

MEASURES FOR NON -TANGIBLE VALUES OF COLLABORATION
Benefits, Positive Network Effects, Evidence & Metrics

Benefits	Effects	Evidence	Measures
Business Culture	Energised environment	New Mindset Living the values Responsiveness Quality of care	Surveys Quality of Board Balanced Scorecard
Management and Leadership Development	Cross disciplinary learning	Value based decision making Responsibility New knowledge	Plans KPI's Reports Response times
Trust and Reputation	Positive Relationships	Client Stories Family Feedback Staff attraction Staff satisfaction	CEO Forums New business creation Network business model
Connections	Brand Recognition	Agreements New networks Value chain support	No of partnerships No of sponsorships No of events
Influence	Authority	Key stakeholder engagement Access to expertise Level of positive support	Positive feedback No of Joint projects Social Licence to lead and operate
Innovation	Leadership	Partnerships across the whole value chain	No of projects No of new initiatives Recognition - stories
New Knowledge	Expanding reach	IWG's Access to knowledge networks	New service/product creation New methodologies
New business options creation	Confidence	Translates into Strategic intent	New Products New Markets
Product Development	Increased Capability	Product range and scope	Marketing and sales
Research outcomes	Credibility	Evidence based practice Efficacy	Trials and Tests Publications

Primary Value Propositions

These propositions capture all the value, both present and into the future, of an organisation's worth. The opportunity for businesses to multiply these values is enhanced through strategic collaboration.

The primary value propositions related to investment in collaboration initiatives, based on our Participants data, in ranked order of importance, were identified in this case and reported as follows:

1. Social Return on Investment - Internal
2. Incremental Market Value – future business option creation
3. Financial Return on Investment
4. Solution Value
5. Social Return on Investment – External

The elements of The Financial Return on Investment that apply to collaborative initiatives as reported by the Participants included:

- The use of core business competencies and capabilities to build on innovative projects
- A commitment to Long Term Financial Returns
- Risk Management - which includes diversification into new products and new markets

In this report, we have excluded further analysis of Financial Return on Investment, as it is clearly evident and tangible as Reported on the business's Profit and Loss Statement and the Balance Sheet.

Instead, we have focused our attention on the remaining four Non - Tangible Primary Value Propositions, outlined below, in ranked order of importance, as reported by the Participants, to complete the task of identifying and evaluating the positive, non-tangible values and effects of collaboration.

Social Return on Investment – Internal to the business (High)

Collaboration Effects – Positive business culture, quality of human capital and its growth, internal breaking down of '*silo thinking*', *One Team* - increased trust levels and reputation and greater community connectedness through being outwardly oriented toward the market. Broadening of the business scope and capacity

Incremental Market Value (High)

Collaboration Effects: Reputation and brand recognition, influence, new business generation, operational efficiencies, emerging opportunities, long term gains and licence to operate over time and regional economic development outcomes.

Solution Value (Medium - High)

Collaboration Effects: Addresses key issues in the business, innovation, impact, projects and initiatives, identifies and engages key stakeholders, addresses key issues in the industry, business growth, planning and coordination of activities.

Social Return on Investment – External to the business (Medium - High)

Collaboration Effects – Trust and reputation, community support and permission to lead and operate.