

Effective Supply Chain Collaboration Research Project

Executive Summary

Collaborative Practices Research Team

Supply and Value Chain Center
The Neeley School of Business
TCU

November 15, 2004

Research Overview

The Research Team

<p>Dr. Nancy Nix Director, Supply and Value Chain Center Associate Professor of Supply Chain Practice M. J. Neeley School of Business TCU Fort Worth, TX</p>	<p>Dr. Zach Zacharia Assistant Professor of Supply Chain Management M. J. Neeley School of Business TCU Fort Worth, TX</p>
<p>Dr. Robert F. Lusch Professor of Marketing Eller College of Management University of Arizona Tucson, Arizona</p>	<p>Mr. Wesley R. Bridges Lecturer in EBusiness M. J. Neeley School of Business TCU Fort Worth, TX</p>
<p>Ms. Andrea Thomas Owner and Founder National Service Research Fort Worth, TX</p>	

The Collaborative Practices Research Program

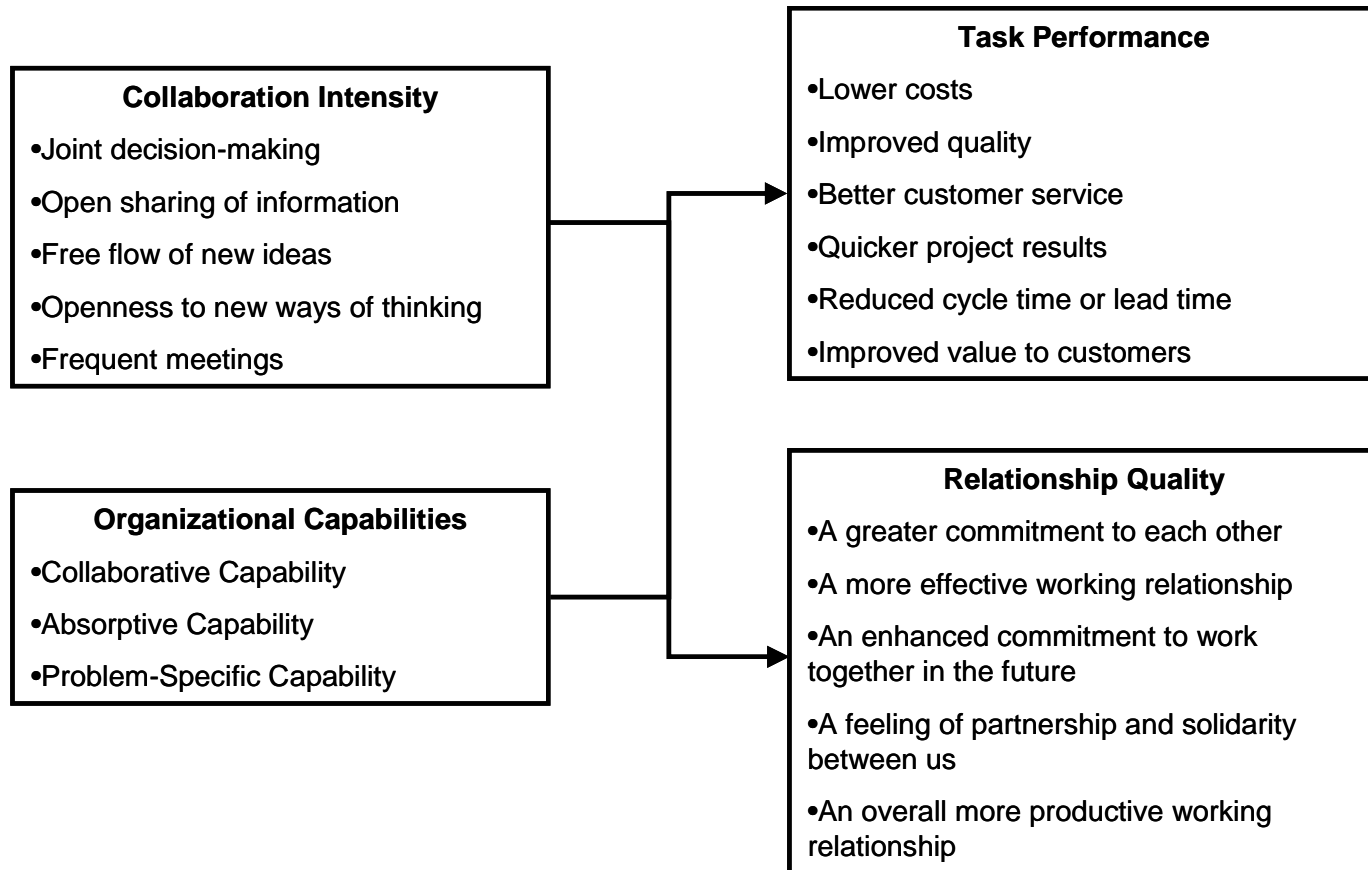
- 2002
 - Review of trade, professional, and scholarly literature
- 2003
 - In-depth interview with supply chain professionals
 - Input from Executive Advisory Board of Supply and Value Chain Center
- 2004
 - Developed and pre-tested survey instrument
 - Pre-qualified > 1,000 respondents
 - Survey completed by 490 respondents
 - Analysis of 477 completed surveys

Keys to Effective Supply Chain Collaboration

Keys to Effective Supply Chain Collaboration

- Commitment to collaborate with intensity
- Desire to improve your organizational capabilities
 - Collaborative capability
 - Skills, capabilities and supporting processes to collaborate well
 - Absorptive capability
 - Ability to learn and apply new knowledge
 - Problem specific capability
 - Skills related to the specific collaboration effort

Collaboration Intensity and Organizational Capabilities Yield Significant Benefits



Organizational Capabilities

Problem Specific Capability

- Needed skills
- Valuable knowledge
- Valuable capabilities
- Understanding of the issues/opportunities

Absorptive Capability

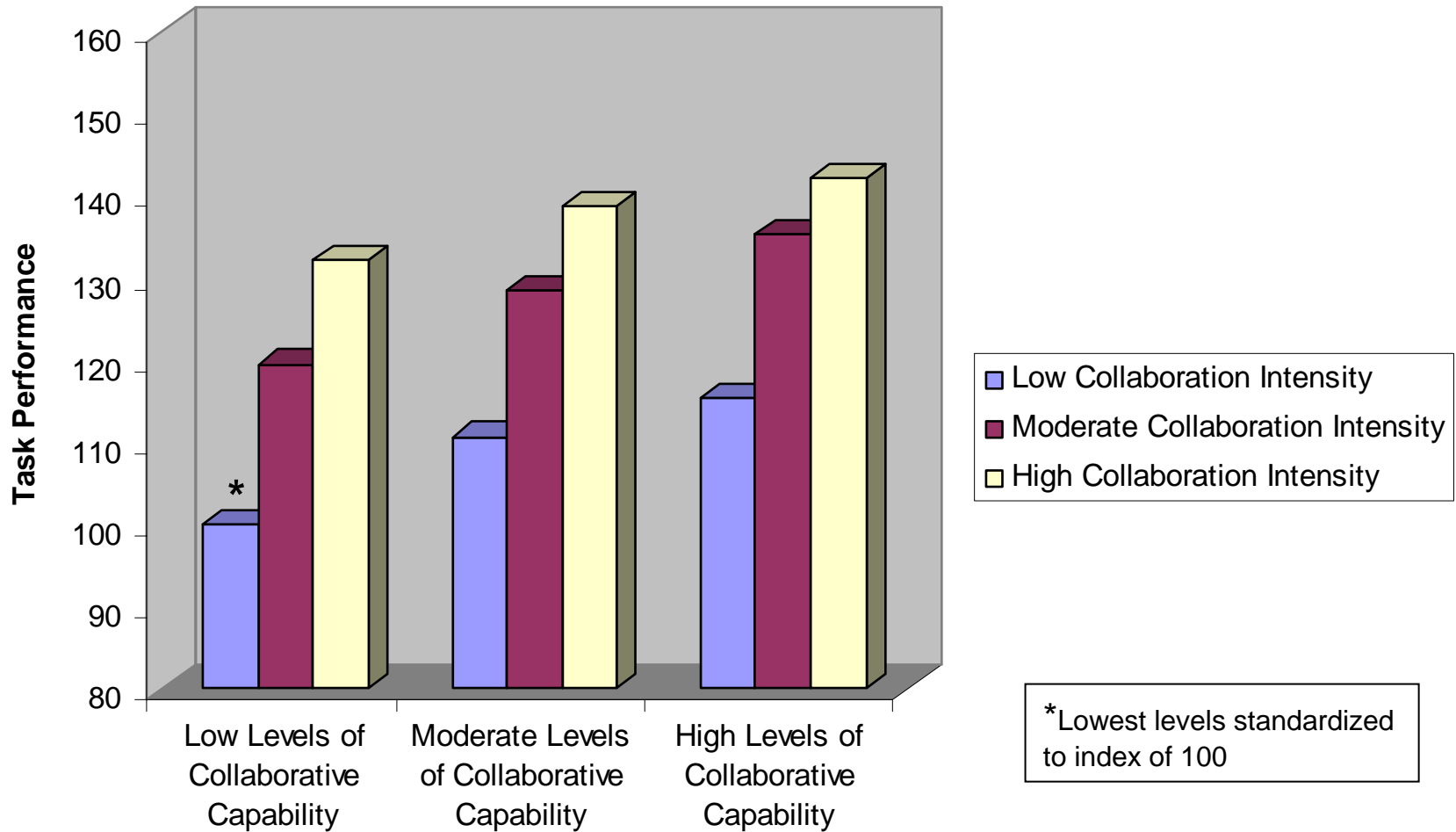
- Recognize new knowledge
- Absorb new knowledge
- Adopt useful ideas
- Commit to develop new ideas
- Nurture new ideas

Collaborative Capability

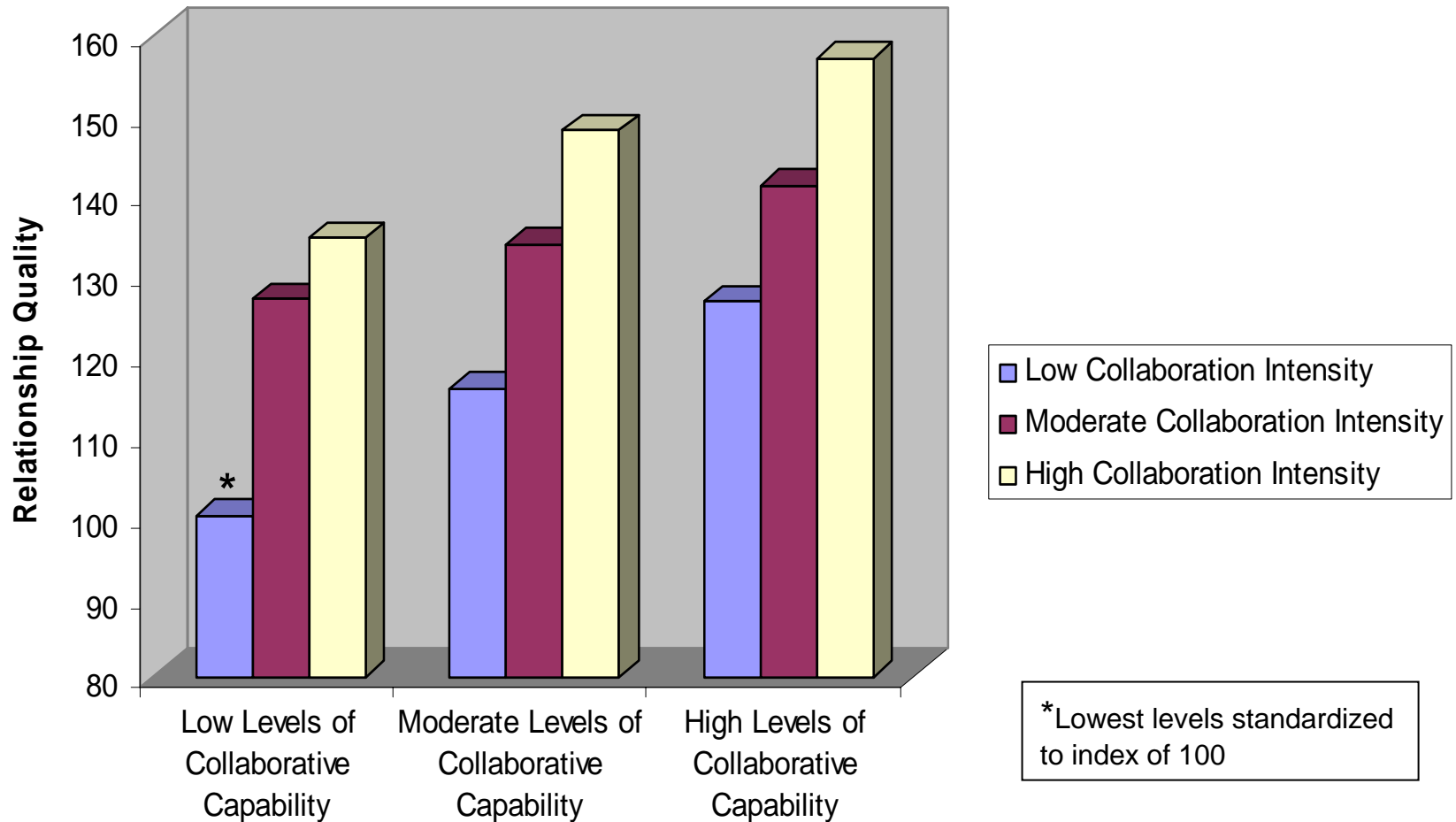
- Recognize opportunities to collaborate
- Select “right” partners
- Learn from prior collaboration
- Recognize and resolve conflicts
- Select the “right” individuals
- Establish monitoring processes
- Understand time requirements
- Willingness to take risks
- Support of top management

