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SUBJECT KEY		Strategic Issues
		Product Development
		Sales and Marketing

■ 04 ALLIANCE STRATEGY: MANAGING BEYOND THE ALLIANCE

Ben Gomes-Casseres

Just a few years ago, high-tech companies were forming strategic alliances at a feverish pace. There were many failures. Those that succeeded put strategy first and deal-making second.



BEN GOMES-CASSERES is an authority on alliance strategy. Currently a professor at Brandeis University, he was previously on the faculty of the Harvard Business School. He is the author of 'The Alliance Revolution: The New Shape of Business Rivalry' and co-author of 'Mastering Alliance Strategy'.

■ 10 GLOBAL LEADERSHIP: COACHING ACROSS CULTURES

Philippe Rosinski

In today's global, multicultural, dynamic and competitive world, organisations can no longer fail to take advantage of a culturally diverse workforce and client base. International companies have found that developing global leaders requires a rigorous and systematic approach.



PHILIPPE ROSINSKI is a Management Centre Europe (MCE) Faculty Member. At MCE Philippe delivers the programme 'Developing Global Leadership'. The Harvard Business School chose his book 'Coaching Across Cultures' as its 'featured book recommendation' for business leaders, Summer 2003.

■ 14 CAN CORPORATE RESPONSIBILITY DELIVER?

John Elkington and Jodie Thorpe

While companies can claim substantial performance improvements, the fundamental question is whether we can also conclude that the CR movement as a whole has made a real difference in addressing key social and environmental issues?



JOHN ELKINGTON is the author/co-author of over 40 books and published reports, including the best selling Green Consumer Guide (1988). A world-class speaker, John has spoken at over 500 conferences and other international events, including the World Economic Forum summits in New York and Davos.



JODIE THORPE works with businesses on corporate responsibility and sustainable development, especially in developing countries, and has co-authored several reports on these issues.

FEW HAVE FOCUSED ONTO CULTURAL COMPLACENCY AS THE REAL POWER BEHIND THE CORRUPTION

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Pg 14 Can Corporate Responsibility Deliver?

■ 20 BELOW THE BOTTOM LINE: CONFESSIONS OF AN ENRON EXECUTIVE

Lynn Brewer

To 'sell its story' to investors, Enron had to maintain a picture of rapid growth. Lynn gives an insight into the culture at Enron that contributed ultimately to its downfall and looks at the lessons to be learned.



LYNN BREWER is President of The Integrity Institute, Inc., a former Enron executive and author of 'Confessions of an Enron Executive: A Whistleblower's Story'.

■ 24 CREATING SUPPLY CHAIN RESILIENCE THROUGH AGILE SIX SIGMA

Professor Martin Christopher and Christine Rutherford

Global supply chains are highly complex networks. Recent research at Cranfield School of Management has highlighted where the sources of risk in supply chains might lie and how that risk might be mitigated and managed.



MARTIN CHRISTOPHER is Professor of Marketing and Logistics at Cranfield School of Management. He has published widely - his recent books include Logistics and Supply Chain Management and Marketing Logistics. In 1988 he was awarded the Sir Robert Lawrence Gold Medal for his contribution to logistics education and in 1997 was given the USA Council of Logistics Management's Foundation Award.



In 1995 **CHRISTINE RUTHERFORD** joined the Royal Air Force as a commissioned officer in the Supply Branch where she gained substantial experience in front line logistics support to the Chinook Fleet. Chris joined the Cranfield School of Management in May 2002.

CriticalEYE FORUM

Control Risks Group

Corporate Integrity: The Strategic Reality

Many executives consider the term corporate integrity to refer to philanthropy or 'doing some good in the community' and then move on.

In conjunction with Control Risks Group, this Forum will redefine this belief, presenting the case that, far from just 'philanthropy' and 'doing good', maintaining corporate integrity is a critical element to the profitability, competitiveness and long term survival of business.

