



BRIE

Upgrading & Re-Tooling



Fundamentals Course Part 2

Eric P. Canada
Blane, Canada Ltd.



5

- Local, Regional, Statewide
- Made All the Mistakes
- Persistent Contrarian
- Passion for Better
- Studying BR|E Intensely since '96



We Say...

72%



28%



Source: 2015 Int'l BR|E Study

Still Seeking

25.7% No Change

46.3% Evaluate

24.3% Retool



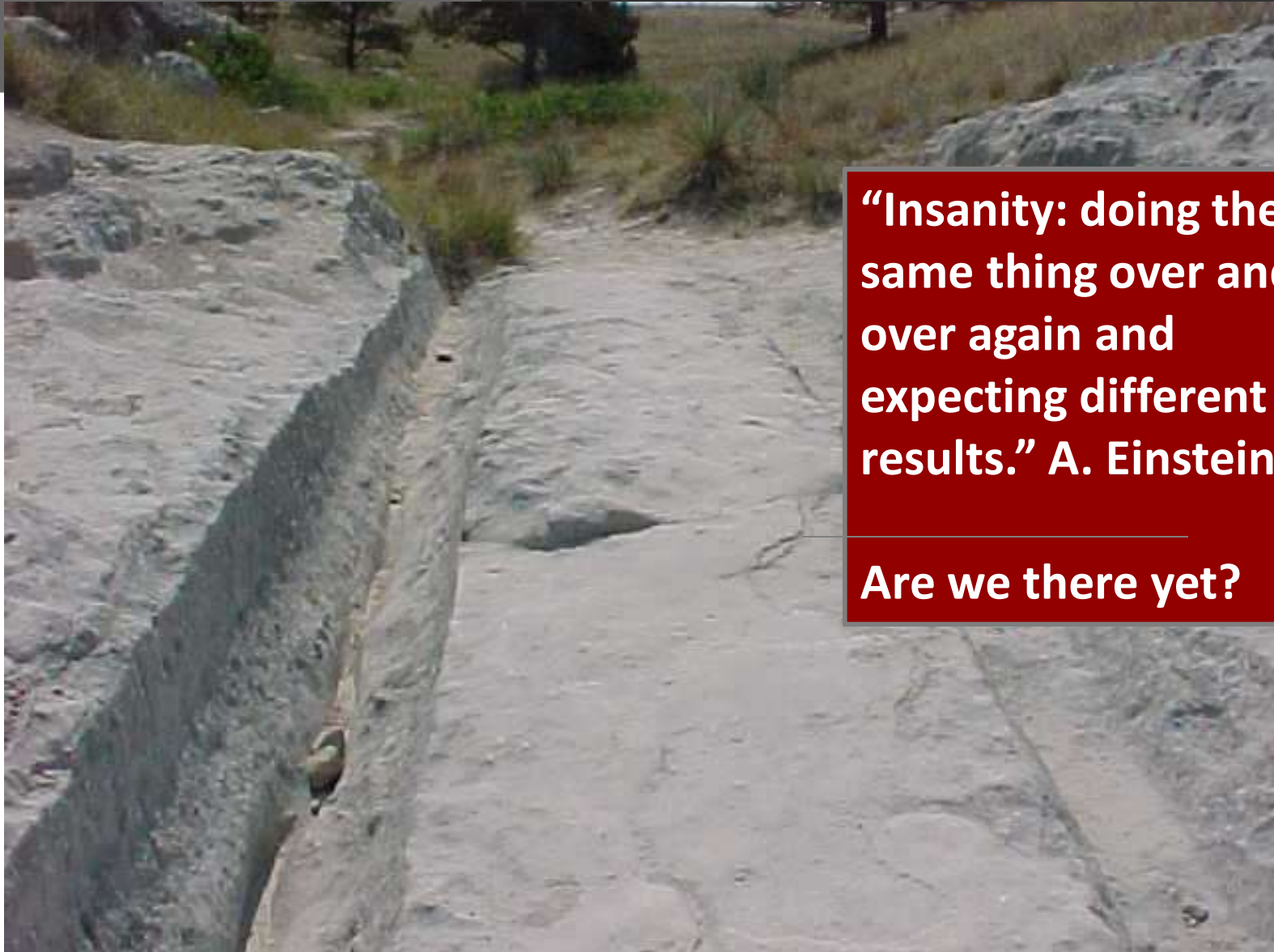
Source: 2015 Int'l BR|E Study

Improving Results



| | |
|-------------------|------------|
| Process | 43% |
| People | 29% |
| Analytics | 8% |
| Leadership | 7% |
| Other | 7% |
| Strategy | 6% |

Source: 2015 Int'l BR|E Study



“Insanity: doing the same thing over and over again and expecting different results.” A. Einstein

Are we there yet?


Section 1

Section 1

Positioning: Move
to the Center

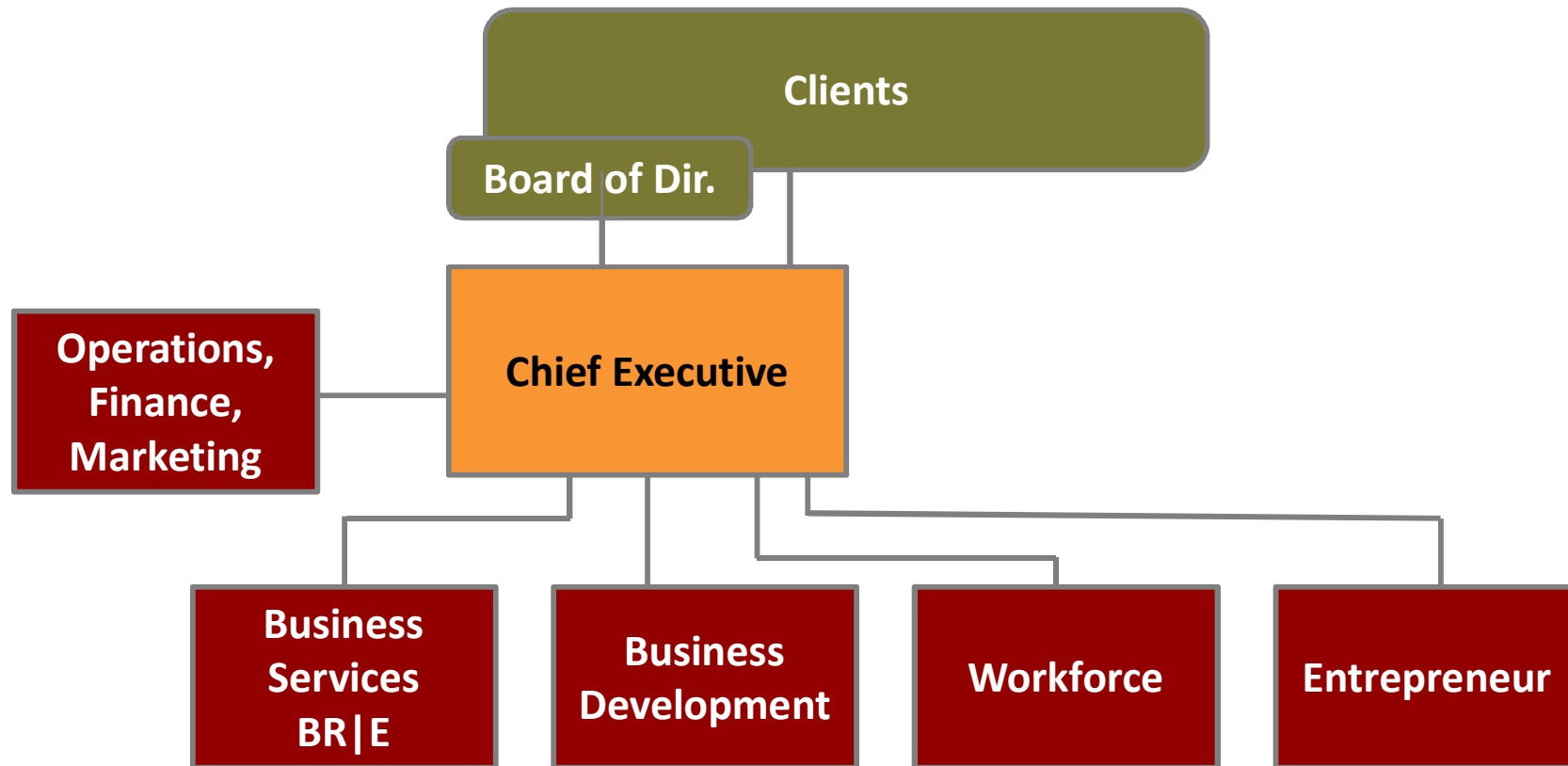
Tell Me About...



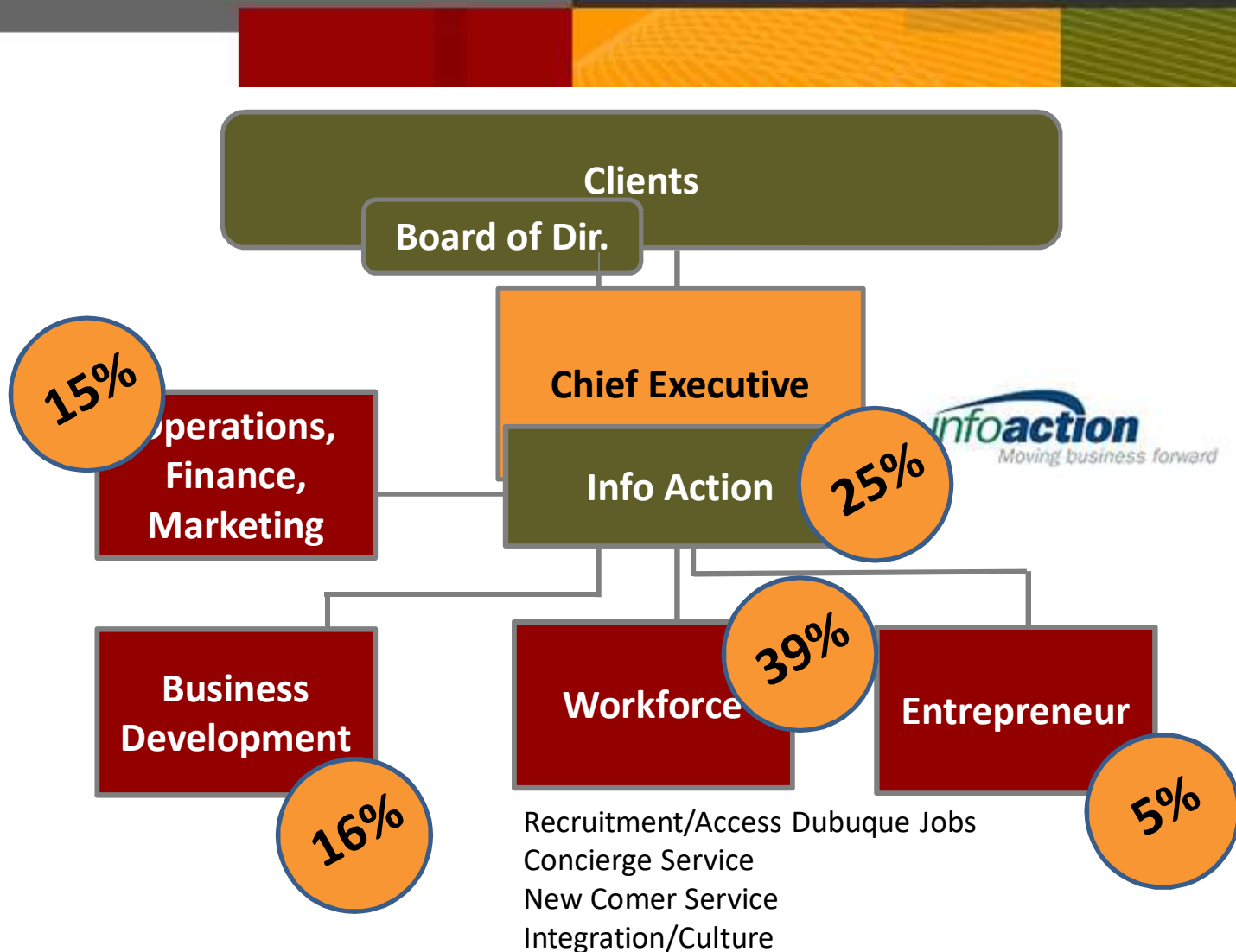


Business intelligence (BI) is a technology-driven process for analyzing data and presenting actionable information to help corporate executives, business managers and other end users make more informed business decisions.

