Revista Ibero-Americana de Estratégia
Iberoamerican Journal of Strategic Management

C O P E
JM14473

Check for updates

ALLIANCE CAPABILITIES IN A B2B EVENT COMPANY:

A CASE STUDY ON THE USE OF ALLIANCE PORTFOLIO MANAGEMENT TOOLS

Paulo Octavio Pereira de Almeida[1]   Rosileia das Mercês Milagres[2]   Bruno Henrique Rocha Fernandes[3] and   Marina de Almeida Cruz[4]

Abstract

Objective of the study: to understand how a company in the Business to Business (B2B) event industry manages and develops its strategic alliance capabilities to gain competitive advantages.

Methodology/approach: a qualitative single case study was conducted in a Brazilian subsidiary of a German company that operates in the B2B event organization sector.

Originality/relevance: given the profusion of collaboration strategies within alliances, knowledge about the management of these partnerships helps organizations in performing their activities, including managing their alliance portfolio. Furthermore, this study discusses the instruments used for this management, showing their applicability.

Main results: data analysis allowed us to identify the importance and need to formalize alliance management instruments, particularly those related to knowledge sharing and the establishment of a structure that centralizes information and processes used. It also demonstrated the importance of intentional and structured knowledge sharing for the management of future alliances, as well as the use of training for those involved in this task. In line with the literature, the investigated company sees the hiring of experts on the topic as crucial for the development of new alliances.

Theoretical/methodological contribution: the results of this work contribute to the literature in the field of strategic alliances by describing how the investigated company develops its alliance capabilities in the light of four tools proposed by Heimeriks & Reuer (2006) – (1) functional and staffing solutions, (2) tool-based solutions, (3) training solutions, and (4) third-party solutions.

Keywords: strategic alliances, alliance capabilities, alliance portfolio, portfolio management

[1] Master in Business Administration. Fundação Dom Cabral – FDC. Belo Horizonte, Minas Gerais – Brazil. poalmeida1@uol.com.br
[2] PhD in Economics. Fundação Dom Cabral – FDC. Belo Horizonte, Minas Gerais – Brazil. rosileiam@fdc.org.br
[3] Doctorate in Administration. Fundação Dom Cabral – FDC. Belo Horizonte, Minas Gerais – Brazil. bruno.fernandes@fdc.org.br
[4] Post Doctorate in Administration. Fundação Dom Cabral – FDC. Belo Horizonte, Minas Gerais – Brazil. marina.almeida.cruz@gmail.com

1 de 37

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Capacidades de alianças em uma empresa de organização de eventos B2B: um estudo de caso sobre a utilização de ferramentas de gestão do portfólio de alianças

Resumo

Objetivo do estudo: compreender como uma empresa do setor de organização de eventos *Business to Busin*ess (B2B) gerencia e desenvolve suas capacidades de alianças estratégicas na busca por diferenciais competitivos.

Metodologia/abordagem: foi realizado um estudo de caso único qualitativo em uma filial brasileira de uma empresa alemã que atua no setor de organização de eventos B2B.

Originalidade/relevância: dada a profusão das estratégias de colaboração em que se inserem as alianças, o conhecimento sobre a gestão dessas parcerias auxilia as organizações na *performance* de suas atividades, entre elas a gestão de seu portfólio de alianças. Ademais, no artigo se discutem os instrumentos utilizados para essa gestão, com evidências sobre sua aplicabilidade.

Principais resultados: a análise dos dados permitiu identificar a importância e necessidade de formalização dos instrumentos de gestão de alianças, particularmente aqueles instrumentos relativos ao compartilhamento de conhecimento e a instalação de uma estrutura que centralize as informações e os processos utilizados. Demonstrou-se, também, a importância do compartilhamento intencional e estruturado de conhecimentos para a gestão de alianças futuras, assim como a utilização de treinamentos dos envolvidos nessa tarefa. Em concordância com a literatura, a empresa investigada percebe como relevante a contratação de *experts* nos temas para o desenvolvimento de novas alianças.

Contribuição teórica/metodológica: os resultados do artigo contribuem para a literatura da área de alianças estratégicas ao descrever como a empresa investigada desenvolve suas capacidades de alianças à luz das quatro ferramentas propostas por Heimeriks e Reuer (2006) - (1) a existência de um escritório de gestão das alianças; (2) a definição de ferramentas de aprendizado; (3) a ocorrência de programas de treinamento e (4) a contratação de *experts*.

Palavras-chave: alianças estratégicas, capacidades de alianças, desenvolvimento de alianças, gestão de portfólio

Capacidades de alianza en una empresa de organización de eventos B2B: un estudio de caso sobre el uso de herramientas de gestión de portafolio de alianzas

Resumen

Objetivo del estudio: comprender cómo una empresa del sector de organización de eventos Business to Business (B2B) gestiona y desarrolla sus capacidades de alianza estratégica en la búsqueda de ventajas competitivas.

Metodología/enfoque: se realizó un estudio de caso único cualitativo en una sucursal brasileña de una empresa alemana que opera en el sector de organización de eventos B2B.

Originalidad/relevancia: Dada la profusión de estrategias de colaboración, que incluyen alianzas, el conocimiento sobre la gestión de estas alianzas ayuda a las organizaciones en el desempeño de sus actividades, incluida la gestión de su cartera de alianzas. Además, el artículo analiza los instrumentos utilizados para esta gestión, con evidencia sobre su aplicabilidad.

Principales resultados: el análisis de los datos permitió identificar la importancia y necesidad de formalizar los instrumentos de gestión de alianzas, particularmente aquellos relacionados con el intercambio de conocimientos y la instalación de una estructura que centralice la información y los procesos utilizados. También se demostró la importancia del intercambio

2 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

intencional y estructurado de conocimientos para la gestión de futuras alianzas, así como el uso de capacitación para quienes participan en esta tarea. En línea con la literatura, la empresa investigada percibe la contratación de expertos en temas como relevante para el desarrollo de nuevas alianzas.

Contribución teórica/metodológica: los resultados del artículo contribuyen a la literatura en el área de alianzas estratégicas al describir cómo la empresa investigada desarrolla sus capacidades de alianza a la luz de cuatro herramientas propuestas por Heimeriks & Reuer (2006) - (1) la existencia de una oficina de gestión de alianzas, (2) la definición de herramientas de aprendizaje, (3) la realización de programas de capacitación y (4) la contratación de expertos.

Palabras clave: alianzas estratégicas, capacidades de la alianza, portafolio de alianzas, gestión de la cartera

1 Introduction

The ability to build alliances and relationships with specific purposes is increasingly fundamental for organizations (Heimeriks & Reuer, 2006). Building and developing alliances requires a network of relationships and connections outside the organization (Foss et al., 2023; Ritter & Gemünden, 2003). Therefore, participating in business-focused events and external conferences on topics related to the organizations' core business – Business to Business (B2B) events – may be one of the ways for members of the organizations to identify and expand the relationships, contacts, and connections needed to build business alliances (Heimeriks & Reuer, 2006; Ritter & Gemünden, 2003). Companies that organize this kind of event can therefore be classified as alliance catalysts (Rankine & Giberti, 2020).

The capability to manage alliances is an important antecedent of organizational performance and is defined as the organizational ability to capture, share and accumulate knowledge from relationships in networks and alliances (Kohtamäki et al., 2023; Niesten & Jolink, 2015). In the interconnected economy, having the ability to manage, integrate and learn from strategic alliances is essential (He et al., 2020; Kohtamäki et al., 2018; Milagres, 2013; Milagres & Burcharth, 2019).

When organizations implement alliance management, they develop and manage specific structures and mechanisms that make organizational learning possible (Al-Tabba et al., 2019; Drewniak & Karaszewki, 2020; Heimeriks et al., 2009; Vurro et al., 2024). Here, we consider the work of Heimeriks and Reuer (2006), who identified and conceptualized four alliance development instruments – (1) functional and staffing solution i.e. the existence of an alliance management office, (2) tool-based learning i.e. the definition of learning tools, (3) training

3 de 37

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Revista Ibero-Americana de Estratégia
Iberoamerican Journal of Strategic Management

Almeida, P. O. P., Milagres, R., Fernandes, B. H. R., & Cruz, M. A. (2024, Sept./Dec.).
Alliance capabilities in a B2B Event Company: a case study on the use of alliance portfolio management tools

solutions i.e. the existence of training programs, and (4) third-party solutions i.e. the recruitment of experts – as the basic theoretical foundation for this work.

The focus of this work is therefore to understand how a company in the B2B event industry manages and develops its strategic alliance capabilities in the pursuit of competitive advantages. In this sense, the driving research question was: *how are alliance capabilities developed and managed in a company that organizes B2B events?*

In short, we analyzed the B2B events industry (context of analysis) and came to understand how a company that organizes this type of event (unit of analysis) manages and develops its alliance capabilities (focus of analysis). In view of this scope, it is worth noting that the data collected was analyzed in the light of the four tools outlined in the work by Heimeriks and Reuer (2006), given that they are considered in the literature to be important instruments that foster the formation and development of alliance capabilities.

The search for and creation of strategic alliances has increasingly become a key element of organizational strategies as they enable actions associated with the growth and expansion of a company's competitiveness (Kale & Singh, 2007; Kale et al., 2009). The ability to foster strategic alliances is one of the skills in which B2B event organizers seek to improve (Brown & Strokes, 2021).

