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“Co-opetition”: The Importance of Synergy in Sustainable Ventures



How Can Groups with Competitive Goals Progress Crucial New Initiatives?

- DOES THIS SOUND LIKE BARAK OBAMA'S CHALLENGE?
- DOES THIS SOUND LIKE YOUR CHALLENGE IN ACHIEVING SUSTAINABILITY GOALS?
 - MISTRUST AMONG POTENTIAL ALLIES
 - COMPETITION FOR THE SAME MINDSHARE
 - PHILOSOPHICAL DIFFERENCES
 - ATTACKS SEEKING TO UNDERMINE YOUR GOAL



A New Mindset

- **“ANY GOAL IS CO-OPERATION WHEN IT COMES TO CREATING THE PIE, AND COMPETITION WHEN IT COMES TO DIVIDING IT UP.”**
- **“YOU HAVE TO COMPETE AND COOPERATE AT THE SAME TIME.”**

**–RAY NOORDA, FOUNDER AND CEO
OF NOVELL SOFTWARE**



Co-opetition

- A JUDICIOUS BLEND OF COMPETITION AND CO-OPERATION TO ACHIEVE MAJOR GOALS OR EXPAND MARKETS THROUGH GREATER LEVERAGE THAN POSSIBLE WITH INDEPENDENT EFFORT. (ADAM BRANDENBURGER/BARRY NALEBUFF – 1996)
- THE NOTION OF “COMPLEMENTS”
- FOR CO-OPETITION TO WORK, GROUPS NEED TO VERY CLEARLY DEFINE WHERE THEY ARE WORKING TOGETHER, AND WHERE THEY ARE COMPETING.



Successful Examples Abound

- **SUCCESSFUL EXAMPLES:**
 - CELLULAR PHONE STANDARDS, LAN (ETHERNET LOCAL AREA NETWORKING), WIRELESS INTERNET, BLUETOOTH, DSL...
 - “SPECIAL INTEREST GROUP” (SIG) LEGAL MODEL
 - AND LOCALLY....
 - THE OKANAGAN VINTNERS QUALITY ASSOCIATION (VQA)
 - OKANAGAN ENVIRONMENTAL INDUSTRY ALLIANCE
 - SOLARBC
- **FAILURES:**
 - VHS vs. BETAMAX, DVD BLUERAY vs. DVD HD
 - EXTREMELY COSTLY AND UNNECESSARY – EGO



OEIA – A Relevant Local Case Study

THE CHALLENGE: A fragmented group of environmental market companies with no visibility, limited growth, and a conservative community.

- **MAY 2007 – INITIAL MEETING OF OKANAGAN-BASED ENVIRONMENTAL INDUSTRY COMPANIES HOSTED BY CENTRAL OKANAGAN REGIONAL DISTRICT EDC.**
- **NOVEMBER 2007 – INCORPORATION AND PRESS LAUNCH AS NON-PROFIT, NON-PARTISAN CORPORATION, DEDICATED TO LOCAL OKANAGAN ECONOMIC AND INDUSTRY DEVELOPMENT.**
- **FOUNDING GROUP REPRESENTS OVER THREE DOZEN OKANAGAN-BASED ENVIRONMENTAL INDUSTRY COMPANIES: SOLAR, WIND, SUSTAINABILITY CONSULTING, GEOTHERMAL, LED LIGHTING, ENERGY EFFICIENCY RENOS, WATER CONSERVATION, ETC.**



Mission Statement

“The Okanagan Environmental Industry Alliance exists to promote the development and growth of residential, commercial and industrial markets for environmental products, technologies and services. Our Alliance is focused on collaboration and mentoring among its members to enable their business success. We are also key influencers of policy for the viable development of our industry.”



OEIA Strategy

We will promote the development and growth of the market for environmental products, technologies and services for companies based in the Okanagan.

- Attract environmental professionals & enterprises to the Okanagan.**
- Provide strategic support to companies already here.**
- Our members markets may be local, regional, national or global.**



OEIA Strategy

We will achieve our goals through collaboration and mentoring among our membership to ensure our members' business success.

