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From Vision to Victory: The Path to a Winning Strategic Alliance

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Board Member, Association of Strategic Alliance Professionals (ASAP)

June 2, 2025



Collaborating is the Only Way Big Things Get Done



Project
Last Mile

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**If you can find an ice-cold
Coca-Cola product almost
anywhere in Africa, why not
life-saving medicines?**

Project Last Mile improves the availability of life-saving medicines and health services in Africa by leveraging the expertise and network of the Coca-Cola system.


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The First mRNA COVID-19 Vaccine





Promoting Sustainable Sourcing and Reducing Environmental Impact



DISCOVER ▾ ACT ▾ LATEST ▾

Q




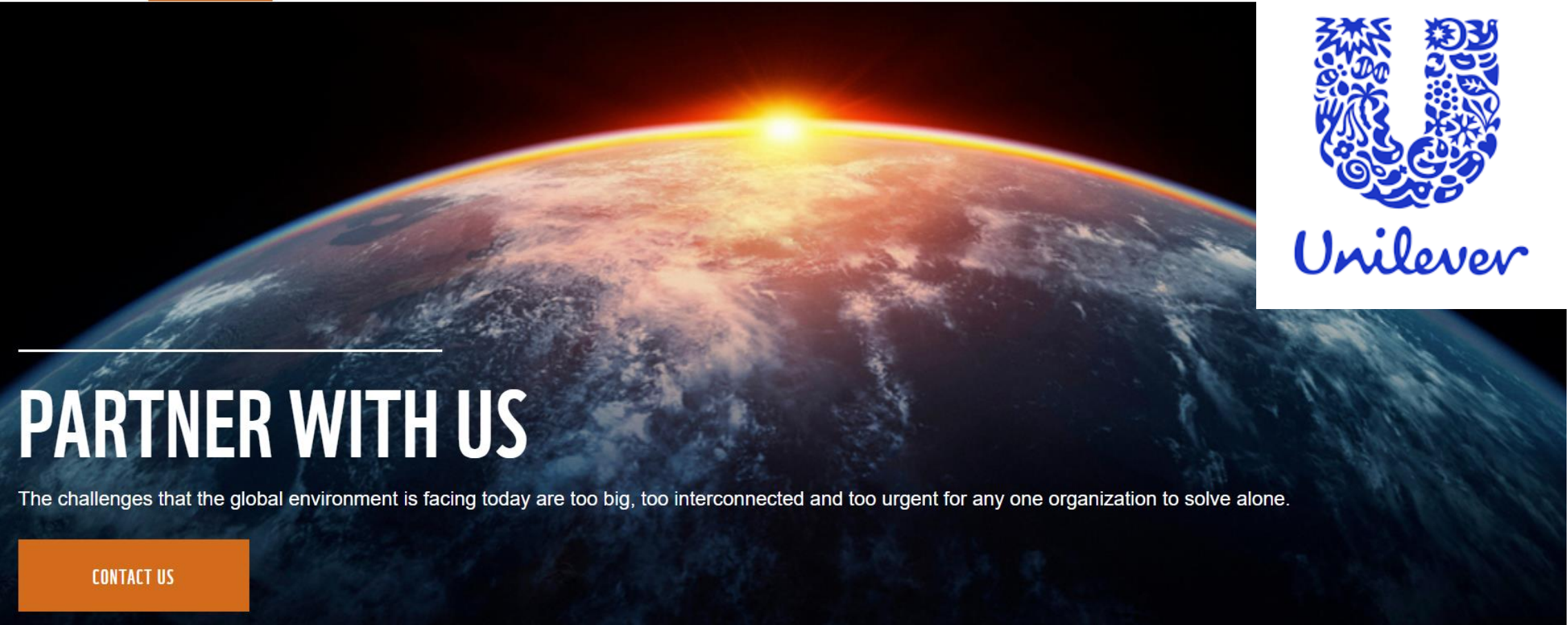
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SHOP

DONATE TO WWF

PARTNER WITH WWF CORPORATE PARTNERSHIPS PUBLIC SECTOR PARTNERSHIPS PHILANTHROPIC PARTNERSHIPS





PARTNER WITH US

The challenges that the global environment is facing today are too big, too interconnected and too urgent for any one organization to solve alone.

