Cranfield UNIVERSITY
School of Management

Collaboration for Sustainability Framework

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SCALE SUSTAINABLE FOOD CHAINS

Investing in Opportunities
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Why collaborate?

During the last decade demands for the improvement in sustainability performance of supply chains have increased dramatically, fuelled by rising expectations of multiple stakeholders. In recent years these demands have extended as companies have started to face a more complex set of performance parameters to satisfy multiple stakeholders, including consumers, shareholders, suppliers, governments, non-governmental organizations (NGOs) and society at large. These, in turn, include a range of environmental (e.g. greenhouse gas emissions, waste, pollution, water and energy usage) and social issues (e.g. employment conditions, child labour, congestion, accidents, and noise), as well as the traditional economic parameters.

Sustainability in supply chain can improve through collaboration between organizations. In a recent survey 90% of the 3,800 executives and managers from 113 countries, indicated that they believe that **collaboration** is needed to address sustainability challenges, despite that only 47% say that their companies are currently engaged in any sustainability-related collaborations[1]. Furthermore, of those respondents that were involved in collaborative sustainability initiatives, less than 30% consider that the collaborative initiatives were successful.

The two most common types of supply chain collaboration that we observe are:

- Vertical collaboration which involves organizations of the same supply chain, such as manufacturers and retailers working together to better serve the end customer — and
- Horizontal collaboration, which involves organizations which have similar positions in different supply chains, such as shared logistics services and agricultural cooperatives.

If we look at examples where organizations have come together to address major sustainability challenges, typically the network is comprised of a variety of stakeholders from different parts of the supply chain where relationships may not have existed previously or potentially where the relationships were confrontational. This dynamic has resulted in increased complexity when trying to work collaboratively on a joint initiative.

Despite the potential advantages of collaboration, there are many barriers that can prevent organizations from reaping the full benefits of the initiative. One on the fundamental ingredients that needs to be present is top management support. The current trend is a positive one with the number of companies reporting that their top management boards have sustainability as an agenda item increasing from 46% in 2010 to 65% in 2014[2]. However, issues such as; inadequate information sharing, lack of trust, inconsistent goals and metrics, fear of opportunism and concerns about gain sharing continue to plague many collaborative initiatives. While many companies see collaboration as key to improving their **3BL** performance, they require assistance in how to engage in collaborative relationships, how to overcome the barriers, and how to create an environment in which a culture of collaboration and sustainability can flourish. Interestingly it has been highlighted that the more that organizations participate in collaborative initiatives the better they get at it and ultimately improve the performance of their collaboration for sustainability initiatives.

For many organizations, the inter-organizational collaboration, or partnerships, have been managed and developed in an adhoc manner with the individuals responsible for supporting business-critical relationships receiving little guidance and support. Therefore, a standardised methodical approach to developing, implementing and managing collaborative initiatives is necessary as a tool for improving the sustainability performance of supply chains, across the 3BL.

What is the aim of this eWorkbook?

The aim of this eWorkbook is to outline an approach to help organizations embarking on a collaborative initiative with a goal of improving their 3BL performance. The approach is built around a framework called, the Collaboration for Sustainability (C4S) Framework. The C4S framework identifies and creates common building blocks and provides the clarity of vision to all the stakeholders involved at a very early stage, which is critical to the long-tern success of the collaborative initiative. This eWorkbook is a result of research conducted for Project SCALE.

1 Kell, G., Kiron, D., Kruschwitz, N., Reeves, M., Haanæs, K., and Fuisz-Kehrbach, S.K. (2015), *"Joining Forces: Collaboration and Leadership for Sustainability"*, MIT Sloan Management Review, January 2015.