Date: Thursday 24th June 2004

Location: Central London

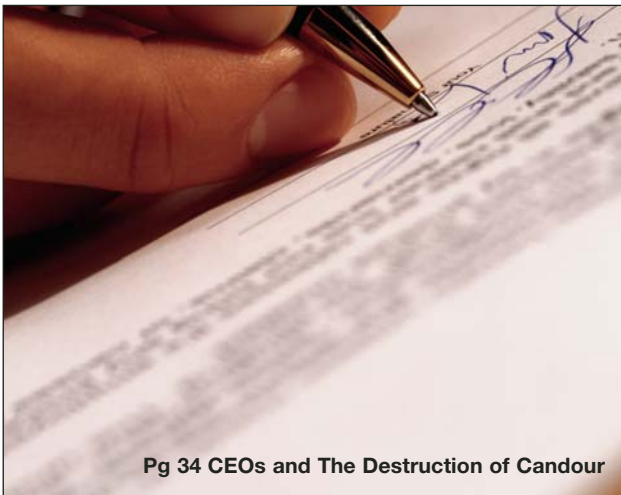
Start time: 7.30am for 8.00am

Concluding: 9.45am

Price: Members FREE; Non Members €67/ £45 (+VAT)

For details visit: www.criticaleye.net/forum

To attend email pamela@criticaleye.net or call on +44 (0) 845 330 3550



Pg 34 CEOs and The Destruction of Candour

■ 30 PARALLEL THINKING AND THE SIX HATS

Edward de Bono

Six hats is a powerful way of achieving, co-operatively, the full power of intelligence, thinking, experience and information – a productive solution to the adversarial manner of argument.



EDWARD DE BONO is regarded by many to be the leading authority in the world in the field of creative thinking and the direct teaching of thinking as a skill. He has written 62 books with translations into 37 languages.

■ 34 CEOs AND THE DESTRUCTION OF CANDOUR

L.J. Rittenhouse

The systematic analysis of the presence of facts and opinions, and indeed candour (more for its absence) can be gleaned from the CEO's shareholder letter.



L.J. RITTENHOUSE has advised CEOs as an investment banker and investor relations consultant for over 20 years. She publishes yearly the Rittenhouse Rankings™ which demonstrates the correlation between candid clear CEO communication and superior financial performance. She is the author of Do Business with People You Can Trust.

■ 38 BRAND VALUATION

Jan Lindemann

A look at the leading global brands demonstrates the sustained value creation of brands. With the successful establishment of the 'economic use approach', brand valuation is in the process of becoming the key brand management tool of the future.



JAN LINDEMANN is a frequent lecturer, commentator and broadcaster on brand related issues. Jan recently contributed to a book entitled "Brands and Branding" published in February 2004 by The Economist. Jan is responsible for Interbrand's global brand valuation practice.

■ 44 MANAGING UNCERTAINTY AND COMPLEXITY IN LARGE PROJECTS

Professor Christoph Loch

A project consists of a planned set of activities, with a defined target, and a pre-determined budget and time limit. Successfully executing large-scale projects requires the mastery of co-ordination and uncertainty.



CHRISTOPH H. LOCH is Professor of Technology Management at INSEAD. He is an expert in the management of R&D and product innovation. He has co-authored two books on management quality in manufacturing and on portfolio management in R&D.

■ 48 WHAT ARE YOU DOING TO CREATE A HIGH PERFORMANCE ENVIRONMENT IN YOUR ORGANISATION?

Adrian Moorhouse MBE and Professor Graham Jones

In sport, performers do not produce high levels of performance over long periods of time if the environment fails to satisfy their requirements. Experience in commercial organisations demonstrates that creating this type of environment is just as important in the business world.



ADRIAN MOORHOUSE is an olympic Gold Medallist swimmer from the Seoul Olympics in 1988. Adrian specialises in creating high performance environments, working with such companies as Safeway, Bourne Leisure and Roche.



PROFESSOR GRAHAM JONES is a co-director of the Institute for the Psychology of Elite Performance and has published numerous journal articles and co-authored two books on High Level Performance.

■ **52 THE NETWORKED ORGANISATION**

Stuart Lindenfield

Unlike products, promotions, prices and processes, unleashing the power of networking in an organisation can provide a very-hard-to-copy sustainable competitive advantage.



STUART LINDENFIELD has held a number of senior management roles in Sales, Marketing, and Strategic Planning in the telecommunications industry. Recognised as an expert on networking, he has built workshops to develop the simple skills needed for professional and personal success.

