

Cooperative strategies of entry in the international market between the Greek enterprises

Dr. **Labros SDROLIAS**: Assistant Professor in Department of Project Management, Technological Education Institute of Larissa, Greece e-mail: lsdrolias@teilar.gr

Dr. **Serafim POLYZOS**: Lecturer in Department of Planning and Regional Development, University of Thessaly, Volos, Greece e-mail: spolyzos@prd.uth.gr

PhD.r **Nikolaos PAPPAS**: Inderdepartmental Program of Tourism Policy and Planning, University of Aegean, Chios, Greece e-mail: n.pappas@chios.aegean.gr

Ms. **Maria VOUNATSOU**: Associate Lecturer in Department of Tourist Business Administration, Technological Education Institute of Athens, Greece e-mail: younatsou@hotmail.com

Abstract

As result of radical realignments and various modifications of the European geographic setting in combination with the consolidation of a globalized character of the international market, resulted the creation of a multifunctional and of high requirements competitive international enterprising environment. The Greek enterprises are called to act in this environment with a different henceforth tactic of approach, that of strategic alliances, which is proposed to be applied progressively also carefully under the form of the domestic structure - for one at least medium-term interval. The present work moreover explains the necessity of enterprising extraversion of Greek enterprises, reasons up to now for its absence, and it seeks to propose an effective model of allied structure so that to provide the capacity of penetration and effective adaptation in the international market, on the advantage of individual enterprises that compose it setting of, the more appropriate means and fields of action.

Key words: cooperative firms, strategic alliances, market entry strategies, international market.

1. Introduction

The historical changes of the last 10 years in Europe in combination with the phenomenon of market globalisation composed an international environment of high requirements and intense competition in the frame of which many of the structural components of individual markets were modified radically (Hünerberg,1993; Sandhusen,1999; Polyzos,2001,pp.5-6). In a such an environment, the undertaking by the Greek enterprises, mainly those that produce consuming goods, any export activity includes undoubtedly a lot of dangers, as reality until now has shown that many of these enterprises present big divergences from their enterprising expectations due to the over-estimation of their possibilities and due to the disability to respond to the demands of the wider socio-economic environment of each country they act. (Kotler,1991; Sdrolias and Papadiodorou,2002,pp.156-157).

The overstepping of the aforementioned situation constitutes clear challenge for the Greek enterprises, which are called to cope with the new conditions with flexible procedures of cooperative strategy ((Sioufas, 2004; PA.SO.K., 2005), harmonised though with the "moral" of globalisation (Globalisierungsethik) (Bleicher, 1990, pp.5-8) with final objective the joint more effective application of mechanisms of entry in the international market. This means that Greek enterprises that produce mainly consuming

goods can collaborate between them in various levels of enterprising activities, achieving thus an appreciable and long-lasting international export course.

The present work undertakes, via the theoretical activity and approach,

- to sketch out the international competitive enterprising environment in which the Greek enterprises must act, showing thus the necessity of strategic alliances
- to locate the reasons of up to day enterprising introversion that Greek enterprises present, rendering them isolated and substantially vulnerable competitively
- to determine the sought objectives and the advantages of this collaboration,
- to elect the progressive shaping of strategic alliance,
- and finally, based on the aforementioned elements to determine a conscious and careful strategy of approach, methodological segmentation and choice of markets of abroad.

2. Enterprising Environment and International Competition

The policies of reduction of national protective obstacles in the investments and the trade, the promotion of domestic policies for the opening of markets, the reformation of regulations in the markets of products, work and capital, the effect of new technologies of communication and information technology, as well as the distribution of knowledge generally, created a globalized enterprising environment, particularly strengthened as much as complex. The "game of" survival in the vast markets that keeps formatting will be judged in the dynamics and the competitive advantage of enterprising units, mainly though in the faculty of regular investigation and knowledge of this environment.

The enterprises owe in a great extend their existence in the wider international environment and while being results of this, are compelled to adapt their behaviour and their operation in its complicated and often unanticipated processes (Oster, 1991; Brownline, 1998). The more widely acquired experience indicates that today in the international market succeed only the enterprises that are based mainly on a dynamic exterior environment that interact with new shaped mentalities, that differ considerably from enterprise to enterprise, they conceive utility of the different values, they comprehend the configuration of economic structures, and deepen in the nature of cultural perceptions, so that they adopt concrete innovative strategies that offer to them international lead (Thompson, 1997; Filadarlis, 2001). Their competitiveness is due to the capability to upgrade continuously of exploiting the provided knowledge, to develop creatively the long-lasting opportunities and to adopt innovative processes in all levels.

Thus, today the prosperity of an enterprise is created systematically rather than inherited.

In such an international environment the Greek enterprises are called to survive and to play an important role. Contrasting the promotional with the suspensive factors

that characterize the formal Greek enterprise (Table 1), the enterprising world, but mainly the political power realises a comparative qualitative advantage of the first, unexploited at their opinion, because differently they appear incapable to determine and to justify the real reasons for which the commercial deficit of Greece continuously increases, reaching the year 2004 in that of 14.100 millions of Euros (N.S.O.G., 2004), while the competitiveness of Greek enterprises and of the Greek economy permanently recede (Sioufas, 2004).

In the constantly increasing uncertainty and complexity of the modern environment of enterprises that requires precise focus and increased flexibility (Crossan and Inkpen, 1995, pp.68-70), the strategic alliances, appear to suit and correspond absolutely in the requirements of the aforementioned conditions (Levinson and Asahi, 1995).

PROMOTIONAL FACTORS	SUSPENSIVE FACTORS
<ul style="list-style-type: none"> • Greek's tendency to business dexterity (Onassis Syndrom) • Exceptional geographic position • Regional diversity of Greece • Unexploited potential of growth • Low relatively cost of production • Good quality of products with high degree of traditional originality • Important transit infrastructure • Reliable partner of conducting commercial transactions • Important reserves of Stock Exchange profits 	<ul style="list-style-type: none"> • Small size of enterprises for the evolving world environment • Limited use of modern management techniques • Delay in technology and innovation • Delay in planning of products and marketing • Competitive strategy with domestic and not international prospect • Institutional and bureaucratic obstacles of economic support • ? d ?afa?e?? ways of governmental economic support of enterprises based on political party's criteria • High tax rate • Inadequate information system concerning the changes of international markets

These strategic approaches allow the access of an autonomous enterprise in the faculties, skills and the resources of other contracting parts, developing thus their intangible¹ and material virtues, so that competitive strategies to strengthen her and thus acquire access in the world markets (Morrison and Mezentseff, 1997,p.351; Todeva and

¹ According to Webster there are three types of developing intangible privileges of a business cooperation: the capital of knowledge (intangible privileges that improve the understanding of the market and the opportunities for profit making) the capital of faculty (intangible privileges that improve the highest limit of production through the employment of new technologies organization and labour), and the capital of control (other intangible privileges that allow to the companies to control the markets of production and import, the quantity and the quality of the endeavors of work, etc.) (Webster,1999)

Knoke,2005,pp.125-126). It is obvious that in the same frame is included also the case of Greek enterprises so much as much as necessity and as governing political planning and governmental practice of last years (Sioufas, 2004; PA.SO.K, 2005).

