Collaboration for Growth

Background

It is often said that small business has no chance in competing for large engineering or construction contracts but that does not have to be so.

Governments are keen for small business to participate in major projects in areas such as defence, space, rail, water and infrastructure and in export development. In parallel with the government approach are developments in Industry 4.0, cybersecurity and increasing levels of automation.

The problem for OEMs and Primes is risk. Choosing large or medium-sized businesses over their smaller counterparts reduces the *perceived* risk to OEMs. To make their decision to choose an Australian company over an overseas incumbent supplier much easier, Australian business needs more of the characteristics of larger companies and the business maturity that goes with that.

Small businesses can share in the action despite these hurdles. Collaboration is one approach to "create" medium-sized companies: teams of small companies which together, have similar characteristics to a medium-sized company - increased financial strength, broader capability and increased capacity. Through collaboration, a company can dramatically increase its likelihood of winning more work and work that is more profitable and sustainable.

Collaboration is also a way to share investment in key or different infrastructure, developing competencies in areas like cybersecurity and Industry 4.0, increasing the combined capability and capacity of the firms collaborating much further than would have been possible for the individual companies to have achieved on their own.

The Workshop

How can we really make collaboration work and is it really for you? This introductory workshop is continually evolving and is regularly updated with the latest from the field. It explores:

- The case for collaboration
- The types of behaviours and cultures that are essential for success in collaboration
- Common barriers and how to overcome them
- How much we assume about competitors and how little we really know about them
- Frameworks that are conducive to successful collaboration
- Common forms of collaboration
- An outline of ISO 44001 – Collaborative business relationship systems and how that can be used to get started
- The question: *How do we unlock the competence, capability, capacity, knowledge and futures so we all achieve more than we can achieve alone?*
- Developing the Value Stack for a collaboration effort
- At a very high level, develop the alliance definition
    - Joint "product"
    - Joint discriminators
    - Joint capabilities
- Clear identification of the next steps

About the Facilitator

David Pender is Principal of Knowledge Perspectives (the hub of a global collaborative network) and Industry Professor at the Adelaide Business School. Beginning with a project for NASA/JPL, he has spent the past 14 years observing and researching inter-firm alliances and collaborations and consulting on implementation in varied forms. While there is no one right way or form, he has built considerable expertise by observing what has worked and what hasn't and understanding the driving forces behind success.

His expertise is currently being applied in projects within Australia and overseas, including:

- Australian Industry Valve alliance (Defence)
- Electronic Warfare alliance (Defence)
- Team.eX (advanced manufacturing and collaborative export hub)
- Smart Industry Alliance (Industry 4.0)