WHEN EFFECTIVE COLLABORATION HAS TO MATERIALIZE

W O R L D
MATERIALS
F O R U M

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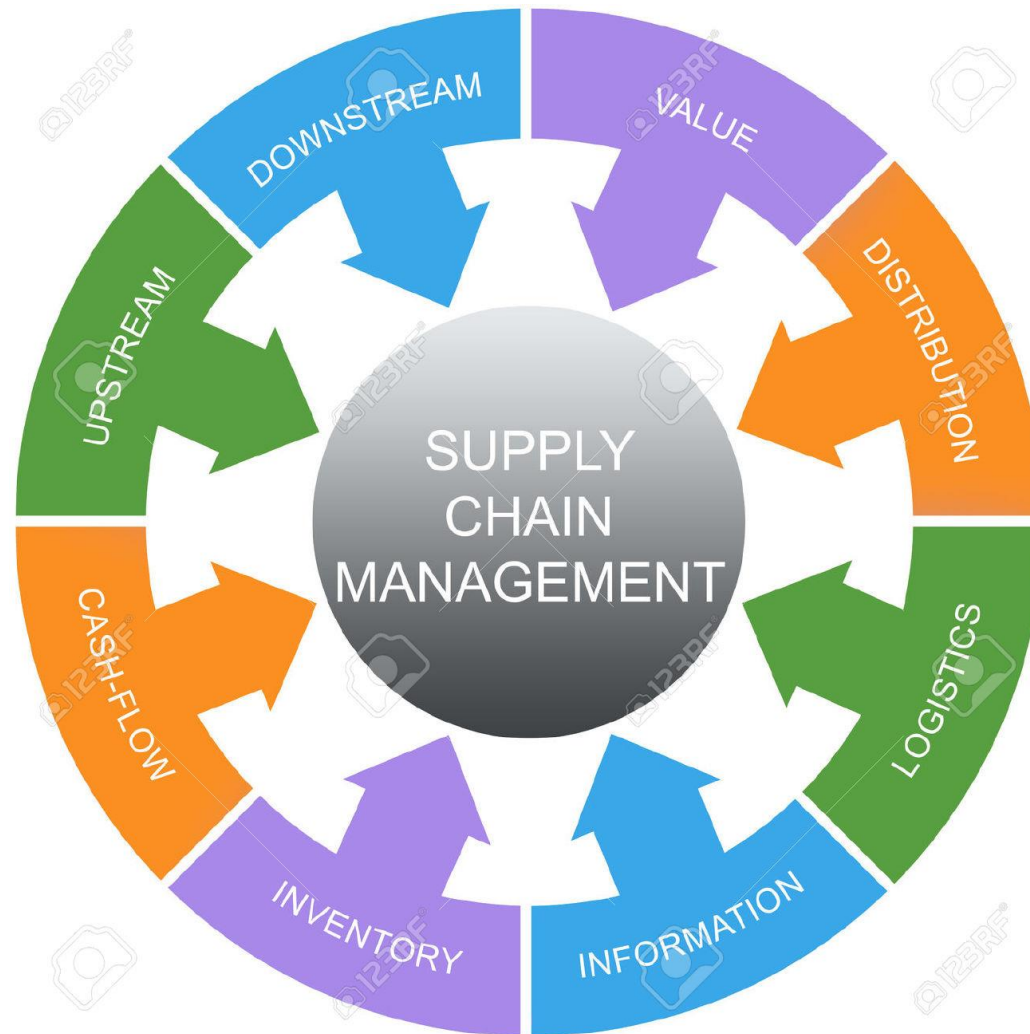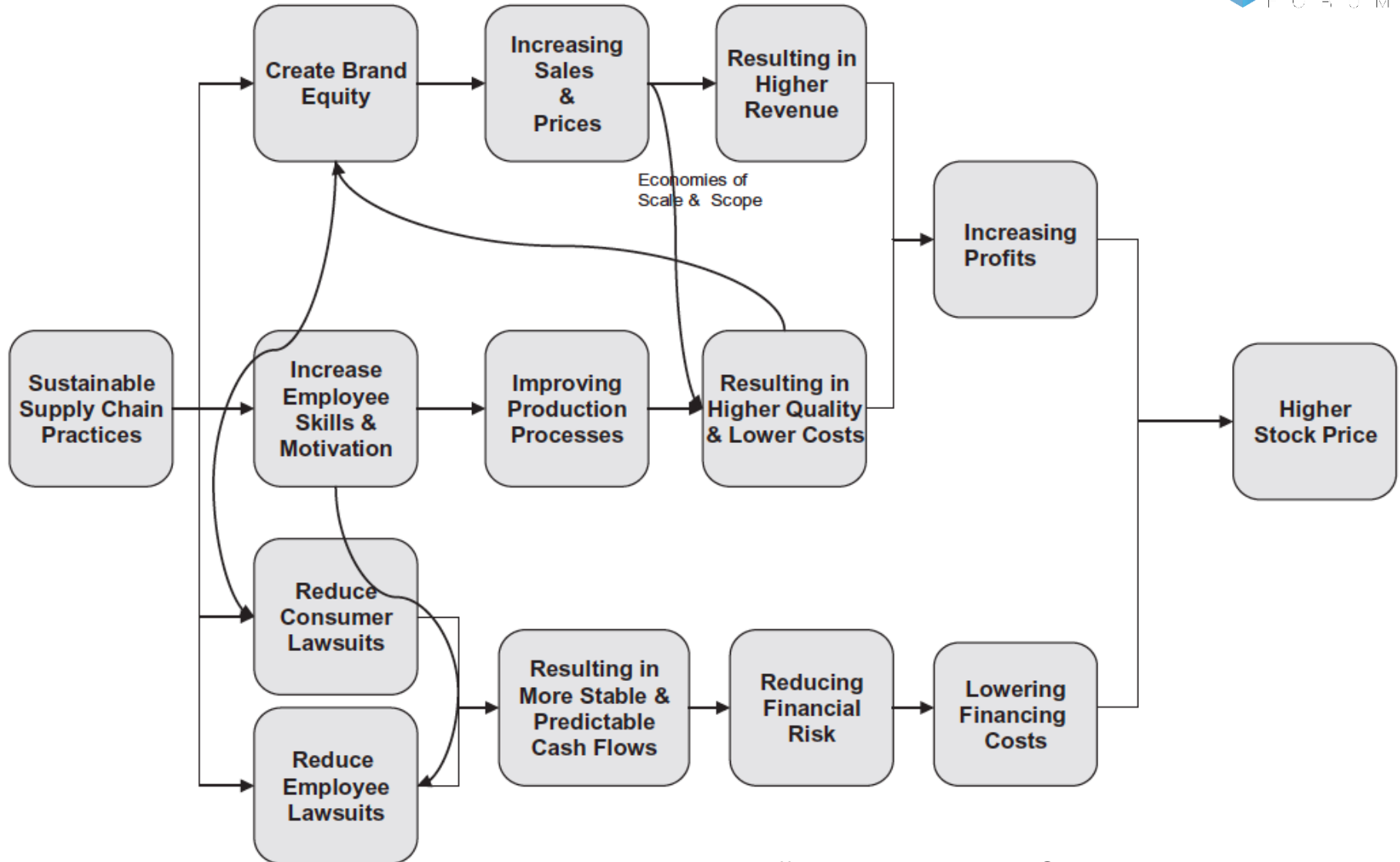
- **S**TRATEGY