3. Greek Enterprises - National Enterprising Strategic and Enterprising Extraversion

The Greek enterprises that produce consuming goods up to the end of the passed century, sensing perhaps the continuously increasing complexity of international markets, but also based on the enterprising instinct of their householders, placed as their main objective the strengthening and their consolidation in the domestic market, without being occupied necessarily a prospect of their internationalisation. Any export activities aimed in the transmission of products in countries that either the element of emigrant Hellenism existed or, because of tourism were already known the genuinely traditional Greek products (wine products, olive products, cheese-making products, salad products, pastry products, etc.). This way contributed to a large extent in the restriction of enterprising activation of foreign enterprises in the Greece, a fact that raised the constant preference of Greek consumers in domestic products. However, with the rapid changes that were caused so much by the appearance of international chains of supermarkets of foreign consuming goods with reasonable in the wide public prices (Lidl, Carrefour, Dia, Praktiker, etc.) as much as by the blossoming of third economy (Vavouras, 1989;Korres, 1998) and illegal commerce (Kalliagopoulos and Tsioutsias, 2003), however by the repercussions of Euro in the cost of living for Greek consumers (Liroudi et al.;1999 Papaioannou, 2003), the Greek enterprises were mainly unprepared weak to face the new situation, maintaining the precedence that they allocated, resulting some of them - some small and medium enterprises - to economic collapse, others were absorbed from bigger ones, while a lot transferred their enterprising activity in adjacent countries with low functional expenses and favourable tax systems (Albania, FYROM , Bulgaria, etc (YP.EC.O., 1999; Labrianidis, 2000)

In the desperate effort of confrontation of constant intensifying international competition and reduction of commercial balance, the two last years was shaped a new plan of national enterprising strategy, that its central axis is the encouragement of extraversion of Greek enterprises. Its main objectives concern (Filadarlis, 2001; Sioufas, 2004; PASOK, 2005):

- Direct connection of Greek business dexterity with the globalized trade network
- Recapture of markets of Western Europe, USA and Japan with products of high added value
- Extension of Greek products in the emerging markets of Northern Asia Minor, China, India, etc.
- Withholding of shares and further extension of Balkan and Eastern Europe market

All directions of involved parts (State-businessmen-workers) converge in the opinion that more effective way of achieving the aforementioned strategy is the growth of enterprising extraversion via the creation of strategic alliances, as this is the most suitable

way of exploitation of economies of scale and spectrum of products (Provopoulos, 2004), the acquisition of knowledge, information and absorption of technologies in sectors that strengthen the R & D, the marketing, the supply and the sales (Morisson and Mezentseff, 1997; Page, 1998).

The former situation has proved that the Greek enterprises hesitate to develop enterprising extraversion as units of international alliances for the following reasons:

- On a universal level, 50-80% of alliances did not achieve to approach the expected result or even failed completely (Kogut,1989; Das and Teng,2000; Koza and Lewin,2000; Mol,2000)
- Despite the perception that the strategic alliances constitute the basic answer in situations of uncertainty (Pfeffer and Salancik, 1978), the Greek enterprises, facing in the internal unstable political, economically, social and enterprising environments, they avoid their cooperative dependence from other international companies and they demonstrate a tendency of introversion so as to face the inside the borders danger of fluidity (Filadarlis, 2001; Provopoulos, 2004).
- Most Greek enterprises, mainly small and intermediate, function locally with relatively small corporate capital, with insufficient systems of information and knowledge of international market and consequently present limited possibilities of increase of their size via the cooperative processes (Sdrolias and Papadiodorou, 2002). Thus these enterprises consider easier their survival in the light of their domestic attribute, considering this as strategically important (Porter, 1990), given that their internationalisation presents added danger, uncertainty and relatively unknown enterprising processes and markets (Astley and Brahm, 1989; Elg and Johannson, 2001).
- Characteristic trait of many Greek businessmen is their confidence in the acquired experience of their many years efforts for the survival of their enterprise, even with limited specialised theoretical knowledge, as well as their unwillingness to risk up the vested with more traditional methods, fearing to be involved in enterprising adventures via complicated law and other legitimate or even illicit cooperative activities and restrictions, (eg repurchase, fusions, acquisitions, etc).
- Greek enterprises fear the shaping and the structure of international alliance knowing that almost all members are identified with the interests of each individual enterprise and not this very collaboration (corporate theory of identity) (Li et al, 2002). Accordingly are created phenomena such as leading arrogance, factionalism, permanent conflict of roles, objectives and interests, disturbing thus her organisational determination and destination (Pearce, 1997; Li et al., 2002, pp.323-324).
- Greek businessmen know that the evaluation of work of international alliances is particularly complex (Filadarlis, 2001; Sioufas, 2004), because the enterprises from different countries and cultures apply generally the various criteria of success (Si and Bruton, 1999; Yan and Zeng, 1999). The differences

from the point of view of size, structural plans, organisational compatibility styles and culture can cause serious problems that render difficult the cooperation (Geringer, 1988, p.58)

- An explicit and mature "national enterprising culture" is absent - which could supply evident objectives and prospects and would encourage the creation of mature alliances -, a fact that is inferred that is not determined clearly the purchasing orientation, the orientation of learning and knowledge of foreign markets and occasions or dangers of this, the behaviour of risk, the innovative bent, the network orientation and the promotion of motives for the Greek enterprises (Dimitratos and Plakoyiannaki, 2003).
- The governmental regulating activity - present to a large extent in the case of Greece - (legal requirements, control of prices, taxes, inequalities of subsidies, stiffness of conventions) (Sdrolias and Papadiodorou, 2002; Ipsilandis et al., 2005) it creates by itself serious restrictions, functioning suspensively in the existence of opportunities for shaping strategic alliances (Todeva and Knokke, 2005).

Based on the aforementioned, appears on one hand imperative the need of extraversion of Greek enterprises, on the other hand is rendered explicit that the Greek enterprises demonstrated up to now a negative disposal for international collaborations not always unreasonably, and consequently results the conclusion that the Greek enterprises at least in medium-term level, owe, at our personal estimate, to seek their enterprising extraversion in collaboration not essentially with international, but mainly with domestic enterprises with which they have more common points, acting in long-lasting similar enterprising environments and allocate more explicit knowledge of characteristics that surrounds each one. However this will be also the axis of further analysis.

4. Greek Strategic Alliances and Strategic Frame

Even if the form of strategic alliances of Greek enterprises should at least in a medium-term basis to be domestically structured, these alliances create basically many motives and under varied conditions, an obvious collaborative operational relation of two or more independent enterprises (Oliver, 1990 Li et al., 2002) that are often reported as a means tacit and of bigger creation of value and construction of competitive advantage (Borys and Jemison, 1989; Rozenmeijer, 2000 Elg and Johansson, 2001) via mainly the formulation of concrete environmental strategies, reciprocal exchanges of resources and dexterities, aid and control of their operational relation (Todeva and Knokke, 2005, p.127).

In order this relation to be effective, it needs the strategic alliance (Figure 1):

- To study, to investigate and to recognize the particular characteristics exterior (international) environment of market in which it is to activate itself

- To formulate with clarity the necessity, the objectives and the advantages of this collaboration (Bensimon, 1999)
- To elect the critical factors and its additional arrangement with careful and mainly progressive structure (Bensimon, 1999; Stanek, 2004, p.182)

4.1. The Exterior Environment of Strategic Alliance

With the adoption of strategic alliances the Greek enterprises are undoubtedly in the position to adapt more easily in the international environmental changes of market (Das and Teng, 2001). However, the complexity of the environmental uncertainty (Townsend, 2003) requires no content, but a thorough detection, study and forecast of international environment of market, in other words "environmental investigation" (Brownline, 1998), which as an operation of timely warning, is materialised via wide and penetrating process of localisation the existing social, economic, cultural, technological etc elements, that determine even the smaller department of international market in which the alliance wants to activate (Subhash, 1999, p.148).