Research Findings

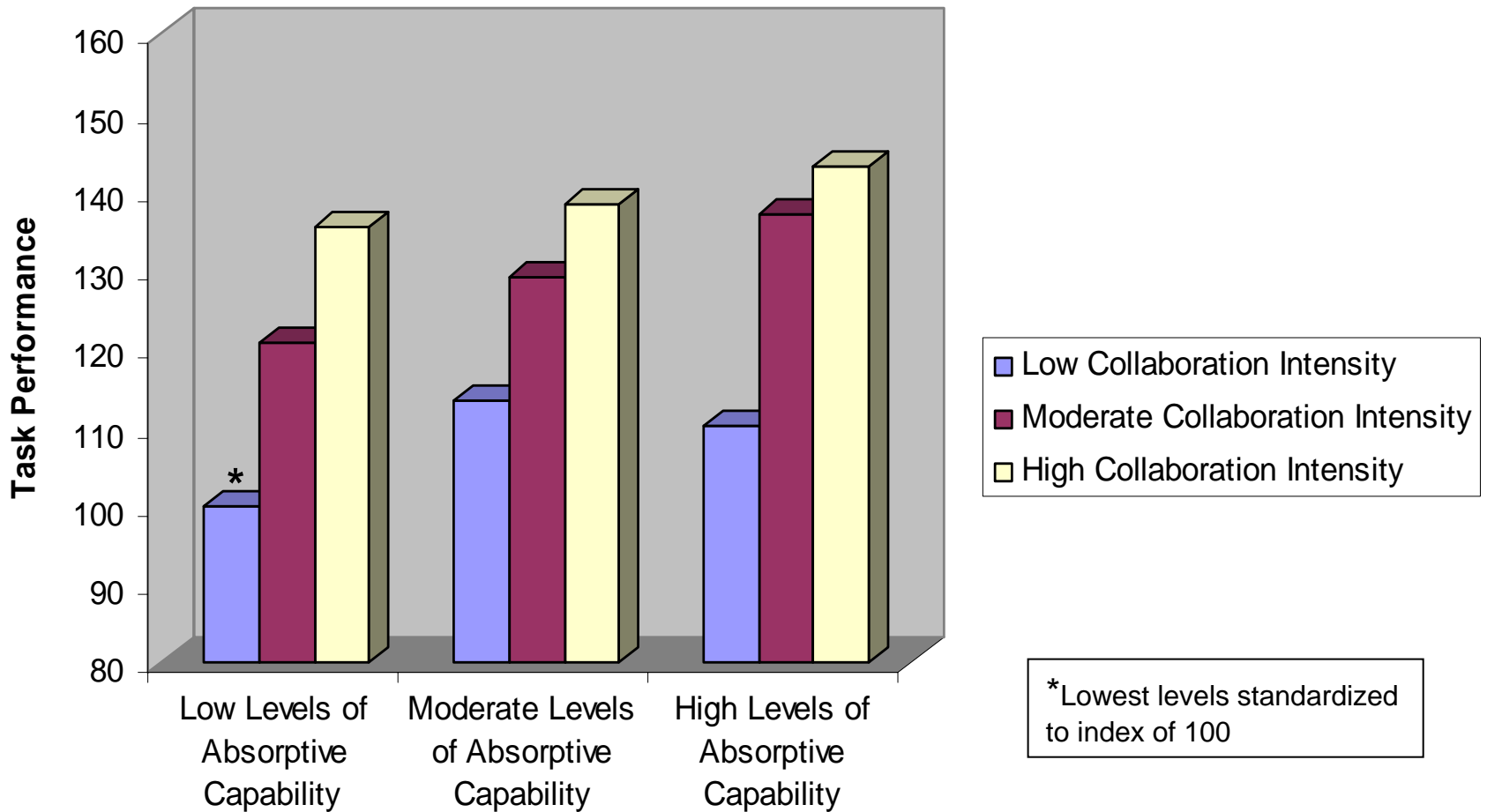
Influence of Collaborative Capability and Collaboration Intensity on Task Performance



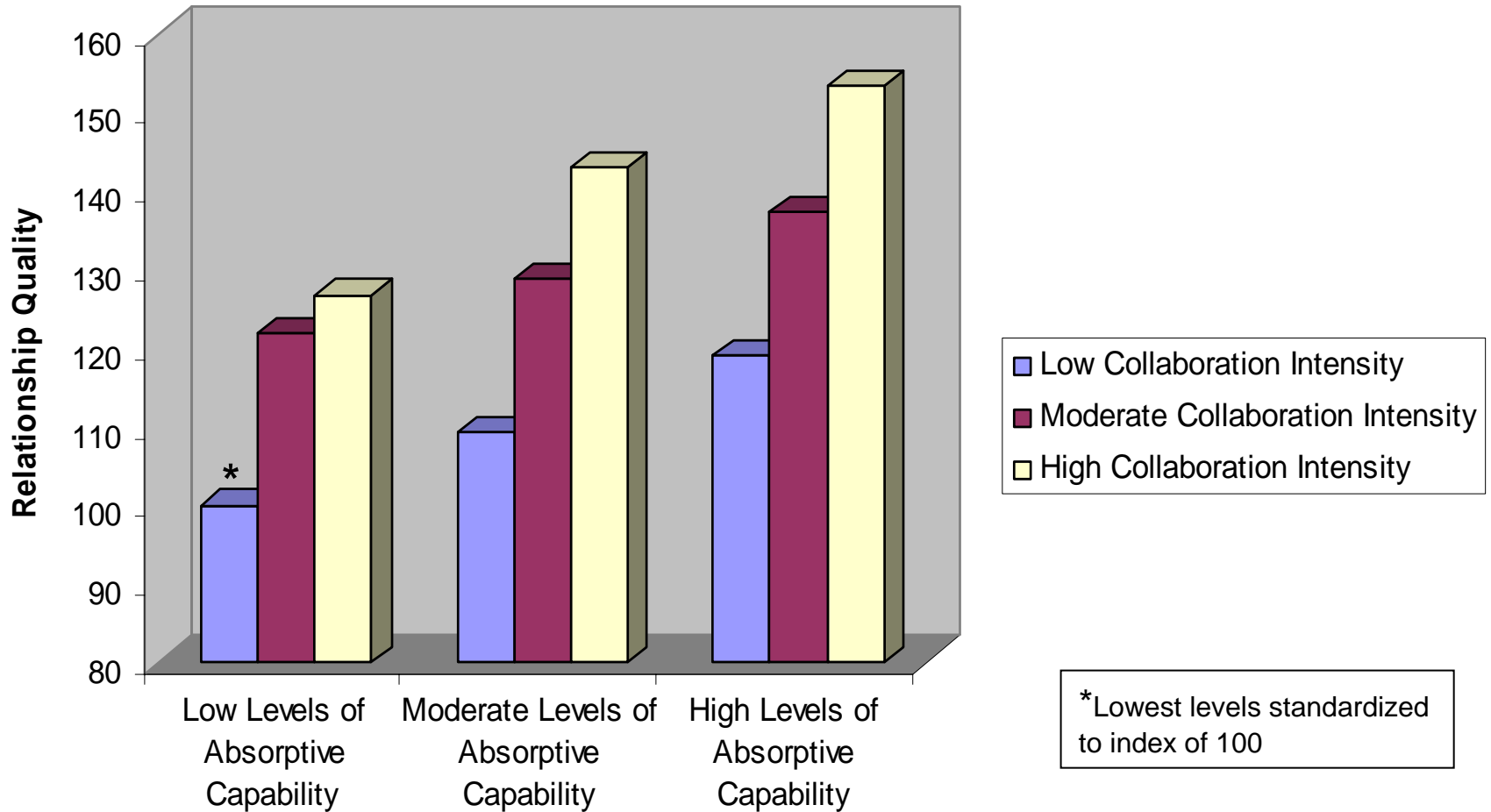
Influence of Collaborative Capability and Collaboration Intensity on Relationship Quality



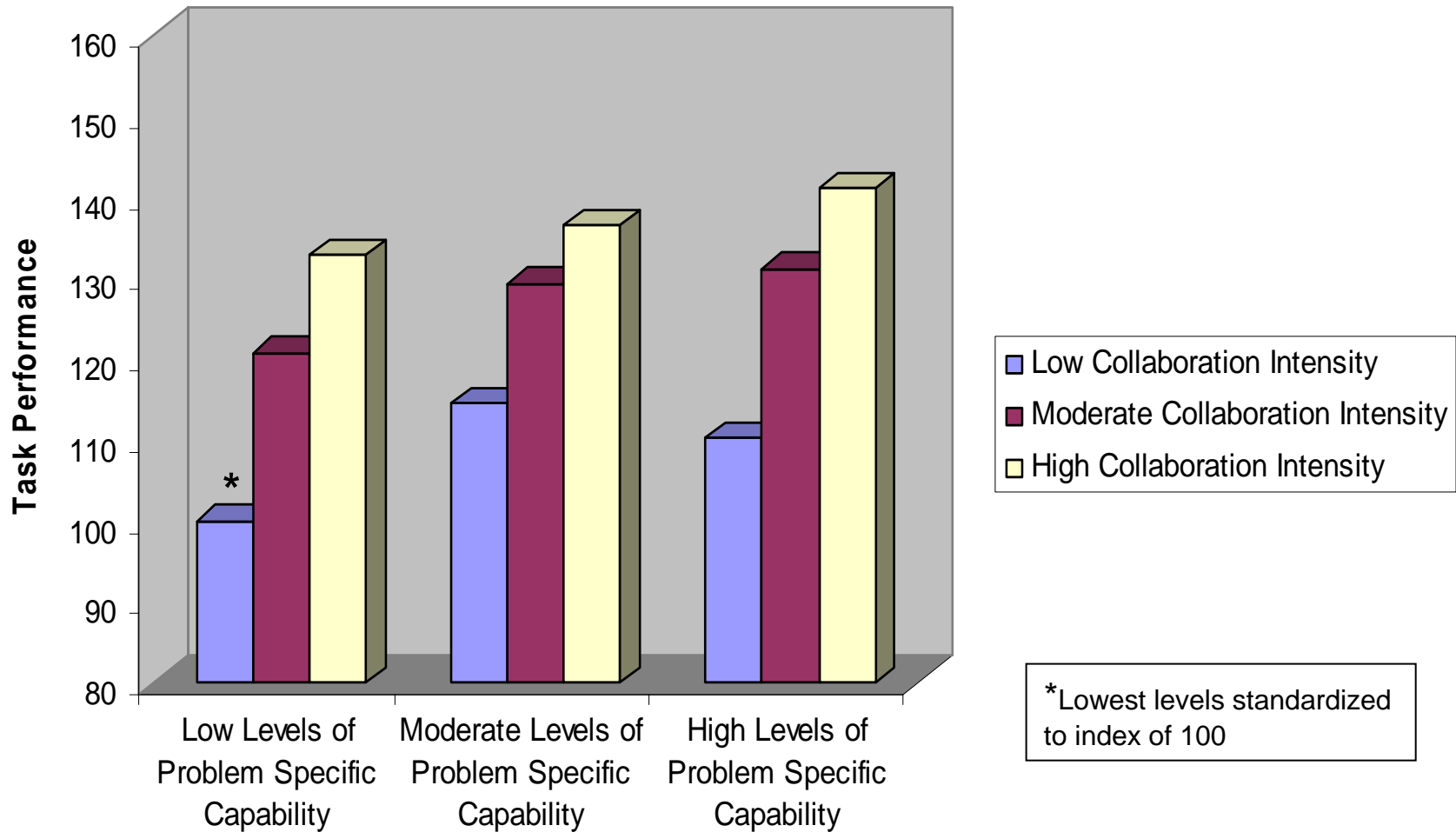
Influence of Absorptive Capability and Collaboration Intensity on Task Performance



