Measuring, Monitoring and Improving your Partnership Arrangements
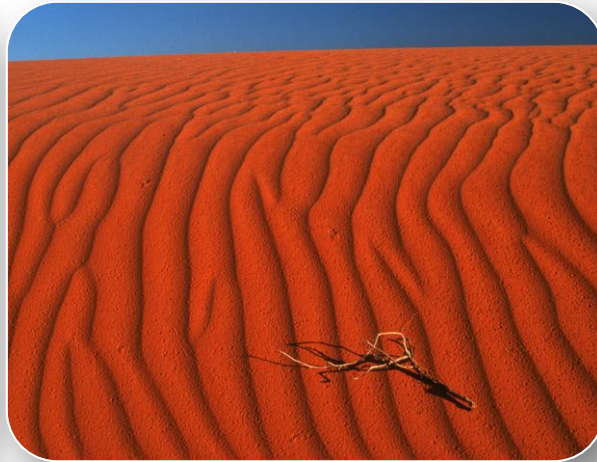
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ValueMetrics Australia

Agenda

1. What's the problem? – ACE and ACSRI

2. Motivation for the approach

3. What does 'Value' mean for a partner, in a collaborative venture?

4. The different stages of managing Partnership Value – ***Starting out***, ***Monitoring***, and ***Final assessment***.

Given the context (CRCA conference) the emphasis is on CRCs. However, the process is generic.

What's the problem?

- **Collaborative ventures are complex objects!**
  - Different participants bring different skills, knowledge, knowhow and resources to the party.
  - Different participants are seeking different outcomes.
  - Lack of clarity about varying expectations can result in unnecessary tension ... and unpleasant surprises.
- **What can be done to**
  - A. introduce clarity from the outset?
  - B. monitor and improve the collaboration as it progresses?
  - C. evaluate the non-research aspects at the end of the project?

Where does Measurement come in?

At the beginning:

You're involved in developing a CRC bid, or in a CRC that has just been launched. What can you measure to ensure that the partners collaborate as well as you hope, giving the joint venture the best chance to be successful?

During the project:

You're part-way through the project life of a CRC. What can you measure that might tell you how well the partners are working together? Are there some ways to make material improvements in the collaboration?

Near the end:

Your CRC is reaching the end of its funded period.

What can you measure that might tell you how well it worked as a collaboration?

And if it is to continue in some form, what might need to change in the way the partners work together?

Example 1— ACSRI (2015)

- **Australian Cyber Security Research Institute**
  Government – Industry – Academic collaboration on cyber security, established 2015 / Q1 as a company limited by guarantee
- Purpose   Coordinated strategic research and education between national cyber security agencies, industry and researchers to deliver an Australia-wide approach to responding to cyber threats and cyber crime.
- Partners include
  - Academic: ANU, Deakin, Edith Cowan, …
  - Government: CERT Australia, …
  - Industry: Cisco, …
  - Collaboration with international cyber security research groups under negotiation

About to submit an application to be a CRC.

Example 2 — ACE (2013)

- **Antarctic Climate and Ecosystems CRC**
  Australia's primary vehicle for understanding the role of the Antarctic region in the global climate system, and the implications for marine ecosystems.

- Purpose Provide governments and industry with accurate, timely and actionable information on climate change and its likely impacts.

- Core Partners (current) U Tas, CSIRO, Aust Antarctic Division, Aust Bureau of Meteorology, Alfred Wegener Institute, Dept of the Environment, National Institute of Water and Atmospheric Research

Had been through 3 CRC cycles (2013), and was exploring *Where to next.*

Motivation for the approach: Focus on Value

- Concept developed originally in the context of Customers – your overall perception of something being

  Worth what you paid for it

  based on considering the **Quality** of what you're getting, and the **Price paid**.

- Extended to other key stakeholder groups – **People**, **Partners**, **Community**, **Owners** – to develop a complete Performance Measurement System based on creating and delivering superior Value to all key stakeholders*.

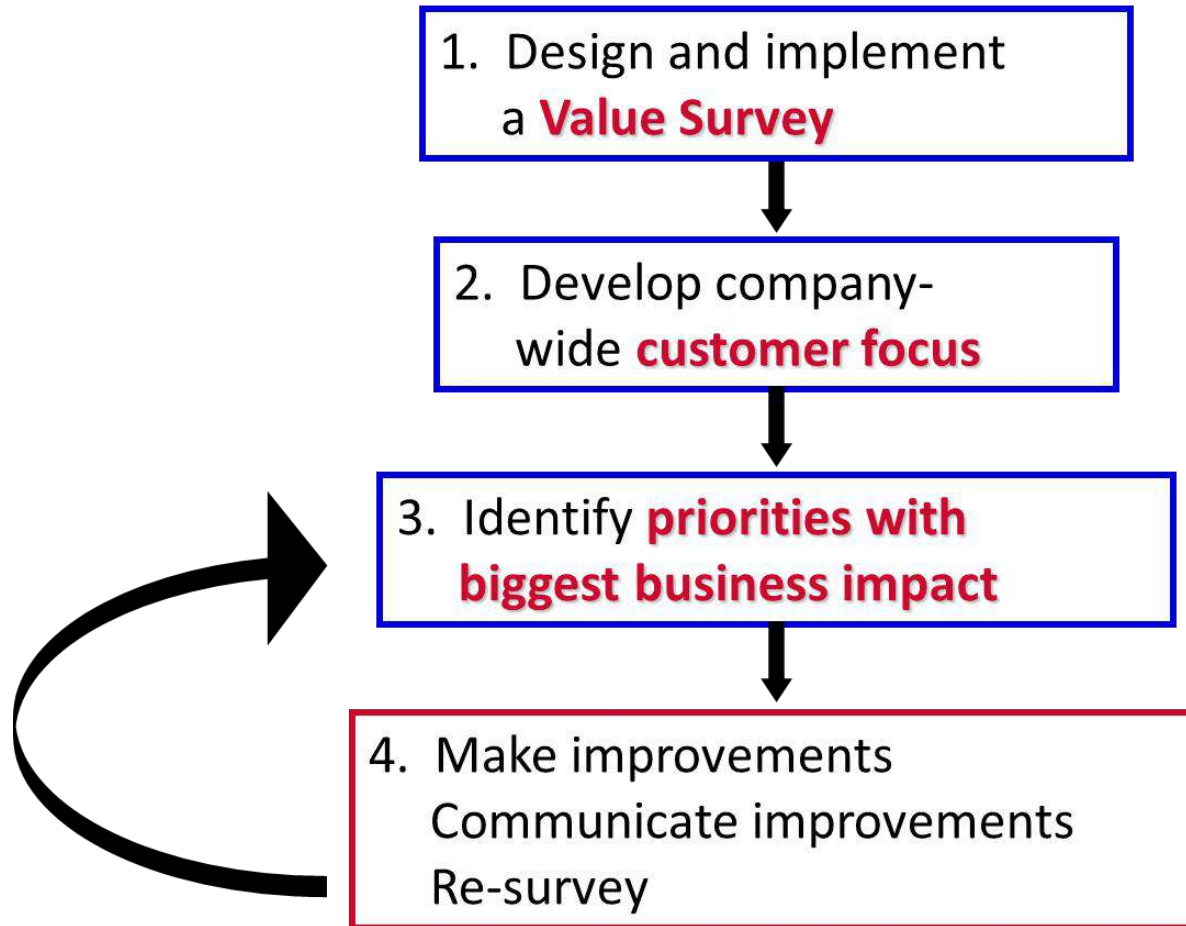- Our focus in this study: **Value provided to Partners**.

*Fisher, N I (2013), *Analytics for Leaders. A Performance Measurement System for Business Success*. Cambridge: Cambridge University Press.

A small excursion: *Managing Customer Value*

Why the focus on managing Value?

- Customer Value Management was originally developed at AT&T in response to a business emergency –

  95% Customer Satisfaction

  and at the same time

  6% loss of market share, where 1% = $600,000,000

- Benefits include
  - Proven process ... used by leading organisations world-wide
  - Lead indicators of business results
  - Actionable Board and senior executive reports
  - Identifies priorities with biggest impact on business

Managing Customer Value

1. Design and implement a **Value Survey**

2. Develop company-wide **customer focus**

3. Identify **priorities with biggest business impact**

4. Make improvements
   Communicate improvements
   Re-survey

Example

Getting a mortgage for a house or apartment …

Identify Value drivers for overall satisfaction
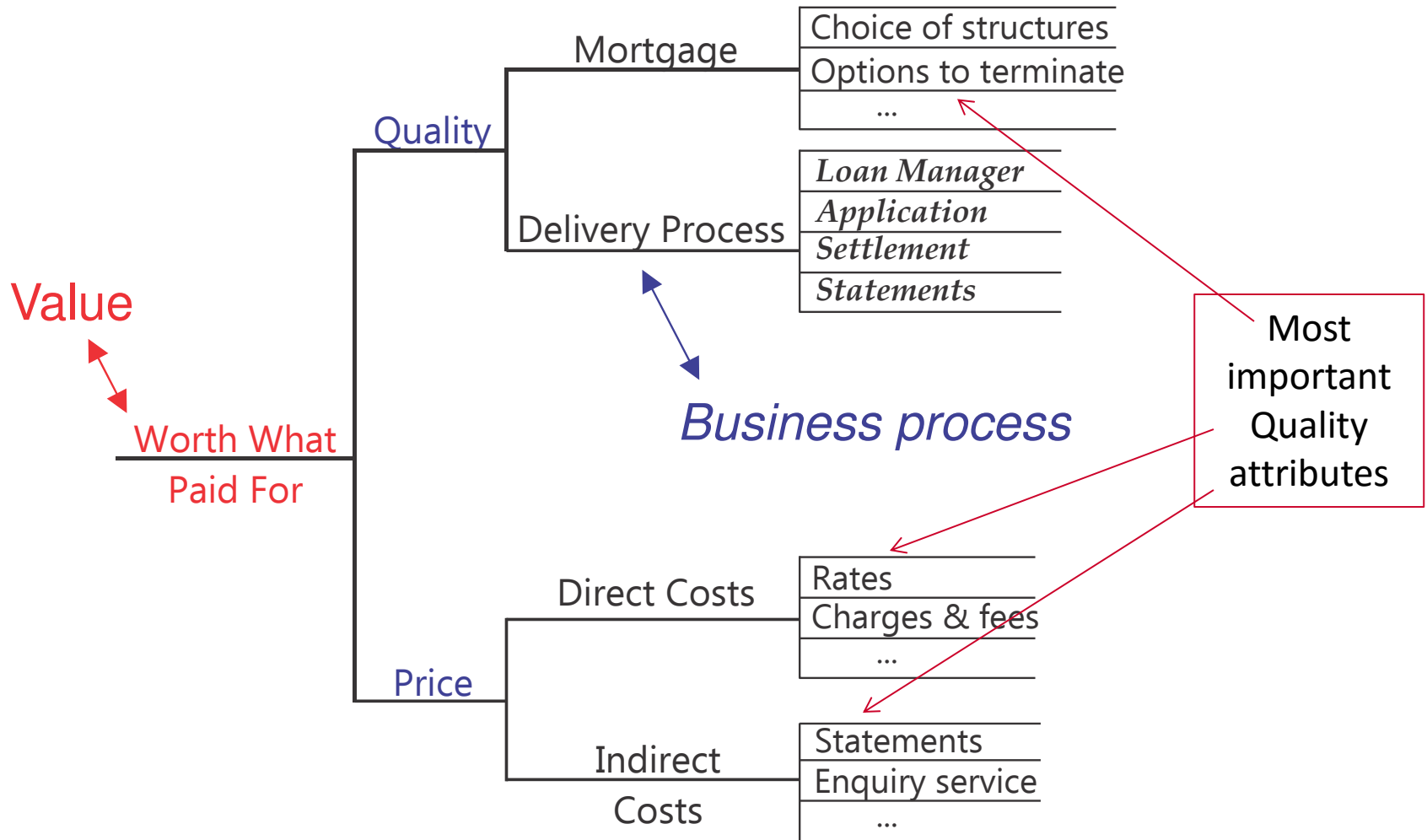
Collect data (your bank + competitors) ...

