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Nota di contenuto	Cover; Endorsements; Title page; Copyright page; Contents; Acknowledgments; Preface; Bridging the Gap between Academics and Executives; Our Perspectives; Increasing Your Network Advantage; The Toolbox; Benefits For You; Introduction: All Roads Lead to London; Three Degrees of Network Advantage; First-Degree Network Advantage; Second-Degree Network Advantage; Third-Degree Network Advantage; From Academic Research to Management Practice; How to Use this Book to Increase Your Network Advantage; Going Forward; Chapter Highlights; Chapter One: Network Advantage: Making the Stealth Bomber A Tale of Two Attempts The Principles of Network Advantage; Alliance Portfolios; Alliance Portfolios versus Ecosystems; First-Degree Network Advantage; Second-Degree Network Advantage; Third-Degree Network Advantage; Why Networks Fail; Going Forward; Chapter Highlights; Chapter Two: Comparing Network Advantage: Sony versus Samsung;

First-Degree Advantage; Second-Degree Advantage; Using the Second-Degree Perspective to Predict the Future; Third-Degree Advantage; Looking Inside the Circles; Sony: Divisions Rule; Samsung: Strong Center Connects Divisions
Comparing Network Advantage: Sony vs. Samsung Going Forward; Chapter Highlights; Chapter Three: The First-Degree Perspective: Strengthening the Foundation of Network Advantage; "Four Dimensions of Fit" Framework; Step 1: Evaluate Strategy Fit; Step 2: Evaluate Resource Fit; Step 3: Evaluate Organization Fit; Step 4: Evaluate Culture Fit; Step 5: Reflect on Results; Applying the "Four Dimensions of Fit" Framework: The Chalhoub Group Case; Strategy Fit; Resource Fit; Organization Fit; Culture Fit; Capturing the "Four Dimensions of Fit": Alliance Fit Chart; Using the First-Degree Assessment Tool
First-Degree Assessment in Action: Philips Electronics Going Forward; Chapter Highlights; Chapter Four: The Second-Degree Perspective: Understanding the Alliance Portfolio Configurations that Deliver Network Advantage; Hub-and-Spoke Alliance Portfolio Configuration; Integrated Alliance Portfolio Configuration; Hybrid Alliance Portfolio Configuration; Renesas's Hybrid Portfolio Configuration: A Blend of the Two; The Configuration Alignment Tool (CAT): Conceptual Overview; Industry Dynamism; Breadth of Product or Service Range; Market Power; Putting the Factors Together; Going Forward
Chapter Highlights Chapter Five: Evaluating and Changing Your Alliance Portfolio Configuration; Visualizing the Second Degree; Simplified Alliance Portfolios; Alliance Portfolio Summaries; Visualizing Your Firm's Second Degree; Step 1: Draw a Simplified or a Full Picture of Your Alliance Portfolio; Step 2: Count and Analyze Open and Closed Ties; Step 3: Use the Configuration Alignment Tool (CAT); Step 4: Develop Portfolio Adjustment Plan; Step 5: Reflect on the Results; Five ways to Build Open Ties; Four Ways to Build Closed Ties; Going Forward; Chapter Highlights
Chapter Six: The Third-Degree Perspective: Achieving the Status Advantage

Sommario/riassunto

Companies made more than 42,000 alliances over the past decade worldwide, many of which failed to deliver strong results. This book explains why and how you can seize the benefits from your business's network of alliances with customers, suppliers and competitors. This network can provide three key advantages: superior information · better cooperation · increased power Network Advantage shows how awareness of these three advantages can help align your portfolio of alliances with your corporate strategy to maximize advantages
