

<b>Clu#</b>	<b>Rel#</b>	<b>ID#</b>	<b>Positive Comment</b>	<b>Negative Comment</b>
1	3	391		They are not sure what their costs are so it will be difficult to measure the savings for a partnering agreement.
1	3	392		Because it's a fixed price contract they expect us to do all the liaison and problem-solving with their front line customers - even if the problems are not of our making.
1	3	390		The IPT have no intention of sharing any cost savings they make with us. For instance they have told us that if the partnering arrangement makes a staff member redundant he will be redeployed in the office and no savings will be made or shared.
1	2	403		Our Contract people agreed to the price change without reference to us.
1	2	415		We would be grateful if you would tell the IPTL what is going on.
1	2	412		When we first got together with the IPT to establish our relationship we put it all up on the wall. 18 months later they have not changed.
1	2	408		Its not their people who are at fault; they are almost embarrassed at our comments but, they have to 'toe their company's line'.
1	2	410		Even the IPTL can't sign anything without the ok of the commercial man. They still have their own chain of command.
1	2	397		For many years the firm has had it all their own way and they thus seem very reluctant to change.
1	2	418		At the working level they aren't trained very well. It galls me to know that my staff know more about doing the IPT staffs' jobs than they do.
1	2	398		They drag their feet on modifications that improve reliability because the more they stop things going wrong the less they make on repairs.
1	2	417		The MoD's lack of email is a real problem.

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1	2	419		We feel 'kicked in the crutch' by their view of us but we are still determined to improve the situation. The problem is, we always seem to do the giving.
1	2	396		We have been thwarted at every turn to obtain fair and reasonable prices from the firm. Recently without warning, they marked-up prices by 2-300%.
1	2	404		The firm's customer support and the design authority appear to be rivals and we notice a poorer service as a result.
1	2	409		Our commercial staff have resisted integrating with us. As a result my ability to be innovative is restricted.
1	2	394		We feel we are being 'ripped-off' by the firm over prices and as a result we have real difficulty in reducing our costs.
1	2	399	We used to keep a pool of items to feed in to repair. With our new partnering arrangement we track individual items and have significantly cut down on their number.	
1	2	395	The new framework contract runs for 5 years at a fixed cost. This gives us guaranteed availability and a 20% reduction in costs. The firm is incentivised to increase reliability, it can plan, cut overheads and home in on fault trends.	
1	2	400		The firm shouldn't be shocked about the poor marks we have given them in the survey. I have told them face-to-face many times.
1	2	401		We have waited for month for answers to questions raised at our review meetings.
1	2	393		Information on pricing and delivery is difficult to obtain and is usually inaccurate when received.
1	2	416		I've never met the front line customer so I can't tell you what his view is.

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1	2	420		Three years ago we offered the IPT a terminal from our system to allow them to track the progress of their orders but their security people turned it down.
1	2	406		We think we are being wholly reasonable with them but they do not reciprocate.
1	2	414		The IPT doesn't know what it wants. How can we react properly.
1	2	411	The benefits of the partnering arrangement are: we are 'future-proofed', uncertainty is removed, we can plan and, we can really focus on the customer.	
1	2	407		They are the worst company of the lot unless it is within their interest to cooperate.
1	2	402		We sent them 10 items to repair. They got stuck on one and held up the batch. They didn't tell us for 9 months.
1	2	413		We are so frustrated by the IPT we are prepared to wade in and stir them into action. The research report will help us to expose the issues.
1	2	405		We have got as much out of doing things as well as we can; we now need to do things differently. However, our commercial staff won't change.
1	2	367		The attitude changes needed by Smart Procurement will inevitably take a long time.
1	2	368	I am very keen to assist you in this research; I have been trying for years to break into our Customer Services department and your report will certainly help.	
1	4	425		Legacy problems and perceptions are tough to overcome.
1	4	423	We must move towards cost-sharing type contracts to allow both parties to work-out problems effectively. When they both care about each others' costs, innovative solutions follow and relationships flourish.	

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1	4	424		The firm has done much to disappoint the MoD but rather than working towards a satisfactory resolution of issues they are still trying to punish us. It is not possible to have effective teaming if the contractor is losing money as a result.
1	4	426		Getting service out of the firm is like getting poop out of a rocking horse.
1	5	232		Their product support manager is 'Mr Smooth'.
1	5	120		They are the Design Authority for modifications. We then go out to tender and smaller companies with lower overheads get the manufacturing business. It's no wonder the firm is sore at us. But, that's MoD competition rules for you.
1	5	64		They are still into buying the cheapest.
1	5	119		Their view of partnering is for us to hand over the whole business to them.
1	5	122		The company is very frustrated. We have invested by placing a man in the IPT but the proposal was not welcomed. They said they could take or leave the idea. We would have to pay his costs.
1	5	234		There is a poor track record in the IPT to embrace change. We in the firm have had to bear the difficulties of the market and are changing faster.
1	5	231	They are making efforts to improve the quality of their service.	
1	5	66		They have no idea or system for judging our performance.
1	5	123		The IPT's attitude is : 'we'll share whatever you have got'.
1	5	65		The relationship is still immature and is not ready to face up to the hard issues to come.
1	5	121		The company is frustrated with the IPT because Post design services are often carried out by cheaper, smaller competitors.

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1	5	233		There seems to be a will to change at the IPTL level but I doubt if the organisation as a whole can do it.
1	5	63	They are committed to improvement and are on-track, through a big effort, to clear the 40% level of overdue orders by 1 Apr 01.	
1	5	230		Quality issues are ignored.
1	5	229		They are all talk and no performance. They have always been bad.
1	5	228		They are very poor at delivering spares - until they can do the simple things right there is no point in trying to be innovative.
1	5	62		The company is dealing with an old product, the spares are in short supply, there are obsolescence problems and on top of that its organisation is poorly focused.
1	5	16		We delivered over the stated requirement despite the IPT's total lack of communication.
1	5	110		An emphasis on customer satisfaction is sadly lacking.
1	5	172		They seem to think the cheapest means Value For Money. They do not take a long-term view of the relationship.
1	5	220		Adherence to delivery dates for spares is poor.
1	5	173	I agree with the views of both sides as portrayed in the research report.	
1	5	219		The company moved a couple of years ago and often this is used to excuse poor response to queries on defective items – sometimes the sub-contractor is blamed. They do not seem to have a focal point for dealing with customer problems.
1	5	124		We had to go out on a contractual limb, all the risk was ours because the IPT would not commit.
1	5	113	The need to dramatically improve the relationship is our number one priority.	
1	5	67		They show no sign of wanting to do better; their management is self-satisfied.

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1	5	162		Responses to long-standing queries is either non-existent or un-helpful.
1	5	13	I must go and talk to a senior member of the firm to discuss the research report.	
1	5	14		Their commercial staff are extremely poor at responding to price requests.
1	5	15		They hide behind the excuse that their data is not good enough to give us as a means of keeping information from us. They are not open with us.
1	5	4	Quarterly, team leader-level review meetings have made a real difference.	
1	5	61	When we were able to focus together on an emergency programme to replace defective, safety-critical items, the company found it hard to begin with but after that has really worked well.	
1	5	171		Generally their commercial staff are extremely risk-averse.
1	5	169		They think that we are constantly stifling their creative ideas.
1	5	170		They just don't understand relationship management.
1	5	168	Despite the firm's structural problems there is a good working relationship at the desk level.	
1	6	499		He employs devious ways to ensure that the MoD and GFE suppliers are seen as holding up the programme.
1	6	502		This relationship is at best arms-length and routinely adversarial furthermore, individual relationships are not consistent and this creates communication difficulties.
1	6	500		The relationship is characterised by frustration at the contractor's unwillingness to share information.
1	6	625	We need to understand industry's capabilities. They are very good at engineering but very bad at service.	

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1	6	628		We offered to remove components prior to a return to works programme which their engineers approved and believed would save us £2m. Their commercial people offered us a rebate of £2.5k. The nerve of it!
1	6	488		The basis of some distrust and traditional methods of operation will require significant effort to breach. Us and them is still very apparent at a number of personal levels.
1	6	623		They only achieve about 30% of their delivery forecasts. They don't seem to have the capacity to meet our needs.
1	6	491	We are looking at ways of empowering individuals with better information to improve their effectiveness.	
1	6	498		The firm is unwilling to disclose problems until it has produced a solution which is advantageous to him and cannot be changed except at significant cost.
1	6	504		I am trying to support an ageing weapon system which does not bear a good return to industry.
1	6	487	I believe that the will is evident from both sides to have the relationship succeed.	
1	6	630		The DLO HQ does not have a strategic view of industry relationships. This is a big problem. They do not know that we are responsible for future systems. They think that's DPA business.
1	6	622		Although we negotiate down the price, we know they will recoup the money somewhere else.
1	6	627		Their commercial people are intransigent and at loggerheads with their engineers.
1	6	489	We try and keep abreast of possible problems and try to mediate between the various parties. However we are constrained by budgets, timescales and product liability.	