On a scale of 1 to 10, where 1=*Poor* and 10=*Excellent*, please rate the bank on ...

Worth What Paid For

Quality

Mortgage
- Choice of structures
- Options to terminate
- ...

Delivery Process
- *Loan Manager*
- *Application*
- *Settlement*
- *Statements*

Price

Direct Costs
- Rates
- Charges & fees
- ...

Indirect Costs
- Statements
- Enquiry service
- ...
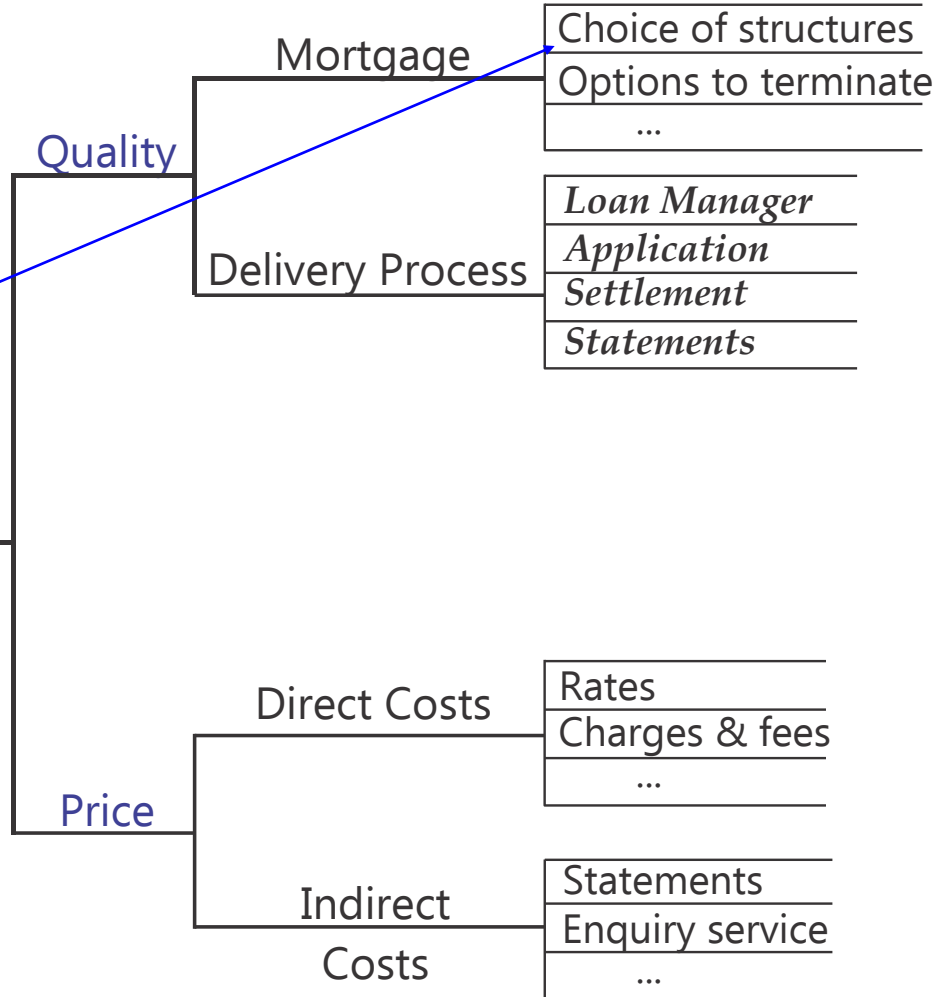
… to get structured measurements

Fit statistical model to data …

Mortgage — *R*

Choice of structures — *R*
Options to terminate — *R* *R*
…

R Quality

Loan Manager — *R* *R*
Application — *R*
Settlement — *R*
Statements — *R*
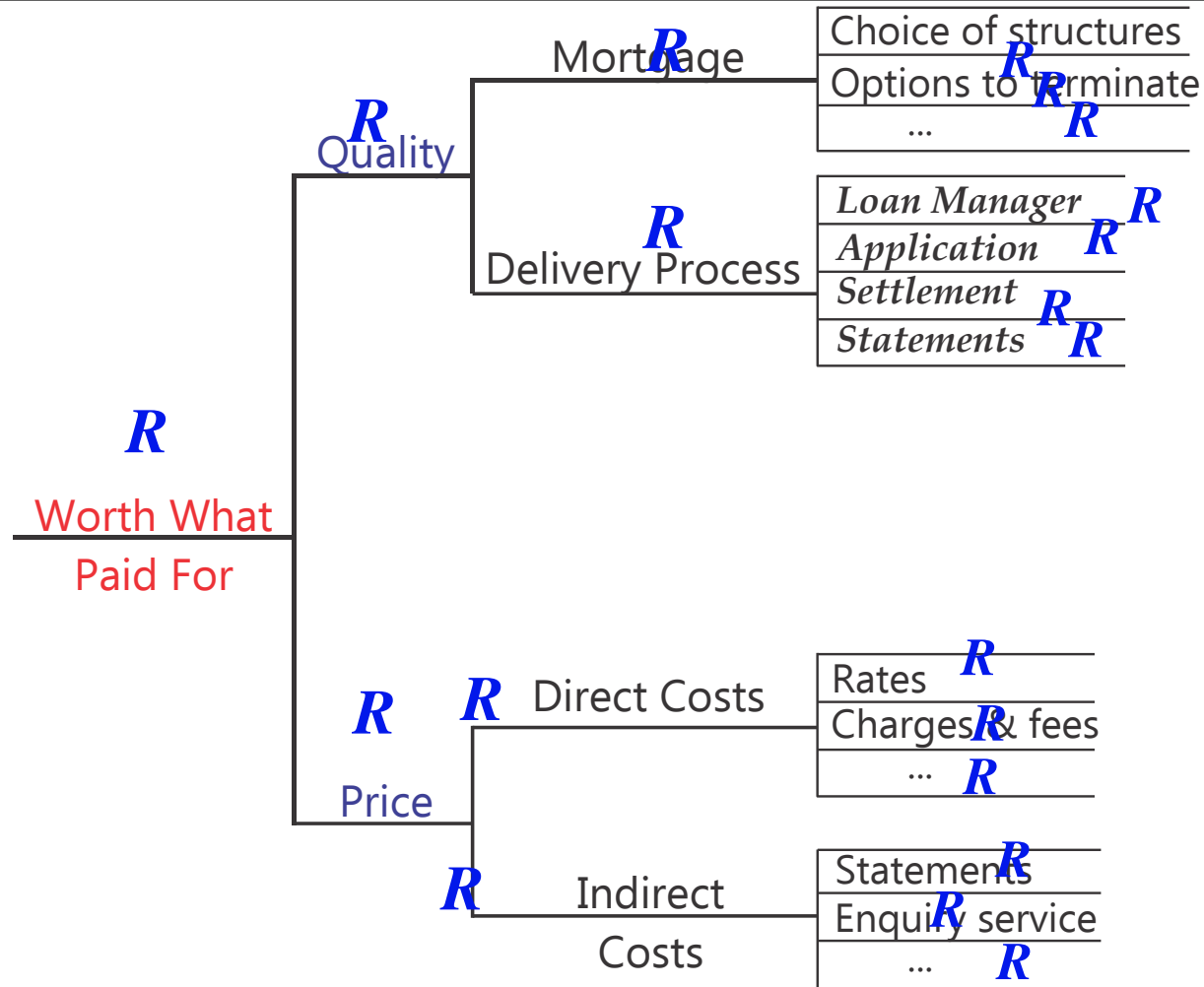
Analyse the data to determine
- which attributes carry the most weight in driving overall customer satisfaction

and
- how you are rated relative to your competition
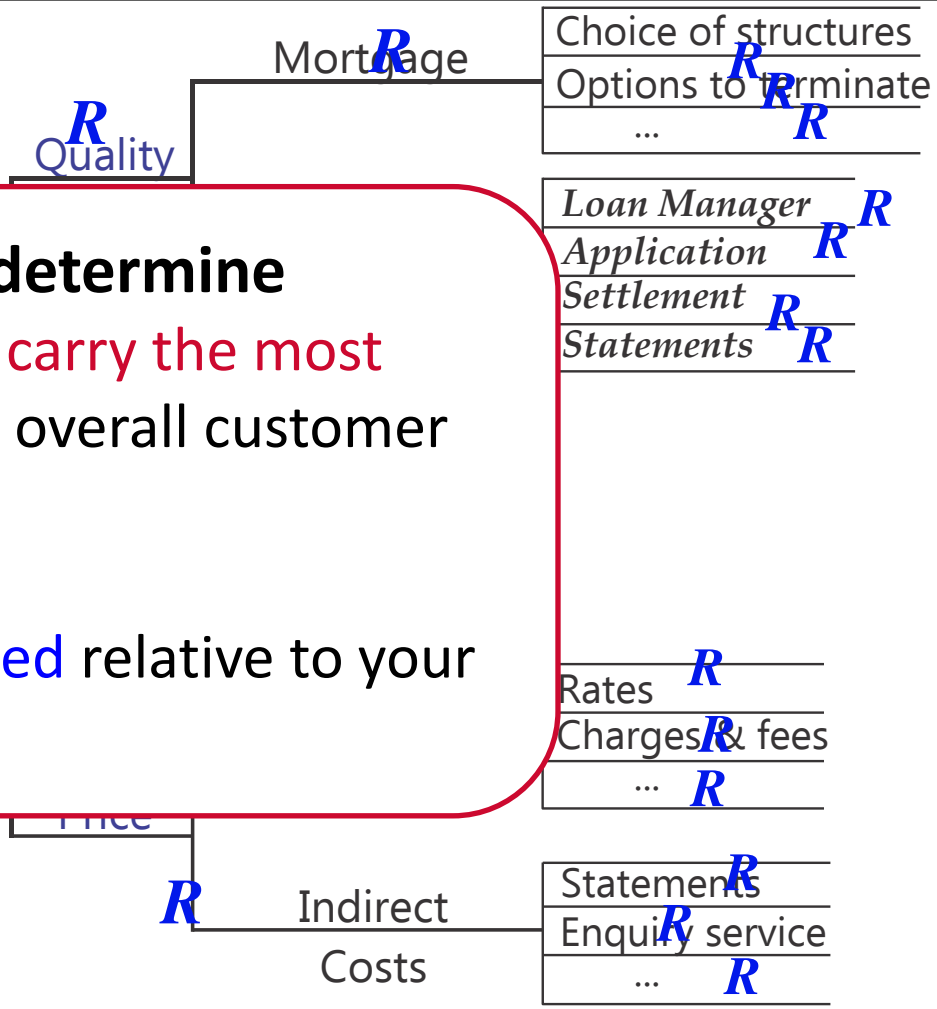
Rates — *R*
Charges & fees — *R*
… — *R*

