Contents

Introduction ix

Part 1. Specificities of IS within Asymmetric Alliances 1

Introduction to Part 1 3

Chapter 1. Strategic Alliances versus Asymmetric Alliances 5

1.1. Strategic alliances 5
1.1.1. Definition 6
1.1.2. Organizational forms 8
1.1.3. Objectives set by the partners 12
1.2. Asymmetric alliances 17
1.2.1. Definition 17
1.2.2. Criteria for organizational and strategic asymmetry 18
1.2.3. Criteria for managerial asymmetry: the governance model 20
1.2.4. Geographic and sociocultural asymmetry criteria . 21

Chapter 2. Management Specificities of North and South Asymmetric Alliances 25

2.1. Definition 25
2.2. Organizational form 25
2.3. Strategic objectives of partners 27
2.4. Nature of pooled resources 30
2.5. Managerial system and control mechanisms 31

Chapter 3. Alliance Governance by IS 35

3.1. Information systems (IS) 35
3.1.1. Definition. 35
3.1.2. Possible applications 35
3.2. Interorganizational information systems (IOIS). 41
3.2.1. Definition. 41
3.2.2. Possible applications for IOIS 42
3.3. Analysis of the role of IS in the management of strategic alliances 44
3.3.1. Formal governance tool 45
3.3.2. Informal governance tool 46

Part 2. The Role of IS in the Management of an Asymmetric Alliance: Four Case Studies. 49

Introduction to Part 2. 51

Chapter 4. Case ALPHA 57

4.1. Characteristics of alliance ALPHA 57
4.1.1. Organizational form of the alliance. 57
4.1.2. Ends sought by each party 59
4.1.3. Resources dedicated by both parties 59
4.1.4. Perimeter of activity of the alliance 62
4.1.5. Governance model for the alliance 63
4.2. The role of IS in the management of alliance ALPHA . 67

Chapter 5. Case DELTA 73

5.1. Characteristics of alliance DELTA. 73
5.1.1. Organizational form of the alliance. 73
5.1.2. Ends sought by each party 75
5.1.3. Resources committed by the partners 77
5.1.4. Perimeter of activity of the alliance 79
5.1.5. Governance model of the alliance 80
5.2. Role of IS in managing alliance DELTA 84

Chapter 6. Case KAPPA 89

6.1. Characteristics of alliance KAPPA. 89
6.1.1. Organizational form of the alliance. 90
6.1.2. Ends sought by both partners 90

6.1.3. Resources committed by the partners 91
6.1.4. Perimeter of activity of alliance KAPPA 94
6.1.5. Governance model of the alliance 95
6.2. The role of IS in managing alliance KAPPA 99

Chapter 7. Case IOTA 103

7.1. Characteristics of alliance IOTA 103
7.1.1. Organizational form of the alliance 103
7.1.2. Ends sought by each party 105
7.1.3. Resources committed by the partners 106
7.1.4. Perimeter of activity of the alliance 108
7.1.5. Governance model of the alliance 110
7.2. Role of IS within alliance IOTA 112

Conclusion 119

Bibliography 127

Index 139