

GP+S

Hear the Voice-of-the-Collective
Focused on Value (*2-Slide Methodology™*)

18 August 2020



Day 1

A very full day! (~7 hours)



HIGHTECH

**Strategic Relationship
Manager Training**

<location>, <date>

**Introduction and
Setting Context**

1.5 hours

**Business
Relationships**

1 hour

**Your Role and
Personal Identity**

1.5 hours

**Fundamental Principles
that Deepen Relationship**

0.5 hours

**Calling for Trust via
Healthy Confrontation**

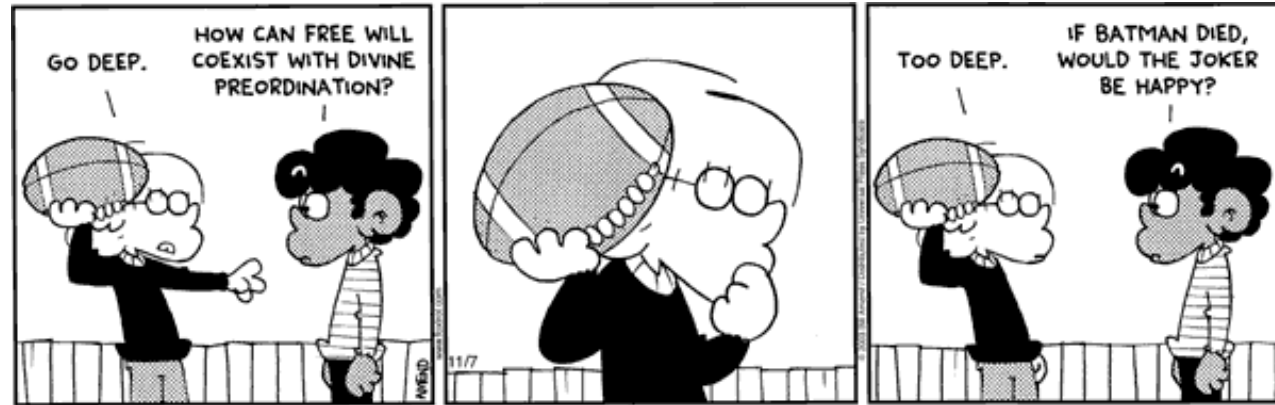
0.5 hours

**The Voice-of-the-Collective
in Ecosystems**

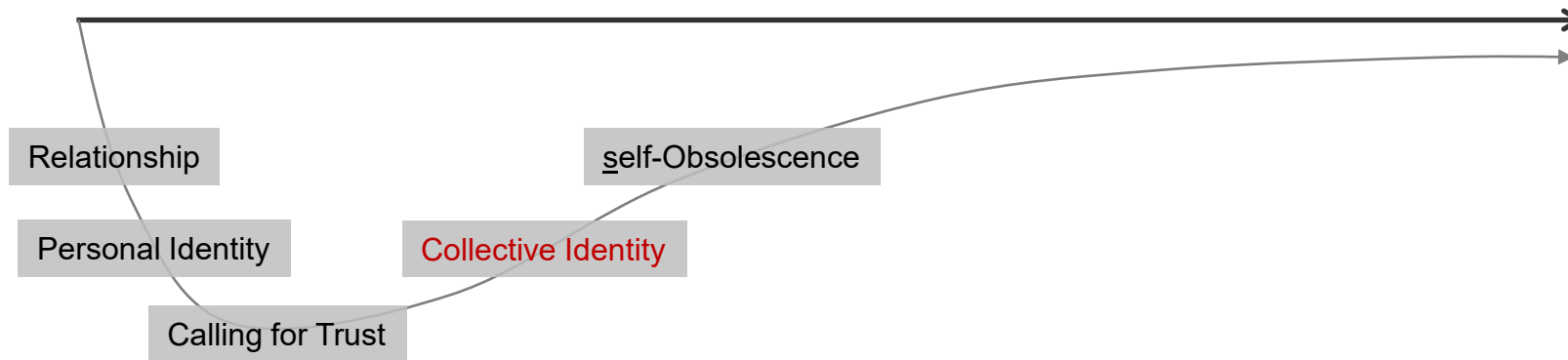
2 hours

We will be going deep

Fasten your seatbelt ...



FoxTrot – © 2006 Bill Amend



Strategic Alliances Create Value

Sales Revenue \neq Value

- **Strategic alliances are long-term value-creating relationships:**

- If the relationship is not long-term, it is not strategic.
- If the relationship does not create value, it is not an alliance.

- **Value is *not* money!**

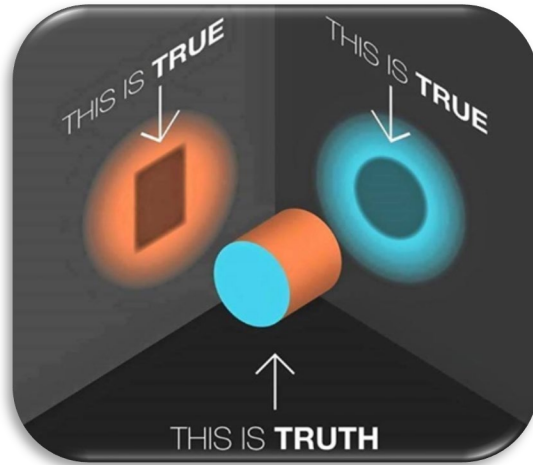
- Money is simply a *measure* of value.
- Value = product, solution, service, technology, ...



Assessing the value of an alliance, based solely on its sales revenue, is like assessing the health of a marriage by just counting the number of children; both metrics are important, obvious, and incomplete.

Strategic Alliances and Creative Relationships

Transform challenges into assets



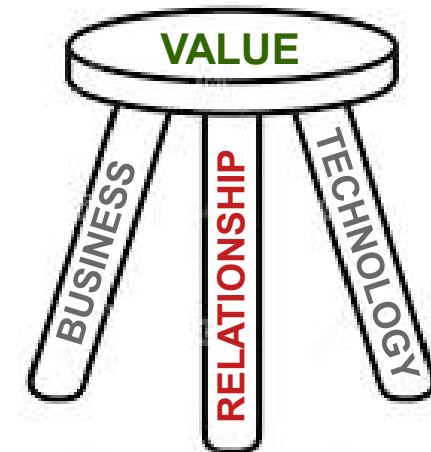
Focus on that third something ...

Focus in relationship itself – that third something.

- Nothing happens outside of relationship.
- Intimate relationships are crucibles for transformation.

Transforming a source of challenges into a strategic asset.

- **Listen to it!**
- Hear the voice-of-the-collective.
- Opportunities, solutions, and a practical vision will then emerge.

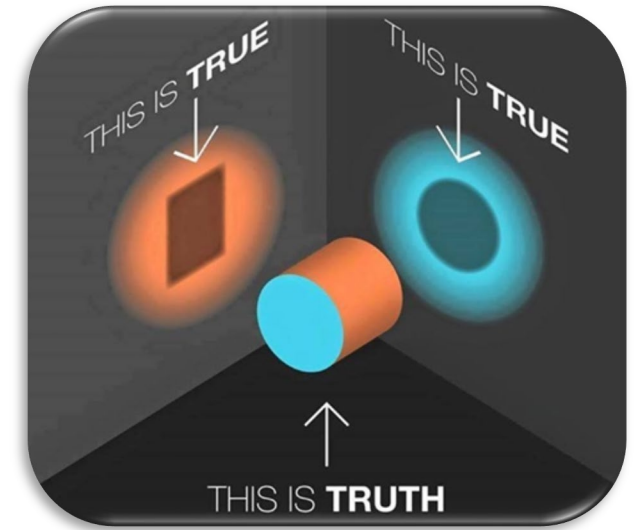


... and stabilize value-creation.

