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Nota di contenuto	Cover; CONTENTS; FOREWORD BY JEFF ALEXANDER, SEEDA; ACKNOWLEDGEMENTS; PREFACE; PART I: USING ALLIANCES TO CREATE VALUE; 1: HOW VALUE AND ADVANTAGE AFFECT FIRM ACTIVITIES; WHAT IS VALUE; UNDERSTANDING COMPETITIVE ADVANTAGE; 2: UNDERSTANDING ALLIANCES; ALLIANCE AMBIGUITY; DEFINING ALLIANCES; WHAT ALLIANCES ARE NOT; ASSETS ARE WHAT YOU ACCESS; ALLIANCES PERVADE THE VALUE CHAIN; ALLIANCES HAVE DIFFERING VALUES AND IMPORTANCE; PARTNERS COME FROM VARIOUS SOURCES; COMPLEX RELATIONSHIPS; 3: FORCES DRIVING FOR ALLIANCES; CUSTOMER DEMANDS AND INDUSTRY STANDARDS INCREASING PACE OF CHANGE WITH GROWTH AND COST PRESSURESREGULATION AND GOVERNANCE; INCREASING M&A CHALLENGES; CAPITAL, SIZE, LEARNING AND COMPETITIVE THREAT; 4: WHAT WINNING ALLIANCES LOOK LIKE; ALLIANCE SPIRIT; BUILDING TRUST; WHAT AN ORGANISATION THAT WINS WITH ALLIANCES DOES FOR SUCCESS; 5: FORCES CHALLENGING ALLIANCE SUCCESS; ALLIANCE FAILURE RATES; OTHER FORCES CHALLENGING SUCCESS; 6: ALLIANCE BRAND; REPUTATION IN CONTEXT; BRAND IN CONTEXT; ALLIANCE

BRAND; A TIMELY INITIATIVE; EXAMPLES OF ALLIANCE BRANDS; GETTING RESULTS, REPUTATION AND ALLIANCE BRAND STATUS DOES YOUR ORGANISATION NEED AN ALLIANCE BRAND?PART I: SUMMARY; PART II: HAVING A CAPABILITY TO PARTNER; 7: CLARITY ON STRATEGY AND DIRECTION; THE IMPORTANCE OF CLARITY ON STRATEGY AND DIRECTION; PITFALLS TO AVOID; ACHIEVING CLARITY ON STRATEGY AND DIRECTION; HOW TO ENSURE THE STRATEGY AND DIRECTION CREATE VALUE; 8: CLARITY ON CORE COMPETENCES; THE IMPORTANCE OF CLARITY ON CORE COMPETENCES; DEFINING CORE COMPETENCES; EFFECTIVE INTERNAL ANALYSIS; THE CHALLENGES OF INTERNAL ANALYSIS; WHAT HAPPENS NEXT; 9: ABILITY TO MAKE EFFECTIVE STRATEGIC CHOICES; ALLIANCES ARE ONLY ONE OPTION STRENGTHS AND WEAKNESSES OF OTHER OPTIONSBRINGING IT TOGETHER IN A COHERENT FRAMEWORK; 10: ATTRACTIVENESS OF ASSETS; USING ASSETS EFFECTIVELY; LEVERAGING ASSETS; IDENTIFYING ASSETS; ASSESSING VALUES; CONDUCTING ASSET RISK ASSESSMENTS; SETTING THE FRAMEWORK FOR USE AND MONITORING ITS EFFECTIVENESS; 11: ABILITY TO COLLABORATE INTERNALLY AND EXTERNALLY; COLLABORATIVE CULTURES; FACTORS AFFECTING COLLABORATION; 12: ABILITY TO GOVERN EFFECTIVELY AND MANAGE COMPLEX RELATIONSHIPS; VIEW INCREASING LEGISLATION AS OPPORTUNITY NOT THREAT; DEALING EFFECTIVELY WITH COMPLEX RELATIONSHIPS
MANAGING RECIPROCITY13: EFFECTIVENESS OF ALLIANCE INFRASTRUCTURE; ABILITY TO SEGMENT, MEASURE AND MANAGE OVERALL PORTFOLIO PERFORMANCE; PROGRAMME FIT AND IMPORTANCE WITHIN THE FIRM; RESOURCES FOCUSED ON ALLIANCE ACTIVITY; EASE OF DOING AND NOT DOING BUSINESS WITH OTHER PARTIES; PROPOSITION ATTRACTIVENESS; ABILITY TO SELECT THE RIGHT PARTNERS AND RELATIONSHIPS; ABILITY TO DELIVER ON ALLIANCE COMMITMENTS; ABILITY TO DEVELOP, PROTECT AND SHARE KNOWLEDGE; PART II: SUMMARY; PART III: WINNING WITH ALLIANCES; 14: PHASE 1: PRE-ALLIANCE; CONTEXT; PHASE 1 AIMS; OUTPUT A: FORCES PUSHING FOR THE ALLIANCE
OUTPUT B: ALLIANCE AS THE RIGHT CHOICE

Sommario/riassunto

As pressure continues to build on organisations to achieve more with less, partnering offers tremendous promise as a strategic solution. However, up to 70% of such initiatives fail to meet their objectives. In this book, alliance expert Mark Darby argues that, in the age of the extended enterprise, firms must display a positive reputation and hard results from their alliances in order to attract the best partners and stand out from the growing crowd of potential allies. Building on this, he introduces the Alliance Brand concept, explores its critical success factors, and shows in detail how to
