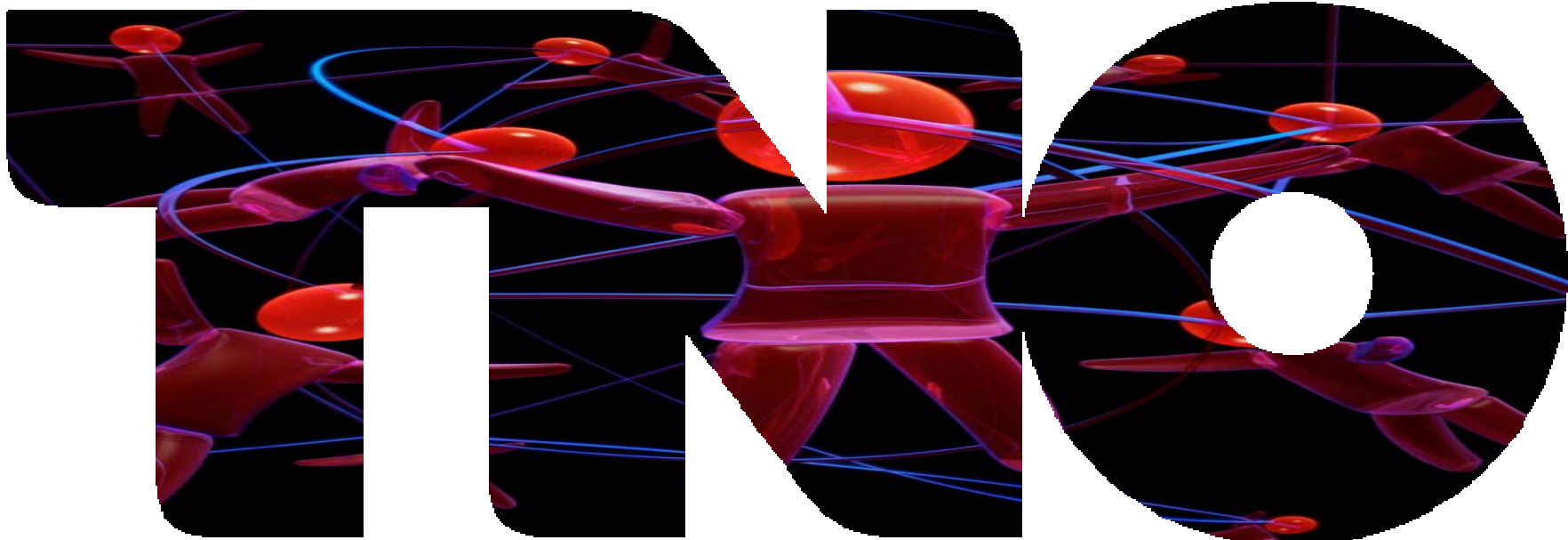




Strategisch samenwerken: Open Innoveren met partijen





Pepijn Vos



Forthcoming: Handbook: Strategic Alliance management
Tjemkes (VU), Vos (TNO), Burgers (Neyrode)



Focus

Tijdelijke (contractuele) samenwerkingen
tussen onafhankelijke partijen waarin
resources worden gedeeld/ gecombineerd om
om gezamenlijke en individuele doelen te realiseren



Termen: *samenwerken, interorganizationeel samenwerken, ketensamenwerkingen, co-creatie, co-productie, co-branding, co-design, partnerships,*



Agenda

1. Bijzonderheden aan strategische samenwerkingen
2. De drijfveren om strategisch samen te werken
3. De samenwerkings-lifecycle
4. Samenwerkingscapabilites





Bijzonderheden

- › strategisch instrument
- › onafhankelijke organisaties
- › balanceren tussen autonomie/ controle vs. afhankelijkheid/flexibiliteit)
- › zowel collectieve doelen als individuele doelen
- › zowel samenwerken als concurreren
- › zowel vertrouwen als opportunistisch gedrag



W O R L D W I D E



Impact op opzetten en managen samenwerkingen



Drivers/ Motieven

- › Efficiency/ kostenbesparing
- › Complementariteit van competenties
- › Bedrijfspositionering
- › Creëren van standaarden in de markt
- › Vormen van machtsblokken
- › Gezamenlijk (politieke) belangenbehartiging
- › Stap naar acquisitie
- › Toegang krijgen tot subsidie
- › Technologie mogelijkheden, snelheid ontwikkelingen



..T..Mobile..





