

# Co-Opetition for Success in a Global Economy

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# Welcome to My World

- ▶ We represent both new existing employers
- ▶ We don't analyze based on political boundaries
- ▶ We don't care how you define regions
- ▶ We use shorthand to describe places in ways that will irritate you
- ▶ We know your job is hard; we will still ask you to do hard things
- ▶ We are overwhelmed with pitches and most of them sound the same

# Why I don't care about Counties

- ▶ They don't define my available workforce
- ▶ They don't define workforce quality
- ▶ They don't define transportation options
- ▶ They don't define quality of life
- ▶ . . . . .

# Single County

2011 Population

142,816



# 12-County Piedmont Triad Partnership

2011 Population

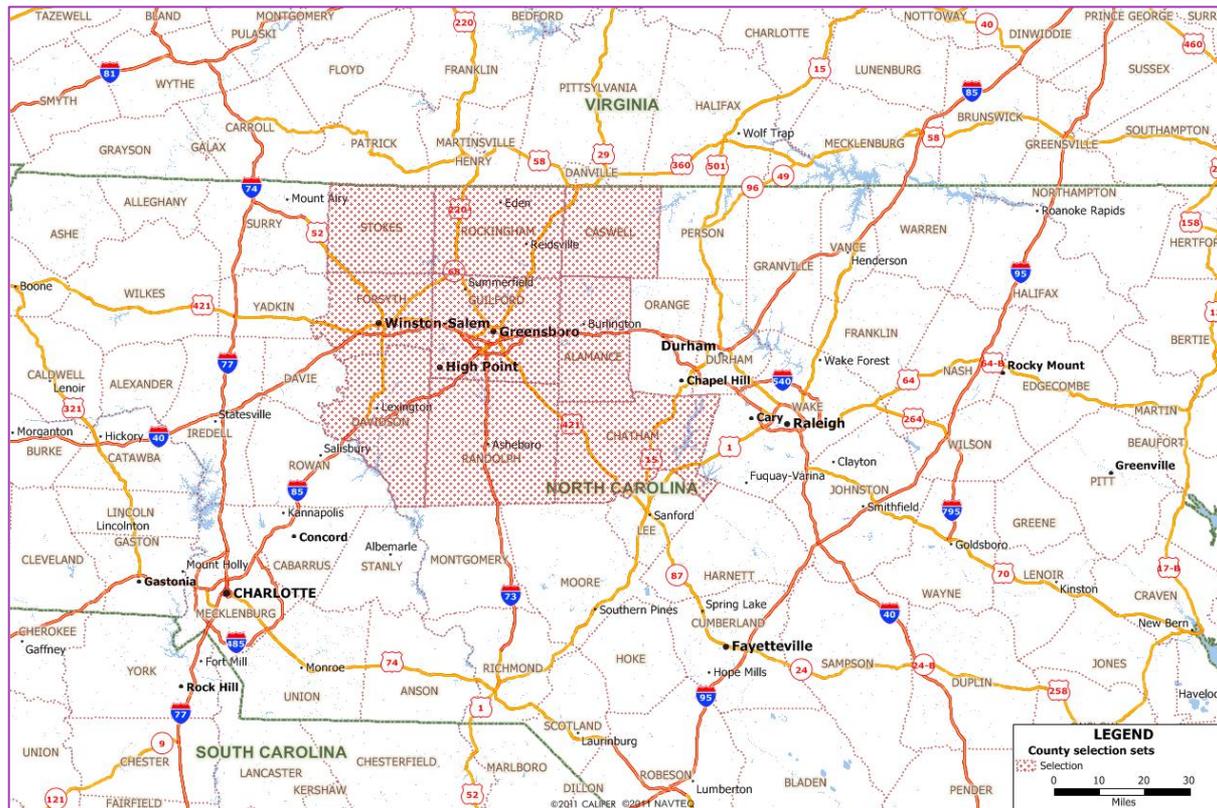
1,656,621



# Counties within 30 miles of Greensboro

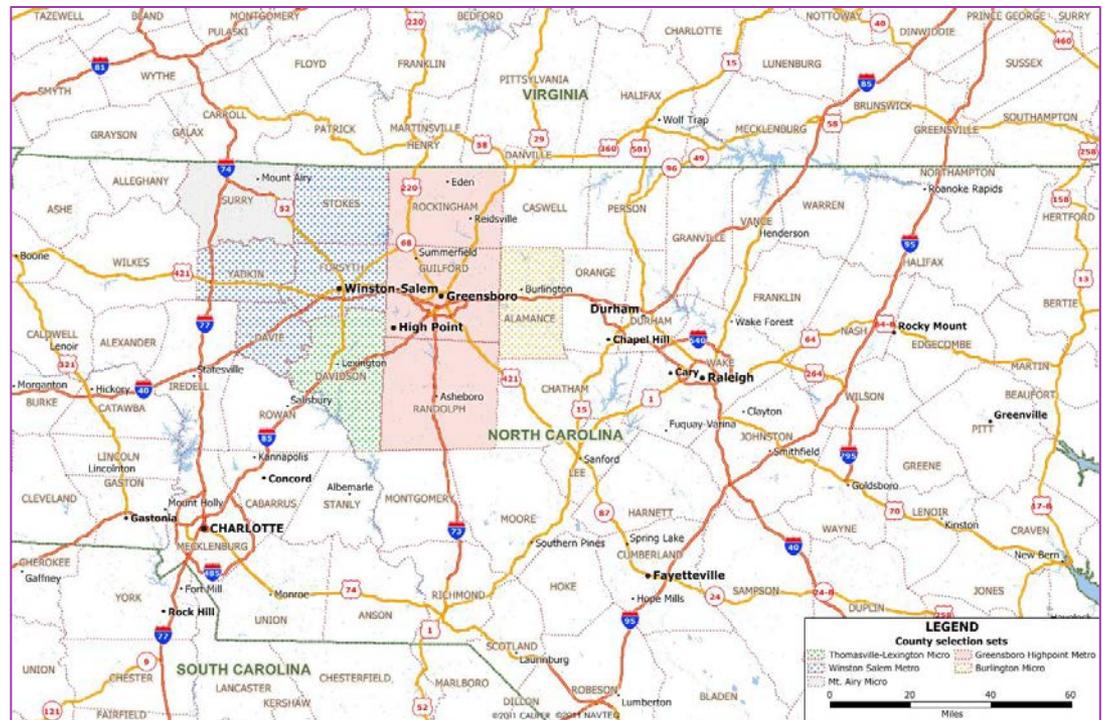
2011 Population

1,538,847



# Individual Metropolitan and Micropolitan Areas

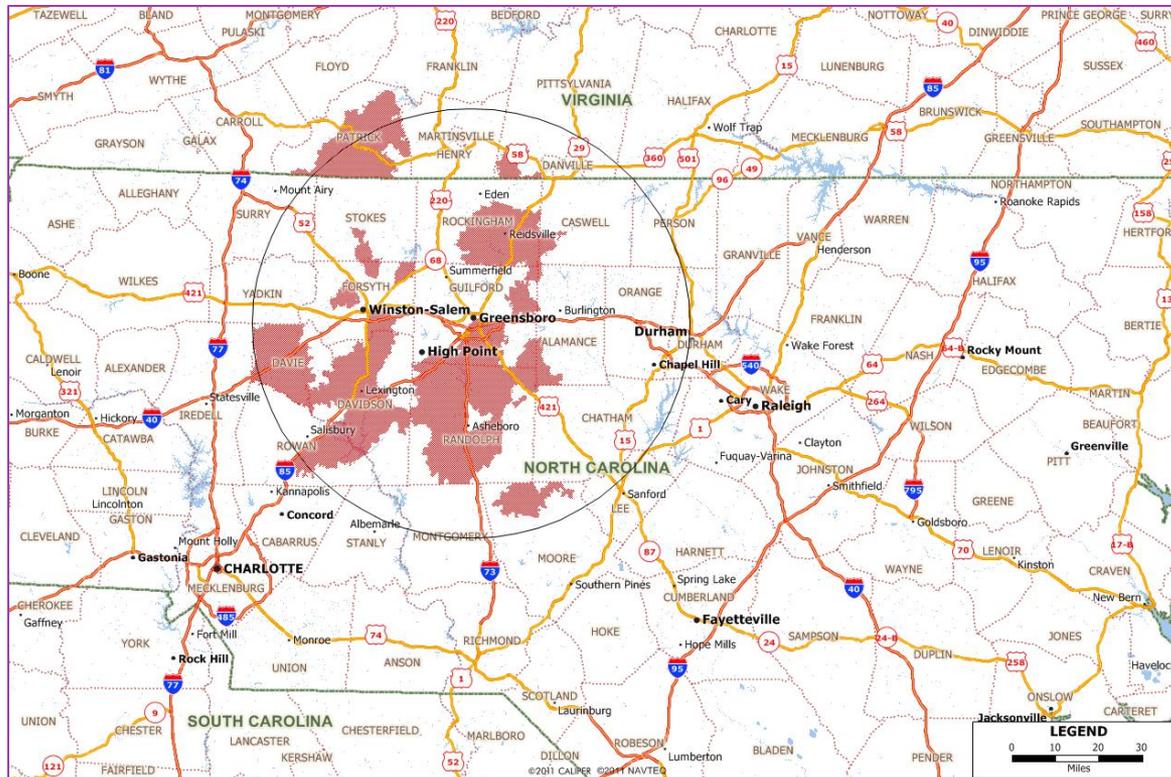
Area	2011 Population
Greensboro–High Point	730,587
Winston Salem	483,373
Burlington	153,041
Mt. Airy	74,155
Thomasville–Lexington	163,828
Caswell County	23,771
Montgomery County	27,866



# Zip codes of one company's employees – happens to be a 50 mile radius

2011 Population

2,187,364



# Why I do care about Counties

- ▶ They may impact my taxes
- ▶ They may impact my utilities
- ▶ They may impact my incentive potential
- ▶ They may impact the schools that serve me
- ▶ They may impact attitudes

# When you do cooperate

- ▶ You can more closely match your external customers' point of view
- ▶ You can access and leverage other resources

# Another perspective on smaller government

Instead of cutting budgets and services

Why  
aren't we seeing more  
consolidations or joint operating  
agreements?

# When you don't cooperate, it's probably because

- ▶ You have multiple constituencies – local and external
- ▶ People respond to a home team win
- ▶ Local control is appealing

