

## Talks and Workshops

**Goals and Process** Provide core insights and practical approaches for managing alliance strategy, drawing on leading-edge research and best practices. Address some or all aspects of alliance strategy and management in a coherent framework, using lectures with interaction, case studies, and/or breakouts. Tailored to specific needs of participants.

### Topics

**Alliance Strategy: Vision and Framework** Lecture/discussion on nature of alliances, motivations, and key success factors. Successful alliance strategies include: (1) good alliance design; (2) effective alliance management; (3) systematic crafting of the alliance portfolio; and (4) development of internal alliance capability to sustain success.

**Alliance Design: Practices and Principles** Lecture/discussion and possible case analysis of principles of good alliance design. Includes: (1) setting alliance goals; (2) selecting partner; (3) structuring for performance. Can be used to troubleshoot current alliances.

**Alliance Management: Practices and Principles** Lecture/discussion and possible case analysis of good practices in alliance management. Includes: (1) adjusting the alliance over time; (2) developing deep partner relationships; and (3) managing conflicts and differences.

**Competing in Constellations: Advanced Alliance Strategy** Lecture/discussion and mapping exercise to develop understanding of how to use network of multiple alliances to create competitive advantage. Includes: (1) shaping a coherent alliance portfolio to fit business goals; and (2) managing the dynamics of multiple alliances. Mapping can address actual strategies.

**Building a Collaborative Core: A Platform for Alliance Success** Lecture/discussion of principles and best practices for building organizational capability to manage alliances. Conclusions with attention to what the organization can do to improve its alliance success.

**Format is tailored to client needs, along the following dimensions:**

- **Length:** From stand-alone 90-minute sessions to workshops lasting 1-2 days
- **Size of audience:** 10-200; smaller groups allow more focused discussion and interaction
- **Degree of application:** From industry best practices to company-specific problem solving
- **Materials:** Depending on goals and audience, can use cases, videos, lectures, breakouts
- **Topics:** Mix and match from list above; usually cover some of each and go deep in a few
- **Handouts:** Presentation slides, checklists of issues, recommended readings, book