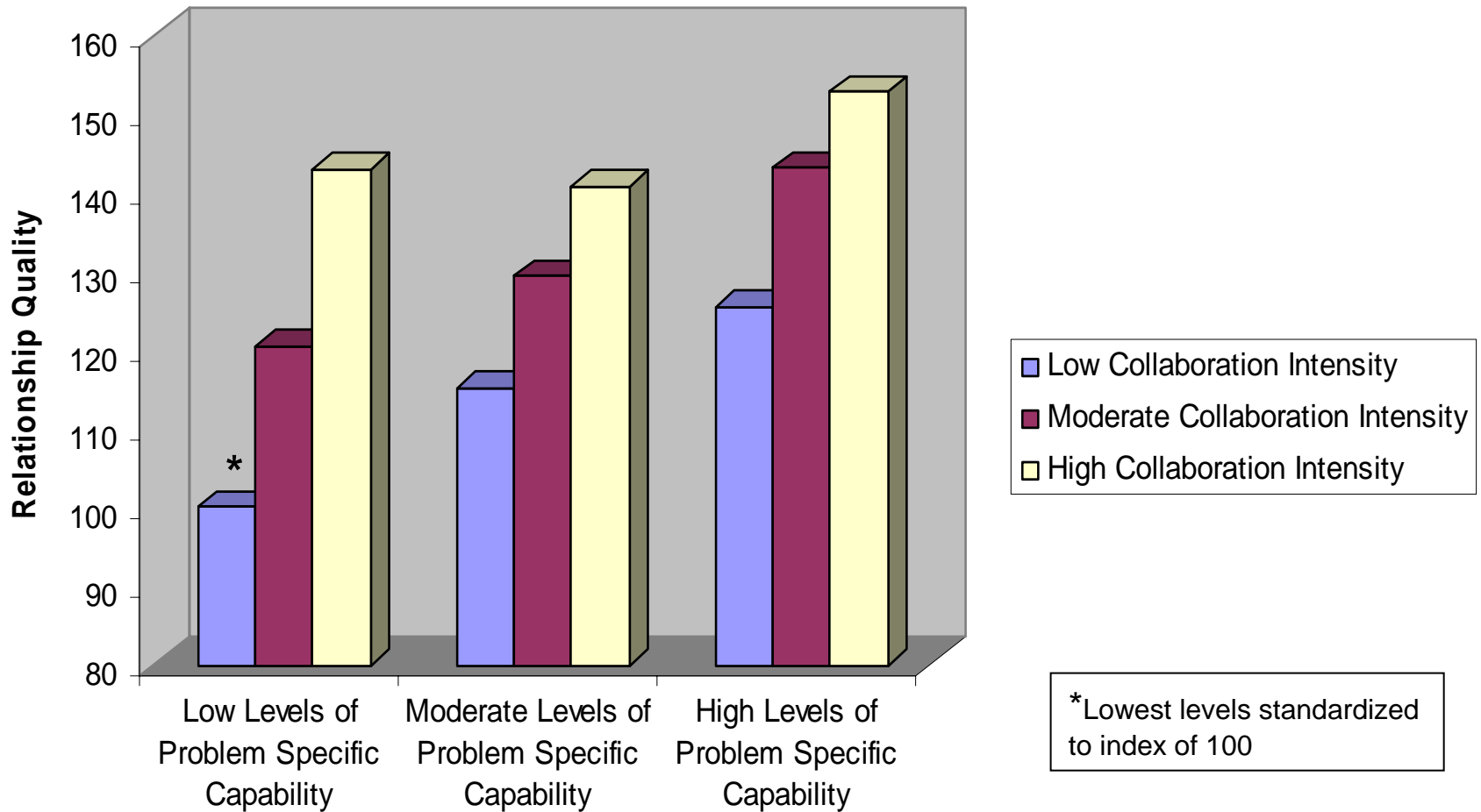
Influence of Absorptive Capability and Collaboration Intensity on Relationship Quality



Influence of Problem Specific Capability and Collaboration Intensity on Task Performance

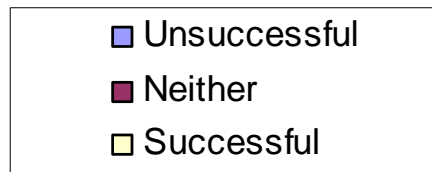
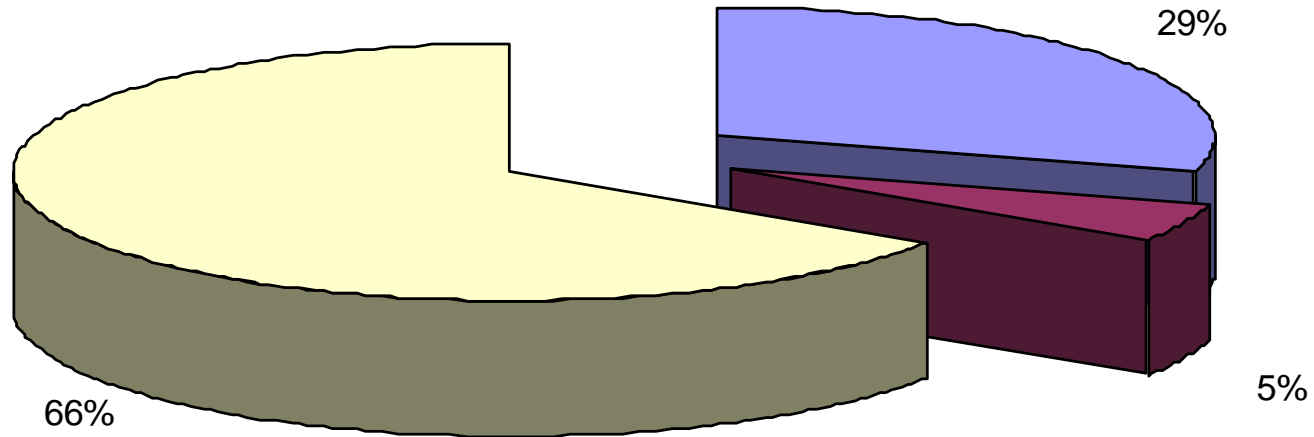


Influence of Problem Specific Capability and Collaboration Intensity on Relationship Quality



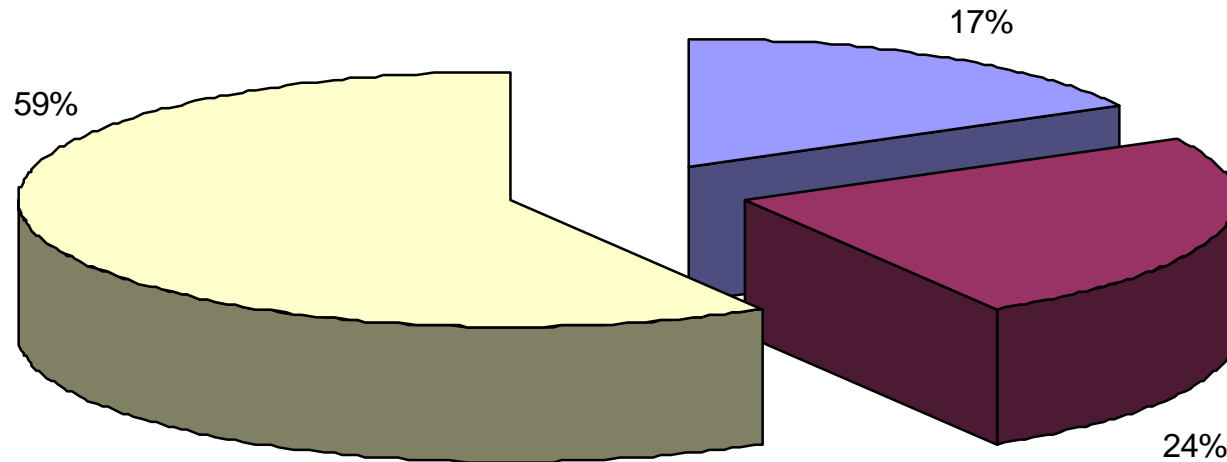
Characteristics of This Collaboration

Degree to which this collaboration effort has been unsuccessful or successful :



Total Survey Respondents: 477

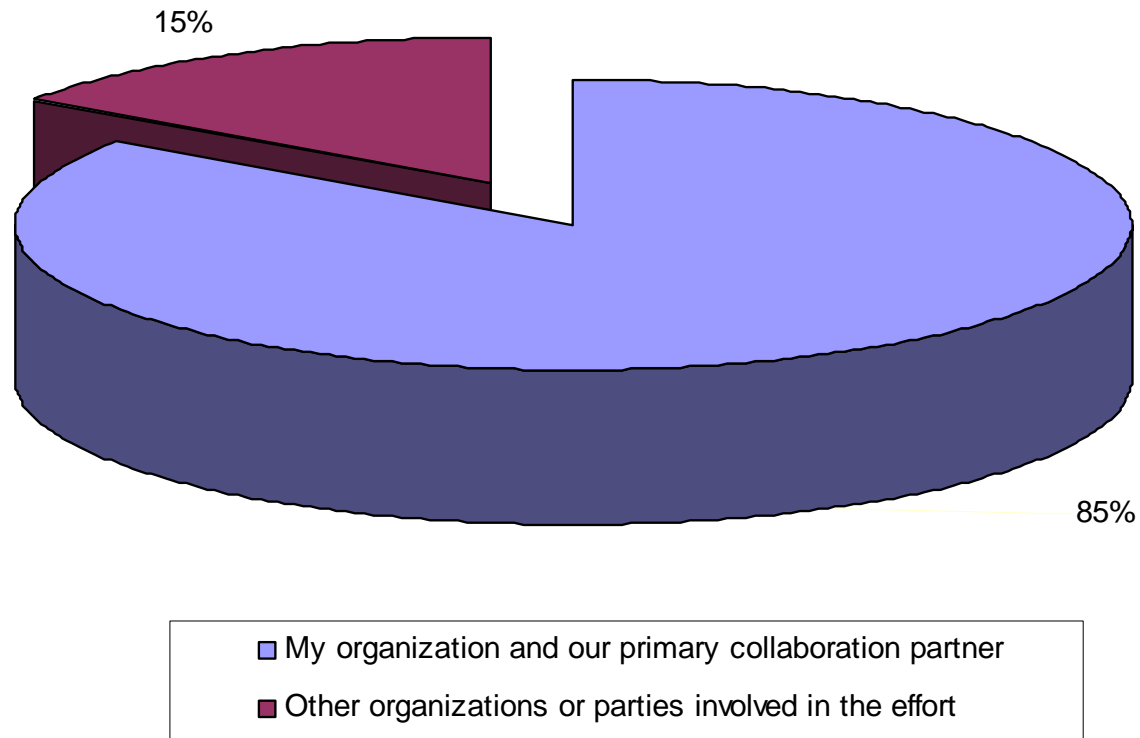
This collaboration was focused primarily on :



- Solving an existing problem
- Pursuing a new opportunity
- Both solving an existing problem and pursuing a new opportunity

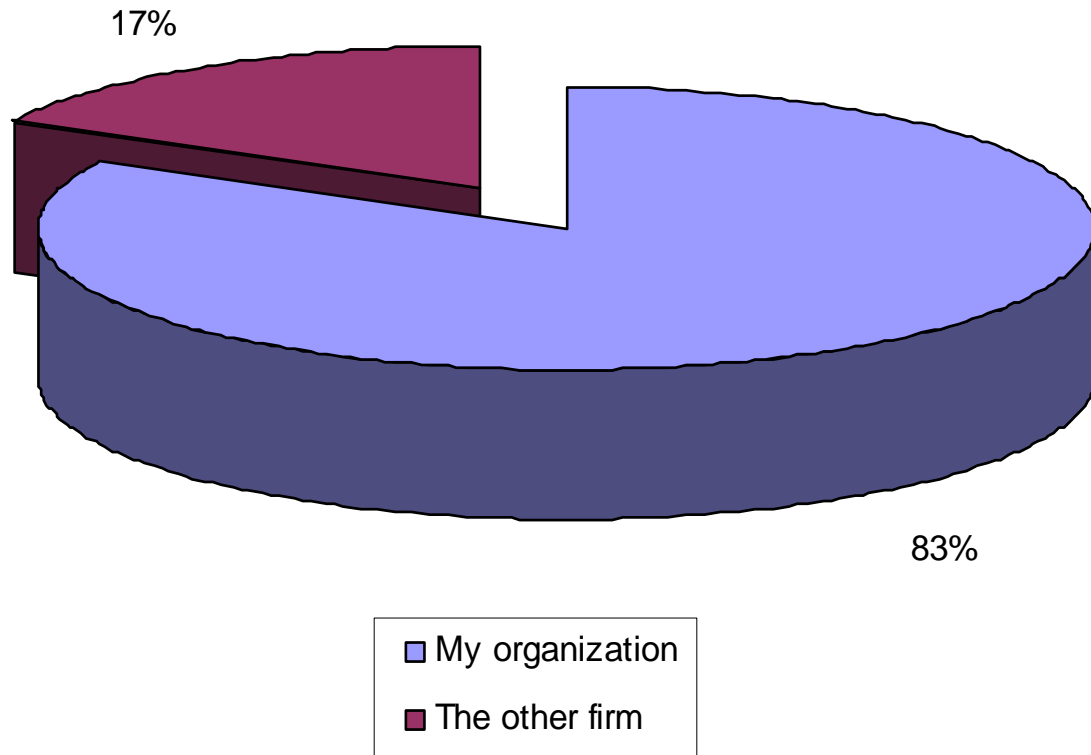
Total Survey Respondents: 477

The success or failure of this effort was predominantly influenced by :



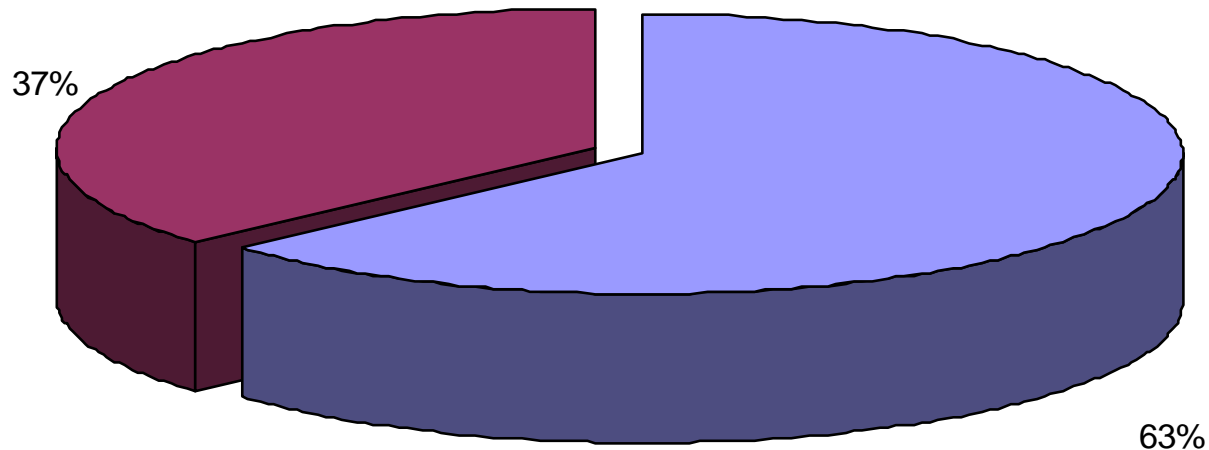
Total Survey Respondents: 477

This collaboration was initiated by :