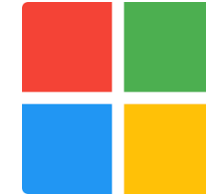
CONTACT US

Collaborating is How Companies Grow

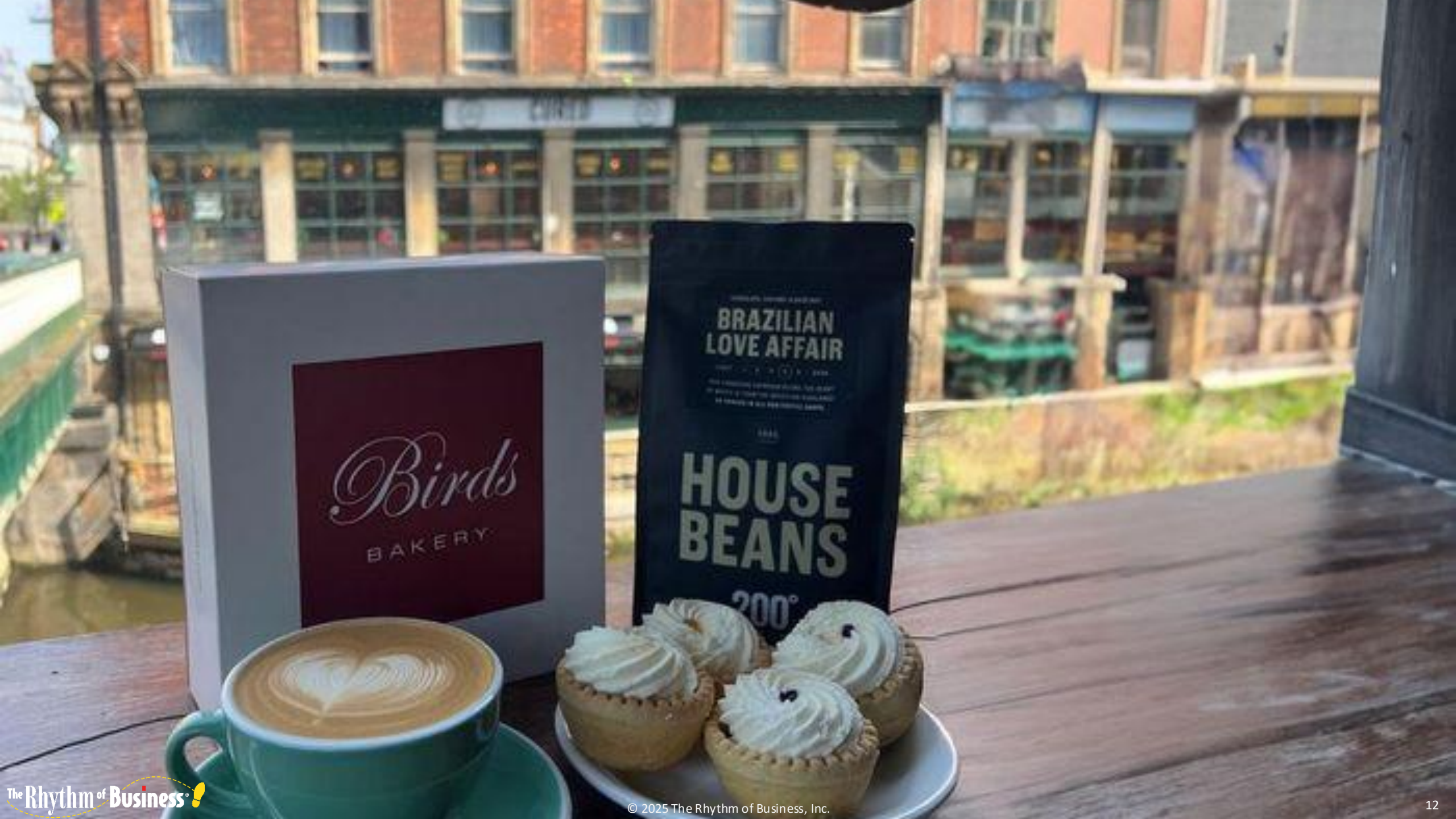
Enhancing Customer Experience and Increasing Foot Traffic



IT Companies Partner with the Big 4 to Gain Access to Their Clients



Smaller Businesses Collaborate to Grow





Periodic Brewing

42 **Pb** 10152N
Periodic Brewing
Leadville • Northglenn
Colorado USA

Be
Beryllium

Er
Erbium

BURGER BAR

5280

BURGER BAR



TRY OUR
DELICIOUS IN-HOUSE CHURNED
ICE CREAM DESSERTS!

Show of Hands

**My company has entered
into an alliance with another
firm in the past year**




VISION 2030

**\$50 Million in Interfirm
Revenue with Each Firm
Having Relationships with
Three Other Firms**



HOW Move From Opportunistic to Purposeful

A background network diagram with a light blue background. It features a central globe with a grid of latitude and longitude lines. Overlaid on the globe is a network of white circles connected by thin white lines. Each circle contains a white icon: some show a person silhouette, others show a document, a bar chart, or a speech bubble. The network is spread across the entire slide, with a higher density of nodes in the center.

A strategic alliance is a close and collaborative relationship between two or more entities that share assets, strengths, risks, rewards, and control

