



# Shameless Self-Promotion for Alliance Managers

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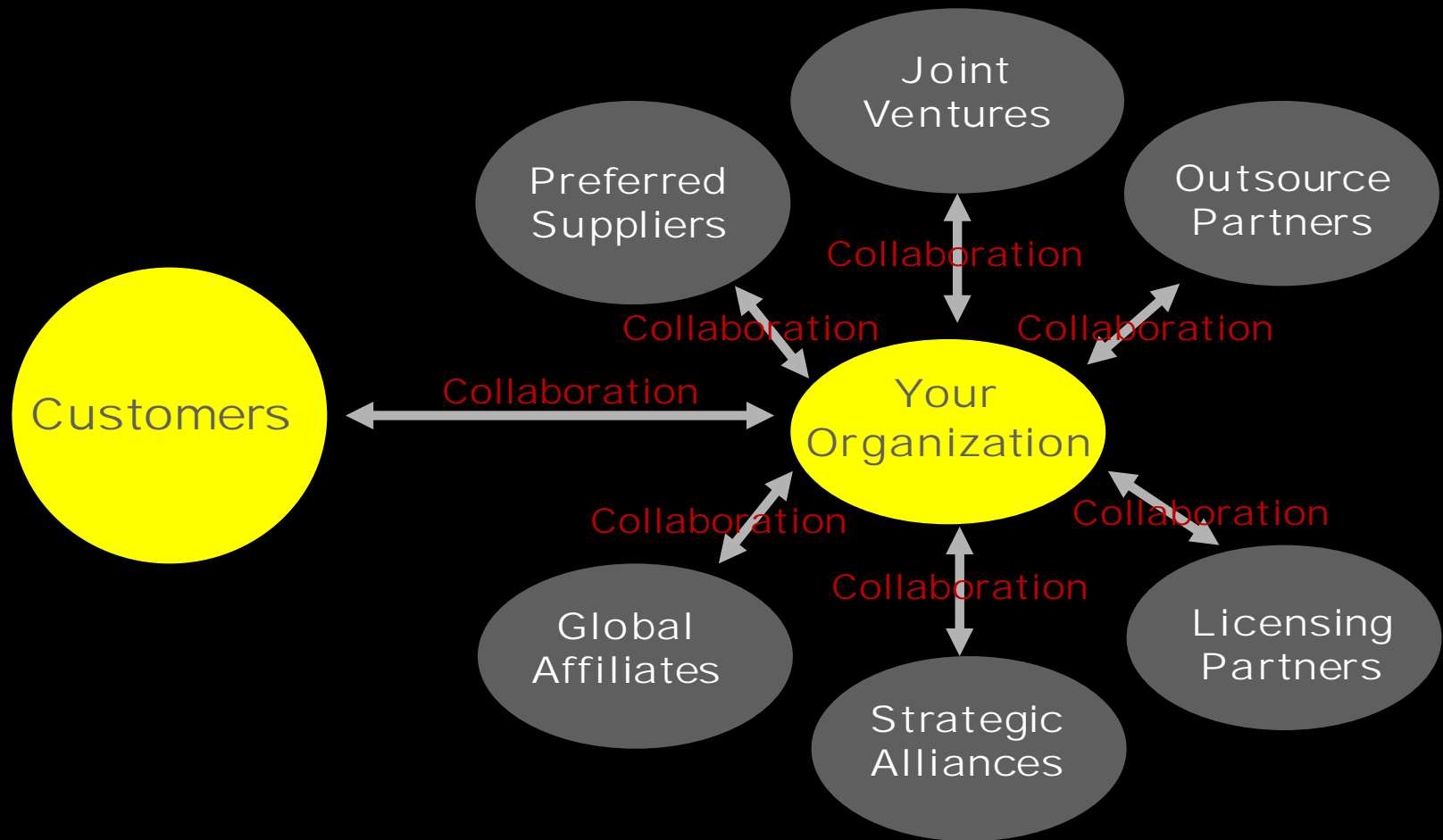
**President, The Rhythm of Business**

