance management know-how associated with a firm’s prior and ongoing alliance experiences. To develop an alliance learning capability, a firm should build information processing systems about alliance management, and should diffuse this knowledge across all alliances it establishes. Experiences, successes and failures with alliances should be internalized. Kandemir et al. (2006) conceptualize alliance learning as “the extent to which a firm acquires, interprets, and leverages alliance management know-how throughout its organizational network” (p.327).

Partner Selection Criteria

Partner selection is a critical issue in the formation of strategic alliances. The partner selection process must be considered as a critical firm-specific capability, as

effective interorganizational alliances are associated with selection of appropriate partners who possess necessary resources (Sarkar et al., 2001).

In the strategic alliance literature, criteria to judge the appropriateness of an alliance partner usually converge in a list comprising the criteria on the strategic fit, cultural fit, and organizational fit with the partner, partner's past successful experiences, partner's legitimacy etc. (Child et al., 2005; Porter & Fuller, 1986; Kanter, 1994; Li & Rowley, 2002).

Porter and Fuller (1986) identify six criteria by which they believe the appropriateness of an alliance partner may be judged: possession by the partner of the desired source of competitive advantage, the need for a complementary or balanced contribution from the partner, a compatible view of international strategy, a low risk of the partner becoming a competitor, the partner's preemptive value in relation to rivals, and the partner's organizational compatibility.

According to Child et al (2005), the two basic qualities sought in a partner are contained in the simple terms, strategic fit and culture fit. It has been stressed that, while strategic fit is normally carefully assessed before concluding an alliance, the extent of cultural compatibility is frequently neglected. Yet, culture clashes are the most commonly cited reason for alliance failure.

Kanter (1994), while approving the complementarities theme, takes a different approach to the partner selection process. She asserts three fundamental factors to evaluate the partner: self-analysis (knowing oneself), chemistry (executives of partner firms getting on well), compatibility (compatible cultures, philosophies and ways of doing business).

Li & Rowley (2002) argue that firms favor past partners when forming new alliances. They suggest that several evaluation criteria, including reciprocity,

experience, and prior performance, influence partner selection.

The selection criteria applied by partners to an alliance between firms from developed and less developed countries tend to differ clearly. The former are generally oriented towards market access, accommodation to governmental regulations, low cost production and access to scarce resources. The latter group normally seek access to technology, know-how, managerial expertise, capital, and international markets (Child et al., 2005).

Extant research in the partner selection criteria provided valuable insights, however, distinct, mutually exclusive and generalizable criteria are still not properly established. In fact, establishing generalizable criteria is very difficult, since the strategic context of firms are contingent upon many factors, and in different contexts, different criteria for partner selection may apply (Geringer, 1991).

Relationship-specific Factors

Strategic alliances are cooperative agreements between firms; therefore the relationship between the partners is a critical issue in evaluating the dynamics of strategic alliances. When two firms engage in an alliance, their objectives/motives, organizational cultures, organizational systems, procedures determine the dynamics of the relationship. In this section, these relationship-specific factors will be reviewed.

Strategic Fit

Strategic fit is one of the basic qualities sought in a partner. Strategic fit can be

defined as the extent to which partners have congruent firm-level strategies in forming the alliance, as well as compatible strategies for the alliance itself, and the strengths and capabilities of partners form a synergy within the alliance (Taylor, 2005). According to Child et al. (2005), the fundamental issue in assessing strategic fit is whether the joint value chain of the partners seems likely to achieve sustainable competitive advantage for the partners. If competitive advantage from the joint value chain seems unlikely, then the success of the alliance would be doubtful regardless of its nature and form.

Porter and Fuller (1986) argue that, both complementary assets and potential synergies are necessary for success, but each insufficient by themselves. Given synergies between the companies, the potential for achieving competitive advantage will be strong. Another important condition for continuing success in an alliance is that the long-term objectives of the partners do not conflict (Speakman & Sawhney, 1991). Good strategic fit is likely to involve partners of similar strength, with a similar degree of mutual resource or skill need, and with congruent or at least not conflicting objectives (Child et al., 2005).

Doz and Hamel (1998) define a number of predictors of strategic compatibility. They argue that, the relative competitive positions of the partners influence both the strategic interest and the value creation logics that they individually pursue. Furthermore, they assert that a partnership's stability can often be determined by assessing the interaction between the partners' strategic positions and the value creation profile of the alliance itself.

Therefore, strategic fit comes with sustained agreement on how to run the alliance through making sure that both partners have compatible objectives and non-conflicting strategic positions within the alliance.

Cultural Fit

Cultural fit refers to the congruence in organizational philosophies, goals and values (Sarkar et al., 2001). Similar organizational values reduce coordination costs between collaborating organizations and serve as a means for behavioral control (Das & Teng, 1998). On the other hand social incompatibility may lead to an inability on the part of the partners to develop a harmonious relationship and thus negatively influence collaborative effectiveness (Sarkar, et al., 1997). A consistent finding in strategic alliance literature is that incompatible cultures are the cause of many alliance failures.

According to Child et al. (2005) a good strategic fit without a cultural fit leads to a “technological trap”, in which the firms stick together despite suboptimal results driven by a bad relationship.

It is not necessarily important for the cultures of the partners to be similar. An attitude of understanding of cultural differences, and willingness to compromise in the face of cultural problems may well be vital to alliance effectiveness (Child et al, 2005).

Organizational Fit

Organizational fit is the extent of congruence in the partners’ procedural capabilities. It relates to status similarity on capability and processual issues (Sarkar et al., 2001). Compatibility in organizational capabilities between alliance partners, influences the extent to which partners are able to realize the synergistic potential of an alliance (Madhok & Tallman, 1998). Cartwright and Cooper (1993) suggest that organizational fit is as important as cultural fit in the analysis and evaluation of

potential partners.

The main indications of organizational fit are listed by Sarkar et al. (2001) as: compatible technical capabilities between partners, compatible organizational procedures, similar professional skills of employees and complementary assets of partners.

According to Sampson (2007), similarity in partner resources can improve alliance outcomes. Greater similarity in organizational procedures as well as organizational properties and knowledge bases, enhance alliance success.

Trust in Strategic Alliances

Trust can be defined as the expectation that an individual or group will fulfill obligations, behave in a predictable manner, and negotiate fairly when the possibility for opportunism is present (Bromiley & Cummings, 1995). As for interorganizational trust, according to Mayer et al., (1995), interorganizational trust is a consequence of the ability, benevolence and integrity of the trustee, and of the trustor's propensity to trust.

Cooperation between organizations creates a mutual dependence between them. This arrangement requires trust to succeed. The fundamental necessity of trust in alliances has been recognized in the literature. (Faulkner, 1995; Parkhe, 1998; Child, 2001; Curral & Inkpen, 2002). Trust is considered among the key ingredients of successful cooperation between strategic alliance partners. The benefits of interfirm trust in strategic alliances seem wide ranging in character, including lowering transaction costs (Gulati, 1995), inducing desirable behavior (Madhok, 1995), reducing the extent of formal contracts (Larson, 1992), and facilitating dispute

resolution (Ring & Van de Ven, 1994). That trust is an antecedent to successful strategic alliance formation and operation is supported by many cooperative agreements studies (Morgan & Hunt, 1994; Madhok, 1995).

Trust must not be considered as a static phenomenon, but a dynamic phenomenon (Madhok, 1995) that evolves and is developed over time. As Smith et al. (1995) note, several writers have suggested that cooperative relationships develop through a number of stages. There are feedback loops in this process, whereby the partners evaluate their experience and decide whether to continue to cooperate and, if so, in what form (Ring & Van de Ven, 1994).

Zucker (1986) argues that trust is socially produced through three main modes, of which the latter two have their bases in socially constituted entities. The first mode is one in which trust develops on the basis of the experience of past exchange or the expectations and objectives attached to the future exchange. The second mode is based on the sharing of common characteristics, such as culture. The third mode is one in which formal institutional mechanisms provide codes or guarantees that transactions will take place as promised.

From the arguments above, it can be concluded that, relationship-specific factors might be considered as bases of trust, as the first mode of trust formation applies to the concept of strategic fit, the second mode to cultural fit, and the third mode to organizational fit.

Strategic Alliance Performance

Assessing the performance of strategic alliances is notoriously difficult. To attempt an assessment in conventional financial terms could be to miss the intentions (goals)

held by partners when forming an alliance. These are sometimes highly specific and short-term in nature. Contractor (2005) argues that, there are no good general indicators to measure alliance performance.

According to Child et al. (2005), it is useful to keep in mind the distinction between “system” and “goal” criteria for alliance performance. System performance is defined as the extent to which an alliance performs well as a business unit; where goal performance is defined as the extent to which the objectives that each parent company has in forming an alliance are realized in practice.

The challenge of evaluating strategic alliance performance in many ways resembles the larger issue of defining organizational effectiveness. Despite numerous studies and reviews, there remains no single view of how to measure organizational effectiveness. Olk (2002), adapted two dimensions from the effectiveness studies to create a framework for organizing the approaches towards strategic alliance performance. (He reviewed over 100 articles and books published in the last 15 years to come up with an extensive framework on strategic alliance performance.) The first dimension reflects the question “from whose perspective, the alliance or the partners?”, and the second dimension draws upon the question of the “purpose of the evaluation”. Combining these two dimensions produces seven approaches to evaluate strategic alliance performance: alliance optimization, alliance strategic interest, alliance multi-interest, alliance and partner sequential, partner optimization, partner strategic interest and partner multi-interest.

Alliances are unique in that they are the only form of economic organization that requires maintaining a relationship, in addition to concentrating on performance issues (Rahman, 2007). Therefore, relational issues of alliances such as trust, and goal-accomplishing or task oriented aspects of alliances, such as financial

performance, operational performance and organizational effectiveness, are both considered for evaluating alliance performance. According to Rahman (2007) alliances must not only accomplish members' goals, but also foster sufficient cooperation between member firms so that they can actually work together and exert the efforts necessary to accomplish members' goals in the first place.

CHAPTER 3

RESEARCH DESIGN AND METHODOLOGY

In this section, the design and methodology of the research will be presented in detail, including the research objectives, the type of research, the conceptual framework and hypotheses, the measures, the sampling plan and the data collection procedure.

Research Objectives

The study aims at contributing to increasing our understanding of the dynamics of strategic alliances in Turkey, both conceptually and empirically. The primary aim of this research is to analyze the impact of firm- and relationship-specific factors on strategic alliance performance. In order to achieve this, a theoretical model will be presented and tested. Another important objective of the study is to find out about possible differences in dynamics of alliances in terms of alliance type and alliance age. The secondary objective of the study is to explore the general characteristics of strategic alliances in Turkey, such as the alliance types adopted by firms and the motives underlying these types of alliances. A profile of strategic alliance in Turkey will be developed concerning these characteristics.

The research questions associated with the study are:

- Why do Turkish firms form strategic alliances?
- What types of strategic alliances do they form?

- What level of alliance capability do they have?
- How do they choose their partners?
- Is there a relationship between firm-specific factors (alliance orientation, partner selection) and alliance performance?
- Is there a relationship between relationship-specific factors (strategic fit, organizational fit, cultural fit) and alliance performance?
- Do the levels of relationship-specific factors differ in terms of alliance types and alliance relationship length?
- Is trustworthiness of alliance partners related to performance?

The research includes both a qualitative and a quantitative study. After a review of literature, in order to develop measures further, semi-structured interviews with a convenience sample of 12 senior managers were conducted. In the next stage, data were collected from managers of Turkish strategic alliances through a web survey. The details are presented in the following sections.

The Qualitative Study

The qualitative study aims to check, verify and further develop the findings from review of literature. The results of the qualitative research are to be used in development of the theoretical model as well as the measurement scales.

Qualitative Research Design and Data Collection

Semi-structured, in-depth interviews were conducted with a convenience sample of 12 managers. Semi-structured interviewing, is a favored technique for exploratory

purposes (Bryman, 1988). When choosing the participants for this study, their knowledge and experience in strategic alliance formation and management were given priority.

Interviews were conducted in the offices of participants, at pre-scheduled times. The discussions were held in Turkish and the data has been collected through writing down ideas generated by the informants on paper. The ideas are written down as simplified expressions, rather than complete sentences.

Each interview took approximately twenty minutes, until there was no new contribution obtained from the informant. The interview guidelines may be seen in Appendix A. The notes taken during the interviews are presented in Appendix B and Appendix C.

Table 2 below presents the characteristics of the respondents who participated in the qualitative research.

Table 2. Characteristics of the Respondents in Qualitative Research

Id	Gender	Title	Industry
1	Female	Strategic Planning Manager	Automotive
2	Female	Marketing Manager	Food
3	Female	Planning Manager	Energy
4	Male	Assistant General Manager (Marketing)	Consumer Goods
5	Female	Executive Director	Education
6	Male	Supply Chain Director	Construction
7	Male	Founding Director	Consulting
8	Female	Business Development Manager	Energy
9	Female	Marketing Director	Food
10	Male	General Manager	Chemicals
11	Male	Logistics Manager	Energy
12	Male	General Manager	Electronics

Following the completion of the interviews, the notes of discussions were content analyzed by two reviewers and findings were reflected in the proposed model and the scales.

Data Analysis and Findings from the Qualitative Analysis

Griggs (1987) states that there are at least three overlapping sorts of activities that go into data analysis: data reduction, data display and the drawing and verifying of conclusions. These steps are applied to this qualitative study.

For data reduction purposes, the responses to each topic of the interview are analyzed and the irrelevant factors are excluded. Data display is established through arranging data by the help of tables. In order to draw and verify conclusions, data is analyzed through content analysis.

According to Zimmer and Golden (1988), content analysis is the research technique for the objective, systematic, and quantitative description of the manifest content of communication. Objectivity requires that the analysis be based on explicitly formulated rules, which will allow two or more researchers to obtain the same results from the same data. A systematic analysis requires that the inclusion and exclusion of categories be done according to consistently applied rules in order to avoid biasing the results toward the researcher's hypothesized outcomes.

Quantification refers to measurement of the emphasis or omission of any analytic category in order that results can be statistically summarized and interpreted.

Based on the stages developed by Zimmer and Golden (1988), the stages of this content analysis study are as follows: One coder (the researcher) content analyzed the responses of 12 interviewees, and developed a list of themes. Then, the

researcher aggregated the themes into a smaller number of broader categories so that descriptions will be more manageable. In the next stage, one sorter (a PhD candidate in Management) independently aggregated themes under certain categories. The coder and the sorter discussed and came up with an agreement upon the categorization. Finally, a judge (with an MBA degree) was given themes and asked to group them under the agreed categories by the coder and the sorter. The finalized results of the content analysis are presented in Table 3.

In the final stage, a judge was asked to group the total items under the agreed categories by the researcher and the sorter. 30 out of 32 items of the judge matched with that of the researcher and the sorter. A z-score is calculated in order to find the probability of 30 or more matches by using the formula developed by Zimmer & Golden (1988).¹ The z-score_{calculated} 10.42 exceeds the z-score of 2.33 that corresponds to an alpha of 0.01, therefore it can be concluded that the result is significant. The reliability of the results is also analyzed (Bendig, 1952)² and the reliability value, 96.8%, is found to be greater than 85% which is the minimum acceptable percentage for reliability.

The results of the qualitative study are highly parallel to the review of literature. Therefore, it can be concluded that the dynamics of strategic alliances in Turkey resemble characteristics parallel to the implications of the strategic alliance literature. The findings of the qualitative study will especially be most useful in the scale development phase of this study, where scales adopted from literature will be enhanced further by adding items derived from the qualitative research.

¹ $z = (k-E) / \sqrt{(n.p.(1-p))}$ where k is the number of matching out of n ; E is the expected number of matches; n is the total number of items and p is the probability that two judges will assign a theme to the same category by chance.

² The formula used to calculate reliability is $R = (N * \text{Average Agreement}) / [1 + (N-1) * \text{Average Agreement}]$, where N is the number of judges.

Table 3. Final Categorization of Content Analysis

Alliance Types	<p>Joint Venture (JV) Procurement / Joint purchasing agreements Licensing Outsourcing Dealership agreements / Distribution agreements Joint bidding / Joint project development Transportation agreements Maintenance agreements</p>
Motives for Entering Into Alliances	<p>Increasing competitiveness Increasing market penetration capability / Entering new markets Transferring know-how from partner Improving processes Following the trend of collaboration Becoming a more reputable brand / Utilize benefits of partner's reputation Decreasing costs / Increasing efficiency Improving profitability Improving service capability Developing a wider product range</p>
Partner Selection Criteria	<p>Trustworthiness / legitimacy of the partner Financial strength of the partner Reputation of the partner Partner's approach to risk taking Complementary objectives / strategies Capability to do business together / Complementary business systems</p>
Alliance Performance Indicators	<p>Sales volume Customer satisfaction Profitability Market share Reputation Return on investment (ROI) Target realization level Meeting deadlines</p>
Factors Related to Trust in Alliances	<p>Reputation / past experience in alliances Complying with the necessities of the alliance contract Prior good relationships between top management teams of partners Cultural and organizational similarities Compatibility of mutual objectives Transparency in activities Relationship length Keeping promises / meeting deadlines</p>

The Conceptual Model and Development of Research Hypotheses

The review of literature and the findings of the qualitative study provided detailed information on the firm- and relationship-factors, and alliance performance. In light of that, a conceptual model was formed and the research hypotheses were developed accordingly.

The research investigates how firms can improve alliance performance through improving firm- and relationship-specific factors. Partner trustworthiness is modeled as a mediator influencing the relationship between alliance performance and relationship-specific factors.

Figure 2 provides a conceptual framework, which illustrates the relationship between alliance performance and antecedents (firm-specific factors, i.e., alliance orientation of the focal firm, partner selection criteria applied by the focal firm; and relationship-specific factors, i.e., strategic fit, cultural fit and organizational fit between partners) of alliance performance; the relationship between relationship-specific factors and partner trustworthiness; and the mediating role of partner trustworthiness between relationship-specific factors and alliance performance.

The research hypotheses are developed in line with the conceptual model. In the following parts of this section, the hypotheses are presented and the main reasoning behind each hypothesis is discussed.

