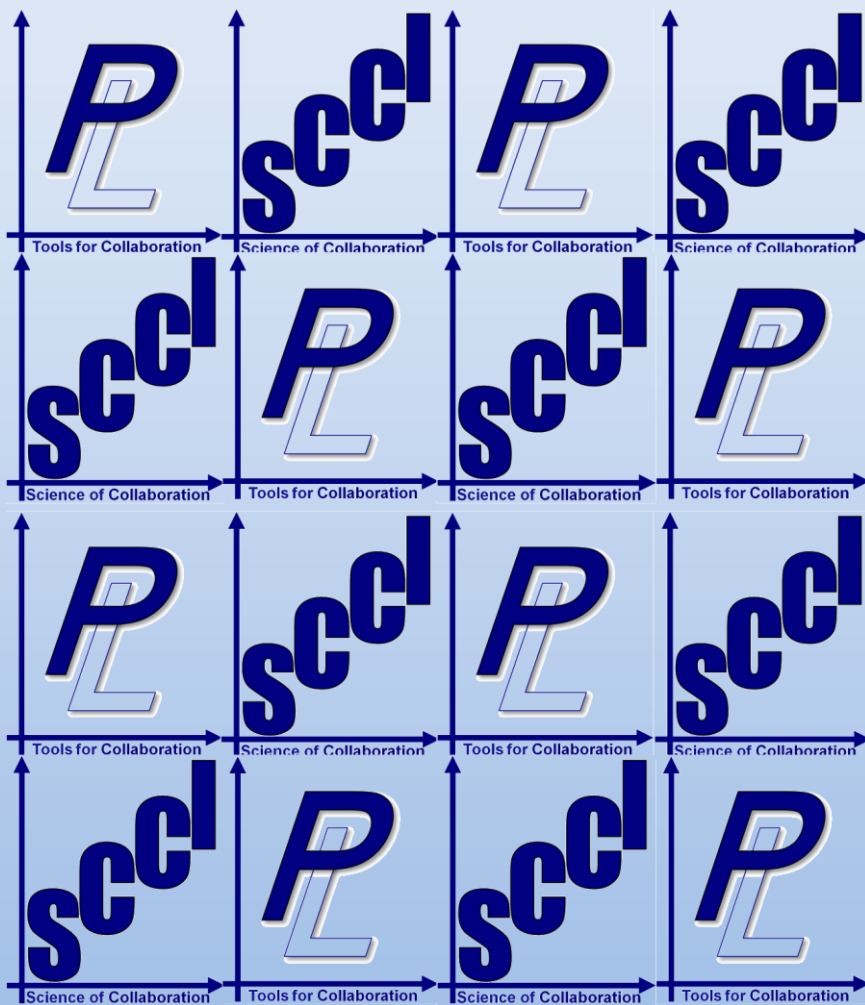


Collaboration Glossary



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By Andrew Humphries & Linda McComie

Even after many years in the world of collaborative relationships, terminology including job titles is not yet standardized. In order to achieve some precision of meaning we have used terms that focus on a standard view of the function of relationship management. For this reason, we are including a glossary of terms here rather than tucked away at the end of the book.

Assessment – is a process comprised of performance metrics (surveys) and the details of the underlying pointers (interviews) to understand the drivers of relationship success and failure.

C3 Behaviour - Co-operating, Coordinating and Collaborating

Collaborative Relationship - Collaboration is where firms enter into buyer-seller relationships, supply chain partnerships, services marketing arrangements or any other relationship combination. They will work together using their specialized resources innovatively to achieve aims and objectives that could not be realized on their own. Common types are:

- **Alliances** – two or more parties, often led by larger organizations, where they decide to work with others to achieve common objectives e.g. in response to market or governmental pressures.
- **Customer-Supplier Relationships** – often found in supply chains and having evolved from transactional relationships.
- **Joint Ventures** – this is a more formal arrangement where two or more organizations create another organization to achieve their aims. The partners will have financial responsibility for the joint entity, usually through shares, and will often second staff to it.
- **Partnerships** – where two or more organizations decide to create a formal or informal framework in which they can work together. Not to be confused with the legal definition.
- **Sales (Vendor-Vendor) Relationships** – where two or more organizations work together to define and implement a go-to-market strategy.
- **Strategic Alliances** – usually where the reason for the enterprise is of strategic importance to the partners, for instance where the manufacture of a new car is crucial to the future survival of the manufacturer and the engine supplier.

