

## Create Value in Your Strategic Alliance

Embody Relationship-Deepening Ideas



These slides are available at: [http://spibr.org/create\\_value.pdf](http://spibr.org/create_value.pdf).

## Practical Spirituality: Being a Creator

Connect, Listen and Respond



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# Create Value in Your Strategic Alliance

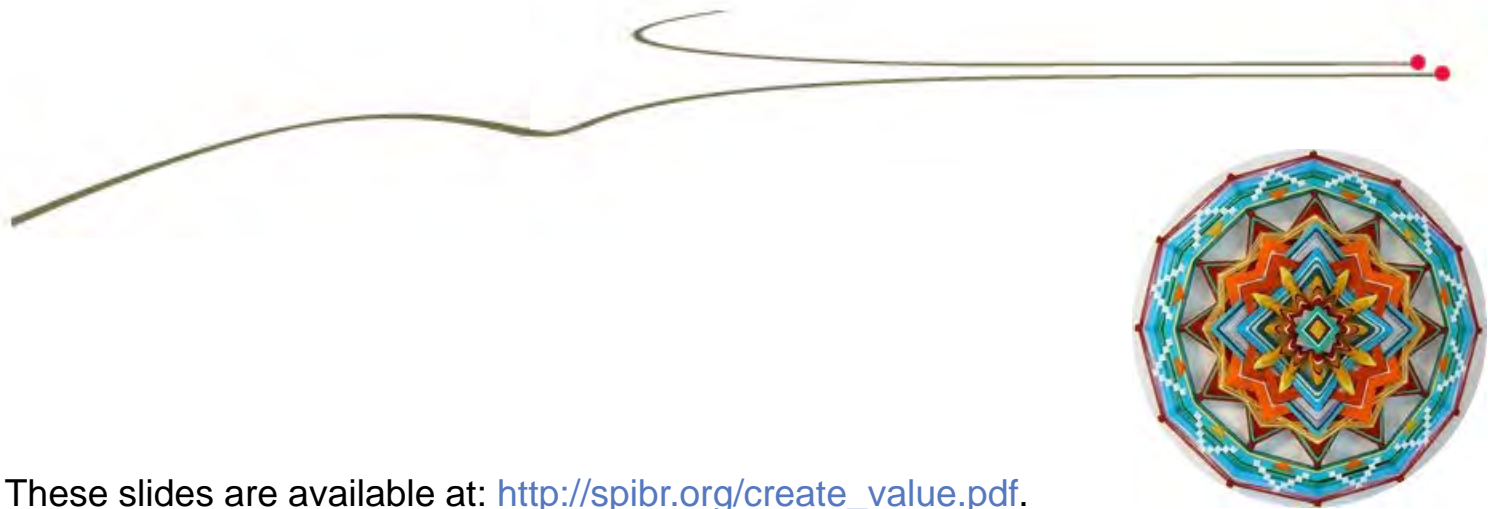
## Embody Relationship-Deepening Ideas



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# Practical Spirituality: Being a Creator

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# Most Strategic Alliances Fail

They fail to achieve their full value-creating potential

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## Strategic alliance:

- A long-term **value-creating** relationship.
- If it does not create value it is *not* a strategic alliance.
- E.g., co-development or collaborative-R&D.
- Business' most challenging & important relationships.



## Why do they fail?

- Businesses 'suck' at relationship.
  - They cannot or will not see relationship as their *most* strategically important asset.
  - If they do see it, they see it as a problem area that needs to be 'managed'.
- The overall climate in business is counter to the creation of value.
  - Fear-based, scarcity-oriented, and lacking in trust.
  - It is impossible for creation to happen in a climate of fear, scarcity, and lack of trust.
- Strategic alliance managers are reluctant to embrace their role as a **creator**.
  - Instead: negotiator, program manager, sales rep, executive liaison, gatekeeper, contract administrator, concierge (making individual introductions), power broker, ...

# Spiritual Principles in Business Relationships

## The underlying rationale

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1. The purpose of business is to *create value*, on an ongoing basis; businesses need to continually transform.
2. Both transformation and creation *require* relationship. Nothing in the world happens outside of a relationship.
3. Our *most* intimate and challenging relationships (e.g., strategic alliances) are our *best* crucibles for transformation, creativity and growth.
4. Practical spirituality deepens and therefore *improves* relationship, thus increasing *creativity*.
5. The need for practical spirituality in business relationships is a *strategic imperative*.

Relationships are *not* problem areas that need to be managed.  
Relationship is actually our *most* strategically important asset.



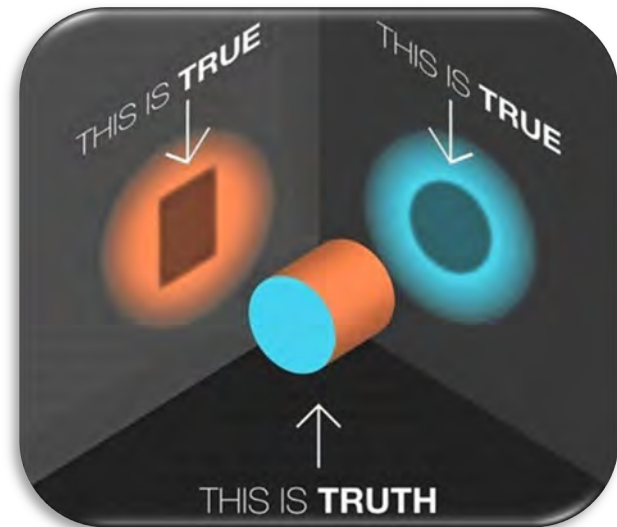
# What Lives *IN* Relationship Itself?

Within us, between us, and *in* the collective web of relationship

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**By honestly and deeply *sharing perspectives* we draw *closer* to:**

- the truth,
- the spirit that lives *in* relationship,
- solutions to our most vexing challenges,
- creativity, enthusiasm, and vision,
- crucibles for on-going transformation,
- our identity, as bridge builders,
- a sense of community and home.



# Relationship-Deepening Ideas

## Enabling greater creativity

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### Embody these ideas, see what happens:

- **Oneness** – what if we are all one?
- **Now** – all we ever have is this present moment.
- **We Create** – we were created by our Creator to create; WE are creators.
- **Love** – the universal force that counters entropy; it compels us all to grow.  
ref: [http://spibr.org/Love\\_mindmap.pdf](http://spibr.org/Love_mindmap.pdf) – an attempt to define the undefinable and parse the infinite
- **Trust** – the foundation of all relationship(s).

Listening is an act of love.

When we love relationship itself;  
when we deeply *listen* to the  
spirit that lives in the collective web of relationship,  
it cannot help but reciprocate.

Trust will increase. Solutions,  
inspiration, creativity, and  
enthusiasm will naturally surface.

