assess your competitor collaboration to advance sustainability

An Assessment Tool

Network for Business Sustainability

nbs.net

Prepared by Dr. Lori DiVito & Dr. Garima Sharma

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If your company is currently collaborating with competitors in order to advance sustainability, this tool will help you think about how to take that collaboration to the next level and achieve better results. If you're still at the planning stages, this tool can help you reflect on where you would like to land in terms of your collaboration, and how to get there. This tool can also be used by NGOs and industry association managers to help competitors come together and create an effective collaboration.

For an overview of competitor collaborations, and general tips, see the accompanying executive report: "Collaborating with Competitors to Advance Sustainability: A Guide for Managers."

The report and this tool are based on research by Dr. Lori DiVito, Amsterdam University of Applied Science. Additional details on the research are in the Executive Guide and at the end of this tool.

If you are in an existing competitor collaboration, start with Part 1, on page 3.

If you are thinking of joining or starting a new collaboration, start with Part 2 on page 9.

THIS TOOL WILL:

- help you better understand the practices and structure of your collaboration and

- provide tips and best practices to adapt your collaboration to better meet your goals.

Manage Competitor Collaboration Tensions

When collaborating with competitors, tensions are inevitable. Firms accustomed to competing are suddenly working together.

Our research has identified two core tensions. These tensions can undermine an initiative's success or, if managed well, can support the collaboration's desired outcomes. This tool will help you manage these tensions.

The core tensions are **cooperation-competition** and **informal-formal structure**. Figure 1, The Competitor Collaboration Grid, shows the tensions.

- **Cooperation-competition** relates to a firm's decision about issues such as how much knowledge to share, how much ownership to take, and whether to implement decisions made in the collaboration within individual firms.

- **Informal-formal structure** relates to whether the collaboration uses informal approaches to establish trust and complete tasks, or has a more formal structure (e.g. written agreements and monitoring).

How to Use this Tool

This tool has three sections.

1. You will plot your collaboration's **current position** on these two dimensions of cooperation competition or informal-formal structure.

2. You will then plot your collaboration's **desired position** on these two dimensions.

3. Finally, you will review recommendations on how to **move from the current position to the desired position.**

Use the results to spur conversation within your organization and/or collaboration about moving from the current to desired position.

You can work through this assessment by yourself or with others involved in your collaboration.

Before we begin, think of a collaboration that you are involved with or would like to start. Answer the questions below in reference to that collaboration.
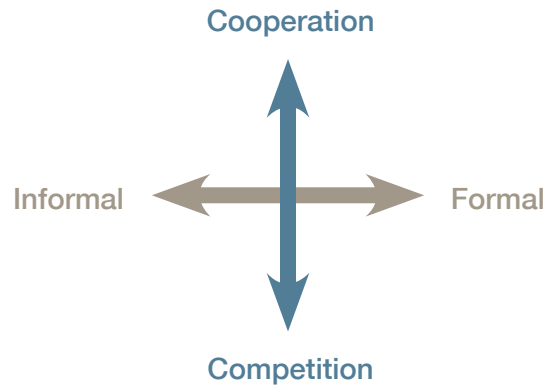
If you are thinking of starting or joining a new collaboration, please go directly to Part 2 to plot the desired position (page 9).

FIGURE 1: THE COMPETITOR COLLABORATION GRID
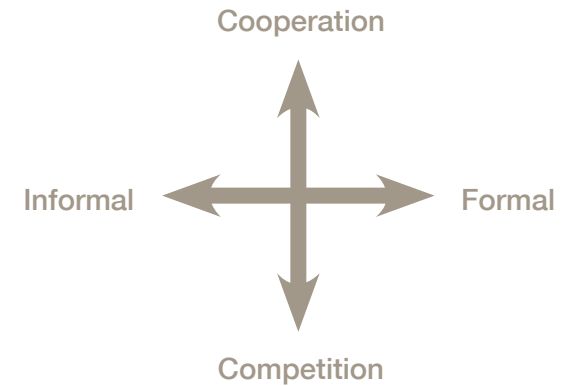
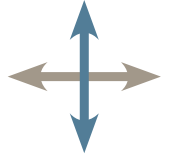# 1. assessing your competitor collaboration's current position

How Cooperative or Competitive Is My Collaboration?

Collaborating with your competitors means balancing tensions between:

- **cooperation** (e.g. sharing information; committing to implementing collective decisions within your own company)
- **competition** (e.g. protecting competitive information; limiting the changes within your own company).

Answer the questions below to plot your collaboration on this dimension on the vertical axis of the Competitor Collaboration Grid above.

Indicate how much you agree with the statements:					
	1 = completely disagree	2 = disagree	3 = neutral	4 = agree	5 = completely agree
1. I can freely participate in this collaboration within the boundaries of anti-trust regulations.					
2. My company can implement changes in the internal processes and practices as required by the collaboration.					
3. My company fully supports me in communicating openly and sharing information with the other companies as required.					
4. My company shares the collaboration's ownership (e.g. has a seat on its board, has significantly invested time and resources).					
5. I believe that the reputations of all companies in the collaboration are equally affected by the risks faced.					
6. My company's reputation benefits from being associated with this collaboration.					

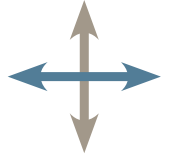For your score: Add your numerical scores for the questions and divide by 6.

