

Appendix 1. Overview of Articles on Alliance Management Capabilities¹

Articles:	Proxies	Theoretical perspectives	Main argument with respect to impact of AMC on performance ⁴
1. Adams 2001	Structure: Strategic alliance manager; alliance (management) team Process: Alliance training	-	Skills of alliance managers and alliance team (AMC) are determinants of alliance success. (QL).
2. Albers 2010	Structure: Alliance manager (in joint venture); dedicated alliance function; alliance team Process: Performance evaluation system Tool: Alliance manual, guidelines and metrics	Configurational approach, organisational design literature	AMC affect alliance governance system: e.g. firms with dedicated alliance functions/units are more likely to use specialization, monitoring and standardization as governance system. (QL).
3. Al-Laham <i>et al.</i> 2008 ³	Increasing speed of alliance formation Structure: Dedicated alliance function; alliance managers; partner-specific interfaces Process: Inter-organisational routines	Literature on learning & dynamic capabilities, knowledge-based theories	AMC are reflected in ability of firms to enter into alliances faster (measured by increasing speed of alliance formation), which affect the number of alliances a firm enters in the future. AMC thus positively affect alliance formation rate. (H supported).
4. Anand & Khanna 2000	Alliance experience Structure: alliance manager; administrative entity that coordinates multiple alliances Tool: Alliance manuals; contracts as repository of alliance knowledge; databases and newsletters with alliance activity	Incomplete contract theory, literature on learning & capabilities	When controlling for alliance experience, strong differences exist the ability of firms to create value (measured by abnormal stock returns after alliance announcement), which is interpreted as reflecting differences in AMC. (H supported).
5. Anderson <i>et al.</i> 2011	Structure: Communication systems in joint venture, changes in alliance management by senior team Tool: Rules for managing alliance life cycle	Literature on learning, alliances & commitment	AMC positively influence innovation. (H supported).
6. Argyres & Mayer 2007	Tool: Contract templates	Capabilities theory, organisational learning theory, transaction cost & agency theory	Alliance contract performance improves when contract design capabilities develop among appropriate groups of personnel (e.g. lawyers, engineers, managers), given the type of contract terms. (I)
7. Arian & McGahan 2010	Strong investor response to announcement of alliance: Measure 1: absolute value of average cumulative abnormal return (CAR) for prior alliances. Measure 2: CAR of current deal - absolute value of average CARs for prior alliances	Capabilities theory	Investor responses (in terms of responses on the stock market after alliance announcement by firms) offer information about (unobserved) AMC of these firms. (H supported).
8. Barbarinsa 2011	Structure: Dedicated strategic alliance group Process: Alliance training Tool: Alliance manual	Literature on radical innovation & alliances	AMC enhance efficacy of alliances aimed at sourcing technology periods of technological discontinuity. (QL).
9. Bell <i>et al.</i> 2006	Structure: Alliance department; alliance manager	Transaction cost. social	A main determinant of alliance success is whether people have AI