Relationship

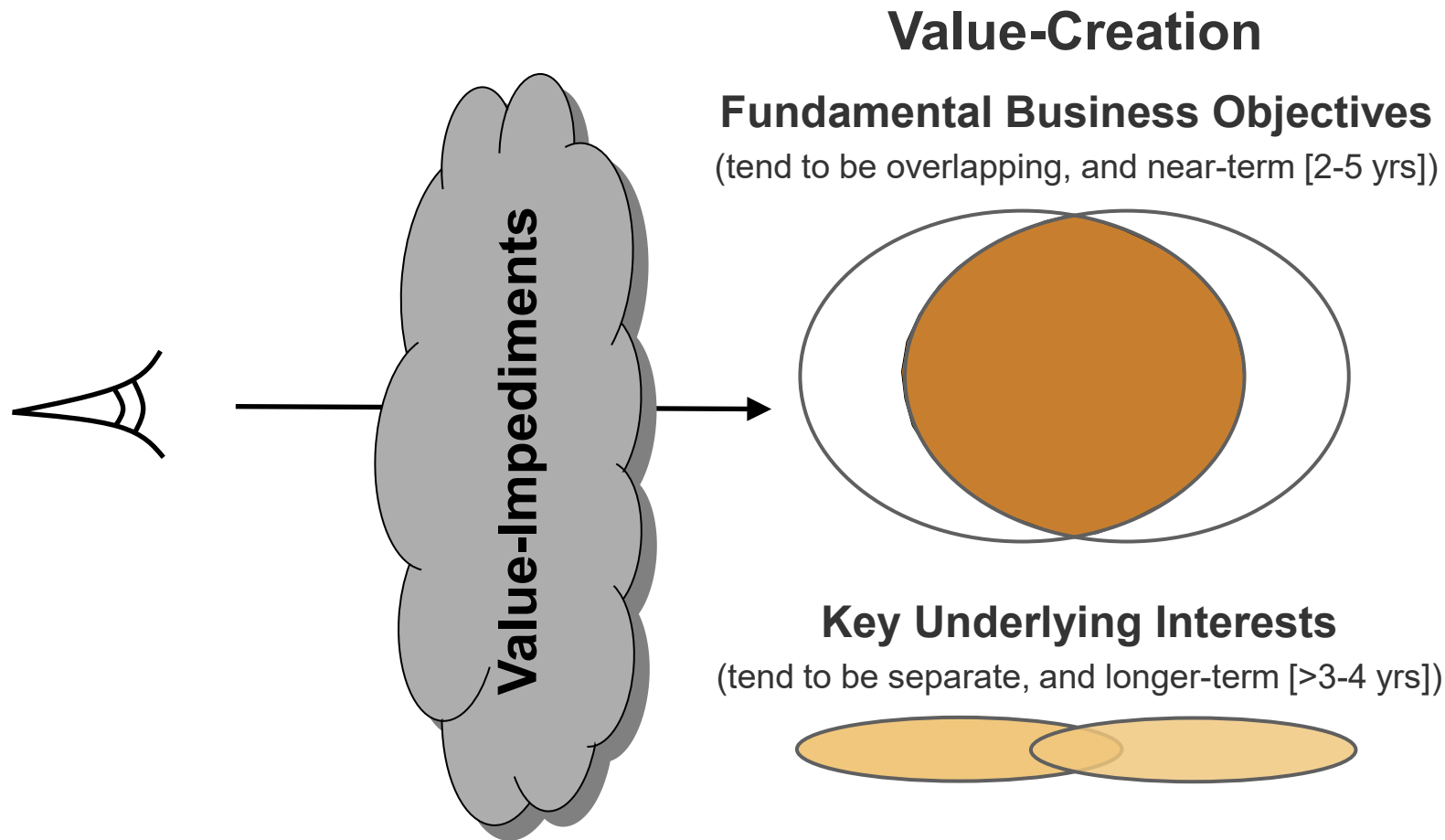
Our *most* strategically-important asset

- **Relationship is a third something**
 - That *lives* between us, within us, and all around us.
 - It even lives between us and ideas, and between ideas.
- **Nothing in the world happens outside of a relationship!**
 - All value creation and all value exchange require a relationship.
- **Relationships are:**
 - a source of problems as well as solutions to those problems.
 - a source of inspiration, creativity, enthusiasm, and vision.
 - crucibles for our on-going transformation – for us personally, for our strategic alliance, and for our company.
- **∴ our *most* strategically-important asset.**
- **When we honestly share perspectives, and *listen* to each other:**
 - we draw closer to the truth.
 - we are inspired.
 - we are enthused.
 - we are transformed.



The Simple Essence in Any Strategic Alliance or Ecosystem Segment

Acknowledge and deal with Value-Impediments, in order to see Value-Creation opportunities

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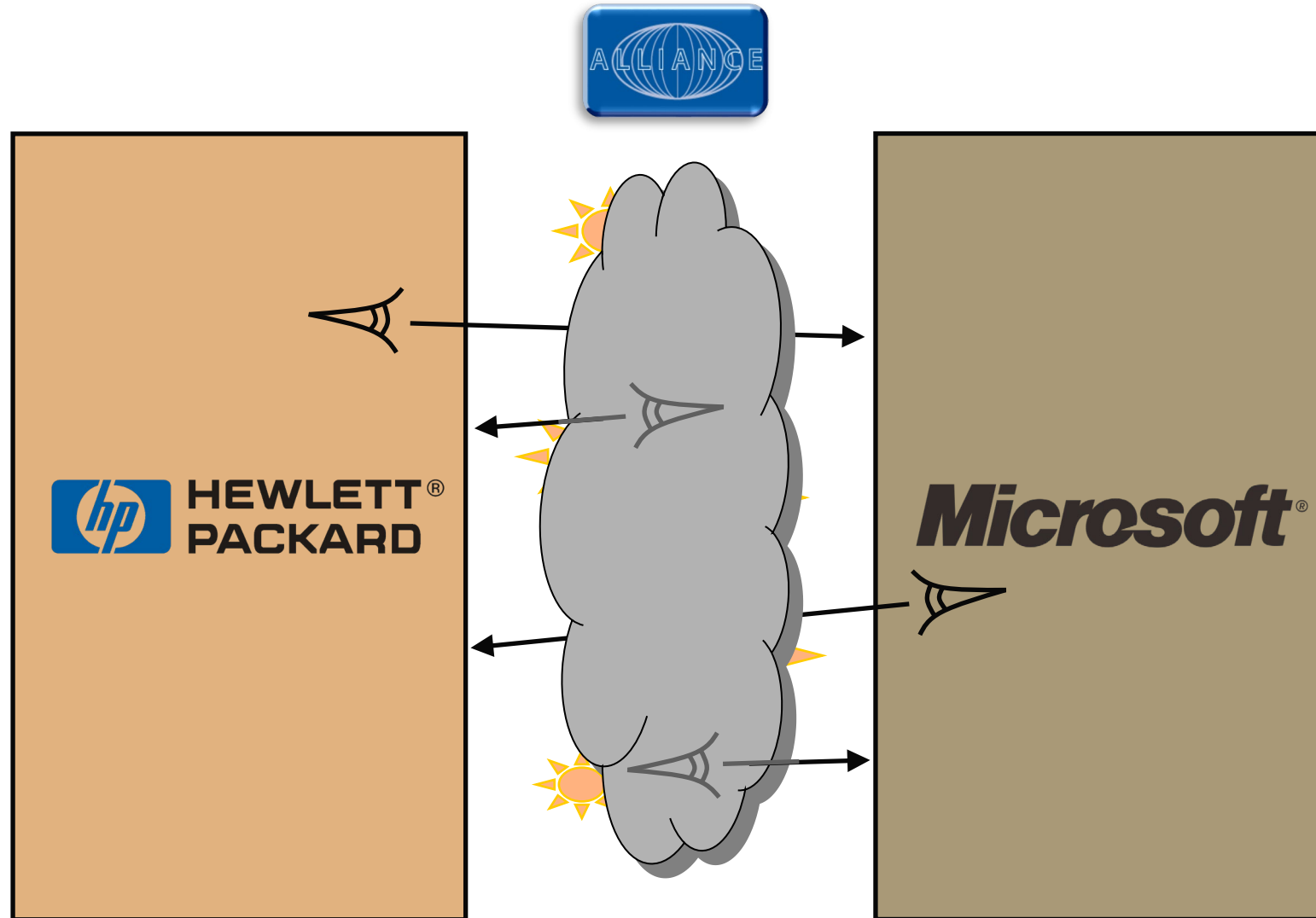
Can drive:

- Programs
- Structure
- Process
- Metrics

Hewlett-Packard/Microsoft Corporate Alliance

Value-Impediments

Accomplished the Impossible:
Divergent corporate cultures.