Greater Dubuque Development



Greater Dubuque Development



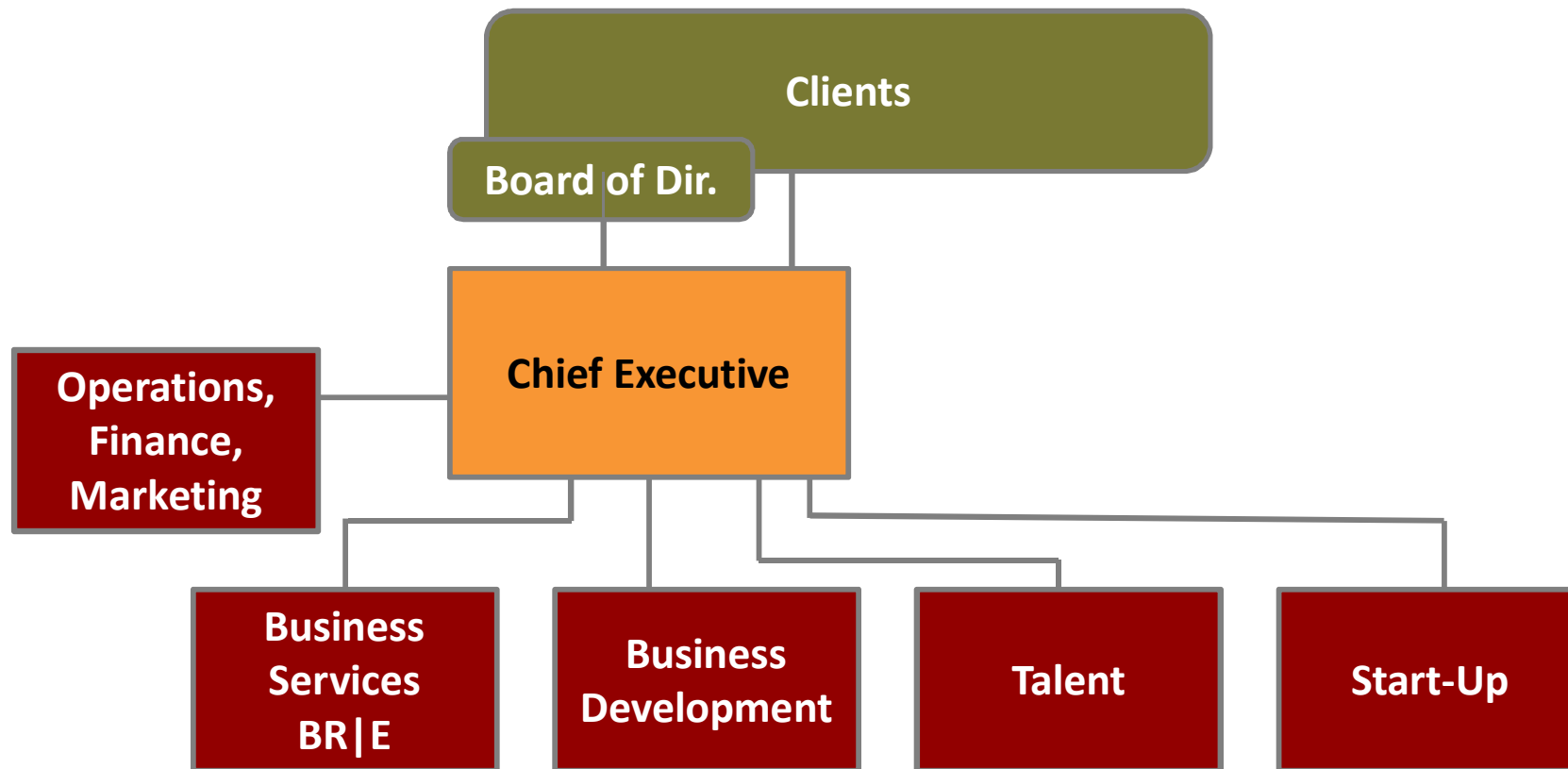
Greater Dubuque Development



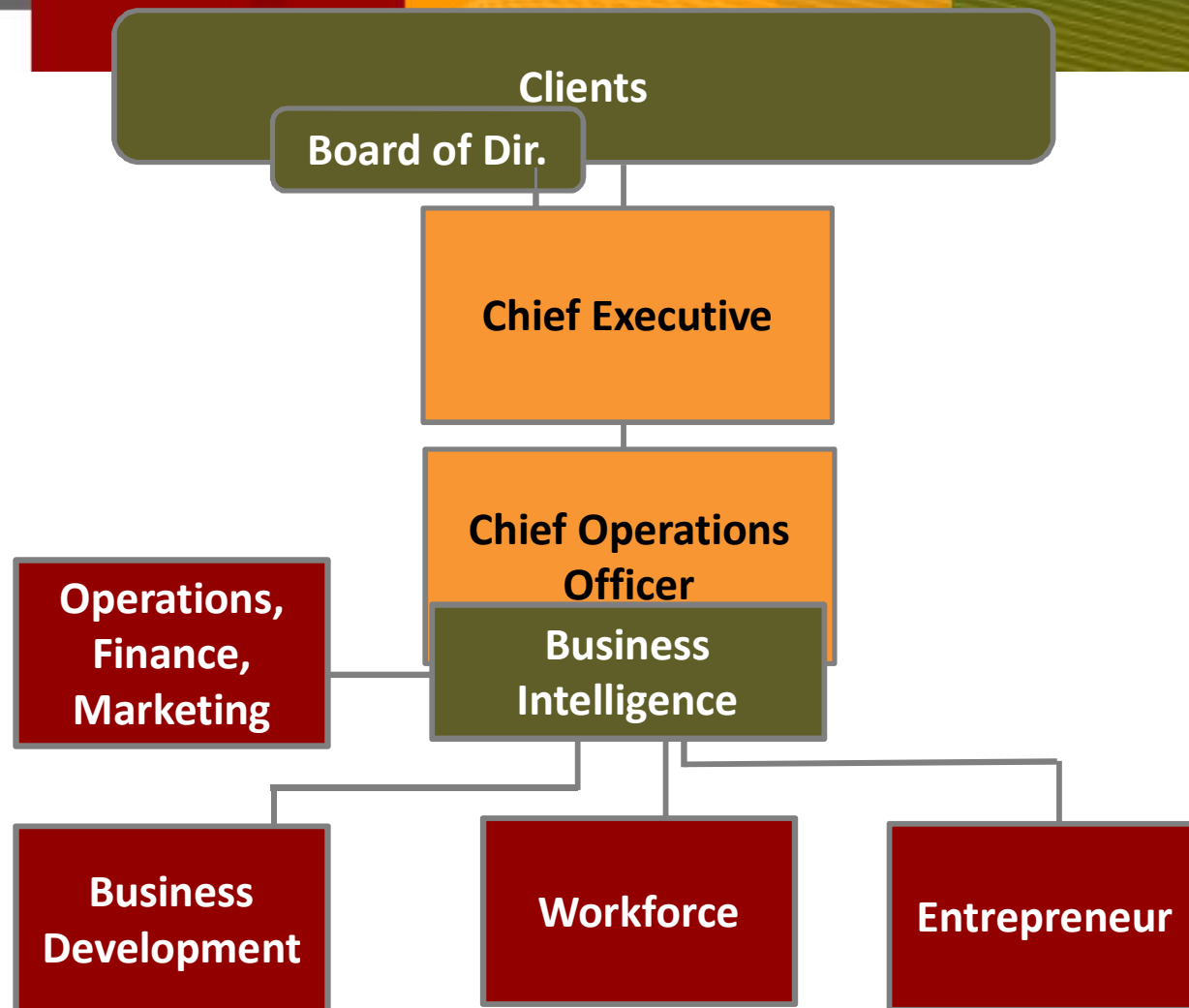
\$10 M

2017

Lakeshore Advantage



Lakeshore Advantage



Lakeshore Advantage

- Throughout the 2008 recession, companies' emphasis R&D put them in a position to use cutting-edge technology to spur growth on the back side.
- The BR|E data highlighted the talent shortage five years before it became a trending economic development topic. They institute programs to deal with this challenge well before competitors giving Zeeland a significant advantage.

Bruce Adair, Lakeshore Advantage's COO

Lakeshore Advantage

Video Success Stories

Lakeshore Business Stories
WEST MICHIGAN IS WHERE DREAMERS MEET DOERS. WE ENJOY A LEGACY AND A CULTURE OF BUSINESS AND COMMUNITY LEADERSHIP, COLLABORATION, CONTINUOUS IMPROVEMENT, INNOVATION AND ENTREPRENEURSHIP. THESE ARE OUR STORIES.



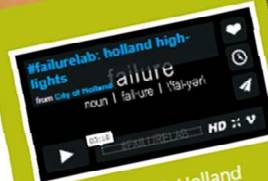
How We Help Employers

Video from the 2016 Business Intelligence Report detailing with case studies of how we help.



Fred Bauer: Innovation Trailblazer

Video tribute to Genesee founder Fred Bauer as he was awarded the Lakeshore Advantage Innovation Trailblazer award.



Failure Lab Holland

3-minute highlight video from 2/9/2017



Innovation in Action: BizStream Academy

Mentoring and inspiring youth to create web experiences with code.



Innovation in Action: Hamilton Community Schools

Combining education and business to create a career for learning.



Innovation in Action: Jolt Energy Storage

Merging research and business experience to make energy storage sales.



Innovation in Action: Ottawa County

Using design thinking to identify and meet community needs.



Innovation in Action: Tiger Studio

Turning design services inward to diversity in a cyclical market.



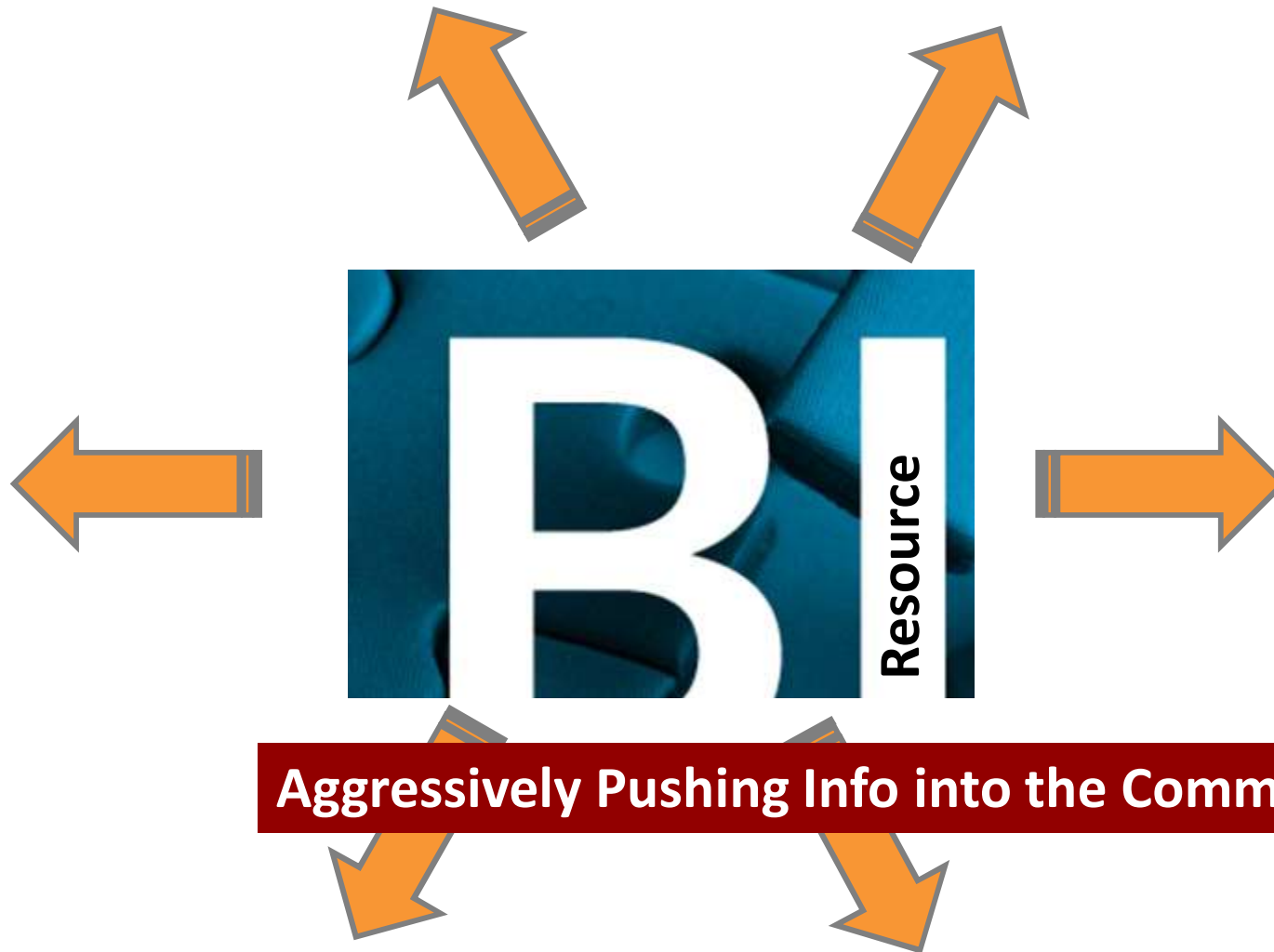
Holland

A short observational documentary exploring the scenery of Holland, Michigan during a cold spring.

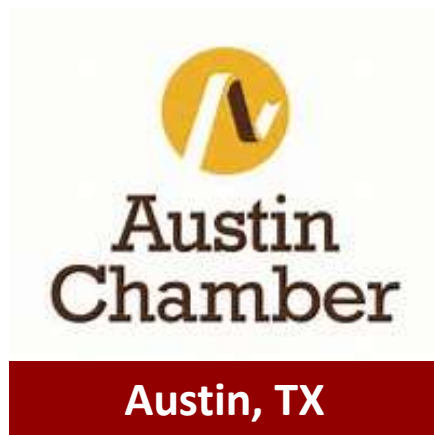


Innovation in Action

Positioning



Storyline...



| Interview Participants | | Table 1 | |
|----------------------------|---|---|-------------|
| Location | Organization | Interviewee(s) | Program Age |
| Austin, Texas | Greater Austin Chamber of Commerce | Susan Davenport – Former Senior VP Global Technology Strategies | 12 years |
| Colorado Springs, Colorado | Colorado Springs Regional Business Alliance | Joe Raso – Former President/CEO | 4 years |
| Dubuque, Iowa | Greater Dubuque Development | Rick Dickinson – President/CEO Dan McDonald – Vice President | 21 years |
| Gainesville, Florida | Gainesville Area Chamber of Commerce | Susan Davenport – President/CEO | 1.5 years |
| Holt County, Nebraska | Holt County Economic Development | Nicole Sedlacek – Executive Director | 10 years |
| Iowa City, Iowa | Iowa City Area Development Group | Mark Nolte – President Joe Raso – Former President | 11 years |
| Modesto, California | Stanislaus Business Alliance (Opportunity Stanislaus) | David White – President/CEO | 2.5 years |
| Monterey, California | Economic Development Dept. | David Spaur – Director Jerry Hernandez – Analyst | 3 years |
| Zeeland, Michigan | Lakeshore Advantage | Bruce Adair – COO | 6 years |



What changes?