2 Barratt, M. (2004), Unveiling Enablers and Inhibitors of Collaborative Planning, The International Journal of Logistics Management, Vol. 15, No. 1, pp. 73-91;

The Collaboration for Sustainability Framework

The C4S framework facilitates the launch of a collaborative initiative between organizations, the framework has three distinct stages; Preparation, C4S Workshop, Implementation. At its heart is a one-day C4S workshop, which includes open discussion around the goals for the initiative and also the critical success factors, so that by the end of the day the core purpose and joint goals of the collaborative initiative have been articulated and agreed on by all involved.

The C4S Framework provides a structured approach to the development of a clear purpose for the collaboration and also builds the organizations knowledge and familiarity with each other and style of working.

Stage 1: Preparation for C4S workshop

The organization that has identified the need for collaboration will normally take the lead at this point to seek potential partners. The selection of organizations to approach depends on the exact nature of the challenge that is being addressed.

During this stage there are two key steps:

Generating momentum

This step involves the lead organization creating a dialogue with the potential partners around the proposed aim and objectives of the initiative.

Individual Goals Assessment

This step involves the potential partners completing their individual goals assessment highlighting the key outputs that they would want to achieve from the collaborative initiative

Stage 2: C4S workshop

The lead organization will make the arrangements for the C4S workshop and identify a facilitator for the day. The facilitator role is core and depending on the number of potential partners it might be advisable to have additional facilitators. The workshop ideally should be held in a neutral location to avoid any potential reservations by the partner organizations. At the end of this stage the shape of the collaborative initiative should be clear and the partners should be in agreement on the way forward.

During this stage there are four key steps:

Partner Presentations

This step involves every organization presenting an overview of their strategy, capabilities and individual goals assessment for the proposed collaborative initiative.

Joint Goals Identification

This step involves all the potential partners discussing openly what they want to achieve and eventually reaching consensus on the joint goals that will be the core focus of the collaborative initiative.

Agree Collaborative Opportunity

This step involves the partners articulating at a high level the overall aim and objectives, scope, timing and key resources required from each organization for the collaborative initiative.initiative.

Critical Success Factor Analysis

This step involves the partners reviewing the critical success factors for high performing collaborations and assessing the level of effort required to manage the particular factor.

Stage 3: C4S implementation

This stage involves the partner organizations putting in place the necessary resources and structures to deliver on the agreed goals of the collaborative initiative.

During this stage there is one key step.

C4S Go-Live

This step involves the partners translating the top level plans into tactical and operational activities on the ground. This would also involve the development and sign off on a partnership agreement which outlines the specifics of how the collaborative initiative is to be managed.

How to use eWorkbook

The following sections of the eWorkbook map directly onto the three key stages of the C4S framework and the individual steps in each stage.

Each section provides additional information to support the activities that are required to carry out each of the steps. A standard structure is used across all the sections and is comprised of the following areas:

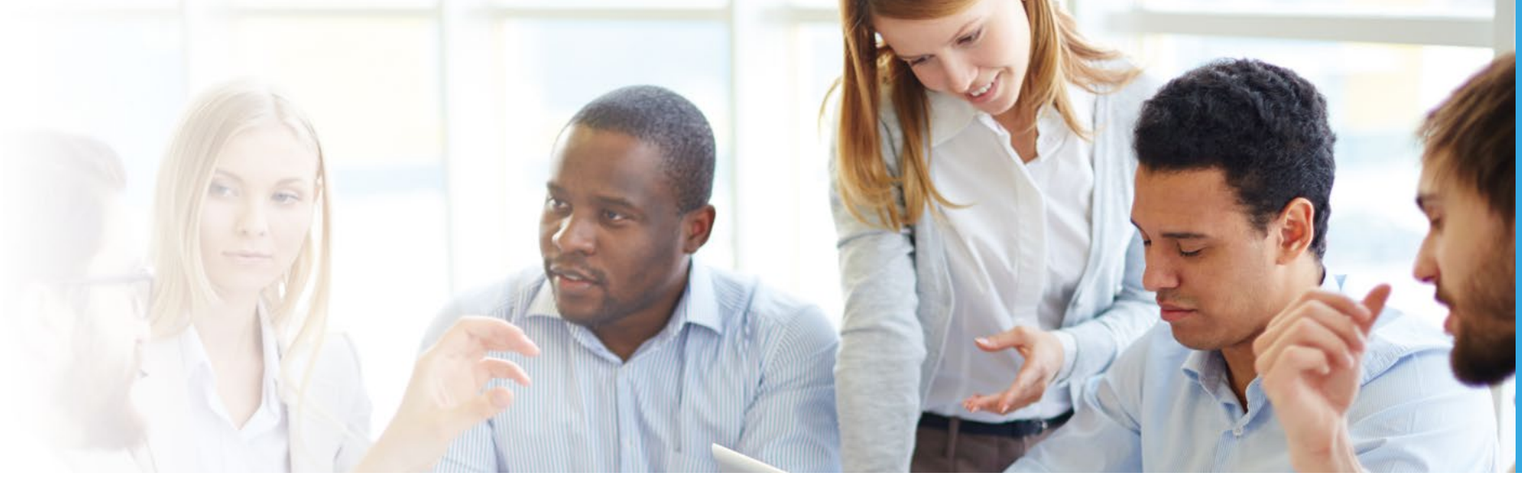
Guidance	A description of the activities within that step.
Inputs	The information and templates needed to carry out the activities.
Outputs	The deliverables/outcomes from the step.

All the C4S templates used in each of the steps can be found in the Appendices and can also be downloaded as individual documents.

Whilst the C4S eWorkbook has been designed as an interactive pdf document, it can be easily printed by any user.

Each section is colour coded and identified by an icon. Navigation can either be sequential or directly to specific sections using the navigation bar on the bottom of the document. Technical terms are defined as they are encountered and are visible as pop-up windows when you hover the cursor over the word, there is also a complete list in a Glossary at the back of the eWorkbook.

Get Started



Step 1:

Generating Momentum

Guidance

The first step is Generating Momentum around the desired collaborative initiative.

The catalyst organization which has the original idea to explore the development of a collaborative opportunity, to improve the 3BL of its operations and those of the **partner organizations,** would take the lead in approaching prospective partners to collaborate with. In many different studies the importance of engaging with Senior Management on 3BL challenges has been identified as a critical success factor. Therefore, it is important that Senior Managers from the catalyst organization are leading on this step and making the necessary contacts with Senior Managers in the prospective partner organizations.

Once the communication channels with the key individuals in the partner organizations have been created then it is the responsibility of the catalyst organization to initiate and sustain a conversation around the potential collaboration. To assist in this process a simple high level outline of the opportunity and the potential benefits from collaborating on the initiative should be prepared. The outline should also include the rationale for approaching the particular organization such as; specific capabilities, location advantages, and perceived fit. A copy of this C4S eWorkbook can also be shared with the partner organizations to provide an overview of the process.

Once the potential partner organizations have expressed an interest to collaborate then potential dates to hold the C4S workshop should be identified. It is important that the workshop takes place on neutral ground with independent facilitators, especially in cases where one partner could be perceived as the 'power broker' in the network, or where the organizations have had a history of confrontational incidents in the past.

In preparation for the C4S workshop ALL the partner organization (including the catalyst organization) would need to:

1. Prepare a short presentation about their organization and what they perceive as their key areas of expertise that they would contribute to the collaborative initiative. In addition, the organization's experience in other collaborations is important to explore as it has been shown that the more you collaborate the better you get at it. Finally, the presentation is a great vehicle to begin to familiarise each other with the organizations language and culture.
2. Provide a list of nominated workshop participants from a selection of levels and functions relevant to the proposed collaborative initiative. Examples of some of the types of individuals that could be involved are:
   - Managing Director
   - Supply Chain Director
   - Operations Manager
   - Corporate Social Responsibility Manager
   - Sustainability Managers
   - Procurement/Commercial Managers
   - Logistics Managers

Inputs

- High level outline of the issue/opportunity and rationale for approaching the particular organization
- List of prospective partner organizations for the collaborative initiative
- Description of the C4S workshop
- Copy of the C4S eWorkbook

Outputs

- Confirmed date and location for C4S workshop
- List of confirmed attendees
- Partner organization presentations

Step 2:

Individual Goals Assessment

Guidance

The second step is critical and involves every partner organization including the catalyst organization evaluating their individual goals for getting involved in the collaboration. This step requires every organization to articulate 'what success looks like for them' from engaging in the proposed collaboration.

