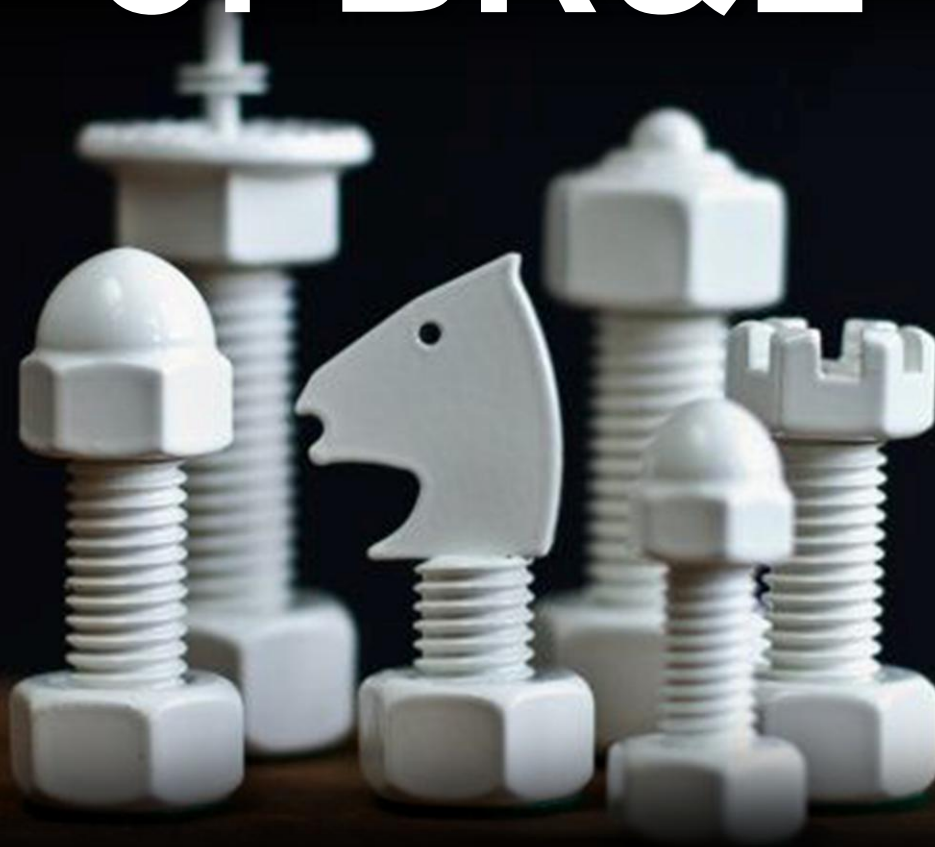


The Nuts and Bolts of BR&E



Erik Collins, Director Montgomery County CED



www.businessfirstdaytonregion.com



[linkedin.com/pub/erik-collins/5/b39/10a](https://www.linkedin.com/pub/erik-collins/5/b39/10a)



collinse@mcohio.org



Regional BRE Program

Customer-focused program that gives businesses a single point of contact for a wide range of services

Regional organization with approximately 30 member jurisdictions across six counties

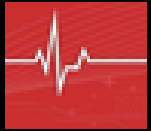
Outreach specialists work to connect businesses with over 100 community resource partners

Keeps a pulse on the companies in your community



Laith Wardi, CEcD

ExecutivePulse, Inc.



www.executivepulse.com



www.bre.guru



linkedin.com/in/laithwardi



[@ExecutivePulse](https://twitter.com/ExecutivePulse)



lwardi@e-pulse.net

Executive Pulse

One-to-one outreach to hundreds of companies

Over a decade of regional BRE program management

Instructor for IEDC and OUEDI

Speaker/trainer in Canada, Europe, Mexico and the US

CRM technology vendor for customers across North America



**Austin
Chamber**



calgary economic
development
be part of the energy™



pennsylvania
DEPARTMENT OF COMMUNITY
& ECONOMIC DEVELOPMENT



COLUMBUS
2020

HALIFAX
PARTNERSHIP
CONNECT. COLLABORATE. PROSPER.



Chamber of Commerce
of Huntsville/Madison County



CITY OF SEATTLE
office of economic development



Utah Governor's Office of
Economic Development
BUSINESS • TOURISM • FILM



CHATTANOOGA AREA
CHAMBER

Tallahassee-Leon County Office of
ECONOMIC VITALITY
Grow. Innovate. Experience.



birmingham
businessalliance
THE CHAMBER FOR REGIONAL PROSPERITY



REGIONAL
DEVELOPMENT
CORPORATION

Nevada Governor's Office of
ECONOMIC DEVELOPMENT

Empowering Success

ALASKA
Beyond Your Dreams. Within Your Reach.