A number of theoretical perspectives offer insights into the issue of how firms might develop organizational capabilities. These primarily include perspectives from the resource-based view (Eisenhardt & Schoonhoven, 1996; Das & Teng, 1998b), dynamic capabilities (Teece et al., 1997), and organizational learning and the knowledge-based view of the firm (Kogut & Zander, 1992). These perspectives

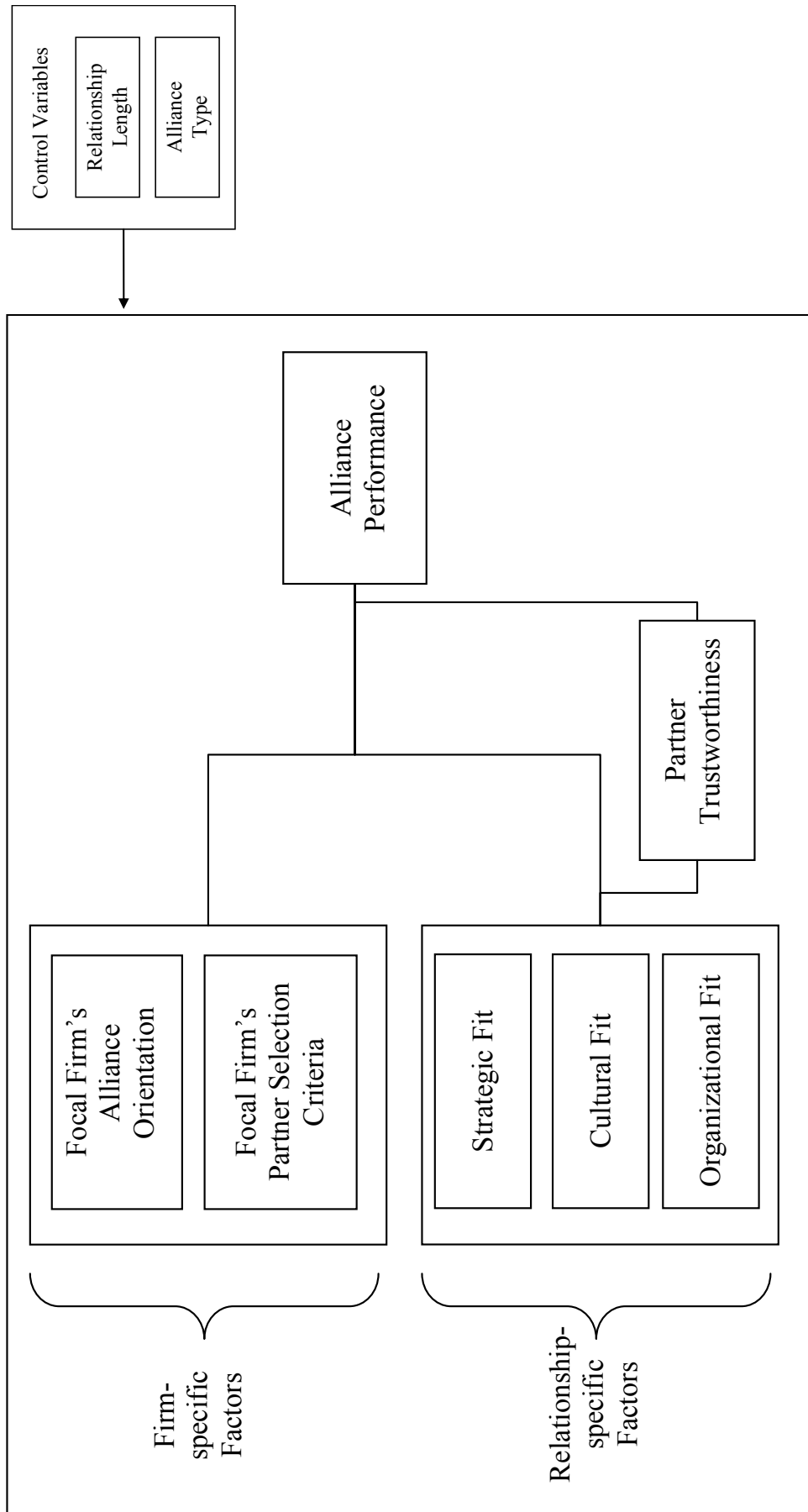


Figure 2. The conceptual model

argue that firms that are able to build distinct capabilities will outperform their rivals. As alliance orientation of a firm is an important capability for alliance management, a firm that has developed alliance scanning, alliance coordination and alliance learning capabilities will get higher performance from the alliances it engages in (Kale & Singh, 2007). Thus, this conclusion is hypothesized as follows:

Hypothesis 1. Higher levels of alliance orientation will be associated with higher levels of alliance performance.

The partner selection process adopted by a firm is another critical alliance capability. It is generally argued that, selection of appropriate partners for alliance-making leads to effective interorganizational alliances. (Sarkar et al., 2001; Child et al., 2005; Porter & Fuller, 1986; Kanter, 1994). Therefore, in this study it is argued that when a firm applies a wide range of criteria in selecting its alliance partners, the performance of the alliances it forms will likely be high.

Hypothesis 2. Higher levels of criteria applied in selecting partners will be associated with higher levels of alliance performance.

Organizations often decide to form alliances not because they have the same needs, but because they have complementary needs and assets. Furthermore, organizations initiate strategic alliances to achieve compatible goals, again, not identical but mutually beneficial goals. Organizations form alliances with partners, who have similar beliefs about or approaches to a shared problem (Wohlsetter et al., 2005). All of these arguments indicate that, the quality of relationship-specific

factors (i.e., strategic fit, cultural fit and organizational fit) is critical in alliance formation and management. If these conditions are not met, the alliance will likely underperform (Rothaermel & Boeker, 2008). Therefore the following hypotheses are developed concerning the impact of relationship-specific factors on alliance performance:

Hypothesis 3: Higher levels of strategic fit between partners will be associated with higher levels of alliance performance.

Hypothesis 4: Higher levels of cultural fit between partners will be associated with higher levels of alliance performance.

Hypothesis 5: Higher levels of organizational fit between partners will be associated with higher levels of alliance performance.

When two firms have congruent strategies in the alliance, share the same values concerning the alliance, and have compatible organizational systems and procedures, it will be easier to develop a mutual understanding and to predict each other's behavior for alliance partners.

Therefore, overall partner fit will lead to higher levels of partner trustworthiness in alliances. The following hypotheses concerning the impact of relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit) are developed:

Hypothesis 6: Higher levels of strategic fit between partners will be associated with higher levels of partner trustworthiness.

Hypothesis 7: Higher levels of cultural fit between partners will be associated with higher levels of partner trustworthiness.

Hypothesis 8: Higher levels of organizational fit between partners will be associated with higher levels of partner trustworthiness.

Cooperation between organizations creates a mutual dependence between them. This arrangement requires trust to succeed. The fundamental necessity of trust in alliances has also been recognized in the literature on the subject. (Faulkner, 1995; Parkhe, 1998; Child, 2001; Curral & Inkpen, 2002).

Trust motivates partners to work hard to achieve solutions to difficult conflicts and misunderstandings. Trust leads to effective coordination, thus successful alliances. Therefore, it is hypothesized that, partner trustworthiness mediates the relationship between relationship-specific factors (i.e., strategic fit, cultural fit, organizational fit) and alliance performance.

Hypothesis 9a. Perceived partner trustworthiness will mediate the relationship between strategic fit and alliance performance.

Hypothesis 9b. Perceived partner trustworthiness will mediate the relationship between cultural fit and alliance performance.

Hypothesis 9c. Perceived partner trustworthiness will mediate the relationship between organizational fit and alliance performance.

When firms initiate interorganizational relationships, there is uncertainty about their outcomes. As the relationship develops over time, and the partners invest time, effort and resources into the relationship, they become more committed to each

other, they develop shared values, and an understanding about the necessities to sustain the success of the relationship, and they start adapting their systems, rules etc. to increase their mutual compatibility (Aulakh & Madhok, 2002). Accordingly, it is hypothesized that:

Hypothesis 10a. Strategic fit between partners differs among different levels of relationship length.

Hypothesis 10b. Cultural fit between partners differs among different levels of relationship length.

Hypothesis 10c. Organizational fit between partners differs among different levels of relationship length.

Trust can evolve over the life cycle of an alliance. Trust during alliance formation depends upon the availability of relevant information about the partners. As the relationship progresses, deeper ties can develop (Taylor, 2005). Since longer relationships facilitate better prediction of future behavior, the mutual trust between partners is expected to increase as the alliance's age increases.

Hypothesis 10d. The level of partner trustworthiness differs among different levels of relationship length.

The share of equity is considered as a means to control the strategic alliance (Gulati, 1995; Das & Teng, 1998b). The resource-based view of strategic alliances indicates that, due to perceptions of high relational risks, firms may insist on forming equity alliances to have more control over alliance activities.

On the other hand, equity alliances also provide all partners of the alliance the opportunity to involve more in alliance activities. Since equity alliances are more structured in terms of governance and control issues, in order to form such alliances, it is essential for partners to be compatible with each other.

These arguments lead to the following hypotheses, indicating that the levels of relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit) will be higher in equity alliances.

Hypothesis 11a. Strategic fit between partners is higher in equity alliances than non-equity alliances.

Hypothesis 11b. Cultural fit between partners is higher in equity alliances than non-equity alliances.

Hypothesis 11c. Organizational fit between partners is higher in equity alliances than non-equity alliances.

Operationalization of the Variables

Following the qualitative study, the quantitative part of the research was conducted. Scales were developed to measure variables in the research model, and a survey was created as a data collection tool.

In this section, scales used to measure the variables in the quantitative study will be presented. The scales are adopted from previous research on literature and some scales are further enhanced through utilization of the qualitative research findings. Questions and scale items in the questionnaire are presented in Appendix D.

Alliance Orientation

A nine-item, five-point Likert scale (second-order formative measure) ranging from “1-strongly disagree” to “5-strongly agree” is used (Kandemir et al., 2006).

There are no reverse coded items in the scale. The items are placed in Question no.6 in the questionnaire (see Appendix D).

Table 4. Items Measuring Alliance Orientation

<p><i>Alliance Scanning</i></p> <ol style="list-style-type: none">1. We actively monitor our environment to identify partnering opportunities.2. We routinely gather information about prospective partners from various forums (e.g., trade shows, industry conventions, databases, publications, internet etc.).3. We are alert to market developments that create potential alliance opportunities. <p><i>Alliance Coordination</i></p> <ol style="list-style-type: none">4. Our activities across different alliances are well coordinated.5. We systematically coordinate our strategies across different alliances.6. We have processes to systematically transfer knowledge across alliance partners. <p><i>Alliance Learning</i></p> <ol style="list-style-type: none">7. We conduct periodic reviews of our alliances to understand what we are doing right and where we are going wrong.8. We periodically collect and analyze field experiences from our alliances.9. We modify our alliance related procedures as we learn from experience.

Partner Selection Criteria

A six-item, five-point Likert scale ranging from “1-strongly disagree” to “5-strongly agree” is developed to measure partner selection criteria adopted by firms. The scale items are derived from literature (Sarkar et al., 2001; Li & Rowley, 2002; Child et al., 2005) and qualitative research findings, regarding the responses to the question about which factors are effective in selecting their partners.

Items from the qualitative study are indicated by the sign “Q”. There are no reverse coded items in the scale. The items are placed in Question no.7 in the questionnaire (see Appendix D).

Table 5. Items Measuring Partner Selection Criteria

- | |
|--|
| <ol style="list-style-type: none">1. We check whether we have compatible strategies with the partner.2. We check whether we have compatible organizational cultures.3. We check whether we have compatible organizational structure and systems.4. We check whether the partner firm has succeeded in previous alliance experiences. (Q)5. We check whether the partner is a legitimate firm. (Q)6. We check whether the partner is financially strong. (Q) |
|--|

Strategic Fit

A four-item, five-point Likert scale ranging from “1-strongly disagree” to “5-strongly agree” is used (Taylor, 2005). Item 2 is reverse coded, indicated by the sign “RC”. The items are part of Question no.12 in the questionnaire (see Appendix D).

Table 6. Items Measuring Strategic Fit

- | |
|--|
| <ol style="list-style-type: none">1. We have compatible long-term strategies.2. We are direct competitors. (RC)3. Our strengths and capabilities form a synergy.4. We have compatible objectives within the alliance. |
|--|

Cultural Fit

A three-item, five-point Likert scale ranging from “1-strongly disagree” to “5-strongly agree” is used (Sarkar et al., 2001). There are no reverse coded items in the scale. The items are part of Question no.12 in the questionnaire (see Appendix D).

Table 7. Items Measuring Cultural Fit

- | |
|---|
| <ol style="list-style-type: none">1. The organizational values and social norms prevalent in the two firms are congruent.2. Executives from both firms involved in this alliance had compatible philosophies/approaches to business dealings.3. The chemistry is right between the two firms. |
|---|

Organizational Fit

A four-item, five-point Likert scale ranging from “1-strongly disagree” to “5-strongly agree” is used. The first three items are adapted from Sarkar et al. (2001), the last item is derived from the qualitative research results. Items from the qualitative study are indicated by the sign “Q”. There are no reverse coded items in the scale. The items are part of Question no.12 in the questionnaire (see Appendix D).

Table 8. Items Measuring Organizational Fit

- | |
|--|
| <ol style="list-style-type: none">1. Technical capabilities of the two firms are compatible with each other.2. The organizational procedures of the two firms are compatible.3. Employees of both firms have similar professional skills.4. We have complementary assets. (Q) |
|--|

Partner’s Trustworthiness

A six-item, five-point Likert scale ranging from “1-strongly disagree” to “5-strongly agree” is used. The first two items are adapted from Mayer and Davis (1999); the last four items are derived from the qualitative research results.

Items from the qualitative study are indicated by the sign “Q”. Item 5 is reverse coded, indicated by the sign “RC”. The items are part of Question no.12 in the questionnaire (see Appendix D).

Table 9.Items Measuring Partner’s Trustworthiness

- | |
|--|
| <ol style="list-style-type: none">1. We never have to wonder whether the alliance partner will stick to their word.2. The alliance partner tries hard to be fair dealing with us.3. The partners' top management has good relationships with our management. (Q)4. The alliance partner is transparent in its activities within the alliance. (Q)5. The alliance partner behaves opportunistic in some parts of the contract. (RC) (Q)6. The alliance partner respects the confidentiality of the contract. (Q) |
|--|

Alliance Performance

An eight-item, five-point Likert scale ranging from “1-strongly disagree” to “5-strongly agree” is used. The first five items are adapted from Aulakh and Madhok (2002), items 6 and 7 are adapted from Zollo et al. (2002) and the last item is derived from the qualitative research results, indicated by the sign “Q”. Item 3 is reverse coded, indicated by the sign “RC”. The items are part of Question no.13 in the questionnaire (see Appendix D).

Table 10.Items Measuring Partner’s Trustworthiness

- | |
|--|
| <ol style="list-style-type: none">1. The partnership with this partner is more profitable than we expected.2. Overall, we consider this partnership to be successful.3. The partnership has shown less growth potential than we expected. (RC)4. The goals and objectives that we had set at the outset of the partnership have been achieved.5. The partnership with the firm has achieved good market penetration.6. We are satisfied with the knowledge accumulated from participating in this alliance.7. The alliance has created new opportunities for our firm.8. The return on investment (ROI) of the alliance was satisfactory. (Q) |
|--|

Alliance Characteristics

In order to identify the profile and characteristics of strategic alliances in Turkey, several multichotomous questions regarding the motives for entering alliances, types

of alliances formed, the industry that the company operates in, are also placed in the survey. Table 11, 12 and 13 show those profile questions respectively. The items for those questions are derived from the literature review and the qualitative research results.

Additionally, the relationship length of the alliance is also asked to the respondents, relationship length is to be utilized in testing some of the hypotheses.

The questions and scale items used in the questionnaire are presented in Appendix D.

Table 11. Items Identifying Alliance Motives

<ol style="list-style-type: none"> 1. Search for specific assets or capabilities 2. Minimization of transaction costs 3. Market access and speed to market 4. Spread of risk 5. Sharing of costs 6. Search for competitive advantage 7. Transferring tacit knowledge 8. Decrease market/technological uncertainty 9. Gaining economies of scale 10. Following trends 11. Process development 12. Strengthening brand image 13. Other

Table 12. Items Identifying Alliance Type

<ol style="list-style-type: none"> 1. Joint Venture 2. Licensing 3. Franchising 4. Outsourcing 5. One Time Very Short Contracts (Training, Turnkey etc) 6. R&D partnership 7. Distribution agreements, dealerships 8. Supply agreements 9. Marketing agreements 10. Co-production agreements 11. Joint procurement agreements 12. Joint project development 13. Other
--

Table 13. Items Identifying Industry Type

1. Banking - Finance
2. Consulting
3. Education - Academics
4. Electronics Computers
5. Energy
6. Food
7. Construction
8. Chemicals - Pharmaceuticals
9. Media - Publishing
10. Automotive
11. Retailing / Cons. Goods
12. Health Services
13. Textile
14. Telecommunications
15. NGO
16. Other

Data Collection Method

Primary data has been used in this study, collected through a structured questionnaire on the Internet. The scales measuring the variables were first translated into Turkish by the researcher. An independent translator back-translated these items in Turkish into English, in order to prevent the conceptual losses in meaning of these items during translation. Wording of some items were modified following the back-translation process.

Prior to finalizing the survey instrument, a pilot study was conducted with a convenience sample of 10 people including PhD students and managers from different companies. Following the discussions, a few modifications in the wording of items were made, and a brief definition of strategic alliances was added to the preface of the questionnaire.

The final version of the questionnaire published on the Internet is provided in Appendix E. The method for data collection was selected as a structured-undisguised questionnaire. In structured-undisguised questionnaires, questions are presented with

exactly the same wording, and in exactly the same order, to all respondents (Churchill & Iacobucci, 2005). The method of administration was self-administration.

The questionnaire included a preface that explained respondents the purpose of the study and confidentiality issues, gave information about the sections of the questionnaire and included a brief definition of strategic alliances. Since the questionnaire aims to obtain information about strategic alliances, in the preface it was stated that the questionnaire should be filled out by a manager of the firm who has direct information about at least one strategic alliance that the firm is engaged in.

The questionnaire consisted of two main sections. In the first section, the respondents were asked questions about their own firm. In the second section, respondents were asked to answer the questions considering only one of the alliances that their firms have established.

Sampling Procedure

The aim of this study is to analyze the dynamics of strategic alliances in Turkey.

Therefore the target population is defined as the strategic alliances established in

Turkey. The dimensions of the population for this study may be as follows:

Element: Middle- and top-level executives who have direct information about at least one alliance formed by their firm.

Unit: Organizations operating in Turkey.

Extent: The geographical extent of the study is Turkey.

Time: The time period of the research was three months from March 2008 to May 2008.

Since the target population includes both equity alliances (joint ventures) and non-equity alliances (contractual agreements), there is no actual list covering every type of alliance formed in Turkey. Therefore the researcher decided to utilize sampling frames that represent companies operating in Turkey.

Two sampling frames are selected as appropriate: the firms in the ISO 500³ list and the firms quoted on Istanbul Stock Exchange (ISE). The reason for choosing two frames is that, the ISO 500 list contains only manufacturing firms, but for experimental purposes, the research has to be conducted within firms in the service sector also; therefore the ISE list is also considered. The combination of these two lists gave a total number of 713 firms.

In order to determine the sample size, the following formula developed by Churchill and Iacobucci (2005) is used:

$$\text{Sample Size} = (z^2 \cdot \sigma^2) / E^2$$

where H is the half precision level, σ is the estimated variance⁴ and z denotes the corresponding value for 95% confidence interval (1.96 for 95% confidence).

The target confidence and precision level will be 95% and ± 0.08 , respectively. By substituting the appropriate values into the equation, the sample size is found to be 387.

A two-stage sample design was used in the study. In the first stage, a probability sample design was applied, since the sampling frame provided a list of 713 firms from which it was easy to draw random subjects. A systematic sample method was utilized. In order to reach the sample size of 387, every second element (since N/n equals approximately 2), was selected from the list (a total of 360

³ ISO 500 is a list of Turkey's top performing 500 industrial organizations published yearly by Istanbul Chamber of Industry.

⁴ Estimated variance of the dependant variable can be calculated as $(\text{Range}/6)$. Since the dependent variable (alliance performance) is an interval variable on a five-point scale, estimated variance will be 0.83.

companies were selected). The link of the Internet questionnaire was sent to contact people (managers who had direct information about strategic alliances in which their firms were engaged in) of those 360 selected companies through electronic mails.

In the second stage, a snowball sample design was applied. Since the questionnaire was on the Internet, it was easy for managers to fill out the questionnaire and to pass the web link of the questionnaire on to other people who they think are suitable for filling out the questionnaire. So the initial target sample members were used later as informants to identify others with desired characteristics.

In total, the researcher collected 139 questionnaires (with a response rate of 38.6%), 106 of which were found to be valid (Table 14).

Table 14. Number of Questionnaires Collected

Total Number of Questionnaires Collected	139
Invalid Questionnaires	33
Valid Questionnaires	106
Percentage of Valid Questionnaires (%)	76.25%

Although a sample size of 106 responses is below the minimum sample size requirements, considering the analyses to be conducted in the following sections, the number may be accepted as sufficient.

