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- Resources for further reading
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Technology Partnering in the Ecosystems Age

Partnering and alliances in the information technology sector have seen huge disruption and change in a very short time, with some even pronouncing the traditional IT channel “dead”—its functions largely replaced by complex, multipartner ecosystems.

How do IT alliance professionals keep up? How can they guide their alliances to market and get to revenue faster?

The ASAP Guide to Information Technology Partnering can help. This updated supplement to The ASAP Handbook of Alliance Management: A Practitioner’s Guide covers everything from the IT channel to the formation and purposes of ecosystems, from the promise and perils of coopetition to new co-selling methods and go-to-market guidelines—all geared toward helping alliance professionals navigate the fast-paced world of technology partnering.

This guide will help you better understand—and derive revenue from—your technology partnerships, with extensive coverage of:
- The still-vital, changing channel
- The rise and spread of IT ecosystems
- Going to market: New buyers, new sellers, new selling methodologies
- Coopetition: Partner today, competitor tomorrow
- The evolving role of the IT alliance professional as ecosystem orchestrator
- entrepreneurial leader
- strategic driver and visionary
- And more!

Requirements for IT Alliance Professionals

Strategic alliances and partnering in IT have not escaped these continual waves of change, disruption, and evolution. The implications for alliance professionals working in this field are profound. The IT channel may not be going away, but the rapid rise of ecosystems, online platforms, and other complex partnering structures—however they may be labeled—will require new capabilities on the part of those working in IT alliances today, along with the reinforcement of some “old” partnering skills and an ongoing investment in education and training.

The really critical skills—the ‘soft skills’—those are things that are never going to change. Some of it is mindset, some is complexity. Some alliance professionals say, ‘My world has gotten so crazy and complex. Now I’m not just facing off with one partner—we’re putting this thing together and I have to coordinate across two, three, four partners trying to work together, and make sure everyone is aligned.’ It’s gotten harder. It’s more complex to manage those relationships. But the core skills still apply.

Functions of an Ecosystem

A multipartner alliance or ecosystem is more complex in its operations than a one-to-one alliance. But as with any alliance—or any enterprise, startup, or business unit for that matter—it helps to look at the goals and purposes of an ecosystem.

Getting partners to work together and partner with one another—and to identify and connect with other partners they can fruitfully bring into the ecosystem—is all part of creating this collaborative climate or environment.

Ideally, the IT ecosystem should be continually performing several functions, including:
- orchestrating, growing, expanding, and refreshing
- attracting new partners
- connecting partners with one another and helping them work together
- leading to more value creation
- identifying new use cases and creating new value propositions
- tracking ecosystem progress and health
- demonstrating ecosystem value through metrics

Alliance professionals increasingly need to take all these considerations, and more, into account, because they will be the ones at the center of discussions, negotiations, meetings, and multiple conversations with customers, partners, and executive stakeholders within their own companies.

...alliance managers now have to be drivers and business development people: someone who can lead, see opportunity, coordinate stakeholders across companies, drive and execute the game plan to get into the market and get to revenue. That’s more than just connecting and influencing people...
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- Attracting new partners
- Leading to more value creation

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