WindsorEssex
ECONOMIC DEVELOPMENT CORPORATION

COUNTY OF
SAN BERNARDINO



WORKFORCE INVESTMENT BOARD

EDA
Economic Developers Alberta




NEW ORLEANS
BUSINESS ALLIANCE



WAKE

Wake County
Economic Development



**“Today, unlearning
outmoded and ineffective
ideas and ways of doing
things is just as important
as learning new ones.”**

**“When you are finished
changing, you are finished.”**

Evolution

A close-up shot of a hand holding a piece of white chalk, positioned at the end of the word 'Evolution' which has been written in white chalk on a black background. The hand is in the lower right corner, and the chalk is just finishing the letter 'n'.

Source: Ben Franklin

Post Mortem



RECESSION

A person wearing a dark suit and a blue tie is holding a rectangular piece of cardboard. The word "RECESSION" is written on the cardboard in a hand-drawn, blocky font using black marker. The person is standing outdoors, with green foliage visible in the background. The lighting is bright, casting shadows on the person's suit.

Survivors

Agile

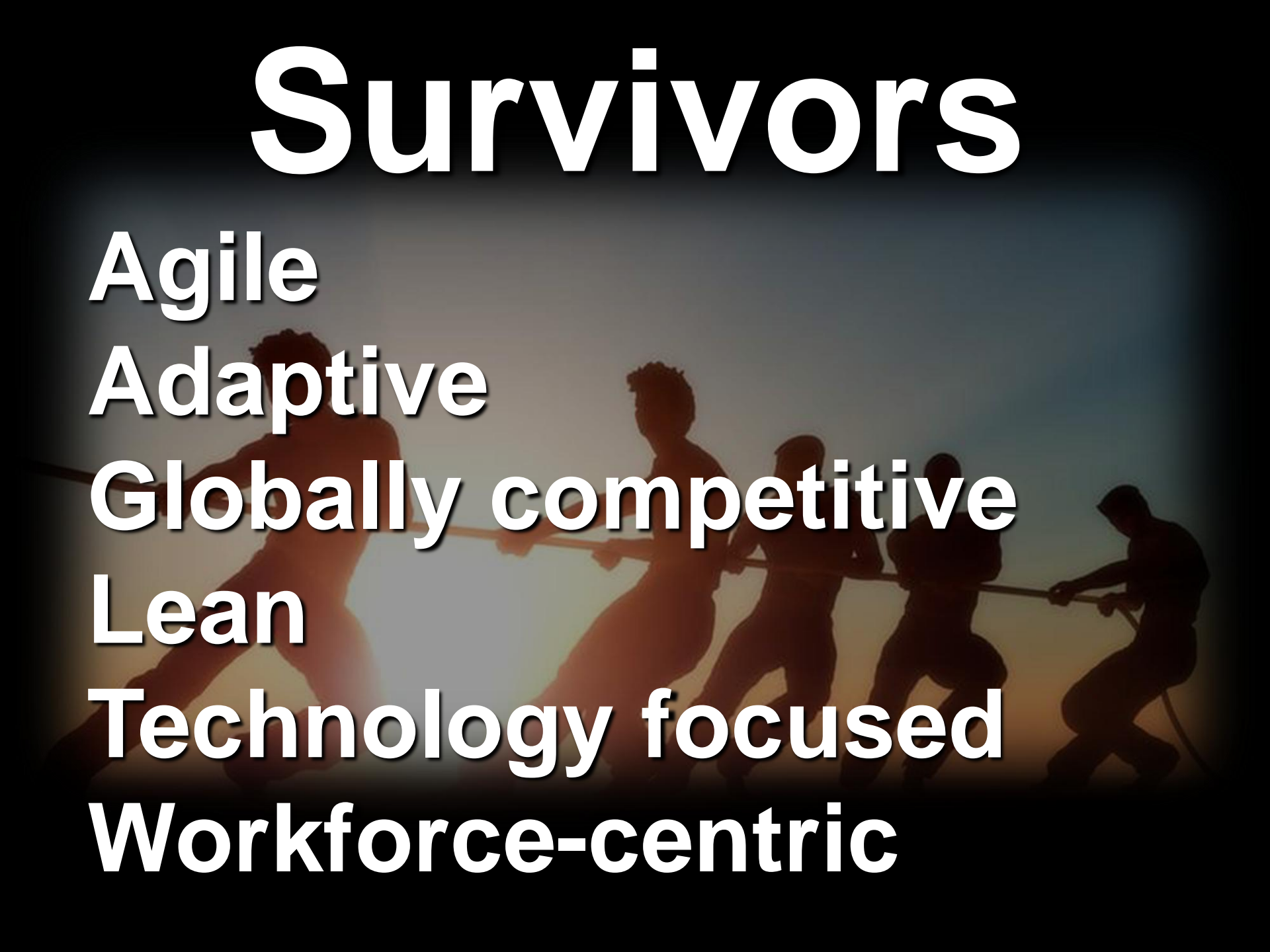
Adaptive

Globally competitive

Lean

Technology focused

Workforce-centric



**So, what keeps
them up at night?**



Fortune 500 Challenges

Increased Regulation 69%

Rapid Technological Change 65%

Cybersecurity 58%

Competition 21%

Diversity 21%

Ford

customer retention
ecommerce
profits
increase
speed
bain
health
found
customer satisfaction
think
marketing
times shopping cart over
executives metrics
leave
one repeat
higher
electronics benefits
customer loyalty
dissatisfied
retain
interesting find
list
monetary
shipping
rates
post
service
selling
customer service
tell costs
books loses
year life
company
new others relate
understanding
here tends
churn
performance
probability
prospect
lifetime
internet products
comments
decreasing spending
between
experience
apparel
care
shipping cost
people
few
stats same
searching
average
existing
regarding
more
research
quality
around
load time
compared
value
facts
beauty site effect
attrition
know new customers
customer churn
attribution
mckinsey
around

