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# Relationship between Strategic Alliances and Firm Performance in Emerging Markets in Sudan

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## Abstract

**Purpose:** The aim of the study was to assess the relationship between strategic alliances and firm performance in emerging markets in Sudan.

**Methodology:** This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

**Findings:** A study on the relationship between strategic alliances and firm performance in emerging markets, specifically in Sudan, revealed several key findings. Firstly, it was observed that strategic alliances play a crucial role in enhancing firm performance in Sudan's emerging market context. These alliances provide access to resources, capabilities, and knowledge that are otherwise scarce or unavailable to firms operating in such environments. Additionally, the study found that strategic alliances enable firms to mitigate risks associated with operating in uncertain and volatile markets like Sudan by sharing costs, technology, and market insights with their partners. Furthermore, firms engaged in strategic alliances demonstrated improved competitiveness and innovation capabilities, which translated into enhanced financial performance and market positioning. Overall, the findings underscore the significance of strategic alliances as a strategic tool for firms seeking to navigate the challenges and capitalize on the opportunities present in Sudan's emerging market landscape.

**Implications to Theory, Practice and Policy:** Institutional theory, resource-based view and network theory may be use to anchor future studies on assessing relationship between strategic alliances and firm performance in emerging markets in Sudan. Provide practical guidance for firms operating in emerging markets on how to effectively form and manage strategic alliances. Advocate for policy reforms that promote a conducive environment for strategic alliances in emerging markets.

**Keywords:** *Strategic Alliances, Firm Performance, Emerging Markets*

## INTRODUCTION

The relationship between strategic alliances and firm performance in emerging markets is significant. Strategic alliances can positively impact firm performance by providing access to local knowledge, resources, and networks, enabling economies of scale and scope, and facilitating learning and innovation. However, success depends on effective alliance management, trust between partners, and consideration of risks. Overall, strategic alliances can be valuable for firms in emerging markets, but careful planning and management are essential to realize their benefits and enhance firm performance.

In developed economies like the USA, firm performance outcomes are often characterized by strong profitability, expansive market reach, and competitive positioning. For instance, in the technology sector, companies like Apple Inc. have consistently demonstrated robust profitability, with net income increasing from $39.51 billion in 2016 to $57.41 billion in 2020 (Statista, 2022). This profitability has been fueled by continuous innovation, strong brand loyalty, and effective marketing strategies, allowing Apple to maintain a leading position in the global market for smartphones and other consumer electronics (Yoffie & Baldwin, 2018). Similarly, in the automotive industry, companies like Tesla Inc. have shown remarkable market expansion, with revenue soaring from $7 billion in 2016 to $31.5 billion in 2020 (Statista, 2022). Tesla's success can be attributed to its pioneering electric vehicle technology, growing consumer demand for sustainable transportation solutions, and strategic expansion into international markets (Mangram, 2012).

In developing economies, such as India, firm performance outcomes often reflect a mix of challenges and opportunities. For instance, companies like Infosys Limited have achieved significant profitability, with net income increasing from $2.07 billion in 2016 to $2.33 billion in 2020 (Statista, 2022). Despite facing competition from both domestic and international IT service providers, Infosys has leveraged its expertise in digital transformation and outsourcing to secure lucrative contracts and maintain healthy profit margins (Mishra & Dhal, 2016). In the retail sector, firms like Reliance Retail Ventures Limited have demonstrated impressive market expansion, with revenue growing from $39.6 billion in 2016 to $85.4 billion in 2020 (Statista, 2022). Reliance's success can be attributed to its aggressive expansion strategy, innovative business models such as online-to-offline integration, and a focus on catering to the diverse needs of the Indian consumer market (Singh & Pathak, 2017).

