

Adaptive Ecosystems and a Successful Alliance Playbook



Hear from **30+ Directors of Strategic Alliances, Partnerships, Ecosystems and Innovation**
 Two Dedicated Streams of Presentations to Tailor your Agenda **Early Discount till June 28th**
***Optional Alliance Certification Trainings on Tuesday, September 17th**

(Several events in 1: a full event for those interested cross-industry Alliance/Partnership Approaches, Partnerships Ecosystems and content for Life Sciences, technology companies and other industries)
Move freely between either stream during the course of the event

Nicolas Becker, Director Business Development & Licensing, Alliance Management, Bayer
 Camille Blaizot, Head of Digital Partnerships, Stellantis
 Frederic Bonfils, Corporate Alliance Management Director, Pierre Fabre
 Keith Carter, Global Head of Cyber Channel and Alliances, Kroll
 Lisa Cass, Alliance Director, Oracle
 Carolina Castillo, Former VP Partnerships & Innovation, AMEX
 Nicole Colwell, EVP, Chief Alliance Officer, Prasaga
 Nada Corbineau, Partnerships Quality Director, Renault
 Stephane Gervais, Executive VP Strategic Innovation, Partnership & Smart Data, Lacroix
 Jeremy Greant, Head of Strategic Partnerships, Lighthouse
 Catriona Hansbauer, Director, Alliance Management, AstraZeneca
 Sami Istephan, VP - Global Alliances, Digital Intelligence, BAE Systems
 Mario Joao, Digital Partner Ecosystem Leader, Hexagon
 Shiho Kaneta, Executive Director, Global Alliance Management, Novartis
 Dee Kaul, VP, Group Devices Strategy, Deutsche Telekom
 Anastasiya Kizima, Head of Ecosystem Partnerships, Barclays
 Markus Kropf, VP, Head of Global Alliance Management, Merck KGaA
 Frank Lee, CEO, Institute of Collaborative Working

Julie Little, Associate Director, Strategic Alliances, Cancer Research Horizons
 James Lowe, Alliance Manager, Google
 Ard-Pieter de Man, Professor, Vrije Universiteit Amsterdam
 Carl-Marcus Löfgren, Manager of Strategic Alliances & Competences, Iver Sverige
 Mark Maresch, Director, Technology Alliances, PwC
 Adrian Miller, Associate Director, Institute of Collaborative Working
 Åsa Norrie, CEO Europe and Head of Distribution, Principal Asset Management
 Bonnie Nozawa, Alliance and Ecosystem Director, Roche Diagnostics
 Christophe Pinard, Global Alliance Executive, Dassault Systemes
 Mirjam Ros, Author and Founder, Sparkling Eyes Innovation
 Frank Ruland, Global VP, Global Head of Industry Ecosystem, SAP
 Sean Seaton, SVP, Group Devices and Partnerships, Deutsche Telekom
 Kaushik Sengupta, Director, Alliance Management, AstraZeneca
 Keith Buchanan Smith, Board Member, PLG (Pharmaceutical Licensing Group)
 Adriana Truong, Global Head of Strategic Partnerships, Unilever
 Jan Twombly, President, The Rhythm of Business
 Antony Wallace, UK&I Country Manager, Embecta
 Lili Zhou, PMO Lead, BASF

Unique Features of this Event:

30 case study presentations from Alliance, Bus Dev and Partnerships Departments (all in-house), **Practical Insights and Unbiased information**

30+ Heads of Alliances, Corporate Partnering, Ecosystems and Business Development.

11+ different countries represented for a **truly global group** of perspectives

10+ different industries represented including **pharma/life sciences**,



Featured Speaker:
 Åsa Norrie, CEO Europe and Head of Distribution, Principal Asset Management

