The
MANAGEMENT
ROUNDTABLE

Building Profitable R&D Alliances:
Tools and Management Techniques

*How to plan, negotiate, and successfully implement collaborative
product development and research alliances*

June 6-7, 2005
Cambridge, MA

Join two of the nation's foremost alliance experts,
Drs. **Gene Slowinski** and **Matthew Sagal**, co-authors of
The Strongest Link, the #1 best-selling book on strategic alliances.

Learn to effectively:

❑ **Plan** – Determine when, how, and which alliances will yield the most strategic gain; use competitive positioning to identify a short list of high quality partners; learn how leading firms are changing the nature of competition in their respective industries!

❑ **Negotiate** – Put together deals quickly (8 weeks or less to decide if a deal is a "go" or not); spot and address red flags and deal-killers; protect intellectual assets; ensure stakeholder buy-in.

❑ **Implement** – Coordinate resources across organizations; link decision-making structures; resolve conflicts; overcome cultural disconnects (both international and organizational); manage power dynamics between large/small companies; turn around alliances "in trouble."

**Apply the learnings in the Alliance Simulator™,
an exclusive, reality-based alliance experience.**

PLUS! Receive expert guidance and advice from the instructors regarding your specific (non-proprietary) alliance challenges. Learn from peers at other companies. Plan and problem-solve jointly with your team and external partners.

**Register Today! Call 1.800.338.2223 or 781.891.8080
www.ManagementRoundtable.com**

Background and Objective

The purpose of this interactive workshop is to help you create and manage productive, profitable and mutually beneficial strategic alliances. You will experience the tools, metrics and techniques that leading alliance companies use to create and manage their relationships.

Drs. Gene Slowinski and Matt Sagal will provide you with the best practices of planning, negotiating, and implementing product development alliances. These practices are applied in the Alliance Simulator™ - a rigorous, experiential exercise that takes you through a complex international collaborative R&D alliance. *All the detonators in alliance creation are found in the simulator.*

In addition, you will have the opportunity for feedback from the instructors and other participants on your own specific alliance challenges.

Most importantly, you will have an action plan to implement immediately upon return to your office.

"Excellent course…good discussion, practical tools."

— Guy Steinmetz, Technology Manager,
Eastman Chemical Company

It's essential that NPD managers master alliance management techniques

While 70% of alliances fail when firms are unskilled in alliance creation or management, 70% succeed when both firms understand the "best practices" of establishing these relationships. As R&D and product development efforts increasingly rely on external partners, your ability to choose and manage partnerships is just as critical as your ability to choose and manage internal projects.

When alliances are poorly crafted, team members cannot work toward the firms' joint objectives, share and protect proprietary information, or integrate their efforts into an effective project. Even if the alliance is well-designed, there may be problems with communication, resource management and decision-making across the organizations. Cultural differences and corporate politics frequently get in the way.

Drs. Slowinski and Sagal have spent the last 20 years in the front lines of alliance creation and management. They have helped many *Fortune* 500 firms build their alliance capabilities. This extraordinary knowledge base is captured in a comprehensive set of tools, metrics, templates and management techniques designed to maximize the performance of collaborative relationships.

By participating in this exclusive session, you will receive a complete roadmap to guide you from partner selection, alliance planning, deal structuring and negotiation to implementation and ongoing management — including turning around or terminating a troubled alliance.

Join the successful 70%!

Who Should Attend

This program is designed for managers involved in joint development and/or R&D partnerships with external partners. It is particularly valuable for those who are in alliances to access technologies, markets and capabilities to develop new products and grow their businesses. The purpose of the workshop is to provide attendees with the tools needed to successfully form and implement alliances, remove organizational barriers, and provide a framework to measure and improve results. Specifically this program will benefit:

- New Product Developers
- R&D Managers
- External Technology Scouts/Managers
- Business Development Managers
- Intellectual property counsel
- Partnering organizations, co-development teams

Attend with your partner! Firms maximize the benefits of the workshop when they share the experience with their partners. By applying the principles in real time, partners quickly understand how to reinforce the strengths of their current relationship and improve its weaknesses. **Team discounts are offered.**

Please note: The instructors have expertise in managing the dynamics between large and small organizations, international partnerships, and other culturally diverse and complex arrangements.

