

# SIPA STRATEGY REFRESH

## STRATEGIC PLANNING & NEAR TERM PRIORITIES

SIPA Annual Meeting

Phoenix, AZ

March 4-7, 2019



**Structural Insulated  
Panel Association**

## CURRENT STATE

- Nearly 30 years as a trade association advocating high performing building envelopes
- Increasingly stringent energy codes and quantifiable performance standards bode well for SIPs
- Those who understand our value proposition become committed advocates
- And yet...
  - ❖ We are challenged to grow at an acceptable rate
  - ❖ Awareness is limited within certain influencer groups
  - ❖ Resistance to change remains

## WHY DOESN'T THE DIAL MOVE?

- Passionate individuals & companies focusing on *their* market
- Limited collaboration focused on the overarching, common challenges we face
- Lack of a common, consistent, “objective” voice to provide guidance w/in the industry regarding recommended practices when designing and building with SIPS.
- Manufacturers address common issues and challenges one-by-one.
- Conflicting practices (details, specifications, tech bulletins) create confusion for stakeholders

## THE GOOD NEWS...

- The level of collaboration that is taking place within the membership is strong when it comes to addressing common challenges
- There is opportunity to tackle common challenges much more efficiently through our Association than as individual members
- During 2018 planning sessions, we laid out a clear path regarding how to best target our collaborative efforts
- Tremendous opportunity to align all working groups (committees) towards common goals – insuring all understand our “burning platform”

## SEPT 17/18 STRATEGY SESSIONS

- BOD Meetings in Ohio intended to **direct** SIPA staff and members on a common path
- Members assembled showed clear desire to **work together** to collaborate on key **Near Term Priorities (NTPs)** for the good of the industry
- Rigorous, disciplined 2-day session focusing on problem identification, determining root causes and creating countermeasures
  - ✓ Do we all see it the same?
  - ✓ Can we agree on causes?
  - ✓ Can we develop a plan we can all support and commit to tackling?

**All about alignment!**

## SEPT STRATEGY SESSIONS – OUTCOME (CONT)

Problem identified:

- ❖ **SIP Industry growing slower than the market**
- Root Causes:
  - ✓ Lack of awareness
  - ✓ Resistance to Change
  - ✓ Negative Perceptions
- Targeted those who will most influence growth:
  - ❖ Residential segment – Builders
  - ❖ Commercial segment - Architects

# Fishbone “Root Cause” Diagram

Commercial

**Architect/Specifiers** are not aware of features/benefits to ‘compel’ them to specify SIPs

- Lack of SIP education (#1)
- More outreach needed: Not enough SIP sales, education, ad messages delivered (#2)
- Qualify receptive architects to target SIP solution benefits; i.e. Type 5 construction focus (#3)
- Too many comfortable existing options / risk averse
- Unaware of downstream benefits
- Negative cost perception; cycle of acceptance is low

**General Contractors** not aware of SIPs but take lead from the specification

- This can be looked at in 3 – 5 years to avoid negative perceptions since they follow when SIPs are specified.

**Installer** networks are not developed (follows the lead of the G/C)

- This can be looked at in 3 – 5 years if spec at arch level increases significantly.

**Problem:**  
SIP industry is not growing with the market!

Residential

**Owners** often get ‘unsold’ or face resistance from the builder

- General awareness can be looked at in future. Need to prevent ‘unselling’ from builders first.

**Builders** most likely to change not well identified/targeted and specifically message to

- Walk through SIP building process with builder (#1)
- No clear incentives to build with SIPs (#2)
- Don’t qualify the right builders (#3)

**Installers** follow the lead of the builder

- This can be looked at in 3-5 years as next step

**Root Causes:**  
Lack of Awareness (LoA)  
Negative Perceptions (NP)  
Resistance to Change (R2C)

# OVERVIEW – STRATEGIC FINDINGS

## Commercial segment – Architects

- Not aware of features/benefits to ‘*compel*’ them to specify SIPs
- Why?
  - Lack of SIP education (#1)
  - More messaging, resources(#2)
  - Targeted messaging for receptive/qualified projects (#3)
  - Too many existing/comfortable options (risk averse)
  - Unaware of downstream benefits
  - Negative cost perception; cycle of acceptance is low



# OVERVIEW – STRATEGIC FINDINGS

## Residential segment – Builders

- Those most likely to change are not well identified, targeted and developed to reap the benefits of a system designed for performance, comfort and savings
- Why?
  - Don't understand entire building process with SIPs (#1)
  - No clear incentives to build with SIPs (#2)
  - Not qualifying the right builders for the SIP message (#3)