*Attitudes are the limiting factor  
Not legalities*

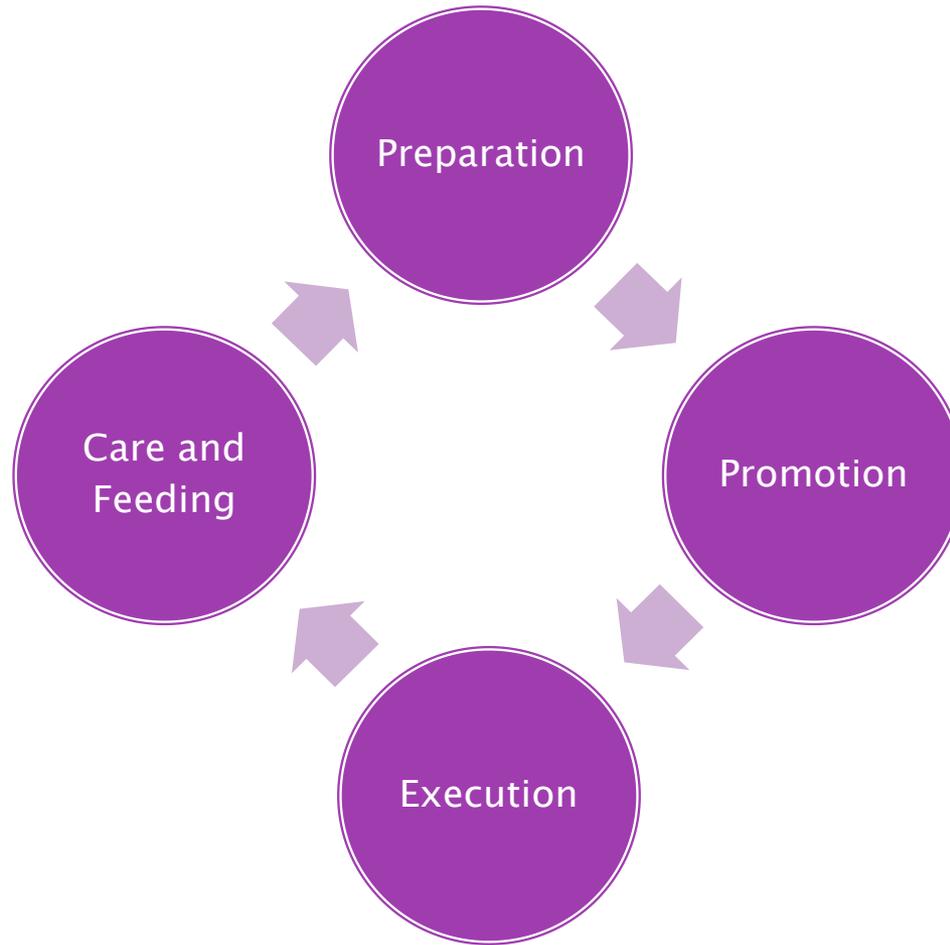
# Who could you cooperate with?

- ▶ State – state
  - How many of you are within 30 miles of another state?
- ▶ County – county
  - Recently, this has been dictated to some degree
  - What changes are on the horizon?
- ▶ County – city
- ▶ Public – private

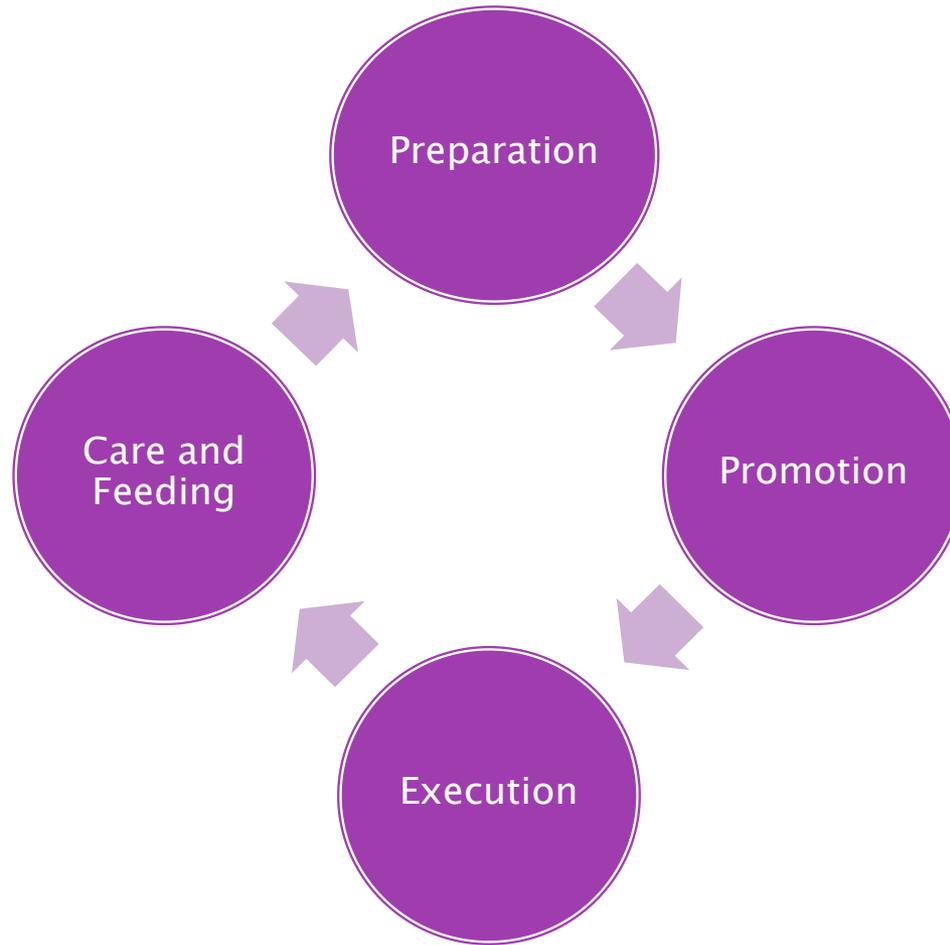
# What form does it need to take?

