2020 ASAP Global Alliance Summit
June 23–25, 2020 VIRTUAL

Where Valuable Partnering Insights Converge with...
Meaningful Collaboration Connections

Your Virtual Program

LIVESTREAM Sessions taking place during the three conference days June 23–25

ON DEMAND Sessions available on the virtual conference site beginning June 22

Your Virtual Program

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Vantage Partners is a consulting and training firm that helps companies align transformational strategies with the power of collaboration. Headquartered in Boston, we serve clients worldwide, across multiple sectors including biopharmaceuticals, healthcare, energy, financial services, high-tech, and manufacturing.
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Welcome to the Virtual 2020 ASAP Global Alliance Summit

Thank you for your continued support of ASAP as we have transitioned to our first-ever virtual Global Alliance Summit. The many changes and upheavals in our world over the past few months have challenged all of us to respond, and ASAP is no different. The strength of our community is you, and we’re glad you’re here!

In everything we do, we have always remained focused on ensuring the health, safety, and well-being of our members and our community—as well as continuing to provide you with all the great member benefits you’ve become accustomed to, including the high-level content at our conferences and other events.

And while we look forward to the day when we can all meet again in person, we’re actually very excited to be presenting this first virtual Global Alliance Summit. We feel confident that you’ll enjoy the rich mix of livestream programming and on-demand sessions that you can access at any time. In the tradition of past ASAP events, this all-new program still features the very best of the best in partnering and alliance leadership, thinking, and strategy. You’ll see and hear from leaders in the realms of information technology collaborations, biopharma alliances, multipartner ecosystems, go-to-market sales efforts, communications, consulting, and more.

In addition, you can also engage virtually with your peers at the Summit through our discussion forums, via messaging on the conference app, and by participating in roundtable discussions. We hope you’ll take advantage of these new platforms and functionalities to enhance your 2020 Summit experience.

In every challenging time there is opportunity, and this one is no different. The virtual format allows you to get the most out of your participation by taking in all of the livestream sessions as well as sifting through the on-demand content to listen, learn, and take advantage of the insights that mean the most to you in your job and career.

Above, all, enjoy! Thank you again for making the choice to attend the 2020 ASAP Global Alliance Summit, and we appreciate your continued support of ASAP and your member community. Should you have any further questions or needs during the conference, please contact Jennifer Silver.

Michael Leonetti, CSAP
President & CEO
Association of Strategic Alliance Professionals
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FACILITATING THE ADVANCEMENT OF STRATEGIC PARTNERSHIP GROWTH

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- ASAP Strategic Alliance Monthly
- ASAP Strategic Alliance Weekly
- ASAP Community Event Quick Takes
- ASAP Strategic Alliance Newsfeed
- ASAP EPPP News
- ASAP Member Resource Library
- ASAP Member Directory
- ASAP Ideas in Action
- ASAP Handbook of Alliance Management
- The ASAP Guide to Biopharmaceutical Partnering
- The ASAP Guide to Information Technology Partnering

Events and Community

- ASAP Global Alliance Summit
- ASAP BioPharma Conference
- ASAP European Alliance Summit
- ASAP Netcast Webinars
- ASAP Chapter Events
- ASAP Alliance Excellence Awards
- ASAP Online Communities

Education & Professional Development

- Certification Exam Prep Workshops
- Professional Development Workshops
- ASAP Alliance TE-AM Training
- ASAP Simulations
- Education Provider Partner Program (EPPP)
- ASAP Job Board
- ASAP Professional Development Guide

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Get ready to embrace the partnering opportunities and challenges of the 2020s 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 services and Learning in Action™ training programs for alliance managers and alliance team members empower you to reach higher levels of partnering success.

The Rhythm of Business helps you reimagine how to implement alliance management to meet the growing demand from stakeholders for high-value services. We work with you to build and execute a collaborative leadership agenda, break down barriers, and drive consistently excellent alliance practice throughout your organization and its partnerships. We can help make the value you deliver visible and measurable by digitizing your practice.

Learn more at rhythmofbusiness.com, where you’ll find The Partnering Guide™ blog, case studies, recent webcasts, and access our rich library of published insights and tools.

**Vantage Partners**

Vantage Partners is a consulting and training firm that helps companies innovate more quickly, execute with greater discipline, and collaborate more effectively, for sustained impact and growth.

At Vantage, we help clients determine when and how to leverage partnerships—and when not to—providing hands-on support in partner due diligence, launching critical new alliances, and remediating or restructuring alliances when necessary. We help clients assess strategies and analyze where and how to leverage alliances and partnerships of various kinds and identify optimal partners.

As globalization, digital transformation, and other forces blur or obliterate traditional industry and market boundaries, we can help clients identify cross-industry partners, and manage the unique challenges of working with partners that have very different business and operating models.

As companies increasingly rely on alliances and partnerships to drive innovation, growth, and efficiency, we also help clients build and implement alliance organizations and partnership capabilities. To learn more about Vantage Partners or to access our online library of insights, please visit www.vantagepartners.com

**WorkSpan**

WorkSpan is the only Ecosystem Cloud, where alliance leaders build-with, market-with & sell-with their software, hardware, OEM, system integrator, service, cloud, & channel partners. WorkSpan makes it easy to work across partner types and partner tiers to grow ecosystem value by driving joint revenue, entering new markets, accelerating time-to-market, innovating on new solutions to meet shared customer needs and developing trust across company boundaries. WorkSpan is a privately held company backed by Mayfield and is growing its network of global enterprise customers including SAP, Cisco, Dell EMC, HPE, Fujitsu, and Lenovo. www.WorkSpan.com

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THE DEMAND FOR ALLIANCE MANAGEMENT HAS CHANGED
Are You Ready?