However the traits of international environment of market should be structured such that allow the Greek strategic alliance to recognize the more important factors that determine this market, to point out the importance of its environment and besides to realise, map and to evaluate a suitable plan (eg environmental report, SWOT Analysis, etc.) all sort of occasions and dangers that relate with this environment (Vyas et al., 1995). Through this investigation, becomes more perceptible the competitors of the alliance, while are realised the forces and the weaknesses of this (Vyas et al., 1995; Subhash, 1999).

4.2 The Dimension of Strategic Alliance

The extent of strategic alliance is found in direct interrelation and interaction with the exterior environment of strategic alliance where its complexity requires also the creation of proportional stages of investigation.

Necessity - Objectives - Advantages of strategic alliance

In any type of cooperative regulation, the necessity and the objectives should be investigated and articulated in such a way that individual enterprises to ensure the concretisation of desirable result (Stanek, 2004). Thus only the Greek enterprising alliances can select and develop suitable points from a multifaceted line of advantages that provides the strategic cooperation, as:

- Powerful competitive advantage, consequence of mainly allied additionality, positive dependence and creation of bigger degree of reciprocal value (Parkhe, 1991; Page, 1998; Townsend, 2003; Murray et al., 2005; Todeva and Knoke, 2005)

- Flexible ways of approach and collection of resources, as well as enterprising creation of knowledge and technology (Corey, 1978; Rozenmeijer, 2000 Dyer et al.; 2001 Townsend, 2003)
- Reduction of delivery cost and cost of supplies, and creation of economies of scale (Corey, 1978; Faes and Matthijssens, 1998; Todeva and Knokke, 2005)
- Distribution or reduction of danger of transaction and increasing negotiation force in the region of export activation (Alter and Hage, 1993; Faes and Matthijssens, 1998; Hoyt and Huq, 2000; Rozenmeijer, 2000)
- Bigger influence to the suppliers, particularly in the case of lack of supplies, and confirmation of long-lasting availability (Corey, 1978; Rozenmeijer, 2000)
- Spread of fame and force so much for the alliance itself as for the parts that compose it
- Better correspondence in the reforming international enterprising environment, stabilisation of domestic faculties and improvement of structures of market (Corey, 1978; Faes and Matthijssens, 1998; Elg and Johansson, 2001)
- Effective use of rare human sources, exploitation of cooperative faculties and augmentative team of faculties (Corey, 1978; Faes and Matthijssens, 1998; Elg and Johansson, 2001)

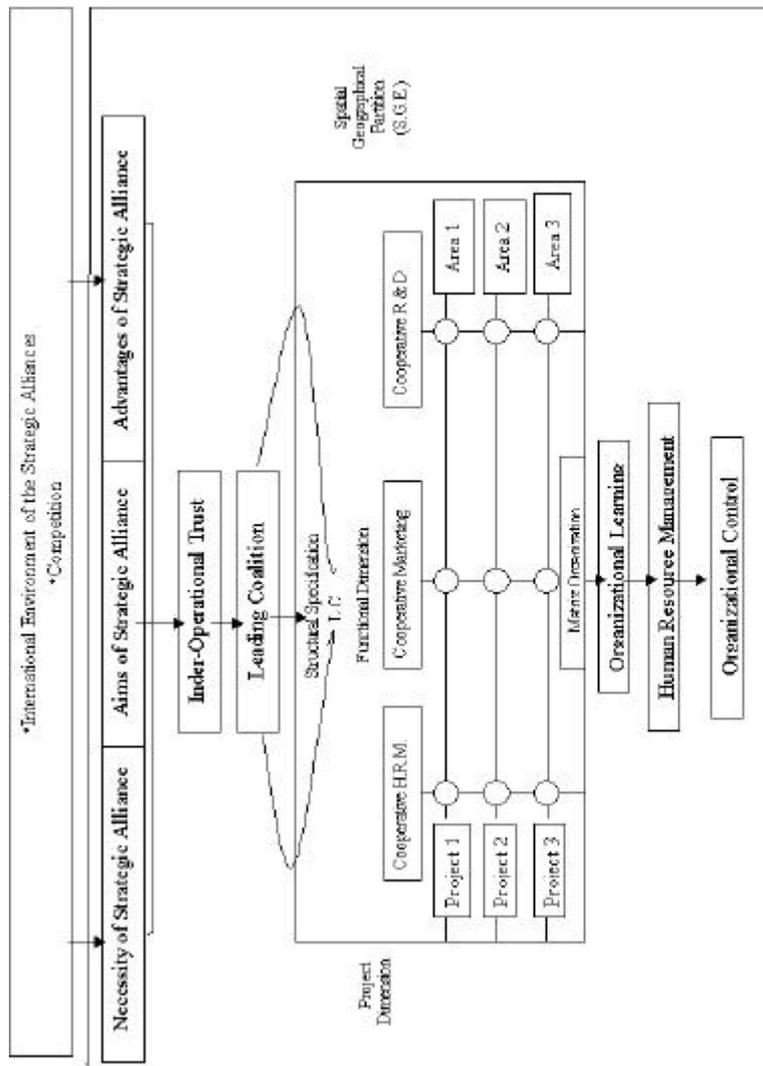


Fig.1: Organisational Frame and Progressive Formulation of Greek Strategic Alliances

Inter-operational confidence

The institutionalization of co-operative agreements that must result from the stereotyped interactions and the transactions between the partners crashes into various obstacles, because it requires new structures, different routines and organisational practices. In order this collaboration to be effective, it presupposes and requires the reciprocal recognition of differences and a serious obligation to the collaborators not to exploit one another, when occasions result (Todeva and Knokke, 2005).

The continuation of collective enterprising strategy depends particularly from the unanticipated future terms that cannot be recorded expressly in the official conventional agreements. Consequently, the successful strategic alliances require processes of "open request" and "objectives of consent" based on the confidence, the reciprocal comprehension, the unlimited learning and the organisational knowledge-distribution in order to achieve a high level of common decision-making and reciprocal objectives so much in functional as in strategic level (Doz et al., 2000; Todeva and Knokke, 2005).

The significance of confidence is strengthened in the case where the enterprises during their continuous interactions demonstrate the eagerness to reject an occasional, strictly utilitarian logic, rendering thus more receptive and transparent their cooperative relation, (Larsson et al., 1988 Elg and Johansson, 2001). This way the confidence is underlined as a endo-organisational network of exchange that is characterized by the good will of others, the faith in the moral integrity of the collaborator, the reliability, the recognition and comprehension of reciprocal dependence, the conformity in the rules of exchange, the reciprocity, the obligation, the tolerance and the collaboration (Anderson and Narus, 1990 Ring and Van de Ven, 1994 Elg and Johansson, 2001).

Up to the point that the confidence replaces the official protective mechanisms of control from a likely opportunistic behavior of collaborators, as the written conventions, an alliance can decrease or avoid various types of expenses of transaction, as the research for the information for the likely collaborators and the control in order to ensure that each contracting part achieves its obligations (Gulati, 1995, pp.88-91 Das and Teng, 1998).

Instructive coalition

One of the basic factors for the comprehension of leading team of the alliance is the determination of its members (Kramer, 1993) and the degree of their owed representation in the management (Hambrick et al., 2001), something particularly intense in the leading teams with members from different organisations with different expectations, aims and results of output (Ganitsky and Watzke, 1990). These members consider their integration in the strategic alliance as of critical importance in their personal development and growth from that in corresponding maternal ones and their temporary "expatriation" does not degrade their initial faith and their organisational identity in the mother enterprise (Frayne and Geringer, 1995).

The factionalism and the self-complacency of the members of the leading administrative unit of strategic alliance are an important danger that is produced by the determination of members with different perceptions and experiences, and can lead to important conflict of roles. The conditions that involve this situation are reasonable to undermine the unhindered communication between the members and consequently to

cause insufficient decision-making (Li et al., 2002, p.320). The basic, consequently, problem of strategic alliances is the management of the alliance itself, which apart from more, should check and coordinate the resources of various occasions (Lajara et al., 2002, p.61). Consequently it results that the management of the alliance is usually the more important and difficult work (Stanek, 2004).