Your score: _____

Does My Collaboration Have a Formal or Informal Structure?

Cooperation

Informal ⟷ Formal

Competition
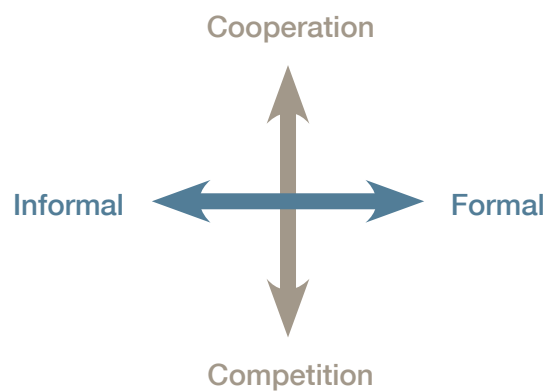
The activities and decision-making in your collaboration can be done using one of two structures:

- **an informal structure:** by establishing trust and accountability based on relationships (e.g. participation without formal agreements; companies choose their level of participation without formal monitoring)
- **a formal structure:** by using structured procedures for trust and accountability (e.g. written agreements, committees, and monitoring)

Answer the questions below to plot your collaboration on this dimension on the horizontal axis of the Competitor Collaboration Grid above.

Indicate how much you agree with the statements:					
	1 = completely disagree	2 = disagree	3 = neutral	4 = agree	5 = completely agree
7. My company's participation in the collaboration is monitored (e.g. by the collaboration's third-party facilitator or other participating companies).					
8. My company will pay significant penalties if we exit early from the collaboration.					
9. My company is required to allocate a fixed amount of (human/financial) resources to this collaboration; it cannot decide to reduce the amount of resources.					
10. My company is required to report on the achievement of the tasks required by this collaboration.					
11. I believe the collaboration has a well laid-out decision-making process, such as formal committees or voting procedures.					
12. My company has formally committed to participate in this collaboration (e.g. has signed a legal contract).					
13. I would have difficulty trusting the other companies in the collaboration if there were no formal contracts.					

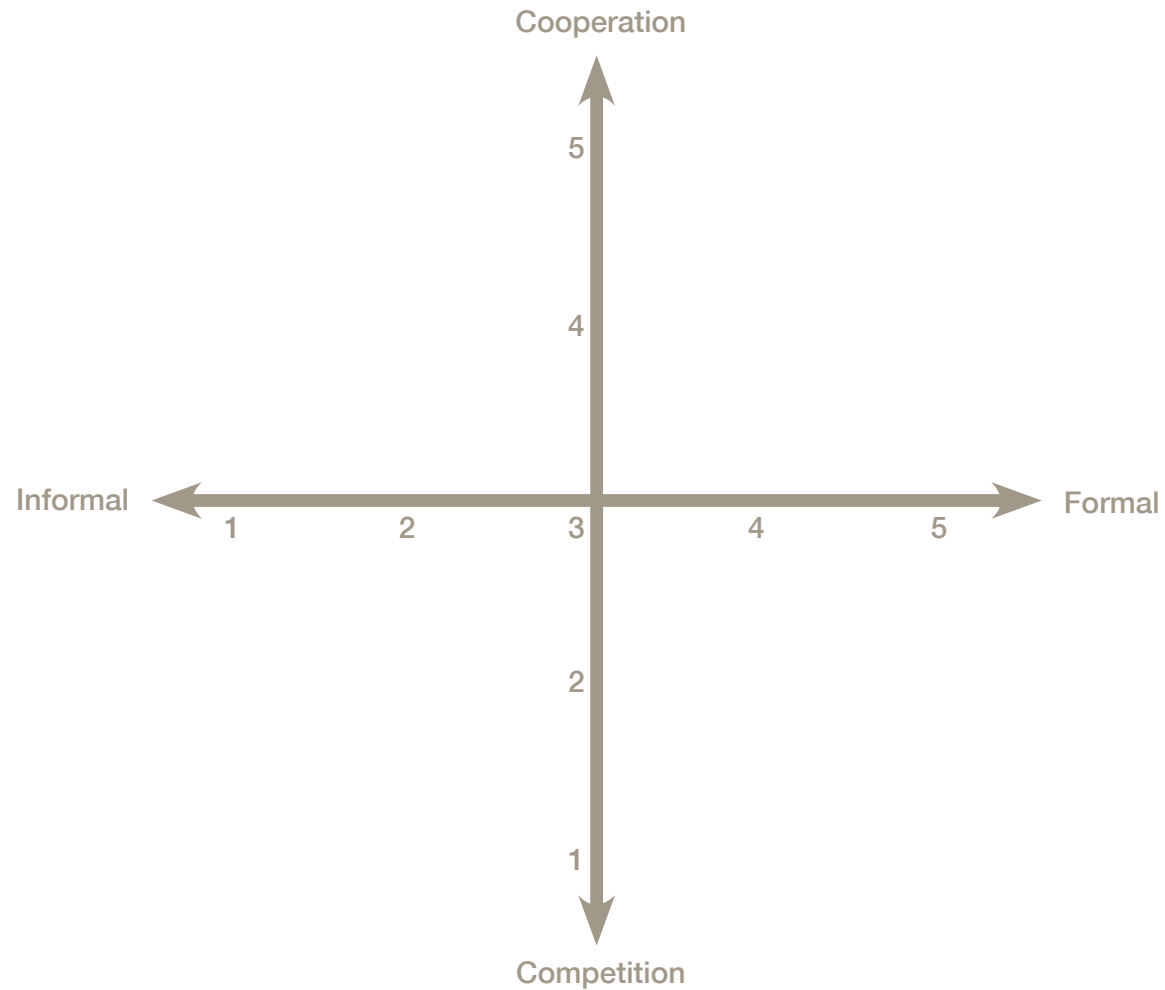For your score: Add your answers to the questions and divide by 7.