Get ready to embrace the partnering opportunities and challenges of the 2020s

Let The Rhythm of Business guide the way

Don’t miss The Alliance Management Mashup: Bridging the Digital Divide
On Demand Session 502

Visit www.rhythmofbusiness.com for the latest from The Partnering Guide
### Tuesday, June 23, 2020 | 11:00 a.m. – 1:25 p.m. EDT US

<table>
<thead>
<tr>
<th>Time (EDT US)</th>
<th>Session Code and Title</th>
<th>Speaker</th>
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<tbody>
<tr>
<td>11:00 a.m. – 11:20 a.m.</td>
<td>Conference Opening</td>
<td>Michael Leonetti, CSAP</td>
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<tr>
<td>11:20 a.m. – 12:05 p.m.</td>
<td>Session 201</td>
<td>Louis B. Harrison, MD, FASTRO</td>
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<tr>
<td>12:10 p.m. – 12:40 p.m.</td>
<td>Session 202</td>
<td>Tiffani Bova</td>
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<td>12:45 p.m. – 1:15 p.m.</td>
<td>Session 203</td>
<td>Ard-Pieter de Man, CSAP, PhD</td>
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<td>1:15 p.m. – 1:25 p.m.</td>
<td>Closing &amp; Wrap Up of Day One</td>
<td>Brooke Paige, CSAP</td>
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### Wednesday, June 24, 2020 | 11:00 a.m. – 1:50 p.m. EDT US

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<th>Time (EDT US)</th>
<th>Session Code and Title</th>
<th>Speaker</th>
</tr>
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<tbody>
<tr>
<td>11:00 a.m. – 11:15 a.m.</td>
<td>Day 2 Opening Message</td>
<td>Brooke Paige, CSAP</td>
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<tr>
<td>11:15 a.m. – 12:00 p.m.</td>
<td>Session 204</td>
<td>Steve Steinhilber</td>
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<tr>
<td>12:05 p.m. – 12:50 p.m.</td>
<td>Session 205</td>
<td>Moderator: Jessica Wadd</td>
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<td>12:55 p.m. – 1:40 p.m.</td>
<td>Session 206</td>
<td>Carl DCosta</td>
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<tr>
<td>1:40 p.m. – 1:50 p.m.</td>
<td>Closing &amp; Wrap Up of Day Two</td>
<td>Michael Leonetti, CSAP</td>
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<tr>
<td>Time (EDT US)</td>
<td>Session Code and Title</td>
<td>Speaker</td>
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<tr>
<td>11:00 a.m. – 11:15 a.m.</td>
<td>Day 3 Opening Message</td>
<td>Michael Leonetti, CSAP</td>
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<tr>
<td>11:15 a.m. – 12:00 p.m.</td>
<td>Session 207</td>
<td>Biopharma Commercial Alliance Management Challenges</td>
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<td>Panelists:</td>
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<td>Brooke Paige, CSAP</td>
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<td>David S. Thompson, CSAP</td>
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<td>Andrew Yeomans, CSAP</td>
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<tr>
<td>12:05 p.m. – 12:50 p.m.</td>
<td>Session 208</td>
<td>Making Everyone a Part of the Sales Process</td>
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<tr>
<td>12:55 p.m. – 1:40 p.m.</td>
<td>Session 209</td>
<td>How the Microsoft Partner-to-Partner Program is Disrupting the way Technology Companies are Leveraging the Power of Ecosystems for Business Growth, Customer Acquisition, and Gaining a Competitive Advantage</td>
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<td>Amit Sinha</td>
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<td>1:40 p.m. – 1:50 p.m.</td>
<td>Closing Remarks &amp; Thank You</td>
<td>Michael Leonetti, CSAP</td>
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Vantage Partners is a consulting and training firm that helps companies align transformational strategies with the power of collaboration.

www.vantagepartners.com
### Track 300 | Alliance & Partnering Experiential Learning

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<tr>
<td><strong>Session 301</strong></td>
<td>The Profit Power of Collaboration</td>
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<td><strong>Session 302</strong></td>
<td>Alliance Management in M&amp;A Integration – “Snowboarding for Skiers”</td>
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### Track 400 | Building Competencies and Skills that Lead to Success

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<td><strong>Session 401</strong></td>
<td>Alliance Management Skill Building: Case Studies Across Industries</td>
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<tr>
<td><strong>Session 402</strong></td>
<td>Are your Alliance Marketing Strategies Destined to Boom or Bust?</td>
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<td><strong>Session 403</strong></td>
<td>Resiliency in Alliance Management: How Amgen-UCB Managed the “Roller-coaster Ride” of a Long-standing Alliance</td>
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<tr>
<td><strong>Session 404</strong></td>
<td>Integrated Joint Alliance Marketing Best Practices: How to Establish Joint Marketing Moments That Drive Impact</td>
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<td><strong>Session 501</strong></td>
<td><strong>How 5G will Transform and Disrupt Business and Partners</strong></td>
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<tr>
<td><strong>Moderator:</strong> Stacy Conrad</td>
<td>**Director Channel Sales</td>
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<td><strong>Panelists:</strong></td>
<td>**Pradeep Bhardwaj</td>
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<td>**Manoj Bhatia, CSAP</td>
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<td>**Andreas Westh, CSAP</td>
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<tr>
<td><strong>Session 502</strong></td>
<td><strong>The Alliance Management Mashup: Bridging a Digital Divide</strong></td>
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<tr>
<td><strong>Moderator:</strong> Jeff Shuman, CSAP, PhD</td>
<td>**Principal</td>
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<td>**Jan Twombly, CSAP</td>
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<tr>
<td><strong>Session 503</strong></td>
<td><strong>Marketplaces—The New Buying Centers in the Age Of As-a-service</strong></td>
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<td><strong>Moderator:</strong> Glen Kuhne</td>
<td>**Director Major Accounts</td>
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<td>**Roger Williams</td>
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<tr>
<td><strong>Session 504</strong></td>
<td><strong>The Strategic Partner Executive of the Future and the Skills Needed for Success</strong></td>
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<td><strong>Moderator:</strong> Norma Watenpaugh, CSAP</td>
<td>**CEO &amp; Founding Principal</td>
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<td><strong>Panelists:</strong></td>
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<td>**Jim Chow</td>
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<td>**Greg Fox, CSAP</td>
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### Track 600 | The Power of the Ecosystem

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<tr>
<td><strong>Session 601</strong></td>
<td><strong>Intelligent Automation: Partnering with an Ecosystem to Deliver Client Results</strong></td>
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<tr>
<td>**Michael Rosenthal, CA-AM</td>
<td>Alliance Manager</td>
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<tr>
<td><strong>Session 602</strong></td>
<td><strong>Demystifying the Ecosystem—An interactive Conversation</strong></td>
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<tr>
<td>**Claudia Kuzma, CA-AM</td>
<td>Managing Director, Global Ecosystem Program Leader</td>
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<td>**Nancy Ridge</td>
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## Track 700 | Improving Value and Capabilities in the Face of Change