Price

Indirect *R* Costs

Statements — *R*
Enquiry service — *R*
… — *R*

Fit statistical model to data …

7.4 / 7.7
74%

Quality

Mortgage

7.7 / 7.8
37%

res
nate

Delivery Process

Loan Manager

6.8 / 7.2
63%

7.3 / 7.5

Worth What
Paid For

6.9 / 6.8
26%

Price

Direct Costs

Ra
Charges & fees

6.7 / 6.5
72%

Indirect
Costs

Sta
En
…

7.2 / 7.0
28%

© ValueMetrics Australia

| 15
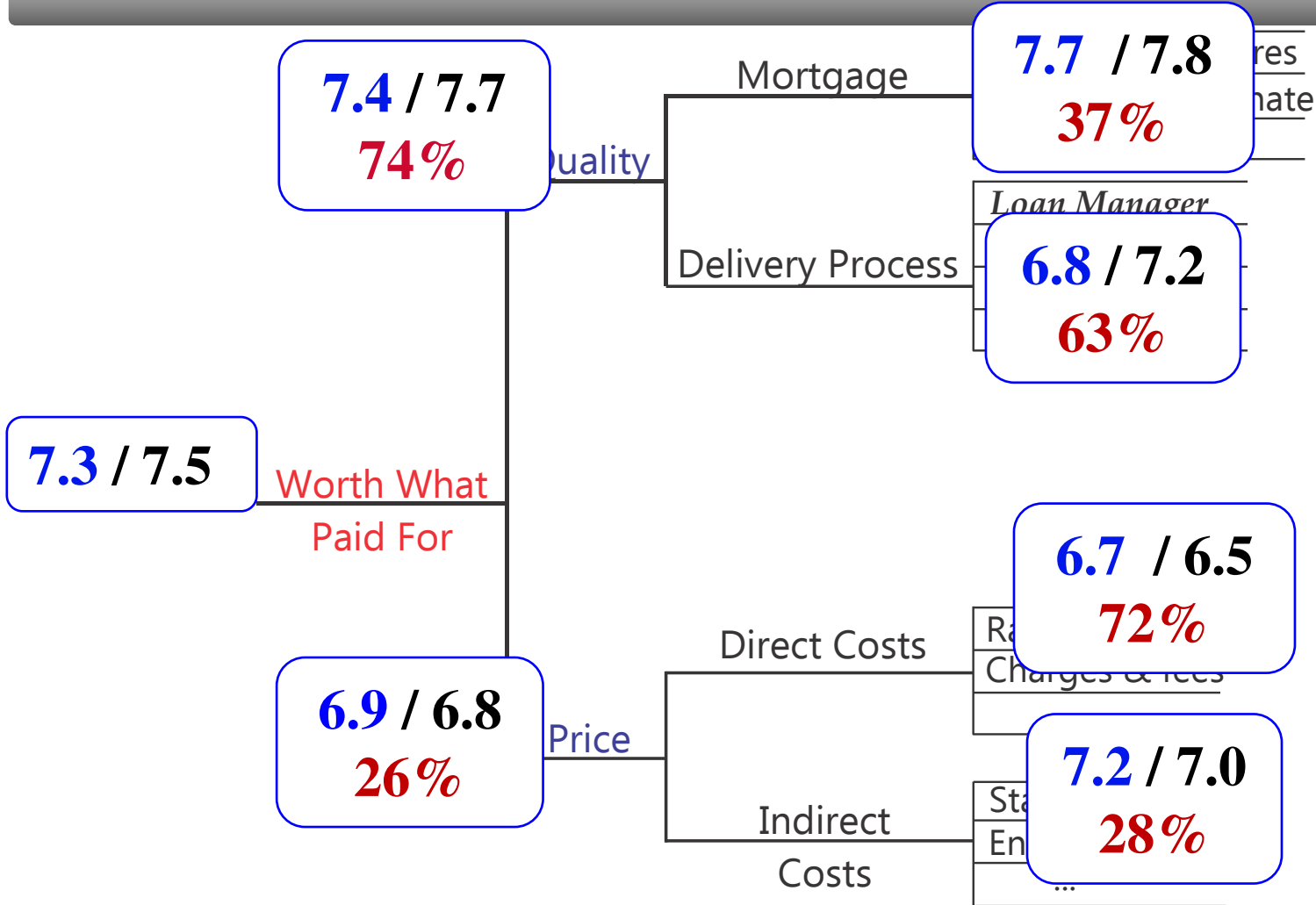
Identify improvement priorities …

- Carries significant weight in driving overall satisfaction (*Worth What Paid For*)

- You are rated poorly compared with competition

- **Therefore, focus improvement efforts here** … [another story]

Mortgage
- Choice of structures
- Options to terminate
- …

Delivery Process
- *Loan Manager*
- *Application*
- *Settlement*
- *Statements*

Price
- Direct Costs
  - Rates
  - Charges & fees
  - …
- Indirect Costs
  - Statements
  - Enquiry service
  - …

Why is **Value** important?

- The importance of creating superior Customer Value (or, more generally, superior Stakeholder Value, for any given stakeholder) is that it is a proven lead indicator for higher-level business impact metrics that link directly to the business bottom line.

- For example, we can directly link Customer Value to

  - *Willingness to recommend your products or services to others*

  - *Willingness to repurchase your products or services*

Linking Value to Business Impact

Loyalty — Value - Loyalty curve

Very willing to recommend (%)

Value

Loyalty — Value - Loyalty curve

Improvement target: 80%

Current Value score

Very willing to recommend (%)
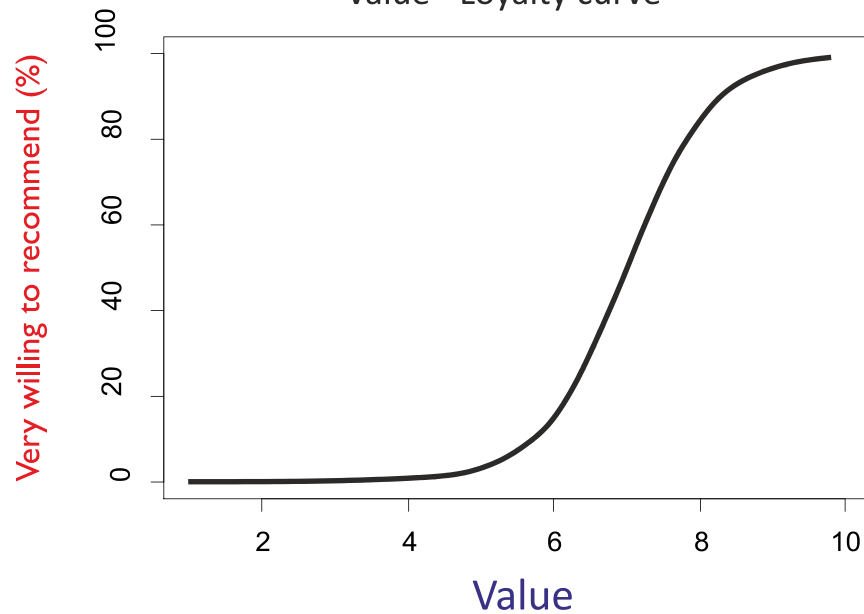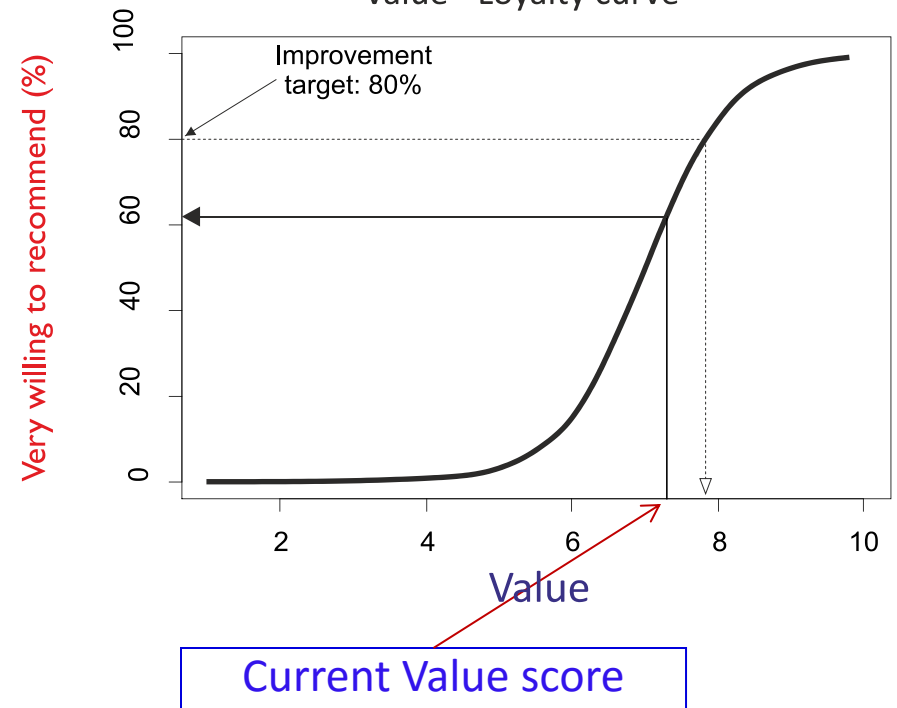
Value

Value for other stakeholders

In the Opal® Performance Measurement system, analogous concepts of Value have been developed for the other key stakeholder groups:

People Value:

Worth
Working Here

- Work
- Image
- Remuneration

Owner Value:

Worthwhile
Investment

- Returns
- Wellness
- Risk

Community Value:

Worthwhile
Res. Program

- Benefits
- Concerns
- Alternative use of research $

Partner Value:

?

- ?
- ?
- ?

Managing Partnership Value

Partnership Value Space

Affects business profit or loss & long-term success or failure

Impact of Partnerships

Affects Product & Service Cost and Quality

* Joint planning & commitments

Full disclosure, sharing of results, information, resources, costs and rewards; modifications and adjustments as needed

* Contractual

* Time and material

Operational
(transactional; as needed)

Tactical
(Critical to current performance, *e.g.* between you and customer)

Strategic
(Critical to long-term viability)

Nature of interaction

Managing Partnership Value

Three different representations of Value

Operational model: Suppliers

	Work
Worthwhile	Reputation
Customer	
	Payment

Supplier Value tree

Value

Worthwhile Customer

Work
- Product/Service provided
- Delivery Process

Reputation

Payment
- Financial Benefits
- Non-financial Benefits
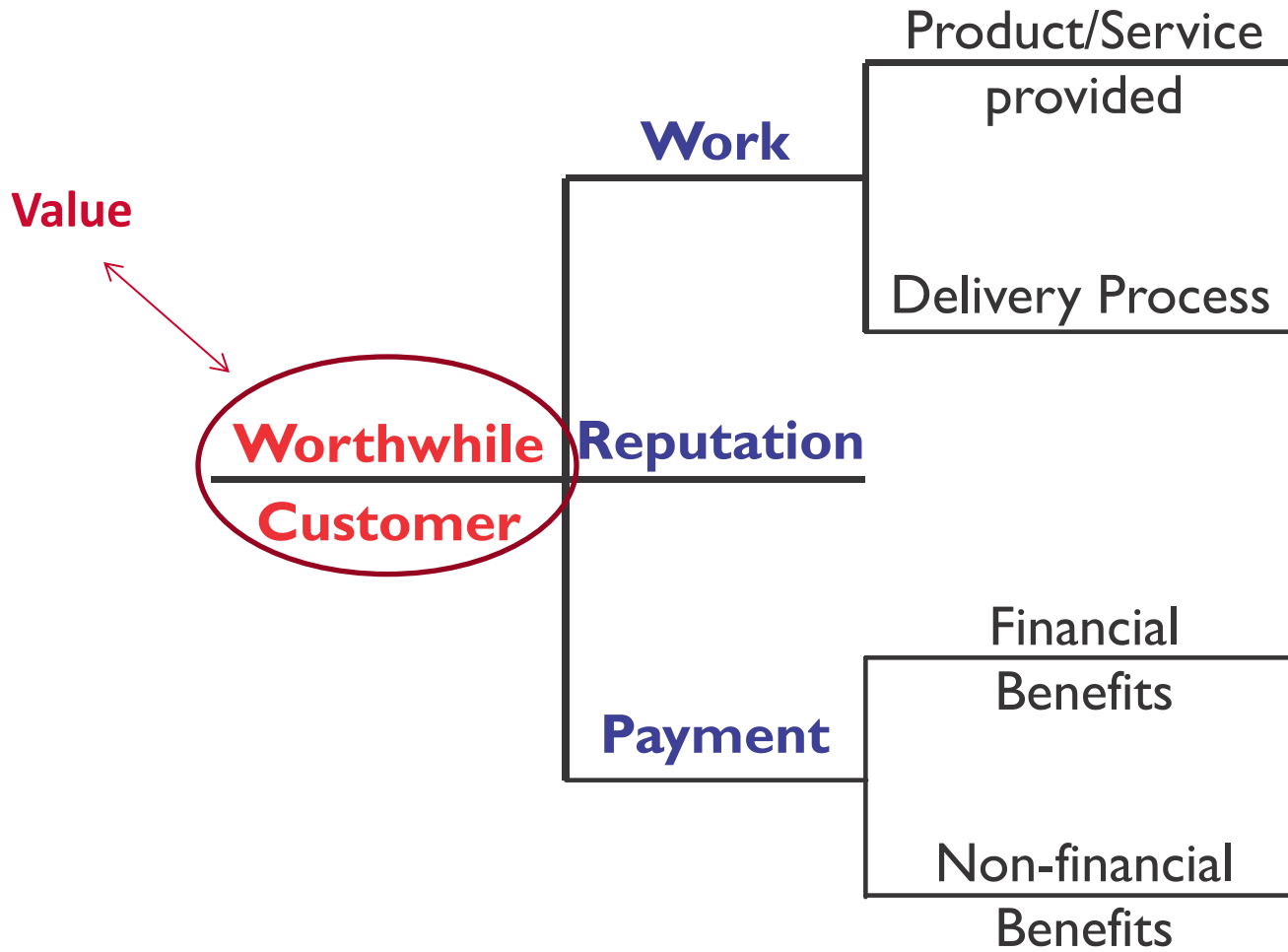
Supplier Value tree

