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FUNDAMENTALLY TRANSFORMING STRATEGIC ALLIANCES AND BUSINESS ECOSYSTEMS

Proposal Summary

This is a proposal to make your business ecosystems simply attractive, such that future partners come to you, asking to be part of the value-creation naturally occurring all around you. It is about fundamentally transforming your business relationships. It is about bringing radically-transformational simplicity into strategic alliance management and then abstracting-up that simplicity to envelope the architecting and development of your business ecosystems.

This is about transforming your world. Are you up for that?

Description

My proposal to you is about *disruption*, healthy *change* and *confrontation*.¹ This proposal is about riding high-tech/IT disruptions such as open source, cloud computing, on-line media, new business models and ubiquitous devices. This is about riding these disruptive waves to your competitive strategic advantage. It is about becoming the first company to see future disruptions; beyond that, this proposal is about proactively *creating* future disruptions.

All *change* is accomplished in *relationship*. Our greatest growth happens in our most challenging and important relationships. In business these are strategic alliances – long-term value-creating relationships.²

The best tools for bringing change into any relationship are healthy confrontation, followed by deep *listening*.³ In confrontation we surface and overcome obstacles (value-impediments). With confrontation we also surface unforeseen opportunities (value-creation). In strategic alliances we need to listen deeply to the voice of the collective. To architect ecosystems we need to abstract-up what our alliances tell us.

Listening itself is insufficient; we need to act on what we hear. We overcome impediments and create more value in our alliances. We market and sell that value to bring increased revenue to our company. We create uniquely customized programs for specific layers of the ecosystem, to overcome impediments and enable greater value-creation.

With continued deep listening and focused programs our ecosystems create greater and greater value which naturally attracts partners. And based on listening we begin seeing a clear, compelling and value-creating vision for the future.

¹ "Confrontation" means to *co-front* or co-face an issue *in* a relationship. Healthy confrontation is about dealing with issues *in* the relationship itself. It is about *sharing perspective* without negative emotion or judgment; we can also *confront* opportunities. This differs from "conflict" which is about attacking *the other* person or company. To read more about how confrontation calls for trust and increases value-creating potential read *Building Trust in Strategic Alliances: enabling greater value* (www.spibr.org/Building_trust_and_value_in_alliances.pdf – 12-page whitepaper, an ASAP Best Practice).

² Read about why alliances are strategic – the answer is (a) hidden in plain sight, and (b) beyond sales (www.spibr.org/why_alliances_are_strategic.pdf - 1-page).

³ Deeply listening is much more than simply surveying or voting. The closest comparison I know of is "group conscience" in AA (12-step recovery). There the leader is responsible to understand and articulate the conscience or spirit of the group, while keeping the group focused on its primary purpose. For strategic alliances its primary purpose is the fulfillment of the value-creating directive from the business' strategy as defined by senior management. With this context in mind he/she deeply listens for the voice of the alliance. This voice clarifies and expands the alliance's value-creating vision. It also brings to the surface issues hindering value-creation, called value-impediments. And it describes solutions to those problems. The voice of the collective, the spirit of the alliance is powerful.



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The future *will* have disruptions. However, as we see these disruptions more clearly, we will *deal* with them more effectively. We will proactively disrupt how alliances are managed and how ecosystems are developed via simplicity, confrontation and deep listening; this will create a positive feedback loop. Ecosystem management becomes a virtuous cycle of change-begets-change and so our business will grow in a highly-sustainable manner.

Primary Phases

- **Do the Impossible.** Assign to me the impossible. Let me work on your most challenging, complex and dysfunctional strategic alliance. I will transform it via the power in simplicity.⁴
- **Simplify.** Let me bring transformational simplicity into the most difficult area (layer) of your most important ecosystem. By applying the *2-Slide Methodology*TM to a representative sampling of alliances in that layer we will be able to define processes and develop programs which will overcome value-impediments and create more incremental value in that area of your ecosystem.⁵
- **Empower.** Let me empower your strategic alliance managers to consider a uniquely bold perspective on their role; they can become transformational strategic alliance managers.⁶ The most empowering practice a strategic alliance manager can embody is the counter-intuitive practice of self-obsolescence.⁷ And there are other empowering practices for alliance managers to consider.⁸
- **Architect.** Continue applying the *2-Slide Methodology*TM to other alliances in that ecosystem; this will naturally re-architect those alliances. Then based on a sampling of alliances in specific areas of the ecosystem we will create unique programs or processes to overcome value-impediments and create incremental value. An action-oriented architecture for the ecosystem will continue emerging.
- **Repeat.** Do this in your other alliances and ecosystems.