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<tr>
<td><strong>Session 701</strong></td>
<td>Enabling Strategic Change—Cultural and Alliance Capability Development</td>
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<tr>
<td></td>
<td>- Christoph Huwe, CSAP, PhD</td>
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<td>- Michael Kennedy, PhD</td>
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<td><strong>Session 702</strong></td>
<td>Big Pharma M&amp;A and Alliance Portfolios</td>
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<td>Moderator: Adam Kornetsky</td>
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<td>- Mark Coflin, CSAP</td>
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<td>- Dana Hughes</td>
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<td>- Jeff Hurley, CA-AM</td>
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<td>- Chris Urban</td>
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<tr>
<td><strong>Session 703</strong></td>
<td>Absorbing and Facilitating Change: Managing Your Partner Program During Organizational Upheaval</td>
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<td></td>
<td>- Ben Anderson, CA-AM, JD, Esq.</td>
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<td>- Susan Cleveland, JD</td>
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<th>PricewaterhouseCoopers (PwC)</th>
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<td>IQVIA</td>
<td>Simcere Pharmaceutical Group</td>
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<td>College of American Pathologists</td>
<td>Kite Pharma</td>
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![allianceboard Logo](https://example.com/allianceboard.png)

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> New Models of Partnership Management

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- The persistence of and threats to the traditional IT vendor-distributor-reseller-customer channel
- The alliance professional as entrepreneurial leader, driver, and strategic visionary
- Alliances as an essential enterprise function in today’s high-tech world

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- The all-important role of alliance managers in minimizing risk and maximizing value creation
- Involvement of alliance professionals from term sheet to contract to kickoff—on down to wind-down and termination
- The biopharma ecosystem: academia, clinical collaborations, CROs, CMOs, and more
- Evolution of alliance professionals: strategic thinkers, leaders, and “diplomatic ninjas” who identify issues before they happen

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A Cancer Center’s Experience Developing Clinical Partnerships & Alliances Opportunities and Cautions

Session 201
Livestream: Tuesday, June 23, 2020 | 11:20 a.m. – 12:05 p.m.

Louis B. Harrison, MD, FASTRO | Chief Partnership Officer & Chair, Department of Radiation Oncology | Moffitt Cancer Center and Research Institute

Partnerships and alliances are a vital part of any organization’s growth and development. For a cancer center, partnerships are a vital strategy to secure patient access, growth in patient volume, ability to conduct meaningful clinical research, and maximize impact on the community. For hospitals and health systems which deal with the entire spectrum of human disease, it is either difficult or impossible to develop the breadth and depth of clinical care and clinical research that exists in a comprehensive cancer center. Thus, given the needs and challenges facing all parties, the necessity to partner and forge strategic alliances is essential. However, despite the need, the creation and execution of these relationships has many obstacles. Dr. Harrison will share how Moffitt Cancer Center has navigated this area of activity, highlighting both success and lessons learned from disappointments.

Dr. Harrison is the chair of the Department of Radiation Oncology at Moffitt Cancer Center. He is also deputy physician in chief at Moffitt. In this role, he is part of the Moffitt Medical Group leadership team. Dr. Harrison is also Moffitt's vice president, chief partnership officer. In this capacity, he works to develop multifaceted partnership and strategic alliances that advance the cancer center’s strategic goals and increase patient access to the institution. He received his MD degree from the S.U.N.Y. Downstate Medical Center College of Medicine. He completed a radiation oncology residency at Yale University School of Medicine, Yale-New Haven Hospital; and also served as chief resident. The American Society for Radiation Oncology (ASTRO) named Dr. Harrison as a 2017 ASTRO Gold Medalist, the highest honor bestowed upon ASTRO members who have made outstanding lifetime contributions in the field of radiation oncology. Dr. Harrison serves on the board of directors of the National Comprehensive Cancer Network (NCCN), where he also has been elected to the executive committee.

Dr. Harrison is the senior editor of the textbook Head and Neck Cancer: A Multidisciplinary Approach, now in its fourth edition. He is also a co-editor of Intraoperative Irradiation: Techniques and Results, now in its second edition.

The Untapped Gold Mine of Building Trust, Unconventional Affiliations, and Iteration-based Partnerships

Session 202
Livestream: Tuesday, June 23, 2020 | 12:10 p.m. – 12:40 p.m.

Tiffani Bova | Growth & Innovation Evangelist | Salesforce

Much has changed in the world of partnerships and alliances. Breaking with what was done in the past, there are now unconventional affiliations including those between technology companies and pharma/health-based organizations. A growing number of businesses are taking an iterative approach, which adds or redirects work as the partnership or alliance continues. Others are staying the course with conventional collaboration.

In her keynote, Tiffani Bova, growth and innovation evangelist at Salesforce and author of the WSJ Best Seller Growth IQ, will cut through the noise, and give it to you straight, discussing:

- What it takes to build trust and really connect with your partners and customers so you can make smarter business decisions
- Why developing an atypical partnership may be a profitable endeavor
- The benefits and flexibility of iteration-based partnerships and alliances

With decades of experience and countless case studies, Tiffani’s real-world perspective will help you better understand how to pick the right combination and sequence of paths, and possibly partners, to grow your business now and in the future.
Creating Alliances and Digital Ecosystem Capabilities in an Increasingly Platform Enabled and Interconnected World

Session 204
Livestream: Wednesday, June 24, 2020 | 11:15 a.m. – 12:00 p.m.

Steve Steinhilber | Global Vice President Ecosystems and Business Development | Equinix

Speed and scale of information technology growth and new global platforms will enable digital transformation of all businesses and new business model creation. The speed and rate of disruption varies by industry many existing value chains are under significant disruptive threat. Industries where value was created by content have already experienced this disruption as whole segments of the value chain have been eliminated while others are just starting this journey. According to IDC by 2022, at least 60% of global GDP will be digitized, with growth in every industry driven by digitally enhanced offerings, operations and relationships. According to McKinsey Digital ecosystems will account for more than $60 trillion in revenue by 2025, or more than 30% of global corporate revenue.