Percentages show typical relative importance of principal drivers of Value

Work ~ 45%

Product/Service provided

Delivery Process

Worthwhile Customer

Reputation ~ 10%

Payment ~ 45%

Financial Benefits

Non-financial Benefits
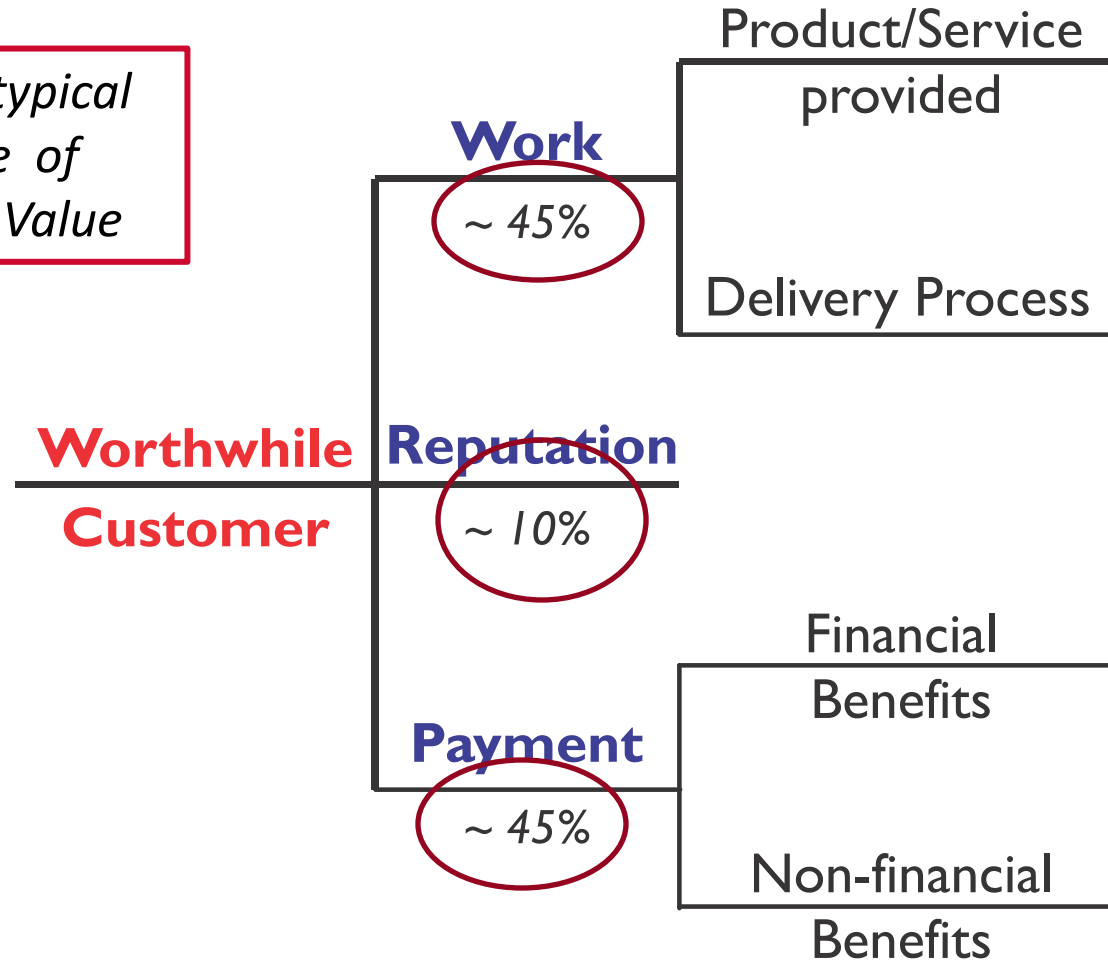
Supplier Value – elaborated tree
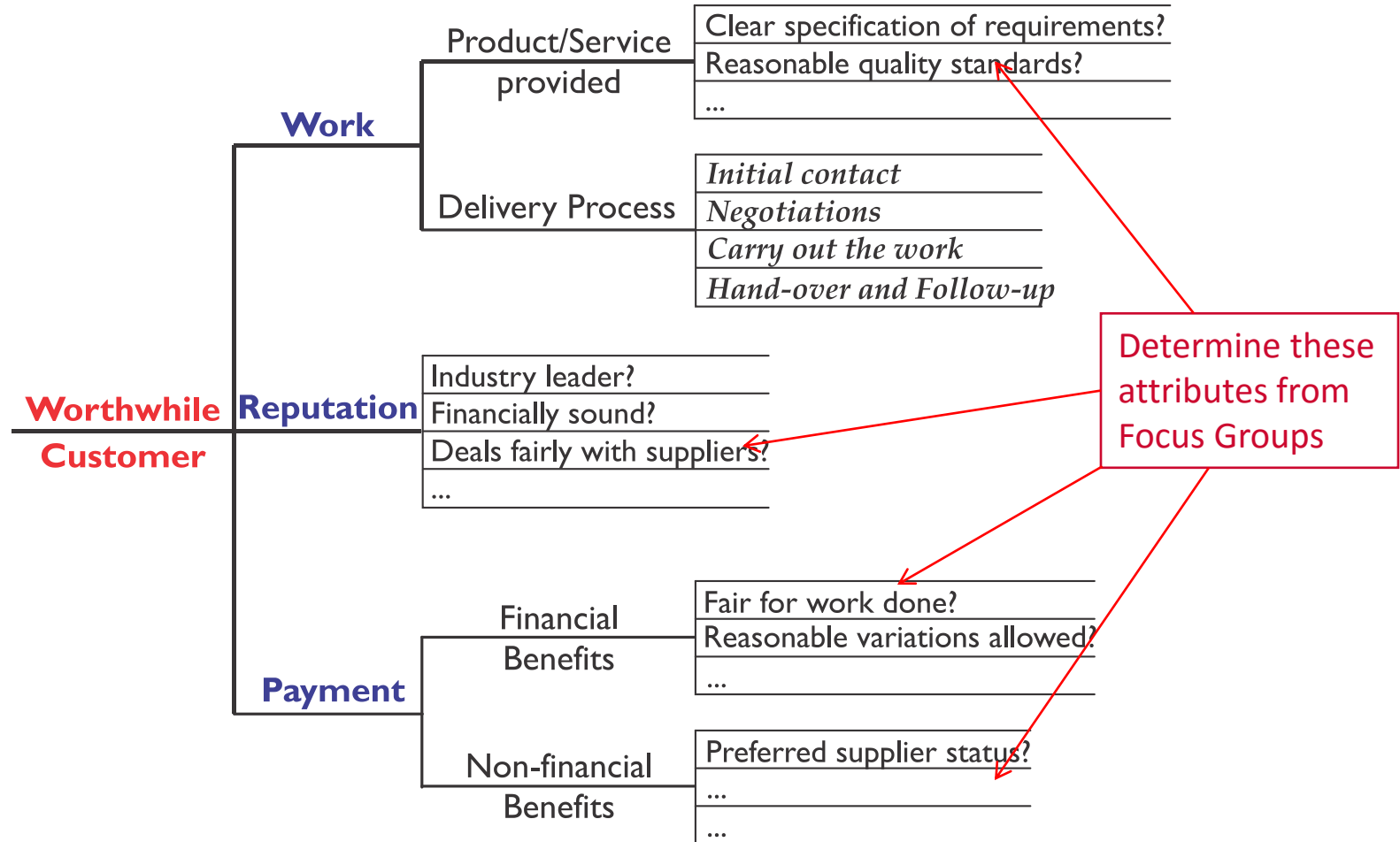
Worthwhile Customer

Work
- **Product/Service provided**
  - Clear specification of requirements?
  - Reasonable quality standards?
  - ...
- **Delivery Process**
  - *Initial contact*
  - *Negotiations*
  - *Carry out the work*
  - *Hand-over and Follow-up*

Reputation
- Industry leader?
- Financially sound?
- Deals fairly with suppliers?
- ...

Payment
- **Financial Benefits**
  - Fair for work done?
  - Reasonable variations allowed?
  - ...
- **Non-financial Benefits**
  - Preferred supplier status?
  - ...
  - ...

Determine these attributes from Focus Groups

Managing Partnership Value

Three different representations of Value

Operational model: Suppliers

	Work	~ 45%
Worthwhile	Reputation	~ 10%
Customer		
	Payment	~ 45%

Tactical model: Alliances

	Quality of what's done
Worthwhile	Partner's Reputation
Alliance	
	Remuneration arrangements

Alliance Value tree

Value

Worthwhile Alliance

Quality of what's done
- Partner's contribution
- Our contribution
- How we interact

Partner's reputation

Remuneration arrangements
- Financial benefits *or* *Financial contribution*
- Sharing of Risk
- Non-financial benefits *or* *Non-financial contribution*
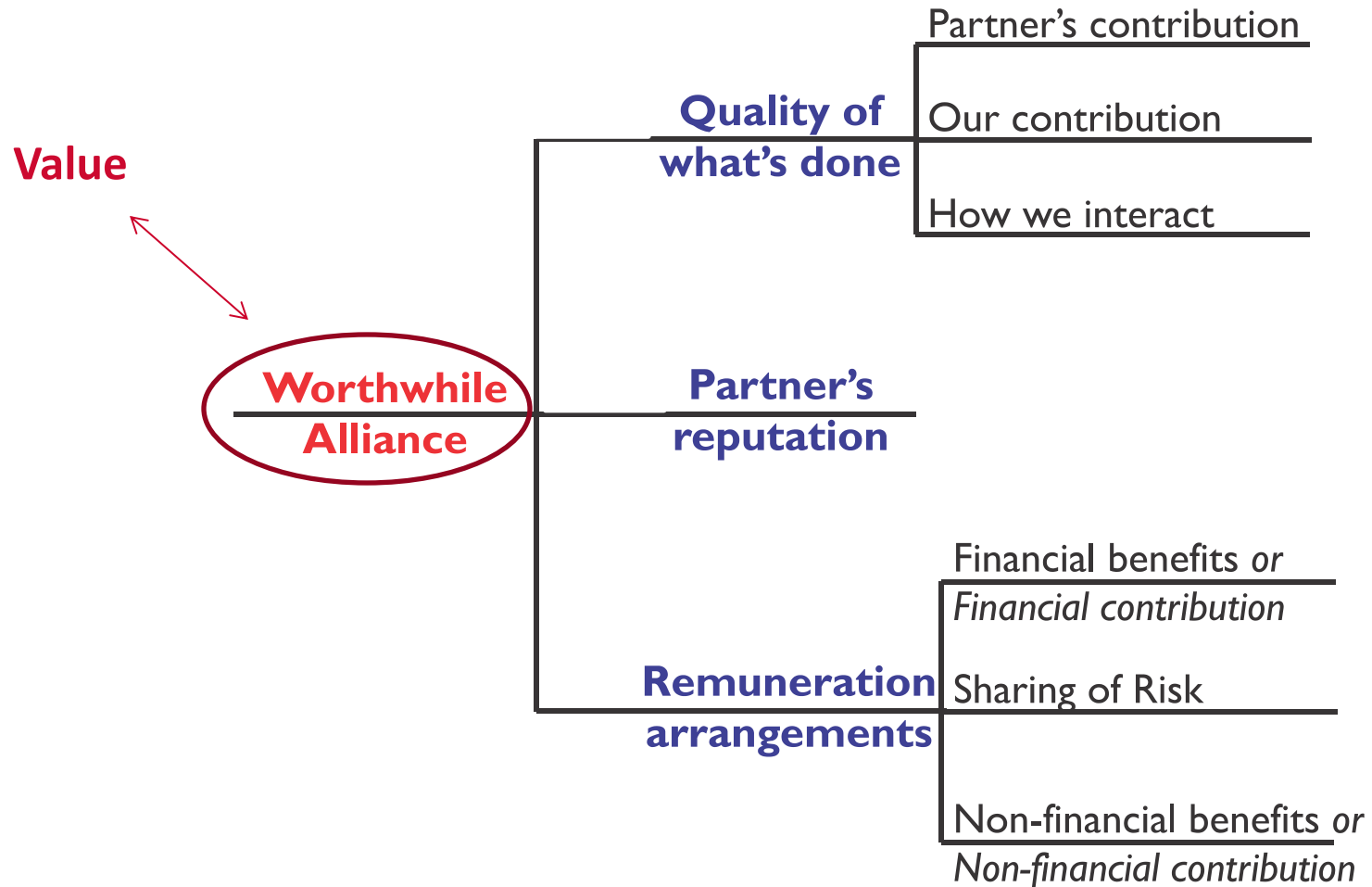
Alliance Value tree