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1	6	624		They never ask us why we are ordering things - perhaps we are ordering the wrong things.
1	6	631		Our relationship is very personality-driven and we get on with them extremely well. However at the professional level they are terrible.
1	6	632		Our efforts to persuade the firm to be more output focused are not helped by a front line customer who cannot provide us with a CSA.
1	6	501		We will never achieve a true business footing because there is no open market competition for the MoD and we are shackled to this supplier - and he knows it!
1	6	496	There is a different culture that has crept in at the middle and above; an acceptance for the need to change.	
1	6	493	The report has been very useful; it has provoked a response. We intend to use it as a springboard to improved teamworking with the IPT.	
1	6	494		I'm concerned the the DLO does not have an objective view on where to focus on the important relationships.
1	6	621		I think they take the view that our equipment is legacy, that we are an undemanding customer and they can use us as a 'milk cow'.
1	6	497	The key is to harmonise the main objectives. Others that are not important and act as obstructions must be identified and suppressed.	
1	6	492	We used to have a Civil service-style structure. Now we are much flatter and communication is better. People also know where they stand.	
1	6	495	If you don't understand peoples' motives you can't improve. There seem to be some real barriers to progress at the lower levels.	
1	6	626		In engineering terms the equipment is old hat and our best people want to work on new projects.



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1	6	503		Despite all the good words industry is still hide-bound by an order book mentality and an inability to change commercial practices to meet, deliver and cost schedules.
1	6	629		For economy reasons we have centralised our Commercial Organisation. This is a big mistake. Although they are focussed on the company, they are not focussed on the business output and don't appear to be accountable for their actions.
1	6	486	Both organisations learn from their mistakes rather than blaming the other party (mostly..). This fosters an environment responsive to change at all levels.	
1	6	490	We have a good working relationship despite differing backgrounds and experience.	
1	6	485	Although the business arrangements and operational outputs of the 2 organisations are far from ideal, honesty and openness are not only promoted but are lived every day.	
1	9	526		Cash flow is very important to a business like our's but asking for part-payment for partial completion of the job does not meet with a positive response.
1	9	528		Maybe we marked the questionnaire too generously; not wanting to be too open about our customer.
1	9	532	The situation in the report give us serious cause for concern. We have a sizeable business with our main UK customer who thinks we are 'crap'. We must do something about it.	
1	9	535		New business must be diminishing. The firm must start concentrating on long-term service to existing products.
1	9	533		Communications at working level are good but we don't have any high-level reviews; I haven't seen their teamleader for 18 months. I don't even know if they think we are important.

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1	9	530		We have had a few problems with some key individuals on the other side.
1	9	525		They don't seem to realise that we have great difficulty in finding and retaining people with the right skills. If we do not receive orders we cannot afford to hang on to these people.
1	9	523		They see us as over-priced outputs supplied late and where quality could be better. However, the customer shows no recognition of our problems and therefore offers us no sympathy or practical assistance.
1	9	524		They don't seem to realise that a fixed price contract limits our ability to react flexibly to changes once work has started.
1	9	537		They think they are brilliant but the legacy side is almost forgotten. They have had a horrendous turnover of staff; god knows what their HR policy is like.
1	9	529		We thought the relationship was a lot better than the report suggested.
1	9	531	Is their teamleader concerned about the findings of the report and keen to do something about it? We want to change the perception. We don't want to fight over it.	
1	9	538		I suspect that our respondents did not provide you with a balanced view.
1	9	536		We went to see them and offered them a total support package. We have had no response.
1	9	527		Although I believe our success should be closely linked to that of our customer, his willingness to competitively tender every requirement to the absolute lowest bidder and the lack of information to allow us to plan our future R&D do not help.

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1	9	540		Their PDS performance is mediocre at best. I think this is because they don't see it as a money-earner and thus do not allocate enough manpower resources to supporting the contract.
1	9	539		We do have a poor relationship but it's not as bad as your report implies.
1	9	534		When the new teamleader arrived he organised an industry day and planned working groups to tackle issues. Eighteen months later what, has happened?
1	10	184		We gave the MoD a pukka solution. They said it was too expensive. We cut back and now we are all suffering.
1	10	439		We continue to be hounded by the MoD to provide a level of technical performance which was not part of the original contract.
1	10	450		Once upon a time before the DLO we all shared our lessons. Now there are IPTs they are reluctant. There is a blame culture that is not career-enhancing.
1	10	443	Time and money constraints and technical complexity will always have a bearing on the relationship success.	
1	10	435		The equipment was bought at minimum cost using COTS equipment and as a result has suffered from resistance from the weapon system Design Authority and the 1st Customer. We, the Firm, are caught in the middle.
1	10	446		We have been struggling to take over this DPA project but it should have been worth £11m but it was whittled down to £4m. We now have to pay to iron out the problems.
1	10	440	Personal relationships with the opposite numbers are as well as can be expected given the overriding pressures of both parties but especially paucity of funds.	

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1	10	444	Profit is all very well but it is customer service that keeps you in this business.	
1	10	436	We have made great efforts to provide effective support despite the lack of MoD investment and as a result we have lost money.	
1	10	448		We sit between the 1st Customer who wants the equipment with all the bells and whistles before it is even ready for operational use and the firm. We are the meat in the sandwich.
1	10	449		Constant changeover of people in the IPT is preventing lessons being learned and experience building up.
1	10	445		Smart Procurement's prime aim is to take money away from industry. I see no light at the end of the tunnel.
1	10	437	Both sides are going to put their hands in their pockets to bail out this project	
1	10	441	Focussing on what you want is most important, then you can aim at the practical issues.	
1	10	438		We have worked hard to build up good relations with most parties in the MoD and at a working level these are still good but, there is an overall difference of objectives which does not encourage us to be faster/cheaper/better.
1	10	442	It would be a good idea to have an open forum debate at the end of your research so that issues could be aired freely.	
1	10	447	There seems to have been a change in attitude of the firm recently. I think it could be because of your research report.	
1	7	43	We have good communications and as a result big service improvements have been made.	
1	7	106		Industry is still in Cold War deterrence mode; it is not yet prepared for long-term service provision.
1	7	44		We often have great problems contacting the IPT's Project Managers.

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1	7	284		Delivery and product reliability are the main problems. They have outstanding repairs going back to 1992.
1	7	104		I hope the consultants will be able to implement some of the changes implied by your report. We don't have the time & resources; we are too busy fighting fires.
1	7	150	There have been improvements in the overall relationship and we seem to be moving forward together at last.	
1	7	105		It's an extremely complex support scenario that needs massive investment. There are never enough spares on the shelf.
1	7	214	Their business has changed and we are now their main customer. This has changed their focus and our work is no longer on their 'back burner'.	
1	7	213		The company want to be into new technology, volume manufacture to make fast gains. They don't like our old kit which is hard to maintain.
1	7	217		We speak different languages. To them it's a bit of kit to be pulled out and exchanged. To us it's a delicate instrument.
1	7	282		People who go back years will tell you the same thing; the company has always been a problem. It is possibly the nature of the 'beast'; temperamental equipment.
1	7	286		The support chain is highly disjointed with a mix of in-house and industry participation. There is over-capacity and inefficiency. No one has an overview of the whole.
1	7	103	We have some consultants in to improve our business. I shall give them the report to help their analysis.	
1	7	288		The supplier base is very small; it is thus very easy to have critical support chain breakdowns.
1	7	153		Of all our relationships, this is the worst and yet it is our most important because of its size.

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1	7	283		As individuals we get on with all of them - engineers, commercial, projects and supply but, as a whole the company doesn't come together.
1	7	216		They think we are far too expensive and slow and that we fail to deliver.
1	7	287		It's a problem maintaining 30 year old kit. It's used and abused and we have difficulty finding people and sub-contractors with the necessary skills.
1	7	289		The IPT's Project Managers need constant chivvying to get things done and then we get the blame for being late.
1	8	342		The IPT have introduced their Commercial department into the normal day running of the PDS contract which has slowed down the whole process considerably and introduced an element of conflict between us.
1	8	339		The MoD need to introduce a can-do culture as soon as possible
1	8	343		Although top management have a good relationship with the firm, their Contracts branch still has a 'cannot-do, jobs-worth' attitude. They should provide a service to the programme managers, not control. They are the main stumbling block to good, timely
1	8	345		Knowledge of spare, provisioning and supply is limited in my technical area and sometimes we are caught out by this.
1	8	346	We have a very good and open relationship with the IPT. Where airworthiness is concerned it is essential to have mutual respect and trust of the other party's position.	
1	8	340		The Treasury objective of reducing expenditure by 20% was supposed to have been achieved by Smart Procurement however, by slowing down the whole process it has probably successfully reduced the amount of business placed by 20%

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1	8	347		Despite the good words, countless initiatives and top management commitment to openness, honesty and transparency within the DLO there still seems to be a very long way to go.
1	8	385	In the areas that I deal with there is nothing but enthusiasm. At that level they know they must change.	
1	8	352		Although we and some of the company are willing to create a better, fairer working environment, overall there is a lack of good will by the company and the feeling that they can charge what they like.
1	8	358		I am concerned at our lack of touch with the end customers. We need seamless performance measurement throughout the logistics chain.
1	8	341		Airworthiness and giving the crews the best equipment to do the job should be our joint, prime aim in life. Instead we appear to be trying to catch each other out and score points.
1	8	387		At the middle-management level of the firm the message has not hit home and the same old culture and practices prevail.
1	8	354		When there is no other option then we have to make the best of a bad job.
1	8	386		We have our own problems of adopting new partnering approaches. A long history of 'pushing water up-hill' has left the staff sceptical and disillusioned.
1	8	348		The true meanings of Integrated and Team are still to be learnt by the MoD.
1	8	355	Hopefully our proposed strategic partnering arrangement will address all the problems of this relationship	
1	8	383		There is much goodwill but we are still not always achieving joined-up results.
1	8	382	We are doing a lot to educate the IPT into involving the end customer in the setting of performance	

