



2023 **A | S | A | P**[®]
 Global Alliance **Summit**
 April 3-5, 2023 | Tampa, FL


Realizing Value in the Evolving Alliance Landscape



Onsite Program



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Welcome to the 2023 ASAP Global Alliance Summit!

On behalf of the board of directors and staff of the Association of Strategic Alliance Professionals, I'd like to welcome you to the **2023 ASAP Global Alliance Summit** in Tampa.

It's always a much-anticipated pleasure for us to gather together to celebrate our profession, our alliance and partnering community, and each other. This year, our Summit theme is **"Realizing Value in the Evolving Alliance Landscape."** I think that says pretty neatly what we're all about: realizing the intended value from our alliances and partnerships while facing the risks and uncertainties—and opportunities—that arise out of a constantly evolving environment.

That environment, as we've seen over the past few years, has become both more friendly to the formation of alliances and more fraught with risks, from geopolitical turbulence to financial market fluctuations to climate change and more. Meanwhile, resourceful alliance professionals in every industry have been working hard to ensure that their alliances, partnerships, ecosystems, and other collaborations have kept on churning out growth, opening up new markets, and delivering the products, solutions, and services we all count on to keep our businesses running—and simply to stay healthy and to live our lives fully every day.

How do they do that? By using the subtle arts of influence. By seeing into the future. By working to understand the complex structures and multiple moving parts at the heart of so many partnerships and ecosystems. By thinking strategically. By working with competitors for mutual benefit. By engaging with their C-suites and senior leadership. By putting partners—and thus customers—first in designing a better overall experience that prioritizes value creation.

Why do I mention all this? Because all of these aspects of partnering—and many more—will be explored in depth at this year's Summit. From the keynotes to the panel discussions to the master classes, executive education workshops, certification prep sessions, and other presentations, the **2023 ASAP Global Alliance Summit** will be bursting with great insights and knowledge sharing. And I should mention that several of our sessions this year focus on alliance leadership—moving from simply "managing" alliances to truly getting out front and leading our organizations in their critical partnering efforts. That's what it's all about!

As terrific as the formal Summit presentations are, don't forget about the many networking breaks, receptions, meals, and other wonderful opportunities to make new friends, meet your next potential partners, and renew old acquaintances with your colleagues and peers. One of the strengths of our intimate ASAP conferences is the ability to connect informally with other alliance professionals, ask them questions, and learn from their experiences. Talk about value!

We're so happy you're here with us in Tampa! A big thank-you goes out to the ASAP Summit Program Committee for all its efforts in putting together this year's fantastic program. We also thank all of our keynote speakers, moderators, panelists, master class facilitators, and presenters for sharing their vast expertise and incredible alliance wisdom with this community. We are extremely grateful to our Summit sponsors, who made this all possible: allianceboard, The Rhythm of Business, and Vantage Partners. And we thank our hardworking ASAP staff, who've been laboring mightily over these past months to bring you the best possible in-person conference experience.

Most of all, we thank all of you for coming. We appreciate that you made the choice to attend the **2023 ASAP Global Alliance Summit**, and we are thankful for your continued support of ASAP and this member community of alliance, ecosystem, and partnering professionals. Should you have any further questions or needs during the conference, please contact Jennifer Silver at jsilver@strategic-alliances.org.

Have a great time at the Summit!

Sincerely,

Michael Leonetti, CSAP
President & CEO
Association of Strategic
Alliance Professionals



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Agenda—Monday, April 3, 2023

Time (EDT US)	Session Number and Title	Speaker(s)	Location
7:00 a.m. – 6:00 p.m.	Conference Registration and Information Desk		Ballroom Foyer
7:00 a.m. – 6:00 p.m.	Alliance Management Resource Tables		Ballroom Foyer
7:00 a.m. – 8:00 a.m.	Networking Breakfast		Ballroom Foyer
8:15 a.m. – 8:45 a.m.	Conference Opening & Alliance Excellence Awards Finalist Recognition	<ul style="list-style-type: none"> ● Mike Leonetti, CSAP <i>President & CEO Association of Strategic Alliance Professionals</i> ● Ard-Pieter De Man, CSAP, PhD <i>Professor of Management Studies Vrije Universiteit Amsterdam</i> 	Costa del Sol Ballroom
8:45 a.m. – 9:30 a.m.	Session 101 Conference Keynote Leading from the Middle: Influencing People and Managing Organizations	<ul style="list-style-type: none"> ● LTC Andrew Farina, PhD, MBA <i>Assistant Professor, Management Program Director, Department of Behavioral Sciences and Leadership U.S. Army, West Point</i> 	Costa del Sol Ballroom
9:30 a.m. – 9:45 a.m.	Networking Break		Ballroom Foyer
9:45 a.m. – 11:15 a.m.	Session 301 Master Class Pitfalls and Promise: Insights from Platform Partnerships Across Industries	<ul style="list-style-type: none"> ● Adam Kornetsky <i>Principal Vantage Partners</i> ● Ben Siddall <i>Partner Vantage Partners</i> 	Costa del Sol Ballroom
11:25 a.m. – 12:10 p.m.	Session 102 Conference Keynote Future of Alliances: Forecasting the People, Programs, and Technology That Will Drive the Next Decade of Partnering	<ul style="list-style-type: none"> ● Jay McBain <i>Chief Analyst, Channels, Partnerships & Ecosystems Canalys</i> 	Costa del Sol Ballroom
12:15 p.m. – 1:15 p.m.	Networking Lunch		Ballroom Foyer
1:15 p.m. – 2:00 p.m.	Session 401 A Startup Perspective: Building Global Alliances to Ignite Growth	<ul style="list-style-type: none"> ● Kristian Györkös, CA-AM <i>Vice President, Alliances and Partnerships solo.io</i> 	Salon E – H
	Session 402 Optimizing Complex Alliances In Previously Unconnected Industries	<ul style="list-style-type: none"> ● Nick Palmer <i>Partner BTD Consulting</i> ● Knut Sturmhoefel, CA-AM, PhD <i>Consultant, Alliance & Collaboration Advisor</i> 	Salon A – D



