

# MASTERING [**ALLIANCE** **STRATEGY**]

A COMPREHENSIVE GUIDE TO DESIGN,  
MANAGEMENT, AND ORGANIZATION



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# Mastering Alliance Strategy A Comprehensive Guide

**Jan-Philipp Büchler**



## **Mastering Alliance Strategy A Comprehensive Guide:**

**Mastering Alliance Strategy** James D. Bamford, Benjamin Gomes-Casseres, Michael S. Robinson, 2003-02-03  
Erfolgreiche Unternehmensallianzen sind heute für viele Unternehmen absolut wichtig wenn es darum geht sich einen Wettbewerbsvorteil zu sichern Mastering Alliance Strategy ist ein umfassender Leitfaden zum Thema Allianzstrategie Er entwirrt die haarigsten Themen rund um das Allianzmanagement und erläutert die aktuellsten Gedanken Ideen und Praktiken für eine effektive Nutzung von Partnerschaften Ob absoluter Anfänger oder erfahrener Allianzexperte ob Fachmann im Bereich Unternehmensentwicklung Linienmanager oder Führungskraft hier lernen Sie Allianzen besser zu verstehen und auszunutzen Die Autoren zeigen dass das Erfolgsgeheimnis nicht nur in den Feinheiten einer Vereinbarung liegt sondern auch in der Strategie und Organisation hinter dieser Vereinbarung Aus ihrer langjährigen Forschungsarbeit und Berichterstattung präsentieren sie hier Ideen und Tools zu den vier Kernelementen einer effektiven Allianzstrategie Planen der Allianz und Entwerfen der Vereinbarung Managen der Allianz sobald sie gegründet ist Vorteile ziehen aus einer Konstellation von Allianzen Aufbau einer internen Allianzfähigkeit Verständlich geschrieben Mit anschaulichem Beispielmaterail Mastering Alliance Strategy die ultimative Pflichtlektüre für alle Unternehmensstrategen und Führungskräfte

*The ^AOxford Handbook of Entrepreneurship and Collaboration* Jeffrey J. Reuer, Sharon F. Matusik, Jessica Jones, 2019-08-08 This comprehensive volume addresses the most important topics related to collaboration and connects them to unique challenges and opportunities related to entrepreneurship Bringing together scholars from both areas the handbook bridges these two avenues of research to generate new insights and encourage a more integrated development of these linked concerns  
*Management of Alliance Networks* Włodzimierz Sroka, Štefan Hittmár, 2013-01-06 Effective management is crucial to the success of the inter firm cooperation and may reduce the risk that is inherently associated with these strategies If cooperative strategy is to be successful managers must have knowledge of factors that should be taken into consideration during formation and management of alliance networks Therefore the main goal of this book is an understandable and simple presentation of the complexity involved in the management of alliance networks at three basic stages formation stage functioning stage and post operational stage The book consists of six chapters both theoretical and practical A new model for management of alliance networks which utilizes different instruments and tools has been developed in the work The last part of the book concentrates on the management of alliance networks in a practice based framework based on the example of an engineering company which has formed a portfolio of bilateral alliances

**Structured Strategic Partnerships** Ezra Schneier, 2016-02-13 Structured Strategic Partnerships allow organizations to grow and achieve greater success through partnerships and alliances This book describes practical ways to add structure to choosing the right partners rolling out new partnerships and managing existing partnerships and alliances All types of businesses are seeking to develop partnerships to accelerate growth and create value If done properly these partnerships can

lead to success Too often partnerships are sensible from a value perspective but the lack of organization in carrying them out leads to lackluster results Structure is a key ingredient in making partnerships work Structured Strategic Partnerships is a book that describes many real ways to enhance partnership programs save time and realize goals With added structure the success of partnerships will increase and the bottom line will be improved Included in the book are checklists and examples that can be used to add structure to both new and existing partnerships *Developing Alliance Capabilities* K.

