



ASAP 2012 Alliance EXCELLENCE Awards

“The envelope, please...” Las Vegas Fox 5 television personality Jason Feinberg announcing the winners of ASAP’s 2012 Alliance Excellence Awards, with Russ Buchanan and Art Canter looking on.

Oracle-Deloitte Capitalizes on Major Market Opportunity in Asia-Pacific

It is almost universally acknowledged that if global businesses want to thrive in tomorrow’s world, they will have to capitalize on the tremendous opportunities presented in the Asia-Pacific region. So it was curious that two global corporate behemoths—Global 100 company Oracle and leading professional services firm Deloitte, both of which had achieved great success on a corporate HQ level—had been slower to optimize their alliance to mine the region’s vast potential.

Deloitte and Oracle decided to rebuild their alliance in the Asia-Pacific region using a “start-up” approach—that is, reevaluating the alliance as if it were a new venture in and of itself. The organizations fused a hybrid of tools, processes, and methodologies from several disciplines—sales, marketing, project management, and yes, alliance management—that fit the needs of the alliance.

“Essentially we reinvented our alliance, sometimes in markets with no previous history of engagement success, by leveraging and tailoring combinations of business expertise, relationships, and sales savvy,” said **Philip Sack**, Oracle’s APAC alliance director for Deloitte.

Oracle and Deloitte took a hard look at their product and services capabilities, as well as their relative engagement and market position within “niche” areas. They decided which geographic areas they could best serve, based on the complexity of the situation, the organizations’ internal history within each market, current market landscape, product/service compatibilities, time-to-market, and political feasibility within the organizations, among other criteria. Then, they went about stakeholder mapping—

identifying supporters and detractors in each relevant department and geographic territory, and recruiting the former to advance the cause of the alliance.

“We really unlocked our alliance by developing specific relationships, understanding and navigating each organization, and having open and honest dialogue about how we can add value together for our joint clients,” said **Robert Hillard**, technology lead partner for Deloitte Consulting in Australia.

The next step was to expand support beyond those first champions of the alliance program—a particularly critical task in relationship-driven Asian cultures. Achieving those first joint Oracle-Deloitte customer wins provided the building blocks to expand the visibility of the alliance and gain additional backers. Those customer wins, and the people involved in bringing them to fruition, were celebrated within the organizations, and word began to spread that each partner could help the other mutually achieve their combined objectives.

“We have built good momentum within our identified target areas, ‘becoming famous’ for our strong client focus and successful delivery capability,” said **Teng Sherng Lim**, director of Deloitte’s South East Asia Oracle practice.

With the visibility of the alliance expanding, the organizations moved to tailor the global programs to the specific needs of each locale. The alliance management group worked to provide the sales, marketing, and technical information needed for seamless knowledge transfer, delivery assistance, and relationship development with the teams on the ground in each country.



Similarly, governance structures replete with workshops and executive reviews were implemented at the alliance and executive levels and adapted to each geography. This infrastructure facilitated conflict management, issue escalation, trust building, and general discussions about new opportunities and the overall direction of the alliance. **Dave Farrelly**, Deloitte Partner New Zealand, noted in this regard that “regular and consistent alliance governance is a critical component to developing the supporting ‘people infrastructure’ of an alliance partnership.”

This customizable cross-discipline approach has generated significant momentum and improvements in several benchmark sales, marketing, customer, and alliance metrics for Oracle and Deloitte.

“We are seeing strong growth and momentum across our Oracle practice, with positive returns on the investment we have made through the alliance,” said **Stanley Dai**, partner at Deloitte China.

The success in boosting results across the Asia-Pacific region, the use of an innovative “start-up” approach, and the ability to collaboratively deliver successful customer outcomes has earned the Deloitte & Oracle APAC alliance the **Emerging Alliance Excellence** award.

