2014 ASAP European Alliance Summit

Corporate Case Studies on Strategic Alliances and Joint Ventures

November 13-14, 2014  Geneva
Hotel President Wilson

Featuring Case Studies from Directors of Strategic Alliances, Joint Ventures, M&A, Development, Strategy

Grundfos  Setting Up an Alliance Management Function in Your Organization

Schneider Electric  Smart Cities, Smarter Partnering

Sanofi  From Black Holes to Constellations:  Dynamic Alliances

Francois Gautier  Joint Ventures as a way to Advance Corporate Strategy

PGT Healthcare  Achieve Alignment between the Group and Business Units in the Objective and Management of JVs/Partners

Philips  Developing an Onboarding Process for Alliances/Partnerships

Maersk Oil  Promoting Adaptability with Strategic Partnerships

LORD Corporation  The Use of Alliances to Expand Product Offerings

Konica Minolta  Positioning your Alliance Towards Innovation

GE Oil & Gas & Hitachi Data Systems  Managing Governance and Performance in JVs  (separate sessions)

AstraZeneca  Setting up a Combined Alliance and Integration Department In-House

GlaxoSmithKline Vaccines  Using Joint Ventures and Alliances to Grow in New Markets

Amadeus IT Group  Closing Down a Non-Successful Joint Venture in an Orderly Way

International Paper  JVs and Alliances in Russia:  Strategies and Experiences from a Russian Conglomerate

Samsung  Partnering for Success in the New Digital Economy

INC Research  The Link between Alliances and Outsourcing

Panel Discussion:  Experiences of Running Strategic Alliances and Joint Ventures from current and former leaders of JVs

Nigel Bayliff, Owner, SIN Medida Limited
Former CEO/GM of Joint Venture, Huawei Marine Networks

Guy Billoud, Global Director - Strategic Alliances, Mergers and Acquisitions, LORD Corporation

Alistair Pim, VP Global Strategic Alliances, Schneider Electric

Howard Taylor, Commercial Leader Western Europe, PGT Healthcare (JV between Procter & Gamble and Teva Pharmaceuticals)

Jane Moffat, Associate General Counsel, GE Oil & Gas

Michael Lentge Andersen, Director, Strategic Alliances & Partnerships, Grundfos

Hannes Erler, Director Open Innovation Networks, Swarovski

Krisztina Bana, Senior Legal Counsel, Maersk Oil

Pierrick Rollet, VP, Global Strategic Partnerships & Joint Ventures, GSK Vaccines

Francois Gautier, Independent Consultant, Former General Manager, Global Strategic Partnerships, American Express Global Travel Services
Former Chairman of the Board, American Express Barcelo Joint Venture

Agustin Diaz-Sanchez, Associate Director M&A, Amadeus IT Group

Don Hughes, Vice President and General Counsel EMEA, Hitachi Data Systems

Dennis Curry, Head of Business Innovation, Konica Minolta

Werner Hinze, Head of Strategic Alliances, Enterprise Business Europe, Samsung

Mohammed Charki, Research and Development Partnerships Director, Sanofi

Wanda Stevens, Director Consumer Lifestyle Alliances, Philips

Manfred Weiler, SVP, Alliance Development, Europe, INC Research

Nick Dunscombe, Leader:  Global Alliance Management Centre of Excellence, AstraZeneca

Kyrill Farbmann, EMEA Compliance and Ethics Manager, International Paper
Day 1, November 13, 2014

08.30 Registration and Coffee
09.00 Chairman’s Opening Address

09.15 - Setting Up an Alliance Management Function in Your Organization
- Case study on setting up a new alliance function
- Alliance-enabling your organisation
- Designing the roles and responsibilities
- Creating ambassadors for an alliance setup

Michael Lentge Andersen, Director, Strategic Alliances & Partnerships, Grundfos

10.00 - The Use of Alliances to Expand Product Offerings
- Case Study: Using alliances to expand from pure passive to active vibration and motion control products (in the automotive and aerospace industries)

Guy Billoud, Global Director - Strategic Alliances, Mergers and Acquisitions, LORD Corporation

10.45 - Morning Coffee and Networking

11.15 - Smart Cities, Smarter Partnering
The buzz about how to make Smart Cities, "smart", has reached a crescendo... but not due to technological limitations. On the contrary, new questions how to design public-private funding mechanisms and streamline complex multi-partner collaborative business models with many stakeholders has taken on a new priority. This presentation will focus on what alliance best practices need to work in the Smart Cities context and the lessons learned that will assist making these partnerships successful.

Alistair Pim, VP Global Strategic Alliances, Schneider Electric

12.00 - Achieve Alignment between the Group and Business Units in the Objective and Management of JVs/Partners

Howard Taylor, Commercial Leader Western Europe, PGT Healthcare (JV between Procter & Gamble and Teva Pharmaceuticals)

12.45 - Joint Ventures as a way to Advance Corporate Strategy
- Achieving corporate strategy objectives in terms of sales, innovation and growth
- Change management and business transformation within JVs

Francois Gautier, Independent Consultant and Former General Manager, Global Strategic Partnerships, American Express Global Travel Services, Former Chairman of the Board, American Express Barcelo Joint Venture

13.30 - Luncheon

14.30 - Managing Governance and Performance in JVs
- Matching the JV vision with strategy
- Ensuring that your governance structure is aligned with JV
- Handling risk during transitions in the JV, such as changes of ownership and exits

