

## Metrics Model to Measure Performance and Manage Outcomes

### *Metrics that Matter*

Based on our research into the practices of high performing technology alliances, we found that high performing alliances create value for their organizations in multiple dimensions and high performing alliance managers understand how to tangibly demonstrate that value through a relevant metrics model. We leverage the proven 'balanced scorecard' model to develop an alliance metrics model that measures the full value creation capability of alliances in market impact, innovative capacity, competitive advantage, and ROI. We will discuss what distinguishes high performers, how to build a score card that tracks leading indicators for success as well as performance outcomes. The course also covers how to deliver partner health diagnostics and how to translate those results into higher performance. Contact us at [professionaldev@phoenixcg.com](mailto:professionaldev@phoenixcg.com) for more information or to schedule a class.

This highly interactive, Metrics workshop is designed to reinforce instructor-led learning with practical application of the concepts and tools presented in the session. Concepts are presented and discussed in class, supplemented by practical exercises done as in class assignments for half day or full day workshops. When delivered as a web class, the practical exercises are completed off line. Two to four weeks later, we conduct a one-hour report-out, where participants can share their work, insights, challenges, successes, and outcomes.

During the workshop we will discuss metrics for measuring performance and for managing outcomes:

- Creating and measuring corporate value
- Best Practices of hi performing alliances
- Metrics to manage outcomes
- Measuring relationship health
- Step by Step guidance to building a balanced scorecard

We highly recommend that participants take the Innovation and Value Creation workshop as a prerequisite to the metrics workshop. Defining value created from the alliance is an important first step in understanding what needs measuring!



This workshop has been approved for the ASAP Education Provider Program. ASAP members who have earned the CA-AM certification will earn qualification points upon completing the class.

### Course Description and Activity Flow

Topic	Key Concepts	Learning Objectives	Skill Development
Welcome & Intros	Team shares common challenges in creating a metrics model	Shared challenges lead to joint problem solving	Set the stage for collaborative learning
Measuring Full Value	Hi Performing alliances measure full value in multiple dimensions	Identify areas of value created by your alliance	Discussion: What is full value?

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Begin with Value Proposition	Win/Win/Win Value Props are the foundation of successful alliances	Understanding how value is created and for whom	Case example: Starbucks & Pepsi
Balanced Score Card	Metrics Models have both performance outcomes and leading indicators	Understanding metrics to measure performance vs metrics to manage outcomes	Case Scenario: Creating a balanced score card
Strategic Value	Strategic values are long-range objectives with lasting value: Market share; competitive advantage; innovative capacity	Aligning alliance strategic outcomes to corporate strategy	Pairs Exercise: Ways to create strategic value
Financial Value	Impact on the company financial health: revenue, profit, ROI	Measuring the financial value of strategic outcomes	Discussion: Making ROI tradeoffs
Hi Performing Alliances	Hi performing alliances measure innovation pipeline as well as the revenue pipeline	Incorporate innovation and strategic outcomes into the metric model	Discussion: How do you measure the impact of Innovation?
<b>Break</b>			
Operational Metrics	Ops metrics tie back to performance metrics. Indicate that you are heading in the right direction. Early warning signals	Metrics to manage by – leading indicators	Pairs Exercise: Operational metrics by functional group
Relationship Metrics	Health of your relationship underpins your ability to achieve your goals	Identify and address relationship issues Stakeholder Alignment Peer Engagement	Discussion: How is an alliance mgr like a marriage counselor?
Building Consensus	Metrics align stakeholders and what they are accountable for	Build metrics model on what has the most impact	Pairs Exercise: Identifying stakeholders
Framing a metric for impact	Why do you measure? How do you measure? Establishing a baseline Source of data Who's accountable?	Frame each metric into an effective management tool	Discussion: anatomy of a metric
Putting it all together	Constructing the metrics model from strategic value to related financials to measure outcomes. Determining appropriate operational and relationship metrics to manage by.	Construct the metric model a quadrant at a time.	Application: Small group exercise to build a sample score card for a selected alliance
Sharing the wealth	Collaborative learning and joint problem solving.		Team Briefings: Each small group presents
<b>Wrap up and take aways</b>			