

## 7 Stages of Consortium Development

STAGES	OVERVIEW	PROCESS/FUNCTION	OUTLINE	NOTES
<u>Stage one</u> Development Phase	Establishing Leadership Spectrum of Collaboration Development Worker Role	Disadvantages of Working as Advantages and Part of a Consortium	<ul style="list-style-type: none"> <li>• Consortium Readiness Test</li> </ul>	Making Contact with Commissioners
<u>Stage two</u> Identifying Issues	Intensifying Engagement Development Worker Role	An introductory workshop – models and structures Enhanced list of potential members	<ul style="list-style-type: none"> <li>• raise and log concerns and issues that will need to be dealt with if the attending organisations are to participate;</li> <li>• broadly identify the shared vision and mission of potential consortium</li> </ul>	have a number of organisations who are committed to working through, in detail, a business model and strategy and who have signed up to the two-day workshop to do just that.
<u>Stage three</u> Business Strategy for joint tendering	Strategy for the partnership; Environmental opportunity – Competence and resources – Interests and desires – Responsibility –	facilitate the two-day workshop	<ul style="list-style-type: none"> <li>• Detailed mapping of market environment of consortium</li> <li>• Mapping of skills and strengths of members</li> <li>• Developing vision and mission for the consortium</li> <li>• Market scoping and strategy</li> <li>• How will your consortium organise itself, aims and</li> </ul>	what is there a demand for? what the partnership can do what the partnership wants to do what the partnership is obliged to do

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			objectives <ul style="list-style-type: none"> <li>• Risk strategy</li> </ul>	
<u>Stage Four</u> Producing Consortium Documentation	Detailed business planning		<ul style="list-style-type: none"> <li>• Defining market strategies</li> <li>• Market segmentation</li> <li>• Options appraisal</li> <li>• Cost/revenue forecasting &amp; breakeven analysis</li> </ul>	
<u>Stage 5</u> Incorporation	formalising the partnership, through legal incorporation if a new structure is decided upon	overview of the process that a solicitor	<ul style="list-style-type: none"> <li>• exploring fitness for purpose of various legal models</li> <li>• Evaluating Fitness for Purpose of Legal Models</li> </ul>	Decided upon what governance arrangements serve the consortium best

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<p><u>Stage 6</u> Raising Finance</p>	<ul style="list-style-type: none"> <li>raise additional finance to see the consortium through the period until sustainable income through contracts</li> </ul>	<p>Review your financial position</p>	<ul style="list-style-type: none"> <li>Consider what each organisation can offer 'in-kind' i.e. venues for meetings, admin support, etc.</li> <li>Pursue one of the fundraising options</li> <li>social investment due diligence (if appropriate)</li> </ul>	<p>Understand the range of funding options available for consortia.</p>
<p><u>Stage 7</u> Consortium Launch</p>	<ul style="list-style-type: none"> <li>Launch event can help raise publicity and recruit members.</li> </ul>	<p>working group to organise and promote a launch event</p>	<ul style="list-style-type: none"> <li>Develop Membership eligibility criteria</li> <li>Consider developing a marketing strategy</li> </ul>	<p>Create a logo for your consortium and ensure that all literature is appropriately branded</p>
<p><b>Stage 8</b> <b>SURVIVAL PHASE</b></p>	<ul style="list-style-type: none"> <li>prevent and mitigate challenges</li> </ul>	<ul style="list-style-type: none"> <li>running out of money;</li> <li>not having resources to direct to bidding;</li> <li>lack of support from members – there isn't the requisite commitment of time and energy;</li> <li>problems with commissioners and commissioning requirements;</li> </ul>	<ul style="list-style-type: none"> <li>resources to direct to bidding</li> <li>Problems with commissioners and commissioning requirements</li> </ul>	

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		<ul style="list-style-type: none"><li>• problems with individual members;</li><li>• loss of momentum - the partners become disheartened and disenchanted if early contracts aren't secured.</li></ul>		
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