Time (EDT US)	Session Number and Title	Speaker(s)	Location
2:10 p.m. – 2:55 p.m.	Session 403 Alliance vs Ecosystem Capability: What's the Difference?	<ul style="list-style-type: none"> ● Ard-Pieter De Man, CSAP, PhD Professor of Management Studies Vrije Universiteit Amsterdam ● Leona Kral, CSAP Chief Connections Officer Mycelia Solutions 	Salon A – D
	Session 404 Driving Customer Value Through Your Partner Experience	<ul style="list-style-type: none"> ● Nancy Ridge Founder & President Ridge Innovative ● Norma Watenpugh, CSAP Founding Principal Phoenix Consulting 	Salon E – H
2:55 p.m. – 3:15 p.m.	Networking Break		Ballroom Foyer
3:15 p.m. – 4:00 p.m.	Session 201 Panel Discussion If You Build It... It's Not Enough!: Strategies for Entering Infrastructure- vs. Application-Based Ecosystems	<p>Moderator: Drew Quinlan, CA-AM Vice President, Business Development Motive</p> <p>Panelists:</p> <ul style="list-style-type: none"> ● Mike Davis Chief Revenue Officer InVisory ● Lauren Newby Senior Director, Cloud Partnerships Tackle.io 	Salon E – H
	Session 405 Coopetition: Opportunities and Obstacles When Collaborating with Competitors	<ul style="list-style-type: none"> ● Susana Parathath, CA-AM Senior Director, Alliance Leadership Vir Biotechnology 	Salon A – D
4:10 p.m. – 4:55 p.m.	Session 202 Panel Discussion Designing, Building, and Scaling an Alliance Management Function	<p>Moderator: Adam Kornetsky Principal Vantage Partners</p> <p>Panelists:</p> <ul style="list-style-type: none"> ● Katherine Ellison, CA-AM Head of Alliance Management Illumina ● Jarrod Midboe Director, Clinical Affairs & Vendor Alliance Management Upsher-Smith Laboratories ● Cindy Warren Vice President Business Development, Global Neuroscience & Japan Region Johnson & Johnson 	Salon E – H
	Session 406 Executive Suite: Working with Senior Leaders and Sales to Plan High-ROI Alliance Engagements	<ul style="list-style-type: none"> ● Neil Blecherman, CSAP Director, Technology Alliances Ecosystem & Partner Program Nutanix ● Amy Hansen, CA-AM Senior Alliance Manager Nutanix 	Salon A – D
5:00 p.m. – 6:00 p.m.	ASAP Global Alliance Summit Welcome Reception and Alliance Excellence Awards Celebration		La Fuente Courtyard



Agenda—Tuesday, April 4, 2023

Time (EDT US)	Session Number and Title	Speaker(s)	Location
6:45 a.m. – 7:45 a.m.	Partnering with Nature: Follow Your Breath to Better Well-being (Note: Space is limited for this program; preconference sign-up is required.)	● Leona Kral, CSAP Chief Connections Officer Mycelia Solutions	Marbella
7:00 a.m. – 4:00 p.m.	Conference Information Desk		Ballroom Foyer
7:00 a.m. – 4:00 p.m.	Alliance Management Resource Tables		Ballroom Foyer
7:00 a.m. – 8:00 a.m.	Networking Breakfast		Ballroom Foyer
8:00 a.m. – 8:10 a.m.	Day Two Conference Opening	● David S. Thompson, CSAP Chief Alliance Officer Eli Lilly and Company	Costa del Sol Ballroom
8:10 a.m. – 8:55 a.m.	Session 103 Conference Keynote Changing Alliance Paradigms on the Global Stage	● Kevin Oliver, PhD Senior Vice President, Global Head of BD&L, COO, US & Europe Simcere Pharmaceutical Group 	Costa del Sol Ballroom
9:00 a.m. – 9:45 a.m.	Session 104 Conference Plenary Panel Discussion Together We Rise: Igniting the Journey to Alliance Leadership	Moderator: Christina Neary Corporate Vice President, Global Microsoft Alliance Avanade Panelists: ● Nicole Colwell Executive Vice President, Chief Alliance Officer PraSage Foundation ● Cherie Gartner Partner KPMG ● Brooke Paige, CSAP Digital Alliances Novartis	Costa del Sol Ballroom
9:45 a.m. – 10:00 a.m.	Networking Break		Ballroom Foyer
10:00 a.m. – 11:30 a.m.	Session 302 Master Class Orchestrating Effective Alliance Operating Models: No Gaps or Overlaps	● Jeff Shuman, CSAP, PhD Co-Founder The Rhythm of Business, Professor Emeritus of Management Bentley University ● Jan Twombly, CSAP President The Rhythm of Business	Costa del Sol Ballroom
11:40 a.m. – 12:35 p.m.	Session 407 Closing the Alignment Gap Through Insight-Driven Alliance Management	● Louis Rinfret, PhD Founder & CEO allianceboard	Salon E – H
	Session 408 Translating Assessment into Action: An Intel Case Study Utilizing ASAP's Partnering Capability Assessment Platform (PCAP)	● Norma Watenpugh, CSAP ASAP Facilitator US Technical Advisory Group to ISO/TC 286 (Collaborative Business Relationship Management) ● Ann Trampas, CSAP ASAP Facilitator US Technical Advisory Group to ISO/TC 286 (Collaborative Business Relationship Management)	Salon A – D
12:35 p.m. – 1:35 p.m.	Networking Lunch		La Fuente Courtyard

Agenda—Tuesday, April 4, 2023 (continued)

