



These skills are the foundation that enable alliance professionals to perform their duties effectively but are not exclusive or unique to alliance management. These skills are important to perform the work but do not in themselves ensure that the alliance management group is fulfilling its strategic mission for the company.

- Communications skills
- Conflict resolution
- Financial management
- Corporate relationship management
- Change management
- Critical thinking
- Process management
- Global thinking
- Team management
- Influencing others/influencing without authority/coaching leaders
- Time management
- Contract negotiation
- Understanding of legal aspects of alliance work
- Interpersonal skills
- Problem resolution
- Project management
- Cross-functional team management
- Leadership
- Doing business with other cultures



These functionally critical skills are key to the success of the alliance professional in defining and driving an alliance. They represent the areas that are specifically tested by the ASAP exams for Certification of Achievement – Alliance Management (CA-AM) and Certified Strategic Alliance Professional (CSAP):

I. Alliance Capabilities:

- Governance Structure
- Conflict Resolution
- Alliance Cycle

II. Specific Skills Development and Mastery:

- Strategic Alignment Development and Design Partner
- Alliance Partner
- Alliance Operations Model
- Managing Organizational Alignment
- Alliance Across a Value Network
- Planning, Implementing, and Monitoring
- Cultural Considerations
- Cooperation Among Competitors
- Selection and Qualification of a Potential Partner
- Alliance Governance
- Alliance Launch
- Alliance Metrics and Value Measurement
- Alliance Negotiations
- Partner Relationship Management
- Termination and/or Transformation
- Professional Development of Alliance Managers

III. Corporate Capability for Collaboration:

- Fostering Collaborative Culture
- Collaborative Network and Ecosystem Management
- Skill Development

Alliance Competencies & Skills



These skills pertain to the unique demands that business models and industry differences place on alliances. It is believed that such differences will require alliance professionals to adopt and master different practices as a result.

I. Business Knowledge:

- Business/financial analysis skills
- Business strategy and strategic marketing
- Business models of different types of partners

II. Industry Knowledge:

- Partners industry knowledge
- Business sector knowledge and trends
- Company industry knowledge
- Industry/market value chains
- Sales processes
- Marketing processes
- Professional services delivery processes
- Technology-specific knowledge



These knowledge elements, which are very specific to the company and its strategy, enable the alliance professional to understand the role and the mission of the strategic alliance group and the role and mission of the particular alliance to be managed. They include:

- Company general market priorities and overview
- Company partnering culture
- Company organizational and functional structure
- Company governance
- Company-specific market and partnering strategy
- Company technology initiatives
- Strategic alliances at the company
- Strategic partners and their relative positioning
- Non-strategic company alliances

Get Certified

We invite you to learn more about our certification programs. Membership in ASAP is required to obtain certification. If you are not currently a member, please contact ASAP's Director of Membership Services, Lori Gold at 781-562-1630 ext 203 or lgold@strategic-alliances.org to join ASAP and take advantage of the many benefits ASAP offers, including certification and other professional development opportunities.