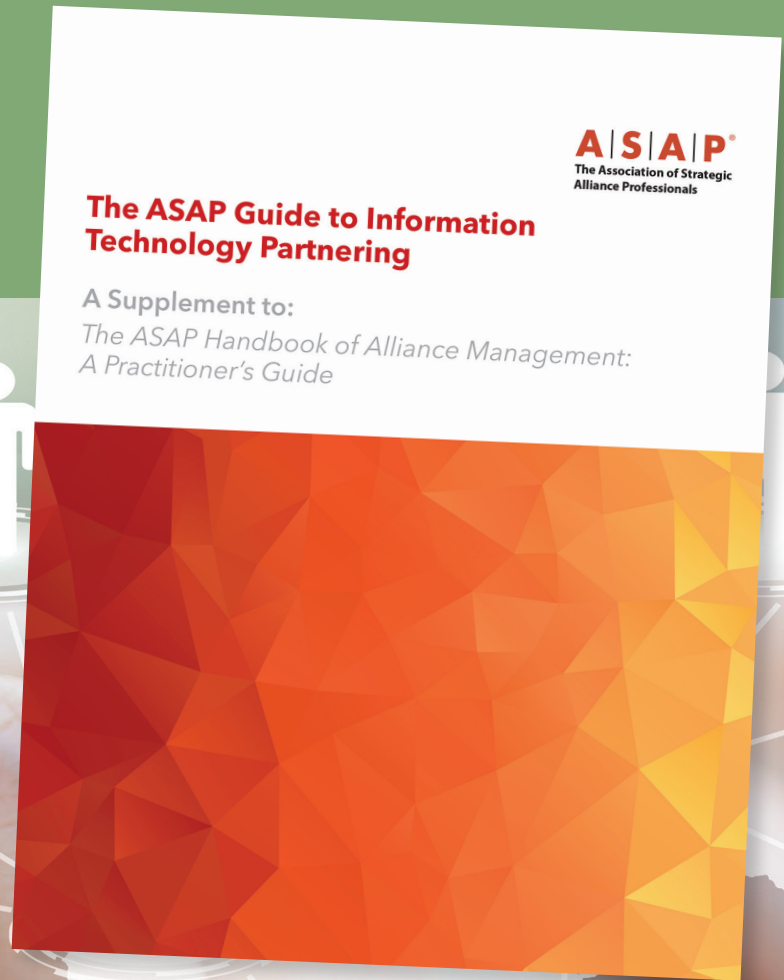


The ASAP Guide to Information Technology Partnering

A Supplement to:

*The ASAP Handbook of Alliance Management:
A Practitioner's Guide*



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Technology Partnering in the Ecosystems Age

Partnering and alliances in the information technology sector have seen huge disruption and change in a very short time, with some even pronouncing the traditional IT channel “dead”—its functions largely replaced by complex, multipartner ecosystems.

How do IT alliance professionals keep up? How can they guide their alliances to market and get to revenue faster?

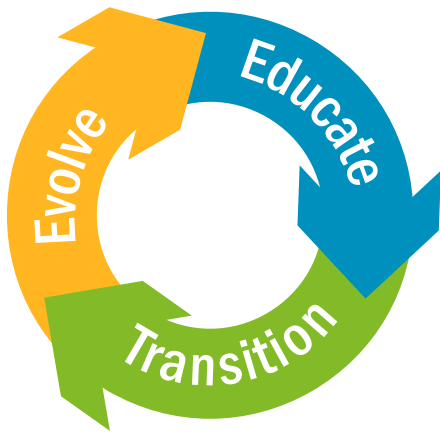
The ASAP Guide to Information Technology

Partnering can help. This updated supplement to *The ASAP Handbook of Alliance Management: A Practitioner’s Guide* covers everything from the IT channel to the formation and purposes of ecosystems, from the promise and perils of coopetition to new co-selling methods and go-to-market guidelines—all geared toward helping alliance professionals navigate the fast-paced world of technology partnering.

This guide will help you better understand—and derive revenue from—your technology partnerships, with extensive coverage of:

- The still-vital, changing channel
- The rise and spread of IT ecosystems
- Going to market: New buyers, new sellers, new selling methodologies
- Coopetition: Partner today, competitor tomorrow
- The evolving role of the IT alliance professional as
 - ecosystem orchestrator
 - entrepreneurial leader
 - strategic driver and visionary
- And more!