Time (EDT US)	Session Number and Title	Speaker(s)	Location
1:35 p.m. – 2:20 p.m.	Session 203 Panel Discussion Leveraging Diverse Teams to Drive Alliance Success	Moderator: Karen Berna, CA-AM Senior Director, Alliance Management Jazz Pharmaceuticals Panelists: ● Lauren Griffey, CA-AM, PhD Senior Manager Business Operations, Alliance Management Jazz Pharmaceuticals ● Katherine Kendrick, CSAP Executive Director, Head of Alliance Management Jazz Pharmaceuticals ● Danielle Martinez, CA-AM, PhD Associate Director, Alliance Management Jazz Pharmaceuticals ● Steven Roy Alliance Management Consultant Jazz Pharmaceuticals	Salon E – H
	Session 409 Investing in Collaborative Intelligence: Partnering Leadership That Creates Value and Honors All Stakeholders	● Lynda McDermott, CA-AM President EquiPro International	Salon A – D
2:30 p.m. – 3:15 p.m.	Session 410 Dynamic Portfolio Management: How to Keep Your Teams Nimble in Changing Markets	● Caroline Baratz Manager, Alliances Illumina ● Erika Johnson Senior Manager, Alliances Illumina	Salon E – H
	Session 411 Alliance Friction? Game On!: Applying Game Theory to Understand and Resolve Alliance Conflict	● Stefanie Schubert, CA-AM, PhD Professor of Economics SRH University Heidelberg	Salon A – D
3:15 p.m. – 3:30 p.m.	Networking Break		Ballroom Foyer
3:30 p.m. – 4:15 p.m.	Session 204 Panel Discussion We Can Work It Out: Perspectives on Successfully Enabling Industry-Academia Partnerships	Moderator: Jason Felsch, CSAP, PhD Senior Director of Alliance Management Atomwise Panelists: ● Seema Basu, PhD Strategic Innovation Leader Mass General Brigham Innovation ● Bill Kubasek, PhD Director of Strategic Alliances Broad Institute ● Stefan Walke, CA-AM, PhD Global Head of Alliance Management Boehringer Ingelheim	Salon A – D
	Session 412 Houses in Motion: The Role Alliance Leadership Can Play in Corporate Transformation	● Shiho Kaneta, CA-AM Director Alliance Management Novartis Pharma AG ● Lori Tomassian Director, Oncology Business Development & Licensing Novartis Pharma AG	Salon E – H
4:25 p.m. – 5:05 p.m.	Session 413 ASAP Alliance & Partnership Roundtables (<i>Topics include</i>) Roundtable 1 After the Ink Dries: Kicking Off a New Partnership Roundtable 2 Building an Ecosystem Marketing Strategy Roundtable 3 The Evolving World of Portfolio Management Roundtable 4 Hiring the Right Talent and Developing Alliance Management Core Competencies Roundtable 5 Not Just an Alliance Manager but a Team Leader Roundtable 6 Managing Internal Relationships Roundtable 7 Making the Move to the Cloud Roundtable 8 Unlocking the Value of Your Virtual Ecosystem		Salon A – D
5:05 p.m. – 5:25 p.m.	Conference Close	● Mike Leonetti, CSAP President & CEO Association of Strategic Alliance Professionals	Salon E – H
5:25 p.m. – 6:25 p.m.	ASAP Global Alliance Summit Closing Reception		La Fuente Courtyard

Agenda—Wednesday, April 5, 2023

Time (EDT US)	Session Number and Title	Speaker(s)	Location
8:00 a.m. – 11:00 a.m.	Leadership Forum Breakfast & Meeting <i>(invitation only)</i>		Salon F – H Foyer & Marbella / Livorno
11:10 a.m. – 2:00 p.m.	Advisory Board Meeting and Working Luncheon <i>(invitation only)</i>		Salon F – H Foyer & Salon G
8:00 a.m. – 2:00 p.m.	Post-conference Alliance Management Executive Education Workshops <i>(pre-registration required, not included in conference fee)</i>		
	 CA-AM Certification Exam Prep Workshop	<ul style="list-style-type: none"> ● Lynda McDermott, CA-AM <i>President EquiPro International</i> 	Salon H
	 Alliance Management: How to Assure Partnership Success	<ul style="list-style-type: none"> ● Vickie Dalton, PsyD, HSPP <i>Forensically trained and clinical psychologist</i> ● David S. Thompson, CSAP <i>Chief Alliance Officer Eli Lilly and Company</i> ● Steve Twait, CSAP <i>President Integrated Alliance Management</i> 	Salon F



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Strive for alliance management excellence with The Rhythm of Business as your guide. Whether you are just getting alliance management started in your company or evolving an existing program, our **consulting and advisory services** and Learning in Action™ **training programs** for alliance managers, team members, and executives empower you to reach higher levels of partnering success.

The Rhythm of Business helps you evolve alliance management to meet the increased demand from stakeholders for high-value services. **Baseline your function** against leading practices and **create your playbook** to drive consistency and deliver results. **Make your company ready to partner** successfully by integrating partnering into company strategy, operations, and execution.

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Visit our sponsor table to pick up our recent publications and say hello. Participate in our **Master Class, Orchestrating Effective Alliance Operating Models: No Gaps or Overlaps** on Tuesday, April 4 at 10:00 am. Learn more at rhythmofbusiness.com, where you'll find *The Partnering Guide*™ featuring blog posts, whitepapers, case studies, recent webcasts, and access to our rich library of published insights and tools.

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Session 101 | Conference Keynote

Monday, April 3, 2023
8:45 a.m. – 9:30 a.m. | Costa del Sol Ballroom

Leading from the Middle: Influencing People and Managing Organizations

Presenter: LTC Andrew Farina, PhD, MBA
Assistant Professor | Management
Program Director Department of
Behavioral Sciences and Leadership |
U.S. Army, West Point



Every successful partnership is built on a common mission and requires bringing a group of people together to meet the objectives. Great leaders use negotiation and management skills to align teams strategically while also overseeing the execution. But what if the human dimension gets left out of the equation? How do you lead the people instead of just the formation?

