

Table 4. Alliance outcome summary, including post-reorganization outcomes of link and scale alliances

Alliance type

Scale alliances

1. First outcome	1a	1b	2. Post-reorganization outcomes (11 cases)	2a	2b	3. Cumulative outcomes	3a	3b
	#	%		#	%		#	%
Continue	62	57%	Continue	8	73%	Continue	70	64%
Dissolve	24	22%	Dissolve	1	9%	Dissolve	25	23%
Takeover	12	11%	Takeover	2	18%	Takeover	14	13%
Reorganize	11	10%	Second reorganization	0	0%	Total cases	109	100%
Total cases	109	100%						

Link alliances

1. First outcome	1a	1b	2. Post-reorganization outcomes (30 cases)	2a	2b	3. Cumulative outcomes	3a	3b
	#	%		#	%		#	%
Continue	36	31%	Continue	17	57%	Continue	58	49%
Dissolve	19	16%	Dissolve	0	0%	Dissolve	19	16%
Takeover	33	28%	Takeover	7	23%	Takeover	41	35%
Reorganize	30	25%	Second reorganization (5 continue, 1 takeover)	6	20%	Total cases	118	100%
Total cases	118	100%						

All alliances

1. First outcome	1a	1b	3. Post-reorganization outcomes (41 cases)	2a	2b	3. Cumulative outcomes	3a	3b
	#	%		#	%		#	%
Continue	98	43%	Continue	25	61%	Continue	128	56%
Dissolve	43	19%	Dissolve	1	2%	Dissolve	44	19%
Takeover	45	20%	Takeover	9	22%	Takeover	55	24%
Reorganize	41	18%	Second reorganization (5 continue, 1 takeover)	6	15%	Total cases	227	100%
Total cases	227	100%						