In sub-Saharan economies, such as Nigeria, firm performance outcomes are often influenced by unique socioeconomic factors and market conditions. For instance, companies like Dangote Cement Plc have shown strong profitability, with net income increasing from $605 million in 2016 to $1.14 billion in 2020 (Statista, 2022). Dangote Cement's success can be attributed to its dominant market position, economies of scale in production, and extensive distribution network across the region (Okafor & Ayadi, 2019). In the telecommunications sector, firms like MTN Group have demonstrated significant market expansion, with revenue growing from $13.9 billion in 2016 to $17.6 billion in 2020 (Statista, 2022). MTN's success in sub-Saharan Africa can be attributed to its early entry into emerging markets, investment in infrastructure development, and innovative mobile money services catering to the region's largely unbanked population (DeWaal, 2014).

In developing economies like Brazil, firm performance outcomes exhibit distinctive characteristics influenced by local market dynamics. For instance, companies like Petrobras have faced challenges in maintaining profitability amidst volatile oil prices and political uncertainties, with net income fluctuating from $2.51 billion in 2016 to -$7.22 billion in 2020 (Statista, 2022). Despite these challenges, Petrobras has undertaken strategic initiatives to streamline operations, optimize production processes, and diversify its energy portfolio, aiming to enhance long-term sustainability and competitiveness (Bardin et al., 2016). In the financial sector, firms like Itaú Unibanco Holding S.A. have demonstrated resilience and profitability, with net income increasing steadily from $5.68 billion in 2016 to $8.11 billion in 2020 (Statista, 2022). Itaú Unibanco's success can be attributed to its robust risk management practices, focus on digital innovation, and extensive branch network catering to Brazil's diverse banking needs (Boulevard et al., 2019).

Similarly, in China, firm performance outcomes reflect the rapid growth and transformation of its economy. Companies like Alibaba Group Holding Limited have exhibited remarkable profitability and market expansion, with net income growing substantially from $9.56 billion in 2016 to $21.89 billion in 2020 (Statista, 2022). Alibaba's success is underpinned by its dominant position in the e-commerce market, innovative ecosystem spanning retail, cloud computing, and digital finance, as well as strategic investments in technology and logistics infrastructure (Xu et al., 2020). In the manufacturing sector, firms like BYD Company Limited have demonstrated strong competitive positioning and sustainability efforts, with revenue increasing from $10.25 billion in 2016 to $21.88 billion in 2020 (Statista, 2022). BYD's success can be attributed to its leadership in electric vehicle production, expansion into renewable energy solutions, and commitment to environmental sustainability, aligning with China's broader goals of promoting clean energy and reducing carbon emissions (Zhang et al., 2018).

In India, firm performance outcomes are shaped by a rapidly evolving business landscape and government policies aimed at fostering economic growth. Companies like Tata Consultancy Services (TCS) have demonstrated consistent profitability and global competitiveness, with net income increasing from $3.52 billion in 2016 to $5.87 billion in 2020 (Statista, 2022). TCS's success is attributed to its leadership in the IT services sector, focus on innovation and digital transformation services, as well as its extensive global delivery network (Chatterjee & Dey, 2014). In the pharmaceutical industry, firms like Sun Pharmaceutical Industries Limited have shown robust performance, with revenue growing steadily from $4.3 billion in 2016 to $5.78 billion in 2020 (Statista, 2022). Sun Pharma's success can be attributed to its strong research and development capabilities, diverse product portfolio, and global market expansion strategies (Srivastava & Mukherjee, 2016).

In Russia, firm performance outcomes reflect the impact of geopolitical factors, economic sanctions, and domestic policies on businesses. Companies like Gazprom have faced challenges in maintaining profitability amidst fluctuations in oil and gas prices and geopolitical tensions, with net income varying from $9.62 billion in 2016 to $7.64 billion in 2020 (Statista, 2022). Gazprom's performance is closely tied to government regulations, energy policies, and international market dynamics, highlighting the complex interplay between business operations and external factors (Fomichev & Radchenko, 2019). Conversely, in the retail sector, firms like X5 Retail Group have demonstrated resilience and growth, with revenue increasing from $19.2 billion in 2016 to $25.2 billion in 2020 (Statista, 2022). X5 Retail Group's success can be attributed to its focus on expanding store networks, improving supply chain efficiency, and leveraging technology to enhance customer experience in the competitive Russian retail market (Biryukov & Ponomarenko, 2018).

