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Nota di contenuto	Cover; Title page; Copyright page; Contents; Foreword; Introduction; Acknowledgments; CHAPTER 1: Strategic alliances: The control-trust dilemma; Why is alliance design relevant?; Creating and maintaining alliances; Control versus trust; The control view:9 taming opportunism; The trust view:11 building social capital; Balancing control and trust; Common mistakes; Lumping lust; 51 percent fever; Set in stone; Inbox indigestion; Lack of a joint design; JV junkies; Expertise arrogance; Equity addiction; Internal incentives; Shaky steering committees; Committee confusion; A mess for less Myopic management CHAPTER 2: The Alliance Design Framework; The three requirements of alliance design; The building blocks: an overview; Strategic imperatives; Formal building blocks; Financial model; Legal structure; Decision making; Organization structure; Planning and control; Competition clauses; Exit agreement; Informal building blocks; Internal alignment; Trust and control in the Alliance Design Framework; CHAPTER 3: Turning suppliers into allies; Long-term client-supplier partnerships; Project alliances; ProRail's project alliances 10; When to ally with suppliers CHAPTER 4: Contractual alliances: The customization of alliance design Senseo: specialization and complementary competences; Novartis-

Orion: joint teams building trust; Starting up; Elements of the deal; Alliance structure; Relationship building: consensus, respect, and social gatherings; Coping with change; IT partnering and the HP-Cisco alliance: from lone ranger to peer to peer 12; When to use contractual alliances; CHAPTER 5: The virtual joint venture model: Air France/KLM, Delta Airlines, and Alitalia; Ready for take-off: the KLM-NWA alliance 1989-2004: the invention of the virtual joint venture The Enhanced Alliance Agreement; Control, trust, and the stability of the virtual joint venture; 2004-2012: continuing to fly high - the effect of mergers; Governance as a source of success; When to opt for the virtual joint venture?; CHAPTER 6: Equity alliances and joint ventures; Reasons for equity alliances; Joint ventures; The Obvion joint venture; Ownership structures; Americhem and EuroPower; When to use joint ventures?; CHAPTER 7: Multi-partner alliances: The more the merrier?; The general assembly: the Prominent cooperative
The lead partner:4 METRO's Future Store Initiative The alliance support office: Sky Team; The multi-partner joint venture: the Holst Centre; When to use different multi-partner alliance models; CHAPTER 8: Managing the dynamics: Mutual adjustment and continuous negotiation; Sources of dynamics; Incremental change; Radical change; Organizing for dynamics; Mutual adjustment and continuous negotiation; CHAPTER 9: Designing and implementing strategic alliances: Art, science, and craft; Strategic background; Design requirements; Control or trust; High-level design; Detailed design; Implementation
Manage dynamics

Sommario/riassunto

"A timely and practical guide that helps senior managers design successful strategic partnerships. Strategic alliances are increasingly common among modern corporations and a hot topic in today's business schools. Alliance is a sophisticated guide to crafting successful partnerships, offering a combination of carefully designed checklists, up-to-date examples and scenarios from around the world, and the tools needed to ensure that all elements of an alliance are taken into account and fully assessed. Most managers don't have the experience or knowledge to create a functional alliance governance structure. This book fills that knowledge gap with a clear description of the proper implementation process. Ideal for business leaders engaged in building a corporate alliance and business school students . Covers all of the available alliance structure, describes the building blocks of alliance design, and defines an effective process for managers constructing alliances. Written by a leading expert on the subject who is a member of the Board of Directors of the Association of Strategic Alliance Professionals. As the popularity and frequency of corporate strategic alliances grows, Alliance gives business leaders the insight and practical advice they need to ensure their partnerships benefit all parties"--
