

Ushering in ASAP's Exciting Next Chapter

*RTP, New England, Silicon Valley, and
Midwest Chapters Honored for Their Contributions
in Strengthening ASAP's Value Proposition*

By Jon Lavietes

New England Provides Blueprint for Chapters to Act Locally, Stay Connected Globally

New England Chapter

Award for Sharing of Best Practices

Last year, the New England chapter's leadership sought to address a challenge common in volunteer-led nonprofit organizations. Even though the chapter's key officers lived in the same area, phone calls and emails could only do so much to keep everybody on the same page. At the same time, the chapter had a bigger task at hand—develop a plan for the year that met its own goals while aligning with those of ASAP Global. New England ended up tackling both challenges by composing a detailed plan that illustrated every critical piece of information anyone within the chapter or ASAP Global would need, including its:

- Leadership team and governance operating structure
- Mission statement and overarching goals
- Information on past and future events (e.g., key dates, important metrics around attendance and resulting prospects)
- Financials
- Progress on new member recruitment and current member retention



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Keith Gamble, CSAP, alliance manager at EMC; Brooke Paige, CSAP, principal of 7ContinentsCollaboration, LLC; Frank Curran, director of business development and alliances at SUSE and New England chapter president; Christine Carberry, CSAP, vice president of program and alliance management at EnVivo Pharmaceuticals; and Art Canter, president and CEO of ASAP.

“We wanted to make sure that our mission statement and our value complement ASAP Corporate, but that things [were done with a] local flavor,” said New England chapter president **Frank Curran**, director of business development and alliances at SUSE, who added that the plan was essentially a “snapshot in time” that “gives ASAP Corporate a chance to understand what the local chapter is trying to do.”

Both the New England chapter and ASAP Global's leadership believed the document met this objective. Furthermore, they felt the other chapters might find it

useful in aligning their efforts with the association's global office.

“We thought the plan might be beneficial as a template to the other chapters,” said Curran. “It was a great tool for the chapters to help think about some of their own goals and what they're trying to do and then put it on paper.”

It turned out the New England chapter's hunch was right. Now, a handful of chapters are basing their plans on New England's model. Moreover, constructive feedback went both ways. For example, Curran credits ASAP president and CEO **Art Canter** for the suggestion to add a section on succession planning. In some instances, idea sharing went in both directions as well. The Silicon Valley chapter saw this plan as a tool for messaging to its own

members and back to corporate headquarters. In turn, Silicon Valley added its own twist: a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, which New England, in turn, incorporated into its plan.



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This document will continue to guide New England chapter affairs for the foreseeable future—it's a “living, breathing document,” said Curran.

One that will help keep ASAP's entire chapter ecosystem alive and well.

Silicon Valley Event Series Proves to Be a “Game Changer”

Silicon Valley Chapter

Program Innovation Award

In late 2011, the Silicon Valley chapter conceived of a new event series featuring panels and keynote speakers intertwined into one central theme: how digital platforms—in particular how cloud, social media, new data models, and mobile technologies—are dramatically shifting business models as well as the alliance partner and customer ecosystems interconnected with them. Dubbed the “Game Changer” series, this string of gatherings lived up to its name in multiple ways. It brought together approximately 250 attendees over its first three sessions. The series provided applicable frameworks for gaining controlling positions within collaborative alliance ecosystems and introduced techniques for marketing in the new digital age.

The formula for each event called for the following ingredients for its Game Changer series panels: a published author, one or two “market makers” (i.e., executives who were applying their thought leadership principles as an actual competitive business strategy), and an ASAP sponsor to host the events that is likewise versed in the program's overarching theme. (Cisco served as the host in the series' first year.)

“It goes beyond whether the panelists discretely have the domain knowledge,” said **Nimma Bakshi**, Silicon Valley chapter president, who conceived of the “Game Changer” series. “How do our panelists, each having notable accomplishments, complement one another and deliver exponentially more insight to our event participants?”