These disruptive forces are enabled by an explosion of information technology delivered via platform enabled companies monetized by new business models. These platform models are proving to be much more profitable than product pipeline business models, offer accelerated time to market for new product/services, and create new ways to share the wealth. This has been directly translated into the massive growth of platform companies’ market capitalizations.

These models have implications for how the partnering frameworks are changing requiring a mix of skills from programmatic ecosystem management capabilities to high touch alliance capabilities.

Attendees should walk away with three key learnings;

- Characteristics of examples of industries undergoing disruption
- New partnering frameworks for enabling these models to scale
- Importance of created a balanced portfolio of ecosystem and alliance management skills and programs

Foundation for Partner Success in the Digital World

Session 206
Livestream: Wednesday, June 24, 2020 | 12:55 p.m. – 1:40 p.m.

Carl DCosta | Worldwide General Manager of Partner Success | Blue Yonder

Blue Yonder empowers world-leading companies through a seamless end-to-end commerce experience, providing companies a modern, responsive and synchronized supply chain. This depends heavily on an end-to-end partner ecosystem across ISVs, System Integrators and Business Integrators.

The Partner Success strategy encompasses a strong flexible foundation to help partners develop applications to extend Blue Yonder solutions, innovate to sell more, and deliver for customer success. Ease of doing business is the underlying principle supporting these 3 tenets.

Attendees will takeaway;

- This session will describe the key elements to help partners to do more with technology vendors and suppliers, differentiate themselves in the market to drive more impact from customer success, and thrive in the new digital marketplaces.
Plenary Sessions

Plenary Executive Panel: Managing Power Imbalances: How to Navigate Partnerships between Large and Small Organizations

**Session 205**

**Livestream:** Wednesday, June 24, 2020
12:05 p.m. – 12:50 p.m.

**Moderator:** Jessica Wadd | Partner | Vantage Partners

**Panelists:**
- Steve Pessagno | Business Development and Alliance Management | GlaxoSmithKline
- Amy Walraven | President, Chief Strategy Officer, and Founder | Humaitrix
- Joy Wilder Lybeer | Senior Vice President, Enterprise Alliances | Equifax
- Troy M Windt | Associate Vice President, Global Alliances & External Relations | Reata Pharmaceuticals, Inc.

Partnerships between large organizations and smaller firms can generate massive value, but often bring unique management challenges since dissimilar size partners can have very different views of perceived and real power, culture, processes, appetite for risk, execution speed, and autonomy.

Partnering leaders from large and small pharmaceutical and technology companies share their experiences and insights from different sides of so-called "David and Goliath" alliances. Please join them for a conversation about lessons learned regarding:

- How do you identify the right structure to enable success, and those that look good on paper but will inevitably hinder execution?
- What are the common, but unrealistic expectations for these partnerships – and how do you overcome them?
- How does your approach to these partnerships need to differ from other collaborations?
- How do you know when to walk away?

Plenary Executive Panel: Biopharma Commercial Alliance Management Challenges

**Session 207**

**Livestream:** Thursday, June 25, 2020
11:15 a.m. – 12:00 p.m.

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

**Panelists:**
- Brooke Paige, CSAP | Former Vice President Alliance Management | Pear Therapeutics
- David S. Thompson, CSAP | Chief Alliance Officer | Eli Lilly and Company
- Andrew Yeomans, CSAP | Global Alliance Lead | UCB

The commercial phase of a biopharma alliance brings a new set of challenges to alliance managers. Our panel of experts shares their insights from a vast range of experiences with commercial alliances on a global scale. Bring your questions and join a lively discussion about:

- How alliance managers deliver value in a commercial alliance
- Considerations for driving alignment in local geographies and at a corporate level
- Aspects of alliance governance to get right to maximize value
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Plenary Sessions

**Making Everyone a Part of the Sales Process**

**Session 208**

**Livestream:** Thursday, June 25, 2020 12:05 p.m. - 12:50 p.m.

**Speaker:**

Larry Walsh | CEO and Chief Analyst | The 2112 Group

Go-to-market strategies and sales channels are no longer monolithic. Multiple influencers overlap the customer journey, driving and shaping technology consideration, selection, and engagement. Technology vendors and solution providers cannot overlook the power of influencers and referrers in their routes to market. The goal isn’t just to enlist and engage with influencers and referral partners, but putting them on a path to active engagement and persistent alignment. In this session, The 2112 Group’s Larry Walsh will review exclusive research into the power of influencers and referral partners in the channel, and how vendors can make everyone – partners, business professionals, and customers – a part of go-to-market channels.

How the Microsoft Partner-to-Partner Program is Disrupting how Technology Companies are Leveraging the Power of Ecosystems to Grow their Business, Acquire New Customers, and Gain Competitive Advantage

**Session 209**

**Livestream:** Thursday, June 25, 2020 12:55 p.m. - 1:40 p.m.

**Speakers:**

Dan Rippey | Director of Engineering, One Commercial Partner | Microsoft

Amit Sinha | Chief Customer Officer/Co-Founder | WorkSpan

How the Microsoft Partner-to-Partner Program is Disrupting how Technology Companies are Leveraging the Power of Ecosystems to Grow their Business, Acquire New Customers, and Gain Competitive Advantage

With one of the largest partner ecosystems on the planet, Microsoft’s goal is to empower every organization to achieve more together. Via its innovative Partner-to-Partner (P2P) ecosystem model, Microsoft partners can now collaborate with one another directly without the intervention of Microsoft. Its P2P program allows partners to connect with other innovative partners to grow their business and, most importantly, deliver increased value to customers in this cloud first world.

Learn how this unique P2P program, powered by WorkSpan Ecosystem Cloud, is delivering breakthrough results and desirable outcomes:

- Increase profitability by selling solutions from one or more of Microsoft’s partners
- Achieve faster time-to-market leveraging pre-built joint solutions
- Close deals that are larger by including solutions from one or more of Microsoft’s partners
- Reach more customers by co-selling with other Microsoft partners for bigger joint pipeline
- The bottom line—gain access to solutions from Microsoft and Microsoft partners that today result in $8 Billion+ annual sales.
Alliance & Partnering Experiential Learning

The Profit Power of Collaborative Excellence
Session 301
Speaker:
Robert Porter Lynch, CA-AM | Thought Leader | The Warren Company

Alliance Leaders need to use collaborative excellence to transform their alliances, eco-systems, and cross functional integration of their organizations. Collaborating successfully relies on trust, managing complexity, and the economics of alliances.