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			targets.	
1	8	384		Unfortunately the unrewarding environment at the work face is causing the brightest and most innovative people on both sides to drift away into esoteric areas like training courses and studies.
1	8	357	We are endeavouring to improve the forecasting of our requirements to assist the firm with providing a better service.	
1	8	349		The biggest obstacle to improving business performance is MoD Contracts. There is a severe shortage of resources, risk aversion and lack of flexibility which lead to significant effort and delay in agreeing contracts.
1	8	338		Engineering staff talk the same language and get things done. However, constraints are imposed by Commercial Contracts staff who spend an inordinate amount of time arguing about 'pence'.
1	8	356		In answering some of your questions I could have done with another column: 'very very strongly disagree' especially the one 'the other party is always totally open and honest with us'.
1	8	350		The IPT has a high turnover of staff causing inconsistent approaches, duplication and increased workload.
1	8	344	All support chain parties, including the end customer, attend planning meetings to discuss requirements, pool knowledge and resolve problems.	
1	8	351		Because all our dealings with the IPT seem to concentrate on problems the relationship is poor and we never get to consider the wider picture.
1	8	521		The supply staff think they are pond-life but they seem to have the clearest view of what's happening across the boundary between us. I'm not sure how to use this capability effectively.



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1	8	522	We're making progress with the company. At our last monthly meeting I was surprised to see they were portraying their performance figures honestly and without massaging.	
1	8	519		There is a gulf in perception between the sides over performance which also extends to the front line. Without a common understanding of how we are doing we cannot move forward.
1	1	518		I'm very dubious about any CLS arrangement that involves DARA. They still have a long way to go until they become commercially competitive. Their hourly rate is double that of my partner firm.
1	1	509		I go back a long way and when we did business with the MoD PE they had much better control over their money.
1	1	510		We seem to have too much interaction with numerous stakeholder agencies. There is no buffer between us and a plethora of voices, often giving conflicting messages.
1	1	515	I have assembled a full team of stakeholders so the Firm can get a comprehensive view of the customer.	
1	1	513	When we go to meetings with them we ensure that we are fully prepared so we can appear as a cohesive, intelligent, professional customer.	
1	1	516		I worry that within a year I will be moved on and all my relationship building work will be lost.
2	36	362		We desperately need better performance management systems to ensure that actions are logged and analysed against standards.
2	36	360		Whereas industry is always under strong commercial pressures the MoD requisition/contracts process seems to lack urgency

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2	36	366		On face value a good relationship exists but the underlying ethos is that we only get what we pay for and the firm is always looking for ways to spend more on 'gold plated' solutions.
2	36	359		My experience of dealing with the MoD is one of frustration through time-consuming bureaucracy and regulatory requirements.
2	36	361		We get more information about future policy plans from the MoD web site than from the IPT
2	28	126	Now that the MoD realises we are running a joint business things are improving.	
2	28	18		The MoD won't answer our customer satisfaction surveys so how can we improve?
2	28	237	They will offer alternative solutions that are beneficial to both sides.	
2	28	236	Relationships are open and honest without hidden agendas.	
2	28	174	We are highly focussed on the customer's needs	
2	28	127	The company has invested in a Key Account Manager to give the contract the appropriate focus.	
2	28	68	The Company representative is excellent.	
2	28	17		Very poor information on the MoD's consumption and usage rates makes planning extremely difficult
2	28	128	There seems to be a genuine commitment to the customer.	
2	28	129		There is some reluctance for the Company to take risks in supporting our plans such as buying long lead-time items in advance.
2	28	235		Post Design services have been managed by a long term sick post in the MoD. This says little for their commitment.
2	28	240	Technical awareness and expertise is important in the IPT to ensure that we negotiate on equal terms.	
2	28	5	Quarterly review meetings where outstanding orders are discussed have led to improved availability.	

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2	28	238	They are quick to respond to high priorities.	
2	28	239	We work in partnership rather than confrontation.	
2	28	125		The MoD thinks we should be doing everything for nothing - it's the people in the MoD who are the problem. Their current technical officer is the only ray of sunshine for a long time.
2	28	69	Enabling arrangements with the Company reduces admin costs by not requiring us to compete as long as the company can demonstrate it has either competed the work elsewhere or given us best value for money.	
2	28	160		They often tender excessive price quotations, which are reduced after challenge. This does not engender a trusting relationship.
2	28	159		They are slow to understand our essential procedures including the supersession of NATO Stock Numbers.
2	28	158	At last they are micro-managing our requests and improving performance.	
2	29	176		They are a relatively undemanding customer and because there are no real competitors they rely on us to deliver.
2	29	130		Despite assurances from the firm, we have grave concerns over their commitment to continue to invest in the 30% of their business which is Defence.
2	29	72		We have high hopes that Resource Accounting and Budgeting and full cost accounting will bring commercial realism to the IPT.
2	29	242	A combination of good IPT staff and continuity in posts ensure the relationship is successful.	
2	29	73	We are trying to develop a modern, competitive support service capability to handle the new outsourcing era.	
2	29	175	We have a healthy, open relationship.	
2	29	70	This relationship is steadily	

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2	29	71	improving. We have a particularly good relationship with the IPT because they are well-organised.	
2	29	243	We normally deliver when we say we will.	
2	29	20		Because the operating system software IPR belongs to the firm we are locked into the relationship and they 'have us over a barrel'.
2	29	241		There is a prevalent view in the MoD that industry is not to be trusted otherwise it is not possible to obtain value for money.
2	29	133	Blame does not work it just perpetuates poor performance in the long term.	
2	29	21	The IPT has a high degree of disclosure over its long term objectives.	
2	29	19		We are not happy with the firm's marketing strategy; they have put the company up for sale without telling the MoD and all the good work on agreeing IPR could be lost.
2	30	676	I receive an understanding, consistent service from the company. They tend to do what they say.	
2	30	673		IPTs are often better resourced than industry with specialised people in larger teams.
2	30	675	Our margins are much smaller these days and this limits the number of people involved in our interface channels. We have to learn how to make this as effective as possible.	
2	30	674	Currently quotes take a long time to process. I am suggesting 2 monthly meetings with the IPT Commercial Officer to smooth the task.	
2	30	678		DARA have come up with a money-saving idea (£1m per annum) but it depends on the co-operation of the Firm. However, the latter are not enthusiastic because this cuts their profit.

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2	30	672		When you drill down into any organisation you will uncover frustrations.
2	34	131		No I don't know how much I spend with the firm annually and I haven't time to talk about the relationship.
2	34	245	The single-sourcing arrangement is working well because it is jointly micro-managed by the commercial staff.	
2	34	22		We use technical data to compete; the firm uses it to make their products more proprietary.
2	34	246		They seem to measure our performance on the product when we should be concentrating on the overall process.
2	34	75	Softer issues are important to this relationship's development.	
2	34	132		The company is feeling beleaguered because there are doubts over the future of this weapons system and they are currently a one-product firm. We have the impression that we must support the company at all costs because of political reasons.
2	34	244		We feel that we have to keep the pressure on price and delivery times to keep the firm 'on its toes'; we feel we are paying a high price for mediocre performance.
2	34	177		The firm would like to 'cherry-pick' the easy and profitable spare for a Contractor Logistics Support arrangement rather than take the whole package.
2	34	74		Smart Procurement brought a breakthrough but where is the follow-up?
2	33	455		Your study has given us some cause for concern. Some of the other party's responses are rather surprising and alarming.
2	33	453		It takes the firm a month to give us a response; they just don't seem to see us as important.
2	33	454		Their work is of good quality but they are very high charging.

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2	33	451		It's a traditional contract which promotes archaic ways of working and provided no incentive to them to perform.
2	33	452		The kit is old and unique; I am staggered at how much it costs to run.
2	33	456		A DERA study reported that the product could not be beaten. We have now found out that the IPT has advertised for someone to do another and told us not to bid. I think the money would be better spent on reducing current support costs.
2	37	421		The engineering relationship is very good on a day to day basis although this is limited by the commercial aspects.
2	37	422		The relationship with the MoD is restricted by outdated practices. If there is risk-sharing & incentives why are SPS and Def Con 43 ad 48 still being used? As long as there is a 'we do not trust you' attitude, an open & honest relationship cannot be enc
2	23	315	They are almost fun to deal with; they are not full of management-speak. They are a bit like us: evolutionary and resource-capped.	
2	23	319	The report will prove extremely valuable in our continued deliberations	
2	23	309		We still have a great deal to do in the areas of objective performance measurement and dynamism to benefit both parties
2	23	313		They are a family business led from the top and are very traditional. They are also world leaders in their field. Their attitude is 'if you want it you must pay for it'
2	23	318	We have learned not to set too fast a pace. We are both busy and need to set realistic, long-term targets	
2	23	304		This relationship is highly dependent on people. We are a small company and unfortunately a shortage of resources limits our ability to focus on developing the relationship

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2	23	314	Because the organisations are small the relationship is based upon key individuals at desk level	
2	23	308	My relationship with my opposite number is a good one. We both do our best to accommodate each other even though our systems are incompatible. I would trust her to do her best for me as I would for her.	
2	23	300		They have cancelled priority tasks at the last minute and incurred costs. Better planning would have saved resources all round
2	23	316	They know full well we can't go anywhere else but still the relationship is a good one	
2	23	320		We have tried hard to improve the relationship using in-house resources but now that we have run out we are getting no support from the corporate HQ
2	23	305		Routine pricing enquiries are dealt with promptly but any work of substance is dealt with slowly and no excuse is given for the delay
2	23	302		We are a very static organisation that hopes the world will bend round us
2	23	303	We will use the report as a point of discussion in our next meeting with the IPT	
2	23	306	My opposite number is new in post and I intend to invite him to an 'agenda-free day' to relate what I am offering and seeking in our relationship	
2	23	312		Lack of momentum seems to be a feature of 'top down' management in the company
2	23	317	We did have a problem and they rang me, the IPTL, direct. It is good to know that they feel they can do this.	
2	23	307		I don't believe I am getting the service I know the company as a whole is capable of providing
2	23	310		Because the company is small there is a 'funnelling' effect when tasks reach a certain size because of lack of resources.

