


# BUSINESS RETENTION AND EXPANSION

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Basic Economic Development Course  
University of North Carolina at Chapel Hill  
July 30-August 2, 2018



DON'T look for  
the grass to be  
GREENER on  
the OTHER SIDE



WATER  
your own  
GRASS

# Where we are going today.....

- Why BRE is important
- Starting a BRE Program
- Core components of a comprehensive program
- Enhancing your current program
- Integrating into all aspects of the ED program
  - Marketing/Attraction
  - Talent Development, Retention, and Attraction
  - Product Development
  - Entrepreneurship
  - Research







Who  
Butters  
the  
Bread?



# Why is BRE Important?

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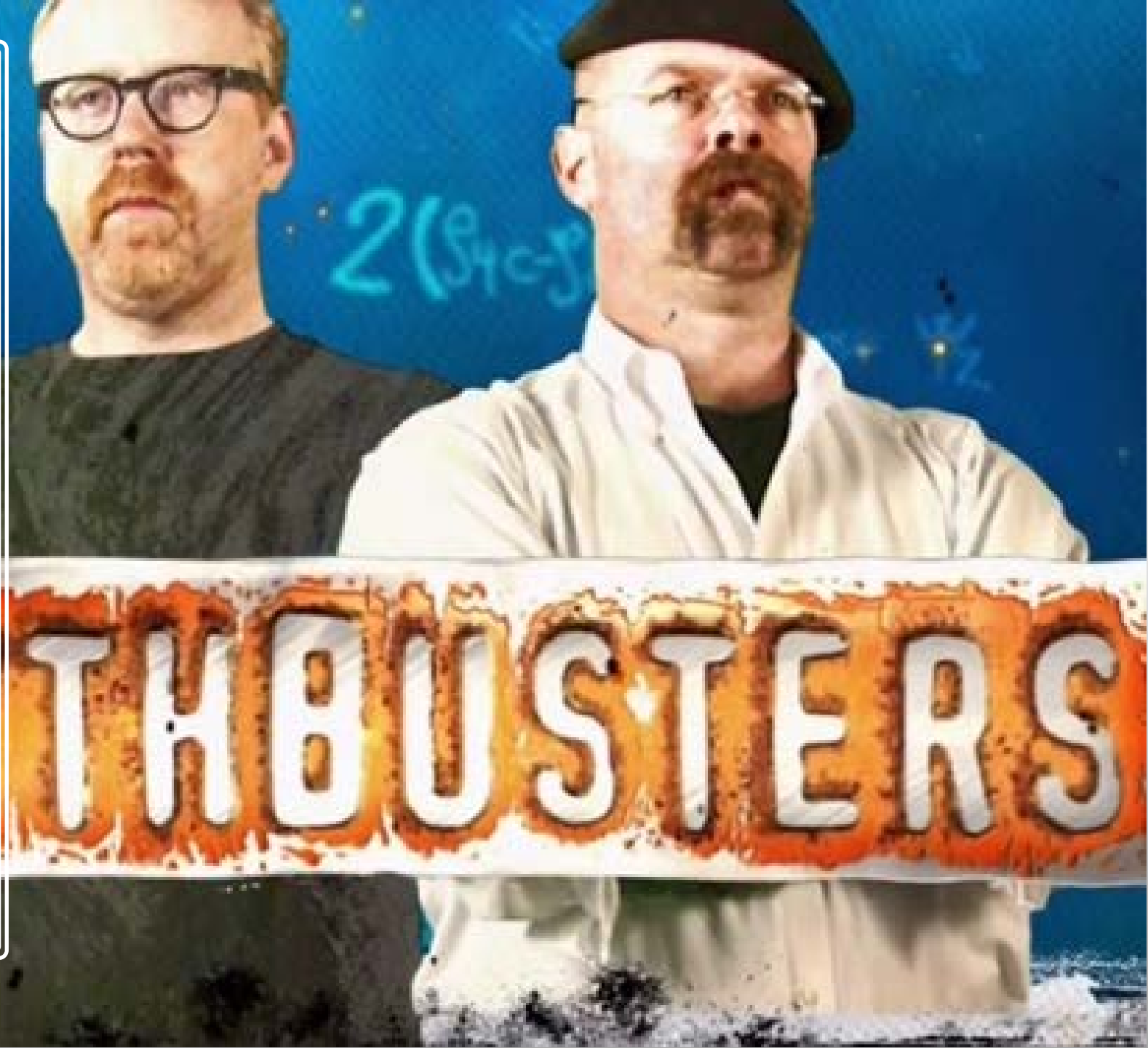
- 65%-80% of all job creation and new investment  
(54% in 2014 in Southern States)

“There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.”

