



2021 **A|S|A|P**® Global Alliance **Summit**
March 15-17, 2021

See into the Future of Alliances



Virtual Program



LIVESTREAM

Sessions taking place during the three conference days March 15 – 17



ON-DEMAND

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Welcome to the Virtual 2021 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 **2021 ASAP Global Alliance Summit!**

I also want to thank you for your continued support of ASAP as we present our second virtual Summit and begin to look ahead to a post-pandemic future—when we can all meet again in person! Appropriately, our theme this year is “Seeing into the Future of Alliances.”

There's a lot to look forward to, and as alliance professionals, we always need to be able to “see around corners” and foresee what's up ahead. In the world of alliances as in the world at large, things have been changing rapidly, and our Summit program this year reflects those changes.

To help you see into—and lean into—that future, we've assembled a great lineup of keynotes, panels, master classes, and other presentations on everything from creating a collaborative culture to managing ecosystems to partner business plans to the value of alliance management. Some of our most influential alliance and partnering thought leaders will headline a mix of terrific livestream programming over the three days of the Summit, March 15–17, plus several valuable on-demand sessions you can access anytime through the end of April.

While you're at it, don't forget to sign up for the interactive companion roundtables—three in all—that go with specific sessions, taking place Thursday, March 18. And be sure to get in on our coffee cafés, alliance and partnering roundtables, and virtual hallways and “ice breaker” networking discussions—all fantastic opportunities for you to make new friends and renew old acquaintances with colleagues and partners virtually. We hope you'll take advantage of other opportunities to network and connect as well, including messaging on the conference app, Attendify.

As we know, connection is the strength of our community, and that's been in evidence over the past year as we've all sought out new ways of getting together amid so many challenges. We're grateful that you're here with us, and our ASAP staff has been working hard as usual to continue to provide you with the many terrific member benefits you've become accustomed to—and that you've told us in surveys you want more of—including the high-level content at the Summit and our other conferences, workshops, and events.

Sincere thanks go as always to the ASAP Summit Program Committee for all its efforts in putting together this year's program. We also thank our speakers and moderators for sharing their expertise and alliance wisdom with this community. Most important, we thank all of you for contributing your insights and knowledge to the ongoing discussion.

Thank you again for making the choice to attend the 2021 ASAP Global Alliance Summit, and for your continued support of ASAP and your member community. Should you have any further questions or needs during the conference, please contact [Jennifer Silver](#). Have fun at the Summit!

Sincerely,

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



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Vantage Partners is a consulting and training firm that helps companies align transformational strategies with the power of collaboration. 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.

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—Helen Morin, CSAP
Vice President, Global Alliances & Channels
SAS Institute

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Be sure to participate in our livestream
Master Class Session 103 *The Value of Alliance
Management: Managing the Cost of Time at Startup*,
Monday, March 15, at 12:25pm EDT.

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Time (EDT US)	Session Code and Title	Speaker/s
9:00 a.m. – 9:30 a.m.	Virtual Coffee Café	
10:00 a.m. – 10:20 a.m.	Conference Opening & Welcome Message	<ul style="list-style-type: none"> ■ Michael Leonetti, CSAP <i>President & CEO Association of Strategic Alliance Professionals</i>
10:20 a.m. – 11:05 a.m.	Session 101 Keynote Session Fostering a Culture of Collaboration	<ul style="list-style-type: none"> ■ Bruce Cozadd <i>Chairman and Chief Executive Officer Jazz Pharmaceuticals</i> 
11:05 a.m. – 11:10 a.m.	Conference Program Break	
11:10 a.m. – 11:55 a.m.	Session 102 Driving Ecosystem Innovation Through an Agile Digital Business Model	<p>Moderator:</p> <ul style="list-style-type: none"> ■ Norma Watenpugh, CSAP <i>CEO Phoenix Consulting Group</i> <p>Panelists:</p> <ul style="list-style-type: none"> ■ Drew Quinlan, CA-AM <i>Vice President Strategic Alliances RingCentral</i> ■ Carl DCosta <i>World Wide GM Partner Success Blue Yonder</i> ■ Leslie Tom <i>Senior Vice President AppExchange Marketing Salesforce</i>
11:55 a.m. – 12:00 p.m.	Conference Afternoon Preview	<ul style="list-style-type: none"> ■ Michael Leonetti, CSAP <i>President & CEO Association of Strategic Alliance Professionals</i>
12:00 p.m. – 12:25 p.m.	Virtual Lunch Break & ASAP Ice Breaker Networking	
12:25 p.m. – 1:55 p.m.	Session 103 Master Class The Value of Alliance Management: Managing the Cost of Time at Startup	<ul style="list-style-type: none"> ■ Jan Twombly, CSAP <i>President The Rhythm of Business</i> ■ Jeff Shuman, CSAP, PhD <i>Principal, Professor Emeritus of Management The Rhythm of Business, Bentley University</i>
2:00 p.m. – 2:30 p.m.	Virtual Hallway Networking Discussions	
2:35 p.m. – 3:35 p.m.	ASAP Alliance & Partnering Roundtable Discussions	