One of the methods used in the study to test hypotheses is Multiple Regression Analysis. According to Tabachnick and Fidell (2007), the rule of thumb of determining the sample size for testing b coefficients is $N \geq 104 + m$, where m = number of independent variables. With five independent variables in the study, the appropriate sample size is 109, which is very close to the actual sample size of 106.

CHAPTER 4

FINDINGS OF THE STUDY

The findings of the survey will be presented in this chapter. The data obtained from the questionnaires were analyzed using SPSS 13.0 for Windows and SAS 9.1 for Windows. The results of the analyses will be presented and discussed in this chapter.

The analyses performed are as follows:

- The assumptions of multivariate analysis were tested.
- The reliabilities of scales used in the research were tested through the use of Cronbach's Alpha.
- Factor analyses for scale refinement were conducted.
- The descriptive statistics were analyzed.
- The hypotheses were tested through multiple regression analysis, partial least square(PLS) analysis, one-way ANOVA and t tests.

Testing the Assumptions of Multivariate Analysis

In this section, the basic assumptions of multivariate analysis (i.e., normality, homoscedasticity and linearity) will be tested and discussed.

Normality

The testing of normality is of great importance in multivariate data analysis.

Normality refers to the shape of the data distribution for an individual metric variable and its correspondence to the normal distribution, the benchmark for statistical methods (Hair et al., 2006).

The simplest diagnostic test for normality is a visual check of the histogram that compares the observed data values with a distribution approximating the normal distribution. (Hair et al., 2006). Following these visual analyses of normality with normal probability plots, the modified Kolmogorov-Smirnov and Shapiro-Wilk tests were conducted to test normality of variables of the research (excluding the multichotomous scales since they are considered to be non-metric). Table 15 presents the results of these tests as well as skewness and kurtosis values.

Table 15. Distributional Characteristics and Testing for Normality

Variable	Shape Descriptors				Test of Normality			
	Skewness		Kurtosis		Kolmogorov-Smirnov ^a		Shapiro-Wilk	
	Stat.	Z value	Stat.	Z value	Stat.	Sig.	Stat.	Sig.
Alliance Orientation	-0.73	-3.13	0.77	1.65	0.20	0.00	0.90	0.00
Partner Selection Criteria	-1.60	-6.83	4.37	9.40	0.13	0.00	0.88	0.00
Strategic Fit	-0.50	-2.12	-0.05	-0.11	0.15	0.00	0.95	0.00
Cultural Fit	-0.73	-3.10	1.67	3.58	0.17	0.00	0.94	0.00
Organizational Fit	-0.88	-3.74	2.05	4.41	0.16	0.00	0.93	0.00
Partner Trustworthiness	-0.49	-2.07	1.38	2.96	0.11	0.00	0.97	0.02
Alliance Performance	-0.91	-3.86	1.41	3.02	0.13	0.00	0.95	0.00

a: Lilliefors significance correction.

All of the metric variables of the study show negative skewness statistics, possessing a left-leaning distribution. On the other hand, all of the metric variables, except

strategic fit, show positive kurtosis statistics, showing too few cases in the tail of the distribution. Although most of the statistics are within the +2 and -2 range, the modified Kolmogorov-Smirnov and Shapiro-Wilk tests show that the assumption of normality is not met for any variable. To eliminate the problem of normality violation, inverse, square root and logarithmic (base 10) transformations were performed. The results of these transformations are presented in Table 16, Table 17 and Table 18 respectively.

Table 16. Normality Tests after Inverse Transformation

Variable	Test of Normality			
	Kolmogorov-Smirnov ^a		Shapiro-Wilk	
	Stat.	Sig.	Stat.	Sig.
Alliance Orientation	0.29	0.00	0.47	0.00
Partner Selection Criteria	0.26	0.00	0.45	0.00
Strategic Fit	0.20	0.00	0.87	0.00
Cultural Fit	0.23	0.00	0.56	0.00
Organizational Fit	0.24	0.00	0.57	0.00
Partner Trustworthiness	0.19	0.00	0.77	0.00
Alliance Performance	0.20	0.00	0.67	0.00

a: Lilliefors significance correction.

Table 17. Normality Tests after Square Root Transformation

Variable	Test of Normality			
	Kolmogorov-Smirnov ^a		Shapiro-Wilk	
	Stat.	Sig.	Stat.	Sig.
Alliance Orientation	0.21	0.00	0.83	0.00
Partner Selection Criteria	0.16	0.00	0.81	0.00
Strategic Fit	0.16	0.00	0.94	0.00
Cultural Fit	0.19	0.00	0.90	0.00
Organizational Fit	0.18	0.00	0.88	0.00
Partner Trustworthiness	0.13	0.00	0.95	0.00
Alliance Performance	0.15	0.00	0.91	0.00

a: Lilliefors significance correction.

Table 18. Normality Tests after Logarithmic Transformation

Variable	Test of Normality			
	Kolmogorov-Smirnov ^a		Shapiro-Wilk	
	Stat.	Sig.	Stat.	Sig.
Alliance Orientation	0.22	0.00	0.73	0.00
Partner Selection Criteria	0.19	0.00	0.70	0.00
Strategic Fit	0.18	0.00	0.92	0.00
Cultural Fit	0.21	0.00	0.82	0.00
Organizational Fit	0.20	0.00	0.80	0.00
Partner Trustworthiness	0.15	0.00	0.91	0.00
Alliance Performance	0.16	0.00	0.85	0.00

a: Lilliefors significance correction.

As shown in tables, the transformations did not improve the normality of the variables. Therefore, the original values of the variables will be used in the data analyses.

Homoscedasticity

The assumption of homoscedasticity is related to dependence relationships between variables. Homoscedasticity is desirable because the variance of the dependent variable being explained in the dependence relationship should not be concentrated in only a limited range of the independent values. The testing of homoscedasticity should involve equality of variance matrices; therefore the Levene test was used for investigating homoscedasticity (Hair et al., 2006). The variable *firm size* was used as a grouping variable since it divides the data into two groups similar in sizes (SMEs 43.4% of the respondents, large-scale firms 56.6% of the respondents). As shown in Table 19, none of the values of Levene statistics is significant at the 0.05 level,

leading us to the conclusion that variances and covariances possess univariate homoscedasticity.

Table 19. Results of Homoscedasticity Tests

	Grouping Variable: Firm Size	
	Levene Stat. F	Sig.
Alliance Orientation	0.31	0.58
Partner Selection Criteria	0.81	0.37
Strategic Fit	0.30	0.58
Culture Fit	1.41	0.24
Organizational Fit	0.06	0.81
Partner Trustworthiness	0.23	0.63
Alliance Performance	0.90	0.34

Linearity

Another assumption of all multivariate techniques based on correlational measures of association is linearity. The most common way to assess linearity is to examine the scatterplots of the variables and to identify any nonlinear pattern in the data. (Hair et al., 2006). The visual inspection of the partial regression plots showed that none of the relationships between the independent variables and the dependent variable show a significant nonlinearity.

Reliabilities of Scales and Factor Analyses for Scale Refinement

In this part of the study, the reliabilities of the scales used to measure variables in the study are presented, and the results of factor analyses are discussed.

Scale Reliabilities

The reliabilities (i.e., the extent to which a scale produces internally consistent measures for multi-item scales) were measured via Cronbach's coefficient alpha, which is commonly used in social science studies (Kerlinger & Lee, 2000). A low coefficient alpha indicates that the sample of items performs poor in capturing the construct, which motivate the measure. (Churchill, 1979).

Table 20. Reliabilities of Scales Used in the Study

	Cronbach's Alpha	Hotelling's T-squared Sig.	Item Deleted To Improve Alpha	Cronbach's Alpha After Item Deleted	Number of Items
Alliance Orientation	0.892	0.000	-	-	9
Partner Selection Criteria	0.815	0.000	-	-	6
Strategic Fit	0.631	0.005	Not Direct Competitors	0.722	3
Cultural Fit	0.667	0.000	-	-	3
Organizational Fit	0.796	0.000	-	-	4
Partner Trustworthiness	0.681	0.000	-	-	6
Alliance Performance	0.844	0.000	-	-	8

The reliabilities and number of items for each construct are reported in Table 20. In order to increase the scale reliability of the *strategic fit* variable, the item “We are not direct competitors” has been deleted. All reliabilities are close to or greater than 0.70, which is a common threshold criterion to measure internal consistency of items (Kerlinger & Lee, 2000). The covariance matrix is used in Hotelling's T-Squared test. This test aims to assess the significance of the scales by the examination of the difference between the means of the items in the scale (Hair et al., 2006). The results of the test were found to be significant at the 0.01 level as presented in Table 20.

Factor Analyses

To establish construct validity of the subscales (i.e., to confirm the dimensions of the variables that have been operationally defined), an exploratory factor analysis on the item scores was carried out for each scale. The type of factor analysis is chosen to be R type, since a set of variables are to be analyzed. Principal components analysis is chosen since the aim is to find out the minimum number of factors needed to explain maximum variance in the data set. Finally, the orthogonal varimax rotation method is applied to summarize the variables into parsimonious factors. The results of two tests, Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO-MSA) are looked at in the first place to assess whether the data are appropriate for factor analysis (Hair, et al., 2006).

Factor Analysis of Alliance Orientation Scale Items

The results of the factor analysis applied to the items of the *Alliance Orientation* scale is presented in Table 21. The results indicate significant Bartlett's test results (chi-square value of 456.384, significant at 0.000 level), meaning there is correlation among variables. KMO measure of sampling adequacy (MSA) is 0.889, indicating that the total correlation matrix is above the threshold level of 0.50. The Bartlett's test results and KMO measure support that the factor analysis can be carried on. The individual measures of sampling adequacy of the variables from the anti-image matrix are all close to or greater than the sampling adequacy of the scale; none of them fall below the threshold level of .50. The communalities of the items also exceed the threshold value of 0.50.

Table 21. Factor Analysis Results for Alliance Orientation

Factor Name	Factor Loadings	Variance Explained
Factor 1 - Alliance Coordination and Learning		54.64%
Coordinating activities	0.685	
Coordinating strategies	0.653	
Systematic knowledge transfer	0.754	
Periodic reviews of alliances	0.722	
Analyzing field experiences	0.589	
Modifying procedures thr. learning	0.871	
Factor 2 - Alliance Scanning		11.14%
Monitoring Environment	0.825	
Gathering Information	0.669	
Alert to Developments	0.842	
Total Variance Explained		65.77%
KMO Measure		0.883
Bartlett's Test	App. Chi-Square: (36 df, 0.000 significance)	456.384
Cronbach's Alpha	Overall: 0.892 Factor 1: 0.876 Factor 2: 0.767	

The alliance orientation scale (Kandemir et al., 2006), initially consisted of three sub-dimensions, namely alliance scanning, alliance coordination and alliance learning. However, two factors are extracted with eigenvalues greater than 1, explaining 65.77% of the total variance. The items of the alliance coordination sub-dimension and the alliance learning sub-dimension have loaded in one factor.

Factor Analysis of Partner Selection Criteria Scale Items

The results of the factor analysis applied to the items of the *Partner Selection Criteria* scale is presented in Table 22.

The results indicate significant Bartlett's test results (chi-square value of 261.445, significant at 0.000 level), and KMO measure of sampling adequacy (MSA) is 0.752, which is above the threshold level of 0.50. Therefore the factor

analysis is carried on. The individual measures of sampling adequacy of the variables from the anti-image matrix are all close to or greater than the sampling adequacy of the scale; none of them fall below the threshold level of 0.50. The communalities of the items also exceed the threshold value of 0.50.

Table 22. Factor Analysis Results for Partner Selection Criteria

Factor Name	Factor Loadings	Variance Explained
Factor 1 - Partner Fit Criteria		53.21%
Criteria: strategic fit	0.669	
Criteria: culture fit	0.929	
Criteria: organizational fit	0.896	
Factor 2 - Partner Reputation Criteria		18.95%
Criteria: prior experience	0.683	
Criteria: legitimacy	0.819	
Criteria: financial strength	0.832	
Total Variance Explained		72.17%
KMO Measure		0.752
Bartlett's Test	App. Chi-Square: (15 df, 0.000 significance)	261.445
Cronbach's Alpha	Overall: 0.815 Factor 1: 0.847 Factor 2: 0.714	

The result of the factor analysis showed that there are two factors with eigenvalues greater than 1, explaining 72.17% of the total variance. These factors are named as *Partner Fit Criteria* and *Partner Reputation Criteria*.

Factor Analysis of Strategic Fit Scale Items

The results of the factor analysis applied to the items of the *Strategic Fit* scale is presented in Table 23. The results indicate significant Bartlett's test results (chi-square value of 69.435, significant at 0.000 level), and KMO measure of sampling

adequacy (MSA) is 0.635, which is above the threshold level of 0.50. Therefore the factor analysis is carried on.

The individual measures of sampling adequacy of the variables from the anti-image matrix are all close to or greater than the sampling adequacy of the scale; none of them fall below the threshold level of 0.50. The items of the scale loaded in one factor, explaining 64.56% of the total variance.

Table 23. Factor Analysis Results for Strategic Fit

Factor Name	Factor Loadings	Variance Explained
Factor 1 - Strategic Fit		64.56%
Compatible strategies	0.726	
Forming synergy	0.866	
Compatible all. objective	0.812	
Total Variance Explained		64.56%
KMO Measure		0.635
Bartlett's Test	App. Chi-Square: (3 df, 0.000 significance)	69.435
Cronbach's Alpha	0.722	

Factor Analysis of Cultural Fit Scale Items

The factor analysis results for the Cultural Fit scale items indicate significant Bartlett's test results (chi-square value of 53.740, significant at 0.000 level), and KMO measure of sampling adequacy (MSA) is 0.590, which is above the threshold level of 0.50 (Table 24).

The individual measures of sampling adequacy of the variables from the anti-image matrix are all close to or greater than the sampling adequacy of the scale; none of them fall below the threshold level of 0.50. Therefore the factor analysis is carried on.

The items of the scale loaded in one factor. Total variance explained is satisfactory (60.35% > 60%).

Table 24. Factor Analysis Results for Cultural Fit

Factor Name	Factor Loadings	Variance Explained
Factor 1 - Cultural Fit		60.35%
Congruent values and norms	0.713	
Compatible goals and objectives	0.862	
Right chemistry	0.747	
Total Variance Explained		60.35%
KMO Measure		0.590
Bartlett's Test	App. Chi-Square: (3 df, 0.000 significance)	53.740
Cronbach's Alpha	0.667	

Factor Analysis of Organizational Fit Scale Items

The results of the factor analysis applied to the items of the *Organizational Fit* scale is presented in Table 25.

The results indicate significant Bartlett's test results (chi-square value of 119.632, significant at 0.000 level), and KMO measure of sampling adequacy (MSA) is 0.792, which is above the threshold level of 0.50. Therefore the data set is appropriate for factor analysis.

The individual measures of sampling adequacy of the variables from the anti-image matrix are all close to or greater than the sampling adequacy of the scale; none of them fall below the threshold level of 0.50.

The result of the factor analysis showed that there was only one component with significant loadings (>.40). Total variance explained is satisfactory (62.09% > 60%).

Table 25. Factor Analysis Results for Organizational Fit

Factor Name	Factor Loadings	Variance Explained
Factor 1 - Organizational Fit		62.09%
Compatible technical capabilities	0.805	
Compatible org. procedures	0.818	
Similar professional skills	0.798	
Complementary assets	0.728	
Total Variance Explained		62.09%
KMO Measure		0.792
Bartlett's Test	App. Chi-Square: (6 df, 0.000 significance)	119.632
Cronbach's Alpha	0.796	

Factor Analysis of Partner Trustworthiness Scale Items

The results of the factor analysis applied to the items of the *Partner Trustworthiness* scale is presented in Table 26.

The results indicate significant Bartlett's test results (chi-square value of 118.532, significant at 0.000 level), meaning there is correlation among variables. KMO measure of sampling adequacy (MSA) is 0.713, indicating that the total correlation matrix is above the threshold level of 0.50. The Bartlett's test results and KMO measure support that the factor analysis can be carried on.

The individual measures of sampling adequacy of the variables from the anti-image matrix are all close to or greater than the sampling adequacy of the scale; none of them fall below the threshold level of .50. The communalities of the items exceed the threshold value of 0.50.

The results of the factor analysis showed that there are two factors with eigenvalues greater than 1, explaining 61.27% of the total variance. These factors are named as *Trust Through Partner Characteristics* and *Trust Through Relationship*.

Table 26. Factor Analysis Results for Partner Trustworthiness

Factor Name	Factor Loadings	Variance Explained
Factor 1 - Trust Through Partner Characteristics		40.89%
Sticking to their word	0.818	
Transparent in its activities	0.569	
Not opportunistic	0.847	
Factor 2 - Trust Through Relationship		20.38%
Fair dealing with us	0.733	
Good relationships among TMT	0.775	
Respects confidentiality	0.660	
Total Variance Explained		61.27%
KMO Measure		0.713
Bartlett's Test	App. Chi-Square: (15 df, 0.000 significance)	118.532
	Overall: 0.681	
	Factor 1: 0.689	
Cronbach's Alpha	Factor 2: 0.576	

Factor Analysis of Alliance Performance Scale Items

An initial factor analysis was conducted and it was seen that the reverse coded item 3, “The partnership has shown less growth potential than we expected” loaded on one factor and other items loaded on another factor. Therefore, for refinement purposes, this item was deleted and another factor analysis was conducted with the remaining 7 items.

The results of the factor analysis applied to the items of the Alliance Performance scale is presented in Table 27.

The results indicate significant Bartlett’s test results (chi-square value of 320.523, significant at 0.000 level), and KMO measure of sampling adequacy (MSA) is 0.837, which is above the threshold level of 0.50. Therefore the data set is appropriate for factor analysis.

The individual measures of sampling adequacy of the variables from the anti-image matrix are all close to or greater than the sampling adequacy of the scale; none of them fall below the threshold level of 0.50.

The result of the factor analysis showed that there was only one component with significant loadings ($>.40$). However, total variance explained is 56.06%, which is below the threshold value of 60%. But the structure of the scale is kept without any modifications, since the total variance explained is close to 60%.

Table 27. Factor Analysis Results for Alliance Performance

Factor Name	Factor Loadings	Variance Explained
Factor 1 - Alliance Performance		56.06%
Profitability	0.779	
Overall success	0.773	
Goal achievement	0.810	
Market penetration	0.786	
Knowledge accumulation	0.561	
Creating new opportunities	0.707	
ROI	0.795	
Total Variance Explained		56.06%
KMO Measure		0.837
Bartlett's Test	App. Chi-Square: (21 df, 0.000 significance)	320.523
Cronbach's Alpha	0.844	

Summary Statistics

The profile of the sample, descriptive statistics concerning the variables in the research model and correlations among these variables are presented and discussed in this section.

Sample Characteristics

The sample profile is analyzed in two dimensions. First, characteristics of the respondents' firms (i.e., the focal firms that are engaged in the alliance) are analyzed.

Secondly, characteristics of the alliances in which the respondents' firms are engaged in (the strategic alliance of concern) are presented.

The industry type and firm size distribution of the focal firms are presented in Table 28. 56.6 % of the respondents are from large scale firms (i.e., firms employing more than 250 employees). The automotive industry has the highest share in the overall sample (17.9%).

The alliance type distribution of the sample is presented in Table 29. Equity alliances (i.e., Joint Ventures) have a 21.7% share in the total sample. Non-equity alliances (i.e., contractual agreements) form 78.3% of the total responses.

The relationship length distribution of each type of alliance in the sample is presented in Table 30. Joint ventures have a relatively longer relationship length compared to other types of strategic alliances (65.2% of the joint ventures in the sample have a relationship length of 4 years or longer).

The opposite is true for "Joint Project Development – Joint Research and Development" alliances, where 81.3% of those type of agreements have a relationship length of 3 years or shorter.

In the overall sample, 48.1% of the alliances have a relationship length of 3 years or shorter, 40.6% of the alliances have a relationship length between 4 and 15 years, and the remaining 11.3% have a relationship length of 16 years and more.