Heimeriks,2008-05-29 Alliances are becoming an ever more important strategic weapon to succeed in many industries This book describes how various leading firms have succeeded in learning how to manage their alliance portfolios and uses cutting edge research to offer advice on alliance management skills **Advances in Pharma Business Management and Research** Lars Schweizer,Theodor Dinger mann,Otto Quintus Russe,Christian Jansen,2020-02-19 This open access book presents a unique collection of practical examples from the field of pharma business management and research It covers a wide range of topics such as Brexit and its Impact on pharmaceutical Law Implications for Global Pharma Companies Implementation of Measures and Sustainable Actions to Improve Employee s Engagement Global Medical Clinical and Regulatory Affairs GMCRA and A Quality Management System for R D Project and Portfolio Management in a Pharmaceutical Company The chapters are summaries of master s theses by high potential Pharma MBA students from the Goethe Business School Frankfurt Main Germany with 8 10 years of work experience and are based on scientific know how and real world experience The authors applied their interdisciplinary knowledge gained in 22 months of studies in the MBA program to selected practical themes drawn from their daily business Global Strategy Vinod Jain,2016-07-15 Global Strategy Competing in the Connected Economy details how firms enter compete and grow in foreign markets Jain moves away from the traditional focus on developed countries and their multinational enterprises instead focusing on both developed and emerging economies as well as their interaction in an increasingly connected world As the current global business environment is increasingly shaped and connected by faster technological developments geopolitical forces emerging economies and new multinationals from those economies this highly charged dynamic provides rich opportunity to revisit mainstream paradigms in globalization innovation and global strategy The book rises to the challenge exploring new competitive phenomena new business models and new strategies Rich illustrations real world examples and case data provide students and executives with the insights necessary to connect compete and grow in a globalized business environment This bold book succinctly covers strategy models and implementation for a range of global players providing students of strategy and international business with a rich understanding of the contemporary business environment For access to additional materials including Powerpoint slides a list of suggested cases and sample syllabus please contact Vinod Jain vinod jain01 yahoo com **Advances in Global Leadership** William Mobley,Ying Wang,Ming Li,2009-07-23 Presents papers by academics practitioners and consultants who are engaged in global leadership from multiple perspectives This title

includes chapters on personality leadership and globalization the roles of international experience experiential learning and cultural intelligence in developing global leaders and ethical leadership *International Handbook on Public-Private Partnership* Graeme A. Hodge, Carsten Greve, Anthony E. Boardman, 2010-11-30 Public Private Partnerships PPPs promise much and present an exciting policy option Yet as this Handbook reveals there is still much debate about the meaning of partnership and the degree to which potential advantages are in fact being delivered In this timely Handbook leading scholars from around the world explore the challenges presented by infrastructure PPPs and contemplate what lies ahead as governments balance the need to provide innovative new infrastructure against the requirement for good public governance This Handbook builds on a range of exciting theoretical lenses that span several disciplinary boundaries It presents innovative insights and informed perspectives from an international base of empirical evidence This essential Handbook will prove an invaluable reference work for academics advanced post graduate students and commentators of PPPs as well as professionals infrastructure regulators and government policy advisors

**How to Navigate Strategic Alliances and Joint Ventures** Meeta Dasgupta, 2020-03-03 This book takes readers across the different stages of an alliance lifecycle and through practical incidents discusses and debates on the decisions to be taken Organizations large and small are realizing the importance of collaborations to achieve their business objectives Organizations to create independent and joint values are entering into strategic alliances with their suppliers customers and even their competitors Every alliance follows a lifecycle and decisions have to be taken by executives at each stage Anticipated revenues and other sources of financial value remain unrealized if inadequate decisions are taken and alliances fail or under perform This book takes readers across the different stages of an alliance lifecycle and through practical incidents discusses and debates on the decisions to be taken The book also demonstrates the various challenges faced by executives in an alliance This book is perfect for managerial executives who are contemplating proposing a strategic alliance for their organizations or are part of an organization juggling various ongoing alliances alliance managers and business development professionals In short the content of the book should be of interest to anyone for whom alliances are a topic of interest

**Cultivating the Strategic Mind** Blake Leath, 2018-05-30 For something so essential strategy is often misunderstood misinterpreted and misapplied and given the complex challenges facing contemporary organizations and entire societies we must grow more and better strategists Tackling three simple yet sweeping questions Cultivating the Strategic Mind answers 1 What is strategy and why aren't more leaders better strategists 2 While strategy is foundational in exemplary organizations why are so many others missing it altogether 3 How can I apply strategy in palpable pragmatic ways to the benefit of those around me A breezy writing style intuitive models research based solutions and sticky storytelling make Cultivating the Strategic Mind an easy stimulating fun and immensely credible approach toward developing strategists for our evolving world of work Increasingly regarded as a classic in its domain Cultivating the Strategic Mind is the must have handbook for every professional strategist and leader