Your score: _____

Your Competitor Collaboration's Current Position

Your score on the current level of the **cooperation-competition** dimension: _____

Your score on the current level of the **informal-formal** structure dimension: _____

On the grid below, plot your position according the scores for each dimension.

Your Current Collaboration Type

Plotting your score reveals what kind of collaboration you currently have. Each quadrant on the grid is associated with a different type of competitor collaboration: Idealists, Enthusiasts, Observers, and Persuaded. See the Appendix for a better understanding of each type, including the advantages and disadvantages. Below we define each collaboration type and summarize the key characteristics in Table 1.

Idealists have informal structures and a cooperative orientation. We call them Idealists because they seek high cooperation, which may be an idealistic goal in an informal structure.

Enthusiasts have formal structures and a cooperative orientation. We call them Enthusiasts since firms in these collaborations seek high cooperation. The formal structure enables them to seek quick progress toward collective goals.

Observers have an informal structure and a competitive orientation. We label them Observers because firm competition and the collaboration's informal structure often make firms passive participants in the collaboration.

Persuaded collaborations have a formal structure and a competitive orientation. We call them Persuaded since a third party, such as an NGO, often needs to persuade the firms in this collaboration to come together through a formal structure. The firms keep a competitive orientation and need to be convinced to stay in the collaboration.

NOW THAT YOU KNOW YOUR COLLABORATION TYPE, THINK ABOUT HOW SATISFIED YOU ARE WITH:

- the outcomes of your collaboration (such as changing public discourse or regulations, sharing knowledge, developing innovative solutions)?
- the cooperation of the member firms?
- the level of formal structure?

It is possible that you want to change certain aspects of the collaboration. The questions in Part 2 below will help you understand where and what to change.

TABLE 1: HOW COLLABORATION TYPES COMPARE ON KEY ISSUES

	Idealists	Enthusiasts	Observers	Persuaded
Barriers to entry and exit	Low	High	Low	High
Collective focus on urgent issues	High	High	Low	Low
Trust	Established through relationships between member firms	Established through mechanisms such as scorecards and monitoring attendance	Established through relationships between member firms	Established through mechanisms such as scorecards and monitoring attendance
Decision-making speed	Slow	Fast	Slow	Fast
Resources (time, money, and people) allocated by individual firms	High	High	Low	High (if large number of agreements in place)
Probability of free riding by individual firms	High	Low	High	Low
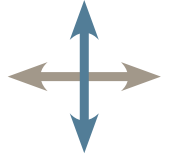
2. assessing your competitor collaboration's desired position or starting a new collaboration

The questions below will help you assess where you think the collaboration should be on the key dimensions: **cooperation-competition** and **informal-formal structure**.

If you are starting or joining a new collaboration, you may also use the questions below to influence the collaboration's design.
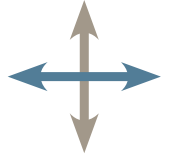
Part 3 will provide recommendations to help you shift to the desired position.

ASSESS YOUR DESIRED LEVEL OF COOPERATION-COMPETITION

Indicate how much you agree with the statements:					
	1 = completely disagree	2 = disagree	3 = neutral	4 = agree	5 = completely agree
1. I wish that more firms in my collaboration had my firm's level of urgency regarding addressing sustainability issues.					
2. I wish that more firms in my collaboration openly shared knowledge about their firm that would help our collective goal.					
3. I wish that firms in my collaboration invested resources relative to their size and capability.					
4. I wish that more firms in my collaboration showed commitment to implement decisions made by the collaboration.					
5. I wish that more firms in my collaboration showed ownership (e.g. by occupying a seat on the collaboration board).					

For your score: Add your answers to the questions and divide by 5.

Your score: _____

Indicate how much you agree with the statements:					
	1 = completely disagree	2 = disagree	3 = neutral	4 = agree	5 = completely agree
6. I wish that this collaboration had more written agreements for different aspects of participation.					
7. I wish the collaboration had more standardized procedures for decision-making.					
8. I wish that my collaboration's leadership team or an independent party better monitored each firm's participation.					
9. I wish project management for different tasks was more centralized and structured.					
10. I would feel more comfortable if the firms in my collaboration did not rely on personal relationships to establish trust.					
11. I wish there were tighter mandates so that members could not disengage or exit the collaboration whenever they wanted.					

For your score: Add your answers to the questions and divide by 6.

Your score: _____

Your Competitor Collaboration's Desired Position

Your score on the desired level of the cooperation-competition dimension: _____

Your score on the desired level of the informal-formal structure dimension: _____

If you are starting or joining a new collaboration, look at the Appendix to understand the advantages and disadvantages of each type.

Return to the Competitor Collaboration Grid below. Plot your desired position according the scores for each dimension in relation to your current position.

