

# ACHIEVING EXCELLENCE:

## HOW ALLIANCES MANAGEMENT™ CAME TO DELIVER STRATEGIC MANAGEMENT SERVICES TO GLOBALPLATFORM™

### Abstract:

When Kevin Gillick became GlobalPlatform's first-ever Executive Director in mid-2006, he learned that a member company would no longer fulfill the critical Operations Secretariat function. The organization was at an inflection point: Many of the technical specifications that the organization had set out to establish had come to fruition, and the objective moving forward would be split between specifications and marketing the organization's value proposition to its membership. Properly-executed operations management services would be a key element in enabling the GlobalPlatform Board of Directors to oversee this shift in resources. Thus, in addition to establishing a new, dual-pronged specifications and marketing focus for GlobalPlatform, Mr. Gillick and the Executive Committee needed to quickly identify a company that could provide timely and critical management and administrative support. After considering many qualified firms, GlobalPlatform selected Alliances Management as its critical management services provider.

19 March 2007

# GLOBALPLATFORM

**Alliances**  
MANAGEMENT

## 1. A History of GlobalPlatform

Founded in 1999, GlobalPlatform is a not-for-profit association that has rapidly grown to become the leading worldwide smart card industry specifications body. It has succeeded in creating, maintaining, and driving adoption of an open technology framework for the global deployment of smart card programs by issuers and service providers across multiple industries. Member companies are a virtual “who’s who” in the smart card industry: Visa, JCB, Mastercard, IBM, Hitachi, Sun Microsystems, France Telecom, NTT, DataCard Group, Gemalto, G&D, and Oberthur, to name a few.

By 2006, GlobalPlatform had been extremely successful at establishing a pervasive, industry-wide solution. Over 150 million GlobalPlatform smart cards and 1 billion GSM cards were estimated to be in circulation (with estimates for considerable growth in future years).<sup>1</sup> By year’s end 2006, GlobalPlatform technology had been leveraged in [more than sixty implementations worldwide](#).<sup>2</sup> Commenting on the organization’s worldwide implementation success, GlobalPlatform’s Executive Director noted, “Our members are very excited to see the demand for GlobalPlatform technology grow at such a rapid pace. It is a strong indication of the importance of standards and a testimonial to the value of GlobalPlatform specifications developed by the members themselves.”<sup>3</sup>

## 2. The Challenge: Expanding Beyond Specifications

When Kevin Gillick was hired as GlobalPlatform’s first-ever Executive Director in mid-2006, the Board of Directors was signaling that the organization needed to increase its marketing and business development efforts alongside its continued work on specifications. However, so that GlobalPlatform’s resources could be properly focused on these tasks, it became critical to identify a company that could handle all of the organization’s operations management concerns. Mr. Gillick noted, “When an organization is at an inflection point, it becomes critical that it is operationally sound and efficient. To give us peace of mind as we pursued our new objectives, GlobalPlatform needed to hire an organization that we wouldn’t need to baby-sit, a company that could serve as a strategic partner and asset.”<sup>4</sup>

## 3. The Need: Strategic and Sound Operations Management

So that it could focus its resources on specifications and marketing efforts, GlobalPlatform set out to identify a company that could fill the role of its Operations Secretariat, which had until recently been performed by a member company. Accordingly, the Executive Committee set out to identify a company that could optimize a host of its operational functions:

- Financial, Audit, and Budget Management
- Board Services
- Member and Executive Committee Management

---

<sup>1</sup> GlobalPlatform.com. 12 February 2007.

<[http://www.globalplatform.org/uploads/GlobalPlatform\\_Implementation\\_Overview.pdf](http://www.globalplatform.org/uploads/GlobalPlatform_Implementation_Overview.pdf)>

<sup>2</sup> IBID.

<sup>3</sup> Gillick, Kevin. Personal Interview. 5 January 2007.

<sup>4</sup> Gillick, Kevin. Personal Interview. 27 February 2007.

- Member Services
- Legal and Compliance Expertise
- Meeting and Conference Management
- Website Management
- General Administration

The GlobalPlatform Board identified these tasks as mission critical to the organization. If performed well, the selected partner organization could help GlobalPlatform in two critical ways. First, GlobalPlatform management could focus its attention and resources on core competencies instead of administrative tasks. Second—and more difficult—the correct partner organization could serve as an expert, strategic resource, providing GlobalPlatform with advice and guidance on how to exceed member expectations.