AstraZeneca Raising Awareness and Promoting Alliance Management Best Practices Beyond your Immediate Alliance
AstraZeneca Do Academic Alliances Really need Alliance Managers? Surprisingly it Depends!!
Barclays Accessing Open Innovation Startup Ecosystems
BASF Alliances and Joint Ventures in China
Cancer Research Horizons Multi-Stakeholder Public-Private Partnerships for Drug Development
CyberProtonics (to be added)
Embecta Channel Partner Strategies: Leading Practices for GTM Strategy
Hexagon Setting up an Adaptive Partner Ecosystem
Iver Integrating Strategic Partnerships across the Customer Lifecycle and IT Delivery Model
Kroll Tour of a Cyberrisk Ecosystem
Lacroix Building Offerings Designed through Partnerships: Challenges and Examples
Lighthouse Strategies for Successful Partnerships in a Dynamic Industry Landscape
Merck KGaA Cultural Differences for Alliances in a Global Environment
Novartis Alliance Management's Role in the Contracting Phase
Pierre Fabre Organizational Structures Best Suited for Managing Alliances Effectively
PLG The Link between Business Development / Licensing and Alliances
Prasaga, BAE Systems Evolving Role of Alliance Managers to Enabling Others, to Build Organisational Capabilities, Becoming Worldclass
Principal Asset Management Working with Alliances as a Business Growth Accelerator
PwC, Google, Oracle (to be added)
Roche The Opportunities, Risks, and Mitigation Strategies in Today's World of Increasingly Decentralized and Digitized Healthcare
SAP Evolving an Industry Partner Ecosystem with Partner-to-Partner Collaboration
Stellantis Managing Complex Multi-Party, Multi-Industry Ecosystem Alliances
Sparkling Eyes Innovation How to Manage Intellectual Property in R&D and Co-Development Alliances
The Rhythm of Business Guiding Your Joint Steering Committee to Become a Beacon of Collaborative Leadership
The Institute of Collaborative Working How Do you Select the Right Alliance Partner? How do they Prove they are Collaborative?
Unilever DataLab Ecosystem: A Unique Way to Engage with Partners to Drive Innovation

Day One: Wednesday, September 18, 2024		
08.30	Registration and Coffee	
08.40	Chairman's Opening Address	
09.00	Panel discussion: Evolving Role of Alliance Managers to Enable Others to Build Organisational Capabilities Nicole Colwell , EVP, Chief Alliance Officer, Prasaga Sami Istephan , VP – Global Alliances, Digital Intelligence, BAE Systems	
	Stream A: Mindsets and Fast Alliance Formulation	Stream B: Ecosystems and Product Creation
10.00	Cultural Differences for Alliances in a Global Environment <ul style="list-style-type: none"> The challenge of navigating cultural differences in a time of remote working environments Examine the psychology of AM: why we behave the way we are AM relationship management through positive and joyful interpersonal relationships Markus Kropf , VP, Head of Global Alliance Management, Merck KGaA	Managing Complex Multi-Party, Multi-Industry Ecosystem Alliances <ul style="list-style-type: none"> Success criteria Governance recommendations Strategic planning for these alliances Digital ecosystem structures Camille Blaizot , Head of Digital Partnerships, Stellantis
	Setting up an Adaptive Partner Ecosystem <ul style="list-style-type: none"> The need for partnering with complementary organisations to create an innovation ecosystem Different types of innovation ecosystems: centralized vs adaptive ecosystems Why adaptive ecosystems are better suited for industries that are still maturing, or the environment is ambiguous Acting as orchestrator: partnering with uncommon organisations, connecting uncommon partners What are pitfalls in managing ecosystems around platforms and how to avoid them? What are the unique characteristics of platform based ecosystems and is there still a role for alliance managers when everything moves online? Mario Joao , Digital Partner Ecosystem Leader, Hexagon	Alliances for Product Creation <ul style="list-style-type: none"> The need to create a new ecosystem of partners to create new products Alignment on product creation goals: reduce development time, new GTM opportunities and new partnership opportunities The key needs for success: partnership selection, rules of engagement, sales and marketing strategy KPIs to measure success Case study Sean Seaton , SVP, Group Devices and Partnerships, Deutsche Telekom Dee Kaul , VP, Group Devices Strategy, Deutsche Telekom
11.30	Morning Coffee and Networking	
	Stream A:	Stream B:
12.00	Maintaining a Highly Mature Alliance Function <ul style="list-style-type: none"> Building on the success of your existing partnerships function to take your AM capability to new heights Orchestrating ecosystems and leading from the center Further collaboration between your corporate development, portfolio management functions to maintain a steady flow of talent into your function Advanced playbooks and tactics to build on successes and learn from conflict or failures 	Working with Alliances as a Business Growth Accelerator Åsa Norrie , CEO Europe and Head of Distribution, Principal Asset Management
12.45	Centers of Excellence for Mature Strategic Alliance Management and Ecosystems <ul style="list-style-type: none"> The building blocks for a larger more sustainable complicated alliance management function Knowledge sharing, governance and use of technology to ensure alignment Formalizing the AM function as a distinct business unit Gaining sponsorship from the business to sustain and grow the function 	Evolving an Industry Partner Ecosystem with Partner-to-Partner Collaboration <ul style="list-style-type: none"> Create customer value and orchestrate scalable business for different partner types Define and position packaged solutions for customers, incorporating multiple complimentary software partners and aligned with offerings from consulting partners The need for partnering for product innovation The need for partnering for customer adoption and retention The need for company-internal alignment in sales, product marketing and engineering Case study illustrating win-win Partner-to-Partner Collaboration between ecosystem players Frank Ruland , Global VP, Global Head of Industry Ecosystem, SAP