Percentages show typical relative importance of principal drivers of Value

~45% **Quality of what's done**

Partner's contribution

Our contribution

How we interact

Worthwhile Alliance

~10% **Partner's reputation**

~45% **Remuneration arrangements**

Financial benefits *or* Financial contribution

Sharing of Risk

Non-financial benefits *or* Non-financial contribution

Managing Partnership Value

Three different representations of Value

Operational model: Suppliers

Worthwhile Customer	Work	~ 45%
	Reputation	~ 10%
	Payment	~ 45%

Tactical model: Alliances

Worthwhile Alliance	Quality of what's done	~ 45%
	Partner's Reputation	~ 10%
	Remuneration arrangements	~ 45%

Strategic model: Co-ventures

Worthwhile Co-venture	Quality of Co-venture
	Quality of Relationship
	Benefits from Relationship

Co-venture Value tree

Partner's contribution

Quality of Co-venture

Our contribution

How we interact

Collaboration and contributions

Worthwhile Co-venture

Quality of Relationship

Financial benefits

Strength and depth

Benefits from the Relationship

Sharing of Risk

Non-financial benefits
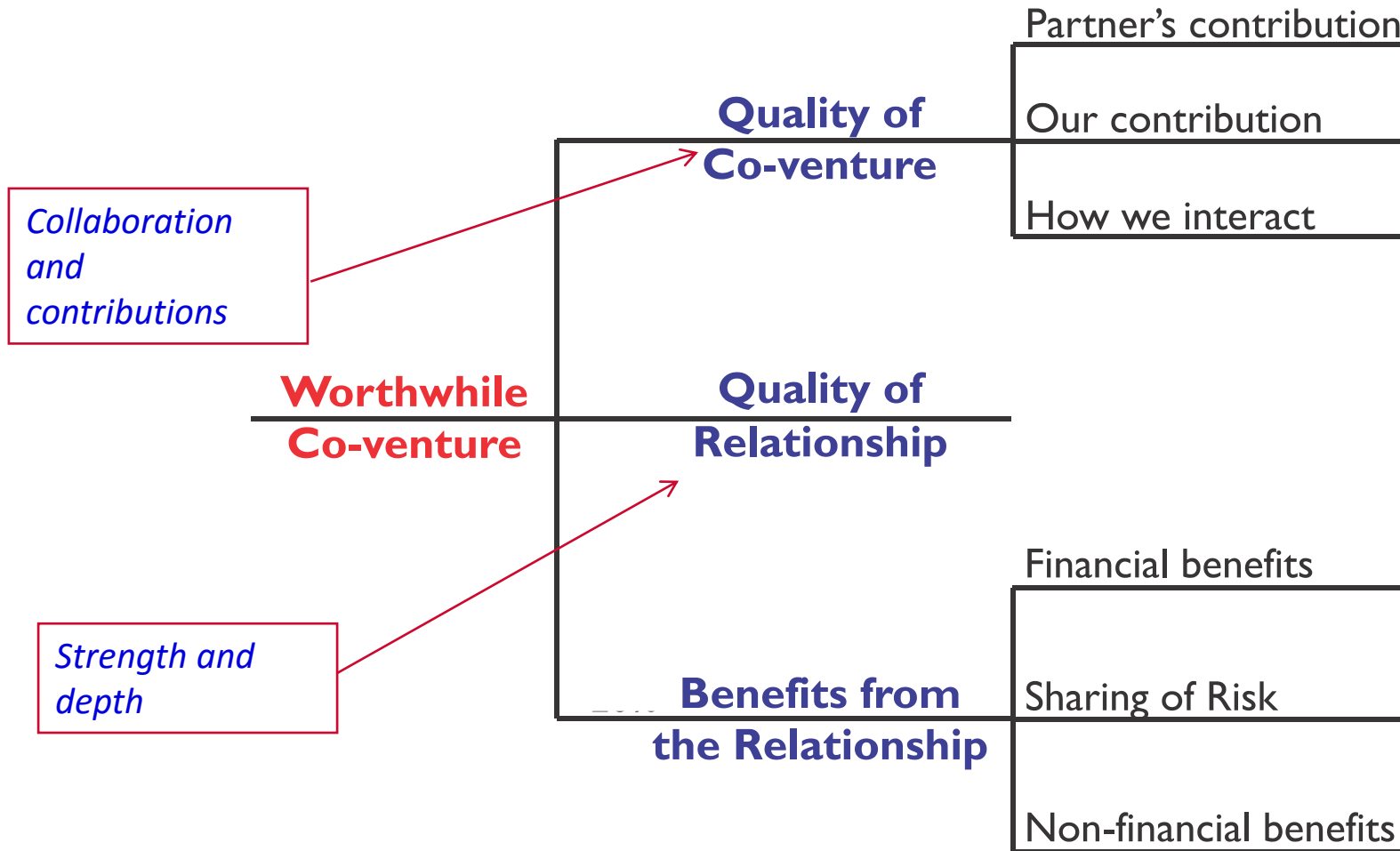
Co-venture Value – elaborated tree

Value

Worthwhile Co-venture

~20% **Quality of Co-venture**
- Partner's contribution
- Our contribution
- How we interact

~60% **Quality of Relationship**

~20% **Benefits from the Relationship**
- Financial benefits
- Sharing of Risk
- Non-financial benefits

Determine attributes from senior officers

Managing Partnership Value

Three different representations of Value

Operational model: Suppliers

	Work	~ 45%
Worthwhile	Reputation	~ 10%
Customer		
	Payment	~ 45%

Tactical model: Alliances

	Quality of what's done	~ 45%
Worthwhile	Partner's Reputation	~ 10%
Alliance		
	Remuneration arrangements	~ 45%

Strategic model: Co-ventures

	Quality of Co-venture	~ 20%
Worthwhile	Quality of Relationship	~ 60%
Co-venture		
	Benefits from Relationship	~ 20%

Break-out activity - I

1(a). If you are involved in a Partnership …

- Who are the main Partners or partnership groups.
- Which model seems appropriate?

1(b). If you NOT are involved in a Partnership …

- Who are most important Partners for your enterprise?
- Which models might be appropriate to represent the relationships with them?

2. Please discuss briefly at your table, and choose someone's Partnership for further consideration in the next break-out activity.

Back to our examples – ACSRI and ACE

- **Australian Cyber Security Research Institute**

  Government – Industry – Academic collaboration on cyber security, established 2015 as a company limited by guarantee

  Currently contemplating applying for CRC …

- **Antarctic Climate and Ecosystems CRC (2012)**

  Australia's primary vehicle for understanding the role of the Antarctic region in the global climate system, and the implications for marine ecosystems.

  Core Partners (*at that time*): U Tas, CSIRO, Aust Antarctic Division, Aust Bureau of Meteorology, Alfred Wegener Institute, Dept of the Environment

  Had been through 3 CRC cycles (2013), and was exploring *Where to next?*

Managing Partnership Value

Three different representations of Value

ACSRI: just starting out, define concept of Value somewhere between Tactical and Strategic

Tactical model: Alliances

Worthwhile Customer	Reputation	~ 10%
	Payment	~ 45%

Worthwhile Alliance	Quality of what's done	~ 45%
	Partner's Reputation	~ 10%
	Remuneration arrangements	~ 45%

Strategic model: Co-ventures

ACE: looking to make transition from Tactical to Strategic

| Worthwhile Co-venture	Quality of Co-venture	~ 20%
	Quality of Relationship	~ 60%
	Benefits from Relationship	~ 20%

Agenda

1. What's the problem? – ACE and ACSRI

2. Motivation for the approach

3. What does 'Value' mean for a Partner, in a collaborative venture?

4. The different stages of managing Partnership Value – *Starting out*, *Monitoring*, and *Final assessment*.

The process – ACSRI (starting out)

1. Identify the different relationships for which Partnership Value trees are required.

2. Carry out interviews with Partner leaders and key influencers to develop Value trees detailing specific requirements of each Partner group ('Attributes' of main branches of the Value trees).

3. Obtain some data on the relative importance of the main branches.

4. Compare sets of Attributes for matched pairs of Value trees to detect possible mismatch of expectations, and resolve.

5. Record any significant issues that emerge during discussions.

The process – ACE (transitioning)

1. [Identify the different relationships for which Partnership Value trees are required.]

2. [Carry out interviews to develop Value trees det... ...requirements of each Partner group]

3. [Obtain some data on the relative importance of... branches.]

4. Collect data:

    ▪ **Ratings** of Attributes, main branches, and Value

    ▪ **Reasons** for assigning ratings for main branches & Value

    ▪ **Business impact** rating (*Willingness to collaborate again, Willingness to recommend as Partner*)

5. Record any significant issues that emerge during discussions.
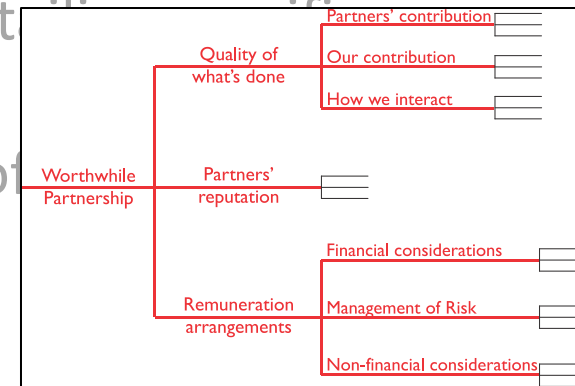
The process – ACSRI (starting out)

