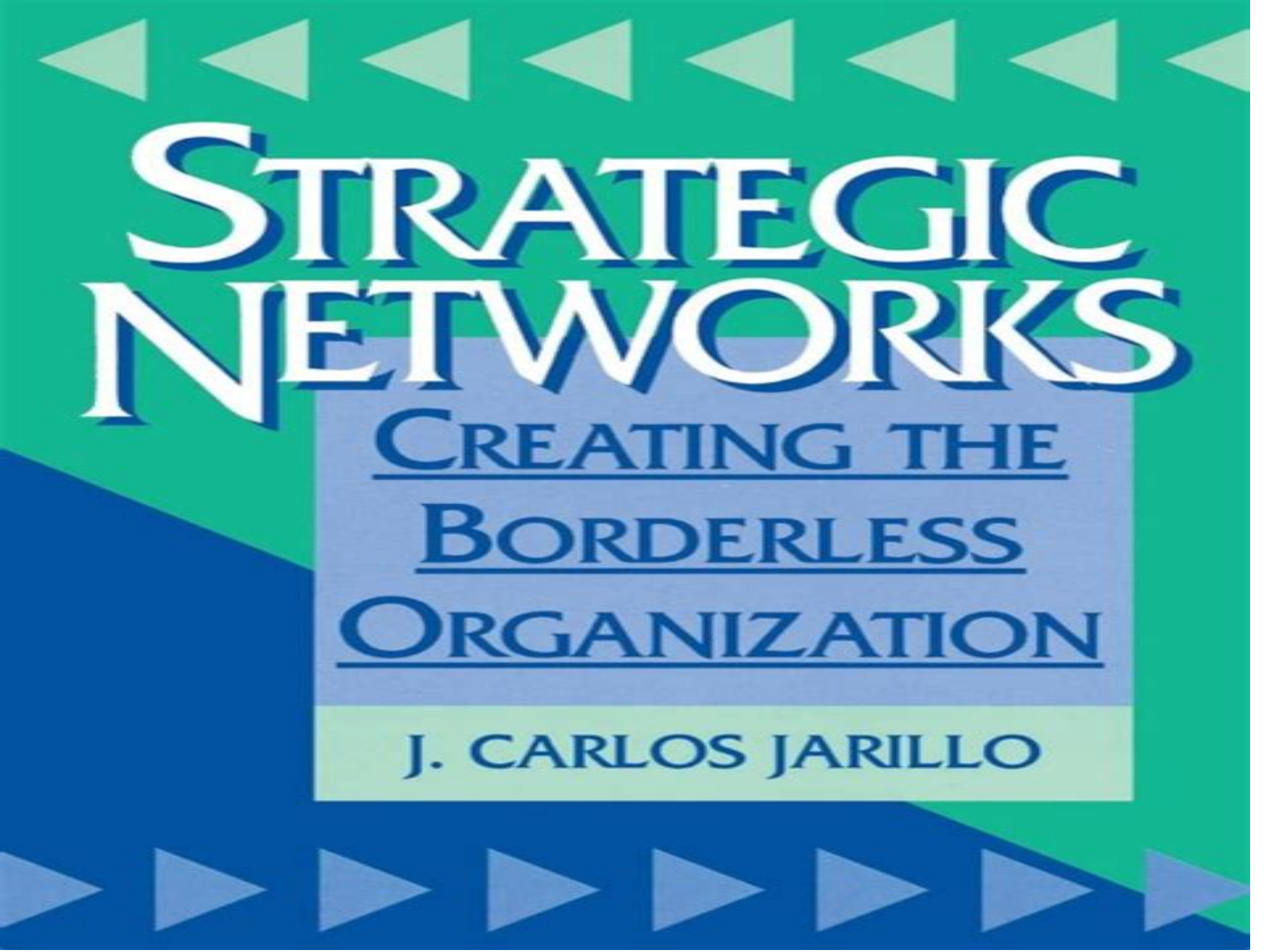




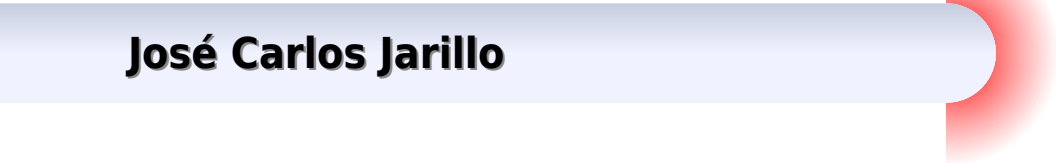
STRATEGIC NETWORKS

CREATING THE
BORDERLESS
ORGANIZATION

J. CARLOS JARILLO

Strategic Networks Creating The Borderless Organization

José Carlos Jarillo



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Strategic Networks J Carlos Jarillo, 2013-01-11 Strategic Networks examines the new style of industrial coordination which enables independent companies to work so closely together that they can sometimes present a single face to the outside world. Coordination is not achieved by mergers and acquisitions but through the creation of a strategic network of companies working towards the same goals. Based on the author's extensive research, the book first analyses the economic arguments for industry coordination and suggests in which industries it is most likely to occur. The second part of the book focuses on managerial implications for this type of organization: impact on responsibilities, control without ownership, cooperation instead of competition, how to set up alliances and how to maintain them. A wide range of international examples and cases are featured in the book. J Carlos Jarillo is Professor of Strategy at the University of Geneva, previously Professor of General Management and International Strategy at IMD Switzerland. His research on strategy has been widely published in more than two dozen articles and books. He also acts as senior adviser to a large number of international corporations.

Strategic Networks José Carlos Jarillo, 1995 Cooperative Strategy John Child, David Faulkner, Stephen B. Tallman, 2005 Providing a comprehensive survey of strategic alliances, this book presents different disciplinary perspectives: economics, strategy, organization theory, and many examples from the corporate world. It is useful for business students and managers wishing to understand the challenges of managing alliances. *Synconomy* J. DiVanna, 2003-05-23 *Synconomy* argues that the operating state of a firm has a synergistic relationship with the behaviour of the entire marketplace. This will be important in order to understand the value of the firm and predict its performance. The book will explore the business conditions of an ever more interoperating global economic marketplace in which companies, customers, and competitors collaborate on many issues. The book proposes a new approach to measuring value in this interconnected global framework.

A Network Approach in Strategic Management: Emerging Trends and Research Concepts Beata Barczak, Tomasz Kafel, Pierpaolo Magliocca, 2021 **PURPOSE** The analysis of the literature shows that the attempts to conceptualize the strategic aspects of the network bring a significant impact on the development of research on organizational networks. This article aims to analyze the new trends in strategic management and in particular on the possibility of exploring the network approach in strategic management through the existing literature and the presentation of the new contributions of the following articles