## JÖRG SYDOW, ELKE SCHÜßLER AND GORDON MÜLLER-SEITZ

## MANAGING INTERORGANIZATIONAL RELATIONS

**DEBATES AND CASES** 



palgrave

## **TABLE OF CONTENTS**

LIST OF EXHIBITS		VII
Pre	Preface	
PART I: INTRODUCTION		1
1	Managing Inter-organizational Relations	3
	1.1 Reasons for engaging in inter-organizational relations	$\epsilon$
	1.2 Management as function, institution, and practice	8
	1.3 Inter-organizational relations: Forms, qualities, levels	12
	1.4 Management practices: Selection, allocation, regulation, evaluation	17
	1.5 Managing tensions and contradictions in inter-organizational relations	21
2	How to Use This Book	25
	2.1 Structure	25
	2.2 Features	26
PA	RT II: STRATEGIC ALLIANCES AND NETWORKS	31
3	Understanding Strategic Alliances and Networks	33
	3.1 Definitions and forms of strategic alliances and networks	34
	3.2 Central debates about alliances and networks	41
	3.3 Managing alliances and networks	48
	3.4 Dark sides of alliances and networks	52
4	Cases on Managing Strategic Alliances and Networks	57
	4.1 Lufthansa Cargo's alliance strategy: Spinning a web of stable relations	57
	4.2 Star Alliance: Adapting the management institutions of an inter-	
	organizational network (by Horst Findeisen, Star Alliance Services GmbH,	
	and Jörg Sydow, Freie Universität Berlin)	67
	4.3 Estes: Shaping collaborative ties in the US construction industry (by Timo	
	Braun, TU Kaiserslautern, and Randy Richards, St. Ambrose University)	74
	4.4 Service-Holding: Managing service culture in customer-supplier relations	84
	(by Markus Helfen and Manuel Nicklich, both Freie Universität Berlin) 4.5 Hipokramed: Collective purchasing in a fast growing hospital group (by	04
	Benjamin I. Behar, Artemed SE, and Florian Löhlein, Krankenhaus Tabea	
	GmbH & Co. KG)	91

PA	RT III: REGIONAL NETWORKS AND CLUSTERS	101
5	Understanding Regional Networks and Clusters	103
	5.1 Definitions and forms of regional networks and clusters	105
	5.2 Central debates about regional networks and clusters	112
	5.3 Managing networks within and across clusters	117
	5.4 Regional resilience and responsiveness	122
6	Cases on Managing Regional Networks and Clusters	124
	6.1 InBroNet: Selecting partners, evaluating practices	124
	6.2 One week in the life of a boundary spanner: Developing networks within the Berlin optics cluster (by Rainer Zeichhardt, Business School Berlin Potsdam) 6.3 Impact sourcing in India: Managing people, clients, and growth at	130
	ServImpact (by Chacko Kannothra and Stephan Manning, University of Massachusetts-Boston)	139
	6.4 Refocusing the Smart-house network (by Anne H. Gausdal, Buskerud, and Vestfold University College, Guido Möllering, Jacobs University Bremen, and Etty R. Nilsen, Buskerud, and Vestfold University College)	146
	6.5 Fighting stealth food: Ad hoc coordination in the case of an EHEC outbreak (by Olivier Berthod, Freie Universität Berlin, and Gordon Müller-Seitz, TU Kaiserslautern)	154
PAI	RT IV: GLOBAL PRODUCTION AND SUPPLY NETWORKS	161
7	Understanding Global Production and Supply Networks	163
	7.1 Definitions and forms of global production and supply networks	165
	7.2 Central debates about global production and supply networks	170
	7.3 Managing global production and supply networks	178
	7.4 Managing supply chain uncertainty through global coordination and	
	governance	182
8		102
-	Cases on Managing Global Production and Supply Networks	185
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international	185
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international production and sales network	
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international production and sales network 8.2 InExeSS: Developing an international network of executive search firms	1 <b>85</b>
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international production and sales network 8.2 InExeSS: Developing an international network of executive search firms under high uncertainty (by Jana Okech, Bundesinstitut für Risikobewertung)	185
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international production and sales network 8.2 InExeSS: Developing an international network of executive search firms under high uncertainty (by Jana Okech, Bundesinstitut für Risikobewertung) 8.3 SCC: Improving global supply chain governance in garment retailing (by	1 <b>85</b>
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international production and sales network 8.2 InExeSS: Developing an international network of executive search firms under high uncertainty (by Jana Okech, Bundesinstitut für Risikobewertung)	1 <b>85</b>
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international production and sales network 8.2 InExeSS: Developing an international network of executive search firms under high uncertainty (by Jana Okech, Bundesinstitut für Risikobewertung) 8.3 SCC: Improving global supply chain governance in garment retailing (by Chris F. Wright, University of Sydney and Stephen J. Frenkel, University of New	185 185 197
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international production and sales network 8.2 InExeSS: Developing an international network of executive search firms under high uncertainty (by Jana Okech, Bundesinstitut für Risikobewertung) 8.3 SCC: Improving global supply chain governance in garment retailing (by Chris F. Wright, University of Sydney and Stephen J. Frenkel, University of New South Wales)	185 185 197
	Cases on Managing Global Production and Supply Networks 8.1 E.J. SUITS: Developing a global fashion firm through an international production and sales network 8.2 InExeSS: Developing an international network of executive search firms under high uncertainty (by Jana Okech, Bundesinstitut für Risikobewertung) 8.3 SCC: Improving global supply chain governance in garment retailing (by Chris F. Wright, University of Sydney and Stephen J. Frenkel, University of New South Wales) 8.4 Mastering the cooperation-competition tension in Toyota's supplier	185 185 197 201

PART V: INNOVATION AND PROJECT NETWORKS		
9	Understanding Innovation and Project Networks	233
	9.1 Definitions and forms of innovation and project networks	235
	9.2 Central debates about innovation and project networks	241
	9.3 Managing innovation and project networks	246
	9.4 Beyond projects and networks: Innovating with crowds	250
10	Cases on Understanding Innovation and Project Networks	253
	10.1 Project networks and disruptive technological change: The case of a SAP partner-network (by Timo Braun, TU Kaiserslautern, and Thomas Schmidt,	
	Freie Universität Berlin)	253
	10.2 SEMATECH: Inventing collaborative innovation	
	(by Cornelius Schubert, University of Siegen, and Uli Meyer, TU Berlin)	264
	10.3 GSK: Planting a CEEDD for the future (by Oliver Alexy, TU München,	
	Paola Criscuolo, Imperial College Business School, and Ammon Salter,	
	University of Bath)	273
	10.4 Collaboration in project networks: The case of the Dutch shipbuilding	
	industry (by Roland Levering, Leon Oerlemans, Niels Noorderhaven, and Rik Ligthart, Tilburg University)	287
	10.5 Wikimedia: Managing the international network organization behind	207
	Wikipedia (by Leonhard Dobusch, Freie Universität Berlin)	295
		273
PAI	RT VI: CONCLUSIONS	303
11	Concluding Observations and Reflections	305
	11.1 Summarizing the key insights against the backdrop	
	of London 2012	305
	11.2 Inter-organizational relations in other fields: Opportunities	
	for future research	308
12	An Outlook for Practicing Managers	310
	12.1 A general call for more reflexivity in managing inter-organizational relations	310
	12.2 Some more specific managerial implications	312
Refe	erences	314
	Index	
	Index	