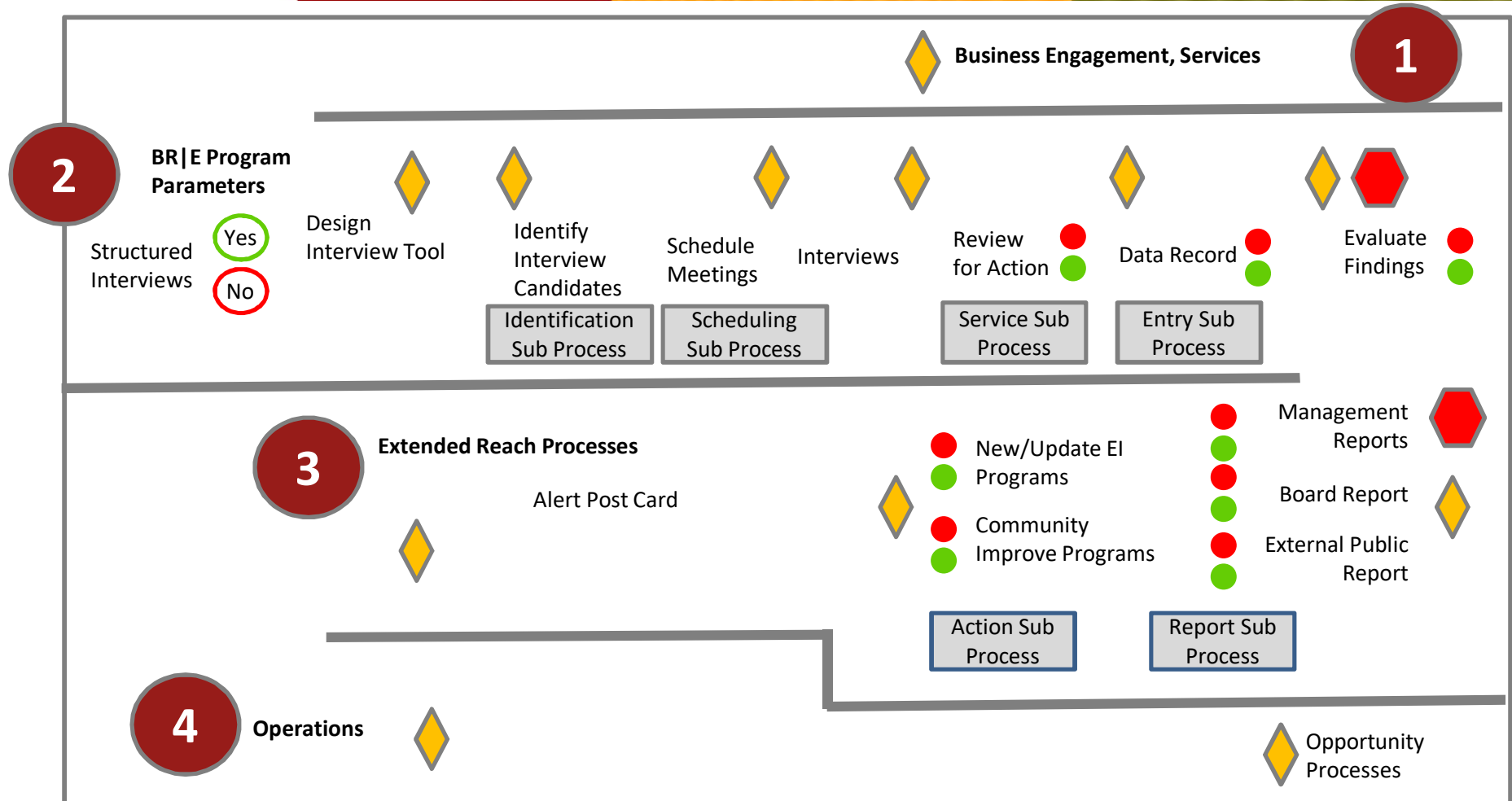


Section 2

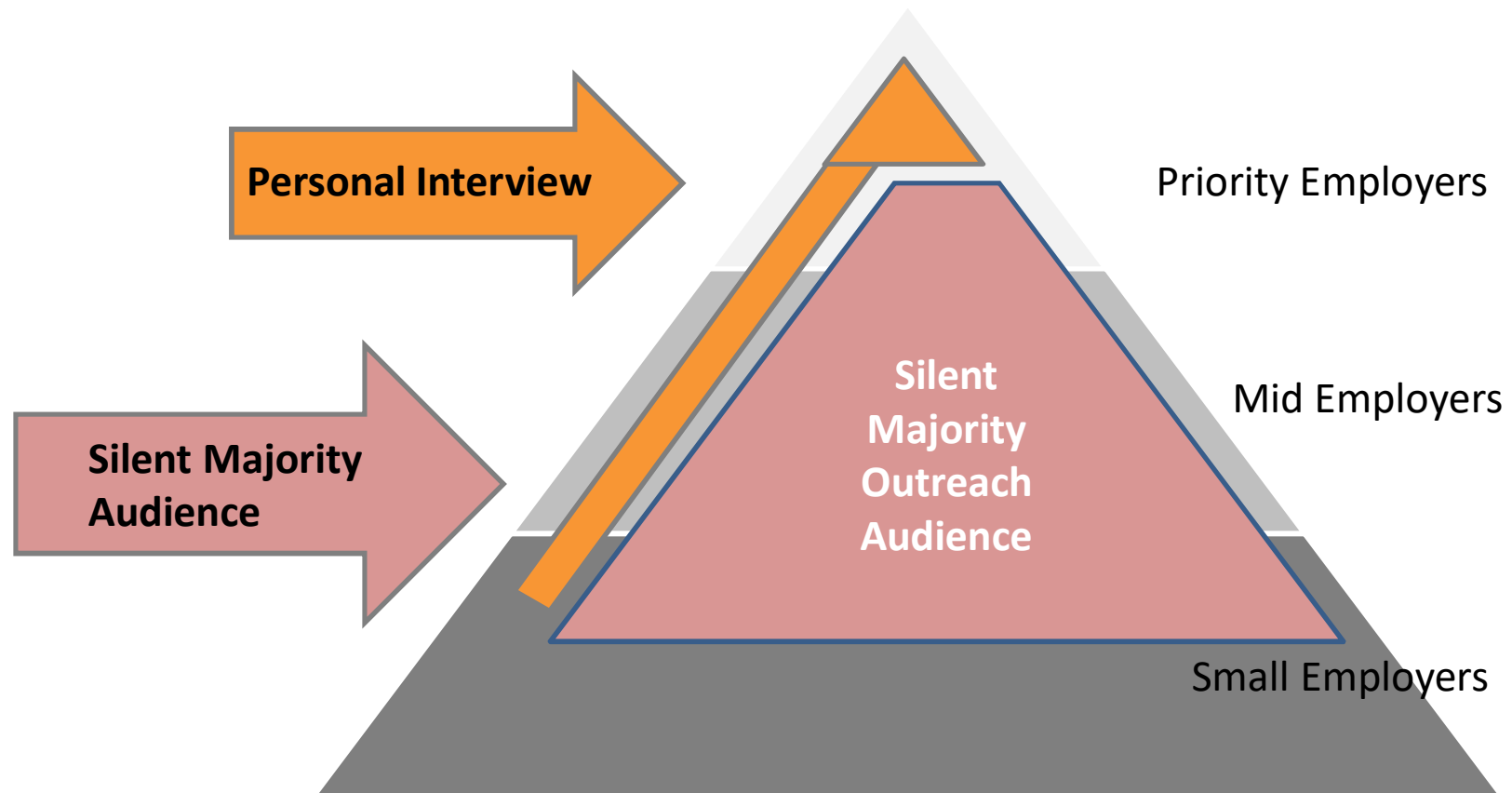
Section 2

Lean Process Mapping

Sample BR|E Lean Process Map



New Level for Action



Strategy: More Than We Call



We Call

1





**What do you want to
accomplish with this
interview?**

- Confirmation Questions
- Assistance Questions
- Problem Identification
- Predictive Questions
- Industry Intelligence
- Company Intelligence
- Buyer/Supplier Linkage
- Marketing Intelligence
- Total

NYK
Boost

8 20.0

4 10.0

18 45.0

1 0.3

2 0.6

9 22.5

2 0.6

0 0.0

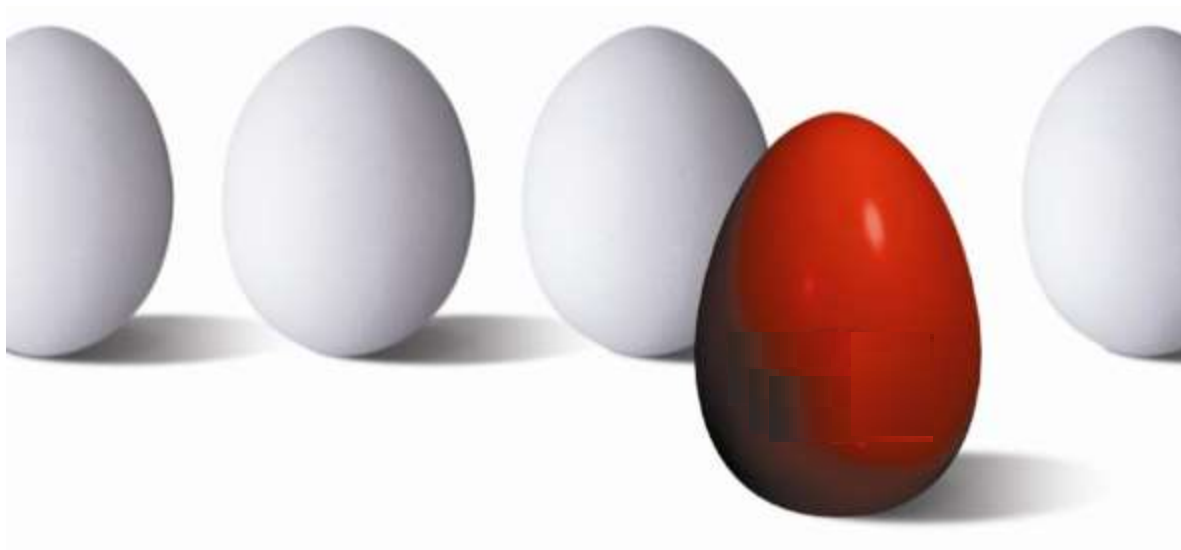
44

Engagement



...Greatest Achievement

Power Positioning



...Greatest Achievement

...R&D Question

Insight



...Weaknesses

...Barriers

Getting in the Door



- Getting past gate-keeper
- Making contact
- Selling the meeting
- Dealing with objections
- What is in it for me?

Partner Call

2



Engaging Partners

You are an important part of Entergy's Growth network.
When interacting with business executives:

If You See...

- Tight or over-crowded space
- New production shifts added
- Disarray on the production floor
- Excessive build-up of inventory
- Deferred maintenance, no reinvestment
- Lack of activity during prime business hours

Call

555-555-5555



Entergy

Working together to grow the Entergy base.

If You Hear...

- Plans/need/desire to expand
- New product opportunity
- Large new client/supplier
- Problem (financial, worker, energy, government)
- Change in ownership/management
- Excessive overtime
- Potential layoffs

Call

555-555-5555



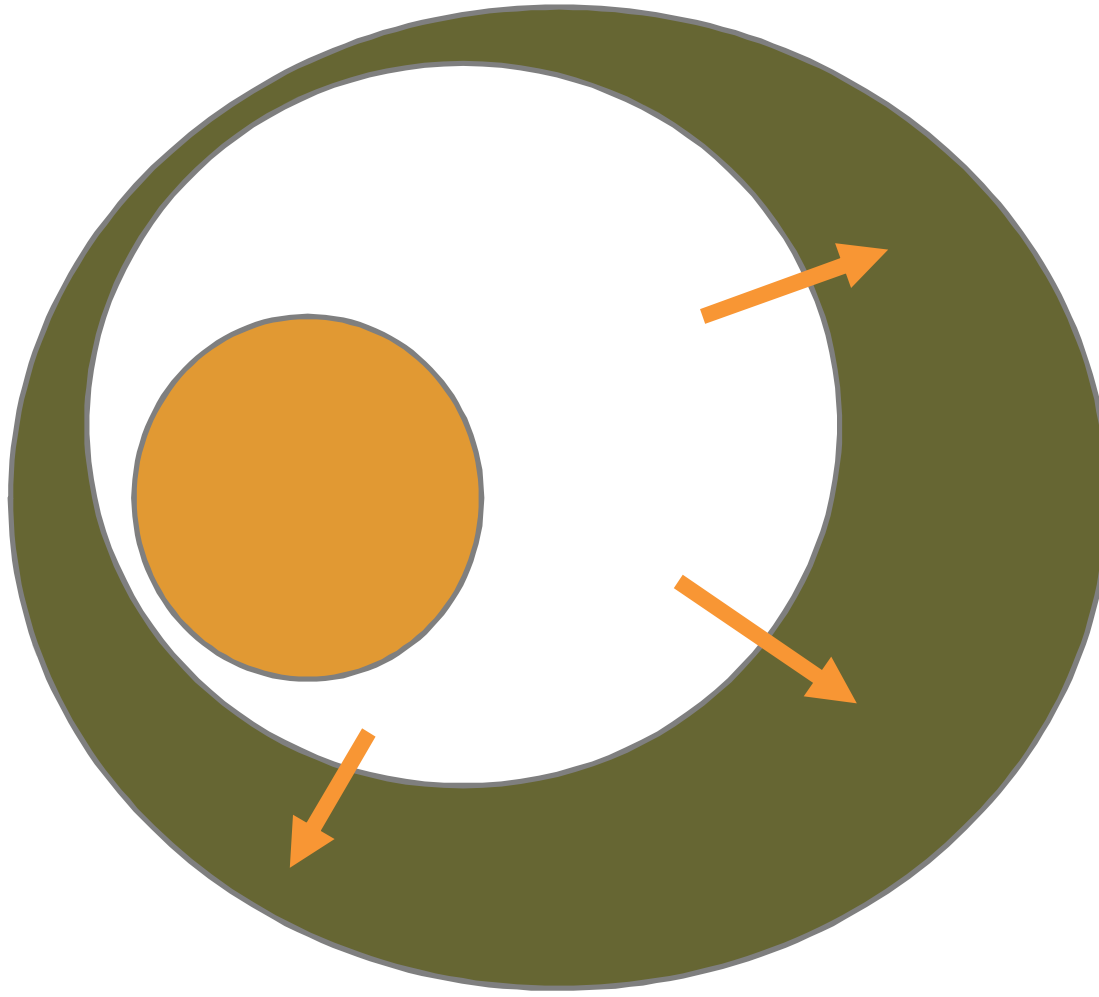
Entergy

They Call

3



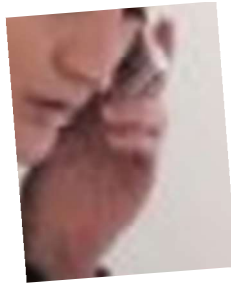
Reach Beyond Natural Contacts



They Call Cycle



Awareness



Contact



Interest



Presentation



Closure

Images... Freepik.com

Organic Contact

4



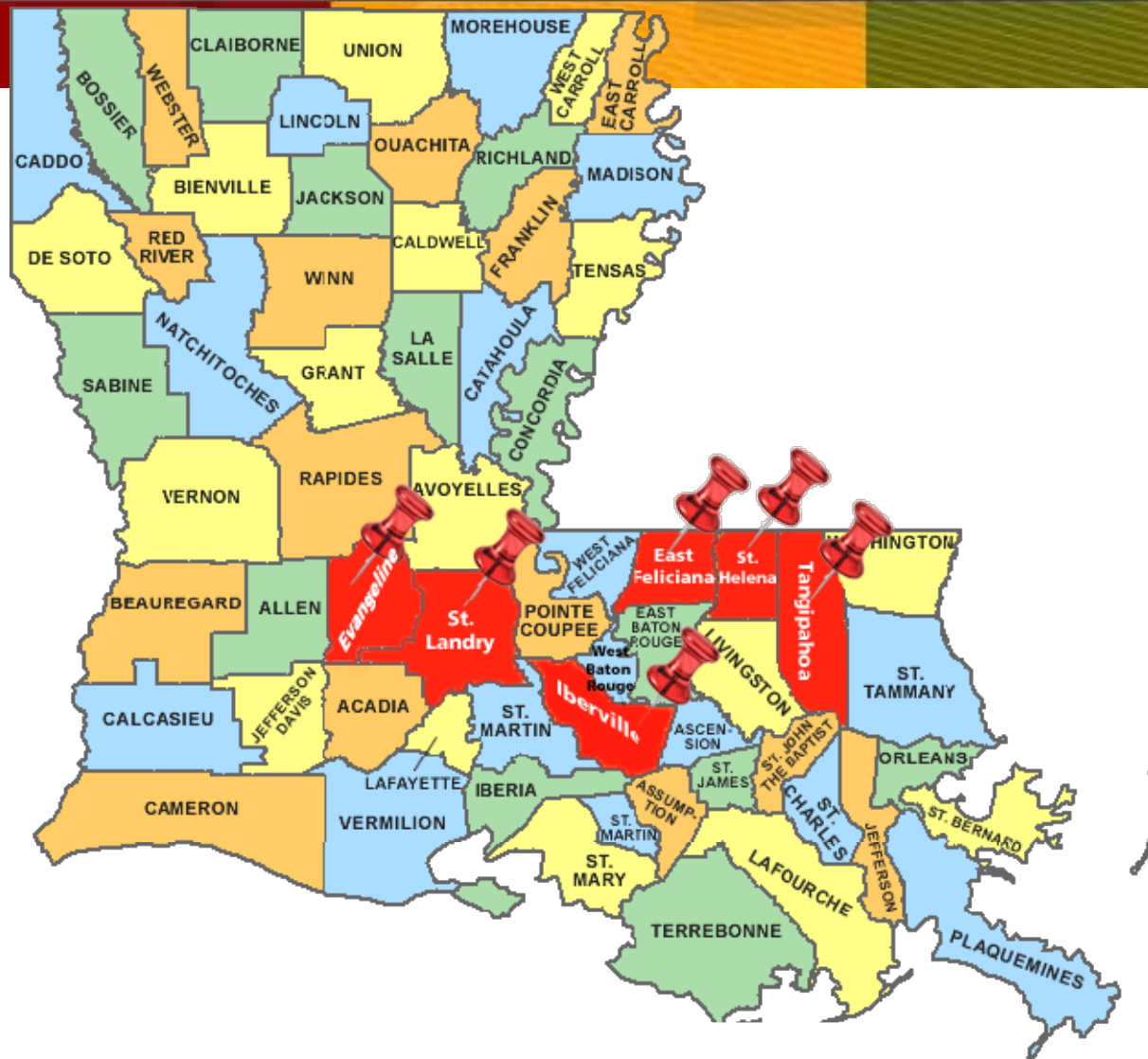
5



Louisiana DED



Louisiana DED





Section 3

Section 3

Art of Inquiry

Deadline: June 30th

Please complete this brief online survey about your business to help evaluate the needs of community. All responses will be kept confidential.

The Economic Vitality Corporation (EVC), a non-profit organization that provides economic development services and business resources throughout San Luis Obispo County, is launching its annual BR&E Survey. This is an important effort to evaluate the business community in order to provide the best services possible.

Last year

The high

Your part

Thank you

To copy

<http://www.slocounty.gov/business>

2006

Revenue

36% of

25% of

Top 3 M

55% clac

46% clac

31% clac

Workfor

51% of

26% red

BR&E Corporate Call Points of Discussion December 2, 2010

1. Standard business information:

- i) Business activity
- ii) Employment
- iii) Gross floor area
- iv) Lease or own
- v) Lease expiry date if leasing

2. Does your company plan to expand or contract in the next three years?

- (a) Jobs +/ -
- (b) GFA +/ -
- (c) Approximate date of expansion or contraction:

3. What challenges is your business/industry currently facing (e.g. federal/provincial/municipal legislation changes, technological changes, etc.)?

4. Do you currently access any federal/provincial or municipal government development programs?



Community Economic Development Agency

Survey Name: Basic Business Survey

What is your first name?

What is your last name?

What is your email address?

What is your business's name?

Where is your business located (address)?

What is your business phone number?

How many employees does your business have?

How is your business doing?

☐ Great ☐ Good ☐ Okay ☐ Not Good ☐ In Trouble ☐ Not sure



City of Cleveland Business Survey

Please take a moment to answer a few questions about your company. This information will be used to help us target immediate and future business assistance needs.

Q1 Company Name

Q2 Contact Name

Q3 E-mail address (optional, to receive information regarding programs and resources from your city)

Q4 Please indicate:

Sales/business

Employment

Equipment

Product line

Plant facility

Q5 Please indicate whether plans for expansion in the next one to three years:

Employment

Equipment

Product line

Q6 Does your company have expansion?

Yes

No

21 13.7%

21 13.7%

47 30.7%

21 13.7%

1,164

Realizing Com

| | | |
|---|----------------|----------------|
| and overhead. | Strongly Agree | |
| Our company systematically identifies, profiles and targets most valuable | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |

| | | |
|--|----------------|----------------|
| | Strongly Agree | |
| | Does Not Apply | Does Not Apply |
| | Don't Know | Low Importance |



Questions Matter

Opening Statements

“Your company is very important to this community, and we appreciate the economic contributions you have made. We also greatly appreciate the time you’ve taken to see us today.”

“Our objective is to demonstrate that _____, as a community, cares about and appreciate local firms.”



1st Question?

Opening Questions

- A. Please provide a brief description of your company.**
- B. What is your overall opinion of _____ as a place to do business?**
(online) Excellent, Good, Average, Poor Very Poor
- C. What year did your business start operation? _____**
- D. Which category does your business fit into?**
Independent business, Franchise, Part of national network or retail/marketing group, Associated with another business, e.g. retail outlet for manufacturer
- E. What do you feel are the top two advantages of doing business here (city name) relative to other markets and the top two disadvantages of doing business here?**
- F. What is your company's greatest achievement in the last 3 years?**

1st Question



Sets Tone

Engagement

Positioning



What is the projected sales growth in the next year at this facility?

