

# **STRATEGIC PARTNERSHIP: POTENTIAL FOR ENSURING THE UNIVERSITY SUSTAINABLE DEVELOPMENT**

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## **1 INTRODUCTION**

The concept of strategic partnership is currently at the stage of active development, which in many respects is connected with the following trends and conditions.

First, the development of the theory of sustainable development and corporate social responsibility orientates the organization to meet the requirements and expectations of different groups of stakeholders (customers, suppliers, staff and owners of the organization, the community, government and even future generations). The key stakeholders of the organization involve its partners.

Second, the theory of sustainable development focuses on understanding and the constant monitoring of the impact that it's performance has on the parties concerned, reducing the adverse effect and increasing the value created for them.

Third, an important source for the development of the concept of partnership is a relationship marketing, which replaced the transactional marketing. It is based on the desire to establish long-term relationships of the organization with key customers and gain their loyalty through relationships management. The aim of the relationship is to build partnership, characterized by the fact that the management of customer relations (CRM – Customer Relationship Management) shifts to the management of relationships with partners (PRM – Partner Relationship Management). Supplier Relationship Management also seeks to establish and develop partnerships with this group of stakeholders. Kotler and Armstrong (2003) take a broad approach to the definition of relationship marketing, meaning by it, "the practice of building long-term mutually beneficial interactions with key market partners of the company (customers, suppliers, distributors, etc.) in order to establish long-term privileged relationship.

Relationship marketing is aimed at establishing closer economic, technical and social ties with partners. "

Finally, the development of strategic partnerships is related to the concept of total quality management and evolution of organizational excellence models. In particular, the most famous and widely recognized in the world is the EFQM Excellence Model that is considering a partnership as one of the key resources and attribute it to the category of enablers; regard it as the potential that helps to create value for the key stakeholders through the processes implementation. Partnership in this case is subject to evaluation and improvement. Considerable attention to aspects of the partnership development and partners relationship management is given in the model of the Russian Government Prize in the field of quality (version 2013) and various industry models based on it, in particular – the model of National Quality Award in the field of Higher Education (2012).

In modern conditions, the specific features of the universities, the nature of its development aims to create partnerships. This is facilitated by strengthening the research component in the activities of universities and the establishment of national research universities (NRU) in Russia. They open a new stage in the development of partnerships with the community, state, the real sector of the economy. The legal framework for the partnership of universities and innovative sector of the economy is being formed. Alliances of the universities in the implementation of joint educational programs and academic and student mobility become more widespread.

At the same time, we must recognize that to date, integrated cross-functional concept of partnership has not yet formed and partnership is not identified as an object of management, a source of competitive advantage and profit centre. This leads to the growth and complexity of the partner network of the university, higher costs for its maintenance, reducing the impact of the partnership, the loss of the image of the university as an attractive partner, etc. In fact, many research institutions today do not use the partnership as a productive resource and underestimate its strategic role in the development of the university. It should also be noted that among the effectiveness indices of national research universities there are no indicators to evaluate the effectiveness of partnerships, although partnership development enjoys the serious investments.

## **2 METHODOLOGY**

### **2.1 The partnership theory evolution**

Modern technology and the problems to be solved, become so complex that many organizations can no longer rely solely on their own strengths. There is a need to build and maintain relationships between organizations to use available human, scientific, financial and other resources for multilateral solutions of the problems on the intersection of disciplines, theory and practice, knowledge and

experience. An example of the implementation of such a relationship is the interaction between the universities and business entities.

The most developed theory of the interaction between the organizations at the moment is the stakeholder theory (Stakeholder Theory). Despite the fact that the theory itself has been offered in the 1960-ies the term «stakeholder» was introduced in the theory by Freeman in the mid 1980s. It implies «any group or individual who can affect or who can be affected by the organization performance» (Freeman, 2010). It should be noted that for the first time the term «stakeholder» appeared in an internal memo at Stanford Research Institute in 1963 and was treated as a «group, without whose support the organization would cease to exist» (Walker and Marr, 2011).

