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The Antecedents of Asymmetric Strategic Alliance: A Case Study on İnci Akü

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ABSTRACT

The objective of this paper is to uncover the practices of local firms providing the capabilities and resources to them, which attract multi-national corporations (MNCs) for joint venture. The changing market dynamics with globalization lead to the increasing dominance of MNCs even in the markets of developing countries. One of few strategic alternatives remaining to local firms is to develop complementary capabilities to those of MNCs. Thereby, they may leverage the global power of MNCs instead of struggling with them. Although previous literature explains the criteria that MNCs search for, there is a lack of studies showing the practices enabling local firms to meet these criteria. For this reason, the case study in this research examines the practices adopted by Turkish company İnci Akü so that they can accomplish to establish an international joint venture with one of the global leader firms GS Yuasa in the battery industry. The results show that the prior partnership experience, organizational culture, and geographically dispersed customer portfolio of İnci Akü were effective in this alliance. This study uncovers the theoretical and managerial relevance of these results as well.

KEYWORDS joint venture; inter-organizational collaboration; asymmetric strategic alliance; social capital; social network