Building trust produces great profitability gains and removes massive chunks of non-value-added work in an alliance. And a team’s or alliance’s ability to manage complexity and reduce risks actually improves through collaboration and significantly increases the success rates of complex projects and eco-system interaction. Not to be outdone, the economics of alliances create value by simultaneously chipping away at a multitude of factors that often go unnoticed by accounting cost-cutters who cannot see the impact of collaboration.

In this workshop, through case studies and group exercises, you’ll gain a better understanding of how:

- Trust can increase profitability by 30% or more.
- The foundation for success starts at the outset of any major project or alliance by the right selection of people, establishment of culture, and protocols for managing complex interfaces.
- To analyze alliances using a value creation framework, determining precisely where value is being created or lost, and how to identify the leverage points for value generation.

Alliance Management in M&A Integration – ‘Snowboarding for Skiers’
Session 302
Speakers:
Carlos Keener | Managing Partner | BTD Consulting
Brooke Paige, CSAP | Former Vice President Alliance Management | Pear Therapeutics
Nick Palmer | Managing Director | BTD Consulting
Steve Twait , CSAP | Vice President, Alliance and Integration Management | AstraZeneca Pharmaceuticals

Successes by strategic alliance professionals in building and strengthening their firm’s alliances and JVs are leading many leaders to look to these teams for support in merger and acquisition integration. This is a tribute to the skills of these professionals, yet it poses new challenges. While there are similarities between alliances and M&A, there are also important differences that could “trap” unaware managers.

During this interactive session participants will work in teams on a case study led by the speakers and senior ASAP members. Teams will approach the case study in one of two ways, M&A integration and as an alliance. Discussion teams will present their recommendations and plans with the panel and group who will provide feedback on each plan.

Participants will come away from the session:

- Understanding the differences between alliances and M&A
- Better prepared to adapt their alliance expertise for M&A integration
- More comfortable engaging with senior management in discussions of M&A integration challenges and planning
ASAP EPPs...an important part of your partnership and alliance success!

Connecting your team with a community of consultants who can help meet your alliance and collaboration objectives through a wide variety of personalized training and services.
Building Competencies and Skills that Lead to Success

**Alliance Management Skill Building: Case Studies Across Industries**

**Session 401**

**Speakers:**

Ben Siddall | Partner | Vantage Partners

Jessica Wadd | Partner | Vantage Partners

While it’s no secret that skill-building is a critical component of an alliance management capability, many alliance management functions fail to implement a skill-building program that is right-sized and designed according to the specific needs of their organization. The options are numerous—digital learning modules, in-person training courses of differing lengths and formats, manager-to-employee coaching, peer-to-peer learning groups, etc.. So, how do you know what is right for your organization? Where should you invest your resources and your team’s time? How can you maximize the value of your investment in skill-building?

During this session, Vantage Partners will share multiple case studies of designing fit-for-purpose training programs to build alliance management competency in organizations of very different maturities. The organizations featured in the case studies come from different industries and have alliance management teams that are structured differently; each has created their own distinct career development pathways.

Conference attendees will walk away from this session understanding:

- Key design considerations for an alliance management skill-building program
- The various skill-building options available to meet their team’s needs
- Best practices for ensuring skill-building programs lead to impactful, sustained learning

**Are your Alliance Marketing Strategies Destined to Boom or Bust?**

**Session 402**

**Speakers:**

Andrea Katsivelis | Global Strategic Marketing Advisor | Microsoft WW One Commercial Partner

Mark Reino | Principal and Founder | Merit Mile

It’s one thing for two companies to agree they want to do joint marketing and sales but doing so is easier said than done. Despite a steady year-over-year growth in the number of alliances companies maintain and associated funding, it’s not all a bed of roses.

In 2019, Merit Mile conducted a study involving strategic alliance professionals looking at the trends, triumphs, and challenges with alliance marketing and co-selling. The research revealed a common thread across alliances—that access to subject matter experts, creative resources, and the ability to assemble joint marketing plans and messaging were in short supply. What can be done?

With much of 2020 in front of us, now is the time to take steps to overcome these pitfalls and roadblocks that could otherwise hinder success. Microsoft, an industry leader in alliances, will explain their strategies for successfully managing multiple alliances in light of demanding deadlines, complex organization structures, and even international nuisances. Merit Mile, who sits at the intersection of many global technology alliances including Microsoft and Citrix, will share insight on why some alliance marketing plans go boom and others go bust.

Join this session and leave with an understanding of:

- What are the top strategic alliance trends across programs, strategy, and tactics
- Where and how alliance marketing dollars are being spent in 2020
- How to ensure long term success with proper upfront planning and stakeholder buy-in
Building Competencies and Skills that Lead to Success

Resiliency in Alliance Management: How Amgen-UCB Managed the “Roller-coaster Ride” of a Long-standing Alliance
Session 403
Speakers:
Tracy Blois, PhD | Director, Alliance Management, Business Development | Amgen
Alistair Dixon, PhD | Senior Director, Alliance and Integration Management | UCB Pharmaceuticals

UCB and Amgen have collaborated on the development of a novel Osteoporosis treatment for nearly twenty years. Alliance management has been central to navigating the collaboration through the impact of numerous internal and external factors. Following a successful global launch, it is now time to reflect and share the learnings from collaboration and prepare for continued future success following the development to commercialization alliance inflection point.

Exemplified through the use of case studies, insights will be given as to how alliance management intervened at critical inflection points, including to manage times of misalignment and to optimise the operating model.