It is rendered explicitly that the modern and multifunctional enterprising environment requires the creation of almighty instructive coalition with right composition, high degree of confidence and with common objectives, which will act corporal, as no one cannot allocate independently the essential information, the time and the reliability that need for the concretisation of allied decisions. The constitution of this instructive coalition should be structured on the following four characteristics (Kotter, 2001, pp.72-73):

- Force of position: the executives composing the alliance of enterprises allocate the possibility of refutation of likely undermining of enterprising processes from executives not included in the coalition
- Faculties: the aforementioned executives owe to allocate a wide spectrum of qualitative and quantitative characteristics
- Reliability: the members of the instructive coalition need to enjoy the confidence and the acceptance of the rest of the members of cooperating enterprises
- Leading faculty: finally, to allocate proved leading faculties so that they direct and they coordinate successfully the allied effort

Structural determination

In the sector of their operation the Greek enterprises shaped until now their enterprising planning, mainly, based on strict traditionally bureaucratic systems, that is conditioned by a series of vulnerable characteristics (Zevgaridis, 1983). The insufficiency of such conventional organisational forms lies on the fact that the mechanisms of action and their intensely restrictive character are elements incompatible with the human adaptability in various environmental effects so that the growth of interests, faculties and initiatives of human factor are checked (Mintzberg, 1983). On the contrary, achieved are considered the enterprises that accomplish to constitute such structural forms that have the possibility to develop easily in the changes that occur in the frame of international market. For that the Greek allied enterprises are to see for the emersion of "international enterprising philosophy" so that they achieve a rapid adaptation in the particular consuming characteristics of each country that is included in their enterprising objectives (Mullins, 1983 Meffert and Meuer, 1993).

For the overshooting of conventional structures of organisation, is proposed the determination of structural form based on a complex Maternal Organisation (Matrixorganisation). The substance of this Organisation is the coupling of three dimensions, the specialised dimension of work (Projekt), the supporting functional dimension (Verrichtungsfunktion) and finally the dimension of strategic segmentation in single enterprising activities (strategische Gesdftseinheiten). Thus, by one side is achieved the creation of specialised teams of work (Projektteams) with a wide spectrum of composition of special knowledge and dexterities that would present measurable

results and fast. From the other side is achieved the growth and the support of these teams with new, but also restructured allied functional departments (e.g research and growth, industrial espionage, etc), which are in place, to penetrate in the particularities of each country-market that interest them and to develop respectively (Link, 1997 Frese, 1998). The particular structural form in combination with the absence of hierarchical gradation and rigidity, that ensures an important degree of autonomy and flexibility to its members allows and promotes the more rapid pumping and elaboration of information from the international environment, as well as the more effective faculty of infiltration and enterprising adaptation to it (Wohlgemuth, 1979).

Organisational learning

The level of organisational learning determines the complexity and duration of strategic alliances. It emanates mainly from the comprehension of individual learning of its members and the between them exchange of information and opinions (Simon, 1991; Kim, 1993) while the correlations of forces, the experience of common sentiments and emotions, and mainly the dialogue is an entire aspect of organisational learning (Liu and Vince, 1999, p.668). Particularly the dialogue as an effort of placing individual experience and action in the frame of collective thought and decision, opens the way for improved forms of communication between the organisational members (Schein, 1993 Isaacs, 1993, p.25). Consequently, learning in the strategic alliances becomes perceptible as means of acquisition of new perceptions (Argyris and Schon, 1978; Senge, 1990), assimilation and application of new information, acquisition and transfer of knowledge and dexterities (Child and Rodriguez, 1996; Todeva and Knokke, 2005), as well as composition of diversity of administrative practices and collective experience (Hamel, 1991). The organisational learning in the strategic alliances constitutes an important way of completing force and cover up weaknesses, as it can lead to various tangible profits of studying the particular dexterities and faculties of the collaboration, etc (Hamel, 1991; Simonin and Helleloid, 1993).

Management of human resources

The intergovernmental determination of strategic alliance, like the process of management of human potential of this, do not present big divergences from the equivalent of conventional enterprises. Thus, the success of alliance depends from the effective variables that are used at the daily implementation of common processes, but also the choice of human potential that will execute this processes (Lajara et al., 2002). The unavoidable conflicts that result in a requirement of collaboration, can be faced on the basis of the following principles - values (Thomas and Trevino, 1993; Kanter, 1994; Lei et al., 1997; Douma et al., 2000; Jnkpen, 2000; Kotter, 2001; Todeva and Knokke, 2005):

- Suitable choice to execute on permanent basis the allied work of personnel
- Promotion of confidence and devalorisation of unequal faculties between the members of cooperative personnel for the overshooting of the initial suspicions about competitive and opportunistic disposition

- Determination of constant, foreseeable and compatible objectives and expectations between the alliance and the individuals
- Strengthening of personal motives of output with a concrete value system
- Fairer systems of remuneration capable to create powerful bonds of collaboration and encouragement for bigger output
- Institutionalisation of implied also explicit rules of collaboration
- Activation of mechanisms that suspend the creation of "factions"
- Continuous education and further training so that the existence of asymmetry is blunted in qualitative and quantitative characteristics of the personnel, that would undermine the stability of a co-operative relation
- Aid joint work spirit
- Open and flexible communication accompanied by the filtered information , but of free flow, so that shortly the initial cooperative uncertainty to be removed.

Organisational control

In any type of strategic alliance appears necessary the process of control of attribution of this alliance, which constitutes also allied obligation (Stanek, 2004). This control can be carried out with two different ways (Sdrolias and Papadiodorou, 2002):

- Diachronic comparison: the control of Greek strategic alliance of enterprises is sought through the evaluation of their output in previous times
- Comparative juxtaposition: the control of Greek strategic alliance of enterprises is sought through the evaluation of attribution of equivalent domestic or alien alliances

In both cases of control, methods as the SWOT Analysis and the environmental report accompanied by the submission of complete report, can constitute the base of controlling process, after their comparative results - divergences can supply necessary corrective acts.

5. Strategic Process of Approach, Methodological Segmentation and Choice of Foreign Markets

The markets abroad are conditioned by sovereign variables (eg consuming wishes, purchasing force, purchasing attitude, geographic place, etc), that determine the separate profile of each one and point out its particular traits (Kotler, 1991; Sandhusen, 1999). The methodological approach and pointing out of differentiations that suscepr these variables involve the stratification and classification of individual markets in prohibitory and in acceptable, categories of high or low interest for the Greek cooperative enterprises. All the process is called market segmentation, provided that each one of the aforementioned sovereign variables "as useful constitutive part of market", can constitute its component of segmentation (Tonks, 1990; Kotler, 1991, p.263).

The executives of Greek enterprises that are charged with the cooperative operations is necessary to locate, to analyse and to evaluate these variables so that they undertake – through the progressive segmentation of market - a process of "infiltration of" their initial choices (Filterungsprozeß) with direct consequence to some be rejected as disadvantageous, the wide spectrum to be limit progressively (Reduzierungprozej') and to be elected as the most advisable proposals with regard to the enterprising activation (Hauschildt, 1978; Henzler, 1979, p.30).