Total Survey Respondents: 477

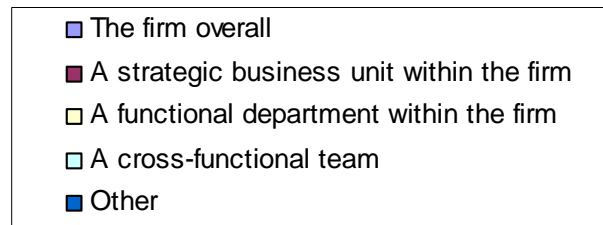
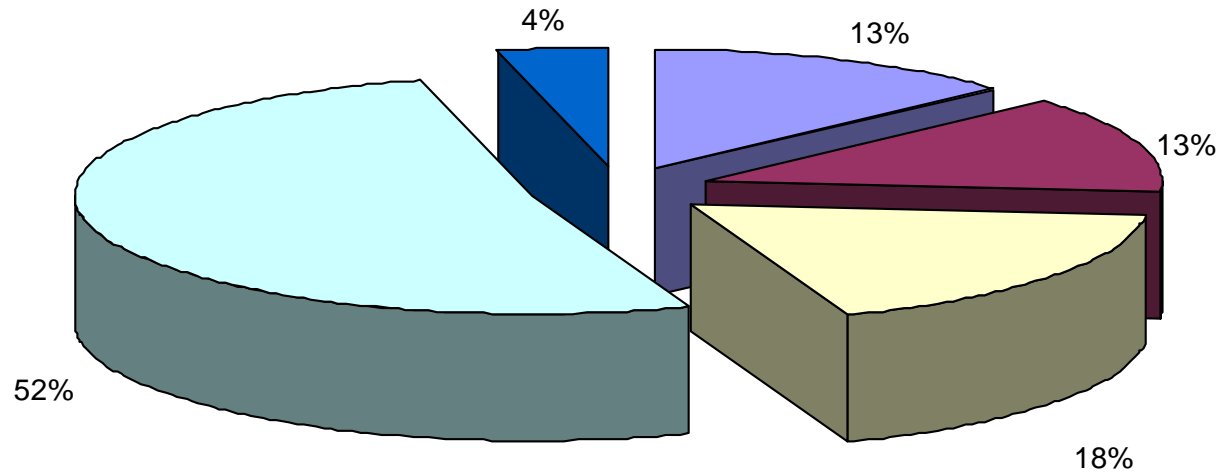
This collaboration was :



- A recurring collaborative situation in your business (for example, a construction company who repeatedly collaborates with designers to construct buildings as part of their normal business)
- A unique, one-time collaborative situation in your business (a manufacturing organization collaborating with a construction company on a one-time construction project; a customer collaborating with a supplier to design a new product)

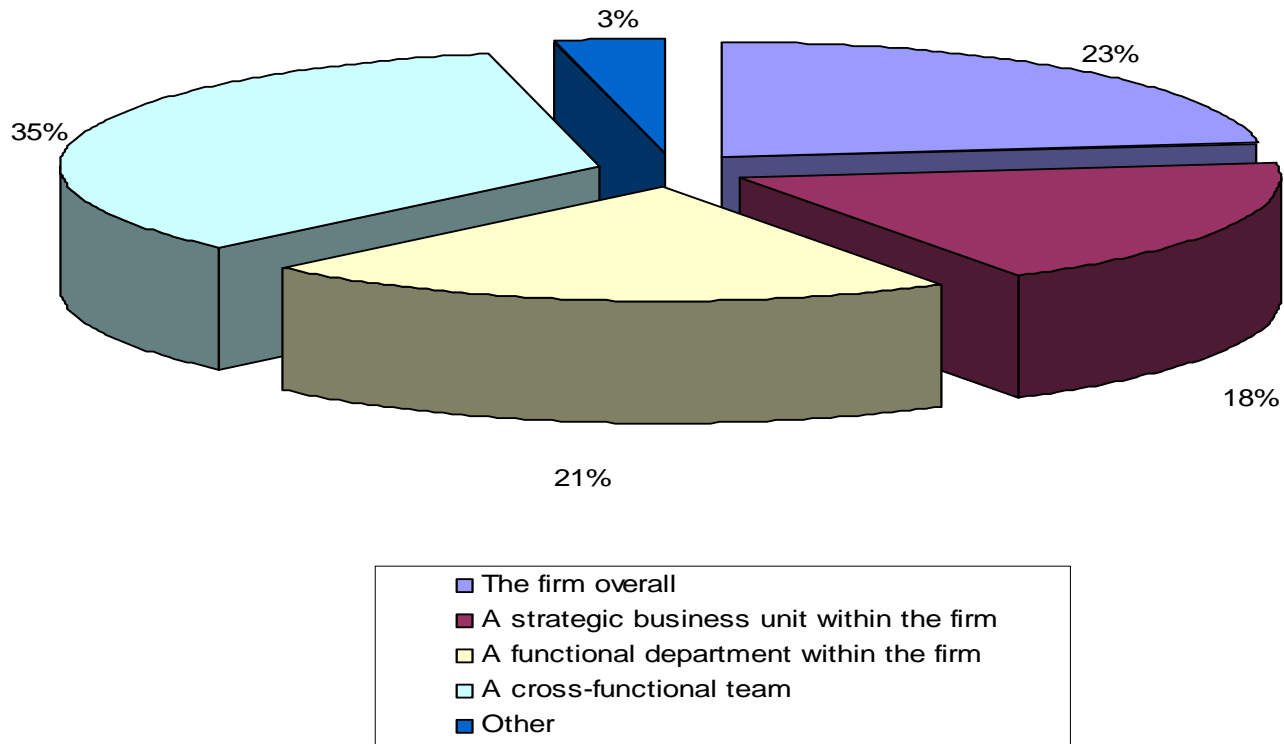
Total Survey Respondents: 477

The organizational unit in my firm involved in this collaboration effort was :



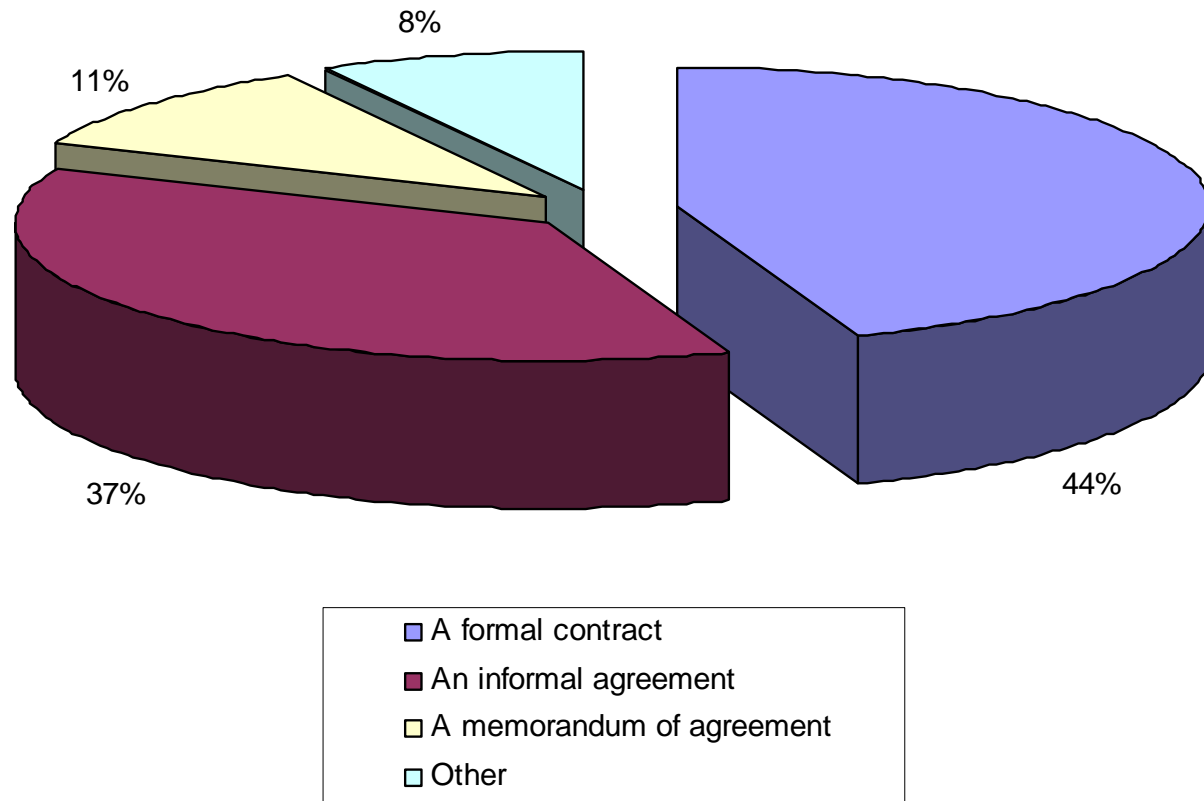
Total Survey Respondents: 477

The organizational unit in the other firm involved in this collaboration was :



Total Survey Respondents: 477

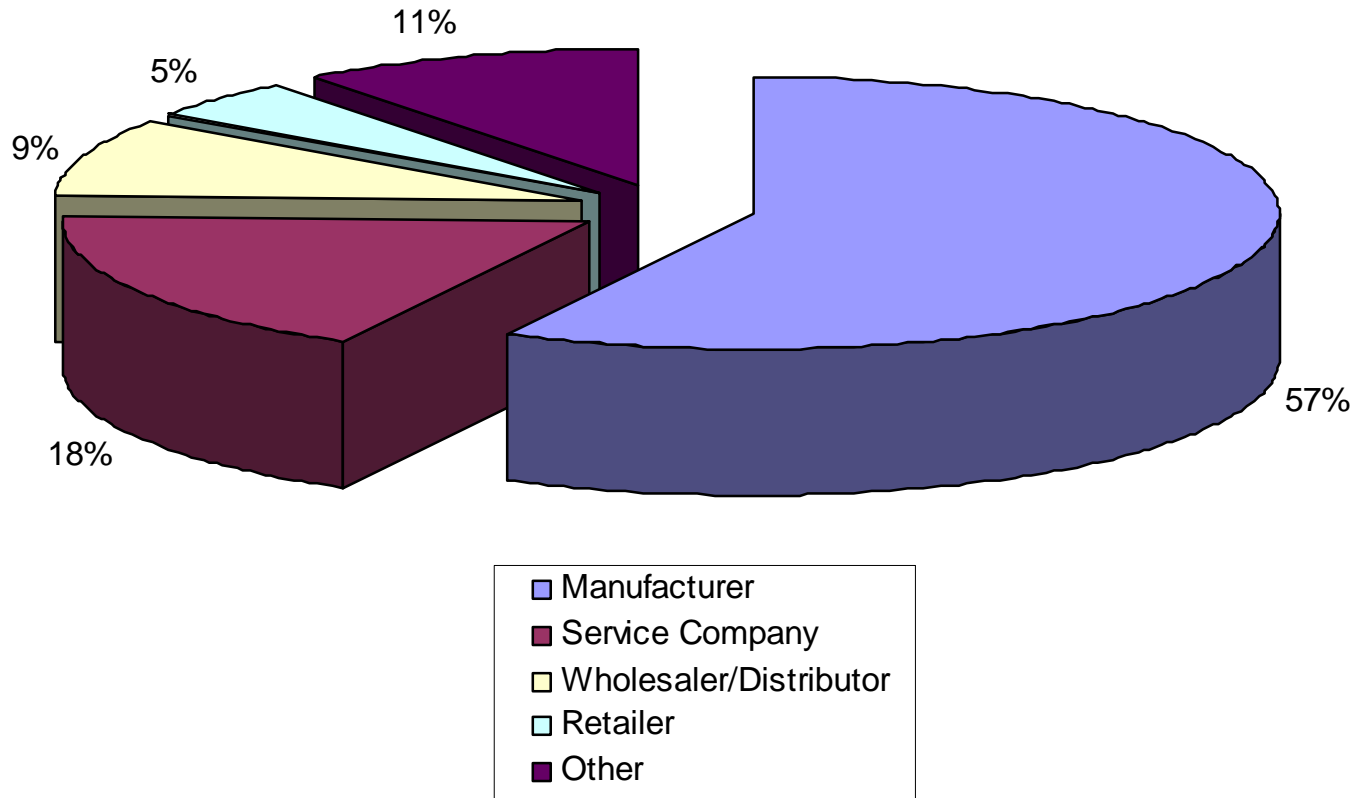
This collaboration was governed by :



