

AN INTEGRATIVE FRAMEWORK OF RELATIONAL GOVERNANCE MECHANISM BUILDING IN STRATEGIC ALLIANCES

Cosmin-Florin LEHENE^{a,*}, Anca BORZA^b

^{a),b)} Babeş-Bolyai University, Faculty of Economics and Business Administration,
Cluj-Napoca, Romania

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Abstract: *In this paper, we argue that the social relations at individual level between persons who directly work in strategic alliances represent a key factor for the implementation's success. In this sense, we provide an integrative framework for the Relational Governance Mechanism (RGM) building in strategic alliances. Based on a grounded theory approach, inductively developed in five vertical strategic alliances, we observed that the trust, the reciprocal commitment and the communication attributes are well developed and common in all the cases. But what made the difference between the most successful partnerships (described in terms of satisfaction with the alliance and the accomplishment of alliance's goals) and the medium ones was the integrative conflict management and the win-win approach on a long-term. Specifically, the creation of a dyadic culture toward building a common future.*

Key words: collaborative strategies; strategic alliances; relational governance mechanism; formal governance mechanism

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* Corresponding author. E-mail address: lehenecosmin@ymail.com.

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