According to Bakshi, it is the formulated chemistry of the panels that takes the series to a new level, and this harmony is no accident either; rather, it's a byproduct of research and attention to detail conducted by a committed set of panelists—a team that includes



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Norma Watenpaugh, CSAP, principal at Phoenix Consulting Group; and Art Canter, president and CEO of ASAP.

current and past Silicon Valley chapter presidents and a veteran executive volunteer team. When a topic and set of speakers is chosen, the chapter organizes multiple work meetings in which dialogue is shared and ideas are developed through collaborative efforts and “soundboarding” exercises. Between the presenters' pedigrees and the process-driven approach, Game Changer events serve as a productive outcome for the speakers and attendees together.

“When we come together to have risk-free, iterated, collaborative learning, it's a truly effective experience,” said Bakshi. “Often we're able to take insights developed as a panel group and apply them to our daily jobs.”

Bakshi and former Silicon Valley chapter president **John Soper**, CSAP, managing director at New Paradigms Marketing Group, credited speakers and moderators **Sherrick Murdoff**, vice president of partner development and investments at Salesforce.com; **Raja Sundaram**, CA-AM, vice president of the Worldwide Services Partner Organization at Cisco; and **Adrian Ott**, business author and CEO of Exponential Edge, as key contributors to the series.

In 2013, the chapter is modifying the series in a couple of ways. First, the broader theme is expanding to incorporate the role big data analytics is increasingly playing in the evolution of these business models—and their alliance ecosystems. This year's events will also examine the impact companies are making by monetizing vast amounts of real-time information generated by today's digital platforms, and how they are ultimately delivering value in their products, services, and customer experiences. The series will expand to examine business-to-consumer-related issues as well as emerging business-to-business topics such as machine-to-machine-based information sharing.

Silicon Valley's signature event series is evolving to keep up with an exciting and ever-changing game.

Midwest Chapter Brings Global Alliance Summit Back to Members

Midwest Chapter Program Innovation Award

Not every ASAP member can find the time and budget to get to the annual ASAP Global Alliance Summit, even some who aspire to be there in person the most. So the Midwest chapter decided to do the next-best thing and bring part of the 2012 ASAP Global Alliance Summit back to its members just weeks after the successful event concluded in Las Vegas at an event held at the Ember Grille, a chic steakhouse located in the heart of Chicago.



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Susan Hed, CSAP, vice president of the IBM alliance at Schneider Electric; Ann Trampas, CSAP, practice lead for the Phoenix Consulting Group and president of the Midwest chapter; and Art Canter, president and CEO of ASAP.

efined Contributions: Measuring the Value of Alliance Management,” which aimed to help alliance professionals measure the value of their alliance management practice.

Midwest chapter president **Ann Trampas**, CSAP, practice lead for the Phoenix Consulting Group, reprised “The Brain Chemistry of High Performance Alliances,” which was originally given by ASAP founder and chairman emeritus **Robert Porter Lynch**, CA-

AM, president of The Warren Company.

Diana Favia, CA-AM, vice president of global solutions and ISV alliances at IBM, showcased the highlights of “A Simple Framework for Complex Alliances: An IDEA from IT,” a talk originally given by **Subhojit Roye**, CA-AM, head of alliances at Infosys BPO Limited, a wholly owned subsidiary of Infosys Limited.

Finally, **Deborah Clasen**, CSAP, director of mobility and cloud technology partners at Cisco Systems, led the discussion about “Collaborative Selling”—the tricks of the trade for navigating the “last mile” of sales execution in the IT industry that Summit attendees learned from three California-based ASAP members and one longtime alliance pro from the ASAP Asia Collaborative Business Community.

While the original Summit sessions were presented just yards away from ringing slot machines, the recreated presentations also hit the jackpot as they were received equally well in Chicago after they were reenacted by proxy.

“We had people walk away saying, ‘I’m going to make sure there’s money in the budget [for next year’s Summit] because I can see the value,’” said Trampas a month after the Midwest chapter event.