U.S. Army Lieutenant Colonel Andrew Farina, Assistant Professor at West Point, shares his approach to managing up and leading down—sometimes without authority, or even when diplomacy has failed—based on a distinguished military and teaching career including 10 deployments, work with numerous government organizations, and research on human development, leadership, and behavior.

Session 102 | Conference Keynote

Monday, April 3, 2023
11:25 a.m. – 12:15 p.m. | Costa del Sol Ballroom

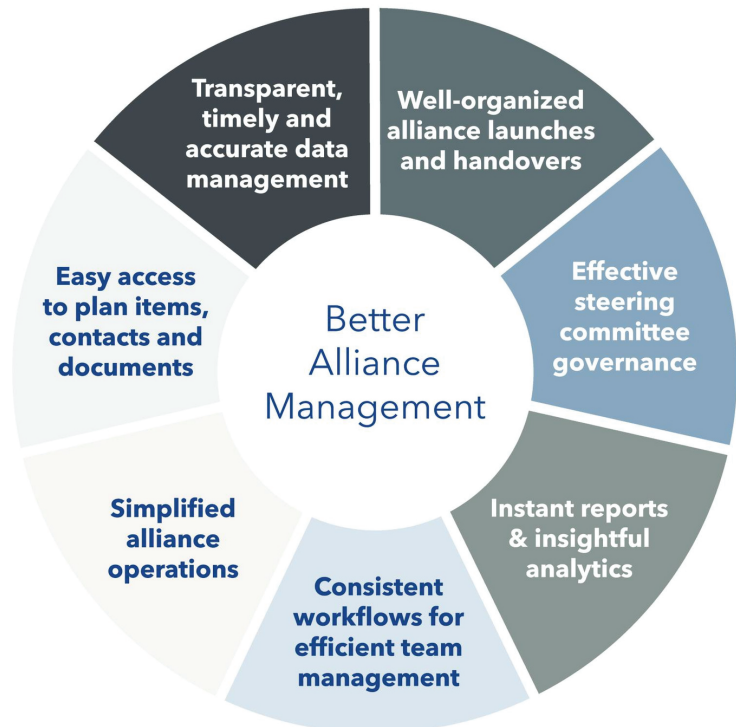
Future of Alliances: Forecasting the People, Programs, and Technology That Will Drive the Next Decade of Partnering

Presenter: Jay McBain
Chief Analyst, Channels, Partnerships &
Ecosystems | Canalys



In what's been called the Decade of the Ecosystem, we're increasingly seeing channels, partnering programs, and ecosystems converge, with a focus on routes to market and what's best for the end customer. The rise of cloud and "everything as a service" (XaaS) has also changed the way partnering gets done, causing every company to move toward becoming a tech company. ASAP audience favorite Jay McBain will give us his latest thinking on what's new—and what's next—in technology partnering, and how that will affect industries, ecosystems, and alliances across the spectrum of business.

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Session 103 | Conference Keynote

Tuesday, April 4, 2023

8:10 a.m. – 8:55 a.m. | Costa del Sol Ballroom


Changing Alliance Paradigms on the Global Stage

Presenter: Kevin Oliver, PhD

Senior Vice President, Global
Head of BD&L, COO, US & Europe |
Sincere Pharmaceutical Group










The evolution of international partnering brings both exciting opportunities and new challenges. The growing need for and presence of biopharma alliances in the Asia-Pacific region, especially in China, requires organizations to develop different approaches, capabilities, and internal interfaces and operating models to be successful. In this keynote, our speaker will discuss how Sincere, a Chinese-owned biopharma company, is innovating and driving mutual value through these paradigm shifts in alliance leadership and management.



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 Workshop Facilitator: Lynda McDermott, CA-AM
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 November 6, 2023
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- Advanced Alliance Series: Conflict Management**
 Presented by alliance management executives from Eli Lilly and Company 

For more information and to register, visit:
www.strategic-alliances.org/events/

Session 104 | Conference Plenary Panel

Tuesday, April 4, 2023

9:00 a.m. – 9:45 a.m. | Costa del Sol Ballroom

Together We Rise: Igniting the Journey to Alliance Leadership

Moderator: Christina Neary

Corporate Vice President, Global
Microsoft Alliance | Avanade

Panelists:

Nicole Colwell | Executive Vice President,
Chief Alliance Officer | PraSage Foundation

Cherie Gartner | Partner | KPMG

Brooke Paige, CSAP | Digital Alliances |
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The path to leadership in alliance management is changing as the value of the profession becomes more relevant. Inspiring current colleagues and a new generation of alliance professionals requires collaboration, curiosity, and commitment, both within ASAP and in our individual organizations, to move beyond the status quo. In this session, you'll hear four ASAP and industry alliance leaders, all senior executives who are at the forefront of advocacy and change, share their experiences, challenges, lessons, and career advice on the journey to alliance leadership. This promises to be a fascinating and illuminating conversation about the professional and personal qualities and attributes needed in the next generation of alliance leaders.



Session 201

Monday, April 3, 2023
3:15 p.m. – 4:00 p.m. | Salon E – H

If You Build It... It's Not Enough!: Strategies for Entering Infrastructure- vs. Application-Based Ecosystems

Moderator: Drew Quinlan, CA-AM | *Vice President, Business Development | Motive*

Panelists:

Mike Davis | *CRO | InVisory*

Lauren Newby | *Senior Director, Cloud Partnerships | Tackle.io*

Entering large software ecosystems can be massively beneficial and drive significant growth, but the competition (and competition for attention) is fierce. There are best practices and playbooks available that can help new and existing partners maximize your potential and growth. However, there are differences in strategy on how to win more than your fair share between ecosystems built around applications vs. infrastructure products. Learn from experts on the Salesforce AppExchange and the hyperscaler Marketplaces such as Amazon Web Services, Microsoft, and Google. Take home new ideas on how to accelerate your success, build a strong cloud go-to-market foundation, and employ new best practices to ensure you don't find your new integration standing in a field of dreams next to Kevin Costner—if you just build it, they will not come.