Cooperation

5

4

Informal 1   2   3   4   5   Formal

2

1
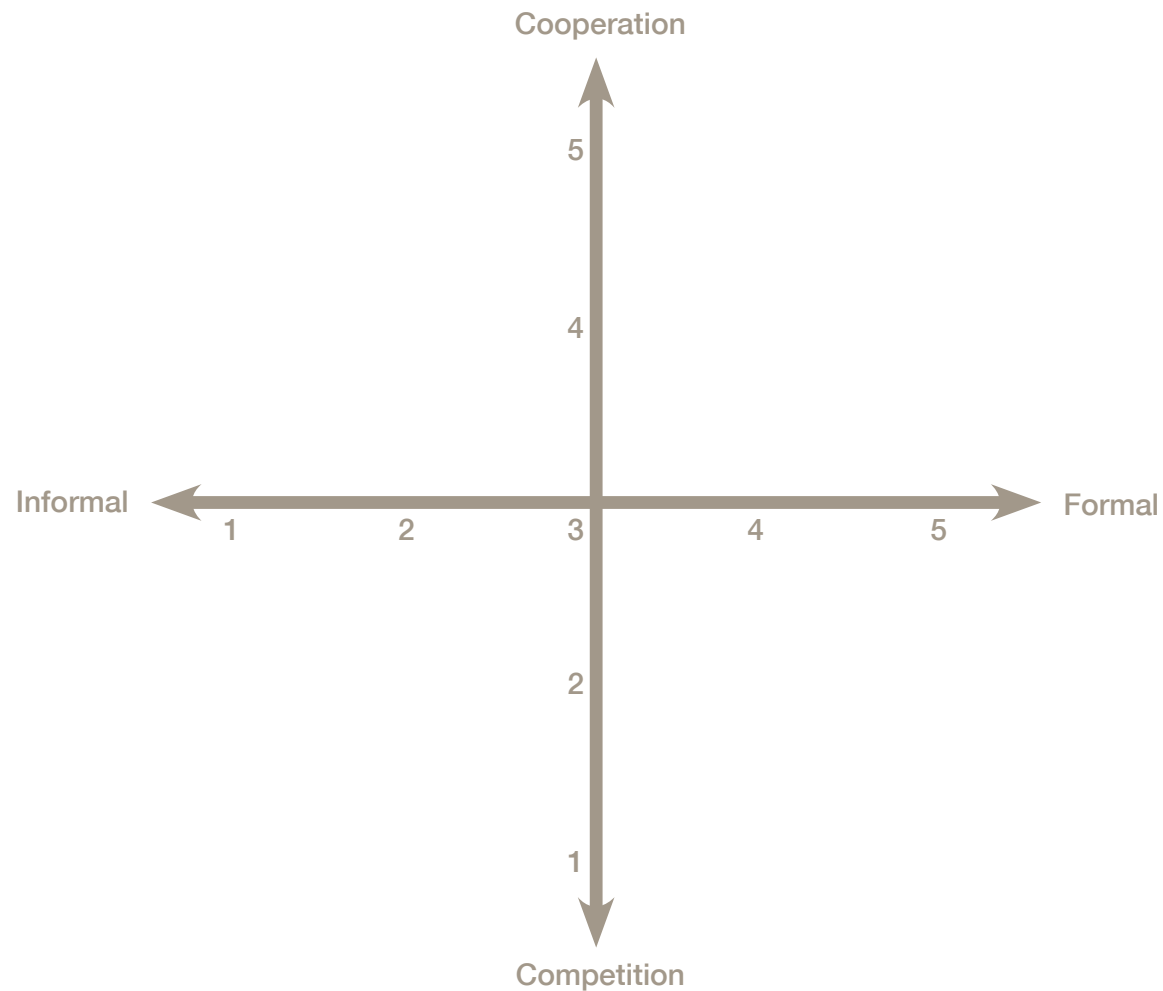
Competition

3. recommendations and action plan

In previous sections, You've plotted your current position (Part 1) and/or your desired position (Part 2) on the Competitor Collaboration Grid. In this section, we identify practical steps to achieve the kind of collaboration you seek.

If you are starting a **new collaboration**, you have **discovered your desired position**.

For guidance on moving to this desired position — creating the type of collaboration you seek — see this section's "Recommendations for Increasing the Level of Different Characteristics." (p. 17)

If you are in an **existing collaboration**, you have either:

- **Discovered that your current and desired positions are the same**. In this case, see the section on "Strengthen Your Collaboration's Current Position" below for ways to reinforce this position.

- **Identified a desired position different from your current position**. In this case, to move to your desired location, use this section's specific guidance on "Change Your Collaboration Type." (p. 13)

Strengthen Your Collaboration's Current Position

You may be satisfied with the levels of both cooperation and formal structure. However, since external conditions continuously change, we suggest proactively strengthening your position. Here are some approaches:

- **Take frequent inventory of the member firms' satisfaction** with the level of formal structure and cooperation. Discuss what could be gained by changing both. Discuss the benefits of sustaining the current level of formal structure and cooperation, and create an action plan to maintain the status quo.

- **Monitor trends in the regulatory landscape** to assess whether the level of cooperation/competition and informal/formal structure can address the changes.
  - Industry associations find that tracking changes in the regulatory context is one of their toughest challenges.