published in the current issue. **METHODOLOGY** The article is descriptive in character; thus, it is based on a literature review and its constructive critics. A narrative literature review was used to present the main assumptions and features of the network approach in strategic management along with an indication of emerging trends and new directions. Also, the identification of theoretical foundations for understanding the processes of strategic change in inter-organizational networks and the proposition of the way to understand network strategy were presented. **FINDINGS** The research included in this issue shows that from a network perspective, business strategy plays an important role in guiding the development of

individual relationships and networks Exploring the network approach in strategic management allows one to adopt the category of network strategy which can be described through the coexistence of cooperation and competition

IMPLICATIONS FOR THEORY AND PRACTICE Considerations lead to the conclusion that the business strategy must be expressed in terms of potential changes in the network in which the company operates taking into account its current and selected position in the network Despite the fact that the current state of research on organizational networks in the theory of strategic management shows that this approach is already quite well established on the basis of the analysis of research results concerning the conceptualization of strategic aspects of the network the existing problems and limitations were identified

ORIGINALITY AND VALUE The main problems related to the exploration of the network approach and the resulting consequences for the definition of the network strategy were indicated Also the combination of an organizational and economic approach with the logic of competitive advantage and relational annuity The demonstration that the network perspective in strategic management allows for a more complete understanding of the strategic behavior of modern enterprises

Keywords network network strategy network approach strategic management Table of Contents Network approaches and strategic management Exploration opportunities and new trends 7 Beata Barczak Tomasz Kafel Pierpaolo Magliocca Networks and network strategies New theorization based upon a systematic literature review 37 Rossella Canestrino Amir Forouharfar Direct and moderation effects on U S apparel manufacturers engagement in network ties 67 Nancy J Miller Carol Engel Enright David A Brown Mapping of a science and technology policy network based on social network analysis 115 Esmaeel Kalantari Gholamali Montazer Sepehr Ghazinoory Synergetic effects of network interconnections in the conditions of virtual reality 149 Kateryna Kraus Nataliia Kraus Olena Shtepa Complexity continuity and strategic management of buyer supplier relationships from a network perspective 189 Martin Pech Draho Van ek Jaroslava Pra kov Interfirm network structure and firm resources Towards a unifying concept 227 Jesse Karjalainen Aku Valtakoski Ilkka Kauranen