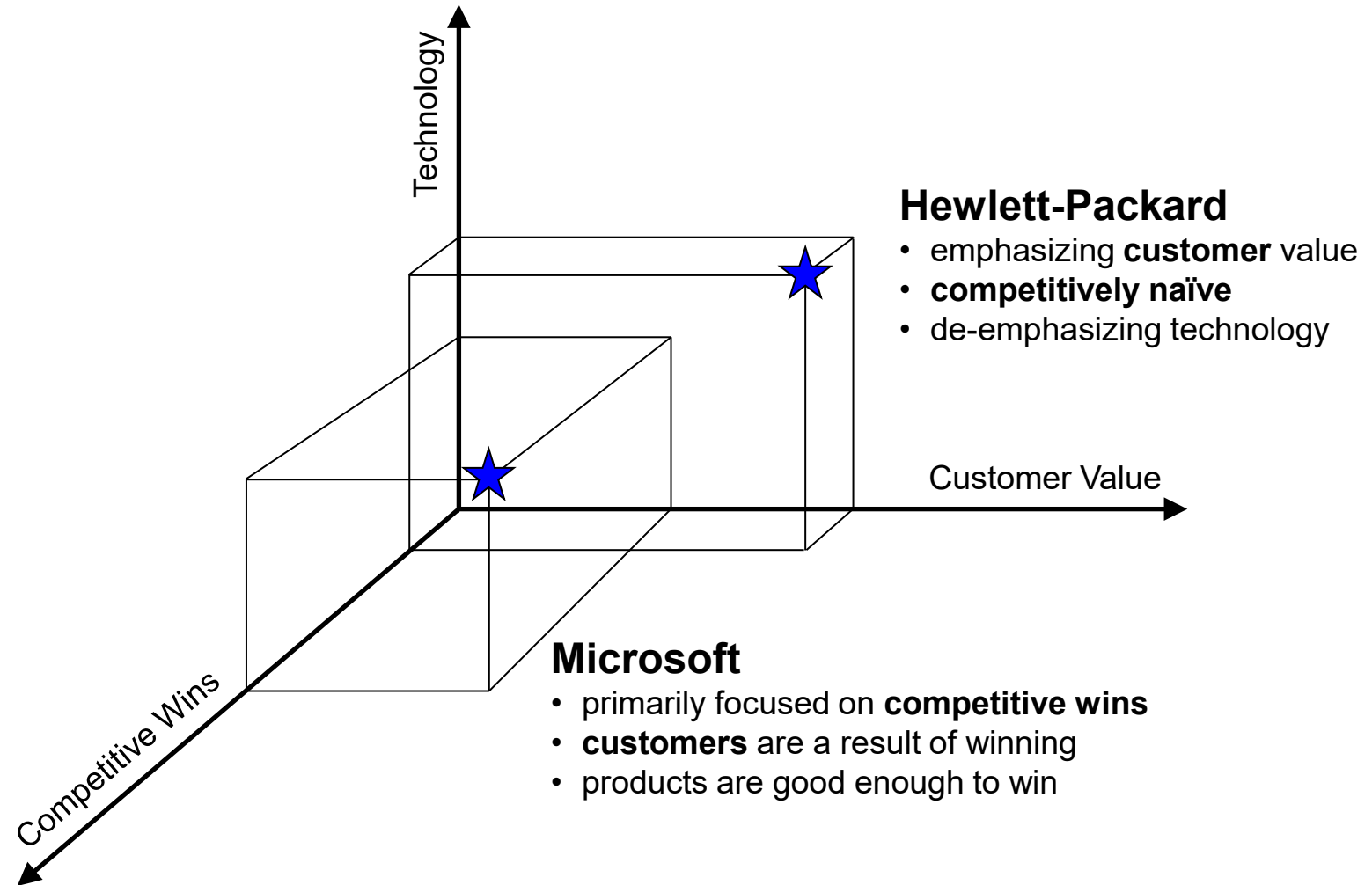


Value-Impediments – throughout the relationship (1997-2002 → 2007 HBR article)

Perspectives	
HP's View of Microsoft <ul style="list-style-type: none"> Excessively competitive and confrontational Unstated corporate values: greed, control, and paranoia "Win / Don't Care" partnering mindset Focused only on winning the deal Packaged software mentality – commoditizes everything, including partnerships 	Microsoft's View of HP <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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
Recommendations <ul style="list-style-type: none"> Focus on each other's complementary strengths: <ul style="list-style-type: none"> 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 Alliance

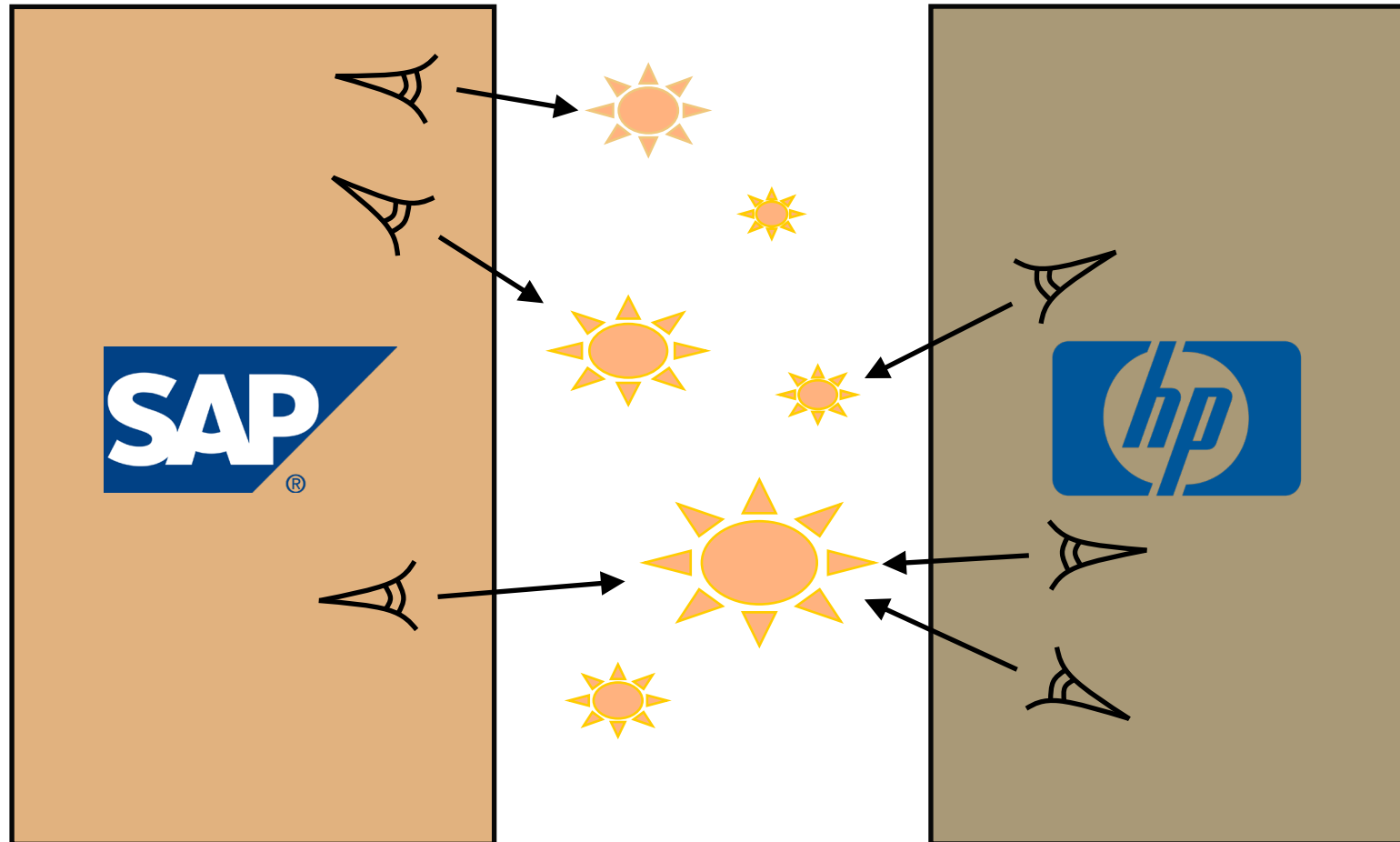
Divergent perspectives on strategic opportunities