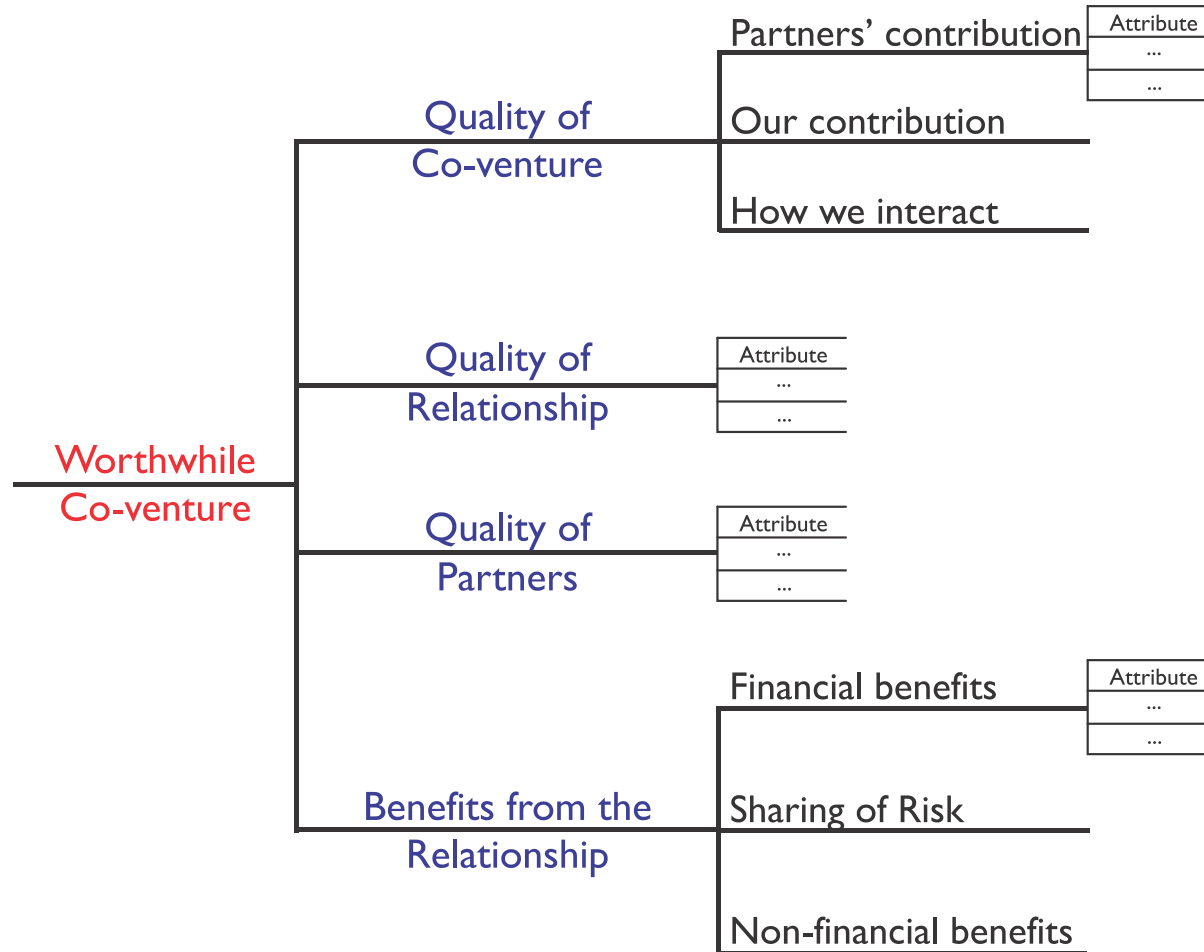1. **Identify the different relationships for which Partnership Value trees are required.**

   - ACSRI ↔ Universities (research providers)
   - ACSRI ↔ Government agencies (*e.g.* AFP, ACC, CERT)
   - ACSRI ↔ Suppliers (*e.g.* Cisco)
   - ACSRI ↔ Users (*e.g.* banks)

For each of these pairs, build two Value trees, representing the two differing perceptions of Value.

Example: Universities as Partners …

ACSRI Partner group: Universities

Worthwhile Co-venture

- Quality of Co-venture
  - Partners' contribution
    - Attribute
    - ...
    - ...
  - Our contribution
  - How we interact
- Quality of Relationship
  - Attribute
  - ...
  - ...
- Quality of Partners
  - Attribute
  - ...
  - ...
- Benefits from the Relationship
  - Financial benefits
    - Attribute
    - ...
    - ...
  - Sharing of Risk
  - Non-financial benefits

Partner group: Universities

Identify the sets of Attributes from
1. The universities' perspective
2. ACSRI's perspective

Quality of Co-venture
- Partners' contribution
  - Attribute
  - …
  - …
- Our contribution
- How we interact

Quality of Relationship
- Attribute
- …
- …

Quality of Partners
- Attribute
- …
- …

Benefits from the Relationship
- Financial benefits
  - Attribute
  - …
  - …
- Sharing of Risk
- Non-financial benefits

Partner group: Universities

Partners' contribution

Attribute	
...	
...	

Quality of Co-venture

Our contribution

How we interact

Identify the sets of Attributes from

1. The universities' perspective
2. ACSRI's perspective

Quality of Relationship

Quality of Partners

Benefits from the Relationship

Business process comprising a sequence of sub-processes –

1. *Review priorities*
2. *Informal discussion*
3. *Development of proposal*
4. *Evaluation of proposal by Research Committee*
5. *Monitoring of progress*
6. *End of project review*

Example – compare different views for QoC
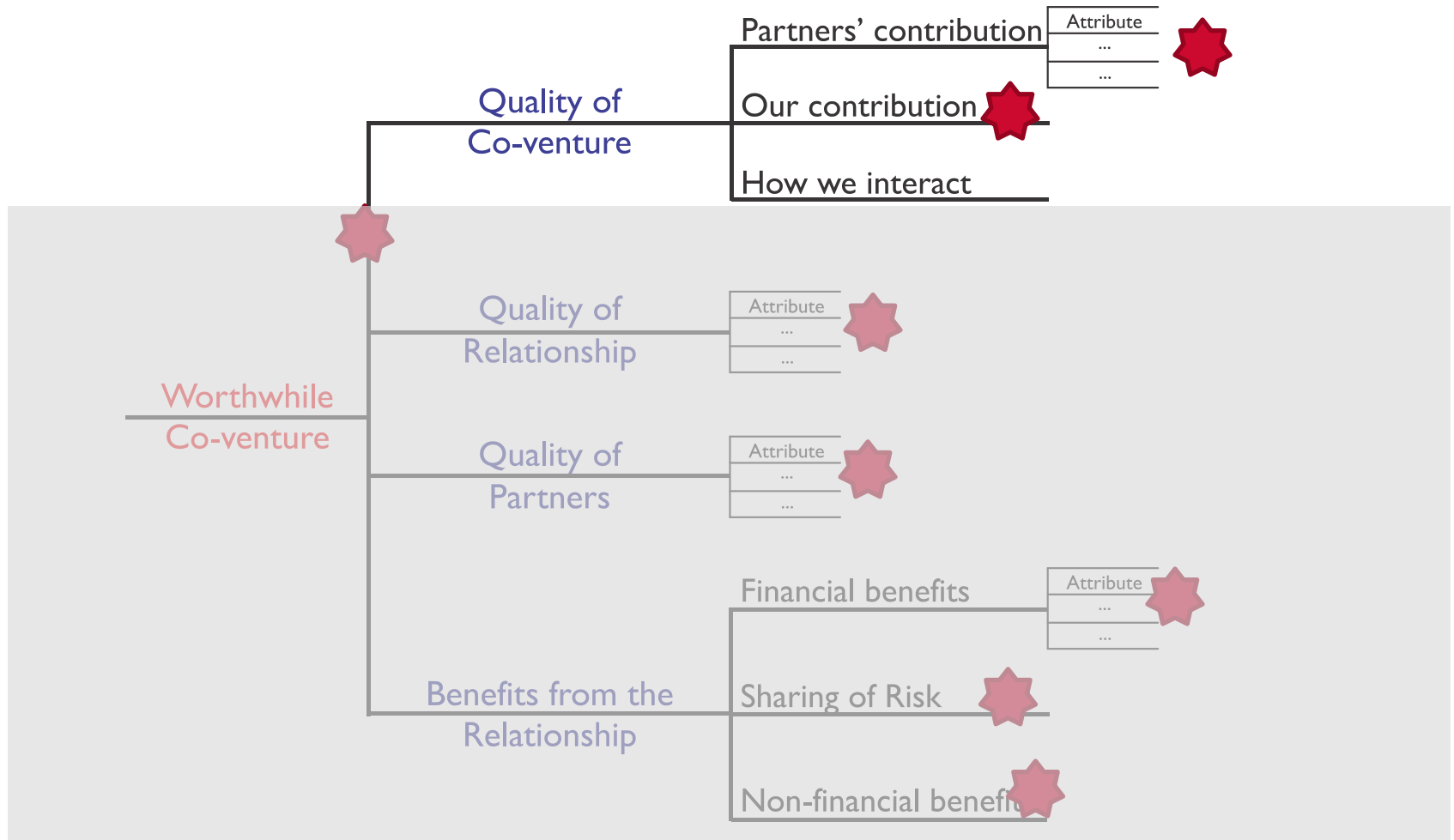
Quality of Co-venture: two viewpoints

Partner's contribution

Rest-of-ACSRI cont.

Quality of Co-venture

Rest-of-ACSRI cont.

Our contribution

How we interact

How we interact

ACSRI vis-à-vis Universities: Views on Contributions

	ACSRI's view	University view
University contribution	Quality of researchers	Quality of researchers
	Quality of research	Quality of research ideas
	Investment	Money
	?	?
	?	?
	?	?

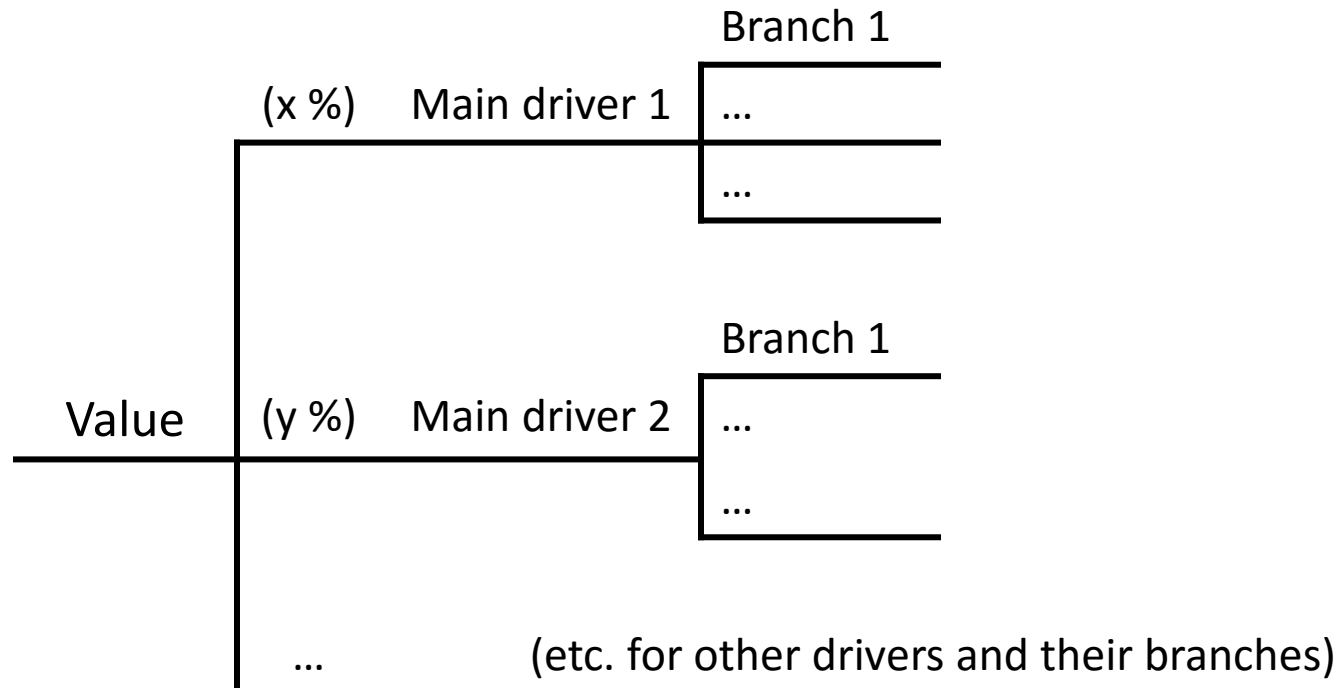|	ACSRI's view	University view
ACSRI contribution	Enabling collaboration with a variety of other partners	Enabling collaboration with a variety of other partners
	Access to funding – research support, …	Access to funding – research support, …
	Enriched opportunities for students	Enriched opportunities for students
	?	?
	?	?
		?
		?

Break-out activity - II

At each table, break into two groups (defined by opposite sides of table).

3(a). Chosen example is a CRC or similar (several different sorts of partners)

- Select a Partner or Partner group to study (*e.g.* Universities). One group should wear the CRC's hat, the other the Partner (group) hat.
- Develop some Attributes of what you perceive are your Contributions, and what you expect the rest of the CRC to contribute.
- Decide on relative importance (%) of the 3 – 4 drivers of Value for your chosen model.

3(b). Chosen example is different in character from a CRC (*e.g.* just two or 3 Partners).

- Allocate a Partner to each group.
- Develop some Attributes of what you perceive are your Contributions, and what you expect the other Partner to contribute.
- Decide on relative importance (%) of the 3 – 4 drivers of Value for your chosen model.

4. In 'plenary' session at your table, identify the common Attributes and those representing significant differences of expectation.

