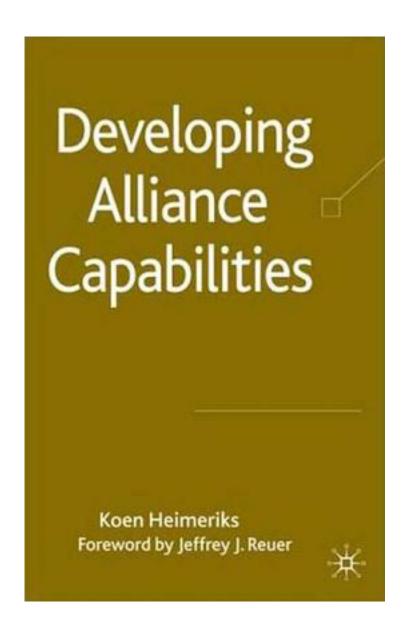
Developing Alliance Capabilities



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Firms increasingly rely on strategic alliances as an expedient to overcome resource limitations, crack new markets and adapt to rapidly changing environments. With the increase in the number of alliances formed, many firms find large percentages of their revenues depend on the outcomes of these deals. Yet, both scholars and practitioners continue to report on the poor track record of alliances; similarly, they stress that the hallmark of successful alliance management has not been clearly defined. Interestingly, some firms within and across different industries have proved to be consistently more successful in their alliance activities than others. This book analyses how these high performers developed their alliance capabilities. More specifically, extensive fieldwork and data of 192 firms are used to report on a detailed list of mechanisms that can be used to enhance alliance portfolio performance.

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