SAP/HP Strategic Alliance

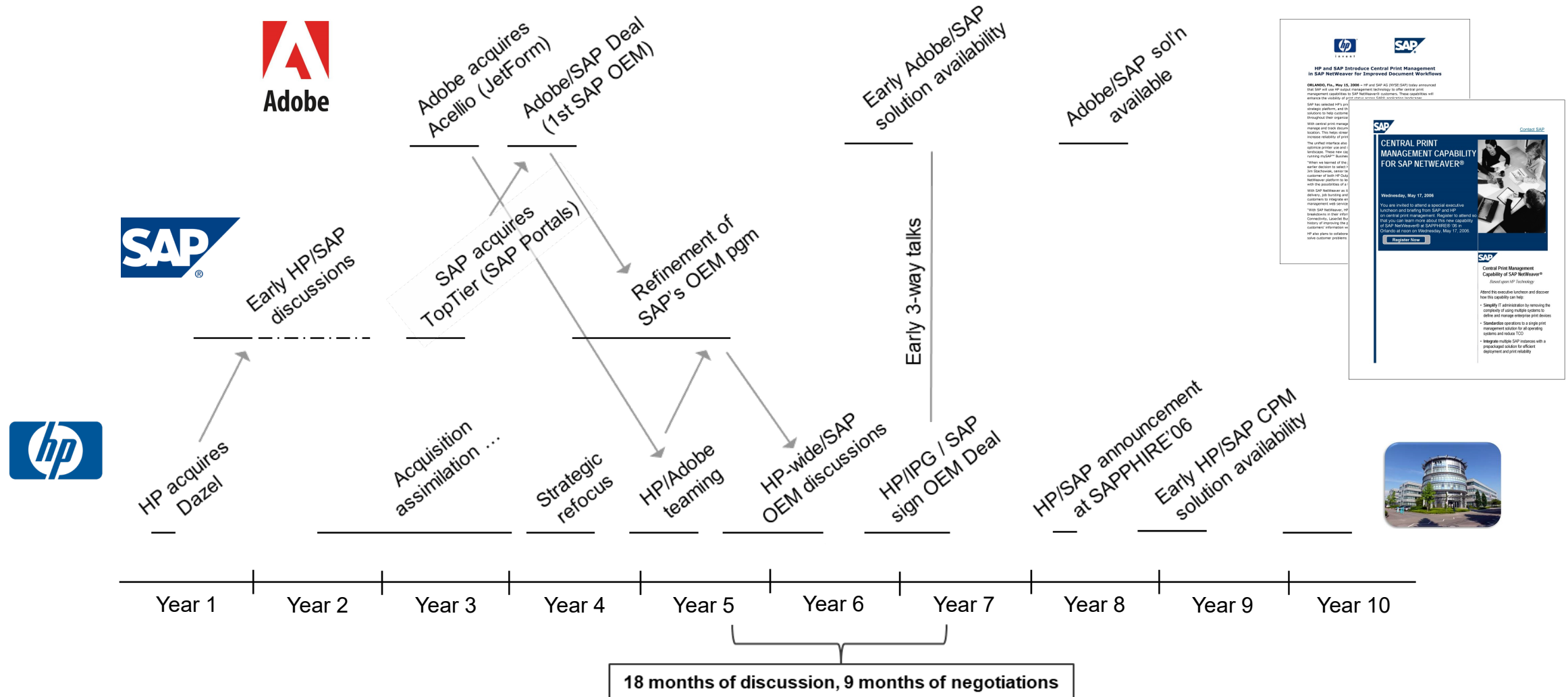
Increment Value

Accomplished the Impossible:
Time – years of "No!"



HP/SAP/Adobe Strategic Alliance

10-year journey: "no" → "we don't do this" → part of corporate deal → only piece left → SAPPHIRE



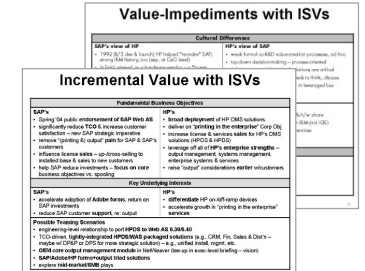
Incremental Value – Enterprise Print Management and Document Workflow (circa 2005)

Fundamental Business Objectives	
SAP's <ul style="list-style-type: none"> • Spring '04 public endorsement of SAP Web AS • Significantly reduce TCO & increase customer satisfaction – new SAP strategic imperative • Remove printing output pain for 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Accelerate adoption of Adobe forms – SAP's ROI • Reduce SAP customer support, re: output 	HP's <ul style="list-style-type: none"> • Differentiate HP's on-/off-ramp devices • Accelerate growth in enterprise printing services
Possible Teaming Scenarios / Vision <ul style="list-style-type: none"> • 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 into NetWeaver (tee-up in exec-level briefing – vision) • SAP/Adobe/HP forms+output triad solutions • Explore mid-market/SMB plays 	

2-Slide Methodology™

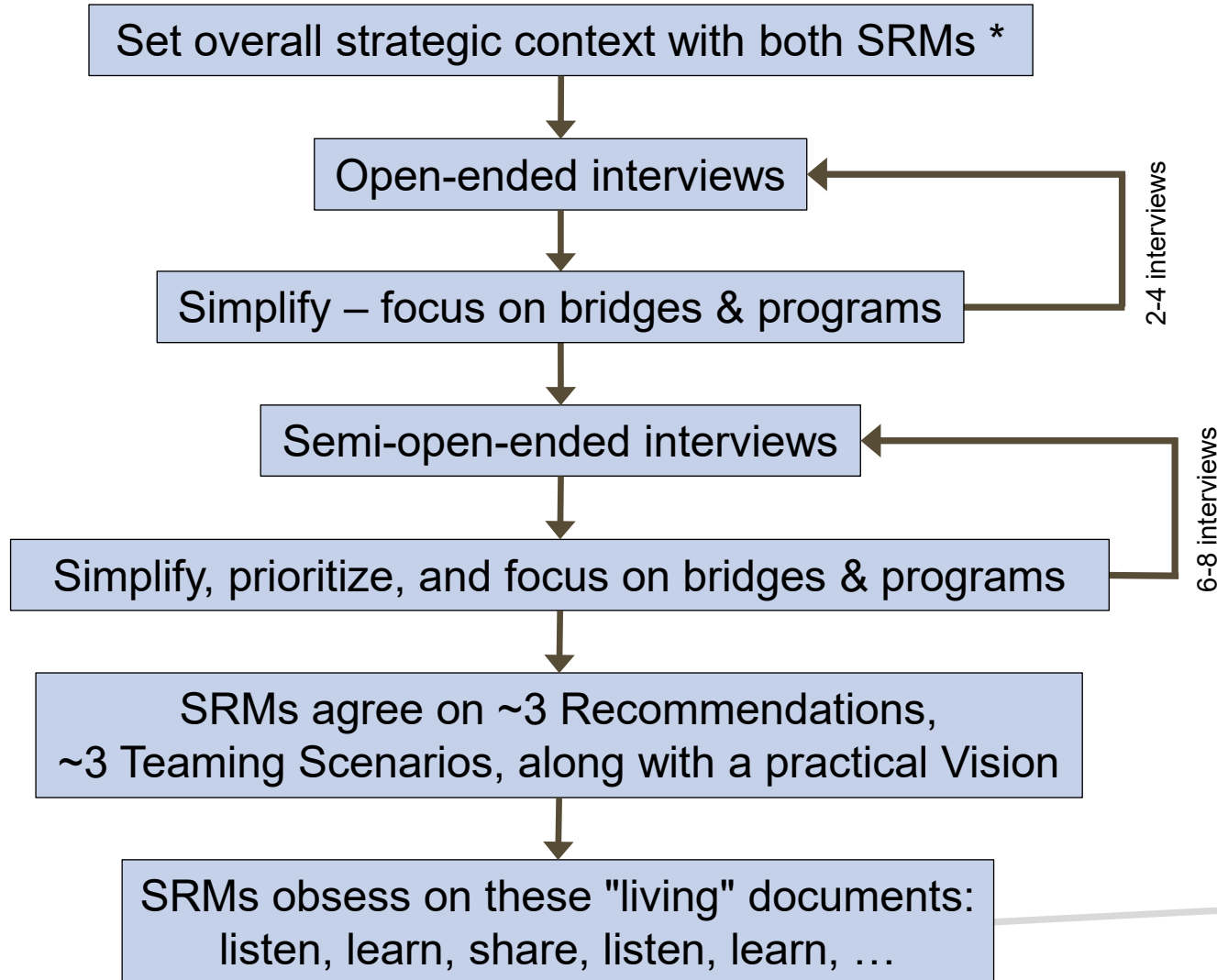
Process overview

- **Simplicity is not easy; but, it is well worth it!**
 - Result – a relationship strategy:
 - Real-world recommendations for overcoming value-impediments.
 - New value-creating opportunities; a clear, compelling, and practical long-term vision.
 - Increased: openness, trust, personal buy-in, team alignment; a healthier atmosphere.
- **Listen to the voice-of-the-collective:**
 - First, set strategic context with the alliance lead and executive owner, on both sides.
 - Hear challenges, recommendations, opportunities, and vision.
 - Illuminate the value-impediments that limit trust and obscure vision (near-term and longer-term).
 - Then, incremental value opportunities and a practical vision will naturally emerge.
 - *Listen* at all relevant levels and functional areas in the organization.
- **This is an on-going and iterative process – the content lives.**
 - Obsess on the content; frequently refer to the 2-Slides, for every situation, audience, system, ...
 - Continually share → listen → distill ... repeat ...
 - The content will become refined, and its potency will increase.