Nevertheless, not all strategic alliances succeed in achieving their initial objectives. In fact, more than half of them fail during implementation (Kale et al., 2002). Those companies that do manage to build alliance capabilities, however, show a higher success rate (Kale et al., 2002; Niesten & Jolink, 2015).

In the current context of technological change and evolution, a focus must be placed on new alternatives for establishing networks and alliances, especially the governance mechanisms and structures required to deal with this new scenario (He et al., 2020). Understanding how external relationship management skills develop as well as internal organizational learning can help contemporary organizations to avoid failing in their strategic alliances (Milagres, 2013).

The theoretical gap to be addressed in this work includes arguments raised by Kohtamäki et al. (2018, 2023). They suggest that new studies should seek to understand what organizational competencies and capabilities will emerge from a new context driven using technological and digital dynamics, and what will be their probable impacts on the management and development of new strategic alliances (Kohtamäki et al., 2018, 2023).

On the other hand, from a practical perspective, the study of alliance capabilities is justified by the importance that strategic alliances have assumed for contemporary organizations. The greater the interconnection capability, the greater the likelihood of forming

4 de **37**

Rev. Ibero-Am. de Est. – RIAE
*Iberoamerican Journal of Strategic Management -
IJSM*
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

alliances. However, as previously mentioned, successful implementation has been a challenge, which is why it is essential to understand the ability to build alliances. This is because effective alliance management is an essential antecedent to organizational performance (Kohtamäki et al., 2023; Niesten & Jolink, 2015). This process involves capturing, sharing and accumulating acquired knowledge.

Organizational learning is a key element in this process, allowing organizations to capture and apply knowledge from alliance interactions (Zollo & Winter, 2002). Studying the implementation of specific mechanisms, such as the existence of alliance management offices and training programs, for example, is fundamental in the search for success in these alliances (Heimeriks & Reuer, 2006). These mechanisms facilitate the coordination of information flows and promote continuous learning, making it possible to participate in multiple alliances (Sluyts et al., 2011), as required by today's society (Castells, 2011).

To investigate this phenomenon, the methodology adopted was a single case study of a Brazilian subsidiary of a German company that has the identification, creation, management and development of strategic alliances as one of its main competitive advantages.

Our main conclusions support the literature by recognizing the importance of specific instruments for developing alliance capabilities (Foss et al., 2023; Heimeriks & Reuer, 2006; Kohtamäki et al., 2023; Mitrega et al., 2012; Wang & Rajagopalan, 2015). However, the case revealed that, despite this recognition, their formalization in organizational practice is limited. For example, the role of alliance management sometimes falls to the CEO rather than to a dedicated office, and learning and training processes are often informal or missing.

On the other hand, the respondents recognize the potential value of formalization. They believe that systematizing processes would facilitate organizational learning and add value to strategic alliances. The study also highlights the importance of organizational culture. The oral nature of knowledge-sharing processes may create an environment of proximity, but it also opens the possibility of valuable information being lost, or actions influenced by individual perspectives being adopted.

The systematization of previous knowledge and the identification of important partners are also major aspects for the success of alliances. In the case study, these processes lack structure and formalization. In summary, the study highlights the importance of developing alliance capabilities and formalizing management tools in efforts to obtain competitive advantages through alliances.

In addition to this introduction, this paper presents a theoretical framework covering organizational networks, alliance capabilities and their development mechanisms. It then

5 de 37

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

discusses the methodology, characterizing the selected company and the procedures for collecting and analyzing the data, which are categorized according to four alliance development instruments. This is followed by the data analysis, discussing the company in each of the four instruments and their interaction. The discussion highlights how the theoretical model chosen is a valuable lens for analyzing the case under study, and how the case provides insights for enriching the theory - for example, how informal mechanisms end up compensating and supplying the categories proposed by Heimeriks and Reuer (2006). The final considerations summarize the findings, identify limitations and suggest future research on the subject.

2 Theoretical Framework

2.1 Networks and alliance capabilities

Networks have become central elements of organizational contexts and are present in all fields of human activity, with networks being understood particularly as social and digital communication networks (Castells, 2011). This convergence towards networked formats and actions represents a new logic for society, individuals and organizations and is the foundation of the knowledge economy. In this regard, the title of Castells' book, *The rise of the network society*, further expands on this trend and proposes a deep reflection. Networks have therefore become fundamental elements of the interconnected society (Kohtamäki et al., 2018, 2023).

When applied to the organizational world, organizational networks – the focus of this research and simply referred here to as **networks** – allow firms to access knowledge, resources, markets and technologies. They evolve over time (Nohria et al., 1992) and expand in specific patterns (Koka et al., 2006). They have the power to transform organizations through the connections and knowledge they bring (Jiang et al., 2020). Networks therefore have a profound influence on the conduct and performance of organizations (Gulati et al., 2000).

Knowing how to interact through networks is therefore a crucial organizational skill. The economic actions and activities of organizations do not take place in closed contexts and universes but rather in networks, as they presuppose the existence of clients and other stakeholders. And, just like social relationships, business relationships find an environment conducive to development in the various networks in which organizations are engaged (Powell & Smith-Doerr, 1994; Powell et al., 1996).

Companies face challenges in developing new business relationships through networks (Håkansson & Snehota, 2006), but several mechanisms can help and expand these dynamics of

6 de 37

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

establishing new social connections. Among these mechanisms are the involvement of organizations in networks with specific goals, the possible participation of individuals from an organization in an industry association, or the company's attendance at an annual trade show.

Choosing which business networks to join and how to develop them have been critical issues for companies. Developing organizational relationships through networks is a process that requires resources (Dyer & Singh, 1998; Dyer et al., 2018) and, consequently, structure and focus (Heimeriks & Reuer, 2006; Kohtamäki et al, 2018, 2023).

Starting and developing organizational relationships from business networks is characterized as a key process. It is dependent on time, actions, stakeholder engagement, specific structures, as well as the necessary trust between the parts in the relationship (Granovetter, 1973; Mitrega et al., 2012). In addition, it helps companies deal with the desired embeddedness in their respective economic industry (Jiang et al., 2020).

However, organizations can face uncertainties when seeking to enter strategic alliances originating from business networks they belong to. According to Kohtamäki et al. (2023), these uncertainties arise from several facets, including: a) the lessons learned from the actions within the strategic alliance itself; b) the relationships of the people involved in managing the alliance; c) the lessons learned from the business networks in which the alliances are based; d) and the lessons learned from the relationship networks of the professionals involved. Therefore, although relevant, these four facets are constant sources of uncertainty, as they relate to learning from multiple sources. If they are not systematized and coordinated, they can increase the risks and contradictions that can emerge from the management and development of these alliances (Kohtamäki et al., 2023).

Alliances can be defined as a cooperative agreement between organizations, in which the partners involved make joint investments with the aim of developing a long-term relationship (Faulkner, 1995). If a network is a collection of firms (Kogut, 2000), in which each actor (firm) has a set of relationships with different partners, an alliance can be seen as a collection of collaborations (Kale et al., 2002; Zollo & Winter, 2002). In a network, relationships vary according to the different objectives and range from being purely transactional and short-lived (Sharma et al., 1996) to having strategic characteristics and long duration (Kogut, 2000). However, when these relationships take place in the context of an alliance, they are characterized by having common objectives and goals, aiming to complement each other's resources and competencies and seeking mutual learning (Gulati, 1998; Dyer & Singh, 1998; Milagres & Burcharth, 2019).

7 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Revista Ibero-Americana de Estratégia
Iberoamerican Journal of Strategic Management

Almeida, P. O. P., Milagres, R., Fernandes, B. H. R., & Cruz, M. A. (2024, Sept./Dec.).
Alliance capabilities in a B2B Event Company: a case study on the use of alliance portfolio management tools

Strategic alliances take on different forms and structures, such as: (1) joint ventures, (2) shareholdings in companies, (3) research and development agreements, (4) outsourced production agreements, (5) synergies of products and distribution channels, (6) brand licensing, and (7) supply chain agreements (Das & Teng, 2001). These possible formats of strategic alliances demonstrate the breadth and scope of these actions. This reinforces the fact that the organizations involved need specific and systematized processes to manage and develop these alliances (Drewniak & Karaszewki, 2020; He et al., 2020; Kale et al., 2002; Kohtamäki et al., 2023).

Based on the collaboration that happens in strategic alliances, it is possible for each partner to individually create and take ownership of the knowledge created and to learn about the management of these alliances and their portfolio. Several authors agree on the importance of this process of experience-based learning (Castro & Roldán, 2015; Draulans et al., 2003; Dyer & Singh, 1998; Gulati, 2007; He et al., 2020; Heimeriks et al., 2009; Heimeriks & Duysters, 2007; Kale & Singh, 2007; Kale et al., 2002; Kohtamäki et al., 2023; Foss et al., 2023; Zollo & Winter, 2002). However, these experiences need to be evaluated before they are incorporated and internalized in organizations. The learning process acts as a mediator between the experience and its application in the set of alliances of each organization (Milagres, 2011; Milagres & Burcharth, 2019).

2.2 Alliance capabilities and development mechanisms

In an interconnected society, knowing how to manage alliances is essential. Alliance capability is the ability of companies to capture, share and retain knowledge acquired in an inter-organizational process to use it in future alliances (Kale et al., 2002). Kohtamäki et al. (2018) more explicitly include the construct of organizational learning. For them, alliance capabilities are defined as "a firm's ability to manage, integrate and learn in strategic relationships to achieve mutual benefits" (Kohtamäki et al., 2018). These abilities should be aimed at achieving mutual benefits between the organizations. It is therefore a concept that is part of the theory of dynamic capabilities in organizations (Teece, 2007; Teece et al., 1997).