Exhibits Open

13.30	Lunch Break	
	Stream A: Innovation and Research	Stream B: Alliances and Joint Venture
14.30	<p>Guiding Your Joint Steering Committee to Become a Beacon of Collaborative Leadership Leading alliances do better at aligning around a strategy and making decisions in a timely manner so that they realize their intended value. One reason? Their Joint Steering Committees (JSC) are more effective. This presentation shares data gathered over the past four years from codevelopment and cocommercialization alliances to demonstrate how alliance professionals can guide their JSCs to provide leadership and empower teams to produce results. Jan Twombly, CSAP, President, The Rhythm of Business</p>	<p>Alliances and Joint Ventures in China</p> <ul style="list-style-type: none"> • Differences between a JV and Strategic Alliance in China (pros and cons of each) • Advantages and Risks of a JV • Disputes in a JV • Cultural issues • Recommendations for Strategic Alliances in China <p>Lili Zhou, PMO Lead, BASF</p>
15.15	<p>How to Manage Intellectual Property in R&D and Co-Development Alliances</p> <ul style="list-style-type: none"> • The paradox of Openness: IP generation versus exploitation • Strategizing collaboration models & IP • Negotiating the right arrangements: <ol style="list-style-type: none"> 1. Start with the end in mind, how to distribute IP 2. Considering R&D output & ownership decisions 3. How to draft a simple and visual contract everybody understands <p>Mirjam Ros, Author and Founder, Sparkling Eyes Innovation</p>	<p>Building Offerings Designed through Partnerships: Challenges and Examples</p> <p>Stephane Gervais, Executive VP Strategic Innovation, Partnership & Smart Data, Lacroix</p>
16.00	Afternoon Coffee and Networking	
16.30	<p>Do Academic Alliances Really need Alliance Managers? Surprisingly It Depends!! For academic alliances, the guiding Alliance Management principles/best practices do not change; however functioning within such parameters in the blue sky research space can be challenging. The challenges and processes that were setup to both quantify and qualify the operational successes from such collaborations will be elaborated through the 3MCs. With the increased academic industrial collaborations in recent years, such insights into the ways of working becomes even more relevant to ensure successes for academic collaborations and the role of the alliance managers. Kaushik Sengupta, Director, Alliance Management, AstraZeneca</p>	<p>Tour of a Cyberrisk Ecosystem</p> <ul style="list-style-type: none"> • How to grow your channel and alliances strategy • Managing a complex partner ecosystem (alliance relationships, different kinds of partners) and to use it to drive growth <p>Keith Carter, Global Head of Cyber Channel and Alliances, Kroll</p>
17.15	<p>DataLab Ecosystem: A Unique Way to Engage with Partners to Drive Innovation</p> <ul style="list-style-type: none"> • A unique open environment to our partners, where we jointly develop novel, high-impact digital solutions in the areas of science and engineering • An ecosystem of specialist partners who bring unique skills and expertise to bear on the problems that matter. • How we leverage our deep expertise in the domains of in-silico chemistry/biology, data science, process engineering and analytics to progress discovery at an unprecedented rate <p>Adriana Truong, Global Head of Strategic Partnerships, Unilever</p>	<p>The Use of Generative AI in Digital Ecosystems</p> <ul style="list-style-type: none"> • Addressing the biases embedded in AI systems, and how we can promote human values in our ecosystems • Automation opportunities and challenges within digital ecosystems: digital developments update • The implementation of AI tools and its impact on the workflow between partners • Minimising the risks of using various kinds of AI tools (from OpenAI to more advanced AI/ML apps)
18.00	<p>The Link between Business Development / Licensing and Alliances</p> <ul style="list-style-type: none"> • The challenge of different objectives and timescales • The benefit of feedback loops (and crystal ball gazing) • Who provides the driving force? BD, AM or ‘The Business Owner’? • Suggestions for successful delivery <p>Keith Buchanan Smith, Board Member, PLG (Pharmaceutical Licensing Group)</p>	<p>Utilising ESG and DEI (Diversity, Equity & Inclusion) as Alliance Performance Accelerator</p> <ul style="list-style-type: none"> • The need to embed ESG (Environmental, Social, Governance) features in your alliances • The use of DEI in your people management strategy for alliances and ecosystems: how it strengthens the cultural fit between alliance partners and promotes better relations