**“Consumers are statistics.
Customers are *people*.”**

**Mr. Stanley Marcus
Chairman Emeritus
Neiman-Marcus**



Customer retention is the activity that a selling organization undertakes in order to reduce customer defections. Successful customer retention starts with the first contact an organization has with a customer and continues throughout the entire lifetime of a relationship. A company's ability to attract and retain new customers, is not only related to its product or services, but strongly related to the way it services its existing customers and the reputation it creates within and across the marketplace.

The image features a group of business professionals in the background, slightly out of focus. In the foreground, two hands are shaking, symbolizing a partnership or agreement. The text is overlaid on this scene.

**Customer retention is
relationship based.**

Why Retention



Alabama

He (Bill Taylor) said the recruitment of new industry is going to be more targeted based on those industries the state needs. He said a key part of the work needs to focus on helping existing companies expand because 75 percent of job growth in Alabama comes from those companies and, in some counties, the figure is 100 percent.



Source: AL.com Rotary Club of Birmingham Speech

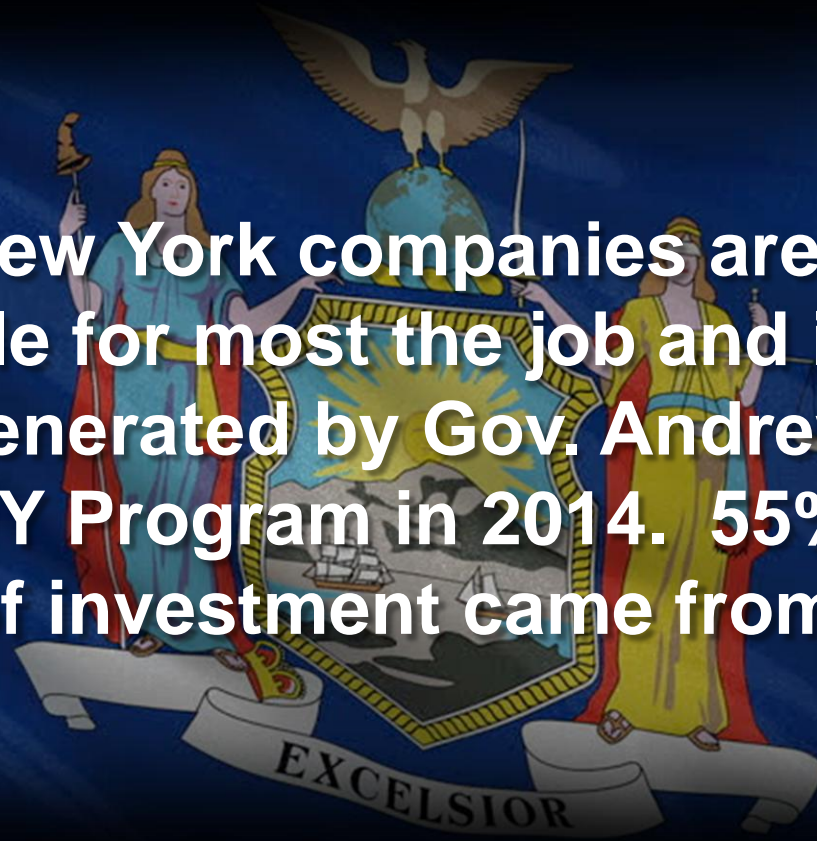
Georgia




Statistics from the Department of Economic Development show that 389 company expansion or location announcements generated 31,656 jobs and \$6.07 billion in investment. Almost 70% were from the expansion of existing business...

New York

Existing New York companies are responsible for most the job and investment pledges generated by Gov. Andrew Cuomo's Start Up NY Program in 2014. 55% of jobs and 69% of investment came from these firms.



Tennessee

The Tennessee state seal is a circular emblem. It features a blue outer ring with a white border. Inside the ring is a white field containing three red stars of varying sizes, arranged in a triangular pattern. The seal is positioned on the left side of the slide, partially overlapping the text.

On average, over 80% of job generation across the state is created by existing companies.

Source: Tennessee Department of Community/Economic Development

Ireland

The IDA said that 40% of investments up until the end of June came from companies locating in Ireland for the first time, with the remainder coming through expansions by existing firms.