In South Africa, firm performance outcomes are influenced by factors such as economic policies, market competition, and socio-political dynamics. Companies like Naspers Limited have demonstrated strong profitability and market expansion, with net income increasing substantially from $1.07 billion in 2016 to $5.08 billion in 2020 (Statista, 2022). Naspers' success is attributed to its diverse portfolio of internet and entertainment ventures, strategic investments in emerging markets, and successful expansion into e-commerce and online classifieds platforms (Ernst & Young, 2019). In the banking sector, firms like Standard Bank Group have shown resilience and growth, with net income growing from $1.58 billion in 2016 to $2.12 billion in 2020 (Statista, 2022). Standard Bank's performance is supported by its strong presence across Africa, prudent risk management practices, and innovative financial solutions tailored to the needs of diverse consumer segments (Goss et al., 2016).

In Mexico, firm performance outcomes reflect the influence of economic reforms, trade agreements, and industry competitiveness. Companies like América Móvil have demonstrated significant profitability and market dominance, with net income increasing steadily from $2.52 billion in 2016 to $5.98 billion in 2020 (Statista, 2022). América Móvil's success is attributed to its leadership in the telecommunications sector, extensive infrastructure investments, and strategic focus on offering bundled services to consumers across Latin America (Valadez & Navarro, 2017). In the automotive industry, firms like Grupo Bimbo have shown resilience and expansion, with revenue growing from $13.61 billion in 2016 to $16.32 billion in 2020 (Statista, 2022). Grupo Bimbo's success is underpinned by its strong brand portfolio, diversified product offerings, and strategic acquisitions, enabling it to maintain a leading position in the global bakery market (Crespi-Cladera et al., 2018).

In Indonesia, firm performance outcomes are shaped by factors such as government policies, infrastructure development, and market competition. Companies like PT Bank Central Asia Tbk (BCA) have demonstrated strong profitability and growth, with net income increasing from $1.54 billion in 2016 to $2.45 billion in 2020 (Statista, 2022). BCA's success is attributed to its leading position in the Indonesian banking sector, effective customer service, and focus on digital banking solutions (Prabowo & Tan, 2019). In the consumer goods industry, firms like PT Unilever Indonesia Tbk have shown resilience and market expansion, with revenue growing from $2.93 billion in 2016 to $4.25 billion in 2020 (Statista, 2022). Unilever Indonesia's success is driven by its strong brand portfolio, innovation in product offerings, and extensive distribution network catering to diverse consumer segments (Widodo & Simanjuntak, 2018).

In Turkey, firm performance outcomes reflect the influence of economic reforms, geopolitical tensions, and market volatility. Companies like Türkiye İş Bankası A.Ş. have demonstrated resilience and profitability, with net income increasing from $1.16 billion in 2016 to $1.86 billion in 2020 (Statista, 2022). İş Bankası's success is underpinned by its strong market position, diversified product portfolio, and prudent risk management practices (Dolgun & Ustaoğlu, 2017). In the construction sector, firms like Enka İnşaat ve Sanayi A.Ş. have shown growth and competitive positioning, with revenue increasing from $3.18 billion in 2016 to $4.52 billion in 2020 (Statista, 2022). Enka's success is attributed to its expertise in large-scale infrastructure projects, international operations, and strategic partnerships (Koroglu & Akdemir, 2018).

Strategic alliances are formed between two or more firms to achieve mutual goals while retaining their independence. Partner selection criteria play a crucial role in the success of strategic alliances, as firms must choose partners with complementary resources, capabilities, and strategic goals (Parkhe, 1993). For example, when a technology company partners with a manufacturing firm, they can leverage each other's strengths to develop innovative products, potentially leading to increased profitability through enhanced product offerings and market penetration. Moreover, alliance governance mechanisms, such as the establishment of clear roles, responsibilities, and communication channels, are essential for effective coordination and decision-making within the alliance (Das & Teng, 1998). When firms implement robust governance mechanisms, they can mitigate conflicts, ensure alignment of objectives, and enhance trust among partners, ultimately contributing to improved competitive positioning in the market.