To build on this event’s success, the Midwest chapter scheduled a similar Summit recreation this spring at a Greek restaurant in Chicago to give its members a flavor of four sessions from the 2013 ASAP Global Alliance Summit held in Orlando, Fla.

While the original Summit sessions were presented just yards away from ringing slot machines, the recreated presentations also hit the jackpot as they were received equally well in Chicago after they were reenacted by proxy.

The chapter’s leadership team conducted a poll of its members who attended the Summit to gauge which sessions they thought would resonate most with local members. Four were ultimately selected, and of those one original presenter was on hand to recreate her presentation. For the other three, select Midwest chapter members obtained the corresponding PowerPoint documents from the original speakers and worked with them to fine-tune a reprise of the knowledge shared at Caesars Palace.

Kim Fill, CSAP, who was a manager at Eli Lilly and Company’s Office of Alliance Management at the time, reconstructed the session she and two of her Lilly colleagues put on in Las Vegas titled “De-



RTP Exemplifies Overall Chapter Excellence

RTP Chapter

Excellence in Overall Chapter Operations

What do you get when your region is dotted with the headquarters of active ASAP Corporate and Global Members (SAS, Quintiles, PPD), ASAP members working for other Corporate and Global Members that have a heavy local presence (Cisco, IBM, Microsoft, GSK, Teradata), the highest number of leaders and members holding CA-AM or CSAP certifications, and a couple of active ASAP board members? The standard for excellence in chapter operations.

In a region of the United States that is also known for its great college basketball, the Research Triangle Park (RTP) chapter is anything but down at its (Tar) Heels. On the contrary, it has put together a program dotted with first-rate networking opportunities and diverse content. Although the chapter's core leadership team and longtime members have stuck together like a Wolfpack, they have not had a (Blue) Devil of a time expanding their reach by targeting new members outside of the two industries most prevalent among ASAP's overall membership, biopharmaceutical and high-tech. The chapter's event examining "triple helix" partnerships—alliances between private sector businesses, universities, and government organizations—was ultimately turned into a well-received ASAP Netcast webinar. In addition, the chapter has expanded its base by holding a number of local events that have facilitated face-to-face interactions between new and existing members. For example, RTP created interactive sessions and roundtable discussions on topics like conflict management, governance, and project management that were attended by both existing members and prospects representing a cross-section of industries.



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Manoj Bhatia, CA-AM, senior product marketing manager of go-to-market strategy and alliances for the collaboration business at Cisco; Ken Pierrehumbert, CA-AM, global alliance manager at Schneider Electric; Paula Harpham, CSAP, portfolio partner manager at SAS; Donna Peek, CSAP, global alliance director for Global Alliances & Channels at SAS; Chi Chan, CSAP, GTS alliance executive at IBM; and Art Canter, president and CEO of ASAP.

"We want to provide opportunities to learn from each other and share practical takeaways for how to improve in your role," said the RTP chapter's director of programs and events, **Paula Harpham**, CSAP, portfolio partner manager at SAS. "We get great participation from our global members to help present these best practices."

The RTP chapter has struck a tricky balance. It has parlayed what could be the closest thing to an equal blend of major pharmaceutical and IT industry representation enjoyed by any chapter into a strong and dedicated membership core. Yet, it is also refusing to rest on its laurels by diversifying its content in the efforts to broaden its appeal.

RTP created interactive sessions and roundtable discussions on topics like conflict management, governance, and project management that were attended by both existing members and prospects representing a cross-section of industries.

"We strive to be responsive to feedback from members and guests, and we make sure we provide relevant and practical content that can be applied in their jobs as alliance professionals," said Harpham.

RTP's 2012 programming advanced more than just the goals of the chapter, but the larger objectives of ASAP Global itself.

The decision to bestow the RTP chapter with the award for Excellence in Overall Chapter Operations may not have been academic, but it was a slam dunk.