> **Reserve Your Place Today:**
>
> **Call 1-800-338-2223 or 781-891-8080 (M-F, 9-5:30)
> or register online at
> www.ManagementRoundtable.com**

AGENDA

■ DAY ONE

7:30 - 8:30   Registration and continental breakfast

8:30 – 9:00   Introductions and expectations

9:00 – 10:15   **Module 1- The Strategic Use of Alliances**

- How do companies strategically use alliances well and poorly?

- How can alliances constrain a firm as well as provide strategic flexibility?

- What are the fundamental early planning requirements for a successful alliance, and what mistakes are often made?

- What is the competitive positioning tool and how can it define the short list of potential partners?

10:15 – 10:30 Break

10:30 – noon **Module 2 - The Alliance Framework**

- What is an "Alliance Framework", and why is it so important (and challenging to prepare)?

- Who should be on the alliance planning team, and what are their responsibilities?

- How is the short list of prospective partners evaluated, and what are the most important questions to ask in first meetings with such prospective partners?

- How is the Alliance Framework used in the negotiation process?

- How can deal-killers be identified and dealt with?

- What are the dynamics of a negotiation, and what are the impacts of corporate and national cultures?

Noon – 1:00   Lunch

1:00 – 2:00   **Complete Alliance Framework**

2:00 – 5:00   **Alliance Simulator™**

5:00 - 6:30   Networking Reception

■ DAY TWO

7:30   Continental Breakfast

8:00 – 9:45   **Complete Alliance Simulator™**

9:45 - 10:00   Break

10:00 – 11:30 **Group report-out and discussion of the Alliance Simulator**

11:30 – 12:30 Lunch

12:30 – 2:00   **The Alliance Implementation Program**

- How do successful managers coordinate resources across organizational boundaries?

- What can managers do in the negotiation phase to accelerate alliance implementation and goal achievement?

- Why is it vital that managers identify and link the decision making structures of the two firms? How is that done?

- What tools and techniques are effective for resolving conflict in the alliance?

- How can managers deal with cultural disconnects (both national and organizational)?

- Why do cross-functional teams become less important as the alliance matures? What management structures replace them?

- What are the early warning signs of trouble? What should managers do about them?

- How can an alliance that is not meeting expectations be turned around?

2:00 – 2:15   Break

2:15 – 3:30   **Group Discussion** - participants exchange ideas and provide input on each others' non-proprietary challenges and questions

3:30   Adjourn

"This gave me a tool and methodology to go back and use to fix problems."

— Todd Wynia, VP Marketing, Artesyn

"Realized how to negotiate technically with business partners…"

— Kelvin Wen, Product Manager, American Power Conversion

Key Benefits

By participating, you will learn:

1. How to ensure that R&D and product development alliances fit into the larger strategy of the firm

2. How to choose the right partner(s) and structure the right deal

3. To ensure that the alliance is as important to your partner's strategic intent as it is to your own

4. To agree on valuation models, include IP rules that protect both sides, craft termination provisions that anticipate marketplace dynamics

5. How to allocate patent rights and protect intellectual property

6. To establish metrics that ensure the joint efforts will be profitable to both parties

7. To identify critical issues and conflicts early - and deal with them swiftly

8. To identify the *real* stakeholders in the partner firm and ensure their buy-in

9. What tools are most efficient to coordinate skills and resources across organizations

Overall, you will learn to leverage resources, leapfrog competitors, and grow the business through well-designed and executed alliances

Take-aways and Deliverables

- Examples of what works (and what doesn't) in all phases of planning, creating and managing an alliance

- Hands-on experience in applying rigorous tools such as the Alliance Framework and the Alliance Implementation Program

- Metrics for evaluating the potential of a proposed alliance and measuring key implementation factors such as trust

- Guidance from the instructors and other attendees regarding your specific alliance challenges

- Opportunity to problem-solve and plan jointly with other members of your co-development team

- A comprehensive workbook with templates, tools and techniques to help you make decisions, align goals, identify stakeholders, map expectations, build trust, and more which you can use immediately upon return to your office

- Copy of *The Strongest Link*, the #1 best-selling book on strategic alliances

- Networking and social time with the instructors and other participants
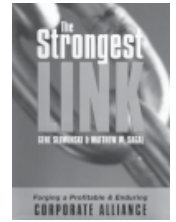
Your Instructors

▪ Gene Slowinski

Gene Slowinski is the Director of Strategic Alliance Research at the Graduate School of Management, Rutgers University and Managing Partner of the Alliance Management Group. Prior to forming the Alliance Management Group, he held management positions at AT&T Bell Laboratories, and Novartis Corporation. In addition to a Ph.D. in Management, Gene holds an MBA, and a Masters Degree in the sciences.