☐ ***Greater than or equal to: 100% 99-50% 49-25% 24-10% 9-1% 0***

☐ ***Declining***

Undercut Credibility!



What is your primary title/position?

What is the status of your primary product/service?

Proprietary... Commodity

Failure to Prepare!

Credibility

A decorative graphic consisting of three horizontal bars. The top bar is dark grey. The middle bar is red. The bottom bar is orange. The bars are of different lengths and are positioned to the right of the 'Credibility' header.

***As a percent of sales, how much does the company
spend on R&D***

☐ None ☐ 1-2% ☐ 3 to 6% ☐ Over 6%

***As a percentage, approximately how is the R&D
budget divided among:***

New product development _____%

Product improvement _____%

Production improvement _____%

What is the Difference?

- 1** What are Aprilville's weaknesses as a place to do business?
- 2** What are the barriers to growth in Aprilville?
- 3** Is there any reason the company will not expand in Aprilville?

| D | E | F |
|-------------------|---|---|
| Community \ Other | State level support for existing industry. | |
| Community \ Other | Workforce availability and skill level. Wage levels make it difficult to compete | |
| Community \ Other | It is a slow process with local codes and permits. Takes too long and slows down expansion plans. | |
| Community \ Other | Rapid population growth - encroaching on rural Tennessee | |
| Community \ Other | Quality of the local workforce. We can find people but can't find skilled people. | |
| Community \ Other | Lack of hotels in the community. When customers come to call they must stay in Nashville. | |
| Community \ Other | Currently there seems to be a limited market here locally | |
| Community \ Other | Workforce availability - skilled labor | |
| Community \ Other | Education level is actually going down rather than up. Many applicants do not have HS diploma or GED. | |
| Community \ Other | Labor force. Turnover is a problem | |
| Community \ Other | Transportation infrastructure - highway construction | |
| Community \ Other | Tax base for the plant is excessive - as compared to other GM facilities. | |
| Community \ Other | Educational system (affects recruiting management personnel) | |
| Community \ Other | skilled workforce | |
| Community \ Other | County taxes not equitable. School system is weak-weak school board-ineffective and not responsive to community needs | |
| Community \ Other | Labor pool | |
| Community \ Other | Local water authority. Very difficult to work with. Price is too high | |
| Community \ Other | Some skill sets are difficult to recruit | |
| Community \ Other | Workforce availability and quality is a challenge at times. | |
| Community \ Other | Workforce issues are constant. Workforce quality is always an issue. | |
| Community \ Other | Labor force's lack of education. Community not "upscale" enough to attract top talent. | |
| Community \ Other | Workforce quality - drug issues and social habits. | |
| Community \ Other | Workforce issues - particularly part time ranks. | |
| Community \ Other | Educational system | |
| Community \ Other | Utility costs - water, electric, gas | |
| Community \ Other | Workforce is hard to find in regards to maintenance and technical positions | |
| Community \ Other | Services - i.e., local contractors are scarce | |
| Community \ Other | Limited workforce when looking for skilled labor. Perception, too, that new companies moving in get more incentives for | |
| Community \ Other | Infrastructure - specifically utility (electricity) | |
| Community \ Other | Still a bit of the "good ole boy" mentality politically. | |
| Community \ Other | Property tax structure - prohibitive to doing business in Davidson County. Plus, workforce is a weakness. Not enough sk | |
| Community \ Other | Workforce is an issue at times, although it has improved in the last couple of years. | |

Reality Check

| Community Challenges: Three Perspectives | | | | |
|--|--|-------|--|---------------------|
| Barriers | | Weak* | Ranked Issues | Only Weakness |
| 1 | | 1 | Business Climate Negative | Dead on |
| 2 | | 17 | Land Availability or Cost | Critical Difference |
| 3 | | 6 | Cost of Doing Business | Under rated by 3 |
| 4 | | 3 | Labor - Other | Dead on |
| 5 | | 2 | Transportation | Over rated by 3 |
| 6 | | 13 | Accessibility Poor | Critical difference |
| 7 | | | Quality of Life Poor | Under rated by 2 |
| 8 | | | Community Leadership Negative | Dead on |
| 9 | | | Quality of Life Negative | Over rated by 5 |
| 10 | | 10 | Labor - Skilled Worker Supply Inadequate | Dead on |
| 13 | | 7 | Educational System Weaknesses | Over rated by 5 |
| - | | 5 | Affordable or Available Housing | Red Herring |

30% Accuracy at Best


Source: Synchronist North American Data Study

Critical Difference

PERCEPTION



Ultimate Question



**What do you want
to know when you
walk out the door?**

Design Principles

- 1) Administered as one-on-one interview**
- 2) Use a conversational tone**
- 3) Put the respondent at ease**
- 4) Engage the respondent, make him think**
- 5) Get him talking freely**
- 6) Gather both facts and opinions**
- 7) Provide information for comparison over time (core info)**

Design Principles (Cont.)

- 8) Sector defined, not industry defined (applicable to companies in different industries)**
- 9) Information that can be aggregated across dozens or hundreds of respondents**
- 10) Aggregate information to support decisions**
- 11) Weave in and out of different question format... open-ended, multiple choice, yes/no**
- 12) Group questions where appropriate**
- 13) Maximize the number of topics covered**

Confirmation by Design

Business Retention Survey Benchmarks

| Question Type | National Averages ¹ | | Ideal Model | | Grow | Survey Instrument |
|--|--------------------------------|---------|-------------|---------|--------|-------------------|
| | Number | Percent | Number | Percent | Number | Percent |
| Confirmation (CQ) | 16.0 | 53.2 | 0 | 0 | 12 | 21.8 |
| Assistance (AQ) | 3.5 | 10.6 | 0 | 0 | 1 | 1.8 |
| Problem Identification (PIQ) | 8.0 | 25.0 | 10 | 25 | 18 | 32.7 |
| Predictive (PQ) | 1.0 | 4.3 | 6 | 15 | 3 | 5.5 |
| Industry Intelligence (IIQ) | 0 | 0.6 | 14 | 35 | 1 | 1.8 |
| Company Intelligence (CIQ) | 1.5 | 5.2 | 5 | 12.5 | 20 | 36.4 |
| Buyer/Supplier Linkages (BSLQ) | 0 | 1.1 | 1 | 2.5 | 0 | 0 |
| Market Intelligence | 0 | 0 | 4 | 10 | 0 | 0 |
| | | | | | | |
| Total Number of Questions | 30 | 100.0% | 40 | 100.0% | 55 | 100.0% |
| Open Questions | | | 15 | | 3 | |
| Estimate of Average Survey Time (Min.) | 40 | | 45 | | 75 | |

Confirmation design. Working from a list of Yes/No and multiple choice questions creates little opportunity for discovery. As a derivative, the Common Questions suffer same fate.

What About...

Risk

RISK: Top 15 Early Warning Signs

4 Warning Drivers

Operating Conditions
Facility
Market Changes
Corporate Strategy

Corporate Warning Drivers

- Non-local management
- Ownership/management change
- Shifts in the market
- Expansion elsewhere
- Rapid corporate expansion
- Change in corporate strategy

Operations Warning Drivers

- Burdensome regulatory environment
- Escalating local costs
- Workforce changes
- Labor dysfunction

Facility Warning Drivers

- Lease expiration
- Facility condition, size, obsolesces

Market Warning Drivers

- Falling sales
- Economic shift within the industry
- Technology shift/product obsolesces

No order of importance intended or implied.

RISK: 18 Retail, Tourism, Service Warning Drivers

4 Warning Drivers

Operating Conditions
Market Changes
Corporate Strategy
Management

Operations Warning Drivers

- Escalating local costs
- Workforce changes

Market

- Population
- Demographics
- Buying power
- Population or demographic shift
- Introduction of competition
- Supplier changes

Retail/Service Warning Drivers

Corporate Warning Drivers

- Non-local management
- Ownership/management change
- Expansion elsewhere
- Change in corporate strategy

Management

- Inadequate or poor service
- Poor facility
- Failure to adapt to market changes
- Competence
- Age of management/ownership
- Succession/exit planning

No order of importance intended or implied.



The Answer...

**...is only Important if we
ask the *RIGHT* question!**

Locked in the Twilight Zone: Business Retention Fails the Strategic Value Test!

Blane, Canada Ltd., 1998

Top 6 Evaluation Questions

1. What do you want to know when you walk out the door?
2. Does the question provide insight into answering the core question?
3. Will the question position the interviewer as a peer/partner?
4. Does the question make the interviewer look unprepared?
5. Can questions be combined to increase efficiency?
6. How will the information from the question be used?

Section 4

Section 4

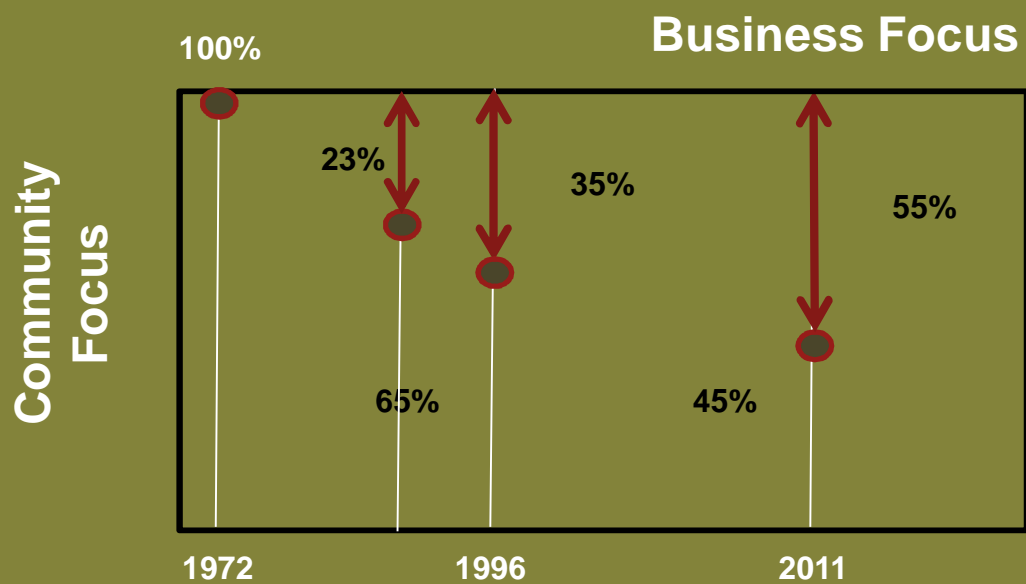
Action Plan

Issues



Opportunities



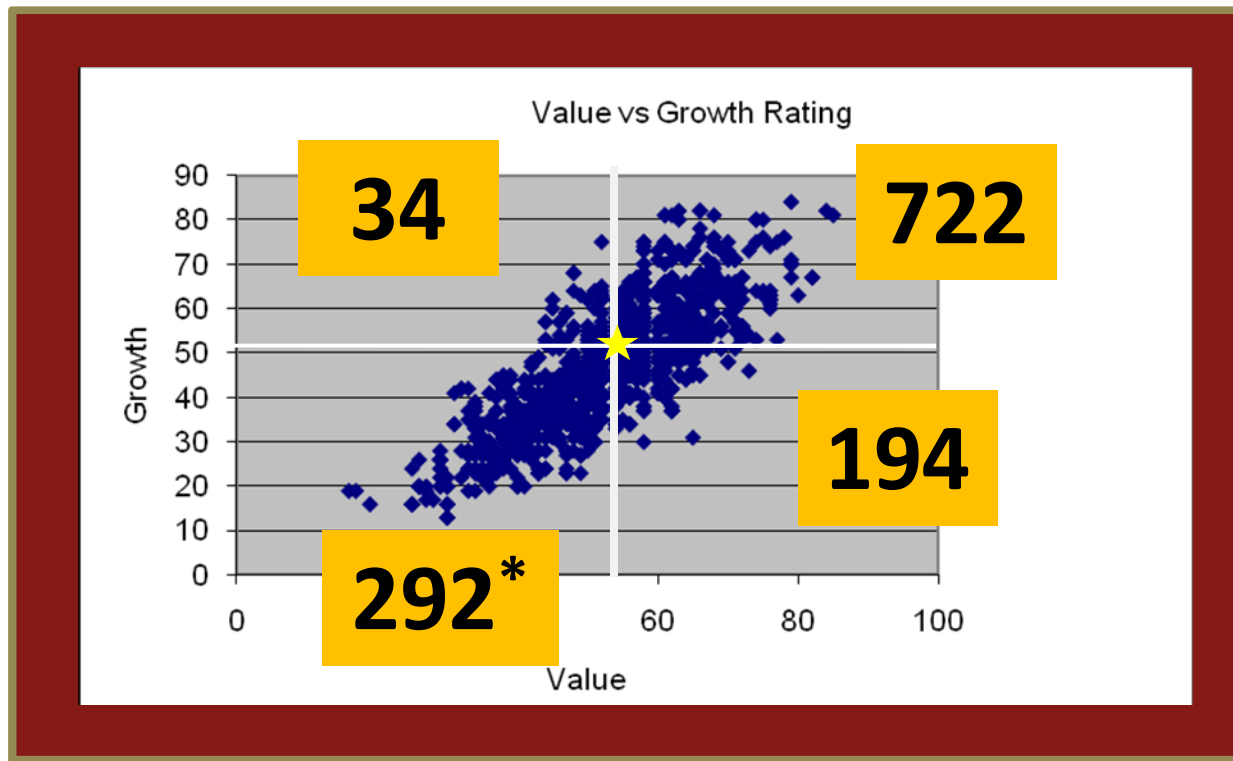


Industry
Product
Market
Management
Technology

Business Dynamics



Visible Economic Engine



* 93 Low Quality Interviews
True Growth/Value Unknown

Management Dynamics




Advanced

Progressive

Struggling

Disengaged



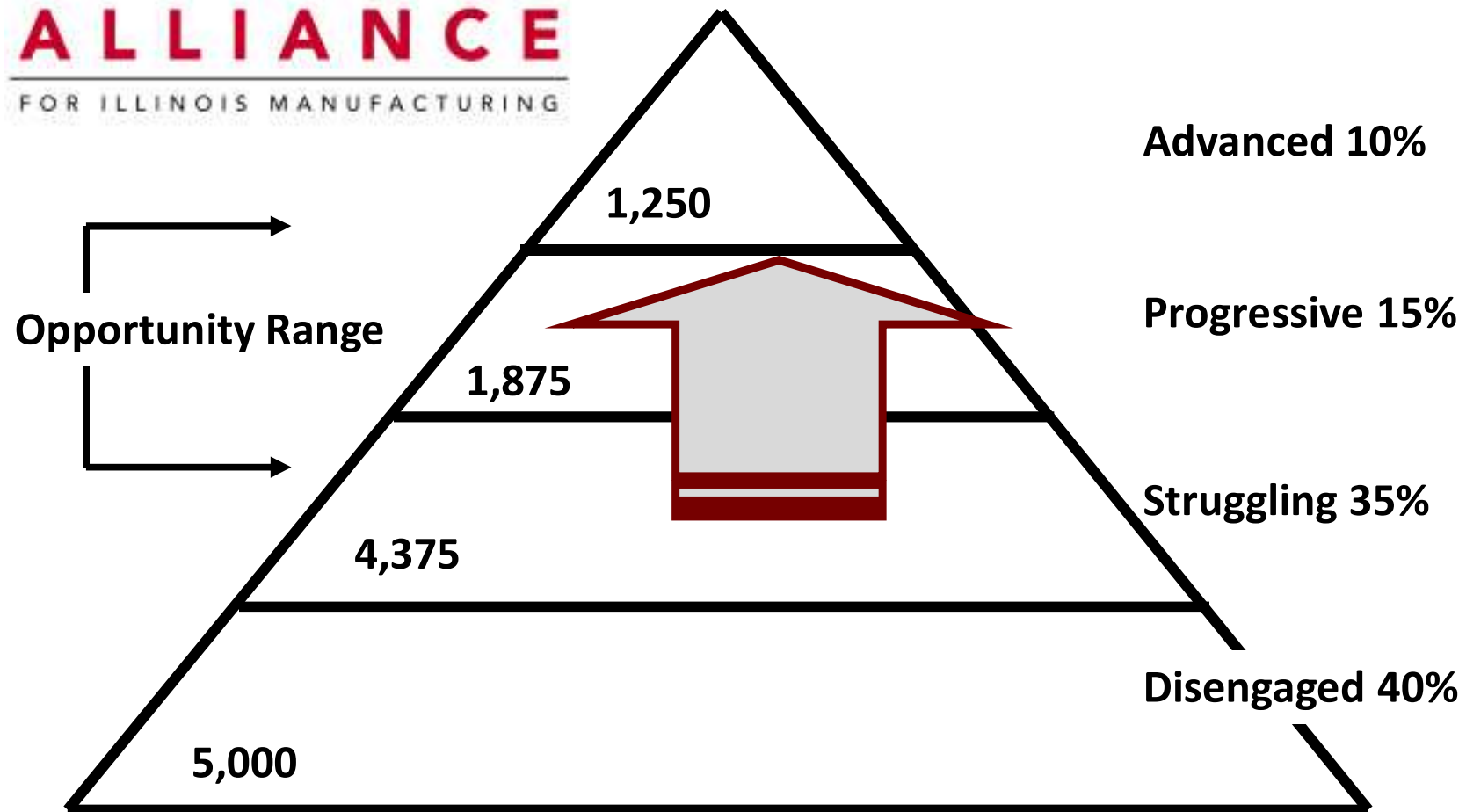
Fact: The number and characteristics of manufacturers in each segment can be approximately estimated.