# Deepening Relationship via Dialogue

Dive into what lives *in* the collective web of relationship

	Internal	Interpersonal	Groups	Societies	Creation
Superficial	Living in addiction	Idle chitchat	Talking about the news	Attack	Pillage the earth
More Authentic	Realizing the need to change	Starting to get real	Sharing experience	Growing sense of community	Realizing our impact
Remove Barriers	Transcend inner issues	Clean talk	Overcome difficulties	Remove borders	A sense of ownership
Clear the Air	Mind/Heart dialogue	Deeper friendship	Loving confrontation	Emerging true community	Care for the environment
Have High Trust	Stay true to Self	Healing & forgiveness	A collaborative atmosphere	Effective peace talks	Dialogue-based stewardship
New Way to Learn	Open to a new life	Inner issues transformed	Unknown is made known	Open to a new way	Revolutionary dialogue
Create the New	New Self emerges	New depths in friendships	New value; a new home	A new way of being together	Create a new world



# Inner Dialogue

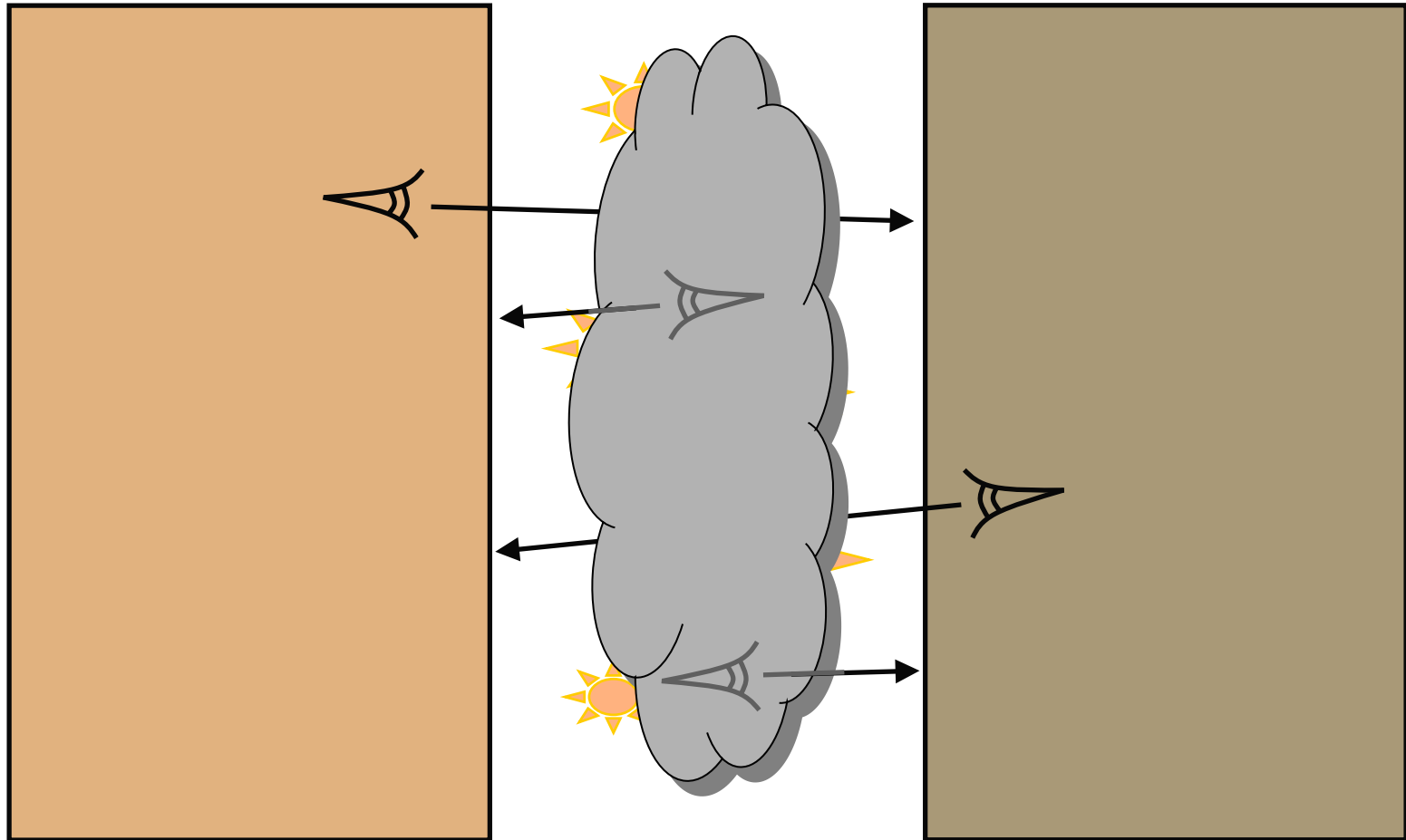
Traverse between mind and heart; awaken that relationship (a personal example)

Internal Dialogue		
Thoughts		Feelings
▪ The world doesn't really value my work.	↓	
	↑	▪ I feel unloved and unappreciated.
▪ I understand those feelings. ▪ It <i>has</i> been a <i>very</i> long journey!	↓	
	↑	▪ Now I really feel depressed. ▪ Low energy.
▪ I have tried everything I can think of. ▪ Businesses seem to be increasingly moving <i>away</i> from value <i>creation</i> .	↓	
	↑	▪ Now I feel frustrated and abandoned.
▪ My ideas won't work; they are not true.	↓	
	↑	▪ Anger. I have been misled by God.
▪ Maybe ... I cannot do this <i>alone</i> , with just my <i>thoughts</i> , plans and <i>self-will</i> .	↓	
	↑	▪ Grateful; I am being taught "my" ideas!

# Value-Impediments

*First, look for the obstacles in the relationship*

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# Misinterpreting Behavior

A sign of divergent perspectives

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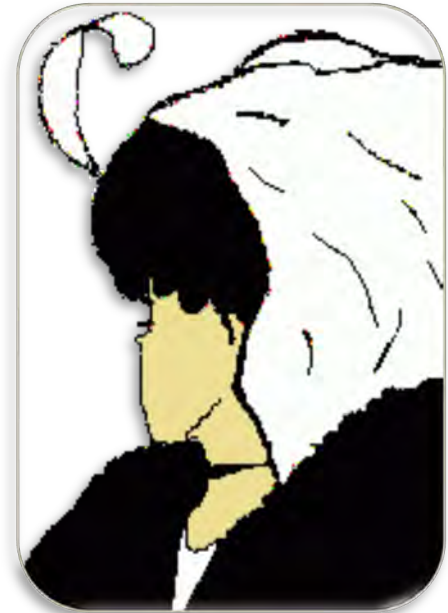
**Whenever we interpret the behavior of the other as a sign of:**

- **deviousness** – "they're trying to screw me over"
- **incompetency** – "they're idiots"
- **lunacy** – "they're crazy"

**... it is *always* a *sign*.**

It is a sign of  
**unacknowledged differences in perspective,**  
that is all.

Once we **see** the world  
from their perspective,  
their behaviors make sense.