Requirements for IT Alliance Professionals



Strategic alliances and partnering in IT have not escaped these continual waves of change, disruption, and evolution. The implications for alliance professionals working in this field are profound. The IT channel may not be going away, but the rapid rise of ecosystems, online platforms, and other complex partnering structures—however they may be labeled—will require new capabilities on the part of those working in IT alliances today, along with the reinforcement of some “old” partnering skills and an ongoing investment in education and training.



The really critical skills—the ‘soft skills’—those are things that are never going to change. Some of it is mindset, some is complexity. Some alliance professionals say, ‘My world has gotten so crazy and complex. Now I’m not just facing off with one partner—we’re putting this thing together and I have to coordinate across two, three, four partners trying to work together, and make sure everyone is aligned.’ It’s gotten harder. It’s more complex to manage those relationships. But the core skills still apply.



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Functions of an Ecosystem

A multipartner alliance or ecosystem is more complex in its operations than a one-to-one alliance. But as with any alliance—or any enterprise, startup, or business unit for that matter—it helps to look at the goals and purposes of an ecosystem.

Getting partners to work together and partner with one another—and to identify and connect with other partners they can fruitfully bring into the ecosystem—is all part of creating this collaborative climate or environment.

Ideally, the IT ecosystem should be continually performing several functions, including: orchestrating, growing, expanding, and refreshing.



Key Ecosystem Orchestrator Functions



Alliance professionals increasingly need to take all these considerations, and more, into account, because they will be the ones at the center of discussions, negotiations, meetings, and multiple conversations with customers, partners, and executive stakeholders within their own companies.

“...alliance managers now have to be drivers and business development people: someone who can lead, see opportunity, coordinate stakeholders across companies, drive and execute the game plan to get into the market and get to revenue. That’s more than just connecting and influencing people...”



The latest word in **IT partnering**

The ASAP Guide to Information Technology Partnering is a supplement and update to the 2013 *ASAP Handbook of Alliance Management*, and represents the latest and most advanced thinking on leading, managing, and deriving revenue from alliances, partnerships, and complex ecosystems in the high-tech field.

Building on the shared insights, published research, and real-world, in-the-trenches experiences of numerous ASAP members and the broader community of alliance management practitioners, **The ASAP Guide to Information Technology Partnering** explores the challenges and changes of a rapidly transforming IT landscape marked by alliances, channels, ecosystems, and other partnering structures—all of which coexist in a world of collaboration, competition, cooptation, and technological disruption where the only constant is continual change, speed to market and agility are vital, and the next big innovation is always just around the corner.

This supplement delves into such critical areas as:

- ▶ The persistence of and threats to the traditional IT vendor-distributor-reseller-customer channel
- ▶ The rise and spread of IT ecosystems
- ▶ Ecosystems and the Alliance Life Cycle
- ▶ The role of alliance managers as ecosystem orchestrators and facilitators
- ▶ The race to market and the focus on the customer experience
- ▶ Collaboration and competition in IT partnering
- ▶ Revenue-generating go-to-market guidelines, new selling motions, and the relationship between alliance management and sales
- ▶ Determining appropriate alliance metrics in an ecosystem context
- ▶ The alliance professional as entrepreneurial leader, driver, and strategic visionary
- ▶ Alliances as an essential enterprise function in today's high-tech world

The ASAP Guide to Information Technology Partnering features:

- ▶ Descriptions of best practices in IT partnering
- ▶ Frameworks and checklists for going to market
- ▶ Ecosystem formation, design, functions, and types
- ▶ Key questions for ecosystem managers
- ▶ Essential qualities of today's IT alliance professionals
- ▶ Resources for further reading
- ▶ Glossary of important terms
- ▶ Fillable online worksheets and forms

“**The ASAP Guide to Information Technology Partnering** is a long-awaited update of our original *Handbook of Alliance Management*, specifically tailored to the needs of the IT field and responding to its pressures, concerns, and fast-moving trends. We've reached out to a wide range of ASAP members and others—respected alliance leaders, successful consultants, widely published researchers, and more—to collect and synthesize the thinking in this supplement with the aim of making it the most useful to our community of practitioners. Along with a coming update for the biopharmaceutical field, we're pleased to add this supplement to our growing storehouse of helpful and thought-provoking content for our ASAP member community.”

—**Michael Leonetti, CSAP, President and CEO**
Association of Strategic Alliance Professionals

The ASAP Guide to Information Technology Partnering should be required reading for anyone who is embarking on or transitioning into an alliance management role in technology, and contains numerous insights that will aid more experienced practitioners as well.

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