Session 202

Monday, April 3, 2023
4:10 p.m. – 4:55 p.m. | Salon E – H

Designing, Building, and Scaling an Alliance Management Function

Moderator: Adam Kornetsky | *Principal | Vantage Partners*

Panelists:

Katherine Ellison, CA-AM | *Head of Alliance Management | Illumina*

Jarrold Midboe | *Director, Clinical Affairs & Vendor Alliance Management | Upsher-Smith Laboratories*

Cindy Warren | *Vice President Business Development, Global Neuroscience & Japan Region | Johnson & Johnson*

Building an alliance management function today is neither a simple matter nor the same as it was in the past. As partnership portfolios accelerate in growth, deal structures become increasingly complex, and functional team members are asked to collaborate externally, building (or rebuilding) an alliance management function based on past design principles is pretty much a nonstarter—and unlikely to produce maximum success for your organization or for patients in the long run. In this panel discussion, join three biopharma alliance leaders as they discuss their experiences designing, building, and scaling alliance management functions that are truly capable of



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adapting to today's demands, while continuing to harness learned best practices from the past. The panelists will explore questions such as:

- What changes have you seen in the landscape of life science partnerships that necessitate rethinking how alliance management functions are designed and built?
- How have hiring profiles needed to change over time to support and keep pace with these changes?
- How has the role alliance management groups play for their organizations evolved over time? And where do you think it's headed in the future?
- What advice do you have for individuals thinking about taking on the challenge of building a new alliance management function today?

Session 203

Tuesday, April 4, 2023

1:35 p.m. – 2:20 p.m. | Salon E – H

Leveraging Diverse Teams to Drive Alliance Success

Moderator: Karen Berna, CA-AM | *Senior Director, Alliance Management* | *Jazz Pharmaceuticals*

Panelists:

Lauren Griffey, CA-AM, PhD | *Senior Manager Business Operations, Alliance Management* | *Jazz Pharmaceuticals*

Katherine Kendrick, CSAP | *Executive Director, Head of Alliance Management* | *Jazz Pharmaceuticals*

Danielle Martinez, CA-AM, PhD | *Associate Director, Alliance Management* | *Jazz Pharmaceuticals*

Steven Roy | *Alliance Management Consultant* | *Jazz Pharmaceuticals*

Change may be uncomfortable, perplexing, and difficult to grapple with—but it's inevitable! Whether in the rapidly evolving biopharmaceutical industry or amid the uncertainties of a global pandemic, alliance teams must prepare to be innovative in their approach to changing times. The process of building a strong, agile alliance team is subject to the same challenges, but successfully developing such a team can help adapt to the changes. This panel of alliance team members will share a few ways their organization has incorporated and leveraged diverse skill sets to build a strong, effective team that is focused on driving alliance value for the company.

Session 204

Tuesday, April 4, 2023

3:30 p.m. – 4:15 p.m. | Salon A – D

We Can Work It Out: Perspectives on Successfully Enabling Industry-Academia Partnerships

Moderator: Jason Felsch, CSAP, PhD | *Senior Director of Alliance Management* | *Atomwise*

Panelists:

Seema Basu, PhD | *Strategic Innovation Leader* | *Mass General Brigham*

Bill Kubasek, PhD | *Director of Strategic Alliances* | *Broad Institute*

Stefan Walke, CA-AM, PhD | *Global Head of Alliance Management* | *Boehringer Ingelheim*

What is special about industry-academia partnerships compared with other types of collaborative business relationships, and how can alliance managers optimize the likelihood of success? For biopharma companies, the push to leverage external innovation is growing, and partnering with academia brings the promise of greater innovation and value creation. At the same time, partnerships at the interface between non-profit institutions and for-profit businesses come with unique needs and challenges. Differences in organizational size, culture, and stakeholder obligations and expectations are constants in this arena. To ensure productive collaboration and mutual success, it is imperative to address the special challenges that arise from these asymmetries in organizational missions and operating models. Panelists in this moderated session will share their observations and learnings from a range of alliances between researchers in academia and industry. You'll hear their keen insights about the essential principles, priorities, and tools for alliance management success in academic-industrial collaborations, including:

- Best ways to set the stage for success when research outcomes are unpredictable
- Examples of adaptive alliance structures used to leverage complementarity between partners
- Creative approaches to promoting best practice collaborative leadership behaviors

Session 301 | Master Class

Monday, April 3, 2023

9:45 a.m. – 11:15 a.m. | Costa del Sol Ballroom

Pitfalls and Promise: Insights from Platform Partnerships Across Industries

Facilitators:

Adam Kornetsky | Principal | Vantage Partners

Ben Siddall | Partner | Vantage Partners

Platform partnerships are increasingly becoming a significant new focus in biopharma. Fintech and technology partnering managers have been working on these types of alliances for a long time—but what lessons from those industries can be applied to the very different realm of biopharma? This master class will explore both key wins and a few failures in platform partnership case studies and build alliance management skills and strategies for biopharma and tech alliance managers alike. Attendees will:

- Examine successes and pitfalls of platform partnership management in technology alliances
- Practice skills and best practices to manage platform partnerships in biopharma and technology
- Gain insights from experienced peers across a range of industries

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Session 302 | Master Class

Tuesday, April 4, 2023

10:00 a.m. – 11:30 a.m. | Costa del Sol Ballroom

Orchestrating Effective Alliance Operating Models: No Gaps or Overlaps

Facilitators:

Jeff Shuman, CSAP, PhD | Co-Founder, *The Rhythm of Business* | Professor Emeritus of Management, Bentley University

Jan Twombly, CSAP | President | *The Rhythm of Business*

An emerging area where alliance professionals can add significant value is in the way alliance operations are organized. When this organization is done right, people are empowered to contribute their best, getting the leverage desired by each partner. Done wrong, there is burnout and team churn. It can also be very expensive in an era when talent is scarce and competition strong. Alliance operating models include how work is distributed, teams are formed, communication flows, stakeholders are managed, plans made and implemented, and progress measured and reported.