Don Hughes, VP & General Counsel EMEA, Hitachi Data Systems

Jane Moffat, Associate General Counsel, GE Oil & Gas

15.15 - Using Joint Ventures and Alliances to Grow in New Markets
- Finding the correct partner
- Handling the challenges and risks
- Intellectual property issues and considerations

Pierrick Rollet, VP, Global Strategic Partnerships & Joint Ventures, GlaxoSmithKline Vaccines

16.00 - Afternoon Coffee and Networking

16.30 - Positioning your Alliance Towards Innovation
- How to drive alliance and partnership relationships in a flexible way

Dennis Curry, Head of Business Innovation, Konica Minolta

17.00 - From Black Holes to Constellations: Dynamic Alliances
- Towards a new Pharma Climax Community
- New attributes for successful and diversified alliance establishment
- How crowd sourcing will impact alliance management strategies

Mohammed Charki, Research and Development Partnerships Director, Sanofi

17.30 - How Inter-Organizational Networks and Open Innovation lead to Meaningful Collaborations
- Why organizations have to open up on an inter-organizational level
- How the framework can be shaped
- How you can be a partner in our Open Innovation journey

Hannes Erler, Director Open Innovation Networks, Swarovski

18.00 - Closing Remarks from the Chair, End of Day 1 Drinks Reception

Founded in 1998, the Association of Strategic Alliance Professionals (ASAP) is a non-profit global professional membership organization representing over 35 countries across the globe. ASAP is the community of choice for alliance, collaboration, and partnering professionals because of the tools and resources, education and professional development, and the community for networking offered to its members. www.strategic-alliances.org
Day 2, November 14, 2014

08.30 Registration and Coffee
09.00 Chairman’s Opening Address

09.15 - Developing an Onboarding Process for Alliances/Partnerships
   The Alliance Cycle: Defining, Setting up, Managing and Evaluating an Alliance
   - Presentation of our Alliance Framework
   - Tools and tips for alliances in different stages
   - Different business models
   - Examples of various alliances
   Wanda Stevens, Director Consumer Lifestyle Alliances, Philips

10.00 - Promoting Adaptability within Strategic Partnerships
   - JV’s in upstream oil and gas
   - Step 1: contractual framework
   - Step 2: develop the practice on how to use contractual rights
   - Examples: provide necessary information – right to audit
   - Approvals on activities – contracts – costs
   - Adaptability: what if the plan changes half-way through the budget cycle?
   - Implementation of agreed plan versus changing strategy
   Krisztina Bana, Senior Legal Counsel, Maersk Oil

10.45 - Morning Coffee and Networking

11.15 - Integration Management - The Next Frontier for Alliance Management?
   - Setting up a Combined Alliance and Integration Department In-House
   Nick Dunscombe, Leader: Global Alliance Management Centre of Excellence, AstraZeneca

12.00 - Facilitated Breakout Groups
   5 Roundtables where delegates will discuss the following issues:
   - Table 1: Setting up New Joint Ventures
   - Table 2: Setting up a New Strategic Alliance
   - Table 3: Managing a Portfolio of Existing JVs/Alliances
   - Table 4: Discussion for Oil/Gas and Regulated Industries
   - Table 5: What Tools Exist for Alliances & JVs

12.45 - Luncheon

14.00 - JVs and Alliances in Russia: Strategies and Experiences from a Russian Conglomerate
   Kyrill Farbmann, EMEA Compliance and Ethics Manager, International Paper

14.45 - The Link between Alliances and Outsourcing
   Manfred Weiler, SVP, Alliance Development, Europe, INC Research

15.30 - Afternoon Coffee and Networking

15.45 - Panel Discussion
   Experiences of Running Strategic Alliances and Joint Ventures
   - What the key success factors on running a joint venture or partnership that people are unaware of
   - How to foster a less legal and formulaic approach to build JVs and alliances based on trust
   - Biggest lessons learned in actively managing JVs
   - Practical advice for those entering new JVs
   - Nigel Bayliff, Owner, SIN Medida Limited
     Former CEO/GM of Joint Venture, Huawei Marine Networks
   - Francois Gautier, Former Chairman of the Board, American Express Barcelo Joint Venture
   - Howard Taylor, Commercial Leader Western Europe, PGT Healthcare

16.15 - Partnering for Success in the New Digital Economy
   Werner Hinze, Head of Strategic Alliances, Enterprise Business Europe, Samsung

17.00 - Closing Down a Non-Successful Joint Venture in an Orderly Way
   - Deciding to discontinue a joint venture
   - Case Study: Termination of a non-performing JV
   - Lessons learned from the JV failure
   Agustin Diaz-Sanchez, Associate Director, M&A, Amadeus IT Group

17.45 - Closing Remarks from the Chair and End of Forum
WHY YOU SHOULD ATTEND

Strategic Alliances and Joint Ventures are increasingly used as a lower-risk high reward opportunity to enter new markets and enhance corporate strategy. However, there are numerous challenges one must overcome to successfully manage the JVs and alliances in your company’s portfolio.

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. Often the most lucrative JVs and 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 a JV or 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 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 joint venture and alliance strategies; hear their perspectives - both success stories and lessons learned. Utilise this event to learn from their experiences, compare solutions and take away concrete strategies that you can use to drive strategic transformation in your enterprise.

WHO SHOULD ATTEND:
CEO, CFO, Directors, Managers of:

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