The literature addresses the topic through different concepts, such as alliance management capability (Al-Tabaa et al., 2019; Draulans et al., 2003; Schreiner et al., 2009); relational capability (Kale et al., 2009); alliance orientation (Kandemir et al., 2006); alliance competence (Lambe et al., 2002); cooperative competency (Sivadas & Dyer, 2000); relational competency (Paulraj et al., 2008); customer integration competence (Jacob, 2006); and

8 de 37

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

networking capability (Mitrega et al., 2012). Therefore, it can be said that this is a broad field of study.

The various research and studies addressing the concept are recent, beginning in 2005. Alliance capabilities are made up of internal processes, specific functions and organizational structures that can help capture and disseminate the information and knowledge obtained from the experiences gained in alliance processes.

The vital role of alliance capabilities was identified by Ireland et al. (2002) as a key organizational process in the search for competitive advantages. It is composed of the ability to find and select the ideal partners to formalize an alliance, the ability to build and maintain relationships, and the ability to systematize and disseminate knowledge and lessons learned from previous experiences. These processes require constant development (Kohtamäki et al., 2023; Milagres & Burcharth, 2019; Mitrega et al., 2012; Vurro et al., 2024; Wang & Rajagopalan, 2015).

Through alliance capabilities, companies can capture, share, retain and apply knowledge created by interactions arising from existing and previous alliances (Drewniak & Karaszewki, 2020; Niesten & Jolink, 2015; Niesten & Jolink, 2015). Therefore, organizations need formal learning mechanisms to be able to develop their alliance capabilities (He et al., 2020; Heimeriks & Reuer, 2006; Kohtamäki et al., 2023).

To systematize this knowledge, Heimeriks and Reuer (2006) listed the following organizational management processes: (1) the existence of *specific functions and structures* for managing alliances; (2) learning solutions that are based on *technological tools*; (3) *training programs* for internal and external collaborators; and (4) *hiring experts* in specific subjects to deepen or add new knowledge to the organization.

The use of (1) *specific functions and structures* can deepen the management of alliance portfolios due to factors associated with the centralization of the flow of information, which can foster accumulation from previous experiences and, subsequently, sharing and learning (Drewniak & Karaszewki, 2020; Heimeriks & Duysters, 2007; Heimeriks & Reuer, 2006; Kohtamäki et al., 2023; Milagres et al., 2017). They are also responsible for creating and maintaining teams, functions and departments in the organizations that are dedicated to capturing, sharing, keeping, codifying and applying the knowledge created by the alliances. These organizational structures help to the coordinate information flows and are therefore the repository of the acquired knowledge (Heimeriks & Duysters, 2007; Kale et al., 2002) as well as allowing for greater external visibility regarding the activities and gains obtained in managing the alliances (Foss et al., 2023; Heimeriks et al., 2009; Kohtamäki et al., 2023).

9 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

The number of actors in a network or alliance – and, therefore, the number of corporate relationships that need to be managed – was already a concern for Ahuja (2000) in the early 2000s, when the internet was not yet popular within organizations as a tool for communication and interaction. Håkansson and Snehota (1995) were concerned about "how to mobilize the various different counterparts of a company and, consequently, how to develop cooperative posture and coordination mechanisms in interaction with others" (p. 6). The use of (2) *learning solutions based on technological tools* is thus essential. Technology and the digitization of processes have a transformational character, especially when it comes to processes of initiation, coordination and intra-organizational relationships, in addition to, of course, to inter-organizational processes that connect different firms (Autio et al., 2021; He et al., 2020; Vurro et al., 2024).

(3) *Training programs* and the interactions related to the various organizational lessons are the mechanisms that succeed in providing insights or new perspectives on situations and issues, using formats that favor the cognitive aspects of the participants. Furthermore, they allow this to happen at the firm, alliance and individual level (Heimeriks & Reuer, 2006). Direct interactions between individuals, whether face-to-face or virtual, are probably the most effective forms of knowledge transfer (Loureiro et al., 2019). It should be noted that these interactions can be sources of uncertainty and distortions if there are no structured processes and valid repositories of previously acquired knowledge (Drewniak & Karaszewki, 2020).

According to Sluyts et al. (2008), companies manage to improve the success rate of their alliances by defining and using learning mechanisms that capture and disseminate the knowledge acquired in their alliance management process. *Capturing and disseminating* knowledge are basic functions that face-to-face or virtual training can perform in organizations (Kale & Singh, 2007; Nelson & Winter, 2002; Sluyts et al., 2008; Zollo & Winter, 2002). Sluyts et al. (2011), who mentioned the four stages in the alliance learning process defined by Kale and Singh (2007) – (a) articulation, (b) codification, (c) sharing and (d) internalization – state that the sharing stage (face-to-face meetings, brainstorming sessions, thematic seminars, workshops, etc.) is a fundamental part of this process. Moreover, they argue that this phase finds perfect resonance in two of the instruments contextualized by Heimeriks and Reuer (2006), who specifically mention training programs (that ideally occur face-to-face) and systematized learning solutions (that can take on digitalized formats, which provide greater scope for disseminating and preserving the acquired knowledge).

The use of third-party solutions, such as (4) hiring experts, can effectively replace and broaden some or all of an organization's knowledge on a wide variety of topics (Heimeriks &

10 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Reuer, 2006). Consultants, lawyers, scientists, mediators, academics and other experts can really bring reconfigurations and knowledge that exponentially increase the chances of firms creating value and obtaining competitive advantages (Hakansson & Snehota, 2006; Heimeriks & Duysters, 2007; Mitrega et al., 2012).

The implementation of the four mechanisms observed by Heimeriks and Reuer (2006) is not a random process. It needs to be well structured and coordinated if it is to have a positive impact on the performance of the involved companies. These management and learning mechanisms, when implemented continuously, give organizations the ability to learn from past experiences and routines (Drewniak & Karaszewki, 2020; Jiang et al., 2020; Kale et al., 2002; Kogut, 2000; Kohtamäki et al., 2023; Milagres & Burcharth, 2019) and offer them the possibility of participating in multiple, simultaneous alliances. The management of simultaneous alliances is a major competitive advantage and allows for the development of a portfolio of organizational alliances (Niesten & Jolink, 2015).

Heimeriks et al. (2009) suggest that future studies explore the interaction between the necessary learning mechanisms and their organizational routines and processes in a bid to foster the development of alliance capabilities. And while these authors stress the importance of capturing, sharing and disseminating the knowledge gained from alliance experiences, they also confirm that the success of alliances depends on the institutionalization of these mechanisms and routines. Kohtamäki et al. (2018) suggest studies to understand the technological competencies needed to manage alliances, analyzing them from the point of view of actions related to the integration of learning processes and mechanisms.

Among these functions, processes and routines, Heimeriks and Reuer (2006) state that the existence of a coordinator or team to specifically manage alliances demonstrates the importance of the human factor in these processes. Similarly, the ability to conduct training-related activities demonstrates the existence of factors linked to the management and engagement of collaborators as well as the cognitive aspects of those involved. On the other hand, the identification of experts or professionals outside the organization involves an analysis of how to find and interact with professionals who add value and new perspectives to the identification, management and development of alliances (Heimeriks & Reuer, 2006). Routines related to information sharing and the knowledge that emerges from alliance interactions are critical to the development of alliance capabilities (Drewniak & Karaszewki, 2020; Duysters et al, 1999; He et al., 2020; Heimeriks & Reuer, 2006; Kale et al., 2002; Kale & Singh, 2007; Kohtamäki et al., 2023; Milagres & Burcharth, 2019; Mitrega et al., 2012; Niesten & Jolink, 2015; Wang & Rajagopalan, 2015).

11 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

3 Methodology

3.1 Nature, methodology and unit of analysis of the research

The methodology used is a qualitative (Gil, 2018), single case study, which is a procedure recognized as the most appropriate design for the investigation of a contemporary phenomenon within its real context, in which the boundaries between the phenomenon and the context are not clearly discernible (Yin, 2013).

We analyzed the Brazilian subsidiary of Nürnberg Messe, based in São Paulo and headquartered in the city of Nuremberg, Bavaria, Germany. Nürnberg Messe Brasil (NMB) was chosen for being one of the five largest companies in Brazil in the B2B event industry, according to the ranking by the Brazilian Association of Business Fair Organizers (*Associação Brasileira dos Organizadores de Feiras de Negócios*; Ubrafe). Nürnberg Gmbh (NMG) was founded in 1974. It is a privately-held company, and its shareholders are the City of Nürnberg (49.7%); the Free State of Bavaria (49.7%); the Nuremberg Chamber of Industry and Commerce (0.3%); and the Chamber of Crafts for Middle Franconia (0.3%). This shareholder breakdown is indicative of the existence of a state policy in Germany that uses the global and regional events industry as a driver of the local economy, causing other cities in states other than Bavaria to follow the same strategy, managing venues and promoting B2B events (trade fairs, congresses and seminars from various economic sectors). Germany can be regarded as a model country in the management of state policies regarding the use of B2B events as a tool for national and regional economic development.