- ▶ I don't care
- ▶ Try it first, formalize it later

# The Recruitment/Retention Cycle



# The Recruitment/Retention Cycle

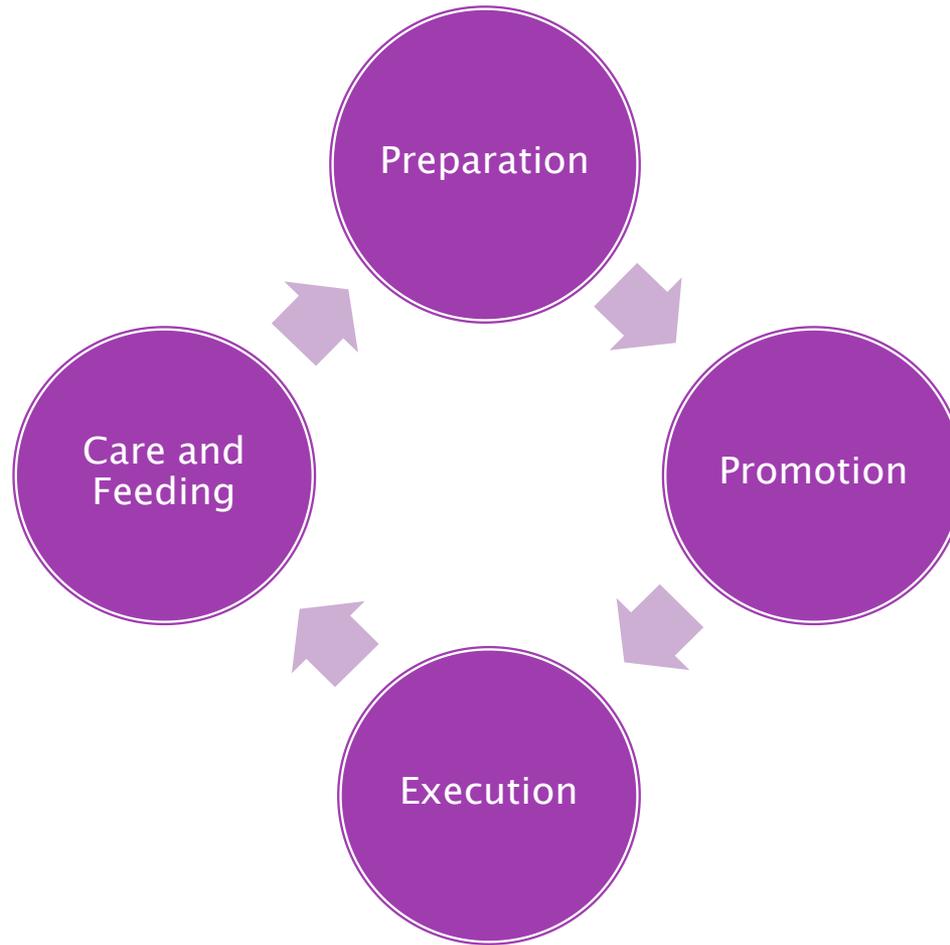


# Preparation

- ▶ Infrastructure
  - Multi-County industrial parks are not new
  - Special Districts are not new
- ▶ Workforce
  - Pipeline-remedial- retrain/upgrade
- ▶ Policies and Priorities

