



The State of Alliance Management: Past, Present, Future

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ASSOCIATION OF
STRATEGIC ALLIANCE
PROFESSIONALS

The Fourth State of Alliance Management Study

First printing: February 2012
Second printing: May 2012

This project was made possible by a contribution from the European Fund for Regional Development, as allocated by OP Zuid, the operational program for the southern Netherlands. CIP-DATA KONINKLIJKE BIBLIOTHEEK DEN HAAG

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(BCE-serie, deel 3)

ISBN 978-94-90803-02-5

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Association of Strategic Alliance Professionals



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www.strategic-alliances.org

The Association of Strategic Alliance Professionals (ASAP) is a professional association dedicated to elevating and promoting the profession and discipline of alliance management.

ASAP is the only organization dedicated to providing knowledge and resources, education and professional development, and a community for networking to alliance professionals at every stage of business collaboration—from partnership formation to alliance management after a deal is signed all the way through to the dissolution of a relationship.

Brabant Center of Entrepreneurship



www.bc-e.nl

There is a great need for innovation in the world of business. Eindhoven University of Technology and the Tilburg University already stimulate innovative, smart, and creative ways of thinking and doing, and young people everywhere put their time and energy into plans that they believe in. But the road to commercial success is not an easy one. That is why the two Brabant universities have joined forces to start up the Brabant Center of Entrepreneurship with special educational programs that enable university students to develop into entrepreneurial professionals.

This booklet is the third publication in the BCE Entrepreneurship Series. With this series, BCE wants to emphasize the need for entrepreneurship and an entrepreneurial attitude by exploring and discussing it from different perspectives.

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Foreword

This booklet is a joint effort of the Brabant Center of Entrepreneurship and the Association of Strategic Alliance Professionals (ASAP). It contains the results of ten years of research into alliance management. Three times before, ASAP has allowed us, with various research teams, to make use of their membership database to send out a survey to investigate the state of alliance management by studying alliance trends, tools, and success rates. The current Fourth State of Alliance Management Study would also have been impossible without ASAP. We gratefully acknowledge the support of ASAP and its staff. Because we now have ten years of data, it seemed a good idea not only to report our latest findings, but also to look back at the past decade and to speculate about the future of alliance management. Our results show the significant changes alliance management has undergone, along with some areas of stability.

The research teams over the years have included Koen Heimeriks, Nico Rasters, Tina Saebi, Inge Neyens, Anyes Krijnen and Dave Luvison. They have all contributed substantially to the data gathering and analysis.

A special word of gratitude goes out to all those who have filled out the survey. Alliance data are hard to get and we depend greatly on the assistance of the respondents. For the Fourth State of Alliance Management Study, a number of alliance managers have participated in interviews or discussion sessions as well. To those in the ASAP the Benelux chapter, DC/MidAtlantic chapter, Silicon Valley chapter and the Tri-State chapter: we really appreciate your sharing ideas, thoughts, hypotheses, and insights with the research team.

We hope that this Fourth State of Alliance Management Study delivers new insights for both practitioners and academics. We ourselves are passionately committed to alliances and we strongly believe that they will be the most important form of organization in the future. Therefore, they merit these in-depth and long-running research projects.

Ard-Pieter de Man, CSAP

Geert Duysters, CA-AM

“40% of our job is selling to the alliance and 60% is actually selling alliances to the rest of my company”

Strategic Alliance Manager,
Telecommunications Company