Stage of localisation of prohibitory markets

The first step of applying the proposed process consists the evaluation of foreign markets based on abstractive criteria (Grobkriterien), that is to say criteria that examine the more general characteristics of geographic area, country or extent, without the obvious need to be included more specialised traits, provided that immediately from the beginning they recommend discouraging prospect (Schneider, 1986) and hence rejectable choice for the Greek allied enterprises. For the evaluation of foreigner markets is required:

- Progressive approach of markets of abroad

In such a multifunctional and competitive environment of foreign country markets, the Greek allied enterprises in order to infiltrate and to develop effectively, they are supposed to follow a progressive approach that their structural planning, the quality and the quantity of their productive factors, but also their general enterprising activation to be executed in the light of coordinated effort to exploit their between combinations. Drawing strategies that take into consideration the relative advantages between the various countries in which they wish to activate and would be in position to plan the common enterprising operation so that economy of scale to be carried of. Such type of progressive approach minimises the enterprising danger, while at the same time ensures for the Greek enterprises the control and the relative flexibility (Sandhusen, 1999; Rall, 1997).

- Exception of state-markets with serious environmental restrictions

The exterior environment of enterprises, in particular those who wish to activate in the foreign markets, presents regularly unanticipated situations, that very often “either because of erroneous estimate of real data of regions where they seek activate or because insolvency of information structures " (Imboden, 1983, p.42 high degree of export risk is included. These situations function as emanation of policies (eg military conflicts, set polemics toward foreign enterprising activities, strikes, increase of political terrorism, growth of nationalistic tendencies, pressures for constitution of geopolitical federations), socio-cultural (eg national and religious lack of homogeneity, social stereotypes, unorthodox renaissance of conservative perceptions and values, but also high requirements for quality of goods and life), law (eg tendency towards a wide geographic protectionism, legal decrees with continuous revisions, bilateral and multilateral agreements that discourage the international trade, embargo), economical by the narrow meaning of the term (eg disability of representative settlement, regular recantation of

contract, low prevailing economic conditions, high inflation and unemployment, local convocation to the commerce politics) and of other obstacles. The need for activation appears obvious for mechanisms of convenient localisation of these obstacles, as well as continuous control of importance and the extent these possess in order these markets to be excluded from the frame of export planning of the Greek cooperative enterprises (Grabner-Krduter, 1992 Brownline, 1998).

Stage of localisation of acceptable markets:

The following step for implementing the aforementioned process is reported in the constitution of preferred henceforth markets taking into consideration criteria that present the same characteristic traits in big departments of the market and have more general force (globale kriterien), but also criteria with particular characteristic traits in the above departments of the market (feine kriterien) (Schneider, 1986).

- Generalised criteria:

- Segmentation of state-markets based on the geopolitical importance for our country that activates business wise in them

In the contracting of commercial transactions main role-plays the geographic scenic and geographic proximity of the country in conjunction with the political importance of its position. It is obvious therefore that the effective exploitation of this combination can offer to Greece, as possessing strategic geopolitical set, appreciable presence in the international commercial fixation (eg the case of Balkan countries, Northern Asia Minor, etc). Such type of export activation are favourable for the Greek allied enterprises, after they present obvious comparative advantage against the corresponding foreign ones, since Greece has an advantage as for the cost of production, the geographic proximity, the product cost of its enterprises, its historical and cultural bond with these countries, the flexibility of moving into their small markets, where the application of economies of scale - that conditions extremely the big European enterprises - is impossible, but also as for the better familiarization of Greek enterprises with the European ones characterised of uncertainty, third economy and bureaucratic inefficiency (Labrianidis, 2000 Rizopoulos, 2000).

- Market segmentation based on generalised demographic and geographic criteria

The demographic and geographic environment and their defining factors constitute basic variable of report for the enterprises that want to shape effectively their export cooperative strategy. Therefore the continuous investigation of demographic environment is required (that is to say the demographic potential, the speed of demographic increase, age-related distribution, familial model, level of education, etc), as well as geographic (that is to say geographic shifts of population, size of urbanisation, prevailing climatic conditions, soil formulation, etc), that, even if they present for each market particular characteristics, create forces and tendencies, which often from the side

of the interested Greek allied enterprises can be determined objectively (Kotler, 1991 Subhash, 1999).

- Market segmentation based on the psycho graphic and behaviouristic dimension of individuals that compose it

The human personality is conditioned by a series of psychological characteristics that lead to relatively constant and reasonable reactions opposite to the environment where daily he experiences. The self-confidence, the sovereignty, the autonomy, the respect, the sociability, the adaptability, can constitute useful variables for the analysis of human behavior, even the consuming one (Kotler, 1991 Sandhusen, 1999). People compose for themselves a complicated intellectual picture according to which they consider they deserve best. Consequently their purchasing choices are influenced by basic psychological factors, as their need for social respect, for social award and acceptance, for increase of their internal satisfaction, even for self-realisation. Moreover the large quantity of stimuli that they accept daily renders exceptionally difficult to be seduced by messages of offering goods, if these are not exceptional for some reason so as to distinguish and to be selected.

At the same time always exists the static character of common opinion that promotes solidified perceptions on various subjects of sociopolitical life, which the enterprise owes to take into consideration than trying to alter (Kotler, 1991). From the mesh of the complicated interaction of psychological parameters that influence finally the peoples' choices, certain factors cannot be checked or influenced from any enterprising collaboration, others however subject its judgment and influence so that to determine the price, the place and the method of promotion of its products in order to attract big correspondence from the side of consumers.

- Specialised criteria:

- Market segmentation based on similar purchasing characteristics

Basic component of a multicultural whole, like that of international market, constitutes the existence and continuation of established world sense-culture for each geographic region, narrower or wider, that is related immediately with the static character of common opinion and breeds the newest, as it is diffused by generation in generation (Shapiro, 1998).

Culture is determined as the sum of requirements of individuals in a society, their perceptions, believes, way of estimate and handling of things. It is about a system of rules and convictions that people adopt that the thought is organised, aesthetics are shaped and direct their behaviour, including also the consuming, in which is observed a uniformity of purchasing characteristics owed more to the generally acceptable way of thought (Mo'ller and Kornmeier, 1995). The consuming behavior is related immediately with the breadth of decisions and activities that are related with the evaluation, the acquisition, the use and the final conclusion of goods (Wehrli, 1994).

The stimuli that influence the process of decision-making of consumers aim in an internal structural line that its parts are:

Purchasing needs - wishes

It is about the natural or intellectual deprivation of goods that for its completion the individual gets into a continuous daily fight. Vital objective of the instructive coalition is the determination of needs that dominate in various groups of customers and the consecutive transformation of these needs in wishes (Sandhusen, 1999, p.52). Researches have shown that similar cultures converge in relatively similar purchasing needs-wishes, a fact that gives the possibility of growth and appointment of market or a department of this (Subhash, 1999, p.129).

Purchasing preferences - attitudes

It concerns the relatively constant tendency of the individual to conceive or to act with reliable way towards some product or category of products result of his personal motives and perceptions for the satisfaction of concrete need. The determination of influence that practises the attitude is in direct interrelation with functional regions that concern the product, as its faculty to contribute in the achievement of desirable objectives, the degree of consequence with the picture the consumer has for himself, etc (Foxall, 1998 Sandhusen, 1999). The purchasing preferences are connected not so much with the demographic traits of consumers, as with the attributes of products, that consecutively create various groups of customers with different for each parts of the market as eg homogeneous (all the consumers have roughly the same preferences so that a wide department of market with dense cohesion is created), diffuse (market departments with scattered preferences due to its big diversity), grouped preferences (departments of the market with distinguished groupings of preferences) (Kotler, 1991, pp.264-266).

