

An Alliance Failures Framework for Complex Multi-Agency Alliances

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Abstract

In this paper the author describes a theoretical framework of alliance failure in complex multi-agency alliances. Such alliances have many partners with a wide variety of agendas and are brought together to achieve a difficult goal. Such alliances differ from the conventional idea of an alliance as a dyadic or triadic collaboration of firms in the same industry and at similar stages of the value chain. The author maps complex alliances across two dimensions, diversity in alliance membership and collaborative endeavour. By doing so, the difficulty in generating a healthy alliance configuration is revealed. Furthermore, progress that falls short of alliance success is seen to represent success at the level of the organisation or industry. Hence, alliance failure can be reported as organisational success under these circumstances. Empirical evidence in the form of a case study on net zero aviation alliances is used to examine the framework and interpret its application.

Keywords

Alliances

Inter-organisational Relationships

Track

Business-To-Business Marketing & Supply Chain Management