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2	23	301		The relationship between our people is excellent but frequent staff changes in the IPT disrupt our working arrangements and incur costs
2	23	311	They have moved into a new line and we put them in-touch with other relevant platform IPTs. We both felt good from this bit of cooperation	
2	36	649		As a sub-contractor we feel out on a limb with new prime contractor/MoD partnering schemes. We will lose touch with the IPT staffs and the end customers.
2	36	648	We look forward to a shared data environment where more information both ways is available.	
2	36	647		We are driven by commercial needs and it is a continual battle to pump the IPT for planning data.
2	36	650	We are especially keen to embrace a payment system that does away with the expensive and unreliable MoD F640 system.	
2	40	575	We are good friends and thus talk openly and often.	
2	40	577		Your procurement people like to remind us that we haven't a divine right to the business. However, we have invested heavily in knowledge and experience. This doesn't seem to be recognised or valued.
2	40	585		We have built a lengthy bid approvals process that is designed to protect ourselves because we have been stung by the MoD in the past. This does not come cheap and is reflected in our price.
2	40	574	They have been involved with supporting our equipment for over 20 years and are fully committed to us.	
2	40	576		Because the equipment gives us no problems we have to concentrate on fire-fighting elsewhere hence we have never met to talk about the future.
2	40	579	My opposite number and I find innovative ways of providing the best support.	



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2	40	580	It's individuals that make it happen.	
2	40	583		In this day and age I believe no large company will try to rip-off the MoD. The audit trail and accountability is there so why not trust us?
2	40	581	We need to find a new way of achieving long term contracts that are all-embracing. Short term gains and cheapest prices will cost more in the end.	
2	40	578		They need to value continuity; we are not the cheapest in the world.
2	40	584		Although it is easy to do business with my opposite number there is still a 'them and us' atmosphere.
2	40	582		I feel really let down that the current review by the IPT into a new product has cut us out and ignored our long experience.
2	44	646		There is some reticence in the company about moving into support rather than supply. Our Culture does not accommodate this and needs to change.
2	44	644	I am currently composing a presentation for dissemination within the company to put new life into our customer focus. I shall use your report to support this.	
2	44	645	It's great to see how we see each other. One generally has a feeling but an objective view is better.	
2	35	136		I feel trapped within the MoD contract terms and conditions which prevent us from improving the quality of the relationship
2	35	85		The MoD Commercial approach does not encourage creativity, innovation and performance measurement
2	35	190		MoD commercial staff are always naturally cynical about the intentions of Industry and our standard terms do not include the concept of increasing joint rewards

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2	35	181		Upheaval on the MoD side from staff and organisation change and vacant posts makes it impossible to generate a stable business environment.
2	35	180		Budget constraints in the MoD reduce the relationship to fire-fighting. It's impossible to plan ahead.
2	35	79	The secret of success is small, easily controllable work packages and teams, where greater onus is put on individual responsibility and where performance is clearly visible.	
2	35	257	My reading of the report indicates the firm has issues over bill paying and delivery. We intend to deal with these at the next progress meeting.	
2	35	258		As a Commercial Officer with responsibility for over 30 companies we rarely get the opportunity to review individual relationships
2	35	81		We just don't have time to take a strategic view, we are too busy looking after 30 other contracts.
2	35	80		It is almost policy that we let these relationships run without much management effort. We need to be more provocative.
2	35	24	We feel we can let our hair down with the IPT, say what we think and be honest without recrimination.	
2	35	134		There is still a bit of the old 'cost-plus, bowler-hatted' attitude in both Industry and the MoD commercial staffs to overcome. Things are maturing but at different rates.
2	35	189	I am not surprised by the results of the survey because I know we have a good relationship with the firm	
2	35	28		We do not provide the Firm with long range forecasts because often we do not have the information.
2	32	597		It is difficult to harmonise our objectives because the company appears to keep theirs close to their chest.

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2	32	593		Our ability to compete is completely hampered by reliance on the company as Design Authority to authorise alternatives.
2	32	599	we have had a few days out on the golf course which really helps people to get to know each other.	
2	32	596		Despite chasing, we often don't get information on delivery delays until the routine progress meetings.
2	32	602	I am happy to see our views in the report are in accord. We have had a recent brainstorming session which put everything on the table.	
2	32	592		We recently had a joint partnering workshop. Despite lots of promises at working and senior level since, nothing has changed.
2	32	590	He's a forward-thinking, go-getter in the company who is going places. He is a pleasure to do business with.	
2	32	598		There is tremendous commitment on both sides at working-level but we are all short of resources to take forward strategic relationship improvements. We don't seem to have the top management support that we need.
2	32	591	He's open and honest and gets on the phone to deal with problems as soon as they appear.	
2	32	595		Although we are committed to a contracted spend profile, the annuality and fluctuations of Defence budgets makes getting the best out of the relationship very difficult.
2	32	600		We have a customer satisfaction survey and I am audited on its results under ISO 9000. However, because the MoD are unsure of their regulatory position they refuse to cooperate and I fail the test.
2	32	594		The relationship seems to be always driven by us.
2	32	601	We are hosting the next quarterly progress meeting. I am going to raise the report for consideration.	

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2	41	641		All they want to do is make products and push them out of the door. They don't understand the meaning of Service.
2	41	642	I have recently arrived in this job and find your report a really useful introduction to this relationship. I will also use it in my first meeting with the Firm.	
2	41	643	Having been in trouble, the company is now restructuring and recruiting staff and the performance has improved markedly.	
2	41	640	Our arrangement is amicable, sensible and pragmatic.	
2	27	254		Their deliveries are often late and the quality is poor. We continue to speak and only slowly are we chipping away at the problems.
2	27	135	We hope to use the report as a catalyst to 'reboot' the relationship	
2	27	253		We jointly want to put a member of staff in the IPT but the MoD Commercial staff are very difficult to deal with.
2	27	255		We have to concentrate on the numerous issues regarding poor products which prevents us from looking at strategy.
2	27	252	Because 60% of our business is with the MoD we are very experienced in meeting their needs and working with them.	
2	27	84		We have been trying to get an enabling arrangement with the firm for 2 1/2 years but changes in the company and compartmentalisation of MoD Commercial staff have conspired against us.
2	27	82		All fine words about partnering but the MoD Commercial people hold both sides back through lack of flexibility.
2	27	27	There is enthusiasm on both sides and regular meetings are held where we review the detail. Twice per year we review strategy.	

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2	27	186		Our Commercial department is not good - they have a staff turnover problem. This is hindering our efforts to make a partnering arrangement.
2	27	185		I am not unsurprised by the report's disparities; were the Firm being strictly honest?
2	27	256		We pay for the firm to locate an individual in the IPT and this was partially successful but it is hard to justify; they should be delivering anyway.
2	27	187		Their senior managers don't like being exposed to the detail of their poor performance.
2	27	25	Regular meetings at strategic and tactical levels that examine performance and future plans and tasks enable the Firm to plan its forward allocation of resources.	
2	27	188		If we hadn't been tied to the company by IPR we would have gone elsewhere.
2	22	483	Their contribution to the success of the relationship is most apparent when we have to deal with a significant engineering problem. They are responsive, constructive and work hard to resolve it whilst putting aside the commercial aspects.	
2	22	550		They are constantly turning over their staff.
2	22	475	In my experience the quality of our relationship with the DLO is one that the DPA could emulate.	
2	22	484		Their response to routine work is much less efficient than that for problems.
2	22	478	In other areas we put our own people into the IPT to help them do their PDS cases. This saves both sides time, money and accuracy. I hope to persuade this IPT to accept the same arrangement.	

