



Alliance Diagnostics, Assessments and Analyses We Perform

Readiness Assessment

Purpose: Determine how well an organization is strategically & attitudinally poised to initiate a full-scale alliance program

Key Issues Addressed:

- Senior Management's Commitment regarding alliances as a Powerful strategy for Success
- Middle Management's Understanding of Alliance Principles for Success
- Business Development's Methodology & Support for Alliances Formation
- History of Success or Failure of Alliances and JVs
- Senior Management's Comfort with Shared Control
- Legal, Supply, & Marketing's experience & understanding of Alliance Relationships
- Review Current Policy and Program Directives for Alliance Impact
- Alignment of Metrics & Rewards to Strategic Goals
- Benchmark Current Methods & Practices of Forming & Managing External Relationships
- Level of Vision & Expectation for Potential Impact of External Relationships

Capability Assessment

Purpose: Determine whether your internal team has the skills and abilities to initiate and carry out effective alliance formation & management

Key Issues Addressed:

- Examine skills level of key personnel against professional alliance development standards:
 - Business Integration
 - Cultural Integration
 - Relationship Management
 - Alliance Metrics
 - Best Practices
 - Trust Building
 - Partner Advocacy
 - Life Cycle Management
- Assess staffing requirements for carrying out strategic alliance program goals
- Determine budget requirements for attaining key alliance program goals
- Determine if sufficient alliance champions exist to support & sustain anticipated alliances
- Assess HR's understanding of alliances to support the recruitment, selection, retention, and career paths of alliance management
- Analyze Gaps/Consequences between current capabilities and future requirements

Alliance Health Diagnostic

Purpose: Determine how well one or more alliances are functioning based on benchmarked measurements of best practice success dimensions

Key Issues Addressed:

- Strategic Fit:
 - Future Vision & Value Proposition
 - Competitive Advantage
 - Customer's Needs
- Chemistry - Cultural Fit
 - Trust, Culture, & Teamwork
 - Quality of Relationships
 - Alignment of Values
 - Leadership Commitment
- Operational Fit
 - Systems Integration
 - Performance Processes
 - Integrative Mechanisms
 - Fast Time Implementation
 - Alignment of Systems, Processes, Structures
- Priority Alignment
 - Innovation
 - Cost Impacts
 - Operational Efficiency
- Strategic Return on Investment
- Financial Return
 - Market Impact
 - Innovative Capacity
 - Organizational Effectiveness
 - Competitive Advantage
- Survey Feedback & Action Planning to address critical deficiencies

Strategic Portfolio Analysis

Purpose: Examine the full range of alliances, acquisitions, and supply & channel relationships to determine how well competitive advantage is optimized

Key Issues Addressed:

- Alignment of Current Portfolio to Strategic & Financial Goals
- Becoming "Partner of Choice"
- Developing Innovation Flows from Outside Sources
- Portfolio Impact on Revenues & Profits
- Generate "Invisible" Competitive Advantages
- Criteria for Managing the Build, Buy, Ally Decision
- Creating a Value Chain/Network with key Leverage, Speed & Power Nodes/Flows
- Mapping the Portfolio against a Value Migration Evolutions
- Handling issues of Multiple Relationships with same company (partner, supplier, customer, & competitor)
- Strategic Scenario Mapping
- Strategies & Stratagems for Unique Competitive Advantage
- Supporting Business Unit Success
- Advanced Positioning in Market Space
- Using Alliances as Prelude to an Acquisition