"Over the past five years this industry has been very policy-based, and government incentives and programs can start and stop on a whim sometimes. It makes it very challenging for businesses to plan going forward."

WESLEY JOHNSTON, VICE PRESIDENT, CANADIAN SOLAR INDUSTRIES ASSOCIATION

- **Involve stakeholders** such as communities, nongovernmental organizations (NGOs), and value chain organizations to discuss the collaboration's effectiveness in achieving collective goals.

"Our program was developed by volunteers. It was volunteers who ensured that what we were developing would work well in Canada, and by having them participate, we garnered advocates interested in seeing the program succeed."

MARK HUTCHINSON, VICE PRESIDENT, CANADA GREEN BUILDING COUNCIL

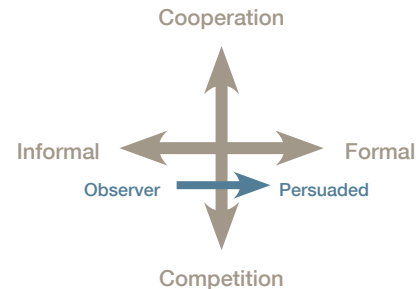# Change Your Collaboration Type: Move from One Quadrant to Another

Although one type of competitor collaboration is not necessarily better than another, often there's a logical way to move between quadrants so the collaboration better meets your goals. Below, we provide recommendations for such a move. **If you are developing a new collaboration, focus on the recommendations related to being in the quadrant that you seek.**
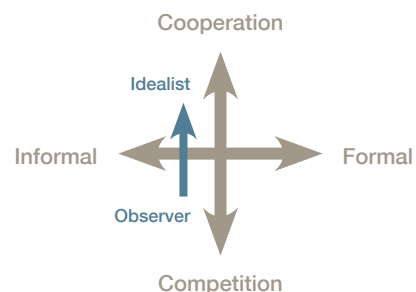
Move from Observer to Idealist
You are satisfied with the current level of formal structure in your collaboration, but you think the level of cooperation should be increased. Other member firms lack commitment to accomplish shared goals and/or participate minimally in sharing resources and knowledge. To move to the Idealist quadrant, follow the recommendations on p. 17 on increasing the level of **cooperation**.

Move from Observer to Enthusiast
You are seeking to increase both the level of cooperation and the level of formal structure. Moving from Observer to Enthusiast is possible, but difficult. It is challenging to increase cooperation by aligning the interests of member firms, while simultaneously increasing formalization. A more likely movement is from the Observer to Idealist to Enthusiast.

For those willing to make a radical shift: look at the recommendations on p. 17 for increasing **cooperation** and increasing **formal structure**.
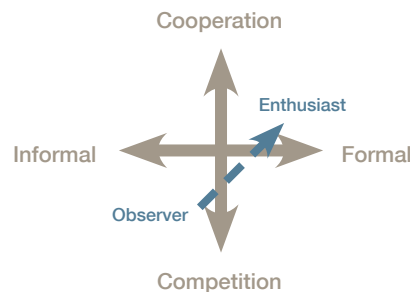

Move from Observer to Persuaded
You are satisfied with the level of cooperation. However, you are dissatisfied with the level of formal structure; you see the informal structure as an obstacle to reaching collaborative goals. To move to the Persuaded quadrant, follow the recommendations on p. 17 on increasing the level of formal structure. In addition, moving successfully to the Persuaded quadrant requires that all firms experience a strong urgency to address the sustainability issue(s). Without this urgency, persuading members to increase formal structure will be difficult, given their low level of cooperation.

Note that 'firms in the 'persuaded' category are generally those choosing to participate as a result of pressures from stakeholders or other external considerations, so NGOs or other organizations are likely to be the lead actors (the "Persuaders") here.
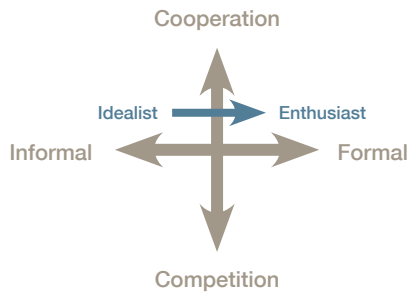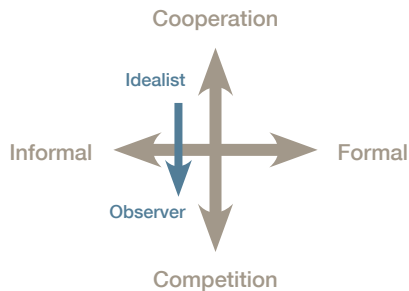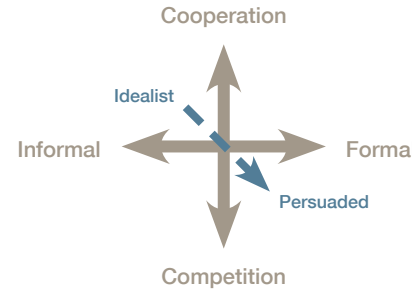
Move from Idealist to Enthusiast
You are satisfied with the level of cooperation but would like to increase the level of formal structure. Moving from Idealist to Enthusiast is often a natural evolution of a collaboration. To speed up this process, look at the recommendations on p. 17 for increasing the level of **formal structure**.
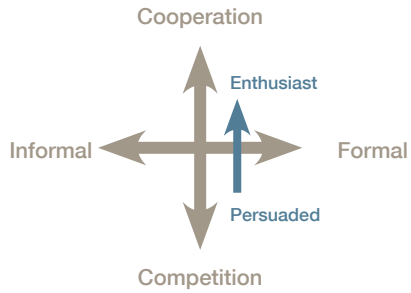

Move from Idealist to Persuaded
Collaborations are less likely to move from Idealist to Persuaded (we show the move as a dotted line), but such a shift is possible when collaborations face significant changes: e.g. when they are faced with a new sustainability issue that is not equally urgent for all member firms and hence decreases cooperation and increases competition. To make a deliberate move to the Persuaded quadrant, look at the recommendations on p. 17 for increasing the level of **competition** and the level of **formal structure**.

