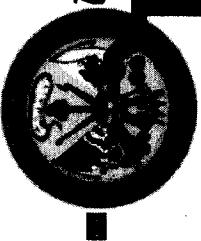




U.S. Army Contracting Agency

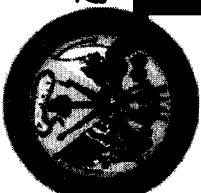
Teaming: A Government Perspective Advantages, Issues, Lessons Learned

Robert Adams, HQ ACA
Randy Bartholome, HQ AFSC
Sep 18, 2003



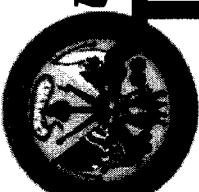
Teaming – A Government Perspective

- ADVANTAGES:
 - Reduces numbers of contracts
 - Increases potential participation of small businesses
 - Affords opportunities for new players to enter the market
 - Enhances opportunities for longer term contracts, which reduces recurring awards and creates incentives to modernize



Teaming – A Government Perspective

- ISSUES / CONCERNS:
 - Proprietary Rights, both product & process
 - Cash flow
 - Legal agreements between companies
 - Long term inter-corporate relationships
 - Follow-on competition / competitive base



U.S. Army Contracting Agency

Teaming – A Government Perspective

- LESSONS LEARNED
 - Teams / Joint Ventures can work
 - Legal issues are difficult to resolve
 - Corporations are very concerned about revealing enough about internal operations to facilitate smoothly operating agreements
 - Time to consummate effective arrangements typically takes roughly twice as long as original estimates

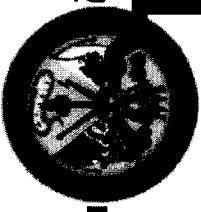


U.S. Army Contracting Agency

Teaming – A Government Perspective

- LESSONS LEARNED

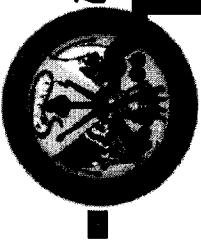
- Cash flow issues can be satisfactorily resolved, but process needs to be carefully checked and provisions made for contingencies; payroll doesn't wait
- Proprietary rights issues can be resolved if sufficient time is allowed and both sides want to make it work, but creativity is sometimes necessary



U.S. Army Contracting Agency

Teaming – A Government Perspective

- LESSONS LEARNED
 - Differences in business styles and operations can cause long term strains between companies
 - Time invested in arranging and developing comfortable partnerships is ultimately worth the investment
 - Comfort at both working and executive levels of the partners is *very* helpful



U.S. Army Contracting Agency

Teaming – A Government Perspective

- LESSONS LEARNED

- Complementary partnerships create less stress than competitive ones
- Carefully crafted joint ventures can realize synergy and enhance competitiveness and profitability



Teaming – A Government

Perspective Discussion Point of Contact:

Mr. Robert R. Adams

Associate Director, Small Business
U.S. Army Contracting Agency
Falls Church, VA
Tel. 703-681-7566
E-mail: robert.adams1@us.army.mil