For the last 20 years Dr. Slowinski has consulted and conducted research on the formation and management of strategic alliances, joint ventures, mergers, and acquisitions. His clients include many Fortune 500 firms. With Matt Sagal, he co-authored the book *The Strongest Link*.

▪ Matthew W. Sagal

Matthew W. Sagal is a Senior Partner of the Alliance Management Group. He has been a scientist and an R&D executive at Bell Laboratories, as well as a product management and manufacturing executive, and Vice President of Business Development for Lucent Microelectronics (now Agere Systems). Dr. Sagal holds a bachelor's degree in chemical engineering from Cornell and a Ph.D. in physical chemistry from MIT.

As a scientist at Bell Laboratories, he contributed to advances in thin firm and semiconductor materials. His R&D and product management roles included senior responsibilities in telecommunication systems, electronic materials, polymer technology, recycling methods, environmental monitoring and control, and automated manufacturing.

As a business development executive, he led the start-up of Lucent Microelectronics' R&D, marketing, sales and manufacturing activities in Europe and Asia. He played a central role in the formation of Lucent's strategic alliances in those regions and in the U.S.

Building Profitable R&D Alliances:
Tools and Management Techniques

June 6-7, 2005 / Cambridge, MA

Registration Information

Dates/Schedule: The workshop will be held **June 6-7, 2004**. Registration /continental breakfast begins at 7:30 a.m. on Monday, June 6; session begins at 8:30 a.m. and concludes at 3:30 p.m. on Tuesday, June 7.

Location & Hotel Accommodations: This workshop will be held at the **Hyatt Regency Cambridge,** 575 Memorial Drive, Cambridge, Massachusetts, 02139-4896. For reservations please call **800-633-7313 or 617-492-1234** and ***mention you will be attending Management Roundtable's "Building Profitable R&D Alliances" Workshop***.

Workshop Fee: $1795/person. Fee includes program materials, luncheons, continental breakfasts, networking reception, refreshment breaks, and complimentary copy of ***The Strongest Link***.

Team Discounts: Groups of 3 or more may deduct $100 per person.

No-Risk Guarantee: Your satisfaction is 100% guaranteed – money-back or credit. If you're not satisfied with the quality of this program, let us know in writing and we'll refund your entire registration fee.

Workshop Attire: Business Casual

Four Ways to Register:

Call: **1-800-338-2223 or 781-891-8080** (weekdays - 9:00am - 5:30pm EST)
Fax to: 781-398-1889
Internet: info@roundtable.com or **www.ManagementRoundtable.com**
Mail to: Management Roundtable, 92 Crescent Street, Waltham MA 02453

Please accept the following registration(s): (please use photocopies for additional people)

❑ **Building Profitable R&D Alliances** – June 6-7, 2005 - Cambridge, MA

Name: Mr/Ms _____

Title: _____

Company: _____

Address: _____

City/State/Zip: _____

Phone: _____ Fax: _____

Email _____

Payment Information - (Amount $ _____)

   ❑ Check enclosed, payable in US funds to Management Roundtable, Inc.

   ❑ Please bill by __ Visa __ Mastercard __ AMEX __ Diner's Club

   Account # _____ Exp. Date: _____

   Signature _____

   ❑ Please bill my company PO#_____   Code: WEB DOWNLOAD

About Management Roundtable

The Management Roundtable is the leading knowledge and networking resource for product developers. Practitioner-oriented and unbiased, our focus is on providing actionable information about new innovations, processes, tools, and technologies that enable faster time to market, increased profitability, and overall competitive advantage.

Founded in 1980, Management Roundtable publishes newsletters, hosts a variety of specialized conferences, workshops, and audio-sessions and conducts onsite training. Its comprehensive web-based service, Knowledge Roundtable, was launched in 2004 to advance product development, innovation and collaboration. This service offers continuous, unlimited access to competitive insights and facilitates introductions among industry practitioners for benchmarking and partnering.

Building Profitable R&D Alliances:
Tools and Management Techniques

*How to plan, negotiate, and successfully implement collaborative
product development and research alliances*

June 6-7, 2005
Cambridge, MA

The
MANAGEMENT
ROUNDTABLE