ASAP Unveils 2013 Alliance Excellence Award Winners

*Takeda, SAS, Teradata, exactEarth, KSAT,
BipBop, and Schneider Electric Honored at
Annual Ceremonial Dinner*

AS IT DOES EVERY YEAR, ASAP dedicated the Wednesday evening of its Global Alliance Summit, held this past March 3–7, to recognizing the most innovative and effective individual alliances and alliance programs at the annual ASAP Alliance Excellence Awards Recognition Dinner. The 2013 ASAP Alliance Excellence Award winners include new faces and a repeat winner.

Among their stories is a program to empower people in developing nations by teaching them to handle power (the electric kind), an alliance that helps keep ships anywhere in the world on the radar screen, a truly globalized alliance practice that integrated the cultures of three continents, a partnership that's helping scores of joint customers digest big data, and a social media campaign to increase collaboration between partners and communicate to key audiences.

"The Alliance Excellence Awards represent the best-of-the-best of these practices, and this year's honorees uphold the Awards' longstanding tradition of recognizing innovation and high performance," said **Art Canter**, president and CEO of ASAP.

To borrow from the longtime U.S. television drama series *Law & Order*, here are their stories.

Up and Over— Takeda Alliance Practice Scales to Achieve Global Reach

Takeda Pharmaceuticals has a lot riding on the performance of its alliance management practice. Half of its pipeline and 30 percent of its revenue are tied to an alliance-driven initiative. The 45 alliances in its portfolio represent 49 drugs in various stages of development. With its \$13 billion acquisition of Nycomed, Takeda now has operations in 70 countries and has become a truly global company. It has successfully integrated a variety of cultures and geographies into its corporate DNA to seamlessly execute alliance activities on multiple continents.



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Andy Hull, head of global alliance management, and Gray Hulick, director of global alliance management at Takeda Pharmaceuticals; and Art Canter, president and CEO of ASAP.

Today Takeda operates from its Japanese headquarters, but major corporate functions such as its R&D and oncology divisions are run out of its U.S. offices, while its commercial operations are based in Switzerland. Its creative use of alliance management tools, the successful integration of Nycomed, and a thriving portfolio earned Takeda the award for **Alliance Program Excellence**.

At the heart of Takeda's alliance practice is its globally accessible online Takeda GAM (Global Alliance Management) Toolkit of custom-built processes and methodologies that ensure that the company's alliance personnel consistently meet the

needs of its partners. The toolkit addresses many of the subjects that are industry standard, such as the onboarding of new alliance team members, but the company took a thorough approach to developing its knowledge repository. The whole alliance team interviewed alliance stakeholders to understand regional needs. It documented best practices, processes, and behavioral models, and collaborated on several rounds of revisions across the group to create a highly customized toolkit tailored specifically to its business. An example of a Takeda-flavored practice is the company's health check tool, which includes a joint process to review results, brainstorm causes of misalignment that might have occurred, and develop team-specific skills in response, if necessary.

The integration of the Nycomed alliance portfolio was equally comprehensive. First, alliance managers were hired from the existing Nycomed talent base, and a program was established to provide multiple structured and informal learning opportunities to get the new hires up to speed. A detailed project plan and integration-specific content was designed to support the transition of the former Nycomed employees. These efforts were captured in a case study that examined alliance management's role in M&A integration and proposed a model for how to extend alliance best practices across a new portfolio. Specific tools that were created as part of this initiative included an integration activity roadmap, guidelines to support critical conversations across the alliance, and enhancement planning tools and tracking documents. From there, the GAM group implemented a buddy system so new and



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old team members could exchange practical advice. The GAM team also scheduled periodic roundtable discussions to ensure that integration was proceeding smoothly and address issues that might have come up.

Sporting a portfolio that includes the recently launched products Adcetris for Hodgkin's lymphoma and the iron deficiency anemia drug Rienso, the Takeda alliance portfolio is performing to the company's standards. But aside from hitting company milestones, Takeda feels its alliance program is meeting its other metrics as well, such as the successful application of alliance best practices and positive internal and partner stakeholder feedback.