#### **4. Alliances Management Selected as Critical Management Services Provider**

To meet its ongoing operations management needs, GlobalPlatform solicited proposals from a host of companies with relevant experience. However, most respondents treated the organization's operational matters as mere tactical issues that required execution. One proposal, submitted by professional services firm Alliances Management, took a different approach. Alliances Management contended that GlobalPlatform required a partner firm that would deliver the following:

- An understanding of GlobalPlatform's technologies, vision, and strategy in such a way so as to accompany and support the Executive Director, Technical Director, Committee Chairs, and Board Members during member meetings, conference calls, seminars, media briefings, and road shows.
- An ability to guide GlobalPlatform by providing financial consultation and advice as to how to save money while meeting objectives—all based on previous experience.
- Strategic insight on budget development by anticipating GlobalPlatform's needs.
- Advice for the Executive Director, Committee Chairs, and Board Members on legal issues based on intimate knowledge of GlobalPlatform's bylaws and thorough understanding of legal processes.
- If desired or required, an ability to serve as a liaison, trainer, or presenter to professionally represent GlobalPlatform at seminars and to potential members, potential vendors, service providers, or systems integrators.

Alliances Management President, Tono Aspinall, described his company's approach to working with GlobalPlatform as follows:

"We had a choice to make as a services organization. GlobalPlatform had expressed frustration that operations management companies tend to have cookie-cutter processes, requiring the organization to change itself to fit the contractor's methods. Alliances Management prefers to adapt our methods to a client's needs. Given GlobalPlatform's unique situation, it became obvious that we could add a layer of service beyond their expectations. In other words, we sought to add indispensable value instead of merely performing a set of administrative services."<sup>5</sup>

---

<sup>5</sup> Aspinall, Tono. Personal Interview. 12 February 2007.

GlobalPlatform Chairman (and VP of Business Development for DataCard Group), Robert Beer, noted that “the choice of secretariat management companies was straightforward and obvious.”<sup>6</sup> Kevin Gillick concurred: “We choose to partner with Alliances Management for our critical Management Services needs because we demanded more than just ‘tactical’ support.”<sup>7</sup>

## 5. The Results

Selected to perform many of GlobalPlatform’s “tactical” functions, Alliances Management became a critical partner and a resource for ongoing operations with member organizations. Robert Beer described Alliances Management President Tono Aspinall’s approach as follows: “His behavior is more that of an Operations Officer because he does not just react and do the work, but organizes us as a Board and drives us to do the things that need to be done.”<sup>8</sup> Mr. Gillick added the following:

“We wanted, and expected, that our Management Services contractor would perform as a committed member of our team—not merely as a vendor. We also had a very specific and detailed set of expectations as it related to Board Support, Web Site Management, Member Services, Meeting and Conference Management, Legal Support and Intellectual Property Management, Member Support, and, importantly, the careful oversight of our Finances, Budgeting, and Auditing processes. Alliances Management not only exceeded our expectations in these areas, but also brought to GlobalPlatform the added dimension of familiarity with our industry. Armed with knowledge of the industry, we are able to move much more quickly on all fronts and have the added benefit of Alliances Management contributing on a ‘strategic’ level.”<sup>9</sup>

Armed with a new Executive Director, a revised focus, and Alliances Management’s operational management expertise, GlobalPlatform is in an excellent position to advance its mission.

## 6. About Alliances Management

Headquartered in Redwood City, California, Alliances Management is a professional services firm that excels in delivering the highest-quality guidance and execution for its clients. Whether an association is looking for financial and audit assistance, member and client communication services, meeting and conference management, or legal and compliance expertise, Alliances Management takes care of the details so that an organization can operate confidently. We deliver more than peace of mind . . . we deliver results.

For further information on Alliances Management, or to learn more about how Alliances Management can help your organization, please visit [www.alliancesmanagement.com](http://www.alliancesmanagement.com), call 650.483.4881, or email [info@alliancesmanagement.com](mailto:info@alliancesmanagement.com).

---

<sup>6</sup> Beer, Robert. Personal Interview. 11 February 2007.

<sup>7</sup> Gillick, Kevin. Personal Interview. 5 January 2007.

<sup>8</sup> Beer, Robert. Personal Interview. 11 February 2007.

<sup>9</sup> Gillick, Kevin. Personal Interview. 5 January 2007.