From the point of view of D`Anselmi, stakeholders are «people or groups who voluntarily or involuntarily were exposed to risks arising out of the actions of the firm» (D`Anselmi, 2011). This definition considers the stakeholders in a broad sense and focuses on the risks faced by the stakeholder, losing sight of the time when stakeholder benefits from the company. This definition was corrected by Donaldson and Preston (1995): «Stakeholders are identified through the actual or potential harm and the benefits they are experiencing or expect to experience as a result of actions or omissions of the company».

Preston later supplemented this definition with the following statement: «people and groups that benefit only when the organization as a whole suffers losses are not stakeholders, although they may be interested in its actions».

A great contribution to the development of the concept of stakeholders was made by such scholars as Mintzberg, Freeman, Mendelou, Sert and March, Nyubould and Luffman. Many of them regarded the concept in terms of division the stakeholders into groups whose interests converge.

The further development of stakeholders theory could be found in concepts of social responsibility and sustainable development that help not only to identify but also to manage the stakeholders as an interested parties and key resources of the organization, show the importance of building the system of relationship with stakeholders, treat organization as an integral and active part of its business and social environment. This approach is reflected in international and national standards covering the issues of sustainable development.

The international standard SA 8000 – «Social Responsibility» defines a stakeholder as an individual person or group of persons involved in or exposed to the impact of the social activities of the company (SA 8000, 2001). This standard identifies three stakeholder groups: employees, consumers and investors. The first group was given a greater share of attention in the standard.

The close attention was paid to the issue of defining the stakeholders in the standard AA 1000 SES – standard for interaction with stakeholders which was published by the Institute of Social and Ethical Accountability (AccountAbility). According to this document, the stakeholder is a group that can influence the

activities of the organization or, in contrast, is able to experience the impact of the organization's activities, products or its services, and related activities. The standard identifies three stages of interaction with the stakeholders:

- 1) interaction with a view to alleviate the problem that occurs as a result of pressure and has a local effect;
- 2) systematic engagement to risk management and better understanding of stakeholders;
- 3) a comprehensive strategic cooperation with a view to ensuring sustainable competitiveness.

Each stage reflects the specific objectives of stakeholder groups (AA 1000, 2003).

The standard clearly shows that to fight the risks, cease its negative effects thus building on the sustainable competitiveness the organization should set the strategic cooperation with its stakeholders. It means that partnership becomes the strategic form of interaction with the key stakeholders.

As it was shown by Salimova, Guskova and Palkina (2013) a specific interpretation of stakeholders concept has been developed in the framework of Total Quality Management theory and practice. It embraces and develops the concepts of three key stakeholders – customers, employees and suppliers through the set of interrelated principles. Principle “Customer focus” means that organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations. Principle “Involvement of people” shows that people at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit. Principle “Mutually beneficial supplier relationships” an organization and its suppliers are interdependent and a mutually beneficial relationship enhances the ability of both to create value. Applying the principles of mutually beneficial supplier relationships typically leads to:

- establishing relationships that balance short-term gains with long-term considerations;
- pooling of expertise and resources with partners;
- identifying and selecting key suppliers;
- clear and open communication;
- sharing information and future plans;
- establishing joint development and improvement activities;
- inspiring, encouraging and recognizing improvements and achievements by suppliers.

Understanding that if the employees and business partners are properly involved in the activities of the organization, they will play a significant role in the improvement, emerged in the early years of the models of TQM. It was incorporated into the model of the American National Quality Award named after Malcolm Baldrige in 1987.

These principles evolved in the framework of organization excellence concept. Organizational excellence as defined by Salimova (2013) is a condition to which the organization is constantly striving in the course of its daily activities, which implies finding a balance between the implementation of internal organizational capacity and the anticipation of the needs and expectations of customers, partners, owners, staff and community, based on the quality of the processes, systems management and operations organization as a whole. In this case, under the institutional capacity are understood the assets and capabilities (both tangible and intangible), which owns and actively uses the organization. One of the key components of organizational capability is partnership.

