

INTRODUCTION

Synergy - the interaction of two or more organizations to produce a combined effect greater than the sum of their separate effects – is one of the most often heard words in the Alliance.

There are three ways the Alliance achieves its synergies:

- Cost reduction
- Cost avoidance
- New business opportunities (revenue generation)

It works – in 2009, the objective was to achieve €1.5 billion in synergies and the Alliance achieved €1.9 billion. Here's how it was achieved...