Source: **asap**
ASSOCIATION OF STRATEGIC
ALLIANCE PROFESSIONALS

The Alliance Life Cycle



ALLIANCE-
SPECIFIC
STRATEGY

ANALYSIS &
SELECTION

BUILDING TRUST &
VALUE CREATING
NEGOTIATIONS

OPERATIONAL
PLANNING

ALLIANCE-
STRUCTURING
& GOVERNANCE

LAUNCHING &
MANAGING

TRANSFORM,
INNOVATE, OR
EXIT GRACEFULLY

01

02

03

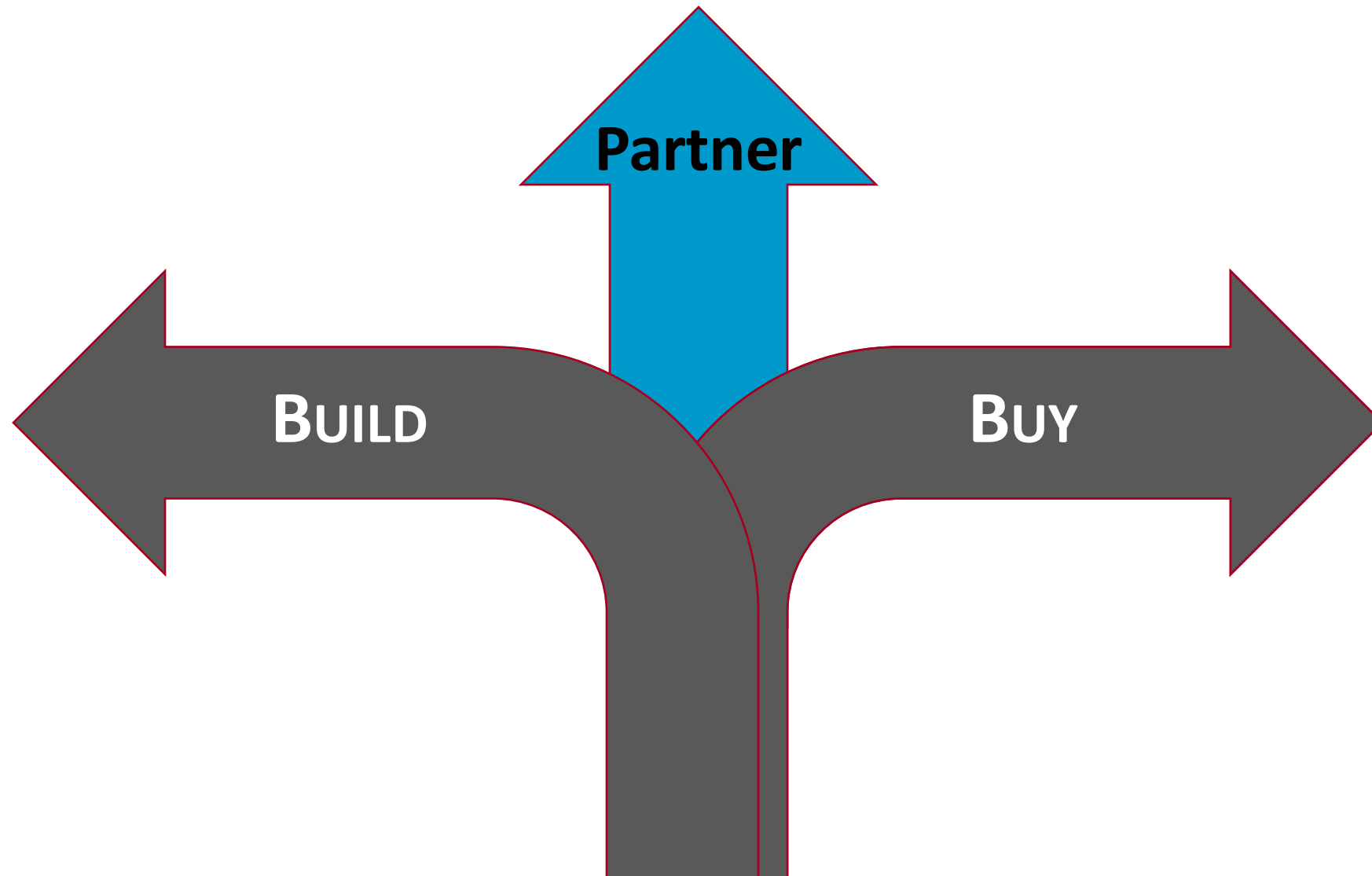
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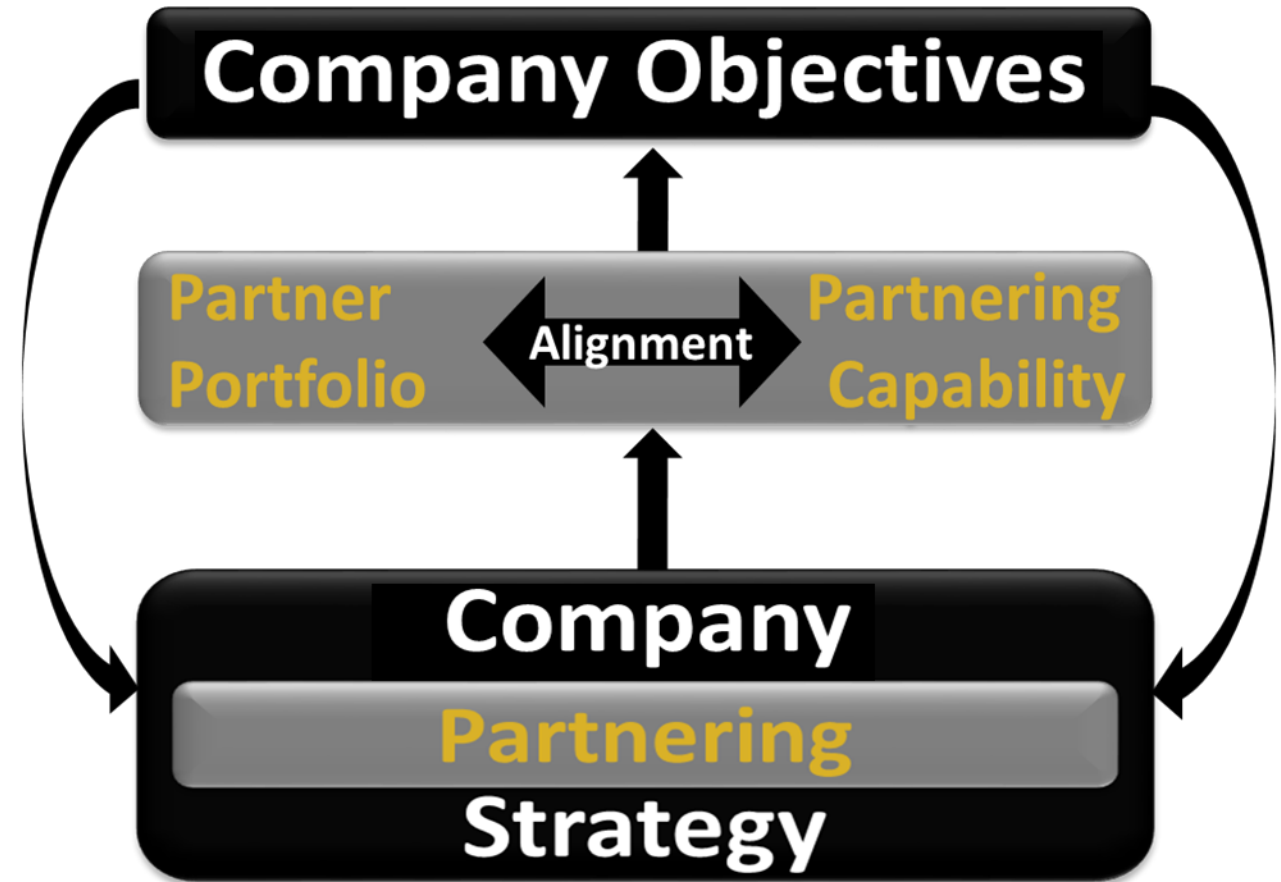
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The Alliance Lifecycle Begins With a Strategic Decision