Dahlgaard-Park and Dahlgaard in 1999 suggested a model of organizational excellence called the 4P Model in which partnership dimension is recognized and emphasized as primary enabler along with People, Processes and Leadership.

In the model of the European Quality Award (EQA) was made the next step. It clearly shows the difference and interrelations between the stakeholders and the partnership. In assessing the performance of the organization, along with consumer satisfaction and financial and economic indicators employee satisfaction and social responsibility are evaluated. Thus the model includes the criteria to assess the results that should be used to control the process of creating value for the key stakeholders – consumers, employees and society. By creating value for the key stakeholders, organization will get the authority and will contribute to the development of the economy. One of the key enablers necessary for creating value for the stakeholders is partnership that is assessed along with the resources. It means that partnership became the important resource of the organization that has to be managed properly to achieve results for the stakeholders.

The same approach lays in the concept of Russian Government Quality Award. The fourth criterion is named Partnership and resources and includes the following areas of assessment:

Organizations should identify partners as well as strategic capability of the partnership related to mission and strategy of the organization.

Organization should establish long-term relationships with partners based on mutual trust, respect and openness.

Organization create a greater value for the stakeholders on the basis of partnership development.

Organization provide additional benefits for the stakeholders through cooperation, competence, interaction and robust process chain.

Organization work together with the partners aiming to achieve mutual benefits, supporting each other and pooling knowledge and resources.

It should be stated that the stakeholders theory, sustainable development and the quality management concept orient organization to identify its stakeholders, understand their needs and manage the relevant relationships. It is regarded as the necessary condition to maintain continuous improvement and to achieve sustainable development. The most of the approaches do not include partners in the classification of the key stakeholders though there are some exclusions. For example Nyubould and Luffman (1989) divided the stakeholders into four main categories: interest groups that finance company (such as shareholders); employees working in the company; managers who supervise them; economic partners (this category includes both buyers and suppliers, and other entities). This classification of stakeholders demonstrates the fact that the partners are relate to stakeholder as part of the whole.

But it would be merely a simplification to accept it this way. We made an attempt systemize and make comparative analysis of partnership definitions and it led to identification of has three distinctive approaches.

The first approach involves the definition of partnership as a union of organizations with the preservation of the economic and legal independence: Partnership is a technology of coordination of organizations not affiliated with each other in terms of administrative or market relations. In practice, this form of cooperation is not enshrined in the founding documents, and supported by fact. A document confirming such a relationship is usually an agreement (or protocol) of partnership. Another example of a similar interpretation of the definition was given by Wallace: "The union of two (or more) independent organizations, created with the sole purpose – to solve a specific problem, which is unattainable for each company separately" (Wallace, 2005).

In the second approach the definitions focus on the strategic goals and interests of the partners: "partnership of the organization with the other – larger and more powerful to achieve common economic and strategic goals."

The third approach is associated with the pooling of resources and access to the resources of a partner to create a competitive advantage, "the common name of the forms of cooperation and coordination of resources of companies with a view to obtain mutual benefits (synergies). The strategic partnership is the cooperation of companies management specified by cross shareholdings, the coincidence of strategic interest for the development and diversification of production, the expansion of markets, expansion into new markets, and the like. "

Thus the partnership could be regarded as a form and the certain maturity stage of relationships with the stakeholders which is based on the shared goals and pooling the resources.

The strategic partnership focuses on the long-term relationships and is based on the accumulation of resources for the future development, to be regarded as strategic the partnership as a form of relationships with the stakeholders should meet the following criteria:

**Priority.** The cooperation is developed in the key areas of activity that lead to the strategic goals achievement.

**Complexity.** The cooperation is implemented in several areas of activity. Partnership is focused on expansion of cooperation.