The high level outline of the issue/opportunity that is the focus of the proposed collaboration provides the basis for the organizations to review in more detail what would be the core goals that they would need to include in the scope of the initiative. They would also look at identifying non-core goals that would be of value to them to achieve, but which would not be 'deal breakers'. A goals assessment form is provided to help structure this activity.

This activity is internally facing and the partner organization would need to engage with the relevant internal stakeholder groups to first identify the goals and then agree on the level of importance of each goal. They should consider both tactical and strategic factors when completing this activity. In addition, the organization might also find it useful at this point to carry out a simple risk assessment of their supply chain to identify broader goals from outside of their organizational boundaries. There is a simple **SC Risk assessment tool** available here to help with this activity.

Once the organization has reached agreement on their goals, in preparation for the C4S workshop it would be important that they also identify the potential costs, benefits and risks to their organization from engaging in the collaborative initiative.

The **assessment of goals** form is comprised of six key areas.

- Process Efficiency
- Customer
- Market Advantage
- Learning & Growth
- Environmental
- Social Responsibility

The form is a mechanism to help the organizations structure their goals and to consider a wide range of topics that span the 3BL. It also provides a standard format which every partner organization will have used which facilitates understanding and clear communication at the C4S workshop. This level of transparency at the outset of the collaboration is critical to the successful realisation of the objectives of the collaborative initiative and the development of high performing partnerships.

Once this activity is complete, a statement of what success looks like for the organization and the individual goals should be included at the end of the organization's presentation in preparation for the C4S workshop.

Inputs

- High level outline of the opportunity and rationale for approaching the particular organization
- Assessment of goals form
- Hyperlink to the SC Risk Assessment tool
- Organization presentation

Outputs

- Completed assessment of goals form
- Identification of costs, benefits and risks to the organization
- Clarity/statement of 'what success looks like' for their organization
- Organizations that have an interest in participating in the collaborative initiative
- Final organization presentation including goals ready for C4S workshop

Step 3:

Organization Presentations

Guidance

This first step of the C4S workshop provides the foundation on which to build an open and collaborative relationship amongst the partner organizations. Every prospective partner organization would present to the group what they consider to be their key capabilities that they believe would be beneficial to the collaborative initiative.

Additionally, partners should provide an overview of the organization's mission and vision and what they want to get out of the collaboration. This is vital as in many cases the organizations may not have direct experience of interacting with each other and this allows the group to start to become more familiar with the style and culture of the other partners.

The catalyst organization should engage the services of an experienced facilitator to manage the C4S workshop. The day is long and at times intense experience and the facilitator will have the responsibility of managing the process to ensure that it runs to schedule and arrives to a clear output at the end.

At the start of the C4S workshop it is advisable for a Senior Manager from the catalyst organization to present an overview of the issue/opportunity for which the collaboration is being proposed. This clearly positions from the outset the starting point for the day and what they are hoping to achieve through the collaboration.

Once complete then every partner organization should be provided with an equal amount of time (around 15 minutes) to present to the group their prepared presentation including their goals. At the end of every presentation the facilitator should plan time for a few questions and answers.

The facilitator at this point must make sure that the process does not get de-railed by disruptive questions or challenging each other's goals aggressively. The purpose of this step is to allow every organization to have a voice to express what is important to them if they were to get involved in the collaborative initiative and for the other partners to listen and appreciate their needs.