Process overview – the Journey

(* SRM = Strategic Relationship Manager, a.k.a., Strategic Alliance Manager)



Open-ended interviews

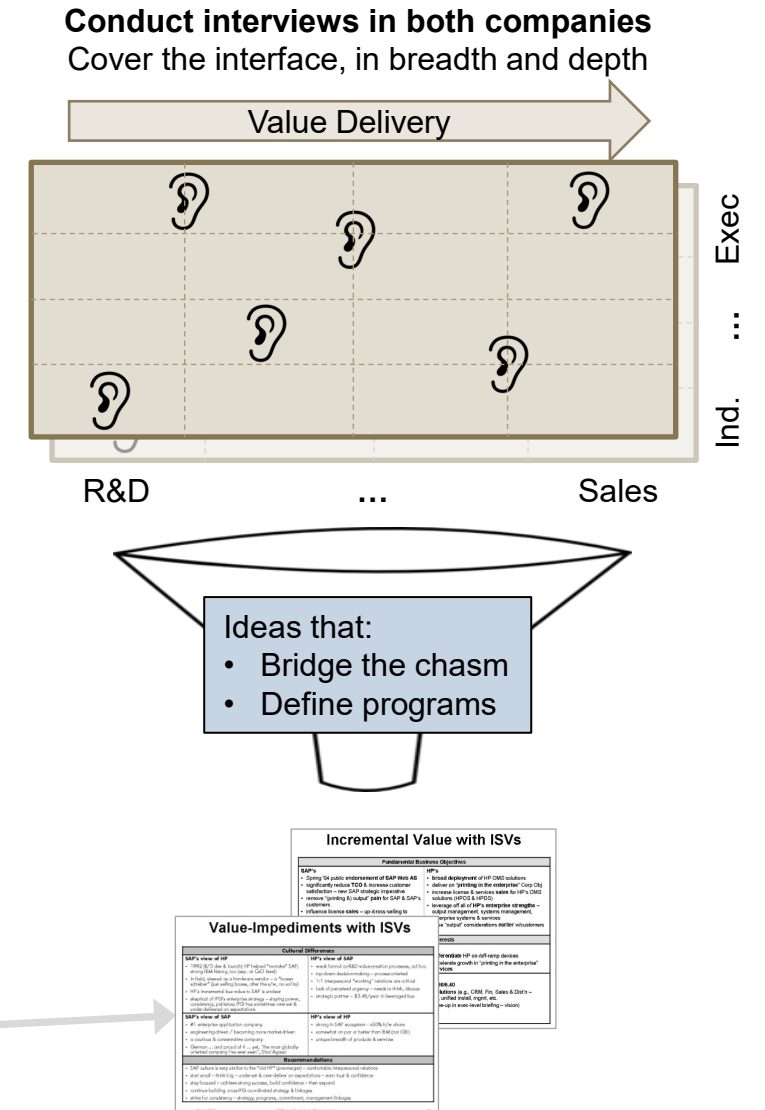
Simplify – focus on bridges & programs

Semi-open-ended interviews

Simplify, prioritize, and focus on bridges & programs

SRMs agree on ~3 Recommendations,
~3 Teaming Scenarios, along with a practical Vision

SRMs obsess on these "living" documents:
listen, learn, share, listen, learn, ...



Cover the interface, in breadth and depth

Value Delivery

Ind.	...	Exec
------	-----	------

R&D

...

Sales

Ideas that:

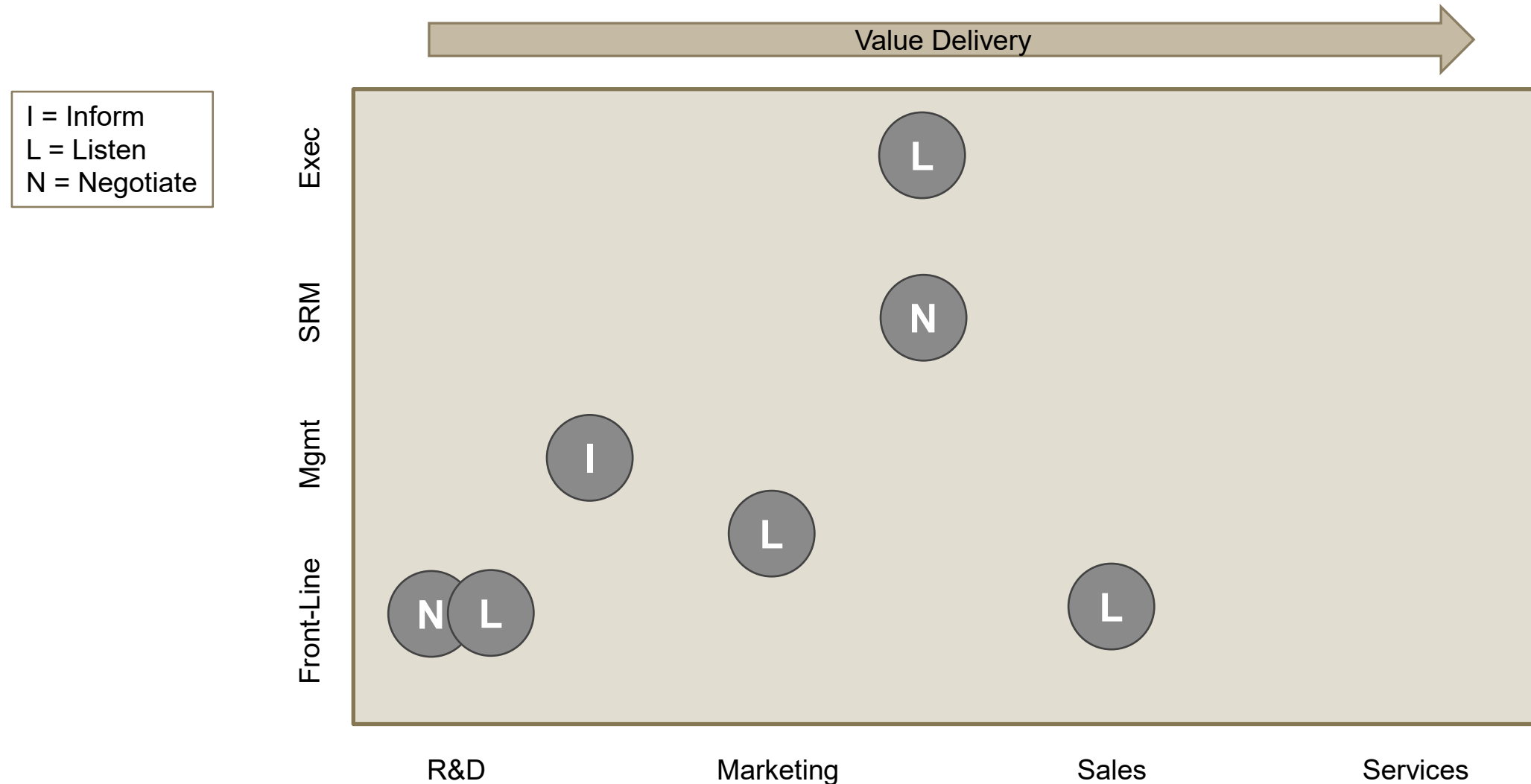
- Bridge the chasm
- Define programs

- Define programs

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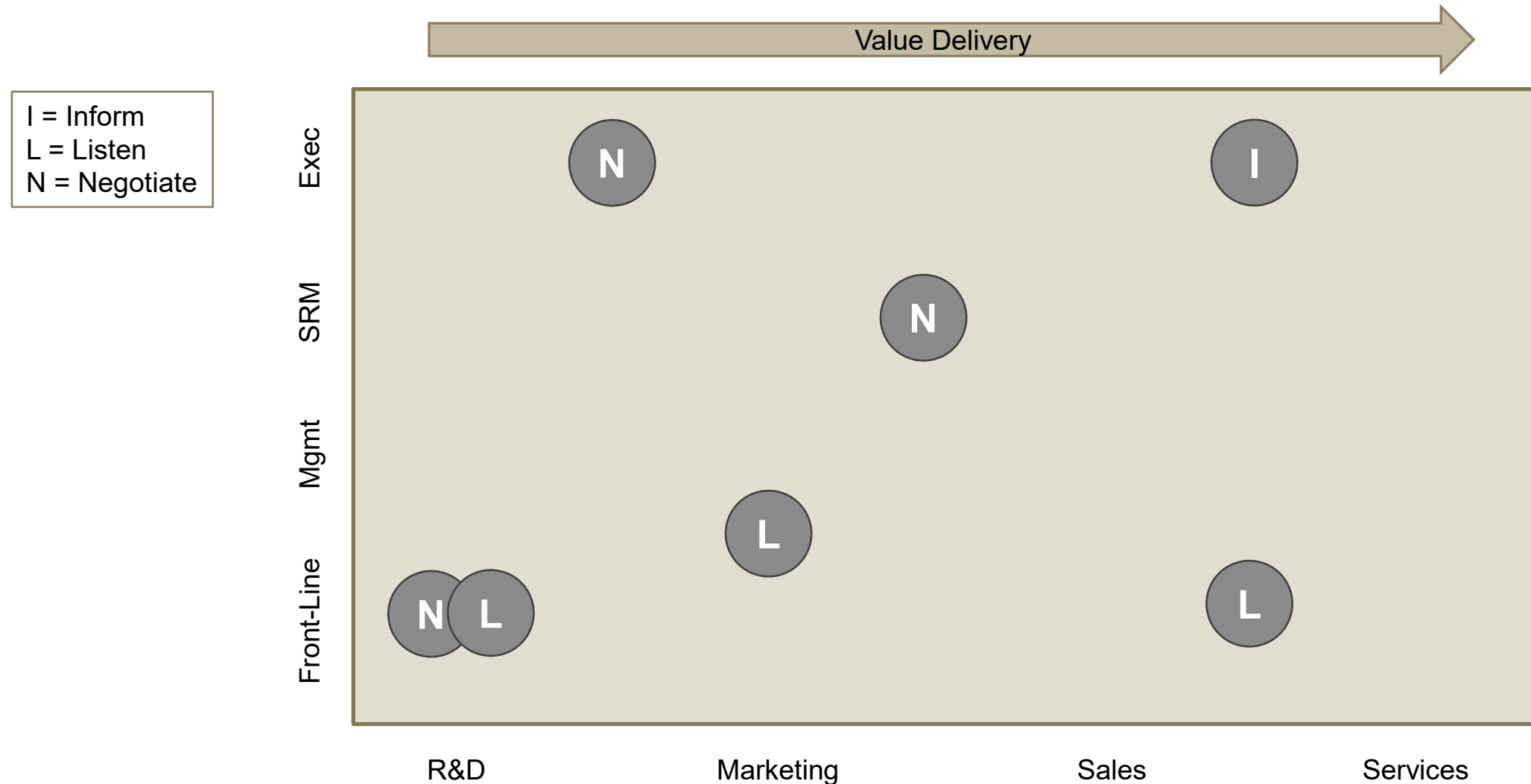
Hearing the Voice-of-the-Collective

Value-Impediments (example sampling) – **Who is immersed in the challenges?**



Hearing the Voice-of-the-Collective

Incremental Value (example sampling) – **Who sees possibilities and opportunities?**



SPF: Simplify, Prioritize, Focus

How ideas are (a) chosen, (b) refined, (c) acted upon

Value-Impediments

- What ideas, when shared and discussed, will help **bridge the gap** between the companies?
- What ideas can help people "get it" in terms of the challenges in the relationship?
- What ideas help answer an executive's question, **"How can I help?"**

Incremental Value

- What ideas can be used to help **define new value-creating programs?**
- What ideas contribute to:
 - marketing, messaging, briefings, press releases?
 - technology roadmaps and strategies?
- Answers the question, **"What is the value of this relationship?"**

Pick 3-5 ideas per cell that (a) are most important, or (b) subsume other ideas.

Incremental Value with ISVs	
Fundamental Business Objectives	
SAP's <ul style="list-style-type: none">• Opening 1st public endorsement of SAP Web AS• SAP's early embrace of TCO & operational excellence• SAP's early embrace of the "SAP" strategy	ISV's <ul style="list-style-type: none">• Broad deployment of ISV-CMS solutions• ISV's early embrace of the "SAP" strategy• ISV's early embrace of the "SAP" strategy
Value-Impediments with ISVs	
SAP's view of ISV <ul style="list-style-type: none">• 1992 (SAP) & SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy	ISV's view of SAP <ul style="list-style-type: none">• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy
SAP's view of SAP <ul style="list-style-type: none">• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy	ISV's view of ISV <ul style="list-style-type: none">• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy
Recommendations	
<ul style="list-style-type: none">• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy• SAP's early embrace of the "SAP" strategy	

Can drive:

- Programs
- Structure
- Process
- Metrics
- ...

SPF: Simplify, Prioritize, Focus

How are the priority ideas (a) chosen, (b) distilled, and (c) described?

Value-Impediments

- What ideas, when shared and discussed, will help **bridge the gap** between the companies?
- What ideas can help people "get it" in terms of the challenges in the relationship?
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Incremental Value

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- Answers the question, "**What is the value of this relationship?**"

Value-Impediments with ISVs	
Cultural Differences	
SAP's view of HP <ul style="list-style-type: none">• 1992 HP's view & launch HP helped "redefine" SAP's strategy (RM history, too deep, or too broad)• In fact, shared core hardware vendor vs. "business solution" (just selling boxes, other than HP's, no real no)	HP's view of SAP <ul style="list-style-type: none">• weak limited on RM's education processes, not too• top-down decision-making - process oriented• 1:1 interpersonal "working" relations are critical• 2:1 educational/consulting - need to think, discuss• 3:1 year in leveraged bus
Incremental Value with ISVs	
Fundamental Business Objectives	
SAP's <ul style="list-style-type: none">• Spring '04 public endorsement of SAP into AS• significantly reduce TCO & increase customer satisfaction - new SAP strategic imperative• remove "printing & output" pain for SAP & SAP's customers• influence license sales - up-front selling to installed base & sales to new customers• help SAP reduce investments - focus on core business objectives vs. spending	HP's <ul style="list-style-type: none">• Broad deployment of HP CMIS solutions• deliver on "printing in the enterprise" Corp Obj• increase license & services sales for HP's CMIS solutions (HPC & HPSC)• leverage off all of HP's enterprise strengths - output management, systems management, enterprise systems & services• raise "output" considerations earlier with customers
Key Underlying Interests	
SAP's <ul style="list-style-type: none">• accelerate adoption of Adobe forms, return on SAP investments• reduce SAP customer support, re-output	HP's <ul style="list-style-type: none">• differentiate HP on off-ramp devices• accelerate growth in "printing in the enterprise" services
Possible Emerging Scenarios	
<ul style="list-style-type: none">• engineering-level relationship to port HPDS to Web AS & J2EE• TCO-driven, tightly-integrated HPDS/WAS packaged solutions (e.g., CRM, Fin, Sales & Dist'n - merge of CRM & DPS for more strategic solutions - e.g., unified install, mgmt, etc.)• OEM core output management module in NetWeaver (see-up in exec-level briefing - vision)• SAP/Adobe/HP Fusion/output tried solutions• explore multi-vendor OEM	

Transformational Simplicity

Results from the 2-Slide Methodology™

Simplicity

- Neutralizes complexity (obviously)
- Frees up significant time and energy (which can actually be scary for some people)
 - produces completely leverageable content, for use in: strategic planning, lifecycle management, executive briefings, creation of sales & marketing collateral, metrics, governance, processes, ...
 - focused on the creation of value
- Is strategically attractive (analogous to personal integrity)



The methodology (the journey):

- redefines leadership; now focused on developing relationship
 - increases individual buy-in and team alignment
- stabilizes relationships
 - by overcoming dysfunctional drama
 - increasing trust, creating a more collaborative atmosphere
- provides inspiration
 - solutions to problems
 - new value creating opportunities emerge
 - a practical and compelling long-term vision becomes clear

Together, simplicity and this methodology

- Provides a strategically attractive and sustainable competitive advantage

Value-Impediments with ISVs	
Cultural Differences	
SAP's view of HP • 1992 (U.S.) deal & launch of "re-engineered" SAP • strong IBM history, too deep of C&O level	HP's view of SAP • weak formal up&R&D value creation processes, ad hoc • ... • "printing" relations are critical • ... • ... • ...
Incremental Value with ISVs	
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-selling 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
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Possible Teaming Scenarios • engineering-level relationship to port HPDS to Web AS \$306.40 • TCO-driven, tightly-integrated HPDS/WAS packaged solutions (e.g., CRM, Fin, Sales & Dist'n – maybe w/ DR&P or DPS for more strategic solution) – e.g., unified install, mgmt, etc. • OEM core output management module in JetWeaver (tee-up in exec-level briefing – vision) • SAP/Adobe/HP forms+output triad solutions • explore mid-market/SMB plays	

The 2-Slide Methodology™

Simple practical benefits

Simplicity

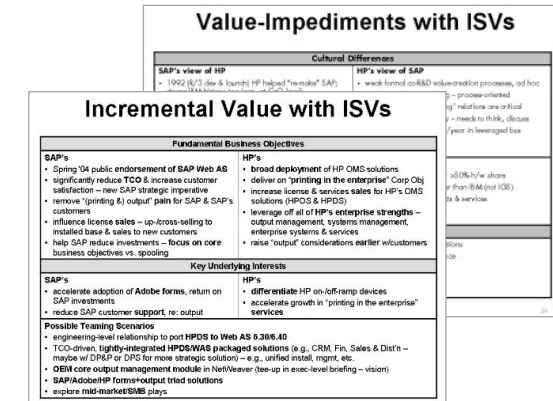
- Neutralizes complexity; frees up time and energy (often scary!)
- Is strategically attractive (similar to personal integrity)