11. Booth & McCredie 2004	Structure: Alliance group; alliance department Process: External alliance experts Tool: Alliance metrics	Principled negotiation	A programmed approach to alliance management and involving external alliance experts (i.e. AMC) achieve a collaborative mind: and alliance success. (QL).
12. Boyd & Spekman 2008	Alliance experience. Alliance duration; cross-border and horizontal alliances; alliance portfolio size and composition. Process: Inter-firm information sharing routines	Inter-firm competency literature	When a firm has AMC (measured by alliance duration; cross-border horizontal alliances; alliance portfolio size and composition), industries have a greater impact on a firm's market value. (H partly supported).
13. Canter & Twombly 2010	Structure: Dedicated alliance manager; vice-president of alliances; alliance director Practices and tools of alliance management	-	AMC improve alliance success. (QL).
14. Carstens <i>et al.</i> 2008 ²	-	Social ecology theory, organisational & management literature	Entrepreneurial leaders with AMC adopt innovations. (QL).
15. Chang <i>et al.</i> 2008 ³	Alliance experience; ratio of a firm's market value to its book value Tool: Alliance guidelines	Resource-based & knowledge-based perspectives, dynamic capability, evolutionary economics, organisational learning	AMC, defined as the interaction between alliance experience and intellectual capital (ratio of a firm's market value to its book value) positively impact value creation of alliances, measured as stock price responses to alliance announcements. (H supported).
16. Chonko 1999	Structure: Alliance manager, dedicated alliance team Process: Alliance training	Alliance literature	Firms with AMC can gain a marketplace advantage and alliance success. (QL).
17. Cui & O'Connor 2012	Structure: Dedicated alliance function; alliance manager Process: Alliance seminars and workshops Tool: Alliance checklists	Organization & marketing theory; literature on alliances, innovation & capabilities	AMC (measured by alliance function) moderate the relationship between alliance portfolio resource diversity and firm innovation. AMC enable diversity to positively affect innovation. (H supported)
18. De Man 2005	Structure: VP of alliances; alliance office; alliance specialist; alliance manager; gatekeeper Process: Internal and external alliance training; partner selection process; joint business planning; culture program; partner program; alliance evaluation; joint evaluation; incentives for alliance managers; meetings of alliance managers; external consultants; legal experts; mediators; financial experts Tool: Alliance metrics; alliance database	Capability theory	AMC are the determinants of competitive strength of companies & success of alliances. American companies have more AMC than European companies supported).
19. De Man & Duysters 2005	Process: Courses and workshops on alliance management Alliance management tools	Alliance literature	A higher level of AMC increases the innovativeness of firms. (C)
20. De Villiers <i>et al.</i> 2007	Structure: Dedicated alliance staff	Alliance literature	AMC positively affect alliance success. (H supported).
21. De Villiers 2009	Structure: Alliance specialist; alliance manager Process: Alliance training; alliance evaluation; alliance workshop Tool: Alliance database; alliance checklist	Management literature on alliances	AMC positively affect alliance success. (QL).

22. Draulans <i>et al.</i> 2003 ³	Structure: Alliance specialists Process: Training; individual alliance evaluations and cross-alliance evaluations	Dynamic capabilities approach, resource-based view, evolutionary economics	AMC enhance alliance success (measured by managerial assessment of performance). (H supported).
23. Duysters <i>et al.</i> 1999	Structure: Alliance function; alliance managers Process: Alliance training Tool: Alliance monitoring; alliance methodology (one language & best practices)	Alliance literature	AMC improve alliance success. (C).
24. Duysters <i>et al.</i> 2012	Partner-specific experience Structure: Alliance department; alliance manager; alliance specialist; gatekeeper; vice-president of alliances; local alliance manager Process: Formal knowledge exchange between alliance managers; approval processes; rewards and bonuses for alliance and business managers; alliance metrics; use of own knowledge about national cultural differences; country-specific alliance policies; external parties: consultants, financial experts, legal experts, mediators for conflict resolution Tool: Alliance best practices; database; handbook; alliance management development plan; training in intercultural management; competency framework for alliance managers; cross-alliance evaluation; culture program; external and internal alliance training; individual and joint alliance evaluation; intranet; joint business planning; partner portal; partner programs; partner selection approach	Organisational learning theory	AMC positively moderate the relationship between alliance portfolio diversity and alliance portfolio performance (measured by managerial assessments). AMC moderate relationship between diversity and performance only at high levels of AMC, offering support for the notion that higher levels of diversity require higher levels of AMC (H supported).
25. Duysters & Lokshin 2011 ²	-	Alliance literature	Alliance portfolio complexity has an inverse U-shaped relationship with innovative performance. Limits of AMC are reached when increasing complexity lowers performance. (H supported).
26. Dyer & Singh 1998	Structure: Alliance function; director of strategic alliances Process: Inter-firm knowledge sharing routines Tool: Communications matrix; alliance manuals	Relational view of competitive advantage	AMC allow firms to generate relational rents, by combining complementary resources, sharing knowledge, partnering with firms with AMC. (C).
27. Dyer <i>et al.</i> 2001	Structure: Dedicated alliance function; vice-president and director of alliances; alliance manager Process: Internal and external training programs; internal networks of alliance managers; processes to share knowledge; virtual summits; alliance workshops Tool: Value-chain analysis form; needs-analysis checklist; manufacturing-versus-partnering analysis; partner screening form; technology and patent-domain maps; cultural-fit evaluation form; due diligence team; negotiations matrix; needs-versus-wants checklist; alliance contract template; alliance-structure guidelines; alliance-	Alliance literature	Firms with AMC create more alliance value and improve alliance success. (QL).