Source: July 2014, The Irish Mirror



BR&E

**Yesterday
and Today**

Business Retention Yesterday



ECONOMIC development programs

The Economic Development Program was developed to serve as a catalyst for investment in economic development and as a complementary, nontraditional financial component to other economic development programs offered in the State. The loan program has been allocated \$48 million, funded by the issuance of taxable bonds. The program's intent is to work with the other economic development entities of the State to attract sound economic development ventures that produce new jobs and stimulate economic growth. The following economic development projects were approved in 2004:

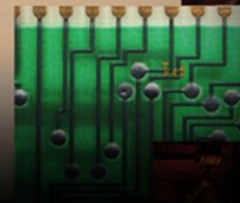
Ohio County Development Authority for Cabela's
Upper Kanawha Valley Technology Community
West Virginia University Research Corporation
Wheeling Pittsburgh Steel Corporation
FMW Composite Systems
U.S. Windforce, LLC

The Housing Development Program is a partnership formed with USDA Rural Development, the Housing Development Fund can offer economic development loans to businesses located in areas with populations less than 25,000.

Loans are available for \$150,000 or less for business expansion, acquisitions, equipment and land purchases, rental housing and working capital and other loan services. The emphasis of this program is to provide financing that creates new or retains existing jobs.

Business and Industry Loan Program

The Housing Development Fund can offer economic development loans to businesses located in areas with populations less than 50,000. Loans are available for \$10,000,000 or less for business expansion and acquisitions, rental housing, construction, modernization, purchase of equipment, machinery or supplies; start up costs or working capital, pollution control or abatement; and refinancing of viable businesses. The primary purpose of this program is to create and maintain employment and to improve the economic and environmental climate in West Virginia's rural communities.



“Old School” BR&E

Richmond Starting Business Retention and Expansion Program



By **Dan DeBaun** January 15, 2015 12:00 AM



Share on Facebook



Share on Twitter



Photo: Joshua Akkerman, WJON News

RICHMOND - Richmond is starting its area business retention and expansion program on Thursday.

The program will work with area businesses to give them feedback on how to be more competitive. A group of 20 to 40 volunteers will visit about 80 businesses.

During a visit, two volunteers will gather information on business strengths and weaknesses using a 10-page questionnaire. After results are gathered, a task force will review the findings to present to the city.

Adeel Ahmed is an associate extension professor at the University of Minnesota Extension Center for Community Vitality and will be leading the program. He says they are still looking for about 20 volunteers.

Anyone interested can send Ahmed an email at ahme0004@umn.edu, they can also attend the first training session on Thursday at 6:00 p.m. at Jerry's Firehouse Grill in Richmond. A second training session will take place on January 20th before the program gets started.

Business Retention Today



Three Parties

A close-up of a human hand with the index, middle, and ring fingers extended straight up, while the thumb and pinky are curled in towards the palm. The hand is positioned centrally, with the fingers pointing towards the top of the frame. The skin tone is light, and the background is a dark, blurred gradient.