| Ranks | % of all N.E. II Manufacturers | Estimated # N.E. II Manufacturers | Average # Employees per Company | Estimated Total Employee Number | Average Annual Sales per Employee | Estimated Average Annual Revenue per Company |
|--------------|---------------------------------------|--|--|--|--|---|
| Advanced | 10% | 1,250 | 100 | 125,000 | \$ 225,000 | \$ 22,500,000 |
| Progressive | 15% | 1,875 | 55 | 103,125 | \$ 125,000 | \$ 6,875,000 |
| Struggling | 5% | 4,375 | 40 | 175,000 | \$ 75,000 | \$ 3,000,000 |
| Disengaged | 40% | 5,000 | 20 | 100,000 | \$ 50,000 | \$ 1,000,000 |
| | 100% | 12,500 | 40 | 503,000 | \$ 117,576 | \$ 4,731,250 |

Source: Chicago Manufacturing Center, Association for Manufacturing Excellence, NORBIC

Opportunity for Biggest Impact

ALLIANCE
FOR ILLINOIS MANUFACTURING



Resource Focus

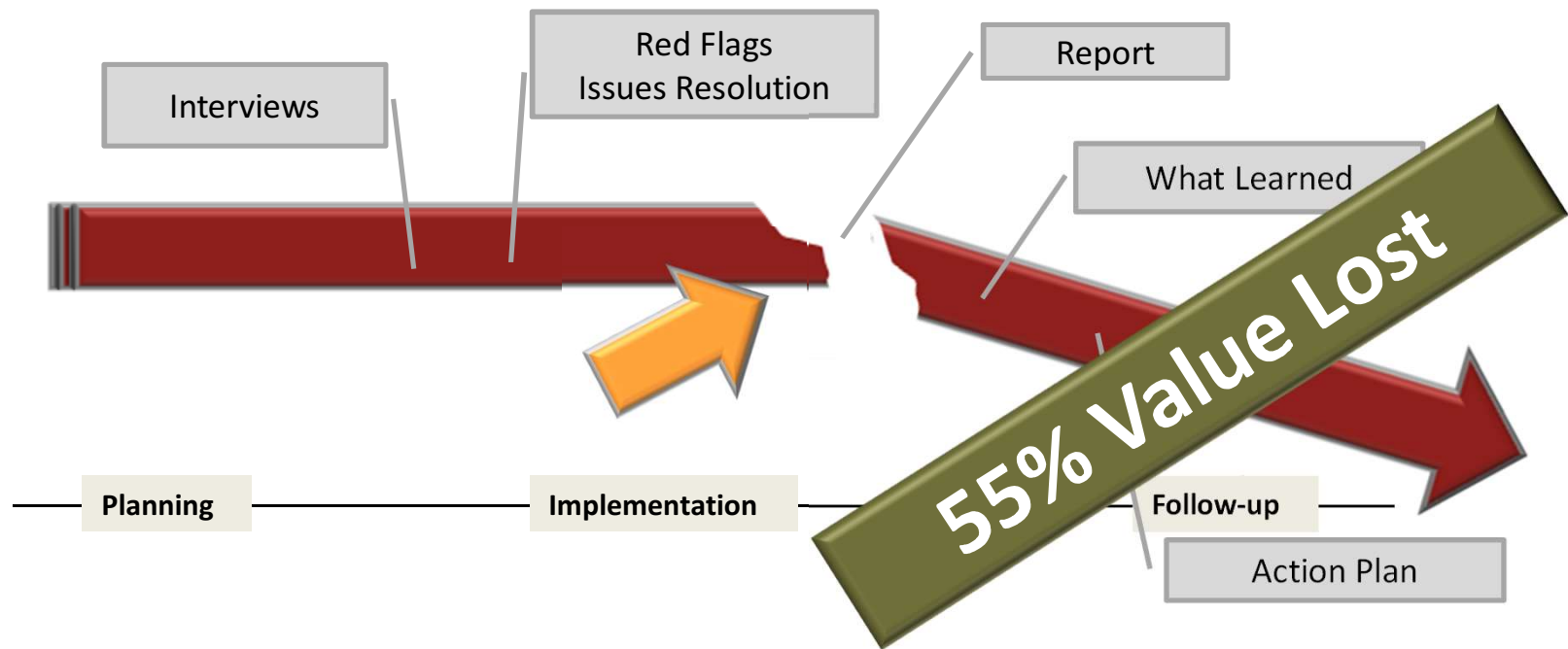


Section 5

Section 5

What Did We Learn?

BR|E Breakdown



Source: The Missing Link: a Vision for BR|E

Analysis: Layer 1



What do the Numbers Say?

Looking at Responses (text)

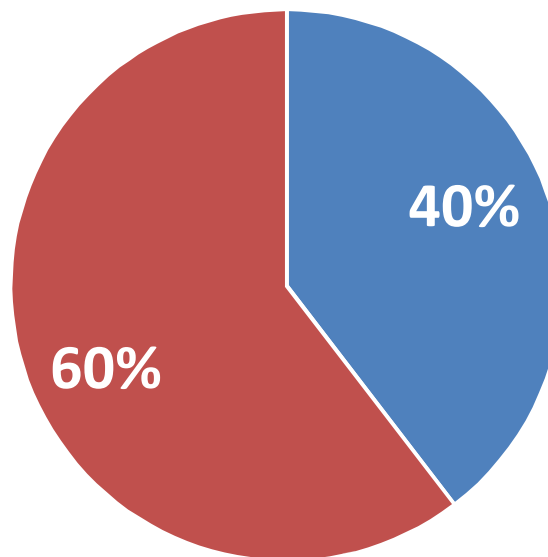
Skill Gaps

Suppliers

Legislative

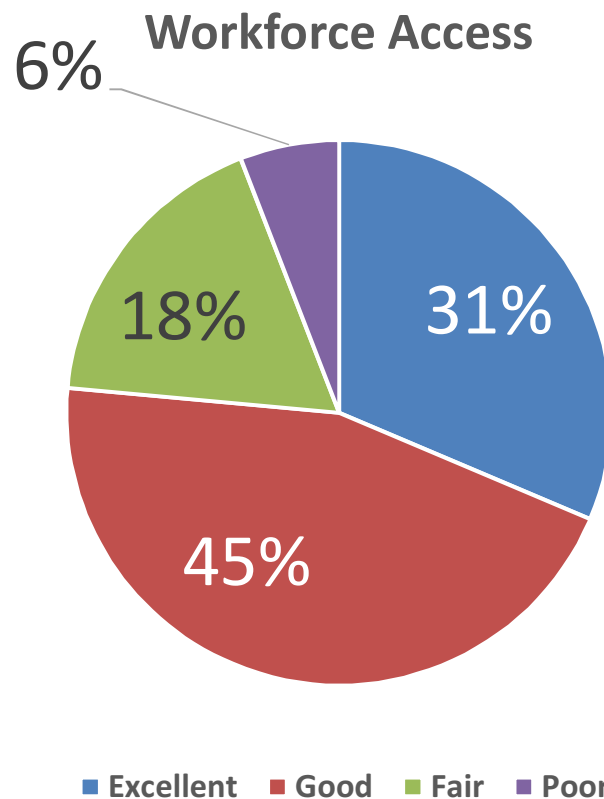
Plans to Expand

Plans to Expand



■ Yes ■ No

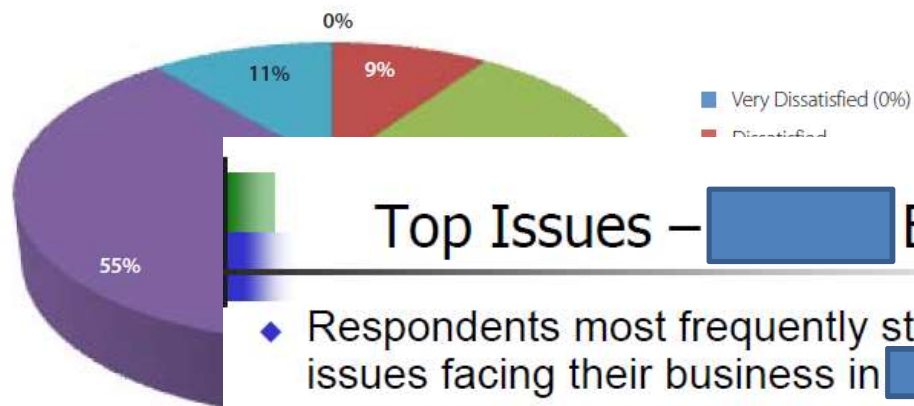
Workforce Access



Business Climate

Local Business Climate

Over the past year, **66 percent** of the respondents indicated they believe [] has a **positive business climate**.



Top Issues – [] Businesses

- ◆ Respondents most frequently stated that the top issues facing their business in [] today included:
 - Need to increase business advertising / advertising is expensive;
 - Lack of work / sales have decreased / failing to attract new clients;
 - The economy / recession (in general);
 - Finding and retaining qualified, quality staff; and
 - Competition within the City of []

Analysis: Layer 2



How do we compare?

Internal Validation

Year/Year

External Benchmark

State/Regional Partners

National and Regional Benchmarks

Similar Question, Different Result

Business Retention

Table WP 19

| Recruitment Problems (new) | Response Count | Percent |
|---|----------------|---------|
| Administrative/Clerical | 178 | 3.4 |
| Professional/Management/Sales/Marketing | 1294 | 24.4 |
| Science/Technical | 1069 | 20.2 |
| Skilled Production Labor | 1779 | 33.5 |
| Unskilled Production Labor | 306 | 5.8 |
| Other | 679 | 12.8 |
| | | 100 |
| Sub-Total | 5305 | 98.7 |
| None/Blank | 68 | 1.3 |
| Total | 5373 | 100 |

Table WP 20

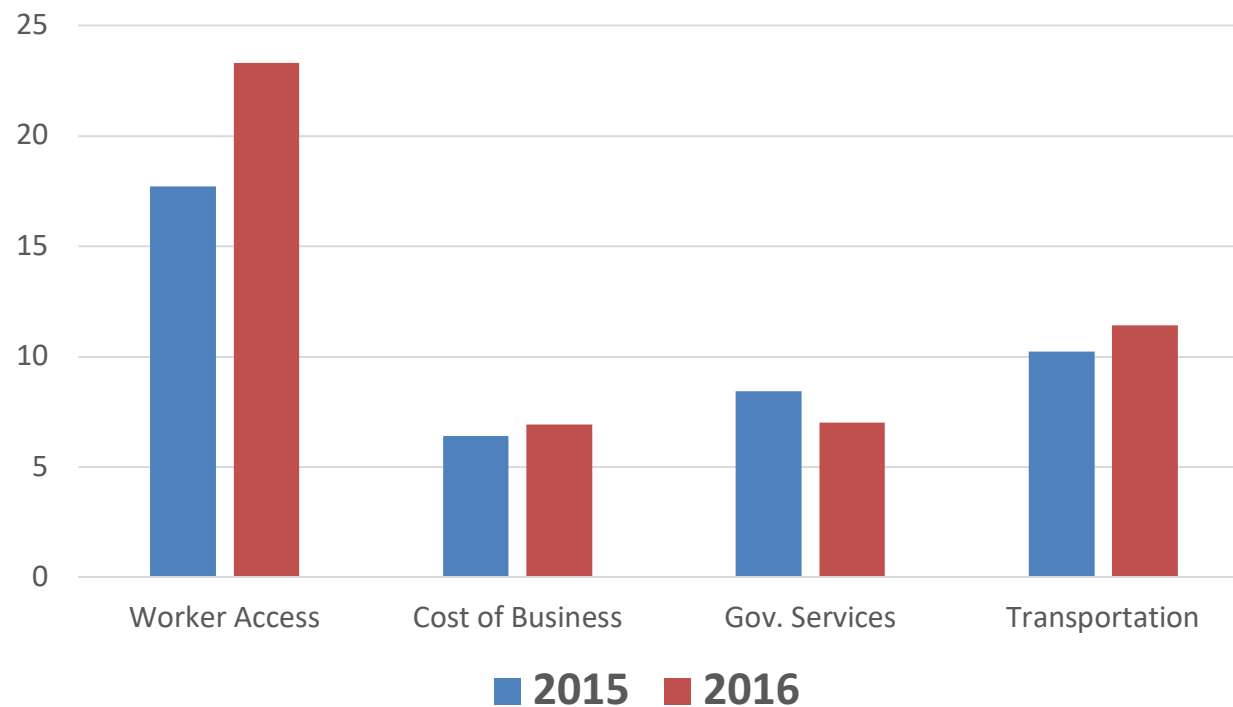
| Workforce | Barriers* | Reasons** |
|---|--------------|--------------|
| Educational System Weaknesses | 2.78 | 0.64 |
| Labor - Employee Work Ethic Poor | 0.74 | 0.24 |
| Labor - Other | 9.76 | 7.96 |
| Labor - Unskilled Labor Supply Inadequate | 0.18 | 0.84 |
| Labor - Skilled Worker Supply Inadequate | 4.69 | 1.95 |
| Total Labor Related | 10.15 | 10.83 |
| | | |
| Total Number of Responses | 5029 | 2514 |

Source: Synchronist North American Data Study - 2014

Which is more important?

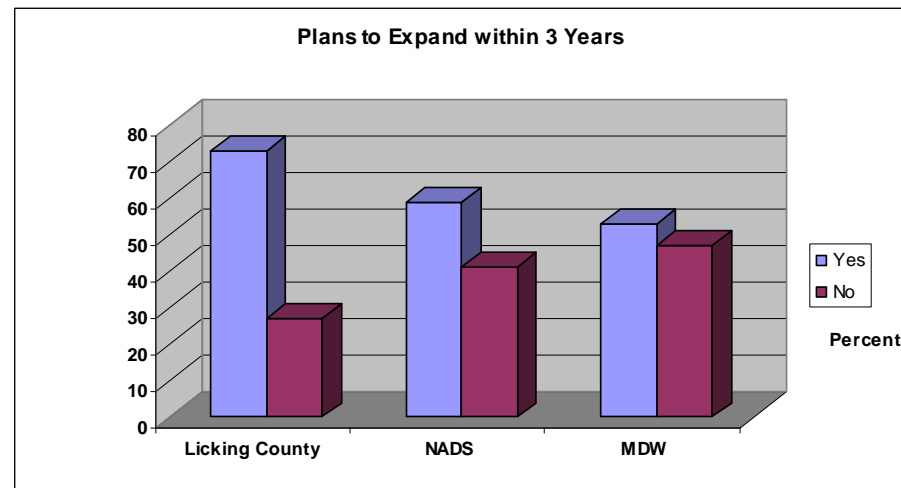
Year/Year Comparison

Community Weaknesses



Benchmarks

Any number is a good number, until there is a point of comparison.



Is your community ahead of the pack, on-track, or falling back?

