



ASAP EXCELLENCE AWARDS

Key Strategic Tasks

- Multi-functional Teams
- Responsibility for the relationship
- Accountability for large customer
- Multiple Roles

Different Roles, Two Different

ASAP
ASSOCIATION OF
STRATEGIC ACCOUNTING
PROFESSIONALS

ASAP
EXCELLENCE
AWARDS

ASAP Shines Spotlight on Alliance Excellence

Q&A session with 2015 ASAP Alliance Excellence Award Winners highlights significant contributions to society, science, sustainability, and corporate alliance management practices

By Cynthia Hanson

ASAP shone a bright spotlight on the Alliance Excellence Award winners in an insightful session after the awards ceremony. Of increasing interest to ASAP members and participants, the awards attracted more applicants this year than in many years, with more innovative approaches, first-time submissions, and even resubmissions. Seated in a row of bar stools on the podium, the recipients took turns answering questions from the audience and from moderator Jan Twombly, CSAP, president of The Rhythm of Business and chairperson of the ASAP Programs Committee, about their accomplishments. Twombly alternated between the four winners with incisive and engaging questions about their project's contributions to society, their company, industry, and alliance management practices. Some snippets from the session:

What factors do you believe most differentiate and elevate your efforts to an award-winning level?

“Our alliance delivered twice, first for National Grid to better understand where damage will occur.



Second, with community engagement and stewardship,” responded Eliza Davis, lead program manager, alliance and vendor strategy at **National Grid**.

“We also allowed a new priority to evolve due to customer need and response” with the unique use of weather monitoring equipment in STEM (Science, Technology, Engineering, and Mathematics) education programs. National Grid won the **Individual Alliance Excellence Award**, which is given to a company that has excelled in planning, implementation, and results for a single alliance. The



Individual Alliance Excellence Award: Eliza Davis, National Grid (center)

alliance may be between two companies or multiple organizations, in the category of small-to-midsize company alliance and/or emerging alliance. Utilities aren't known for partnering, but National Grid broke away from the pack, procuring and donating 55 weather stations to schools and first responder sites in a partnership with **Earth Network's** weather monitoring equipment distributor WeatherBug. The project provides free, accessible, local weather information to communities while improving storm response and power restoration, which saves local businesses and customers millions of dollars.

What is a key learning from your efforts that others can benefit from?

At its core, our project "was about making decisions for all society. It moved us beyond basic philanthropy," observed Elizabeth Uhlhorn, sustainability program manager at **Dow Chemical**. Dow and **The Nature Conservancy** received the *Alliance for Corporate Social Responsibility Award* for their partnership, which factors the value of nature into business decisions—a crucial step forward in fostering sustainability. The groundbreaking alliance resulted in a viable plan for significant change in

porate decision-making processes. The Corporate Social Responsibility Award is presented to a partnership that makes a profound, measurable, and positive social impact. The principal objective of the alliance is social impact, not profit—although profit, especially if used to fund program expansion, is not discouraged.

How will you use your award both internally and externally?

"We had a rock star kind of a team. They literally spent 50 percent of their time for many years" working on this project so as to better organize alliances and grow the company, said Andy Hull, vice president, global alliances, at **Takeda Pharmaceu-**



Corporate Social Responsibility Award: Elizabeth Uhlhorn, The Dow Chemical Company (left Center); and Jim South, The Nature Conservancy (right center)

corporate practice that can be a sustainable model for other corporations. With a \$10 million grant from Dow Chemical, it created an environmental protection framework with a methodology for identifying and measuring (or valuing) tangible benefits of ecosystem services to integrate into cor-



Alliance Program Excellence Award: Andy Hull, Takeda (center)

tical, which won the *Alliance Program Excellence Award* for the creation of a global Center of Excellence. "The need for ownership was fundamental to building a Center of Excellence for global use," one that reaches more broadly across functions and geographies, including emerging markets in China, South Korea, and Russia, he explained. Members can now extensively share best practices and tools for training, management, research, enhanced communication, as well as an on-line portal. The award is given to organizations that exceed expectations by consistently implementing and managing alliance portfolios and



demonstrating consistent success of those alliances over time. Winners build programs on creativity, efficiency, an integrated suite of processes, tools, professional development and certification, and other elements. **Bayer HealthCare** received honorable mention for its significant investment into an Alliance Capability Enhancement Project to drive a partnering mindset and alliance best practices deep into the organization.

What is next for you and your alliance (management) team? What opportunity are you going to pursue or what challenge do you intend to overcome?

This is the second ASAP award for **Philips**, which is “confirmation that the direction we are going in is a good one,” says Cees Bijl, vice president at



Innovative Best Alliance Practice Award: Cees Bijl, Royal Philips Electronics (center)

Philips, which won the **Innovative Best Alliance Practice Award** for its efforts to fine-tune the best structure to “help people get aligned and marching in the same direction.” A key step for the next phase of Philips’ evolution, the company used an innovative two-step approach to create a joint brand identity for an alliance. It involved designing a framework and methodology that defines



the most appropriate co-branding, in order to prevent conflict, enhance effective communication between

partners, and support an equal and well-grounded relationship. The award is presented to a company using new, individual alliance management tools or processes that have an immediate and powerful impact on the organization and/or discipline of alliance management. These tools or processes are not comprehensive alliance programs but additions to existing alliance practice that address specific elements of alliance management such as measurement, training, conflict resolution, general communication across the partner ecosystem, or similar facets of the discipline. **Janssen—Pharmaceutical Companies of Johnson & Johnson** received honorable mention for its globally accessible alliance scorecard and assessment tool, which can be used by one or multiple alliances to capture key strategic, operational, financial, and relationship metrics in a single assessment program, allowing participants to monitor progress individually or across the portfolio.

Taking home the **ASAP Chapter Excellence Award** was the new **Research Triangle Park (RTP) Chapter** leader Parth Amin, CSAP, director of strategic



Chapter Excellence Award: Parth Amin, CSAP, Chapter President, RTP (center)

alliances at Omnicell and former chapter vice chair. The RTP Chapter built a strong chapter community through the recruitment of high-quality speakers and consistently high-quality programming under the leadership of Rob von Alten, CSAP, senior director of alliance management at Quintiles. The RTP Chapter also won a chapter award for Chapter Excellence in Overall Operations in 2013 under von Alten’s leadership. ■