

Collaborative Value Monitor (beta version)

The Collaborative Value Monitor is a deliverable from the research project Collaborative Networks for Sustainability. The primary aim of the research is to understand how network orchestrators (e.g., conveners) facilitate value *creation* by bringing together diverse stakeholders and how those stakeholders (which we also call network participants or members) *capture* that value. The tool can be used by network orchestrators to facilitate, monitor, and evaluate the value creation and capture of their networks.

What is value and collaborative value?

Value is subjective and we defined value more generally as ‘perceived benefits’. For us, in the context of collaborative networks or partnerships, value is not defined as a monetary exchange or trade of goods. We see the value of collaborative networks/partnerships as the value inherent in the relationships between the partners or stakeholders. So, simply put, *collaborative value of networks is the perceived benefits derived from the relationship(s) between the stakeholders.*

Dimensions of collaborative value

In our research project, we co-developed five dimensions of collaborative value or benefits – knowledge, political, social, network and material. Each value statement in the Collaborative Value Monitor links to a dimension.

Dimension	Subdimension(s)	Acronym
Knowledge	Sharing	K-S
	Learning	K-L
Political	Reputation/Credibility	P-REP
	Influence	P-INF
Social	Community	S-COM
	Cause	S-CAU
Network	Matchmaking	N-CON
	Structure	N-STR
Material	Output	M-OUT

Collaborative value creation

Collaboration generally implies that more value is created by bringing stakeholders/actors together. Collaborative value creation we see as the interaction of actors in the collaboration. Orchestrators can influence and steer collaborative value creation. For us, value creation in collaborative networks occurs on a *network level*.

Levels of value capture

Value capture from collaborative value creation is more complex. We argue that value capture occurs on three levels: individual, organizational and network.

For the *individual level*, we mean the person engaging in the collaborative network who captures (perceived) benefits. This will be on a highly personal basis and examples are learning from others, building social connections, creating solutions to big problems. The individual will essentially weigh the time required to engage in the collaboration and the perceived individual benefits of doing so.

For the *organizational level*, we mean the organization that employs the participating individual, who represents the organization in the collaboration. To capture value on an organizational level, the collaborative value created needs to be transferred to the organization by the individual representative(s).

On the *network level*, value capture is reflected in the perceived benefits of the output and activities produced by the network as a whole.

Although value capture is essential to maintain participant engagement, it is often beyond the orchestrators' span of control. They may, however, proactively be able to influence or aid greater individual and organizational value capture. At the very least, orchestrators should be aware of the distribution of value capture among the collaborative network participants and proactively strategize for the continuity of the collaborative activities.

How to use the Collaborative Value Monitor

The monitor is a set of 'value statements or benefits' and can be used in various ways. See Appendix A for the list of statements. We have currently designed it as a survey that network participants fill in. However, we envision the tool can be used differently at different partnership stages:

Initiation – before collaborating

Use the value statements to prioritize value that is important for the stakeholders. A workshop format might be best as stakeholders can reflect and express why certain benefits are important or expected. This can also help to align stakeholder interests.

Execution/Closing – during or at the end of collaborating

Distribute the survey to stakeholders/participants as a way to monitor how value created in the network is captured at the different levels over time. It can be used at different intervals depending on the collaboration duration and activity. It helps to identify value creation 'gaps' and barriers to value capture. Strategies and interventions can be developed to steer the collaborative activities towards the desired state. At the end of the collaboration, it can be used to evaluate of the perceived value capture by participants.

Timely and consistent value monitoring allows orchestrators to steer facilitation and interaction of stakeholders so that stakeholder interests are balanced and engagement of partners is maintained.

Survey version of Collaborative Value Tool

The survey tool is still under development and we are currently testing it. Please feel free to test out the survey version of the tool. If you would like to use the tool, please contact us at professorship-cie@hva.nl. We can customize the survey tool for your collaboration or network. Please keep in mind that in its current form, it is meant to be completed by *participants* in collaborations (and not orchestrators). We welcome feedback to improve the functionality and usefulness of the tool. The information entered in the tool will be managed and stored by the AUAS.

APPENDIX – STATEMENTS OF PERCEIVED VALUE CAPTURE

Respondents were asked to provide their level of agreement (1 to 5; 5=completely agree) and the level of importance (1 to 3; 3=high importance).

Level	Value Statement	Dimension
Individual	• I became aware of ideas or opportunities in the industry.	K-L
	• I learned about the latest innovations in the industry.	K-L
	• I became aware of other members' expertise in the industry.	K-L
	• I learned about other members' work processes (e.g. their best practices).	K-L
	• I shared information and lessons learned that can contribute to the knowledge pool of the community.	K-S
	• I felt that what I gave to the network was proportional to what I gained.	S-COM
	• I increased my visibility as an expert in my industry.	P-REP
	• I felt that I was treated equally as peer.	S-COM
	• I had fun attending the network events.	S-COM
	• I felt energized to be a part of a movement that brings positive change.	S-COM
Organizational	• My company can now validate the viability of new business ideas, products, models, or practices.	K-L
	• My company gained insights into funding opportunities.	K-L
	• My company gained insights into trends or changes in (consumer) behavior.	K-L
	• My company gained insights into policy measures and/or regulatory developments.	K-L
	• My company integrated the knowledge gained from the network into its processes.	K-L
	• My company gained additional exposure and visibility.	P-REP
	• My company can now establish itself as a role model for the industry.	P-REP
	• My company has benefited from being associated with frontrunner organizations, which are part of the network community.	P-REP
	• My company can now contribute to solving issues in the industry.	S-CAU
	• My company has established new partnerships and/or strengthened previous partnerships.	N-CON
Network	• The network communicated to its target groups about network or industry developments.	K-S
	• The network organized activities that facilitated knowledge sharing among members.	K-S
	• The network facilitated the piloting of new projects.	K-L
	• The network supported the development of industry policies or standards.	P-INF
	• The network fostered a collaborative rather than competitive attitude among its members.	S-COM
	• The network successfully connected the appropriate experts with the appropriate companies and projects.	N-CON
	• The network provided access to its members to key industry players at the national level.	N-CON
	• The network provided access to its members to key industry players at the international level.	N-CON
	• The network included people with diverse knowledge and experience.	N-STR
	• The network included members from different parts of the supply chain.	N-STR
	• The network generated publicity about the need for change.	M-OUT
	• The network generated funding for new projects.	M-OUT
	• The network accomplished the objectives stated to its community members.	M-OUT
• The network published open access reports, strategic visions, best-practice examples, white papers or other information.	M-OUT	

Reference: DiVito, L., Good, J.E., van Wijk, J.J., van Hille, I., Lam, T., Martina, R., & Wakkee, I. Appropriating Relational Value from Collaborative Networks for Sustainability. Working Paper presented at Academy of Management Annual Meeting, Seattle, Washington, USA, August 2022.