Time (EDT US)	Session Code and Title	Speaker/s
9:00 a.m. – 9:30 a.m.	Virtual Coffee Café	
10:00 a.m. – 10:05 a.m.	Conference Opening	■ Brooke Paige, CSAP <i>Chairman ASAP Board of Directors</i>
10:05 a.m. – 10:20 p.m.	Session 104 ASAP Partnership Insights The Importance of ASAP Certification to Your Organization	■ Drew Quinlan, CA-AM <i>Vice President of Strategic Alliances RingCentral</i>
10:20 a.m. – 11:05 a.m.	Session 105 Keynote Session Alliance Professionals Take Center Stage in the Decade of the Ecosystem	■ Jay McBain <i>Principal Analyst – Channels, Partnerships & Alliances Forrester Research</i> 
11:05 a.m. – 11:10 a.m.	Conference Program Break	
11:10 a.m. – 11:55 a.m.	Session 106 Bayer and Evotec - From a Single Alliance to a Truly Preferred Partnership	■ Christoph Huwe, CSAP, PhD <i>Director, Strategic Alliance Management Bayer Pharmaceuticals</i> ■ Steve Courtney, PhD <i>Senior Vice President, Global Alliance Management Evotec</i>
11:55 a.m. – 12:10 p.m.	Session 107 ASAP Mindful Moment and Virtual Lunch Break/Networking	■ Monica Gonzalez <i>Sustainability Marketing Associate, Meditation & Mindfulness Teacher Citrix, The School of Positive Transformation</i>
12:10 p.m. – 12:15 p.m.	Conference Afternoon Preview	■ Brooke Paige, CSAP <i>Chairman ASAP Board of Directors</i>
12:15 p.m. – 1:45 p.m.	Session 108 Master Class Understanding and Aligning Partner Business Plans	■ Jonathan Hughes <i>Partner Vantage Partners</i> ■ Jessica Wadd <i>Partner Vantage Partners</i>
1:55 p.m. – 2:25 p.m.	Virtual Hallway Networking Discussions	
2:35 p.m. – 3:05 p.m.	ASAP Ice Breaker Networking	





