CONCLUSION

This paper has introduced both the advantages and disadvantages faced by the globalization, and more specifically competition in the business sector. Some companies, mostly from developed countries thought that free fight competition is an opportunity to increase market share. However, some companies from developing countries found that it is unfair because they have to compete against developed countries starting from the same line, whereas in fact their skills, knowledge, human resources and financial capital are different. Therefore one of the solutions to compete in the global era is "Collaboration". In the CEs all participants work together and combined their core competencies efficiently and effectively to achieve mutual goals. In the global era, market also becomes global therefore one of the mutual goals is to increase market share. The market share increases if companies can provide better products with lower prices and faster delivery.

It can be concluded that an organization should always assess the particular advantages of CEs. If a company decides to join a CE, it should be careful in choosing its partners and to think about the content of the CEs and the contributions of each partner. Partner selection is often subject to time pressure so that 'hard' selection criteria dominate, while 'soft' criteria should be paid more attention to because not selecting partners on the basis of these criteria is what often leads to CEs failure.

However, from this limited discussion it is clear that a CE is not a solution for all problems. Failure rates of CEs are high. However, this is not meant to dissuade but to rather serve as a warning

Implied by the previous section, it is clear that the main focus of a CE is to encourage close relationship among participants. Therefore, to collaborate here means work together in equity, in tight commitment and trust each others for exchanging information, alter activities, share resources and enhance each other's capacity for mutual benefit and a common purpose by sharing risks, responsibilities and rewards. Further participant companies in a CE have to design an agreement to distribute benefits based on the contribution as implementation of equity.

In reality it is difficult to maintain a CE but it is valuable if done successfully. It is the key to competing in the global era

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