Three Perspectives

Old *Company* Perspective



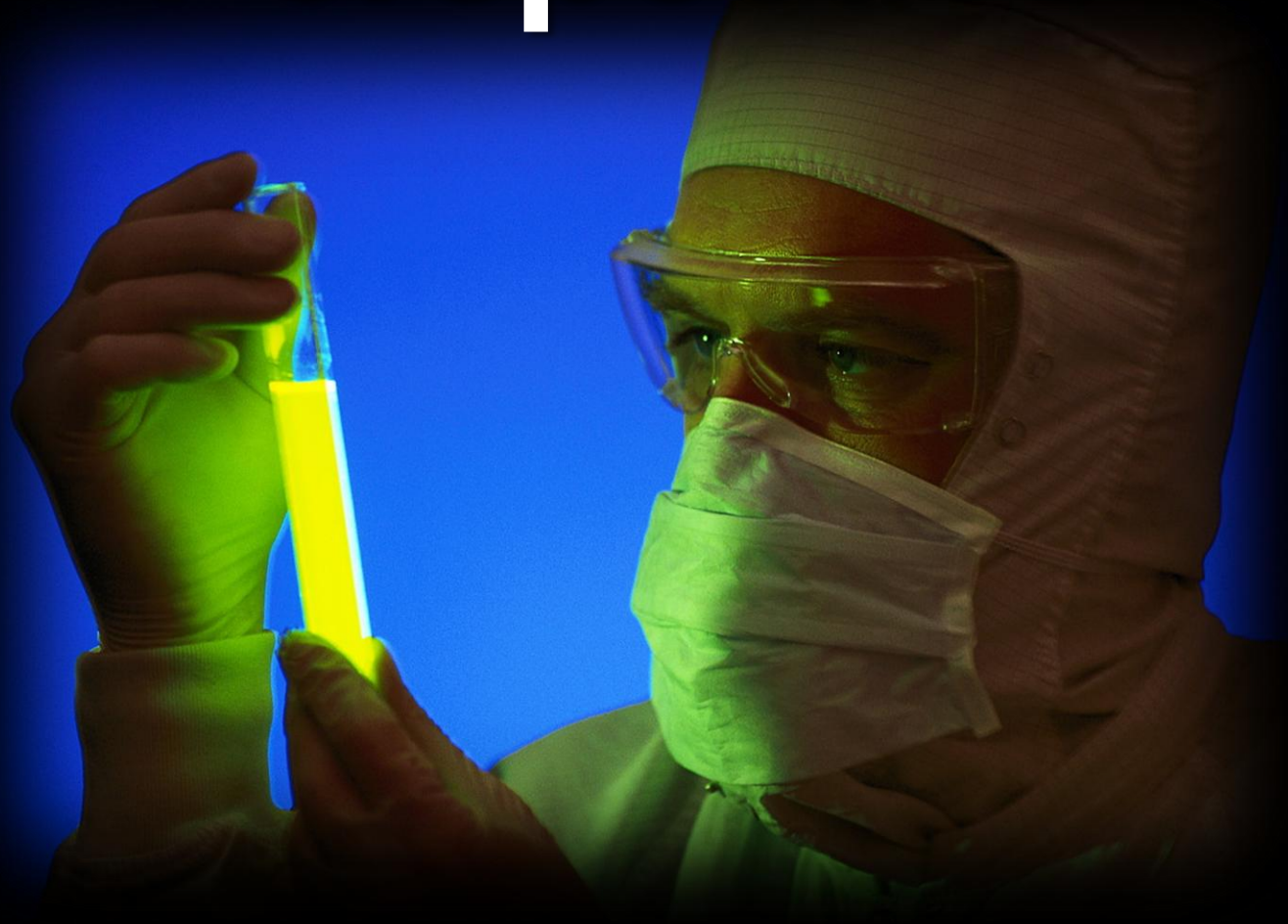
New *Company* Perspective



Old *Community* Perspective



New *Community* Perspective



Old *Sponsor* Perspective



New *Sponsor* Perspective



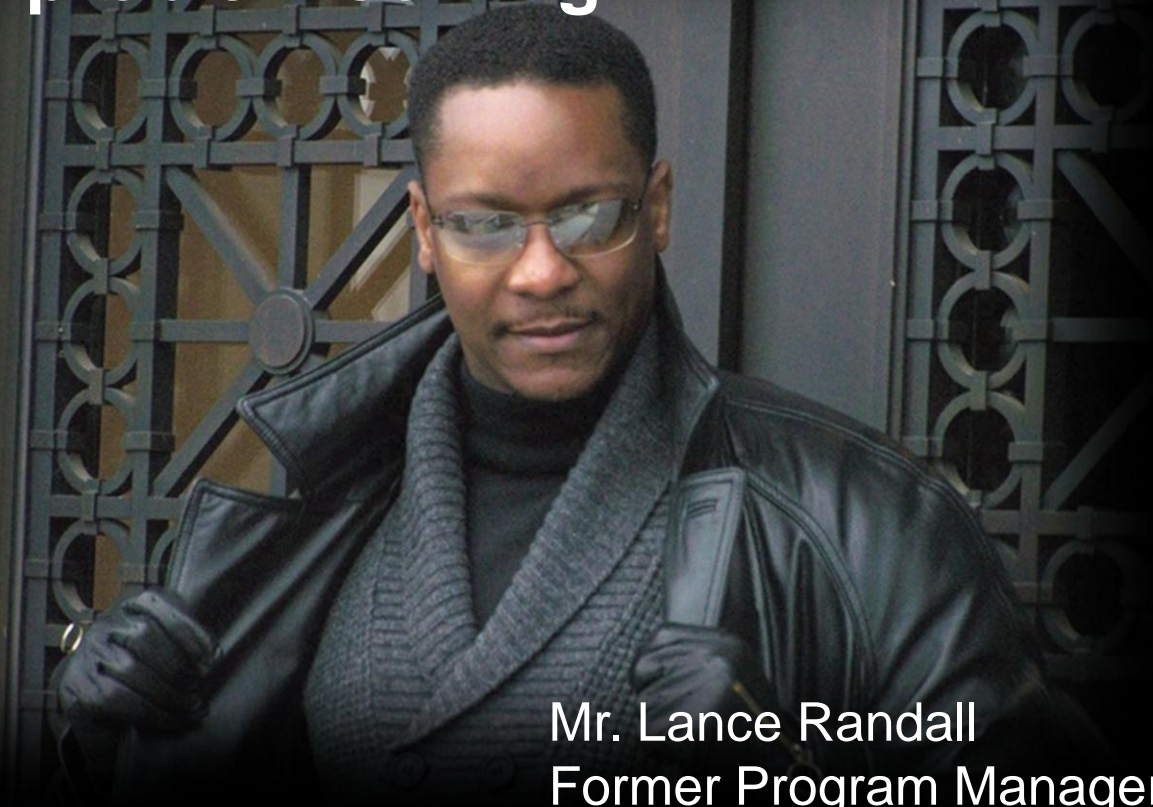
The “S” Word



99.5%

**Percentage of newly
created digital data that's
never analyzed.**

“We are focusing more on providing assistance to companies and not so much on gathering individual company data. Therefore, we streamlined the survey so that our partners focus more on problem solving.”



