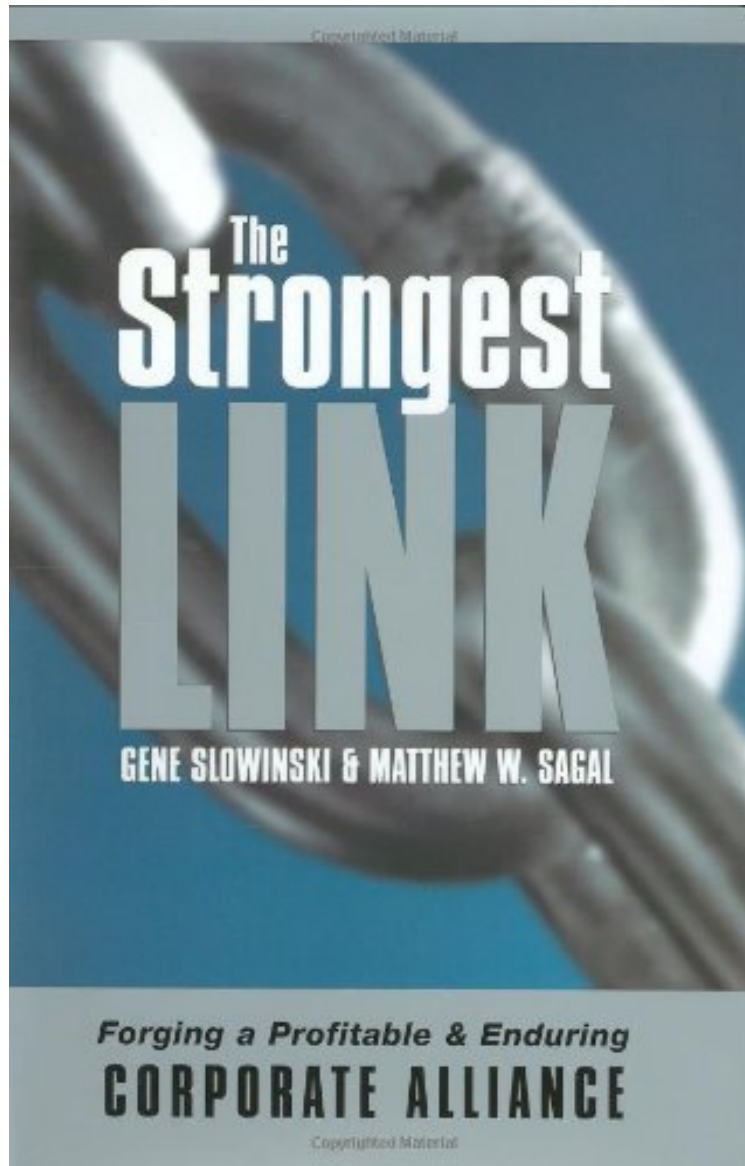


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# The Strongest Link: Forging a Profitable and Enduring Corporate Alliance

*Gene Slowinski, Matthew W. Sagal*  
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**Gene Slowinski, Matthew W. Sagal : The Strongest Link: Forging a Profitable and Enduring Corporate Alliance** before purchasing it in order to gauge whether or not it would be worth my time, and all praised The Strongest Link: Forging a Profitable and Enduring Corporate Alliance:

4 of 4 people found the following review helpful. Very comprehensive. A real advance in alliance management. By A Customer. The Strongest Link, a treatise on the management of corporate alliances by George Slowinski and Matt

Sagal, has come towards the end of my career. This is too bad, since it is an excellent and comprehensive book on this topic, building on the twenty years of experience that the authors bring to the topic. Based on this extensive experience gained from working on dozens of alliances, they have developed an "Alliance Framework" that covers the topic - from deal conception to the termination clauses. This systematic structure, using a six-step process, covers the process from end to end, and the text is full of useful advice on almost every aspect of success and potential failure. Given the extensive experience of the authors, they have seen just about everything that could and does happen, and developed scenarios to both exploit opportunities and counter challenges. The authors admit that "creating and managing strategic alliances is an art" - but to help the "struggling artist" they have crafted an excellent how-to book. Despite their protestations that their Alliance Framework is "not a step by step check list", any alliance manager could do much worse than follow its advice to the letter. The book is not an easy read. It is not to be skimmed on a flight to Tokyo. Rather the serious alliance manager will lock themselves in their office with pen and pad, and pour over the book page by page, to get the full benefit of the wealth of experience that the authors bring to the subject. The book could benefit from more detail on individual deals. While the authors have distilled the essence of their multiple experiences, the readers could better learn from individual and practical examples. Although confidentiality is always an issue, whatever can be done to describe real examples beyond the Battelle alliance, would significantly enhance the value of the book.

0 of 0 people found the following review helpful. Key to Successful Open Innovation By Michael A. Dalton 70% of corporate alliances, outside of buy-sell relationships, fail because the partners are misaligned in some way. That makes *The Strongest Link*, a must read if you are considering an open innovation strategy because your company's constraint is the resources required to get a new product to market or the marketing channels required to fully exploit your new technology capabilities. *The Strongest Link*, goes into great depth on one of the most critical steps in any OI effort - What Slowinski calls "GET" or creating the partnership or alliance. It provides a detailed, step-by-step Alliance Framework model that you can use to make sure each partner is on the same page for each of the critical strategy elements. It also provides a phased approach so that partners can evaluate each other without exposing more intellectual property than is absolutely necessary. Slowinski's follow-up book, *Reinventing Corporate Growth*, provides the full Want, Find, Get, Manage framework for starting and managing any open innovation effort.

2 of 2 people found the following review helpful. Complete guide to create a successful strategic alliance By Matias With 30 years of experience, the authors of this book know what are the mistakes that firms continuously repeat when creating an strategic alliance. The book helps understand all the issues that should be regarded when developing a relationship with another firm. The Alliance Framework is a step-by-step group of tools that would allow executives developing a strong and successful alliance. Also, *The Strongest Link* explains an implementation program that should be followed to maintain an alliance on the right track. *The Strongest Link* could be used as a textbook for any Alliance Management course.

"What does it take to build a successful corporate alliance? The dramatically high failure rate -- estimated at 60 to 75% -- suggests that alliance managers often lack the knowledge and skills to determine strategic fit, negotiate win-win agreements, align organizational cultures, and -- perhaps most important of all -- get people to work together productively. This book provides the practical guidance needed to make alliances work. In *The Strongest Link*, strategic alliance experts Slowinski and Sagal draw on over 40 years of experience working with companies to form strong, profitable collaborations, including ATT, NEC, Battelle, Eli Lilly, and Procter Gamble. Packed with stories of these and other companies, the book features exclusive, proven methodologies for planning, structuring, and negotiating an alliance, as well as strategies for training participants in collaborative management. *The Strongest Link* is a true field guide, a down-in-the-trenches look at how to avoid the troubles that plague so many alliance efforts and how to forge a collaborative link that adds value to all participants."

About the Author Gene Slowinski, Ph.D. (Gladstone, NJ) and Matthew w. Sagal, Ph.D. (Marblehead, MA) are managing partners of the Alliance Management Group, a consulting firm specializing in strategic alliances. Dr. Slowinski is also Director of Strategic Alliance Research at the Graduate School of Management, Rutgers University. Dr. Sagal is a former executive with ATT.