Source: Synchronist North American Data Study - 2014

Analysis: Layer 3



Portfolio Opportunities and Challenges

Scatter Plot Analysis

VG by sector

R by sector

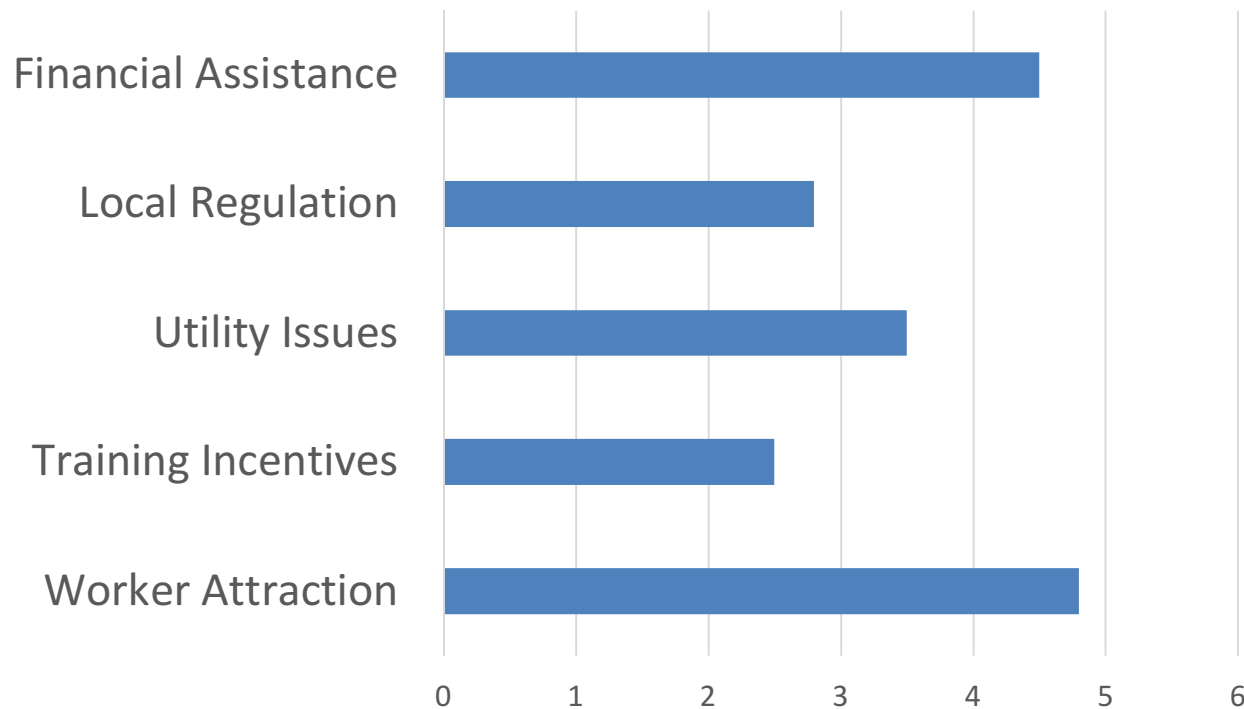
Screening to identify problems &
opportunities

Assistance trends

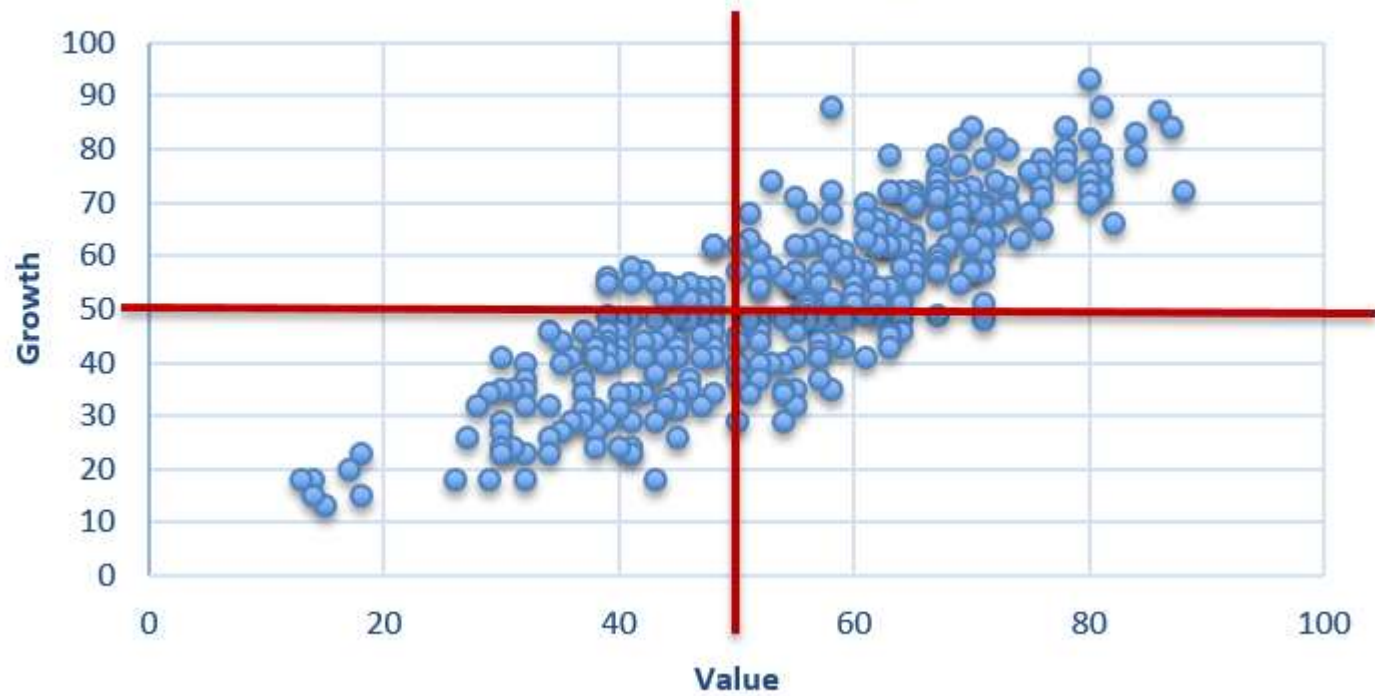
Service Issues



Service Delivered

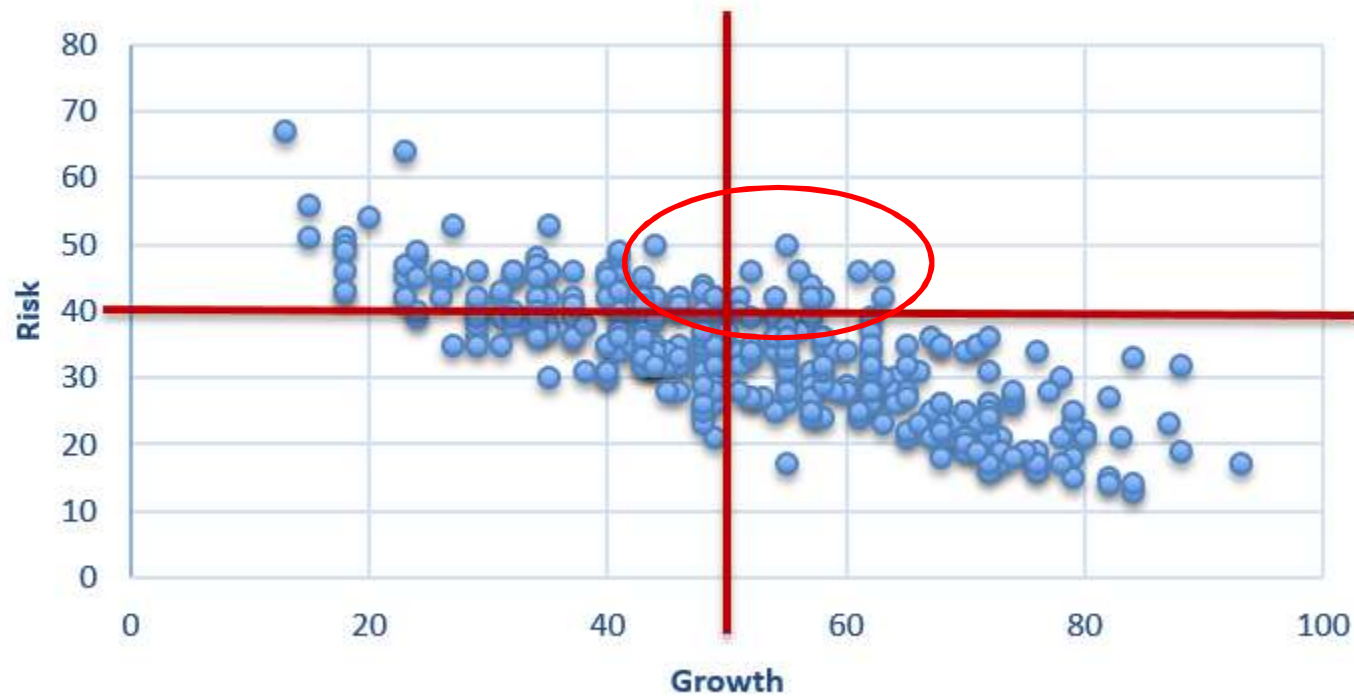


Value - Growth Analysis



Source: Synchronist Client Analysis- 2017

Growth-Risk Analysis

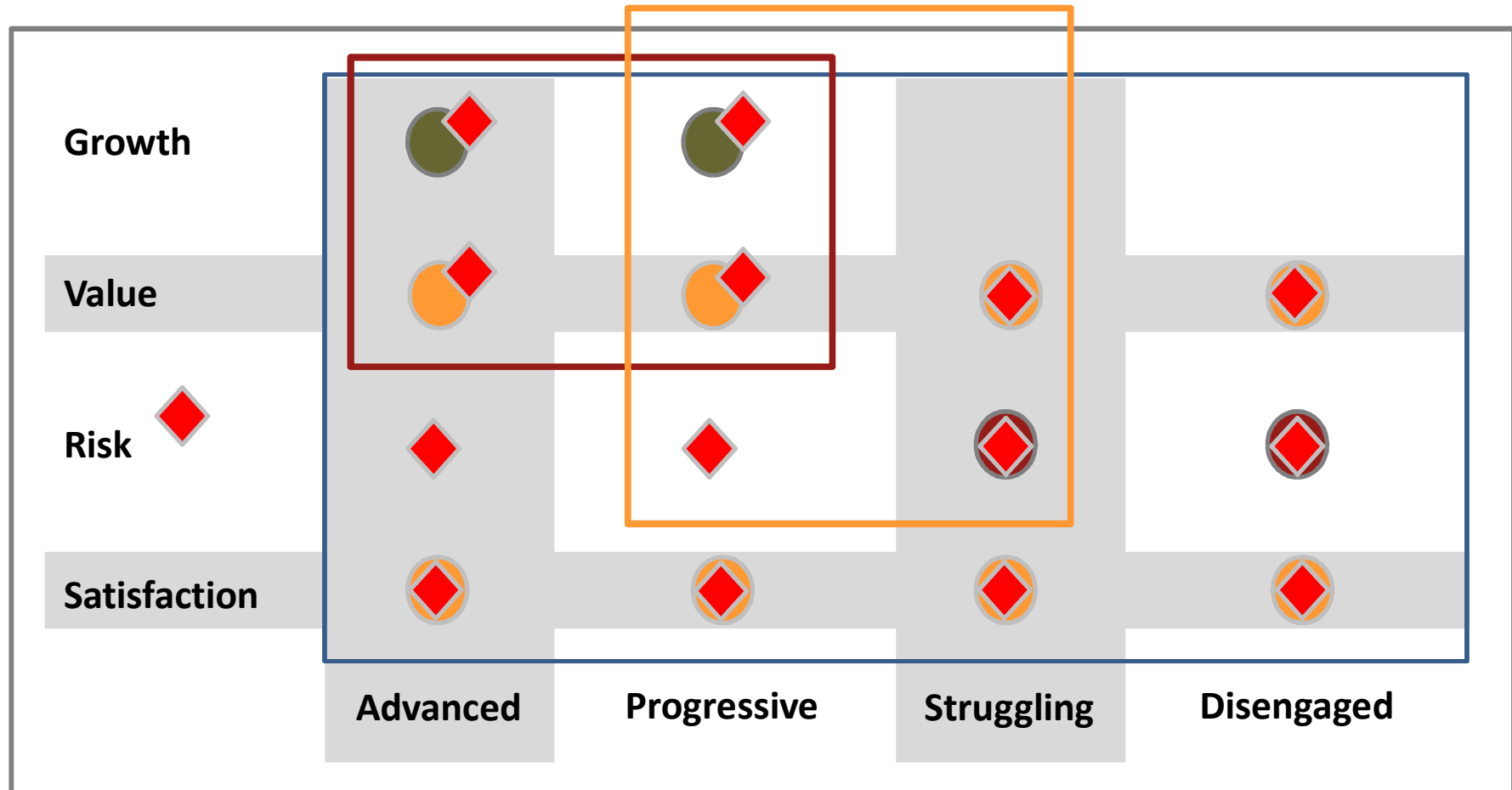


Source: Synchronist Client Analysis- 2017

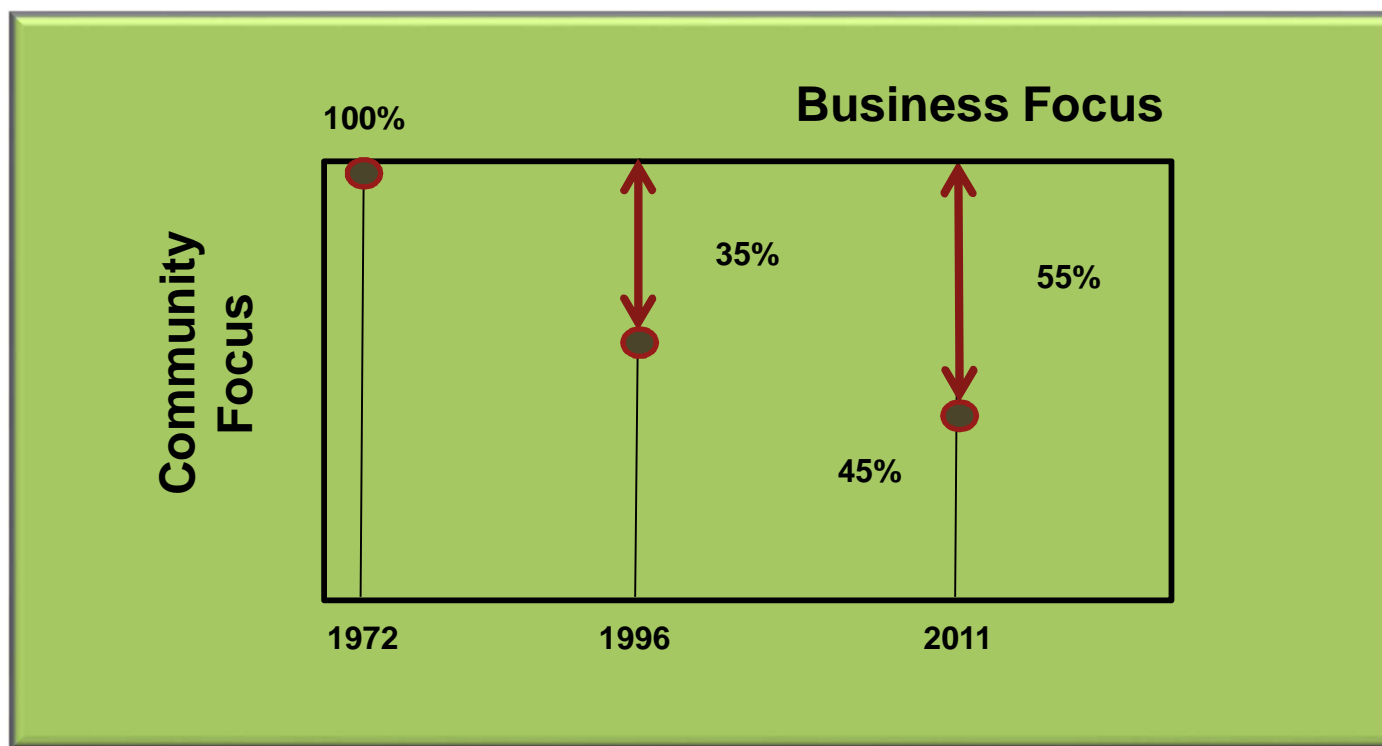
Target Issue Analysis

| Target Issue Analysis | |
|-----------------------|-----|
| Plans Expand | 214 |
| Emerging | 137 |
| New Products | 114 |
| Workforce | 81 |
| Real Estate | 43 |

Targeting Resources



Shifting Information Pattern



Source: Blane, Canada Ltd.