**Chairperson, ASAP Global Marketing Committee**

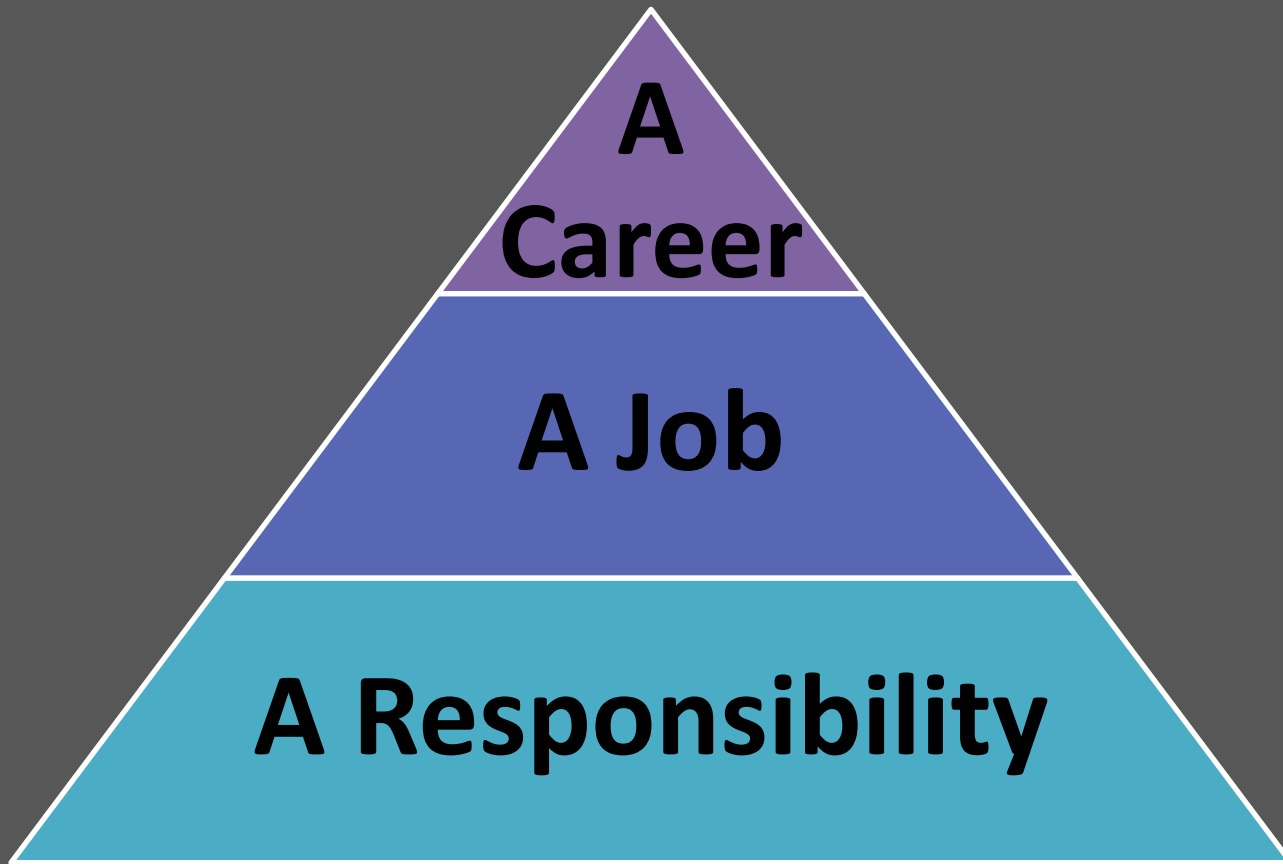
# Increasing Role of Alliances

- ▶ **Increasing percentage of revenues from collaborative relationships and alliances**
  - **60 – 70% of revenue in some companies**
- ▶ **Increasing percentage of new products sourced from outside the company**
  - **50% of new P&G products**
- ▶ **Increasing source of capabilities**
  - **Outsourcing entire business processes**

The organization today needs ever more people with collaborative skills and who understand the discipline of alliance management



# What is alliance management?



A LinkedIn search for “alliance manager” turns up 114K names!

# Is alliance management growing as a profession?

## ▶ Number of alliances continues to grow

(Source: Strategic alliances to dominate M&A in 2010, Duff & Phelps)