**Longevity.** Cooperation is based on long-term strategic partnership agreements with the application of private contracts.

**Institutional level.** The strategic partnership could be established with the company not the person. It should be based on legal basis, mechanisms and forms of cooperation

**The exchange of assets.** Formation of a common pool of tangible or intangible assets, managed and used together to perform joint projects to achieve common goals.

**Efficiency.** Getting results from a partnership that would have been impossible to obtain without it; the excess of income obtained from partnership over expenditure to develop and support it.

**Manageability.** The presence of general control, participation in the management of the partner organization. Focus on the long-term partnership development.

**Stability.** Collaboration on a systematic and predictable basis.

**Risk diversification.** The partnership can significantly mitigate risks and improve the capabilities of the organization.

## **2.2 Features of formation of University's strategic partnership**

According to experts of Management School “Skolkovo” in the next decade organizational model of the higher education institutions will be significantly forced to change under the pressure of external circumstances and factors. Primarily changes are related to the technological paradigm shift and the development of new opportunities by global leaders in the educational market.

Key trends affecting the change in the situation in the higher education institutions, are:

- globalizing education and increasing competition in the sector of higher education and research;
- increasing teachers and students mobility, the development of international cooperation of universities;

- increasing the import and export of educational and research products;
- meeting with needs of economy and society, the development of mechanisms of interaction with employers, compliance of research content with market needs;
- creating the business climate in the universities;
- encouraging universities to networking and supporting partnerships by European and international grant organizations.

These trends touch all elements of national systems of education and the higher education institutions. One of the directions of activity of the higher education institution in the context of adaptation to new environmental conditions and sustainable development is the formation and development of the strategic partnership.

Under modern conditions for the development of university relations with stakeholders it is important to develop a program of strategic partnership development. As part of this program are the agreements containing the following characteristics:

- long-term program (plan) of training specialists for the company, taking into account the prospects of industry and enterprise;
- targeted component of training students, realized jointly by the university and the enterprise for the development of new products and technologies;
- creating a base for real practices of students and graduate students;
- developing the joint R&D projects, attracting university's scientists into modernization and creation of new products and technologies, their implementation and commercialization;
- creating new teaching and research laboratories and re-using existing ones;
- target training of highly qualified personnel for the company;
- organizational, logistical and financial support to bring to the scientific work of students and graduate students;
- developing collective expert analytical and advisory bodies that coordinate the interaction of the university and the enterprise;
- creating joint scientific and educational structures or innovative profile, including basic chairs with new organizational and functional economic model. The system of strategic partners provides feedback between university and its consumers that is essential for the further development of professional education in the interests of the national economy. The



main impetus for forming a partnership is a mutual interest in improving the training quality.

In Figure 1 the key stakeholders of the Higher Education Institution are presented (Salimova et al., 2012).

