

**DEVELOPING THE
STRATEGIC PERSPECTIVE
Working together in the
era of coopetition**

by:

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GOALS

It's Best to Avoid Staying Distracted Between a Competing Job and His Goals.

www.deregal.com

**BUSINESS
IS
WAR!**

**“YOU DON'T HAVE TO BLOW OUT THE
OTHER FELLOW'S LIGHT TO LET
YOUR OWN SHINE”**

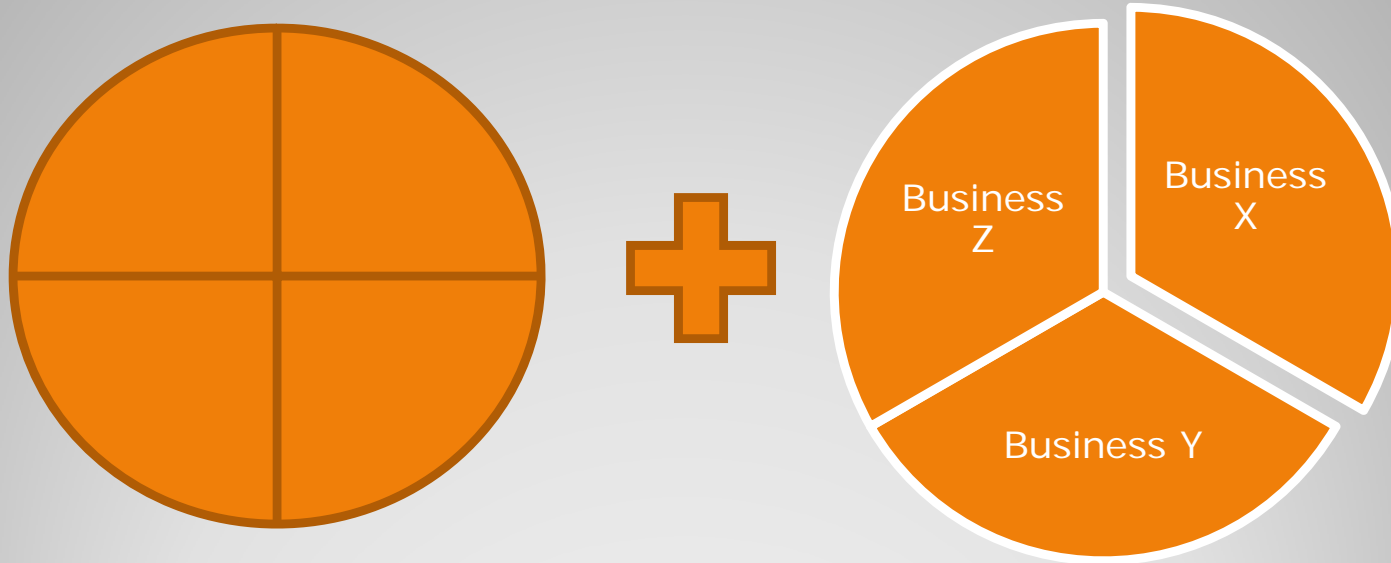
Bernard Baruch, Banker & Financier

TODAY'S BUSINESS ENVIRONMENT:

- ❑ Listen to customers
- ❑ Work with suppliers
- ❑ Create teams
- ❑ Establish strategic partnerships – even with competitors

WAR...AND MAKING PEACE

Coopetition – a model in which a network of stakeholders cooperate and compete to create maximum value*



COOPERATION = building the pie
(setting goals, building an industry)

COMPETITION = dividing up the pie
(defining the niches)

WHAT IS COOPETITION?

* Strategic Coopetition: The Value of Relationships in the Networked Economy; IBM Executive Strategy Report, 2009

For coopetition to work, organizations need to clearly define where they are working together and where they are competing

- Who are the players in the network? How can they collaborate?
- Which relationships are complimentary in nature? Which relationships add value?
- Which players are competitive? Are there mutually beneficial ways to create value?
- What should they do to leverage relationships?
- What can they do to sustain their competitive advantage over time?

Making Coopetition Work!

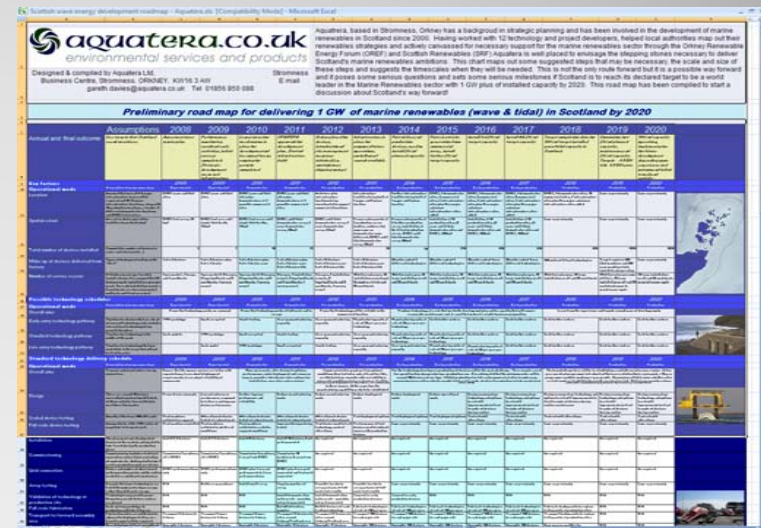
Strategic Renewable Ocean Energy Development Planning

Scottish Technology Road Map

The University of
Edinburgh UKERC Marine
Renewable Energy
Technology Roadmap

<http://ukerc.rl.ac.uk>

Scottish Ocean Renewable Energy Development Road Map

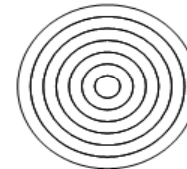


THE SCOTTISH EXPERIENCE

HIGH-LEVEL EXAMPLE: Ocean Energy Development Plan (OEDP)

	R&D Experimental 2010 – 2015?	PRE- PRODUCTION Pilot 2016 – 2020?	EARLY PRODUCTION Small Scale 2021 – 2024?	FULL PRODUCTION Commercialization 2025 →
Technology schedule (wave, offshore wind, tide)	1 wind? 4 wave?	4 wind devices 15 wave devices	1 wind array (50 devices) 2 wave arrays (200 devices)	
MW Generated (capacity level/targets)	10 MW	50 MW	300 MW	500 MW
Spatial Requirements	2 test areas		Installation at 3 production sites (total = 15 sq. nautical mi.)	
Infrastructure needs & site selection		2 deep-water ports		
Production/Manufacturing Requirements	Design factory complex			Fabricate technologies at 200/year
Licensing & regulatory mechanisms			Combined FERC/MMS license process	
Environmental baseline studies & monitoring plans	Marine mammal, acoustics & bird			
Financial – incentives & support mechanism		National production incentives		
Utility: Grid connect requirements			Substations located adjacent to each port	
OTHER REQUIREMENTS:				
<ul style="list-style-type: none"> • Social – public engagement & consultation • Supply chain requirements • Work Force (skills, housing) • Monitoring, maintenance • Transportation • Salvage & decommissioning 				

PRODUCTION TARGET



1,000 MW of ocean energy by 2025

Note – this framework is for illustration purposes only and is intended to represent actual scenario]

Building an OEDP

(in early stage design by N.A. Sea Energy Alliance)



Benefits of an OEDP

WORKING TOGETHER IN THE ERA OF COOPETITION



THANK YOU!

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