Inputs

- Collaborative initiative overview presentation
- Partner organizations presentations
- Individual organizations assessment of goals forms
- Planned running order/agenda for the day

Outputs

- Clarity of every partners stated goals
- Appreciation of partners capabilities
- Early understanding of the culture and style of management of each partner
- Potential additional benefits that could be derived from the partners

Step 4:

Joint Goals Assessment

Guidance

Aligned and transparent **goals** are key to the success of any collaboration; this step looks to build on the previous step by mapping the individual partner organization goals onto the C4S helm. The creation of a list of agreed joint goals is an essential early task.

The C4S helm provides a visual overview of all the goals (core and non-core) for the different organizations; the helm also allows the group to identify potential gaps in the collaborative initiative which might need to be addressed. In effect the template acts as a steering mechanism for the group to review and discuss their individual goals and subsequently to focus on the final set of goals that should be part of the collaborative initiative.

If possible the facilitator should have populated the C4S helm using the completed individual assessment of goals forms prior to the start of the C4S workshop. However, the template should only be displayed after the completion of step 3. The different goals on the template should be easily linked back to the individual partner organization through a simple system of colours or numbers.

As part of the process of agreeing on the joint goals that the collaborative initiative will focus on at this early phase it is important to create a more detailed description of each goal, its timing and key actions to achieve them. This involves achieving a deep understanding of each goal from the different partner organizations points of view and also what it means practically for the collaboration. Where necessary the individual and collective needs will be reconciled.

For the goals which are out of scope at this time, the description and reasons for not including them and potential future actions or inclusion should also be recorded.

The goals tracking template should be used to record both sets of core and non-core goals as separate lists to avoid confusion.

The facilitator will lead the discussion and in some instances manage the negotiation between the partner organizations around which goals will become the joint goals for the collaborative initiative. The C4S helm segments the goals across the six strategic areas and links between goals can be added to the template to indicate dependencies between different goals. Every goal in every area needs to be discussed and decisions relating to it recorded. The template includes the following fields:

Description: A short outline describing in more detail the intention of the goal.

Timing: The group must have a clear vision of what it means to achieve the goal in practice. Accordingly they assign a timing of Short (S), Medium (M) or Long-term (L). If there is an issue can it be resolved for instance during the implementation phase or at a future date in light of operating experience.

Actions: Any key actions that need to be taken by any of the partner organizations.

Responsibility: Identify a lead partner who will be responsible for the managing the delivery of the goal.

Inputs

- Completed Individual Assessment of Goals forms
- Populated C4S helm template

Outputs

- Completed goal tracking form for both core and non-core goals.

Step 5:

Agree Collaborative Initiative

Guidance

This step is the opportunity for the organizations to reflect on the progress to this point and to be clear at a high level what they are committing to, if they are to be part of the collaborative initiative. It is advisable to break for lunch prior to this step, to allow for the individuals and teams from the different organizations, to review their position and discuss unexpected insights from the morning's discussions.

The **project charter template** would be used to capture the key aspects of the collaborative initiative at this point in time. The group should agree on:

- Project Name which encapsulates the essence of the project
- Project Aim which describes in a simple way the overarching purpose/aim of the collaborative initiative
- Project Scope as in what's in and what's out of scope
- Problem/Opportunity statement to articulate what the collaborative initiative is seeking to address.

These four sections are core to the communication of the project outside of the group that is at the C4S workshop, if this is done well it can provide a very powerful mechanism to use with other stakeholders as the project starts to move from the initiation stage into implementation. The facilitator should complete the document as the discussion proceeds.

The next section to complete on the project charter at this time would be to validate the core goals agreed on in Step 4, the facilitator should transfer these over from the goal tracking forms over lunch and it is just a matter of everyone having one last look at the list and agreeing with them. At this point the facilitator should print the project charter document and have the most senior representative from every organization present sign and date the document to demonstrate their commitment to embarking on the collaborative initiative.

