



Lessons from the 'Change Makers'

The 2016 ASAP Alliance Excellence Awards honored and cheered outstanding volunteers and noteworthy companies for innovative, transformative partnering programs—and for sharing their lessons learned

By Cynthia B. Hanson

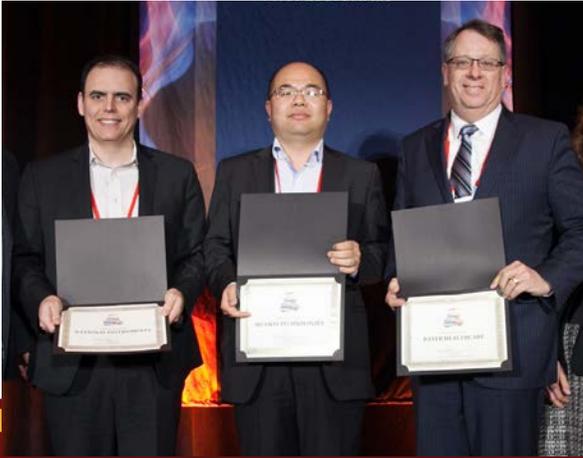
Alliance management's "change makers" were back on stage again at the 2016 ASAP Alliance Excellence Awards in recognition of their successes and contributions to alliance management practice. Leading by example, these award winners provided the audience with food for thought to mull over how these successful alliance management strategies, tools, and techniques could be integrated into their own companies' partnering models, frameworks, and approaches. This year's ceremony expanded beyond traditional awards from years past to include extraordinary volunteer contributions with the presentation of the new Guiding Light Award and two Content Awards honor-

ing remarkable leadership and volunteer efforts. The ceremony was followed the next day by an engaging Q&A session where summit attendees plied representatives from award-winning Bayer, National Instruments, and International SOS and Control Risks with questions on how they implemented changes that resulted in valuable outcomes. Here are some of the winners' lessons learned:



Bayer won the Alliance Program Excellence Award—

given to "organizations that have instilled the capability to consistently implement and manage alliance portfolios and demonstrated consistent success of those



alliances over time” —for implementing an Alliance Capability Enhancement Project, now in its fourth year, that provided the company with strong emphasis on collaborative capability and cultural development, deal-making and efficiency, new IT infrastructure, processes, and pilot programs. The project sprang from a partnering capability assessment that uncovered deficiencies, especially in the area of culture.

Audience takeaways:

- Increasing senior management engagement can provide new skills and training that can result in better-managed partner conflicts and timelines.
- Pushing data out that shows a significant part of revenue came from alliances can create recognition within the organization of the value and importance of partnering.
- Providing hands-on tools and training, holding summits in key locations, and providing guidance from senior managers and executive sponsors, can help move the culture from an inward to a partnering mindset.
- Do a partnering capability assessment and don't wait too long to change corporate culture, if necessary.

- Engagement is a virtual circle: In time, management will no longer need to provide a script because employees will write it themselves.



National Instruments received the Innovative Best Alliance Practice Award

for implementing an ecosystem locator and talent hub that allows customers to search the directory via deep profiles of partner capabilities, certifications, ratings, and reviews from partner customers. The award is given to a company for “individual alliance management tools or processes that have made an immediate and powerful impact on the organization and/or the discipline of alliance management.”

Audience takeaways:

- Don't be afraid to be innovative and even ingenious in meeting the needs of customers. Think out of the box.
- Implement tools that can make it as easy for customers to find the right partner as it is to find the right restaurant using a search engine, such as Yelp.
- Provide a directory that offers deep profiles of partner capabilities, certifications, ratings,



and reviews from partner customers, and watch your growth skyrocket.



International SOS and Control Risks won the Individual Alliance Excellence Award

for their highly coordinated alliance that merged healthcare (including helping travelers cope with pandemics) and security planning support and assistance for

business travelers and expatriates. The award is present to a partnership for “excellence in planning, implementation, and results of a single alliance. The alliance may be between two companies or multiple organizations.” Control Risks was involved in healthcare planning and International SOS in security planning before they decided to partner. International SOS and Control Risks have successfully helped travelers and expats through elements of the Ebola crisis, Arab Spring, and the AcelorMittal Mining evacuation of 130-plus employees from Liberia.

Audience takeaways:

- Partnering can eliminate conflict and competition, and the resulting alliance can improve business structure and revenue streams.
- It can take considerable work to incorporate “Rules of Engagement” to make the joint venture workable, but for clients dealing

with emergency and other pressing circumstances, such efforts can result in superior services.