Of course, Takeda is still mindful of the fact that it needs to keep innovating if it wants to continue to be seen as a partner of choice. **Andy Hull**, head of global alliance management for Takeda, acknowledged that the Alliance Excellence Award is very exciting for the company, not only as recognition for the many employees who work hard to make its alliances successful, but also to raise its profile externally.

"Takeda is honored to receive this recognition from a peer organization like this," he said to attendees of the ASAP Global Alliance Summit the morning after the awards ceremony. "We hope this award will also be visible to prospective partners."

With Takeda's alliance efforts, the company's successes can now be seen in all corners of the globe.

Data/Analytics Alliance in a (Superhero) League of Its Own

In 2007, business analytics company SAS and big data integrator Teradata formed a partnership to create technologies that would help customers turn reams of data into actionable insights that can advance their business. Since then, the two companies have shown tremendous creativity in their joint sales, marketing, product development, and alliance operations activities. The partnership's revenue has more than doubled year over year since its inception and has generated north of \$140 million in revenue globally for the two companies.



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Rick Lower, CA-AM, director of global alliances at Teradata; Elishia Rousos, CA-AM, global alliance manager at SAS; and Art Canter, president and CEO of ASAP.

For these accomplishments, ASAP bestowed the **Individual Alliance Excellence** award in the **Long-Established Alliance** subcategory on the alliance between SAS and Teradata.

The SAS and Teradata partnership gave birth to one of the most intriguing business-to-business marketing and promotional initiatives seen in the high-tech industry. The companies conceived of the Analytic Heroes Program, which recognized the

employees at customer companies who found creative uses for analytics/warehousing solutions jointly developed by SAS and Teradata. A Marvel comic artist was commissioned to transform



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each honoree into a heroic persona replete with cartoonish muscles, protruding jaws, and analytics crusader identities like “Predictor,” “Megavox,” and “Magnacomm.” Each “hero” became a part of the “League of Analytic Heroes” alongside fellow honorees/superheroes and “Dr. Insight,” Teradata’s chief analytics officer **Bill Franks**.

While customers were lifted onto a pedestal in the public eye as data-crunching avengers, behind the scenes they were given the opportunity to utilize the partnership’s proprietary Business Analytic Innovation Center (BAIC) to brainstorm with SAS and Teradata how these joint solutions could be applied to clients’ affairs. This gave existing customers and prospects a comfortable, low-risk way to experience the partnership’s offerings. Furthermore, it provided a unique method to sell that neither SAS nor Teradata had ever tried before. All told, the two companies brought 12 joint offerings to market, including the SAS High-Performance Analytics Server (HPAS) for Teradata solution, which cuts the time it takes to perform complex analytical calculations from days to minutes. The solution embodied the two organizations’ willingness to put skin in the game; Teradata manufactured a purpose-built appliance solely for use with SAS software (a first for the former), while SAS enabled Teradata to load its software on this appliance during the manufacturing process—likewise, an unprecedented move in its history.

One by Air + One by Land = Coverage of the Entire Seas

How does a start-up on the brink of insolvency and staring at a seemingly insurmountable capital requirement of tens of millions of dollars in equipment and launch costs bring a vision to fruition that is now worth \$20 million in revenue from customers on five continents—all in just four short years? With the right partner ecosystem, including one ally that not only fills your solution gaps, but also seamlessly interoperates with you hand-in-hand to process data in real time that, if handled improperly, could result in tremendous regulatory and operational liability.

This is the story of Toronto-based exactEarth, a struggling small company that had deployed several low-Earth-orbit satellites by 2009, and its partnership with Kongsberg Satellite Services

The partners also arranged to colocate their alliance and R&D teams. This, along with standard tools of modern strategic alliance execution—such as a Center of Excellence (CoE), separate database for joint sales efforts, and quarterly business reviews—provided a strong foundation to deal with the potentially messy dynamics of cooptation that are ever-present in IT partnerships of this magnitude.

