

How to collaborate in a frame of industrial competition

rather than

How to compete in a frame of industrial collaboration



What is most important in the spirit of the project ?

- **Collaboration ?**

- Distribute smoothly the tasks, share the (in kind) contributions
- Broaden the participation, establish a solid community
- Spread the know how, build a cultural socket
- Exchange people (visitors)
- Compare hardware (bench mark, round robin)

- **Competition ?**

- Proceed with international call for tender, ignore geographical share
- Be tough on specification, stimulate dumping and low price
- Be very tough on legal clauses, penalties for non-conformity and delay
- Reject whatever is < 100% of specification



*In international projects funded by governmental agencies,
collaboration dominates over competition*

*Collaboration is a preferable, stimulating environment. However, rules
must be defined to avoid that the project realization becomes lowest priority*

***Maintain and cultivate professionalism is the key to keep
the project targets in an exciting collaborative effort***



The ITER Model

Born as a symbol of conciliation after the cold war, the international fusion project is strongly loaded with political and cultural aims

*Collaboration **and** plasma ignition are the two main targets of ITER*

The strong governmental involvement in ITER also contributes to a large pressure for a strictly control of the financial return in the participating countries

In Europe, the actors of the collaboration are not the labs, but a central agency which is the direct partner for the industrial contracts



The “in-kind” contributions

- *The organization of the ITER project is (being) defined in detail by governmental negotiators well ahead of the project director. A (nominal) monetary value is attached to all the main components, which are defined in “procurement packages”*
- *The contributions of the parties to the project are “in-kind”, i.e. not “in cash”. At a technical level, the supplier of the contributions is not a company or a lab, but a “participating team”, i.e. an agency directly controlled by the governments*
- *The international project team may eventually have not full control on the procurement procedure, e.g. contractual specification to the companies, delivery time, acceptance. Questions of liability will have to be discussed case-by-case*



The pro and contra

- *Each party can organize in advance his production capability, plan large investments and strategic decisions*
- *An intensive, stimulating technical exchange among teams will occur during the construction phase*
- *Being relaxed from tight financial and delivery constraints allows the technical suppliers solving the problems as they are encountered*

- *The end customer has no legal control on the industrial suppliers. The policy of the supplying agencies is not necessary the same as the end customer (e.g. about acceptance and tolerance to delay)*
- *Technical conflicts need to be solved at non-technical level, with frustration on both sides*
- *Overall cost and effectiveness are not optimized*
- *The technical performance will be limited by the worst component supplier. Technical excellence as well as price competitiveness will not be honored*