Purchasing demand-power

The wish of acquisition of goods that is supported by their purchase capacity recommends the significance of demand, which is found in direct interrelation with the price of goods, but also with the available income to consumption of candidate purchasers (Kotler and Armstrong, 1994; p.244 Sandhusen, 1999). Moreover, the diversity of demand conditions, but also the estimate from the point of view of the consumer for the importance of products that they wish to acquire create distinct departments of market which the people in charge for the marketing and international export planning of Greek strategic alliances must take into consideration to achieve in any type of elasticity of demand the biggest possible economic utility (Kotler, 1991, p.10).

- Market segmentation based on the sector and its structural physiognomy in which the Greek enterprises activate in international level

Basic priority in the establishment of export strategy of Greek allied enterprises should be the explicit determination of structure of the international market where the sector that involves it. There are, as we know, five basic types of market structure of a sector, as the complete or perfect competition, the unmixed monopoly, the unmixed and differentiated oligopoly, and the monopolistic competition with very considerably and particular characteristic traits for every form that shapes particular departments of market with

separate strategies of approach (Kotler, 1991). However, for the more effective determination of structural physiognomy of a sector which activates in the international market, should include the following variables such as:

-Which are competitive enterprises, their fame and their size, which are the export objectives and the export expectations for each separately, which is the value of customers and how they evaluate the aforementioned enterprises (Madsen, 1987; Kotler, 1991; Hinterhuber, 1996). It is imperative to consider the localisation of inconspicuous competitive enterprises that in the future may play important role in the international market and to constitute serious threat for the achievement of objectives of Greek allied enterprises (Kotler, 1991).

- Which is the financing situation of competitive enterprises and which is the economic strategy they apply for their spread in the international market (eg aggressive, completely exploitable, conservative, without debts, etc.) (Kotler, 1991, p.230)

- Which is the size of markets that they control globally and that likely they control in the future (Kotler, 1991)

- Which are the weak and strong points of competitive enterprises and with which way these react towards them (Kotler, 1991; Subhash, 1999)

- What types of products have to oppose the competitive enterprises (eg traditional, differentiated, innovative), because they select the particular form, how they count them and what strategies of promotion they follow (Adamer et al., 1993; Madsen, 1998)

- With what export way activate and serve the international market the competitors (eg via agent, representative, via subsidiary companies, subsidiary companies, etc.) creating thus economies or anti-economies of scale with proportional impact in the total profits of the enterprise (Prescott, 1998).

- Market segmentation based on the international opportunities that were shaped and are shaped for the Greek enterprises

The presence and the action of the Greek enterprises in the international market does not have only present and future, but is also signalled by previous small in breadth, but reliable course, that shapes a generally positive climate for the maintenance of constant commercial relations, while cultivates right moment for the further growth of these relations, fact that should exploit the new enterprising alliances. Aiming to the constitution of constant departments of international market, essential aid can offer the evaluation of following parameters:

- If they have and what are the main different characteristics that have in their disposal the Greek enterprises and can oppose towards competitive strategies (Kotler, 1991)

- If the Greek enterprises have created departments of international market in which they present particularly competitive advantages with enough appreciable export activity (Ambler and Kokkinaki, 1997)

- If departments of the market have been determined with appreciable dynamic prospect (eg size of market, development, growth, efficiency, attractiveness, etc.) (Martin, 1998)

- If they control marginalized departments of the international market exploiting the flexibility that they dispose due to their smaller size comparatively with the foreign ones, the better adaptation in conditions of uncertainty and the bigger familiarization with

difficult geographically regions as emanation of their experience of adaptation in internal country data (Meffert and Meurer, 1980; Ho'nerberg, 1993)

- If they control, they maintain and they develop the departments of international market that present traditionally also of preference good market for the Greek enterprises

6. Conclusion

The modern enterprising export planning promotes the creation of strategic alliances as the main means of survival opposite in the multifunctional and globalized enterprising environment. The present work considers particularly effective the above tactic in countries as Greece, which the last years present declining export activity and deficit commercial balances. For the bluntness of the shaped situation appears imperative the need of extraversion of Greek enterprises, which can be implemented through the constitution of allied forms initially domestic in the frame of a careful also progressively structured planning. Moreover, is suggested that in a future theoretical or even inquiring approach, the investigation of Greek enterprising collaborations morphology (eg big-small enterprise, leading-formal enterprise, innovative-traditional enterprise, in the old days enterprise, etc.) the more complete covering of aspects of an allied necessity.

References

1. Adamer,M., Hinterhuber,H. and Kaindl,G. (1993) "Markt-und Weltmarkt-führer", *der Markt*, No 1, pp.6-11
2. Alter,C. and Hage,J. (1993) *Organizations Working Together*, Sage, Newbury Park, CA.
3. Ambler,T. and Kokkinaki,F. (1997) "Measures of Marketing Success", *Journal of Marketing Management*, Vol.13, pp.665-678
4. Anderson,J.C. and Narus,J.A. (1990) "A model of distributor firm and manufacturer firm working partnerships", *Journal of Marketing*, Vol.54, pp.42-58
5. Argyris,C. and Schon,D.A. (1978) *Organizational Learning*, Jossey-Bass, San Francisco
6. Astley,W.G. and Brahm,R.A. (1989) "Organizational designs for postindustrial strategies : the role of interorganizational collaboration" in C.C.Snow (ed.), *Strategy, Organization Design and Human Resource Management*, Greenwich, JAI Press, pp.233-270
7. Bensimon,S. (1999) "Strategic alliances", *Executive Excellence*, Vol.16, No 10, pp.9
8. Berekoven,L. (1985) *Internationales Marketing*, 2 Aufl., Berlin
9. Berndt,R. (1991) "Risk-Management in Rahmen des Internationalen Marketing", *Zeitschrift für Marketing*, No 1, pp.5-10

10. Bleicher,K. (1990) "Unternehmungsphilosophien im internationalen Wettbewerb", *Zeitschrift Führung und Organisation (Zfo)* ,No 1, pp.5-14
11. Borys,B. and Jemison,D.B. (1989) "Hybrid arrangements as strategic alliances: theoretical issues in organizational combinations", *Academy of Management Review* , Vol.14, No 2, pp.234-249
12. Brownline,D. (1998) "Environmental Analysis" in Gower, *Marketing*, 4th ed., Hellin editions, Athens, pp.49-73 (in Greek)
13. Child,J and Rodriguez,S. (1996) "The role of social identity in the international transfer of knowledge through joint venture" in Clegg,S.R. and Palmer,J. (Eds) *The Politics of Management of knowledge*, Sage, London, pp.46-68
14. Corey,R. (1978) "Should companies centralize procurement?", *Harvard Business Review* , November-December, pp.102-110
15. Crossan,M. and Inkpen,A. (1995) "The subtle art of learning through alliances", *Business Quarterly* , Vol.60, No 2, pp.68-78
16. Das,T.K. and Teng,B.S. (2000) "A resource-based theory of strategic alliances", *Journal of Management* , Vol.26, No 1, pp.31-61
17. Das,T.K. and Teng,B.S. (2001) "Trust, control and risk in strategic alliance: an integrated framework", *Organization Studies* , Vol.22, No 2, pp.251
18. Dimitratos,P. and Plakoyiannaki,E. (2003) "Theoretical foundations of an international entrepreneurial culture", *Journal of International Entrepreneurship* , 1, (2), pp.187-215
19. Doz,Y., Olk,P. and Ring,P. (2000) "Formation processes of R&D consortia: which path to take? Where does it lead?", *Strategic Management Journal* , Vol.21, pp.239-266
20. Douma,M.C., Bilderbeek,J., Idenburg,P.J. and Looise,J.K. (2000) "Strategic alliance: managing the dynamics of fit", *Long Range Planning* , Vol.33, No 4, pp.579-598
21. Elg,V. and Johansson,V. (2001) "International Alliances: how they contribute to managing the interorganizational challenges of globalization", *Journal of Strategic Management* , 9, pp.93-110
22. Faes,W. and Matthijssens,P. (1998) "Managing purchasing coordination: how to build an effective intra-company relationship", *Proceedings of the 7th IPSERA Conference* , London, pp.204-215
23. Filadarlis,M. (2001) "nterprneurial extraversion support and international competitiveness" in: www.istoselides.gr (in Greek)
24. Foxall,G.R. (1998) "Understanding of consumer behaviour» in Gower (ed.) *Marketing* , Hellin editions, Athens, pp.233-250 (in Greek)
25. Frayne,J.M. and Geringer,M. (1995) "A Social Cognitive Approach to Examine Joint Venture General Manager Performance", *Group & Organizational Management* , Vol.19, pp.240-262
26. Frese,E. (1998) *Grundlagen der Organisation: Konzept-Prinzipien-Strukturen* , 7 Auflg., Verlag Gabler, Wiesbaden
27. Ganitsky,J. and Watzke,G. (1990) "Implications of Different Time Perspectives for Human Resource Management in International Joint Ventures", *Management International Review* , Vol.30, pp.37-51