Section 6

Section 6

Telling Your Story

How You Tell the Story

2015 Existing Industry Score Card

6 Expansions

127 Jobs

\$8.7 Capital Investment

10% Hit Rate (60 visits)

Partner Engagements: 15

Direct Time Committed: 831

16 Service Orders

Top 3 Issues: Worker Attraction,
Worker Training, and Regulatory

Partner Engagements: 18

Direct Time Commitment: 348 Hours

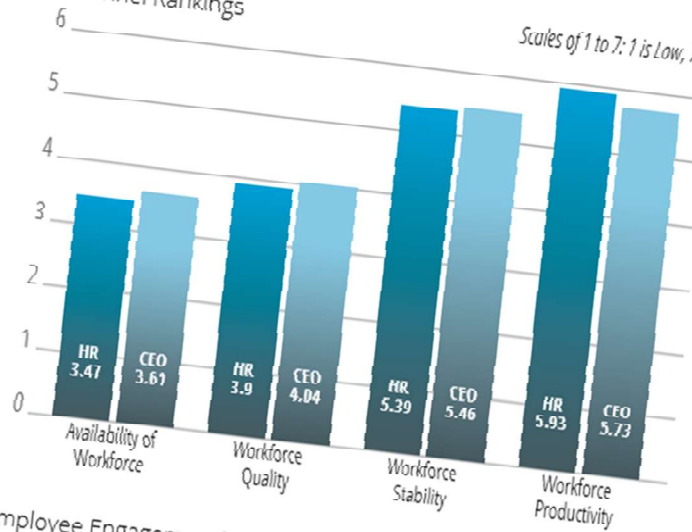
New Relationships: 21

Expanded Relationships: 39

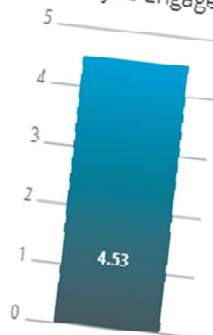
HR Action Report

Personnel Rankings

Scales of 1 to 7: 1 is Low, 7 is High



Employee Engagement*



*The commitment the employee has to the success of the organization and its goals

Talent Attraction from Outside the Area



Q3/4

639

Employees Hired
in the Last 12 Months

132

Unfilled Positions

Turnover Rates
69% Reported Stable
25% Reported Increasing

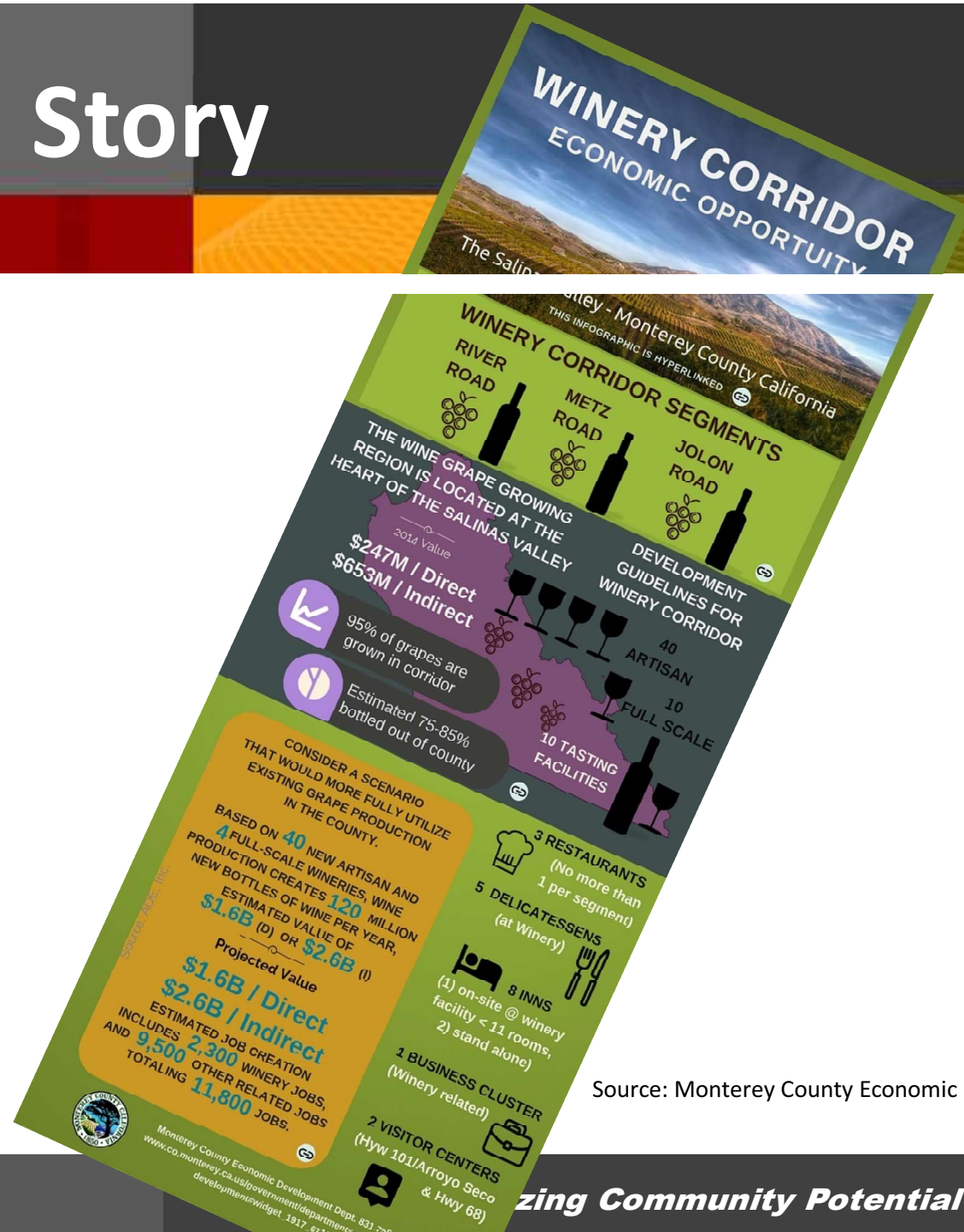
Top Skills Gaps of New Hires

Communication Skills
Work Ethic
Problem-Solving

Top Successful Recruitment Resources

63% rank AccessDubuqueJobs.com as a Top 3 Resource
42% rank it as the #1 Resource
14/20 companies are ADJ.com investors

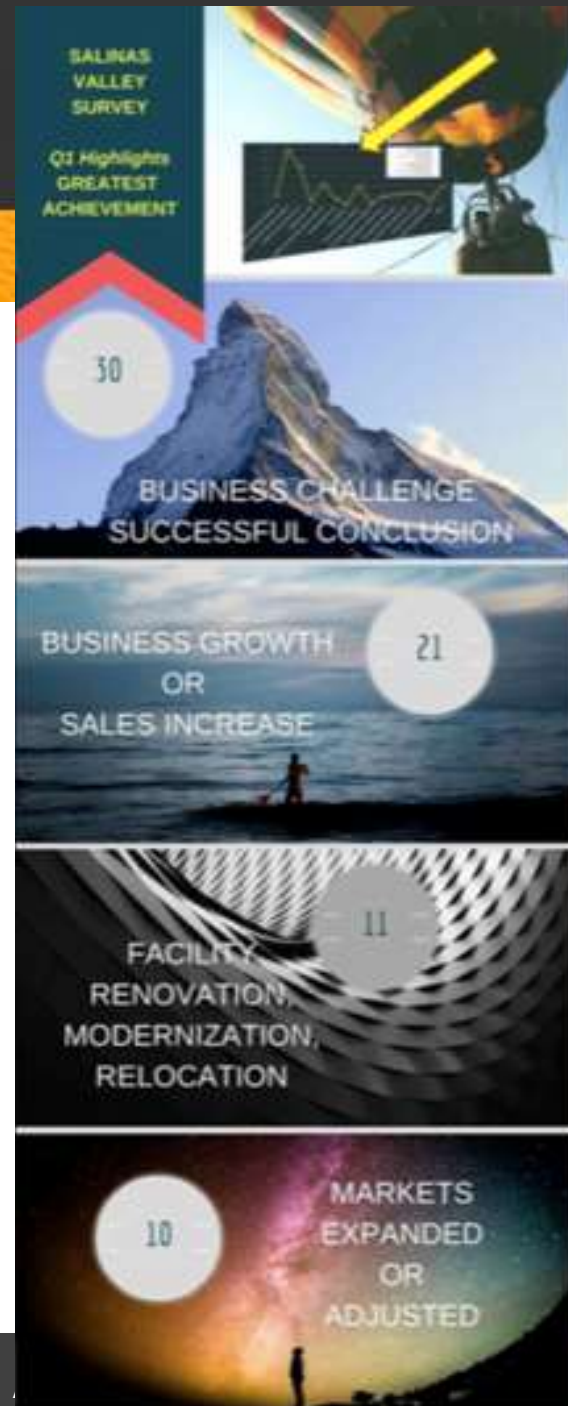
Powerful Story



“Motivational Style”

Turning comments into value

Source: Monterey County Economic Development



Economic Opportunity Pillars

13

Economic Priorities

- Represent 4 ED Opportunity Pillars
- (Ag–Tourism–Higher Ed–Research)

Sector

- Stakeholder findings
- (Committees/Experts/Others)

Infographic

- Highlight Pillars / Show Economic Impact

Source: Monterey County Economic Development

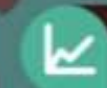
From How to WoW! Telling your story using Infographics



ECONOMIC IMPACTS OF OPPORTUNITY PILLARS



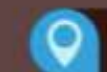
\$8.1B
Agriculture



\$2.7B
Tourism



\$1.7B
Education



\$337.6M
Marine Research



GRAPHICS ABOVE ARE HYPERLINKED



ECONOMIC CONTRIBUTIONS OF AGRICULTURE

DIRECT AG JOBS

55,702



INDIRECT AG JOBS

20,352



MONTEREY COUNTY ECONOMIC DEVELOPMENT DEPARTMENT
(831) 755-5330 • WWW.CO.MONTEREY.CA.US/ECONOMICDEVELOPMENT/

On-the-Job Training Program (Business Services)

14

Challenge

- Inform and motivate employers

Message
Delivery

- Key Information: Program description, benefits, requirement, application, testimonial, contract

Infographic

- Employer OJT Benefits & Requirements

Source: Monterey County Economic Development

From How to WoW! Telling your story using Infographics



BENEFITS OF ON-THE-JOB TRAINING

The OJT program matches businesses with qualified job seekers who are eager to work, but need the specialized training only an employer can supply. In OJT programs, the business agrees to hire workers and train them in measurable skills. In exchange, the Workforce Development Board (WDB) in Monterey County agrees to reimburse the business for a portion of their wages.

The WDB repays the business up to 50 percent of the trainee's starting wage, for a set period that the trainee needs to master the required occupational skills.

6 REASONS TO CONSIDER ON-THE-JOB TRAINING (OJT)

CLICK HYPERLINKED ICONS BELOW



No Cost
Staffing Solution



Employer
Agreement



Basic Employer
Requirements



Verify Work
Skills



Save time
& resources



Testimonials

Click here for WDB contact information
(Call - 831.796.8124)



WORKFORCE DEVELOPMENT BUSINESS SERVICES - 831.796.8366
MONTEREY COUNTY ECONOMIC DEVELOPMENT DEPARTMENT
WWW.CO.MONTEREY.CA.US/ECONOMICDEVELOPMENT/

Retractable banners

22



From How to WoW! Telling your story using Infographics

Direct Mailing (Industry Association)

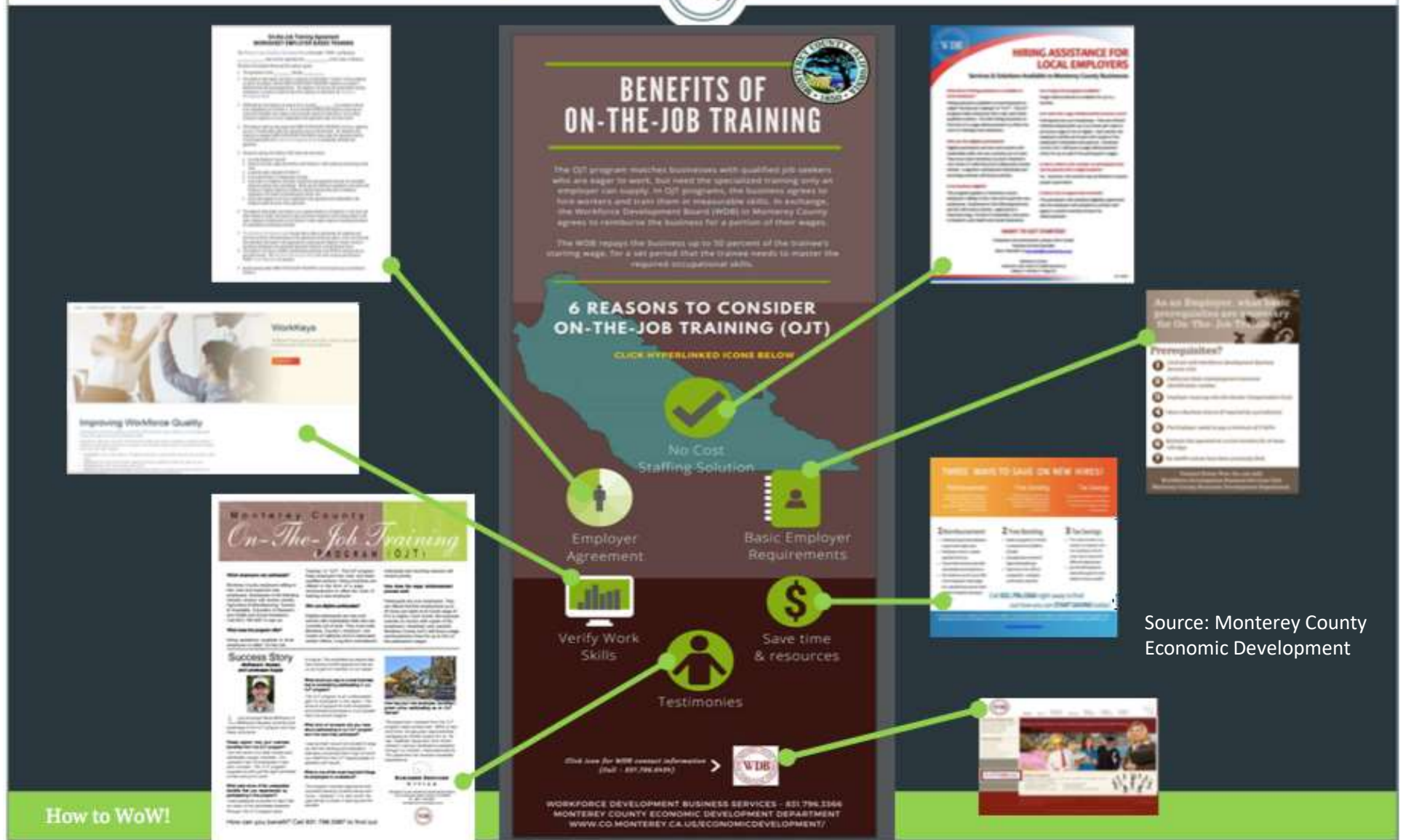
23



Source: Monterey County
Economic Development

Hyperlinking

24

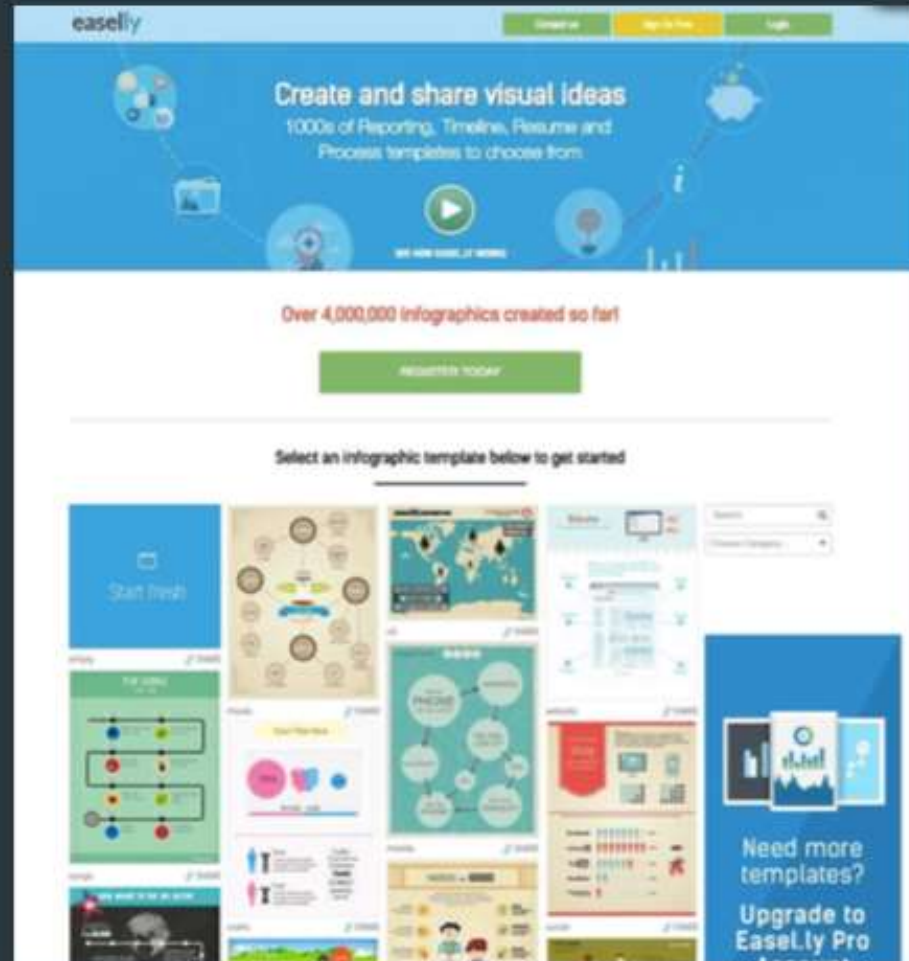


Source: Monterey County Economic Development

20 DIY Tools

1. [Easel.ly](#)
2. [Visualize.me](#)
3. [Visme.co](#)
4. [PiktoChart](#)
5. [Canva.com](#)
6. [Infogr.am](#)
7. [Venngage](#)
8. [Dipity](#)
9. [iCharts](#)
10. [Geo Commons](#)
11. [Google Charts](#)
12. [Tableau Public](#)
13. [Photo Infographic Gen Lite](#)
14. [Get About](#)
15. [Creately](#)
16. [PhotoStats](#)
17. [Charts Bin](#)
18. [Gliffy](#)
19. [Tagxedo.com](#)
20. [Smile Widgets](#)