Mr. Lance Randall
Former Program Manager, Grow Seattle
City of Seattle, Washington

**Survey-based BR&E is not
agile enough for globally
competitive markets and
companies today.**



A close-up photograph of two hands shaking in a firm grip, symbolizing a business deal or partnership. The hands are positioned in the center of the frame, with the fingers interlaced. The background is dark and blurred, focusing attention on the handshake. The text is overlaid on the handshake in a large, white, sans-serif font.

**How do you
“touch” these
customers?**

Systematic and sustainable

Relationship based

Value (ROI) for the customer

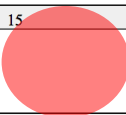
**Recency and frequency of
interactions**

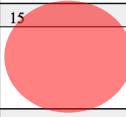
Focused on tangible outcomes

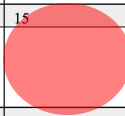
Strategic focus on select customers

Driving programs, policies, strategies

A Static Approach...

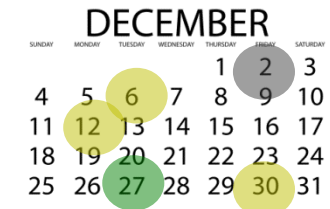
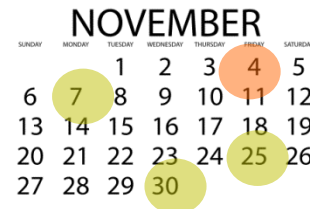
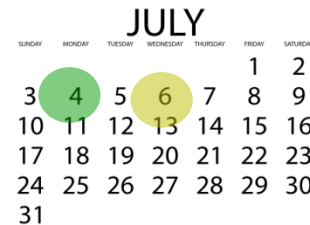
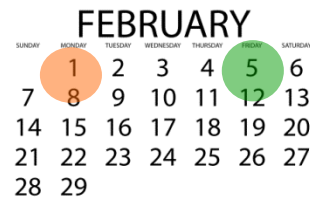
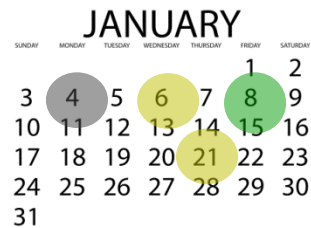
October 2012			
Sunday	Monday	Tuesday	Wednesday
	1	2	3
7	8 Columbus Day	9	10
14	15 	16	17
21	22	23	24
28	29	30	31

October 2013			
Sunday	Monday	Tuesday	Wednesday
		1	2
6	7	8	9
13	14 Columbus Day	15 	16
20	21	22	23
27	28	29	30

October 2014						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
5	6	7	8	9	10	11
12	13 Columbus Day	14	15 	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31 Halloween	

A Dynamic Approach...

2016



New Framework

Social Media

Business Walks

Focus Groups

High Value Content

Traditional Outreach

100+

1

Formal Visitation

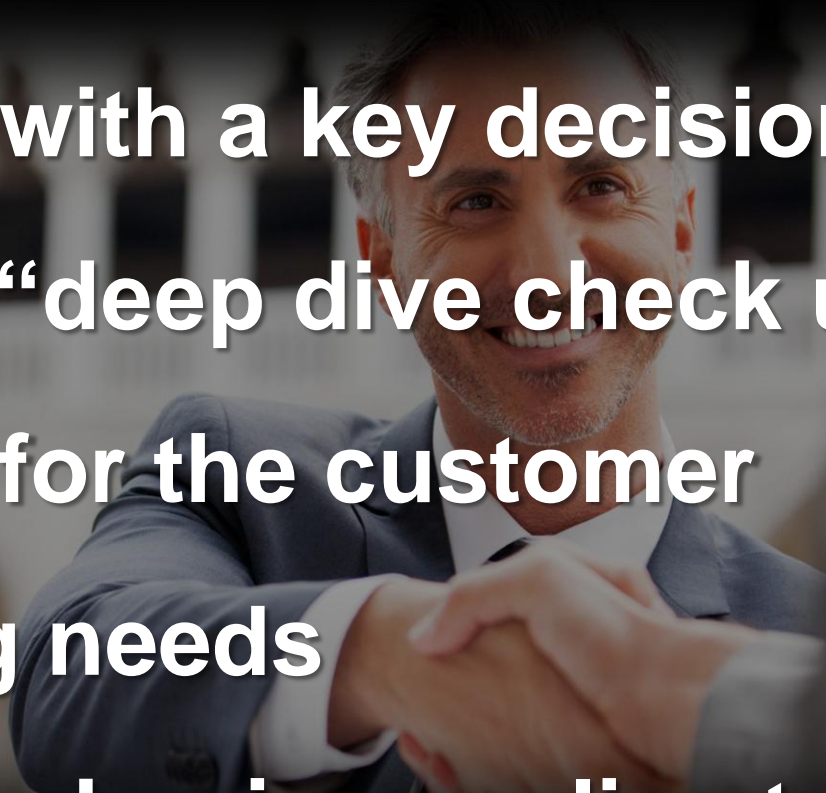
One-to-one with a key decision maker

The annual “deep dive check up”

