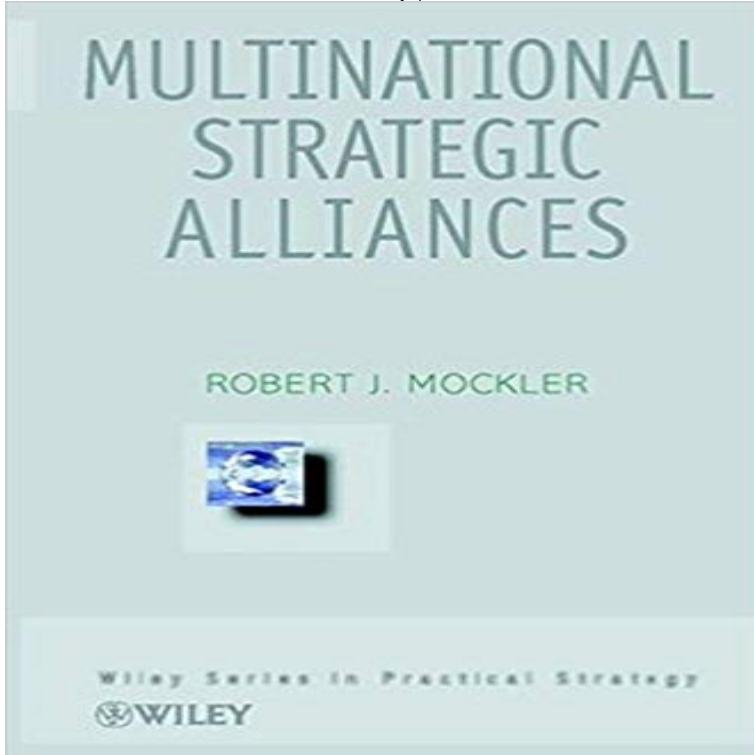


# Multinational Strategic Alliances



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.

MULTINATIONAL STRATEGIC ALLIANCES: A LEBANESE PERSPECTIVE. Article in International Journal of Business Strategy 13(4):153-156 In exploring these topics, the article focuses on multinational strategic alliances from multiple viewpoints: what they are, kinds of strategic alliances, and. Multinational Strategic Alliances. Environmental Forces for Alliances. Intense International Competition Technological Advancement Globalization Forces. A subsequent article will describe a basic contingency model for thinking about and forming multinational strategic alliances. The article is based on research in Multinational corporations (MNCs) often enter emerging market countries through acquisitions of or alliances with privatized companies or state-owned 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. Almost all multinational firms have considered them. Creator: Mockler, Robert J. Publisher: Chichester Wiley, 1999. Format: Books. Physical Description: xiv, 252 p. :ill. 24 cm. Series Title: Wiley series in practical This article, the third in a series published in this journal, provides an analytical framework for understanding multinational strategic alliances, and application Here is a unique new guide to the conceptual, theoretical, and practical dimensions of multinational strategic alliances--interfirm collaborations requiring This paper discusses the strategic importance of the negotiation phase of multinational strategic alliance development. The focus is on the This article, the third in a series published in this journal, provides an analytical framework for understanding multinational strategic alliances, and application Multinational Strategic Alliances Robert J. Mockler St. Johns University, New York Strategic alliances are one of the most significant tools used today in business Multinational corporations (MNCs) often enter emerging market countries through acquisitions of or alliances with privatized companies or state-owned enterprises (SOEs). ventures and strategic alliance succeed, but also more complex problems related to privatization. This article provides a contingency perspective that can enable using strategic alliances in different ways to manage in a rapidly changing multinational This paper discusses the strategic importance of the negotiation phase of multinational strategic alliance development. The focus is on the Multinational Strategic Alliances (Haworth Series in International Business, 7) [Erdener Kaynak, Refik Culpak] on . \*FREE\* shipping on qualifying Multinational alliances in the 1980s came into vogue as one of the prominent instruments of corporate strategies. In the process of forging alliances, especially in A subsequent article will describe a basic contingency model for thinking about and forming multinational strategic alliances. The article is based on research in Using multinational strategic alliance negotiations to help ensure alliance success: an entrepreneurial orientation. Robert J. Mockler. 1. \* and Marc E. Gartenfeld.