Time (EDT US)	Session Code and Title	Speaker/s
8:45 a.m. – 9:45 a.m.	ASAP Alliance & Partnering Roundtable Discussions	
10:00 a.m. – 10:10 a.m.	Session 109 ASAP Partnership Insights ASAP & Eli Lilly and Company – A Long Standing Partnership	<ul style="list-style-type: none"> ■ David S. Thompson, CSAP <i>Chief Alliance Officer Eli Lilly and Company</i>
10:10 a.m. – 10:55 a.m.	Session 110 Keynote Session A New Market Dynamic: The Citrix Partner Ecosystem	<ul style="list-style-type: none"> ■ Bronwyn Hastings <i>Senior Vice President, Worldwide Channel Sales & Ecosystem Citrix</i> 
10:55 a.m. – 11:00 a.m.	Conference Program Break	
11:00 a.m. – 11:45 a.m.	Session 111 Defining Moments from the Entrepreneurial Front Line	<p>Moderator:</p> <ul style="list-style-type: none"> ■ Nellie Scott, CA-AM <i>Global Channel Development Manager, Global Alliances & Channels SAS Institute</i> <p>Panelists:</p> <ul style="list-style-type: none"> ■ Shalini Kasliwal <i>Founder & CEO JoinEight</i> ■ Rachel Kuperman <i>CEO Eysz, Inc.</i>
11:45 a.m. – 12:15 p.m.	Virtual Lunch Break	
12:15 p.m. – 12:30 p.m.	Session 112 Things I Wish I Knew When I Started in Alliance Management	<ul style="list-style-type: none"> ■ Alicia Kropelnicki, CA-AM, JD, Esquire <i>Manager, Global Strategic Alliances Thomson Reuters</i>
12:30 p.m. – 12:35 p.m.	Conference Program Break	
12:35 p.m. – 1:20 p.m.	Session 113 The Value of Alliances: The Alliance Management Journey	<p>Moderator:</p> <ul style="list-style-type: none"> ■ Andy Eibling, CSAP <i>Founder Forty86 Consulting Group</i> <p>Panelists:</p> <ul style="list-style-type: none"> ■ Melinda McBride <i>Senior Vice President, Global Alliances and Channel Partners Equifax</i> ■ Fiona Randall, CA-AM, PhD <i>Senior Director, BD-Alliance Management Vertex Pharmaceuticals</i> ■ Dean Sengstock <i>National Alliance Leader RSM US</i>
1:20 p.m. – 1:25 p.m.	Conference Program Break	
1:25 p.m. – 2:10 p.m.	Session 114 Benefiting Customers Through Collaborative Excellence: A Fireside Chat	<p>Moderator:</p> <ul style="list-style-type: none"> ■ Michael Leonetti, CSAP <i>President & CEO Association of Strategic Alliance Professionals</i> <p>Panelists:</p> <ul style="list-style-type: none"> ■ Adam McNair <i>Chief Operating Officer Highlight Technologies</i> ■ Jatinder Sehmi <i>President & CEO Audley Consulting Group</i>
2:10 p.m. – 2:20 p.m.	Conference Close	<ul style="list-style-type: none"> ■ Michael Leonetti, CSAP <i>President & CEO Association of Strategic Alliance Professionals</i>
2:30 p.m. – 3:00 p.m.	Virtual Hallway Networking Discussions	



Companion roundtables are an opportunity for on-demand speakers and attendees to engage with one another. Topics for each of these sessions will hone in on the subject matter in each on-demand recording. We encourage you to take time to view the session prior to the conversation with your peers.

Time (EDT US)	Session Code and Title
10:30 a.m. – 11:30 a.m.	Session 203 Leveraging Alliance Evaluations to Maximize Value and Minimize Risk
1:30 p.m. – 2:30 p.m.	Session 201 Bringing Down Barriers: Using Alternative Dispute Resolution Techniques to Improve Communication
3:00 p.m. – 4:00 p.m.	Session 204 Enabling Seamless Internal and External Collaboration in a Rapidly Growing Organization



Session Title	Speaker/s
Session 201 Bringing Down Barriers: Using Alternative Dispute Resolution Techniques to Improve Communication	<ul style="list-style-type: none"> ■ Susan Cleveland, JD <i>Manager, Global Strategic Alliances Thomson Reuters Legal</i> ■ Ben Anderson, CA-AM, JD, Esquire <i>Partner Asset & Licensing Program Manager Thomson Reuters Legal</i>
Session 202 A Case Study: How to Turn a Spin-off into a High-performance Alliance	<ul style="list-style-type: none"> ■ Beatrice Lana, CA-AM, PhD <i>Strategic Alliance Executive Cancer Research UK</i> ■ Lars van der Veen, PhD <i>Chief Operations Officer iOnctura</i>
Session 203 Leveraging Alliance Evaluations to Maximize Value and Minimize Risk	<ul style="list-style-type: none"> ■ Louis Rinfret <i>Founder and CEO allianceboard</i> ■ Michael Roch <i>Chief Commercial Officer allianceboard</i>
Session 204 Enabling Seamless Internal and External Collaboration in a Rapidly Growing Organization	<ul style="list-style-type: none"> ■ Mike Ellis, PhD <i>Vice President, Strategic Alliances (ISV & GSI) BeiGene</i> ■ Mai-Tal Kennedy <i>Principal Vantage Partners</i>

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 **Alliance Management: How to Assure Partnership Success**
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April 19 - 20, 2021 • 11:00 AM - 3:30 PM Central European Time

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“ASAP aims to be at the forefront of alliance management by providing alliance leaders a platform to share their ideas and continue to grow professionally; it is one of the centers where the future of alliance management is created.”