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2	22	477	Many of the issues raised in your survey correspond to those we have found in our own exercise. We are going to workshop them through with the IPT.	
2	22	551		Their commercial attitude is: 'you have a problem, what are you going to do about it'. Mind you, we screw them into the ground and know every detail of their costs.
2	22	555		If we start a long term agreement for say 30 years, we must have top-level support to ensure we do not do the usual MoD trick of cutting back the funding at little notice.
2	22	480		We have a very one-sided contract implementation regime where the contractor knows he cannot easily be replaced and uses this to his benefit and our cost.
2	22	482		There is no evidence of risk-sharing without us paying the cost at a later date.
2	22	549		The legacy equipment is not 'sexy' to the company. They put all their brightest commercial and programme managers on the new projects.
2	22	474	The relationship we have established is very good and robust but, we still have a long way to go to understand each others drivers and how we can jointly improve the way we do business with each other.	
2	22	554	Their customer services people are trying hard; they seem to have vision.	
2	22	553	We envisage we will set up a joint management team with future, new equipments.	
2	22	552		They think they can make money by taking over the whole business. But we don't pay for storage and distribution so only small Supply Chain efficiencies are possible. There are no easy solutions.
2	22	481		There is no competition in this field to break the hold the contractor has over us.

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2	22	476		The area of bidding could do with considerable improvement by both parties.
2	22	556		At the moment we are getting conflicting messages. The MoD wants us to enter into long term arrangements but the finance community is trying to hold back spending. We are not geared up to implement Smart Acquisition.
2	43	208		We can't see the IPT's desire to make this arrangement a success or to understand our drivers.
2	43	210		Changes in the IPT's logistics personnel have caused misunderstandings that have soured the atmosphere.
2	43	100	Both sides are committed to working together to improve the relationship.	
2	43	279		We have yet to finalise the price of our product 2 years into the new business arrangement. This doesn't help our planning and puts end of year pressures on me from the parent company.
2	43	35	People do talk more freely and there is a genuine desire to solve problems in an open way.	
2	43	101		Although we have a partnering arrangement, the support aspects could have been better addressed by both sides and, would have resulted in major savings in whole life costs.
2	43	278	We jointly test the equipment before issue.	
2	43	207		At the set-up of our 10 year programme we had bright ideas for an innovative framework contract. Disappointingly this was watered-down by the MoD Commercial people. We are hoping that a review will look at both performance and the relationship.
2	43	209		The commercial side is the weakest. The MoD still has traditional views. We put in a lot of effort to work with them but they can't change.

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2	43	99		The IPT doesn't seem to have walked the talk; instead they have sunk back into their comfort zone.
2	43	97		They are an engineering-focused firm who produce good products but they are 2nd rate on relationships, finance and contracts.
2	43	206		During the IPT's breakthru there was a 6 mth period when decisions were stalled and communications reduced. We worry this may happen again when the IPTL changes.
2	43	276		At a strategic meeting with the firm I gained the impression that the research questionnaire had been completed by staff who didn't know about the relationship.
2	43	34	The interesting divergence of views exposed by the report suggests a number of issues that I will need to discuss with the IPTL.	
2	43	205		I am very surprised at the divergence of perceptions exposed by the report.
2	43	36		There seems to be a gap in communications between the IPT and the 2nd Customer. We could solve modification problems much more quickly if they also were present at review meetings.
2	43	277		Their Project Officer is now also responsible for the Commercial side. This says little for their concern for our relationship.
2	43	98	We need inevitably to focus on the negative aspects of the relationship and seek improvement.	
2	42	429		The company might be finding the new CLS a bit difficult to get used to; it puts all the onus squarely on them.
2	42	431		Although we have been taken over some time ago we still have some of our old culture. I think this adversely affects the customer's view of us.



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2	42	428		The fact that the company has pointed out in the report a number of reservations has come as a complete surprise to us. We are going to discuss the matter with them in a special meeting.
2	42	434	Now we have a 4 year, fixed-price contract they let us get on with it without interference.	
2	42	433	Although our commercial people are no better or no worse than the other side, we recently achieved contract renewal a day before the old contract ran out. They must be doing something right at last.	
2	42	430	The contract has flexibility built-in to handle unforeseen events - especially of an operational nature.	
2	42	427	They have been the design authority for almost 20 years. We have thus a a very good working relationship/	
2	42	432	I try and talk to my opposite number at least weekly. We share information that allows planning and minimises assumptions.	
2	11	281		Normally we have no problems with the MoD business. I can't understand why they think so badly of us. Sometimes we don't get their paperwork right.
2	11	202		To the firm, service is just a public display. In practice they have no delivery capability or understanding of the DLO's strategic goals and how they will be delivered.
2	11	269	There has been a considerable improvement in obtaining delivery forecasts from the firm's customer service desk and as a result a very good working relationship has developed.	
2	11	270	General firm performance for delivery and feedback has improved lately.	

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2	11	268		The firm lives under a 'halo' effect; when the chips are down they respond amazingly quickly & effectively but they are very poor at routine supply, commercial & business improvement.
2	11	38		We don't have routine meetings with the IPT; they have been to see me once in the last year.
2	11	39		We have spares order meetings in-house; the IPT does not attend.
2	11	32		It would be easier to pull teeth than get timely information from the firm.
2	31	249	I acknowledge 'permafrost' exists on both sides in the commercial departments but it is reducing although it takes time to build confidence	
2	31	179	The research report was both interesting and useful and because it is from an unbiased source it allows us common ground for discussion	
2	31	247		They want to do things right but their people return equipment to us with little care or information. Often we find no fault and the diagnostic work costs the customer more.
2	31	76	Personal trust helps us to face each other over performance issues in a business-like, joint problem solving way	
2	31	178	The Firm surprised us by 18 mths ago taking up my challenge to face up to its lack of performance before looking forward to partnering. As a result, an atmosphere has been created for constructive dialogue.	
2	31	23	Because we know our opposite numbers personally we don't want to let them down.	
2	31	248	Personal relationships built up by frequent interaction build up rapport and trust	
2	31	250	Trust is quicker to build through personal contact than without.	
2	31	77	We have already sat down in a positive manner with the Firm to discuss the research report	

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2	31	78	We hope that the new discussions will lead to a paradigm shift in the way we do business but the Firm has already realised that the prospect is likely to be more difficult that they originally thought	
2	31	251	Good relationships are based upon good performance. This is our joint aim.	
2	29	10		Our negativity is caused by the unpredictability of the customer's requirements.
2	29	164		Individuals in the IPT are too familiar with the contractor's staff.
2	29	118		Individuals in the IPT are too familiar with the Firm's staff.
2	38	374	We now need to leave the contract behind us and concentrate together on the output to the customer	
2	38	372		We were to blame for slapping in a bill without warning when we heard they had loaned some of our pool items to a foreign government.
2	38	379		There was a clash of wills with them wanting to make more money by adding extras and us digging-in for basic outputs
2	38	375		Although we have produced good results for the end customer, the cost in management time has been huge; far more than anticipated.
2	38	380	We don't agree all the time but at least we communicate clearly	
2	38	371		At renegotiation time because their usage rate had dropped we needed to increase prices to cover our overheads. This was not understood and we were blamed for attempting to milk the contract.
2	38	381	I intend to sit down with the firm and discuss the report. I especially want to get to the bottom of the point where our views are clear opposites.	
2	38	373	It very important to start small with innovative partnering arrangements in order to let the problems sort themselves out and to build up mutual trust	

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2	38	378	Managing out risk costs a great deal of top management time. This is where the hard decisions such as how much we are going to spend are made	
2	38	370		Communications could be better. We found the unit test rig had broken and u/s items were mounting up but no one told us. They also increased their operational reserves without telling us.
2	38	377	This is real support chain management; the mechanism is invisible to the end customer	
2	38	369		Some contractual issues were missed at the beginning such as what happened when the operator subsequently halved the power by the hour usage rate and rogue arisings occurred
2	38	376		Regrettably the relationship between the key personalities plays a major part in the smooth running of the relationship
2	39	561		There is some uncertainty in the company; they are talking of moving and centralising. We are worried that they will lose expertise.
2	39	563		They have a really bad supply manager that we normally bypass - hence perhaps their low mark for our communication.
2	39	559	Their man is on our side. He takes the trouble to sit down and talk to us. This is good for a director.	
2	39	560	They are always thinking of the future; wanting to know what our budget is for the next 4 years, what are our equipment plans, what they can do to enhance the equipment and exploring how they can offer a better support service	
2	39	557		We are concerned that the DLO's target of a 20% reduction in support costs within 5 years is incompatible with our desire to grow the business.
2	39	562		I've had a 90% staff turnover. Maybe this is why they think we are bad.

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2	39	558	We jointly attended a partnership team building workshop to improve our working relationship. The results have been agreed at senior level and we have since seen a steady improvement.	
2	16	512		We have a good relationship with our counterparts but when their project manager is around they clam-up. Now he has moved on things should improve.
2	16	514	I am open and above board as to where my objectives lie - they may be hard but I have no secrets.	
2	16	517	I don't want to move yet to a CLS arrangement until I am confident it will work. I'm carefully watching the progress of others to see how they get on and why.	
2	16	511		We have a finite pool of engineers. The more we can plan together the more chance there is of having the resources available when needed.
3	21	548		We are locked into a 10 year contract set up by the DPA whose aim was to sustain the company's regional business for employment purposes and to maintain a capability. To us this is not 'smart' and we are trapped.
3	21	545		I seem to be fighting fires all the time rather than planning ahead. All I seem to deal with is problems.
3	21	541		They are generally easy to do business with but we often have to chase them for information. Why not give it up-front?
3	21	547		The knee-jerk reaction of the MoD to its current funding problems is the biggest turn-off to industry.
3	21	544		In the PDS area we are totally dependent on production; we have to fit-in wherever we can. The MoD just isn't realistic in its expectations.
3	21	542	We don't have any problems with their commercial people; they are quick and efficient. Probably the best area in the MoD I have worked with.	