Table 28. Industry Type and Firm Size Distribution of the Sample

Industry Type		Firm Type		Total
		SME	Large Scale	
Banking - Finance	Count	4	11	15
	% of Total	3.8	10.4	14.2
Consulting	Count	15	3	18
	% of Total	14.2	2.8	17.0
Education	Count	1	1	2
	% of Total	0.9	0.9	1.9
Electronics - Computers - Durables	Count	1	5	6
	% of Total	0.9	4.7	5.7
Energy	Count	2	8	10
	% of Total	1.9	7.5	9.4
Food	Count	4	1	5
	% of Total	3.8	0.9	4.7
Construction	Count	1	6	7
	% of Total	0.9	5.7	6.6
Chemicals - Pharmaceuticals	Count	2	3	5
	% of Total	1.9	2.8	4.7
Automotive	Count	5	14	19
	% of Total	4.7	13.2	17.9
Retailing - Consumer Goods	Count	5	2	7
	% of Total	4.7	1.9	6.6
Health Services	Count	1	0	1
	% of Total	0.9	0.0	0.9
Textile	Count	0	2	2
	% of Total	0.0	1.9	1.9
Telecommunications	Count	0	4	4
	% of Total	0.0	3.8	3.8
NGO	Count	5	0	5
	% of Total	4.7	0.0	4.7
Total	Count	46	60	106
	% of Total	43.4	56.6	100.0

Table 29. Alliance Type Distribution of the Sample

Alliance Type		Frequency	Percent	
Equity Alliances	Joint Venture	23	21.7	21.7
Non-equity alliances	Licensing, Franchising, Dealership	24	22.6	78.3
	Outsourcing	30	28.3	
	Joint Project Dev. - Joint R&D	16	15.1	
	Joint Process (Marketing, Purchasing, Production)	13	12.3	
Total		106	100	100

Table 30. Alliance Type and Relationship Length Distribution of the Sample

Alliance Type		Relationship Length			Total
		0-3 years	4-15 years	16 years and above	
Joint Venture	Count	8	11	4	23
	% within Alliance Type	34.8	47.8	17.4	100.0
	% of Total	7.5	10.4	3.8	21.7
Licensing, Franchising, Dealership	Count	9	10	5	24
	% within Alliance Type	37.5	41.7	20.8	100.0
	% of Total	8.5	9.4	4.7	22.6
Outsourcing	Count	12	17	1	30
	% within Alliance Type	40.0	56.7	3.3	100.0
	% of Total	11.3	16.0	0.9	28.3
Joint Project Dev. - Joint R&D	Count	13	3	0	16
	% within Alliance Type	81.3	18.8	0.0	100.0
	% of Total	12.3	2.8	0.0	15.1
Joint Process	Count	9	2	2	13
	% within Alliance Type	69.2	15.4	15.4	100.0
	% of Total	8.5	1.9	1.9	12.3
Total	Count	51	43	12	106
	% within Alliance Type	48.1	40.6	11.3	100.0
	% of Total	48.1	40.6	11.3	100.0

Descriptive Statistics of Variables

Descriptive statistics of the variables and their subscale items is presented in Appendix F in detail. Table 31 shows the descriptive statistics of the main variables in the research model.

Table 31. Descriptive Statistics of Variables in the Research Model

Variables*	N	Min.	Max.	Mean	Std.Dev.
Alliance Orientation	106	1	5	3.81	0.67
Partner Selection Criteria	106	1	5	4.00	0.69
Strategic Fit	106	1	5	3.88	0.72
Culture Fit	106	1	5	3.56	0.73
Organizational Fit	106	1	5	3.49	0.76
Partner Trustworthiness	106	1.67	5	3.86	0.57
Alliance Performance	106	1.29	5	3.70	0.63

*: The variables, which were measured on a 5-point Likert type scale, where the maximum was 5 and the minimum was 1. For the subscales, which contained “reverse coded” items, necessary recoding was made.

In a survey question, the respondents were asked to indicate their motives for engaging in the strategic alliance (they were free to pick more than one motive). The related results can be found in Table 32. The results indicate that, the most popular motives for engaging in strategic alliances in Turkey are “searching for specific assets or capabilities” (49.1% of 106 alliances), “gaining market access and improving speed to market” (48.1% of 106 alliances) and “searching for competitive advantage” (41.5% of 106 alliances).

In the case of joint ventures, it can be concluded that, the main motive for forming joint venture is to gain access to specific assets or capabilities (82.6% of 23 joint ventures).

In licensing, franchising and dealership agreements, gaining market access / improving speed to market is found out to be the dominant motive (70.8% of 24

alliances) , as it is obvious that the reason of existence for dealers, franchisees of organizations is to provide a wider geographic presentation and market access opportunities to their host organizations.

The main motives for forming outsourcing agreements are found to be “searching for specific assets or capabilities” (43.3% of 30 outsourcing agreements) and “minimization of transaction costs” (43.3% of 30 outsourcing agreements). These results comply with the general logic of outsourcing, which is to subcontract a process to a third party for lowering costs and making more efficient use of resources.

In joint project development/joint research and development type of alliances, the main motive is found to be gaining competitive advantage (56.3% of 16 agreements).

Joint process alliances (e.g., joint marketing, joint manufacturing, and joint purchasing) are formed mostly because of gaining specific assets and competitive advantage motives (both 53.8% of 13 alliances).

Correlations Among Variables

The subsequent table (Table 33) gives the correlations among the variables studied. Several bivariate correlations with the main dependent variable of the study, i.e., “alliance performance” scores and the other study variables were conducted.

Firstly, all independent variables have positive and significant correlations with the dependent variable, alliance performance. The independent variables are also significantly correlated with each other.

The results will be discussed further in relation to the subsequent analyses.

Table 32. Motives for Alliance Formation

Alliance Type		Joint Venture	Licensing, Franchising, Dealership	Outsourcing	Joint Project Dev.- R&D	Joint Process	Total Sample
Sample size	n	23	24	30	16	13	106
Search for specific assets or capabilities	n %	19 82.6%	8 33.3%	13 43.3%	5 31.3%	7 53.8%	52 49.1%
Minimization of transaction costs	n %	6 26.1%	4 16.7%	13 43.3%	5 31.3%	4 30.8%	32 30.2%
Market access and speed to market	n %	13 56.5%	17 70.8%	7 23.3%	8 50.0%	6 46.2%	51 48.1%
Spread of risk	n %	5 21.7%	3 12.5%	4 13.3%	1 6.3%	2 15.4%	15 14.2%
Sharing of costs	n %	3 13.0%	0 0.0%	5 16.7%	3 18.8%	2 15.4%	13 12.3%
Search for competitive advantage	n %	9 39.1%	12 50.0%	7 23.3%	9 56.3%	7 53.8%	44 41.5%
Transferring tacit knowledge	n %	11 47.8%	9 37.5%	5 16.7%	3 18.8%	3 23.1%	31 29.2%
Decrease market/technological uncertainty	n %	4 17.4%	0 0.0%	1 3.3%	2 12.5%	1 7.7%	8 7.5%
Gaining economies of scale	n %	1 4.3%	3 12.5%	2 6.7%	0 0.0%	3 23.1%	9 8.5%
Following trends	n %	4 17.4%	4 16.7%	8 26.7%	4 25.0%	5 38.5%	25 23.6%
Process development	n %	2 8.7%	4 16.7%	7 23.3%	3 18.8%	1 7.7%	17 16.0%
Strengthening brand image	n %	13 56.5%	9 37.5%	8 26.7%	6 37.5%	5 38.5%	41 38.7%

Table 33. Intercorrelations Among the Variables Studied

		1	2	3	4	5	6
1. Alliance Orientation	Pearson Correlation Sig. (2-tailed) N						
2. Partner Selection Criteria	Pearson Correlation Sig. (2-tailed) N	0.752 0.000 106					
3. Strategic Fit	Pearson Correlation Sig. (2-tailed) N	0.429 0.000 106	0.357 0.000 106				
4. Cultural Fit	Pearson Correlation Sig. (2-tailed) N	0.457 0.000 106	0.447 0.000 106	0.719 0.000 106			
5. Organizational Fit	Pearson Correlation Sig. (2-tailed) N	0.340 0.000 106	0.397 0.000 106	0.618 0.000 106	0.672 0.000 106		
6. Partner Trustworthiness	Pearson Correlation Sig. (2-tailed) N	0.326 0.001 106	0.366 0.000 106	0.510 0.000 106	0.587 0.000 106	0.463 0.000 106	
7. Alliance Performance	Pearson Correlation Sig. (2-tailed) N	0.492 0.000 106	0.284 0.003 106	0.635 0.000 106	0.587 0.000 106	0.569 0.000 106	0.440 0.000 106

All correlations are significant at the 0.01 level (2-tailed).

Hypothesis Testing

The results of multiple regression analysis, partial least squares analysis, ANOVA and t-tests used to test the hypotheses are presented in this section.

Multiple Regression Analysis

In order to predict and estimate alliance performance, firm- and relationship-specific factors and the hypothesized mediating variable, i.e., partner trustworthiness, were included in hierarchical regression analysis in respective order.

Different stakes a firm has in the alliance are expected to influence its contributions in an alliance. Therefore, a control for alliance type (equity, non-equity) in the form of a dummy variable (1 if equity alliance, 0 if non-equity alliance) is included in the regression model to partial out any alliance type effects.

Collinearity diagnostics were performed by examining the tolerance values and the variance inflation factors (VIFs). A high tolerance value indicates little collinearity, and tolerance values approaching zero indicate that the variable is almost totally accounted for by the other variables. The variance inflation factor is the reciprocal of the tolerance value; thus small VIF values indicate low intercorrelation among variables (Hair et al., 2006).

All the tolerance values presented in Table 34 are well above the threshold value of 0.10, and the VIF values are all smaller than the threshold value of 10. These results indicate that the interpretation of the regression variate coefficients should not be affected adversely by multicollinearity, although the inter-item correlations were all significant (see Table 33).

In order to assess the impact of firm-specific factors (i.e., alliance orientation and partner selection criteria) and relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit) on alliance performance (H1-H5) and the mediating role of partner trustworthiness (H9a-c), a hierarchical regression was run (Venkatraman, 1989).

First, alliance performance was regressed on the five antecedent and control variables (Model 1). Then in Model 2, partner trustworthiness was entered into the equation. The results are provided in Table 34.

Both Model 1 and Model 2 are significant with F values of 20.670 and 17.949 ($p < 0.001$), respectively. In model 1, it was found that alliance orientation (Beta = 0.483, $p < 0.001$), strategic fit (Beta = 0.284, $p < 0.01$) and organizational fit (Beta = 0.283, $p < 0.01$) are positively and significantly related to alliance performance. The Pearson correlation coefficients of these variables were all positive and significant at the 0.01 significance level (see Table 33).

However, partner selection criteria is significantly related to alliance performance with a negative coefficient (Beta = -0.354, $p < 0.001$), as opposed to the initial hypothesis of a positive relationship. The Pearson correlation coefficient between partner selection criteria and alliance performance was positive and significant ($r = 0.284$, $p < 0.01$) (see Table 33), but in the regression equation where all variables were entered, its Beta coefficient came out to be negative.

The control variable, alliance type, is not significantly related to alliance performance, indicating that there are no alliance type-specific differences in the relationships.

The results indicate that hypotheses H1, H3 and H5 are supported, whereas H2 and H3 are not supported.

In model 2, when partner trustworthiness was entered into the equation, no significant improvement in explained variance in alliance performance was found (Change in R square is not significant; $F=1.275$, $p=0.262$).

Furthermore, the coefficient for partner trustworthiness was not significant (Beta = 0.096, $p=0.262$). In Model 2, the coefficients for alliance orientation, partner selection criteria, strategic fit and organizational fit were still significant. This suggests that partner trustworthiness does not mediate the relationship between relationship-specific factors (i.e., strategic fit, cultural fit, and organizational fit) and alliance performance. Therefore hypotheses H9a, H9b and H9c are not supported.

The hypotheses related to the antecedents of partner trustworthiness (H6-H8) were tested through multiple regression analysis, whereby partner trustworthiness was regressed on the three relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit) and the control dummy (i.e., alliance type). Results are provided in Table 35.

As shown in Table 35, the regression equation is significant ($F=14.490$, $p<0.001$) and the set of independent variables explain 36.5% variance in partner trustworthiness.

In terms of individual hypotheses, H6 and H8, related to the relationship between strategic fit and partner trustworthiness and the relationship between organizational fit and partner trustworthiness, respectively, are not supported as their coefficients are not significant.

H7, related to the impact of cultural fit on partner trustworthiness is supported (Beta = 0.417, $p <0.001$).

Table 34. Hierarchical Regression Results for Alliance Performance

	Model 1										Model 2				
	Unstd. Coefficients		Std. Coeff. Beta	t	Sig.	Collinearity Statistics		Unstd. Coefficients		Std. Coeff. Beta	t	Sig.	Collinearity Statistics		
	B	SE				Tolerance	VIF	B	SE				Tolerance	VIF	
(Constant)	1.066	0.298		3.574	0.001			0.872	0.343		2.540	0.013			
Alliance Orientation	0.460	0.102	0.483**	4.514	0.000	0.391	2.557	0.465	0.102	0.489**	4.567	0.000	0.390	2.562	
Partner Selection Criteria	-0.328	0.098	-0.354**	-3.336	0.001	0.397	2.517	-0.342	0.099	-0.369**	-3.454	0.001	0.391	2.555	
Strategic Fit	0.250	0.090	0.284**	2.783	0.006	0.430	2.327	0.236	0.090	0.269**	2.609	0.011	0.422	2.370	
Cultural Fit	0.110	0.095	0.126	1.153	0.252	0.377	2.653	0.078	0.099	0.089	0.782	0.436	0.346	2.892	
Organizational Fit	0.235	0.079	0.283**	2.966	0.004	0.493	2.028	0.230	0.079	0.277**	2.906	0.005	0.492	2.034	
Control Variable	0.084	0.104	0.055	0.811	0.420	0.970	1.031	0.084	0.104	0.055	0.808	0.421	0.970	1.031	
Partner Trustworthiness								0.107	0.095	0.096	1.129	0.262	0.624	1.603	
Adjusted R Square	0.529														
R Square	0.556														
Change in R Square	0.006														
F for Change in R Square	1.275														
Sig. F Change	0.262														

** : Significant at 0.01 level.

Table 35. Regression Results for Partner Trustworthiness

	Unstd. Coefficients		Std. Coeff.	t	Sig.	Collinearity Statistics	
	B	SE	Beta			Tolerance	VIF
(Constant)	2.001	0.259		7.717	0.000		
Strategic Fit	0.122	0.093	0.155	1.312	0.193	0.448	2.230
Cultural Fit	0.325	0.098	0.417**	3.317	0.001	0.399	2.508
Organizational Fit	0.064	0.082	0.086	0.777	0.439	0.510	1.959
Control Variable (Alliance Type)	0.019	0.109	0.014	0.173	0.863	0.993	1.007
R Square	0.365						
F (ANOVA)	14.490						
Sig. F	0.000						

** : Significant at $p < 0.01$ level

Post Hoc Multiple Regression Analyses

As an exploratory part of the study, some post hoc analysis was made by examining the impact of firm- and relationship-specific factors on alliance performance, as well as the mediating role of partner trustworthiness in this relationship, across short-term engaged alliances (relationship length is between 0-3 years; $n=51$) and long-term engaged alliances (relationship length is 4 years or above; $n=55$) in the sample.

Table 36 indicates the hierarchical regression analysis results for alliance performance across different levels of relationship length. The models in both hierarchical regression analyses are significant and the variance inflation factors indicate that multicollinearity is not a problem.

In both levels of relationship length, whether it is short term or long-term, when partner trustworthiness was entered into the equation, no significant improvement in explained variance in alliance performance was found. Furthermore, the coefficient for partner trustworthiness was not significant in both situations (Beta = 0.023, $p=0.865$ and Beta = 0.031, $p=0.804$).

Therefore it can be concluded that the mediating role of partner trustworthiness does not exist no matter how long the alliance relationship exists.

When the relationship length is between 0-3 years, alliance orientation (Beta = 0.361, $p < 0.05$) and strategic fit (Beta = 0.387, $p < 0.05$) significantly predict alliance performance.

However, if the relationship length is longer, in the case of a relationship length that 4 years or above, it is found that alliance orientation (Beta = 0.630, $p < 0.001$), partner selection criteria (Beta = -0.436, $p < 0.05$) and organizational fit (Beta = 0.369, $p < 0.01$) are significantly related to alliance performance.

In order to examine the relationship between partner trustworthiness and its antecedents, a multiple regression analysis was run. Results are provided in Table 37.

The results indicate that, if the relationship length is short, strategic fit (Beta = 0.465, $p < 0.01$) significantly predicts partner trustworthiness. However, if the relationship length is longer, cultural fit (Beta = 0.426, $p < 0.05$) is significantly related to partner trustworthiness.

Partial Least Squares (PLS) Analysis

The research model is also estimated using the partial least squares (PLS) method, that has been developed as an alternative causal method approach to deal with small data samples (Wold, 1974). The PLS analysis is conducted to the research model for several reasons. First of all, under conditions of measurement error, traditional statistical techniques such as multiple regression, may fail to accurately estimate interactions (McClelland and Judd, 1993). Chin, Marcolin and Newsted (1996) propose a PLS-based latent variable interaction approach to model interaction

Table 36. Hierarchical Regression Results for Alliance Performance Across Different Levels of Relationship Length

Relationship Length: 0-3 years	Model 1										Model 2					
	Unstd. Coefficients		Std. Coeff.		t	Sig.	Collinearity Statistics		Unstd. Coefficients		Std. Coeff.		t	Sig.	Collinearity Statistics	
	B	SE	Beta	Beta			Tolerance	VIF	B	SE	Beta	Beta			Tolerance	VIF
(Constant)	0.598	0.459			1.303	0.199	0.326	3.065	0.562	0.509			1.105	0.275	0.325	3.081
Alliance Orientation	0.364	0.160	0.359*		2.275	0.028	0.366	2.733	0.366	0.162	0.361*		2.256	0.029	0.362	2.763
Partner Selection Criteria	-0.225	0.158	-0.213		-1.427	0.161	0.366	2.842	-0.228	0.160	-0.215		-1.421	0.162	0.300	3.331
Strategic Fit	0.355	0.136	0.398*		2.618	0.012	0.352	2.842	0.345	0.149	0.387*		2.326	0.025	0.203	4.934
Cultural Fit	0.133	0.173	0.152		0.768	0.447	0.208	4.817	0.128	0.177	0.147		0.724	0.473	0.282	3.546
Organizational Fit	0.201	0.160	0.213		1.257	0.215	0.283	3.531	0.200	0.162	0.211		1.230	0.225	0.918	1.089
Control Variable (Type)	-0.060	0.174	-0.032		-0.344	0.733	0.945	1.058	-0.055	0.178	-0.029		-0.306	0.761	0.455	2.196
Partner Trustworthiness									0.026	0.152	0.023		0.171	0.865		
Adjusted R Square	0.593										Change in R Square					0.000
R Square	0.642										F for Change in R Square					0.029
											Sig. F Change					0.865
Relationship Length: 4 years and above	Model 1										Model 2					
	Unstd. Coefficients		Std. Coeff.		t	Sig.	Collinearity Statistics		Unstd. Coefficients		Std. Coeff.		t	Sig.	Collinearity Statistics	
	B	SE	Beta	Beta			Tolerance	VIF	B	SE	Beta	Beta			Tolerance	VIF
(Constant)	1.746	0.425			4.103	0.000	0.412	2.429	1.667	0.532			3.133	0.003	0.411	2.432
Alliance Orientation	0.516	0.135	0.632**		3.822	0.000	0.385	2.601	0.515	0.136	0.630**		3.775	0.000	0.371	2.694
Partner Selection Criteria	-0.319	0.128	-0.428*		-2.500	0.016	0.538	1.858	-0.325	0.131	-0.436*		-2.478	0.017	0.532	1.881
Strategic Fit	0.129	0.118	0.158		1.095	0.279	0.523	1.911	0.133	0.120	0.162		1.106	0.274	0.485	2.063
Cultural Fit	-0.010	0.124	-0.012		-0.083	0.934	0.613	1.630	-0.019	0.130	-0.023		-0.147	0.884	0.611	1.636
Organizational Fit	0.252	0.092	0.371**		2.741	0.009	0.935	1.070	0.250	0.093	0.369**		2.696	0.010	0.930	1.076
Control Variable (Type)	0.111	0.132	0.092		0.842	0.404			0.108	0.133	0.090		0.813	0.420	0.731	1.368
Partner Trustworthiness									0.033	0.133	0.031		0.250	0.804		
Adjusted R Square	0.393										Change in R Square					0.001
R Square	0.460										F for Change in R Square					0.062
											Sig. F Change					0.804

*: Significant at p<0.05 level.