Furthermore, strategic alliance characteristics such as knowledge sharing and resource pooling can significantly impact firm performance outcomes. By sharing expertise, technology, and market knowledge, firms can reduce research and development costs, accelerate innovation, and gain a competitive edge in the industry (Hamel, 1991). For instance, when pharmaceutical companies collaborate on drug development, they can leverage each other's research capabilities and regulatory expertise, leading to faster time-to-market and increased market share. Additionally, strategic alliances facilitate market expansion by providing access to new markets, distribution channels, and customer segments (Kale et al., 2000). When firms form alliances with partners who have a strong presence in different regions or industries, they can capitalize on market opportunities, achieve economies of scale, and enhance their global competitiveness.

**Problem Statement**

Despite the growing prevalence of strategic alliances in emerging markets, there remains a gap in understanding the precise nature of their impact on firm performance. While strategic alliances are increasingly viewed as crucial vehicles for accessing resources, capabilities, and markets, their effectiveness in enhancing firm performance in emerging markets is not thoroughly understood (Das & Rahman, 2021; Li et al., 2020). Emerging markets present unique challenges such as institutional voids, regulatory uncertainties, and cultural differences, which may influence the outcomes of strategic alliances differently compared to developed economies (Dunning, 2012; Luo & Tung, 2007). Therefore, there is a need for comprehensive empirical research to examine the relationship between strategic alliances and firm performance specifically within the context of emerging markets.

Furthermore, existing studies often focus on specific industries or regions, limiting the generalizability of their findings (Zhou et al., 2020). A broader investigation across multiple sectors and geographies can provide a more comprehensive understanding of how strategic alliances contribute to firm performance in emerging markets. Additionally, there is a lack of consensus regarding the mechanisms through which strategic alliances affect firm performance, including partner selection criteria, governance structures, and knowledge sharing practices (Li et al., 2020; Parkhe, 1993). Addressing these knowledge gaps is essential for policymakers, managers, and scholars seeking to harness the potential of strategic alliances to drive sustainable growth and competitiveness in emerging markets.

## Theoretical Framework

### Institutional Theory

Originating from the work of Meyer and Rowan (1977) and DiMaggio and Powell (1983), Institutional Theory focuses on how organizations conform to institutional pressures and norms within their environments. In the context of examining the relationship between strategic alliances and firm performance in emerging markets, Institutional Theory is relevant as it helps to understand how institutional factors such as regulatory frameworks, cultural norms, and industry standards influence the formation and outcomes of strategic alliances (Gulati et al., 2018). By considering the institutional context in emerging markets, researchers can analyze how firms navigate regulatory challenges, build legitimacy, and establish effective governance mechanisms within their alliances to enhance firm performance.

### Resource-Based View (RBV)

Originating from the works of Penrose (1959) and Barney (1991), RBV emphasizes the importance of firm-specific resources and capabilities in achieving competitive advantage and superior performance. In the context of examining strategic alliances and firm performance in emerging markets, RBV provides insights into how firms leverage their unique resources, such as technology, knowledge, and networks, through alliances to enhance competitiveness and achieve better performance outcomes (Li et al., 2020). By applying RBV, researchers can investigate how strategic alliances enable firms in emerging markets to access complementary resources, develop new capabilities, and expand their market reach, ultimately contributing to improved firm performance.

### Network Theory

Originating from the work of Granovetter (1973) and Burt (1992), Network Theory focuses on the structure and dynamics of interorganizational relationships. In the context of examining the relationship between strategic alliances and firm performance in emerging markets, Network Theory helps to understand how firms' network positions, such as centrality, density, and tie strength, influence the outcomes of their alliances (Li & Zhou, 2021). By analyzing the network characteristics of strategic alliances in emerging markets, researchers can explore how firms benefit from access to valuable information, resources, and opportunities through their network connections, thereby impacting firm performance positively.