Voor- en nadelen



Strategische afweging maken



High failure rate





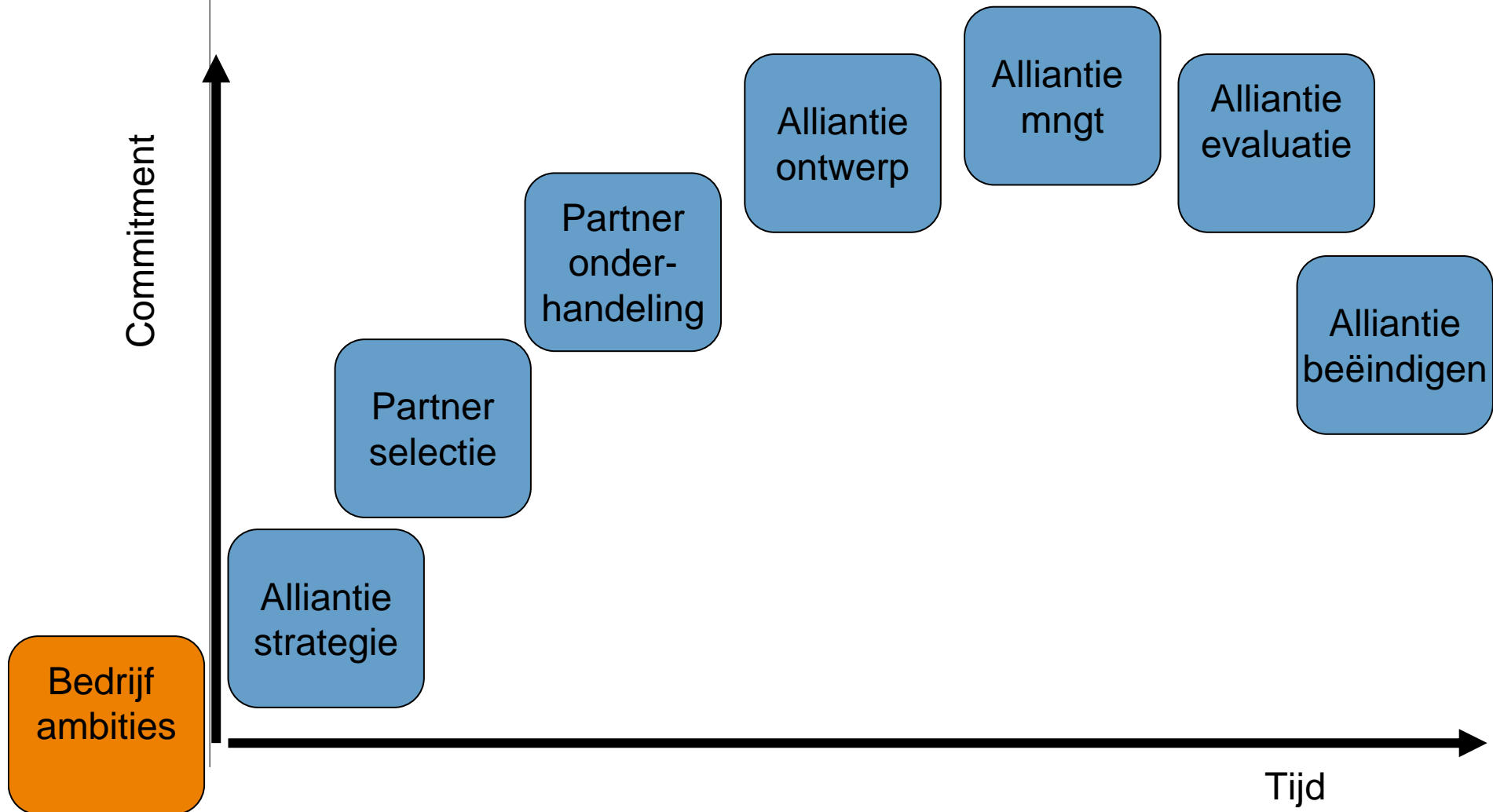
Uitdaging



**Hoe succesvolle samenwerkingen
opzetten en managen !!!**



Samenwerkingslifecycle





Alliance strategie

Perspectief:

- › Transactiekosten
- › 'Resources dependence'
- › 'Learning'
- › 'Resource'
- › 'Institutional'



Make
(make, merger &
acquisition)

Buy
(Other)

Ally
(together)