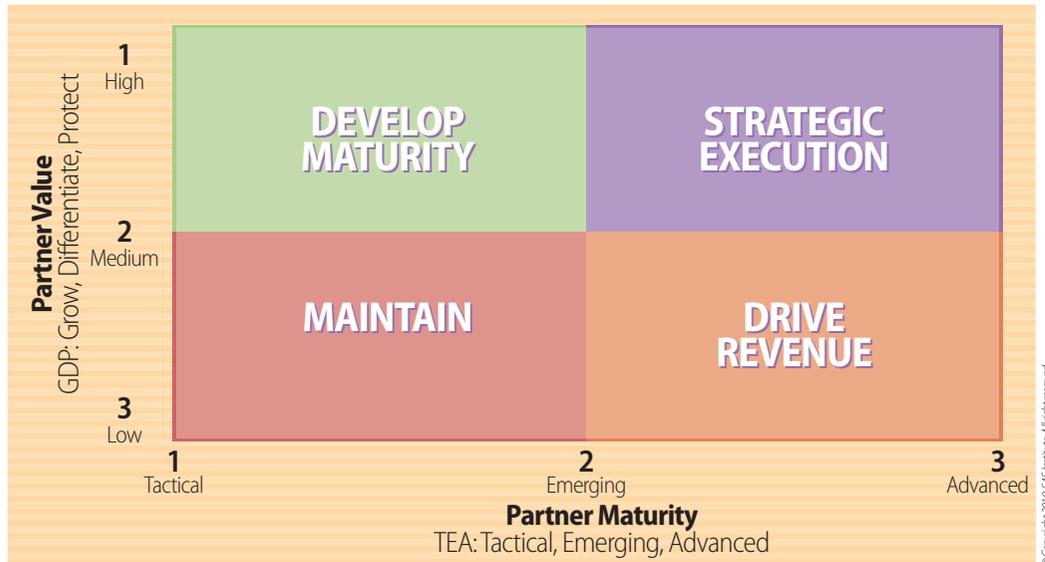
SAS Aligns Resources to Optimize Management of Alliance Portfolio

With a team of 135 alliance management professionals and more than 300 partners in its base, ASAP Global Member SAS had a great challenge making sure resources for its growing alliance operation were top-notch, effectively deployed, and aligned with core corporate goals. An overhaul of its approach to managing its partner portfolio accomplished these objectives, earning SAS awards in two categories—**Alliance Program Excellence** and **Innovative Alliance Practice**.

SAS’s reorganization was centered around a brand-new partner portfolio scoring process. This multistep procedure entailed the development and application of new measurements of its partners, categorization of partners into new tiers, alignment of resources around the newly redefined partner base, and training personnel to execute new tasks associated with each partner type.

SAS began its scorecarding overhaul by assessing two broad attributes of each partner organization: 1) the value the partnership brings to the company, and 2) the partner’s overall alliance management maturity. To assess value, SAS developed what it called “GDP” metrics, a series of criteria that fit into three subcategory-

**FIGURE 1:
APPLY AND VALIDATE THE MEASURES**



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ies—Grow, Develop, and Protect. Concurrently, SAS classified each partner’s maturity as Tactical, Emerging, or Advanced—dubbed internally as the “TEA” measures—based on their alignment, stakeholder commitment, joint business planning capabilities, governance, executive sponsorship and engagement, and dedicated alliance management resources.

“We wanted to make sure [these categories] measured the impact back to the strategy of the company,” said **Scott VanValkenburgh**, CSAP and senior director of alliance partnerships at SAS, in a presentation summarizing the award-winning program delivered at the Global Alliance Summit. “We wanted it [to be] part of the culture. Why that is really important was because every decision we were going to make—on our staffing, our approach, and our investments—was core to what we were doing, when, and why.”

Based on the GDP and TEA rankings, partners were distributed into five tiers. The tiering provided a basis for determining where SAS makes investments and places bets to drive strategic execution with partners. With these delineations in place, SAS then had to align its internal staff to properly manage these collaborative relationships today, while developing them into more valuable and mature alliances in the future. The company dedicated single alliance management teams to partners ripe for expansion and introduced a new portfolio coverage model to focus on developing the value and maturity of a portfolio of partners. An individual alliance management team would be dedicated to all of the company’s technology alliances, for example, while a different specialized team was charged with handling responsibilities for all consulting-oriented partner organizations. Hybrid one-

to-one and one-to-many teams were developed to maintain alliances targeted for niche objectives.

Of course, to ensure execution of this newly aligned alliance portfolio, SAS needed to instill within its staff members the appropriate skills required for each partner type. The company created five job functions and formally integrated them into the company’s HR framework. SAS borrowed best practices from a variety of training organizations and blended its own SAS-specific skills to create a career development and training curriculum. In addition, every alliance management professional was required to obtain CA-AM or CSAP certification from ASAP as appropriate to their job level.

SAS is now able to allocate the right level of resources for each partnership, including staff members with skill sets that fit the particular needs of each alliance. The company can also reallocate its assets as the market changes and partner relationships evolve.