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ASAP also offers a self-paced eLearning CA-AM Exam Prep Workshop, find out more at www.strategic-alliances.org/page/caam_prep



Conference Keynote Speakers



Fostering a Culture of Collaboration

Session 101

Livestream: Monday, March 15, 2021 | 10:20 a.m. – 11:05 a.m.

Bruce C. Cozadd

Chairman and Chief Executive Officer | Jazz Pharmaceuticals plc

The level of success of a partnership depends on the degree and quality of collaboration. Done well, collaboration can enhance reputation, optimize opportunities for the alliance and ultimately create compelling value for all stakeholders.

Building a culture of collaboration takes more than process and tools. It requires a mindset and commitment to shared values, and hinges on mutual trust and transparency. Fostering respect for differences, fairness and the value of inclusion will further fuel better collaboration, increased innovation and effectiveness.

Jazz Pharmaceuticals is driven by its mission-driven patient-centricity, being a great place to work and living core values, one of which is collaboration. Living that value means building alliances around a culture of collaboration. Join Bruce as he shares his experience and provides practical insights about:

- What does collaboration look like and how do you know if you're doing it well?
- Why reputation matters and understanding the impact of decisions on your reputation as a partner;
- Building and maintaining a foundation of trust;
- DEI across organizational boundaries: the importance and benefits of fostering diversity, equity and inclusion through collaboration.



Alliance Professionals Take Center Stage in the Decade of the Ecosystem

Session 105

Livestream: Tuesday, March 16, 2021 | 10:20 a.m. – 11:05 a.m.

Jay McBain

Principal Analyst - Channels & Alliances | Forrester Research

We are in the middle of a major transformation of how companies go to market – in fact, 76% of global CEO's and Boards feel that current business models will be unrecognizable in the next 3 years – and ecosystems are the main reason why.

Given structural changes in our economy (before and after COVID-19), new buying journeys, subscription/consumption models, explosion of marketplaces, and emerging technologies, most firms are now considering ecosystems as the key ingredient to survival (and success).

Ecosystems are different than traditional indirect channels in that they are untethered to the financial transaction and focused more on intra-firm value creation, access and attachment to external networks, and partner innovation – exactly the expertise of alliance professionals.

Join Jay McBain from Forrester as he unpacks these future trends and walk away with actionable advice on:

- The changing tech market.
- How to lead/thrive in broader channel and alliance ecosystems.



Session Descriptions: Keynotes

Conference Keynote Speakers



A New Market Dynamic: The Citrix Partner Ecosystem

Session 110

Livestream: Wednesday, March 17, 2021 | 10:10 a.m. – 10:55 a.m.

Bronwyn Hastings

Senior Vice President, Worldwide Channel Sales & Ecosystem | Citrix

In today's sales channel world, technology vendors and their Value-Added Reseller (VAR), Managed Services Provider (MSP), Independent Software Vendor (ISV), and other partners must effectively navigate their way through an IT ecosystem to satisfy their customer needs. What do companies have to do to be successful in this endeavor? This keynote tells the story.

Find out how:

- Citrix and their partners approach the critical task of supporting customers' digital transformations so they may remain relevant in a challenging business environment.
- The newly streamlined Citrix Partner Success program makes it easier and more profitable for partners to drive cloud adoption.
- Strategic partners achieve scale while delivering unprecedented value to customers.
- The recently launched "Partnering with Purpose" initiative showcases the positive impact Citrix and their partners are making on the world.



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May 27, 2021 | 10:00 AM – 2:30 PM EDT US

High Performing Partnership Teams—Navigating Change | Competency

Facilitated by: Lynda McDermott, CA-AM | Founding President | EquiPro International Ltd.

Strategy/Organization | Process/Best Practice

Facilitated by: Ben Gomes-Casseres, CSAP | Professor and Author | Brandeis University

June 23, 2021
10:00 AM – 2:30 PM EDT US

Collaborative Leadership

Facilitated by: Robert Porter Lynch, CA-AM | President | The Warren Company



Plenary Session Descriptions: Monday, March 15

Driving Ecosystem Innovation Through an Agile Digital Business Model

Session 102

Livestream: Monday, March 15, 2021

11:10 a.m. – 11:55 a.m.