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**'Call' for trust, via healthy and loving confrontation.  
Then value-creating opportunities naturally emerge.**

# Simplicity: Hearing the Voice-of-the-Collective (the One Voice)

**Value-Impediments:** Corporate Hewlett-Packard/Microsoft Alliance (1997-2002; 2007 HBR article)

## Perspectives

### HP's View of Microsoft

- Excessively competitive and confrontational
- Greed, control, and paranoia (unstated corp. values)
- “Win / Don’t Care” partnering mindset
- Focused only on winning the deal
- Packaged software mentality – commoditizes everything, including partners

### Microsoft's View of HP

- A non-player in professional services
- Falling behind its competitors
- Slow, bureaucratic – a laggard
- Unable to execute consistently and predictably
- Conflicted sales strategies (UNIX vs. NT in late '90s)

### HP's View of HP

- Collaborative mind-set – looks for common good
- Reinventing itself – trying to get more focused under new CEO's leadership (Carly Fiorina)
- Disciplined – takes a long-term, mature approach to evaluating new opportunities
- Win/win – actively seeks the other company's wins
- Flexible – looks for creative deals

### Microsoft's View of Microsoft

- Competitive, fast-moving and entrepreneurial
- “Our products are changing the world”
- “We are the center of the world / new economy”
- Focuses on MS's wins, assumes others do the same
- Unappreciated for positive things MS does for the world
- Brings partners into deals; they should be grateful

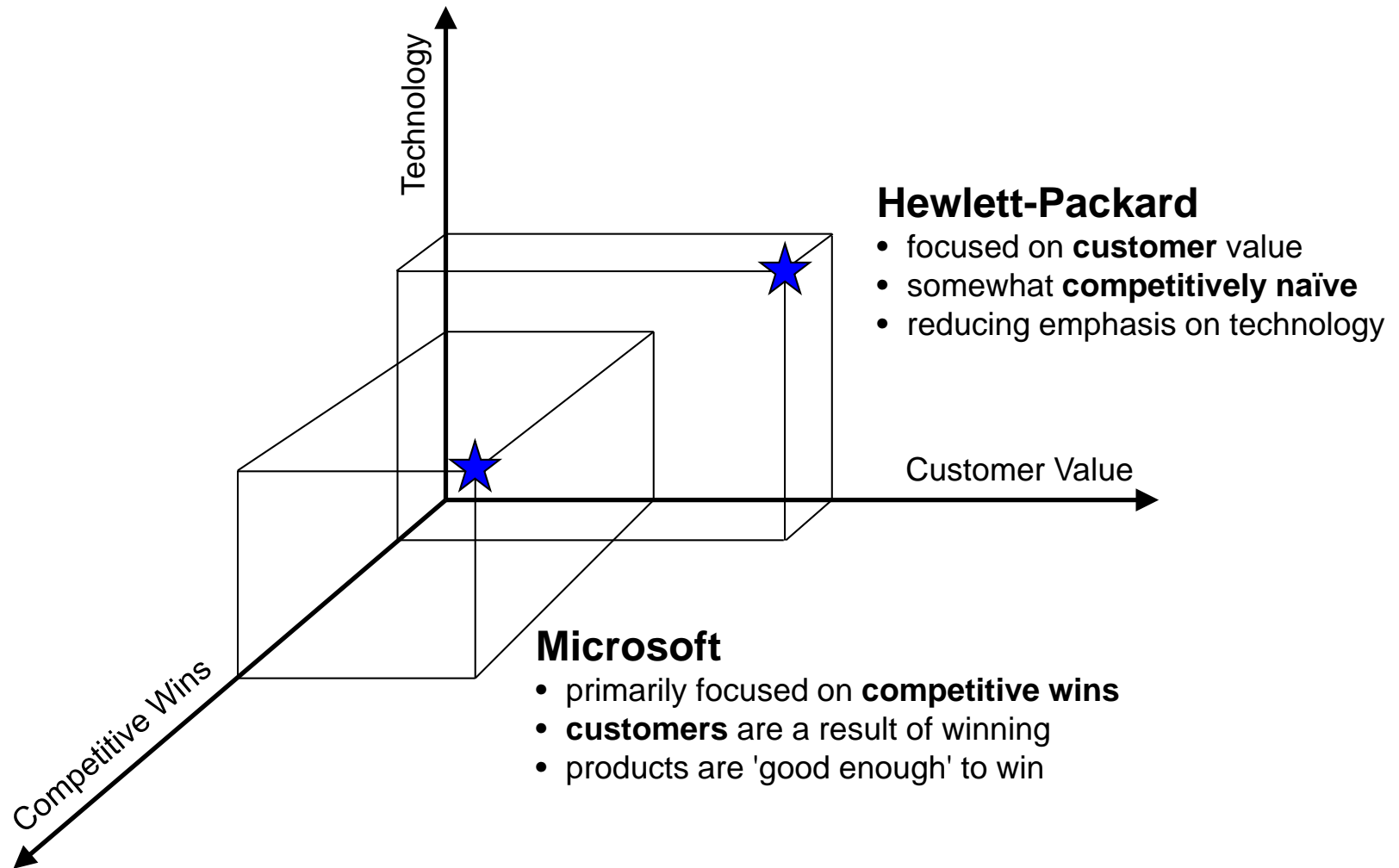
## Overcoming Impediments

- Focus on each other's complementary strengths:
  - HP's strengths: complex solution selling, long-term relations and perspective, risk-mitigation, collaborative
  - MS's strengths: product expertise, short-term wins, rapid decision-making, risk-taking, competitive orientation
- Align to different perspectives – MS is focused on competitive wins, HP is focused on value to customers
- For HP: align into MS's perspective, assertively sell HP's strengths, under-set and over-deliver on expectations