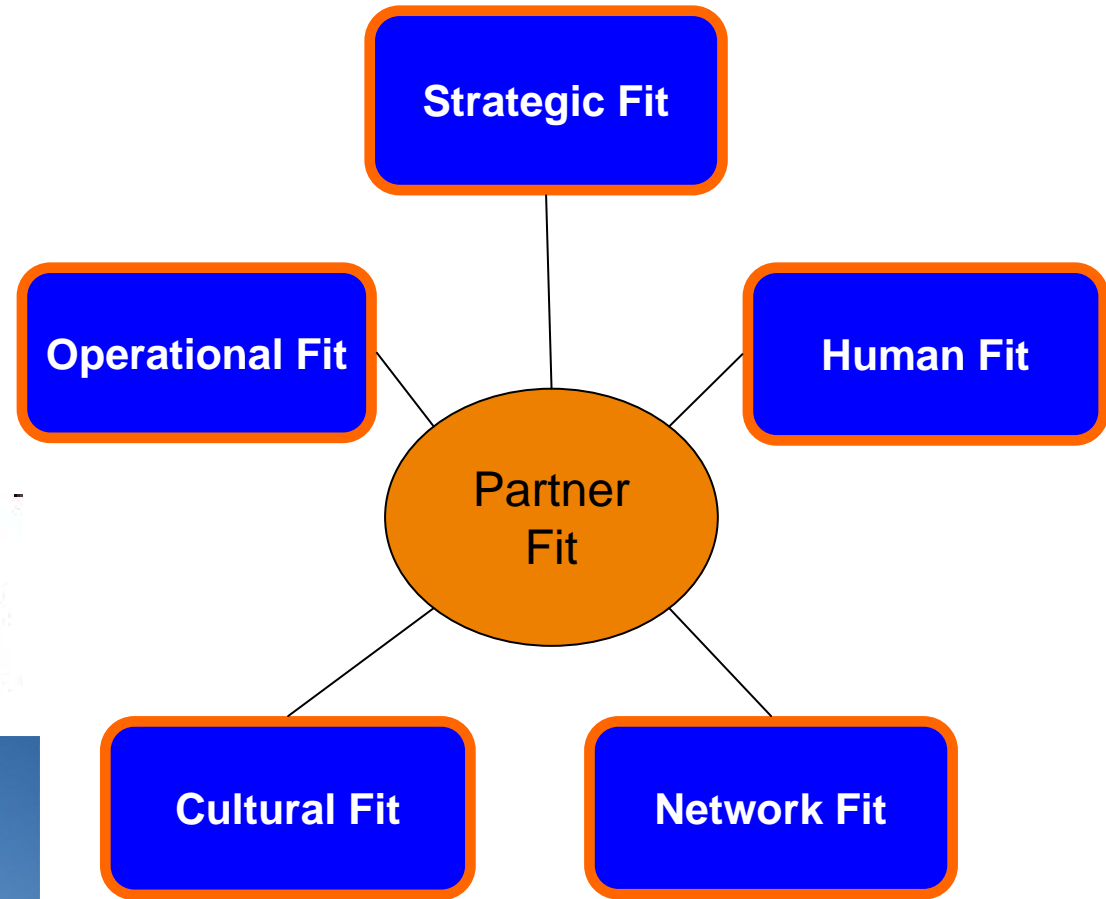


Partner selectie



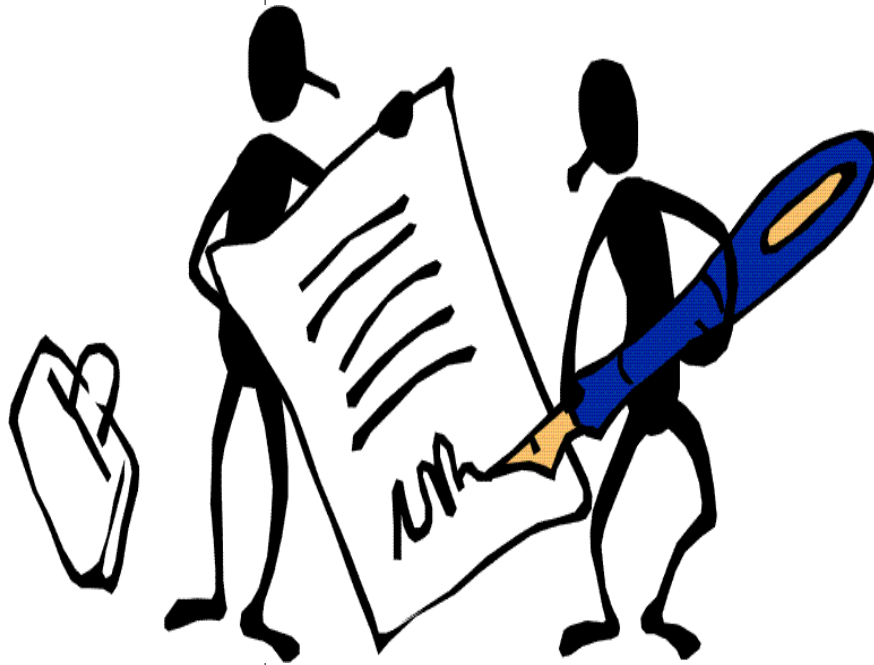
Holst Centre

Open Innovation by IMEC and TNO





Partner onderhandeling



Memorandum of Understanding and Principles

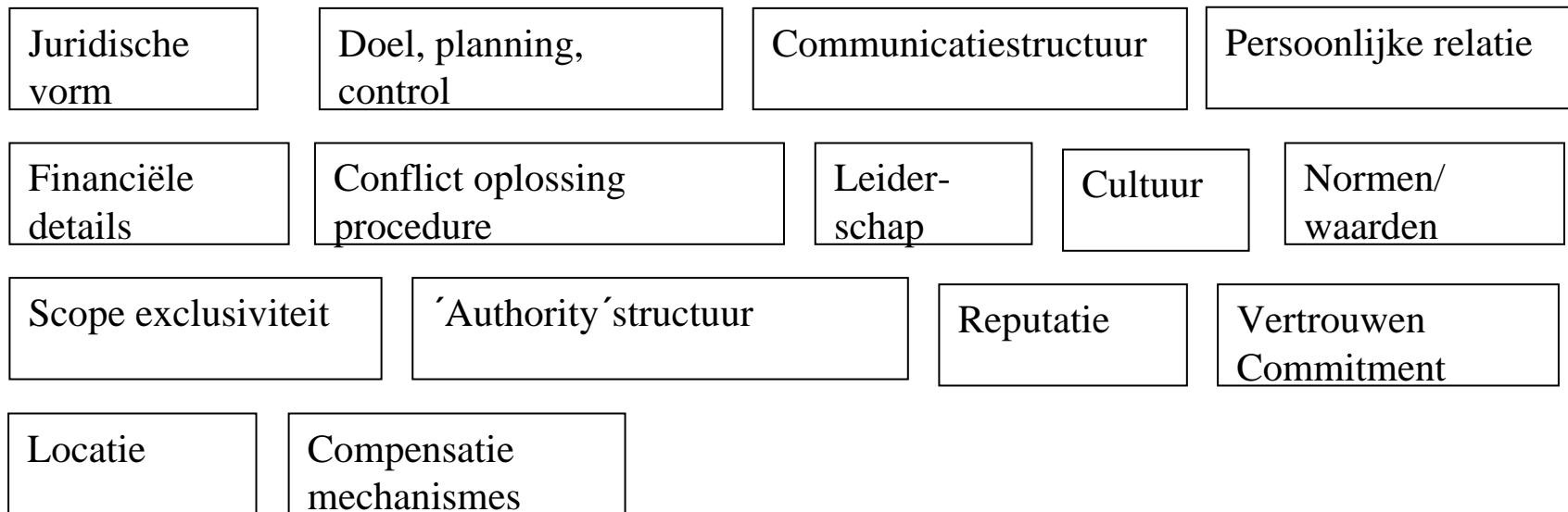
1. Doel van de overeenkomst
2. Spirit of the venture
3. Belangrijkste doelstellingen en verantwoordelijkheden:
4. Besluitvorming
5. Middelen
6. Financiële filosofie
7. Risico & rendement
8. Project specifieke onderwerpen
9. Structuur
10. Transformatie
11. Planning
12. Bindende Clausule
13. Geschillenregeling



Alliantie ontwerp

Formeel

Informeel





Alliantie Management

Day-to-day operation:

- › Conflict management
- › Vertrouwen/ commitment
- › Voortgang
- › Coördinatie
- › Communicatie



Alliantie evaluatie/ performance

- › alleen vs. samen
- › initieel vs. emergent
- › subjectief vs. objectief
- › frequentie

Alliance performance scorecard for XYZ Company			Missed	Met	Exceeded
Goal	Metric	Results, Q2 2002			
Financial fitness					
Increase alliance revenues	Product sales growth	15%		X	
Reduce overlapping costs	Reduction in overhead costs	18%		X	
Increase parent revenues	Transfer prices, fees	\$89 million		X	
	Related product sales	\$10 million	X		
Increase/create growth options for parent	Embedded option value	50% chance of building \$500 million business in 3 years			X
Strategic fitness					
