











# Toyota and BMW, Partners









INTRODUCING THE FRONTIER FLANNEL

# They said we couldn't make flannel in America anymore. We proved them wrong.

SHOP MEN'S

SHOP WOMEN'S







#### LEVELS OF PARTNERSHIPS

Connecting



- Some vision to work together
- Introductory relationships
- Information sharing
- No commitment, risk or structure
- No joint decision making

Cooperating



- Some project involvement
- Informal relationships
- Joins in with general effort
- Low commitment and risk / little structure
- 5. Increasing consensus, but no joint decisions

Coordinating



- Commitment to projects
- 2. Formal relationships
- 3. Collective planning of joint projects
- Medium risk and commitment and structure
- Some joint decision making

Collaborating

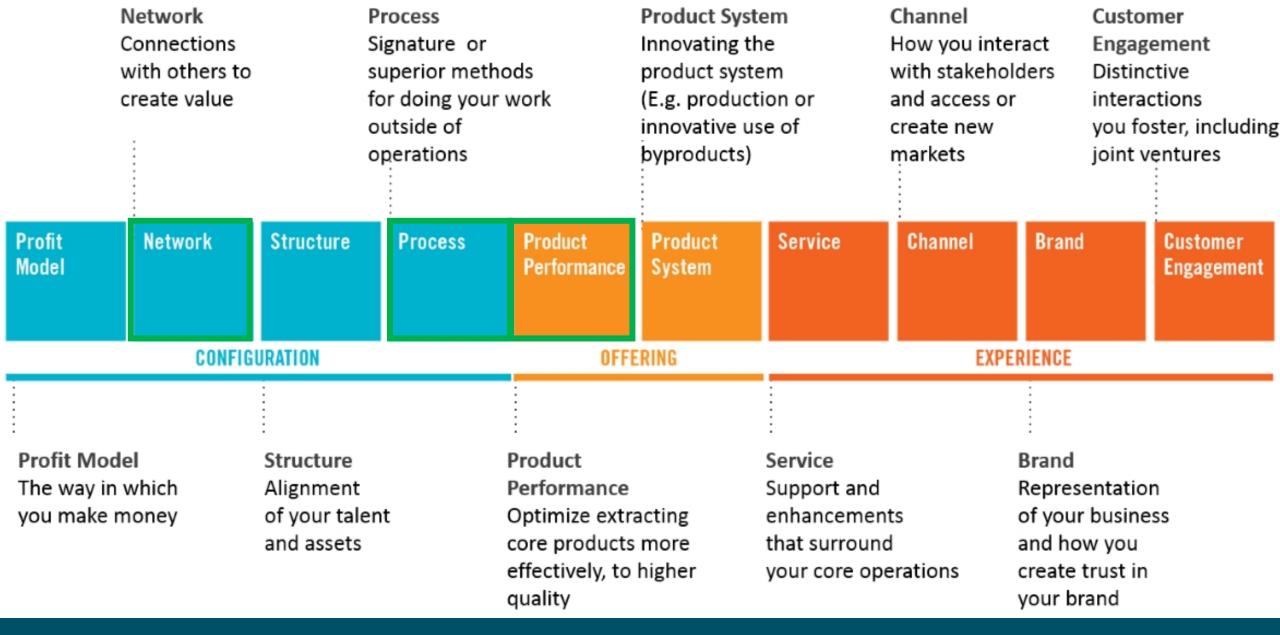


- High commitment of time, funds, and people
- 2. Deep relationships with high trust
- 3. Comprehensive planning of projects
- 4. High commitment and structure
- Understood process for joint decisions

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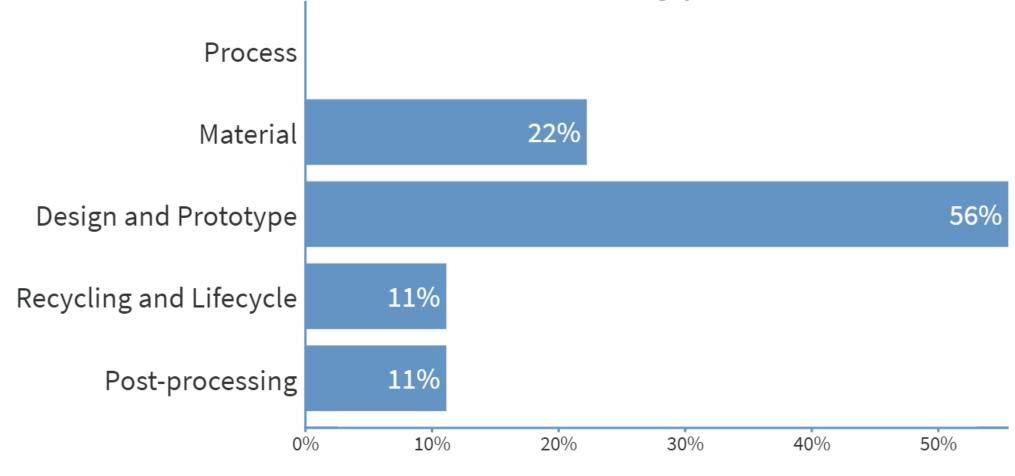








# Partnerships for Technology



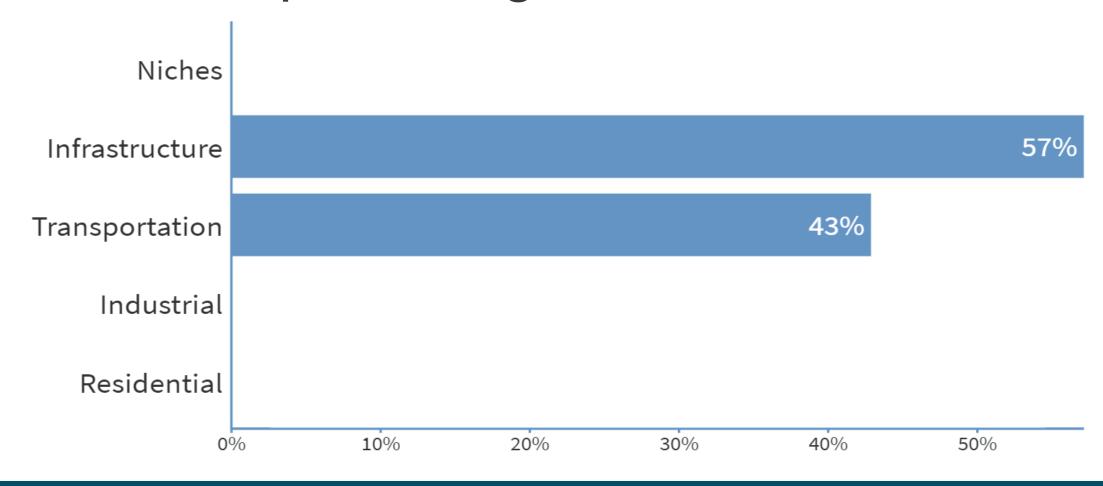


## Partnerships for Technology





## Partnerships to Target New Markets





## Partnerships to Target New Markets





