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## **Creating Value via the *2-Slide Methodology*<sup>™</sup>**

### Executive Summary

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**GP+S Consulting, Inc.** • Phone: +1 970 227 6238 • E-Mail: [joe.kittel@gps-consulting.com](mailto:joe.kittel@gps-consulting.com) • [www.gps-consulting.com](http://www.gps-consulting.com)  
A Colorado Corporation and wholly-owned subsidiary of GP+S Consulting GmbH of Bad Homburg v.d.H., Germany.

## 1. What *IS* This Methodology?

This is a process of deeply *listening to the spirit* that lives *in* the collective web of relationship, *in* a strategic alliance (a long-term value-creating relationship between companies). It is about deeply *listening to* and *responding to* individuals, and the collective.

This methodology is also about experiencing the reciprocity that exists between the alliance itself and the alliance team. When the alliance knows it has been *heard* (i.e., really listened to), it cannot help but reciprocate by sharing such things as:

- A clear understanding of the challenges *in* the alliance (i.e., value-impediments).
- Solutions to those challenges. Practical recommendations for how to overcome, or neutralize, the value-impediments.
- Previously unseen opportunities to create value between the companies (i.e., incremental-value).
- A clear, compelling and practical long-term vision for the alliance.

This process is about focusing collective attention (i.e., our light) on the removal of value-impediments and the creation of incremental-value.

It is about hearing the voice-of-the-collective (the voice-of-the-one in the many) and then distilling down what has been heard to its simplest essence. As Einstein said, make things “as simple as possible and not simpler.” Simplicity is (a) hard work, (b) attractive, and (c) transformational.

These points may be hard to understand, until you have *experienced* the methodology, *seen* the results, and *felt* the change within you and the alliance itself.

## 2. What is This Methodology *NOT*?

It is easy to confuse the simplicity of this methodology with being simplistic. This is not about the simplistic compilation of the results of surveys and interviews.

## 3. What Does This Methodology Accomplish?

As a result of going through the *processes* associated with this methodology, the following will occur:

- The level of trust and openness in the alliance will increase.
- Personal buy-in (support), team alignment and focus will increase.
- Time and energy will be freed up via simplicity. The overwhelming complexity and (at times) dysfunctional drama in the alliance will be neutralized.
- A simple and consistent alliance leadership tool will be established between the partners.
- The 2-Slides (value-impediments and incremental-value) will provide completely leverageable and scalable content for use in any situation, with any audience, and for any purpose (e.g., briefings for executives and industry analysts, creation of sales and marketing tools, alliance management systems and processes). The content in the 2-Slides will help answer such questions as:
  - What are the major challenges in the alliance?

- How can those challenges be overcome?
- What is the purpose of this alliance?
- How will each company benefit?
- What is the practical and compelling long-term vision for this alliance?
- What programs and governance processes can we establish that will (a) remove value-impediments, and (b) create incremental value, within a specific strategic alliance and throughout an entire business ecosystem?
- Greater creativity will natural surface in the form of new value-creating ideas.
- A clear, compelling and practical long-term vision will emerge.
- The strategic alliance managers will have a new resource that will enable them to more easily practice service-oriented leadership:
  - Service based on the ever-evolving and maturing content in the 2-Slides.
  - Increase in knowledge and awareness – individually and collectively.
  - An increase in the leaders' informal power and virtual presence, throughout the alliance.
- There will be an increase in the sense of having a home-away-from-home in the alliance team, that will attract others to want to contribute to the alliance's success.
- The creation of 2 slides, whose content will capture the essence of the alliance:
  - Practical Recommendations for removing Value-Impediments:

Perspectives	
<p><b>HP's View of Microsoft</b></p> <ul style="list-style-type: none"> <li>• Excessively competitive and confrontational</li> <li>• Controlling, paranoid and greedy (unstated values)</li> <li>• "Win/ Don't Care" partnering mindset</li> <li>• Focused only on winning the deal</li> <li>• Packaged software mentality – commoditizes everything, including partners</li> </ul>	<p><b>Microsoft's View of HP</b></p> <ul style="list-style-type: none"> <li>• A non-player in professional services</li> <li>• Falling behind its competitors</li> <li>• Slow, bureaucratic – a laggard</li> <li>• Unable to execute consistently and predictably</li> <li>• Conflicted sales strategies (UNIX vs. NT in late '90s)</li> </ul>
<p><b>HP's View of HP</b></p> <ul style="list-style-type: none"> <li>• Collaborative mind-set – looks for common good</li> <li>• Reinventing itself – trying to get more focused under new CEO's leadership (Carly Fiorina)</li> <li>• Disciplined – takes a long-term, mature approach to evaluating new opportunities</li> <li>• Win/win – actively seeks the other company's wins</li> <li>• Flexible – looks for creative deals</li> </ul>	<p><b>Microsoft's View of Microsoft</b></p> <ul style="list-style-type: none"> <li>• Competitive, fast-moving and entrepreneurial</li> <li>• "Our products are changing the world"</li> <li>• "We are the center of the world / new economy"</li> <li>• Focuses on MS's wins, assumes others do the same</li> <li>• Unappreciated for positive things MS does for the world</li> <li>• Brings partners into deals; they should be grateful</li> </ul>
<p><b>Recommendations</b></p> <ul style="list-style-type: none"> <li>• Focus on each other's complementary strengths:               <ul style="list-style-type: none"> <li>• HP's strengths: complex solution selling, long-term relations and perspective, risk-mitigation, collaborative</li> <li>• MS's strengths: product expertise, short-term wins, rapid decision-making, risk-taking, competitive orientation</li> </ul> </li> <li>• Align to different perspectives – MS is focused on competitive wins, HP is focused on value to customers</li> <li>• For HP: align into MS's perspective, assertively sell HP's strengths, under-set and over-deliver on expectations</li> </ul>	

Value-Impediments – e.g., HP/Microsoft Corporate Alliance

The slide above was used to help get a \$20M Hosted Exchange deal at American Express in Phoenix, AZ, back on track (ref: HBR, [Simple Rules for Making Alliances Work](#)). This slide helped bridge the cultural differences between Hewlett-Packard (HP) and Microsoft. Their cultures were described as the Boy Scouts and the Green Beret (special forces in the US military), respectively. Based on an outside assessment of that corporate-level strategic

alliance, it was said that no two high-technology company's cultured differed more than HP and Microsoft. It was deemed to be an impossibly large chasm.

- New Value-Creating opportunities along with a Long-Term Vision (i.e., Possible Teaming Scenarios):

Fundamental Business Objectives	
<b>SAP's</b> <ul style="list-style-type: none"> <li>• Spring '04 public endorsement of SAP Web AS</li> <li>• Significantly reduce TCO &amp; increase customer satisfaction – new SAP strategic imperative</li> <li>• Remove "(printing &amp;) output" pain for SAP &amp; SAP's customers</li> <li>• Influence license sales – up-/cross-sell to installed base &amp; sales to new customers</li> <li>• Help SAP reduce investments – focus on core business objectives vs. spooling</li> </ul>	<b>HP's</b> <ul style="list-style-type: none"> <li>• Broad deployment of HP OMS solutions</li> <li>• Deliver on "printing in the enterprise" Corp Obj</li> <li>• Increase license &amp; services sales for HP's OMS solutions (HPOS &amp; HPDS)</li> <li>• Leverage off all of HP's enterprise strengths – output management, systems management, enterprise systems &amp; services</li> <li>• Raise "output" considerations earlier w/customers</li> </ul>
Key Underlying Interests	
<b>SAP's</b> <ul style="list-style-type: none"> <li>• Accelerate adoption of Adobe forms, return on SAP investments</li> <li>• Reduce SAP customer support, re: output</li> </ul>	<b>HP's</b> <ul style="list-style-type: none"> <li>• Differentiate HP's on/off-ramp devices</li> <li>• Accelerate growth in "printing in the enterprise" services</li> </ul>
<b>Possible Teaming Scenarios</b> <ul style="list-style-type: none"> <li>• Engineering-level relationship to port HPDS to Web AS 6.30/6.40</li> <li>• TCO-driven, tightly-integrated HPDS/WAS packaged solutions (e.g., CRM, Fin, Sales &amp; Dist'n – maybe w/ DP&amp;P or DPS for more strategic solution) – e.g., unified install, mgmt, etc.</li> <li>• OEM core output management module in NetWeaver (tee-up in exec-level briefing – vision)</li> <li>• SAP/Adobe/HP forms+output triad solutions</li> <li>• Explore mid-market/SMB plays</li> </ul>	