Value (ROI) for the customer

Determining needs

Feedback on business climate



High Value Content

Many-to-many interactions and
dynamic

Relevant, value added
topics/information

Informal, social networking

Understanding needs

Feedback on business climate

Focus Groups

Group interactions and dynamic

Built on common denominators

Synergies on overarching needs

Synergies on business climate

Allows for customer segmentation



Business Walks

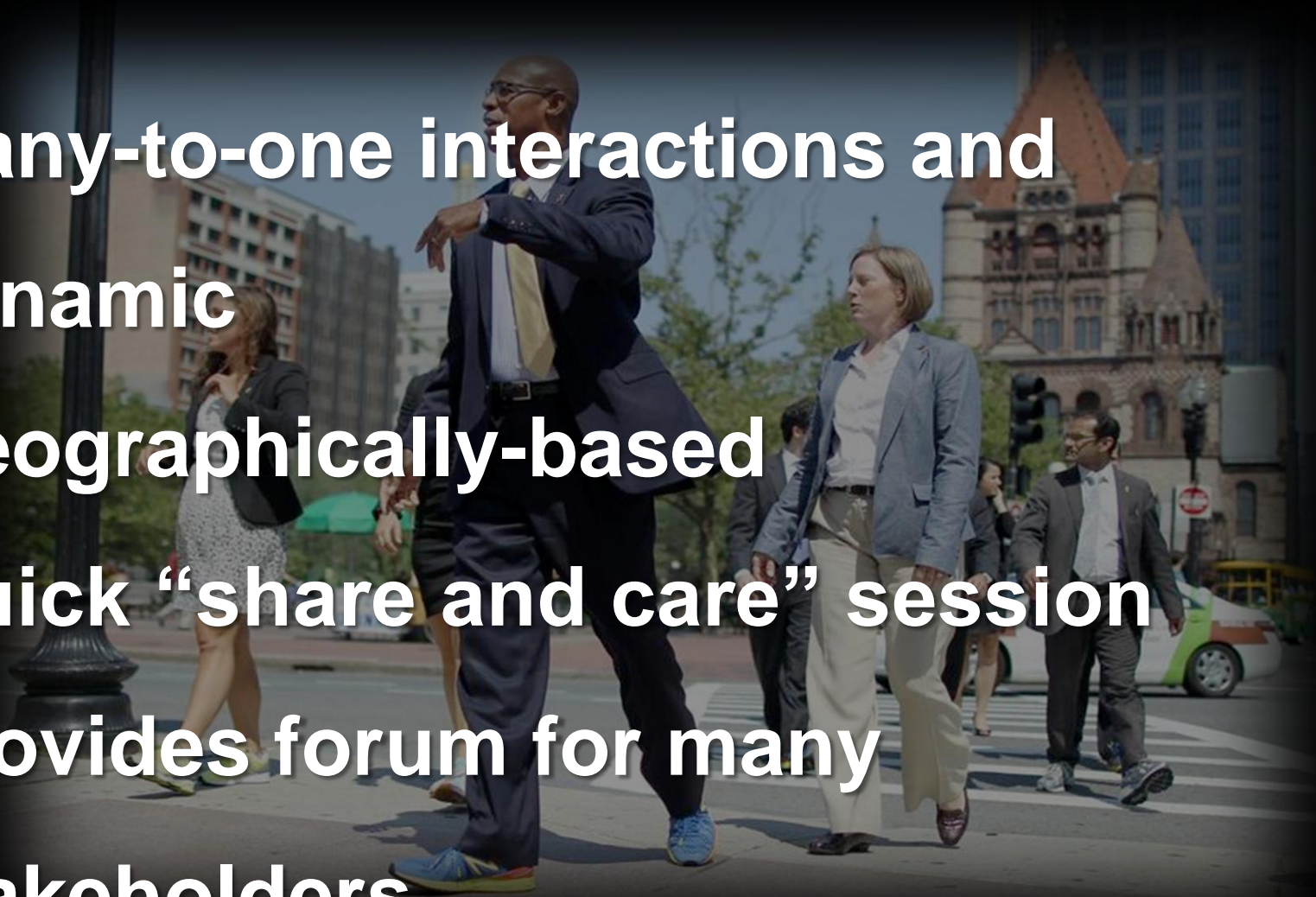
Many-to-one interactions and
dynamic

Geographically-based

Quick “share and care” session

Provides forum for many
stakeholders

Allows for customer segmentation



Social Media

All types of interactions

Various “channels”

Used to disseminate information

For policy and/or strategy positions

To send “trial balloons”

Used to promote the market area



Typical Frequency

<u>TYPE OF TOUCH</u>	<u>ANNUAL GOAL</u>
Formal BR&E Visits	150
High Value Content	24
Focus Groups	12
Business Walks	24
Social Media Touches	1,500

Objective, Outcomes & Benefits

Objective

Strategically assist high value companies to become agile, adaptive and globally competitive

A man in a grey suit jacket and blue patterned tie is pulling open his jacket with both hands. Underneath the jacket, a large red and white target symbol is visible on his chest. The background is dark and out of focus.