Key takeaways:
- Lessons learned in successfully bringing a scientific concept from IP to global launch and to patients
- Understand how alliance management can play a critical role as a collaboration evolves from development to global commercial phase of a product’s lifecycle, including during program challenges
- Application of best practices and their impact on alliance success throughout the ups and downs of a global collaboration

Integrated Joint Alliance Marketing Best Practices: How to Establish Joint Marketing Moments That Drive Impact
Session 404
Speaker:
Liz Fuller, CA-AM | Senior Director, Alliance Marketing | Citrix

People remember "moments," and it is a moment that captures their attention. But how do you make a moment that drives impact? Every company selling a product wants to reach their customers and prospects with impact, however, customers are changing their behaviors and are often consuming information from multiple sources. As a result, it is becoming harder to reach and connect to them with a traditional marketing approach.

Alliance professionals understand the value of partnering with alliances and delivering joint solutions to customers. Customers usually aren’t looking for an individual product, but rather a complete solution that addresses their pain points. Marketing should do the same and speak to the customer through the customer’s needs.

So how do alliance professionals deliver a marketing message that: creates a moment, sells a solution, speaks to buyer needs, and do it with a reduced marketing budget? It’s not easy, but with an integrated approach to their marketing strategy, they can establish a cadence of moments that bring visibility and awareness, and drive pipeline.

In this interactive workshop session attendees will learn:
- How to establish their buyer needs
- How to develop an integrated, omni-channel marketing strategy
- How to make a moment with their alliances
The New Age of Digital Transformation

How 5G will Transform and Disrupt Business and Partners

Session 501
Moderator: Stacy Conrad | Director Channel Sales | TPx

Panelists:
Pradeep Bhardwaj | Senior Strategy Director | Syniverse
Manoj Bhatia, CSAP | Partner Business Development (Tech Alliances) | Verizon
Andreas Westh, CSAP | Director Global Partnering Strategy | Ericsson

5G (5th Generation) telecommunication technologies will surely disrupt and transform business and partnerships. Hear from the leading companies and their experts who manage feature roadmaps for 5G implementation, 5G partner and corporate strategy relating to mobile infrastructure, while showcasing 5G technology and use-cases. This panel discussion will focus on a few interesting perspectives;

- Is 5G just another “G”? Why the hype about it?
- Where is 5G today, where do you see it changing our lives in the next 3-5 years? Where will the most exciting use cases in the coming years be seen?
- Given the technological challenges of 5G, how has that disrupted the strategy for choosing partner Ecosystems? What is so different about 5G that causes companies to rethink their partnering and alliances?
- What are the most difficult challenges in managing an ecosystem of partners in 5G world?

Come prepared to share potential applications of 5G while gaining advanced knowledge and insights that will help plan and manage partnership disruptions and ecosystem opportunities.

The Alliance Management Mashup: Bridging a Digital Divide

Session 502
Speakers:
Jeff Shuman, CSAP, PhD | Principal | The Rhythm of Business
Jan Twombly, CSAP | President | The Rhythm of Business

Alliance management bridges differences to achieve partnering success. As biopharma and healthcare become digital, a new divide emerges: the difference in the roles of technology and biopharma alliance managers who are working together on digital health initiatives.

For example, a biopharma alliance manager may look at things through a risk management lens, while her artificial intelligence (AI) platform partner—who may not have an alliance management title—cares about generating revenue and ensuring that data provided can be used to improve her AI engine for future partners. How do you work together as an alliance management team when you have different goals, priorities, and responsibilities? How do you bridge the divide between biopharma’s traditional committee-based governance and tech’s quarterly business review? What should the operating model be when the companies are structured differently and counterparts are hard to identify? How does having multiple parties involved change the dynamic?

This session uses a number of mini-case studies and proposes a set of guiding principles to help alliance managers from both tech and biopharma to:

- Identify a North Star the parties can rally around, despite having different goals and sources of value
- Structure and manage value creating operating and governance models, identifying the right people to have at the table
- Find “common language with shared meaning” between alliance professionals with different roles and priorities
The New Age of Digital Transformation

Marketplaces—The New Buying Centers in the Age Of As-a-service

Session 503

Speakers:
Glen Kuhne | Director Major Accounts | Ingram Cloud Blue
Roger Williams | Senior Director, Mobility and Marketplace Alliances | Citrix

Buying centers are changing and marketplaces are rapidly displacing traditional models as customers seek new ways to buy services including consumption-based services. In this panel and Q&A session, speakers will share insights and answer questions on the trends driving marketplaces, various marketplace models, internal readiness requirements, common pitfalls, and the implications for traditional sales and alliance partnerships.

Attendees takeaways and activities include:

- Identifying buying behaviors and how preferences will translate and drive B2B buying
- Hearing about the types of marketplaces, from the open large public clouds and the more closed and curated partner marketplaces
- Learning what players are driving new marketplaces
- Discussing pros and cons of marketplaces and how to best leverage them
- Check-up on company readiness for multiple marketplaces
- Assessing current ordering and backend systems needed to support the high levels of automation and scale that multiple marketplaces will require
- Evaluating the sophistication level of sales channel management, pricing, and support to address legal and tax needs

The Strategic Partner Executive of the Future and the Skills Needed for Success

Session 504

Moderator: Norma Watenpaugh, CSAP | CEO & Founding Principal | Phoenix Consulting Group
Panelists:
Rafael Contreras | Area Vice President, Global Operations, Strategy and Chief of Staff | ServiceNow
Jim Chow | Enterprise Cloud Solution Evangelist and Strategic Partnerships/Channels Executive | Google
Greg Fox, CSAP | Former, GM of Networking & Communications | VP of Alliances | WorkSpan

The role of a partner manager is to enable innovation, growth, and competitive advantage through partnerships. That’s a tall order and requires quite the skill set to deliver. As companies transform to digital business models and embrace disruption as the new normal, they also assemble partner ecosystems to create resiliency, adaptability, and stickiness in their businesses. What does that imply about the skills required to continually respond to an ever-changing environment and operating in a world beyond traditional organizational boundaries? What are the skills of an ecosystem manager? How are they different from alliance management and what stays the same?

Learn from these accomplished partner executives on preparing for the future of partnering in a digitally transformed business ecosystem.