Total Survey Respondents: 477

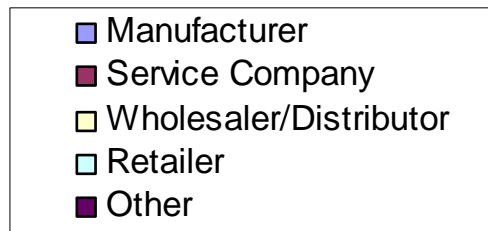
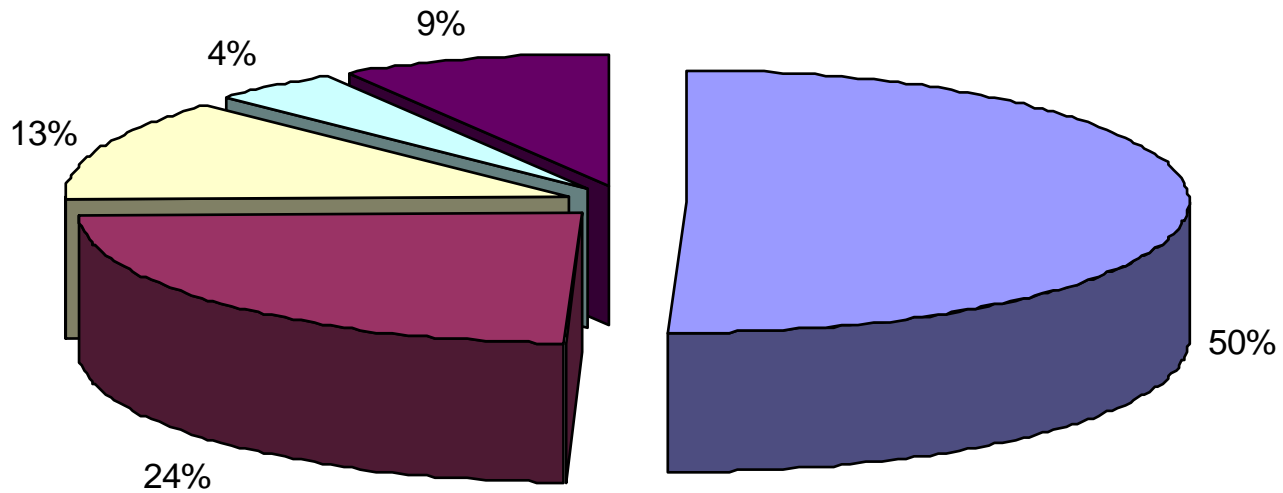
Characteristics of the Collaborating Organizations

My organization is best characterized as a :



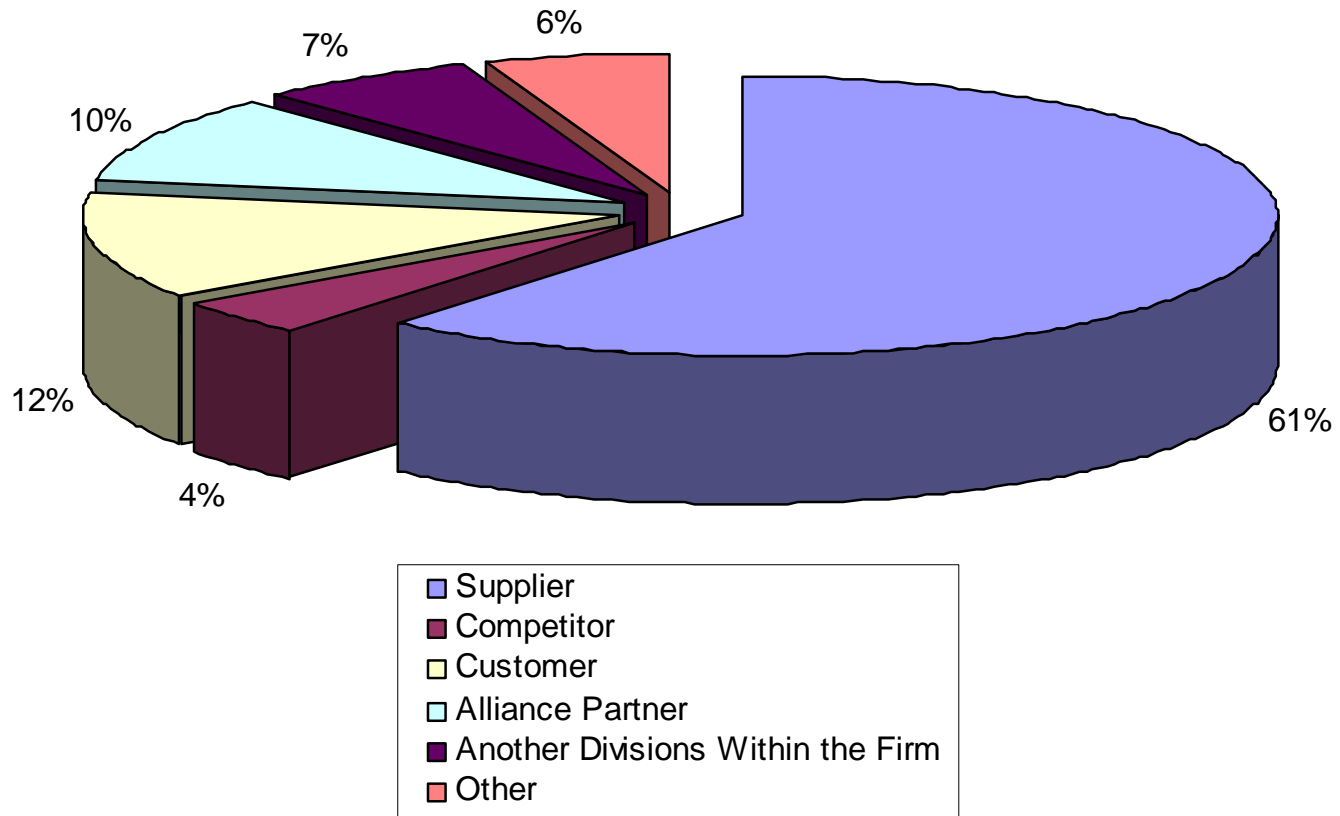
Total Survey Respondents: 477

My collaboration partner is best characterized as a :



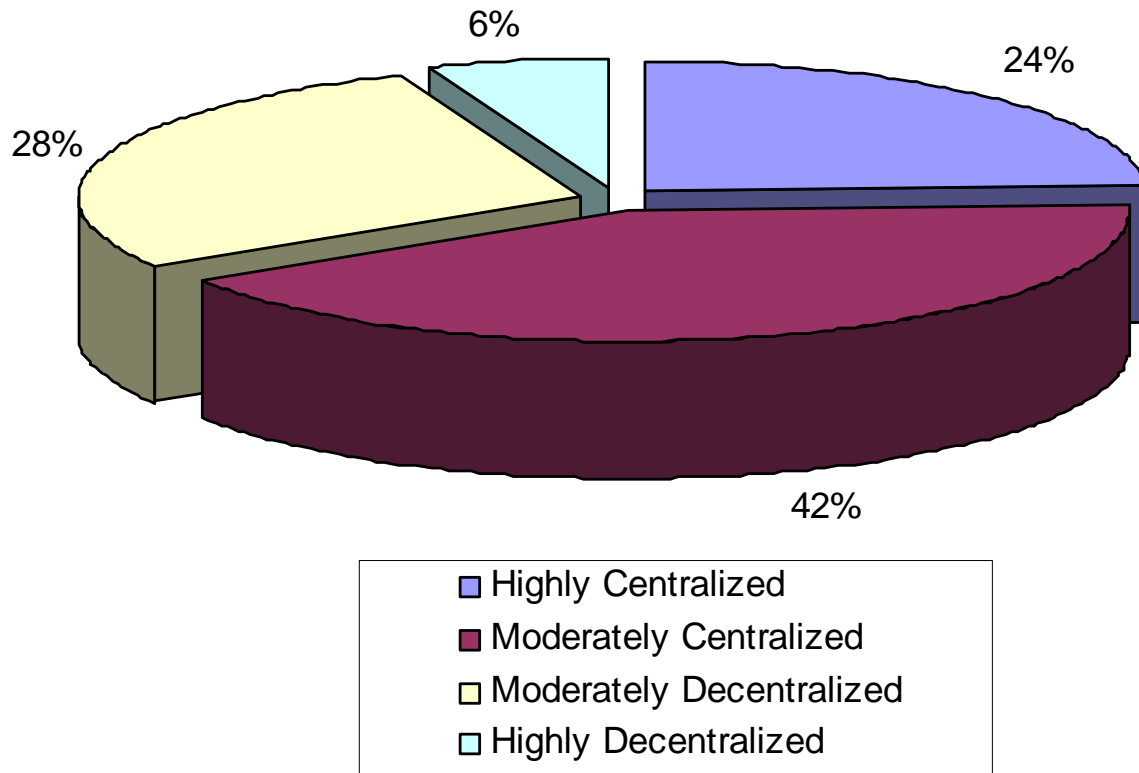
Total Survey Respondents: 477

My partner in this collaboration was a :



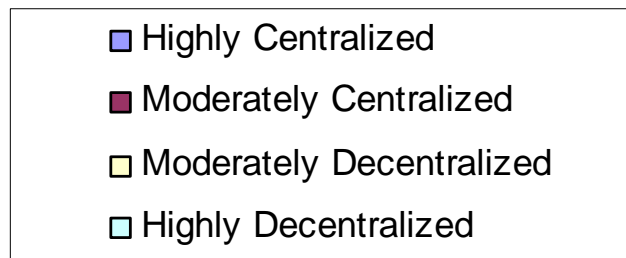
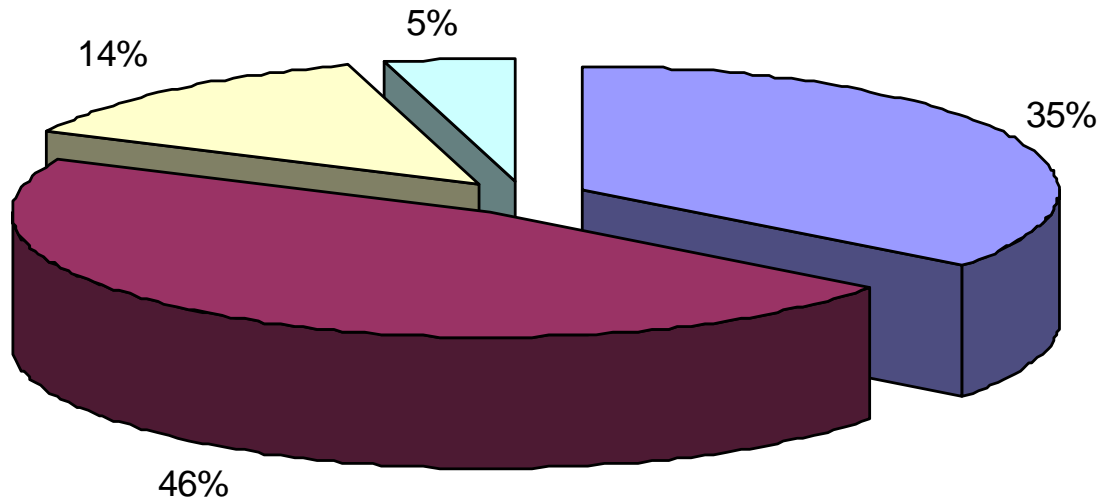
Total Survey Respondents: 477

Decision making in my organization is :



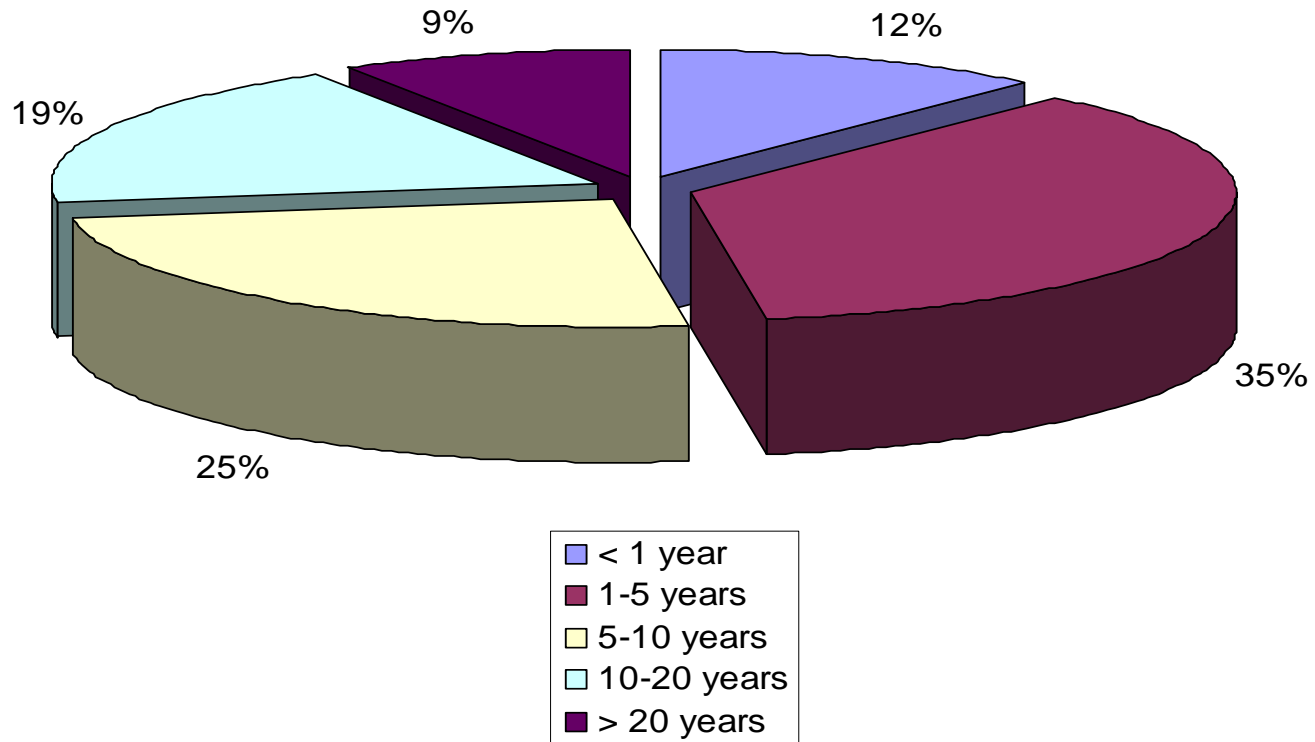
Total Survey Respondents: 477

Decision making in the other organization is :