journeying to become visionary creator and architect of strategy      *Management of Network Organizations* Włodzimierz Sroka, Štefan Hittmár, 2015-06-05 Effective management is crucial to the success of network organizations and can reduce the risk inherently associated with cooperative strategy This contributed volume addresses the management of network organizations from both theoretical and practical perspectives as well as an international standpoint in the form of selected cases from various Central European countries The authors claim that without some type of network management irrespective of the type of network it is impossible to effectively compete with other companies and or networks As network organizations are representative of a broad range of possible network types i e alliance networks clusters outsourcing and virtual organizations this book presents various perspectives on the management of network organizations The book features articles from different scholars who have practical experience in network organizations written in simple and easy to follow language with a wide application of practical cases Given its successful combination of theory and practice together with the nature of the texts presented the book offers a valuable resource for a broad readership including scholars managers and management science students      **Towards an Integrative Approach to Alliance Failure** Jan-Philipp Büchler, 2006-02-06 Inhaltsangabe Abstract The past decade has seen increased academic interest in strategic alliances because alliances have developed to a centerpiece of corporate strategy The number of newly formed alliances has been growing at more than 25 percent annually throughout the last decade and most large companies have at least 30 alliances many have more than 100 in their alliance portfolio According to empirical studies about 90 percent of the questioned companies are embedded in one or more alliances which seem to be proliferating with increasing competition and globalization Yet despite the ubiquity of strategic alliances reality shows that many alliances fail They do not meet the goals of the parent companies and fall short of expectation for different reasons i e alliances do not perform as intended Empirical researchers find that between 30 percent and 70 percent of alliances fail However there is neither a comprehensive understanding of alliance failure and success nor a managerial framework that would allow to improve alliance performance Although a number of theoretical approaches as well as empirical studies have developed possible answers for the understanding of alliance failure by examining single factors the review of the existing literature and investigation into the different theories shows that the reasoning is of a narrow view To date researchers mostly pay attention to individual aspects but do not hold a holistic perspective Most studies attribute failure to a wide range of factors including cultural technical financial structural and strategic aspects The identified factors are neither wrong nor right but based on different assumptions and views that still remain unclassified unstructured and incomparable Due to overlaps imprecise terms and a missing conceptual framework the outcome is very limited in terms of explanation of alliance failure and success Thus the literature on alliance failure does not provide an adequate view of the interdependence and system of the identified factors Furthermore researchers have not developed a multidimensional and systematic framework for the analysis of alliance failure and success so far The importance of the

interdependence amongst different alliance failure factors is not reflected in the existing literature Due to the high rate of failure of strategic alliances and the lack of a systematic and coherent understanding of the influencing factors of failure

Open Innovation Henry Chesbrough,Wim Vanhaverbeke,Joel West,2008-01-17 Open Innovation describes an emergent model of innovation in which firms draw on research and development that may lie outside their own boundaries In some cases such as open source software this research and development can take place in a non proprietary manner Henry Chesbrough and his collaborators investigate this phenomenon linking the practice of innovation to the established body of innovation research showing what s new and what s familiar in the process Offering theoretical explanations for the use and limits of open innovation the book examines the applicability of the concept implications for the boundaries of firms the potential of open innovation to prove successful and implications for intellectual property policies and practices The book will be key reading for academics researchers and graduate students of innovation and technology management

*Biomarkers in Drug Development* Michael R. Bleavins,Claudio Carini,Mallé Jurima-Romet,Ramin Rahbari,2011-09-20 Discover how biomarkers can boost the success rate of drug development efforts As pharmaceutical companies struggle to improve the success rate and cost effectiveness of the drug development process biomarkers have emerged as a valuable tool This book synthesizes and reviews the latest efforts to identify develop and integrate biomarkers as a key strategy in translational medicine and the drug development process Filled with case studies the book demonstrates how biomarkers can improve drug development timelines lower costs facilitate better compound selection reduce late stage attrition and open the door to personalized medicine Biomarkers in Drug Development is divided into eight parts Part One offers an overview of biomarkers and their role in drug development Part Two highlights important technologies to help researchers identify new biomarkers Part Three examines the characterization and validation process for both drugs and diagnostics and provides practical advice on appropriate statistical methods to ensure that biomarkers fulfill their intended purpose Parts Four through Six examine the application of biomarkers in discovery preclinical safety assessment clinical trials and translational medicine Part Seven focuses on lessons learned and the practical aspects of implementing biomarkers in drug development programs Part Eight explores future trends and issues including data integration personalized medicine and ethical concerns Each of the thirty eight chapters was contributed by one or more leading experts including scientists from biotechnology and pharmaceutical firms academia and the U S Food and Drug Administration Their contributions offer pharmaceutical and clinical researchers the most up to date understanding of the strategies used for and applications of biomarkers in drug development