- The vision for strategic alliances and ecosystems in the future
- Future skills needed for success when managing partnerships
- How alliance managers can be prepared for the future
- How to acquire needed new skills to be successful
- What does success look like?
Intelligent Automation: Partnering with an Ecosystem to Deliver Client Results
Session 601
Speaker:
Michael Rosenthal, CA-AM | Alliance Manager | SAS Institute

Robotic Process Automation (RPA) is the use of digital employees (pre-configured software based on business rules) to automate work processes, in part or in full, that are repetitive, time consuming, and often in many circumstances very costly. RPA is a tool that allows organization to “do more with less.” Companies across all industry sectors and governments at all levels are adopting RPA to gain efficiencies, reduce costs, and improve customer/citizen services.

Intelligent automation is the use of RPA and SAS AI to help drive the automation of tasks to a deeper level, by allowing digital employees to grow beyond their pre-configured business rules and letting them to make decisions on their own, without human intervention.

In this presentation, you gain a better understanding of how:
- RPA works, how SAS AI helps to make the decision-making process more efficient
- RPA is not a replacement for the human workforce
- RPA, SAS & Intelligent Automation works side by side with their human counterparts
- SAS, Blue Prism, and Deloitte work with each other as an “ecosystem” to deliver the necessary client results

Demystifying the Ecosystem—An Interactive Conversation
Session 602
Speakers:
Claudia Kuzma, CA-AM | Managing Director Global Ecosystem Program Leader | Protiviti
Nancy Ridge | President | Ridge Innovative

Developing a balanced global ecosystem approach is becoming integral to overall alliance and corporate business strategies. "Partners that adopt an ecosystem business model will grow 50% faster than partners which do not," IDC 2019 IT Channels and Alliances Predictions, 2019. This strategy is becoming more prominent on C-Level agendas to ensure that innovation and growth metrics are achieved in a collaborative fashion.

The ability to harness a wider value chain to solve more complex problems along-side business model transformation, is paramount to competitive advantage and increased growth in a global landscape. Many firms still struggle with the harnessing of collaboration more fully, but agile methodologies have emerged with the ‘fail fast’ and continuous learning emphasis.

In this interactive session, the focus will be on the demystifying the Ecosystem and ‘Art of the Possible’ with real world examples. The collaborative dialogue will also put a spotlight on the "The What, Why & How of ecosystem strategy and associated framework." The session will conclude with real world application case studies that correlate to triple bottom line growth and partner to partner collaboration.

Key takeaways from the session will include:
- The "Why" of ecosystem and how to rationalize the transformation from channels/alliances to a more holistic approach
- The "What" of ecosystem and the "How" to apply a framework to achieve bottom line results
- To Partner strategies and how IoT and AI are changing the landscape of the ecosystem model
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Enabling Strategic Change—Cultural and Alliance Capability Development

Session 701

Speakers:
Christoph Huwe, CSAP, PhD | Director Strategic Alliance Management, Open Innovation & Digital Technologies | Bayer Pharmaceuticals
Michael Kennedy, PhD | Director Alliance Management, Business Development & Licensing | Bayer Pharmaceuticals

Bayer Pharmaceuticals has recently shifted its focus even more to external innovation, resulting in a growing number of alliances and a redeployment of internal staff. This coupled with pursuing new types of partners and more complex alliance networks necessitates the need for both organizational culture change and an increase in alliance capability.

Many organizations have experienced or will eventually go through similar strategic changes leading to a stronger focus on external innovation, or externalization in general. Learn how Bayer is making this transition and the crucial role alliance management can play during the process including:

- Expand partnering capability to enable a change in strategic direction
- Enhance partnering mindset and culture in the face of a new objectives and uncertainty
- Elevate partnering reputation with existing and potential new business partners

Big Pharma M&A and Alliance Portfolios

Session 702

Moderator: Adam Kornetsky | Consultant | Vantage Partners

Panelists:
Mark Coflin, CSAP | Vice President, Head of Global Alliance Management | Takeda
Dana Hughes | Vice President of Integration Management and Alliance Management | Pfizer
Jeff Hurley, CA-AM | Global Alliance Management Lead | Takeda
Chris Urban | Head of Alliance & Integration Management | Amgen

The most recent decade in big pharma was marked by a dizzying array of deals, mergers, and acquisitions. Companies of all sizes have participated in the deal-making, including some of the biggest names in the industry. In virtually all cases, acquisition of technologies, platforms, and assets was a key driver for the transaction.

Additionally, many of these deals have included assets or technologies that were involved in formal alliances in one way or another. For transactions involving the acquisition or merger of large-cap biopharma companies, whole portfolios of alliances across multiple therapeutic areas, stages of development, and commercial geographies have been involved. Though not necessarily the top strategic driver for specific acquisitions, alliance portfolios should be viewed as containing value that is unique and different from the sum total of each individual alliance.

These four long-time ASAP members will share their recent M&A experiences and provide insight into how portfolios of alliances have been managed through the transaction process and engage participants in sharing additional perspectives critical for unlocking and maximizing the full value of an alliance portfolio. Key takeaways include:

- How alliance portfolios are contemplated within large-scale M&As
- What strategic considerations are evaluated by acquirers and the acquired
- How the value of the alliance portfolio is characterized and communicated
- What considerations must be taken by acquirers and the acquired regarding the alliance partners
Improving Value and Capabilities in the Face of Change

Absorbing and Facilitating Change: Managing Your Partner Program During Organizational Upheaval

Session 703

Speakers:

Ben Anderson, CA-AM, JD, Esq. | Partner Asset & Licensing Program Manager | Thomson Reuters

Susan Cleveland, JD | Manager, Global Strategic Alliances | Thomson Reuters

The only thing constant is change. In 2018 Thomson Reuters sold half of its company and underwent a significant customer-centric reorganization. Navigating the resulting changes required patience, tenacity, and an open mind. It also allowed a review and improved processes for supporting the business and clients. The end result was an even stronger program with improved capabilities to manage future change and create value through partnering. This session will focus on sharing lessons learned, suggested best practices, and how those apply across all industries. Take-aways will include:

- Incorporating new best practices and adjusting as the landscape changes
- Proactively preparing for unknown organizational changes
- Preparing internal communications and reconfiguring your internal people network (with an open mind)
- Communicating the right message out to partners at the right time

Join this presentation (and partner bingo game!) for insights into how to navigate the inevitable changes all organizations go through and how to make those changes benefit partners and partner programs.
Virtual Alliance and Partner Management Resource Center

ASAP is the only nonprofit, professional community with members across the globe dedicated to partnership management who seek successful outcomes for strategic alliances, ecosystems, and key channel partner relationships.

