

Collaboration across Boundaries

Richard Brown, BAE SYSTEMS CORDA

Aim and Purpose

Engagement and Collaboration in OR

- Context – ASTRID framework study on power and energy developments
- Explore through:
 - Workshops
 - 1:1 Interviews
 - Survey
- What worked, challenges and lessons learned
- Planning a successful collaborative engagement – key conclusions



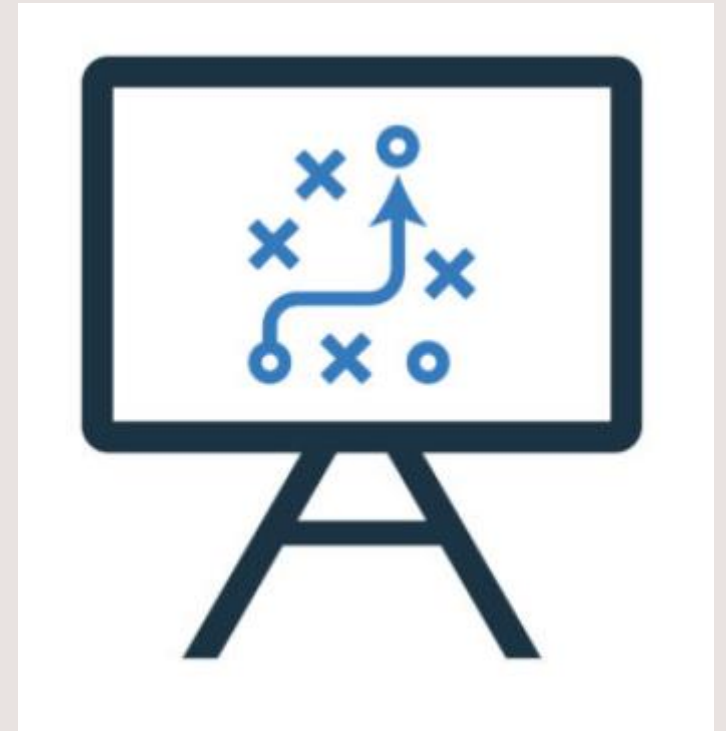
Context - Power and Energy Study

- ASTRID framework Power and Energy collaborative study
 - The brief: An horizon scan
 - Power and Energy developments with potential to improve MoD capability
- Engagement with Industry, Academia and MoD representatives
 - What developments they were working on?
 - Why?
 - Timelines, implementation and execution challenges
 - MoD needs



Engagement – planning phase

- Objective setting
 - Designing the (exam) questions: What, Why, How structure
- A blend of engagement formats
 - Workshops
 - Survey
 - 1:1 interviews (Semi structured)
- Identifying / sourcing the right attendees
 - Network of study team
 - Open source / cold call enquiry



Workshops - evaluation

- What worked
 - Direct interactions (not hybrid) facilitated much output
 - Use of technology eg word cloud to summarise results in real time
 - Solution sheets to consolidate all workshop questions by development
 - Use of the breaks for follow up / 1:1 conversations
- Challenges
 - Vocal vs reserved participants
 - Confidentiality issues
 - Differing motivations (Industry/Academia/MoD)



Surveys - format

- Questionnaire format similar to the what, why, how questions of workshops
- Blend of multiple choice questions and open text
- Simplistic format to facilitate quick response
- Telephone follow up attempted

ASTRID Market Research

Company
██████████

Completed By
 Aden Baker

What are the key challenges in the P&E industry at the moment?

1. Rising raw materials cost
2. Oil & Gas Prices
3. Manufacturing/production costs
4. Maintenance Costs
5. End of Life/Disposal Costs
6. Battery or fuel cell size/weight/capacity
7. Climate/environmental change
8. Net Zero
9. Availability of alternative fuels/fuel stock
10. Lack of investor confidence
11. Aging/lack of infrastructure

Explain

The first one has the greatest impact on their business supplier components are going they are having to raise prices that effect their customers, at the moment the oil and gas prices are okay but they are on a fixed fee for now but when that ends it will affect them and their suppliers especially the cost shipping and transportation going up by effecting the cost of manufacturing and in turn effect their customers

In a few sentences, describe the technology you are working on

Surveys - evaluation

- **What Worked**
 - Broader reach – 113 organisations approached
- **Challenges**
 - Low Response rate 14%
 - Time and effort to administer (32.5 hours)
 - Little motivation to feedback
 - Questionnaire not interactive
 - Telephone follow up attempted
 - Quality issues with feedback



Hours on campaign: 32.5
Total organisations approached: 113
Total completed research: 16

1:1 Interviews

Format: Semi structured with questionnaire but also open discussion

What worked

- Very targeted
- Detailed discussions
- Less confidentiality concerns / more open
- Good to do after workshops to tackle gaps / unresolved issues

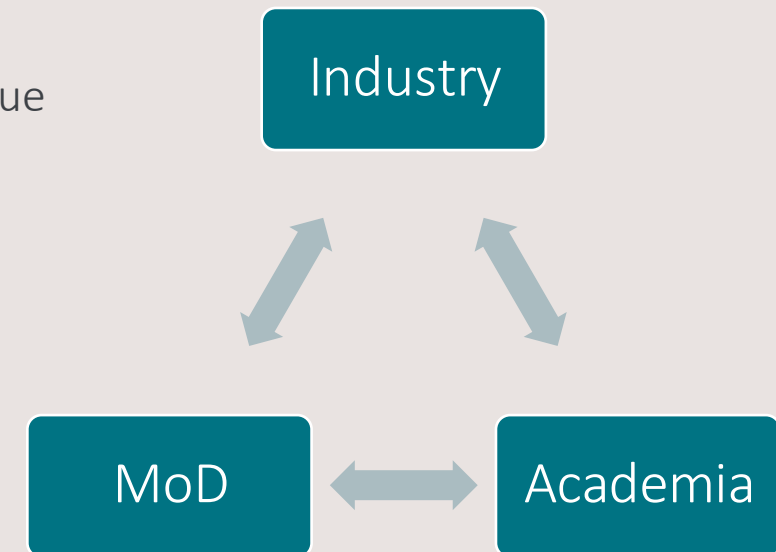
Challenges

- It is only one view – no challenge from other stakeholders
- Difficult to set up (motivation)



Planning a successful collaborative engagement – key conclusions

- Strive for win/win
 - Understanding what participants want to get out of it
 - Study team and participants both need to come away with something of value
- Balance information sharing with confidentiality concerns (give/take)
- Choose an appropriate blend of formats.
 - Workshops/1:1 interviews worked best for us.
 - Surveys less so – but they may still offer benefit where large scale input required.
- Effective tools – eg Solution sheets accelerated input consolidation and analysis



Thank you

Questions and Answer