**Handbook of Research on Global Business Opportunities** Christiansen, Bryan,2014-10-31 In the modern globalized economy it is important for businesses of all sizes to take advantage of the opportunity to enter diverse markets around the world Through an international presence organizations can remain competitive The Handbook of Research on Global Business Opportunities combines comprehensive viewpoints and research on various business enterprises from around the

world in companies of all sizes and models discussing different aspects and concerns in the global business environment such as corruption taxation supply chain management and economic impacts This handbook is an essential reference source for business executives from both large and small firms business scholars researchers academics students and professionals

*Managing Joint Innovation* F. Bidault, 2012-10-10 Open Innovation is good up to a certain point past a certain level however it becomes extremely dangerous It is crucial therefore that a companies sweet spot the optimum point where open innovation is beneficial is found before it becomes hazardous Using strong research Francis Bidault guides the reader through this innovation journey

*Researching Strategic Alliances* T. K. Das, 2010-09-01 Researching Strategic Alliances Emerging Perspectives is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances In particular the books in the series will cover new views of interdisciplinary theoretical frameworks and models significant practical problems of alliance organization and management and emerging areas of inquiry The series will also include comprehensive empirical studies of selected segments of business economic industrial government and non profit activities with wide prevalence of strategic alliances Through the ongoing release of focused topical titles this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances Researching Strategic Alliances Emerging Perspectives contains contributions by leading scholars in the field of strategic alliance research The nine chapters in this volume cover the topics of multilevel issues in strategic alliance research Bo Bernhard Nielsen alliances as sources of legitimacy Paul M Olk and Peter Smith Ring alliance capability as an emerging theme Ard Pieter De Man Geert Duysters and Tina Saebi trust and control in strategic alliances Jeltje van der Meer Kooistra and Ed Vosselman pre formation processes in interorganizational relations Paul W L Vlaar Elko Klijn Africa Ari o and Jeffrey J Reuer sequence of alliance ownership structure Weilei Stone Shi and Akie Iriyama the causes of joint venture termination M V Shyam Kumar alliance portfolio characteristics and organizational learning Don Goeltz and interpartner negotiations in the alliance development process Rajesh Kumar and T K Das

*The Hidden Power of Social Networks* Robert L. Cross, Andrew Parker, 2004 Identifying and Leveraging the Hidden Social Networks That Drive Corporate Performance In today s flatter organizations collaboration in employee networks has become critical to innovation and to both individual and companywide performance Executives spend millions on new organizational designs cultural initiatives and technologies to promote the sharing of knowledge and expertise across functional hierarchical and divisional lines Yet these efforts have achieved disappointing results Rob Cross and Andrew Parker argue that s because most managers have little understanding of how their employees actually interact to get work done In fact formal org charts fail to reveal the often hidden social networks that truly drive or hinder an organization s performance In this eye opening book Cross and Parker show managers how to find assess and support the networks most



crucial to competitive success Based on their in depth study of more than sixty informal networks within organizations around the world Cross and Parker show how managers can implement a wide range of specific and inexpensive actions from bridging strategically important disconnects in a network to eliminating information bottlenecks to recognizing key connectors that will enhance the powerful impact networks can have on performance and innovation Managing Multipartner Strategic Alliances T. K. Das, 2015-09-01 Managing Multipartner Strategic Alliances is a volume in the book series Research in Strategic Alliances that focuses on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances In particular the books in the series cover new views of interdisciplinary theoretical frameworks and models significant practical problems of alliance organization and management and emerging areas of inquiry The series also includes comprehensive empirical studies of selected segments of business economic industrial government and non profit activities with wide prevalence of strategic alliances Through the ongoing release of focused topical titles this book series seeks to disseminate theoretical insights and practical management information that should enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances Managing Multipartner Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research The 10 chapters in this volume cover a number of significant topics related to the formation operation and performance of multipartner strategic alliances i e alliances with more than two members that are increasingly being formed in various industrial sectors The chapter topics cover both the broader issues such as the peculiar complexities of multipartner alliances that arise because of indirect or generalized reciprocities among its multiple members vis vis the direct reciprocity within dyadic or two member alliances and the roles of power and multilevel embeddedness and the more focused topics of managing triadic alliances the evolution of an airline alliance and the nature of value creation in a consortium The chapters include empirical as well as conceptual treatments of the selected topics and collectively present a wide ranging review of the noteworthy research perspectives on the nature management and performance of multipartner alliances

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