*Lawyers can make it legal  
you have to sell it*

# The Recruitment/Retention Cycle



# Promotion

- ▶ Multiple levels are confusing and competitive with one another
- ▶ I probably get up to 50 promotional pieces per day
- ▶ Some marketing has gotten cheaper, but not more effective

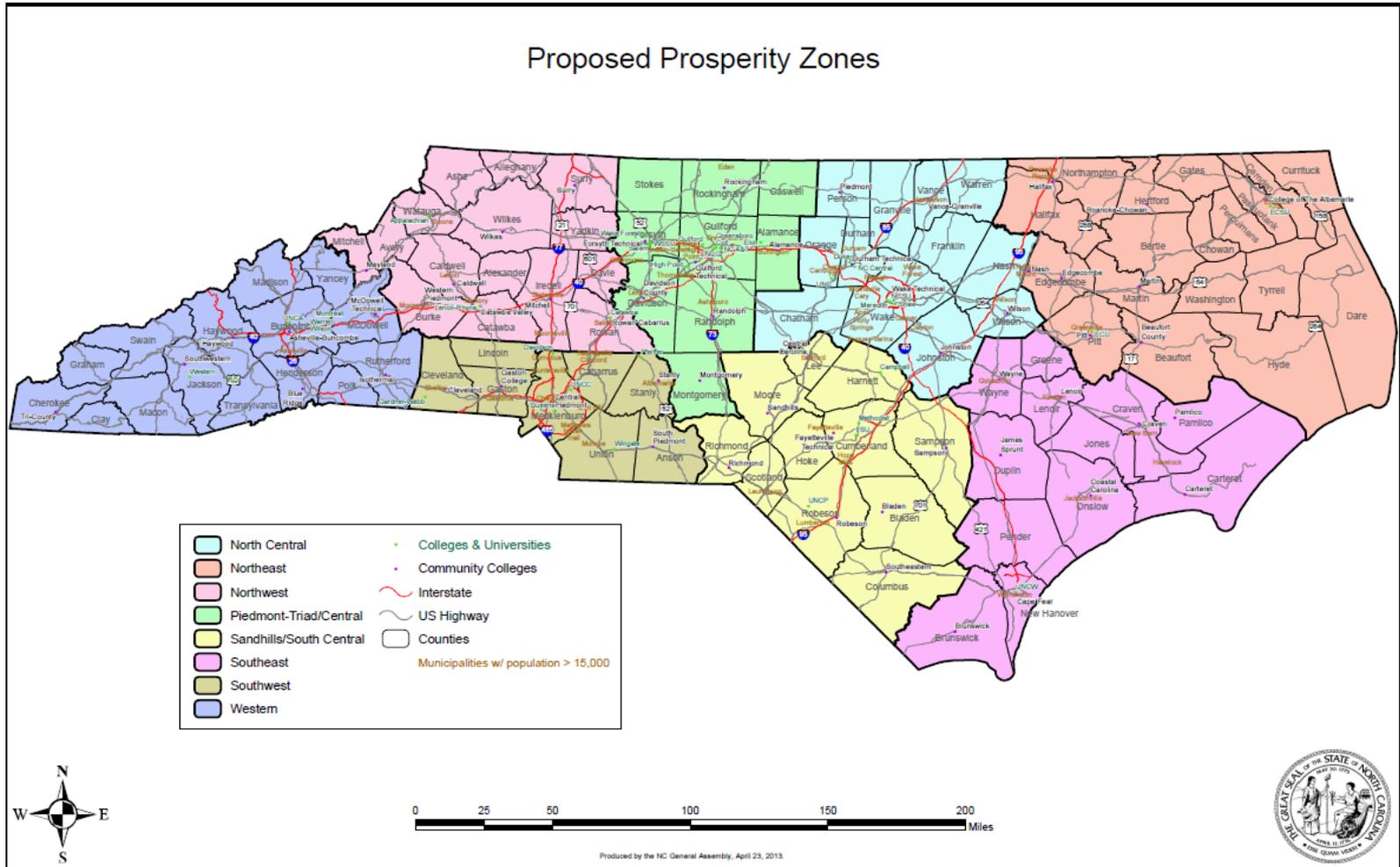
# Counties aren't strong brand names for promotion