Partnering is One Way to Achieve Company Strategic Objectives

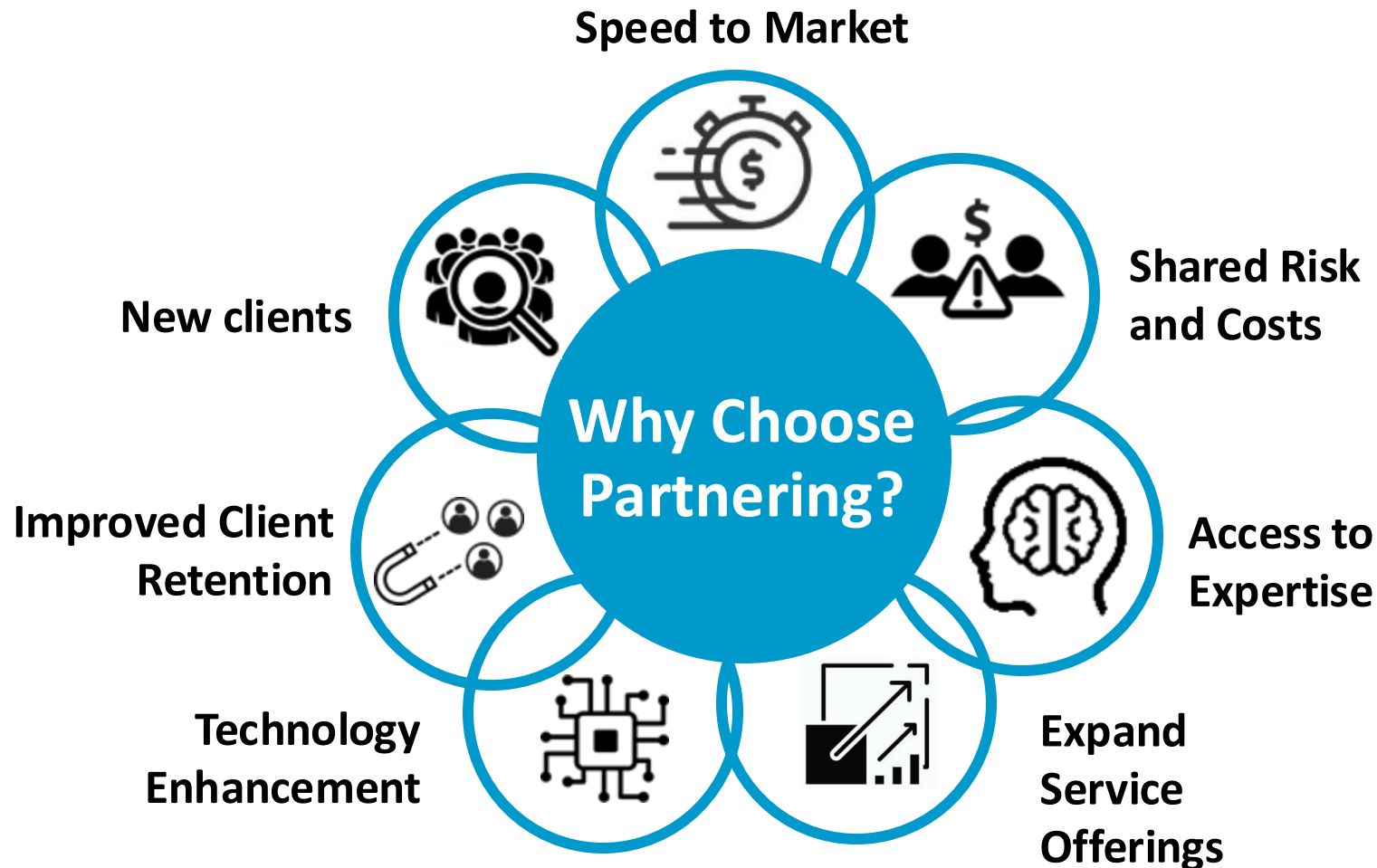
An explicit partnering strategy outlines how partnering will be used to achieve strategic objectives



Show of Hands

**My company has a specific
plan for partnering**

Partnering Is an Advantageous Way to Grow Your Business



MIT Sloan
Management Review

MIT Sloan Management Review's research finds that a focus on collaboration – both within organizations and with external partners and stakeholders – is central to how advanced companies create business value and establish competitive advantage.

Alliances Come with Unique Risks that Must be Managed



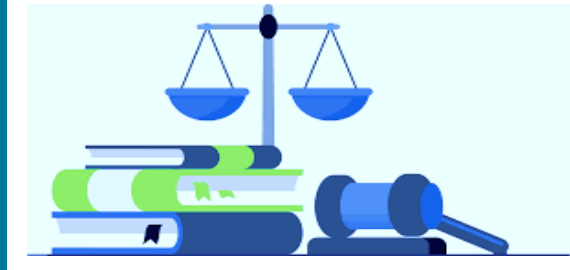
Business Risk

Strategic or operational misalignment that prevents value maximization. Also, the potential that a partner will not fulfill its contractual commitments, including complying with laws and regulations



Human Risk

Differences of opinion, outlook, perspectives that result from culture, motivations, interests or priorities of one of the partners. Also, conflict or lack of trust resulting from interactions between individuals



Legal Uncertainty

Ambiguities in an agreement that are interpreted and resolved unfavorably to a specific partner. Legal uncertainty is typically a leading indicator of business or human risk

Table Discussion

Complete the sentence:
Partnering could help my firm
grow by _____.