Develop new technology	Technology milestones	Met first milestone; on target for next hurdle (see progress update)		X	
Increase learning of parent	Number of parent staffers on development teams	Fair (fewer staff rotations in marketing than expected; engineering on target)	X		
Increase share of target customers	Market share	20%		X	
Increase brand equity of alliance products	Recognition/satisfaction surveys	40% recognition among key customers			X
Operational fitness					
Hit key operating goals	Operational milestones	8 of top 10 operating milestones met or exceeded		X	
Reduce manufacturing/sales costs	Cost of goods sold	\$96 per unit	X		
Optimize alliance management and coordination time	Time spent by management, staff	45 person-days at appropriate management level			X
Relationship fitness					
Make fast and effective decisions	Decision-making rating	Rating ¹ 6: slow to agree on pricing strategy	X		
Build and maintain trust	Trust rating	8: generally high across teams			X
Communicate effectively	Communications rating	7: acceptable, but need more informal communication	X		
Ensure senior management involvement	Senior-management attention rating	9: good attention, no intervention needed			X
Define partner roles clearly and leverage unique skills	Role-clarity rating	7: marketing support of Parent A not yet defined	X		

¹Based on 10-point scale where 10 = truly outstanding, 6 = subpar; scores derived from annual partner survey of key staff in both companies.



