

Alliance Business Planning-Full Day Workshop

This highly interactive, Business Planning workshop is designed to reinforce instructor-led learning with practical application of the concepts and tools presented in the session. Class participants will engage in business planning exercises that will challenge them to think through the processes and solutions in developing a joint business plan. These practical application exercises will require class participants to apply the principles to an alliance they are currently managing.

This workshop has been approved for the ASAP Education Provider Program. ASAP members who have earned the CA-AM certification will earn qualification points upon completing the class.

During the workshop we will cover:

- Alignment with Corporate Strategy
- What's in a Business Plan
- Understand Business Models
- Developing Compelling Value Propositions
- Financial Planning and Business Case
- Writing the Executive Summary (the best for last)



Note: *Managing Alliance Strategy* and *Innovation and Value Creation* are also offered in separate in depth workshop sessions and are highly recommended as prerequisites.

When this workshop is structured as a webinar/coaching module; concepts are presented and discussed in class, but the practical exercises are done off line as homework assignments. Two to four weeks later, we conduct a report-out, where participants can share their work, insights, challenges, successes, and outcomes.

Course Description and Activity Flow

Topic	Key Concepts	Learning Objectives	Skill Development
Welcome and Introductions			
Strategic Development			
Alliance Strategy formed in the Corporate Strategic Planning	Organizations form partnerships for business growth, operational efficiencies, or to create/capture innovation	-Articulate examples of Alliance Lifecycle, Types, KSFs and Drivers. -Difference between Business Case and Business Plan.	Discuss how these objectives evolve into a Strategic Alliance decision.
Alliance Business Plan Contents and Writing the Plan.	-Core elements of an Alliance Business Plan. -Cumulative steps to writing one. -Addendums to supplement the plan	-Apply business acumen to how alliance is managed and measured. - Align alliance objectives with stakeholder strategy.	Class Discussion- what components should be in Alliance Business Plans and how the components fit together into a cohesive, persuasive plan.
Management and Organizing around the alliance.	-Key component of business plan and a pivotal success factor when personnel changes occur.	-Create organizational alignment between partner organizations. -Refer back to Business Case and Partner selection assumptions	Class Exercise - selecting the appropriate organizational structure (e.g. Joint Project Office to startup) and the pro/cons of each.

Topic	Key Concepts	Learning Objectives	Skill Development
Break			
Value Creation & Business Model			
Value Creation starting with a working Business Model	Commercial value is created through solving customer problems.	Focus innovation efforts around solving customer problems	Case Examples using the Business Model Generation
Business Model Generation	Build the partner business model around target customer need.	Comprehensive view of partnering for client value.	Class Discussion-selecting a compelling value proposition for the chosen alliance.
Positioning Statement	-Crafting the unique selling proposition (USP) for the positioning stmt -Fuse elements of the target market, business model and USP	-Develop joint value solution and why customers want it. -Build plans for awareness, promotion and demand generation	Class Exercise – work through value prop of a services oriented partner, product oriented partner, resale oriented partner
Mid-Day Break			
Financial Planning			
Go-to-Market Plans	-Fuse elements of the target market, business model and USP. -Delineate marketing tactics aligned with stakeholders.	-Branding messaging -Completing a Demand Generation and Channel Enablement Action Plan.	Case Examples – the elements and business model linkages of a Go-to-Market Plan as well as its direct relationship to the Alliance's target audience.
Financial Planning	-Different sources of financial value (e.g. revenue, profit or shared costs) May differ by stakeholder too. -Partner financial value may be created differently	-Spotlight and define key financial metrics and risks in modeling the impact of an alliance initiative. -Anticipate how your partner will model their financial impact	-Test assumptions with stakeholders and partners -Also validates the alliance strategy vs. the other investment choices. -Always recommend High, Low and Most Likely scenarios. What's the activity?
Breakeven Analysis	-Breakeven analysis -ROI, sources and levers -Partner financial consideration	- Derive Breakeven with ROI at a minimum -Unit vs margin BE analysis -Timeframes -Compare Partner approach	Class Exercise – Determine BE, ROI and test the assumptions as your executives will.
Break			
Wrapping it up			
Org. Capability in Alliances Needed Worldwide	-Pyramid of Org. Capabilities -KSF in academics correlate to recent standard in UK -BS 11000 overview	Emphasize promoting alliance skills in Org. -Expose BS11000 as harbinger of future skill development.	Class Discussion-participants select a partner relationship where they observe above average relationship management skills. What is necessary to teach others those skills?
Writing the Executive Summary	- General Manager perspective of the alliance investment. -Business Plan Executive Summary is written at the end.	-Summarize each Business Plan heading (component). -Tighten the proof points for investing in the alliance -Aids in recruiting wary stakeholders -Talking points in presentation or elevator pitch with executives of either company.	Class Exercise – Small teams collaborate on translating and summarizing the Alliance Business Plan sections into a compelling summary with logical justification. 15-min prep 15-min present
Wrap up and Take-aways			