



AN IMPLEMENTATION CHECKLIST

- ✓ Start with clearly defined goals and objectives.
- ✓ Set out an implementation plan for the first 100 days — the who, what and when to get the venture going.
- ✓ Ensure that the required resources and people are available to the venture.
- ✓ Choose an experienced manager.
- ✓ Be realistic about how long it will take to see some returns and the limitations of the venture.
- ✓ Set up clear lines and procedures for vertical and horizontal communication.
- ✓ Be clear about how and where the two companies link together.
- ✓ Ensure the roles and responsibilities of different organizational levels are clearly understood.
- ✓ Avoid sharing core competencies with the partner unless absolutely essential to the venture.
- ✓ Establish internal and external barriers to prevent the leakage of core skills to the partner.
- ✓ Ensure all the parties involved know their responsibilities and accountability.
- ✓ Ensure and maintain top level commitment.
- ✓ Pay close attention to the monitoring of milestones and checkpoints.
- ✓ Think strategically but deliver short-term results to maintain enthusiasm and momentum.
- ✓ Encourage a learning environment in your company to internalize necessary skills and avoid dependency.
- ✓ Pay close attention to the response of competitors to your venture.
- ✓ Be flexible.

competitive environment. Partners who are unwilling to change or be flexible are unlikely to enjoy much success from their alliance.

Establishing a Learning Process

Learning is the key to extracting value from a partnership. Alliances can and should be used as an opportunity to learn and internalize the capabilities that your company needs to be successful in the longer term. However, this will not happen by osmosis. Rather, it involves the creation of special procedures and attitudes to ensure that what needs to be learned is absorbed and used. In most cases, managers must

change their core operations and traditional organizations so that they will be open to learning from alliance partners.

• Ensuring Deliverables

Without losing their focus on the long-term strategic objectives of the alliance, managers should ensure that there is a continuous stream of short-term deliverables or achievements. These do not have to be significant achievements, small things will do. This will demonstrate activity and progress, build confidence in the venture and keep enthusiasm high for the partnership at both operational and senior management levels.