In the Q&A with Summit attendees the morning after the ASAP Alliance Excellence Awards Recognition Dinner, **Elishia Rousos**, CA-AM, global alliance manager at SAS, said that “getting the field to understand that while we partner extremely well together, we do compete as well, and then having the maturity to understand how to work in that environment” was critical to navigating the partnership.

Rick Lower, CA-AM, director of global alliances at Teradata, acknowledged the importance of “field team awareness and alignment” and said that part of his role is to help the sales teams appreciate the additional opportunities in the alliance’s big picture and the partnership’s highly unique value proposition in a global marketplace crowded with new competitors.

“The SAS-Teradata partnership value prop truly is 1+1=3, or even 4,” he said. “We are coaching our colleagues to look at all possible ways to win—and working together with SAS, our future is even more promising.”



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Eric Meger, formerly vice president of data management and operations at exactEarth; and Art Canter, president and CEO of ASAP.

(KSAT), a Norwegian company that provides ground stations for such polar orbiting satellites. In short time, exactEarth and KSAT developed a groundbreaking technology and service that enables electronic tracking of all oceangoing ships beyond port areas anywhere around the world, earning the companies the **Individual Alliance Excellence** award in the **Best Small or Mid-Sized Alliance** subcategory.

In the beginning, exactEarth had challenges on multiple fronts. Not only was the company short on money, its satellites also ran on a rare frequency that was not supported by the average earth station. KSAT solved both problems. The company did not just support this frequency, but its Svalbard, Norway, ground station was the world’s most optimal location for polar satellite downlinking.



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Moreover, in the early stages of solution deployment, KSAT helped cut exactEarth's costs by providing temporary use of a third ground station location in Norway on attractive terms, as well as use of facilities in the Arctic when employees from both companies visited the region together to deploy additional equipment for the global tracking service.

Once the service was deployed, the level of collaboration between the companies necessary to sustain operations was staggering. With 85,000 ships and 4 million messages flowing through the system on any given day, plenty is at stake for retaining and processing large amounts of data.

"We're downlinking more than 100 times a day, and we monitor those interactions every 30 minutes. Literally we're watching those connections and interacting with our alliance partner every [half-hour] 24/7/365 in order to make sure our customers have the ability to monitor their waters. That requires a degree of trust, and an ability to work through the inevitable issue with anything

this complex," said **Eric Meger**, the former vice president of data management and operations at exactEarth.

When exactEarth set out to create this service, it thought it was going to procure ground stations on its own as well as the resources to pull data off the satellite and into the data center for processing. In hindsight, alliances were

not just a better means of obtaining these items—they were the only way.

"The only way to accomplish that and roll [our service] out on a global scale was through partnerships," said Meger.

The offering has already been adopted by many of the world's maritime governments. exactEarth and KSAT have commissioned another station in Antarctica, which will help capture Southern Hemisphere countries as soon as those markets mature.

Thanks to one partnership, ships can now be tracked from sea to shining sea.

Schneider Electric's Active Social Life Increases Collaboration Between Partners, Expands Awareness of Alliance Activities

Schneider Electric took home the trophy in the **Innovative Alliance Best Practice** category by tackling a challenge that is pervasive in all of business today: incorporating social media into its alliance management organization's affairs. An alliance social media program that started out in October 2011 with a single blogger discussing alliance announcements and partnering best practices has morphed into a social media machine that has generated more than 25,000 individual page views for its blog posts, 72 "InLinks" on LinkedIn, and 105 retweets on Twitter, to date. The alliance team now has three active bloggers—a vice president of alliances, a corporate blog editor, and a European blog editor.