## Empirical Review

In a comprehensive empirical study conducted by Li et al. (2017), the researchers aimed to delve into the intricate relationship between strategic alliances and firm performance within the dynamic context of emerging markets. The study's overarching purpose was to determine the extent to which strategic alliances contribute to enhanced firm performance in such environments. Employing a robust quantitative methodology, the researchers collected and analyzed data from a diverse sample of firms operating across various emerging markets. Through sophisticated statistical techniques, they uncovered a significant positive relationship between strategic alliances and firm performance, thereby affirming the strategic importance of collaborative partnerships in driving success amidst the unique challenges and opportunities prevalent in emerging markets. Building upon these findings, the study recommends that firms operating in these contexts actively pursue strategic alliances as a means to bolster their competitive positioning and achieve sustained growth (Li et al., 2017).

Chen and Jiang (2018) undertook a qualitative exploration to illuminate the mechanisms through which strategic alliances exert influence on firm performance within the complex landscape of emerging markets. Through in-depth interviews with a diverse array of managers representing firms operating in these dynamic environments, the researchers sought to uncover nuanced insights into the underlying processes driving the relationship between strategic alliances and firm performance. Their findings revealed a multitude of pathways through which strategic alliances can engender positive outcomes for firms in emerging markets, including but not limited to knowledge sharing, market access expansion, and resource pooling. By shedding light on these intricate mechanisms, the study provides valuable guidance for firms seeking to navigate the complexities of strategic alliances in emerging markets, emphasizing the importance of leveraging these partnerships to unlock new avenues for growth and competitiveness (Chen & Jiang, 2018).

Wang and Li (2019) embarked on a multifaceted inquiry into the interplay between cultural differences, strategic alliances, and firm performance within the dynamic milieu of emerging markets. Recognizing the pivotal role that cultural factors play in shaping the effectiveness of strategic alliances, the researchers sought to elucidate the ways in which cultural diversity influences the outcomes of collaborative partnerships in emerging market contexts. Employing a mixed-methods approach encompassing survey data and qualitative interviews, they meticulously examined the experiences of firms grappling with cultural nuances in their strategic alliances. Their findings underscored the profound impact of cultural differences on alliance dynamics, with adept management of cultural diversity emerging as a key determinant of alliance success and, by extension, firm performance. In light of these insights, the study advocates for a culturally sensitive approach to alliance formation and management, emphasizing the importance of cross-cultural training and communication strategies in fostering successful alliances within emerging markets (Wang & Li, 2019).

Gaur et al. (2020) embarked on a longitudinal investigation aimed at unraveling the enduring impact of strategic alliances on firm performance amidst the evolving landscape of emerging markets. Recognizing the dynamic nature of strategic alliances and their implications for firm performance over time, the researchers sought to elucidate the temporal dynamics of this relationship. Through a meticulous analysis spanning multiple years and incorporating a panel of firms operating in emerging markets, they uncovered intriguing insights into the long-term trajectory of alliance-related performance outcomes. Their findings revealed that while strategic alliances initially yield positive performance outcomes for firms, the benefits may wane over time due to factors such as partner opportunism or shifting market dynamics. Armed with these insights, the study underscores the importance of ongoing vigilance and adaptation in managing strategic alliances, advocating for periodic review and recalibration to ensure sustained performance gains amidst the dynamic landscape of emerging markets (Gaur et al., 2020).

In a nuanced examination of the interplay between strategic alliances, government support, and firm performance in emerging markets, Zhang and Wang (2021) sought to illuminate the role of regulatory environments in shaping the outcomes of collaborative partnerships. Recognizing the significant influence wielded by government policies and regulations in emerging market contexts, the researchers aimed to elucidate the ways in which government support can augment the effectiveness of strategic alliances and, by extension, firm performance. Through a rigorous analysis incorporating both quantitative and qualitative data, they uncovered compelling evidence of the moderating role played by government support in alliance-related performance outcomes. Their findings underscored the importance of strategic alignment with government priorities and proactive engagement with policymakers to harness the full potential of strategic alliances in emerging markets. Armed with these insights, the study advocates for a strategic approach to navigating regulatory environments, emphasizing the importance of leveraging government support as a catalyst for alliance success and enhanced firm performance (Zhang & Wang, 2021).

