

REVIEWS

Mastering Alliance Strategy:

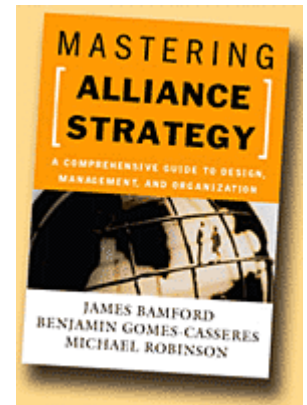
A Comprehensive Guide to Design, Management, and Organization

James Bamford, Benjamin Gomes-Casseres, and Michael Robinson

San Francisco: Jossey-Bass/Wiley, 2003.

"A one-stop source for some of the best advice from the best thinkers on alliances in the past decade."

John R. Harbison
President
Raytheon Commercial Ventures Inc.
Co-author, *Smart Alliances*



"In today's environment, creating sustainable value for customers and shareholders requires building effective alliances. This thoughtful book gives practical insights on how to do so with one partner, as well as state-of-the-art thinking on how to manage an entire portfolio of partners. It offers clear steps to help managers at all levels develop their own best practices. In short, it is must-reading for managers in any firm that wants to work with leading-edge, alliance savvy partners or that is striving to become one itself."

Steve Steinhilber
VP for Strategic Alliances
Cisco Systems

"A must-read for any executive responsible for planning, choosing, managing or implementing a business alliance. Provides invaluable tips, tools, and guidance in a how-to format that will serve as a ready reference for years. Buy this book now . . . your competitors are not waiting for the paperback!"

Michael J. Bellissimo
Director, Alliance Operations
iPlanet - a Sun|Netscape Alliance

"Today, alliances are essential building blocks for companies to achieve stronger and more effective market presence. In *Mastering Alliance Strategy*, the authors skillfully present a comprehensive guide to design, manage, and organize successful alliances."

Yotaro Kobayashi
Chairman of the Board
Fuji Xerox Co., Ltd.

"This book provides an important and very useful perspective on alliance strategy. No other book that I have read provides such a comprehensive and practical approach to this important topic."

Lynda Applegate
Henry Byers Professor of Business Administration
Harvard Business School

"A great bridge between theory and day-to-day practice. It will be valuable to companies developing an alliance strategy for the first time, as well as to those with substantial experience."

Dr. Rüdiger Grube
SVP for Corporate Development
DaimlerChrysler AG

"Provides a wealth of concrete and practical insight and advice on how to get the best possible results from strategic alliances. It is based on fascinating examples and draws on the work of leading experts on managing strategic alliances."

Yves Doz
INSEAD
Co-author, *Alliance Advantage*

"Mastering Alliance Strategy is a "must read" for anyone in corporate or business unit management who is contemplating a strategic alliance or who wants to improve or exit a current alliance."

Jon T. Elsass
Senior Vice President
Corporate Development
The Timken Company

"I am fascinated! This is one of those rare books delivering valuable learning for both newcomers and experienced alliance pioneers such as Lufthansa, a co-builder of Star Alliance. The book covers the whole alliance life cycle, providing winning strategies, timeless principles, simple tools and compelling real-life examples."

Thomas Sattelberger
Executive Vice President
Product and Service
Lufthansa German Airlines

"In today's network organizations, you need to manage without command and control. Written clearly, realistically, and full of insights, this is must-reading on both sides of the Pacific."

Hiroyuki Itami
Hitotsubashi University
Japan

"The authors have the deep knowledge and capability to help large corporations get alliance strategy and execution right. This book brings all the insights, processes, and tools together in one place, and provides a roadmap for exceptional implementation."

Patrick Canavan
SVP for Global Governance
Motorola

"We can't do it alone; for most businesses we must have allies. This book brings experience, insight and wisdom to elevate the management of strategic alliances into a major source of value for all businesses."

Thomas C. MacAvoy
Darden School, University of Virginia
Vice Chairman (retired), Corning Inc.
Co-author, *Alliance Competence*

"This is not just another book on business combinations. The concept of "alliance strategy" is invaluable in making us focus on the whole strategy, not just on a single transaction. It is a must-read in today's world of industry consolidation and global commerce."

Nita Seelinger
President
DuPont Food Industry Solutions

"Unique in depth and breadth of coverage, this book is at once practical and rigorous. It brings together some of the best ideas from the invaluable *Alliance Analyst* and will benefit anyone seeking to understand alliance strategy."

Ranjay Gulati
Michael L. Nemmers Distinguished Professor of Technology and E-commerce
Kellogg School of Management
Northwestern University

"Alliances are now a fact of life for business, an important piece of current operations as well as future strategy. Ben Gomes-Casseres has long been a knowledgeable guide to the challenging world of partnering, helping many companies get value from their alliances."

Rosabeth Moss Kanter
Harvard Business School,
Best-selling author of *Evolve!: Succeeding in the Digital Culture of Tomorrow*

"As in other sectors of the economy, alliances will be crucial to the success of hospitals too. The authors expertly cover the salient elements for hospital senior leadership to understand, direct, and navigate this relatively new strategy in their organizations."

William A. Himmelsbach
Executive Officer, VHA Metro LLC
SVP, VHA Inc.

"Years of focus on the evolution of business alliances have given the authors deep insight on this powerful global development. Readers will appreciate the growing complexity of these alliances and the value to be gained from their serious study."

William S. Edgerly
Chairman Emeritus
State Street Corporation

PRESS Coverage

Journal of Product Innovation Management (2005)

"The book starts with the admonition to focus on alliance strategy rather than strategic alliances. This is right on target. As companies use alliances more frequently, it becomes incumbent on them to learn how to manage them more strategically. . . I would recommend *Mastering Alliance Strategy* because of its focus on managing across alliances."

Strategic Finance (January 2004)

"*Mastering Alliance Strategy* is a collection of best practices and best thinking. Approaches, frameworks, examples, models, and other tools are discussed to spark thinking and to develop a deeper understanding of how alliance strategy works, why some companies do what they do, and what you might consider doing in your company as applied to your own organizational and strategic context. This book is recommended for those interested in a comprehensive summary of alliances covering the entire life cycle."

Harvard Working Knowledge (February 2003)

"*Mastering Alliance Strategy* offers a precise roadmap for managers and business owners considering a joint venture. The book covers all the stops: designing alliances and setting strategy; managing alliances and creating alliance constellations and, finally, building alliance capability by incorporating the effort into the overall corporate strategy. The authors use a wide range of case studies to illustrate their concepts. An analysis of Corning reveals how the glass company created a winning yet informal alliance strategy that centered on the initiation of a venture through business units rather than from a corporate development office. In the end, readers will realize that there is art as well as science involved in crafting successful corporate alliances."

Academy of Management Executive (November 2003)

"*Mastering Alliance Strategy* should be read by managers involved with a corporate alliance or those on a career path that will lead to such an involvement. The data-rich quality of the book will also make it of interest to management faculty, but it is primarily written for practicing managers who need to quickly master operating in an alliance framework. The book succeeds at what it attempts to do. . . . an eminently practical book that will be of use to management practitioners and faculty alike."

Routes to Market (Autumn 2002)

"Many books and gurus on alliances peddle little more than a simplistic set of marriage guidance rules. This book goes a lot, lot further. . . . It brings together a wide range of empirical studies [and] the best research from some of the brightest academics."