***: Significant at p<0.01 level.

Table 37. Regression Results for Partner Trustworthiness across Different Levels of Relationship Length

Relationship Length: 0-3 years	Unstd. Coefficients		Std. Coeff.	t	Sig.	Collinearity Statistics	
	B	SE	Beta			Tolerance	VIF
(Constant)	1.501	0.323		4.645	0.000		
Strategic Fit	0.369	0.133	0.465**	2.769	0.008	0.355	2.821
Cultural Fit	0.181	0.157	0.234	1.155	0.254	0.245	4.086
Organizational Fit	0.080	0.152	0.095	0.527	0.601	0.306	3.266
Control Variable (Alliance Type)	-0.188	0.170	-0.113	-1.105	0.275	0.960	1.042
R Square	0.540						
F (ANOVA)	13.478						
Sig. F	0.000						

Relationship Length: 4 years and above	Unstd. Coefficients		Std. Coeff.	t	Sig.	Collinearity Statistics	
	B	SE	Beta			Tolerance	VIF
(Constant)	2.676	0.434		6.172	0.000		
Strategic Fit	-0.079	0.126	-0.103	-0.630	0.532	0.585	1.710
Cultural Fit	0.339	0.132	0.426*	2.565	0.013	0.571	1.752
Organizational Fit	0.090	0.098	0.141	0.914	0.365	0.663	1.509
Control Variable (Alliance Type)	0.090	0.142	0.079	0.631	0.531	0.996	1.004
R Square	0.211						
F (ANOVA)	3.346						
Sig. F	0.017						

*: Significant at p<0.05 level

**: Significant at p<0.01 level

effects. The estimation in PLS is based on Ordinary Least Squares (OLS) fixed point iterations on subsets of model parameters (Fornell and Larcker, 1981), thus requiring few distributional assumptions. Since the variables in the study did not meet normality assumptions, PLS is more appropriate to apply to the data.

The PLS analysis was conducted using the PROC PLS procedure of SAS 9.1 for Windows. The PLS procedure in SAS/STAT software fits models using any one of a number of linear predictive methods, including partial least squares (PLS). Ordinary least squares regression, as implemented in SAS/STAT procedures such as PROC GLM and PROC REG, has the single goal of minimizing sample response prediction error, seeking linear functions of the predictors that explain as much variation in each response as possible. The techniques implemented in the PLS procedure have the additional goal of accounting for variation in the predictors, under the assumption that directions in the predictor space that are well sampled should provide better prediction for new observations when the predictors are highly correlated. All of the techniques implemented in the PLS procedure work by extracting successive linear combinations of the predictors, called factors (also called components or latent vectors), which optimally address one or both of these two goals-explaining response variation and explaining predictor variation. In particular, the method of partial least squares balances the two objectives, seeking for factors that explain both response and predictor variation. The techniques implemented by the PLS procedure are (SAS, 2008),

- principal components regression, which extracts factors to explain as much predictor sample variation as possible.
- reduced rank regression, which extracts factors to explain as much response variation as possible. This technique, also known as (maximum) redundancy

analysis, differs from multivariate linear regression only when there are multiple responses.

- partial least squares regression, which balances the two objectives of explaining response variation and explaining predictor variation.

A PLS model is analyzed in two stages: (a) the assessment of reliability and validity of the measurement model, and (b) the testing of the structural model (Hulland, 1999). The adequacy of the measurement model was assessed in previous sections through reliability analysis of scales and factor analyses. In this section, the adequacy of scales will be further analyzed through examining convergent and discriminant validity.

Fornell and Larcker (1981) suggest the use of average variance extracted to assess convergent and discriminant validity. *Convergent* validity of a construct is measured by the ratio of the amount of variance of its indicators captured by the construct, relative to the total amount of variance, including the variance due to measurement error; this ratio is called “average variance extracted (AVE)”. As a general rule, a ratio of less than 0.50 is judged inappropriate as more variance is due to error. Satisfactory *discriminant* validity among constructs is obtained when the squared correlation between any two constructs is statistically less than AVE. this implies that the variance shared between any two constructs is less than the variance shared between a construct and its indicators (Fornell & Larcker, 1981).

To explain AVE, the variance of a measure can be expressed as (Ping Jr., 2004), $\text{Var}(x_1 + \dots + x_n) = \text{Var}(\lambda_1 X + e_1 + \dots + \lambda_n X + e_n) = (\sum \lambda_i^2) \text{Var}(X) + \sum \text{Var}(e_i)$ if X and e are independent, where λ_i is the loading of the indicator x_i on the latent variable X . $\text{Var}(X)$ is the disattenuated (error free) variance of X , and e_i is the measurement error of x_i . AVE is given by,

$$AVE_x = \frac{(\sum \lambda_i^2) \text{Var}(X)}{(\sum \lambda_i^2) \text{Var}(X) + \sum \text{Var}(e_i)}$$

where Σ indicates a sum.⁵ The results of average variance extracted and shared variances are given in Table 38. The average variance extracted for each construct ranged between 0.558 and 0.835, where values greater than 0.50 are adequate for convergent validity. Shared variances (off diagonal elements) were mostly found to be lower than average variances extracted for the individual constructs (diagonal elements), therefore the conditions for discriminant validity were partially met.

Table 38. Shared Variances and Average Variances Extracted for Study Variables

	Coef. Alpha Reliab.	1	2	3	4	5	6	7
1. Alliance Orientation	0.892	0.835 ^a						
2. Partner Selection Criteria	0.815	0.752	0.741 ^a					
3. Strategic Fit	0.631	0.429	0.357	0.563 ^a				
4. Cultural Fit	0.667	0.457	0.447	0.719	0.560 ^a			
5. Organizational Fit	0.796	0.340	0.397	0.618	0.672	0.687 ^a		
6. Partner Trustworthiness	0.681	0.326	0.366	0.510	0.587	0.463	0.558 ^a	
7. Alliance Performance	0.844	0.492	0.284	0.635	0.587	0.569	0.440	0.782 ^a

a: Average Variance Extracted.

Having established confidence in the measurement model, the main effects were examined. PLS does not make any distributional assumptions; therefore traditional parametric tests are inappropriate (Sarkar et al., 2001). To statistically evaluate the model, the resampling procedure called jackknifing was applied (Fenwick, 1979).

⁵ Average Variance Extracted can be approximated using estimates of the equation parameters available from SPSS, SAS, etc. In the equation, $\sum \lambda_i^2$ is approximated by the sum of squares of the item-to-total correlations for X, the sum of the n measure items, $\text{Var}(X)$ is approximated by the variance available in SAS, SPSS, etc. of X divided by n^2 , and $\sum \text{var}(e_i)$ is approximated by $\text{Var}(X) \cdot (1-\alpha)$, where α is the coefficient alpha reliability of X (Ping Jr., 2004).

106 jackknife samples were formed and PLS analysis was applied to all of the jackknife samples. The jackknife estimate is calculated as the mean value of the results of the PLS analyses for 106 jackknife samples.

Table 39 includes the hypothesized variables and the control variable (i.e., alliance type). To assess the significance of PLS results, the t statistic was calculated using the formula $[(J(p)-p)/(sp/\sqrt{N})]*\sqrt{[(N-1)/(2N-1)]}$ (Fenwick, 1979) with N-1 degrees of freedom, where J(p) is the jackknife estimate of p, sp is the standard deviation of the jackknife estimate, and N is the number of subsamples used for jackknifing (in this case 106). Results indicated that the R square for Model 1 was 0.556. Alliance orientation was statistically significant at the 0.01 level (Beta=0.483), thus providing support for a positive main effect of alliance orientation on alliance performance (H1). Strategic fit was statistically significant at the 0.05 level (Beta=0.284), therefore the hypothesized positive relationship between strategic fit and alliance performance is supported (H3). Partner selection criteria variable had a negative coefficient which is significant at the 0.05 level, indicating a negative effect of partner selection criteria on alliance performance, opposing the hypothesis H2.

Culture fit, organizational fit and the control variable, alliance type did not have any significant effects on alliance performance. These results indicate no support for H4 and H5. Next, the mediating variable, partner trustworthiness was included in the model in addition to the main effects (and the control variable). The results are presented in the Model 2 columns of Table 39. Using the procedures suggested by Tabachnick and Fidell (2007), it was found that the R square increase attributable to the mediating effect was not statistically significant ($F_{1, 98} = 1.30 < F_{critical} = 3.92$). There was no significant effect of partner trustworthiness on alliance performance, thus there was no support for hypothesis H9a-H9c.

Table 39. PLS Results (Endogenous Variable: Alliance Performance)

Independent Variables	Model 1				Model 2					
	PLS Estimate	Jackknife Estimate	Std. Dev.	t-value	p-value	PLS Estimate	Jackknife Estimate	Std. Dev.	t-value	p-value
Alliance orientation	0.483**	0.489	0.011	3.352	0.001	0.489*	0.492	0.011	2.182	0.031
Partner selection criteria	-0.354*	-0.358	0.012	-1.986	0.050	-0.369*	-0.374	0.012	-2.428	0.017
Strategic Fit	0.284*	0.279	0.011	-2.879	0.005	0.269**	0.260	0.011	-5.376	0.000
Culture Fit	0.126	0.126	0.014	-0.114	0.910	0.089	0.093	0.013	1.919	0.058
Organizational Fit	0.283	0.282	0.011	-0.577	0.565	0.277	0.280	0.012	1.876	0.063
Control Variable (Alliance Type)	0.055	0.055	0.008	0.666	0.507	0.055	0.056	0.008	1.619	0.108
Partner Trustworthiness						0.096	0.096	0.009	1.107	0.271
R2	0.556					0.562				
delta R2						0.006	F-value: 1.303			0.256

*: Significant at 0.05 significance level.

**: Significant at 0.01 significance level.

ANOVA and t-tests

One-way ANOVA tests are conducted to see whether or not there is a significant mean difference among different levels of relationship age, for the variables “strategic fit”, “cultural fit”, “organizational fit” and “partner trustworthiness” in order to test hypotheses 10a-10d. The aim of ANOVA analysis is to check whether groups formed based on relationship length have significant mean differences on the variables mentioned above.

Before performing one-way ANOVA, homogeneity assumption has to be checked to see if it is fulfilled. Thus, the Levene test was conducted in all analyses and the significance of all Levene statistics values were higher than 0.20, therefore it was concluded that the variances were equal for all variables.

Table 40 shows the results for strategic fit across relationship length levels. It can be seen that, as the relationship length gets longer, the mean value of strategic fit scores increases. There is a significant difference across different levels of relationship length for strategic fit ($F=3.226$; $p<0.05$). Thus, hypothesis H10a is supported.

Table 40. Strategic Fit and Relationship Length (one-way ANOVA)

Mean Level of Strategic Fit	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		F	Sig.
					Lower Bound	Upper Bound		
0-3 years	51	3.760	0.770	0.108	3.543	3.977	3.226	0.044
4-15 years	43	3.907	0.672	0.102	3.700	4.114		
16 years and above	12	4.333	0.512	0.148	4.008	4.659		
Total	106	3.885	0.722	0.070	3.746	4.024		

To determine among which groups the true differences lie, the Scheffe post hoc test is performed (Table 41). According to the results, in terms of strategic fit, the strategic alliances that have a relationship length between 0-3 years are significantly different from alliances that have a relationship length of 16 years or longer.

Table 41. Scheffe Post Hoc Test Results for Strategic Fit

(I) Relationship Length	(J) Relationship Length	Mean Difference (I-J)	Std. Error	Sig.
0-3 years	4-15 years	-0.147	0.146	0.606
	16 years and above	-0.573*	0.227	0.045
4-15 years	0-3 years	0.147	0.146	0.606
	16 years and above	-0.426	0.231	0.187
16 years and above	0-3 years	0.573*	0.227	0.045
	4-15 years	0.426	0.231	0.187

*: Significant at 0.05 significance level.

To compare the mean levels of cultural fit of alliance groups based on relationship length, one-way ANOVA is conducted (Table 42). As it can be seen from the results, groups with different levels of relationship length differ significantly in terms of culture fit scores ($F=3.373$; $p<0.05$). The mean level of culture fit increases as the relationship period between alliance partners increases. Therefore, Hypothesis H10b is supported.

Table 42. Cultural Fit and Relationship Length (one-way ANOVA)

Mean Level of Cultural Fit	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		F	Sig.
					Lower Bound	Upper Bound		
0-3 years	51	3.396	0.788	0.110	3.174	3.618	3.373	0.038
4-15 years	43	3.640	0.634	0.097	3.444	3.835		
16 years and above	12	3.944	0.617	0.178	3.553	4.336		
Total	106	3.557	0.727	0.071	3.417	3.697		

In order to see exactly which pairs of groups are significantly different, Scheffe post hoc test is conducted (Table 43). It is seen that alliances with a relationship length of 0-3 years are significantly different than alliances with a relationship length of 16 years and above, in terms of cultural fit.

Table 43. Scheffe Post Hoc Test Results for Cultural Fit

(I) Relationship Length	(J) Relationship Length	Mean Difference (I-J)	Std. Error	Sig.
0-3 years	4-15 years	-0.243	0.147	0.260
	16 years and above	-0.548*	0.228	0.060
4-15 years	0-3 years	0.243	0.147	0.260
	16 years and above	-0.305	0.232	0.426
16 years and above	0-3 years	0.548*	0.228	0.060
	4-15 years	0.305	0.232	0.426

The results of one-way ANOVA for organizational fit and partner trustworthiness across different relationship length levels are provided in Table 44 and Table 45, respectively. The results indicate that, the mean levels of organizational fit and partner trustworthiness do not differ significantly across different levels of relationship length, although the mean values increase as relationship length increases. Therefore there is no support for H10c and H10d.

Table 44. Organizational Fit and Relationship Length (one-way ANOVA)

Mean Level of Organizational Fit	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		F	Sig.
					Lower Bound	Upper Bound		
0-3 years	51	3.411	0.727	0.102	3.206	3.615	1.503	0.227
4-15 years	43	3.491	0.814	0.124	3.240	3.741		
16 years and above	12	3.833	0.685	0.198	3.398	4.269		
Total	106	3.491	0.763	0.074	3.344	3.638		

Table 45. Partner Trustworthiness and Relationship Length (one-way ANOVA)

Mean Level of Partner Trustworthiness	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		F	Sig.
					Lower Bound	Upper Bound		
0-3 years	51	3.748	0.611	0.086	3.576	3.920	2.266	0.109
4-15 years	43	3.926	0.512	0.078	3.769	4.084		
16 years and above	12	4.083	0.490	0.141	3.772	4.395		
Total	106	3.858	0.567	0.055	3.749	3.968		

In order to test the hypotheses H11a-H11c, assuming that strategic fit, cultural fit and organizational fit between partners would be higher in equity alliances (joint ventures) than in non-equity alliances (i.e., contractual alliances), a series of independent samples t-tests are conducted.

In the sample, the size of the equity alliances group (n=23) was not equal to the size of the non-equity alliances group (n=83). Therefore, a random sub-sample of 23 non-equity alliances were selected to be compared with the equity alliances in the t-tests. The significance of Levene test statistic is above 0.40 for all the tests performed, indicating that the equality of variances assumption is met.

Results of the t-tests are provided in Table 46 and Table 47. The results show that, the differences in group means of strategic fit, cultural fit and organizational fit are not statistically significant. There is no support for hypotheses H11a-H11c.

Table 46. Group Statistics for Relationship-specific Factors and Alliance Type

	Alliance Type	N	Mean	Std. Deviation	Std. Error Mean
Strategic Fit	Equity	23	4.00	0.71	0.15
	Non-equity	23	3.87	0.65	0.14
Culture Fit	Equity	23	3.64	0.60	0.12
	Non-equity	23	3.66	0.71	0.15
Organizational Fit	Equity	23	3.56	0.84	0.17
	Non-equity	23	3.40	0.61	0.13

Table 47. Independent Samples t-test for Relationship-specific factors and Alliance Type

	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Strategic Fit	0.050	0.824	0.650	44	0.519	0.130	0.201
Culture Fit	0.120	0.731	-0.060	44	0.952	-0.012	0.193
Organizational Fit	0.589	0.447	0.754	44	0.455	0.163	0.216

In this chapter, the data was analyzed through descriptive statistics and multivariate data analysis. In the following chapter, those findings will be summarized and a detailed evaluation of the results will be provided.

CHAPTER 5

SUMMARY AND CONCLUSION

The main purpose of this chapter is to summarize the research findings and to present a broad overview of the issues of the study. Conclusions based on the findings are presented and managerial implications of these findings are discussed. Finally, the limitations of the study in terms of the methodology and implications for future research are presented.

Summary and Discussion of Findings

This study aimed to explore and analyze the dynamics of strategic alliances in Turkey, through evaluating data from a qualitative research phase of interviews with 12 managers and a survey conducted with managers of 106 strategic alliances in Turkey. In this section, the findings of the study will be summarized and discussed.

The interviews with managers showed that, all forms of strategic alliances, from joint ventures to joint R&D projects, are being formed in the Turkish business environment. Partner selection and relationship dynamics with the partner are seen as the most critical issues in successful alliance formation and management. Reputation and past experience of the alliance partners are perceived as positive attributes in a partner.

In measuring alliance performance, goal-oriented performance indicators are more critical for managers, than the relational performance indicators, such as trust.

It can be concluded that, the formation and management of strategic alliances in Turkey resemble the same characteristics as the strategic alliance literature contains.

The survey conducted with managers of 106 strategic alliances in Turkey included questions that aimed to measure both descriptive characteristics of strategic alliances in Turkey, and the causal relationships between firm- and relationship-specific factors and alliance performance.

As for the motivations for forming strategic alliances, several motives were heavily preferred by firms. In Turkey, strategic alliances are formed to gain access to specific assets or capabilities, to gain market access and improve speed to market, to search for competitive advantage and to minimize transaction costs.

Several hypotheses were tested with multivariate data analyses using the data from the survey. The findings of hypothesis testing are summarized in Table 48.

Alliance Orientation. Hypothesis H1, proposing that higher levels of alliance orientation would be associated with higher levels of alliance performance is supported. Alliance orientation refers to the extent to which a firm scans its environment for alliance opportunities, coordinates its activities across different alliances it engaged in, and learns from the alliance experience it gains (Kandemir et al., 2006).

Alliance orientation is positively related to alliance performance, both for short term strategic alliances and for long-term strategic alliances. No matter how old the relationship with the partner is, an alliance-oriented firm would outperform its rivals with the successful alliances it establishes; the alliance orientation capability assures higher levels of alliance performance. Therefore, firms should look for ways to enhance their alliance orientation capability. More suggestions on this issue will be presented in the section for managerial implications of this study.

