MANAGEMENT OF DESIGN ALLIANCES pdf

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*Management of Design Alliances: Sustaining Competitive Advantage [Margaret Bruce, Birgit H. Jevnaker] on www.enganchecubano.com *FREE* shipping on qualifying offers. the management of design alliances has become necessary for business to be successful, responding to challenges of new complexity. ever increasing specialisation pushes people in different disciplines away from each other.*

Share through Email advertisement Strategic alliances â€” a fast and flexible way to access complementary resources and skills that reside in other companies â€” have become an important tool for achieving sustainable competitive advantage. Indeed, the past decade has witnessed an extraordinary increase in alliances. Yet alliances are fraught with risks, and almost half fail. Hence the ability to form and manage them more effectively than competitors can become an important source of competitive advantage. We conducted an in-depth study of corporations and their 1, alliances. By building a dedicated strategic-alliance function. The companies and others like them appoint a vice president or director of strategic alliances with his or her own staff and resources. The dedicated function coordinates all alliance-related activity within the organization and is charged with institutionalizing processes and systems to teach, share and leverage prior alliance-management experience and know-how throughout the company. And it is effective. From to , we interviewed at companies such as Hewlett-Packard, Warner-Lambert now part of Pfizer , Oracle, Corning, Lilly, GlaxoSmithKline and others that were reputed to have effective alliance capabilities. We also interviewed executives at companies that did not have a dedicated strategic-alliance function, many of which have had relatively poor success with alliances. The analysis of alliance success and stock-market gain from alliance announcements is based on data from 1, alliances formed by the companies between and To assess the long-term success of the alliances, we collected survey data on the primary reasons that each of the alliances was formed. We then asked managers to evaluate each alliance on the following dimensions: In recent years, academics have begun using a market-based measure of alliance value creation and success based on abnormal stock-market gains. To estimate incremental value creation for each company, we built a model to predict stock price based on daily firm stock prices for days before an alliance announcement. Abnormal stock-market gains reflect the daily unanticipated movements in the stock price for each firm after an alliance announcement. How a Dedicated Alliance Function Creates Value An effective dedicated strategic-alliance function performs four key roles: It improves knowledge-management efforts, increases external visibility, provides internal coordination, and eliminates both accountability problems and intervention problems. It systematically establishes a series of routine processes to articulate, document, codify and share alliance know-how about the key phases of the alliance life cycle. There are five key phases, and companies that have been successful with alliances have tools and templates to manage each. For example, Lotus Corp. Hewlett-Packard developed 60 different tools and templates, included in a page manual for guiding decision making in specific alliance situations. The manual included such tools as a template for making the business case for an alliance, a partner-evaluation form, a negotiations template outlining the roles and responsibilities of different departments, a list of ways to measure alliance performance and an alliance-termination checklist. Other companies, too, have found that creating tools, templates and processes is valuable. The company was able to create a topographical map pinpointing the overlap between its patent domains and the patent domains of possible alliance partners. With this tool, the company discovered the potential for an alliance with Lucent Technologies in the area of optical communications. The companies subsequently formed a broad-based alliance between three Dow businesses and three Lucent businesses that had complementary technologies. After identifying potential partners, companies need to assess whether or not they will be able to work together effectively. Dedicated alliance functions also facilitate the sharing of tacit knowledge through training programs and internal networks of alliance managers. For example, HP developed a two-day course on alliance management that it offered three times a year. The company also provided short three-hour courses on alliance management and made its alliance materials available on the internal HP alliance Web site. And the company regularly sent its alliance managers to alliance-management programs at business schools to help its managers develop external networks of contacts. Formal training programs are one route; informal programs are another. Many companies with alliance functions have created roundtables with opportunities for alliance managers to get together and informally share their alliance experience. To that end, Nortel initiated a three-day workshop and networking initiative for alliance managers. BellSouth and Motorola have conducted similar two-day workshops for people to meet and learn from one another. Increasing External Visibility A dedicated alliance function can play an important role in keeping the market apprised of both new alliances and successful events in ongoing alliances. Such external visibility can enhance the reputation of the company in the marketplace and support the perception that alliances are adding value. The creation of a dedicated alliance function sends a signal to the marketplace and to potential partners that the company is committed both to its alliances and to managing them effectively. And when a potential partner wants to contact a company about establishing an alliance, a dedicated function offers an easy, highly visible point of contact. In essence, it provides a place to screen potential partners and bring in the appropriate internal parties if a partnership looks attractive. Potential partners could choose the level that fit them best. Accessing those profiles, customers easily matched the products and services they desired with those provided by Oracle partners. The Web site allowed the company to enhance its external visibility, and it emerged as the primary means of recruiting and developing partnerships with more than 7, tier I partners. Providing Internal Coordination One reason that alliances fail is the inability of one partner or another to mobilize internal resources to support the initiative. Visionary alliance leaders may lack the organizational authority to access key resources necessary to ensure alliance success. An alliance executive at a company without such a function observed: You have to go begging to each unit and hope that they will support you. Second, over time, individuals within the alliance function develop networks of contacts throughout the organization. They come to know where to find useful resources within the organization. Such networks also help develop trust between alliance