Inputs

- List of core goals from the goal tracking forms
- Project charter template

Outputs

- Completed and signed project charter
- Clarity around the specific aspects of the collaborative initiative

Step 6:

Critical Success Factors Analysis

Guidance

The final step of the C4S workshop is a discussion around the **critical success factors** (CSFs) for the collaborative initiative. This is an important activity that the senior managers must consider, as despite all the good intentions up to this point these would be the things that if not properly addressed, could undermine the success of the entire collaborative initiative.

For the purpose of this C4S framework seven high level categories have been identified as important to consider.

The seven categories are:

1 Top Management Support

The visible and ongoing support for the collaborative initiative by the top management teams in their respective organizations is key to its success. The link to the organization's strategy, the internal communication and translation of how this will drive benefits to the organization, is an important role that the Senior Managers must embrace.

2 Cultural Alignment

Do the partner organizations have compatible values? Does the style of management in each of the partner organizations have similarities in terms of their approach towards setting and managing business objectives, employee empowerment, importance of teamwork etc.?

3 Shared Resources

Will the collaborative initiative require that the partner organizations share their resources with each other? This could include sharing assets, joint investments, joint technology development, exchange of key personnel and shared research and development activities.

4 Risk and Reward Sharing

Is there recognition that both risk and rewards would need to be shared between partner organizations involved in the collaborative initiative? Are the partner organizations prepared to share sensitive information and take a long-term perspective to make sure that all the partners benefit?

5 Partnership Agreement/Contract

There is a commitment by the partner organizations to develop an appropriate partnership agreement/contract, which will provide the necessary level of clarity to support the good governance of the collaborative initiative. It is also fundamental at this point to discuss how things are to be managed at the end of the collaborative initiative. The partnership agreement/contract is a formal document, however, it cannot codify the ethos of the partnership which as it develops should be carefully managed and protected to build a culture of mutual respect and trust between the partner organizations.

6 Communications

Effective communication strategies for the collaborative initiative need to be put in place. The partner organizations should consider the different types of communications, messages, channels, and stakeholder groups that need to be informed at what frequency. Consideration of the development of stories/case studies that will provide powerful examples of the soft and hard benefits over the life of the project, should be planned. The communication strategy might also address intra-organizational, inter-organizational and extra-organizational needs for the collaborative initiative to ensure that as a group there are a consistent and aligned set of communications taking place.

7 Planning and Control

The partner organizations need to consider their joint planning and control practices moving forward. This includes sharing existing plans, agreeing on key performance indicators, joint development of strategic objectives, willingness to affect or change the operations of each other in order to deliver on the goals of the collaborative initiative.

The facilitator would complete the CSF tree as the group discusses each critical success factor and the actions that they think need to be carried out for each one. To help with the discussion How, What, Who and When types of questions can be useful. How/what do we need to do? Who needs to do it? When does it need to be done? On the CSF tree they can also indicate the level of effort/ importance required to manage the CSF within the context of the collaborative initiative.

At the end of this step a representative from the catalyst organization should wrap up the C4S Workshop reiterating the importance of making the collaborative initiative a success to all the partner organizations.

Inputs

- Organization presentations
- C4S helm
- Goal Tracking Forms
- Project Charter

Outputs

- Completed CSF Tree

Step 7:

C4S Go-Live

Guidance

This step will involve much longer time scales than the previous steps as it is where the actual work of implementing the collaborative initiative takes place. To ensure that the momentum built up through the previous steps is not lost, the catalyst organization with the help of the Facilitator needs to ensure that all of the outputs from the previous steps are collated into a portfolio and distributed to the partner organizations within one week of the C4S workshop.

The project lead from each of the partner organizations needs to be identified ideally within three months; to find the right person and re-deploy them into this role can take time, it might also require external recruitment. This should not be rushed as building the right team to manage the implementation is critical not just to the success of the collaborative initiative but also to the learning and overall experience of the partner organization with working in collaboration with others. This organizational learning and familiarity with collaboration is an important capability in todays' highly globalised and complex networks and it should be seen as an opportunity to gain first-hand experience.