28. Geringer, J.M. (1988) "Partner selection criteria for developed country joint ventures", *Business Quarterly*, Summer, pp.55-62
29. Grabner-Kräuter, S. (1992) "Ansatzpunkte zur Risikohandhabung im internationalen Geschäft", *der Markt*, No 3, pp.119-131
30. Gulati, R. (1995) "Does familiarity breed trust? The implications of repeated ties of contractual choices in alliances", *Academy of Management Journal*, Vol.38, pp.85-112
31. Hambrick, D.C., Li, J.T., Xin, K. and Tsui, A.S. (2001) "Compositional Gaps and Downward Spirals in International Joint Venture Management Groups", *Strategic Management Journal*, Vol.22, No 11, pp.1033-1053
32. Hamel, G. (1991) "Competition for competence and inter-partner learning within international strategic alliances", *Strategic Management Journal*, Vol.12, pp.83-103
33. Hauschildt, J. (1978) "Negativ-Kataloge in Entscheidungszielen", *Arbeitsheft des Lehrstuhls für BWL der Univ. des Saarlandes*, pp.30-38
34. Henzler, H. (1979) "Neue Strategie ersetzt den Zufall", *Manager Magazine*, No 4, pp.122-129
35. Hinterhuber, H. (1996) *Strategische Unternehmensführung: Strategisches Denken*, 6 Aufl., Verlag de Gruyter, Berlin-N.York
36. Hoyt, J. and Huq, F. (2000) "From arms-length to collaborative relationships in the supply chain, an evolutionary process ", *International Journal of Physical Distribution & Logistics Management*, Vol.30, No 9, pp.750-764
37. Hünerberg, R. (1993a) "Marktstrategien in Europa – Herausforderungen durch veränderte Rahmenbedingungen in West and Ost", *der Markt*, No 4, pp.205-219
38. Hünerberg, R. (1993b) "Nischenstrategien im Europäischen Marketing-eine aktuelle Neubewertung eines Klassischen Konzepts", *Betriebswirtschaftliche Forschung und Praxis*, No 6, pp.36-51
39. Imboden, G. (1983) *Risikohandhabung: Ein entscheidbezogenes Verfahren*, Bern-Stuttgart
40. Inkpen, A. (2000) "Learning throughout Joint Ventures: a framework of knowledge acquisition", *Journal of Management Studies*, Vol.37, pp.1019-1041
41. Ipsilandis, P., Sdrolias, L. and Chouliaras, I. (2005) "Innovation and Tradition: Synergy instead of Conflict – A study on organizational aspects", *The Impact of European Integration on the National Economy, International Conference*, Cluj-Napoca, Romania 28-29/10/2005 (accepted participation)
42. Isaacs, W.N. (1993) "Taking flight: dialogue, collective thinking and organizational learning", *Organizational Dynamics*, Vol.22, No 2, pp.24-40
43. Kalliagopoulos, F. and Tsioutsias, N. (2003) "Greece, a paradise for third economy", *Kathimerini* (11-9-2003), pp.1-2 (<http://www.Kathimerini.gr>)(in Greek)
44. Kanter, R. (1994) "Collaborate advantage the art of alliances", *Harvard Business Review*, Vol.72, pp.96-108
45. Kim, D.H. (1993) "The link between individual and organizational learning", *Sloan Management Review*, Vol.35, No 1, pp.37-50

46. Kogut,B. (1989) "The stability of joint ventures: reciprocity and competitive rivalry", *The Journal of Industrial Economics*, Vol.38, pp.183-198
47. Korres,G. (1998) *Hellenic Economy: Economical and political analysis of basic sizes*, Stamoulis editions, Athens (in Greek)
48. Kotler,P. (1991) *Marketing Management: Analysis, Planning, Implementation and Control*, 7th edition, Prentice-Hall International Inc., Englewood Cliffs, New Jersey
49. Kotler,P. and Armstrong,G. (1994) *Principles of Marketing*, Prentice HallInc., Englewood Cliffs, New Jersey
50. Kotter,J. (2001) *Leader in Changes*, Critique editions, Athens (in Greek)
51. Koza,M. and Lewin,A. (2000) "Managing partnerships and strategic alliances: raising the odds of success", *European Management Journal*, Vol.18, pp.146-151
52. Kramer,R.M. (1993) "Cooperation and Organization Identification" in Murnighan,J.K. (ed.) *Social Psychology in Organizations: Advances in Theory and Research*, Englewood, N.T., Prentice Hall. Pp.244-268
53. Labrianidis,L. (2000) "The reconstruction of the Balkans and the role of Greece" in Petrakos,G. (ed.) *The Development of Balkans*, pp.425-455 (in Greek)
54. Lajara,B.M., Lillo,F.G. and Sempere,V.S. (2003) "Human resources management: A success and failure factor in strategic alliances", *Employee Relations*, Vol.25, No 1, pp.61-80
55. Larsson,R., Bengtsson,L., Henriksson,K. and Sparks,J. (1998) "The organizational learning dilemma: collective knowledge development in strategic alliances", *Organization Science*, Vol.9, pp.285-305
56. Lei,D., Slocum,J.W. and Pitts,R.A. (1997) "Building cooperative advantage: managing strategic alliances to promote organizational learning", *Journal of World Business*, Vol.32, No 3, p.203
57. Levinson,N. and Asahi,M.(1995) "Cross national alliances and interorganizational learning", *Business Quarterly*, Vol.60, No 2, pp.68-78
58. Li,J., Xin,K. and Pillutlo,M. (2002) "Multi-cultural leadership teams and organizational identification in International Joint Ventures", *International Journal of Human Resource Management*, Vol.13, No 2, pp.320-337
59. Link,J. (1997) "Organisation der strategischen Unternehmensplanung" in Hahn,D. und Taylor,B (Hrsg) *Strategische Unternehmensplanung- Strategische Unternehmensführung*, Verlag Physica, Heidelberg
60. Liroudi,A., Agorastos,K. and Soumpeniotis,D. (1999) "The Euro Consequences in Greek Businesses", *International Conference Preparing the Manager of the 21st Century*, December, Thessaloniki
61. Liu,S. and Vince,R. (1999) "The cultural context of learning in international joint ventures", *Journal of Management Development*, Vol.18, No 8, pp.666-675
62. Mandsen,T.K. (1987) "Empirical export performance studies: a review of conceptualizations and findings", *Advances in International Marketing*, Vol.2, pp.177-196
63. Mandsen,T.K. (1998) "Executive insights: managerial judgement of export performance", *Journal of International Marketing*, Vol.6, No 3, pp.82-93

