

**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

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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
- ▶

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Single County

2011 Population	142,816
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12-County Piedmont Triad Partnership

2011 Population	1,656,621
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Counties within 30 miles of Greensboro

2011 Population	1,538,847
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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

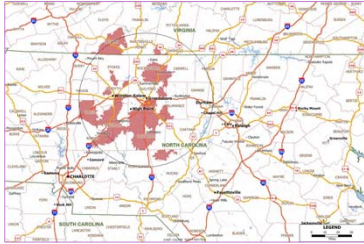


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Zip codes of one company's employees - happens to be a 50 mile radius

2011 Population	2,187,364
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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

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When you do cooperate

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

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Another perspective on smaller government

Instead of cutting budgets and services

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

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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*

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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

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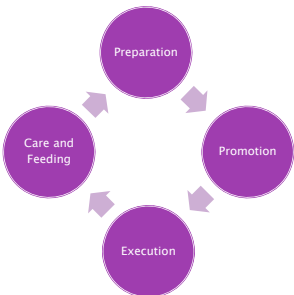
What form does it need to take?

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

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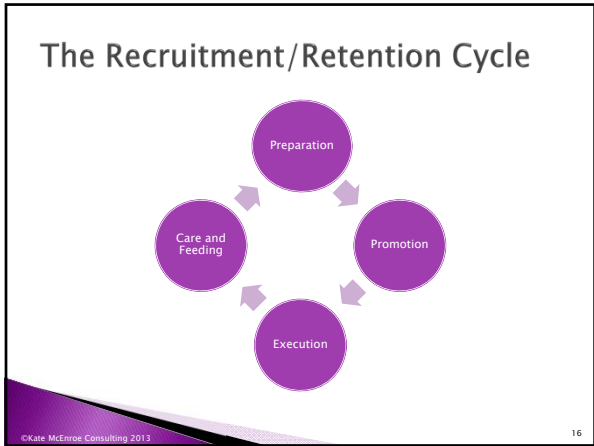
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The Recruitment/Retention Cycle



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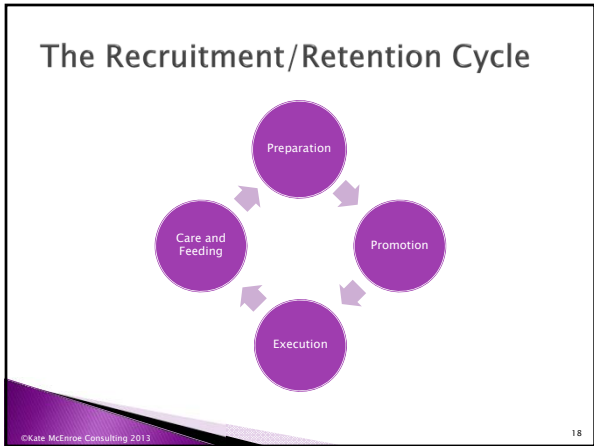


Preparation

- ▶ 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*

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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

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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 . . . ?

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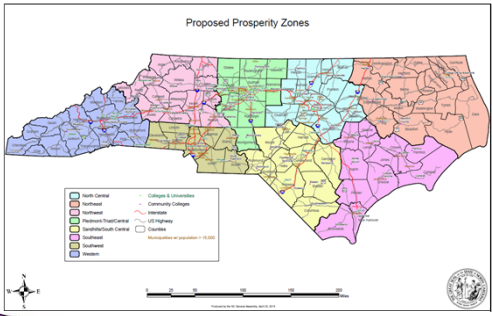
Regions *might* strong brands, but...



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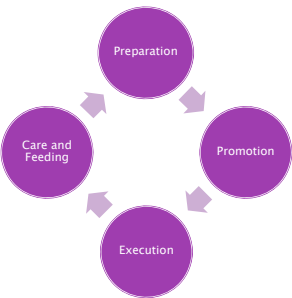
Look Familiar?



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The Recruitment/Retention Cycle



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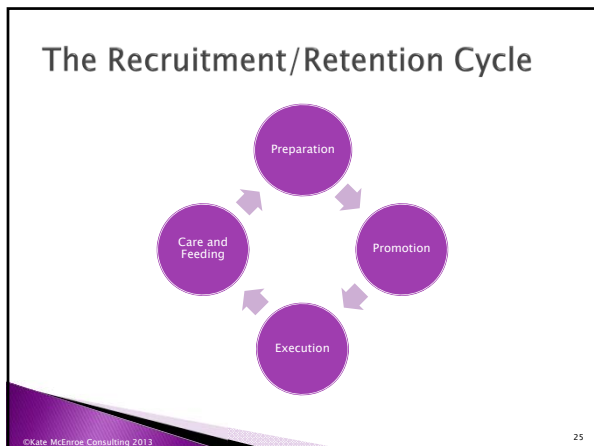
Execution

Q:
When is it time to take the fight local?

A:
Later than you think

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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

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BUT FIRST

You have to know they have a problem

AND

They don't care who asks the question

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Finally, the nuts & bolts

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It's not just about money

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

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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

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