According to the company's CEO, NMG positions itself as a global company that uses event concepts and professional meetings to build connections between companies, products, industries and markets (Nürnberg Messe, 2022). It is one of the 15 largest event organizers in the world (UFI - The Global Association of the Exhibition Industry, 2022) and has 15 subsidiaries and affiliates in other countries. It has a portfolio of 120 in-house and third-party events (mainly trade fairs and congresses), which take place in its own pavilions and in other, third-party pavilions in the 15 countries it operates in. NMG's main sources of income are organizing B2B events in various economic sectors; renting out its own spaces for events organized by competing organizers; providing services related to the organization of its own and third-party events; and organizing events within events (country- or industry-themed pavilions at trade fairs organized by competing companies).

12 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

In Brazil, NMB is one of the top five organizers of B2B events (fairs and congresses), according to data provided by the company and published by Ubrafe. Until the outbreak of the Covid-19 pandemic, NMB had a strong history of holding face-to-face events, but over the course of the pandemic, it transformed its operations into basically virtual activities. Currently, its B2B event formats have hybrid elements, encompassing simultaneous face-to-face and virtual options. With the recovery of the industry after the Covid-19 pandemic, the company is currently growing its portfolio of B2B events, expanding the number of economic sectors in which it operates and, as a result, developing a series of strategic alliances that will provide support and momentum for the design, implementation and management of new B2B events.

3.2 Data collection and analysis

This work employed (1) documentary sources made available by the company and (2) semi-structured interviews with the company's senior management team.

Some of NMB's sixty employees belong to management teams dedicated to activities in networks and alliances, where events are inserted. Each event has a specific strategic manager in charge. This manager is referred to as an *industry leader*, characterizing a specific economic sector in which the company can organize one or more B2B events. Since they work in various major economic sectors – pharmaceutical, cosmetics, pets, veterinary medicine, and chemicals – it was decided that these industry leaders would be interviewed at the 15 annual events, as they are the company's professionals directly involved in identifying, managing and developing the partners who build and provide the institutional and commercial sustainability of the respective B2B events.

In the case of pharmaceutical trade fairs, for example, there is a director in charge of managing all the activities related to the institutional, commercial and technical aspects and the respective partnerships, agreements and alliances of FCE Pharma, a benchmark event for the sector in Brazil. This director or leader of the pharmaceutical industry reports to a senior executive in the organization, and he (FCE Pharma Director) works with a specific structure of people dedicated to the commercial and operational management of the alliances in this specific sector. This structure makes it possible to hold the Brazilian edition of FCE Pharma and various other B2B events (such as congresses in this sector), which are organized under the management of this pharmaceutical industry leader on the NMB team.

Each manager in charge of the events in NMB's portfolio is tasked with mapping out and identifying which strategic partners each event needs and creating the administrative

13 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Revista Ibero-Americana de Estratégia
Iberoamerican Journal of Strategic Management

Almeida, P. O. P., Milagres, R., Fernandes, B. H. R., & Cruz, M. A. (2024, Sept./Dec.).
Alliance capabilities in a B2B Event Company: a case study on the use of alliance portfolio management tools

conditions for the alliances in which they are involved to develop in the best conceivable way. In addition, the CEO, the vice-presidents, the CGO and the CFO make up the company's executive committee, which is tasked with validating whether these partners and relationships contribute to the positioning and development of existing events or whether they will form part of the company's future portfolio through the launch of new events in specific sectors. They were also chosen as interview targets because of their strategic responsibilities regarding current and future alliances.

We also considered NMB managers who participate in the management of the sectoral alliances in Brazil as possible interview targets, even if they are not in a decision-making position, but rather supporting industry leaders and the Executive Committee. In total, 13 people were identified within this group, and all were chosen as respondents.

In an initial meeting with the company's CEO in Brazil, the premises for conducting the case study were defined, such as the non-disclosure of figures relating to turnover or shareholdings and other financial KPIs of the alliances under study. It was also decided that the prerequisite for respondents was that they would be directly or indirectly involved in managing alliances with external sector partners.

With these premises in mind, a meeting was then held with the company's CGO to list the names and positions of the people who would be interviewed. The interviews were specifically intended to explore the basic characteristics needed to create alliances by delving into the various stages of relationship management, as elaborated by Mitrega et al. (2012); the formation and management of alliances, according to the concepts elaborated by Kohtamäki et al. (2018); and the mechanisms and processes for managing and systematizing knowledge from alliances, as elaborated by Heimeriks and Reuer (2006). In addition, they sought to deepen the analysis and understand how the systematization of this knowledge created from alliances influences the organization under study and the development of its alliance capabilities with external sector partners.

The thirteen interviews followed the same semi-structured script and were recorded. The interviews lasted an average of 51 minutes, totaling 672 minutes or more than 11 hours of conversations. The transcripts made up 13 files in Word and PDF format, totaling 551 MB and representing 565 pages of transcribed text. Table 1 shows the questions in the semi-structured script used during the interviews as well as the theoretical references used to prepare them.

14 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Table 1

Semi-structured interview script and its theoretical basis

THEORETICAL BASIS	THEORETICAL DEFINITION	POINTS OF INTEREST OF THE RESEARCH
SECTION 1 – *Characterization of alliances and the process of identifying new alliances at NMB*		
STRATEGIC ALLIANCES (Dyer & Singh, 1998)	**Differentiation between short-term and long-term relationships**	**1)** What are the long-term relationships under your management? Briefly describe them.
STRATEGIC ALLIANCES (Kohtamäki et al., 2018) (Mitrega et al., 2012)	**Current alliance development** **Network competency**	**2)** How does the identification and formation of new alliances work at NMB? **3)** Who oversees the identification of new potential/complementary alliances? How do they do it? **4)** After this initial identification, what needs to be done in terms of internal processes? Please describe them. **5)** In regard to development, how do inter-organizational and interpersonal processes evolve?
SECTION 2 – *Identification of how NMB manages and develops new alliances today and in the future*		
DEVELOPMENT OF ROUTINES IN THE CONTEXT OF ALLIANCES (Heimeriks et al., 2005) (Kale et al., 2002) (Kale & Singh, 2007) **MANAGEMENT PROCESSES** **KNOWLEDGE SYSTEMATIZATION (Heimeriks & Reuer, 2006)**	**Activity coordination** **Monitoring and evaluation** **Support and improvement** **Existence of specific functions** **Learning tools** **Training programs** **Hiring experts**	**6)** How does alliance management work at NMB? **7)** What are the most important/key internal processes in alliance management? Please list them (3). **8)** How are the results of the alliances under your management measured? Who is responsible for this? **9)** Regarding sharing, how is the knowledge acquired in the alliances intentionally disseminated? **10)** Is there any kind of training regarding this new knowledge for the people involved? What is it like? **11)** Do all the alliance managers at NMB use the same processes as you? How did you become aware of this? **12)** How can you be sure that the external experts/partners involved are the right ones? **13)** Application/internalization: can you show me any evidence/document of this?
ALLIANCE DEVELOPMENT (Heimeriks & Reuer, 2006)	**Future alliance development**	**14)** With the pandemic and the arrival of recent technologies (AR/VR, for example), how do you think the capability to develop new alliances in a B2B event company will change? **15)** What should be the key processes for identifying new alliances in this new context? **16)** What should/could change in the management processes of these new alliances? **17)** In your opinion, what new processes/tools should be in place to boost alliances? **18)** How do you think the new emerging technologies will impact the development of alliances? **19)** Is there anything you think should change in this alliance development process?

15 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

As shown in Table 1, the semi-structured interview script was divided into two sections, the first being entitled "Characterization of alliances and the process of identifying new alliances at NMB", and the second "Identification of how NMB manages and develops new alliances today and in the future". The first section consisted of five questions, while the second section had 14 questions, for a total of 19 questions in the survey instrument.

To validate the interview script, a pre-test was conducted with an organizational alliance specialist and a potential respondent. After this procedure, some of the questions in the instrument were reformulated.

The data was analyzed and interpreted using content analysis (Bardin, 1977). The interviews were analyzed in such a way as to explore the categories of analysis and obtain insights that guided the research findings, aimed at answering the research question.

Table 2 shows the methodological protocol, which includes a summary of the procedures adopted in the research.

Table 2

Methodological protocol

Chosen methodology	Description
Nature	Qualitative
Design	Single case study
Context of analysis	B2B event industry
Unit of analysis	Nürnberg Messe, a B2B event company
Focus of analysis	Alliance capabilities
Data collection	Semi-structured interviews with 13 company executives and documentary sources
Data analysis and interpretation	Content analysis

As shown in Table 2, the research was a qualitative, single case study. The context of analysis was the B2B events sector; the unit of analysis was the company Nürnberg Messe, which organizes B2B events; and the focus of analysis was alliance capabilities. Data collection procedures included semi-structured interviews with 13 company executives and documentary sources. The data was analyzed and interpreted using content analysis.

The next chapter shows the analysis of the research data.

16 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

4 DATA ANALYSIS

The data was categorized according to the four instruments associated with the capability of organizations to develop alliances, formulated by Heimeriks and Reuer (2006): (1) functional and staffing solutions, (2) tool-based solutions, (3) training solutions, and (4) third-party solutions. In addition, the data was used to explore the actions stemming from NMB's current strategic alliances, as well as existing insights into forming new alliances in the future.

4.1 Functional and staffing solutions

Although NMB does not formally have an office that manages alliances (composed of predefined processes, with their respective operational managers and support systems), we observed that the CGO would be the closest thing to such an instrument. In the interviews conducted, at all internal organizational levels, there were references to the CGO as a potential manager of alliance development activities. One possible piece of evidence would be the glass board on the wall of the CGO's office at the company's headquarters in São Paulo, which visually shows a list of the alliances under development at the time of the interview (Figure 1). These and other research findings can be observed in the interview excerpts shown in Table 3.