Table 48. Summary of Hypotheses Testing

Initial Hypotheses		Result
H1	Higher levels of alliance orientation will be associated with higher levels of alliance performance	Supported
H2	Higher levels of criteria applied in selecting partners will be associated with higher levels of alliance performance	Not supported
H3	Higher levels of strategic fit between partners will be associated with higher levels of alliance performance	Supported
H4	Higher levels of cultural fit between partners will be associated with higher levels of alliance performance.	Not supported
H5	Higher levels of organizational fit between partners will be associated with higher levels of alliance performance	Supported
H6	Higher levels of strategic fit between partners will be associated with higher levels of partner trustworthiness	Partially supported
H7	Higher levels of cultural fit between partners will be associated with higher levels of partner trustworthiness	Supported
H8	Higher levels of organizational fit between partners will be associated with higher levels of partner trustworthiness	Not supported
H9a	Perceived partner trustworthiness will mediate the relationship between strategic fit and alliance performance	Not supported
H9b	Perceived partner trustworthiness will mediate the relationship between cultural fit and alliance performance	Not supported
H9c	Perceived partner trustworthiness will mediate the relationship between organizational fit and alliance performance	Not supported
H10a	Strategic fit between partners differs among different levels of relationship length	Supported
H10b	Cultural fit between partners differs among different levels of relationship length	Supported
H10c	Organizational fit between partners differs among different levels of relationship length	Not supported
H10d	The level of partner trustworthiness differs among different levels of relationship length	Not supported
H11a	Strategic fit between partners is higher in equity alliances than non-equity alliances	Not supported
H11b	Cultural fit between partners is higher in equity alliances than non-equity alliances	Not supported
H11c	Organizational fit between partners is higher in equity alliances than non-equity alliances	Not supported

Partner Selection Criteria. An interesting, statistically significant finding of the study was that, the level of partner selection criteria applied by a firm is negatively related to alliance performance, as opposed to hypothesis H2.

The selection of the appropriate partner is considered a critical issue in the success of strategic alliances; alliance success is determined largely by smart partner selection (Hitt et al., 1995; Child et al., 2005; Shah & Swaminathan, 2008). The partner selection process adopted by firms usually covers every perspective to evaluate partner alternatives. However, the finding of the study indicates that, the more a firm puts its efforts on selecting the appropriate partner, the lower the alliance performance level will be. Various explanations can be developed to find out the reason for this unexpected dynamic.

First of all, if a firm applies too many criteria in selecting its partners, a potential partner that succeeds in this process and that is selected as the appropriate partner, will be perceived as “the ideal partner”. Having too many expectations on this ideal partner, may bring too many disappointments as well. Even if the partner operates in a moderate level of success, since the best is expected from that firm, the perceived alliance performance might be low.

In the post hoc multiple regression analyses, it was found that the negative relationship between partner selection criteria and alliance performance was significant for long-term alliance relationships, but not for short-term ones.

In light of this finding, we can say that as the relationship gets older, the focal firm finds more time to observe and assess its partner, and to realize that the initial expectations are not fully met by the so called “ideal partner”. This would negatively affect the perceptions of alliance performance.

Another explanation for this finding would be the lack of contextual factors in the research model. In an uncertain environment, finding the right partner would not be so critical, since the circumstances will most probably change after the partner is selected and the cooperative relationship is formed. Therefore, the concept of “the ideal partner” would be vague, contingent upon the continuous change in the environment.

Efforts spent for selecting the appropriate partner would not mean much in an uncertain environment, thus imposing a negative effect on alliance performance. As the Turkish business context is surrounded by different dimensions of uncertainty (e.g., political uncertainty, economical uncertainty), probably the dynamics of alliance formation and management would be evaluated better through incorporating uncertainty in the research model.

Shah and Swaminathan (2008) argue that partner selection criteria will vary by the context in which the alliance operates.

Strategic Fit. The hypothesis proposing that higher levels of strategic fit between alliance partners would be associated with higher levels of alliance performance (H3) has found support in the data analysis.

Strategic fit can be defined as the extent to which partners have congruent firm-level strategies in forming the alliance, as well as compatible strategies for the alliance itself, and the strengths and capabilities of partners form a synergy within the alliance (Taylor, 2005). One of the main reasons for engaging in cooperative agreements is to form synergy with the partner (Sarkar et al., 2001; Child et al., 2005) to gain access to capabilities that the focal firm does not have. Therefore, establishing strategic fit between partners will lead to successful alliances.

The results of the post hoc regression analysis showed that, the positive relationship between strategic fit and alliance performance is significant when the relationship length is shorter (i.e., between 0-3 years). The issue of whether there is a strategic fit between partners or not, is easier to determine in advance of forming an alliance, than cultural fit and organizational fit. Usually, there is less hidden agenda of partners on their objectives for the alliance and the assets they will allocate to the alliance, during the alliance formation phase. Therefore, strategic fit is obtained just as the alliance is formed. Thus, in the early phases of alliances, the level of strategic fit determines alliance performance.

Hypothesis H6, indicating that higher levels of strategic fit would be associated with higher levels of partner trustworthiness is partially supported, only for alliances with a shorter relationship length (i.e., between 0-3 years). This finding also supports the above implication that, the dominant relationship-specific factor determining alliance performance in the early stages of an alliance, is strategic fit between partners.

Cultural Fit. Hypothesis H4, proposing that higher levels of cultural fit between partners would be associated with higher levels of alliance performance did not find any support. However, hypothesis H7, indicating that higher levels of cultural fit would be associated with higher levels of partner trustworthiness, found support. In alliance literature, there is a wide range of research that supports the fact that congruent organizational cultures increase the level of mutual trust. Shared values and mutual understanding makes it easier for alliance partners to enhance the mutual trust.

In the post hoc regression analysis, it was found that cultural fit significantly predicts alliance performance when the relationship length is higher (i.e., 4 years and

above). Culture is not a construct which is easy to observe. Understanding of the partner's organizational culture needs some time. As opposed to strategic fit, cultural fit usually cannot be realized in the early stages of an alliance. Therefore its positive effects on trust develop over time.

Organizational Fit. Hypothesis H5, proposing that higher levels of organizational fit between partners would be associated with higher levels of alliance performance is supported. Organizational fit is the extent of congruence in the partners' procedural capabilities.

If the technical capabilities and organizational procedures are congruent, the professional skills of employees are similar and the partners have compatible assets, then the alliance is expected to perform better (Sarkar et al., 2001; Lane & Lubatkin, 1998; Ahuja, 2000; Sampson, 2007; Luo, 2008). Therefore, similarity in partner resources improves alliance outcomes.

In the post hoc analysis, it was seen that organizational fit estimates alliance performance significantly when the relationship length is higher (i.e., 4 years and above). As the alliance gets more and more mature, the organizational systems of the alliance partners are better enhanced to manage the alliance effectively.

Partner Trustworthiness. Hypotheses H9a-H9c, proposing that partner trustworthiness mediates the relationship between relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit) and alliance performance were not supported. Although a significant amount of alliance research indicates the relationship between trust and performance (Gambetta, 1988; Mayer, et al., 1995; McEvily et al., 2003; Krishnan et al., 2006), in this study partner trustworthiness did not have a significant relationship with alliance performance.

During the interviews conducted for exploratory purposes, when managers were asked about the factors affecting performance, relational issues such as trust were not mentioned, however issues of fit between partners were mentioned quite often. This finding showed itself in the quantitative findings as well; no significant relationship was found between trust and alliance performance. Turkish managers are aware of the importance of mutual trust, however, they do not relate it to performance, but keep the concept of trust separately as a relational issue.

Shah and Swaminathan (2008) argue that trust is more important when more tangible measures of outcomes are absent. When the outcomes of the alliance are difficult to interpret, trust between partners will be the primary basis for evaluating alliance outcomes. Thus, trust and performance might be evaluated as two separate perspectives of alliance outcomes.

According to McEvily et al., (2003), trust need not always improve alliance performance. Recent research on interorganizational trust has begun to cover contingency factors, that affect the relationship between trust and alliance performance (Carson et al., 2003; Langfred, 2004; Krishnan et al., 2006). These studies suggest that the benefits of trust may be larger in certain contexts and smaller in other contexts. The relationship between trust and alliance performance is found to be weaker under high environmental uncertainty (McEvily et al., 2003; Krishnan et al., 2006). However, the lack of a contingency reasoning in the current research model, leads to limited explanation of why trust was not significantly related to alliance performance.

Relationship Length. Hypotheses H10a through H10d, proposed that strategic fit, cultural fit, organizational fit and partner trustworthiness differ significantly among different levels of relationship length. The results of the one-way ANOVA

tests showed that, strategic fit and cultural fit indeed differ significantly among different relationship length levels, the difference is significant between the group that has a relationship length between 0-3 years and the group that has a relationship length of 16 years and above.

The levels of strategic fit and cultural fit increase over time in alliances. As the relationship develops over time, and the partners invest time, effort and resources into the relationship, they become more committed to each other and the relationship is increasingly guided by mutual understanding rather than written rules and regulations (Ring & Van de Ven, 1994; Madhok, 1995; Aulakh & Madhok, 2002).

Alliance Type. Alliance type was expected to affect alliance performance (Sampson, 2007). Given that an equity joint venture is closer to a firm, requiring superior coordination than the less hierarchical contractual alliance, it was suggested that dynamics would be different in those two types of alliances. Therefore the type of alliance was entered the regression analyses as a control variable, however its effect was not statistically significant.

Furthermore, with the Hypotheses H1 1a-H1 1c, it was hypothesized that strategic fit, cultural fit and organizational fit would be higher in equity alliances (i.e., joint ventures) than in non-equity alliances (contractual alliances), but those hypotheses did not find any support.

The result is surprising, because since equity alliances are more structured and long-termed, it was expected that selecting the right partner would be more critical, therefore the partner fit would be higher for those types of alliances. However, the dynamics of strategic alliances did not differ between equity and non-equity alliances.

Theoretical Implications

After summarizing the general findings of the study, theoretical implications and contributions will be discussed in this section. The study contributes to various fields of organization theory (i.e., resource dependency, organizational learning), by presenting consistent findings that support those approaches.

According to the resource dependency theory, resource scarcity induces companies to enter into interorganizational relationships in order to get control (through acquisitions or alliances) over organizations that possess the required resources (Pfeffer & Salancik, 1978).

The findings about the motives of firms entering into alliances in Turkey are in line with the approach of the resource dependency theory. “Searching for specific assets and capabilities” is found out to be the most dominant motive for forming strategic alliances in Turkey. This is an indication of the efforts given by firms to decrease their dependencies on resources, to gain more power and control on critical assets.

The search for specific assets and capabilities is also the most dominant reason for establishing joint ventures. Joint ventures are defined by Pfeffer and Salancik (1978) as strategic options used as a way of changing the environment.

Alliance strategies may alter the dependence picture, but they do not eliminate the need to manage resource dependence (Hatch, 1997). As managing resource dependence requires careful monitoring of the environment, emphasizing the criticality of the “alliance orientation” construct. Through scanning the environment for alliance opportunities, and through coordinating activities across alliances, alliance-oriented firms develop capabilities to decrease dependency for

resources. The findings of the study showed that, alliance orientation capability is indeed critical for firms, as it is strongly related to alliance success.

More recent approaches have rooted from the resource dependency theory, such as the resource-based view of the firm (Barney, 1991), dynamic capabilities of the firm (Teece & Pisano, 1994) and core competences (Prahalad & Hamel, 1990) approaches.

The research findings support those approaches through showing the significant relationship between having alliance orientation capability and alliance performance, as well as exploring that most alliances in Turkey are formed by the motivation of acquiring critical assets and gaining competitive advantage.

Aside from the explicit strategic and operational motives, learning in order to sustain competitive advantage also serves as a primary motivation for alliance formation. Single- and double-loop learning in organizations have been considered highly important to for the successful evolution of organizations (Argyris, 1976). Single-loop learning involves learning from the consequences of previous behavior, where double-learning involves systems that can monitor and correct behavior and determine what appropriate behavior is.

The “alliance learning” dimension of the alliance orientation construct analyzed in this study, is closely related to this perspective. Being an alliance-oriented firm requires organizational systems that foster learning from alliance experience, gathering those lessons learned, and deploying this knowledge throughout the whole organization.

Alliances evolve as they learn from their partners. Competencies change, goals are redefined, organizational systems are modified to adapt to each other. This study highlights this evolutionary perspective of alliance learning. The results of the

study indicated that, in the initial stages of an alliance, strategic fit between partners determined the alliance performance level and partner trustworthiness significantly. When the relationship gets older, this time organizational fit between partners predict alliance performance and cultural fit between partners predicts partner trustworthiness. These results show that, there are indeed phases of alliance learning that firms face.

The initial phase recognizes that partnering is essential for gaining competitive advantage. Firms spend considerable effort searching for compatible partners that can help to form synergy. Learning is initiated at this stage; firms begin to learn the strategic intentions and competencies that partners possess. Partner's trustworthiness and alliance performance is related to strategic fit at that stage, because only knowledge of the strategy is at hand.

As the relationship gets mature, in the further stages of the alliance, mutual learning starts as partners begin interacting more. Shared values are observed, a mutual understanding is developed. The partners get more familiar with their skills, procedures, and ways of doing business. Therefore, cultural fit and organizational fit become more critical for alliance success.

The results of this study indicate that strategic alliances are an important strategic option for gaining competitive advantage, through forming synergy with the alliance partner and learning from the alliance partner. The attractiveness of the field for theoreticians is still significantly high. This study will hopefully open up new gates for academicians in Turkey in exploring more about the alliance dynamics of organizations in Turkey.

Managerial Implications

In this section, managerial implications will be discussed. Focus will be on providing suggestions for forming and maintaining successful strategic alliances. Figure 3 illustrates a model suggested to firms for gaining alliance success, developed through the findings of this study.

Alliance orientation is found to be an important capability that increases alliance performance. Findings of the study showed that, regardless of the relationship length and alliance type, being alliance-oriented helps firms to achieve alliance success. Therefore, firms should concentrate on developing their alliance orientation capabilities.

It is suggested that, firms should contain a dedicated organizational unit for alliance orientation; this unit can act as a center for scanning alliance opportunities, coordinating alliance activities and learning and leveraging lessons from prior and ongoing alliances. It can facilitate a more systematic and routine implementation of processes.

The unit can also increase the firm's tacit knowledge with regard to alliance management and can facilitate sharing of this knowledge through training programs and by creating internal networks of alliance managers. It can play an important role in creating an external visibility of the firm for new alliances and successful events in ongoing alliances.

The fit between alliance partners is critical for alliance success. Not only pooling of complementary skills and assets lead to superior alliance outcomes, but also similarities help partners to perform more effectively. Therefore, providing

strategic, cultural and organizational fit is of great importance in alliance management.

Moreover, as we have seen from the findings of the study, at the initial phases of an alliance, strategic fit between partners is critical in improving alliance performance. Firms should concentrate on providing high levels of strategic fit at the initial phase, and then as the relationship gets mature, actions to increase organizational fit should be taken.

At early stages of a strategic alliance relationship, firms should guarantee that they have compatible long-term strategies, compatible alliance-specific objectives with their partners, and that they form a synergy through the alliance. In later phases, organizational fit also becomes critical for alliance success. As the relationship gets older, firms should make sure that they develop compatible technical capabilities and complementary assets, and that they adapt to each other's organizational procedures, employee skill profiles.

Although partner trustworthiness did not have a significant effect in the findings of the study, trust is still too important to ignore, since it is critical for maintaining success in alliances. The findings of this study indicated that cultural fit is positively related to partner trustworthiness, therefore it should be guaranteed in an alliance for gaining mutual trust.

Culture is not easily observed, therefore, as the relationship develops, a mutual understanding of shared values begins to show up. Executives having similar philosophies, congruent organizational values and norms, and the right chemistry between partners, lead to higher levels of trust between partners. An alliance in which fit between partners in every dimension is developed, and in which trust is facilitated, will guarantee sustained success.

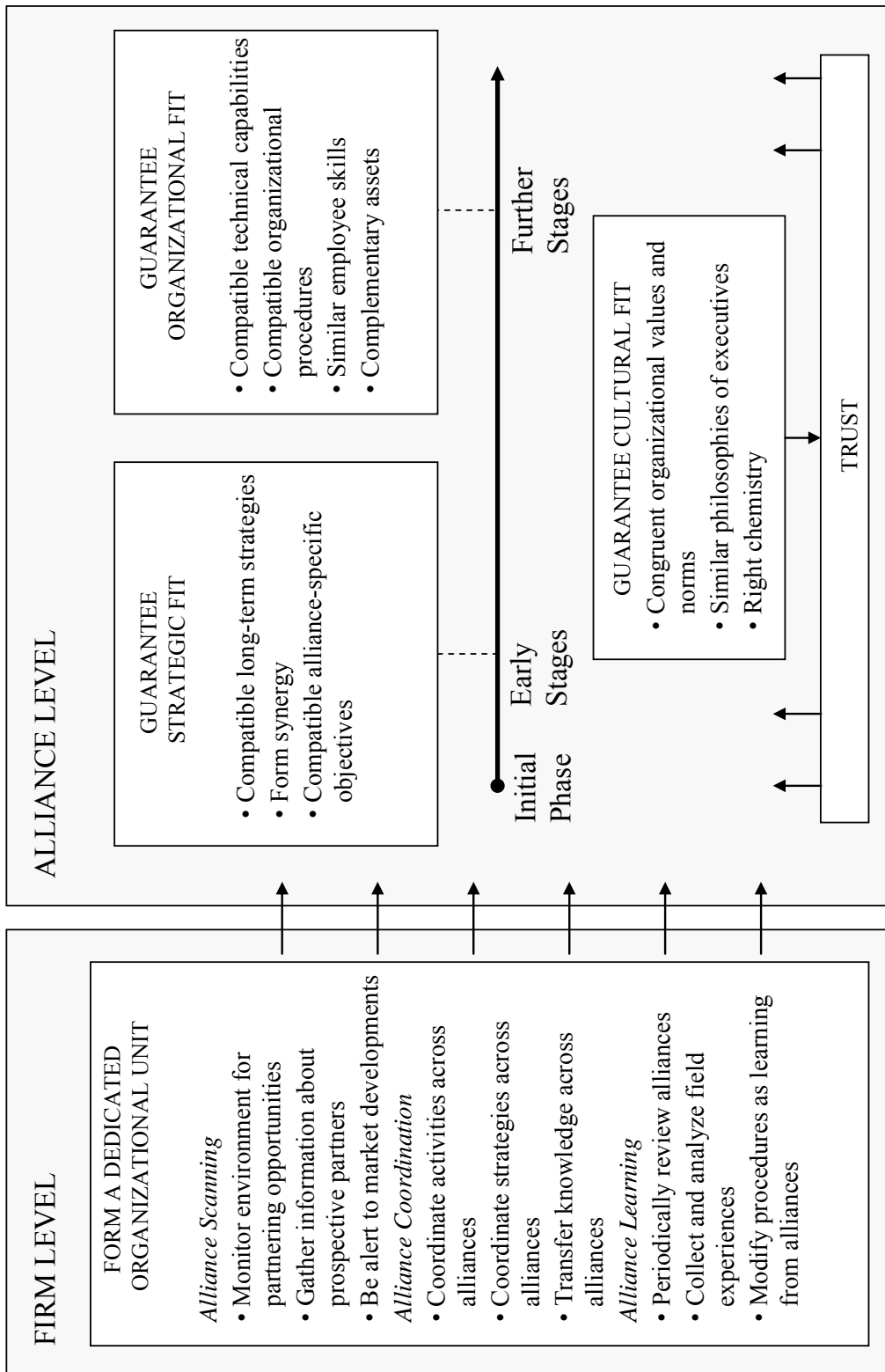


Figure 3. Proposed model for alliance success

Limitations and Suggestions for Future Research

It is possible to list several limitations concerning the study. First of all, the research model tested the hypothesis from a static perspective. Even within the same company, the model and its characteristics may not remain static but instead evolve over time. Further research should make efforts on establishing longitudinal studies, since they might explore how dynamic changes in firm- and relationship-specific factors might affect alliance performance as the alliance evolves and the environment changes.