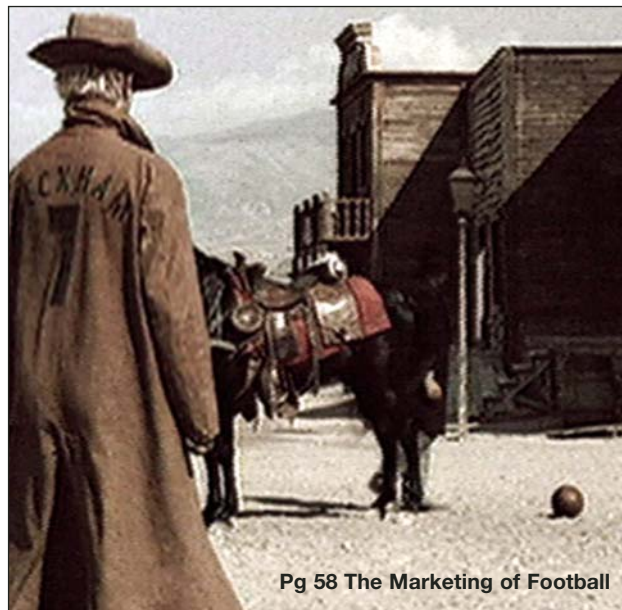
■ **58 THE MARKETING OF FOOTBALL**

Stephen Curnow

Football (with a few exceptions) still fails to grasp the simplest principles of the 4 P's, for what remains Europe's no1 past-time. External forces are likely to change this situation such that its survival will depend on it.



Prior to becoming the FA Premier Leagues first Commercial Manager in 1997 Stephen held a number of brand management roles. **STEPHEN CURNOW** is responsible for managing the commercial and endorsement opportunities for international sporting clients such as Michael Owen, David Gower and Gaby Logan.



Pg 58 The Marketing of Football

CriticalEYE ONLINE Read online at: www.criticaleye.net

■ **INSIGHT EUROPEAN BIOTECH: IS YOUR BOARD READY FOR FUTURE CHALLENGES?**

Nicolas Hollanders de Ouderaen and Laurence Monnery

Information on board composition and the interaction between the CEO and the chairman has been gathered from over 66 Bio-tech respondents within Europe. The results are illuminating and could well be applicable outside of the Bio-tech industry.



NICOLAS HOLLANDERS DE OUDERAEN was formerly a General Manager at the Delvaux-Dujardin Group and Assistant Professor Corporate Law, University of Leuven, as well as Attorney at Liedekerke, Wolters, Waelbroeck & Kirkpatrick in Brussels.



LAURENCE MONNERY was formerly Business Development, Sales & Marketing Management, Eli Lilly, UK, France and Brand Management, Ciba-Geigy France. (They are both with the Global Life Sciences practice of Egon Zehnder International)

■ **INSIGHT RECENT RESEARCH INTO CORPORATES' COMMITMENT TO CULTURE IN GERMANY, AUSTRIA AND SWITZERLAND**

What are the strategic aims, of companies in Germany, Austria and Switzerland, to be gained by corporate cultural commitment? Does cultural commitment generate competitive advantage?

This joint research was undertaken by consultants from **Roland Berger Strategy Consultants** and the **Swiss Institute for Art Research (SIAR)**.

■ **INNOVATION: GETTING OUT OF YOUR BOX**

Robert Craven

The future of your business depends not on doing the same as everyone else, but on being different. The problem may not be 'how to have innovative thoughts' but 'how to remove the old mindset', because old ways of thinking can stop you from moving forwards.



The FT describes **ROBERT CRAVEN** as 'the entrepreneurship guru' and is author of 'Kick-Start Your Business' and 'Customer Is King' (both with Forewords by Sir Richard Branson). He is Associate Fellow at Warwick Business School and visiting Professor at Toulouse Business School.

■ **DARE TO DREAM**

Leslie Kossoff

Senior executives rarely give themselves the chance to dream. In fact, many get so bogged down in reacting that they forget they even had a dream in the first place. So, what's an executive to do? Exactly what executives do best. Dream big dreams—and then they make those dreams come true.



LESLIE KOSSOFF is an international executive advisor. Leslie is the author of two books, including Executive Thinking: The Dream, The Vision, The Mission Achieved.

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