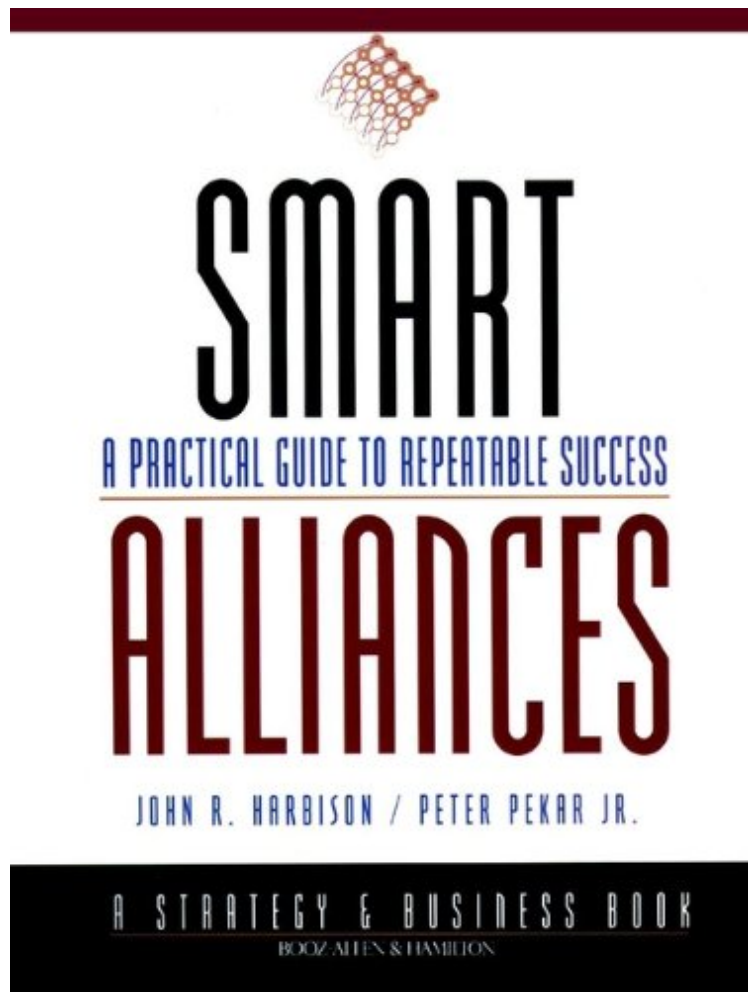


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Smart Alliances: A Practical Guide to Repeatable Success (J-B BAH Strategy Business Series)

John R. Harbison, Peter Pekar

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8 steps to successful strategic alliances--from the experts at Booz Allen HamiltonTurn to any business section in any newspaper today and you'll find no shortage of stories about high-profile international strategic alliances. Many are success stories. The majority, however, are not. Now, you can learn what separates the successes -- like those of Corning, Mazda, and Oracle -- from the failures. In Smart Alliances, the two senior consultants who made Booz-Allen Hamilton the foremost authority on alliance strategy present eight practical steps any company can take to adopt the best practices of today?s alliance leaders and turn them to their own competitive advantage.A Strategy Business Book

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From the Inside FlapIn the old days-the 1980s-a company that lacked a competitive capability could either develop it internally or gain it via acquisition. Today, the speed of business has accelerated to such a rate that companies no longer have the time to secure such crucial capabilities using either of those methods. The solution? Alliances. And yet, surveys of CEOs show that the lack of know-how for forming lasting alliances is one of the biggest gaps in business knowledge. Even in companies with successful experiences, the learning often fails to filter down past the senior level.

In 1988, BoozAllen Hamilton**, one of the top management consulting firms in the world, became aware of the problem. Since then, the firm has become renowned for gathering the best thinking on alliance building from companies in every major industry around the globe. Now, in *Smart Alliances*, two of Booz**Allen's senior consultants distill that knowledge into an eight-step plan for building and sustaining strategic alliances at every level of the company. From identifying opportunities to mapping objectives to planning and implementing compatible partnerships, they share the secrets of how alliances can be used to take a company global-through the success stories of corporate legends like Corning, Ford, and Hewlett-Packard in regions as diverse as Europe, Japan, and India. But authors Harbison and Pekar go far beyond the anecdotal. Using firsthand experience, in-depth interviews, and a wealth of collective research on more than 6,000 international alliances, they put hard numbers to this increasingly vital strategic skill. Their best practices can help companies jump the learning curve and form the kind of sustained partnerships that make for repeatable success.

From the Back CoverIn the old days-the 1980s-a company that lacked a competitive capability could either develop it internally or gain it via acquisition. Today, the speed of business has accelerated to such a rate that companies no longer have the time to secure such crucial capabilities using either of those methods. The solution? Alliances. x09 And yet, surveys of CEOs show that the lack of know-how for forming lasting alliances is one of the biggest gaps in business knowledge. Even in companies with successful experiences, the learning often fails to filter down past the senior level. In 1988, Booz**Allen Hamilton, one of the top management consulting firms in the world, became aware of the problem. Since then, the firm has become renowned for gathering the best thinking on alliance building from companies in every major industry around the globe. Now, in *Smart Alliances*, two of Booz**Allen's senior consultants distill that knowledge into an eight-step plan for building and sustaining strategic alliances at every level of the company. From identifying opportunities to mapping objectives to planning and implementing compatible partnerships, they share the secrets of how alliances can be used to take a company global-through the success stories of corporate legends like Corning, Ford, and Hewlett-Packard in regions as diverse as Europe, Japan, and India. But authors Harbison and Pekar go far beyond the anecdotal. Using firsthand experience, in-depth interviews, and a wealth of collective research on more than 6,000 international alliances, they put hard numbers to this increasingly vital strategic skill. Their best practices can help companies jump the learning curve and form the kind of sustained partnerships that make for repeatable success.