Regional Strategies in a Global Economy René Haak, Dennis S. Tachiki, 2004

Both proponents and opponents of globalization assume it is a process that sweeps across national borders Indeed over the last twenty years the key features of globalization provide prima facie evidence for this conventional wisdom Dramatic developments in information and communications technology the rise of global companies and production networks the unstoppable internationalization of financial markets and the deregulation and privatization of service sectors are all important examples of how this process unfolds in its raw form Nevertheless the increase in regional economic activity is another striking feature of this process As multinational corporations extend their global reach regional networks also emerge in the global trading system Globalization therefore does not only mean a global convulsion of economies but could also lead to a spatial concentration of economic activity All through the 1990s and at the beginning of the new century East Asia experienced numerous structural changes leading to interesting market developments South Korea s rise to developed

country status the integration of the Southeast Asian economies and the rise of China have made this region the manufacturing center of the global economy Considering the economic importance of Japan and the other East Asian nations in the world the crucial questions that arise include What are the linkages between the global strategies of multinational corporations and their regional business operations Why do subregional strategies emerge especially recently to take advantage of China as a production base and market Are the modern business practices in a multinational corporation s home country easily transferred to their overseas operations and are they readily absorbed by local employees Finally which strategic directions are Japanese American East Asian and European enterprises going in this important business area of the world To answer these questions this book takes a closer look at several structural features of the East Asian economy and the corporate and business strategies of multinational corporations The volume assembles up to date research by a number of European Australian and Japanese scholars and presents analysis of various business aspects of regional strategies in a global economy

Winning Strategies in a Deconstructing World Rudi K. F. Bresser, Michael A. Hitt, Robert D. Nixon, Dieter Heuskel, 2000-12-19 The end of the nineteenth century saw the construction of the vertically integrated value chains that came to define modern business The end of the twentieth century witnessed their deconstruction In industries across the economy markets are intruding on the web of proprietary arrangements that have held these chains together As they do the boundaries defining business companies and industries are coming under attack radically transforming the nature of competition Powerful forces such as globalization and deregulation are undermining the logic and practice of traditional vertical integration but the most powerful partly because it acts as catalyst and an accelerator is a revolution in the economics of information This shift in information economics is giving birth to a myriad of new strategic options The consequences of deconstruction for the strategic management of the firm as well as for the firm itself are dramatic Deconstruction forces a fundamental rethinking of some of the basic principles of strategy which will impact on the concepts of the portfolio forms of organizational structure styles of leadership mechanisms for acquiring and managing knowledge and approaches to uncertainty and risk This the latest volume in the Strategic Management Series explores the implications of the value chain deconstruction for strategy the changes in strategic thinking and the action necessary to cope with the challenges and opportunities Bringing together contributions from key figures in the field of strategy in both practice and academia this book as with other books in the series addresses the ideas and issues at the forefront of strategic management theory and practice

Guidelines for Knowledge Partnerships Asian Development Bank, 2011 ADB s long term strategic framework Strategy 2020 argues that knowledge solutions must be enriched through internal learning from operational practice and external learning from long term knowledge partnerships The Guidelines for Knowledge Partnerships offer a framework for strengthening such partnerships They specify the essentials of designing for performance articulate building blocks and underscore success factors and special considerations The guidelines are offered as a resource document and

reference to ADB staff members in general They may also help other organizations design and manage their knowledge partnerships better

Innovation, Science, and Institutional Change Jerald Hage, Marius T. H. Meeus, 2006-10-26
Innovation is a key factor not just in the research design process but in policy institutions society This handbook is unique in examining research findings new theoretical models relating to innovation at a number of analytic levels projects organizations industrial sectors society

Corporate Social Capital and Liability Roger Th.A.J. Leenders, Shaul M. Gabbay, 2013-03-09
In studies of inter organizational relations IOR s there is a tendency to look at dyads of firms and to consider networks as aggregates of such dyads But there are several roles for a third party a go between This chapter looks at a go between not in the sense of a middleman who intermediates in existing production or trade such as an agent wholesaler retailer and not in the sense of an entrepreneur who intermediates in the realization of new potential in connecting supply and demand It looks at a go between in the sense of a relationship counsellor for the development and maintenance of social capital providing support in setting up adapting and ending cooperative relations between others Or in yet different terms to help in the embedding of relations in Granovetter s 1985 sense Uzzi 1997a Such roles may be performed by middlemen or entrepreneurs but also by specialized agents who do not play a direct role in linking stages in a chain of production and distribution as middlemen and entrepreneurs typically do Indeed some of the roles require an independence that is served by not having a direct stake in the relations that need to be developed I propose that the analysis yields a perspective for looking at the roles of trade and industry associations in European business systems and of banks and trading houses in Japanese enterprise groups Kigyo Shudan

Strategic Networks Creating The Borderless Organization Book Review: Unveiling the Magic of Language

In an electronic era where connections and knowledge reign supreme, the enchanting power of language has are more apparent than ever. Its ability to stir emotions, provoke thought, and instigate transformation is truly remarkable. This extraordinary book, aptly titled "**Strategic Networks Creating The Borderless Organization**," published by a highly acclaimed author, immerses readers in a captivating exploration of the significance of language and its profound effect on our existence. Throughout this critique, we shall delve in to the book is central themes, evaluate its unique writing style, and assess its overall influence on its readership.

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