Category

Commercial Excellence

OEM & Strategic Alliance Commercial Excellence Playbook

Structuring OEM and alliance deals with governance that survives beyond the signing executives

- Executive
- Advanced
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- Administrator
- 21 October 2024
- 3 minute(s)

Overview

A framework for OEM and strategic alliance commercial excellence — building governance structures and relationship management practices that sustain alliance value beyond the tenure of the executives who originally negotiated the deal, avoiding the common failure mode of alliances that deteriorate when key relationship-holding individuals move on.

Why do OEM and strategic alliances sometimes deteriorate even

when the original underlying business rationale remains sound? Alliances often depend heavily on the relationships and institutional knowledge of the specific executives who negotiated them — when those individuals move on without genuine governance structure and knowledge transfer, the alliance can deteriorate even though the original strategic rationale hasn't changed.

What's the most important governance element for sustaining

long-term strategic alliances? Documented, institutionalized relationship management processes and regular structured review — not just the personal relationships between specific executives — ensuring the alliance's value and coordination survives individual personnel transitions on both sides.

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