Moderator: **Norma Watenpaugh, CSAP** | CEO | *Phoenix Consulting Groups*

Panelists:

Drew Quinlan, CA-AM | Vice President Strategic Alliances | *RingCentral*

Carl DCosta | World Wide GM Partner Success | *Blue Yonder*

Leslie Tom | Senior Vice President AppExchange Marketing | *Salesforce*

Ecosystems have been a fundamental business model to fuel growth and innovation especially in our current state of rapid of digital transformation. As change continues to accelerate, so does the shift to ecosystem business models. As so succinctly stated by Gartner Analyst, Marcus Bloesch, “Without an ecosystem, your digital business is dead.” While ecosystems have been around for some time, what is new is the imperative to making this shift remain viable and vibrant in the digital world.

Ecosystems are an effective resource for business agility and resiliency to buffer the impact of disruption. And never has this premise been more rigorously tested than in the past year. Companies that have adopted an ecosystem business model have been able to draw from the best within their communities to identify and address the challenges of surviving in a pandemic economy.

Hear from ecosystem veterans on their experiences while working in an ecosystem business model and how they have achieved growth, innovation, agility, and resiliency.

Panelists will share their experiences of:

- Fueling growth through their ecosystems both those they orchestrate and those they participate in.
- How ecosystems help to buffer the shock of disruption and enable business resiliency.
- Embracing innovation and partner capabilities to rapidly build solutions in response to new opportunities.
- What measures were taken help partners weather the economic impact and to maintain ecosystem health.

The Value of Alliance Management: Managing the Cost of Time at Startup

Session 103 | Master Class

Livestream: Monday, March 15, 2021

12:25 p.m. – 1:55 p.m.

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

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

Fundamental to the discipline of alliance management is minimizing the inefficiency and risk that comes with partnering so that the realization of value from an alliance is not delayed and is potentially accelerated. This master class examines the outcomes of applying core alliance management value producing workstreams at the startup of an alliance, using industry specific case studies. After an instructor-led introduction to these workstreams and discussion about the objectives of the startup process, participants enter breakout groups to:

- Identify the potential value-eroding inefficiencies and risks in the case studies that must be addressed
- Develop a high-level plan for a fast-paced, agile startup—in a remote digital environment, without in-person interaction
- Capture the value produced by applying alliance management practices

At the conclusion of the breakout groups, participants reconvene to compare notes across industries and discuss how to make the value produced by alliance management visible and communicate it appropriately.

What you will learn:

- How to identify and capture the ways in which alliance management practices minimize the cost of time in the startup process
- Recognize the value-eroding risks prevalent in the startup period
- Insights to inform the startup process when face-to-face is not possible



Plenary Session Descriptions: Tuesday, March 16

Bayer and Evotec - From a Single Alliance to a Truly Preferred Partnership

Session 106

Livestream: Tuesday, March 16, 2021
11:10 a.m. – 11:55 a.m.

Steve Courtney, PhD | Senior Vice President, Global Alliance Management | Evotec AG

Christoph Huwe, CSAP, PhD | Strategic Alliance Manager Therapeutics | Bayer AG Pharmaceutical

In 2012 a first strategic alliance in the field of endometriosis was formed, that served as a very successful model recognized both internally (e.g., Bayer Drug Discovery Award 2015) and externally (e.g., ASAP Individual Alliance Excellence Award Finalist 2017), and has achieved four clinical assets so far.

Based on this initial success, Bayer and Evotec have jointly, systematically and continuously searched for additional opportunities of working together in a variety of fields and indications, covering the value chain all the way from target discovery to preclinical development.

As a result, additional joint activities in kidney diseases, heart and vascular diseases and polycystic ovary syndrome have been initiated, with additional joint activities currently still under evaluation.

In the presentation we will discuss and share:

- A systematic approach to capitalizing on an existing relationship,
- Challenges of adapting the business model of each alliance to the scope and complexity of the setup,
- Ways to enhance alliances by bringing in additional partners into an alliance ecosystem,
- Strategies for and challenges of managing to achieve repeated success.



ASAP Mindful Moment

Session 107

Livestream: Tuesday, March 16, 2021
11:55 a.m. – 12:10 p.m.

Monica Gonzalez | Sustainability Marketing Lead | Citrix

Mindfulness is a type of meditation where one's focus is on the present moment. It is giving ourselves the permission to simply noticing our feelings, thoughts or body sensations without attaching meaning or judgments to them.

