



Alliance Sciences

Q1 2003 Alliance Advisory Interview

[Alliance Sciences](#), a global leader in organizational partnering consulting, interviewed EDS' Jeff Gilliam, President – EDS Global Strategic Alliances, for the [Q1 2003 Alliance Advisory](#) newsletter. Jeff shared how EDS incorporates Alliance management best practices, particularly the benefits derived from the robust and scalable Alliance Excellence dashboard. Alliance management infrastructure, organizational commitment and departmental alignment were points of emphasis.

1. In the short time that you've held your position, you've made significant Alliance infrastructure advancement – most recognizable in your recent press release regarding the Alliance Excellence dashboard. Can you provide a little background and also describe the role and priority Alliances play in EDS' success?

JG: As you know, I was internally recruited into this position about five months ago – I had West Coast responsibilities previously. I spearheaded the Sun relationship, which started off with a reseller focus, then developed into a well structured and highly productive go-to-market strategic alliance.

My primary focus in developing our Alliance programs was with the field execution model. Our concern was that many agreements were being executed at corporate, but weren't necessarily supported in the field. The business development group is responsible for Partner discovery, which can come from multiple areas (industries, product lines, etc.). We implemented very specific criteria & processes in looking at the deals. Basically, the field reps are responsible for 5 things – 1) pre-qual (engaging with the sales folks); 2) as a client pursuit comes through, they do "business solutionizing"; 3) working with internal deals; 4) work with CE (Client Executives) & CDE (Client Development Executives) communities to take solutions to customers; 5) ensure data integrity is there.

2. Can you describe the approach you've taken to targeting Alliance Types?

JG: We recognized the fine line between supplier relationships & strategic alliances. We took a look at the entire domain of Partnerships and segmented these as they impacted EDS... so we started with the metrics side first. Whereas we used to focus more on distribution relationships, now we are looking more at solutions for industries – including shared R&D, investments, IP. It is really about a competitive advantage proposition rather than just the value proposition. The value proposition is important and specific to the customer – it answers the question, "what's the value to the customer?". The competitive advantage proposition takes into account the value of entering or not entering into the relationship, the strategic impact, etc.

So, the importance of our Alliances is significant and being more fully quantified and realized every day. We see four benefits of Alliances – offering development, practice development, technology or bundled offerings, and Practice Win Rate

3. How would you characterize the benefit of Alliance best practices at EDS to Partners or customers?

JG: As you mentioned, the development of our Alliance Excellence dashboard has been a tremendous asset. It provides us with performance tracking, including win rates, closed deals,, even access to the contracts structure and ownership information. Internally, we've raised the bar for performance management and reporting. This has helped our internal alignment, but also interested others in how to manage and report in a similar manner. We're finding that customers are seeking this info in regular reports now, and we also find leverage now with partners in that we have valuable intelligence and reporting capabilities.

Our specific definitions of partner criteria have helped to ensure that EDS is integrated in our approach to partnering. We follow best practices and Service Excellence to provide both immediate and repeatable value.

4. Can you discuss the importance of alignment with other divisions within EDS?

JG: We don't just go out and create Alliances. We take into account the input from the business units and utilize them as sponsors. We have a flow of technology with engineering for example that helps the Alliance team and engineering to reach our common objectives. We also created an alliance review board to ensure internal alignment. Our stakeholders include several departments – service line executives, purchasing, EIT (internal EDS' technical group), among others.

5. How do you secure and promote alignment with partners? Are there any pioneering measures you incorporate to garner this alignment?

JG: With our supplier Alliances, the value they provide us with extensive training is critical. We're pretty clear up front with the channel that they still have to sell value. We provide templates and process integration as well.

6. What is the most common mistake you see in alliances that fall short of expectations?

JG: You can be doing everything you want strategically, but if you don't have the quality of execution and customer and technology commitments in place, it won't work. One critical step we take is to incorporate contracts, metrics and other commitments into the dashboard – ownership is defined on both sides.

7. For our readers who want to learn more about EDS' Partnerships, where should we direct them? Anything else you'd like to cover or mention?

JG: Your readers can learn more about our Alliances on the EDS Web site, www.eds.com. There is information on our Alliance partners, as well as a partner qualification form for those interested in pursuing an alliance with EDS.



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About Alliance Sciences

Alliance Sciences, a global leader in Organizational Partnership consulting, enables organizations to create, implement and manage successful Partnership programs. The Alliance Sciences [SAM² Methodology](#), the first process methodology for effective Organizational Partnering, provides the *tools, templates and processes* for effective Partnering within a logical, step-by-step process. Alliance Sciences is based in the United States with offices in Boston MA, Charlotte NC, San Francisco CA and Washington DC.

Jeff Gilliam, EDS – President, Global Strategic Alliances

Jeff Gilliam, president of Global Strategic Alliances, is responsible for the development and execution of innovative alliance programs around the world. A part of the Client Solutions and Global Sales and Marketing organization, this corporate-level office is setting new standards in the industry by coordinating and managing EDS' global alliance relationships. By building global alliance networks, Gilliam and his team are creating a highly collaborative environment that opens new markets and creates innovative, industry-leading solutions. He also is a member of EDS' Business Development Council.

Gilliam assumed responsibility for Global Strategic Alliances in August 2002. Before accepting this position, Gilliam was EDS president of U.S. Western Region for Operations Solutions. Gilliam was responsible for the continued growth of the more than \$1 billion of EDS' annual revenue and all EDS operations in the western United States, considered by many to be the most dynamic and exciting technology region in the world.

Gilliam began his career with EDS in 1985 as a systems engineer and was promoted to various management and account management positions until December 1993. At that time, Gilliam left EDS to become the chief operating officer of a start-up company in Albuquerque, N.M. Under his leadership, the company developed and brought to market a Windows-based bank automation product within one year.

Gilliam rejoined EDS in 1996 as account manager for the Philips Semiconductors Sunnyvale account and was later promoted to account executive. In 1998, he was promoted to division vice president for the High Technology business unit and assumed operational and financial responsibility for eight additional EDS client accounts throughout Northern California and the Pacific Northwest.

In 1999, Gilliam was named enterprise client executive for Silicon Valley, where he was recognized for his contributions to the growth of EDS business through his innovative approaches to winning strategic contracts with tier one clients in a highly competitive environment. Gilliam's accounts as regional ECE included notable technology firms such as Sun Microsystems, Cisco and Palm.

Gilliam graduated from Western Kentucky University in Bowling Green, Ky., with a bachelor's degree in computer science. He and his wife, Erin, have three children: Megan, Matthew and Mikaela.