The responses for this research came from only one partner of the alliance. So a dyadic relationship was evaluated from a focal firm perspective. Future work can extend this focal firm perspective and examine the dynamics of strategic alliances from the perspectives of each partner involved.

An important limitation of the study is that the sample size was not large. In order to neutralize the negative effect of sample size, the results of multiple regression analyses were cross-checked through usage of PLS analysis, which is suitable for smaller sample sizes. Since all alliance types were of concern, the subgroups of different alliance types in the overall sample were small; therefore the group comparison analyses did not provide robust results. One objective of this study was to study whether there would be any differences in responses by those firms who are involved in equity alliances and those involved in non-equity alliances. Due to the small sample size of equity alliances (N=23), the results of t-tests might have been less robust. Therefore, future research with a large sample of equity and non-equity alliances would be helpful in learning more about the differences in their alliance dynamics.

Contextual factors, such as environmental uncertainty, were not included in the research model. A contingency approach was not applied. Some dynamics of alliances would be better explained through testing the effect of contextual factors on the model. Future research might investigate the effect of those factors in greater depth. Such research would extend and enrich the findings of the study.

Conclusion

Doing research in the strategic alliance field is difficult because there is a wide range of alliance types, wide range of motivations for alliance formation, and comprehensive dynamics related to forming and managing alliances.

This study evaluated the dynamics of strategic alliances in Turkey, through exploring the general characteristics of alliances, such as motives and forms of cooperation, and investigated the impact of firm-specific factors (i.e., alliance orientation and partner selection criteria) and relationship-specific factors (i.e., strategic fit, cultural fit and organizational fit) on alliance performance, as well as assessed the mediating role of partner trustworthiness between relationship-specific factors and alliance performance.

The results of this research contribute to the literature in important ways. By developing and testing the research model, the study added the theoretical and managerial contributions to the growing strategic alliance research stream. First, in previous alliance studies, firm-specific characteristics and relationship-specific characteristics were rarely analyzed together in a model. This study brought together those two streams of factors together in a unified conceptual framework. Second, the results indicate that, the alliance capability developed by firms (i.e., alliance

orientation) has a significant positive effect on alliance performance. Thus, the study emphasizes the fact that firms that spend time, effort and resources on developing their capability in alliance management will outperform their competitors. Third, the research also contributes a greater understanding of the importance of partner fit in forming and sustaining successful alliances. The results indicated that, strategic fit and organizational fit lead to superior alliance performance and that cultural fit is positively related to partner trustworthiness. Fourth, the results are extended by demonstrating that relationship length is an important variable influencing the dynamics of strategic alliances. It was found that as the relationship length of a strategic alliance increases, strategic fit and cultural fit levels between partners also increase.

The findings from this research provide some guidelines for superior alliance performance. The theoretical foundations and managerial implications of this study will hopefully contribute to enhancing the understanding of strategic alliances in Turkey and stimulate further investigations on the topic.

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APPENDICES

Appendix A. Qualitative Study Interview Guidelines

All of the participants in the study were Turkish; therefore the interviews were conducted in Turkish. The discussion questions in Turkish (and their English translation in parentheses) utilized in the interviews are listed below.

1. Firmanız hangi tür stratejik işbirlikleri yapıyor? (Which strategic alliance types does your firm form?)
2. Firmanızın stratejik işbirliği kurma nedenleri nelerdir? (What are the reasons for your company to form strategic alliances?)
3. Firmanız stratejik işbirliği yapacağı ortağı alternatifler arasından seçerken hangi kriterleri dikkate alıyor? (Which criteria does your company consider in selecting its alliance partner among alternatives?)
4. Firmanız, gerçekleştirilen stratejik işbirliğinin başarısını/performansını nasıl ölçüyor? (How does you firm measure the success/performance of the strategic alliance?)
5. Firmanızın stratejik işbirliği yaptığı ortağa güvenmesini sağlayan etkenler nelerdir? (Which factors makes your firm trust in your strategic alliance partner?)
6. Firmanızın stratejik işbirliği yaptığı ortağa olan güveninin azalmasına neden olan etkenler nelerdir? (Which factors causes decrease in the trust of your firm in your strategic alliance partner?)

Appendix B. Notes Taken During the Qualitative Study (in Turkish)

	Firmanız hangi tür stratejik işbirlikleri yapıyor?	Firmanızın stratejik işbirliği kurma nedenleri nelerdir?	Firmanızın stratejik işbirliği yapacağı ortağı, alternatifler arasından seçerken hangi kriterleri dikkate alıyor?	Firmanız, gerçekleştirilen stratejik işbirliğinin başarısını / performansını nasıl ölçüyor?	Firmanızın stratejik işbirliği yaptığı ortağı güvenmesini sağlayan etkenler neler?	Firmanızın stratejik işbirliği yaptığı ortağı güvenmenin azalmasına neden olan etkenler nelerdir?
1	Hizmet tedarik anlaşması	Son kullanıcıya uzmanından servis vermek Rekabette güçlenmek, Ulaşamayacağım ev portföyüne ulaşmak	Hizmet kalitesi Sürekliliği Portföy genişliği Çeşitliliği Uygun paylaşım imkanları	Müşterilere yapılan satışlar Müşterilerin yeni müşterileri getirme oranları Satış karlılık oranı	Referansları, önceki müşterilere verilen hizmet Müşterilere verilen sözlerin tutulması Paylaşım ile ilgili ödemeleri düzgün yapmaları Pazara hakimiyet ve insan kaynağı yetkinliği	Servis kalitesinde ve kendini işe adama oranında düşme Talebe hemen yanıt verememe Dürüstlikle ilgili şüpheler
2	Tedarik anlaşmaları JV Lisans anlaşmaları	Rekabetten pazar payı kapmak Süreç iyileştirmek Konsolidasyon trendini güçlü bir stratejik ortakla işbirliği yaparak takip etmek, geç takipçi olmamak Rekabette güçlenmek	Yabancı kuruluş öncelik... Güçlü ve oturmuş marka adı Riske bakışı Finansal göstergeleri (ciro, karlılık, sermaye yapısı, vb) Şube sayısı/ girdiği pazarlardaki Pazar payı Rekabetten farklılaştığı, taklidi göreceki zor yönleri olması	Pazar payı Karlılık Müşteri algısında iyileşme / bilinirlik artışı ROI	LT relationship odaklı yaklaşım: kontrat Başka ortaklarla geçmiş ilişki tarihçeleri Marka bilinirliği 2 şirket üst yönetimi arasındaki tanışıklık / eskiye dayanan arkadaşlık Benzer iletişim yaklaşımları / örgütsel kültür benzerlikleri	Verilen bir sözün tutulmaması... Kontratta delik kabul edilebilecek bir ifadenin değiştirilmeye yanaşılmaması Üst yönetimler arasında olası bir anlaşmazlık Ölçümlenebilecek bir performans değeri ile ilgili her iki ortağın da farklı ölçümleme metodlarıyla farklı sonuçlar çıkarması

	Firmanız hangi tür stratejik işbirlikleri yapıyor?	Firmanızın stratejik işbirliği kurma nedenleri nelerdir?	Firmanızın stratejik işbirliği yapacağı ortağı, alternatifler arasında seçerken hangi kriterleri dikkate alıyor?	Firmanız, gerçekleştirilen stratejik işbirliğinin başarısını / performansını nasıl ölçüyor?	Firmanızın stratejik işbirliği yaptığı ortağa güvenmesini sağlayan etkenler neler?	Firmanızın stratejik işbirliği yaptığı ortağa güveninin azalmasına neden olan etkenler nelerdir?
3	Tedarik anlaşmaları (senelik ,6 aylık) Bayilik anlaşmaları	Rekabette güçlenmek.. Pazarda yayılmak	Bayilerin büyüklüğüne göre belirlenen limitlerde banka teminatı altında olması gerekiyor	Bayi bazında hedefler veriliyor. Bayilerin tüm bilgilerini kapsayan güncel veri tabanı sayesinde performansları takip ediliyor.	Sahadaki performansı Ödemelerini aksatmaması Yeni uygulamalar kolayca adapte olabilmesi	Sahadaki performansı Ödemelerini aksatmaması
4	Lisans anlaşmaları Gelir paylaşımına dayalı olarak isim hakkı olarak iş ortaklığı	Pazarda daha geçerli marka Know-how Global rekabet	Yetkinlik Fayda Pazar konumu	Hedef-gerçekleşme karşılaştırması Kıyaslama	Karşılıklı beklentiler, örtüşen çıkarlar, ve birbirini tamamlama dereceleri Mali yapı Pazar konumu marka imajı ve referanslar Yönetim kademeleri ve yönetim yapısı	Beklentilerin ve fayda ilişkisinin değişime uğraması Yönetim yapısının veya kurumsal yapının değişime uğraması Olumsuz tecrübelerin artması
5	Hizmet alım anlaşmaları Tedarik anlaşmaları	Maliyetleri azaltma	Güvenilir olması, sözünü zamanında yerine getirmesi, malın kalitesinin güvenilirliği, malı kullanan veya hizmeti alan insanların memnun olması	Maliyet Zamanında teslim	İyi referans İyi ün	Kötü mal/hizmet Zamanında bitmeyen iş Sözünde durmaması

	Firmanız hangi tür stratejik işbirlikleri yapıyor?	Firmanızın stratejik işbirliği kurma nedenleri nelerdir?	Firmanızın stratejik işbirliği yapacağı ortağı, alternatifler arasından seçerken hangi kriterleri dikkate alıyor?	Firmanız, gerçekleştirilen stratejik işbirliğinin başarısını / performansını nasıl ölçüyor?	Firmanızın stratejik işbirliği yaptığı ortağa güvenmesini sağlayan etkenler neler?	Firmanızın stratejik işbirliği yaptığı ortağa güvenini azaltmasına neden olan etkenler nelerdir?
6	JV Ortak proje kontratları	Karlılığı arttırmak Kaynak kullanımında verimlilik	İş yapılabilirlik Güvenilirlik Yasal tabanının iyi olması	Kar zarar		Sözünü tutmaması
7	Hizmet sağlama (outsourcing) Projelere ortak teklif verme	Kaynak arttırma Karlılığı arttırma Hizmet becerisini arttırma	Birlikte iş yapma becerisi / uyumlu olma Hedeflerin ortak olması İş yapma kapasitemizi arttırabilecek yetkinlikte olması	Müşteri memnuniyeti araştırmaları sonuçları Karlılık ve performans katkı İş hacminin artmasına katkı	Sözünü tutması Sektörde güvenilir bir üni olması Kurumsal bir şirket olması	Vaat ettiği hizmetlerde başarısız olması Yapılan anlaşmanın şartlarına uymaması
8	Tedarik (ortak alım anlaşmaları) bayilik JV Ortak nakliye anlaşmaları	maliyet avantajı ve dolayısıyla faaliyet karına etkisi Pazara yayılım Grup sinejisisinden faydalanma	Karşılıklı güven Holding firması olması	Faaliyet karına etki Pazar payına etki Markaya etki	Holding firması olması Sektörde biliniirlik Amaç/fayda birliği	Karar alma sürecindeki zorluklar Finansal zorluklar Ortak firmanın toplum nezdindeki imajında oluşan sorunlar

	Firmanız hangi tür stratejik işbirlikleri yapıyor?	Firmanızın stratejik işbirliği kurma nedenleri nelerdir?	Firmanızın stratejik işbirliği yapacağı ortağı, alternatifler arasından seçerken hangi kriterleri dikkate alıyor?	Firmanız, gerçekleştirilen stratejik işbirliğinin başarısını / performansını nasıl ölçüyor?	Firmanızın stratejik işbirliği yaptığı ortağa güvenmesini sağlayan etkenler neler?	Firmanızın stratejik işbirliği yaptığı ortağa güveninin azalmasına neden olan etkenler nelerdir?
9	Lisans Tedarik Bayilik JV	Pazarlama know-how'ı almak Ürge çalışmalarında hızlanmak Tanınmış bir markayı kullanma avantajı sağlamak	Alanında dünyada bilinen bir şirket olması Know-how'ı olması Farklı ülkelere yayılma stratejisinin lisans verme olması ve partnerlerini satın alma eğiliminde olmaması	Pazar payı Karlılık Ürge ve pazarlamada diğer ürünlere yarattığı sinerji	Finansal rakamlarda, satınalma rakamlarında şeffaflık Dünyadaki best practice'leri paylaşması Rakip bilgilerini paylaşması Tepe yönetimin ülkedeki gelişmeleri bizzat izlemesi Güvenilir bir iletişim ekibinin olması	Yönetim değişikliği Türk pazarını anlamama, pazarda geç kalma, doymuş ülke pazarı gibi düşünme İletişim ekibinin değişimi Maliyetler
10	Joint venture Tedarik anlaşması Dağıtım anlaşmaları (bayi) Lisans anlaşmaları	Yeni pazarlara girmek Mevcut pazarlarda güçlenmek Dağıtım ağını genişletmek	Yerel pazarda başarılı şirket olması İşbirlikleri konusunda iyi üne sahip olması	Hedeflere uyum Karlılığının yüksek olması Pazar payını arttırması	Daha önceki işbirliğimizde gösterdiği başarı Yüksek performanslı bir şirket olması	Sözlerini yerine getirmemesi Başarısız olması
11	Nakliye sözleşmeleri Tamir bakım anlaşmaları Tedarik anlaşmaları	Rekabette güçlenmek Maliyet avantajları sağlamak	Geçmiş çalışma deneyimleri Teknik yeterlilik Mali yeterlilik	Objektif performans ölçüm sistemiyle	Uzun süredir çalışıyor olmak Yüksek performans	Düşük performans notu; Kusurlu kazalar; İşbirliği yapılan firmanın eleman turnover'ının artması.

	Firmanız hangi tür stratejik işbirlikleri yapıyor?	Firmanızın stratejik işbirliği kurma nedenleri nelerdir?	Firmanızın stratejik işbirliği yapacağı ortağı, alternatifler arasından seçerken hangi kriterleri dikkate alıyor?	Firmanız, gerçekleştirebildiğiniz stratejik işbirliğinin başarısını / performansını nasıl ölçüyorsunuz?	Firmanızın stratejik işbirliği yaptığı ortağa güvenmesini sağlayan etkenler neler?	Firmanızın stratejik işbirliği yaptığı ortağa olan güveninin azalmasına neden olan etkenler nelerdir?
12	Tedarik Dağıtım Outsourcing	Pazarda yayılmak Ürün gamını arttırmak Daha fazla müşteri çekmek	Pazarda güçlü konumu Güvenilir olması Stratejilerimize hizmet edecek yapıda olması	Hedeflere ulaşmadaki başarı	Sağlam bir kontrat yapılması Köklü bir firma olması	Suistimal edici davranışlar Anlaşılmanın dışında çıkar sağlamaya çalışması

Appendix C. Notes Taken During the Qualitative Study (in English)

	<p>Which strategic alliance types does your firm form?</p> <p>Service outsourcing agreements</p>	<p>What are the reasons for your company to form strategic alliances?</p> <p>To give expert service to the end-user To get stronger in competition To reach the customers that we usually cannot reach</p>	<p>Which criteria does your company consider in selecting its alliance partner among alternatives?)</p> <p>Service quality Continuous service Large service portfolio Portfolio diversity</p>	<p>How does your firm measure the success/performance of the strategic alliance?</p> <p>Sales to customers The ratio of current customers that bring back new customers Profitability</p>	<p>Which factors makes your firm trust in your strategic alliance partner?</p> <p>References, service provided to previous customers Keeping promises to customers Constantly paying the fees of shared services Strong market position and capable human resources</p>	<p>Which factors causes decrease in the trust of your firm in your strategic alliance partner?</p> <p>Decrease in service quality Slow response to demand Doubts about honesty of partner</p>
<p>1</p>	<p>2</p> <p>Supply agreements JV Licensing agreements</p>	<p>To gain market share from competition Process improvement To follow the consolidation trend, not to be a late follower To get stronger in competition</p>	<p>Foreign partner preferred Strong and reputable brand Risk perspective of partner Financial ratios Market share of partner The factors that differ the partner from competition</p>	<p>Market share Profitability Increase in brand reputation ROI</p>	<p>Rrelationship-oriented approach The contract Past experiences with other partners Brand awareness Past relationships/friendships between the top management teams Similar communication skills Similar organizational structures</p>	<p>Not keeping promises Not willing to change weaknesses of the contract Conflicts between top management teams Partners measuring performance from different ways</p>

	Which strategic alliance types does your firm form?	What are the reasons for your company to form strategic alliances?	Which criteria does your company consider in selecting its alliance partner among alternatives?)	How does you firm measure the success/performance of the strategic alliance?	Which factors makes your firm trust in your strategic alliance partner?	Which factors causes decrease in the trust of your firm in your strategic alliance partner?
3	Supply agreements (yearly, 6-months) Dealership agreements	To get stronger in competition To expand in the market	Dealers should guarantee a specific amount of assurance fee	Meeting dealer specific targets Dealer performances	Performance in the field Steady payments Adaptiveness	Performance in the field Problems in payments
4	Licensing agreements Franchising agreements	More valid brand in the market Know-how Global competition	Capability Benefits Market position	Target realization ratio Benchmarking	Mutual expectations, compatible stakes, fit Financial structure Brand image, references Management structure	Change in expectations and the benefit relationship Change in the management or institutional structure Increase in negative experiences
5	Service outsourcing agreements Supply agreements	Decreasing costs	Trustworthiness Keeping promises Reliability of product quality Customer satisfaction	Costs On-time delivery	Positive references Good reputation	Problematic product/service Not meeting deadlines Not keeping promises
6	JV Joint project development contracts	Increasing profitability Efficiency in resource usage	Suitable for doing business Trustworthiness Legitimacy	Profitability		Not keeping promises

	Which strategic alliance types does your firm form?	What are the reasons for your company to form strategic alliances?	Which criteria does your company consider in selecting its alliance partner among alternatives?)	How does your firm measure the success/performance of the strategic alliance?	Which factors makes your firm trust in your strategic alliance partner?	Which factors causes decrease in the trust of your firm in your strategic alliance partner?
7	Outsourcing Joint bidding	Increasing resources Increasing profitability Increasing service capability	Being congruent Shared objectives Increasing business capacity (synergy)	Customer satisfaction Profitability and performance Business volume	Keeping promises Trusted reputation Institutional firm	Not keeping promises Not going along with the contract terms
8	Joint purchasing agreements Dealerships JV Joint shipping agreements	Cost advantage Operational profit Market expansion Group synergy	Mutual trust Being a conglomerate firm	Operational profitability Market share Brand image	Being a conglomerate firm Reputation Compatible objectives	Difficulty in decision making Financial difficulties Negative image
9	Licensing Supply agreements Dealerships JV	To gain marketing know-how Speed in product development activities Taking advantage of a reputable brand	World-wide brand awareness Know how Expansion strategy	Market share Profitability Synergy in product development and marketing	Transparency Sharing best practices Sharing competitor information Interest of top management Trustworthy communication team	Change in management Not understanding the domestic market Late response to market Change in the communication team Costs
10	JV Supply agreements Dealerships Licensing	Entering new markets Strengthening in current markets Expanding the distribution network	Success in domestic markets Good alliance reputation	Realizing objectives Profitability Market share	Success in past alliance experience High performance company	Not keeping promises Not being able to succeed

	Which strategic alliance types does your firm form?	What are the reasons for your company to form strategic alliances?	Which criteria does your company consider in selecting its alliance partner among alternatives?)	How does you firm measure the success/performance of the strategic alliance?	Which factors makes your firm trust in your strategic alliance partner?	Which factors causes decrease in the trust of your firm in your strategic alliance partner?
11	Joint shipping agreements Joint maintenance agreements Supply agreements	Get more competitive Providing cost advantage	Past experiences Technical capability Financial capability	Objective performance measurement system	Long lasting relationship High performance	Low performance Faulty accidents Increase in employee turnover
12	Supply agreements Dealerships Outsourcing	Market expansion Increasing product range Attracting more customers	Strong position in market Trustworthiness Being able to meet our strategies	Realizing objectives/goals	Strong contract Long established company	Opportunistic behavior

Appendix D. Questions and Scale Items of the Questionnaire

Question 1.