- Sam Walton

# Myths

- Only for manufacturing, tech sectors
- Only for expansions
- Only for large companies
- Only when they call you



# Start a BRE Program

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1. Do your homework.
2. Establish BRE Team, team training, resource directory.
3. Develop a BRE survey.
4. Create a target list of companies and prioritize.
5. Create a confidentiality policy.
6. Develop the follow up methodology.
7. Launch the program.
8. Follow up, follow up, follow up





# Homework before you visit

- Business base make up
- Employment stats
- Labor force trends
- Clusters, geographic concentration
- Establishment size
- Company specific information





# Team Training

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- Choose team members
- Learn resources
- Define roles
- Agree to confidentiality
- Follow up methodology



# Visitation & Surveying

- In-person surveys administered by volunteers
- In-person surveys administered by ED staff
- Combined online and in-person surveys





The background of the slide features a large, stylized target with concentric circles in shades of blue and white. Three arrows with blue fletching and white shafts are shown, all pointing towards the center bullseye. The text 'Target Company Profile' is overlaid on the left side of the target.

# Target Company Profile

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- Size
- Industry / category
- Geography
- Ownership
- Gazelles and At-risk
- Reshoring opportunities
- Exporting



Confidentiality Policy



# Survey Information

- Basic info gathered in the beginning
- Recurring Information
- Workforce and Training
- Utilities and Transportation
- Regulatory
- Financing
- Expansion/downsizing potential
- Customers/suppliers
- Community Relations



# The Easiest Way to Fail – Not Following Up

- Organize response system
  - Salesforce – [salesforce.com](https://salesforce.com)
  - Executive Pulse – [executivepulse.com](https://executivepulse.com)
  - Synchronist – [blanecanada.com](https://blanecanada.com)
- Follow up on allies to whom you passed on tasks

You can easily  
differentiate yourself  
from your competition by  
making the effort to  
follow-up with your  
prospects and customers.  
Don't take it for granted  
that they will call you.  
Be proactive and contact  
them.

- Crystal Morphis





Getting Started Exercise

# Key Components of a BRE Program

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1. Research
2. Early Warning System
3. Networking
4. Internal Marketing
5. Appreciation and Recognition







# What to do with all that information?

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- What are overall themes in workforce, training, transportation, etc.?
- Are specific clusters excelling or declining?
- Why?
- Are there common barriers to entry that can be overcome?





# Early Warning System

## Downsizing

- Declining sales/employment
- Land-locked
- Ownership change, aging owner/CEO
- Regulatory changes
- Financing
- Utility usage
- Lease expiring

## Expansion

- Plant at capacity
- Recent increases in employment
- New product lines
- Closure of another facility in similar product lines
- Changes in transportation, regulatory environment

The background of the slide features a photograph of several people in business attire standing in a modern office space. They are silhouetted against large windows that show a bright, hazy sky, suggesting a sunrise or sunset. The floor is highly reflective, creating clear mirror images of the people and the light from the windows. A large, semi-transparent white circle is overlaid on the left side of the image, containing the title and a list of networking methods.

# People want to Network

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- Lunch 'N' Learn seminars
- Networking by clusters
- Mentoring
- Online networking

# Social Media and BRE

- LinkedIn Groups
  - BRE Forum, BREI, state BRE forums
- Google News Alerts
- Twitter
- Facebook
- YouTube-load existing business testimonials
- Instagram





# BRE on Your Website

- <http://www.amherstvbusiness.com>
- <http://charlottechamber.com/councils/manufacturers-council>
- <https://charlottesbackyardnc.com>



# Appreciation and Recognition

- One-day events – golf tournaments, luncheons
- Week long celebrations – facility tours, business visits
- Board visits
- Local media







## Program Elements Exercise



A background image showing a group of business professionals in a meeting. They are gathered around a table, looking at a tablet and some papers. A large, semi-transparent white circle is overlaid on the left side of the image, containing the title and list. The overall tone is professional and collaborative.

# Integrating: Research

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- Data mining & intelligence gathering
- Use all robust features of a CRM tool to track existing businesses
- Industry reports from lead generation firms

# Integrating: Marketing

- Do You Have a Recruitment Package for Existing Businesses?
- Digital Ambassadors Program
- Visit existing business headquarters
- Market recruitment services for expansions



# Integrating: Lead Generation

- Does your company have overseas operations?
- Do you source from American suppliers whose facilities are abroad?
- Are you the principal buyer from a foreign supplier located abroad?
- Do many local companies share a supplier located overseas?
- Are you a principal supplier for a US-owned facility abroad?
- Are your American suppliers or customers facing serious challenges operating abroad?





