

Collaborative working – how do you get it to deliver a business benefit?

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There is only one reason why you should work collaboratively.... because it is better for your business – i.e. it improves your chances of success

– make your MD understand that and you will get their support



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there are two things in business, winning work and doing it
(making it pay)

...so how does working collaboratively improve your
chances of winning work...



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Honest answer....

it depends on the client

- if it is a one off job it is unlikely to have any affect
 - (one night stand – they don't want to love you in the morning and they are not particularly interested in whether it was good for you!)
- if it is a relationship they are trying to build, bingo!
 - (love – they want to see you again and again..)



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it is not about winning business, it is about winning business which is;

- profitable
- enhance your reputation
- lead to other opportunities

that's good business

...so how does collaborative working help on these key issues



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profitability

in collaborative working profit is less of an issue with clients, it is about getting people who can drive down costs by reducing waste

pain gain models can also help you make extra profit

in traditional contracting profit is a small element of price **but** clients are fixated by it, rather than the other 95% where the waste is and therefore the savings



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enhance your reputation

working together improves the chance of success (for both of you),

- more projects on time and budget,
- more projects returning a profit,
- ergo happy bunnies!



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lead to other opportunities

how many times (after a traditional contract) have you heard a client say *“we won’t be using them again!”*

people give work to people they trust/like.... who will they (naturally) choose

people who they have been toe to toe with?

or

people who are open and honest (collaborative)



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so does it add to the bottom line...



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what costs you money in a job?

risks

look at the risks in a job, often they can be mitigated by collaborative working

- Poor communications
- Time – a precious commodity
- Cost
- Scope/change
- Late decisions
- Interfaces
- New technology
- Personalities!



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what costs you money in a job

failure of subcontractors to deliver

- you work collaboratively with the client and screw your suppliers

waste

- processes
- materials
- quality – lack of right first time
- time
- resources

disputes

- consider the investment (time/money/emotional) you put into apportioning blame rather than solving the problem



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so how do you make it work?

do what you always did – get what you always got.....

need to make people do things differently, you
need to change behaviours



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so how do you make it work

get the relationship right **before** you discuss the commercial/contractual issues

- consider how much time is spent discussing failure

accept people may be out of comfort zone

don't slip into old behaviours of dealing with the detail rather than the relationships

agree principles to stop you getting lost in the detail

- the detail will always drag you back to old behaviours



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so how do you make it work

use someone to change the behaviours

- remember team building and behavioural change is a process, not an event!
- words on a page are nothing if old behaviours remain
- reward positive behaviour, jump on old behaviours

relationships need constant care

take risks – you may be surprised at the result



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it can work

negotiation of alliance going nowhere for three months –
sorted in three weeks

- established key principles,
- built the trust,
- stuck to our principles when reporting back up the line

trust – agreeing a £35m revision to target without
checking

offering back gain share!



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you do it



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