Table 3

Informality of the alliance management process

Respondent 8	"The 'what' is spread out . . . but the 'how' is up to the CGO."
Respondent 7	"Yes, of course this office exists here . . . it's the industry leader."
Respondent 11	"Within each business unit, each head does their alliance management, in a non-formal and documentary way, but each one does it... the CEO and the CGO do it, and they're always asking: 'How are your project partners,' 'How are you engaging with them?' . . . there's a constant concern about how relationships are going, how many new opportunities are emerging, what conflicts are occurring . . . all of that."
Respondent 6	"I don't think there's a specific position . . . the CEO structures it and the CGO formalizes it, and there are also the heads who do some of it . . . the alliances happen very independently, it depends on who's involved, but it's the senior levels of the organization that are most involved in this."

The respondents pointed to the relevance and importance of the role of alliance macro-management, but they perceive this function as an element of a more general monitoring instead of an element of procedural or more structured monitoring, as suggested by Heimeriks and Reuer (2006). The roles of macro monitoring the activities related to alliances under development appear to be moving from the CEO to the CGO and, downwards, to the industry leaders, as can be seen in the interview with Respondent 12, shown in Table 4.
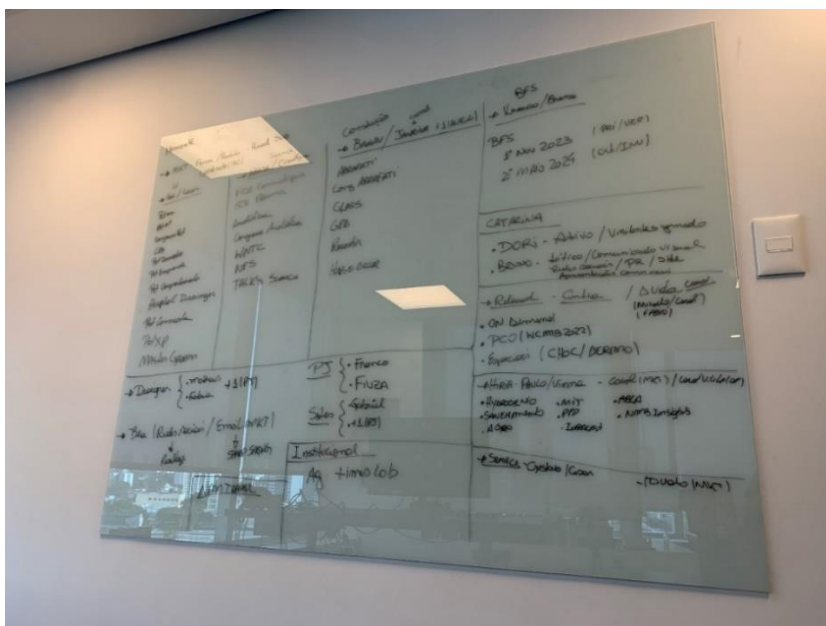
Table 4

Transition of macro-management roles

Respondent 12	"[The macro-management] is centralized around the CEO and the CGO, and then it moves down, but it's not well designed, sometimes it needs to be better spread . . . there is information, but all of it is transmitted orally, and for that to happen, the information needs to be clear, everyone needs to understand it. But I don't think everyone will have the same level of information, I think it needs direction, proper formalization . . . today, it happens organically . . . branched out . . . people are doing it, but there must be a handle on it . . . it must become a practice. Nowadays the information is at the personnel level."

However, as previously mentioned, there is a glass board on the wall of the CGO's office at NMB which works as a control panel for the alliances under development he is responsible for (Figure 1). The image is intentionally blurred to protect the confidentiality of the written information, as this was one of the commitments made to the company under research.

18 de **37**

*Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM*
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Figure 1

Glass board in the CGO's office at NBM

The information on the glass board in Figure 1 refers to a list of future projects, to make it easier for the team to map out and monitor possible alliances. In other words, although these projects are not yet underway, the board is used informally to make it easier to visualize potential alliance partners and, consequently, potential opportunities for future events.

Section 4.2 presents the findings on "learning tools."

4.2 Tool-based solutions

We observed that the management processes of the various alliances are similar to each other, but there is a noticeable lack of formalization of these processes and constant mention of personal management styles. Learning and practices are shared orally and spontaneously i.e., with little structure or process.

Table 5 shows the accounts of four respondents who provide evidence of learning tools.

19 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Table 5

Orality of the knowledge transmission processes

Respondent 4	"If they say something, it should be within a tool . . . a system where we input all relevant information . . . it would be a relational ERP . . the demands and deliveries all recorded in the system."
Respondent 6	"There isn't [a process]! This was actually an issue in the alliance [mentions the alliance] because, during the process, the people who have started it left the company . . . the information was lost . . . we struggled a bit to get to where we are now. The problem was not having the records . . . the rationale behind the calculations, where did that come from?"
Respondent 5	"It exists, but it could be better! But I don't think that's on everyone . . . everyone has their own style, their own working model, there's no [learning] process, I think that exchanging this [information] in meetings would be ideal, there's no need for training, just sharing is enough . . . I don't mean telling secrets, I mean sharing."
Respondent 10	"There's no template, no process... it's informal. One big meeting minutes, a long summary."

As can be seen in the interview excerpts shown in Table 5, those involved in these processes show an interest in providing a structure for learning, without, however, eliminating the existing culture of informality and proximity. Thus, the existence of a *convergence of activities* bringing together and systematizing the processes relating to existing and future alliances, through the creation of intentional learning tools, proved to be a desirable organizational initiative.

The risk of losing information as the development of new alliances speeds up was mentioned. This can be compounded by the amount and complexity of the information and knowledge assigned to each person in charge.

Table 6

Necessity of learning tools to manage the amount of information involved in new alliances

Respondent 9	"It takes a lot of work to map the market and identify opportunities, you also have to maintain relationships and open up new avenues, you can increase this . . . a lot of lessons to be learned, I myself have more than 30 opportunities mapped out, what will it take to make them a reality?"

20 de **37**

*Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM*
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

As can be seen in Table 6, the respondents mentioned a certain informality, the result of a lack of systematization in the way knowledge is passed on. But they also stated that formalizing this process - making it intentional, structured and non-oral - would bring gains, since it would open space for the circulation of information and knowledge. We were able to detect the need to evolve from fledgling individual initiatives to organizational initiatives and processes that can structure the current learning, fostering a process of learning by performance, guaranteeing the codification and perpetuation of the acquired knowledge, as suggested by Heimeriks and Reuer (2006).

In section 4.3, the results of the research on training programs are presented.

4.3 Training solutions

According to the respondents, there is a lack of a training program focused on the key players. They added that, given the current turnover in the organization, it would be important to train the next organizational level to prepare successors to continue the relationship, given that alliances tend to last more than three years. Furthermore, in alliance management, the relationship and decision on the use of resources tends to be more local rather than centralized in the organizational hierarchy.

Table 7 shows the accounts of three respondents that provide evidence of training programs.

Table 7

Necessity of training programs to institutionalize knowledge

Respondent 9	"I don't think there's a structured training program either. As far as I know, there's onboarding in the alliances you're in, but that's about it . . ."
Respondent 4	"If I look after the alliance, that entity is involved, but what if I'm not here? Is someone else in charge? Who transfers all the knowledge to them? We pass the baton [of responsibilities], but that doesn't work in the follow up . . . Training would not just be about passing the baton, but about being there holding the baton, there's no such process here . . . that's how I see it."
Respondent 6	"Here, talking it over with you, I can see that it makes total sense to have a repository, a subsequent training session, a forum, to ensure that the information isn't lost . . . what was stored in that alliance [the lessons] wasn't kept properly, the records weren't kept, it wasn't preserved, it was lost. No thought was given to the fact that someone might need it later on . . . that's astonishing."

21 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

As seen in the excerpts from the interviews, the existence of a structured training program, in addition to the onboarding activities that the company carries out regarding alliance management, could help organize and maintain the knowledge gained, as Heimeriks and Reuer (2006) point out.

Section 4.4 presents the results related to "hiring experts."

4.4 Third-party solutions

The respondents' assessment of third-party solutions was not uniform, but it was clear that they did not see the connection between hiring experts and creating competitive advantages. One example is the statement that trust and the use of industry associations would replace experts. This finding is not emphasized by Heimeriks and Reuer (2006), nor was it found in the literature. From the perspective of these respondents, industry associations enable connections and open new alliances. In this sense, for them, creating an alliance with an industry association would meet all possible needs regarding the knowledge required to establish, operate and build relationships in an alliance, as can be seen in Table 8. It should be noted, however, that in industries where the existence of an industry association is not a reality (e.g., the e-currency industry), the identification of experts can be seen as a substitute.

Table 8

Hiring of experts

Respondent 4	"Experts to identify alliance partners or to help us with the alliance management process? I always doubt what they can do . . ."
Respondent 5	"There are consultants, but they're not necessarily part of our alliance process . . . they have a technical knowledge that helps us build something. It's not an entity . . . it's a person, but they usually deliver and say their goodbyes! If it works, we tend to repeat it, you can even change it, but if you repeat it, it's because it works . . . there's a former association president . . . he was a member of the alliance when he was part of the association, but nowadays, he's an alliance partner."

However, some stated that, during the pandemic, NMB broadened its reading of possible partners, seeking connections through experts who demonstrated knowledge and connections, as can be seen in the interview excerpt shown in Table 9.