- ▶ 56% chance there is another county with the same name as yours
  - 30 Washington Counties
  - 25 Franklin Counties
  - Etc., etc.
- ▶ What is more marketable:
  - Travis County or . . . ?
  - Santa Clara County or . . . ?
  - Davidson County or . . . ?
  - Wake County or . . . ?

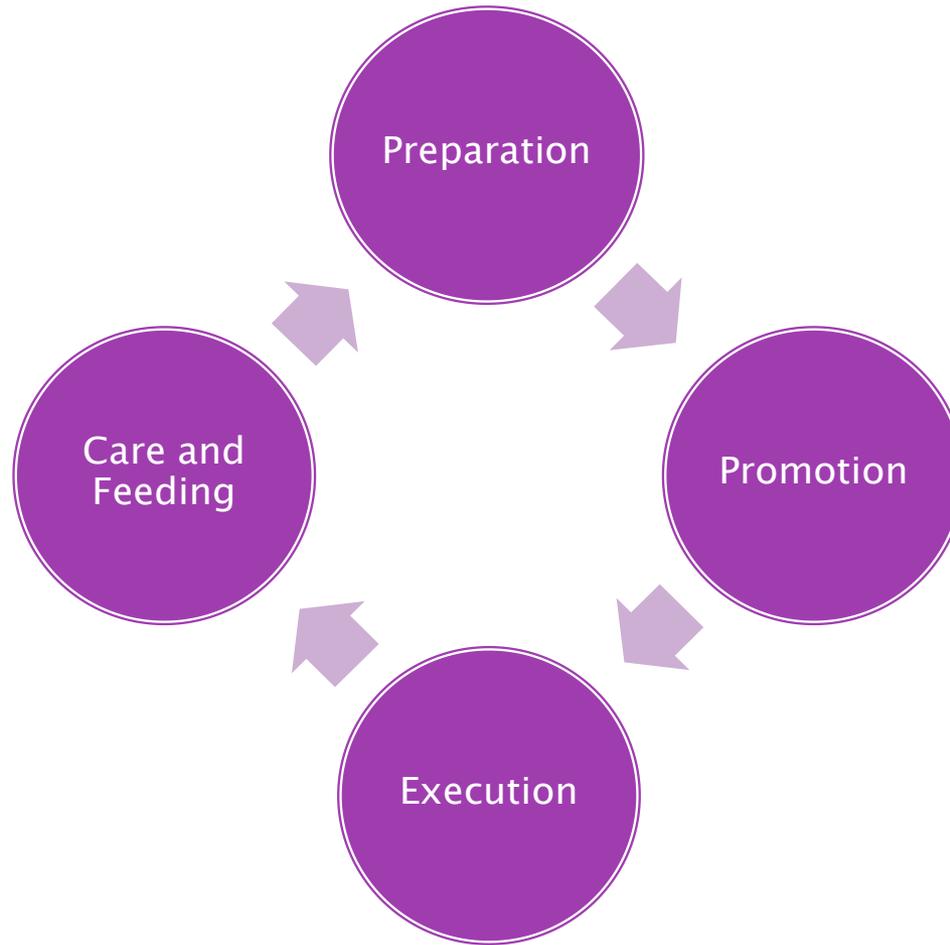
# Regions *might* strong brands, but...



