
Successful Collaboration

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Vertical vs Horizontal Consortia

- **Vertical: Users Working with Suppliers**
 - ◆ Users are customers, tend to drive goals
 - ◆ Short time horizon
 - ◆ Little conflict

- **Horizontal: Competitors Working Together**
 - ◆ Hard to agree on meaningful projects
 - ◆ Should be looking at longer-term goals

Importance of Shared Vision

- **Takes Time to Develop**
- **May Never Emerge w/o Strong Leader**
- **Okay to Let Some Participants Leave**
- **Establish Major Milestones at Start of Project**

Number of Participants in Project

- **Bigger is Not Always Better**
 - ◆ “How many companies in project?”
 - ◆ Too many chefs...
 - ◆ Time to get vision, contract agreement

- **Easier to Administer a Few Large Projects**
 - ◆ Do all projects need an NCMS project manager?

Senior Management Support

- **Need to Establish Early On**
 - ◆ **Get company decision makers to support vision**

- **Keep Management Informed**
 - ◆ **Pending projects and budget needs**
 - ◆ **Existing projects status**
 - ◆ **Implementation plans and schedules**

Active vs Passive Participation

- **Some Companies Like to Watch**
 - ◆ “If it looks interesting”...
 - ◆ Means company not committed
- **Minimum 1 person full time**
- **Send People to Work With Suppliers**

Intellectual Property

- **Loosen Up**
- **Don't Let Lawyers Run Your Business**
 - ◆ **Single longest delay in starting projects**
- **Define Background IP**
- **Be Willing to Share New IP**
 - ◆ **Nothing wrecks projects faster than arguing over IP**

Project Management

- **Critical to Successful Projects**
 - ◆ **Developing Shared Vision**
 - ◆ **Develop a Few Key Milestones**
 - ◆ **Conflict Resolution**
 - ◆ **Record important decisions**
 - ◆ **Method to terminate non-performers**
- **Timely accounting where required**
 - ◆ **Needed for compliance**
 - ◆ **Measures participation**

Summary: Successful Collaboration

- **Vertical vs Horizontal Consortia**
- **Importance of Shared Vision**
- **Number of Participants**
- **Senior Management Support**
- **Active Participation**
- **Intellectual Property**
- **Project Management**