- **C**ULTURE(S)

- **O**RGANISATION

- **P**EOPLE- TEAMS

- **E**NVIRONMENT

- Not much academic work done on « Materials and Value Chain Management »

- Value chain is a set of activities that create value for customers and shareholders.
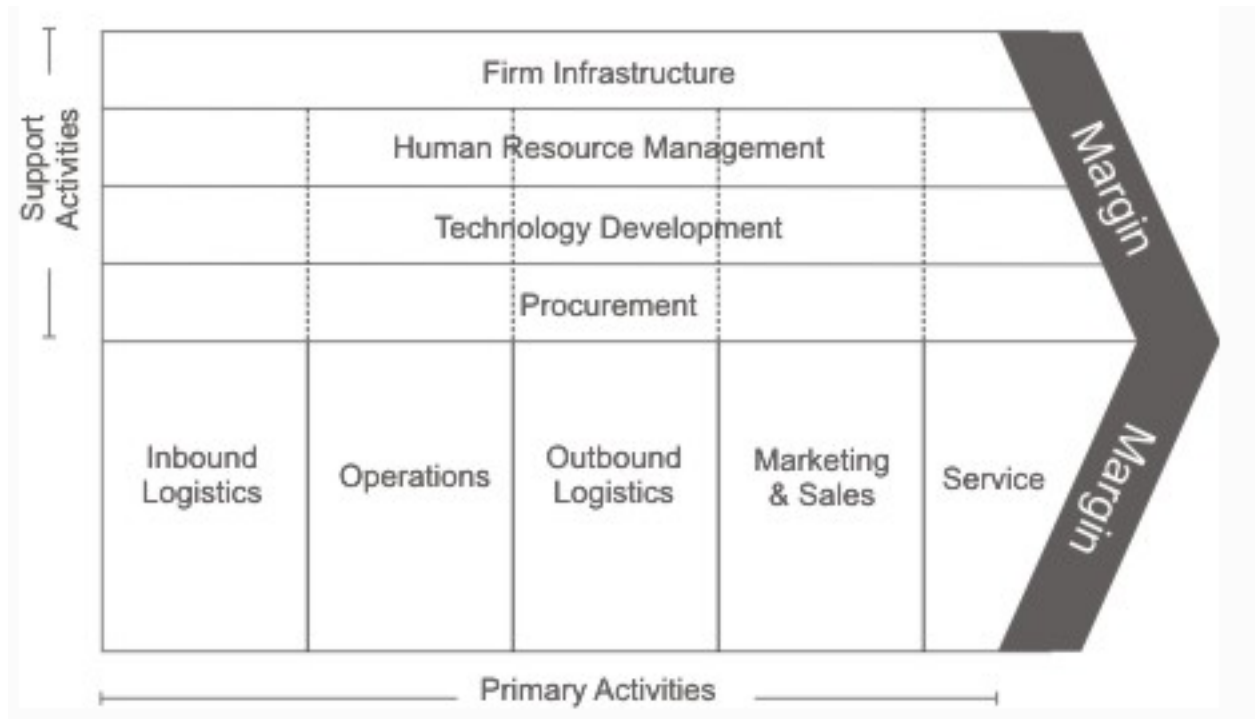
3. Traditional Value Chain Analysis

- **Identification of subactivities for each primary activity**
- **Identification of subactivities for each support activity**
- **Identification of links** between value activities
- **Design solutions to increase value**

Black Box : It does not make the links work :

Missing message is about _Collaboration_
→not a natural process
→Risks and Critical Areas to be Explored

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Collaboration pushes beyond the limits of existing conditions or a single stakeholder:
"Let's create something new…"

Cooperation is necessary to meet stated goals for improving
"We need to improve this/fix that…"

Coordination facilitates the implementation of mandates, and the meeting of predefined goals:
"Get this done…"

COLLABORATION:

- Team members must be competent and committed
- Have a clear line of sight to strategy
- Be keen to share exclusive/sensitive information and to bring unique expertise to the table
- Applaud and value creativity
- Have a high level of trust in other team members

COOPERATION:

- Competence is critical, and commitment to project goals is key
- Members are okay with sharing information, but not sure it is necessary
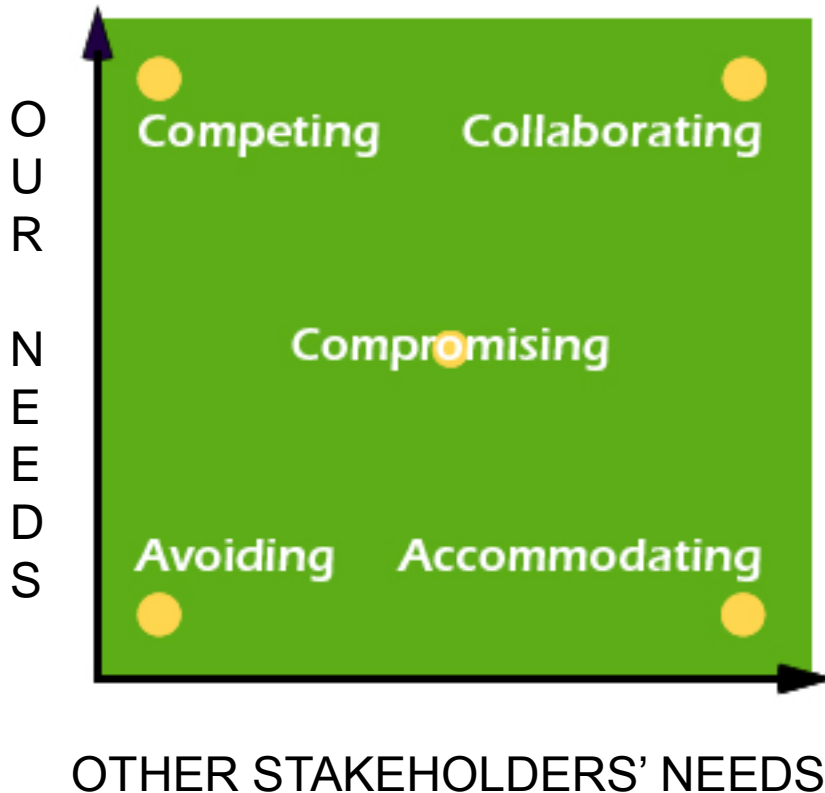- Unique expertise is less critical

COORDINATION:

- Mindset focused more on achieving stated goals; little thought to strategy
- Team is far less likely to share information or seek out experts
- Little interest in if/how value accrues; and trust is not key to success

Economist Intelligence Unit

7. Collaboration & Innovation

	IDEA GENERATION			CONVERSION		DIFFUSION
	IN-HOUSE Creation within a unit	**CROSS-POLLINATION** Collaboration across units	**EXTERNAL** Collaboration with parties outside the firm	**SELECTION** Screening and initial funding	**DEVELOPMENT** Movement from idea to first result	**SPREAD** Dissemination across the organization
KEY QUESTIONS	Do people in our unit create good ideas on their own?	Do we create good ideas by working across the company?	Do we source enough good ideas from outside the firm?	Are we good at screening and funding new ideas?	Are we good at turning ideas into viable products, businesses, and best practices?	Are we good at diffusing developed ideas across the company?
KEY PERFORMANCE INDICATORS	Number of high-quality ideas generated within a unit.	Number of high-quality ideas generated across units.	Number of high-quality ideas generated from outside the firm.	Percentage of all ideas generated that end up being selected and funded.	Percentage of funded ideas that lead to revenues; number of months to first sale.	Percentage of penetration in desired markets, channels, customer groups; number of months to full diffusion.

Hansen & Birkinshaw, HBR-2007

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WORLD MATERIALS FORUM

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Competing   Collaborating

Compromising

Avoiding   Accommodating

OTHER STAKEHOLDERS' NEEDS

- **Competing** This is a power-oriented mode. Competing means « standing up for your rights »

- **Accommodating** When accommodating, the individual neglects his own concerns

- **Avoiding** Avoiding might take the form of diplomatically sidestepping an issue

- **Collaborating** Collaborating involves an attempt to work with others to find some solution that fully satisfies their concerns. It means digging into an issue to pinpoint the underlying needs and wants of the two sides.

- **Compromising** The objective is to find some expedient, mutually acceptable solution