



# Effective Partnership Working

Contact us: 0800 448 0526

[info@journey4.co.uk](mailto:info@journey4.co.uk)

[www.journey4.co.uk](http://www.journey4.co.uk)

## Jonathan Booth



- Founder and Director of Journey4
- 30 years experience of working on and in partnerships, e.g:
  - Transport planning – Atkins / Parkman
  - Utilities – Severn Trent / Amey
  - Rail – Serco / Abellio
  - FM – Royal Mail / Balfour Beatty
  - Retail and mail order – N Brown / Lynx

## Journey4



- Customer-driven growth and transformation, (4E's)
- 4 core sectors:
  - Transport
  - Utilities
  - Health
  - Outsourcing, FM and Business Services

## Effective Partnership Working

- What is a partnership?
- Different types of business partnership
- What makes a successful partnership?
- The potential pitfalls and how to avoid them
- Focus on Supply Chain Partnerships



# What is a Partnership?

## Different definitions, common principles



- Formal Partnership - the state of being a partner or partners
- Informal Collaboration - the action of working with someone to produce something
- Alliance - a union or association formed for mutual benefit
- Association - a group of people organized for a joint purpose
- Joint Venture - a commercial enterprise undertaken jointly by two or more parties which otherwise retain their distinct identities

Recent cross-sector analysis of alliances from Harvard Business Review points to joint venture and partnership transactions increasing during downturns and accelerating in a recovery

# MY EXPERIENCE OF PARTNERSHIPS

The good, the bad and the ugly...



## The Good

- Well aligned partners working together to the same end
- Outcome - £1bn contract secured

## The Bad

- Service delivery partners with a contractual agreement not fully aligned
- Outcome – service failure and contract lost

## The Ugly

- Partners that failed to establish any rules of engagement
- Outcome – failed partnership resulting in legal action

## Different types and reasons

### *Different types:*

- Client / supplier (supply chain) partnerships
- Service delivery partnerships
- Work winning partnerships
- Growth / expansion partnerships

### *Different reasons:*

- Complimentary services
- Complimentary markets / geographies
- Scale / growth





# What Makes a Successful Partnership?

Poll 1

## Common Success Factors

'Partnerships will only be effective and sustainable if both partners are aligned, feel there is equal value to be gained from it and are fully committed to it'

Jonathan Booth



# What Makes a Successful Partnership?

## 4 Common Success Factors - a Journey4 Perspective

- Common purpose – at a business and partnership level
- Cultural fit – shared principles and collaborative behaviours
- Equal value for both parties – win:win / input and output
- Shared commitment – to working 'on' the partnership not just 'in' it



The Consultancy Growth Network members survey, 2021

Over 80% of members said that having a strong mutual benefit was the key to a successful partnership.

Leadership



Alignment



# The Potential Pitfalls and How to Avoid Them

Poll 2

# The Potential Pitfalls and How to Avoid Them

## What causes partnerships to not be fully effective?

Cause	Description
No clear common purpose	If there isn't a shared vision, clear strategy and agreed objectives for the partnership, people won't know what they are trying to achieve, or why, or be able to check and measure how well they are doing.
Poor cultural fit	As so often, it all comes down to the people. If the people working in the partnership don't share common values and exhibit appropriate behaviours, a culture of mistrust and difference, (them and us) will develop which will undermine everything the partnership sets out to achieve.
Inequality	If either of the partners feel they're not getting equal value from the partnership or putting similar effort into it, resentment will breed and they will start to withdraw.
Lack of commitment	If both partners fail to invest sufficient time and effort, (and money where required) into establishing the partnership on a sound basis and ensuring it continues to function effectively, the partnership will become unbalanced and won't be sustainable

# The Potential Pitfalls and How to Avoid Them

What causes partnerships to not be fully effective?