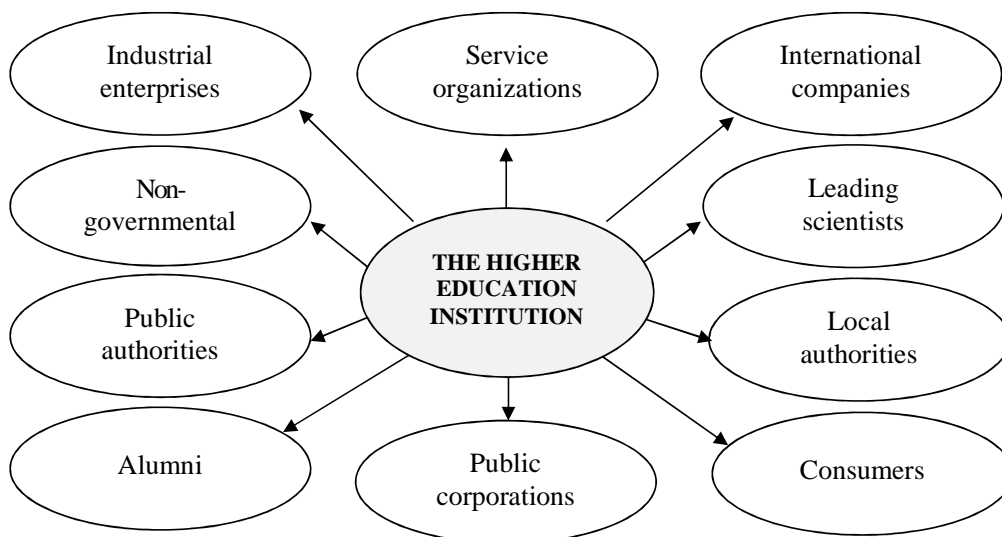


Figure 1 – Key Stakeholders of the Higher Education Institution

On the based on the relations between university and its stakeholders we have drawn a partnership chart (see Table 1). The partnership chart shows the current point (X) and target point (O).

Table 1 – Partnership Commitment Chart of Key Stakeholders of University

Key Stakeholders	Block It	No Commitment	Let It Happen	Help It Happen	Make It Happen
1. Industrial enterprises		X →		→ O	
2. Service organizations		X →		→ O	
3. International companies		X →		→ O	
4. Non-governmental organizations			X →	→ O	
5. Public authorities			X →		→ O
6. Public corporations		X →	→ O		
7. Local authorities			X →		→ O
8. Consumers			X →	→ O	
9. Alumni		X →		→ O	
10. Leading scientists			X →	→ O	

Adapted from Beckard, R. and Harris, R. (1987).

The participation of companies - strategic partners in the management of the development and improvement of professional training in the higher education institutions is carried out via involvement of their representatives to work in a collegial advisory bodies and expert management teams on major scientific and educational areas of the university.

In the role of the partners may be:

- regulators who are also customers and service users whose primary function - formulation of a list of competencies of graduates of various disciplines, working on the basis of their educational and professional standards and the monitoring of their implementation;
- self-regulatory organizations that also have impact on the development and application of standards, regulation of supply and demand in the labor market;
- other organizations and structures that consume the university's services of the on regular commercial basis, they are involved to university's development (including through the work of trustees and other boards) and as customers are implemented jointly with the university long-term target programs, projects and researches.

The Strategic Partnership operates on the basis of agreements on strategic partnership in the field of educational and professional activities, for the purpose of various innovative and educational targets and obtaining synergies effects thanks to interaction. The motivation of the parties is related to expansion of presence in the market, diversification of service range, costs reduction, search of new ideas, customers, etc.

Evidence that functioning the strategic partnership is an important factor for enhancing the competitiveness and investment attractiveness of the university, are the following circumstances:

- 1) The onset of the "demographic hole" caused close attention to corporate university programs of additional education (in order of interaction with the business), and post-graduate educational programs. Their actualization in the universities, in our view, today is accompanied by:
  - conclusion of long-term co-operation agreements (university - the organization);
  - implementation of corporate short-term educational programs (the most popular forms of innovative educational technologies - training and workshops);
  - network development training centres and other forms of additional vocational training institutions outside the university structure, which are prerequisite for the establishment of universities in the training of their own firms and inclusion in the state coaches and consultants;

- attempts to establish in universities of business consulting, which in turn leads to either join the competition in new markets or development of competition in auditing and consulting companies.
- 2) The interaction of educational institutions of different levels in the framework of the strategic partnership involves, on the one hand, the development of competition, on the other - motivates the use of innovative technologies and the creation of new educational products. In this context, the interaction of a number of universities it is important the idea of a resource centre (intercollegiate or on the basis of a particular institution) in the field of education with the use of innovative technologies, the operation of which helps reduce costs for the formation of the content of the educational program. Of course, with their solutions require a number of challenges, especially in the management of intellectual property, but the benefits of this partnership for higher education are obvious.
  - 3) The system of continuing professional education requires broad cooperation of educational institutions that implement various forms and levels of education. These are schools and colleges, colleges and universities, schools and universities, etc. The most common model of cooperation is the educational model "school – the higher education institution". On this basis of schools and universities implement a variety of educational programs, from training to university to study in depth a number of specialized disciplines in the school, followed by training in university according to individual plan.

