

Corporate collaboration checklist

<input checked="" type="checkbox"/> DESIGNING YOUR PROGRAMME CHECKLIST	EXPLANATION
<input type="checkbox"/> Do you know why you want to work with scaleups? (e.g. innovating brands, entering new markets, solving business specific problems; changing your culture, CSR, etc.)	Clarity of purpose aids internal communication, promotes coherent strategy and helps identify the most appropriate mechanism for engagement.
<input type="checkbox"/> Given the objectives, scale and scope, which collaborative mechanisms have you considered? One off events (i.e. competitions such as hackathons); <input type="checkbox"/> Sharing resources (i.e. free tools, coworking spaces); Accelerator, incubator hub <input type="checkbox"/> Business support (e.g. Mentoring; leadership and talent support); <input type="checkbox"/> Partnerships (e.g. product co-development, collaborative R&D, procurement); <input type="checkbox"/> Structured procurement process with fast growing firms/growth SMEs in supply chain <input type="checkbox"/> Investments (e.g. corporate venturing); <input type="checkbox"/> Acquisitions (i.e. acqui-hire and buying growing businesses)?	Different modes of engagement suit different purposes and require different resource commitments from each partner.
<input type="checkbox"/> Have you considered instituting a dedicated innovation/collaboration' unit (with its own budget)?	Separate units may help insulate early stage fast growing businesses (as well as internally generated innovations), and prevent stifling by corporate processes
<input type="checkbox"/> If so, do you have a plan to ensure that the activities of this unit align with broader corporate goals?	Separate units can sometimes be counterproductive, as independence can give rise to new silos, create rivalries and deepen divisions with the rest of the organisation.
<input type="checkbox"/> Does it have a Board level sponsorship?	The most effective programmes have Board level engagement and are monitored at that level.
<input type="checkbox"/> How will you measure impact and how will you report impact and benchmark this to others?	The most effective programmes agree impact assessment and benchmarking.
<input checked="" type="checkbox"/> IMPLEMENTING YOUR PROGRAMME	EXPLANATION
<input type="checkbox"/> When in the year does the Board review the degree to which your company is procuring from/collaborating with scaleups	Innovation almost always entails taking risks and rethinking processes. Senior buy in is crucial in making clear what is acceptable and communicating a sense of urgency.
<input type="checkbox"/> Has this been communicated to different business units?	Handovers between business units are common failure points, especially when units have conflicting internal goals.
<input type="checkbox"/> Do you have a scaleup procurement/ collaboration champion in each business?	
<input type="checkbox"/> Do you have a dedicated point of contact for enquiries from scaleups?	
<input type="checkbox"/> Do you have a account manager for those you are working with?	For small firms, everything has a huge opportunity cost. Difficulties in finding the right contact are often enough to prevent scaleups from engaging.
<input type="checkbox"/> Is it clearly signposted on your website?	
<input type="checkbox"/> If yes, does that person have decision-making powers, or close proximity to those who do?	A quick 'no' is much better for small firms than a protracted 'maybe'.

⁷ A checklist for those who are starting out, refreshing and/or considering their collaboration model.

<input type="checkbox"/> Do you have a fast-track procurement service for fast/high growth firms?	Many fast growing companies face a ‘catch 22’ with procurement, since they are often required to show track record or ISO certification, but cannot gain this without customers.
<input type="checkbox"/> Do you have a specialised legal team or legal templates?	Many corporate legal teams are great at dealing with large firms, but don’t recognise that smaller firms have unique needs. For small firms, legal costs can be a major barrier in themselves.
<input type="checkbox"/> Do you use standardised agreements for intellectual property?	IP is a common sticking point, especially for collaborative research. Templates like the Lambert model agreements simplify the negotiation.
<input type="checkbox"/> Have you hired entrepreneurs to manage your scaleup programmes, and included entrepreneurial metrics in your recruitment process?	An innovative internal culture starts with the staff, but recruitment often tends towards ‘safe pairs of hands’. Experienced entrepreneurs and those that have scaled businesses before, better understand the needs of scaleups.

<input checked="" type="checkbox"/> MEASURING & SUSTAINING YOUR PROGRAMME	EXPLANATION
<input type="checkbox"/> Do you have a succession plan for account managers?	Business relationships often take longer than the duration of someone in a given role. Changes in staff are a common mode of failure.
<input type="checkbox"/> Do you monitor what proportion of your company’s total procurement (volume and/or value) is from scaleups?	Volumes speak volumes!
<input type="checkbox"/> Do you publish this in your annual report?	Publicly acknowledging collaboration sends a strong signal to partners and competitors alike.
<input type="checkbox"/> Do you know how long it typically takes to register as a new supplier with you?	Timescales are very different for corporates and scaleups. Long and complex procedures burn scaleups’ precious time which could be better dedicated to the business.
<input type="checkbox"/> Do you know how long it typically takes to pay suppliers?	Slow payment kills growing companies.
<input type="checkbox"/> Do you assess your processes and fast-track policies for ‘scaleup friendliness’?	Formalised process may be efficient for day-to-day business but often hamper exploration of new ideas.

<input checked="" type="checkbox"/> CHANGING YOUR CORPORATE CULTURE TO BE MORE RECEPTIVE TOWARDS SCALEUPS	EXPLANATION
<input type="checkbox"/> Do you incentivise entrepreneurial behaviour through KPIs and related bonuses?	Employees respond to incentives. Even if they see the potential for improved products or services, most will focus on their immediate job description unless there is suitable reward.
<input type="checkbox"/> How do you encourage learning from failure, in a way which does not penalise measured risk taking?	Promoting the safe sharing of failure stories is a key ingredient in combatting a corporate culture of risk aversion and building an entrepreneurial mindset among employees.
<input type="checkbox"/> Do you employ a dedicated scaleup manager/champion?	Scaleup champions can be a great way to cut across internal silos, and provide advice to staff about where to take their ideas.
<input type="checkbox"/> Do staff treat risk as something to be minimised or actively managed?	Not innovating is a lot riskier than innovating. Innovations always entails risk. An attitude which treats this as purely negative will kill innovation.

The checklist was produced by the ScaleUp Institute in partnership with Nesta and their European Partners in 2017.
 For more details: <http://www.scaleupinstitute.org.uk/scale-up-programmes/>