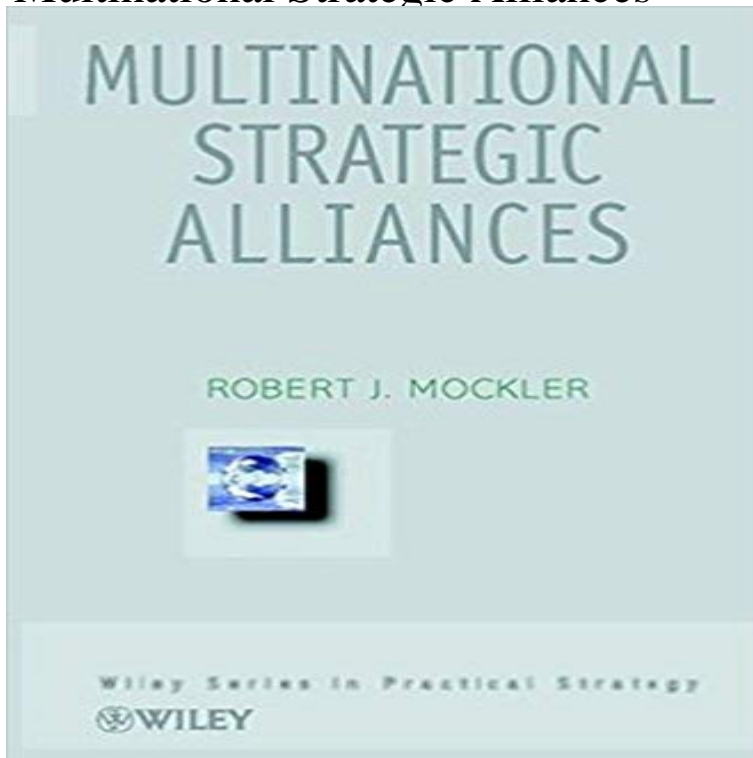


Multinational Strategic Alliances



Multinational Strategic Alliances Robert J. Mockler St. Johns University, New York Strategic alliances are one of the most significant tools used today in business, especially by multinational firms. It is seen by business managers as the way to grow their organizations, especially when faced by downsizing and cutbacks. Such alliances have certainly been around for a long time, and surveys show that today the majority of large organizations use them. Almost all multinational firms have considered them. However, what has changed in today's working climate is their breadth and frequency of use, and their complexity. This highlights the need for a comprehensive guide such as this. Indeed, research shows that over 70% of strategic alliances fail to deliver the results that were intended from the outset. What makes this book so useful is that it covers a broader range of alliances and has more current case studies than other books currently available. In addition, this comprehensive introduction to the subject provides a base of practical how-to-do-it material and specific decision models covering determining strategic fit, negotiating strategic alliances and selecting compatible partners, formulating type and structure of alliances in light of operational fit, and making strategic alliances work. The book also explores other options instead of alliances such as wholly-owned multinational expansion and exporting, and has major sections on understanding and managing cross-cultural diversity, communications and leadership. Case studies include General Motors in China, British Airways and American Airlines, Airbus Industrie, a cellular phone venture in Tashkent, British Petroleum/Mobil in Europe, and Puyi-Briggs and Straton Engine Corporation in China. The systematic processes, contingency frameworks, best practices guidelines and situation analysis checklists given in this

book make it an indispensable guide for managers and senior managers no matter what the size of their enterprise, especially those involved in international marketing, planning and management. It is also relevant to consultants and MBA and post-graduate students interested in the development, management and other strategic issues involved in multinational strategic alliances.

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