# Hewlett-Packard/Microsoft Corporate Strategic Alliance

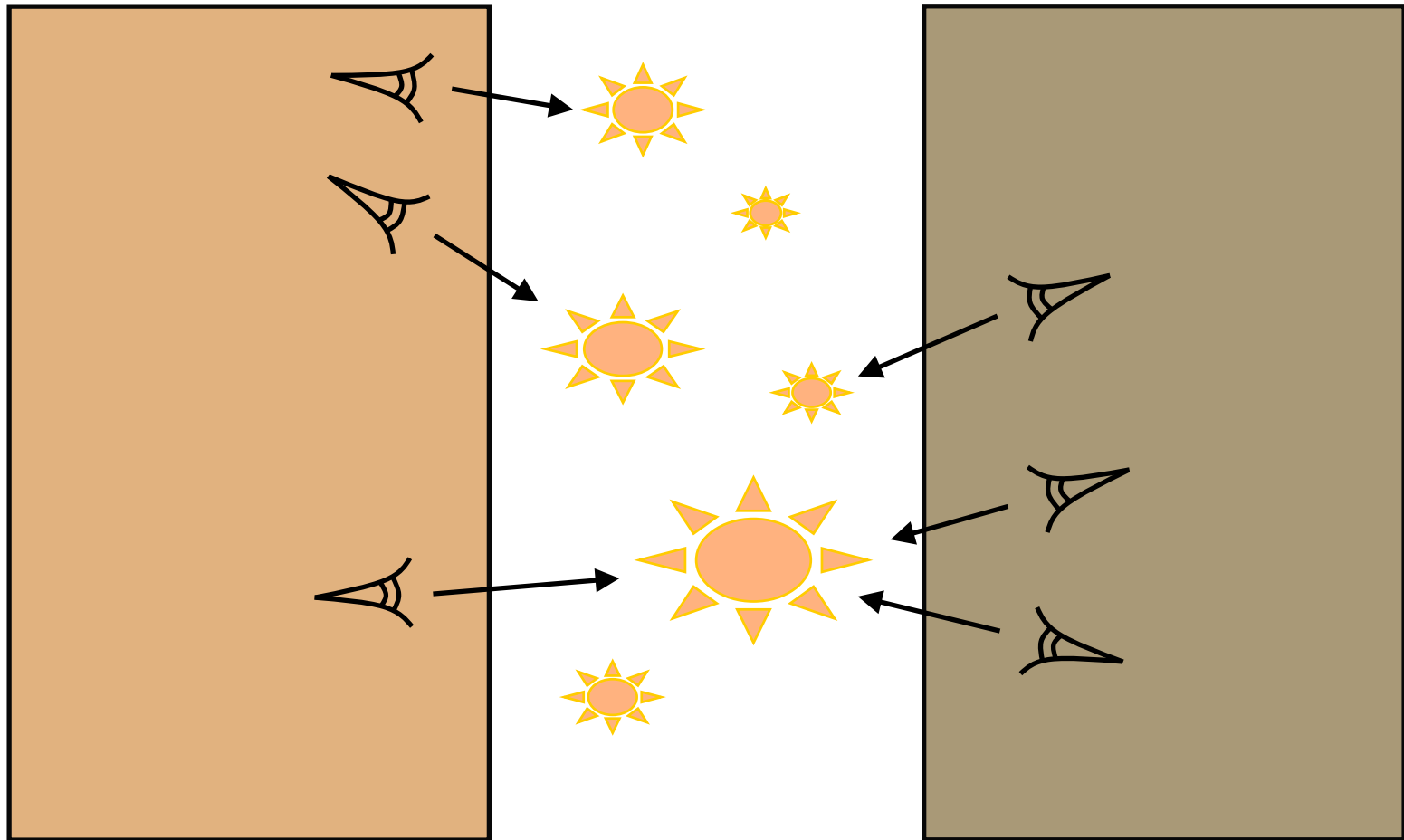
## Divergent strategic perspectives (1997-2002)

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# Incremental Value

*Then, uncover value-creating opportunities in the relationship*







# Simplicity: Hearing the One Voice-of-the-Collective

Incremental Value: Enterprise Document Workflow (2003-2005)



## Fundamental Business Objectives

### SAP's

- Spring '04 public endorsement of SAP Web AS
- Significantly reduce TCO & increase customer satisfaction – new SAP strategic imperative
- Remove “(printing &) output” pain for SAP & SAP's customers
- Influence license sales – up-/cross-sell to installed base & sales to new customers
- Help SAP reduce investments – focus on core business objectives vs. spooling

### HP's

- Broad deployment of HP OMS solutions
- Deliver on “printing in the enterprise” Corp Obj
- Increase license & services sales for HP's OMS solutions (HPOS & HPDS)
- Leverage off all of HP's enterprise strengths – output management, systems management, enterprise systems & services
- Raise “output” considerations earlier w/customers

## Key Underlying Interests

### SAP's

- Accelerate adoption of Adobe forms, return on SAP investments
- Reduce SAP customer support, re: output

### HP's

- Differentiate HP's on-/off-ramp devices
- Accelerate growth in “printing in the enterprise” services

## Teaming Scenarios and Vision

- Engineering-level relationship to port HPDS to Web AS 6.30/6.40
- TCO-driven, tightly-integrated HPDS/WAS packaged solutions (e.g., CRM, Fin, Sales & Dist'n – maybe w/ DP&P or DPS for more strategic solution) – e.g., unified install, mgmt, etc.
- OEM core output management module in NetWeaver (tee-up in exec-level briefing – vision)
- SAP/Adobe/HP forms+output triad solutions
- Explore mid-market/SMB plays

# Hearing the Voice-of-the-Collective

## How a strategic alliance reciprocates that act of love (listening)

### The on-going process of listening, hearing, and responding:

- raises the level of trust and openness – ideas flow more freely
- increases individual buy-in and support
- enables service-based leadership
- stabilizes relationship(s)
- increases the creation of value
- inspires a practical long-term vision
- enthuses individuals and teams
- frees up time and energy (can be scary)
- establishes team alignment – a sense of home and community
- provides for an attractive competitive advantage – simplicity
- can be simplified-up to enable the architecting of ecosystems

Go to [http://www.spibr.org/2-slide\\_methodology.pdf](http://www.spibr.org/2-slide_methodology.pdf) for a whitepaper on the *2-Slide Methodology*™

| Incremental Value with ISVs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fundamental Business Objectives                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                            |
| SAP's<br>• Spring '04 public endorsement of SAP Web AS                                                                                                                                                                                                                                                                                                                                                                                                                                                              | HP's<br>• Broad deployment of HP OMS solutions<br>• Reliance on "best-of-breed" Corp Obj                                                                                                                                                                                                                                                                                   |
| Value-Impediments with ISVs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                            |
| Cultural Differences                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                            |
| <b>SAP's view of HP</b> <ul style="list-style-type: none"><li>• 1992 (L/T) deal &amp; launch HP helped "re-make" SAP strong IBM history, too (esp. in C&amp;D world)</li><li>• In field, viewed as a hardware vendor – a "closed architect" (just selling boxes, other the s/w, no s/d no)</li><li>• HP's incremental bus value to SAP is unclear</li><li>• Skeptical of HP's enterprise strategy – staying power, consistency, patience; HP has sometimes over-sat &amp; under-delivered on expectations</li></ul> | <b>HP's view of SAP</b> <ul style="list-style-type: none"><li>• weak formal co&amp;D value-creation processes, ad hoc</li><li>• top-down decision-making – process oriented</li><li>• 1:1 interpersonal "working" relationship critical</li><li>• lack of perceived urgency – needs to think, discuss</li><li>• strategic partner – \$3.4B/year in leveraged bus</li></ul> |
| <b>SAP's view of SAP</b> <ul style="list-style-type: none"><li>• #1 enterprise application company</li><li>• engineering-driven / becoming more market-driven</li><li>• a cautious &amp; conservative company</li><li>• German ... and proud of it ... yet, "the most globally-oriented company I've ever seen", (Shel Agassi)</li></ul>                                                                                                                                                                            | <b>HP's view of HP</b> <ul style="list-style-type: none"><li>• strong in SAP ecosystem – x50% h/w share</li><li>• somewhat on par or better than IBM (not IBM)</li><li>• unique breadth of products &amp; services</li></ul>                                                                                                                                               |
| Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                            |
| <ul style="list-style-type: none"><li>• SAP culture is very similar to the "old HP" (premerged) – comfortable interpersonal relations</li><li>• start small – think big – under-set &amp; over-deliver on expectations – earn trust &amp; confidence</li><li>• stay focused – achieve strong success, build confidence – then expand</li><li>• continue building cross-HP coordinated strategy &amp; linkages</li><li>• strive for consistency – strategy, programs, commitments, management linkages</li></ul>     |                                                                                                                                                                                                                                                                                                                                                                            |

# Interim Summary

## On the path toward greater value-creation

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### **Nothing happens outside of relationship.**

- It is where all creativity occurs.
- It is where all value-creation and value-exchange occurs.

