

INTRODUCTION With increasing frequency, companies are undertaking brand alliance partnerships."Henri Nestle endowed his company with the symbol derived from his name. His family coat of arms, the nest with a mother bird protecting her young, became the company's logo and a symbol of the company's care and attitude to life-long nutrition. Nestle's nest represents nourishment, security, and sense of family that are so essential to life" Nestle is built on the foundation of several hundred strong brands under its portfolio which range from categories like bottled water, baby food, and chocolate confectionaries to pet care, nutrition and health.Co-opetition occurs when competitors co-operate to .(achieve mutually beneficial goals (Kotzab and Teller 2003