

WE ARE ALIGNED

In our work of value-creation

www.spibr.org/aligned.pdf

5 March 2026

We all want to:

Establish a sustainable *collaborative* advantage.

Together, we will focus on *both* the *creation* of value (e.g., collaborative-R&D) and the *exchange* of value (e.g., increased revenue via co-selling). Within strategic alliances we all know the importance and the challenge of bridging the chasm that inevitably exists between R&D and Sales. Bridging is done by transforming the *vision* developed during the value-creation phase into a clear and powerful *message* for the alliance's co-marketing and co-selling activities. (Note: this document and my work both leverage off of the intense learnings that happen within inter-company strategic alliances; those lessons can apply to life in general, and vice versa.)

Along the way, we will achieve:

- *Growth* – by creating value in *all* its forms: increased revenue, technologies, knowledge transfers, risk mitigations, ecosystem leadership, strategic stabilities and personal growth (for you and your team).
- *Transformation* – continually uncovering new strategic options that will catalyze deep organizational change and lead the way for accelerated process improvements. This will make you, your team and your company better. How people do their day-to-day work will fundamentally improve.
- *Clarity of vision* – drive and benefit from future inflection points: political, technical, business, economic.
- *The accomplishment of impossibilities* – currently unseen, but more clearly seen in retrospect.

You and your strategic alliance managers are regularly asked to:

Do the impossible, with nothing, in the eye of a hurricane.

Re: impossibilities – you and your team are asked to:

- *Perform an unnatural act* – creating value requires your team to get successful and fiercely *competitive* companies to *collaborate*. Competitors don't know how to collaborate! It is not in their DNA.
- *Work in a fear-based climate* – today's fears: job insecurity, strategic upheavals, economic uncertainties, and global politics (just to name a few). These fears lead to low levels of trust: within your team, within your alliances, with the rest of the organization, and throughout your ecosystems. Low levels of trust hinder open communications which hinders both value-creation and value-exchange. Fear is a major hinderance.
- *Obsessively focus on increasing near-term sales revenue* – consider this: assessing the value of an alliance based solely on its sales revenue is like assessing the health of a marriage based just on counting the number of children. Both measures are obvious, simplistic and insufficient. This forces a primary focus on the *tangibles* (revenue) over *intangibles* (trust and relationship) – the answer is both/and – focus on both the tangibles *and* the intangibles.
- *Work in a scarcity-oriented climate* – a pervasive zero-sum mentality, within and without. "Your win must be my loss." You are asked to continually monitor the "balance of trade" in an alliance, so your company doesn't get screwed (another fear). Your team has limited resources and limited access to power. You are

being asked to focused on maximizing shareholder value (an oxymoron). Again, “do the impossible, with nothing”!

- *Respond rationally to excessive time pressures* – your team is asked to do too much work with too little time; imposing counter-productive urgency pressures. The pressure from executives is, “Faster, faster!”
- *Be emersed in superficiality* – given urgency pressures, your team cannot dive as deeply as is needed into challenges, solutions, opportunities, and a long-term vision. The overall climate is one of, “Do, don’t think.”

As a consultant, I offer myself to be an extended member of your alliancing teams. My gifts:

- *Broad and deep experiences* – 35 years focused in this field, doing value-creative work amongst HP (E and Inc.), IBM, Intel, Microsoft, SAP and others. Using an engineer’s approach, I have sought out and successfully utilized fundamental principles – going deeper into this work than any other consultant in the world. In effect:

I have lived the life you are currently living.

- *A value-creator* – focused on both the *creation* and the *exchange* of value – collaborative-R&D (creation) and co-selling (by messaging what was created) – I work across the value-chain.
- *A bridge-builder* – in addition to bridging between the companies, I help you bridge across the ever-present *internal* chasm between R&D and Sales. I have lived in both worlds (years in direct sales, R&D and alliancing). We also will bridge to other parts and levels throughout the broader organization.
- *The gift of simplicity* – a simplicity that will free up your time and energy, in order to focus on your *most* strategically-important asset – *relationship*. My mantra: “SPF” – Simplify, Prioritize, Focus.

I will help you establish a sustainable *collaborative* advantage, in your work and in your life. Together we accomplish impossibilities.

[Love,](#)



Joe Kittel

joe@spibr.org

+1 970 227 6238

www.Value-Creation.NET