Table 9

Fine-tuning of the identification radar

Respondent 10	"At the end of 2019, he went to a workshop in Singapore on this topic, and one of the participants in that workshop is now our partner in this alliance. We developed everything during the pandemic, it kind of made us rethink the basics. Is there a need to have an association? No... well, then what do we do? They were willing to develop an alliance in this industry, the guy knew everything, it was a match made in heaven."

In section 4.5, we present considerations on the dynamic use of the four systematization tools presented above.

4.5 Dynamic use of the four systematization tools

Functional and staffing solutions, *tool-based solutions*, *training solutions*, and *third-party solutions* make up the four constructs for systematizing knowledge from alliances. They enhance the development of alliances through specific capabilities that are especially important in the B2B event industry. The intentional sharing of this knowledge, without the dependence on individualized contacts mediated only by the human voice, is a clear possibility for obtaining solid and objective competitive advantages.

The necessary reduction in dependence on personal relationships as the basis for these learning and sharing processes is a potential driver of the benefits that this information and knowledge can bring to the organization. If a B2B event organizer can be seen as a catalyst for alliances, the full use of these four knowledge systematization constructs is a likely driver of the possibilities for expanding new alliances and a possible improvement in the performance of the company. Systematizing knowledge from an alliance in an established organizational process opens the possibility of improving capabilities to be applied in other alliances. These observations became clear during the research process at NMB.

At the end of the analysis on the validation and updating of the studied constructs, we are left with a broader vision of the need to implement them with the aim of fostering and enhancing the development of alliance capabilities. These constructs systematize how organizations can and should create value by managing and disseminating knowledge from previous experiences. This systematization and the resulting accumulation of lessons and knowledge can contribute positively to developing new alliances in the quest to obtain

competitive advantages, but do not seem to be properly emphasized and focused on in the activities of the company under study.

5 Discussion

To facilitate the discussion of the research's main findings, a summary table (Table 10) was prepared, structuring the results according to the four instruments developed by Heimeriks and Reuer (2006). We see that the theory researched and evaluated is both up-to-date and necessary in the context under analysis.

Table 10

Main findings of the research

Evaluated instruments	Main findings
1) Functional and staffing solutions	- They do not exist formally in the company. - Functions are partly exercised by the CEO and the CGO, moving down to the industry leaders in an informal way, using mainly conversations and other oral mechanisms.
2) Tool-based solutions	- There are no established instruments for collecting and transmitting the acquired knowledge. - The convergence of interests in this formalization of processes and instruments was identified in the interviews ("latent need").
3) Training solutions	- They were not detected, but their importance is championed, with the engagement of other organizational levels (not just executives) apparently by mutual agreement.
4) Third-party solutions	- It can be observed a change in the source of specific knowledge about economic sectors, moving from the traditional relationship with industry associations to identifying and getting closer to relevant individuals in said economic sectors ("relevant personas") to obtain specific knowledge for the development of new alliances.

The study focused on the specific capabilities that firms must have to manage, integrate and learn knowledge from past cooperative strategies (Heimeriks & Reuer, 2006; Milagres, 2013, Milagres & Burcharth, 2019). The chosen unit of analysis was a company that organizes B2B events, which it was assumed to lack the use of these constructs. The research question of *"how are alliance capabilities developed and managed in a company that organizes B2B events?"* highlighted the need not only to broaden the understanding of how a company with this profile develops its alliance capabilities, but also to analyze and observe the feasibility and necessity of implementing the studied constructs in a contemporary organization based in Brazil.

24 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

The case study proved to be a valuable source of insights, as these organizations do not hold events by themselves i.e., without the existence of complementary partners, members of a strategic alliance with a common vision who provide the appropriate connection to the important topics and partners of a given economic sector. They do, however, need in-depth expertise in identifying possible alliance partners and in developing and managing multiple sector alliances, regardless of the economic sector. That is because the traditional sources of obtaining these resources, the respective industry associations of the various economic segments appear to be being replaced by experts with a greater connection to the topics and concerns of that sector.

Alliance capabilities are an organizational skill that clearly demonstrates the need for firms to know how to capture, accumulate and share knowledge from business networks and, especially, knowledge obtained through strategic alliances. In this sense, the mechanisms for systematizing alliances elaborated by Heimeriks and Reuer (2006) are both relevant and up-to-date in the context of our unit of analysis.

The existence of specific management functions and structures, which have already demonstrated the viability of centralization, as explained by Milagres et al. (2017), is not yet a clear and established process in the context under analysis. Similarly, the use of technological learning tools still needs more structure in the context under study.

Therefore, training programs for those involved in the various alliances in which the company in question participates are clearly still powerful tools with a huge capacity for capturing and spreading the knowledge and insights that arise from the interactions and experiences of these various alliances. They are therefore an essential format, as discussed by Heimeriks and Reuer (2006), but one that the context analyzed underutilizes.

The hiring of experts, or relevant personas, shows a clear evolution in the context of our study. This is because it expands the historical exclusive use of primary sources of sectoral connection – industry associations – to also start using evolutionary sources – characterized as relevant personas. Therefore, hiring experts and identifying the significance of potential future connections are key elements for success. However, the presence of experts as a source of specific knowledge on the management of alliance capabilities was not confirmed.

It can therefore be concluded that, in the analyzed context, the constructs outlined by Heimeriks and Reuer (2006) would be the basic improvement to be implemented and, at the same time, the best compass for developing future advantages. Considering that Kohtamäki et al. (2018) have mentioned that alliances are the fastest and most flexible actions to access complementary resources and skills that are external to organizations, the development of

25 de 37

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Revista Ibero-Americana de Estratégia
Iberoamerican Journal of Strategic Management

Almeida, P. O. P., Milagres, R., Fernandes, B. H. R., & Cruz, M. A. (2024, Sept./Dec.).
Alliance capabilities in a B2B Event Company: a case study on the use of alliance portfolio management tools

alliance capabilities is proving to be one of the main instruments in the search for these competitive advantages. Kohtamäki et al. (2023) reaffirm that, in periods of technological transition and dynamism in the organizational environment, the real use of this knowledge and learning by companies to create value and competitive advantages through strategic alliances becomes crucial.

Bearing in mind that strategic alliances take on different formats and structures as well as providing purposeful relationships between independent companies (Kale & Singh, 2007), B2B events can be seen as true unifiers of organizational motives and purposes (Rankine & Giberti, 2020). Each materialization of the different existing alliances that takes place at a specific industry event offers multiple opportunities to access knowledge and establish new business connections for the involved individuals and organizations. Knowing how to take advantage of this abundant knowledge is a likely antecedent of performance.

Organizing, systematizing and boosting these opportunities is therefore a way of enhancing not only the alliance capabilities themselves, but especially the collective capabilities of the involved organizations. In other words, it offers a possible performance lever for the participating organizations. Future studies could deepen the observations regarding the identification of outside experts who could add value and differentiators by providing specific knowledge and contacts, in search of a probable correlation between participation in B2B events and the ability to develop alliances from them.

Another pressing challenge that we have identified is the constant need to materialize trust in existing or future relationships. Developing more frequent points of contact between the parties is one of the possible positive vectors. In this sense, events, whether face-to-face or virtual, should be seen as viable – enhancing the connections and cognitions of social and commercial relationships – and necessary, as some examples from our research context show.

The ability to identify relevant partners, even without a pre-established relationship of trust, appears to be a possible vector for the development of future alliances. This is also a point that could be validated in future studies exploring whether the existence of trust prior or after the development of a new alliance is a real element of influence in this process.

Using indices to monitor the relational activities that occur in existing relationships within alliances (and which are necessarily comparable between different alliances) is another essential mechanism in developing alliance capabilities and merits future studies that expand and deepen these observations. Understanding and quantifying relational dynamics would be a process of formalizing monitoring activities, which apparently already exist informally, as observed in the context under analysis.

26 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

In the next section, we present the final considerations of the work.

6 Final Considerations

The literature points to the importance of building alliance capabilities. This is a relevant capability in an increasingly connected business context, marked by intensified competition, where the use of collaborative strategies, including alliances, is increasingly present. Based on the literature reviewed, this capability is formed by using management processes and instruments, such as a specific structure called an alliance management office, learning tools, training programs and the hiring of experts.

The case study provided us with evidence that alliance capability is a source of competitive advantage in the company, even though the instruments mentioned in the literature are not formally established. The respondents stated that they are important but practiced informally. The collected evidence confirmed some of the findings of the study by Heimeriks and Reuer (2006). For example, although there is no alliance management office, this function is conducted by the CEO, with some transition of these functions to the CGO. The instruments the CEO uses are informal conversations. Despite this way of working, the respondents feel that the formalization of an office and the use of instruments for systemic portfolio management would add value and systematize learning and knowledge. It can therefore be said that this is a relevant instrument, according to those involved in this study.

The same can be said for learning tools and training programs. Tool-based solutions are informal and were not detected during the research. However, the importance of using mechanisms that allow the transfer, accumulation and sharing of acquired knowledge among alliance managers was noted. The training programs are also not formally conducted, but are considered important, given that there is a consensus that they are in a state of latency.

Based on the responses, we see the need to structure management tools through the convergence of activities that seek to improve both learning tools and training programs at the various hierarchical levels of the organization. The evolution of formats based on the oral transmission of knowledge must be complemented by information systems and repositories to maintain the knowledge that is relevant to the alliance management and development processes.