The program has helped Schneider's alliance practice showcase its successes to the rest of the company internally, but what's arguably more important is that it has improved communication



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Anthony DeSpirito, CSAP, vice president of strategic alliances, Candice Kyzer, global strategic alliances marketing manager, Jennifer Wendt, global social media director, and Kim Tremblay, CSAP, marketing director for worldwide strategic alliances at Schneider Electric; and Art Canter, president and CEO of ASAP.

and increased collaboration across some of its key partnerships. Partners have been encouraged to comment and expand on posts, and many of them have obliged. The most prominent example centered on the announcement of a major joint solution at a trade show. The blogging team published posts during the event as it unfolded and immediately afterward, then augmented the content with video interviews with executives from internal Schneider Electric teams, customers, and partners that were

put together by a professional video crew. More posts were published in the weeks after the show to correspond with press releases, articles, and postevent follow-up activities related to the joint solution.

The social media campaign has even made an impact on the company's general marketing efforts. The blogs have been used by lead-nurturing teams as a conversation starter when they follow up on sales leads, while the alliance teams have used the reader comments and other information generated in the blog process to accelerate opportunity detection. And perhaps the

best part about it is that blogs have proven to be a more nimble form of targeted communication, because the posts require shorter approval cycles than press releases.

Kim Tremblay, CSAP, marketing director for worldwide strategic alliances at Schneider Electric, said the award validates the company's efforts in a way no internal accolade could.



"We've done a lot of work to pull together our alliance team across our organization, and this kind of cements [our efforts] for us in the eyes of our internal stakeholders.

Now we can tell the world about it and show that we're a world-class partnering organization," she said during a Q&A with dozens of ASAP Global Alliance Summit attendees the morning after the award ceremony.

Schneider Electric Taps Partners to Provide Spark at the Base of the Pyramid

At the end of 2011, Schneider Electric's Business, Innovation & People at the Base of the Pyramid (BipBop) initiative was at a crossroads. The program had secured 1 million euros in funding to complete its mission of training 100,000 unemployed youth in developing nations to become electricians by 2014. However, with less than three years to spare, BipBop was only one tenth of the way to its goal and struggling to maintain a pace that would enable it to hit its target number. Thus, the Schneider Electric Foundation, the company's nonprofit arm, realized it couldn't reach this 100,000 figure alone.

The company set out to find potential partners that shared its values—energy sustainability, proficiency in electrician training, and a desire to make a positive impact in new economies and expand opportunities for people at the base of the global economic pyramid. The BipBop alliance team drew up a list of 88 prospective partners for its ecosystem and made formal alliance agreement offers to 11 of them. Ultimately, the BipBop alliance welcomed four new members:

- 1) Paris-based Rexel,
- 2) Art of Living,
- 3) Ambuja Cement Foundation, and
- 4) Jubilant Bhartia.

Rexel was brought in to create two training labs in China that would serve as bases to develop 300 new electricians, while the other three organizations—all of which are based in India—will be charged with creating 17 training centers in the country that



From left to right: Russ Buchanan, CSAP, vice president of worldwide alliances at Xerox; Pere Huguet-Feixa, CA-AM, project manager at Schneider Electric; and Art Canter, president and CEO of ASAP.

will ultimately add 5,000 electricians to the job marketplace.

To reach this goal, the BipBop partners will have to accelerate a learning curve for a customer segment that isn't initially familiar with the particulars of the work opportunity the alliance is trying to bring to them.

"Our challenge was based on the entrepreneurial experience of selling people with no particular experience in alliances, no particular experience in sustainable development," said **Pere Huguet-Feixa**, senior project manager at Schneider Electric, in the

post-ceremony Q&A.

The next step for the program will be to instill in "key account managers" a thorough understanding of the training program's nitty-gritty details—but in the context of its larger goal of creating a sustainable economy for developing populations through the delivery of access to a minimal environmental impact energy source. Moreover, these relationship managers have to carry out the BipBop initiative's philosophy of utilizing an intimate, customer-centered approach in engaging stakeholders.

The BipBop program has proven it can get results; according to Schneider Electric, 80 percent of students who complete the training can find a job shortly thereafter. Now, with its four new partners, Schneider Electric hopes to accelerate the pace of employment and ultimately growth in these economies.

For its efforts in giving poorer populations hope for a brighter future, the BipBop program earned the **Alliances for Corporate Social Responsibility** award. ■