The methodology is a the journey:

- Redefines leadership:
 - content enables empowerment and integration via self-obsolence
 - process accomplishes personal buy-in, team alignment and focus
- Stabilizes relationships:
 - overcomes dysfunctional drama and other value-impediments
 - increases trust, leading to a more open and creative atmosphere
- Provides inspiration:
 - surfaces new value-creating opportunities
 - practical and compelling long-term vision

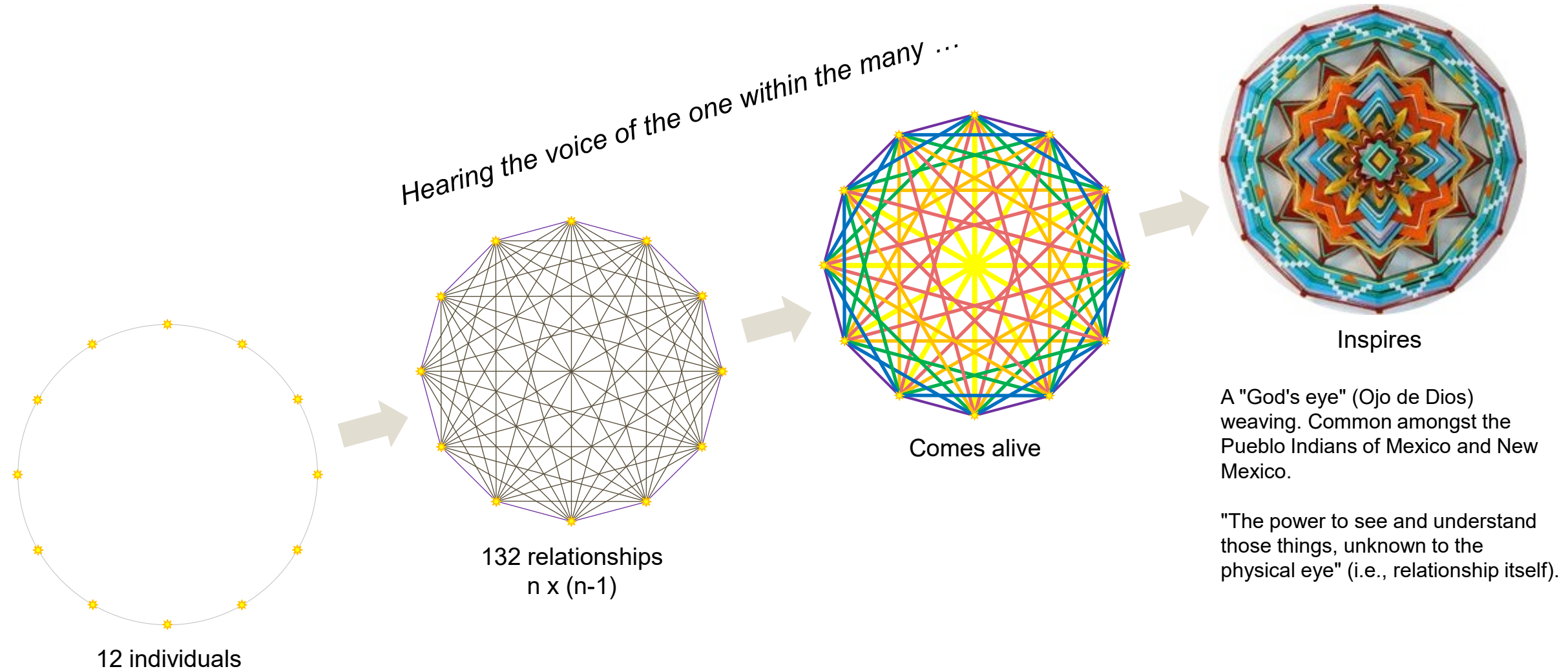
The simple journey – provides a strategically attractive and sustainable competitive advantage.

- And ... it accomplishes the impossible



Wake up the Collective Web of Relationship (strategic alliance)

Listening is an act of love; and ... both listening and love are reciprocated



Traditional high-tech ecosystem

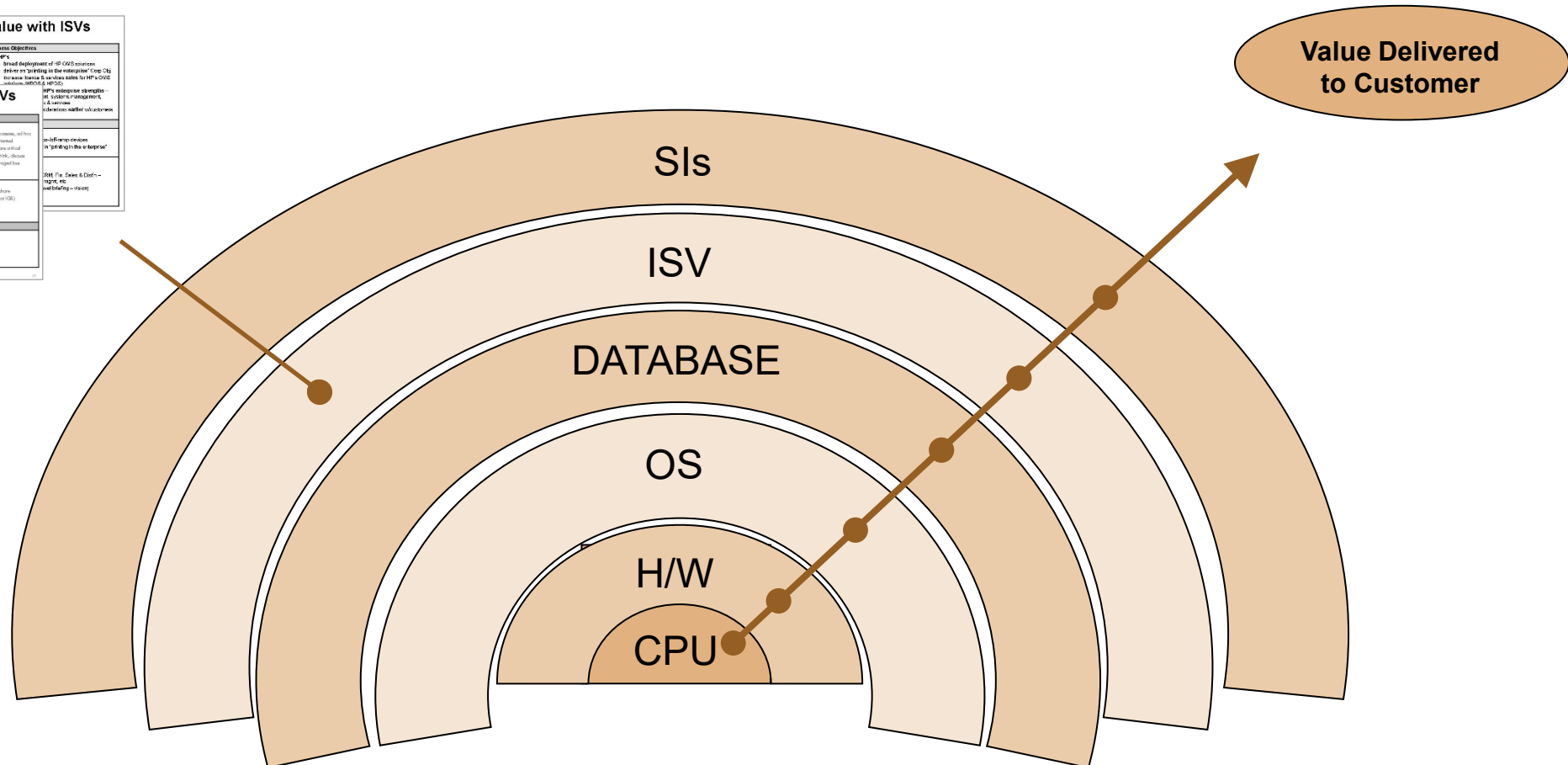
Apply the *2-Slide Methodology*TM to a segment, and become ecosystem-driven