64. Martin,D. (1998) "The role of research in International Marketing" in Gower (ed.) *Marketing*, Hellin editions, Athens, pp.251-263 (in Greek)
65. Meffert,H. and Meurer,J. (1993) "Internationales Marketing im neuen Europa", *der Markt*, No 4, pp.220-230
66. Mintzberg,H. (1983) "Organisationsstruktur: Modisch oder passend?", *Harvard Manager*, No 3, pp.83-92
67. Mol,M. (2000) "Creating wealth through working with others: interorganizational relationships", *Academy of Management Executive*, Vol.15, pp.150-152
68. Morrison,M. and Mezentseff,L.(1997) "Learning alliances- a new dimension of strategic alliances", *Management Decision*, Vol.35, No 5, pp.351-357
69. Mullins,L. (1983) *Management and Organizational Behaviour*, Pitman Publishing, London
70. Murray,J., Kotabe,M. and Zhou,J. (2005) "Strategic alliance-based sourcing and market performance: evidence from foreign firms operating in China", *Journal of International Business Studies*, Vol.36, pp.187-208
71. N.S.O.G. (2004) <http://www.statistics.gr> (in Greek)
72. Oliver,C. (1990) "Determinants of Interorganizational Relationships: Intergration and Future Direction", *Academy of Management Review*, 15, pp.241-255
73. Page,H. (1998) "United we stand", *Entrepreneur*, Vol. 6, No 4, April, pp.122-128
74. Papaioannou,G. (2003) "The Euro and our purse strings", *To Vima* (14-12-2003), ([http:// www.tovima.dolnet.gr](http://www.tovima.dolnet.gr)) (in Greek)
75. Parkhe,A. (1991) "Interfirm diversity, organizational learning and longevity in global strategic alliances", *Journal of International Business Studies*, Vol.20, pp.579-601
76. PA.SO.K.(2005) *Exports – Foreign investments*, Sector of small and medium size companies, Press Note, Athens (in Greek)
77. Pearce,R.J. (1997) "Towards Understanding Joint Venture Performance and Survival: A Bargaining and Influence Approach to Transaction Cost Theory", *Academy of Management Review*, 22, pp.203-235
78. Pfeffer,J and Salancik,G. (1978) *The External Control of Organizations: A Resource Dependence Perspective*, Harper and Row, New York
79. Polyzos,S. (2001) "Proposals of management strategies of Greek enterprises in the Balkans", *Ad ministerial Information* , No 21, pp.5-19 (in Greek)
80. Porter,M. (1990) *The Competitive Advantage of Nations*, The Free Press, New York
81. Prescott,K. (1998) "Contact with the markets of abroad" in Gower (ed.) *Marketing*, Hellin editions, Athens, pp.433-441 (in Greek)
82. Provopoulos,G. (2005) « 54% of the Greek enterprises is not competitive», *Marketing net* (<http://www.marketing-nrt.gr>) (in Greek)
83. Rall,W. (1997) "Strategie für den Weltmarkt" in Hahn,D. und Taylor,B (Hrsg) *Strategische Unternehmensplanung- Strategische Unternehmensführung*, Verlag Physica, Heidelberg, pp.523-541
84. Ring,P.S. and Van de Van,A.H. (1994) "Development processes of cooperative interorganizational relationships", *Academy of Management Journal*, Vol.19, pp.90-118

85. Rizopoulos,G. (2000) "The Foreign Investments in Balkan countries" in Petrakos,G. (ed.) *The Development of Balkans*, pp.137-179 (in Greek)
86. Rozenmeijer,F. (2000) "How to manage corporate purchasing synergy in a decentralized company? Towards design rules for managing and organizing purchasing synergy in decentralized companies", *European Journal of Purchasing & Supply Management*, Vol.6, pp.5-12
87. Sandhusen,R. (1999) *International Marketing*, Kleidarithmos editions, Athens (in Greek)
88. Schneider,D. (1986) "Die Länderselektion als absatzstrategische Aufgabe exportorientierter mittelständischer Unternehmungen", *der Markt*, No 95, pp.69-78
89. Sdrolias,L. and Papadiodorou,G. (2002) "Foreign markets as strategic tool of export activation for the Greek enterprises" *Market Without Borders*, Vol.7, No 3, pp.156-176 (in Greek)
90. Senge,P.M (1990) *The Art and Practice of the Learning Organisation*, Century Business, London
91. Shapiro,B.P. (1998) "What the hell is market oriented?", *Harvard Business Review*, No 6, pp.119-125
92. Shein,E.H. (1993) "On dialogue, culture and organizational learning", *Organisational Dynamics*, Vol. 22, No 2, Autumn, pp.40-51
93. Si,S.X. and Bruton,G.D. (1999) "Knowledge transfer in International Joint Ventures in transitional economies: the China experience", *Academy of Management Executive*, Vol.13, pp.83-90
94. Simon,H. (1991) "Bounded rationality and organizational learning", *Organisation Science*, Vol. 2, pp.125-134
95. Simonin,B.L. and Helleloid,D. (1993) "Do organizations learn? An empirical test of organizational learning in international strategic alliances", *Academy of Management Best Papers Proceedings*, pp.222-226
96. Sioufas,D. (2004) Investments and entrepreneurial prospects in the After Olympic Era, Symposium of the International Herald Tribune, Press Note, Athens (in Greek)
97. Stanek,M. (2004) "Measuring alliance value and risk: A model approach to prioritizing alliance projects", *Management Decision*, Vol.42, No 2, pp.182-204
98. Subhash,J. (1998) *Marketing Strategic Planning*, Hellin editions, Athens (in Greek)
99. Thomas,J. and Trevino,L. (1993) "Information processing in strategic alliances building: a multiple case approach ", *Journal of Management Studies*, Vol.30, pp.779-814
- 100.Thompson,J. (1997) *Strategic Management: Awareness Change*, International Thompson Business Press, Boston
101. Todeva,E. and Knoke,D. (2005) "Strategic alliances and models of collaboration", *Management Decision*, Vol.43, No 1, pp.123-148

- 102.Tonks,D.G. (1990) “Pinning Down Geodemographies”, *Marketing Intelligence and Planning*, No 8, pp.4-10
- 103.Townsend,J. (2003) “Understanding alliances: a review of international aspects in strategic marketing”, *Marketing Intelligence & Planning*, Vol.21, No 3, pp.143-155
- 104.Vavouras,I. (1989) “Third economy and economic politics: Interdependencies”, *Theseis*, Vol.29, pp.133-145 (in Greek)
- 105.Vyas,N. Shelburn,W. and Rogers,D. (1995) “An analysis of strategic alliances: forms, functions and framework”, *Journal of Business and Industrial Marketing*, Vol.10, No 3, pp.47-60
- 106.Webster,E. (1999) *The Economics of Intangible Investment*, Edward Elgar, Cheltenham
- 107.Wehrli,H.P. (1994) “Beziehungsmarketing – Ein Konzept ”, *der Markt*, No 131, pp.191-199
- 108.Wohlgemuth,A. (1979) “Matrix–Organisation:Verbindern Sie Konflikte?”, *Industrielle Organisation*, No 7-8, pp.327-330
- 109.Yan,A. and Zeng,M. (1999) “International joint venture instability: a critique of previous research, a reconceptualization, and directions for future research”, *Journal of International Business Studies*, Vol.30, pp.397-414
- 110.Ministry of National Economy. (1999) *Greek Investments in the Balkans*, General Secretariat of International Economical Relations, Athens, (in Greek)
- 111.Zevgaridis,S. (1983) *Organization and Management: Theory and Hellenic Practice*, Vol.III, Kyriakidis editions, Thessaloniki