	metrics framework; problem tracking template; trust-building worksheet; alliance contact list; alliance communication infrastructure; relationship evaluation form; yearly status report; termination checklist; termination-planning worksheet		
28. Ertel 2001	Structure: Alliance manager Process: Alliance training Tool: Alliance manuals; templates; alliance health checks	-	AMC lead to greater improvements in market value. (QL).
29. Faems <i>et al.</i> 2010	Structure: Dedicated alliance function; alliance manager	Alliance literature, innovation literature, resource-based view	Alliance portfolio diversity increases share of personnel costs in value added, which reduces profit margin. (H supported). Greater diversity implies investments in AMC, but AMC are not measure
30. Feller <i>et al.</i> 2013	Improvements in release management, milestones, allocation of tasks Structure: Dedicated alliance function Process: Inter-organisational processes; inter-organisational knowledge sharing and communication routines Tool: Manuals, databases	Knowledge-based perspective, capability literature	Socialization, externalization and internalization of knowledge contribute to development of AMC. (H supported). AMC improve the development of new products and processes, and are an impor driver of alliance success.
31. Fink & Kessler 2010	Alliance experience	Cooperation, organisational learning & evolutionary theory; resource-based view	AMC improve business performance (measured by managerial assessments). (H partly supported).
32. Goerzen 2005	Structure: Affiliated companies department; relationship manager; alliance taskforce Tool: Alliance guidelines; alliance workshops	Alliance literature	AMC reduce organisational costs, enhance competitive position a improve knowledge acquisition. (QL).
33. Grunwald & Kieser 2007	Structure: Dedicated alliance function; partner-specific common coordination Process: Alliance training; alliance summits; standardized procedures for repeat alliances Tool: Alliance guidelines, manuals; and templates	Organisational learning theory	AMC enhance cooperation efficiency, and economize on the exchange of content knowledge. (QL).
34. Gulati 1999	Alliance experience; diversity of alliance experience; time duration since a firm last entered an alliance Structure: Alliance units Tool: Alliance guidelines; checklists; templates; legal framework for alliances	Resource-based view, network theory, literature on capabilities	The greater a firm's AMC, the greater the likelihood that it will enter a new alliance in the subsequent year. (H partly supported, only w AMC are measured by experience).
35. Hagedoorn <i>et al.</i> 2006	Alliance experience; relative betweenness measure of centrality; network constraint measure	Literature on learning and capabilities, network theory	The larger the AMC of firms, the higher the likelihood that firms engage in future alliance activities. (H supported).
36. Hansen <i>et al.</i> 2008	Structure: Alliance function	Capabilities theory, resource-based view, transaction cost theory	Firms with AMC can simultaneously pursue opportunism minimization and gain maximization objectives. (C).
37. Hartmann <i>et al.</i> 2010	Structure: Procurement department; procurement team Process: Auditing systems; consultants	Capability theory	Acquisition, development & application of AMC are essential for successful procurement of products by public agencies. (QL).