## ▶ Investments in alliance management are stable

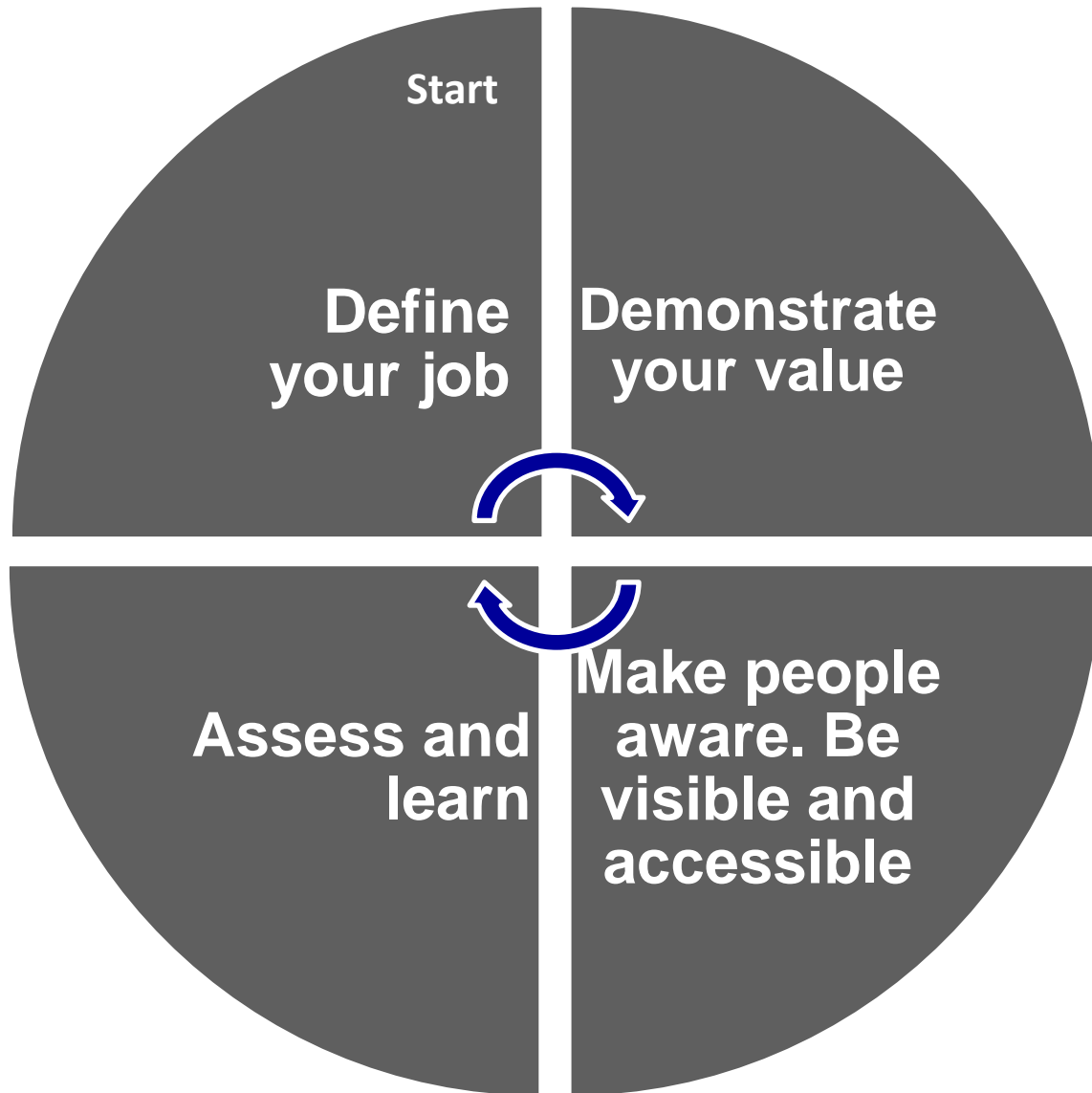
## ▶ Number of companies with no fulltime alliance professionals increasing

(Source: The Third State of Alliance Management Study)

# Three Questions Facing Alliance Managers

- 1. How do you define your role?**
- 2. What value do you bring?**
- 3. How to get alliance management recognized by the CEO as a distinct and necessary management specialization?**

# Take control!



# Define Your Job

# Alliance Manager as Choreographer

- 1. Maintaining continuity of intentions, motivations and relationships**
2. Coaching and guiding stakeholders in effective collaboration
- 3. Maintaining a single, comprehensive view of the relationship**
4. Ensuring internal alignment and readiness before engaging partner
- 5. Facilitating communication and decision making**
6. Pre-empting issues, facilitating conflict resolution, managing escalation
- 7. Monitoring milestones and metrics**
8. Supporting alliance teams in operational and financial negotiations
- 9. Managing governance structures and processes**
10. Understanding partners' interests and communicating the implications for company's interests

*Rallying people and their resources to  
achieve the vision of the alliance*



Tell me what you do? What value do you bring?