Day Two: Thursday, September 19, 2024

09.00	<p>A Successful Playbook in our Alliance Function</p> <ul style="list-style-type: none"> • Case study on an effective alliance function: rules and practices • Operational structures for alliances and alliance management 	
09.20	<p>Organizational Structures Best Suited for Managing Alliances Effectively</p> <p>Frederic Bonfils, Corporate Alliance Management Director, Pierre Fabre</p>	
10.00	<p>Raising Awareness and Promoting Alliance Management Best Practices Beyond your Immediate Alliance</p> <p>Partnerships are central to the success of pharmaceutical companies. However, many collaborations are beyond the scope of what centralized and lean alliance management teams can support. While not all collaborations require an alliance management professional, centralized alliance management teams have a unique opportunity to create added value beyond their immediate alliances through</p> <ul style="list-style-type: none"> • Developing tools and methods to empower individuals working in collaborations with the knowledge and skills to effectively manage partnerships • Engaging strategically with stakeholders and functions to feedback learnings and influence contractual language for new deals • Establishing and maintaining a global, cross-functional Alliance Management Community of Excellence (CoE) for continuous sharing and learning <p>Catriona Hansbauer, Director, Alliance Management, AstraZeneca</p>	
10.40	<p>Morning Coffee and Networking</p>	
	<p>Stream A: PPPs and Government Partnerships</p>	<p>Stream B: Culture, Talent and Careers</p>
11.20	<p>Multi-Stakeholder Public-Private Partnerships for Drug Development</p> <p>Establishing long term effective alliances with academic and industry in drug discovery</p> <ul style="list-style-type: none"> • Alliances with Government Agencies and Ministries for Drug Development • Working with academics as the innovators, funded by government agencies • Relations with charities, patient organisations, consortia, etc. <p>Julie Little, Associate Director, Strategic Alliances, Cancer Research Horizons</p>	<p>Alliance Manager Career and Talent Strategies</p> <ul style="list-style-type: none"> • Attracting and retaining the best people for AM roles • Sharing talent between merger integration and project management departments • Remote work for AM teams • Working with Gen Z people • Handling high turnover in AM • Career opportunities after an AM job
12.00	<p>Partnerships with Government Organisations for Innovation and Ecosystem Engagement</p> <p>Having a strategy to partner with a government agency or ministry in a variety of sectors Selecting the government which whom to partner (how does the government support innovation : funds, innovation agencies, R&D incentives, accelerators, etc.)</p>	<p>Strategies for Successful Partnerships in a Dynamic Industry Landscape</p> <ul style="list-style-type: none"> • Strategies for building and maintaining successful partnerships in a dynamic industry landscape • Best practices for identifying and engaging with potential partners in a dynamic industry landscape • Case studies of successful partnerships in a consolidating market • Key takeaways for strategic partnership teams navigating a consolidating ecosystem <p>Jeremy Greant, Head of Strategic Partnerships, Lighthouse</p>
	<p>The Opportunities, Risks, and Mitigation Strategies in Today's World of Increasingly Decentralized and Digitized Healthcare</p> <p>As the hope and understanding around decentralized patient care and digital health rapidly grows, corporate Fortune 500 companies are struggling to keep pace with the volatile and competitive environment. Diagnostics and digital health startups, on the contrary, foster hyper-agile innovation hubs and talent pools. When these same startups show an interest in partnering versus acquisition, the ensuing interactions enable a unique blend of unprecedented technology with legacy know-how. A corporate-startup alliance can form a bridge between the established network giants of the industry and their novel, tech-savvy counterparts. The corporate partners benefit from the agile, fast-paced product development; on the flipside, the startup partners tap into the broad industry knowledge and global market reach. These upsides come with counter-balances, however. Corporates navigate their startup partners' capacity limitations, concentrated knowledge base and uncertain long term business continuity. The startups on the other hand, face existential threats towards their livelihood when wading through their corporate partners' slow, bureaucratic processes and ever-refocusing portfolio strategies.</p> <p>Bonnie Nozawa, Alliance and Ecosystem Director, Roche Diagnostics</p>	<p>Accessing Open Innovation Startup Ecosystems</p> <ul style="list-style-type: none"> • Connecting with the innovation ecosystem: startups, VCs, universities, accelerators, incubators, mature companies, governments • helping startups to collaborate with your company through partnerships, a JV, licensing agreement, investments or acquisition • How alliances and collaborations can be used to successfully access startup ecosystems • KPIs for these kinds of alliances <p>Anastasiya Kizima, Head of Ecosystem Partnerships, Barclays (tbc)</p>