	Tool: Standardized contracts		
38. Heimeriks & Duysters 2007 ³	Structure: Vice-president of alliances; alliance department, specialist, manager; local alliance manager Process: Rewards and bonuses for alliance managers; formal knowledge exchange between alliance managers; external parties: consultants, lawyers, mediators, financial experts Tool: Alliance database; intranet; guidelines for partner selection program and joint business planning.	Capability and organisational learning theory, resource-based view, evolutionary economics	AMC are positively related to a firm's alliance performance (measured by managerial assessments of performance). AMC mediate between alliance experience and alliance performance. (F supported).
39. Heimeriks <i>et al.</i> 2007 ³	Structure: Alliance manager; vice-president of alliances; alliance department; alliance specialist; gatekeeper; local alliance manager Process: Rewards and bonuses for alliance managers and business managers; formally structured knowledge exchange between alliance managers; use of own knowledge about national cultural differences; alliance metrics; country-specific alliance policies; use of third parties: consultants, lawyers, financial experts, and mediators Tool: Internal and external alliance training; training in country differences; partner selection program; joint business planning; alliance database; intranet; best practices; culture and partner program; individual and joint alliance evaluation; comparison of evaluations	Capability and organisational learning theory, resource-based view, evolutionary economics	Alliance experience and integrating AMC (training, alliance best practices, culture program, alliance evaluation & metrics) are key drivers of alliance success (measured by managerial assessments of performance), but not institutionalizing AMC (alliance department manager, vice-president of alliances, partner selection program, intranet, rewards, formal knowledge exchange, alliance policies). supported).
40. Heimeriks <i>et al.</i> 2009 ³	Structure: Alliance manager; vice-president of alliances; alliance department Process: In-house company courses; intercultural training programs; courses by external experts, third parties: consultants, financial experts, mediators and legal experts Tool: Guidelines for partner selection protocol and joint business planning; codified best practices; use of best practices from individual alliances as input for network-sharing sessions and intranet	Capability and organisational learning theory	AMC have a positive impact on alliance portfolio performance (measured by managerial assessments of performance). Alliance managers and an intranet are important in helping firms move from low-performing to a medium-performing portfolio, and training solutions and codified best practices are important in helping firm move to a high-performing portfolio. (H supported).
41. Heimeriks 2010	Structure: Alliance manager; vice-president of alliances; alliance department; local alliance manager Process: Rewards alliance managers tied to alliance performance; formally structured knowledge exchange between alliance managers; alliance metrics; country-specific alliance policies Tool: Internal and external alliance training; training in country differences; partner selection program; intranet to disperse practices; alliance best practices; culture program; comparison of alliance evaluations with partner	Capability and organisational learning theory	Integrating AMC (training, alliance best practices, culture program, alliance evaluation & metrics) positively influence alliance portfolio performance (measured by managerial assessments of performance). With increasing alliance experience, institutionalizing AMC (alliance department & manager, vice-president of alliances, partner selection program, intranet, rewards, formal knowledge exchange, alliance policies) negatively affect performance. (H supported).
42. Heimeriks & Schreiner 2010 ³	Structure: Alliance department; alliance function; vice-president of alliances; alliance manager; alliance specialist in alliance; alliance	Capabilities- and competence-based view, transaction cost	Relational quality (i.e. commitment, trust, information exchange & communication, conflict) mediates between AMC and alliance

	<p>gatekeeper Process: Alliance training; use of external specialists; joint business planning; joint evaluation sessions; meetings in partner program; mediator Tools: Alliance evaluation; checklist for partner selection and monitoring; alliance metrics; alliance reward and bonus systems; alliance database; shared intranet</p>	<p>and agency economics, process-oriented, trust and social embeddedness perspectives</p>	<p>performance. (C).</p>
43. Hoang & Rothaermel 2005	<p>Partner-specific alliance experience; general alliance experience Structure: Dedicated personnel; alliance managers; dedicated alliance function Process: Inter-firm knowledge sharing routines; partner-specific interfaces Tool: Alliance metrics, manuals, database, simulations</p>	<p>Organisational learning theory, literature on capabilities</p>	<p>General AMC (measured by general alliance experience) positive affect joint project performance with diminishing marginal return; Partner-specific AMC (measured by partner-specific alliance experience) negatively affect joint project performance. (H supported).</p>
44. Hoffmann 2005 ³	<p>Structure: Dedicated alliance function; vice-president of alliances; relationship manager; alliance coordinator; alliance sponsor; alliance governor; alliance manager; alliance specialist; internal consultant Tool: Reviews, alliance evaluation; benchmarking; congresses and seminars; checklists; manuals and procedures; data warehouses; job rotation; intranet; performance measurement; incentive systems</p>	<p>Dynamic capabilities view, alliance literature</p>	<p>Firms with better instruments for multi-alliance management have better AMC and are more satisfied with the performance of their alliance portfolio. Firms with multiple alliances and AMC can achieve a higher return on management. (H supported).</p>
45. Hunt <i>et al.</i> 2002 ³	<p>Alliance experience; alliance manager development capability; partner vigilance capability</p>	<p>Competence- and resource-based view, resource advantage theory</p>	<p>Alliances are successful when the partners have developed AMC. AMC are positively related to idiosyncratic and complementary resources, which are also determinants of alliance success. (C).</p>
46. Ireland <i>et al.</i> 2002	<p>Dedicated alliance function; alliance managers; alliance management routines</p>	<p>Transaction cost economics, social network theory, resource-based view</p>	<p>Firms with AMC create more value, achieve a competitive advantage, have a higher long-term success rate and have lower transaction costs for managing alliances. (C).</p>
47. Kalaignanam <i>et al.</i> 2007	<p>Alliance experience, partner alliance experience Process: Inter-organisational routines; partner-selection routines Tool: Knowledge stores for partner-selection and alliance design</p>	<p>Alliance literature</p>	<p>The magnitude of financial gains (short-term changes in sharehold values after alliance announcement) accruing from a firm's AMC (measured by experience) is higher for smaller than for larger firm AMC of alliance partners (measured by partner alliance experience) positively affect financial gains of larger firms. (H supported).</p>
48. Kale <i>et al.</i> 2001	<p>Structure: Corporate alliance office; alliance management team; director strategic alliances and alliance teams Process: Debriefing alliance managers; forums and networks of alliance managers to share alliance knowledge; internally conducted alliance training programs Tool: Alliance management guidelines; worksheets; manuals; templates for partner assessment and selection, alliance negotiation and alliance contracts; assessment tools to evaluate organisational and</p>	<p>Alliance literature</p>	<p>A firm with AMC has a larger performance measured by both managerial assessments and stock market gains after an alliance announcement. (H supported).</p>