Name of your company

Question 2.

Year of establishment of our company

Question 3.

In which industry does your company operate?

Banking - Finance
Consulting
Education - Academics
Electronics Computers
Energy
Food
Construction
Chemicals - Pharmaceuticals
Media - Publishing
Automotive
Retailing / Cons. Goods
Health Services
Textile
Telecommunications
NGO
Other

Question 4.

Number of employees in your company

Question 5.

In which country is your company's headquarters?

Question 6.

Please specify you company's perspective on strategic alliances.

5-point Likert scale from "strongly disagree" to "strongly agree"	Variable Measured	Item No.
We actively monitor our environment to identify partnering opportunities.	Alliance Orientation - Alliance Scanning	1
We conduct periodic reviews of our alliances to understand what we are doing right and where we are going wrong.	Alliance Orientation - Alliance Learning	7
We systematically coordinate our strategies across different alliances.	Alliance Orientation - Alliance Coordination	5
We routinely gather information about prospective partners from various forums (e.g., trade shows, industry conventions, databases, publications, internet etc.).	Alliance Orientation - Alliance Scanning	2
We periodically collect and analyze field experiences from our alliances.	Alliance Orientation - Alliance Learning	8
We are alert to market developments that create potential alliance opportunities.	Alliance Orientation - Alliance Scanning	3
Our activities across different alliances are well coordinated.	Alliance Orientation - Alliance Coordination	4
We have processes to systematically transfer knowledge across alliance partners.	Alliance Orientation - Alliance Coordination	6
We modify our alliance related procedures as we learn from experience.	Alliance Orientation - Alliance Learning	9

Question 7.

Please specify the level of criteria that your company uses to select alliance partners.

5-point Likert scale from "strongly disagree" to "strongly agree"	Variable Measured	Item No.
We check whether we have compatible strategies with the partner.	Partner Selection Criteria	1
We check whether we have compatible organizational cultures.	Partner Selection Criteria	2
We check whether we have compatible organizational structure and systems.	Partner Selection Criteria	3
We check whether the partner firm has succeeded in previous alliance experiences.	Partner Selection Criteria	4
We check whether the partner is a legitimate firm.	Partner Selection Criteria	5
We check whether the partner is financially strong.	Partner Selection Criteria	6

Question 8.

In which country is your alliance partner's headquarters?

Question 9.

What is your relationship length with this alliance partner?

Joint Venture
Licensing
Franchising
Outsourcing
One Time Very Short Contracts (Training, Turnkey etc)
R&D partnership
Distiribution agreements, dealerships
Supply agreements
Marketing agreements
Co-production agreements
Joint procurement agreements
Joint project development
Other

Question 11.

What is the motive for forming this alliance? (multichotomous question)

Search for specific assets or capabilities
Minimization of transaction costs
Market access and speed to market
Spread of risk
Sharing of costs
Search for competitive advantage
Transferring tacit knowledge
Decrease market/technological uncertainty
Gaining economies of scale
Following trends
Process development
Strengthening brand image
Other

Question 12.

Please specify to what extent you agree with the following statements concerning your alliance partner.

5-point Likert scale from "strongly disagree" to "strongly agree"	Variable Measured	Item No.
We have compatible long-term strategies.	Strategic Fit	1
The alliance partner is transparent in its activities within the alliance.	Partner Trustworthiness	4
We are not direct competitors.	Strategic Fit	2
The organizational values and social norms prevalent in the two firms are congruent.	Cultural Fit	1
The alliance partner respects the confidentiality of the contract.	Partner Trustworthiness	6
Our strengths and capabilities form a synergy.	Strategic Fit	3
Executives from both firms involved in this alliance had compatible philosophies/approaches to business dealings.	Cultural Fit	2
Technical capabilities of the two firms are compatible with each other.	Organizational Fit	1
We have complementary assets.	Organizational Fit	4
We have compatible objectives within the alliance.	Strategic Fit	4
The alliance partner behaves opportunistic in some parts of the contract.	Partner Trustworthiness	5
The organizational procedures of the two firms are compatible.	Organizational Fit	2
Employees of both firms have similar professional skills.	Organizational Fit	3
We never have to wonder whether the alliance partner will stick to their word.	Partner Trustworthiness	1
The alliance partner tries hard to be fair dealing with us.	Partner Trustworthiness	2
The chemistry is right between the two firms.	Cultural Fit	3
The partners' top management has good relationships with our management.	Partner Trustworthiness	3

Question 13.

Please specify to what extent you agree with the following statements concerning this strategic alliance.

5-point Likert scale from "strongly disagree" to "strongly agree"	Variable Measured	Item No.
We actively monitor our environment to identify partnering opportunities.	Alliance Orientation - Alliance Scanning	1
We conduct periodic reviews of our alliances to understand what we are doing right and where we are going wrong.	Alliance Orientation - Alliance Learning	7
We systematically coordinate our strategies across different alliances.	Alliance Orientation - Alliance Coordination	5
We routinely gather information about prospective partners from various forums (e.g., trade shows, industry conventions, databases, publications, internet etc.).	Alliance Orientation - Alliance Scanning	2
We periodically collect and analyze field experiences from our alliances.	Alliance Orientation - Alliance Learning	8
We are alert to market developments that create potential alliance opportunities.	Alliance Orientation - Alliance Scanning	3
Our activities across different alliances are well coordinated.	Alliance Orientation - Alliance Coordination	4
We have processes to systematically transfer knowledge across alliance partners.	Alliance Orientation - Alliance Coordination	6
We modify our alliance related procedures as we learn from experience.	Alliance Orientation - Alliance Learning	9

Question 14.

Your name

Question 15.

Your e-mail address

Appendix E. Final Version of the Questionnaire (in Turkish)

Türkiye'de Stratejik İşbirliklerinin Dinamikleri Anketi

1.

Değerli Katılımcı,

Stratejik işbirlikleri, organizasyonlar tarafından son yıllarda giderek daha fazla başvurulan bir yöntem olarak, hem akademisyenler, hem de uygulamacılar açısından dikkat çeken bir strateji alanı olmaya devam etmektedir.

Hazırlamakta olduğum doktora tezi, Türkiye'deki firmaların stratejik işbirliklerine bakışını incelemeyi ve işbirliği ortakları ile aralarındaki ilişki dinamiklerini ortaya koymayı amaçlamaktadır.

Bir işbirliğinin "stratejik işbirliği" sayılabilmesi için, işbirliği yapan firmalar arasındaki ilişkinin orta-uzun vadeli olması ve taraflara stratejik avantajlar sağlaması gerekmektedir.

Stratejik işbirliklerine örnek olarak, ortak girişimler (JV), lisans anlaşmaları, franchising anlaşmaları, hizmet alım (outsourcing) anlaşmaları, tek seferlik kısa süreli anlaşmalar (eğitim projeleri, anahtar teslim projeler vb.), ArGe işbirlikleri, bayilik / dağıtım anlaşmaları, tedarik zinciri anlaşmaları, pazarlama işbirlikleri, ortak üretim, ortak alım, ortak proje geliştirme anlaşmaları vb. gösterilebilir. Elinizdeki anketi bu bilgiyi dikkate alarak doldurmanızı rica ederiz.

Anket iki bölümden oluşmaktadır. İlk bölümde, firmanızla ilgili genel sorulara yer verilmiştir. İkinci bölümdeki sorular ise, firmanızın yaptığı stratejik işbirliklerinden yalnızca birini dikkate alarak doldurmanız gerekmektedir. Soruları, herhangi bir firmada orta ve üst düzey yönetici olarak çalışıp da başka firmalarla yapılan stratejik işbirlikleri konusunda birinci elden bilgi sahibi olan herkes yanıtlayabilir. Anket yaklaşık 15 dakika sürede tamamlanabilmektedir ve soruların büyük çoğunluğu çoktan seçmelidir. Araştırmada kullanılabilmesi için, anketteki tüm soruların eksiksiz doldurulması gerekmektedir.

Ankete vereceğiniz yanıtlar tamamen bilimsel amaçlarla kullanılacak ve veriler tamamen gizli tutulacaktır. Anketin sonundaki bölümde isminizi ve e-posta adresinizi belirttiğiniz takdirde, tez çalışmasının sonuçlarını içeren bir özet tarafınıza gönderilecektir.

Katkılarınız için çok teşekkür eder, saygılar sunarım.

Ayla Altinkurt
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İşletme - Yönetim ve Organizasyon Doktora Programı
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1. Firmanızın Adı

2. Firmanızın Kuruluş Yılı

3. Firmanızın faaliyet gösterdiği ana sektör aşağıdakilerden hangisidir?

4. Firmanızın Çalışan Sayısı

5. Firmanızın bağlı olduğu genel merkez hangi ülkededir?

Türkiye'de Stratejik İşbirliklerinin Dinamikleri Anketi

2.

6. LÜTFEN FİRMANIZIN STRATEJİK İŞBİRLİKLERİNE OLAN YAKLAŞIMINA DAİR AŞAĞIDAKİ İFADELERE NE DERECE KATILDIĞINIZI, UYGUN SEÇENEĞİ İŞARETLEYEREK BELİRTİNİZ.

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
İşbirliği olanaklarını yakalayabilmek için çevremizi aktif olarak izleriz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Nerede doğru, nerede yanlış yaptığımızı anlamak için yaptığımız işbirliklerini düzenli olarak gözden geçiririz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Farklı işbirliklerine yönelik stratejilerimizi sistematik olarak koordine ederiz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Muhtemel işbirliği ortakları ile ilgili bilgileri çeşitli platformlardan toplarız (örn. Ticari fuarlar, sektörel fuarlar, veritabanları, yayınlar, internet vb.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yaptığımız işbirliklerinden düzenli olarak saha tecrübelerini toplar ve analiz ederiz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Olası işbirliği fırsatlarını yaratacak pazar gelişmelerine karşı uyanığız.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yaptığımız farklı işbirlikleri arasındaki faaliyetlerimiz iyi koordine edilir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği partnerlerimiz arasında bilgiyi sistematik olarak transfer edecek süreçlerimiz mevcuttur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tecrübelerimizden öğrendikçe, işbirliklerine yönelik prosedürlerimizi yeniden düzenleriz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Türkiye'de Stratejik İşbirliklerinin Dinamikleri Anketi

3.

7. LÜTFEN FİRMANIZIN STRATEJİK İŞBİRLİĞİ YAPACAĞI ORTAĞI SEÇERKEN DİKKATE ALDIĞI KRİTERLERE DAİR AŞAĞIDAKİ İFADELERE NE DERECE KATILDIĞINIZI, UYGUN SEÇENEĞİ İŞARETLEYEREK BELİRTİNİZ.

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
Stratejilerimizin uyumlu olup olmadığına bakarız.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizasyonel kültürlerimizin uyumlu olup olmadığına bakarız.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organizasyonel yapımız ve sistemlerimizin uyumlu olup olmadığına bakarız.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği yapılacak firmanın daha önceki işbirliği tecrübelerinin başarılı olup olmadığına bakarız.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği yapılacak firmanın güvenilir/yasal bir firma olup olmadığına bakarız.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği yapılacak firmanın finansal olarak güçlü olup olmadığına bakarız.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Türkiye'de Stratejik İşbirliklerinin Dinamikleri Anketi

4.

LÜTFEN ANKETTEKİ BUNDAN SONRAKİ SORULARI (SORU 8-13), FİRMANIZIN YAPTIĞI STRATEJİK İŞBİRLİKLERİNDEN YALNIZCA BİRİNİ DİKKATE ALARAK CEVAPLANDIRIN.

8. Stratejik işbirliği ortağınızın bağlı olduğu genel merkez hangi ülkededir?

9. Bu firmayla olan stratejik işbirliğiniz kaç yıldır sürüyor?

10. Bu firmayla yaptığınız stratejik işbirliğinin türü nedir? en uygun seçeneği işaretleyiniz.

- Ortak Girişim (Joint Venture)
- Lisans Anlaşması
- Franchising
- Hizmet Alım Anlaşması (Outsourcing)
- Tek Seferlik Kısa Süreli Anlaşma (Eğitim, Anahtar Teslim vb.)
- Araştırma Geliştirme İşbirliği
- Dağıtım Anlaşması / Bayilik
- Tedarik Zinciri Anlaşması
- Pazarlama İşbirliği
- Ortak Üretim Anlaşması
- Ortak Alım / Tedarik Anlaşması
- Ortak Proje Geliştirme
- Diğer (lütfen belirtin)

Türkiye'de Stratejik İşbirliklerinin Dinamikleri Anketi

11. Bu stratejik işbirliğini hangi amaçla yaptınız? Uygun seçenekleri (birden fazla olabilir) işaretleyiniz.

- Belirli kaynakları ve/veya yetkinlikleri elde etmek için
- Maliyetleri düşürmek için
- Yeni pazarlara girmek ve/veya pazara nüfuz hızını arttırmak için
- Riski dağıtmak için
- Maliyetleri paylaşmak için
- Rekabet avantajı yakalamak için
- Bilgi/Know-How transfer etmek için
- Pazar/teknoloji belirsizliğini azaltmak için
- Ölçek ekonomisi yaratmak için
- Sektördeki trendlere uyum sağlamak için
- Süreç iyileştirmek için
- Marka imajımızı güçlendirmek için
- Diğer (lütfen belirtin)

Türkiye'de Stratejik İşbirliklerinin Dinamikleri Anketi

5.

12. Lütfen, bu stratejik işbirliğini yaptığınız ortağınızla ilgili olarak aşağıdaki ifadelere ne ölçüde katıldığınızı belirtiniz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
Uzun vadeli stratejilerimiz birbiriyle uyumludur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ortağımız işbirliğindeki faaliyetlerinde şeffaftır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu firmayla doğrudan rakibiz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İki firmanın organizasyonel değerleri ve sosyal normları birbiriyle uyumludur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ortağımız sözleşmenin gizlilik hükümlerine saygı gösteriyor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Güçlü yönlerimiz ve yetkinliklerimiz sinerji oluşturuyor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Her iki firmanın da üst düzey yöneticilerinin felsefe/yaklaşımları uyumludur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İki firmanın teknik becerileri birbiriyle uyumludur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Birbirini tamamlayan özelliklerimiz var.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği içerisindeki hedeflerimiz birbiriyle uyumludur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ortağımız işbirliği sözleşmesinin bazı maddelerinde fırsatçı davranıyor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İki firmanın organizasyonel prosedürleri birbiriyle uyumludur.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İki firmanın çalışanları benzer profesyonel becerilere sahiptir.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği ortağımızın sözünde durup durmayacağı konusunda düşünmemiz gerekiyor.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği ortağımız bizimle çalışırken adil olmaya çalışır.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Firmalar arasında iyi bir uyum var.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği ortağımızın üst yönetiminin, firmamızın üst yönetimi ile yakın ilişkileri var.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Türkiye'de Stratejik İşbirliklerinin Dinamikleri Anketi

6.

13. Lütfen bu stratejik işbirliğine ilişkin aşağıdaki ifadelere ne ölçüde katıldığınızı belirtiniz.

	Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
Bu ortakla yaptığımız işbirliği beklediğimizden daha karlı oldu.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Genel olarak, bu işbirliğinin başarılı olduğunu düşünüyoruz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği beklediğimizden daha düşük bir büyüme potansiyeli gösterdi.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliğine girerken kendi firmamız için koyduğumuz stratejik hedeflere ulaştık.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu ortakla yaptığımız işbirliği sonucunda piyasaya nüfuzumuz başarılı oldu.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bu işbirliğinden edindiğimiz bilgiden memnunuz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliği, firmamız için yeni fırsatlar yarattı.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
İşbirliğinin yatırım geri dönüş oranından (return on investment) memnunuz.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Türkiye'de Stratejik İşbirliklerinin Dinamikleri Anketi

7.

KATKILARINIZ İÇİN TEKRAR TEŞEKKÜR EDERİZ.

14. ADINIZ

15. E-POSTA ADRESİNİZ

Appendix F. Descriptive Statistics of Variables and Scale Items

Variable / Item	N	Min.	Max.	Mean	Std. Dev.
Alliance Orientation	106	1.00	5.00	3.81	0.67
Alliance Scanning	106	1.00	5.00	4.00	0.76
Monitoring Environment	106	1.00	5.00	4.17	0.80
Gathering Information	106	1.00	5.00	3.90	0.98
Alert to Developments	106	1.00	5.00	3.94	0.96
Alliance Coordination	106	1.00	5.00	3.59	0.76
Coordinating activities	106	1.00	5.00	3.63	0.87
Coordinating strategies	106	1.00	5.00	3.75	0.88
Systematic knowledge transfer	106	1.00	5.00	3.40	1.00
Alliance Learning	106	1.00	5.00	3.84	0.75
Periodic reviews of alliances	106	1.00	5.00	3.91	0.77
Analyzing field experiences	106	1.00	5.00	3.71	0.98
Modifying procedures thr. learning	106	1.00	5.00	3.91	0.92
Partner Selection Criteria	106	1.00	5.00	4.00	0.69
Criteria: strategic fit	106	1.00	5.00	4.01	0.88
Criteria: culture fit	106	1.00	5.00	3.53	1.14
Criteria: organizational fit	106	1.00	5.00	3.57	1.09
Criteria: prior experience	106	1.00	5.00	4.05	0.96
Criteria: legitimacy	106	1.00	5.00	4.72	0.66
Criteria: financial strength	106	1.00	5.00	4.12	0.90
Strategic Fit	106	1.00	5.00	3.88	0.72
Compatible strategies	106	2.00	5.00	3.78	0.80
Forming synergy	106	1.00	5.00	4.08	0.79
Compatible alliance objective	106	1.00	5.00	4.04	0.82
Cultural Fit	106	1.00	5.00	3.56	0.73
Congruent values and norms	106	1.00	5.00	3.33	0.87
Compatible goals and objectives	106	1.00	5.00	3.75	0.92
Right chemistry	106	1.00	5.00	3.86	0.71
Organizational Fit	106	1.00	5.00	3.49	0.76
Compatible technical capabilities	106	1.00	5.00	3.62	0.90
Compatible org. procedures	106	1.00	5.00	3.33	0.88
Similar professional skills	106	1.00	5.00	3.42	0.93
Complementary assets	106	1.00	5.00	4.01	0.88
Partner Trustworthiness	106	1.67	5.00	3.86	0.57
Sticking to their word	106	1.00	5.00	3.82	1.07
Fair dealing with us	106	1.00	5.00	3.77	0.80
Good relationships among TMT	106	1.00	5.00	3.85	0.99
Transparent in its activities	106	1.00	5.00	3.83	0.79
Not opportunistic	106	1.00	5.00	3.56	1.12
Respects confidentiality	106	2.00	5.00	4.32	0.61
Alliance Performance	106	1.29	5.00	3.70	0.63
Profitability	106	1.00	5.00	3.41	0.87
Overall success	106	1.00	5.00	3.84	0.83
Goal achievement	106	1.00	5.00	3.67	0.88
Market penetration	106	1.00	5.00	3.80	0.89
Knowledge accumulation	106	1.00	5.00	3.85	0.74
Creating new opportunities	106	1.00	5.00	3.81	0.90
ROI	106	1.00	5.00	3.56	0.83