In the time that it takes to build the project team the partner organizations can develop a detailed **business case** for the collaborative initiative. Despite the high level buy-in to the project, the rigour of completing the business case is necessary as there will invariably be pockets within the partner organizations, which need convincing of the benefits to the organization. The business case should include the 3BL aspects and both the short and long term benefits from engaging in the collaborative initiative.

Finally, the development and approval of the partnership agreement/contract is important to finalise in this project initiation stage. This should incorporate the governance structure and communication guidelines that will be adhered to by the partner organizations. It is also essential that it includes the process for conflict resolution as this provides a mechanism to deal with conflict in a constructive manner. If the collaborative initiative could potentially grow and evolve over time, then entry and exit criteria and processes should be outlined in this document. Lastly, some thought needs to be given to what happens to the joint resources/IPR/outputs from the collaborative initiative, at the end of its natural life.

In conclusion, this step involves the translation of the top level plans into tactical and operational activities on the ground. This should be an exciting time for the partner organizations and there should be a project launch and promotion of the project to raise its profile outside of the project teams.

Inputs

- Goal Tracking Forms
- Project Charter
- CSF Tree

Outputs

- Project portfolio document
- Business Case sign off
- Partnership Agreement / Contract in place
- Project Team defined
- Detailed Project Plan
- Governance structure in place
- Project launch

Collaboration for Sustainability Framework
C4S Templates

Individual Goals Assessment

Company Name: _____

Goals are desired or aspirational results that an organization or organizations envision, plan and commit to achieve competitive advantage. These goals should be Specific, Measurable, Achievable, Relevant and Timely. (SMART). For each goal, indicate how central (non-core → core) it is to your organization.

PROCESS EFFICIENCY

Goals related to collaborative efforts to improve efficiency in supply chain processes leading to cost savings. Some examples are:

- Improve equipment utilization through collaborative planning and forecasting.
- Reduce inefficiencies through Lean initiatives across the supply chain.
- Consolidate suppliers leading to efficiencies in procurement.

	Non-core → Core
1	○ ○ ○ ○ ○
2	○ ○ ○ ○ ○
3	○ ○ ○ ○ ○
4	○ ○ ○ ○ ○
5	○ ○ ○ ○ ○

MARKET ADVANTAGE

Goals that can provide your organization a competitive advantage in the marketplace enabled by joint efforts with customers and suppliers. For example:

- Promotion (joint advertising, sales promotion)
- Price (reduced price advantage)
- Product (joint new product development and branding opportunities)
- Place (expand geographic coverage)

	Non-core → Core
1	○ ○ ○ ○ ○
2	○ ○ ○ ○ ○
3	○ ○ ○ ○ ○
4	○ ○ ○ ○ ○
5	○ ○ ○ ○ ○

CUSTOMER

Goals focused on improving service and overall satisfaction of the final customer through collaborative efforts. For example:

- Improve on-time delivery through collaborative logistics.
- Allow tracking and tracing of product movements across the supply chain.
- Improve product and service quality through buyer – supplier collaboration.

	Non-core → Core
1	○ ○ ○ ○ ○
2	○ ○ ○ ○ ○
3	○ ○ ○ ○ ○
4	○ ○ ○ ○ ○
5	○ ○ ○ ○ ○

LEARNING AND GROWTH

Goals that improve learning between customers and suppliers and allow future growth opportunities. For example:

- Collaborative efforts to share knowledge and learn from supply chain partners.
- Long-term commitments that provide confidence for investment and development.
- Partnerships that ensure security of supply and enable future growth.