Coherence, Scotiabank, and Digicel Deliver Tcho Tcho Mobile e-Wallet to Aid Haiti Earthquake Recovery

On January 12, 2010, a massive earthquake registering 7.0 on the Richter scale ravaged Haiti, leaving in its wake widespread damage to the country’s physical infrastructure and thousands of citizens living in tent cities. Among the damages were 35 percent of the country’s small network of bank branches and ATMs, which forced many residents to travel arduously long distances to retrieve cash or conduct financial transactions. Many others were left with no means of accessing their money at all.

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Quintiles Partners with American Diabetes Association

ASAP Global Member Quintiles and the American Diabetes Association announced in April a strategic agreement in which Quintiles' Digital Patient Unit will provide the Association's millions of Web site users access to Quintiles' medication monitoring service.

The Association's constituents who opt in for the service will receive free safety checks of their medications to identify potential interactions and other risk factors, which are already provided to the 2.5 million registered users of Quintiles' www.MediGuard.org. Registrants will also be eligible to participate in select direct-to-patient programs to benefit their medical conditions and advance global diabetes patient care.

The Association's constituents may opt in to this service

from the Association's Web site www.Diabetes.org. All registrant data will reside on Quintiles' privacy-safe, Digital Patient Platform. Quintiles' Digital Patient Unit will manage the patient relationships from this platform, continuously providing up-to-date medication safety information and introducing members to direct-to-patient clinical research, observational studies, and disease management opportunities.

Saba Goes Back to School

ASAP Corporate Member Saba, a leading provider of people-centric enterprise solutions, announced that Stanford University's Education Program for Gifted Youth (EPGY) is leveraging Saba's Real-time Collaboration Suite, including Saba Meeting and Saba Classroom, to create a rich, highly interactive online community for pre-collegiate students. In addition, Saba Classroom facilitates seminar-style classes that have served more than 60,000 EPGY students since 1996. ■

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In less than a year, strategic alliance consultancy Coherence orchestrated an alliance between Scotiabank, Canada's third-largest bank, and Digicel, a major telecommunications operator in the Caribbean and Central America, that brought to market the Tcho Tcho Mobile e-wallet, a product that is now enabling thousands of banked and unbanked Haitian citizens to safely and securely store, access, and spend their money electronically through their mobile phones. For its role in facilitating this partnership, Coherence earned **Corporate Social Responsibility** honors in 2012.

To produce this new offering in such a short amount of time, the players in the alliance had to work out a wide variety of cultural issues. First, Scotiabank and Digicel were used to completely different industry speeds. Where the banking industry generally prefers to delay a product launch until a product is completely integrated, telcos like Digicel were accustomed to getting products to market in rapid succession. Moreover, with years of experience conducting large-scale business in the region, Digicel knew how to serve this market segment, which included decent-sized portions of the population that live on as little as \$5 per day. Conversely, Scotiabank was more comfortable working with developed international markets and thus had to rethink its risk profiles.

To overcome these challenges, Coherence had to take its client Scotiabank through several basic tenets of alliance management. Although Scotiabank was less experienced in utilizing strategic alliances to achieve core business objectives, Coherence found its client very willing to learn.

"Scotiabank recognized early that partnerships represent the new frontiers of success and that leveraging new technologies will play a significant role in the emergence of new financial services," wrote **Martin Echavarría**, managing partner at Coherence, in the company's nomination form for the Tcho Tcho Mobile initiative. "For the bank, this was the first alliance in which the development and management of the financial product was so intertwined with another company."

Early in the project, Coherence set up workshops to help Scotiabank and Digicel illuminate and overcome the aforementioned differences in corporate and regional culture. Representatives from the two allied companies were put through several exercises designed to illustrate what each wanted from the partnership, including one in which they mapped out the infrastructure using Legos building blocks. Coherence helped the companies institute the resulting governance structure and rules of engagement—sans the actual plastic children's toys—that would define and organize how the two companies would work together moving forward.

Only a mere six months separated Scotiabank and Digicel's first meeting and Tcho Tcho Mobile e-wallet's commercial launch, earning the product a \$2.5 million "first-to-market" award from the Bill and Melinda Gates Foundation. Today, more than 400,000 Tcho Tcho Mobile e-wallets are carrying out millions of transactions enabling Haitians to receive direct payments from employers and purchase goods and services directly from a variety of retail businesses. ■