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Creation of Corporate Cooperation Strategy

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Abstract

Problematic of corporate cooperation strategy creation is still not fully examined area of practical cooperation management. Corporate managers often didn't recognize modern approaches for cooperation strategy creation as well as its implementation in the corporate environment. Main goal of the paper is to present a model solution of cooperation strategy creation and its implementation in corporate praxis. This model solution is based on relevant literature review as well as on authors own research in the area. For research in the selected field we have use various methods: content analysis – document analysis, synthesis, comparative analysis, process analysis, statistical analysis, modeling, programming, methods of empirical research, etc.

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1. Introduction

The process of implementation of cooperation strategy is influenced by a number of factors including theoretical concepts as well as practical applications. Probably the most significant challenge lies in the fact that there is no universal model available for implementation of cooperation strategy in a company.

After conducting interviews with several companies as a part of the performed empirical research, we have identified a distinct need among the managers for a model that would support their efforts to build and implement cooperation strategy within their organizations. Such a model would represent benefit not only to the managers of the company but also to their partners.

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The main goal of this article is to gather and accumulate new insights in the area of cooperation strategy and to highlight possible ways of how it can be effectively established, built and implemented within a company. The proposed model is meant to be used by the company managers as a valuable tool for building and implementing cooperation strategy within a company.

In order to address the points in question, as set by this article, it was necessary to use several methods, depending on and fitting to the character of the individual parts of the solution. In order to accumulate necessary data, we used the method of document analysis (for analysis of current as well as historical data about the topic), a questionnaire method and a method of semi-structured interview (gathering data in an empirical research) and a method of observation (used during visits of selected companies).

The methods used for further data processing were induction, deduction, synthesis (in identification of key success factors for building cooperation strategy and in formulation of particular steps of the proposed model), abstraction and modelling.

2. The Current State of Dealing with the Issue

Strategic management is used in the area of cooperation management mainly for formulating cooperation strategy which is preceded by a detailed analysis of current situation within the company. Process of establishing cooperation strategy according to Child et al. (2005) involves effort of the company to realize its goals using cooperation with other organizations. The concept of strategy in relation to cooperation was well grasped by Faulkner (1995). His definition highlights the essence of cooperation relationships. According to him, cooperation strategy represents a process of searching for reasons to establish cooperation, selection of suitable partners whose goals are compatible with the goals of the company, and a process of integration of partner cultures and systems.

Phoocharoon et al. (2001) emphasize that the role of cooperation management is not to create a company strategy. Quite the contrary, it is about understanding that is needed in order to create a suitable cooperation strategy. Similarly, the company should suggest how this strategy should develop over time. It is important that the cooperation strategy is linked to and supports the company strategy. The latter stems from the mission and the purpose of the company. It helps company management to correctly direct the business and to prepare for unavoidable changes and risks of various character (Varmus, 2009). In the process of creating cooperation strategy, it is important to define the method of solving conflicts, to align strategic goals of partners and to establish strategic cooperation connection based on integration of the used cooperation channels. He also considers cooperation strategy to be a method for improving performance of the involved parties, with the goal of achieving strategic competitiveness. In order for this to happen, it is needed to bring in strategic thinking, characterized by continuous analysis of the environment, readiness for change, integration, concentration of cooperation resources and continuous learning. Multiple methods of strategic management are used for performing the analysis of current situation within as well as outside of the company (e.g. in regional environment (Stofkova & Stofkova, 2011).

3. Situation in Slovak enterprises – results of the empirical research

Between September 2012 and February 2013 we conducted a research, with the primary goal to gather and interpret information about the level of use of cooperations in the environment of Slovak enterprises. The main goal of the research was to identify the key aspects of efficient management and functioning of cooperations, related issues, degree of satisfaction of companies within cooperation and the opportunities for improvement of already functioning cooperations. In total, 273 managers of small, medium and large enterprises took part in the research, from companies active in Slovak republic. Table 1 provides overview of the main results for the individual researched areas.

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