### **The fundamental issue in strategic alliances is relationship.**

- It provides solutions to problems.
- It provides new value-creating opportunities.

### **Practical spirituality deepens relationship.**

- It enables an alliance to fulfill its primary purpose:
  - the long-term creation of value
  - the on-going transformation of business



### **Before we can uncover value-creating opportunities we must first remove value-impediments.**

- We must clear the air, by calling for trust via healthy confrontation.

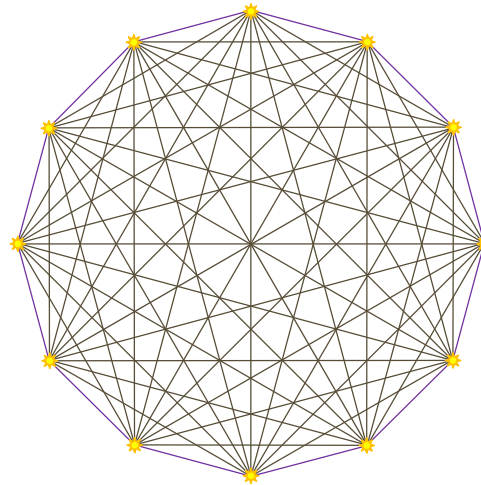
### **As we love relationship itself, it cannot help but reciprocate.**

- As we listen to and respond to the voice-of-the-collective, we will be inspired.

# Deepening the Collective Web of Relationship

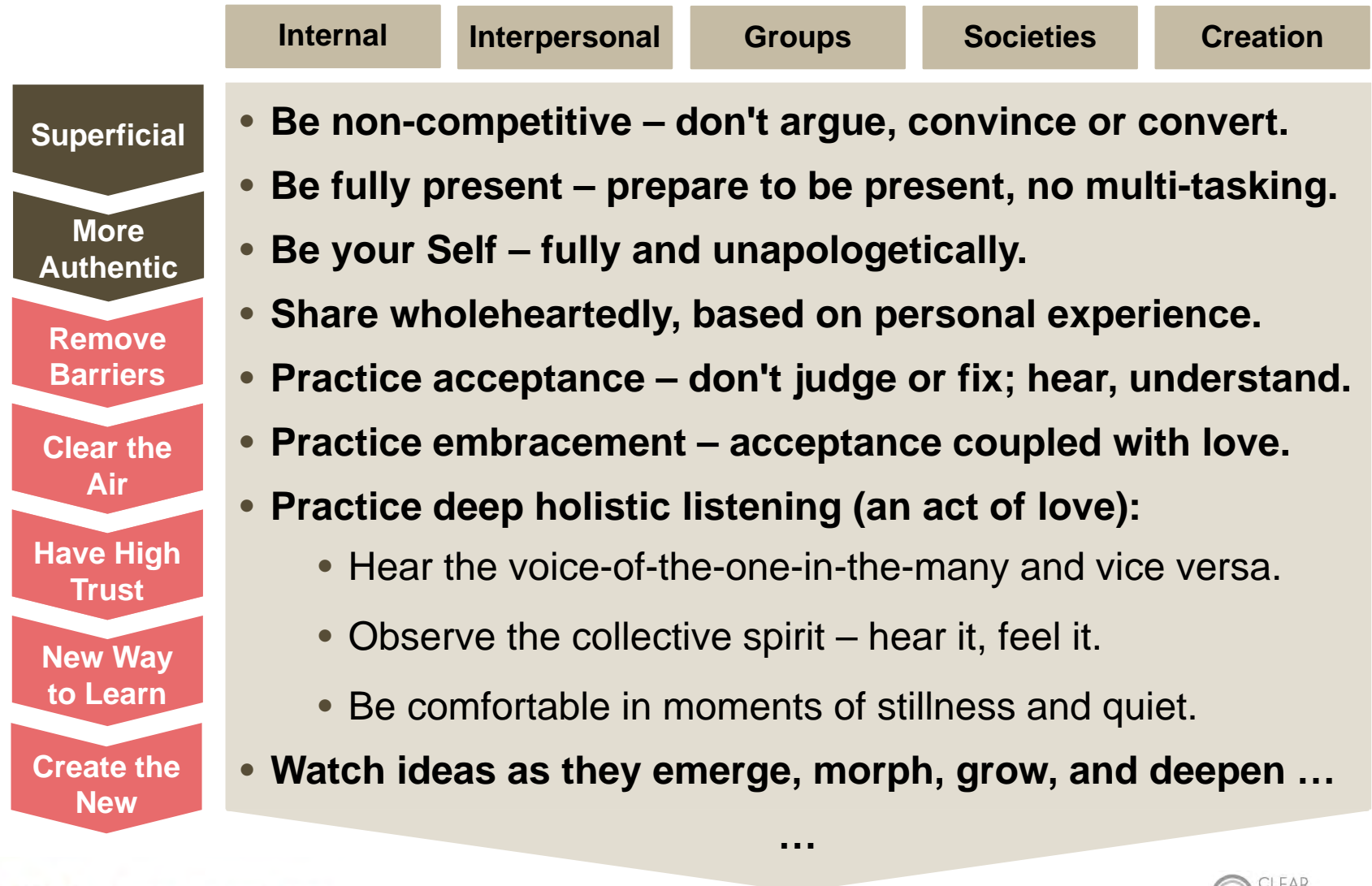
## Notice it ...