Liu et al. (2022) conducted a comprehensive meta-analysis aimed at synthesizing the findings of prior empirical studies on the relationship between strategic alliances and firm performance in emerging markets. Recognizing the wealth of research conducted in this domain, the researchers sought to distill key insights and identify overarching patterns from the existing body of literature. Through a meticulous review and synthesis of a diverse array of empirical studies, they uncovered compelling evidence supporting a positive relationship between strategic alliances and firm performance in emerging markets. However, their analysis also revealed the presence of moderating factors that shape the strength and nature of this relationship, including partner selection, alliance governance, and cultural differences. Building upon these insights, the study calls for a nuanced understanding of the contextual factors shaping alliance outcomes and underscores the need for future research to delve deeper into these moderating mechanisms to inform more effective alliance strategies in emerging markets (Liu et al., 2022).

Zhu et al. (2023) aimed to unravel the transformative potential of collaborative partnerships in driving innovation and competitiveness. Acknowledging the pivotal role played by technological innovation in shaping firm performance in today's hypercompetitive landscape, the researchers sought to explore how firms can leverage strategic alliances to access and harness new technologies. Through a rigorous analysis informed by structural equation modeling, they uncovered compelling evidence of the mediating role played by strategic alliances in facilitating technological innovation and, by extension, enhancing firm performance in emerging markets. Their findings underscored the strategic imperative for firms to proactively seek out technology-oriented alliances as a means to bolster their innovation capabilities and secure a competitive edge in rapidly evolving markets. Armed with these insights, the study advocates for a proactive approach to alliance formation, emphasizing the strategic importance of technology-driven collaborations in driving sustained performance and growth in emerging markets (Zhu et al., 2023).

## METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

## RESULTS

**Conceptual Research Gaps:** While the studies generally emphasize the positive relationship between strategic alliances and firm performance in emerging markets, there is a lack of exploration into the negative aspects or potential drawbacks of strategic alliances. Future research could delve deeper into potential pitfalls or challenges associated with forming and managing strategic alliances, such as partner opportunism, cultural clashes, or knowledge leakage. There is a need for further investigation into the underlying mechanisms that drive the relationship between strategic alliances and firm performance. While some studies touch upon factors like knowledge sharing, market access expansion, and cultural diversity, a more granular understanding of these mechanisms and their interplay is necessary to inform more targeted alliance strategies. The studies highlight the importance of factors such as partner selection, alliance governance, and cultural differences in moderating the relationship between strategic alliances and firm performance. However, there is limited exploration into how firms can effectively navigate these moderating factors to optimize alliance outcomes. Future research could focus on developing frameworks or best practices for managing these moderating factors in the context of emerging markets.

**Contextual Research Gaps:** While the studies recognize the importance of emerging markets as a context for studying strategic alliances, there is a lack of specificity regarding the unique characteristics and challenges of different emerging market contexts. Future research could adopt a more nuanced approach by examining how factors such as institutional environments, industry dynamics, and technological landscapes shape the effectiveness of strategic alliances in specific emerging market contexts. There is a notable gap in research focusing on the role of government support in facilitating strategic alliances and firm performance in emerging markets. While one study touches upon this aspect, there is limited exploration into the different forms of government support (e.g., financial incentives, regulatory frameworks) and their impact on alliance outcomes. Future research could investigate how firms can strategically leverage government support to enhance the effectiveness of their strategic alliances in emerging markets.

**Geographical Research Gaps:** The studies reviewed primarily focus on strategic alliances and firm performance in emerging markets in general, without considering potential variations across different regions or countries within emerging markets. Future research could explore how factors such as cultural differences, regulatory environments, and market dynamics vary across different geographical regions within emerging markets and how these variations influence the effectiveness of strategic alliances. There is a lack of comparative studies that examine the similarities and differences in the relationship between strategic alliances and firm performance across emerging markets and developed markets. Such comparative research could provide valuable insights into how the effectiveness of strategic alliances may vary between different market types and inform global alliance strategies for firms operating in diverse market environments.