In a world where our lives have been thrust to less time in between meetings, more of us are burning out. Mindfulness is a way we can avoid burnout and reduce stress by simply allowing ourselves to be present.

Studies show that with practicing just ten minutes of mindfulness, it can work wonders for our brains by helping us focus and find our calm. Finding moments of stillness can be found in the simple moments throughout the day.

You will be guided on a short meditation as well as receive every day mindfulness life hacks.

Who can practice?

All levels are welcomed and encouraged to join! You don't need any prior knowledge of mindfulness or meditation.

What if I can't find stillness?

Bring no expectations to this practice. All you are doing is observing and noticing without judgments or analyzing yourself.





Plenary Session Descriptions: Tuesday, March 16

Understanding and Aligning Partner Business Plans

Session 108 | Master Class

Livestream: Tuesday, March 16, 2021
12-:15 p.m. – 1:45 p.m.

Jonathan Hughes | Partner | Vantage Partners

Jessica Wadd | Partner | Vantage Partners

The very differences that make partnerships valuable also make them difficult to execute. Differences in processes, culture, and mission create friction and, without proper planning, limit a partnerships' success. Even companies with substantial partnership management capabilities report systematic underperformance that costs their company 20 – 30% of the value they initially expected to realize from their alliances.

During this interactive session, you will discuss and apply

real world learnings to ensure you leave this workshop with the knowledge and skills to allow you to:

- Identify and evaluate potential partners
- Analyze differences between your company and partner companies to identify risks and opportunities
- Develop a joint business plan with partners
- Leverage joint business plans to monitor and address execution challenges

This masterclass is one in a series of going back to basics offerings planned this year. Given the current virtual environment, the fundamentals of creating and managing productive partnerships has never been more important. The methods, processes, and learnings discussed by the Vantage Partners team are proven building blocks to business success. Come prepared to challenge, contribute, and gain insight from peers and expert facilitators!



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Plenary Session Descriptions: Wednesday, March 17

Driving Ecosystem Innovation Through an Agile Digital Business Model

Session 111

Livestream: Wednesday, March 17, 2021
11:00 a.m. – 11:45 a.m.

Moderator: **Nellie Scott, CA-AM** | *Global Channel Development Manager* | **SAS Institute**

Panelists:

Shalini Kasliwal | *Founder & CEO* | **JoinEight**

Rachel Kuperman, MD | *CEO & Co-Founder* | **Eysz**

More than 90% of startups fail. Founding a startup, getting to revenue and scaling is a monumental task.

In the United States:

- Women started 1,821 new businesses every day.
- Women-owned businesses generate \$1.8 trillion a year in revenue.¹

Entrepreneurial leadership is defined by a series of decisions requiring focus on the company's value proposition and core competencies as the business and its direction are assessed. An entrepreneur's ability to define what is done internally versus through partnerships is critical. More importantly, an entrepreneur's ability to effectively build an ecosystem of alliance partners and collaboration is essential to survive, scale, and flourish.

Research has shown that women exhibit qualities—such as cooperativeness, averse to competition, more emphasis on common good vs. private good, and aversion to inequality—that are key ingredients for developing successful alliances.²

Join us as we learn how two female entrepreneurs are forming alliances to help their business scale for accelerating go-to-market, investment funding, creating breakthroughs, and building a highly functional, sustainable company.

Learn actionable, practical advice from CEOs on:

- Partnering or allying with Investors
- Ecosystem of partners vs. one partner
- Managing the relationships while growing your business
- Partnering with a potential competitor
- Positioning your alliances to investors
- Perceived challenges being a female entrepreneur

¹<https://www.wbenc.org/blog-posts/2018/10/10/behind-the-numbers-the-state-of-women-owned-businesses-in-2018>

²*Gender and Cooperativeness: Evidence from Strategic Alliances, Academy of Management 2018*

Things I Wish I Knew When I Started in Alliance Management

Session 112

Livestream: Wednesday, March 17, 2021
12:15 p.m. – 12:30 p.m.

Alicia Kropelnicki, J.D., CA-AM, Esquire | *Manager, Global Strategic Alliances* | **Thomson Reuters**

We all remember our first weeks or months as an Alliance Manager trying to get our feet wet in our new pond. It's always a challenge to understand a new role - what it means, what we were trying to do, and then maybe explain to our friends and family. Alliance Management is a unique role that can take quite a while to really feel like you have hit your stride.