It is worth noting the importance of the cognitive aspects of the people involved in these processes, as well as the desire to maintain an organizational culture that favors proximity. This is a finding of this study i.e., the need to observe the cultural characteristics of the organization

27 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

when implementing the instruments that build alliance capability. We observed the importance of looking beyond the processes and systems to observe the context.

The orality of the learning-sharing processes is a characteristic of the organization, which apparently creates an environment of informality and closeness. This possibility exist since there is a relatively small group of employees (less than 100 people). However, this option can lead to the loss of information, negotiation records, and knowledge, or even allow them to be influenced by individual or localized perspectives, marked by momentary perceptions.

In this way, it is safe to say that this study contributes to the literature by highlighting the importance of the studied instruments, such as centralization of management, formalization of the lessons learned, and proficiency in identifying outside experts. It also introduces the importance of taking organizational culture into account. What emerged is that the company under analysis suffers from a lack of formalization and feels there is room for it. However, on the other hand, it has been successful in extracting value from its partners despite the lack of formalization.

Alliance development mechanisms require moments of immersion and reflection, known as *articulation*, and moments of structuring and elaboration, referred to as *codification* (Kale & Singh, 2007). Intentional dissemination, or sharing, is one of the main vectors for obtaining a competitive edge for an organization managing multiple alliances simultaneously. And in the context under analysis, these moments of immersion and reflection are not properly structured and formalized.

Respondents stressed the need to identify, analyze and articulate knowledge so it can be used in the development of current or future alliances. To do so, the information obtained needs to be systematized. In other words, "internal alliances" within the organizing firm must be built, for example, by engaging individuals who have management-related activities and information and knowledge about how to operate alliances with external partners. These "internal alliances" appear to be an antecedent to the performance of external alliances in the context of this work.

Systematizing previous knowledge and calibrating the radar for identifying important partners are fundamental processes that emerged from the interviews as crucial elements to be implemented. The more elaborate and systematized the knowledge from previous alliances, the greater the ability to identify which partners will be important for a possible successful future alliance. It is a feedback process. In the case of the organization under analysis, this may be a key strategic differentiator from its current business model, which presupposes organizational growth through the development of new strategic alliances in sectors where the company does not operate yet.

28 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

The organization should not rely exclusively on oral processes to share knowledge, as it has been identified. The intentional dissemination of knowledge is facilitated when it is mediated by technology, which must necessarily be implemented through formal and structured processes. In this way, structured intentional dissemination can eventually become an influencer of alliance performance and, by indirect consequence, of the organizational performance of the company coordinating the development of these sector alliances. Future studies could examine this possible correlation, investigating whether the prior structuring of these processes is associated with excellence in the development of new alliances.

The analysis revealed the need to create non-financial parameters to compare the evolution of interpersonal relationships in a specific alliance. These parameters and indices could address relational aspects linked to the attitudes and skills of the people involved in managing said alliance.

There are two main limitations to the research. The first limitation refers to the procedural view of the phenomenon under study. This research was limited to cross-sectional data collection i.e., the information was not collected over a wide period, which could have contributed to a greater understanding of the phenomenon of building and managing the alliances that were analyzed. Using this type of procedure may be useful to understand the phenomenon in future research studies. The second limitation refers to the possibility of exploring and delving deeper into possible "negative" or "unsuccessful" experiences in the management of strategic alliances. Future studies could be dedicated to analyzing the probable causes and consequences in this type of context.

References

Ahuja, G. (2000). Collaboration networks, structural holes, and innovation: A longitudinal study. *Administrative Science Quarterly*, *45*(3), pp. 425-455. https://doi.org/10.2307/2667105

Al-Tabbaa, O., Leach, D., & Khan, Z. (2019). Examining alliance management capabilities in cross-sector collaborative partnerships. *Journal of Business Research*, *101*, 268-284. https://doi.org/10.1016/j.jbusres.2019.04.001

Revista Ibero-Americana de Estratégia
Iberoamerican Journal of Strategic Management

Almeida, P. O. P., Milagres, R., Fernandes, B. H. R., & Cruz, M. A. (2024, Sept./Dec.).
Alliance capabilities in a B2B Event Company: a case study on the use of alliance portfolio management tools

Autio, E., Mudambi, R., & Yoo, Y. (2021). Digitalization and globalization in a turbulent world: Centrifugal and centripetal forces. *Global Strategy Journal*, *11*(1), pp. 3-16. https://doi.org/10.1002/gsj.1396.

Bardin, L. (1977). *Análise de Conteúdo*. Lisboa: Edições 70.

Brown, T., & Stokes, P. (2021). Events management as a community of practice. *Journal of Hospitality and Tourism Insights*, *4*(2), pp. 224-242. https://doi.org/10.1108/JHTI-09-2020-0157.

Castells, M. (2011). *The rise of the network society*. Oxford: John Wiley & Sons.

Castro, I., & Roldán, J. L. (2015). Alliance portfolio management: Dimensions and performance. *European* Management *Review*, *12*(2), pp. 63-81. https://doi.org/10.1111/emre.12042

Das, T. K., & Teng, B. S. (2001). Trust, control, and risk in strategic alliances: An integrated framework. *Organization Studies*, *22*(2), pp. 251-283. https://doi.org/10.1177/0170840601222004

Draulans, J., Deman, A. P., & Volberda, H. W. (2003). Building alliance capability: Management techniques for superior alliance performance. *Long Range Planning*, *36*(2), pp. 151-166. https://doi.org/10.1016/S0024-6301(02)00173-5

Drewniak, R., & Karaszewski, R. (2020). Diffusion of knowledge in strategic alliance: empirical evidence. *International Entrepreneurship and Management Journal*, *16*(2), 387-416.

Duysters, G., De Man, A. P., & Wildeman, L. (1999). A network approach to alliance management. *European Management Journal*, *17*(2), pp. 182-187. https://doi.org/10.1016/S0263-2373(98)00077-2

30 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Dyer, J. H., & Singh, H. (1998). The relational view: Cooperative strategy and sources of interorganizational competitive advantage. *Academy of Management Review*, *23*(4), pp. 660-679. https://doi.org/10.5465/amr.1998.1255632

Dyer, J. H., Singh, H., & Hesterly, W. S. (2018). The relational view revisited: A dynamic perspective on value creation and value capture. *Strategic Management Journal*, *39*(12), p. 3140. https://doi.org/10.1002/smj.2785

Faulkner, D. (1995). *International strategic alliances*: Co-operating to compete. London: McGraw-Hill.

Foss, N. J., Schmidt, J., & Teece, D. J. (2023). Ecosystem leadership as a dynamic capability. *Long range planning*, *56*(1), 102270. https://doi.org/10.1016/j.lrp.2022.102270

Gil, A. C. (2018). *Métodos e técnicas de pesquisa social* (5a ed.). Atlas.

Granovetter, M. S. (1973). Weak ties and strong ties. *American Journal of Sociology*, *78*(6), pp. 1360-1380.

Gulati, R. (1998). Alliances and networks. *Strategic Management Journal*, *19*(4), pp. 293-317.

Gulati, R. (2007). *Managing network resources: Alliances, affiliations, and other relational assets*. University Press on Demand. https://doi.org/10.1002/(SICI)1097-0266(199804)19:4<293::AID-SMJ982>3.0.CO;2-M

Gulati, R., Nohria, N., & Zaheer, A. (2000). Strategic networks. *Strategic Management Journal*, *21*(3), pp. 203-215. https://doi.org/10.1002/(SICI)1097-0266(200003)21:3<203::AID-SMJ102>3.0.CO;2-K

Håkansson, H., & Snehota, I. (1995). *Developing relationships in business networks*. Routledge.

Håkansson, H., & Snehota, I. (2006). No business is an island: The network concept of business strategy. *Scandinavian Journal of Management*, 22(3), pp. 256-270. https://doi.org/10.1016/0956-5221(89)90026-2

He, Q., Meadows, M., Angwin, D., Gomes, E., & Child, J. (2020). Strategic alliance research in the era of digital transformation: Perspectives on future research. *British Journal of Management*, 31(3), pp. 589-617. https://doi.org/10.1111/1467-8551.12406

Heimeriks, K. H., & Duysters, G. (2007). Alliance capability as a mediator between experience and alliance performance: An empirical investigation into the alliance capability development process. *Journal of Management Studies*, 44(1), pp. 25-49. https://doi.org/10.1111/j.1467-6486.2006.00639.x

Heimeriks, K. H., & Reuer, J. J. (2006). How to build alliance capabilities. *Copenhagen business school-center for strategic management and globalization.* (Strategic Management and Globalization (SMG) Working Paper, SMG WP 17/2006).

Heimeriks, K. H., Duysters, G., & Vanhaverbeke, W. (2005, November). *Developing alliance capabilities: An empirical study* (SMG Working Paper No. 13/2005). https://research-api.cbs.dk/ws/portalfiles/portal/59063834/smg_wp_13_2005.pdf

Heimeriks, K. H., Klijn & Reuer, J. J. (2009). Building capabilities for alliance portfolios. *Long Range Planning*, 42(1), pp. 96-114. https://doi.org/10.1016/j.lrp.2008.10.005

Ireland, R. D., Hitt, M. A., & Vaidyanath, D. (2002). Alliance management as a source of competitive advantage. *Journal of Management*, 28(3), 413-446. https://doi.org/10.1016/j.lrp.2008.10.005

Jacob, F. (2006). Preparing industrial suppliers for customer integration. *Industrial Marketing Management*, 35(1), pp. 45-56. https://doi.org/10.1016/j.indmarman.2005.08.007

32 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, 23(3), Sept./Dec., p. 1-37, e25766, 2024

Jiang, W., Mavondo, F., & Zhao, W. (2020, December). The impact of business networks on dynamic capabilities and product innovation: The moderating role of strategic orientation. *Asia Pacific Journal of Management*, *37*(4), pp. 1239-1266.

