

### Where Is Partnering In 2002? – Alive And *Very* Well

Many economies and markets have been tightening through the early winter period, some in the aftershock of last autumn's global events and others relating to the harsher economic environment, which was already on the way through early 2001. Major international blue chips have been “de-layering” in order to survive, protect profits and cash. In some cases these businesses have stated their plans to re-invent themselves - especially in air travel, telecommunications, and several sectors of manufacturing. Mergers and acquisitions have been falling off in 2001 leading organisations, both major and minor, to re-assess their corporate development situations.

Less money to acquire and invest in new technologies, together with increasing shareholder and institutional reluctance to back even strategically appropriate deals, has meant that alternative strategies are being deployed. There is also a “wind of change” appearing in the public sector and some not for profit organisations – both sides of the Atlantic. What does this mean for partnering and alliances? A renaissance of interest for some, previously acquisitive, businesses and a new strategy for expansion for others.

The climate is warming to real win/win deals. Deals where shared knowledge, pooling of experiences and the ability to exceed customers ever-increasing demands and expectations can be met. So how do they go about partnering where it is not an innate skill?

Over the past 6 months our management team has been actively listening to top industrialists, union representatives, not for profit organisations and senior figures in the public sector in Europe and the USA. The vast majority has been asking about the “route-map” – how can they embed a partnering culture within their enterprises, with their peers, suppliers and customers? We are pleasantly surprised at how receptive these senior people are to planning positive

structured change and improvement to benefit their businesses and stakeholders. Indeed, there are several significant partnering projects planned as we go to press. On the basis of practice what you preach, ServQ has also been working on it's own partnering route map, following the transatlantic alliance established last fall with The Partnership Continuum Inc. of Minneapolis and it's founder Stephen M Dent. Stephen spent a week with us engaging major business people in a pro-active discussion, answering their questions with his enthusiasm for progress and partnering.

*“ People and relationships are the real solid foundation in establishing a partnering infrastructure ”*

What did we learn and what can we share with you, our colleagues?

- People and relationships really are the solid foundation in establishing a partnering infrastructure, an infrastructure that will outlive many less well founded initiatives.
- Sponsorship from board level is an essential pre-requisite to make real progress and lay down the challenge to partnering teams to “make it happen”.
- People are looking for, and able to find, objective, professional and enthusiastic support for the relevant technology and facilitation skills.
- Partnerships reflect joined up, knowledge sharing, 21<sup>st</sup> century thinking.

There are still some people who hanker back to the old command and control ways. They have their place, mainly in some necessary corporate recovery scenarios, but they are also waking up to the new dawn – that partnering is alive and doing very well in 2002 and beyond.

#### Highlights

- Ian Watson writes about our clients' current thoughts on partnering
- BEACON - a new performance tool for infrastructure clients and practitioners
- Case history - future markets for a major professional services business
- Profile on Jim Barker - health industry specialist

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Ian Watson  
Chairman  
ServQ Limited

## BEACON - A New Performance Tool For Infrastructure

The Benchmarking and Readiness Assessment for Concurrent Engineering in Construction methodology measures the readiness and

subsequent performance of the participants in the infrastructure and construction supply chain.

It is built on the principles of Concurrent Engineering (CE), used so successfully in major manufacturing and technology businesses.

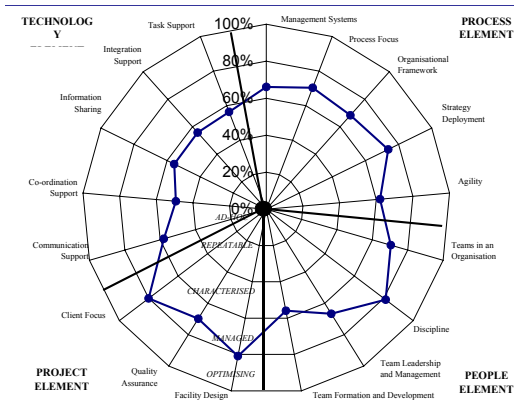
BEACON targets and measures optimisation of the programme and project from conception through design,

procurement and construction to achieve reduced lead times and better integration of activities by maximising concurrency and collaboration in working practices.

Full implementation of the methodology has the potential to make construction projects less fragmented, improve procurement assessment, team-working, project quality, reduce construction time and lower project costs.

BEACON has been devised as both a readiness assessment and performance enhancement process for the global infrastructure industry. The technology emerged from 4 years of research and development by the Centre for Innovative Construction Engineering (CICE) at Loughborough University in the UK. Commercial development of BEACON is being pursued in partnership with ServQ. The process will assist in identifying the critical risks involved in programme and project implementation for the management team and supply chain.

*For more information about BEACON please contact Andrew Crossley, Managing Director*



*CE readiness of Clients from case study results demonstrated on BEACON*

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## Spring Case Study

*A top 10, £120m fee, UK professional services firm in infrastructure design and project management, required a major review of its market sectors and sources of potential income for its 2002/5 business plan. Over 4 months, ServQ worked with the client's directors to evaluate the future markets by geography, sector and function.*

*This enabled "right shaping" and more accurate resource planning for future years. The client received an objective appraisal of the market potential by business unit, geography, sector and function. The model also compared current against future technical resource requirement, enabling the identification of any surplus or deficiency.*

*The model was completed with the full co-operation and understanding of the client's technical and commercial*

## Profile - Jim Barker

ServQ is pleased to welcome Jim Barker to our team as an Associate Director. Jim is an experienced senior manager who has held Chief Executive posts in the NHS and in the Independent healthcare sector.

For the past ten years he has specialised in creative and innovative Organisational and Management Development. Jim has experience of running consultancies and of working as a faculty member at the King's Fund, the healthcare development, training and research institution. A self-starter and independent thinker Jim also has a deep understanding of, and empathy with, management of Trusts and Health Authorities.

Given the renewed emphasis on getting even greater performance from the health sector both in the UK and the USA, Jim's input and project leadership skills are a real plus to our corporate development.

ServQ's primary business is in helping board directors and senior managers deliver sustainable Enterprise Management. We will work with you in any, or all, of the following business critical activities:

*Strategy Formulation, Organisational Alignment, Partnering & Alliancing, Implementation*

**Our focus is on helping you achieve exceptional, sustainable, performance.**