

## Insights from Our Master Class at the 2023 ASAP Global Alliance Summit

At the 2023 ASAP Global Alliance Summit we delivered a Master Class on the content presented in this whitepaper. As with all Master Classes, it was highly interactive and included the nearly 100 participants analyzing a fictitious, but very real, case study. What follows is a summary of how the participants applied the insights gleaned from our assessments of numerous alliances to fine-tune the alliance operating model and find the hidden gold.



### THE CASE STUDY

#### Alpha and Zeta Combine Forces to Achieve Net Zero Emissions

Alpha and Zeta have a global partnership to codevelop and cocommercialize solutions that leverage each partner's proprietary know-how and unique strengths to accelerate customers' ability to achieve net zero emissions.

- The partnership is in its second year and has a service offering about to launch. More comprehensive solutions involving proprietary technology are in development with two approaching critical milestones that will result in payments from Zeta to Alpha.
- The engineering and development teams working on the most advanced of these solutions are starting to build the ecosystem of specialized technologies and service providers that will become part of the solution. New partners and team members are being added every day.
- The commercial teams are recruiting thought leader influencers and go-to-market partners and preparing their customer-facing teams for the launch of the initial service offering.



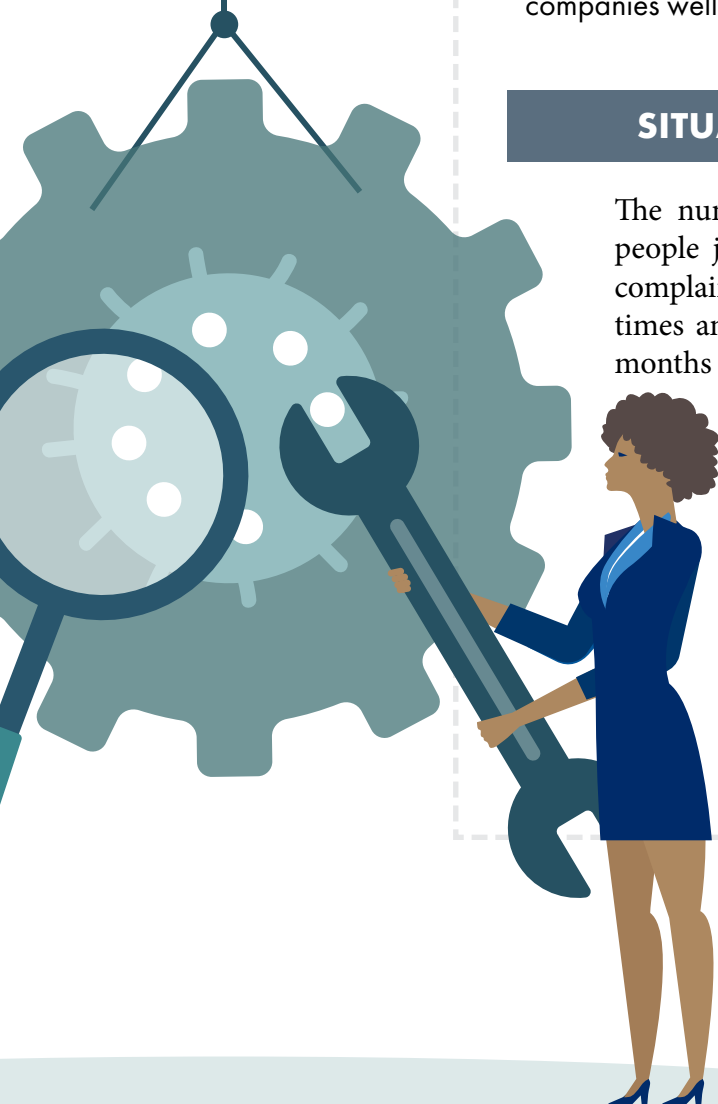
- For Alpha, this partnership is key to its efforts to break into Zeta’s main market of manufacturing and industrial companies, many of whom are eager to adopt game changing technologies to put them on track to reduce emissions and realize the many strategic and financial benefits that brings.
- Zeta is mission driven. Its scientists and engineers passionately believe it is the company to help traditional industries move from good intentions to demonstrable results when it comes to eliminating carbon emissions. Its Chief Scientific Officer (CSO) is a likely Nobel Prize recipient for her work on quantifying the impact of emissions reduction on financial results and customer and employee experience.
- Because of the importance of this partnership, both Alpha and Zeta have senior alliance professionals assigned. Both know their companies well and are respected by executives in both companies.