Companies Collaborate to Create Greater Value



**Do something
that couldn't
otherwise be done**

**Do it more
economically
or faster**

**Access resources
otherwise not
available**

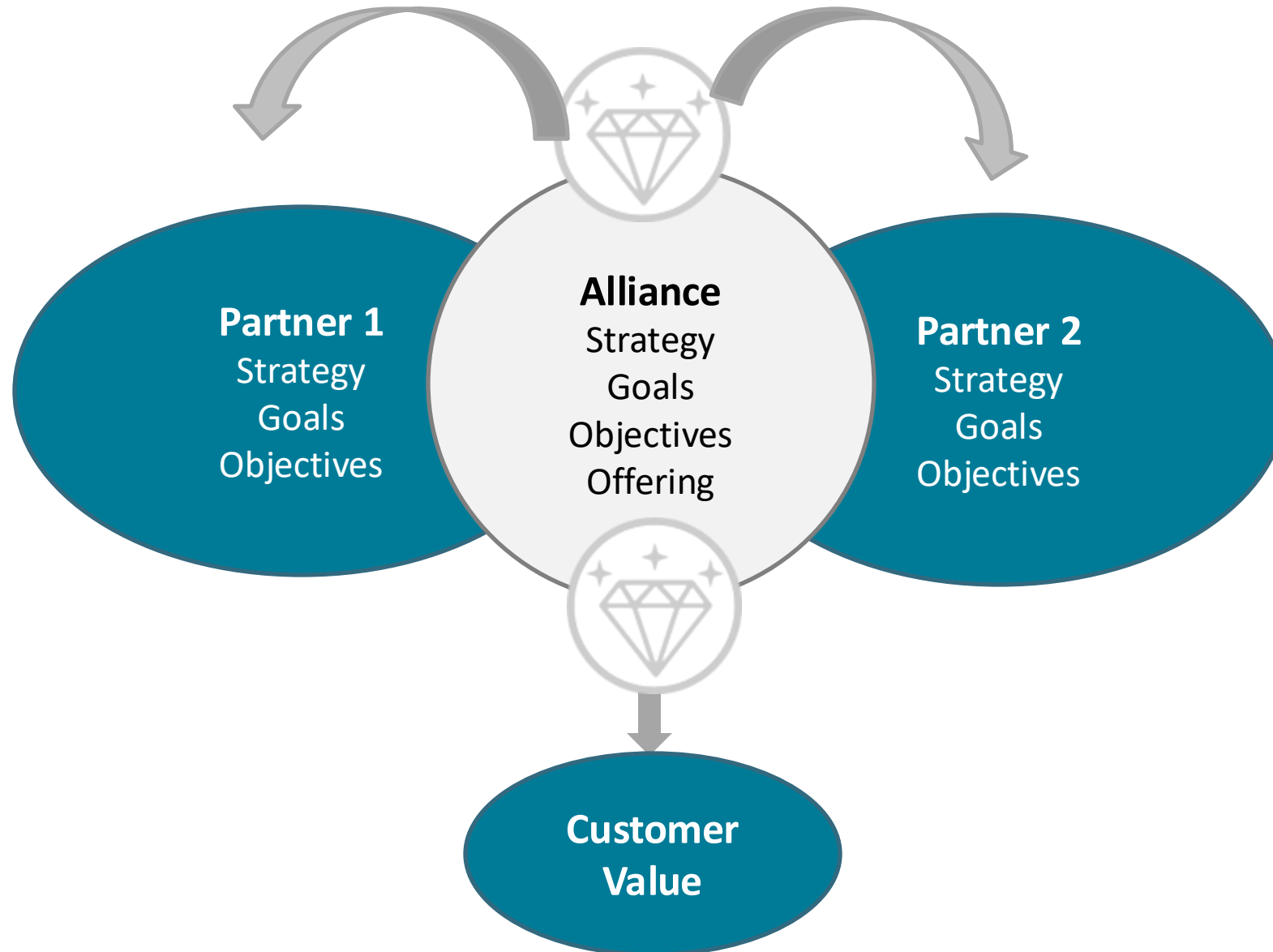


Value is
whatever is
useful for
achieving your
objectives

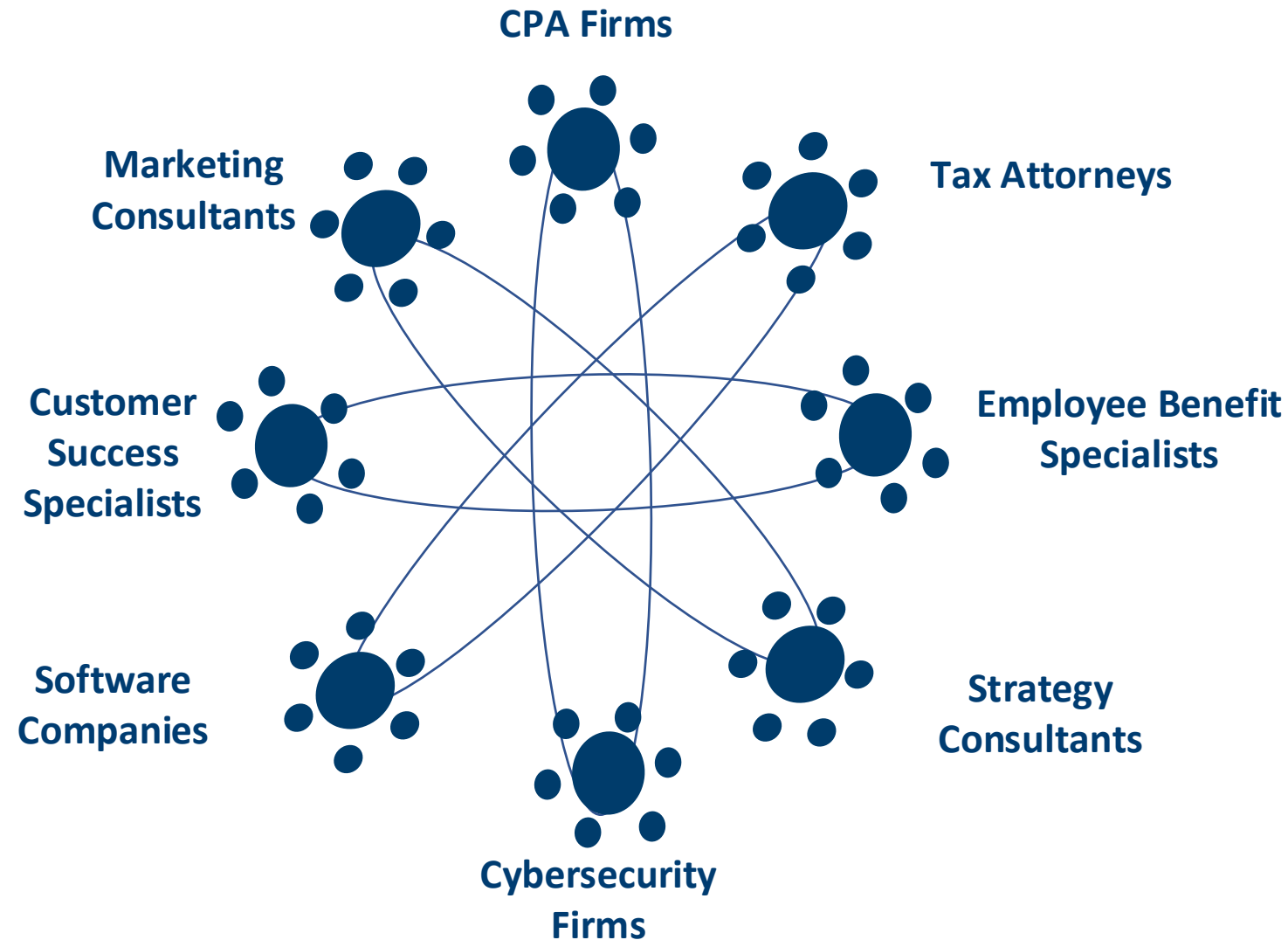
A horse, a horse, my kingdom for a horse...