# Integrating: Reverse Lead Generation

- Reverse lead generation
- Use predictive modeling to determine existing business with greatest likelihood of expansion
- Use same recruitment strategies on internal leads generated

<http://www.appliedmktg.com/>

62%



# Integrating: Talent

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- Workforce trends
- Training needs
- Talent recruitment
- Business-education partnerships



# Integrating: Innovation & Entrepreneurship

- Supply chain study
- Re-Energize your BRE team with a think tank session
- Include a new cluster (arts) to spark innovation in traditional clusters





# Integrating: Policy

- Education and workforce training
- Regulatory changes
- Land use policy
- Incentives
- Translate to a legislative agenda





# Integrating: Metrics

- Number of businesses expanded
- Number of businesses assisted (type of assistance, value of assistance provided, etc.)
- Number of jobs retained (full time, Part-time, contract, seasonal)
- Number of businesses retained
- Amount of financing provided
- Ratings of the business climate in the community
- Businesses remaining and growing in region following a risk of departure or closure
- Past utilization of and satisfaction with local business assistance programs
- Percent of "jobs at risk" retained
- Number of residents/businesses assisted in economically distressed and under-served communities
- Relocation of supplier or customers
- Percent of revenue growth for businesses receiving EDO assistance
- Local business-to-business investment level

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## Integrating: Metrics

Strategy

- Institutionalize the Use of BRE Metrics in Strategic Planning

Brand

Marketing

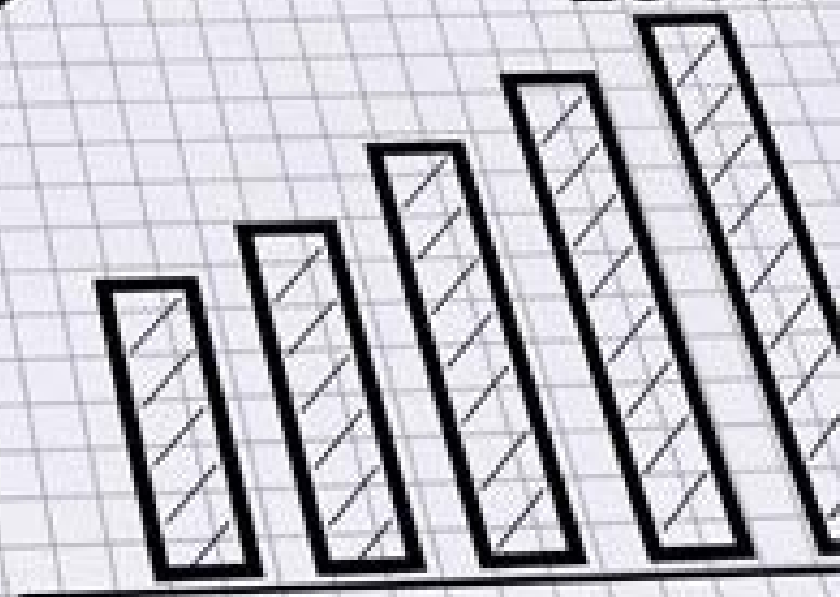
20

A

35

45

100%





# Integrating: Professional Development

- [iedonline.org](http://iedonline.org)
- [brei.org](http://brei.org)
- State associations
- LinkedIn BRE Forum





Integration into the ED Program Exercise



[www.NCEDAMentorNetwork.com](http://www.NCEDAMentorNetwork.com)

Learn and Lead



February 2019



# WEDN

Women's Economic  
Development Network

# Free Resource Library

- <http://www.creativeedc.com/paying-it-forward/free-resource-library/>



336.526.1332



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## Paying it Forward

### Free Resource Library

The Creative Resource Library offers free research for economic developers. Check back often for white papers, free research, and how to's.

**Defining Success in Business Retention & Expansion:** Economic development



organizations track a wide range of metrics from leads to BRE visits to business start-ups and beyond. However, does the time invested in measuring specific data points pay off in future success? An article in Community Development authored by Dr. Jonathan Morgan, Associate Professor of Public Administration and Government at the University of North Carolina Chapel Hill, and Crystal Morphis, CEO of Creative Economic Development Consulting, reviewed success factors in BRE programs.

**2017 North Carolina Economic Development Salary Survey:** The North Carolina Economic



Development Association (NCEDA) and Creative Economic Development Consulting released the first state-wide salary and compensation survey for the economic development community in North Carolina. It was designed to sync with the International Economic Development Council's Salary Survey so that comparisons could be made between North Carolina and national data. The data is useful on a personal level to economic developers in their careers and is also vital for economic development managers charged with recruiting or retaining talent in the industry.

# Creative Give Back

- Creative EDC gives away one consulting project a year through a competitive proposal process







An **economic developer** is the community's  
eternal optimist.

- Crystal's definition of an economic developer.



economic development consulting

Crystal Morphis, CEcD, LEED Green Associate

[www.creativeedc.com](http://www.creativeedc.com)

[www.creativesiteassessment.com](http://www.creativesiteassessment.com)

[www.creativecec.com](http://www.creativecec.com)

[www.certifiedindustrialbuilding.com](http://www.certifiedindustrialbuilding.com)

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