Association of Strategic Alliance Professionals CSAP Detailed Content Outline — Open cells show an examination could include items from indicated cognitive levels. Shaded cells prevent appearance of items on examinations.	Items			
	Cognitive Level			Total
	Recall	Application	Analysis	
A CSAP will manage the entire alliance lifecycle and understands the concepts in managing a community of alliances and building corporate capability for collaboration.				
I. ALLIANCE CAPABILITIES	**3**	**7**	**6**	**16**
A. Governance Structure	**0**	**2**	**1**	**3**
1. Explain alliance mission statement and value proposition				
2. Explain alliance scope and operations principles				
3. Explain alliance teams and roles				
4. Explain alliance executive sponsorship roles				
5. Explain executive mapping				
6. Explain risk factors				
B. Alliance Lifecycle	**1**	**2**	**2**	**5**
1. Articulate alliance lifecycle phases				
2. Conduct partner profiling				
3. Perform alliance business planning				
4. Formulate and track alliance success metrics				
5. Perform alliance management and reporting				
6. Conduct knowledge transfer				
7. Drive solutions and initiative development				
8. Identify conditions that indicate an alliance should be terminated or regenerated				
9. Predict how activities, metrics, and team roles may vary as an alliance matures				
C. Conflict Resolution	**2**	**3**	**3**	**8**
1. Outline the expected conflict resolution process				
2. Assess the underlying reasons for conflict				
3. Resolve conflicts at the peer level				
4. Escalate problems through the agreed governance process				
5. Invoke external sources of resolution (e.g., arbitration, mediation)				

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II. SPECIFIC SKILLS DEVELOPMENT AND MASTERY	**14**	**35**	**50**	**99**
A. Strategic Alignment Development and Design	**2**	**3**	**5**	**10**
1. Help develop alliance strategy on a company / business unit level				▨
2. Communicate clearly the alignment with corporate strategy	▨			▨
3. Describe alliance networks and portfolios	▨			▨
4. Design an alliance network and portfolio strategy				▨
5. Articulate partners' business objectives				▨
6. Develop a strategy for an alliance in collaboration with stakeholders				▨
7. Assess risks				▨
B. Selection and Qualification of a Potential Alliance Partner	**1**	**2**	**3**	**6**
1. Assess the alliance management competency of a partner				▨
2. Assess strategic, operational, and cultural fit				▨
3. Contribute to the recruitment and selection of a partner				▨
C. Alliance Governance	**1**	**3**	**3**	**7**
1. Design an alliance governance model				▨
2. Execute an established alliance governance model	▨			▨
3. Draft statements of mission, vision, norms, and values				▨
4. Develop risk mitigation measures				▨
D. Alliance Operational Model	**1**	**2**	**2**	**5**
1. Define an operational model relevant to the scope, objectives, and activities of the alliance	▨			▨
2. Implement an operational model relevant to the scope, objectives, and activities of the alliance	▨			▨
3. Assess the effectiveness of operational model implementation				▨
4. Refine the operational model based on assessment				▨
E. Alliance Launch	**0**	**1**	**4**	**5**
1. Develop an effective launch plan	▨			▨
2. Execute an effective alliance launch plan	▨	▨		▨
3. Engage stakeholders to assemble an extended alliance team	▨			▨
4. Clarify roles of alliance stakeholders	▨	▨		▨
5. Secure resource commitments from stakeholder organizations	▨	▨		▨

