

Alliances: degrees of difficulty

Fields	Mentality / Respective size of the partners		
	Similar	Different	Very different
Sales	1	2	3
Manufacturing	2	4	6
R&D	3	6	9

1: smallest difficulty

9: biggest difficulty

Source: Urs Endress, Endress + Hauser Ltd. (ICNA Forum, Nov. 1998)

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