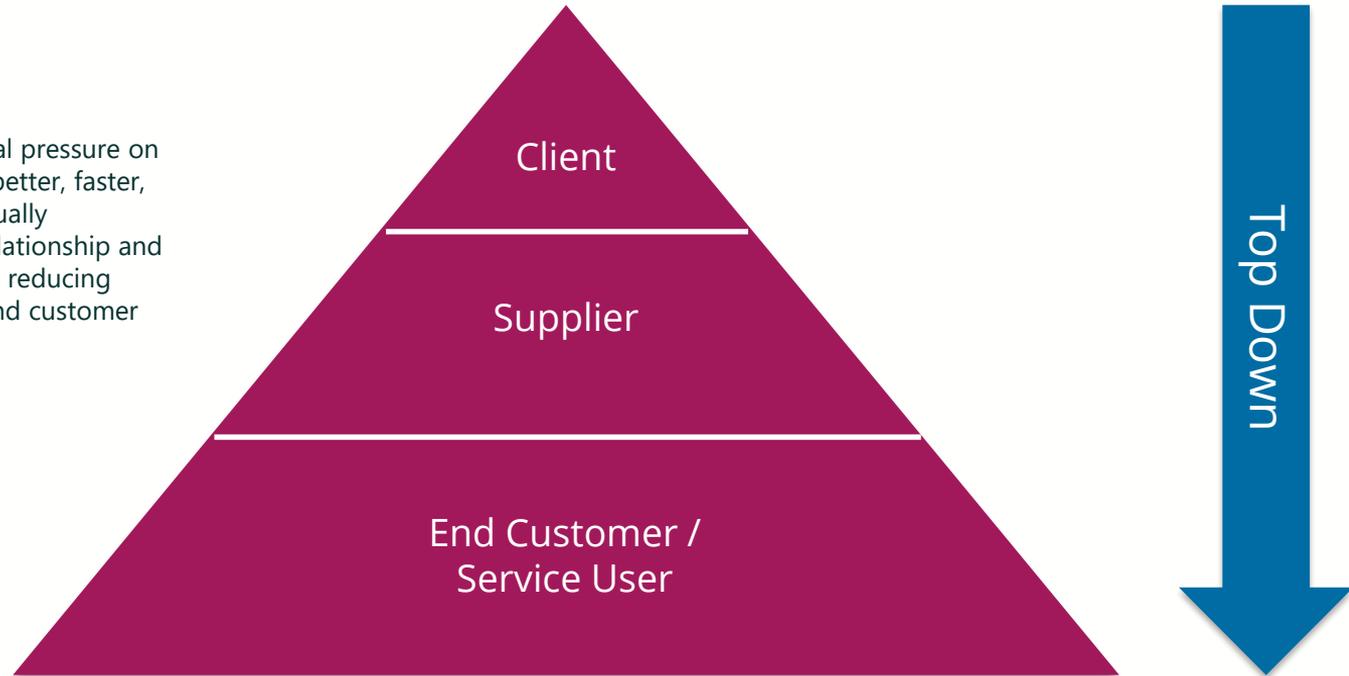


Focus on Supply Chain Partnerships

# A Focus on Supply Chain Partnerships

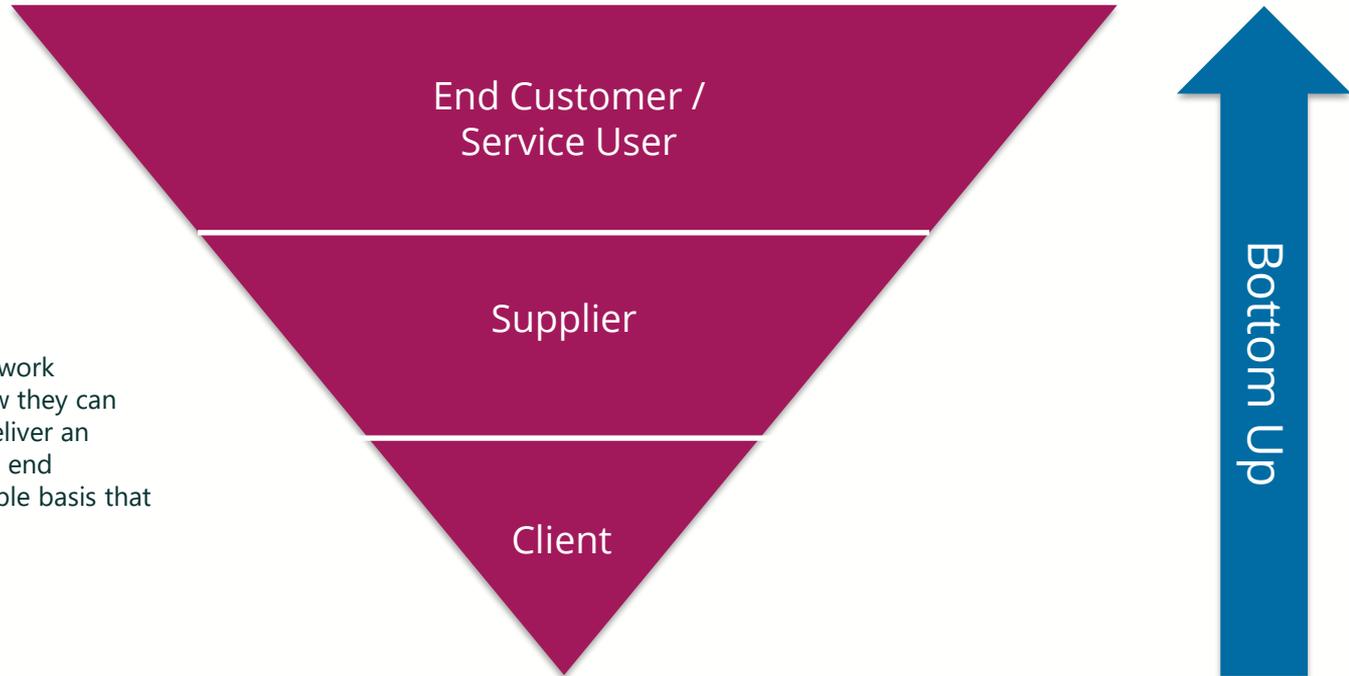
## Traditional Supply Chain Partnerships - a Journey4 Perspective

The client puts continual pressure on the supplier to deliver better, faster, more for less, which usually adversely affects the relationship and performance over time, reducing service quality to the end customer



# A Focus on Supply Chain Partnerships

## A Journey4 Perspective



The client and supplier work together to identify how they can partner effectively to deliver an improved service to the end customer on a sustainable basis that works for both partners

JOURNEY4  
customer driven growth

Q&A

JOURNEY4  
customer driven growth

0800 448 0256

[info@journey4.co.uk](mailto:info@journey4.co.uk)

Blake House,  
18 Blake Street,  
York, YO1 8QG

[www.journey4.co.uk](http://www.journey4.co.uk)