



2022 **AISAP**[®]
Global Alliance **Summit**
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Today's Strategic Partnerships

Transforming Business and Accelerating Growth to Meet the Needs of a Changing World



How to Help Your Partner Help You: Using the Power of Positive Influence

Preread and Breakout Session Guidance
Master Class Session 107

April 21, 2022

The Rhythm of Business[®] 

Alpha and Zeta Combine Forces to Achieve Net Zero Emissions

Alpha and Zeta have a global partnership to codevelop and cocommmercialize solutions that leverage each partner's proprietary know-how and unique strengths to accelerate customers' ability to achieve net zero emissions.

- The partnership is in its second year and has a service offering about to launch. More comprehensive solutions involving proprietary technology are in development
- The joint development team working on the most advanced of these solutions is starting to build its ecosystem of specialized technologies and service providers that will become part of the solution. The joint commercial team is focusing on influencers and go-to-market partners
- For Alpha, this partnership is key to its efforts to break into Zeta's main market of manufacturing and industrial companies, many of whom are eager to adopt game changing technologies to put them on track to reduce emissions and realize the many strategic and financial benefits that brings
- Zeta is mission driven. Its scientists and engineers passionately believe it is the company to help traditional industries move from good intentions to demonstrable results when it comes to eliminating carbon emissions. Its Chief Scientific Officer is a likely Nobel Prize recipient for her work on quantifying the impact of emissions reduction on financials results and customer and employee experience
- Because of the importance of this partnership, both Alpha and Zeta have senior alliance professionals assigned. Both know their companies well and are respected by executives in both companies.

Case Study Scenario – Breaking a Stalemate

The joint commercial team is working on its global commercialization plan and have hit a roadblock. Alpha wants to leverage its existing partner network to go-to-market. Zeta doesn't believe most of Alpha's partners have the right capabilities or customer relationships and wants to recruit the most prominent influencers in its key industrial markets. According to Zeta, they appreciate the big strategic picture of net zero emissions and have relationships with the right executives all across the market. Alpha's head of commercial believes Zeta's plan will take too long to mature and generate revenue. Zeta's head of commercial believes they will find themselves blocked in getting to the right executives and potentially not deliver results to customers if they follow Alpha's plan.

The alliance managers from both Alpha and Zeta are worried about the amount time being wasted without a decision. The Alpha alliance manager has done some initial investigation and discovered that Alpha's head of commercial's bonus depends on the revenue generated by this partnership and is looking for quick wins. Zeta's doesn't have that pressure.

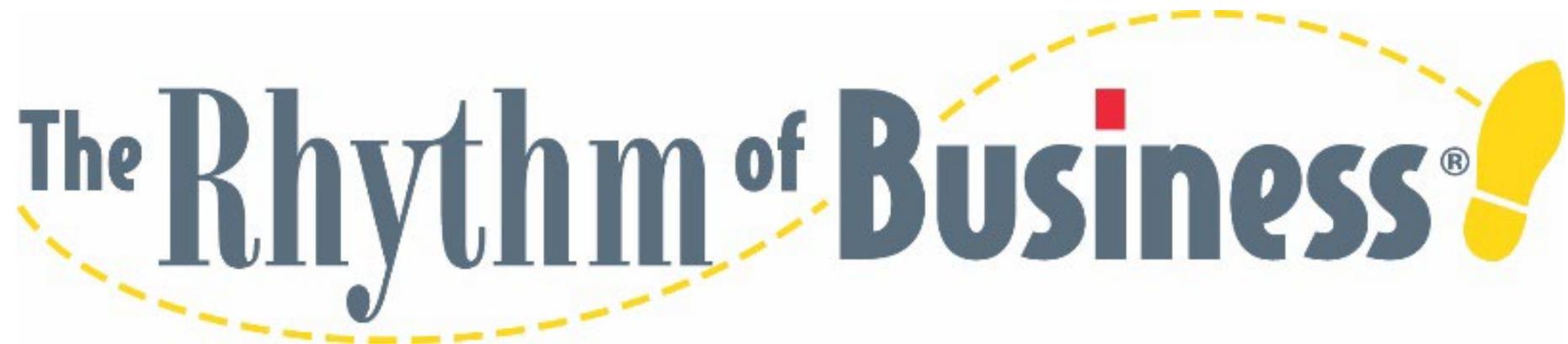
The Alpha alliance manager has decided she needs to get her counterpart to work with her to get to the best decision for the alliance—quickly!

Breakout Session Guidance

The Power of Positive Influence

*Instructions: Use this table to record your group's answers to the questions asked by the Power of Positive Influence framework **from the perspective of the Alpha alliance manager**. Have someone be prepared to share your group's thoughts.*

Framework Question	Answers
What are you trying to achieve? <i>Move beyond positions and think about underlying interests</i>	
What do you need? <i>Consider what would be useful to you in exercising influence</i>	
Who are the key stakeholders you (Alpha) need to influence?	
Who are the key stakeholders your counterpart (Zeta AM) needs to influence?	
What is the proposal you would make to achieve the objective? <i>How can each partner help the other get what they want?</i>	



Empowering Partnering and Collaboration Success

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