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| 1. Record Nr.           | UNINA9910830647803321                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Autore                  | Darby Mark                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Titolo                  | Alliance brand [[electronic resource] ] : fulfilling the promise of partnering / / Mark Darby                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Pubbl/distr/stampa      | Chichester ; ; Hoboken, NJ, : John Wiley & Sons, c2006                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| ISBN                    | 1-119-20899-8<br>1-280-51915-0<br>9786610519156<br>0-470-03530-7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Descrizione fisica      | 1 online resource (410 p.)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Disciplina              | 658.044<br>658/.044                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Soggetti                | Strategic alliances (Business)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Lingua di pubblicazione | Inglese                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Formato                 | Materiale a stampa                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Livello bibliografico   | Monografia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Note generali           | Description based upon print version of record.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Nota di bibliografia    | Includes bibliographical references (p. [357]-362) and index.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 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:  
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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  
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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  
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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

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#### 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

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