

# **‘WEAK’ PARTNER OUTCOMES IN STRATEGIC ALLIANCES: ANALYTICAL FRAMEWORK AND GREEK CASE STUDIES**

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## **ABSTRACT**

In this paper we examine the learning outcomes for Greek firms participating in alliances with foreign multinationals. Greece is an example of a newly industrialized country with a less developed technological base. So far however most of the studies on international strategic alliances are predominantly concentrated on firms from Western Europe, United States and Japan (Triad markets). In recent years there has been a steady increase in the participation of newly industrialized and some emerging market firms in international strategic alliances. Following this trend, this paper addresses the issue of learning and skill acquisition from the multinational partner in order to explore whether the use of strategic alliances is an effective strategy for firms in newly industrialized economies to acquire knowledge from their advanced partners and thus enhance their competitiveness. The proposed study aims is to document *whether* firms from newly industrialized economies participating in alliances with foreign multinationals have learned from their foreign partners *and what* they have learned, that is what type of knowledge/competencies they have acquired. This is done within an analytical framework that highlights three features of triad/non -triad alliances. These are: asymmetry and relative absorptive capacity; limited competition and the scope for guidance and finally partner intent and receptivity. The empirical aspect of the research consists of four detailed case studies.