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# As We Deepen Relationship

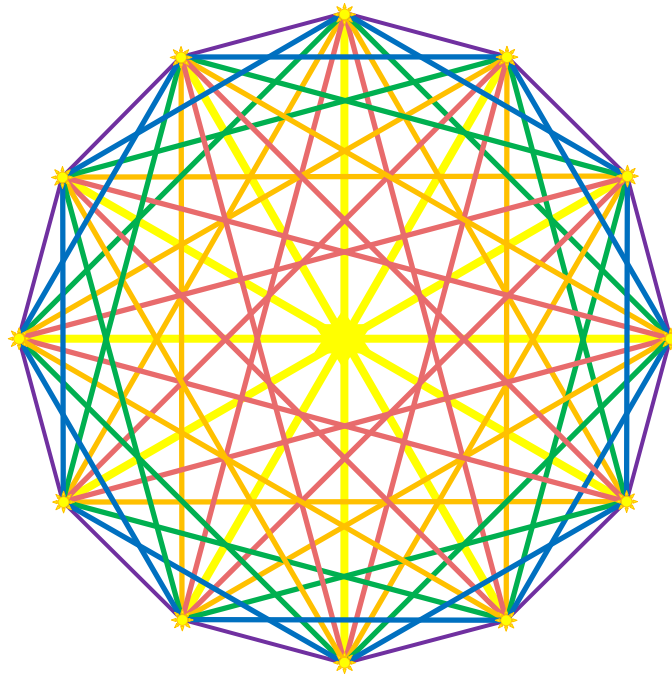
We are drawn into spirit's creativity



# Deepening the Collective Web of Relationship

Watch it awaken ...

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# Deepening the Collective Web of Relationship

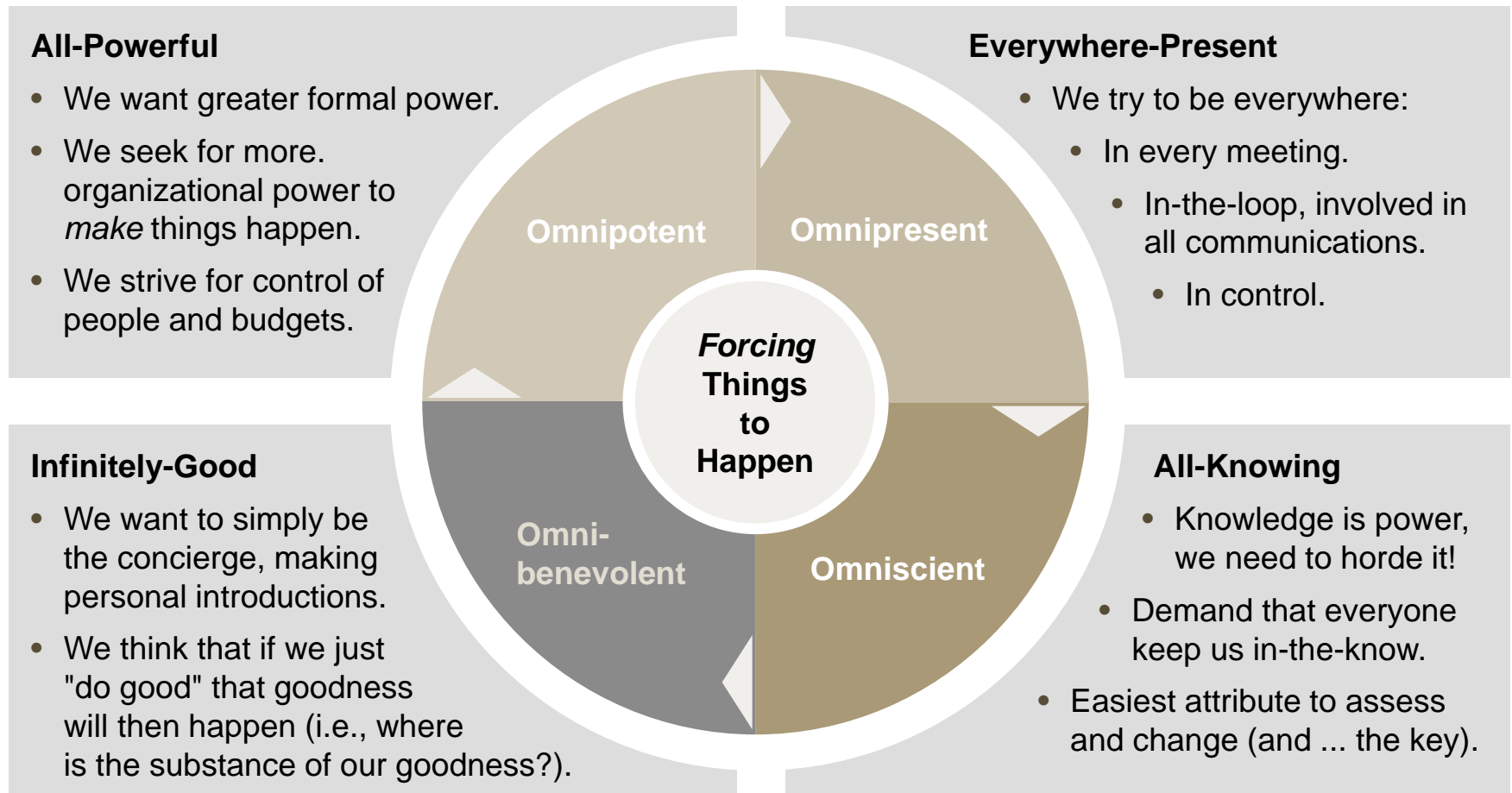
Observe it take on a life of its own and expand ...

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# Our Relationship with the Attributes of Deity

If we forget our identity, we first seek for more power



# self-Obsolescence

The most impactful practice we can embody

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## **We are empowered as we empower.**

- As we *give*, we *receive*.
- Focus on *giving away* ideas rather than *getting* power.