# NEAR TERM PRIORITIES - HIGH LEVEL SOLUTIONS

Priorities to ‘compel’ architects & builders to select SIPs

Vote Ranking	Concept Category	Initiative	Initiative Description	Impact/Difficulty
#1	Online	Arch & Bldr	Create best practice YouTube videos; SIPA website more training oriented vs marketing; Increase technical data and improve ease of access to website	Hi / Med
#2	Value Prop.	Builder	Improve value proposition of labor, speed & cost for qualified contacts; Case studies stressing benefits “all in one” study (i.e. total costs, energy) and how it affects the bottom line	Hi / Med
#3	Training	Arch & Bldr	Develop comprehensive, practical in person architect training; Develop AIA & USGBC scopes of work with f/u best practice courses; Develop builder training outlining process from start to end & design of other parts of project; emphasize why & why nots and simple process	Hi / Low
#4	Qualifying	Arch & Bldr	Develop qualifying SIPA messaging outreach process/questionnaire & provide incentives to return; message them	Med / Low

## STRATEGIC INITIATIVES – POST OHIO MEETINGS

Agreement on initiatives, but with differing practices, where do we start as a common voice?

- Establish base for ‘Messaging’, a harmonized SIPA **minimum requirements specification** is required to avoid confusion and build trust for SIPs as a ‘mature’ building system
- Set “acceptable” requirements all manufacturers will abide by, similar to expectations we have regarding a listing report
- These will reside with SIPA, as our members’ minimum requirements for manufacturing, designing and building w/SIPs
- SIPA Manufacturers must develop this
  - It requires ‘buy in’ and consensus to follow (IBS manufacturers mtg)
  - Adoption by Mfrs. over a ‘phase-in’ time frame
  - Establish a “compliance committee/group” to insure minimums are maintained

## ONCE A MINIMUM SPECIFICATION IS IN PLACE...

There are common challenges new SIP designers & builders face. These need immediate attention

The objective is to target practices which will help reduce sub-par designing, fabrication and installation of SIPs

The Manufacturer's Committee will be tasked to:

- ✓ Create a “need to know when designing with SIPs” Top 10 list to address the nuances of SIPs for architects who are beginning to design with SIPs
- ✓ Adopt best practices with intent of providing detailed instruction for both architects and builders

**These are the building blocks for our initiatives**

# NEAR TERM PRIORITIES - HIGH LEVEL SOLUTIONS

## Add - necessity of a baseline

Vote Ranking	Initiative	Initiative Description	Impact/Difficulty
		<p>Establish baseline specification</p> <p>“Need to know” content for architects when designing w/SIPs</p> <p>“Best practices” when designing/constructing w/ SIPs</p>	
#1	Arch & Bldr	Create best practice YouTube videos; SIPA website more training oriented vs marketing; Increase technical data and improve ease of access to website	Hi / Med
#2	Builder	Improve value proposition of labor, speed & cost for qualified contacts; Case studies stressing benefits “all in one” study (i.e. total costs, energy) and how it affects the bottom line	Hi / Med
#3	Arch & Bldr	Develop comprehensive, practical in person architect training; Develop AIA & USGBC scopes of work with f/u best practice courses; Develop builder training outlining process from start to end & design of other parts of project; emphasize why & why nots and simple process	Hi / Low
#4	Arch & Bldr	Develop qualifying SIPA messaging outreach process/questionnaire & provide incentives to return; message them	Med / Low

## EXECUTING NEAR-TERM PRIORITIES

- Manufacturer's committee will maintain oversight of initiatives
- Develop detail to support Near Term Priorities (NTPs)
- Manufacturer's committee to review current committee initiatives for alignment with strategic plan
- Manufacturer's committee to set schedule and delegate actions listed in "Near Term Priorities Work Plan" to subcommittees, task groups and SIPA staff

# Achieve SIP Growth Faster than the Market

- Focus messaging resources only to qualified architects (combustible, wood construction).
- Improve training & best practice courses, videos, delivery options.

**Commercial  
Market**



**Architect  
Support**

**Residential  
Market**



**Builder  
Support**

- Better value proposition.
- Detailed 'all in one' case studies (highlight cost & speed advantages).
- Focus messaging only to qualified builders who are adapting zero energy and high performance construction.
- Beginning-to-end training and design through install; whys/why-nots.

**SIPs Industry  
Commitment**

Establish baseline specification

"Need to know" content for architects when designing w/SIPs

"Best practices" when designing/constructing w/ SIPs

## ANNUAL MEETING OBJECTIVES

- Gain better understanding of influencer group needs and how to message these two groups regarding content developed through NTPs
- Define committee support and alignment with these initiatives
- BOD to review plan and approve
- Depending on committee's activities, BOD will review monthly or quarterly, committees' progress towards near term priorities