Alliantie beëindigen



We regret having to announce the termination of the Mileage Partnership with Shanghai Airlines. - Windows Internet Explorer

https://www.ana.co.jp/www/japan/e/local/amc/news/info/Shanghai1008/

File Edit View Favorites Tools Help

★ Favorites | Free Hotmail | Home - Gedrag en Maatsch... | Home - Gedrag en Maatsch... | Home - Gedrag en Maatsch... | Home - Gedrag en Maatsch... | Web Slice Gallery

We regret having to announce the termination of the ...

ANA ANA SKY WEB  Japan Forward together as one  Japan

Domestic International **ANA Mileage Club** ANA SKY WEB Guide

▸ About ANA Mileage Club ▸ Enrollment ▸ Using Miles ▸ Earning Miles ▸ Offers ▸ Services & Procedures

To ANA Mileage Club Members:

We regret having to announce the termination of the Mileage Partnership with Shanghai Airlines.

We thank you for using ANA flights and Mileage Club.

Shanghai Airlines has announced their departure from Star Alliance as of July 2010. As such, the partnership with ANA Mileage Club will be terminated on October 31, 2010. All issues regarding Shanghai Airlines and ANA Mileage Club after termination of this partnership will be handled as follows:

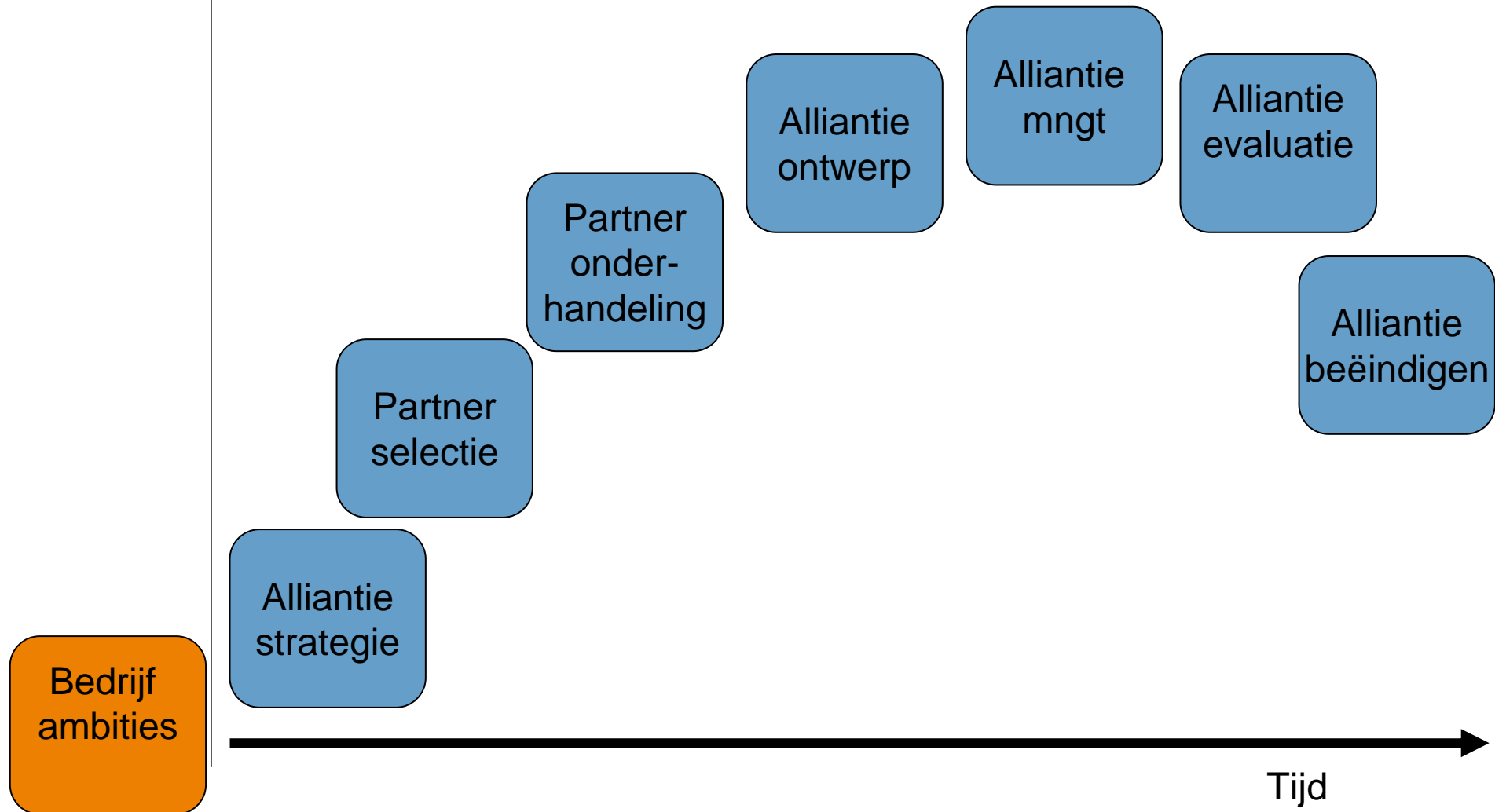
- **Mileage accrual to ANA Mileage Club by boarding of Shanghai Airlines flights:**
Up to October 31, 2010 (date of boarding).
- **Retroactive registration to ANA Mileage Club by boarding a Shanghai Airlines flight:**
Within 6 months after boarding date.
- **Premium Points accrued by boarding a Shanghai Airlines flight:**
Up to October 31, 2010 (date of boarding).
*[Click here](#) for details of Premium Points.
- **Flight Awards for using Shanghai Airlines.**
Up to October 31, 2010 (date of reservation and ticket issue).
Award ticket validity is one year after issuing date and should be used within one year up to October 31, 2011.
- **Star Alliance Upgrade Awards.**
Up to October 26, 2010 (date of application).