- Consider changes that create incentives for both entities, such as referral systems for both parties. To accomplish this, engage governance and senior-level leadership.
- Alliances can increase safety for both parties, especially when operating in dangerous locations.

There were lessons to be learned from ASAP volunteers as well. ASAP President and CEO Michael Leonetti attributed years of ASAP programming success in good part to Jan Twombly, CSAP, ASAP chairman of programming, and president of The Rhythm of Business. He lauded her perceptive guidance, dedication, and exceptional volunteer contributions while presenting her with the new Guiding Light Award.

Becky Lockwood, global board member and two-time president of the New England Chapter, accepted the Chapter Excellence Award recognizing her chapter for “going above and beyond alignment with ASAP’s vision” implementing outstanding chapter programming. Two new ASAP Content Awards were presented to David Thompson, CA-AM, chief alliance officer at Eli Lilly, for Thompson and his team’s long history of involvement in building ASAP, Lilly’s vast number of volunteer hours spent to develop and coordinate workshops, and Lilly’s consistent, rich editorial content for, and support of, *Strategic Alliance Magazine*. The second Content Award recognized Xerox

and was presented to Xerox's Candido Arreche, global director of portfolio & management, in recognition of Xerox contributions to ASAP. The company and its alliance management team—including Arreche as well as Chief Alliance Officer and ASAP Chairman Emeritus Russ Buchanan—were cited for their many volunteer efforts, including “spreading the excellence we have been generating over the years” and the dynamic workshops Arreche conducts for ASAP members. ■

The seven-member Alliance Excellence Awards committee was chaired by Annlouise Goodermuth, CSAP, of Sanofi, and included Steve Blacklock, CA-AM, of Citrix Systems; Chris DelGiudice, CA-AM, of Becton Dickinson; Anthony DeSpirito, CSAP, of Schneider Electric; Ard-Pieter de Man, CSAP, of VU University of Amsterdam; Becky Lockwood, CSAP, of RSL Associates; Norma Watenpaugh, CSAP, of Phoenix Consulting Group.

ASAP Guiding Light Award Shines on an ‘Exceptional Conductor’ of Programming

By John W. DeWitt and Cynthia B. Hanson

Jan Twombly, CSAP, ASAP chairman of programming, and president of The Rhythm of Business, received the new Guiding Light Award on March 1 during the ASAP Alliance Excellence Awards at the 2016 Global Alliance Summit. Kept carefully under wraps until the ceremony, the award took Twombly and the audience by surprise. After a moment of polite and sporadic clapping, the full import struck—as a visibly stunned Twombly walked onstage, the room erupted in fervent applause and the sea of attendees arose in waves to cheer, whoop, and whistle in appreciation of Twombly.

According to ASAP President and CEO Michael Leonetti, Twombly's devotion to the profession has made a marked difference in ASAP's program planning and quality of its events. For years, Twombly has volunteered hundreds of hours annually to drive program development for the annual Global Alliance Summit and Biopharma conference—leading the program committee; recruiting keynoters and speakers and helping them shape their presentations; writing program descriptions; working nonstop, both behind the scenes and onstage at the conferences; and numerous other tasks. In 2016, Twombly will pass the torch to staff and other volunteers so she can spend more time developing her consulting business. But it's not really goodbye—she will continue as a member of the ASAP executive commit-



tee and board, and also remain editorial advisor to *Strategic Alliance Magazine*.

“I'm honored to have received the award, to be part of the community, and to serve,” Twombly said with her trademark upbeat demeanor—then quickly deflected the attention to recognize others. “I want to thank everyone—from committee members to staff—who have worked with me on these events over the years.”

Leonetti, who for a dozen years has played various roles in ASAP's summit and conference planning, said that it has been a privilege to work side-by-side with Twombly during the past four years. “She was perfectly suited for the work because she is an energetic visionary, and you have to be a visionary in the world that we are in today,” he commented. “If you are thinking that alliance management is going to be the same as it was a year ago or six months ago, the train is going to move right past you. Her ability to see around corners ahead of the track made her an outstanding programming conductor, and ASAP is very grateful for the vision and numerous hours of her time contributed to the cause of better practices in alliance management.”

Twombly's contributions made the 2016 summit “one of the best. We really broke the mold this time,” he said, noting that this year's emphasis on the Internet of Things and cross-industry partnering are crucial to understanding the future of partnering. ■