14.30	<p>Alliance Management's Role in the Contracting Phase</p> <ul style="list-style-type: none"> • How alliance management can play a key role in the earliest phases of new alliances • The proper due diligence to be used to ensure an adequate partnership structure and business model • Avoiding conflicts of interest, different interpretations of alliance language and identifying red flags early <p>Shiho Kaneta, Executive Director, Global Alliance Management, Novartis</p>	<p>Integrating Strategic Partnerships across the Customer Lifecycle and IT Delivery Model</p> <p>Carl-Marcus Löfgren, Manager of Strategic Alliances & Competences, Iver Svierge</p>
15.15	<p>Channel Partner Strategies: Leading Practices for GTM Strategy</p> <p>Antony Wallace, UK&I Country Manager, Embeta Former Strategic Partnerships Director, Pfizer</p>	<p>How Do you Select the Right Alliance Partner? How do they Prove they are Collaborative?</p> <p>Frank Lee, CEO, Institute of Collaborative Working Adrian Miller, Associate Director, Institute of Collaborative Working</p>
16.00	Afternoon Coffee and Networking	
16.20	<p>Conflict Management and Dispute Resolution Alternatives in Alliances</p> <ul style="list-style-type: none"> • Managing challenging relationships in alliances • Re-examining business objectives and alliance counterparty business objectives • Unconventional communication tactics to bridge the gap between partners: breaking barriers of traditional business contact in the hope of a breakthrough in mutual understanding 	

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o EARLY DISCOUNT FOR NON-MEMBERS £1563 + VAT
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WHY YOU SHOULD ATTEND

Thought Leader Global and The Association of Strategic Alliance Professionals are proud to co-organise our 8th European Alliance Summit. Whether you have a mature corporate alliance and partnership strategy, are looking to benchmark with others in this space (to continually improve your framework and ecosystem), or are at an earlier stage of entering into new alliances and partnerships, this event provides an ideal community for you.

Setting up an alliance management function is an important first step. One must lay the groundwork for the long-term success of both alliances and joint ventures. Often businesses that may have competed in the past must be brought together, and this requires building trust and bridging cultural barriers. Both the research and development side as well as the sales / go-to-market side need to have best-practice in place for the partnership to succeed. Often the most lucrative alliances are in new markets and in emerging market countries. There are significant cultural, HR, legal and operational risks to manage in these partnerships.

Leadership and governance are important focus areas to cover. There is a significant transition period in the creation of an alliance, and a strong transition plan must be put into place. Both innovation and sales results are the key goals of new partnerships. However, companies must encourage a joined workforce to bring about the performance. Trust and cooperation must be embedded to demonstrate this joined workforce. Performance and governance must be adequately implemented and monitored, so that goals are met and value is created. Attend this forum to benchmark how other organisations are managing their alliance strategies; hear their perspectives - both success stories and lessons learned. Utilise this event to learn from their experiences, compare solutions and take away actual strategies that you can use to drive transformation in your group.

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