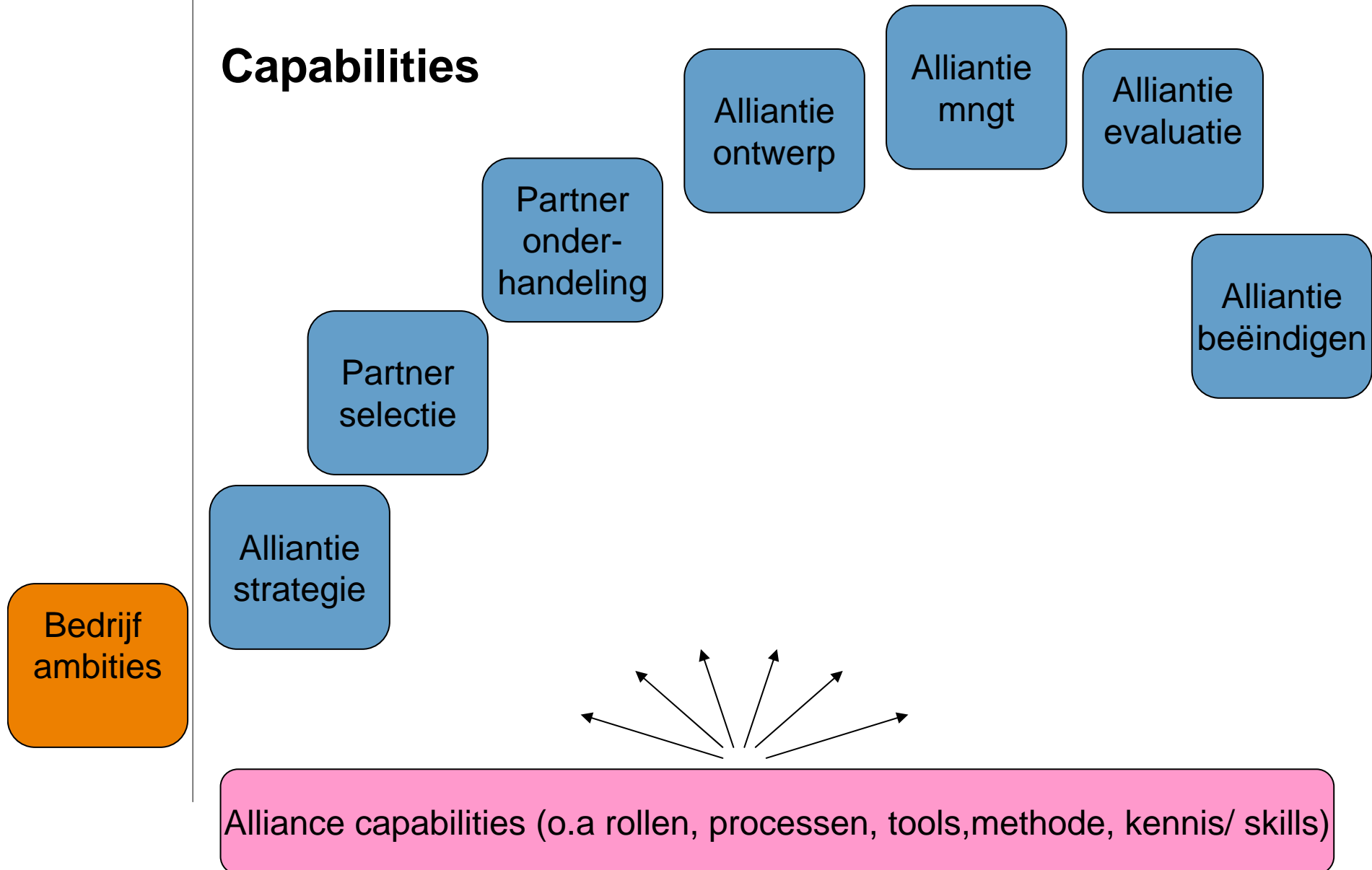
Please note that the following services that have been provided to Star Alliance Gold Members cannot be used when boarding Shanghai Airlines flights after October 31, 2010.

