It is no accident of history that Control Data was the inspiration and driving force that lead to the formation of MCC.

Control Data was a from scratch start-up. The six founders, including Bill Norris, raised $600,000 in equity by selling stock door-to-door at $1/share (actually most of it was sold at a local coffee house/drug store).

Thus necessity caused the company almost from the beginning to seek partnerships in order to marshal adequate resources. Understanding value-added -- not being able to do everything.

An example would be the strategic partnership with Fairchild -- [Basic Building Blocks.]

Partnerships with National Laboratories in early super computers -- [Customers.]

A partnership with the Canadian government funded the company's main new product line after 1970 -- [Governments.]

Partnership with NCR - unit record peripherals, mainframe; Partnership with Honeywell - disk drives; Europeans Companies - STACK - vendor qualification -- [Competitors.]
Late 70's - major threats to our life-line of semi-conductors --

(a) The lure of massive profits from lower technology chips for non-computer applications

(b) The Japanese VLSI Research Project

(c) The rising capital intensity and R&D intensity

It's hard to imagine, now, just how difficult it was for people to accept the idea for a major collaboration like MCC. (Today we're getting on toward 100 companies in MCC).

The Anti-trust fear -- the Steering Committee & Interim Board.

Visions of MCC:

(a) A giant cartel

(b) A project to produce a one-megabit DRAM

(c) A project to answer the Japan 5th Generation

(d) A new national research institute like EPRI

(e) A threat to the U.S. economy and way of life

Quote: "devastating effects on innovation and industry growth"
Collaboration between supplier and user was difficult -- fear of vertical integration.

Intuitively at least we knew we had to structure MCC as a framework for facilitating collaboration. None of the "visions" were that because people didn't know just how difficult partnering -- Successful tech collaboration -- really is.

It was easier to think of the whole thing in terms of its hoped for outputs rather than its processes.

People didn't naturally think of sharing necessary technologies in order to be able to concentrate more on those absolutely key value-added technologies that would make them more competitive.

More than one product or info. technological develop -- no matter how exciting -- the real technology that MCC has brought is partnering expertise and leadership in promoting it.