5. Summarise your findings (see attached forms) and identify any issues that this process has raised.

Activity 2 summary: Value tree and Impact weights

Please draw your selected Partnership Value tree (don't show the Attributes of each of the branches) and the top-level impact weights. The impact weights (x%, y%, …) should total 100%.

```
                                            Branch 1
                         (x %)   Main driver 1  ┌─────────
                                                │  …
          ┌──────────────────────────┐         ├─────────
          │                                     │  …
          │                                     └─────────
          │
          │                                  Branch 1
Value ────┤              (y %)   Main driver 2  ┌─────────
          │                                     │  …
          │                                     ├─────────
          │                                     │  …
          │                                     └─────────
          │
          └──  …          (etc. for other drivers and their branches)
```

Activity 2 summary: Views on Contributions

Partnership model (Alliance / Co-venture / Hybrid) ……………………………………………………..

<table>
<tr><th></th><th>CRC / Other Partner perspective</th><th>Partner perspective</th></tr>
<tr><td>**Partner contribution**</td><td></td><td></td></tr>
<tr><td>**CRC / Other P contribution**</td><td></td><td></td></tr>
</table>

Issues?……

………

………

ACSRI vis-à-vis **Universities: Views on Contributions**

	ACSRI's view	**University view**
University contribution	Quality of researchers	Quality of researchers
	Quality of research	Quality of research ideas
	Investment	Money
	Facilitating collab.from diverse areas	Facilitating collaboration from diverse areas
	Security-cleared researchers	Innovative research
	1. Public advocacy for ACSRI	2. Focus on strategic concerns of Government and industry
ACSRI contribution	Enabling collaboration with a variety of other partners	Enabling collaboration with a variety of other partners
	Access to funding – research support, …	Access to funding – research support, …
	Enriched opportunities for students	Enriched opportunities for students
	3. Supportive management processes	5. Facilitating understanding of important directions / areas / issues requiring research
	4. Provide disinterested advocacy	6. Providing capability to tackle major problems
		7. Data and test sites
		8. High-level support

Black – similar Attribute
Red – no matching Attribute

# Responding to differences

- In each set of comparisons, there may be some common Attributes and some that differ.

- Three possible ways to address the differences are:

  - **I**gnore – judged as not making a material difference to expectations by either party

  - **A**ccommodate – add to or modify ACSRI's set of Attributes

  - **D**iscuss – have a discussion with the stakeholder group

Issues and discussion

- Two significant issues emerged that are confidential to ACSRI.

- Other interesting features occurred in comparing the variation in requirements between the individual universities, and between the universities and ACSRI.

  Example. Differing perceptions of what was being sought by way of Non-financial benefits:

Partner group: Universities
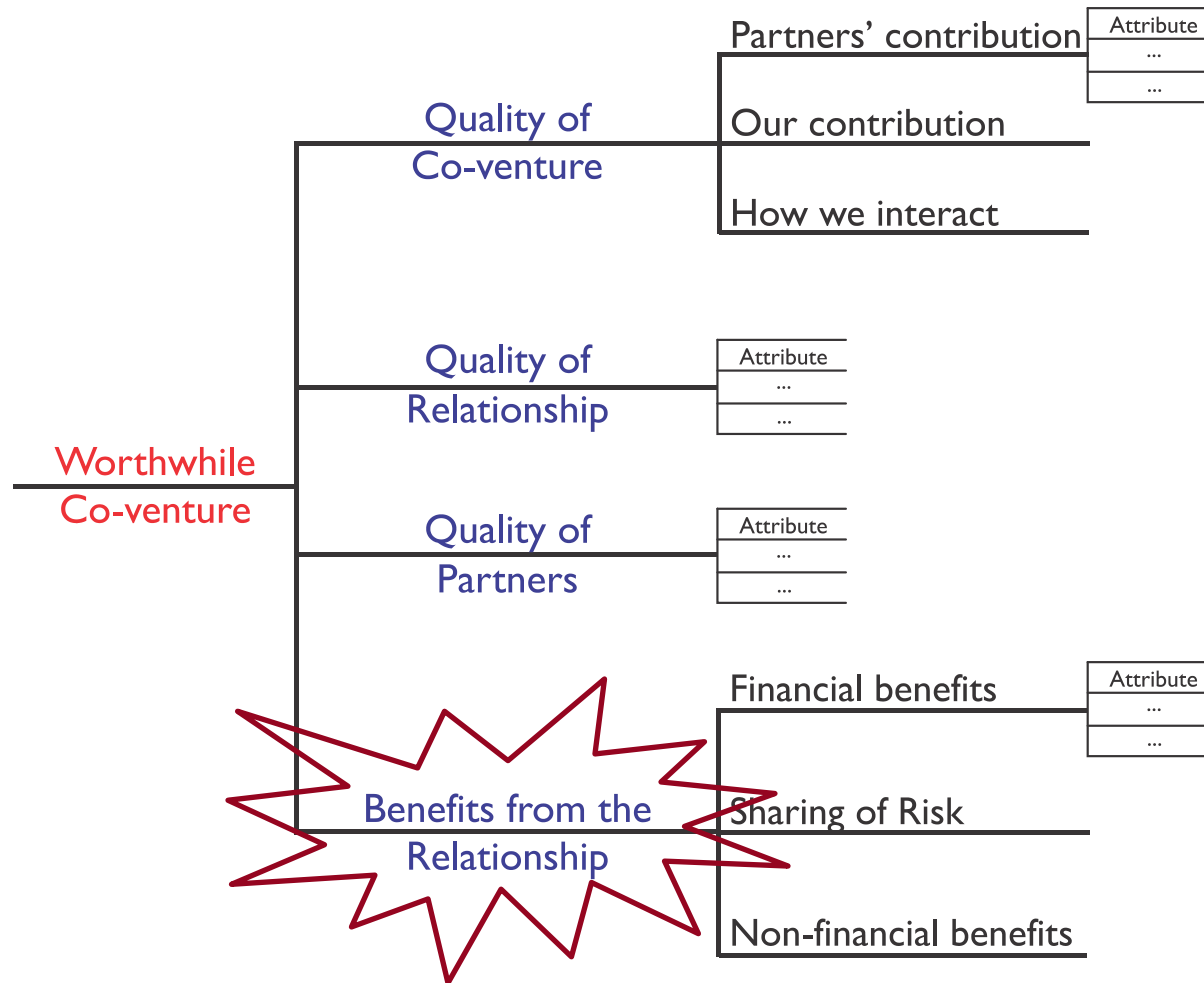
ACSRI vis-à-vis Universities: Non-financial benefits

Benefits from the Relationship
- Financial benefits
- Shared Management of Risk
- Non-financial benefits

ACSRI's view	
Reputational	
24. Public credibility	I/A/D
25. Perception as honest broker	I/A/D

Non-fin. benefits

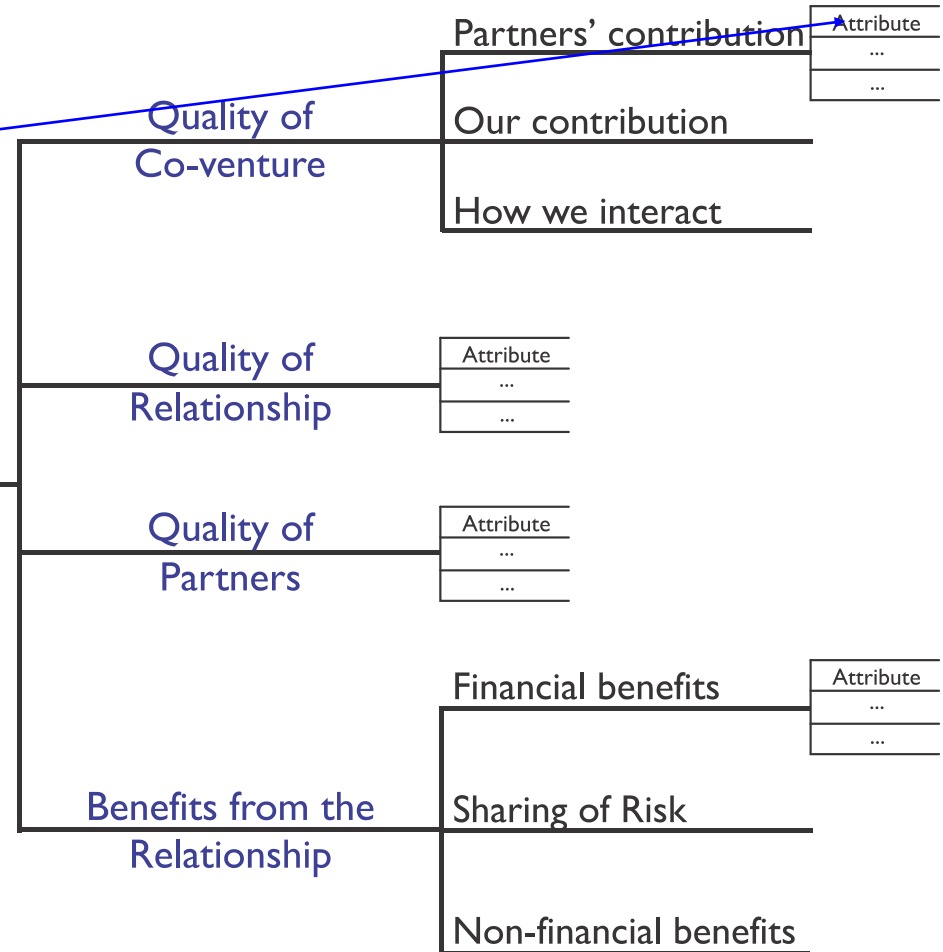| University view	
Reputational	
26. Enhanced research opportunities	I/A/D
27. Making Australia more cyber-resilient	I/A/D
28. Developing intimate and deep understanding with Government and industry	I/A/D
29. Enhanced relationships with other groups within the institution	I/A/D

Comment from ACSRI CEO

"The existence of a diversity of view for the Non-financial Benefits may well reflect a historically low level of research activity in Cyber Security in Australia and therefore, a limited base from which to project potential non-financial benefits.

Encouragingly however, the diversity indicates the range and quality of non-financial benefits that could be realised through a collaborative research program as envisaged by ACSRI and its partners and ACSRI intends to consolidate these views within a formal benefits realisation model for ACSRI-sponsored research projects."

Data acquisition (*Monitoring* or *Final Assessment*)

On a scale of 1 to 10, where 1=*Poor* and 10=*Excellent*, please rate the other Partners on ...

Worthwhile Co-venture

- Quality of Co-venture
  - Partners' contribution — Attribute / ... / ...
  - Our contribution
  - How we interact
- Quality of Relationship — Attribute / ... / ...
- Quality of Partners — Attribute / ... / ...
- Benefits from the Relationship
  - Financial benefits — Attribute / ... / ...
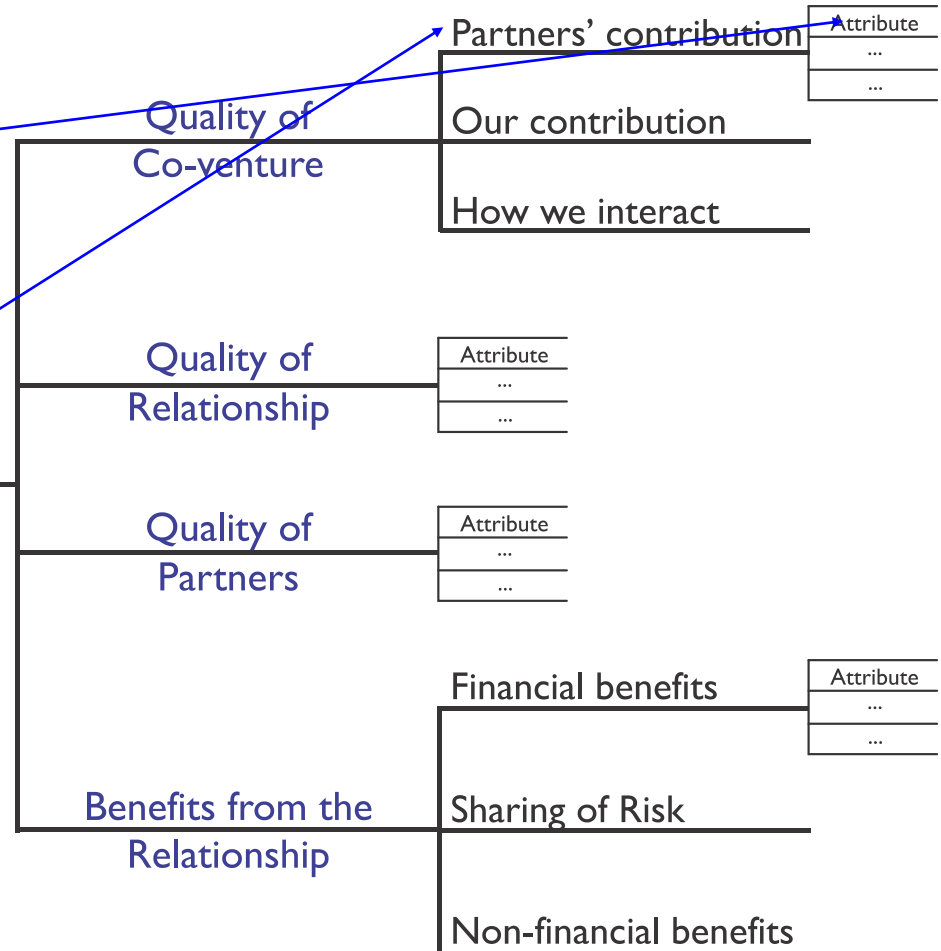 - Sharing of Risk
  - Non-financial benefits