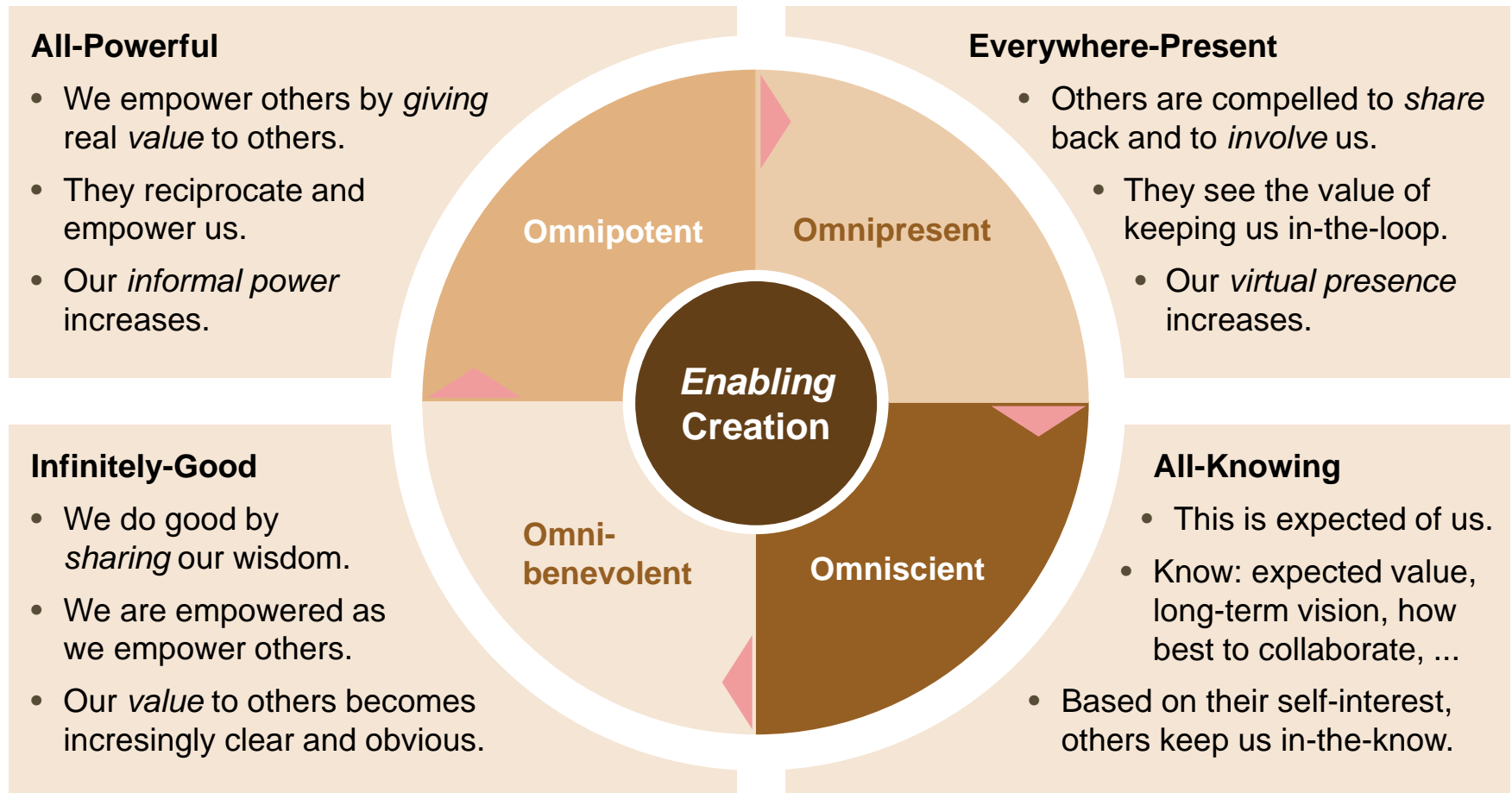
## **Be a creator.**

- Reconsider the attributes of deity.



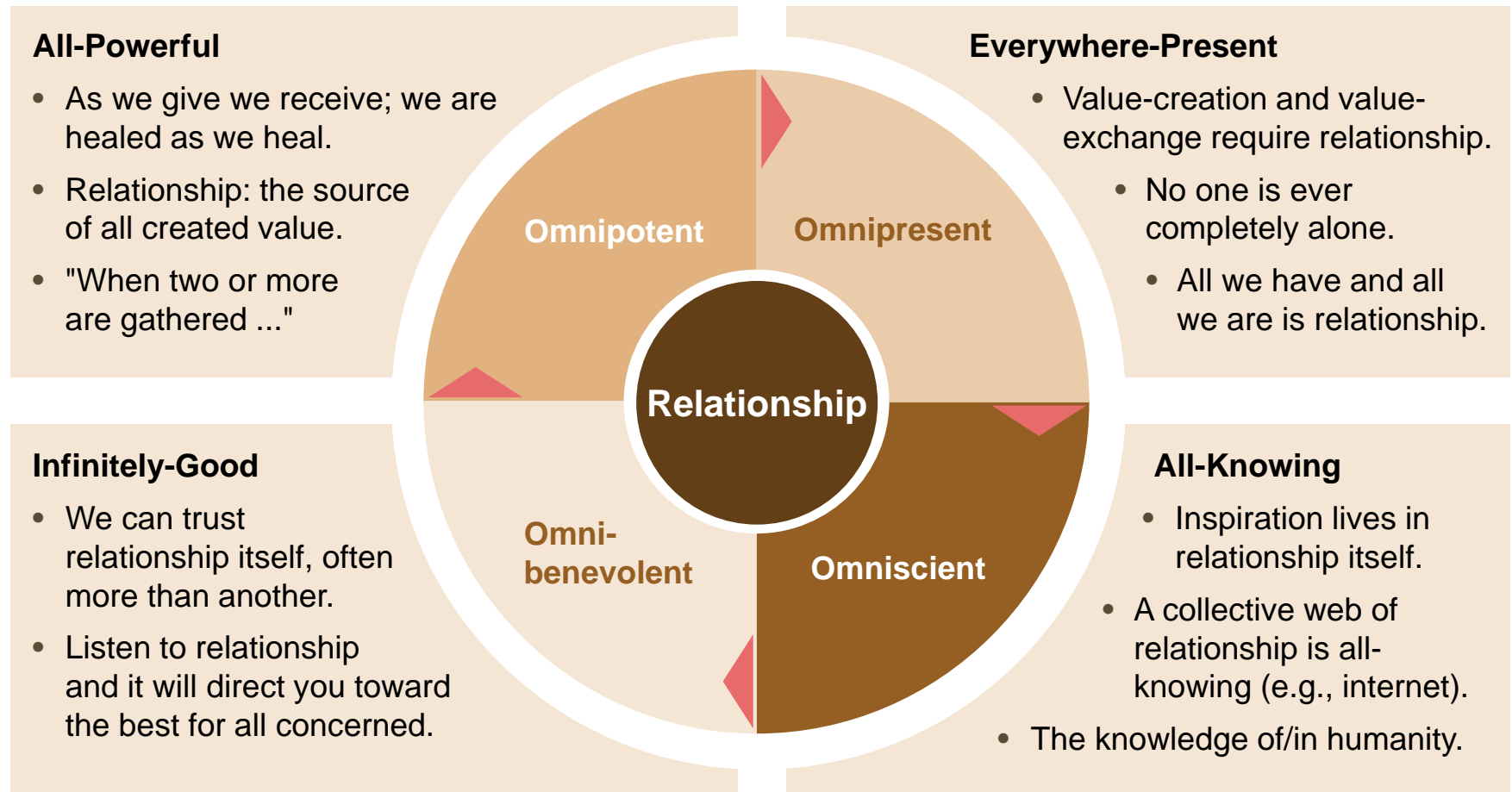
# Our Relationship with the Attributes of Deity

By empowering others, reciprocity comes alive in a virtuous cycle



# The Divine Nature of Relationship Itself

That third something – within us, between us, amongst us



# Tying it All Together

## Weaving together strategic alliances and practical spirituality (slide #)

1. **Relationship is our *most* strategically important asset.** (1-5)
  - Especially, in strategic alliances, in a collective web of relationship.
2. **Practical spirituality *deepens relationship*; it is a strategic imperative.** (6-8)
  - Embodying spiritual principles (simple ideas) deepens relationship.
  - Dialogue (listening & responding, giving & receiving) deepens relationship.
3. **First – *clear up vision*; remove value-impediments.** (9-12)
  - Confront issues and challenges in the web of relationship itself.
  - Clear the air: increase trust, open up communication.
4. **Then – *create value*; uncover new value-creating opportunities.** (13-15)
  - Discover a practical and compelling long-term vision.
5. **Observe the collective *web* of relationship come *alive*.** (17-20)
  - As you love *relationship* itself (by listening to it), it will reciprocate (by sharing).
6. **Embrace the idea of being a *creator*; embody the attributes of deity.** (21-24)
  - Practice self-obsolescence; empower others and be empowered.
  - See how your informal power and virtual presence increases, *in* relationship.