Outcomes

Thank the CEO (*show the love*)

Learn about the company and match needs to available programs

Use CEO views and opinions to create a better business climate

Benefits

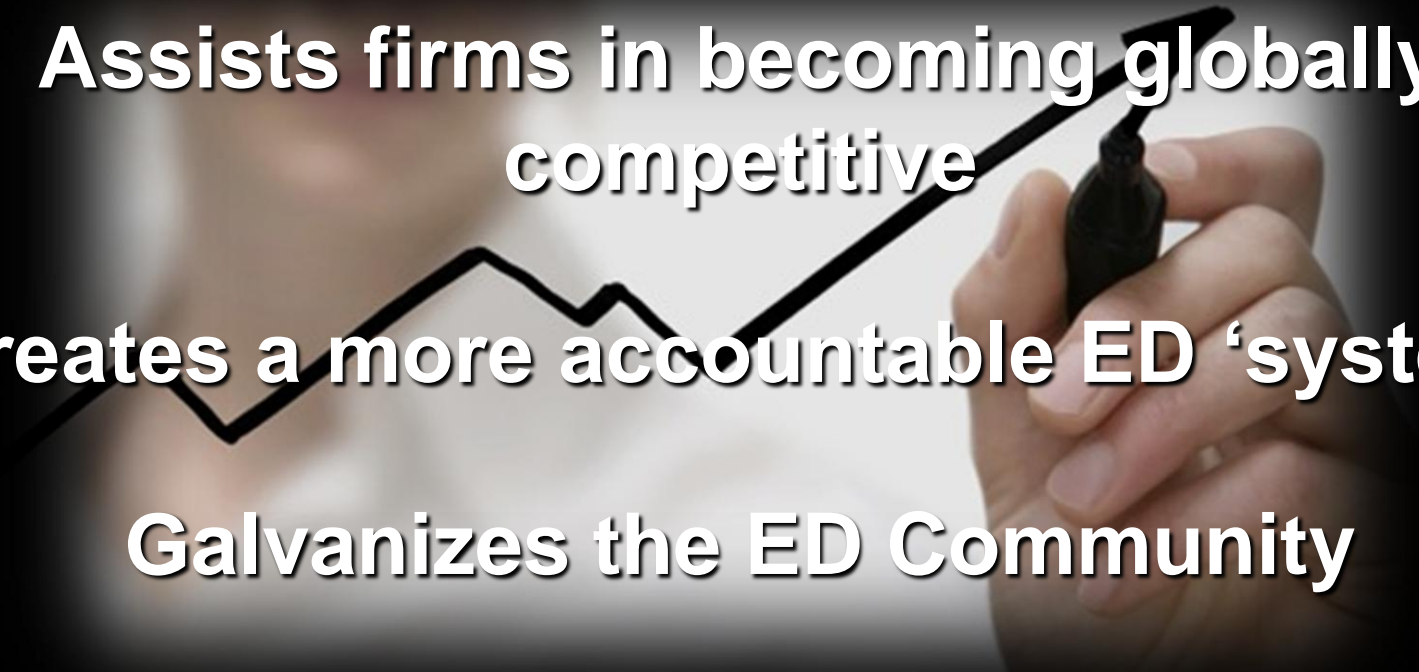
Directs ED resources to your 'best' firms

Assists firms in becoming globally competitive

Creates a more accountable ED 'system'

Galvanizes the ED Community

Stretches limited ED resources



Elements

Outreach Checklist



Ongoing--the basis for everything

Relationship based

Value (ROI) for the customer

**Recency and frequency of
interactions**

Focused on tangible outcomes

Strategic focus on select customers

Driving programs, policies, strategies

Team Checklist



Capable of filling all company needs

Is wide and deep

Dynamic, agile

Team protocols/rules of engagement

Regular team meetings/accountability

Provides transparent client service

No sacred cows!

Management Checklist



A sales, marketing and tech function

Must have “street cred”

Based on metrics/measurements

Not chasing moving targets

Promoting direct & indirect outcomes

Not a popularity contest!

The key determinant of success

Technology Checklist



Institutional knowledge repository

Communication/collaboration tool

Customer analytics tool

Requires discipline/change in routine


Is transparent

Provides accountability

Handles for all “touches”

The Endgame

“...Very simply, two things: communication and action. If a community takes the time to talk with a business, to understand its concerns, risks, opportunities and challenges, it will understand exactly what it takes to improve business. Then it needs to act on what it has heard. The company also has the responsibility and opportunity to engage stakeholders in a proactive dialogue.”

A close-up, low-angle shot of the front grille of a Mercedes-Benz vehicle. The iconic three-pointed star emblem is prominently displayed in the center of the grille, which features a mesh pattern. The background is blurred, showing a road and some distant lights.

Source: Area Development-Aug 2012
Interview with David Trebing,
GM-State/Local Relations, Daimler AG

“...The best economic development tool is very simple: volume. That happens when all stakeholders focus on building a globally competitive product in a globally competitive location by a globally competitive workforce.”



Source: Area Development-Aug 2012
Interview with David Trebing,
GM-State/Local Relations, Daimler AG

**COMING
SOON**