— Shakespeare's Richard III, in the heat of battle

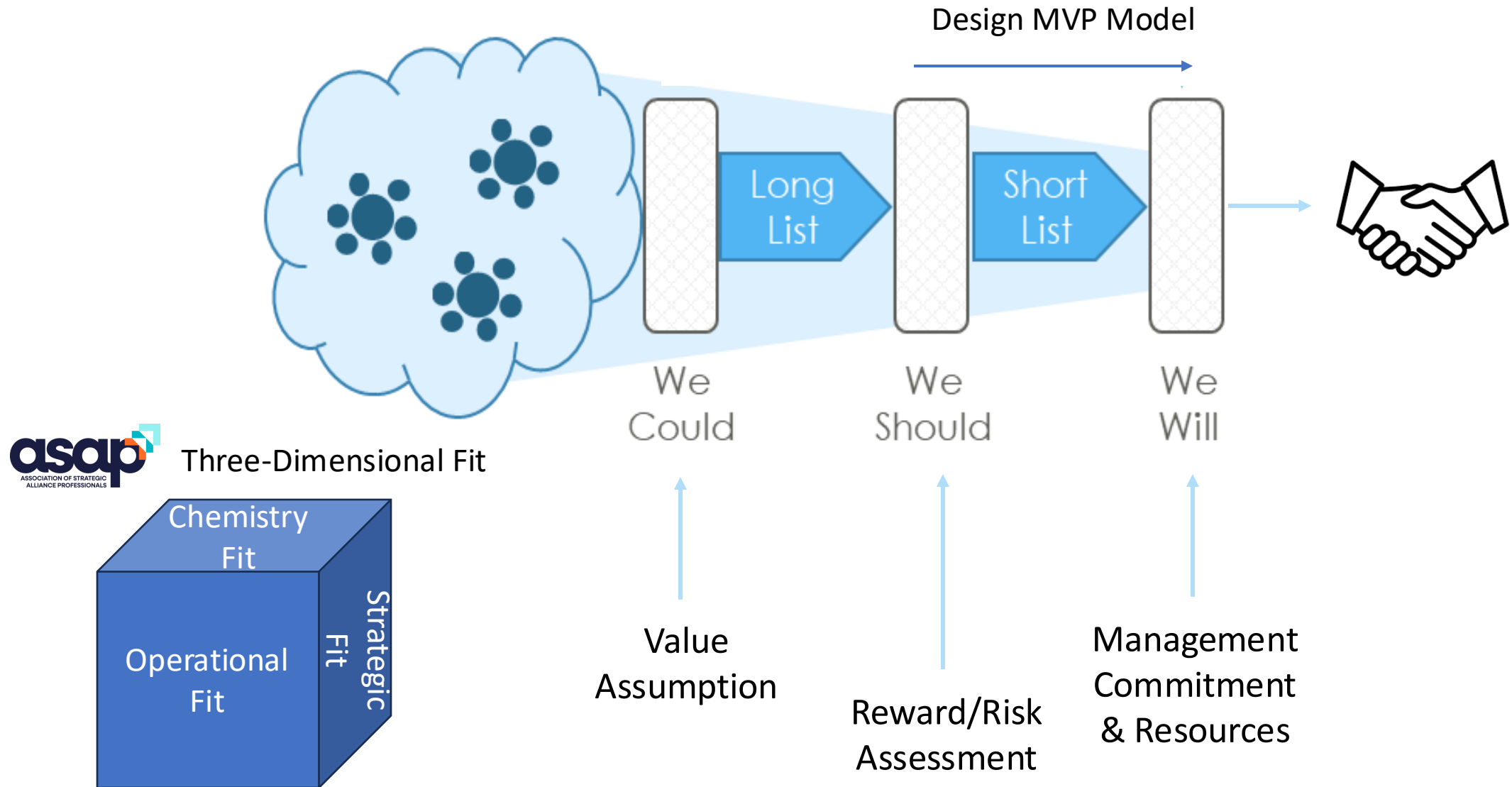
The Alliance Value Trinity



Analysis and Selection Begins by Defining Your Ecosystem



Selecting the Right Partners is a Critical Alliance Success Factor



Build the Value Assumption

**Identify the new value an alliance provides for customers
and the partners**

How much is enough
VALUE ?



**Meet internal
financial benchmarks**



**Provide meaningful
customer outcomes**



**Deliver significant
strategic value**

Consider a Joint Solution Offering to Meet Client Needs

2. Creation

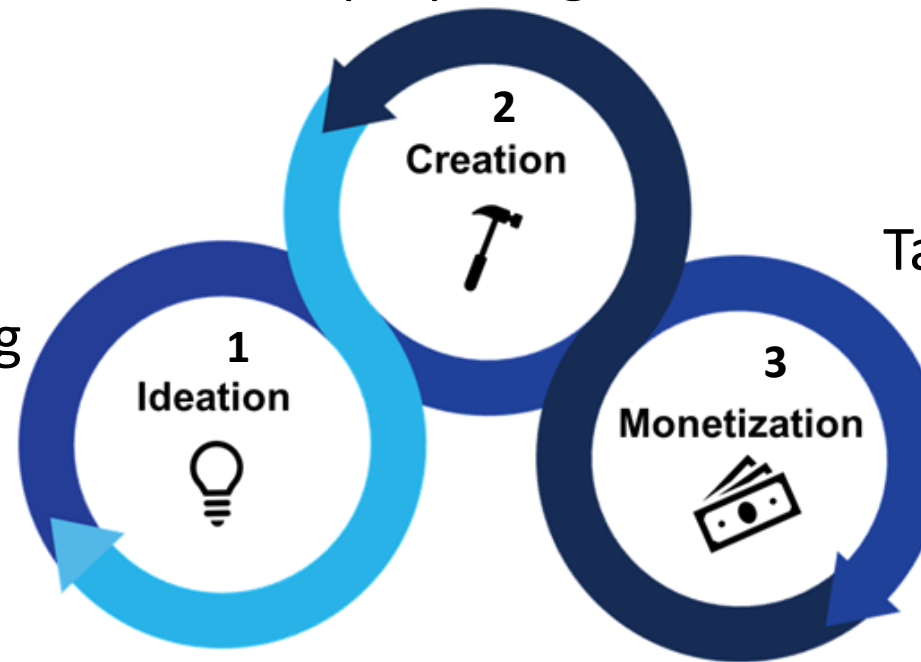
Design and test in a minimally viable way
Validate market need
Define and prepare go-to-market