# Look Familiar?



# The Recruitment/Retention Cycle



# Execution

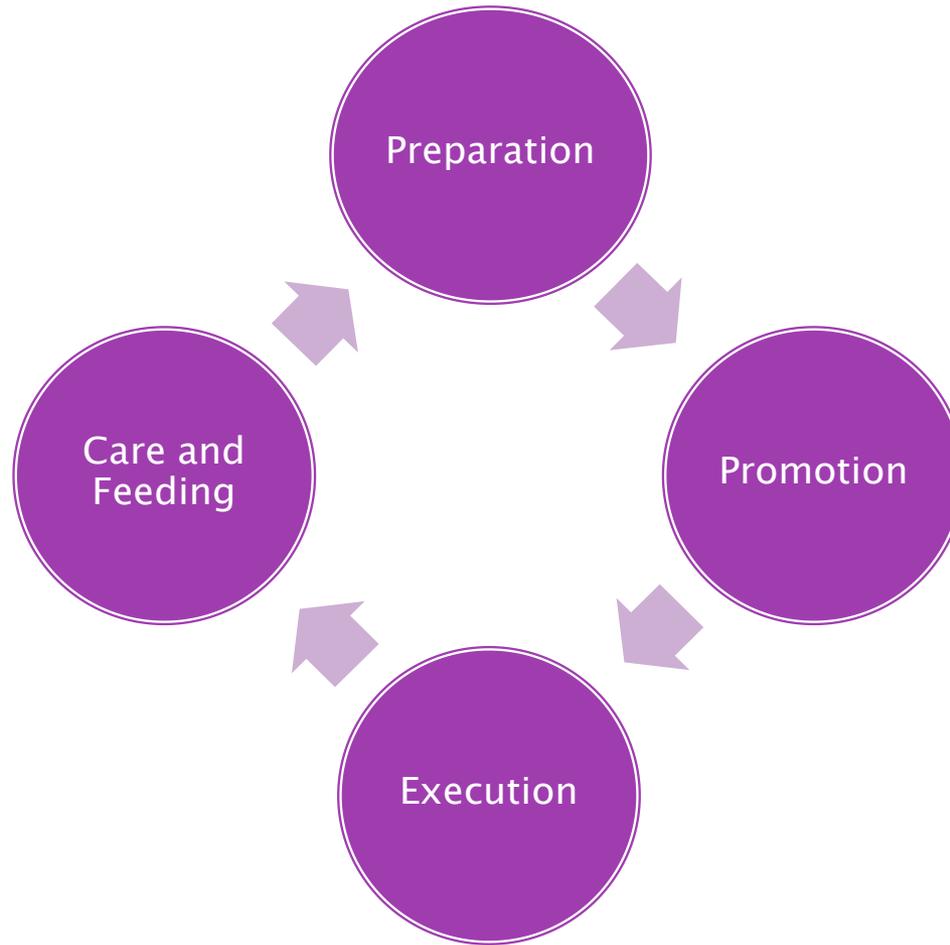
Q:

When is it time to take the fight local?

A:

Later than you think

# The Recruitment/Retention Cycle



# Care and Feeding

You can often solve a company's problem by  
"borrowing" assets from allies

OR

You can lose them to someone who will

**BUT FIRST**

You have to know they have a problem

**AND**

They don't care who asks the question

# Finally, the nuts & bolts

# It's not just about money

- ▶ Messaging to your constituencies
- ▶ Messaging to your allies
- ▶ Consistency of priorities
- ▶ Consistency of policies

# But it's kind of about money

- ▶ What programs will you fund?
- ▶ How will you measure success?

*No matter what the state does, you will still have to answer these questions – just ask Indiana*