	technological fit		
49. Kale <i>et al.</i> 2002 ³	Structure: Dedicated alliance function Process: Partner-specific routines; joint reviews	Dynamic capabilities, organisational learning, knowledge- and resource-based view, evolutionary economics	A firm with AMC has a larger performance (measured by both managerial assessments and stock market gains after an alliance announcement). (H supported).
50. Kale & Singh 2007 ³	Structure: Dedicated alliance function Process: Debriefing of managers involved in alliances; record-keeping and reporting on incidents, decisions, actions, progress and performance of alliances; collective review of alliances; forums; informal sharing of alliance information; rotation of alliance managers; incentives for managers to share alliance information; internal and external training; alliance committees and taskforces; inter-firm knowledge sharing routines Tool: Database with factual information on alliances; directory or contact list of alliances; checklists or guidelines; manuals; logbook; templates	Dynamic capabilities and knowledge-based view	A firm's dedicated alliance function and its alliance learning proc (i.e. a firm's AMC) positively affect alliance success (managerial assessments). The alliance learning process (articulation, codification, sharing and internalization of alliance management know-how) partially mediates the relationship between the allianc function and alliance success. (H supported).
51. Kale & Singh 2009 ³	Alliance experience Structure: Dedicated alliance function; alliance manager; alliance review committee; joint teams of alliance partners Process: Alliance training; alliance apprenticeships; forums for sharing of alliance knowledge Tool: Value-chain analysis form; tool to decide partnering need and form; partner screening form; technology and patent-domain maps; cultural-fit evaluation form; negotiations matrix; needs-versus-wants checklist; alliance contract template; alliance-structure guidelines; alliance-metrics framework; problem tracking template; trust-building worksheet; alliance contact list; alliance communication infrastructure; relationship evaluation form; yearly status report; termination checklist; termination-planning worksheet	Dynamic capabilities and knowledge-based view	Firms with AMC can increase their overall alliance success throug alliance experience, by creating an alliance function and establish alliance learning processes. (C).
52. Kaufmann & Schwartz 2009	Resources; routines; firm's degree centrality; strength of entrepreneur's network; consultants	Network theory	AMC positively affect the degree centrality of firms (i.e. the direc contractual contacts a firm has with other firms). (H supported).
53. Khalid & Larimo 2012 ³	Process: Intra-firm knowledge sharing; inter-firm knowledge sharing routines; channels of communication	Dynamic capabilities, organisational learning and knowledge-based view	AMC positively affect alliance performance (measured by managerial assessments). (H supported).
54. Khanna 1998	Structure: Central alliance management entity	Alliance literature	Partner-specific AMC will lead to a higher level of common bene and a greater longevity of the alliance. (C).
55. Kim <i>et al.</i>	Partner-specific experience; procedures for inter-firm knowledge	Organisational ecology and	AMC allow firms to reach their goals quickly and to pursue new