The concept of "strategic partnership" implies a strong emphasis on the long-term nature of the relationship, the future development of the organization on the basis of storage and accumulation of the existing potential.

The implementation of innovative educational programs of higher education institutions is not possible without the strategic partnership with employers, aimed at long-term cooperation. The aim of the partnership is to provide high quality training of graduates in the comprehensive university cooperation with interested companies and organizations - strategic partners by combining the intellectual capacity, material, financial and corporate resources.

### **2.3 Study of Russian national research universities experience in building strategic partnership**

We carried out a comprehensive study to assess the development of partnerships in 29 national research universities in Russia which included analysis of contemporary forms and models of their interaction with the business community, government and other universities (both Russian and foreign), identification of the main barriers to the development of mutually beneficial partnerships and possible ways to overcome them.

The information base for our study was the Development programs of national research universities and reports on their implementation posted on the official websites of universities. The method of research was a content analysis.

Analysis showed that the university's development programs are based on a strategy of dynamic growth that aims to change goals and organization structure of the university. National research universities focus on cooperation with other universities, research centres and business organizations for the sake of implementation of joint projects. The university performance are increasingly evaluated in terms of a contribution to sustainable development and social responsibility. The degree of recognition on the part of the society is also very important.

Results of the study show that more than half (15 of 29) of the universities cite the partners as a key resources when describing the achieved level of development, scientific, technological, organizational and economic background. Type of the partners mentioned by the national research universities include: industrial enterprises (17), research institutions (14), foreign partners (14), enterprises of innovation sector (12), institutions of the Russian Academy of Sciences (10), universities (12), public corporations (12); small innovative enterprises (6), public authorities (6), techno-parks (3), local government (4), hospitals (2). Only 1 university mentioned students as a key partners.

Thus, it can be noted that the key partners of universities include their most important customers – industrial companies of different types – large and small, public and private. These companies not only act as a consumer of innovation and research products of the universities but also employs their graduates. Of course, this is due to the orientation of the national research universities on active commercialization of innovations, the search for additional sources of financing its activities, improvement the quality of education through interaction with employers.

Content analysis revealed that there are only four major forms of university partnerships focused in the fields of education and research (Table 2):

In the programs also could be found some other types of partnerships including obtaining finance from the regional government, the preparation of joint grant applications.

More than half of national research universities use the concept of "strategic partner" in their development programs. Despite the fact that the universities do not give any explanation of this term the results of our content analysis allowed us to reveal the criteria universities use to define the strategic partners: 1. are related to the priority areas of university development, share goals with the university and focus on joint work towards achieving them; 2. offer university substantial financial support being a major customer of research and innovation products or sponsor; 3. participate in the management of the university and exert influence on the its goals and strategy; 4. often involve some degree of

integration with the university; 5. strategic partners establish long-term relationship with the university.

*Table 2 – The main forms of the partnerships mentioned in the development programs of national research universities*

<b>Partnership form</b>	<b>Partners</b>	<b>Number of national research universities</b>
Joint research projects	Industry, service organizations, universities, public companies	10
Establishment of joint laboratories	Industry, universities, public corporations, research centres	5
Joint academic programs	universities	3
Academic exchange programs	universities	2

Thus, the recognition of the strategic role of the key partners of a national research university in the implementation of its objectives – on the one hand, and the lack of understanding of the degree of development of a mutually beneficial relationship with them – on the other hand, made it necessary to set goals and define actions for the development of partnership in the development programs of national research universities. At the same time only one third of the universities defined the prospective forms of the partnerships to be developed. The structure of partnership environment and forms of partnerships identified in the Development Programs remain traditional and reproduce the current situation. National Research Universities plan to focus on development of partnership with the business enterprises of different types through implementation of joint research projects, establishment of start-ups and small innovation enterprises, creation of joint laboratories. The new forms of collaboration with such partners lay in the field of education through cooperative development of new academic programs of undergraduate, graduate and post-graduate level, involvement of business experts in education process by inviting them as lectures and members of Examination Boards.