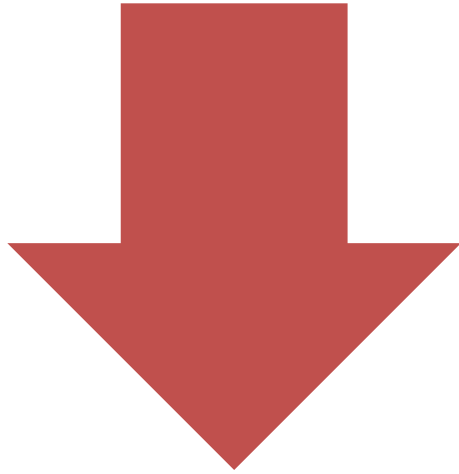
# 30 seconds with the CEO

Pair up and help each other develop an elevator pitch – a 30 second description of **what you do** as an alliance manager and the **value you add**



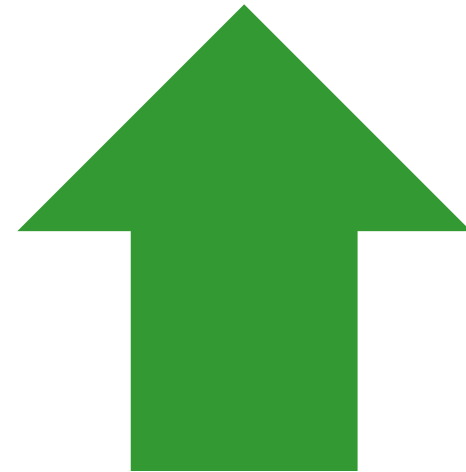
# Demonstrate Your Value

# Common Alliance Management Mission



Keep alliances from failing  
for non-technical reasons

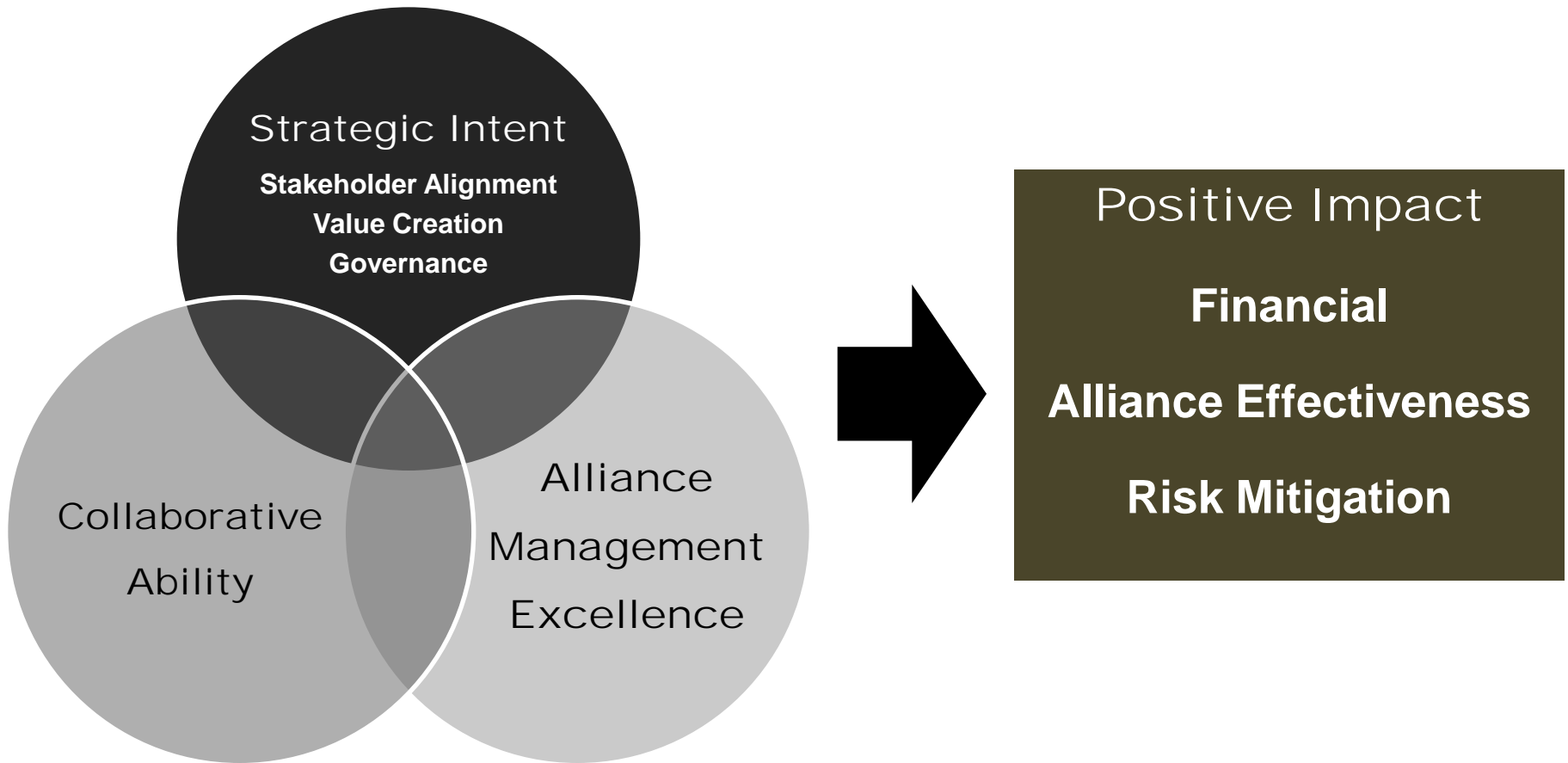
Maximize value  
from alliances



In what ways do  
alliance managers  
create value?



# Mission and Impact



**Alliance management focuses on producing both current and long term financial value by increasing alliance effectiveness and guarding against risks**

Create **Awareness**  
by being **Visible** and  
**Accessible**

# Basic Communication Plan

- ▶ **Help your boss “get it”**
- ▶ **Get an intranet page and brochure for the function**