- Priority Reservations Waitlisting
- Priority Airport Check-in
- Priority Airport Standby
- Airport Lounge Access
- Priority Baggage Handling



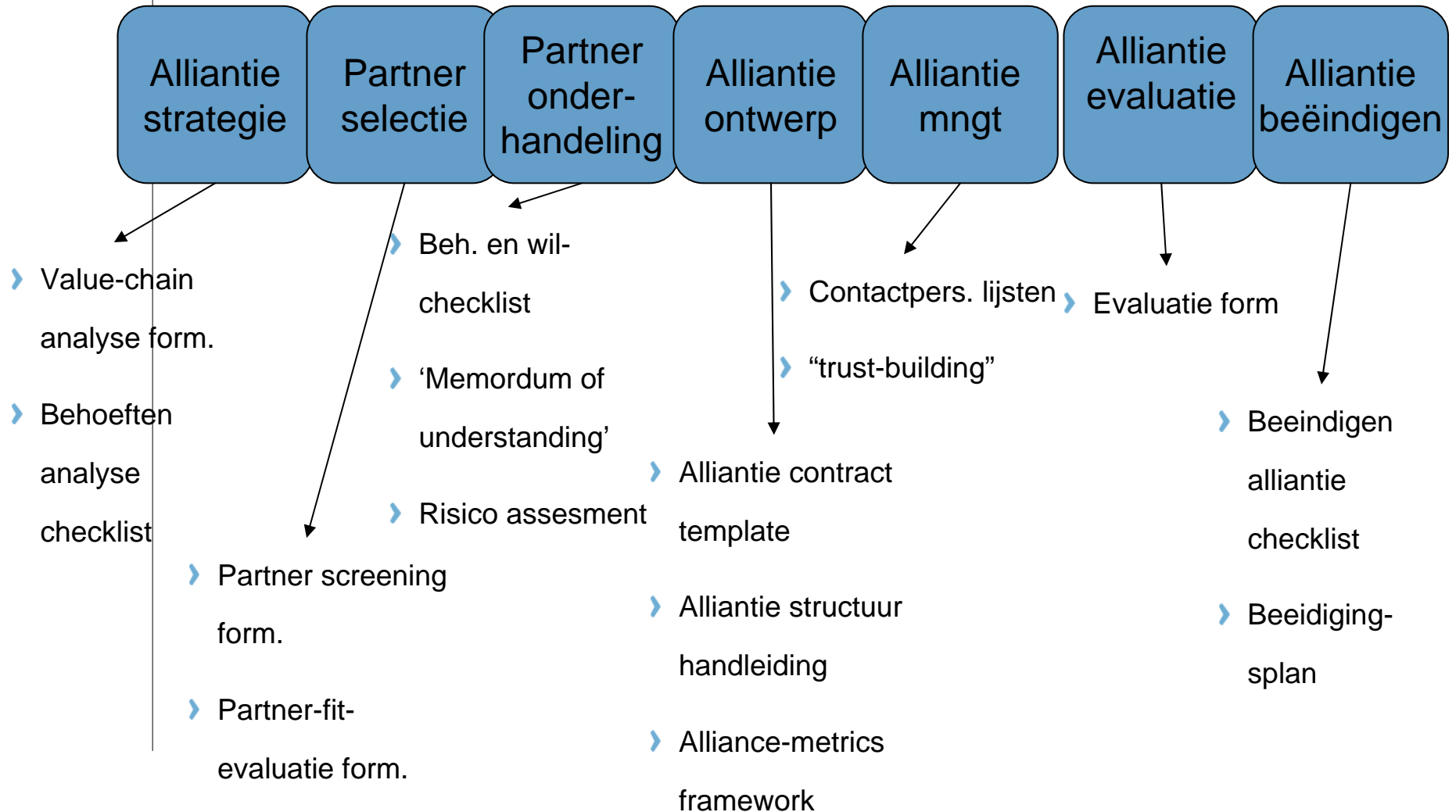
Samenwerkingslifecycle







Voorbeeld Capabilities (tools)





Capabilities ontwikkelen

Bepaal
samenwerkings-
ambities

Bepaal
capabilities-
ontwikkeldoelen

- Welke
- Level (A, U, I)