Value-Creation – e.g., SAP / HP/IPG Alliance

This one slide enabled HP to accomplish the impossible, and then establish an alliance valued in excess of \$300M (ref: Section 5.3 in the whitepaper [The 2-Slide Methodology™](#)).

#### 4. Why Does This Methodology Work?

This is a *process* of *listening to*, tapping into, and *waking up*, the spirit that lives in the collective web of relationship, in the strategic alliance itself. This awakening occurs in the form of:

- Inspiration.
- Creativity.
- Enthusiasm.
- Vision.

This transformation will enable the leaders and other individuals, working in the alliance to:

- Clearly see value-impediments.
- Understand how to remove those value-impediments.
- Uncover new value-creating opportunities.
- See a clear, practical and compelling long-term vision for the alliance.

*Simplicity* is a key enabler of this methodology. Making things simple is hard work, but it is very attractive.

## 5. What is Your Part?

Initially, you will participate in one-on-one Zoom (video) calls with Joe Kittel, for approximately 1-1.5 hours of total time (phone-in is possible). This may occur as one or two calls; often one is enough. During these calls there will be open-ended discussion in the areas of value-impediments (in particular how each company sees the other, as they are trying to collaborate), and incremental value (in particular fundamental business objectives [why partner?] and key underlying interests [longer-term side benefits]). These calls will be recorded. Your comments will be held in confidence, and not shared with either of the partner companies.

Later, you will participate in a couple of team discussions (again via Zoom), reviewing and responding to the content of the 2-Slides. The objective of these calls will be to have deep dialogue within the team, and distill the content in the slides to their simplest essence (but no simpler).

## 6. Why GP+S.

Our services are based on extensive and practical experience in strategic relationship (alliance) management, ecosystem marketing, channel business development, and multi-channel sales. We have successfully *done* this type of work, as practitioners and consultants.

GP+S Consulting (GP+S) is like no other consultancy in the world:

- Founded in 2001 and with over 65 consultants, we are an alliance-oriented consultancy and professional services provider to global high-technology and telecommunications companies.
- We have decades of hands-on experience establishing, developing and managing some of the most challenging and strategically important business relationships in the world. These alliances and partnerships are measured in billions of €s and \$s in incremental value.
- In July 2018, at the 5<sup>th</sup> Germany SME Summit in Ludwigsburg, GP+S was awarded the best consulting company in Germany, based on client voting from German midsize companies: Top Consultant 2018 ([www.top-consultant.de](http://www.top-consultant.de)).

GP+S is uniquely positioned to provide transformational and empowering services, for the leaders of the most strategically important and challenging business relationships.

## 7. Key Contacts in GP+S for these Projects

Joe Kittel will be your primary point-of-contact during the execution portion of this project. Klaus Steiner will be briefed by Joe on an on-going basis and included in major activities and deliverables.

	GP+S Project Manager	GP+S Managing Partner
Name	Joe Kittel	Klaus Steiner
Title	GM of GP+S Consulting, Inc. / Senior Consultant	Managing Partner of GP+S Consulting GmbH / President GP+S Consulting, Inc.
Phone	+1 970 227-6238	+49.6172.49556121 or +49.178.4955621
Email	<a href="mailto:joe.kittel@gps-consulting.com">joe.kittel@gps-consulting.com</a>	<a href="mailto:klaus.steiner@gps-consulting.com">klaus.steiner@gps-consulting.com</a>