- ▶ **Get a LinkedIn page for you and join the ASAP Group**
- ▶ **Write a few articles for the company newsletter**
- ▶ **Invite colleagues to presentations about collaboration and alliances**
- ▶ **Seek out opportunities to build relationships with key stakeholders**



# Advanced Communication Plan



- ▶ Create a “State of the Alliances Report” from annual alliance review and planning sessions
- ▶ Distribute an “Executive Briefing” with updates on major alliances monthly
- ▶ Get invited to key staff meetings at least once a quarter to report on alliances
- ▶ Cultivate relationships with key executives

# Failure to communicate is not an option!



- ▶ What can you do before end of Q1 to raise awareness of the AM Group?
- ▶ What should happen before the end of the year?
- ▶ **Build a communication plan for your AM Group**

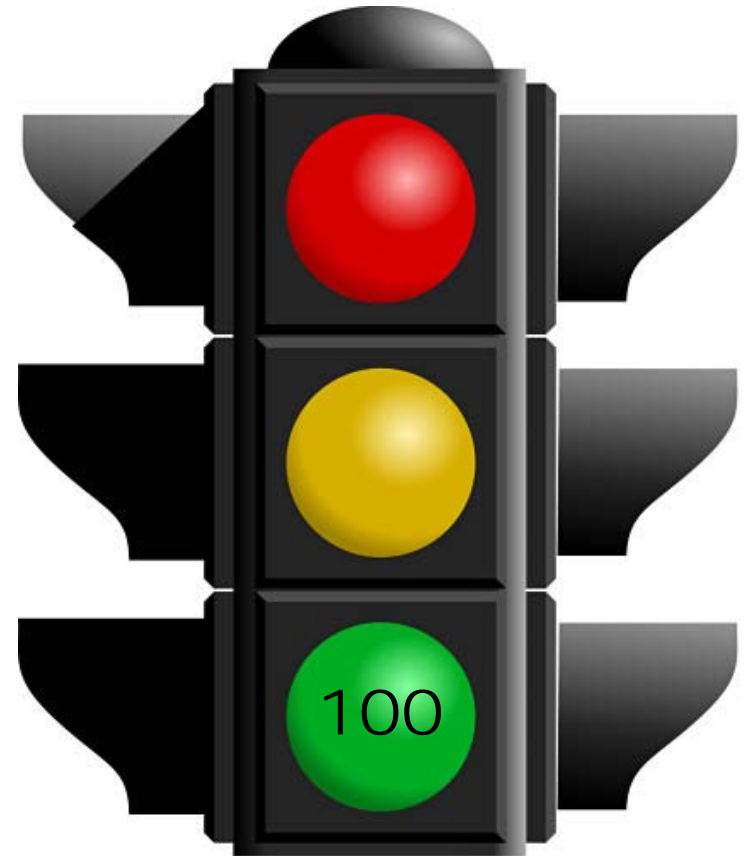
# Alliance Management's Communication Plan