managers and employees throughout the organization â€” and thereby lead to reciprocal exchanges. For example, in one case, an internal group started to develop a similar technology that our partner already had developed. Should they have developed it? But we needed some process for communicating internally the strategic priorities of our alliances and how they fit with our overall strategy. Many executives we interviewed indicated that an important benefit of creating an alliance function was that it compelled the company to develop alliance metrics and to evaluate the performance of its alliances systematically. Moreover, doing so compelled senior managers to intervene when an alliance was struggling. After the survey, an alliance manager from the dedicated function could sit down with the leader of a particular alliance to discuss the results and offer recommendations. When serious conflicts arise, the alliance function can help resolve them. You need someone to step in and either pull the plug or push it in new directions. Not surprisingly, signs of distress are often visible early on, and with monitoring, the alliance function can step in and intervene appropriately. How To Organize an Effective Strategic-Alliance Function One of the major challenges of creating an alliance function is knowing how to organize it. It is possible to organize the function around key partners, industries, business units, geographic areas or a combination of all four. How an alliance function is organized influences its strategy and effectiveness. For instance, if the alliance function is organized by business unit, then the function will reflect the idiosyncrasies of each business unit and the industry in which it operates. If the alliance function is organized geographically, then knowledge about partners and coordination mechanisms, for example, will be accumulated primarily with a geographic focus. Identify Key Strategic Parameters and Organize Around Them Organizing around key strategic parameters enhances the probability of alliance success. For example, a company with a large number of alliances and a few central players may identify partner-specific knowledge and partner-specific strategic priorities as critical. As a result, it may decide to organize the dedicated alliance function around central alliance partners. Hewlett-Packard is a good example of a company that created processes to share knowledge on how to work with a specific alliance partner. HP created a partner-level alliance-manager position to oversee all its alliances with each partner. Because HP had numerous marketing and technical alliances with partners such as Microsoft, it also assigned some marketing and technical program managers to the alliance function. The managers supported the individual alliance managers and teams on specific marketing and technical issues relevant to their respective alliances. Thus HP became good at sharing partner-specific experiences and developing partner-specific priorities. Rather than organize around key partners, the company organized its alliance function around business units and geographic areas. In some divisions, the company also used an alliance board â€” similar to a board of directors â€” to oversee many alliances. The corporate alliance function was assigned a research-and-development and coordinating role for the alliance functions that resided in each division. For instance, the e-business-solutions division engaged in alliances that were typically different from those of the retail-banking division; therefore, the alliance function needed to create alliance-management knowledge relevant to that specific division. Organize To Facilitate the Exchange of Knowledge on Specific Topics The strategic-alliance function should be organized to make it easy for individuals throughout the organization to locate codified or tacit knowledge on a particular issue, type of alliance or phase of the alliance life cycle. In other words, in addition to developing partner-specific, business-specific or geography-specific knowledge, companies should charge certain individuals with responsibility for developing topic-specific knowledge. For example, when people within the organization want to know the best way to negotiate a strategic-alliance agreement, what contractual provisions and governance arrangements are most appropriate, which metrics should be used, or the most effective way to resolve disagreements with partners, they should be able to access that information easily through the strategic-alliance function. In most cases, someone within the alliance function acts as the internal expert and is assigned the responsibility of developing and acquiring knowledge on a particular element of the alliance life cycle. For some companies, it may be important to develop expertise on specific types of alliances â€" for example, those tied to research and development, marketing and cobranding, manufacturing, standard setting, consolidation joint ventures or new joint ventures. The issues involved in setting up such alliances can be very different. Locate the Function at an Appropriate Level of the Organization When done properly, dedicated alliance functions offer internal legitimacy to alliances, assist in setting strategic priorities and draw on resources across the company. That is why the function cannot be buried within a particular division or be relegated to low-level support within business development. It is critical that the director or vice president of the strategic-alliance function report to the COO or president of the company. Because alliances play an increasingly important role in overall corporate strategy, the person in charge of alliances should participate in the strategy-making processes at the highest level of the company. A Critical Competence Companies with a dedicated alliance function have been more successful than their counterparts at finding ways to solve problems regarding knowledge management, external visibility, internal coordination, and accountability â€" the underpinnings of an alliance-management capability. But although a dedicated alliance function can create value, success does not come without challenges. Businesses must be large enough or enter into enough alliances to cover that investment. Second, deciding where to locate the function in the organization â€" and how to get line managers to appreciate the role of such a function and recognize its value â€" can be difficult. Finally, establishing codified and consistent procedures may mean inappropriately emphasizing process over speed in decision making. But the company that surmounts them and builds a successful dedicated strategic alliance function will reap substantial rewards. Companies with a well-developed alliance function generate greater stock-market wealth through their alliances and better long-term strategic-alliance success rates. Over time, investment in an alliance-management capability enhances the reputation of a company as a preferred partner. Hence an alliance-management capability can be thought of as a competence in itself, one that can reap rich rewards for the organization that knows its worth. Contact the authors at jdyer byu. For a more scholarly development of ideas in the article, we recommend:

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Enter your email to reset your password Or sign up using: Staff AP The basic logic of the strategic alliance -- a joint venture between two companies -- is often irresistible: Too often, companies enter into business with the wrong partner or for the wrong reasons, and they end up regretting the decision. Even when an alliance looks great on paper, cultural differences between the parties or mismatched expectations can undermine the arrangement. The following pages will introduce you to strategies for establishing a successful alliance. Selecting a Partner Any company that has something you need -- clients, technology, capabilities -- is a potential partner, provided you have something it needs as well. For an alliance to succeed, both companies must benefit from it. But recognize that alliances rarely come without costs. At the very least, they require an investment of time that you or your key people could be spending on profitable endeavors. So it pays to be very selective about whom you team up with. A business alliance needs to be unusually profitable -- any new business generated by the alliance should beat your current margins in order to justify the effort, says Slowinski. Try to project whether your would-be partner will still be a net benefit at that point. Your counterpart should do the same: A prospective partner ought to be as careful as you are, or you should wonder about its commitment to the relationship. Cutting a Deal In many respects, the most important moment of the alliance dance is the first, when you and an executive from your prospective partner usually the head of the company or key business unit sit down to discuss the opportunity at hand. This is your chance both to lay the foundation for a productive relationship and to uncover potential hazards. Lynch says executives should first assess whether their strategies over the next three to five years are aligned. Otherwise, Lynch says, "no contract will ever hold them together. Establish subjects and a timetable for the talks. You and your counterpart should next set an agenda for formal negotiations and agree broadly on the elements of a potential partnership. These should include the scope of the partnership; goals, roles, and obligations for each side; milestones and other operating details; rules for intellectual property which can often be a sticking point -- see " How to Share Ideas ," ; and financial arrangements. At the same time, outline a rough schedule for these negotiations to follow. Make sure everybody buys in. A key manager who is not on board for planning the alliance can sink it when the time comes for implementation. The managers who will have day-to-day responsibility for executing the partnership should lead the talks, says Sagal. Of course, after several weeks, say, the executives should review the progress to see if an agreement is feasible. Having a lawyer at negotiations will make it easier to incorporate the business intent into the contract language see " Put It in Writing ,". Making It Work New allies often find it difficult to actually work together, not least because of the differences in corporate cultures. The key conflict usually revolves around how decisions are made, says Slowinski, especially with companies of different sizes. Plan the decision-making process. As early as possible, you and your counterpart should discuss the first major decisions on the horizon and how each company would normally make them -- the key people, the reporting lines and committees that will have to sign off -- and how long the process should take. Determine if each side can live with the decision structures in place. If not, Slowinski suggests, make recommendations to senior management about how to adapt them to allow the alliance to move along efficiently. Meet all your partners. You can also smooth the process of implementation with an orientation meeting for the rank and file of both parties immediately after the alliance is consummated. Here, the responsible managers introduce the alliance and explain its purpose and how it will work. Particularly if you are partnering with a big company, in which many priorities compete for scarce resources, a champion can protect the alliance from inertia and indifference and see that it gets the needed people and money. Some companies have formalized the role of the champion, but often the best champions are self-selected -- people who are notably passionate about innovation or the alliance. They can be at any almost level of the corporate hierarchy, but they tend to have the ear of someone upstairs. Of course, you have no say in who becomes the champion at your counterpart, but you can provide a nudge, says Slowinski. Encourage your counterpart to welcome the interloper to the team. On one hand, it often lies at the center of a joint venture. But most companies are used to keeping secrets secret -- and suddenly, employees are being asked to do otherwise. Here are two ways to avoid IP problems. Make it clear what you are sharing -- and what you are not. Slowinski recommends convening a private meeting with your employees to go over the ground rules for disclosing intellectual property: Plan for the end. Whether business alliances break up over a disagreement or just run their natural course, many eventually end. But once IP is shared, it is often hard to put it back in the bag. The agreement should address this issue in advance. That is often the case when one partner licenses a new technology or other IP to another: When the alliance ends, so does the license. But what about client lists? And what happens to the intellectual property you develop jointly? Be certain that your agreement specifies who gets the kids in the event of a divorce. If the allies have to come to other understandings -- over, say, a mission statement -- these should be attached to the contract in an appendix, says Lynch. Beware, writes venture capitalist Guy Kawasaki in The Art of the Start, beginning the negotiation with a draft contract. The document can take on a life of its own and potentially upend the talks. The contract should completely define the process for when things go wrong -- and be sure, says Sloane, to allow for quick exits. The Licensing Executives Society lesi. The North American chapter lesusacanada.

3: How to Build Business Alliances | www.enganchecubano.com

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4: The Design Alliance Architects | Firm Management

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