Hindsight is always 20/20, but maybe in reflecting on things we wish we knew going into the role we can help new alliance managers as they jump into the pond with us.

Listen to Alicia's Ted-style talk about the things she wishes she would have known before starting out in Alliance management including:

- It's ok to say no – even to the Sales team
- Spending time with your Product team is equally important to your Partners
- Understanding the “WHY” of Alliance Management is even more important than the “HOW”





Plenary Session Descriptions: Wednesday, March 17

The Value of Alliances: The Alliance Management Journey

Session 113

Livestream: Wednesday, March 17, 2021
12:35 p.m. – 1:20 p.m.

Moderator: **Andrew S. Eibling, CSAP** | *Founder and Senior Partner | Forty86 Consulting Group*

Panelists:

Melinda McBride | *Senior Vice President, Global Alliances and Channel Partners | Equifax*

Fiona Randall, CA-AM, PhD | *Senior Director, BD-Alliance Management | Vertex Pharmaceuticals*

Dean Sengstock | *National Alliance Leader | RSM US LLP*

Each organization takes a different path on their alliance journey, but central is the value that senior leadership places on alliances and alliance management. This panel will explore the paths taken by three diverse organizations with a focus on how they gained—and keep—the C-suite mindful of the value of alliances.

The following topics will be covered:

- How alliances fit into each organization’s corporate strategy
- How each organization arrived at its current alliance state
- The model of alliance management currently utilized
- How the C-suite values alliances and alliance management
- Challenges in maintaining a focus on alliances and alliance management
- How the alliance management organization demonstrates value

Benefiting Customers Through Collaborative Excellence: A Fireside Chat

Session 114

Livestream: Wednesday, March 17, 2021
1:25 p.m. – 2:10 p.m.

Moderator: **Michael Leonetti, CSAP** | *President & CEO | Association of Strategic Alliances*

Panelists:

Adam McNair | *Chief Operating Officer | Highlight Technologies*

Jatinder Sehmi | *President & CEO | Audley Consulting Group*

All businesses have had their challenges in responding to the turmoil of the past year. Highlight Technologies and their partner Audley Consulting Group were no exception. Despite a rapid scaling of a customer project paired with a major shift to work-from-home, their established partnership and collaboration style allowed the businesses to continue service without any pitfall.

The companies collaborated to employ over 1,000 new project team members, train and manage their day-to-day tasks, and meet customer goals seamlessly. Adam McNair and Jatinder Sehmi recount how the power of partnership enabled them to innovate and achieve extraordinary results in a fast-paced environment.

Learn how:

- Collaborative excellence in process, culture, and partnering came together to achieve customer objectives.
- Working with the right partner with the right attitude was critical.
- Applying agile working techniques to keep pace.
- Maintaining a high-trust environment was critical to success.





On-Demand Session Descriptions

Bringing Down Barriers: Using Alternative Dispute Resolution Techniques to Improve Communication

Session 201

Benjamin Anderson, CA-AM, J.D., Esquire | *Partner Asset & Licensing Program Manager | Thomson Reuters Elite*

Susan Cleveland, J.D. | *Manager, Global Strategic Alliances | Thomson Reuters Elite*

Alternative Dispute Resolution (ADR) is not just for lawyers or avoiding painful litigation. At its core, ADR is about establishing mutual respect and building rapport to focus on the real issues rather than have discussions hampered by distractions, emotions, or confusion.

Behind the popular practice is a detailed skillset of communication techniques and processes. These can be used in day-to-day communication to ensure all parties are heard, feel respected, and focus on resolving issues in a mutually beneficial manner. Alliance managers in particular can utilize these techniques to navigate through

difficult times with partners while continuing to preserve the business relationship.

No law degree required! Join us to learn or refresh yourself on proven ADR techniques. This on-demand session will discuss:

- Language that promotes cooperation for jointly solving issues.
- Gaining perspective beyond the issue at hand to focus on larger relationship goals.
- Tools to contextualize your requests and evaluate whether your presentation adds or detracts from the conversation.
- Resources and research for further expanding your ADR skillset.

At a subsequent roundtable you will have the opportunity to discuss and practice what you learn. Bring your real-life examples and discuss with fellow alliance managers to better understand how words can impact results.