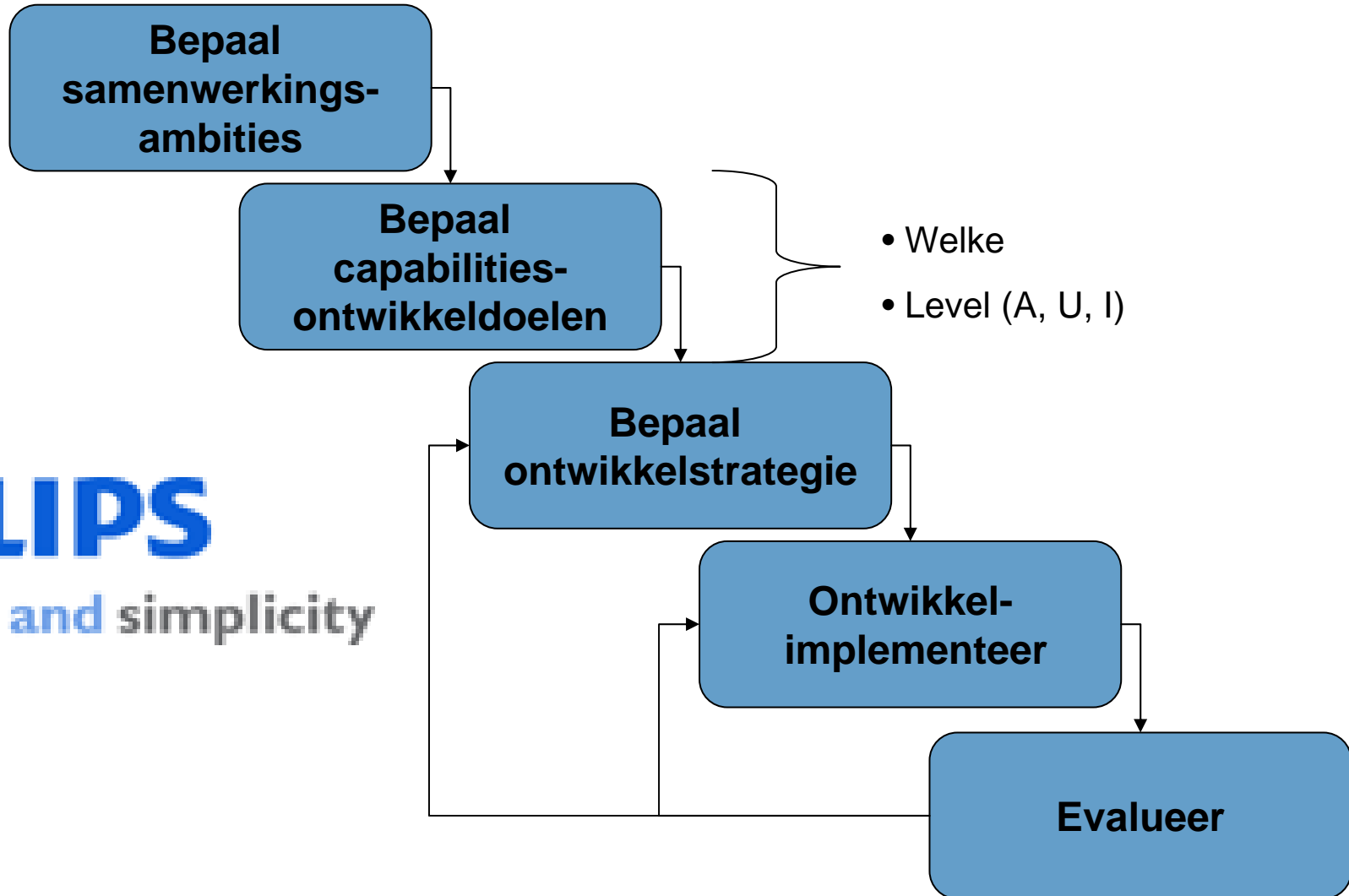
Bepaal
ontwikkelstrategie

Ontwikkel-
implementeer

Evalueer

PHILIPS

sense and simplicity





Conclusie

Samenwerken met externe partijen:

- › een **strategische keus**
- › bepaalde **uitdagingen**
- › **systematisch** doorlopen **samenwerkingslife-cycle**
- › **elke fase** een **kritische stap**
- › vergt bepaalde **capabilities**
- › afhankelijk ambities ontwikkel de juiste set **capabilities**





Contactgegevens

Pepijn Vos
TNO

Onderzoeker/ consultant op gebied van effectief innoveren en samenwerken

T 08886 67303
M 06 - 518 14644
pepijn.vos@tno.nl

Brassersplein 2
Postbus 5050
2600 GB DELFT

