JÖRG SYDOW, ELKE SCHÜSSLER AND GORDON MÜLLER-SEITZ

MANAGING INTER-ORGANIZATIONAL RELATIONS

DEBATES AND CASES
# TABLE OF CONTENTS

List of Exhibits viii  
Preface xi  

## PART I: INTRODUCTION 1  
1 Managing Inter-organizational Relations  
   1.1 Reasons for engaging in inter-organizational relations 6  
   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  

## PART 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 (by Markus Helfen and Manuel Nicklisch, both Freie Universität Berlin) 84  
   4.5 Hipokramed: Collective purchasing in a fast growing hospital group (by Benjamin I. Behar, Artemed SE, and Florian Löhlein, Krankenhaus Tabea GmbH & Co. KG) 91
### PART III: REGIONAL NETWORKS AND CLUSTERS

5 **Understanding Regional Networks and Clusters**
   5.1 Definitions and forms of regional networks and clusters
   5.2 Central debates about regional networks and clusters
   5.3 Managing networks within and across clusters
   5.4 Regional resilience and responsiveness

6 **Cases on Managing Regional Networks and Clusters**
   6.1 InBroNet: Selecting partners, evaluating practices
   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 ServImpact (by Chacko Kannothra and Stephan Manning, University of Massachusetts–Boston)
   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)
   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)

### PART IV: GLOBAL PRODUCTION AND SUPPLY NETWORKS

7 **Understanding Global Production and Supply Networks**
   7.1 Definitions and forms of global production and supply networks
   7.2 Central debates about global production and supply networks
   7.3 Managing global production and supply networks
   7.4 Managing supply chain uncertainty through global coordination and governance

8 **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 network (by Miriam Wilhelm, University of Groningen)
   8.5 MetalCorp: Implementing labor standards in global production networks (by Markus Helfen, Freie Universität Berlin, and Dimitris Stevis, Colorado State University)
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 Wikipedia (by Leonhard Dobusch, Freie Universität Berlin) 295  

PART 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  

References 314  
Index 345