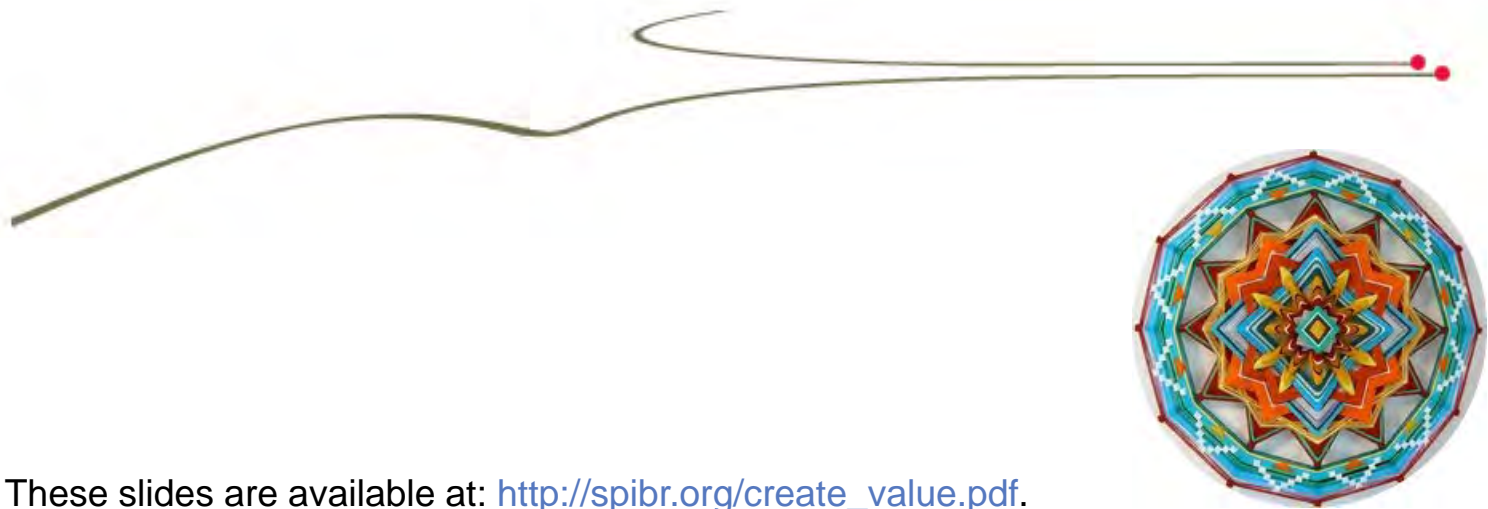




Who  
Do You  
Think You Are?

**Joe Kittel**

Strategic Alliance Consultant | Practical Mystic



These slides are available at: [http://spibr.org/create\\_value.pdf](http://spibr.org/create_value.pdf).

# Joe Kittel

Focused *in* strategic alliances since 1989

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## SPiBR.org LLC

Founded in 2007, SPiBR.org LLC is a consultancy focused on strategic alliance managers. We are about the practical application of spiritual (i.e., relationship-deepening) principles in business relationships. Our professional services include coaching, training, and consulting services for individuals and teams. We are headquartered in Santa Fe, NM.

[www.spibr.org](http://www.spibr.org)

# First, Clear Vision

## Then, Create Value

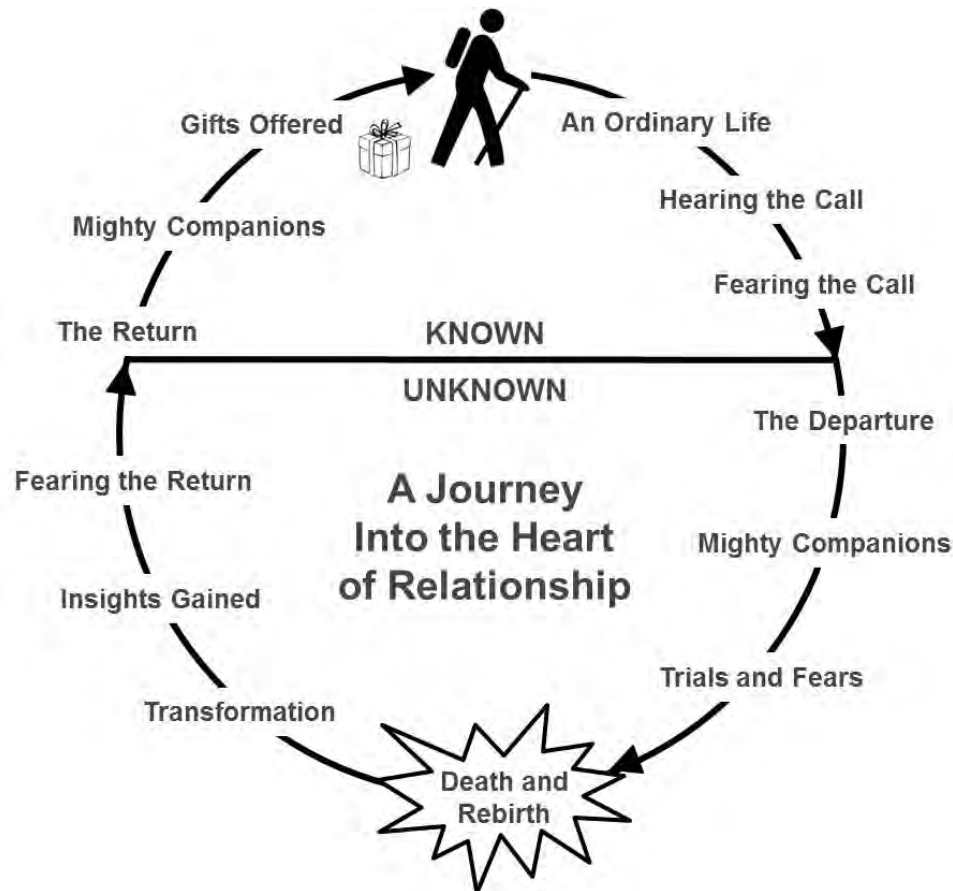
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# Practical Spirituality in Business Relationships

How did I get to this place in my life?



Read the whitepaper: [http://www.spibr.org/journey\\_into\\_relationship.pdf](http://www.spibr.org/journey_into_relationship.pdf).