2006	sharing	network theory	goals that require changes in the firms' network. (C).
56. Kind & Knyphausen-Aufseß 2007 ³	Structure: Dedicated alliance function	Dynamic capabilities perspective	AMC are important for the competitive position of a firm. (QL).
57. Kohtamäki <i>et al.</i> 2013	Process: Shared strategy discussions; process development meetings; relationship steering group meetings	Relational research, network and transaction cost theory, social capital literature	Relational capital, which indicates quality of interaction between alliance partners, has a positive impact on profit. (H supported). Relational capital presumes an investment in AMC.
58. Lambe <i>et al.</i> 2002 ³	Alliance experience; alliance manager development capability; partner identification propensity Structure: Alliance manager; director of strategic alliances Process: Alliance training Tool: Alliance database	Resource-based view, competence-based approach, resource advantage theory	AMC contribute to alliance success (measured by joint profits of alliance partners). (H supported).
59. Lavie <i>et al.</i> 2007	External involvement: participation in number of competing alliances	Literature on capabilities, alliance literature	External involvement of firms in alliances contributes to firms' AMC, which help them to extract alliance benefits (measured by productivity, market success and exposure). (H supported).
60. Lee 2011	Alliance experience	Literature on alliances, relationship marketing and new product development	The alignment of contract terms with knowledge creation or knowledge appropriation in alliance portfolios has a positive impact on new product development. (H supported). AMC may be a moderating factor, and reduce the need for formal contract terms.
61. Mascarenhas & Koza 2008	Structure: Senior manager that assembles alliance team; dominant management of the alliance by one partners, alliance function, vice-president of alliances Process: Communication between managers of each alliance partner Tool: Memorandum of understanding of strategic purpose of alliance	Alliance literature	AMC improve alliance performance. (QL).
62. Mayer & Argyres 2004	Process: Internal sharing of alliance knowledge; formal processes for sharing experiences; meetings of project managers; sharing of status reports; inter-firm knowledge sharing routines Tool: Alliance contract	Transaction cost economics and organisational learning	AMC, in particular alliance contracting capabilities, improve alliance performance. (QL).
63. Mayer & Salomon 2006	Alliance experience	Resource-based view and transaction cost economics	The relation between hold-up and internal governance decreases in the presence of strong governance capabilities. (H supported). Governance capabilities improve alliance success and reduce cost
64. Naqshbandi & Kaur 2011 ³	Structure: Dedicated alliance function	Dynamic capabilities theory	AMC have a positive impact on alliance success, competitive advantage, innovative output and flexibility of the firm. (C).
65. Nielsen & Nielsen 2009	Alliance experience; level of know-how in technology/process assessment, knowledge/skills acquisition, knowledge/skill protection. Structure: Alliance managers Process: Collaborative knowledge management processes	Knowledge-based, organisational learning, and social capital perspectives, literature on capabilities	AMC improve alliance performance (innovative improvements to products or processes). (H supported).
66. Pangarkar	Partner-specific experience; alliance formation and termination	Organisational learning theory	AMC, in particular the ability to learn from alliance failure, reduce