Results

- More empowered strategic alliance managers.
- Greater alignment and focus in alliance teams.
- Increased value-creating effectiveness.
- Substantively differentiated go-to-market collateral.
- Significantly more revenue from your alliances.
- More attractive ecosystems with easier and simpler value-creation.
- Greater linkage from strategy to alliances and vice versa.
- Business relationships and ecosystems become sources for healthy strategic disruption.

⁴ The *2-Slide Methodology*TM (www.spibr.org/2-slide_methodology.pdf – 27-page whitepaper) is based on 30 years of research at the *Program on Negotiation* at Harvard Law, MIT and Tufts Universities. It is grounded in 25 years of real-world experience. In this whitepaper are real-world examples of "doing the impossible" in the HP/Microsoft and HP/SAP alliances. This methodology is about simplifying complexity and neutralizing drama via deeply listening to the voice of the collective. It is about the transcendental and transformational power of shared light. It brings clarity, alignment and focus into teams. The content created by this methodology is completely leverageable throughout all phases of alliance development and to any audience, situation, system, process or methodology. In the HBR article *Simple Rule for Making Alliances Work* is an illustration of the practical use of the value-impediments slide in a co-selling situation in the HP/Microsoft alliance (www.spibr.org/HBR_Simple_Rules_for_Making_Alliances_Work.pdf – see pages 5-6).

⁵ Read *Section 4.7 – Business Ecosystem Management* in the *2-Slide Methodology*TM whitepaper referenced in the prior footnote.

⁶ Obviously not all strategic alliance managers are interested in being transformed. For those who are I offer training (group discussion) and coaching (being a "sounding board") on the role (www.spibr.org/strategic_alliance_manager_role.pdf – 34-page whitepaper) and on being a transformational alliance manager (www.spibr.org/Change_Your_Alliance.pdf – (18-page whitepaper).

⁷ Read www.spibr.org/self-obsolescence.

⁸ Check out www.spibr.org/transformational-practices.



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Why Me?

There is no one else in the world with my focus, breadth of experience, depth of insight, clarity of thinking, purposeful passion, persistence and tenacity.⁹

I bring to you:

- 25 years of experience in strategic alliances: 16 years *doing* this work, 9 years consulting.¹⁰
- An entire career focused on value-*creation*, throughout the high-technology ecosystem.¹¹
- Exceptional intelligence – BS in Electrical Engineering, semiconductor physics, magna cum laude. Bringing an engineering approach to strategic alliances, addressing the *fundamental issues* – poor relationships, low trust and climates unhealthy for collaboration.¹²
- Clearly demonstrated *breakthrough* thinking with a published book and five whitepapers, endorsed by professional organizations, thought leaders and major corporations.¹³
- The artful science of strategic alliance management taken to a *higher*-level:
 - I bring practical spirituality into this work because it is called for in order to deepen relationship, improve trust and change the atmosphere.
 - Based on the transformational power in *simplicity*, business ecosystems are easier to architect and they naturally become more value-creative.
- The healthy use of *confrontation* and deep *listening* as tools to: improve trust, surface new opportunities, see future value-creating visions, face challenging issues and find solutions.

Call to Action

- Think about it.
- Let's talk.
- Discuss this proposal with your strategic alliance managers who have substantial experience.
- Move forward, disrupting your world for your sustained competitive advantage.

This is about radically-simplifying alliancing, then ecosystems, thus increasing value-creation and making your ecosystems more attractive. It is simply more profitable to work in your ecosystems than anywhere else.

I do the impossible with nothing in the eye of a hurricane. This is what strategic alliance managers do.

A handwritten signature in cursive script that reads "Joe".

Joe Kittel

Strategic Alliance Manager ~ Business Ecosystem Architect

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⁹ Read about the value I offer you at www.spibr.org/value_proposition.pdf (3 pages).

¹⁰ Refer to www.spibr.org/Joe_Kittel_resume.pdf and www.spibr.org/endorsements.

¹¹ Read www.spibr.org/Joe_Kittel_cover_document.pdf a 5-page document on a life of value-creation.

¹² Within high-tech/IT roughly two-thirds of all strategic alliances fail to achieve their value-creating potential, mostly due to relationship issues. Ref: *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Jeff Weiss, Sara Keen and Stuart Kliman; Vantage Partners, LLC. A 2006 study of alliancing in 93 companies from various industries: healthcare, high-technology (computers & IT), manufacturing, pharmaceuticals and professional services.

¹³ Checkout the following: my book – www.spibr.org/books; whitepapers – www.spibr.org/whitepaper; and endorsements – www.spibr.org/endorsements.