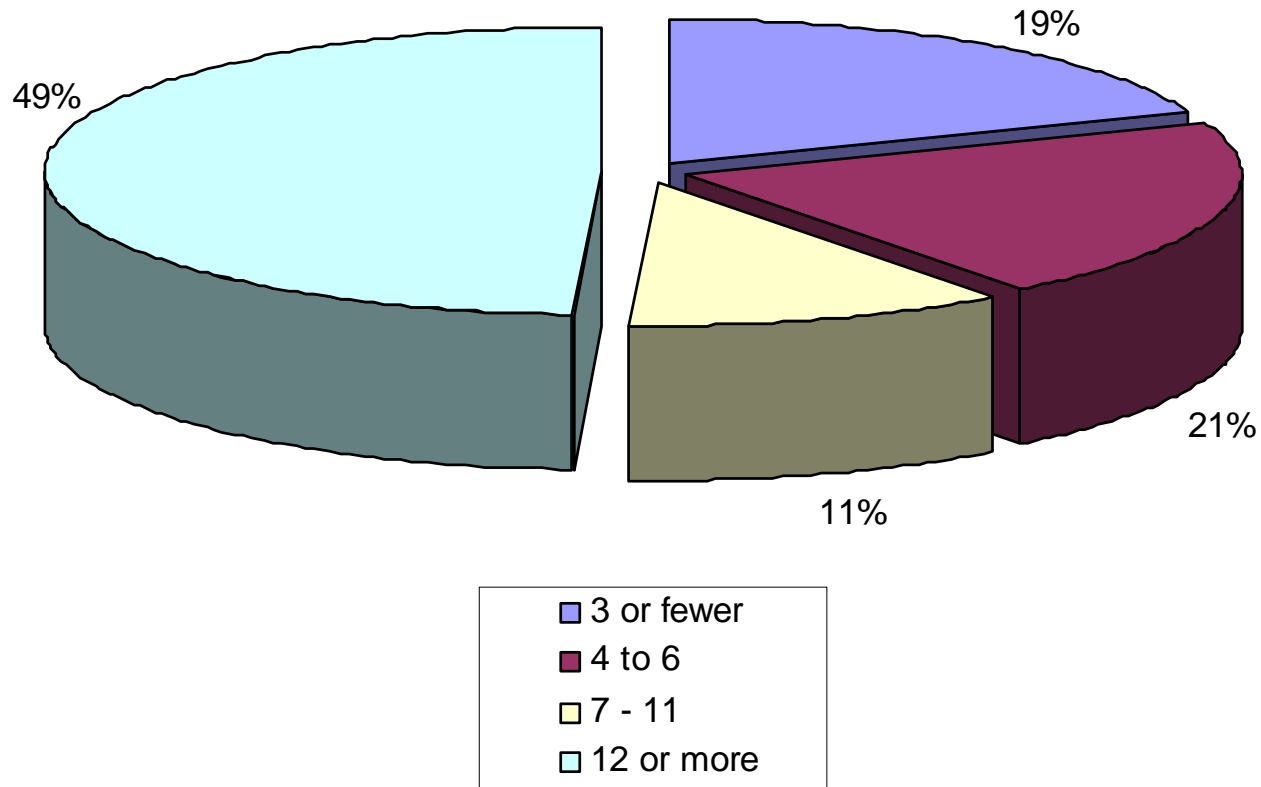
Total Survey Respondents: 477

The number of years my organization has been involved with this partner is :



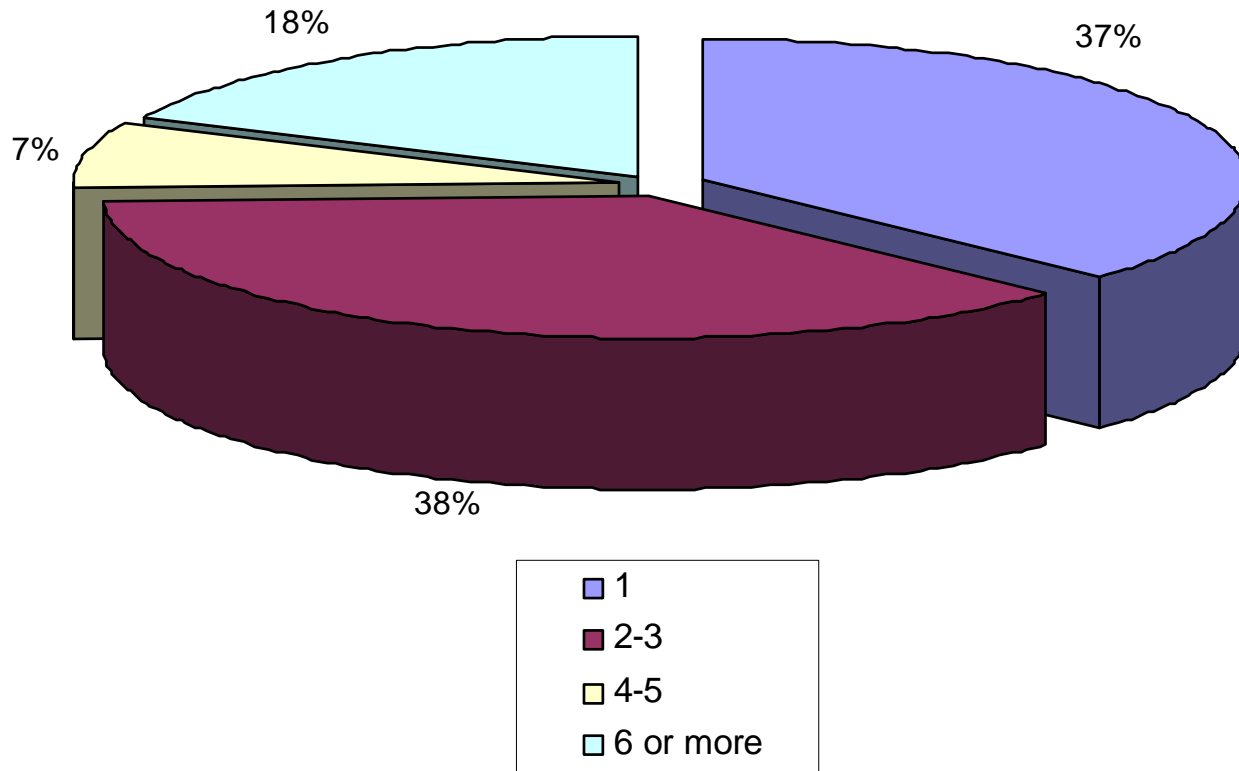
Total Survey Respondents: 477

Over the past 5 years the number of complex collaboration projects my organization has been involved with is :



Total Survey Respondents: 477

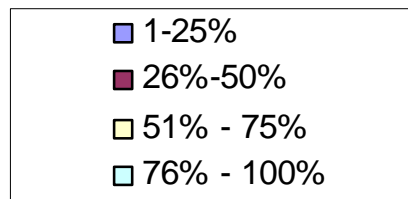
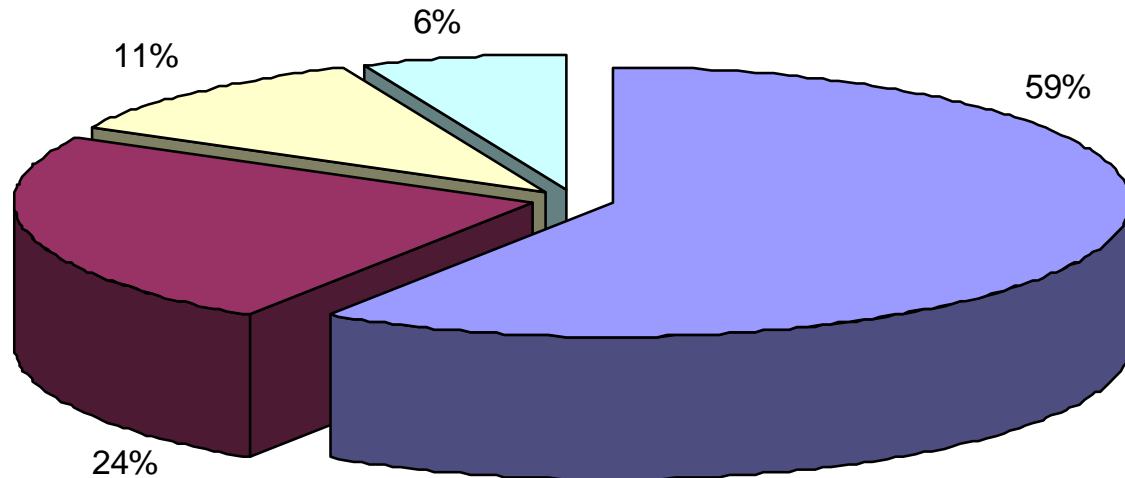
In the past 5 years the number of projects my organization has been involved in with this particular collaboration partner is :



Total Survey Respondents: 477

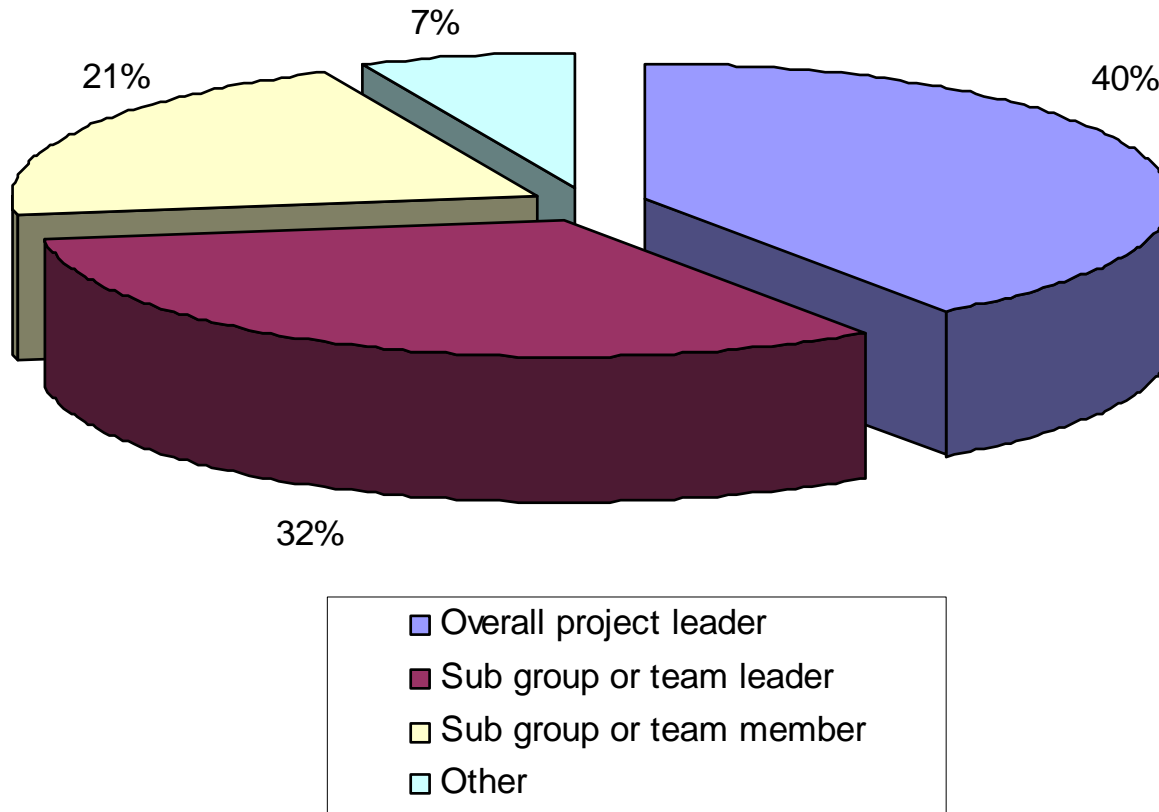
Demographics of the Respondents

The percentage of total work effort devoted to this collaboration by the respondent was:



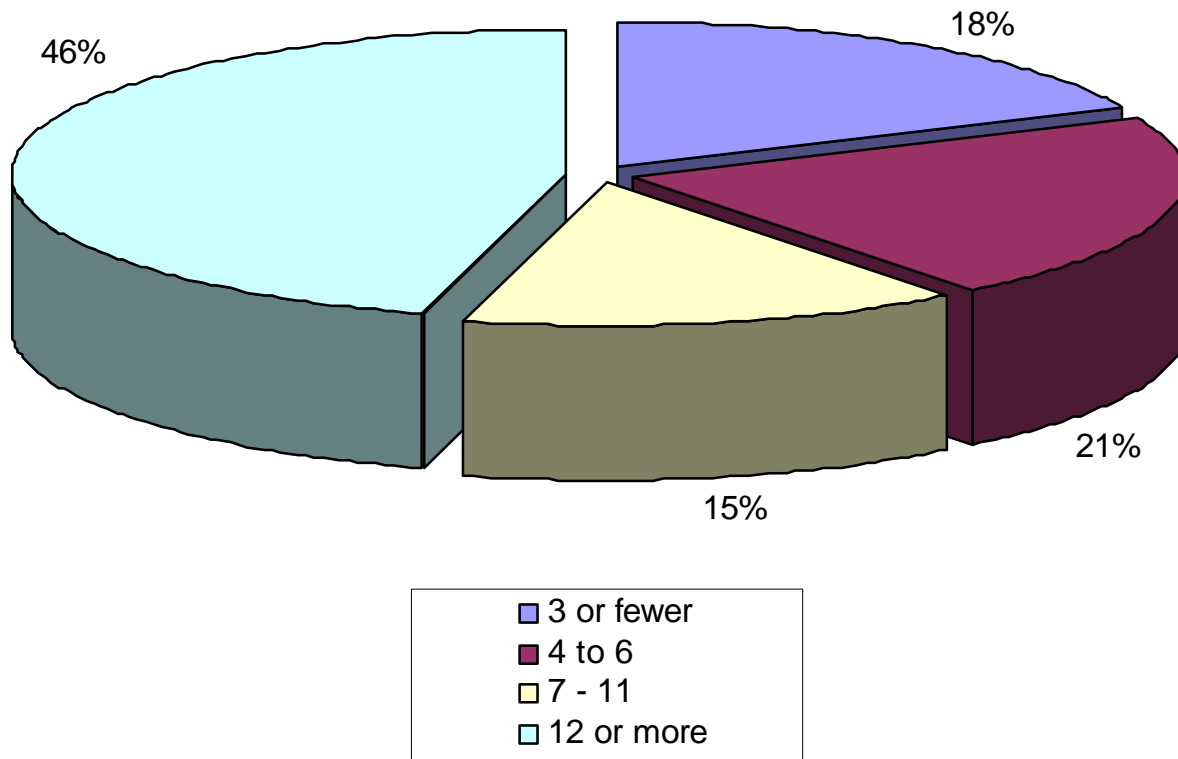
Total Survey Respondents: 477

My role in the collaboration was :



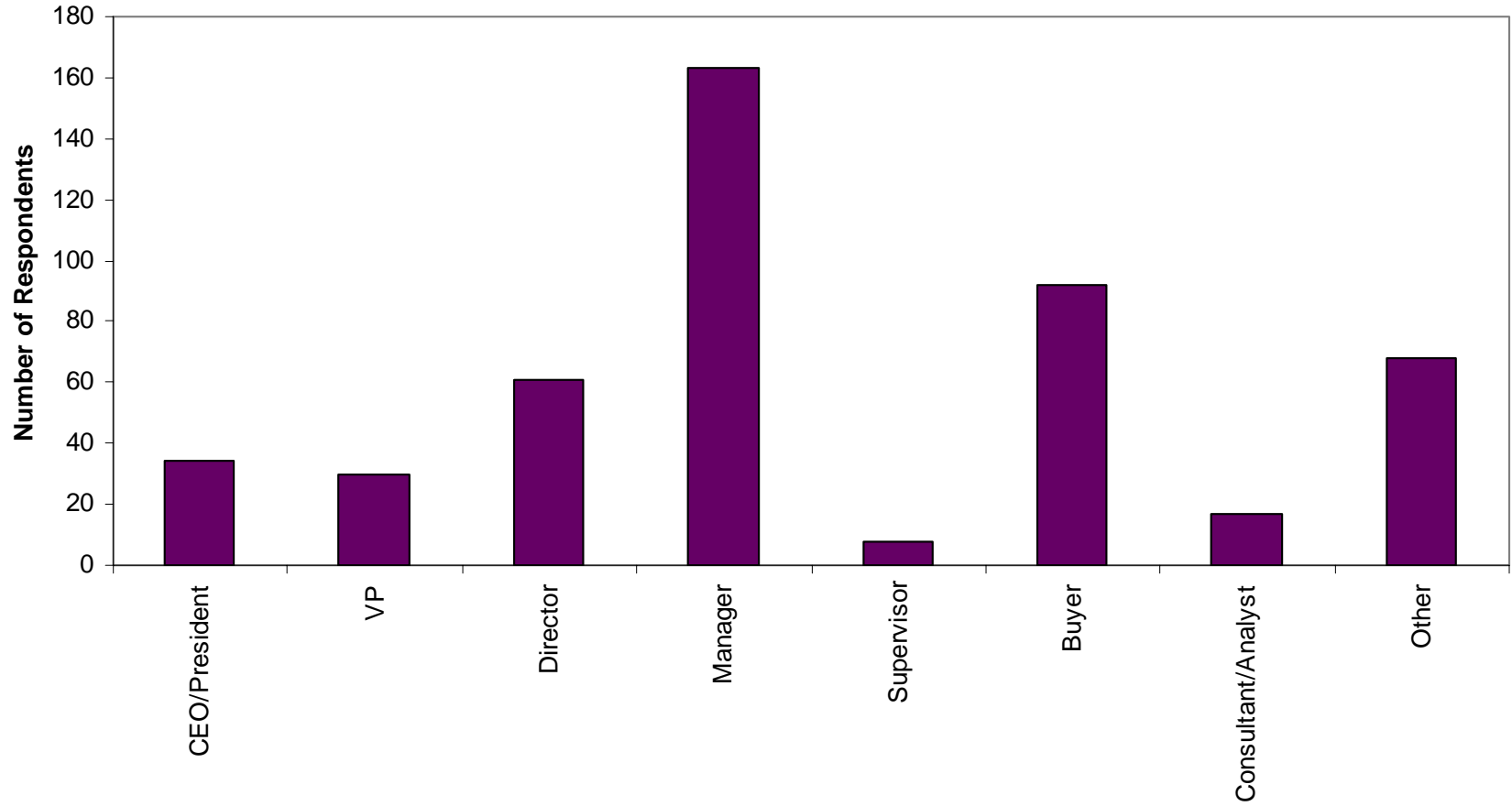
Total Survey Respondents: 477

The number of complex collaboration projects involving other firms I have participated in :



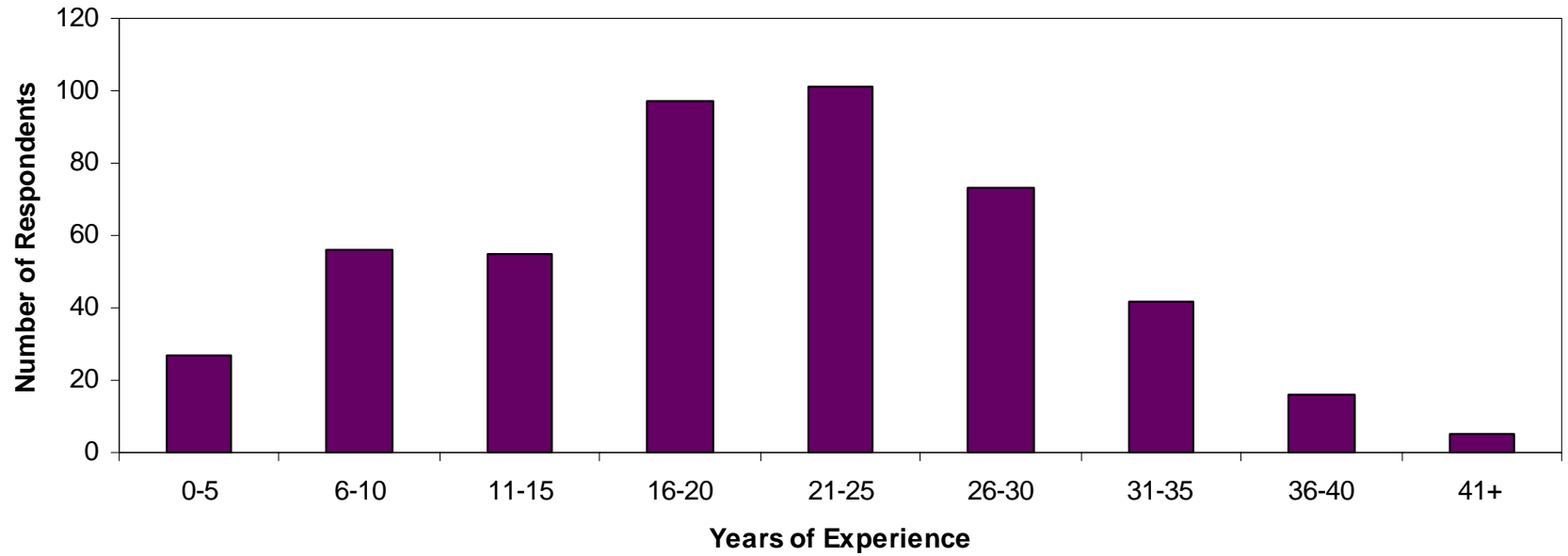
Total Survey Respondents: 477

Job Title of Respondents



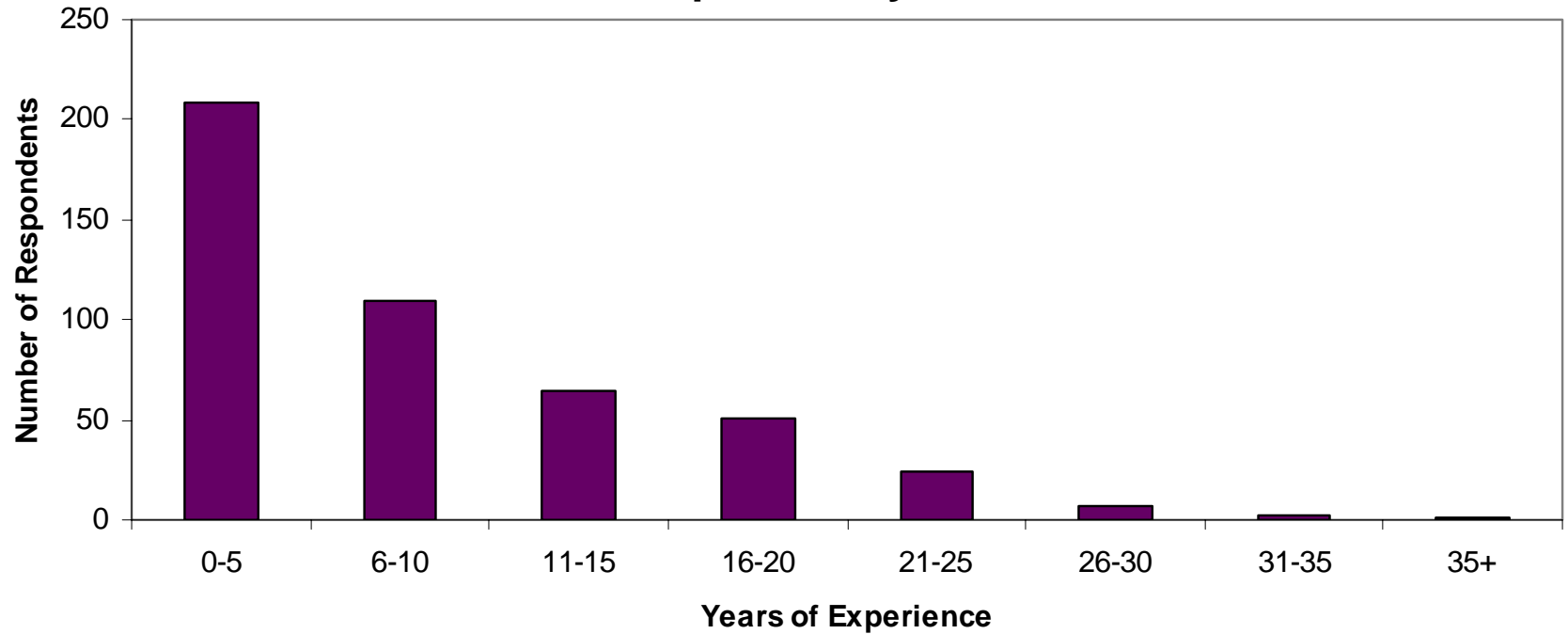
Total Survey Respondents: 477

Total years of professional experience:



Total Survey Respondents: 477

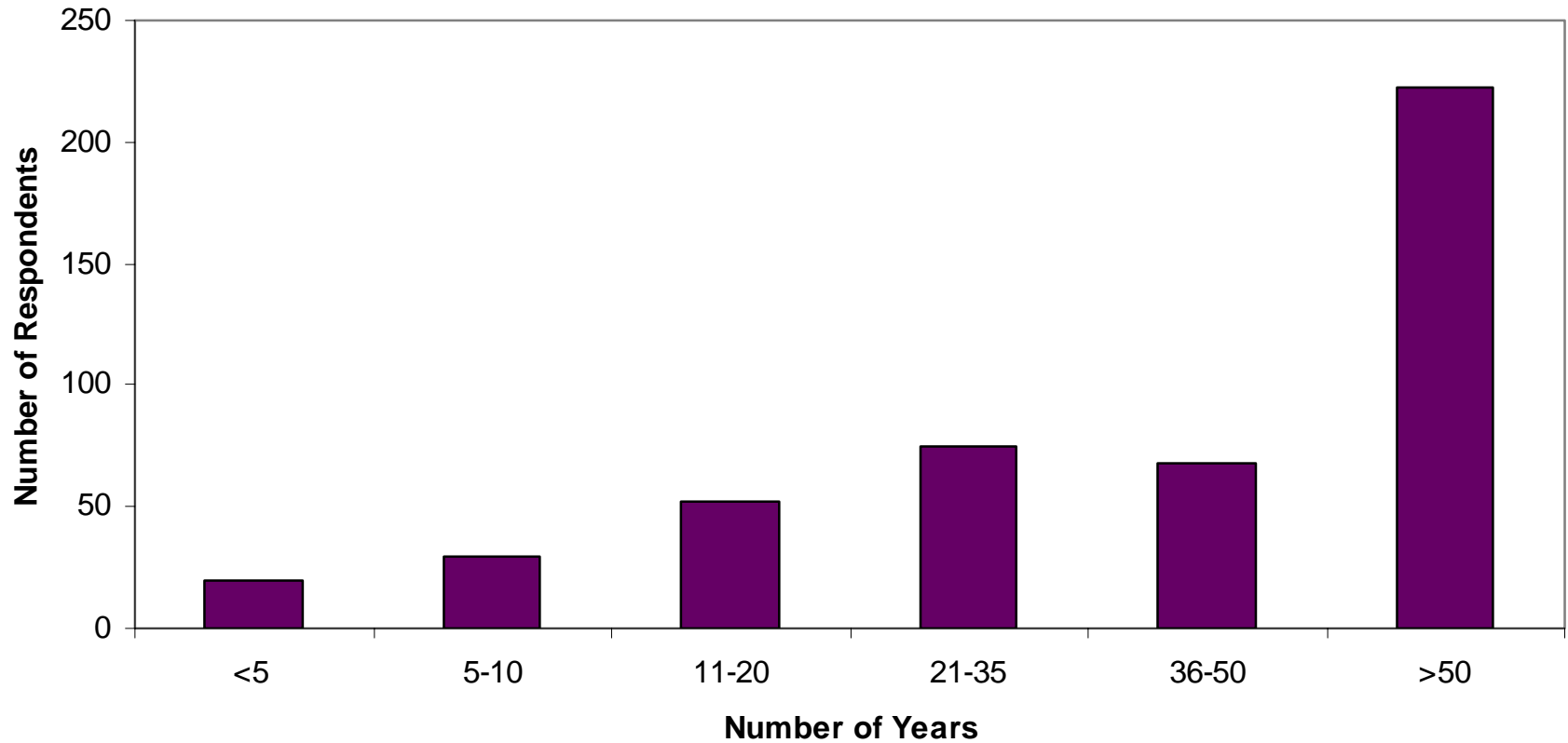
Years of professional experience in current area of responsibility :



Total Survey Respondents: 477

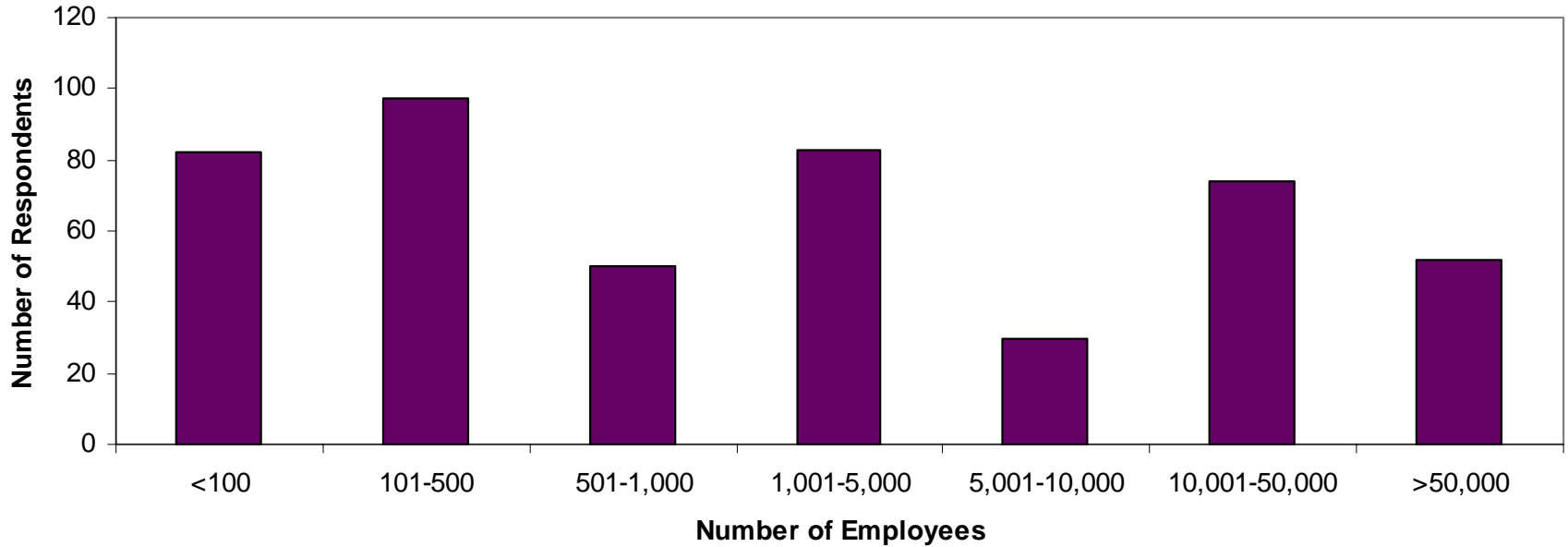
Demographics of the Respondents' Organizations

My organization has been in existence for :



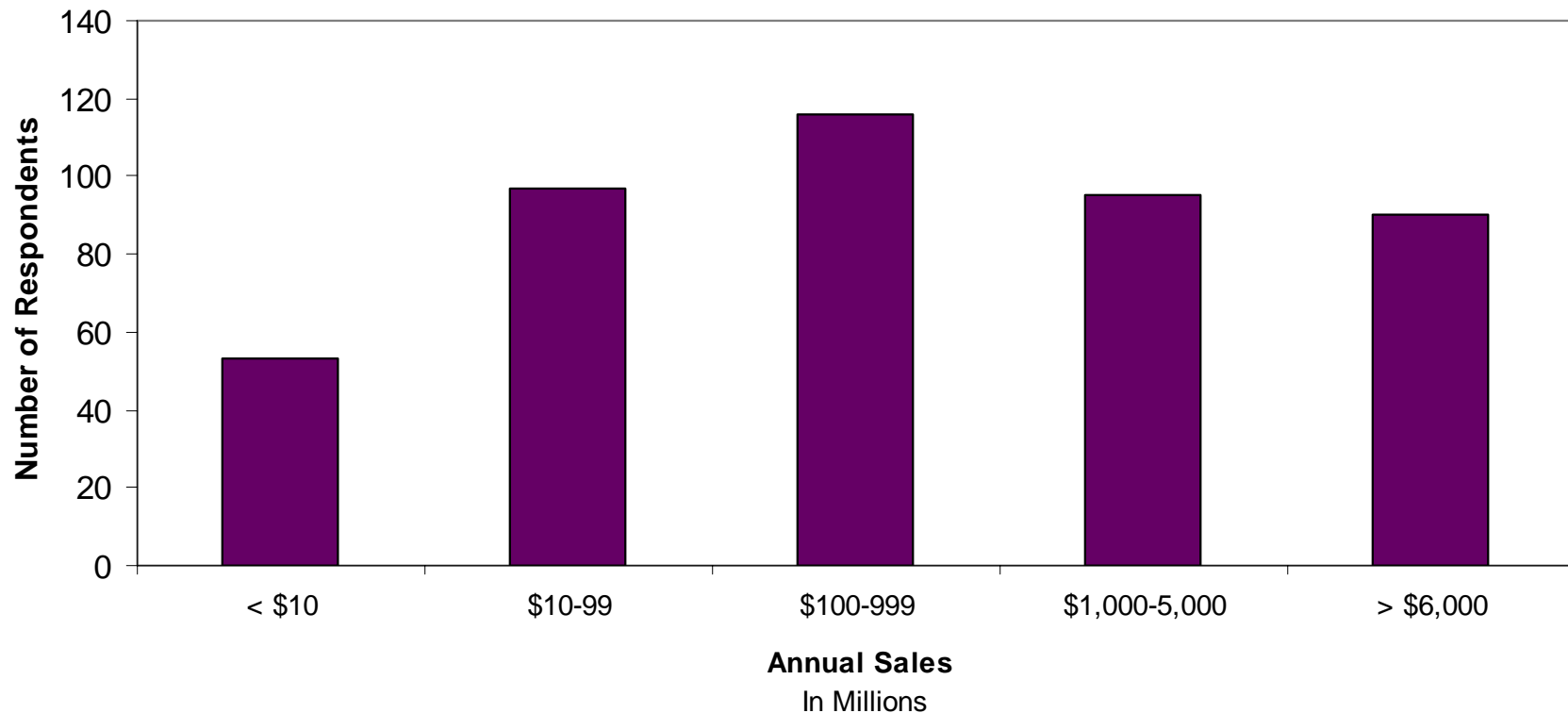
Total Survey Respondents: 477

Approximate Number of Employees in Respondent Firms



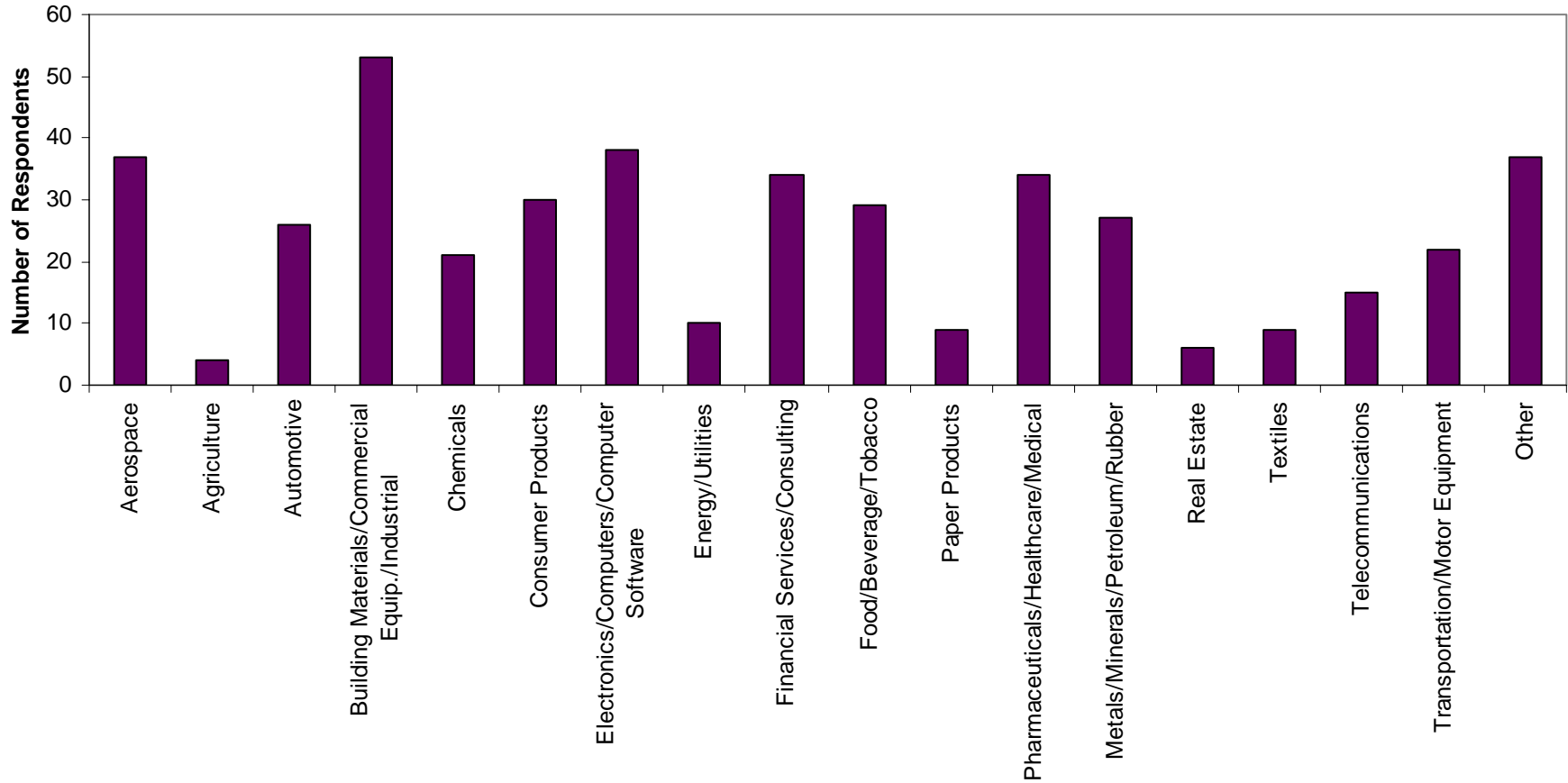
Total Survey Respondents: 477

Approximate Annual Sales of Respondent Firms



Total Survey Respondents: 477

The primary industry in which my organization competes :



Total Survey Respondents: 477