

**EXECUTION AND PERFORMANCE OF
STRATEGIC ALLIANCES:
A STUDY OF SOFTWARE COMPANIES IN INDIAN CONTEXT**

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**DEPARTMENT OF MANAGEMENT STUDIES
INDIAN INSTITUTE OF TECHNOLOGY DELHI**

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STRATEGIC ALLIANCES:
A STUDY OF SOFTWARE COMPANIES IN INDIAN CONTEXT**

by

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to the



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CERTIFICATE

This is to certify that the thesis entitled “**Execution and Performance of Strategic Alliances: A Study of Software Companies in Indian Context**” which is being submitted by Ms. Komal J. Khatter to the Indian Institute of Technology Delhi for the award of the degree of Doctor of Philosophy (Ph.D), is a record of bona fide research work carried out by her. She has worked under our guidance and supervision and has fulfilled the requirements for the submission of the thesis, which has attained the standard required for a Ph.D degree of the Institute. The results presented in this thesis have not been submitted elsewhere for the award of any degree or diploma.

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Pursuing a PhD can be a fairly time consuming and wearing process, with all its various tasks related to writing, transcribing, data analysis and numerous iterations related to these. Even so, I warmly recommend pursuing a PhD to anyone who has a genuine interest in a management topic and who sees the value in being able to focus on a certain topic for a long time, without any major time constraints.

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(Komal J Khatter)

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ABSTRACT

Strategic alliances have become a widely accepted growth strategy, especially in the last few decades and will further grow in the coming years. Although partnership is a very old method of conducting business, it has only been two decades that there has been tremendous growth in the number of partnerships amongst the companies. In the current scenario, alliances are treated as the most successful competitive strategy for many firms.

In the last few decades, the study on alliances has remained very popular in academic and business literature. Although there is growth in alliance activities, yet there are strong empirical evidences that indicate that alliance performance has remained weak. This generates curiosity, that when so many companies are entering into alliances, then why nearly half of them are not successful. It provides evidence that initializing and successfully maintaining an alliance is more difficult than expected.

Due to it, there had been increasing focus on alliance execution. The execution of strategy is given almost equal weightage as strategy. There has been lack of strategic alliance execution framework, which in turn became one of the fundamental reasons for alliance execution failure. So the main aim of our research is to address the issues of execution and performance of alliances and give a comprehensive framework of the same.

This research has three main objectives. The first is to identify the dimensions of execution and develop a framework for execution of strategic alliances. The second objective is to identify the measures of performance evaluation and develop framework for measurement of performance of strategic alliances. The third one is to develop a relationship between variables of execution of strategic alliances and performance of strategic alliances.

The literature survey on the subject brings out gaps in the areas of alliance execution and performance; especially there is lack of integrated framework of execution of strategic alliances. Similarly literature also shows research gap in performance evaluation framework of strategic alliances, and there is also a lack of relationship of execution and performance of alliances. This provides opportunity to attempt an integrated framework for execution and performance of alliances. Given the complexity of the subject in the study and in order to develop a balance check mechanism, the research was divided into five phases: (1) preliminary groundwork; (2) conceptual framework and hypotheses formulation; (3) empirical study of hypotheses testing; (4)

case study for cross validation and interpretation of the model; and (5) synthesis that encompasses the learning of both opinion survey and the case research.

After literature review, the key variables affecting execution of strategic alliances were identified. In order to identify whether such variables affect performance of strategic alliance, an analysis of the significant factors emerging from the trends of alliances was done. Considering the research gaps and from the opinion of the experts and practitioners, this doctoral work aimed to identify the macro and micro variables that influence alliance execution; identify important variables of alliance performance; establish the linkages among the identified macro and micro variables; and develop a validated ‘Strategic Alliance Execution and Performance’ model and interpret it in real life situation.

The opinion survey aimed at developing basic understanding about the impact of superior execution of alliance in enhancing alliance performance. The hypotheses were tested using correlation and regression analysis and structural equation modeling (SEM). After the empirical study, case studies were carried out to cross-validate and interpret the empirically tested model. Several cases from a mid size software company were undertaken. The case analysis was done on the basis of company literature and detailed personal interviews with the senior management of the company. Interpretation of relationships, identified in opinion survey was done for better insights.

The synthesis of the opinion survey and case research studies was done taking into consideration the differences, similarities, and interpretation of both the studies. Emphasizing upon the learning from the case research, issues of execution that could influence the alliance performance, have been suggested. The comparative analysis of the research results of the opinion survey and case study helped in drawing the conclusions and led to the finalized models for execution and performance of strategic alliances.

The empirical part of the study is constrained by the limitations of opinion survey. Though some level of cross-validation has been done, a bias for the responses to other items cannot be ruled out. The study is confined to software industry only. The other industries could not be explored due to time and resource constraints. Therefore, the validated model of the study requires review and reflection by other scholars in different contextual settings. The study also suggests directions for future research. The proposed model can also be tested for other business contexts observing the relative criticality of different factors.

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NOMENCLATURE

AMOS	Analysis of Moment Structures
ANOVA	Analysis of Variance
ASP	Application Services Provider
BPO	Business Process Outsourcing
BSC	Balanced Score Card
BT	British Telecom
CAPM	Capital Asset Pricing Model
CEO	Chief Operating Officer
CFA	Confirmatory Factor Analysis
CMM	Capability Maturity Level
CoE	Centre of Excellence
EFA	Exploratory Factor Analysis
ERP	Enterprise Resource Provider
ESC	Software Export Promotion Council
EU	European Union
FDI	Foreign Direct Investment
GDM	Global Delivery Model
GDP	Gross Domestic Product
GPU	Graphics Processing Unit
IBEF	India Brand Equity Foundation
IIT	Indian Institute of Technology
IJV	International Joint Venture
IPC	Internet Pricing and Configuration
IPTV	Internet Protocol Television
ISO	Indian Organization for Standardization
IT	Information Technology
ITeS	Information Technology enabled Services
JV	Joint Venture
KBV	Knowledge Based View
KPO	Knowledge Process Outsourcing
KRA	Key Responsibility Area
MFD	Mutual Fund Distribution
MLM	Machine to Machine
NASSCOM	The National Association of Software and Services Companies
NISM	National Institute of Securities Market
NIT	National Institute of Technology
R&D	Research and Development
ROA	Return on Assets
ROE	Return on Equity
ROI	Return on Investment
SDLC	Software Development Life Cycle
SEM	Structural Equation Modeling
SIA	Secretariat for Industrial Assistance
SME	Small and Medium Enterprises
SMP	Small and Medium Providers
SQL	Server Database Technology