- **Business planning assistance**
- **Access to capital**
- **Employment opportunities**
- **Strategic partnerships**
- **Liaison: BCSEA, OSTECH, ORIC, UBC, CofC's, etc.**
- **Seminars and trade shows: Globe 2008**
- **Certification for installers and providers of environmental products, services and technologies.**



OEIA Strategy

We will lobby private organizations and governmental agencies to influence policies affecting environmental products, services and technologies, to ensure the viable development of our Okanagan-based environmental industry.

- Local, regional, provincial and federal governmental agencies**
- Public utilities**
- Government incentive programs**
- Building codes**
- Certification for installers and providers of environmental products, services and technologies**



February 2009 – 1st Year Update

- **December 2007:**
 - Introductory meeting with Kelowna Mayor Shepherd and City Officials.
- **March 2008:**
 - BCUC officially endorses OEIA as “intervenor” in utility rate applications, and OEIA participation in FortisBC PowerSense energy conservation committee.
- **May 2008:**
 - First participation in FortisBC PowerSense committee.
 - BC Ministry of Energy, Mines and Petroleum invites OEIA to join new provincial advisory board on energy policy. Immediate involvement in BC LiveSmart energy efficiency grant program.
- **June 2008:**
 - Introductory meeting with BC Ministers Neufeld and Whitmarsh
 - First provincial energy policy advisory board meeting
 - Introductory meeting with FortisBC CEO John Walker



OEIA Industry Conference & Trade Exhibition

- **JUNE 20, 2008 – KELOWNA BEST WESTERN**
 - **BUSINESS TO BUSINESS EVENT – 125 PAID ATTENDEES, MEDIA COVERAGE**
 - **KEYNOTE SPEAKERS, SPONSORS AND PARTICIPANTS:**
 - **BC CLIMATE ACTION SECRETARIAT, BC MINISTRY OF EMP**
 - **NATURAL RESOURCES CANADA**
 - **MAYOR SHARON SHEPHERD, MP RON CANNAN**
 - **STANTEC, FORTISBC, ARCHITECTURAL AND ENGINEERING FIRMS**
 - **EXHIBITORS:**
 - **SOLAR SYSTEMS, GEOTHERMAL, ENERGY-EFFICIENCY RENOS, LED LIGHTING SYSTEMS, SUSTAINABILITY CONSULTING**
- **MAY 15, 2009 – KELOWNA SOLAR COMMUNITY EVENT**
 - **COAST CAPRI HOTEL**



SolarBC Case Study

- **CHALLENGE:**
 - MAKE SOLAR DOMESTIC HOT WATER (SDHW) ECONOMICAL AND INSTALL 100,000 SOLAR ROOF TOPS IN BC
- **ROADBLOCKS:**
 - ONLY ONE CSA CERTIFIED SYSTEM – 2 YEAR LOGJAM
 - SDHW A “SEVERE RISK”
 - FEW TRAINED & CERTIFIED CONTRACTORS



SolarBC Case Study

- **SOLARBC PARTNERSHIP FORMED:**
 - NRCAN, EAGA CANADA LTD., BCSEA, BC MINISTRY OF EMPR
- **EXTERNAL STAKEHOLDERS**
 - SOLAR PRODUCT MANUFACTURERS, DISTRIBUTORS, CONTRACTORS CANSIA, MUNICIPAL INSPECTION AUTHORITIES, CSA
- **TARGETED PROGRAMS AND EVENTS:**
 - SOLAR COMMUNITIES NAMED
 - FEDERAL, REGIONAL AND LOCAL EFFORTS ON REGULATORY ROADBLOCKS
 - TRAINING & CERTIFICATION FOR CONTRACTORS
 - FEDERAL AND PROVINCIAL GRANTS
 - TD CANADA TRUST LOAN PROGRAM



Your Case Studies

- **CHALLENGES/GOALS?**
- **ROADBLOCKS?**
- **SUCCESSSES?**

Conclusions

- **ANY GROUP OF INDIVIDUALS OR BUSINESSES WHO CAN DEFINE A COMMON REASON TO COLLABORATE CAN DO THIS**
 - **CAREFUL DEFINITION AND UNDERSTANDING “COMPLEMENTS”**
- **BE DRIVEN BY ACTION AND MEASUREABLE GOALS**
 - **DON'T BE A DEBATING SOCIETY**
- **DON'T ALLOW COMPETITIVE ISSUES TO INTERFERE WITH COLLABORATIVE POSSIBILITIES**
 - **EVERYONE GAINS BY ACHIEVING THE GOAL**