Move from Idealist to Observer
Collaborations will seek a shift from Idealist to Observer if the member firms believe they always trade off their individual interests for collective goals. This movement is appealing as a way to address member firms' disengagement: e.g. when members feel that they share more information than they receive from other firms. To move to the Observer quadrant, look at the recommendations on p. 17 for increasing the level of **competition**. These actions are challenging and may require expert facilitators to support dialogue.
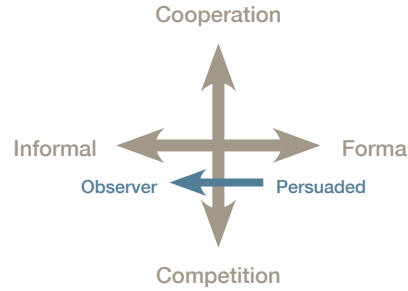
Move from Persuaded to Enthusiast

You are satisfied with the level of formal structure but want to increase the level of cooperation. Look at the recommendations on **p. 17** on increasing the level of **cooperation**.

Move from Persuaded to Observer

Collaboration shift to this quadrant when the issue's urgency has lessened for the participating firms. A more informal collaboration may be the best way to maintain member engagement. To move to the Observer quadrant, look at the recommendations on **p. 17** for increasing the level of **informal structure**.
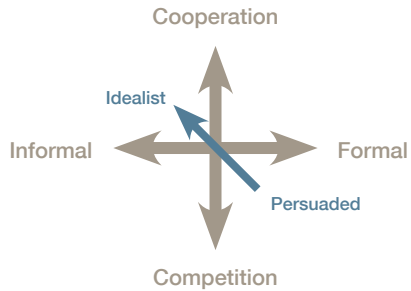
Move from Persuaded to Idealist

You are dissatisfied with both the level of formal structure and cooperation. Changing both is challenging. To move to the Idealist quadrant, look at the recommendations on **p. 17** on increasing the level of **cooperation** and the level of **informal structure**. But consider that members must face urgent sustainability issues in order to invest in the efforts required for these changes.

IF YOUR COLLABORATION IS CURRENTLY IN THE ENTHUSIAST QUADRANT
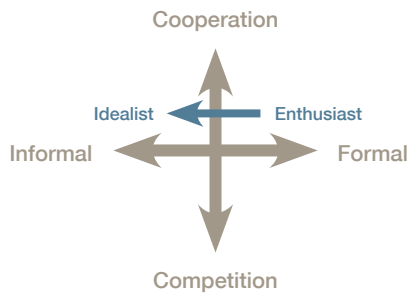
Move from Enthusiast to Idealist

You are satisfied with the cooperation among members but you desire less formal structure. This move is infrequent because it is difficult to change formal structures and processes to more informal ones. Look at the suggestions for increasing the level of **informal structure**, but recognize that these changes may be challenging and slow.
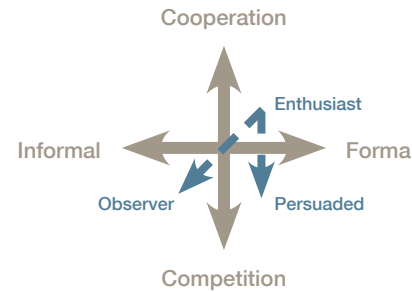

Move from Enthusiast to Observer or Persuaded

These moves are highly unlikely (we show the move as dotted lines) unless you predict a shift in the collaboration's focus.

- Moving to Persuaded is possible if the collaboration is addressing a new sustainability issue without the urgency and collective focus found in the current collaboration. Again, an NGO or other external group is likely to take the lead in forcing such a shift.

- Moving to the Observer quadrant is possible if the collaboration has outlived its purpose, i.e. when members no longer gain the same benefits and want less formal involvement. If you are expecting such significant shifts, look at the recommendations on **p. 17** for increasing the levels of **informal structures** and **competition**.

Recommendations for Increasing the Level of Different Characteristics

## YOU CAN INCREASE THE LEVEL OF COOPERATION BY
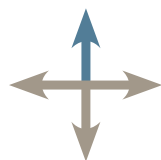
- **Increasing peer pressure** by spotlighting members who show high — and low — participation.
- **Increasing the shared urgency for collective goals** by recruiting members who experience similar issues and/or by creating smaller task forces focusing on common interests.
- **Supporting knowledge sharing** by communicating stories of benefits gained by individual firms from knowledge exchange between collaboration members.
- **Using expert facilitators** who can keep the collaboration focused on resolving common sustainability issues.

