

Introduction

# Managing Innovation Alliances & Partnerships

Tuesday 13<sup>th</sup> July 2010 | Møller Centre, Cambridge, UK

Proven Tools and Methods for Ensuring **Partnership Success** With Ben Gomes-Casseres (USA)

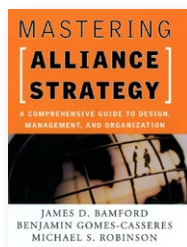
Entrepreneurial executives already realise that no firm can go it alone today. Smart use of alliances and partnerships allow your firm to grow and innovate by leveraging external assets and capabilities. But the choices you face are bewildering: buying companies, joining with others in partnerships of various sorts, or forming a network of affiliates around your business. This Masterclass will help you understand your options and create a winning strategy.

Managing a true partnership is not business-as-usual for most companies. That is why many alliances fail. Typical causes of failure are unclear strategies, poor partner choice, weak alliance economics, dysfunctional governance, clashing corporate cultures, and lack of parent commitment. All these are part of a larger syndrome: most companies take too narrow a view of what it takes to make an alliance succeed. **Now that alliances are central to your strategy, you must adopt a more comprehensive approach. This Masterclass helps you do that.**

You will take away guidelines on the four fundamental success factors in any alliance strategy: good alliance design, effective alliance management, governing a constellation of alliances, and building an internal alliance capability.

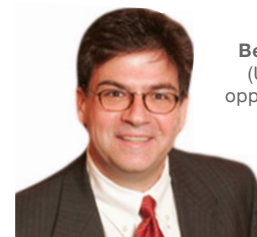
**“The alliance strategy workshop that you conducted for us . . . was outstanding and right on target”**

Michele Brekke (Director, Tech Transfer, NASA) on one of Ben's previous workshops



« *Mastering Alliance Strategy*, Ben Gomes-Casseres (USA)

Designed for directors and managers of Partnerships and Alliances, New Business Development, Product Development, Corporate Growth, R&D and Innovation who want to optimise their use of external capabilities.



Workshop leader, **Ben Gomes-Casseres** (USA). This is a unique opportunity to learn from a world leading authority on Alliance Management



## KEY TOPICS THAT WILL BE ADDRESSED

- 1 **The alliance continuum:** make or buy, and everything in between
- 2 **Keys to alliance design:** strategic goals, partner selection, and governance structure
- 3 **Managing alliances over their life cycle:** stages, tasks, and change
- 4 **Co-development relationships:** managing open-ended contracts
- 5 **Multi-party constellations:** consortia, ecosystems and open innovation
- 6 **Building an alliance capability:** culture, communication, and tools

This Innovation Masterclass is specifically designed for any executive in charge of a business or major function who needs to leverage external capabilities to generate growth and innovation.

## Overview & Itinerary

This workshop is targeted at midsize companies, as well as teams within larger organisations, to receive the required skills and tools to define a successful partnering strategy.

### 8:30 REGISTRATION

Tea, coffee and biscuits

### 9:00 WELCOME & INTRODUCTION

Review ground rules of the workshop.  
Overview of the day.

### 9:15 SESSION I

#### ALLIANCE STRATEGY IN THE NEW ECONOMIC ENVIRONMENT

The competitive environment has been shaken up in the last few years; more change is yet to come. Dealing with new challenges as well as new opportunities will require most firms to leverage external resources more than ever before. In this session, we will pinpoint how these changes are affecting your own business.

### 10:15 SESSION II

#### THE ALLIANCE CONTINUUM: MAKE OR BUY, AND EVERYTHING IN BETWEEN

There are many ways to leverage external resources, but most companies enter into this choice with blinders on. They may prefer one type of deal or another, often without clear rationale for their biases. In this session, we will discuss the choices you have and how to take off the blinders so that you can play effectively across the full continuum of options.

There will be a 15 minute networking break at the start of this session.

### 11:30 SESSION III

#### KEYS TO ALLIANCE DESIGN: STRATEGIC GOALS, PARTNER SELECTION, AND GOVERNANCE STRUCTURE

The first condition of success in partnerships is to set them up right from the start. This won't ensure success, but without it, you can be assured of failure. In this session, we will apply fundamental lessons to the specific conditions you face when setting up partnerships.