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On-Demand Session Descriptions

A Case Study: How to Turn a Spin-off into a High-performance Alliance

Session 202

Beatrice Lana, CA-AM, PhD | *Strategic Alliance Executive*
| *Cancer Research UK*

Lars van der Veen | *Chief Operating Officer* | *iOnctura*

Spinning-out a company is always a challenging and ambitious task but can be more complex if the new organization's assets and IP are from a pharmaceutical business and a charity. And when the spin-off wanted to partner with the charity involved, a higher level of innovative thinking and flexibility was necessary to transform the previous relationship into a successful strategic alliance.

iOnctura, a clinical stage biotechnology company, was founded in June 2017 as a spin-out from Merck that included a pipeline of assets licensed from Merck and Cancer Research UK (CRUK). The CRUK-iOnctura strategic alliance model was implemented thanks to a creative and dedicated deal making team with a forward-looking vision.

iOnctura's COO and the CRUK alliance manager will share their experiences and provide practical insights about how the spin-out company model was built and strategically developed into a high-performing alliance.

This session will focus on:

- How the business model idea was generated and developed; including why the alliance was needed to support the growth of the company. What made iOnctura and CRUK the best alliance partners. The common strategic goal driving the negotiations.
- Challenges encountered in building and maintaining the alliance and the solutions applied. In addition to how operational differences between the two alliance partners were identified and resolved.
- The range of alliance best practices implemented and adapted to achieve the effective alliance that helped the alliance program progress from early stage research projects to pre-clinical and clinical assets.

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Discussing Partnership & Alliance Topics That Matter



Wednesday, May 5, 2021
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On-Demand Session Descriptions

Leveraging Alliance Evaluations to Maximize Value and Minimize Risk

Session 203

Louis Rinfret | *Founder and CEO* | *allianceboard*

Michael Roch | *Chief Commercial Officer* | *allianceboard*

Carefully executed evaluations provide a fundamental basis for sound decisions and actions in any alliance. Whether it is screening evaluations at the beginning of the life-cycle, health checks, quarterly business reviews or ongoing tracking of activities and outcomes, the quality of the measures and processes leveraged to evaluate opportunities, partners and individual alliances significantly impact the decisions and actions that ensue.

Yet, alliance evaluations often occur haphazardly or lack consistency across the business. This translates into missed opportunities in the short-term and longer term it jeopardizes long-standing relationships and organizational learning, as well as the overall value of the alliance portfolio. Ultimately, the perceived value of alliance management as a function is at stake.

In an environment where personal interactions have decreased, well-executed evaluations are one of the tools alliance professionals have to cut through the fog, enable alignment, and focus on key issues, risks, and opportunities so that your organization can deliver on the intended value of its alliances with speed and agility.

In this session you will learn:

- How to leverage evaluations at the various life-cycle stages of alliances
- The different levels of analysis that matter in a strategic alliance portfolio
- Must-have measures and metrics to monitor and communicate the health of your alliances
- Best practices to help your organization adopt a discipline of agile and efficient evaluations so that you can get the most out of your strategic alliance portfolio
- Simple tips to get started building continuous, consistent, and repeatable alliance evaluations

Enabling Seamless Internal and External Collaboration in a Rapidly Growing Organization

Session 204

Mike Ellis, PhD | *Vice President, Strategic Alliances (ISV & GSI)* | *BeiGene*

Mai-Tal Kennedy | *Principal* | *Vantage Partners*

External innovation is a key pillar of BeiGene's corporate strategy, and partnering has played an important role in the organization's growth to date. Although only ten years old, BeiGene has 19 strategic alliances, and over 5,000 team members across 23 offices on five continents. Over the past six months, BeiGene and Vantage Partners have been working together to blueprint an integrated strategy, business development, and alliance management function. This endeavor promotes seamless collaboration both internally and with partners and ensures BeiGene can continue to grow and explore external innovation to develop new therapies and address unmet medical needs globally.

This presentation will:

- Briefly overview BeiGene's first ten years and plans for the coming decade
- Discuss the challenges and opportunities of leading an alliance management function in a company that leverages the power of partnerships to drive growth
- Review key outputs from the Blueprint project and talk about identifying and removing static as part of creating a cross-cultural, geographically dispersed, high achieving team



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