**SITUATION ONE – Duplication of Effort**

The number of review meetings is proliferating, with new people just showing up. Zeta’s commercial project leader is complaining that she’s making the same presentation multiple times and getting asked questions that were addressed three months ago.

**PARTICIPANTS’ ADVICE – Managing Duplication of Effort**

Meetings have become unwieldy in remote work environments where it is easy for people to just sign on. To most smartly leverage alliance resources, be protective of people’s time, and minimize duplication of effort, participants advise:



- Determine if there are multiple people from same function attending meetings, and if so, work with functional leaders to have just the most relevant people attend based on the agenda.
- Ensure there is a comprehensive stakeholder mapping or roles and responsibilities communication matrix so that people know who to connect with and don't have to rely on meetings.
- Recognize if there has been a recent inflection point favorably passed that has resulted in increased interest in the alliance and manage attendance accordingly.
- Determine if the reason people are showing up for meetings is because they believe they can't get their information elsewhere.
- Leverage technology or tools to provide the transparency so that you don't have to keep reeducating – have a central place where people can always go to find the information.
- Create the governance for releasing sensitive information.

## **SITUATION TWO – Managing the Onboarding of a Rapidly Growing Team**

People are being added to the team nearly every day. The alliance managers are having a hard time keeping up with the pace that people are joining the alliance teams.

### **PARTICIPANTS' ADVICE – Onboarding a Rapidly Growing Team**

Especially when an alliance is about to hit an important inflection point, such as an initial commercial launch, the alliance managers cannot onboard everyone. Their focus should be on new governance committee members and enable team leaders to properly enable additions to their teams. To manage new members joining the alliance, participants advise:

Internally align before you just throw them into meetings – get them integrated into the team – bring them up to date on decisions that have already been made.

Have an onboarding package to share that is codeveloped with your partner.

Help people appreciate the key strategies that are already part of our goals and that can't change.

Arm team leaders with your briefing materials and work with them to be the primary onboarding resource for non-governance team members.

Work with leadership to ensure you are notified when new people are joining the team.

Create a self-serve package that allows people to access video and documents from the alliance portal.



### **SITUATION THREE – Building Communications Practices for a Rapidly Growing Alliance**

Requests for data and information from the licensee partner are exploding and executives from the licensor are concerned about how the information could be used. Senior executives are not aware of key information about the alliance's progress and are acting on information that is out of date.

#### **PARTICIPANTS' ADVICE – Building Communications Practices**

Effective communication in an alliance is everyone's responsibility, but the alliance professionals must take the lead by establishing the practices for the alliance to follow. In this situation, the participants advise the alliance professionals to:

#### **Our Master Class participants offered sage advice.**

Like everything about alliances, it seems conceptually simple, but building an effective operating model that bridges two or more companies is operationally very challenging, requiring a diligent focus on alliance fundamentals.

- Build a joint framework for communication establishing peer-to-peer communication, and parameters about what information can or cannot be shared.
- Enter into a data sharing agreement that provides legally approved guidelines for how information should be made available and what can be done with it.
- Provide a post Joint Steering Committee communication to all key executives and governance committee members.
- Ensure there is sufficient and appropriate transparency.
- Establish the necessary one-on-one regular communications.
- Close the loop after meetings to understand if we all have the same mental picture.