Data acquisition (mid-term or at end)

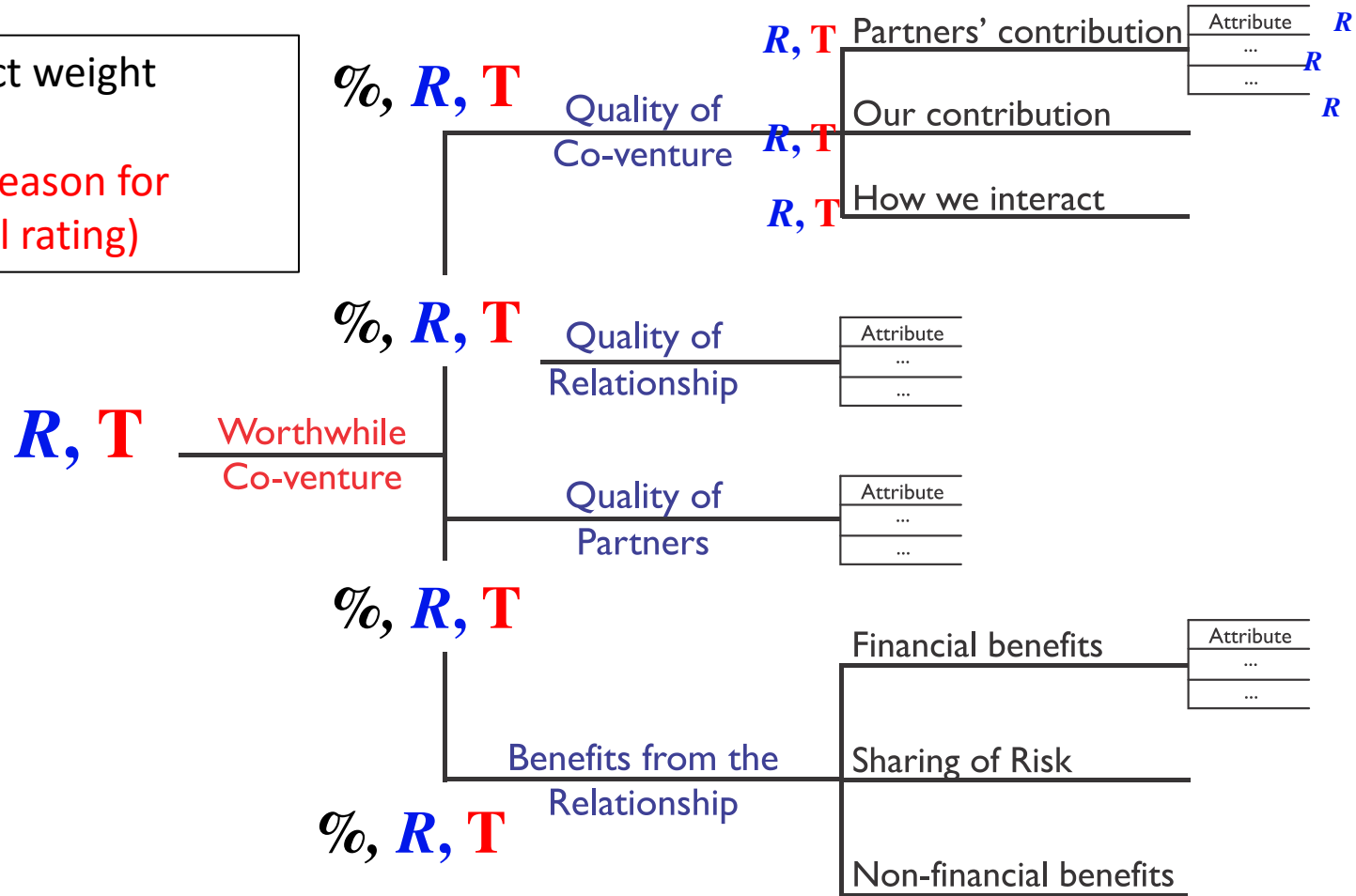On a scale of 1 to 10, where 1=*Poor* and 10=*Excellent*, please rate the other Partners on …

Overall, please rate the contribution from the other Partners … *and what was the main reason you assigned this rating?*

Worthwhile Co-venture

Quality of Co-venture
- Partners' contribution — Attribute / … / …
- Our contribution
- How we interact

Quality of Relationship — Attribute / … / …

Quality of Partners — Attribute / … / …

Benefits from the Relationship
- Financial benefits — Attribute / … / …
- Sharing of Risk
- Non-financial benefits

The resulting data — Performance

% = impact weight
R = rating
T = text (reason for overall rating)

%, *R*, T

R, T Partners' contribution | Attribute | *R*
... | *R*
... | *R*

Quality of Co-venture **R, T** Our contribution

R, T How we interact

%, *R*, T

Quality of Relationship | Attribute
...
...

***R*, T** Worthwhile Co-venture

Quality of Partners | Attribute
...
...

%, *R*, T

Financial benefits | Attribute
...
...

Benefits from the Relationship | Sharing of Risk

%, *R*, T | Non-financial benefits

The resulting data — Business impact

On a scale of 1 to 10, where 1 = *Not at all* and 10 = *Definitely,* please rate the following:

1. *Your willingness to work with this Partner / these Partners on another project.*

2. *Your willingness to recommend this Partner / these Partners to others, as collaborator / collaborators.*

Planning workshop – the deliverable

1. **Present a summary** of how each Partner is perceived by other Partner(s).

2. **Facilitate discussion** to understand and resolve (to the extent possible) differences between self-perception and Partners' perceptions.

3. **Identify improvement priorities** based on areas with high impact weights and relatively low ratings.

4. **Explore possible actions** by looking for systemic issues, and studying the comments associated with the branches requiring improvement.

5. Develop a plan to **communicate the outcomes** of the assessment to interested people and parties.

Planning workshop – the deliverable

1. **Present a summary** of how each Partner is perceived by other Partner(s).

2. **Facilitate discussion** to understand and resolve (to the extent possible) differences between self-perception and Partners' perc

   - The impact weights and ratings provide guidance about where to focus priorities … *Which aspects of the partnership require attention now?*

   - The comments provide insight into possible root causes.

3. **Iden**tify high imp

4. **Expl** es, and stud requiring improvement.

5. Develop a plan to **communicate the outcomes** of the assessment to interested people and parties.

ACE end-of-CRC findings

1. On the surface, all was well – consistently high scores by all participants at the top level of the Value tree.

2. The devil was in the detail – some scores around 7 for Attributes.

3. Study of these scores and the associated comments provided the CEO with three specific insights.

"Cost of transaction in the partnership in uneven"

Some of the core partners are 'more expensive' to engage with than others simply because they are required to meet Government set revenue targets and charge higher overheads on their participation.

Some of the lower rating scores reflected this fact, but not to the extent that it was prejudicial to future collaboration ── it was merely noted as a fact that influenced the relative score given.

"Sharing of profile"

In a partnership that engages nationally recognised institutions such as CSIRO or the Australian Antarctic Division, and the host institution (U of Tasmania) branding the joint efforts inside ACE (or any other CRC or similar partnership) is often a difficult job:

- When is the award-winning scientist identified in the media as ACE or CSIRO?

- When is the significant research voyage to the Antarctic characterised as an ACE voyage or an AAD activity?

- How does the nascent Institute for Marine and Antarctic Studies at the University of Tasmania differentiate itself from the ACE CRC? …

"Sharing of profile" (cont'd)

The ratings that reflect on these issues were, once again, not fatal to the building of future collaborations — well-established protocols and the existence of a high level of good will ensure that these matters are able to be managed successfully to everyone's ultimate benefit.

"Balance in collegial relationships between partners"

The ratings and comments associated with collegiality indicated that some partners felt that one or more of the other partners were less collegial than the rest.

While … the ratings did not indicate that these lower scores were fatal to future collaboration and partnership, and this was confirmed in follow-up discussions with respondents, most partners felt that collegiality was a very important component of value that the ACE provides.

Lack of collegiality was seen to de-value present and future partnerships, and could be fatal to long term institutional collaboration.

ACE CEO final comment

The partnership value process reflects the value of a long and productive relationship, and clearly points to the importance of the quality of the relationships among partners in building a future collaboration.

The initial question: What's the problem?

- Collaborative ventures are complex objects!

  - Different participants bring different skills, knowledge, knowhow and resources to the party

  - Different participants are seeking different outcomes

  - Lack of clarity about varying expectations can result in unnecessary tension … and unpleasant surprises

- What can be done to

  A. introduce clarity from the outset?

  B. monitor and improve the collaboration as it progresses?

  C. evaluate the non-research aspects at the end of the project?

What's the suggested response?

1. **When starting out:**
   a) Decide on the nature of the relationship that the Partners are seeking.
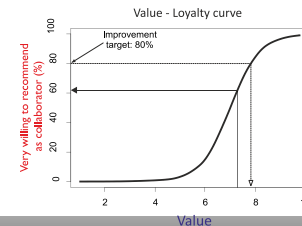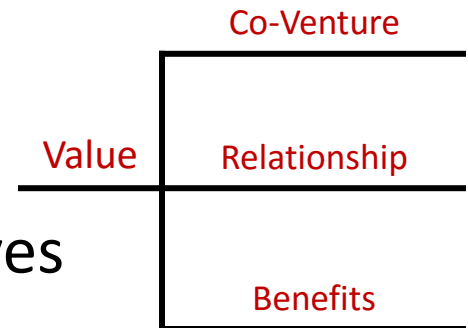   b) Identify what's important to each participant in the partnership and resolve any mismatches in expectations.

2. **When monitoring progress, or carrying out an end-of-project assessment,**
   a) Collect quantitative and qualitative data in relation to 1(b).
   b) In monitoring mode, act on the data to improve the relationship.
   c) In end-of-project mode, learn from the data for next time.

In short, bring the same degree of (scientific) discipline
to managing the partnership relationships that you bring
to carrying out the work of the project itself.

Where to next?

- Possible one-day workshop for CRCs:
    - CEO + Business Manager / COO
    - Develop skills to run the process for another (paired?) CRC
- Benefits:
    - Improve the partnership!
    - Process could be run at cost (travel expenses)
    - Provide basis for benchmarking
    - Provide data for Value – Business impact curves

Co-Venture

Value   Relationship

Benefits

Value - Loyalty curve

Improvement target: 80%

Very willing to recommend as collaborator (%)

100 80 60 40 20 0

2   4   6   8   10

Value

References

1. Fisher, N I (2013*), Analytics for Leaders*. Cambridge: Cambridge University Press.

2. Fisher, N I & Peacock, A J (2016*), "*What Collaborators Want: Planning, Monitoring and Evaluating Research Collaborations." *Animal Production Science*. Submitted for publication.

3. Kordupleski, R (2003*), Mastering Customer Value Management*. Pinnaflex Educational Resources, Inc.: Cincinnati, OH.