2004	experience; stable role definitions for boundary spanners; cooperation routines		the likelihood of future alliance terminations. (H supported).
67. Parise & Casher 2003	Structure: Alliance director; alliance manager; alliance team; alliance professional; office of alliance management Process: Alliance-focused communities of practice; educational workshops; inter-firm knowledge sharing routines between alliance professionals; inter-firm virtual team room; web-conferencing technologies Tool: Best-practice repositories; instant messaging; extranet; training manuals; alliance database; directory with contact details; repository for alliance documents	Alliance literature	AMC, in particular the capabilities to manage alliance portfolios, have a positive effect on alliance success. (QL).
68. Parise & Henderson 2001	Process: Content learning; partner-specific learning; alliance management learning; inter-firm knowledge-sharing routines	Resource exchange model, relational view of the firm	AMC influence the success of alliances. (QL).
69. Pavlovich & Corner 2006 ²	-	Literature on social capital, knowledge, entrepreneurship	Firms with AMC have more extensive network ties and are more likely to develop new knowledge in alliances. (QL).
70. Ritala <i>et al.</i> 2009	Structure: Alliance specialist Process: Forum for inter-firm knowledge sharing	Evolutionary economics, resource-based view	AMC are a source of competitive advantage and will lead to more successful alliances. (QL).
71. Rocha-Gonçalves & Conceicao-Goncalves 2008 ³	Experience with previous alliances; managers' skills at managing alliances; proactivity towards new alliances	Dynamic capabilities view	A positive relation exists between the portfolio of alliances of a fi (as a proxy for the degree of abundance of external resources) and firm's performance outcomes (profitability and sales). This relatic moderated by AMC. (H supported).
72. Rocha-Gonçalves & Conceicao-Goncalves 2011 ³	Experience with previous alliances; managers' skills at managing alliances; proactivity towards new alliances	Dynamic capabilities view	A positive relation exists between the portfolio of alliances of a fi (as a proxy for the degree of abundance of external resources) and firm's performance outcomes (profitability and sales). This relatic moderated by AMC. (H supported).
73. Rothaermel & Deeds 2006 ³	Point of diminishing total returns in the relationship between a firm's alliances and its new product development Structure: Office of alliance management; alliance champion; alliance leader; alliance manager; dedicated alliance function; dedicated unit Process: Alliance training Tool: Diagnostic tools; codified routines	Dynamic capabilities view	AMC have a positive effect on performance (measured by new product development). (H supported).
74. Rothaermel & Hess 2007 ³	Alliance experience	Dynamic capabilities perspective	AMC positively impact innovative output. (H not supported).
75. Ryall & Sampson 2006	Firms' ability to draft detailed contracts; alliance contracts; partner-specific and general alliance experience	Relational contracting literature, organisational economics	Alliance experience increases the detail of alliance contracts. (H supported). This suggests that a firm's alliance contracting ability (i.e. AMC) improves with experience and reduces contracting cos
76. Sampson 2005 ³	Alliance experience; alliance management processes Structure: Alliance management offices, director of alliance	Dynamic capabilities view, learning theory	Alliance experience has a greater impact on performance when alliances are characterized by a greater complexity and uncertain

	management, alliance manager		(H supported). This implies AMC positively affect performance.
77. Sarkar <i>et al.</i> 2009 ³	Structure: Alliance function, alliance management department, centralized competency center Process: Partnering pro-activeness; relational governance; portfolio coordination Tool: Templates and metrics	Resource-based perspective and dynamic capabilities framework	AMC (measured by partnering pro-activeness, relational governance portfolio coordination) positively influence alliance portfolio performance (measured by managerial assessments). Alliance function strengthens the effect of partnering pro-activeness and relational governance on performance. (H supported).
78. Schilke & Goerzen 2010 ³	Routines: inter-organisational coordination, alliance portfolio coordination, inter-organisational learning, alliance pro-activeness, alliance transformation Alliance experience Structure: Alliance structures, alliance units, alliance specialists, alliance coordinator, vice-president of alliances, alliance departments	Dynamic capabilities perspective	Five types of routines of AMC have a positive impact on alliance performance (measured by managerial assessments), and AMC mediates the impact of dedicated alliance structures and alliance experience on alliance performance. (H supported).
79. Schreiner <i>et al.</i> 2009 ³	Skills: Coordination, communication, bonding Structure: Alliance manager; cross-company management team	Dynamic capabilities perspective	Coordination, communication and bonding aspects of AMC have positive impact on alliance performance (measured by managerial assessments). (H supported).
80. Sherwood & Covin 2008	Alliance experience Structure: Partner interface mechanisms; collaboration teams; communication interfaces; inter-firm taskforces and committees Process: Inter-firm knowledge sharing routines	Learning theory	AMC have a positive effect on technological knowledge acquisition (H partly supported, only when measured as partner-specific experience, but not when measured as general alliance experience collaboration teams).
81. Simonin 1997	Alliance experience Structure and process: Collaborative management know-how (including staffing and training); negotiation know-how; partner searching know-how; knowledge and skills transfers; exiting skills	Organisational learning and capabilities perspectives, resource-based view	AMC have a positive impact on tangible (profit, market share, competitive advantage) and intangible benefits (learning about cooperation, learning skills & competences held by partner, learn skills & competences independent of partner). (H supported).
82. Sivakumar <i>et al.</i> 2011	Alliance experience and diversity of alliance partners. Structure: Alliance management function	Resource-based and knowledge based view, TCE	AMC have a positive effect on innovation. (H partly supported, only when measured with experience). Diversity has a negative effect.
83. Sluyts <i>et al.</i> 2010 ³	Structure: Alliance manager; alliance sponsor; communication between units inside the firm; external specialists, such as alliance search bureaus, lawyers, mediators, accountants, management consultants Process: Strategy, management, alliance and skill training; training in legal, financial, intercultural issues, conflict management and in competence analysis Tool: Strategic grid with priority rankings; policy on alliance strategy; interdepartmental meetings; intranet; alliance database; social network software; screening procedures; due diligence checklists; partner selection program; procedure on alliance negotiation; payment and legal policies; financial tools; project management; alliance metrics; checklists for cross, joint and individual alliance evaluation;	Dynamic capabilities view, strategic and competence-based management literature, knowledge-based view of the firm, organisational learning theory	AMC positively influence alliance success. (C).

