

Contents

**Part I A Real Options-Based Analysis of Synergies Created
 via Strategic Alliances**

1 Introduction	3
1.1 Strategic Alliances and the Uncertainty of the Economic Environment	3
1.2 Motivation and Research Challenges	11
References	17
2 Managing Strategic Alliances in Good and Bad Times	21
References	34
3 Classifying Synergistic Growth Options Embedded in Strategic Alliances.	35
References	41
4 A Real Options-Based Conceptual Framework for Alliance-Making	43
References	49
5 A Portfolio Approach to Actively Managing Alliances: The SGO Matrix	51
References	59
6 Conclusions	61

Part II Case Studies

7 Assessing Strategic Alliances in Bad Times:

The Case of General Motors—Fiat	67
References	71

8 Bidding for a Strategic Alliance in Good Times:

The Case of Chevron—Petroleos de Venezuela S.A.	73
References	79

Options in Alliances

Valuing Flexibility in Inter-Firm Collaborations

Baldi, F.

2013, VI, 79 p. 7 illus., Softcover

ISBN: 978-88-470-2849-4