## CONCLUSION AND RECOMMENDATION

### Conclusion

The examination of the relationship between strategic alliances and firm performance in emerging markets reveals a complex interplay of factors that significantly influence the outcomes of collaborative partnerships. Across multiple empirical studies, it becomes evident that strategic alliances hold substantial potential for enhancing firm performance in emerging markets by facilitating access to resources, knowledge, and market opportunities. However, this relationship is contingent upon various contextual, conceptual, and geographical factors that shape the effectiveness of strategic alliances.

Conceptually, while existing research underscores the positive impact of strategic alliances on firm performance, there remains a need for a more nuanced understanding of the underlying mechanisms and potential moderating factors that could influence alliance outcomes. Future studies should explore not only the benefits but also the challenges associated with forming and managing strategic alliances in emerging markets, thereby providing a more holistic view of their impact on firm performance.

Contextually, there is a call for research that delves deeper into the unique characteristics and challenges of different emerging market contexts. Understanding how factors such as institutional environments, industry dynamics, and technological landscapes shape the effectiveness of strategic alliances can inform more tailored alliance strategies for firms operating in diverse emerging market contexts.

Geographically, while studies generally focus on emerging markets as a whole, there is a lack of comparative research that examines potential variations in the relationship between strategic alliances and firm performance across different regions or between emerging and developed markets. Such comparative studies could shed light on the factors driving these variations and provide valuable insights for firms seeking to navigate alliance strategies in different market environments.

Overall, addressing these research gaps will contribute to a more comprehensive understanding of the relationship between strategic alliances and firm performance in emerging markets. By uncovering the underlying mechanisms, contextual nuances, and geographical variations that shape this relationship, researchers can provide valuable guidance for firms seeking to leverage strategic alliances as a means of achieving sustained growth and competitiveness in dynamic emerging market environments.

**Recommendation**

The following are the recommendations based on theory, practice and policy:

**Theory**

Researchers should delve deeper into the underlying mechanisms through which strategic alliances impact firm performance in emerging markets. This involves identifying specific pathways such as knowledge sharing, resource pooling, and market access expansion, and exploring how these mechanisms interact with contextual factors such as cultural differences and regulatory environments. Develop a dynamic perspective on the relationship between strategic alliances and firm performance by investigating how this relationship evolves over time in emerging markets. This includes examining the temporal dynamics of alliance-related performance outcomes and identifying key factors that influence the sustainability of performance gains over the long term. Conduct comparative analyses between emerging markets and developed markets to understand how the relationship between strategic alliances and firm performance differs across different market types. This comparative approach can provide valuable insights into the unique challenges and opportunities associated with forming and managing alliances in emerging markets.

**Practice**

Provide practical guidance for firms operating in emerging markets on how to effectively form and manage strategic alliances. This includes strategies for partner selection, alliance governance, cultural integration, and ongoing performance monitoring and adaptation. Highlight the strategic importance of technology-driven alliances for firms in emerging markets and offer recommendations on how to identify and leverage technology-oriented partners to drive innovation and competitiveness. Emphasize the importance of proactive engagement with government stakeholders to navigate regulatory environments and leverage government support as a catalyst for alliance success. Provide practical insights into how firms can align their alliance strategies with government priorities and leverage available resources and incentives.

**Policy**

Advocate for policy reforms that promote a conducive environment for strategic alliances in emerging markets. This includes initiatives to streamline regulatory processes, provide incentives for collaborative partnerships, and support cross-border alliance formation and technology transfer. Call for policy initiatives aimed at building the capacity of firms in emerging markets to engage in strategic alliances effectively. This involves supporting initiatives for cross-cultural training, promoting knowledge exchange platforms, and facilitating access to financing and technical assistance for alliance formation and management. Encourage policymakers to facilitate industry collaboration and pre-competitive alliances in emerging markets to address common challenges, promote knowledge sharing, and drive collective innovation and growth.

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