

**LEARNING FROM ALLIANCE SUCCESSES AND FAILURES OF SMALL TECHNOLOGY-BASED FIRMS:  
A LONGITUDINAL STUDY**

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[dx.doi.org/10.18374/JIMS-13-2.1](http://dx.doi.org/10.18374/JIMS-13-2.1)

**ABSTRACT**

Based on a longitudinal study of eight international strategic alliances involving small technology-based firms, this study presents a series of key lessons learned from the field. The inductive nature of our clinical approach generates some observations of direct relevance to managers and executives of small firms, as well as some initial research directions for hypothesis development. The reported lessons pertain to various areas of alliance research including the initial role of strategic vision and resource commitment; the effects of formalization; performance and the pervasiveness and repercussions of failure; the intricate interplay among partners' levels of trust, opportunism, leverage and dependence; and organizational learning and coping with market uncertainty.

Keywords: *Strategic Alliances, Small Firms, Technology, Failures*