The presenters will draw on data from their work to show the impact of ineffective operating models and provide guidance on how alliance professionals can orchestrate the models that will bridge differences in structure and ways of working while facilitating actions, decision making, and the flow of value between and among partners. A cross-industry case study will provide participants with an opportunity to apply frameworks shared.

Participants will come away with insights that will help them:

- Design the team model best suited for their alliance that reduces duplication of effort
- Build a scalable onboarding program to align new members with the work of the alliance and their teams or governance committees
- Design, implement, and manage a “no surprises” communication program, enlisting functional leaders in the smooth operation of alliances

Session 401

Monday, April 3, 2023
1:15 p.m. – 2:00 p.m. | Salon E – H

A Startup Perspective: Building Global Alliances to Ignite Growth

Speaker:

Kristian Györkös, CA-AM | Vice President, Alliances and Partnerships | *solo.io*

Building alliances, especially global ones, is often difficult for startups due to lack of resources, and many choose to postpone investing in partnerships until later stages. But this is a mistake! When done skillfully at an early stage, pursuing a focused alliance strategy can significantly accelerate a startup's critical growth phase. The flip side is also true: larger organizations that do not incorporate startups in their portfolios are likely missing out on important innovation opportunities. This session will share some of the methods for partnering efficiently and effectively and in ways that benefit both startups and their larger partners.

Session 402

Monday, April 3, 2023
1:15 p.m. – 2:00 p.m. | Salon A – D

Optimizing Complex Alliances In Previously Unconnected Industries

Speakers:

Nick Palmer | Partner | *BTD Consulting*

Knut Sturmhoefel, CA-AM, PhD | Consultant, Alliance & Collaboration Advisor

As new alliance combinations proliferate across previously unconnected industries, they're bringing together IT and AI, pharmaceuticals and biotechnology, as well as financial services (particularly insurance payers), nonprofits, regulatory bodies, and more. While such alliances show the potential to create great value, these partners often differ radically from one another in terms of skills, people, customers, timeframes, governance, investors, and regulators. Such differences create significant challenges to forming, then managing successful alliances. Success requires an explicit understanding of each particular setting, and a conscious approach to building the alliances upon important commonalities.

Using real-world case studies, the speakers will present a framework with tangible tools for alliance professionals and explicit guidance for achieving success in these increasingly important alliances, based on these principles:

- Clearly define the purpose and business objectives of the alliance

- Set and communicate expectations and interests of the parties
- Craft clearly defined and purpose-driven governance structures and processes
- Adapt constructive problem-solving approaches to the new mix of players; identify joint interests and use those as guidance for alignment
- Adhere to agreed and aligned dispute resolution processes

Session 403

Monday, April 3, 2023
2:10 p.m. – 2:55 p.m. | Salon A – D

Alliance vs. Ecosystem Capability: What's the Difference?

Speakers:

Ard-Pieter De Man, CSAP, PhD | Professor of Management Studies | *Vrije Universiteit Amsterdam*

Leona Kral, CSAP | Chief Connections Officer | *Mycelia Solutions*

With a transformation occurring across industries involving a transition from bilateral alliances to ecosystems, is taking a traditional, "standard" approach to building alliance capability still relevant? Can it still be effective, or is it doomed to failure? The presenters' research and experience in this area suggests that ecosystems may require a quite different management approach from bilateral or even multipartner alliances. This session will explore some of the elements of that approach and identify what's needed, what's new, and what can be retained from traditional alliance management.



Session 404

Monday, April 3, 2023
2:10 p.m. – 2:55 p.m. | Salon E – H

Driving Customer Value Through Your Partner Experience

Speakers:

Nancy Ridge | *Founder & President* | *Ridge Innovative*

Norma Watenpaugh, CSAP | *Founding Principal* | *Phoenix Consulting*

Building a great partner experience results in greater loyalty, productivity, and profitability—but it can also bring with it so much more. Partners have become an integral part of the entire customer journey—so much so that it’s no exaggeration to say that partners are the customer experience. The presenters will reveal some of the results from their research into how partner experience impacts customer experience and how you can leverage that dynamic to drive value and better business outcomes for your ultimate customers. Among the topics this session will cover:

- How customers benefit from a strong partner experience
- What elements of the partner experience have the most impact on creating the customer experience
- What you can do to promote growth and innovation through your partners

Session 405

Monday, April 3, 2023
3:15 p.m. – 4:00 p.m. | Salon A – D

Coopetition: Opportunities and Obstacles When Collaborating with Competitors

Speaker:

Susana Parathath, CA-AM | *Senior Director, Alliance Leadership* | *Vir Biotechnology*

Combination therapies have radically improved patient outcomes for many diseases, and yet the pathway to assess and validate these combinations can depend on often-fierce competitors learning to carefully and productively work together. In such a “coopetition” situation, alliance managers tread a thin line in protecting their company’s proprietary know-how and information, while also ensuring that their company can sufficiently contribute to the alliance and communicate openly and in a trusting manner with the goal of achieving collaborative aims. This session will discuss best practices for addressing such competition in an alliance, including the promises and pitfalls to consider in structuring and governing the alliance.