	Non-core → Core
1	○ ○ ○ ○ ○
2	○ ○ ○ ○ ○
3	○ ○ ○ ○ ○
4	○ ○ ○ ○ ○
5	○ ○ ○ ○ ○

Individual Goals Assessment

ENVIRONMENT

Goals that improve environmental indicators through collaboration. Some examples are:

- Collaborative efforts to reduce energy consumption and associated carbon emissions.
- Reduce water usage across the supply chain.
- Initiatives that prevent eco-system destruction by sourcing sustainable materials.
- Waste reduction through more effective use of natural resources.

	Non-core		→		Core
1	○	○	○	○	○
2	○	○	○	○	○
3	○	○	○	○	○
4	○	○	○	○	○
5	○	○	○	○	○

SOCIAL RESPONSIBILITY

Goals that enable socially responsible practices across the supply chain. Some examples are:

- Codes of conducts that set clear rules about labour rights, diversity, and ethical trading
- Join initiatives that prevent child labour and slave labour
- Joint endeavours to improve product safety.

	Non-core		→		Core
1	○	○	○	○	○
2	○	○	○	○	○
3	○	○	○	○	○
4	○	○	○	○	○
5	○	○	○	○	○

Collaboration for Sustainability Framework
C4S Templates

Joint Goals Assessment
Helm

Joint Goals Assessment
Goal Tracking Form

PROCESS EFFICIENCY – CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

CUSTOMER – CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

PROCESS EFFICIENCY – NON-CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

CUSTOMER – NON-CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

Joint Goals Assessment
Goal Tracking Form

MARKET ADVANTAGE – CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

LEARNING AND GROWTH – CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

MARKET ADVANTAGE – NON-CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

LEARNING AND GROWTH – NON-CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

Joint Goals Assessment
Goal Tracking Form

ENVIRONMENT – CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

SOCIAL RESPONSIBILITY – CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

ENVIRONMENT – NON-CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

SOCIAL RESPONSIBILITY – NON-CORE GOALS

#	Goal	Description	Timing	Actions	Resposible Partner
1			Short Medium Long		
2			Short Medium Long		
3			Short Medium Long		
4			Short Medium Long		
5			Short Medium Long		

Agree Collaborative Initiative
Project Charter Template

Project Name	
Project Aim	
Project Scope	
Problem/Opportunity Description	
Timeframe	

Project Goals		
Process Efficiency	**Customer**	**Market Advantage**
Learning & Growth	**Environmental**	**Social Responsibility**

Partner Signatures (Organization Name and Signature)

Critical Success Factors Analysis
Critical Success Factor Tree

Critical Sucess Factors

Top Management Support	Cultural Alignment	Shared Resources	Risk and Reward Sharing	Partnership Agreement/Contract	Communications	Planning and Control
Low High	Low High	Low High	Low High	Low High	Low High	Low High

Actions

Glossary

Business Case a justification for a proposed project or undertaking on the basis of its expected benefits.

Collaboration is the ability to work across organizational boundaries to build and manage unique value-added processes to better meet stakeholder needs.

Critical success factors are those few things that must go well to ensure success for a manager or an organization, and, therefore, they represent those managerial or enterprise area, that must be given special and continual attention to bring about high performance. CSFs include issues vital to an organization's current operating activities and to its future success.[3]

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

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.

Sustainability in supply chain is defined as the integration of environmental, social and economic aspects of business (i.e. the triple-bottom-line or 3BL) for achieving long-term economic viability.[4]

Triple bottom line (abbreviated as **TBL** or **3BL**) is an accounting framework with three parts: social, environmental and financial. It is also sometimes referred to as People, Planet and Profit.

Previous Page

[3]Boynlon, A.C., and Zmud, R.W. 1984. "An Assessment of Critical Success Factors," Sloan Management Review (25:4), pp. 17-27

[4]Carter, C. R., Rogers, D.S. (2008), "A framework of sustainable supply chain management: moving toward new theory", International Journal of Physical Distribution & Logistics Management, Vol. 38 No. 5, pp. 360-387.

Collaboration for Sustainability Framework

Issue 1