

Contents

1 Introduction	1
References	3
2 Inter-organizational Learning and Collaboration	5
References	6
3 Vertical Collaboration and Horizontal Collaboration in Supply Chain	7
References	9
4 Model for Horizontal Collaboration Dynamics	11
4.1 Drivers and Barriers	12
4.2 Relational Rents	13
4.3 Learning Process Dynamics	14
4.4 Elements of the Horizontal Collaboration Dynamics Model	15
4.4.1 Imperative Elements	16
4.4.2 Improvement Elements	16
4.4.3 Framework Elements	17
4.4.4 Value Sharing	18
References	19
5 Case Studies	21
5.1 Company Needs	21
5.1.1 Methodology	21
5.1.2 Home Appliances Manufacturer	22
5.1.3 Automotive Manufacturer	24
5.1.4 Retailer A	25
5.1.5 Retailer B: Procurement	26
5.1.6 Retailer B: Supply Chain	27

- 5.2 Horizontal Collaboration Consortiums 28
 - 5.2.1 Methodology 28
 - 5.2.2 Successful Case: Food Industry 40
 - 5.2.3 Successful Case: The Beverages Industry 47
- References 50

- 6 Managerial Recommendations 51**
 - 6.1 Drivers of Horizontal Collaboration 51
 - 6.2 Barriers to Horizontal Collaboration 52
 - 6.3 Best Practices and Recommendations 54
- References 56

- Annexes 57**



<http://www.springer.com/978-3-319-08092-5>

Enabling Horizontal Collaboration Through Continuous
Relational Learning

Saenz, M.J.; Ubaghs, E.; Cuevas, A.I.

2015, VIII, 67 p. 18 illus., 17 illus. in color., Softcover

ISBN: 978-3-319-08092-5