Session 406

Monday, April 3, 2023
4:10 p.m. – 4:55 p.m. | Salon A – D

Executive Suite: Working with Senior Leaders and Sales to Plan High-ROI Alliance Engagements

Speakers:

Neil Blecherman, CSAP | *Director, Technology Alliances Ecosystem & Partner Program* | *Nutanix*

Amy Hansen, CA-AM | *Senior Alliance Manager* | *Nutanix*

Effectively working with senior leaders and your sales force are skills every alliance manager can profitably develop. The goal of the alliance team should be to work toward solutions that ultimately drive revenue through the sales force, collaborating with them productively and aligning your objectives with their goals for the success of the alliance. The presenters will show how in these engagements involving high-ROI alliances, preparation is 90 percent of creating successful outcomes. They’ll focus on the following areas:

- SWOT of the partner
- Financial profiles
- Internal alignment and partner agreement
- Definitions of short- and long-term alliance success
- Required follow-up action items
- Alliance Portfolio Management

Session 407

Tuesday, April 4, 2023
11:40 a.m. – 12:35 p.m. | Salon E – H

Closing the Alignment Gap Through Insight-Driven Alliance Management

Speakers:

Louis Rinfret, PhD | *Founder & CEO* | *allianceboard*

Alignment is essential in strategic alliances, as it focuses the efforts of stakeholders on important goals. For this reason, most alliance managers spend a significant amount of their time and effort on fostering alignment. Yet surveys show that many alliances suffer from poor alignment—either among internal stakeholders, externally with partners, or both. In this session, attendees will learn how the most effective alliance management teams drive the success of their alliances by fostering strong internal and external alignment through insights that enable stakeholders to clearly understand, evolve, and execute on alliance goals.

Session 408

Tuesday, April 4, 2023

11:40 a.m. – 12:35 p.m. | Salon A – D

Translating Assessment into Action: An Intel Case Study Utilizing ASAP's Partnering Capability Assessment Platform (PCAP)

Speakers:

Ann Trampas, CSAP | *ASAP Facilitator* | *US Technical Advisory Group to ISO/TC 286 (Collaborative Business Relationship Management)*

Norma Watenpugh, CSAP | *ASAP Facilitator* | *US Technical Advisory Group to ISO/TC 286 (Collaborative Business Relationship Management)*

Continuous improvement is a must for every alliance organization. The Partnering Capability Assessment Platform (PCAP) enables partner organizations to measure their capability against an objective set of parameters developed by ASAP and to benchmark that capability against peers in their industry as a measure of competitiveness to achieve results through partners.

Intel's Cloud Partner organization deployed PCAP across their portfolio of cloud partners. By leveraging the only assessment endorsed by ASAP and compliant with the International Standard for Collaborative Business Relationships, Intel was able to gain insights into their strengths and weaknesses in their partnering practices and used this knowledge to embark on a journey and plan of action, targeting key areas of partnering practice to "raise the tide." The presenters will discuss how Intel translated the assessment into actions and results and how it benefited from higher-performing partnerships. In addition, they will show how Intel was able to:

- Assess its overall partnering maturity
- Identify the key practices to improve what matters most
- Determine best practices with the organization that could be more broadly adopted
- Benchmark against other industry organizations to gauge Intel's competitiveness to achieve results through partnering

Session 409

Tuesday, April 4, 2023

1:35 p.m. – 2:20 p.m. | Salon A – D

Investing in Collaborative Intelligence: Partnering Leadership That Creates Value and Honors All Stakeholders

Speaker:

Lynda McDermott, CA-AM | *President* | *EquiPro International*

We live in a world that presents ever-increasing challenges on an international, national, regional, and local scale, including discord

between governments and constituents, a global climate crisis, surging inflation and economic uncertainty, and the aftershocks from a worldwide pandemic. As alliance professionals, we face the additional challenge of needing to optimize partnering effectiveness while navigating increasingly unpredictable economic, political, sociocultural, and technological changes. There is an urgency to understand and apply partnering competencies that value diverse perspectives and ways of thinking and encourage a collaborative and unifying mindset among all stakeholders. Evolving our strategic partnering capability to include collaborative intelligence provides value and embraces a culture of collaboration as an innovative capability for continuous improvement. Doing so in a comprehensive way positions alliance professionals to lead and influence complex alliance ecosystems and drive a solid shared value proposition across an organization.

The presenter will share stimulating insights on how alliance members can engage in a new way of thinking together and will provide an opportunity to practice collaborative intelligence by having participants engage in breakout groups to collectively resolve internal and external hypothetical partnering challenges. Participants will:

- Acquire an understanding of collaborative intelligence (CI), its core principles, and best practices that apply to alliance management
- Enhance their capacity for collaborative partnering
- Gain a useful appreciation of the untapped potential in optimizing diverse perspectives
- Identify how to integrate collaborative intelligence principles into the fabric of strategic alliances

Session 410

Tuesday, April 4, 2023

2:30 p.m. – 3:15 p.m. | Salon A – D

Dynamic Portfolio Management: How to Keep Your Teams Nimble in Changing Markets

Speakers:

Caroline Baratz | *Manager, Alliances* | *Illumina*

Erika Johnson | *Senior Manager, Alliances* | *Illumina*

According to ASAP data, as many as 50 percent of alliances fail. This could be in part because the path to success looks different for every individual alliance, every alliance type, and every alliance portfolio. Embracing that fact means recognizing that not all alliances can be managed the same way; ecosystems are constantly evolving and demand frequent adaptation and optimization. Alliances require leadership engagement, cultural considerations, metrics of success, and strategic lenses. As companies grow their portfolios, it is critical that alliance managers are proactively educated on how to be nimble

and aware of the unique nature of each partnership. Using examples of different alliance portfolios, the presenters will show how to recognize key differences in their deal structures and illuminate the skills required to be successful across them, including how to:

- Identify and define different alliance portfolios
- Synthesize key themes of each portfolio type
- Highlight what skills are needed most
- Apply these lessons to your own portfolios

Session 411

Tuesday, April 4, 2023

2:30 p.m. – 3:15 p.m. | Salon A – D

Alliance Friction? Game On!: Applying Game Theory to Understand and Resolve Alliance Conflict

Speaker:

Stefanie Schubert, CA-AM, PhD | *Professor of Economics | SRH University Heidelberg*

In the continuing quest to derive the maximum value from our alliances, one of the basics is fostering trust-based relationships—which includes the skillful handling of conflict. When trouble arises in an alliance, understanding the nature of the conflict is key. How do the partners and internal stakeholders perceive and interpret the conflict? What factors play a role? What conclusions can be drawn when often opposing interests are trying to work toward common goals? This session will demonstrate how to apply Game Theory, the science of strategic decision making, to analyze conflict and ultimately lead to conflict resolution in a typical alliance management case. Based on assessments using Game Theory, a systematic framework that helps to identify problems early on, alliance professionals can set up solution-oriented communications that not only allow a timely resolution of conflicts but can also play a major role in the prevention of future conflicts. Participants in this session will:

