

Knowledge Beyond Borders

Download *IESE Insight* magazine (Issue 36, Q1 2018) all about strategic alliances.



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The resources you need may lie outside your firm. Before stepping out, know what it takes to make alliances work.

- **Africa Ariño & Rafael Andreu** use the case of a healthcare alliance to show how partners can better coordinate their activities to improve their joint performance.
- **Jeffrey J. Reuer & Shivaram V. Devarakonda** discuss when it may be appropriate to set up a steering committee in non-equity alliances.
- **Solon Moreira** sees three necessary preconditions, when licensing knowledge through strategic alliances, to protect yourself from getting taken advantage of by partners.

Elsewhere in this magazine:

- **Fabrizio Ferraro, José Miguel Argüelles & Massimo Maoret** define their model of strategic leadership, epitomized by **Federico Minoli**, the CEO renowned for turning around **Ducati**.
- **Guillermo D'Andrea** highlights the latest retail sector trends, so that brands and businesses can adapt to the consumer of the future.

SAP CEO Bill McDermott advises aspiring business leaders to always take the tough assignments.

Executives consider which way **YouTube** should go next, and whether **Susan Wojcicki** is the right CEO for the job.

And astronaut **Pedro Duque** shares some out-of-this-world insights.

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