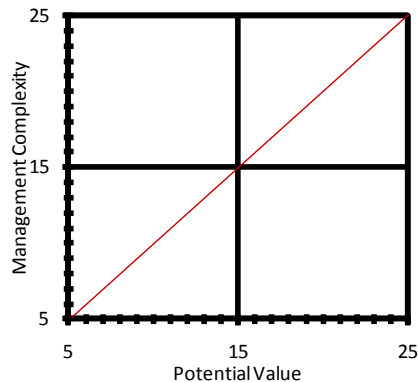


# Portfolio Evaluation Tools Worksheets to Create a Value/Complexity Profile of an Alliance and Alliance Management Workplan

**December 1, 2011**

# Evaluating a Collaboration

Partner Management Value Complexity Criteria					
Partner:			Date:	Alliance Manager:	
Management Complexity Criteria			Potential Value Criteria		
Rationale			Rationale		
Score			Score		
<b>Evaluate each of the five Management Complexity Criteria on a scale of 1 – 5, where 5 is more complex and 1 is less complex and then total the five scores. If there are specific issues that led to your score, please provide your rationale</b>			<b>Evaluate each of the five Potential Value Criteria on a scale of 1 – 5, where 5 is more potential value and 1 is less potential value to the Company and then total the five scores. If there are specific issues that led to your score, please provide your rationale</b>		
<b>Self-sufficiency of Partner</b> – The degree to which the partner takes advantage of web-based resources and follows our guidelines, SOPs, etc. <i>Greater complexity = Less self-sufficiency</i>			<b>Financial Value</b> – Revenue generating potential. <i>Greater value = Greater revenue generating potential</i>		
<b>Number of Touch Points within Our Company</b> – The degree of coordination amongst the different “parts” of the company to service and enable the partner. <i>Greater complexity = Greater number of touch points</i>			<b>Fills Capability Gaps</b> – Extent to which partner fills a skill gap, permits servicing customers in a specific geography, or provides a capability the company does not wish to develop internally. <i>Greater value = Greater ability to fill capability gaps</i>		
<b>Ease of Doing Business with Partner</b> – Quality of the partner’s work; efficiency of administrative processes; responsiveness. <i>Greater complexity = Less ease of doing business</i>			<b>Capacity of the Partner</b> – Ability of the partner to support or service additional customers and/or new products. <i>Greater value = Greater capacity</i>		
<b>Partner Readiness</b> – The degree to which the partner has the necessary resources trained and certified to meet their contractual commitments. <i>Greater complexity = Lesser degree of meeting contractual commitments</i>			<b>Provides New Business Opportunities</b> – Likelihood that the partner brings new business opportunities to the company. <i>Greater value = Greater likelihood of new business opportunities</i>		
<b>Company and Partner Alignment</b> – The relative priority of the relationship to the company and to the partner. <i>Greater complexity = Misaligned priorities</i>			<b>Enhances Our Brand in Marketplace</b> – Extent to which the partnership enhances the company’s reputation amongst customers and the broader marketplace. <i>Greater value = Greater enhancement of reputation</i>		
Total Score			Total Score		



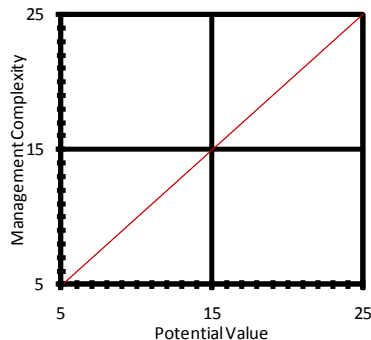
$$\text{Return on Collaboration} = \frac{\text{Potential Value}}{\text{Management Complexity}} \times 100$$

$$\text{Return on Collaboration} = \frac{\quad}{\quad} \times 100 =$$

# Evaluating a Collaboration

## Alliance Management Value Complexity Criteria

Partner:			Date:	Alliance Manager:		
Evaluate each of the five Management Complexity Criteria on a scale of 1 – 5, where 5 is more complex and 1 is less complex and then total the five scores. If there are specific issues that led to your score, please provide your rationale			Evaluate each of the five Potential Value Criteria on a scale of 1 – 5, where 5 is more potential value and 1 is less potential value to the Company and then total the five scores. If there are specific issues that led to your score, please provide your rationale			
Management Complexity Criteria	Rationale	Score	Potential Value Criteria	Rationale	Score	
<b>Decision Making</b> – Number of areas in which decision making is shared with partner and/or the challenge of achieving aligned decisions within the company. <i>Greater complexity = Greater decision making challenges</i>			<b>Relative Financial Value</b> – Upside to the company and conversely, the amount the company may have to contribute to development before marketing authorization is obtained. <i>Greater value = Greater potential commitment or receipt of money</i>			
<b>Scope of Relationship</b> – Number of major lifecycle stages as well as number of geographies and company affiliates the agreement covers. <i>Greater complexity = Broader relationship scope and/or greater number of affiliates</i>			<b>Fills Capability Gaps</b> – Extent to which this alliance helps develop desired capabilities or expertise that it intends to put to use beyond this alliance, or to source a capability from a partner that the company does not wish to develop internally. <i>Greater value = Greater capability development or availability</i>			
<b>Ease of Doing Business with Partner</b> – Number of previous partnerships, reputation as a partner, flexibility and transparency in alliance operations, and complexity of organization. <i>Greater complexity = Less experience, poor reputation, less flexibility and transparency, and greater complexity of organization</i>			<b>Likelihood of Expanding Partnering Opportunities</b> – Likelihood that additional opportunities exist with this partner that further leverage the investment in the alliance. <i>Greater value = Greater likelihood of additional opportunities</i>			
<b>Alliance Management Approach</b> – Partner has an effective alliance management function that is reasonably aligned with the company's approach to alliance management. <i>Greater complexity = Lesser effective involvement by partner AM</i>			<b>Expands Strategic Portfolio</b> – Extent to which this alliance further develops an area which is a strategic priority. <i>Greater value = Greater enhancement of therapeutic portfolio</i>			
<b>Relative Priority</b> – The relative priority of the asset in each partner's portfolio. <i>Greater complexity = Greater misalignment of priorities</i>			<b>Improves Reputation in Marketplace</b> – Extent to which this alliance is likely to improve the company's reputation as a desirable partner. <i>Greater value = Greater enhancement of reputation</i>			
TOTAL SCORE			TOTAL SCORE			



$$\text{Return on Collaboration} = \frac{\text{Potential Value}}{\text{Management Complexity}} \times 100$$

$$\text{Return on Collaboration} = \frac{\text{Potential Value}}{\text{Management Complexity}} \times 100 =$$


# Alliance Management Work Plan for:

	Financial	Risk Management	Alliance Effectiveness
Goals			
Objective or Issue Related to Goal			
Measures			
Strategy for Achieving Objective			
Action Plan			

For more information on using the value/complexity profile to manage your portfolio of collaborative relationships see:

*How Alliance Management Delivers Value: Moving Beyond Best Practices*

<http://rhythmofbusiness.com/articles.php?id=49>



If you can walk  
You can dance  
If you can talk  
You can sing

- Proverb from Africa

Jan Twombly, CSAP and Jeff Shuman, CSAP, PhD

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