1. Ideation

Explore and generate ideas
Frame potential value creating opportunities
Ensure joint commitment

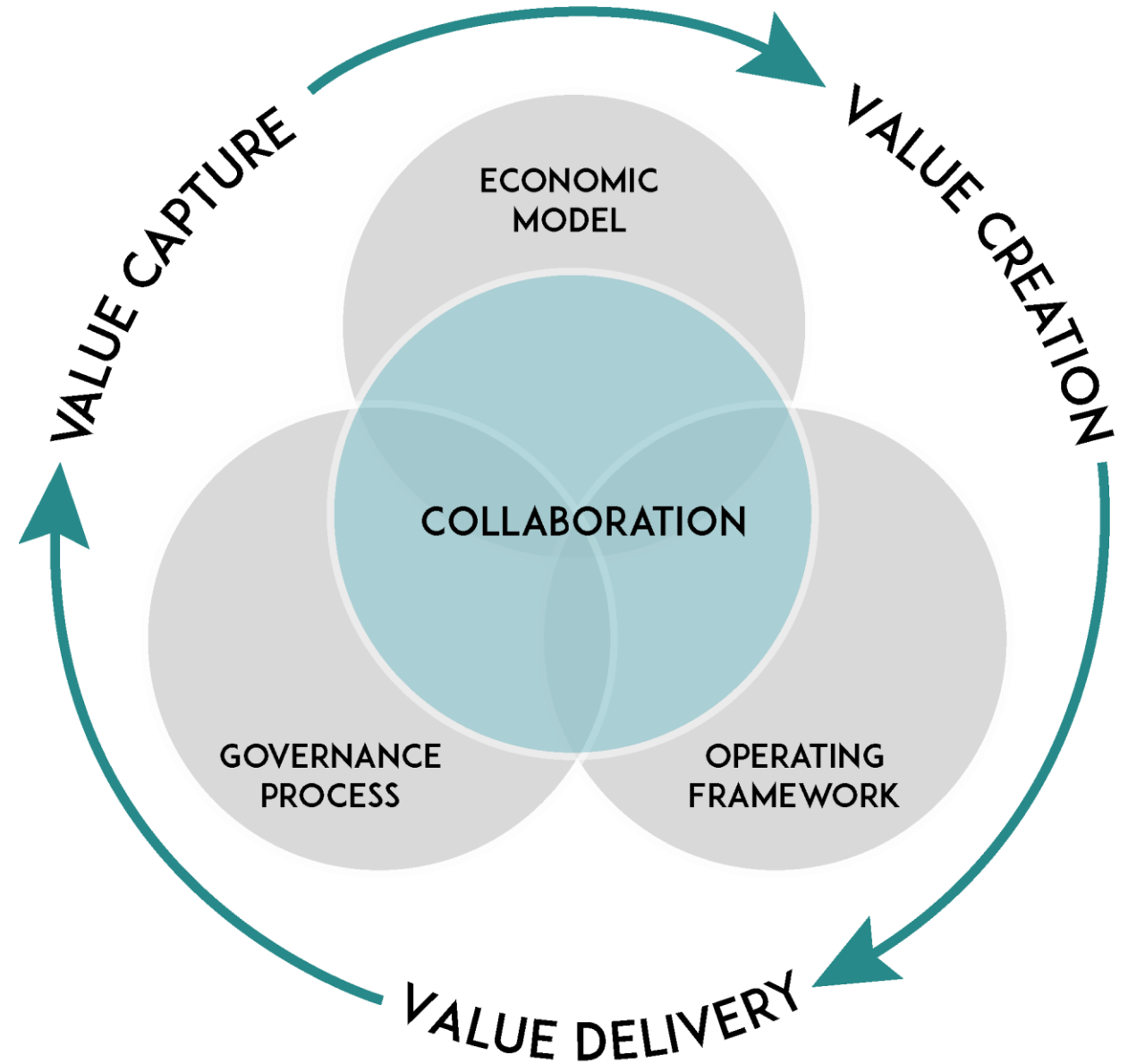
3. Monetization

Target specific markets and customers
Market partner offerings
Action sales pursuits