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6. Communicate shared objectives within the alliance				
7. Reinforce rules of engagement within the alliance				
F. Managing Organizational Alignment	**2**	**3**	**4**	**9**
1. Align alliance mission, objectives, and outcomes internally				
2. Secure commitment and accountability to alliance objectives				
3. Navigate difficulties that arise during alliance implementation				
4. Ensure portfolio strategy alignment				
G. Alliance Metrics and Value Measurement	**2**	**4**	**4**	**10**
1. Assess value of an alliance relationship				
2. Check progress against performance metrics				
3. Monitor the alliance's overall impact on the business (e.g., product line, line of business, customer base)				
4. Conduct alliance evaluation / alliance operational assessment (e.g., health check, focus groups)				
5. Leverage alliance assessments to determine systemic level issues				
6. Manage alliance portfolio performance to achieve strategic intent				
H. Alliances Across a Value Network	**0**	**1**	**2**	**3**
1. Exploit similarities among developmental, production, non-profit, and go-to-market alliances				
2. Exploit differences among developmental, production, non-profit, and go-to-market alliances				
3. Identify new opportunities				
4. Initiate opportunity evaluation				
I. Alliance Negotiations	**1**	**2**	**4**	**7**
1. Explain how alliance negotiations differ from traditional relationship negotiations				
2. Determine a negotiation strategy				
3. Assemble negotiation teams and define roles				
4. Develop the contractual terms and conditions critical to meeting the organization's alliance objectives				
5. Provide flexibility for changing business cycles and conditions				

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J. Planning, Implementing, and Monitoring	0	1	2	3
1. Prepare a detailed implementation plan with partner(s) (e.g., objectives, milestones, metrics, resources)				
2. Establish effective communication channels				
3. Implement the work plan				
4. Track alliance progress and make adjustments as necessary				
K. Corporate Relationship Management	0	3	4	7
1. Build relationships at several management levels within and across organizations				
2. Build trust and influence with alliance / project stakeholders				
3. Map peer to peer relationships between the organizations to identify equivalent decision making authority				
4. Manage peer to peer relationship mapping				
5. Celebrate successes at key milestones				
L. Cultural Considerations	1	3	4	8
1. Listen for regional and company cultural differences that inform business practices				
2. Develop the team to recognize and understand cultural differences				
3. Respond to cultural norms of the alliance partner				
M. Termination and / or Transformation	2	3	4	9
1. Assess whether an alliance should be transformed or terminated				
2. Termination				
a. create a plan for ending an alliance				
b. negotiate specific termination provisions				
c. secure necessary protections and partner limitations				
d. establish processes needed to carry on residual and future business				
e. communicate status of the alliance transition internally and externally				

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	Cognitive Level			Total
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3. Transformation				
a. determine new value proposition reflecting the new strategic intent				
b. determine to what stage of the lifecycle the alliance should return				
c. communicate status of the alliance transition internally and externally				
4. Document any lessons learned				
N. Cooperation Among Competitors	**1**	**2**	**2**	**5**
1. Identify areas of competition and collaboration (e.g., risk mitigation)				
2. Protect information that should not be shared				
3. Communicate rules of engagement internally and externally				
4. Communicate the mission and objectives of an alliance internally and externally				
O. Professional Development of Alliance Managers	**0**	**2**	**3**	**5**
1. Determine skill levels and skills gaps				
2. Identify resources needed to address gaps in skills and skill levels				
3. Mentor alliance managers				
4. Disseminate best practices and company-specific learnings				
III. CORPORATE CAPABILITY FOR COLLABORATION	**2**	**7**	**11**	**20**
A. Fostering Collaborative Culture	**2**	**3**	**5**	**10**
1. Disseminate guidance, process, and tools (e.g., best practices and company-specific learnings) to stakeholders in the organization				
2. Help senior management model effective collaborative behaviors				
3. Advocate alignment of stakeholder goals and incentives to alliance objectives				
4. Mentor alliance stakeholders				
B. Skill Development	**0**	**2**	**3**	**5**
1. Determine skill levels and skills gaps among stakeholders				
2. Build skills in stakeholders				
3. Identify resources needed to address gaps in skills and skill levels				

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	Recall	Application	Analysis	
C. Collaborative Network and Ecosystem Management	0	2	3	5
1. Maintain a holistic view of an alliance network (e.g., logistics, manufacturing) to make an alliance successful				
2. Disseminate guidance, process, and tools (e.g., best practices and learnings) to network stakeholders				
Totals	19	49	67	135