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ASAP the go-to community for alliance and partnership success dedicated to the formation, implementation, and transformation of alliances, collaborations and business partnerships. Known for its tools and resources, education and professional development, and the community of networking offered to its members to properly manage partnerships from initiation through closure. Membership represents a number of industries including high tech, biopharma, finance, oil and energy, non-profit and academia, and consumer services to name a few.

Visit www.strategic-alliances.org/page/membership for more Information.

ASAP Education and Professional Development
The ASAP offers many education and professional development opportunities throughout the year. One of the focal points of these offerings is ASAP’s two-step certification program, the Certification of Achievement-Alliance Management (CA-AM) and Certified Strategic Alliance Professional (CSAP). There are a variety of exam preparation options offered for certification including face-to-face workshops, virtual training, customized webinars, and self-study.

Visit www.strategic-alliances.org/page/certification_overview for more Information.

ASAP Tools & Resources
ASAP has vast amounts of tools and resources available to ASAP members that are either no-cost or discounted rates. ASAP’s growing IP includes: ASAP Strategic Alliance Quarterly, ASAP Strategic Alliance Monthly, ASAP Strategic Alliance Weekly, ASAP Community Event Quick Takes, ASAP Strategic Alliance Newsfeed, ASAP EPP News, ASAP Ideas in Action, ASAP Handbook of Alliance Management, The ASAP Guide to Biopharmaceutical Partnering, and The ASAP Guide to Information Technology Partnering.

Visit www.strategic-alliances.org/page/resources for more Information.

Alliance Management Technology
Combine your ASAP membership with an allianceboard subscription for best-in-class resources, practices and technology to support your ever-evolving partnering business model.

allianceboard is an easy-to-use alliance management platform for alliance professionals–purpose-built to stay on top of it all, show organizational impact and easily collaborate with partners for innovation and growth.

As an ASAP member, you receive:

- allianceboard access, through ASAP’s member offer depending on segment and membership levels. Leverage allianceboard’s leading digital platform for alliance management. Special terms apply.
- Access to ASAP resources, templates and best practices directly from within allianceboard. Get powerful guidance when managing your strategic alliance portfolio or partner ecosystem through allianceboard.
- Insights from joint ASAP and allianceboard resources–helping alliance practitioners design and manage ever-evolving collaborative business models.

Learn more about our partnership www.allianceboard.com.
The following organizations tailor their services to support the alliance and partner management community. We encourage you to take time to find out more about them during the virtual conference and direct messaging them or visiting their websites to learn more.

**Moovila – Partner Onboarding Automation**
Moovila’s Partner Onboarding Automation platform is changing the way partners are mobilized from contract to go-live, so teams can hit revenue goals and synergies faster. Engineered to bridge collaboration, project management, and process automation, Moovila connects people with the work required and streamlines partner processes. Now you can quickly analyze partner status and responsibilities to understand risks and address any potential delays before they occur. Learn more at moovila.com/partner-automation.

**The Rhythm of Business**
Ask us about our consulting services and Learning in Action™ training programs for alliance managers and alliance teams. Visit our website to learn more about our latest publications, including a collection of recent posts on of-the-moment topics from The Partnering Guide™ blog. Ask us about digitizing your practice and learn about our comprehensive assessment services, including Partner Listening Tours and Collaborating to Win™, our ground-breaking, proven measure of collaborative ability. Visit us anytime at rhythmofbusiness.com.

**TIDWIT**
Global Alliances are struggling to balance their needs with increased market velocity, reporting and compliance restrictions. Unlike traditional partner solutions that are too siloed, hard to adapt, and do not easily scale, TIDWIT enables highly scalable collaboration, distribution and exchange of information for Alliance partners through an affordable, easy to implement Cloud Ecosystem Network. The TIDWIT platform empowers global leaders like Microsoft, IBM, Dell, Accenture, Capgemini, Cognizant and Infosys to transform their alliance performance by delivering significant visibility, time and cost advantages over legacy processes and systems. Reinventing the ecosystem paradigm is what we do; valuing partnerships is why. Learn more at www.tidwit.com.

**Vantage Partners**
Vantage Partners is a consulting and training firm that helps companies align transformational strategies with the power of collaboration. To learn more about Vantage Partners work with alliances or to access our online library of insights, please visit www.vantagepartners.com.

**WorkSpan**
WorkSpan is the only Ecosystem Cloud, where alliance leaders build-with, market-with & sell-with their software, hardware, OEM, system integrator, service, cloud, & channel partners. WorkSpan makes it easy to work across partner types and partner tiers to grow ecosystem value by driving joint revenue, entering new markets, accelerating time-to-market, innovating on new solutions to meet shared customer needs and developing trust across company boundaries. Learn more at www.WorkSpan.com.

*WorkSpan is a privately held company backed by Mayfield and is growing its network of global enterprise customers including SAP, Cisco, Dell EMC, HPE, Fujitsu, and Lenovo.*
Teamwork Makes the Dreamwork

ASAP is proud to announce the
2020 ASAP Alliance Excellence Awards finalists.

Congratulations to the following companies for sharing their commitment to alliance and partnership success.

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<thead>
<tr>
<th>Individual Alliance Excellence</th>
<th>Alliance Program Excellence</th>
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<tbody>
<tr>
<td>Banistmo</td>
<td>Sodexo</td>
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<td>Cancer Research UK</td>
<td>Bristol</td>
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<tr>
<td>Myers Squibb</td>
<td>Merck KGaA, Darmstadt, Germany</td>
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<td>Genpact</td>
<td>Deloitte</td>
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<td>Ipsen</td>
<td>Debiopharm</td>
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<tr>
<th>Innovative Best Alliance Practice</th>
<th>Alliance for Corporate Social Responsibility</th>
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<td>Alcon</td>
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<td>Citrix</td>
<td>Ericsson</td>
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<td>PTC</td>
<td>International SOS</td>
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Watch the livestream awards ceremony and check out some of the finalists interviews and other coverage on the ASAP Blog.
WorkSpan
Ecosystem Cloud

Ecosystem Cloud

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