Description	Frequency	Originator	Recipients	Content

# Assess and Learn

# Positive Impact Score

- ▶ **A variation on customer satisfaction/loyalty**
- ▶ **Methodology based on the “one question” principle**
- ▶ **Measures the impact alliance managers have had on the outcomes achieved by alliance teams**
- ▶ **Looks at value created from the teams’ (customers’) perspective**
- ▶ **Identifies non-value add activities**



Please answer the following question, with 10 being extremely likely and 1 being not at all likely.

- 1 \* How likely is it that your company's alliance managers have made a positive difference in the outcomes achieved by the alliance teams on which you work?

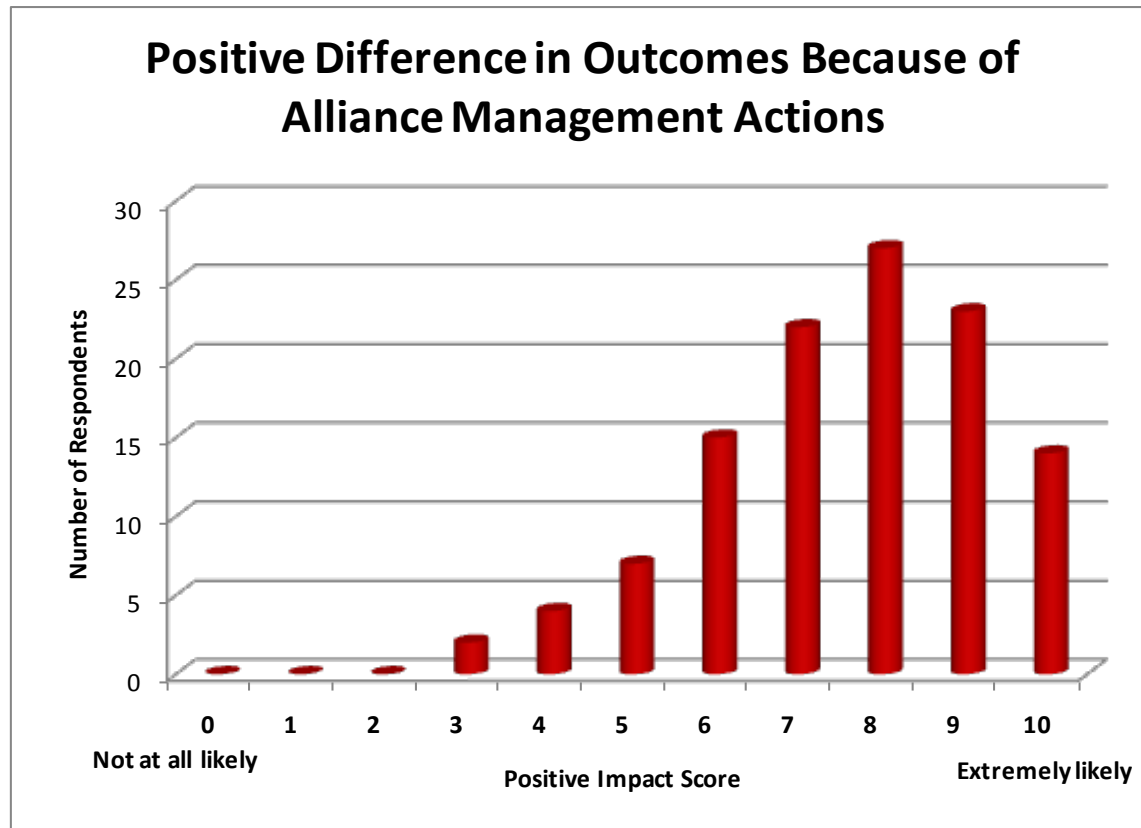
Not at all likely	Extremely likely
1	10
2	
3	
4	
5	
6	
7	
8	
9	

- 2 If applicable, please provide at least one specific example of how your company's alliance managers have made a positive difference.

- 3 Please describe any activities alliance managers should start doing or additional responsibilities they should assume.

- 4 Please describe any activities alliance managers should stop doing.

# Metrics Create Credibility



**Use multiple lenses to get a clear sense of the value your colleagues acknowledge alliance management has had a hand in creating**

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# Which Path Will You Take?