The second important type of prospective partners for the national research universities are Russian and international Universities and research centres. The forms of the partnerships that are to be developed include development of joint academic programs both double degree and academic mobility, implementation of joint research projects, academic staff exchange, organization of international conferences and other events.

It means that the national research universities do not fully use the potential of the partnership and even do not identify it as a key resource and the management subject.

Thus, analysis of national research universities partnerships allowed confirming that the university can develop on sustainable basis only as an open system,

which, in fact, is a social network or a social agglomeration. National research university strategic partners include, as a rule, the enterprises of the industrial sector of the economy and the public corporations, research institutes and other higher education institutions. Content analysis revealed that strategic partners, 1. are related to the priority areas of university development, share goals with the university and focus on joint work towards achieving them; 2. offer university substantial financial support being a major customer of research and innovation products or sponsor; 3. participate in the management of the university and exert influence on the its goals and strategy; 4. often involve some degree of integration with the university; 5. strategic partners establish long-term relationship with the university.

It should be noted that many national research universities concede the existence of serious support from the regional government, but at the same time they do not recognize this public bodies as a strategic partner. It means that partnership is viewed as kind of a joint project that should produce the results.

### 3 CONCLUSION

Partnerships play a special role for the university as an open, diversified and decentralized social system. However, the significance of partnership is not yet fully understood by scientists and practitioners of higher education management. For university all stakeholders, including direct competitors, play the role of partners with whom to share knowledge, experience, information, other intangible and tangible assets. Moreover, at present, in the field of quality management in education could be observed the shift from understanding the student as a consumer to treating him/her student as a true partner, who together with the teachers using the resources of the university develops his/her own competencies. This approach is fully in line with the modern concept of the "value in use" proposed by Vargo and Lash (2006). This concept is based on the fact that the service value perceived by each customer individually and is formed in the process of using the service. It means that the customer should be recognized as a co-producer of value and its main judge. In addition, the specific feature of the university partnership that the partners could be not only the organizations but also individuals only legal, but also individuals - students, parents, researchers. It demands the socialization and humanization of partner relationship management.

One of the major tasks of higher education is to form a network of partners who are interested in mutually beneficial cooperation in the training of highly qualified personnel, strengthening of material and technical support of the educational process. Solutions to this problem lie in the development of strategic cooperation of universities with industrial companies. The purpose of the strategic partnership is the development of stable relationships with stakeholders to make them strategic partners on the basis of long-term comprehensive cooperation programs in the fields of education, research and innovation.

Analysis of development programs of Russian national research universities shows that at present the degree of success of the university is largely determined by the availability as well as the efficiency of its network of partners.

The strategic partnership is a key condition for effective implementation of the strategy of sustainable development of the university, which is provided by the system, balanced, continuous improvement of mutually beneficial forms of cooperation with various partner groups with a focus on the mission of the university. As an open social system university exchanges knowledge on the different types of resources received from the environment. Allocating and effective use of resources from the partners allows the university to shift to new levels of development.

In the development programs national research universities set the aim of promotion of international partnership, as well as the institutionalization of relations with the innovative sector of the economy. In recent years significantly increased the proportion of Russian and international grants eligible only for university consortium. Examples are the Tempus program and the 7th Framework program, a joint grants for international partners offered by Russian Humanities Fund and Russian Fund of Fundamental Research, grants of the British Council, MATRA, the Russian Government grants.

However, the analysis showed that the Russian national research universities do not identify partners as subjects of management, criteria of choosing the strategic partners are not defined, there are lack of methods for assessing the capacity and effectiveness of the partnership. This reduces the efficiency and effectiveness of strategic partnerships.

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