<b>Clu#</b>	<b>Rel#</b>	<b>ID#</b>	<b>Positive Comment</b>	<b>Negative Comment</b>
3	21	546		I programme-manage 20 or 30 contracts. There is lots of contact between my engineers and the other party. It's a pity I don't have a similar relationship with their programme managers.
3	21	543		They don't seem to understand we have lead-times; they often want it tomorrow.
3	25	567		The current contract is due to expire and I note the company proposes a 32% price increase for the follow-on.
3	25	569		The company closed their site and moved. As a result all expertise was lost and delays in getting things done are very frustrating.
3	25	573		They are located a long way away and we haven't had a team building meeting to develop forward plans. This is our fault.
3	25	566		We need the senior management to put pressure on industry to develop a better attitude to working together, to set long term objectives and to agree joint objectives.
3	25	565		It is important that the results of your study are promulgated to the senior levels in the company so that they will allocate more resources to improve the service.
3	25	570		Their man promises a lot at meetings but nothing is delivered. They are totally reactive.
3	25	589		We would like to meet more often than we do but budgetary issues seem to impact on the matter in the IPT.
3	25	568		The company's performance has been very poor with numerous warnings at progress meetings and several letters of formal complaint.
3	25	572		They are not at all proactive in offering us ideas to improve the equipment.

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3	25	564		The company increased the responsibilities of this division at short notice. Due to lack of knowledge and resources they have struggled to achieve their personal and contractual objectives.
3	25	588	We get as much forward planning information as they can give us. There is a lot of 'out of the blue' work and we must be flexible.	
3	25	587		The company closed down a site and we inherited the work without staff. The IPT was not consulted. They are frustrated that we are taking a long time to sort ourselves out.
3	25	571		They have taken on additional tasks without the resources. They don't have the staff to chase their subcontractors who let them down.
3	14	140		The company is only concerned that our business succeeds for their benefit.
3	14	264	I hope that the Company's senior management will genuinely grasp the opportunity of the new partnering arrangement to turn round the situation and ensure that more than lip-service backs up promises of improved performance.	
3	14	90		Performance measurement is used but standards are never raised. Why invest more time and money for no benefit?
3	14	91		The company's performance has in most respects been unimpressive and frustrating.
3	14	266		Lack of clear lines of responsibility for various aspects of the relationship within the IPT hamper the development of improved relationships
3	14	196		The company's recent performance has been a sad reflection of a leader of UK Industry
3	14	265		Although some company staff are very willing to come up with the goods, others show willing but produce nothing

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3	14	142		Responsibility should be shared but because the relationship does not work this does not work
3	14	141		Evidence of commitment is always promised but never delivered
3	19	693	We recently held a Kaison event to talk about the ordering process. Everyone was present and 'books were opened'. We are now doing activities in parallel rather than series and have eliminated the nastiness that has existed for years.	
3	19	692	Success is personality-driven. Meeting in pleasant circumstances where minds are allowed to meet will develop mutually profitable solutions.	
3	19	698		They sit on repairs for 2-3 years. Perhaps we are small beer compared to other customers.
3	19	696		We asked them to quote for an order worth over £1m. Only 9 months later after some pressure did we get a response.
3	19	695		They just don't seem to be customer-focussed. Perhaps this is due to their frequent reorganisations.
3	19	697		They have established a centralised spares ordering point. It just seems to build-in delay.
3	19	700		They speak nicely, make lots of promises but nothing ever happens.
3	19	691		the original breakthru atmosphere was brilliant but when we got down to the practicalities of doing business we are again walking through treacle.
3	19	690		SPS are a bunch of gautleiters and gestapo. They argue over pennies and halfpennies and it takes us 9 months to agree prices. This is a huge disaster when we are trying to respond quickly to the IPT.
3	19	694		The IPT is reluctant to take the initiative and adopt new business practices that have been developed in other areas.



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3	19	699		They have plans to centralise their facilities. We fear they will lose expertise in the process.
3	13	619		Their performance against the contract continues to decline. I intend to increasingly use the contract to manage the situation.
3	13	615		My confidence in their ability has taken a real knock since the failure of our strategic review. I hoped they would think differently. Now they are suspicious of my motives and the relationship has soured.
3	13	610		In the recent strategic review we didn't have clear accountability in the company and we didn't resource the effort with the right skills.
3	13	618		The equipment is mature, I don't want to invest any more effort; I am quite happy to have an adversarial relationship.
3	13	620		Although our engineering relationships are very strong we sometimes suffer problems due to the various commercial requirements and frequently protracted negotiations.
3	13	616		They don't seem to be at all good at learning from experience. Their organisation is very network-based and thus loop-closing is poor.
3	13	612		Maybe the company is still stumbling to come to terms with a new support business area. We are still working out what we can add or not.
3	13	614		One of the real problems in trust-building is the rapid change of IPT staff and especially because the newcomers want to stamp their persona on the relationship. We waste so much time. Progress is really slowed.
3	13	611		Perhaps the results of the review were threatening to people at the lower levels in their organisation which is why it failed.
3	13	617		Their inability to change fill me with despair that they can ever become a partnership-oriented organisation.

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3	18	680		No one seems to own the problem. It's always been the same with this company. Nothing has changed despite big words about Smart Acquisition.
3	18	687		Part of our process improvement has meant finding and paying lost/un-submitted invoices. This is going to cost my IPT £9m this year from a very tight budget. I feel I am paying for the Firm's inefficiency.
3	18	684		I am convinced that we must do more to reduce our own costs because the Firm has been unable or unwilling to. Maybe our emphasis on developing partnering over the last 2 years has been premature.
3	18	683		I think they understand that they must do a great deal to improve their performance but, we are locked-in with them either way; no one else can do the work.
3	18	682		We have little incentive to help them grow their business if they can't even do the basics.
3	18	688		We are developing a partnering arrangement with the Firm. At the managerial level they are keen to improve their performance but this has not filtered down to the workers.
3	18	681		We have put in a huge amount of effort to jointly streamline processes but the Firm just does not deliver what they should do. They are currently achieving less than 50% performance against their order book in all areas.
3	18	686		We agree round the table then nothing ever happens.
3	18	689		Although we work well with our opposite numbers in the Company, I am always wary of a hidden agenda in their hierarchy.
3	18	679		If we scream they react. Everything is short term; they are not forward-looking.

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3	18	685		We are about to sign an incentivised contract and if they do well they will get paid more but, I have not got the money. Smart Acquisition is not geared-up for this kind of flexibility
3	14	30	We are starting to face up to performance issues at our regular meetings. In the past mutual defensiveness has got in the way of making improvements. This is a very hard area matter to tackle.	
3	14	87		I see a very hard line from the MoD's Contracts people for old-style traditional reasons. They are always defensive when challenged and do not understand the meaning of innovation. I suspect the IPT is equally frustrated.
3	14	195		Even though their Commercial staff are embedded in their organisation I believe they still feel insecure and are constantly looking over their shoulders back up their traditional chains of command. It is going to take a long time to change this culture.
3	14	193	The report was very interesting and revealing. I am concerned about the aspects where our perceptions are at odds. We are about to begin a joint process review with the IPT and will use the report to get things started.	
3	14	29		We have worked hard to make a success of communications but maybe this has taken our eyes off the other aspects of the relationship that need attention.
3	14	88	I intend to sit down with my opposite number in the firm (just the 2 of us at first) and study the report to see where we go from here.	
3	14	260		I can appreciate their view of us; we have a member of the firm who runs round like a headless chicken rather than telling the customer what the problem is.
3	14	139		It is very frustrating to do business with the Company.

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3	14	138		They have an air of arrogance - take it or leave it, we are sole suppliers.
3	14	262		We have made huge progress with Repair & Overhaul but despite their good words and assurances their performance on Spares is appalling.
3	14	194		The MoD Commercial staffs' view of sharing is they have the lion's share and we get what's left over.
3	14	261	A trusting relationship depends heavily on the contracting environment and therefore on the quality of the Commercial staff on both sides.	
3	14	263		Our Logistics function is provided as a matrix-managed service. The lack of integration with the IPT is a severe handicap.
3	14	137		The MoD Commercial staffs' view of sharing is they have the lion's share and we get what's left over.
3	14	89		Our efforts to improve this relationship are frustrated by continuous change and management initiatives within our Environment.
3	24	667		We do not feel valued as a customer.
3	24	664	I would like to repeat this survey over time to see how perceptions change as a result of our joint efforts.	
3	24	669		A lot of problems of late deliveries arise because of incompatibility of IT systems between the MoD, the firm and the sub-contractors and, because of lack of manpower.
3	24	665	If we are to be successful we must change the perceptions of our customers about us.	
3	24	666		Communication has proved difficult at the managerial level.
3	24	668	We work closely and most successfully with a small team.	
3	20	634	I strongly believe that successful working relationships are built on trusting personal relationships.	