Kale, P., & Singh, H. (2007). Building firm capabilities through learning: The role of the alliance learning process in alliance capability and firm-level alliance success. *Strategic Management Journal*, *28*(10), pp. 981-1000. https://doi.org/10.1002/smj.616

Kale, P., Dyer, J. H., & Singh, H. (2002). Alliance capability, stock market response, and long-term alliance success: The role of the alliance function. *Strategic Management Journal*, *23*(8), pp. 747-767. https://doi.org/10.1002/smj.248

Kale, P., Singh, H., & Bell, J. (2009). Relating well: Building capabilities for sustaining alliance networks. *The network challenge: Strategy, profit, and risk in an interlinked world*, pp. 343-356.

Kandemir, D., Yaprak, A., & Cavusgil, S. T. (2006). Alliance orientation: conceptualization, measurement, and impact on market performance. *Journal of the academy of marketing science*, *34*(3), pp. 324-340. https://doi.org/10.1177/0092070305285953

Kogut, B. (2000). The network as knowledge: Generative rules and the emergence of structure. *Strategic Management Journal*, *21*(3), pp. 405-425. https://doi.org/10.1002/(SICI)1097-0266(200003)21:3<405::AID-SMJ103>3.0.CO;2-5

Kohtamäki, M., Rabetino, R., & Möller, K. (2018). Alliance capabilities: A systematic review and future research directions. *Industrial Marketing Management*, *68*, pp. 188-201. https://doi.org/10.1016/j.indmarman.2017.10.014

Revista Ibero-Americana de Estratégia
Iberoamerican Journal of Strategic Management

Almeida, P. O. P., Milagres, R., Fernandes, B. H. R., & Cruz, M. A. (2024, Sept./Dec.).
Alliance capabilities in a B2B Event Company: a case study on the use of alliance portfolio
management tools

Kohtamäki, M., Rabetino, R., & Huikkola, T. (2023). Learning in strategic alliances:
Reviewing the literature streams and crafting the agenda for future research. *Industrial
Marketing Management*, *110*, 68-84. https://doi.org/10.1016/j.indmarman.2023.02.011

Koka, B. R., Madhavan, R., & Prescott, J. E. (2006). The evolution of interfirm networks:
Environmental effects on patterns of network change. *Academy of Management
Review*, *31*(3), pp. 721-737. https://doi.org/10.5465/amr.2006.21318927

Lambe, C. J., Spekman, R. E., & Hunt, S. D. (2002). Alliance competence, resources, and
alliance success: Conceptualization, measurement, and initial test. *Journal of the
Academy of Marketing Science*, *30*(2), pp. 141-158.
https://doi.org/10.1177/03079459994399

Loureiro, S. M. C., Guerreiro, J., Eloy, S., Langaro, D., & Panchapakesan, P. (2019).
Understanding the use of virtual reality in marketing: A text mining-based
review. *Journal of Business Research*, *100*, pp. 514-530.
https://doi.org/10.1016/j.jbusres.2018.10.055

Milagres, R. (2013). O desenvolvimento de capacidades em gestão de alianças: uma revisão
da literatura. *Revista portuguesa e brasileira de gestão*, *12*(1), pp. 2-12.
https://periodicos.fgv.br/rbpg/article/view/20758

Milagres, R., & Burcharth, A. (2019). Knowledge transfer in interorganizational partnerships:
What do we know? *Business Process Management Journal, 25*(1), 27-68.
https://doi.org/10.1108/BPMJ-06-2017-0175

Milagres, R., Rezende, O., & Silva, S. A. G. D. (2017). Papel e posição do departamento de
alianças: caso Embrapa. *Revista de Administração Pública*, *51*, pp. 431-450.
https://doi.org/10.1590/0034-7612160046

Mitrega, M., Forkmann, S., Ramos, C., & Henneberg, S. C. (2012). Networking capability in business relationships – concept and scale development. *Industrial Marketing Management*, *41*(5), pp. 739-751. https://doi.org/10.1016/j.indmarman.2012.06.002

Nelson, R. R., & Winter, S. G. (2002). Evolutionary theorizing in economics. *Journal of Economic Perspectives*, *16*(2), pp. 23-46. https://doi.org/10.1257/0895330027247

Niesten, E., & Jolink, A. (2015). The impact of alliance management capabilities on alliance attributes and performance: A literature review. *International Journal of Management Reviews*, *17*(1), pp. 69-100. https://doi.org/10.1111/ijmr.12037

Nohria, N., Eccles, R. G., & Press, H. B. (Ed.). (1992). *Networks and organizations: Structure, form, and action*. Boston: Harvard Business School Press.

Nürnberg Messe. (2022). [*site*]. https://www.nuernbergmesse.de/en.

Nürnbergmesse Brasil (2022). [*site*]. https://nuernbergmesse-brasil.com.br/.

Paulraj, A., Lado, A. A., & Chen, I. J. (2008). Inter-organizational communication as a relational competency: Antecedents and performance outcomes in collaborative buyer–supplier relationships. *Journal of operations management*, *26*(1), pp. 45-64. https://doi.org/10.1016/j.jom.2007.04.001

Powell, W. W., & Smith-Doerr, L. (1994). Networks and economic life. In N. J. Smelser, R. Swedberg (Eds.) *Handbook of Economic Sociology* Princeton University Press. pp. 368–402.

Powell, W. W., Koput, K. W., & Smith-Doerr, L. (1996). Interorganizational collaboration and the locus of innovation: Networks of learning in Biotechnology. *Administrative Science Quarterly*, *41*(1), pp. 116-145. https://doi.org/10.2307/2393988

Rankine, D., & Giberti, M. (2020). *Reinventing live*. Anthem Press.

35 de **37**

*Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM
São Paulo, 23*(3), Sept./Dec., p. 1-37, e25766, 2024

Ritter, T., & Gemünden, H. G. (2003). Network competence: Its impact on innovation success and its antecedents. *Journal of Business Research*, *56*(9), pp. 745-755. https://doi.org/10.1016/S0148-2963(01)00259-4

Schreiner, M., Kale, P., & Corsten, D. (2009). What really is alliance management capability and how does it impact alliance outcomes and success? *Strategic Management Journal*, *30*(13), pp. 1395-1419. https://doi.org/10.1002/smj.790

Sharma, D. D., Iacobucci, D., & Håkansson, H. (1996). Strategic alliances in a network perspective. *Networks in Marketing*, p. 108.

Sivadas, E., & Dwyer, F. R. (2000). An examination of organizational factors influencing new product success in internal and alliance-based processes. *Journal of marketing*, *64*(1), pp. 31-49. https://doi.org/10.1509/jmkg.64.1.31.17985

Sluyts, K., Martens, R., & Matthyssens, P. (2008). *Towards a dynamic concept of alliance capability*. UA.

Sluyts, K., Matthyssens, P., Martens, R., & Streukens, S. (2011). Building capabilities to manage strategic alliances. *Industrial Marketing Management*, *40*(6), pp. 875-886. https://doi.org/10.1016/j.indmarman.2011.06.022

Teece, D. J. (2007). Explicating dynamic capabilities: the nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28, 1319–1350. https://doi.org/10.1002/smj.640

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic Management Journal, 18*(7), 509-533. https://doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z

UFI – The Global Association of the Exhibition Industry. (2022). *Global Exhibition Barometer*. 28th ed. https://www.ufi.org/wp- content/uploads/2022/02/28th_UFI_Global_Barometer_february_2022.pdf

36 de **37**

Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management - IJSM
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024

Vurro, C., Romito, S., Costanzo, L. A., Ghobadian, A., & Russo, A. (2024). Alliance
management capabilities in sustainability-oriented collaboration: Problematization and
new research directions. *International Journal of Management Reviews*, *26*(1), 8-33.
https://doi.org/10.1111/ijmr.12346

Wang, L., & Zajac, E. J. (2007). Alliance or acquisition? A dyadic perspective on interfirm
resource combinations. *Strategic Management Journal*, *28*(13), pp. 1291-1317.
https://doi.org/10.1002/smj.638

Wang, Y., & Rajagopalan, N. (2015). Alliance capabilities: Review and research
agenda. *Journal of Management*, *41*(1), pp. 236-260.
https://doi.org/10.1177/0149206314557157

Yin, R. (2013). *Case study research: Design and methods*. New York: Sage publications.

Yoshino, M. Y., & Rangan, U. S. (1995). *Strategic alliances: An entrepreneurial approach to
globalization*. Boston*:* Harvard Business School Press.

Zollo, M., & Winter, S. G. (2002). Deliberate learning and the evolution of dynamic
capabilities. *Organization Science*, *13*(3), pp. 339-351.
https://doi.org/10.1287/orsc.13.3.339.2780

Zollo, M., Reuer, J. J., & Singh, H. (2002). Interorganizational routines and performance in
strategic alliances. *Organization Science*, *13*(6), pp. 701-713.
https://doi.org/10.1287/orsc.13.6.701.503

37 de **37**

*Rev. Ibero-Am. de Est. – RIAE
Iberoamerican Journal of Strategic Management -
IJSM*
São Paulo, *23*(3), Sept./Dec., p. 1-37, e25766, 2024