

REVIEWS

***The Alliance Revolution:
The New Shape of Business Rivalry***
Benjamin Gomes-Casseres

Cambridge, MA: Harvard University Press, 1996



"The rich high-tech cases and thoughtful analysis in *The Alliance Revolution* shed powerful light on global business competition. Gomes-Casseres is among the first to show how strategic alliances change industry structure--a lasting contribution to applied economics and business strategy that will also be of value to managers and consultants."

-- **Rosabeth Moss Kanter, Harvard Business School, author of *World Class: Thriving Locally in the Global Economy***

"*The Alliance Revolution* vividly describes how some of the grand designs of prominent strategic alliances were originally developed, why they were changed and modified, and why and where they have succeeded and failed. The book offers extremely insightful material for business executives to sharpen their own thinking on this increasingly important subject."

-- **Yotaro Kobayashi, Chairman and CEO, Fuji Xerox Co., Ltd.**

"Gomes-Casseres brings particular light to multiparty alliances where clusters of firms and other organizations work together to develop a new product, encourage and promulgate technical standards, or develop new technical and manufacturing capabilities. It is a pleasure to recommend this book to all those who are concerned with these new forms of cooperation."

-- **Thomas C. MacAvoy, former Vice Chairman, Corning Inc.**

"This is a fascinating and original study of business organization in the modern industrial world. The 'constellations' discussed by Gomes-Casseres give rise to intense competition and a type of dynamic rivalry among contenders very different from the textbook descriptions we are used to."

-- **Edith Penrose, author of *Theory of the Growth of the Firm***

"Gomes-Casseres explains convincingly why business rivals have turned to strategic alliances on a large scale and why that form of cooperation among business firms is likely to stay. He introduces a business structure that academics, business managers, and public policymakers will have to understand and reckon with."

-- **Raymond Vernon, Harvard University**

"The book takes the reader on a journey from how alliances resolve problems of trust among two firms to their use in flexible constellations among many firms. This is a serious book, yet written for a general audience. Without jargon, it brings social science analysis to bear on a business trend that is changing competition in global markets."

-- **Bruce Kogut, Wharton School**

PRESS COVERAGE

Business History, July 1997.

In a review, Matthias Kipping calls the book a "well-written and convincing analysis of 'collective competition.' ...an important contribution to our understanding of alliances between independent firms and their effect on competition.

The Antidote, Summer 1997.

"When Polygamy Is Better Than Monogamy" is an in-depth review that concludes: "Gomes-Casseres breaks new ground by looking afresh at the new competitive environment [alliances] create....Despite the theory, it is not difficult to read-- it is the sheer complexity of interactions that he is trying to encompass that may make your mind reel....It will be interesting to see what other academics, and more particularly consultants, do with this new conceptual approach."

Economic Affairs, March 1997, pp. 62-63.

In a review, Prof. John Burton of Birmingham Business School calls *The Alliance Revolution* a "thoughtful and important book" that "breaks new ground in analysing a new and evolving dimension of business rivalry." He concludes that the book is "coolly analytical, yet highly readable, [and] deserves a wide audience amongst not only business analysts and strategic managers, but also economists concerned with the fast-changing face of contemporary business and industry."

Strategy and Business, First Quarter 1997, pp. 69-81.

"*Competing in Constellations: The Case of Fuji Xerox*," is a full-length excerpt of one of the cases in the book, together with new analysis and conclusions. In introducing the excerpt, S&B editor Joel Kurtzman writes (p. 3): "Constellations require special management techniques that are based on a clear understanding of who does what. . . . Gomes-Casseres examines how one longstanding constellation works."

Choice, December 1996.

Book review recommending the book to general readers, students, and practitioners.

European Business Report, Autumn 1996, pp. 52-53.

"*Synergy in Partnering*," a review and discussion of the book's findings. "Gomes-Casseres explains in a highly readable style the different forms . . . collaborations take and elaborates on the varied motivations behind the formation of alliance groups."

The Wall Street Journal, September 26, 1996, p. R19.

The book and the author's findings are cited in "United It Stands," a profile of Fuji Xerox as "a rarity in world business--a joint venture that works;" by David P. Hamilton.

Industry Week, July 15, 1996, p. 26.

"*Strategic Alliances: New Constellations*," a book review by Vivian Pospisil. "High-technology firms are often the harbingers of new business practices," she writes. "Based on extensive research, *The Alliance Revolution* shows how [their] constellations compete against other such groups and against traditional single firms."

CFO: The Magazine for Senior Financial Executives, December, 1995, p. 31.

Box citing the author's conclusions regarding the pitfalls of strategic alliances. Accompanies the issue's lead story on "The Art of Partnering: How Silicon Graphics Grapples With More Than a Dozen Strategic Alliances," by Randy Myers.