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3	20	635		The teams are doing their best to provide the end customer with the best possible service but budget constraints are often not understood either by the MoD or by our own people.
3	20	636		We are particularly concerned about DARA and its so called 'protected order book'.
3	20	639	Our contract is single source and although the relationship works well, we would prefer to have a competition option.	
3	20	637	Our relationship is changing for the better because we have understood that closer involvement, communications and understanding between all stakeholders are the key.	
3	20	638		Objectives can never be fully compatible because industry aim to maximise their profit and the MoD seeks best Value For Money.
3	20	633		Our engineering staff firmly believe in providing the best possible support to the front line customer but the constraint on this are often not understood by other staffs on both sides.
3	26	462		Transformation of the RAF into a commercial organisation with commercial business attitudes to contracting has been well-publicised but in recent negotiations on a new contract many standard industry clauses such as Limited Liability were excluded.
3	26	471		We need a strategic review with the company but we never see their boss - he barely seems engaged.
3	26	461		The regular cycling of military staff is not conducive to long term relationships that develop sound working practices and allow innovation.
3	26	472		The company seems unable to understand that one point of contact is inadequate to deal with the multi-level issues that occur.

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3	26	459	We have a good relationship but the report shows we must pick away at the detail to fine-tune it.	
3	26	473		At the individual level everyone does his best but I sense the company's organisation to serve us is a bit hit or miss.
3	26	458	The platform is not really core business; I have to fight my corner with management so I am really keen to improve the relationship.	
3	26	463	The relationship with the MoD/RAF has improved significantly since the platform was handed over from the PE. Prior to this the atmosphere was very combatant and occasionally devious.	
3	26	464		The margins of MoD contracts are significantly lower than others. We thus don't do any work at risk even where our PDS contract is fully funded and has little or no limited liability issues.
3	26	469		We couldn't easily go elsewhere; they have the drawings and the knowledge. Taking Design Authority elsewhere is not really a practical proposition.
3	26	457	It's an amazing difference to be speaking to people who are in contact with the customers now that PE are out of the loop.	
3	26	465		Reduced margins and intense competition in the sector are all very clear reasons for the reduced level of commitment and risk in the company. It has thus become increasingly difficult to secure finance from senior management to bid for new contracts.
3	26	467		PDS performance is not too hot: they don't recruit the people so we don't place the orders and pay them as much as we could.
3	26	466		My opposite number has a vested interest in portraying a warm, comfortable position because otherwise it will be seen to be critical of him. His job could be on the line.

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3	26	460		I am still concerned at the IPT's high turnover of staff and the lack of accumulated experience.
3	26	468		We sit in the company's commercial margins and have less leverage. This makes for hard and protracted negotiations.
3	26	470		We fear the company 'pulling the plug' or worse, a long period of 'take-it or leave-it'.
3	26	609		We are not optimising our support policy. Our engineers are not interested in the wider aspects of support and we leave too many important decisions to un-supported, supply staff.
3	15	109	The relationship contains a healthy measure of scepticism.	
3	15	157		They have often promised to deliver by a set date but have not only failed to do so but also to provide a revised date.
3	15	291	Compared to other customers I find the MoD innovative and forward-thinking.	
3	15	2		The fact that we do not have an effective performance measurement system whilst the Firm believes we have is a real failure to communicate.
3	15	3		We are not always sure that the prime contractor has clear communications with his sub-contractors.
3	15	154	The fact that the Firm acknowledges that it is not delivering a quality service is a favourable sign.	
3	15	1	We have created a huge number of opportunities for dialogue including embedding staff in each other's organisations.	
3	15	294		The Firm won't give us product lead times, even for more money.
3	15	293		Frequent reorganisations in the Firm Team increases uncertainty.
3	15	292		Limited weapon system life reduces incentive for long term approach.
3	15	156		The Firm lacks resources to change its culture and is a year behind us in progress.

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3	15	155		I believe that the Firm has a long-term ethos of failure to deliver to overcome – they still act like a nationalised company.
3	15	48	The hard work of our contracts staff has ensured a creative environment	
3	15	49		'Industry has trained us to expect we will be let down' quote from CDL and sums-up why we think the Firm is not dedicated to our success
3	15	108	We have built a 'head' of good-will despite the problems.	
3	17	508		It's old technology; maybe we are small beer.
3	17	506		They are nice chaps who take us out to lunch but as an entity they are lacking in service delivery.
3	17	507		It takes ages to get information out of them despite numerous reminders.
3	17	505		Due to moving responsibility from one department to another they seem to be unable to get their act together in a timely manner to let a contract to repair the equipment.
4	51	520	My team is only 60 strong and small is beautiful. Many people can't understand they can do more with less. We concentrate on essentials; the nice to do only encourages growth in overheads.	
4	50	586		There are often different expectations from them; it's the Civil Service v Commercial attitude. Today we don't have time to provide a gilded solution; 95% has to do.
4	54	603	The relationship has been absolutely outstanding. The trust established makes us want to do anything we can for the customer.	
4	54	608	At every stage of the acquisition process they applied a consistently positive and constructive approach to negotiations. If anything this attitude has continued to develop since contract let.	



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4	54	607	They have proved to be excellent partners and have actively supported us in all aspects of a difficult procurement.	
4	54	604	Our parent company is very customer-oriented and typical of the best of the American people.	
4	54	606	The speed with which the project was placed to contract and the success of the programme is largely due to our close partnering arrangement. They have proved to be reliable and innovative.	
4	54	605	It wasn't an easy project but regardless of time of day they would hop a plane and be here. 'You have a problem: how can we work it out?'	
4	52	215	A trusting commercial arrangement is the key.	
4	52	152	The majority of the relationship is single source. This does not cause a problem.	
4	52	272	We are keen to invest in peoples' abilities and obtain their buy-in to our objectives.	
4	52	33	The report has given us yet another good reason to sit down and talk with the IPT.	
4	52	285	It just comes down to people.	
4	52	96	Because the equipment has to be accepted by the end-customer it pays us to get the quality right - we cannot afford not to.	
4	52	274	I believe a healthy and positive relationship has built-up over a number of years and with a great deal of trust on both sides.	
4	52	204	Our engineers talk daily and have a highly professional relationship with each other.	
4	52	40	We have a pragmatic way of working with frank exchanges; we are always businesslike.	
4	52	271	Our quality culture isn't just ISO, it also includes liP and these things build-up with continuous improvement.	
4	52	94	It was difficult to get the contract so we try extra hard not to mess it up.	

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4	52	42	I have talked over the report with my opposite number in the firm. We have planned further meetings to go through it in detail.	
4	52	95	They are equally eager; they have their customer breathing down their neck - we are both in this together.	
4	52	151	This has always been a good, close-knit relationship. We have worked together for about 7 years.	
4	52	203	I am delighted to see from the report that our perceptions are in alignment.	
4	52	273	We are very proud that visitors comment that the refurbished equipment looks brand new.	
4	52	148	We are looking forward to CLS and the opportunity to provide total support and to benefit from gain-share.	
4	52	275	The trust that has built-up over the years is a result of working together to achieve the desired end. I will go out of my way to help the MoD solve any problem.	
4	52	41	We have introduced an industry forum where the companies we deal with come together and thrash through issues with us. They provide the chairman.	
4	52	147	The relationship is developing from a tight competition contract based customer/supplier role to a more open one based on trust and mutual gain. There is still some way to go.	
4	51	55	The company are open and honest with us and thus we trust the suggestions for improvement that they make	
4	51	222		There are still disconnects in the firm that upset efficiency which we do not understand.
4	51	163	A sound, clearly understood working structure of contract and procedures has been an important success factor.	
4	51	116	Gainshare is built into the contract which also supports the companies exports aims.	

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4	51	218	Personalities are extremely important in our relationship. Leadership is also key. The IPTL really manages his business well. This makes life so much easier.	
4	51	46	Regular meetings to discuss lead-times, deliveries and technical problems are essential enablers to building trust.	
4	51	54	As a result of working through the problems together customer satisfaction appears to be improving	
4	51	295	Recognition of the team's achievements through awards and publicity breeds further success.	
4	51	52	Innovative commercial staff with little guidance on the new ground they were breaking, made a real difference	
4	51	51	By going 'head to head' on issues and working them through you bring responsiveness to the relationship	
4	51	7	Regular meetings to discuss lead-times, deliveries and technical problems are essential enablers to building trust.	
4	51	224	The 'baggage' was removed at the start of the relationship and people believe they can speak without recrimination.	
4	51	6		The firm does not appear to be able to forecast expenditure with the accuracy needed by our FOO.
4	51	225	It was pure luck that a forward thinking, enlightened team happened to form. It would have been impossible to create this deliberately because there are so few staff to choose from in our slimmed-down organisations.	
4	51	296	Trust is personality and leader-driven and behind closed doors anything can be said.	
4	51	47	Frequent contacts, even as often as daily, build confidence, reduce risks of misunderstandings and keep the team focussed.	