	benchmark techniques		
84. Sluyts <i>et al.</i> 2011	Structure: Alliance department, alliance manager Process: Debriefing of managers; recordkeeping of incidents/decisions in alliances; reporting on alliance progress/performance; forums; informal sharing of alliance information; rotation of managers alliance training; collective review of alliances; management incentives to share information; in-house and external alliance training Tool: Guidelines, manuals, templates; database with factual alliance information	Resource-based view, behavioral theory of the firm, and capabilities- / competence-based theory	AMC, in particular alliance learning processes (codification and sharing), have a positive impact on alliance performance (measured by managerial assessments of performance). Codification partially mediates the effect of the alliance function on alliance performance (H supported).
85. Spralls <i>et al.</i> 2011 ³	Inter-firm distribution network experience; manager development and partner identification capabilities Structure: Alliance manager Process: Alliance training	Dynamic capabilities view, resource-based view, alliance literature	The ability of a firm to manage inter-firm distribution networks has a positive effect on trust, information exchange and communication quality in the network, which positively affect responsiveness, financial performance, efficiency, effectiveness and innovativeness (H supported).
86. Swaminathan & Moorman 2009	Trend in firm's ability to generate abnormal returns from alliances over time.	Capabilities theory, network theory, marketing literature	AMC have a positive effect on value creation (measured by a firm's abnormal stock returns). (H supported).
87. Walter <i>et al.</i> 2008	Skills to make alliance-related decisions. Structure: Dedicated alliance management function, alliance managers	Behavioral theory of the firm, information processing theory, alliance & capability literature	AMC, in particular skills to make alliance decisions, have a positive impact on alliance performance (measured by managerial assessments). (H supported).
88. Wassmer 2010 ³	Structure: Dedicated alliance function Process: Alliance training; alliance evaluation; partner program Tool: Alliance database	Dynamic capabilities view, organization learning, knowledge-based view, evolutionary economics	AMC leads to a better performance of alliances and creates a competitive advantage for firms. (C).
89. Wittmann 2007	Structure: Alliance manager; dedicated alliance function	Capabilities theory, escalation theory	Alliance failure is more likely when managers choose not to allocate resources to create AMC. (C).
90. Zollo <i>et al.</i> 2002	Alliance experience Process: Inter-organisational routines; brainstorming sessions; internal training Tool: Alliance database; knowledge management tools; implementation manuals; intranet	Capabilities theory, evolutionary economics, organisational learning, transaction cost economics	AMC have a positive impact on alliance performance (measured by managerial assessments). (H partly supported, only when AMC refers to partner-specific experience, but not to general experience).

¹. Articles either refer to these proxies or they use these proxies in empirical research.

². Articles that discuss AMC, but that do not refer to proxies for AMC.

³. Articles that refer to AMC as a dynamic capability or as a higher-order resource.

⁴. Articles with reference to 'hypothesis supported or not, or partly supported' are quantitative studies; QL refers to qualitative studies, including case studies, interviews and examples of companies with AMC; C refers to conceptual papers and/or literature reviews.