Collaborative Value – the achievement of a combination of tangible and intangible products of collaboration that will not only positively impact the bottom line but also provide a continuously increasing stream of benefits:

- **Intangible:** factors such as innovation, knowledge and skills capture, enhanced reputation and brand value and, satisfied stakeholders and relationship quality. The latter is characterized by harmony, trust, commitment, open communications and a willingness to work together for the long-term.

- **Tangible:** increased profits, greater market share and the fulfilment of project objectives underpinned by operational imperatives of time, cost, quality and delivery.

Culture – “the way things are done around here.”

Enterprise Business Case – is a joint perspective of the business opportunity.

Enterprise Business Plan – is the formal written document containing the goals of the joint business, the methods for attaining those goals, and the time-frame for the achievement of the goals.

Enterprise Relationship Management (ERM) – is the target operating model for coordinating all the business activities that are essential to the success of a joint/multi-party endeavour. It encapsulates the formal and informal management of those aspects of a joint enterprise that contribute to bottom-line success and is the key to successful collaboration.

Enterprise Relationship Management Plan (ERMP) – Is the storehouse of all the procedures and controls that make up the target operating model and thus it is necessary for managing the relationship. It will contain all the records of decisions, activities and knowledge pertaining to the joint operation and will be made available to those who need to access it for both reference and for updating.

Exit - is the process of ending a collaborative relationship. It must ensure that if alternative provision is required for any reason, an adequate level of support can be maintained without disruption to operations.

Exit Implementation Project – is the series of actions based on the policies laid out in the Exit Plan in order to terminate a business relationship and in some cases to transition to a new one.

Exit Plan – is a plan for an orderly dissolution of the relationship. This document is the strategic framework which will be used for developing a detailed project plan to initiate and implement an orderly exit.

Exit Strategy – is a high-level view of the potential circumstances that may cause the terminating of a collaborative relationship and those actions needed to achieve a satisfactory conclusion.

Framework Contracting – is where contracts that facilitate the evolution of highly cooperative, flexible relationships are focused on outcomes.

Goal/Objective - is a desired or aspirational result that an organization or organizations envision, plan and commit to achieve.

Implementation Project – is the series of actions as defined in the Business Plan required to establish the Joint Enterprise.

IPR – The right of a person or company to exclusively use its own ideas, plans, and other intangible assets without competition, at least for a certain period of time. Examples of intellectual property include copyrights, trademarks, patents, and trade secrets. Intellectual property rights may be

enforced by court through a lawsuit. The idea behind the protection of intellectual property is to encourage innovation without fear that a competitor may steal the idea and/or take credit for it.

Outsourcing – is a business model whereby an organization decides that it will no longer carry out a function in-house, instead this function will be provided by a third party.

Policy Framework – consists of the Full Business Case, Commercial Agreement, Business Plan, Exit Plan and ERMP. It will be modified and adapted in the light of operational and environmental changes.

Relationship Analysis – is the process that reveals the relationship dynamics based upon data collected from surveys and interviews.

Relational Governance – is the agreed management processes found in social relationships which are used in complex collaborative situations to provide an adaptive, open, trusting environment. This is used in conjunction with framework contracting.

Relationship Manager (RM) – is a senior executive who has both strategic and operational responsibility for relationship management.

Relationship Maturity Matrix – is a category of models that describes the current characteristics of a relationship across a spectrum from ‘bad to excellent’ according to a number of defining dimensions. Its main use is to enable partners to set improvement goals. In our experience it is of limited value because it does not give any pointers to where and what needs to be changed.

Relationship Measurement – is the process that generates comparative metrics that describe key relationship drivers and some additional characteristics based upon knowledgeable staff perceptions, usually collected through a survey.

Relationship Performance - are those aspects of a joint enterprise that contribute to the bottom-line/value for money/productivity.

Target Operating Model - is a blueprint of a firm’s business vision that aligns capacities and objectives in order to achieve success.

- **Transactional Relationship** – is a relationship based on the purchase or supply of a commodity product or service which is widely available and price driven. The management of the relationship is limited to contract requirements of quality, time and price.

Further Reading:

Andrew Humphries & Linda McComie (2022), **Implementing and Managing Collaborative Relationships – A Practical Guide for Managers**
Routledge, New York, ISBN 978-1032-1173-86
155 pages



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