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4	51	9	The IPT never holds back on providing data on advance requirements when known. This helps us to plan better.	
4	51	117	There was top-level commitment to the project from the outset and high quality leaders were selected.	
4	51	297	Joint presentations externally provide a reinforcing image of the partnership.	
4	51	298	Continuity of staff in both teams has been important in building and maintaining both expertise and a trusting working relationship. The fact that the teams are both fairly small is an additional strong point.	
4	51	223	The small structure of the firm's team ensures that it is dynamic and responsive to change.	
4	51	56	Joint team-building activities from the outset were a help to building confidence in ourselves and each other.	
4	51	114	Personal working relationships where people really get on well together in a close-knit group are important to developing trust.	
4	51	107	We now sit down with the IPT to write PDS requirements. This saves many months of bureaucracy.	
4	51	53	A major success factor was the unusual combination of commercial staff on both sides who were lateral thinking and open to new ways of doing business	
4	51	45		The firm does not appear to be able to forecast expenditure with the accuracy needed by our FOO.
4	51	290		The relationship has recently become more difficult because some of the long-standing IPT staff have turned over. The new members are not at all experienced.
4	51	221	Team buy-in promotes openness and honesty on both sides.	
4	51	112	We are investing heavily in time and effort to improve the relationship.	

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4	51	8	Frequent contacts, even as often as daily, build confidence, reduce risks of misunderstandings and keep the team focussed.	
4	51	299	As the reputation of the team within the business has grown this has helped to boost the confidence of the members and spurred them on to further gains.	
4	51	50	Compared to other customers I find the MoD innovative and forward-thinking	
4	51	115	Senior representatives from the company are dedicated to our business.	
4	45	336	We both concentrate on quality, not blame	
4	45	335	They want to know when the service is wrong because they are very keen to improve: people don't go to work to do a bad job.	
4	45	389	Information is useless unless it is shared. It allows us to pre-empt risks so the Firm doesn't have to build 'insurance' into its prices. The results are increased competitiveness for the Firm and increased Value For Money for us.	
4	45	332	They were very arrogant with a take it or leave it attitude but we have worked hard to break this down	
4	45	337	I tell the firm honestly my budget for the coming year	
4	45	334	We have major issues meetings twice per year and they appreciate honesty from us over our quality requirements	
4	45	388	We aim for a 10, 12, 15 or even 30 year contract. This fosters a long term ethos, cuts the costs of frequent re-negotiations and allows the Firm to plan and resource.	
4	45	333	We have invested a huge amount of time on them socially to build bridges and influence their culture	
4	48	323	We target individuals in the company to change their attitudes and see that they bring on their colleagues as a result	

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4	48	325	I spend my time working the low level politics in the company to promote my aims	
4	48	329	In the short time I have been working with them I have been impressed by their willingness to cooperate on all matters involving technical queries, spares procurement and repair of assets	
4	48	330	The senior managers are very committed to us. They have let us know of problems before we find out by other means and let us know what they are doing about them.	
4	48	321	Within the bounds of US regulations on data sharing we do our best to have a free flow of information	
4	48	326	You can't build trust without personal relationships to build up a good reputation	
4	48	331	A good working relationship has been developed between myself and my contact in the firm (mutual trust comes to mind) and this eases both our tasks.	
4	48	328	I offered them a 25 year contract to show how committed we were. This surprised the firm.	
4	48	322	We've spent a lot of time working together including very frank exchanges when I told them they were gold-plated, expensive and slow.	
4	48	324	I tell them that if we can excel then they will get good profits over the long term	
4	48	327	Your people must adopt a consistent approach when dealing with the other side	
4	53	662	I'm not sure if our success in setting up a good partnering arrangement was all luck (people) - maybe the clarity of contract aims helped.	
4	53	653	Direct access to MoD data sources such as stocks and flying hours would speed up processes and improve support.	

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4	53	656	Now that we have a partnering arrangement around a good framework contract we just concentrate on the customer - we no longer refer to the small print.	
4	53	657	We don't have a contract monitoring team - they just create distrust.	
4	53	655	Our firm price contract incentivises quality because all rejects come out of profit.	
4	53	654	Our 5yr, periodically indexed firm price arrangement removes all the tension from price re-negotiations.	
4	53	663	Their team had to keep an eye on their commercial man; he had a tendency to go for the small print.	
4	53	660	All stakeholders were involved in the project including the end customers who helped design the performance targets. The same people are involved in implementation.	
4	53	661		Interpersonal relationships are very important. Recently all our staff have changed. It will be interesting to see if things run smoothly.
4	53	651	A good team is dependent on the mix of individuals. We have been particularly lucky that the people in our joint teams have hit it off so well.	
4	53	652	Our good partnering contract simplifies the operation of our relationship and frees us to encourage one another to higher performance levels.	
4	53	658	We have simple, obvious, open performance measures. Every week the firm sends us a statement of work achieved, problems and forecasts and we pass them consumption data. The achievements are open for all to see.	
4	53	659	We have 2 kinds of modifications. Those to our benefit we subject to the full procedure and pay for, those to the firm's benefit which it pays for but is free of admin. This way increased reliability is incentivised.	

<b>Clu#</b>	<b>Rel#</b>	<b>ID#</b>	<b>Positive Comment</b>	<b>Negative Comment</b>
4	49	102	We are fortunate that our commercial man is good at his job and understands what we are trying to do with partnering.	
4	49	211	They are quite a small company so we know the people and we know we can trust them with our risk	
4	49	201	We have placed a staff member within the IPT at our expense.	
4	49	198		Our main problem lies with the SPO who continue to operate under the old adversarial way. This must change to allow a 100% committed and trusting partnership
4	49	92		They just don't seem to be able to take a long term view. If we knew where we were we could start to plan.
4	49	145		Their worry is that because we are their single source and have changed hands a couple of times in the last 10 years we might go out of business and leave them high and dry.
4	49	197	The company has provided a member of staff to work in the IPT at their own expense. This shows their commitment to the development of the new partnering arrangement	
4	49	144		Our fear is the feast and famine situation of Defence spending. There are times when we must stop work, lay off experienced staff and then race to get back going again. I worry that we cannot respond fast enough and this adversely affects customer satisfaction.
4	49	37	We need to separate professional and personal relationships. The latter is important but 'win-win' is based on openness and concentrating on the job in hand.	
4	49	200	We get on very well with the current IPT Team Leader and have a frank and open relationship	
4	49	149	They have a monopoly but they also depend for us for 95% of their business. We thus have a symbiotic relationship.	



<b>Clu#</b>	<b>Rel#</b>	<b>ID#</b>	<b>Positive Comment</b>	<b>Negative Comment</b>
4	49	280	Our business success is based on trust. Recently we had a serious problem. The firm reacted instantly, sent a man and the job was done.	
4	49	267		Their contracts staff have a real power to reduce the effectiveness of relationships as we have to respond to interminable price investigations.
4	49	212	It's very important to shed the 'them and us' attitude as soon as possible.	
4	49	143		The MoD must trust us to make a reasonable profit in exchange for a better value for money service. The current partnering debate has yet to address this thorny issue
4	49	93		Of all the MoD departments we speak to the Contracts staff are the worst. They are set in their ways, won't take risks, have an adversarial mindset and they slow things down.
4	49	199		The IPT change their staff too often and because the relationship is very personality-dependent it is like a roller-coaster ride. Out go the old faces, in come the new and we are back to square one.
4	49	31	By having a member of staff in their team we are able to communicate much better, reduce misunderstandings, and gain a much clearer idea of the plans for the business.	
4	49	146	The new partnering arrangement will run over 10 years and allow gainshare. At last we can start to improve the quality of this relationship for both sides.	
4	46	86	We have just entered into a 5 year contract which gives the Firm sole rights to provide the service because this gives them full responsibility for the end product	
4	46	191	Although it has taken a long time, the Firm has just begun to understand what we want by offering us a service at a realistic price.	
4	46	192	The report provides a true and useful assessment of the relationship	

<b>Clu#</b>	<b>Rel#</b>	<b>ID#</b>	<b>Positive Comment</b>	<b>Negative Comment</b>
4	46	182	We have a member of the IPT in our organisation and we employ a number of ex-naval personnel.	
4	46	83	We intend to speak with the IPT about the report and use it to generate fine tuning.	
4	46	183	Because the company is the only one in the world capable of designing and manufacturing the equipment, we trust them with the business.	
4	46	259	By giving the Firm full control over the service we can reduce the number of spares we have to buy.	
4	46	26	We are continuing to discuss Smart procurement and management of stock following our Industry Breakthrough Day.	
4	47	12	We are very proud of the way we communicate with the IPT; we speak at least daily.	
4	47	165		MoD is a bit slow to react; it is not dynamic like industry.
4	47	58		The MoD took unfair advantage by changing the delivery price arrangements in the small print of the contract without discussion. This soured the relationship for some time.
4	47	226	We have great faith in the quality of our products and our service.	
4	47	167	We organised a training day on the MoD's site (without being asked) in order to educate their staff about our company and its products. Knowledge about each others' business is important to our professional relationship.	
4	47	11		We don't get any feedback on the effectiveness of our communications.
4	47	57	There's no point in exploiting our monopoly position because it prejudices our long-term business.	
4	47	227	Creative tension in the relationship keeps us sharp and dynamic.	
4	47	60	I intend to go and talk to the other side and using the research report to fine-tune the relationship.	

<b>Clu#</b>	<b>Rel#</b>	<b>ID#</b>	<b>Positive Comment</b>	<b>Negative Comment</b>
4	47	59	The MoD's Commercial staff are much more flexible than they were.	
4	47	111		They give us the impression that because their products were part of the original equipment buy that they now have a right to the business.
4	47	166	Relationships between people are important in building trust and this is helped if people don't move around frequently. I've been on this contract for 6 years.	