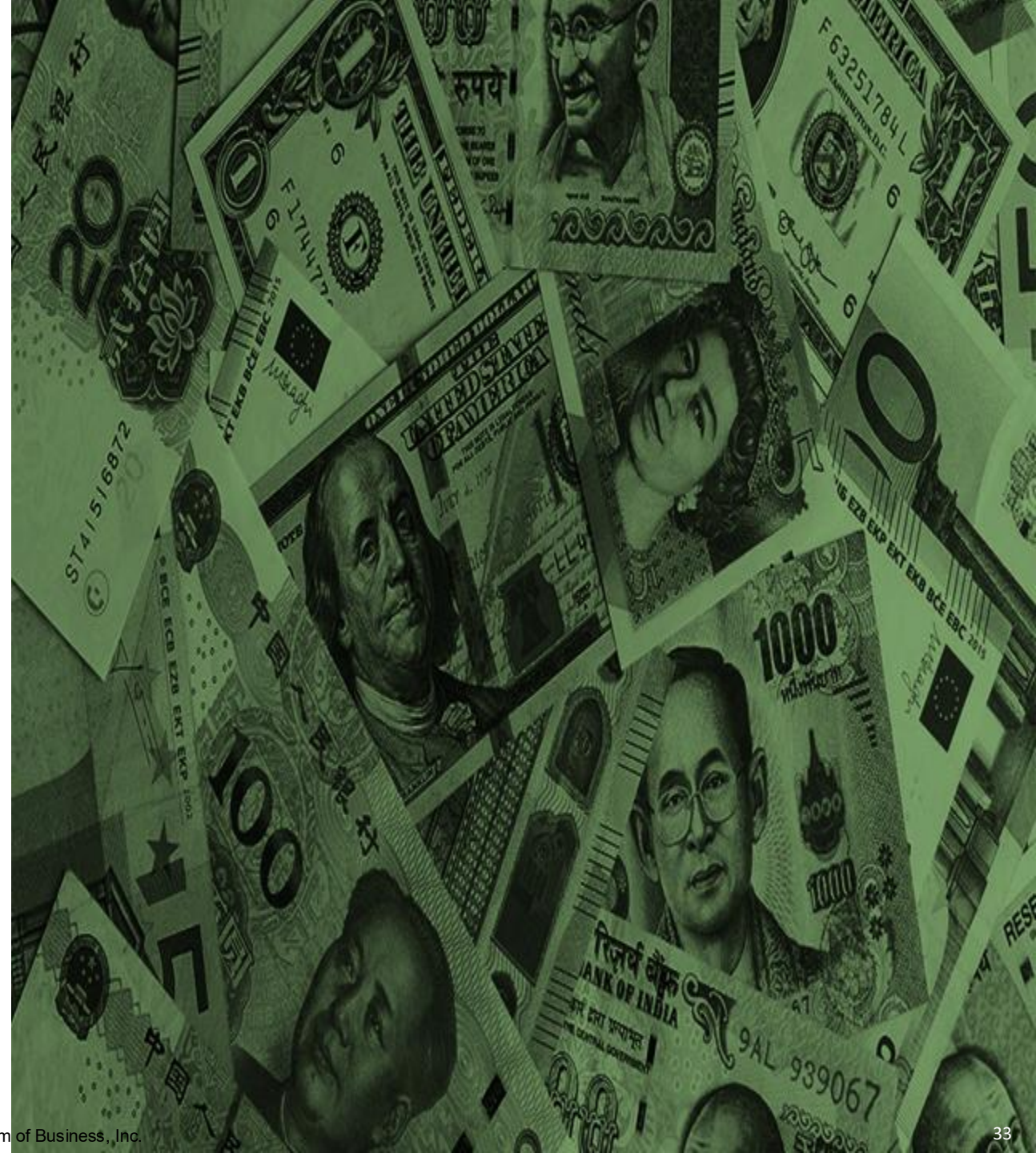
The Alliance Business Model and Minimum Viable Partnership

Use Seven Questions to Design Your Alliance Business Model



First, Design the Economic Model

- 1 What forms and sources of value do we expect each partner to make available to achieve the objectives of the alliance?
- 2 How are we going to contribute resources and share value and risk?



Then, Outline the Operating Framework

- 3 How are we going to work together?
- 4 Who is going to do what, in light of the respective capabilities, expertise, and resources of each partner?





Structure the Governance Process

- 5 How will decisions be made?
- 6 What are the guidelines for use of each other's intellectual property as well as ownership of jointly created IP?



And Learn Fast!

- 7 How are we going to measure and collect the data needed to track our critical assumptions?

Draft a Simple MOU, Teaming, or Collaboration Agreement

Simple Agreement

Put just enough specifics into each component so that the parties are willing to move forward with value creating activities



Typical Contents

1. Introduction
2. Definitions
3. Description of Business Model
4. Confidentiality Obligations, Including Publicity
5. Intellectual Property
6. Termination
7. Dispute Resolution

Table Discussion

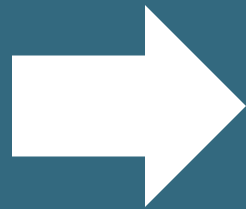
What types of alliances do you think your firm will enter into over the next three years?

ALLIANCES COMBINE

Structures

Strategies

Processes



and Cultures

of two or more partners
through collaboration

Alliances Work Through Collaboration

Create an environment of trust, transparency & respect so that you can:

- Coordinate activities
- Exchange information
- Access knowledge, expertise, other valuable resources

And achieve outcomes that benefit both partners and patients

Effective collaboration requires growing trusting, purposeful, mutually beneficial relationships. Not as an end in and of themselves but as the means to achieving the strategic and financial intentions of the collaboration



The Give and Get of Reciprocity is the Secret Sauce of Collaboration

Reciprocity creates the mutual benefit inherent in collaboration.

It implies the mutual exchange of value and most people feel an obligation, known as the norm of reciprocity, to respond in kind.



Alliance Success

**An alliance manager
facilitates the collaboration
between the partners**



Help the Partners Understand Each Other



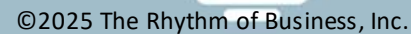


Ensure Contractual Obligations Are Met



Manage Risks and Problems

The Rhythm of Business!



Manage the Governance and Decision Making Process



Drive Effective Alliance Operations



Facilitate Relationship Building



The Impact of Effective Alliance Management

Characteristics of Well-Managed Alliances



Communication flows



Decisions are optimized



Problems resolved expeditiously



Resources are provided timely



Stakeholders are aligned



One-team mentality enabled



Intellectual property optimized



Competitive position leveraged



Strategic and financial objectives achieved

Trust is at the Heart of Every Alliance



Table Discussion

How would you promote your alliance to your clients?

What would it take to make you comfortable with *jointly* promoting a specific *joint* offering?

Key Points to Remember

- Partnering is a strategic choice. Unexpected opportunities should not be ignored, but to achieve overall objectives, most partnering should be purposeful to grow your business
- Companies collaborate to create more value – and value is whatever is useful to help you achieve your objectives
- The ASAP alliance lifecycle provides a deliberate process for moving from strategy through development to ongoing management
- The MVP process accelerates planning and structuring the alliance business model
- Alliances work through collaboration which is a strategic and purposeful way of working
- Alliance management is a specialized management discipline focused on realizing the intended value of an alliance

Q&A





Empowering Partnering and Collaboration Success

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