### 12:30 NETWORKING LUNCH

### 13:30 SESSION IV

#### MANAGING ALLIANCES OVER THEIR LIFE CYCLE: STAGES, TASKS, AND CHANGE

The second condition of success is managing the partnership effectively over its lifetime. In fact, the soul of every alliance is that it is intended to govern an open-ended and often-changing relationship. You can't put them on auto-pilot; we will see in this session how you can manage them for success.

### 14:45 SESSION V

#### MULTI-PARTY CONSTELLATIONS: CONSORTIA, ECOSYSTEMS AND OPEN INNOVATION

Most innovation strategies require more than one partner to succeed; often, you may need a bevy of allies or a network of inter-locking deals. But management challenges often increase with the addition of partners. Don't let your network grow by chance; learn in this session how to orchestrate it with purpose.

There will be a 15 minute networking break at the end of this session.

### 16:00 SESSION VI

#### BUILDING AN ALLIANCE CAPABILITY: CULTURE, COMMUNICATION, AND TOOLS

Often, the enemy of success in a partnership lies within your own organization. Large and mid-size companies need to make a concerted effort to coordinate their approach internally. And companies of all sizes learn alliance skills over time. None of this comes naturally; in this session, we will see how to drive this learning process internally.

### 17:00 WRAP UP & CLOSE

## A PROVEN APPROACH TO PARTNERSHIP SUCCESS

**1** The Arc of Alliance Strategy: Your roadmap to success

**2** The Alliance Continuum: Know what kind of deal to use, and when

**3** Alliance Design Flowchart: Do your homework, then strike a deal

**4** Alliance Management System: People, Skills, and Tools

**5** Your Relational Footprint: Know where you stand, and where you want to go

**6** The Performance Audit: Evaluate, re-direct, and learn

## Registration & Further Details

### THE WORKSHOP LEADER



**Ben Gomes-Casseres (USA)** is one of the world's foremost experts on alliance strategy and management. He has over 25 years of experience in the field, has worked with major companies and is respected for his thought leadership on competitive strategy, technology policy, mergers and acquisitions and organisational development.

**“Most companies take too narrow a view of what it takes to make an alliance succeed”**

Ben Gomes-Casseres

Ben is currently a professor at **Brandeis International Business School**, having prior taught for a decade at **Harvard Business School** and served as an economist for the **World Bank**. Ben has written or edited four books and his articles have appeared in the Harvard Business Review, the Financial Times, Strategy & Business, the Sloan Management Review and the Journal of Financial Economics to name a few.

As well as frequent speaking engagements for executives and at industry and professional conferences, he is currently working on a book on the strategic use of external resources. More information about his work can be found at [www.alliancestrategy.com](http://www.alliancestrategy.com)

### IN THIS WORKSHOP PARTICIPANTS WILL LEARN:

**How to make partnerships an integral part of your innovation strategy.** Gain a new perspective and walk away with practical ideas.

**How to crack problems and avoid pitfalls in your approach.** Come with your issues and begin to apply the new methods right away.

**How to manoeuvre your business in your ecosystem.** Know your friends and your rivals, and be ready to sail past the latter.

### WORKSHOP FEE

#### Full Workshop

**ILP Members** £420<sup>+VAT</sup>

**Non Members** £595<sup>+VAT</sup>

#### Cancellation Policy:

Cancellations can be made up to and including June 29th, 2010, during which period the event fee, less 20% will be credited. No refunds are given for cancellations received after June 29th, 2010. You are very welcome to send a colleague to the event if you are unable to attend.

#### Cancellation of the event:

In the unlikely scenario of the event being cancelled, either through force majeure or for any other reason, the liability of Pure Insight will be limited to the full return of the registration fee. No other claims against Pure Insight will be considered.

### THE VENUE

#### The Møller Centre, Cambridge

The Møller Centre,  
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University of Cambridge,  
Storey's Way, Cambridge, CB3 0DE

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### HOW TO REGISTER

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