2-Slides representing the ISV segment

Incremental Value with ISVs	
Fundamental Business Objectives	
SAP's <ul style="list-style-type: none">• Spring '94 public endorsement of SAP Web AS• significantly reduced TCOs in customer• significant new SAP strategy imperative• strategic partnership with IBM, SAP's entry	HP's <ul style="list-style-type: none">• broad deployment of HP-OS/2 machines• driven by "winning the enterprise" (Comp. Mag.)• increase business transaction rates for HP-OS/2 machines, SAP/OS/2
Value-Impediments with ISVs	
Cultural Differences	
SAP's view of HP <ul style="list-style-type: none">• HP's OS/2 data & business (B) budget "overhead" SAP's strong IBM history, too late in C&I world• HP's "closed" approach to hardware vendor vs. "open" attitude (SAP selling better, other firms' not)• HP's investment in SAP vs. SAP's investment in HP's OS/2• HP's OS/2 strategy - strong sales, consulting, training, and hardware, software, and services	HP's view of SAP <ul style="list-style-type: none">• SAP's OS/2 strategy - strong sales, consulting, training, and hardware, software, and services• SAP's OS/2 strategy - strong sales, consulting, training, and hardware, software, and services• SAP's OS/2 strategy - strong sales, consulting, training, and hardware, software, and services
Recommendations	
<ul style="list-style-type: none">• SAP should be very similar to the "SAP" (green) - continue to improve relations• HP should be very similar to the "SAP" (green) - continue to improve relations• HP should be very similar to the "SAP" (green) - continue to improve relations	

Can drive:

- Programs
- Structure
- Process
- Metrics



Reference Material

The 2-Slide Methodology™

- Executive summary (5 pages):
http://spibr.org/Creating_Value_via_2-Slide_Methodology_-_Executive_Summary.pdf
- Whitepaper (29 pages):
http://www.spibr.org/2-slide_methodology.pdf
- "*Simple Rules for Making Alliances Work*", Harvard Business Review
<https://hbr.org/2007/11/simple-rules-for-making-alliances-work>

Strategic Alliances

- Being a strategic alliance manager (34 pages):
http://www.spibr.org/strategic_alliance_manager_role.pdf
- Being a transformational alliance manager (18 pages):
http://spibr.org/Change_Your_Alliance.pdf

Relationship

- "*A Journey Into the Heart of Relationship*" (68 pages):
http://spibr.org/journey_into_relationship.pdf

Your contacts at GP+S

Helping you transform your business ecosystems



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GP+S' Services that Deepen Strategic Relationships

And, increase value-creation in strategic alliances and ecosystems

Inter-Company / Strategic Alliance

- The Traditional Role of Alliance Manager.
- Transformational Alliance Management.
- Gain Simply Powerful Guidance from the Voice-of-the-Collective (a.k.a., the *2-Slide Methodology*TM).
- Calling for Trust via Healthy Confrontation.
- Neutralizing Organizational Addictions to Complexity and Drama.
- The Empowerment of self-Obsolescence.
- Negotiating Without Compromise, from in-the-between.
- Strategic Alliances as Crucibles for Business' On-Going Transformation.
- Developing Yourself AND Your Alliance.
- Creating Co-Marketing Collateral.

Inter-Personal

- Relationship – our most strategically important asset.
- Principles and Practices to Deepen Relationship.
- Authentic Dialogue.
- Being an Illuminating Mirror – gratitude.
- Dealing with Difficult and Emotionally-Charged Issues.

Personal

- Identity – bridge builders and creators.
- Inner-Dialogue Between Mind and Heart.
- Living a Life of Bliss – being on purpose.

Custom-Created Services ...

Refer to: http://spibr.org/Building_trust_and_value_in_alliances.pdf
http://spibr.org/strategic_alliance_manager_role.pdf
http://spibr.org/Change_Your_Alliance.pdf

Backup Slides

Joe Kittel

Focused *in* value creating relationships for over 30 years

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GP+S



GP+S Consulting GmbH

Founded in 2001, GP+S is an alliance-oriented consultancy and professional services provider to global high-technology companies. Our business development services range from market research to strategic planning and program execution. We are headquartered in Bad Homburg, Germany, with offices in Santa Fe, NM, USA and Shanghai, China.

www.gps-consulting.com

SPiBR.org LLC

Founded in 2007, SPiBR.org is a consultancy focused on strategic alliance managers. We are about the practical application of spiritual (i.e., relationship-deepening) principles and practices 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

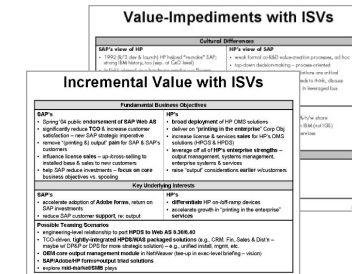
GP+S



Your Call to Action

As a participant in a *2-Slide Methodology*TM project

- **Be willing to dedicate up to 90 minutes of your time**
 - 60 minutes for an initial interview + possibly 30 minutes more (if needed).
 - Send email to joe.kittel@gps-consulting.com with available times (>14:00 CEST | 6 AM to 6 PM MDT)
- **Be thinking ahead of time about:**
 - The challenges in the relationship:
 - Be open, honest and candid!
 - How do you perceive the other company?
 - How do you think the other company perceives your company?
 - How does each company perceive itself?
 - Each company's Fundamental Business Objectives for this strategic alliance. Why work together?
 - Each company's Key Underlying Interests. What are the long-term benefits to each company?
- **Be open for fundamental transformation, of yourself, the alliance, and your company.**
 - Begin to see relationship itself is your mostly strategically important asset.



Hewlett-Packard/Microsoft Corporate Alliance

Getting the Boy Scouts and the Green Beret to collaborate and create value

- **Wharton research**

- "No two high-tech companies have more divergent corporate cultures."
 - "HP is like the Boy Scouts: naïve and trusting; just wanting to 'do good'."
 - "Microsoft is like the Green Beret: obsessed on winning, at any cost."

- **Hewlett-Packard**

- "We talk to them about delivering value to customers, and their eyes glaze over."
- "You think you are the center of the world, and that your products are the most important in the history of humanity (since the creation of the wheel!)."
- "You commoditize *everything*: products, programs, and even strategic alliances."
- "They really do not care that much about having great technology (HP's legacy)."

- **Microsoft**

- "Why aren't you sharing with us how you really compete against Sun?"
 - "You are holding something back! You must not trust us. Why should we trust you?"
- "Why are you discussing *any* competitive (to Microsoft) products in *any* sales situation?"
- "You are slow and non-competitive. Strategically you are a laggard."

What is Value?

"Strategic Alliance" = a long-term **value creating** relationship

- **Value is *not* money!**
 - Money is simply a *measure* of value.
- **Value is something that gets exchanged for money.**
 - Product, technology, solution, service, ...
 - Something that someone (e.g., a customer) will buy.
- **What we are focused on is the *creation* of value, in business relationships (strategic alliances).**
- **How can we increase value-creation in a strategic alliance?**
 - First, remove value-impediments (i.e., clear the air, increase trust).
 - Then, uncover and discover new value-creating opportunities.



Value-Impediments

Overcome cultural differences

Perspectives

Company A's View of Company B

- As the companies are working together ...
- How does each company see the **other**?
- Be **bold and fearless**.
- Talk about the **most difficult challenges**.
- Limited to 5 **simple** statements.

Company B's View of Company A

- As the companies are working together ...
- How does each company see the **other**?
- Be **bold and fearless**.
- Talk about the **most difficult challenges**.
- Limited to 5 **simple** statements.

Company A's View of Company A

- As the companies are working together ...
- How does each company see **itself**?
- Be **open and vulnerable**.
- Talk about the **most difficult challenges**.
- Limited to 5 **simple** statements.

Company B's View of Company B

- As the companies are working together ...
- How does each company see **itself**?
- Be **open and vulnerable**.
- Talk about the **most difficult challenges**.
- Limited to 5 **simple** statements.

Recommendations

- Work on this cell **after** the 4 above have been completed (i.e., are good enough).
- What are **practical recommendations** for overcoming these impediments?
- Limited to 3-5 **simple** statements.
-

Fundamental Business Objectives	
Company A's <ul style="list-style-type: none">• Primary motives for the relationship. Why?• Achievable long-term outcomes.• Tend to be strategic and general in nature.• Generally static and timeless.• Limited to 5 simple statements.	Company B's <ul style="list-style-type: none">• Primary motives for the relationship. Why?• Achievable long-term outcomes.• Tend to be strategic and general in nature.• Generally static and timeless.• Limited to 5 simple statements.
Key Underlying Interests	
Company A's <ul style="list-style-type: none">• Benefits that underly Business Objectives.• These tend to be side benefits.• And, are more separate than combined.• Limited to 3-5 simple statements	Company B's <ul style="list-style-type: none">• Benefits that underly Business Objectives.• These tend to be side benefits.• And, are more separate than combined.• Limited to 3-5 simple statements
Recommendations / Vision <ul style="list-style-type: none">• Work on this cell after the 4 above have been completed (i.e., are good enough).• What are bold and creative possibilities for how Objectives and Interests can be achieved?• Limited to 3-5 practical and inspirational vision statements.•	