
Alliance Portfolio Leadership: Partner Selection to Exit Training Course

5 – 9 July 2027
Milan





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Programme Summary

Alliance portfolio leadership is the subject of this one-week training course for senior strategy, business development and procurement leaders at managerial to strategic level, ending in an alliance portfolio governance plan. Organisations depend on suppliers, technology partners and joint ventures for growth, yet many partnerships drift because nobody owns the whole set. The approach moves from portfolio logic and partner selection, through structure and governance, to performance, conflict and exit. Mars Training Centre UK delivers this programme in alliance portfolio leadership.

The Business Case

Partnerships are often negotiated one at a time and reviewed rarely, so overlapping commitments, unclear decision rights and unmanaged dependency accumulate. Leaders who treat alliances as a portfolio can decide where to invest, where to restructure and when to leave, and can hold partners to what was agreed without damaging the relationship.

- Partnership Value Realisation: Improves as joint objectives, benefit tracking and review points replace informal expectations.
- Dependency and Concentration Risk: Falls as exposure to single partners is mapped and contingency options are set.
- Decision Cycle Time: Shortens as escalation routes and decision rights are agreed before disputes arise.

Principles and Evidence Base

- ISO 44001 collaborative business relationship management: Its awareness, knowledge and internal assessment stages frame the portfolio diagnosis in Sessions 1 and 2.
- ISO 44001 partner selection and working-together stages: They guide the selection criteria and governance design in Sessions 2 and 3.
- ISO 44001 value creation, staying together and exit stages: They structure the performance reviews, renewal tests and exit planning in Sessions 4 and 5.

Intended Participants

- Leaders accountable for a set of strategic partnerships, joint ventures or distribution alliances.
- Executives who negotiate and sign partnership agreements on behalf of their organisation.
- Heads of strategy and business development who select partners and define joint objectives.
- Senior procurement and commercial managers who oversee long-term supplier relationships.

The programme serves technology, energy, healthcare, financial services and public-sector organisations.



Learning Outcomes

1. Participants will be able to evaluate an alliance portfolio against strategic objectives, overlap and dependency.
2. Participants will be able to construct partner selection criteria and a due diligence plan for a prospective alliance.
3. Participants will be able to design governance, decision rights and escalation routes for a named partnership.
4. Participants will be able to diagnose declining trust, misaligned incentives and performance gaps in a live alliance.
5. Participants will be able to prioritise alliances for investment, restructuring, renewal or exit.
6. Participants will be able to justify an alliance portfolio governance plan to a senior sponsor or board.

Programme Structure

Day 1: Alliance Portfolio Foundations and Strategic Fit

Which alliances does the organisation need, and how do they fit together?

- Alliance Types From Contract to Joint Venture
- Portfolio Map by Strategic Role and Dependency
- ISO 44001 Awareness and Knowledge Stages
- Alliance Capability Self-Assessment
- Partnership Case Review Across Two Sectors

Day 2: Partner Selection and Due Diligence

How is a partner chosen, tested and compared with the alternatives?

- Selection Criteria and Weighted Scoring
- Strategic, Cultural and Capability Fit Assessment
- Financial and Operational Due Diligence Checklist
- Make, Buy or Partner Decision Analysis
- Partner Shortlist Challenge Session

Day 3: Structuring Alliances and Governance Design

How are rights, resources and decisions shared so the alliance can act?

- Joint Objectives and Value Sharing Principles
- Contribution, Equity and Risk Allocation Options
- Steering Committee Charters and Decision Rights
- Escalation and Dispute Resolution Routes
- Alliance Manager Role and Resource Plan



Day 4: Performance, Trust and Conflict in Live Alliances

How is a running alliance measured, repaired and kept aligned?

- Shared Scorecard and Benefit Tracking
- Trust Diagnostic and Early Warning Signals
- Incentive Misalignment Analysis
- Negotiating Changes to Terms Mid-Term
- Joint Review Meeting Simulation

Day 5: Applying Alliance Portfolio Leadership to Renewal and Exit

Which alliances should continue, change or end, and is the plan ready for sponsors?

- Applying the Day 1 Portfolio Map to Prioritise Alliances
- Testing Renewal Cases With the Day 4 Scorecard
- Exit Strategy and Transition Planning
- Applying Day 3 Governance Design to the Chosen Alliance
- Completing the Alliance Portfolio Governance Plan

Methodology

The programme is built around case analysis and structured exercises. Participants work on partnership cases from different sectors and test their decisions in role-played negotiations and review meetings.

- Suggested activity: Scoring three candidate partners against weighted selection criteria.
- Suggested activity: Role-playing a mid-term renegotiation between two alliance managers.
- Suggested activity: Presenting an exit plan for an under-performing alliance to a mock steering committee.

Capstone Output

Each participant completes an alliance portfolio governance plan for a chosen set of partnerships. It contains a portfolio map, selection criteria, a governance charter, a performance scorecard, a trust and risk watch list, and renewal and exit rules. It is used to brief sponsors and to standardise how new partnerships are assessed and reviewed.

Frequently Asked Questions

Is alliance portfolio leadership suitable for leaders who have not managed partnerships before?

Yes. It is set at managerial to strategic level and assumes responsibility for budgets or commercial agreements, but not prior alliance management experience.



Which standard does alliance portfolio leadership rest on?

The programme applies ISO 44001, the standard for collaborative business relationship management, using its stages from awareness through value creation to exit as the spine of the five sessions.

How is the alliance portfolio governance plan used at work?

You use the plan to brief sponsors, set selection criteria for new partners, agree decision rights and run regular alliance reviews, including renewal and exit decisions.

How does alliance portfolio leadership differ from supplier contract management?

Alliance portfolio leadership covers shared objectives, trust and exit across many partners, while contract management focuses on enforcing terms in a single agreement.