

CONTENTS

Acknowledgments xv

Preface xvii

Introduction xxi

Part One The Era of Collaborative Business

1 ■ The Collaboration Imperative 3

The Need to Collaborate 5

Business Trading Communities 8

Everyone Is a Customer 9

It's All about Relationships 13

What Have We Learned? 15

2 ■ Collaborative Communities 19

Shared Needs 20

The New Business Pattern 23

The Choreographer 25

Let's Meet Some Choreographers 27

Mindset of an Entrepreneur, Skillset of a Choreographer 31

What Have We Learned? 35

- 3 ■ Everyone Is a Customer 37
 - Has the Power Really Shifted to Customers? 38
 - When Everyone's a Customer, Everyone Benefits 40
 - Choreographers Monetize *Every* Relationship 44
 - What Have We Learned? 47
- 4 ■ It's All about Relationships 49
 - Why Collaborate? 49
 - Obstacles to Effective Collaboration 50
 - The Problem: An Example and the Solution 54
 - Currencies Other Than Cash 58
 - Using Non-Cash Relationship Currencies 62
 - The Trust Imperative 67
 - Valuing Relationships 68
 - The Challenge 69
 - What Have We Learned? 70

Part Two Purposeful Collaboration

- 5 ■ Not All Relationships Are the Same 75
 - The Solution 75
 - The Nature of the Relationship 78
 - Customers Can Be Non-Core Relationships 79
 - Understanding the *Rhythm* of Relationships 79
 - Transactional Relationships 82
 - Resource Sink Relationships 82
 - Resource Opportunity Relationships 84
 - Collaborative Relationships 85
 - Creating a Collaborative Relationship 86
 - What Have We Learned? 90
- 6 ■ Deciding Who to Dance With 93
 - Iterating a Relationship 96
 - Four Questions 97
 - Alternative Scenarios 99
 - The Relationship Dance 102
 - Prioritizing Your Dance Card 105
 - What Have We Learned? 109

- 7 ■ Measuring the Value of Every Relationship 111**
Valuing Relationship Currencies 112
The Relationship Scorecard 114
Using the Process 118
Digging Deeper 123
Interpreting the Data 131
Value Is in the Eyes of the Beholder 135
What Have We Learned? 135
- 8 ■ Building Trusting, Purposeful, Win-Win Relationships 139**
Who Do You Trust? 140
Levels of Collaboration 141
Collaborative Activities 145
The Risks of Collaboration 157
Getting the Right Information to the Right Person at the Right Time 161
What Have We Learned? 164
- 9 ■ Using Relationship Currencies to Achieve Your Goals 167**
Currency Use Guidelines 167
Relationship Linkage 169
Building New Relationships 173
Value Realized 176
Putting It All Together 180
What Have We Learned? 183

Part Three Choreographing Your Success

- 10 ■ How You Do Business in the Era of Collaborative Business 189**
Are You Ready to Collaborate? 189
The Fundamental Question 190
How You Think Matters Most 194
References 199
Index 203
About the Authors 209