YOU CAN INCREASE THE LEVEL OF COMPETITION BY
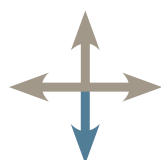
- **Establishing checkpoints** for member firms to express their dissatisfaction with the balance between knowledge sharing and receiving.
- **Facilitating dialogue** on how collective solutions can better align with individual firm interests.
- **Sharing stories** of member firms who met their individual goals, and hence increasing the importance of firm-specific goals.
- **Highlighting**, in meetings and internal communication, that the collaboration acknowledges individual firm interests, even when these interests oppose collective goals.

YOU CAN INCREASE THE LEVEL OF FORMAL STRUCTURE BY
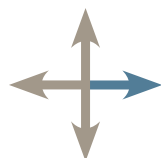
- **Creating legal contracts** that specify penalties and sanctions on breach.
- **Setting formal but realistic goals** within the legal contract's time boundaries.
- **Hiring capable third-party project management** to support implementation of solutions by individual firms.

- **Planning for continuation and exit strategies** as legal contracts expire.
- **Developing clear procedures** for decision-making and meeting management.
- **Monitoring** member participation and resource allocation through benchmarks and reports.
- **Expanding membership carefully** and gradually based on clear guidelines and requirements.

YOU CAN INCREASE THE LEVEL OF INFORMAL STRUCTURE BY
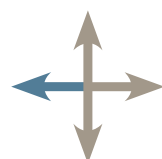
- **Allowing legal contracts to expire**, and convening to discuss the benefits of a more informal structure.
- **Keeping low barriers** for entry and exit.
- **Relaxing the requirements for participation and information sharing.**
- **Increasing use of informal mechanisms** such as peer pressure, storytelling, and dialogue to achieve results.
- **Engaging in face-to-face interactions** to encourage information sharing and help build trust.

"We meet face-to-face, but like everybody else, to try to have less travel, we tried to do webinars and three people showed up instead of 15 people at the face-to-face. We asked 'Why, what happened?' We thought this would be a good idea. We're saving money. And they said, 'I don't get the value of a webinar — I just sit at my desk and listen to you talk.' We get huge value from the face-to-face because we get to interact with our peers. We get to talk during breaks. That is worth it for me. A webinar is not."

BOB LAROCQUE, SENIOR DIRECTOR, ENVIRONMENT AND LABOUR MARKET POLICIES, FOREST PRODUCTS ASSOCIATION OF CANADA

Reflection and Action: Crafting a Plan

You know your competitor collaboration's current and desired structures, as well as the possible ways to move from current to desired position. In this section, create an action plan for making the move.

We provide guidance for those embarking on a new collaboration, those working through this assessment on behalf of their individual firm, and those working through the assessment with others involved in their collaboration.

IF YOU ARE STARTING A NEW COLLABORATION

List the steps your firm will take to initiate the desired design. In the space below, indicate the steps you can address immediately and the steps that must be addressed in the long term:

_____

_____

_____

_____

IF YOU ARE IN AN EXISTING COLLABORATION, AND YOU PLOTTED THE CURRENT AND DESIRED POSITIONS INDEPENDENTLY FROM OTHER FIRMS IN YOUR COLLABORATION

To begin, think of the ways in which the change from current to desired would be helpful:

_____

_____

_____

_____

1. WHAT CAN YOUR *FIRM* ACHIEVE BY CHANGING THE LEVEL OF FORMAL VS. INFORMAL STRUCTURE AND COOPERATION VS. COMPETITION?

_____

_____

_____

_____

2. WHAT CAN THE *COLLABORATION* ACHIEVE BY CHANGING THE LEVEL OF FORMAL VS. INFORMAL STRUCTURE AND COOPERATION VS. COMPETITION?

_____

_____

_____

_____

3. WHAT AND HOW MUCH FLEXIBILITY DOES YOUR FIRM HAVE IN MAKING SUCH CHANGES?

_____

_____

_____

_____

BELOW, LIST THE STEPS YOUR FIRM WILL TAKE TO INITIATE THE DESIRED CHANGES. DISCUSS AND PUT A TICK MARK NEXT TO THE MOST PROMISING IDEAS:

_____

_____

_____

_____

IF YOU PLOTTED THE CURRENT AND DESIRED POSITION WITH OTHER FIRMS IN THE COLLABORATION

To begin, think of the benefits from changing the collaboration and from keeping it the same, or status quo:

**1. WHAT ARE THE BENEFITS FROM SUSTAINING THE STATUS QUO?**

_____

_____

_____

_____

2. WHAT ARE THE POSSIBLE BENEFITS FROM CHANGING THE LEVEL OF FORMAL STRUCTURES AND COOPERATION?

_____

_____

_____

_____

3. DIFFERENCES BETWEEN THE SCORES OF INDIVIDUAL MEMBER FIRMS CAN PROVIDE INSIGHTS INTO HOW TO INCREASE THE COLLABORATION'S EFFECTIVENESS. IF INDIVIDUAL FIRMS HAD DIFFERENT SCORES, WHAT ARE THE REASONS BEHIND THOSE DIFFERENCES?

_____

_____

_____

_____

IN THE SPACE BELOW, LIST THE STEPS THAT THE COLLABORATION WILL TAKE TO INITIATE THE DESIRED CHANGES:

_____

_____

_____

_____

appendix: collaboration types and their advantages and disadvantages

Here, we provide a more detailed overview of the advantages and disadvantages of different collaboration types. Below will help you better understand your current and/or desired collaboration type.
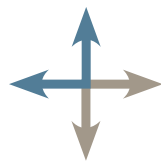
Idealists

Idealists have informal structures and a cooperative orientation. We call them Idealists because they seek high cooperation, which may be an idealistic goal in an informal structure.