- Learn how to employ Game Theory to analyze potential conflicts before creating an action plan
- See how Game Theory can be used to take partners' viewpoints into account to develop strategies that avoid or resolve conflict
- Understand the importance—and the benefits—of thinking through situations involving conflict in detail

Session 412

Tuesday, April 4, 2023

3:30 p.m. – 4:15 p.m. | Salon E – H

Houses in Motion: The Role Alliance Leadership Can Play in Corporate Transformation

Speakers:

Shiho Kaneta, CA-AM | *Director Alliance Management | Novartis Pharma AG*

Lori Tomassian | *Director, Oncology Business Development & Licensing | Novartis Pharma AG*

When an organization goes through a major corporate restructuring and transformation, it's like moving to a new house: a lot is happening, but some things can get lost in the shuffle. During corporate restructuring, there can be significant, unanticipated impacts on alliances and partnerships, such as changes in personnel and governance committees, portfolio prioritizations (and de-prioritizations), termination of certain projects (including alliances), strategic refocusing, budget cuts, etc. The presenters in this session have gone through it—and lived to tell the tale! With the benefit of hindsight, there are things they realize they could have done better—and they'll share those hard-earned insights with attendees. Since restructuring comes to many organizations eventually, either your company or your partner's might be next—so this topic is applicable to companies of various sizes across industries.



Session 413 | ASAP Alliance & Partnership Roundtables

Tuesday, 4:25 p.m. – 5:05 p.m. | Salon A – D

Table 1 | After the Ink Is Dry: Kicking Off a New Partnership

Facilitator: Dionis Taveras | *Global Partner Manager | Dell EMC*

You've received the signed contract. Maybe you were involved in the negotiation, or maybe it's simply been handed off. What happens next? Attendees will discuss the importance of alliance management having a seat at the table in early discussions, and how to begin the partnering relationship from scratch if not.

Table 2 | Building an Ecosystem Marketing Strategy

Facilitator: Chris White | *Senior Manager, Ecosystem Marketing | Protiviti*

For companies with dozens or hundreds of partners, there is a delicate balance to supporting the marketing needs of both the company and the ecosystem. To be successful, an ecosystem team needs to eliminate traditional silos and align closely with marketing on multiple levels. Attendees will discuss why having strategic and regular marketing and ecosystem alignment can create alliance efficiency and provide better support for sales objectives, while also focusing on customer needs and how to solve them.

Table 3 | The Evolving World of Portfolio Management

Facilitator: Jarrod Midboe | *Director, Clinical Affairs and Vendor Alliance Management | Upsher-Smith Laboratories*

Managing various types of partnerships requires a multifaceted lens. Partners come in all shapes, sizes, and levels of partnering readiness, and meanwhile the C-suite simply wants to know that strategic objectives and goals are being met. However, taking an "enterprise" view of all alliances and their performance can be daunting without the right framework. Attendees will discuss observations and offer feedback on how the alliance management role has had to mature to meet these needs, and share successful approaches to adapting and improving processes and systems to support their efforts.

Table 4 | Hiring the Right Talent and Developing Alliance Management Core Competencies

Facilitator: Katherine Ellison, CA-AM | *Senior Director, Alliances | Illumina*

Finding ideal candidates for the complex role of alliance management can be difficult. What are the key attributes applicants should inherently possess, and which ones will they need to develop? In this discussion, share different perspectives and approaches for building highly skilled, well-balanced, and ultimately successful alliance management teams.

Table 5 | Not Just an Alliance Manager but a Team Leader

Facilitator: Jan Twombly, CSAP | *President | The Rhythm of Business*

Beyond their day jobs, alliance managers also need to be team leaders of internal and external stakeholders. Proving the value of

the alliance management role takes maturity, patience, and effort as alliance leaders work to resolve conflicts and move the partnership forward. In this discussion, attendees share experiences where taking a leadership role has worked successfully as well as situations where they faced and overcame obstacles.

Table 6 | Managing Internal Relationships

Facilitator: Christoph Huwe, CSAP, PhD | *Director, Strategic Alliance Management | Bayer AG Pharmaceuticals*

A large percentage of an alliance manager's time is typically spent driving alignment with functions within their own organization such as business development, project management, R&D, finance, and others. In this discussion, attendees will share experiences and best practices for navigating these relationships to support alliance success.

Table 7 | Making the Move to the Cloud

Facilitator: Philip Sailer, CSAP | *Senior Director, HPE GreenLake, Strategic ISV Engagements | Hewlett Packard Enterprise*

The growing demand to move to cloud, consumption models, and marketplaces (e.g., AWS, GC) is expanding the role of alliance management, the makeup of their portfolios, and the skill sets required. If you're working on these challenges, or expect to be doing so soon, come share your thoughts, experiences, insights, and questions on:

- Understanding pay as you go (PAYG) license models, units of measure (UoMs) for billing and chargeback, and application programming interfaces (APIs) for business systems integrations
- Determining independent software vendor (ISV) partner readiness for moving to a PAYG consumption model or establishing a marketplace presence
- Evaluating partners to target for these programs and the recruitment and enablement differences from traditional technology alliances

Table 8 | Unlocking the Value of Your Virtual Ecosystem

Facilitator: Will Yafi | *CEO | TIDWIT*

Many companies implement software to support and manage their partner ecosystem. However, determining the best approach can be overwhelming. Join this discussion to explore the advantages ecosystem apps can bring to alliance management, important things your organization should consider, and tips for avoiding common pitfalls along the way. Questions to be explored include:

- Does your company take a holistic and/or multi-workload approach to ecosystem apps?
- When considering ecosystem reach, do you take a quantitative or qualitative approach to expansion?
- What privacy and security concerns are top of mind within your organization?



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