ADVANTAGES

- The informal structure provides flexibility and lowers the barrier to join.
- Such collaborations often have a selective/invited membership that is based on existing relationships between firms. Selective/invited membership allows for greater focus on urgent issues.
- An informal commitment, without written agreements, allows for an easy exit.
- Trust is established informally through relationships; relational trust allows for greater information sharing.
- A cooperative approach means collective interest in resolving urgent sustainability issues.

DISADVANTAGES FOR ACHIEVING COLLECTIVE GOALS

- The informal structure may impede progress by providing insufficient project management and decision-making guidance.
- A cooperative approach means that member firms must provide substantial financial and human resources.
- Firms may free ride due to lack of control mechanisms, including monitoring.
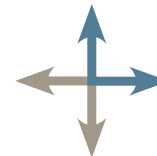
Enthusiasts

Enthusiasts have formal structures and a cooperative orientation. We call them Enthusiasts since firms in these collaborations seek high cooperation. The formal structure enables them to seek quick progress toward collective goals.

ADVANTAGES FOR ACHIEVING COLLECTIVE GOALS

- The formal structure provides controls (e.g. scorecards, monitoring), and promotes firm commitment and knowledge exchange.
- Firms are willing to cooperate and feel similar issue urgency; hence they stay focused on the collective goals.
- Free riding is reduced by clear penalties (social or financial) for firms that do not meet their commitments.
- Progress toward collaborative outcomes is steady because of formal structures.

DISADVANTAGES FOR ACHIEVING COLLECTIVE GOALS

- The formal structure means that member firms provide substantial financial and human resources.
- The formal structure requires independent third-party organization to manage the collaboration.
- High peer pressure to cooperate may interfere with individual firm's competitive strategies.
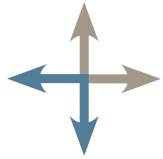
Observers

Observers have an informal structure and a competitive orientation. We label this collaboration type Observers because firm competition and the collaboration's informal structure often make firms passive participants in the collaboration.

ADVANTAGES

- The informal structure provides low barriers to join and to exit.
- The competitive approach means that firms commit relatively few resources, both financial and human.
- Knowledge sharing of best practices is highly encouraged through informal structures.

DISADVANTAGES FOR ACHIEVING COLLECTIVE GOALS

- Competition between firms is linked to a lower collective urgency to address the sustainability issues.
- Competition also means that a firm puts its individual goals before a collective goal; as a result, there is less consensus on the collective goal, thereby impeding progress.
- The informal structure lacks mechanisms to control the level of participation, slowing down the collaboration's progress.
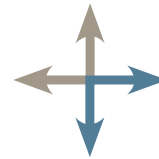
Persuaded

Persuaded collaborations have a formal structure and a competitive orientation. We call them Persuaded since a third party often needs to persuade the firms in this collaboration to come together through a formal structure. The firms keep a competitive orientation and need to be convinced to stay in the collaboration.

ADVANTAGES FOR ACHIEVING COLLECTIVE GOALS

- Formal structures support steady progress toward collaborative outcomes.
- Written agreements provide clearly defined activities, responsibilities, and firm accountability.

DISADVANTAGES FOR ACHIEVING COLLECTIVE GOALS

- Third parties, governments, and NGOs leverage power; firms are forced to come together, which reduces the ownership taken by individual firms.
- Written agreements and legal contracts reduce the flexibility of individual firms.
- The formal structure means that member firms provide substantial financial and human resources.
- Collaborations may lose momentum when contracts or agreements expire since the firms do not have a cooperative orientation to continue.
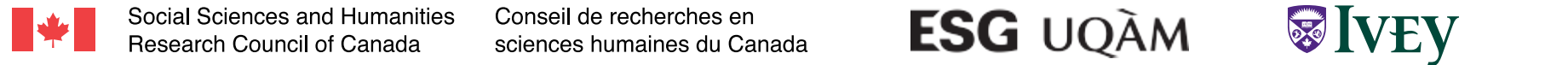
about the research

This report draws on a study by Dr. Lori DiVito, Amsterdam University of Applied Science. She studied eight competitor collaborations in Canada and Europe, interviewing those involved and reviewing reports produced by these collaborations, as well doing an extensive review of existing research on competitor collaborations.

We are grateful to the Guidance Committee members who worked with Dr. DiVito at each stage of the research process: Richard Chartrand, 3M Canada; Tom Ewart, The Co-operators; Heather Mak, Deloitte Canada; Carles Navarro, BASF; and Amanda Pitre-Hayes, Vancouver Public Library.

For additional detail on the research, and additional acknowledgments, please see the accompanying Guide for Managers.

About NBS Canada

The Network for Business Sustainability Canada produces authoritative resources on important sustainability issues with the goal of changing management practice. We unite thousands of researchers and professionals worldwide who believe passionately in research-based practice and practice-based research. NBS Canada is funded by the Social Sciences and Humanities Research Council of Canada (SSHRC), the Ivey Business School (Western University), and the École des sciences de la gestion (Université du Québec à Montréal).

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