Source: Monterey County
Economic Development



Source: Monterey County Economic Development

Target Audiences

Management

Board of Directors

Council

Partners

Grant Administrators

Investors

Influencers

Demonstrate Need

Influence Decisions

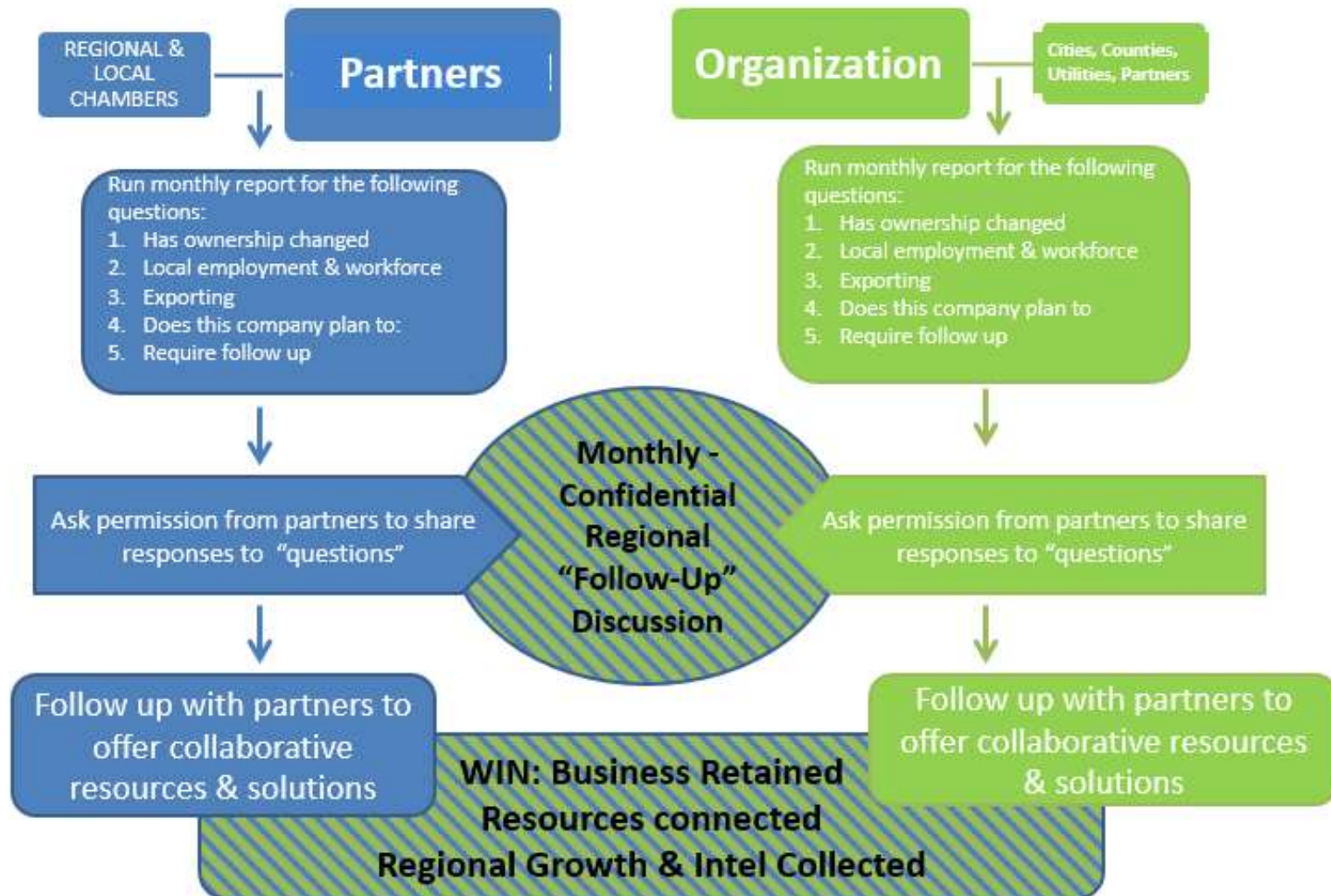
**Document RII: Relevance,
Influence, Impact**

Cultivate Support

Show Progress

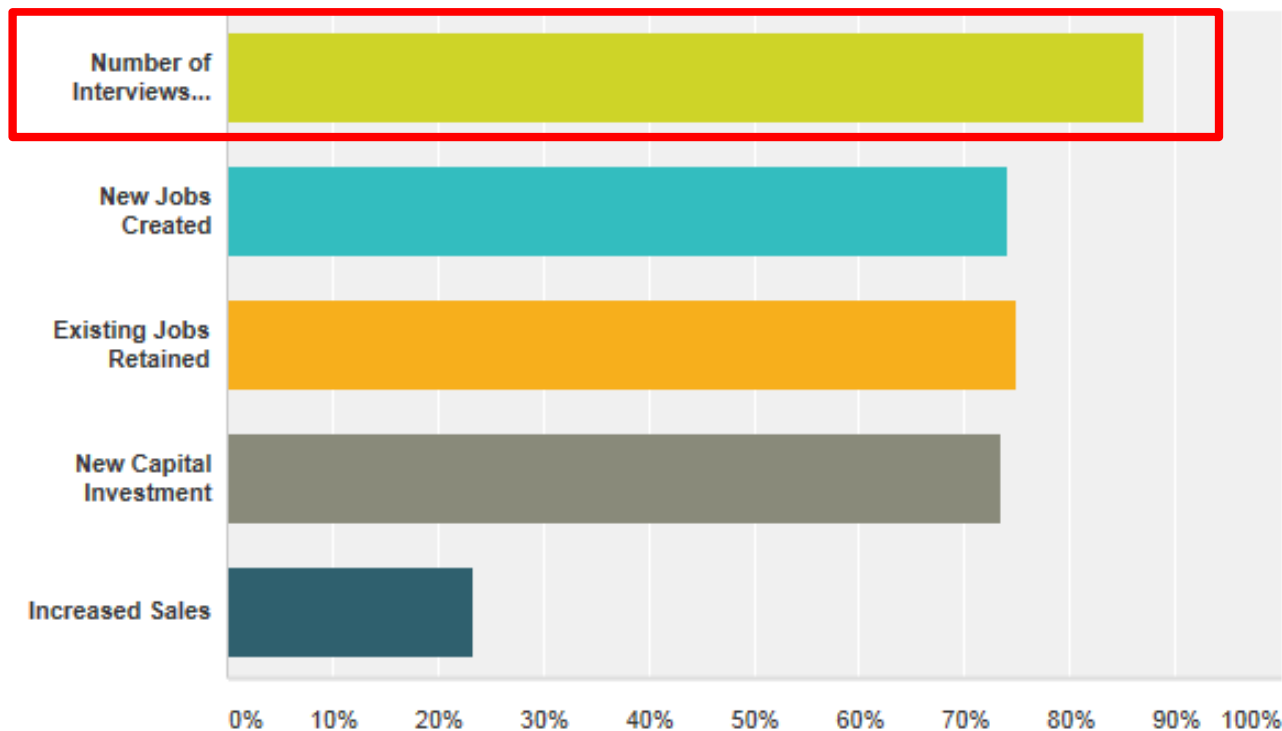
Differentiate Our Org.

BRE Information Sharing Flow Chart



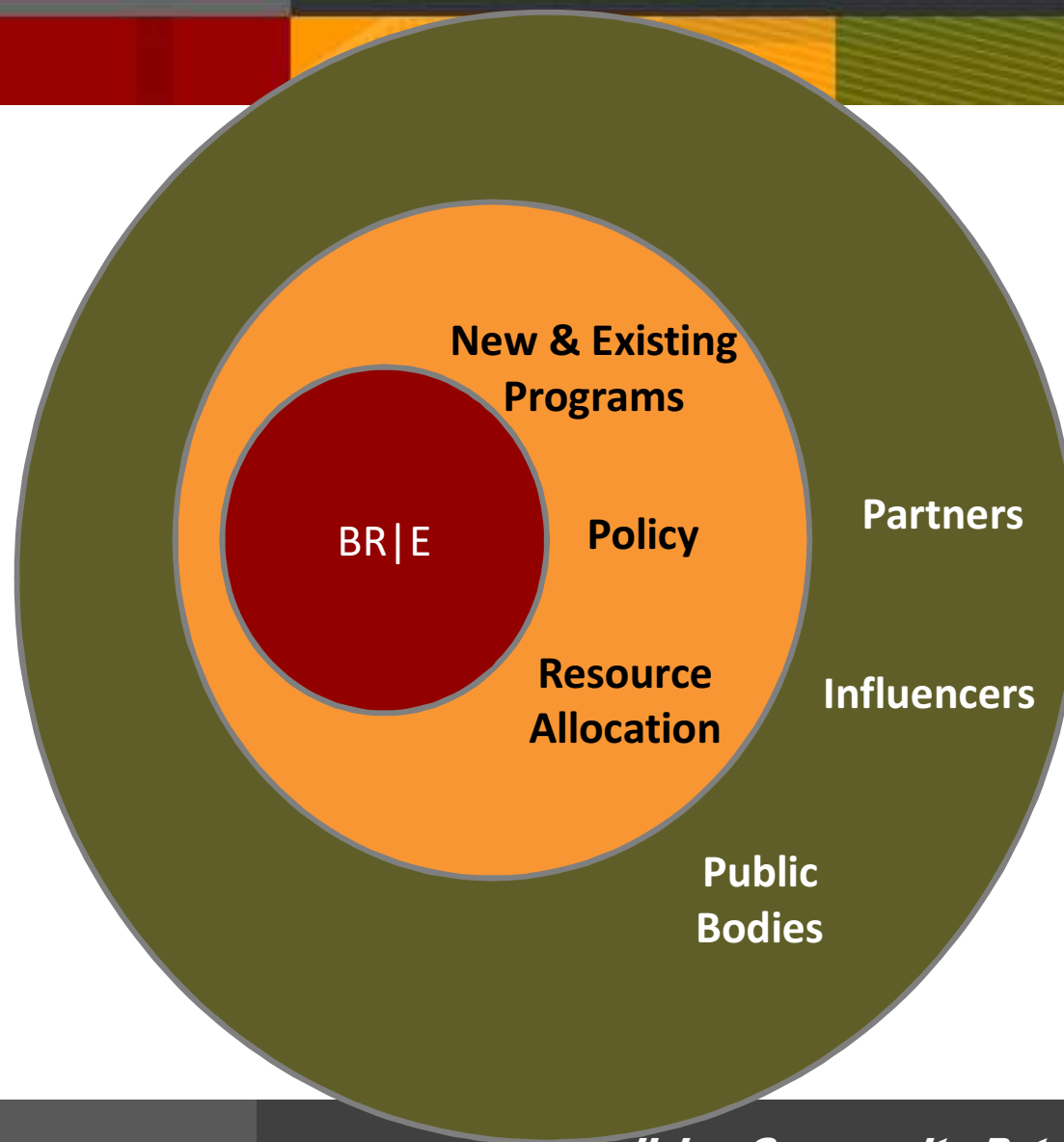
How do you measure your program's success? Please select all that apply and share other performance metrics to which you are accountable.

Answered: 124 Skipped: 18



Relevance, Influence, Impact

Relevance, Impact, Influence



Access to Board

Staff



VP / Mgr



29%

CEO



67%



Section 7

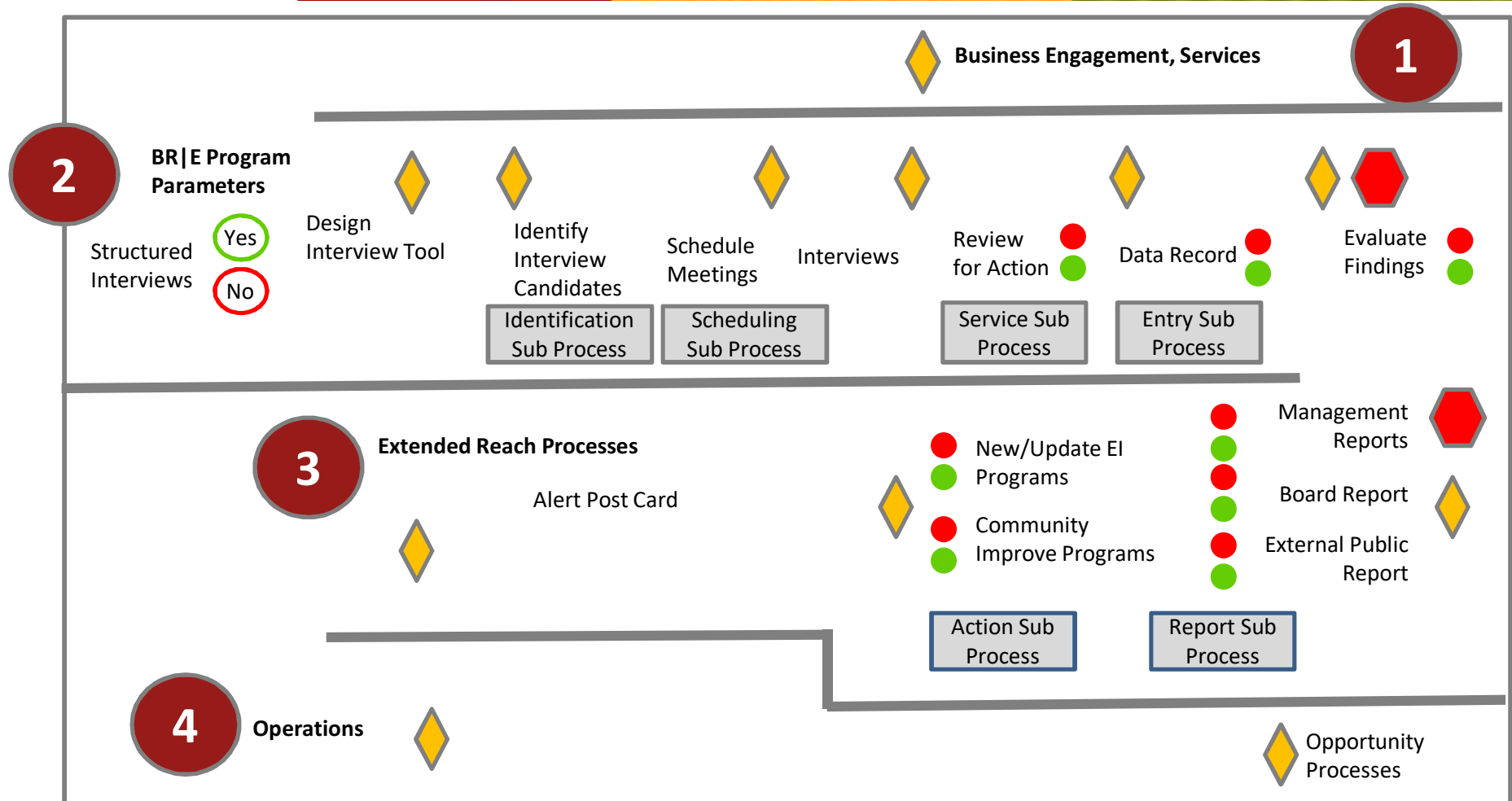
Section 7

Wrap Up

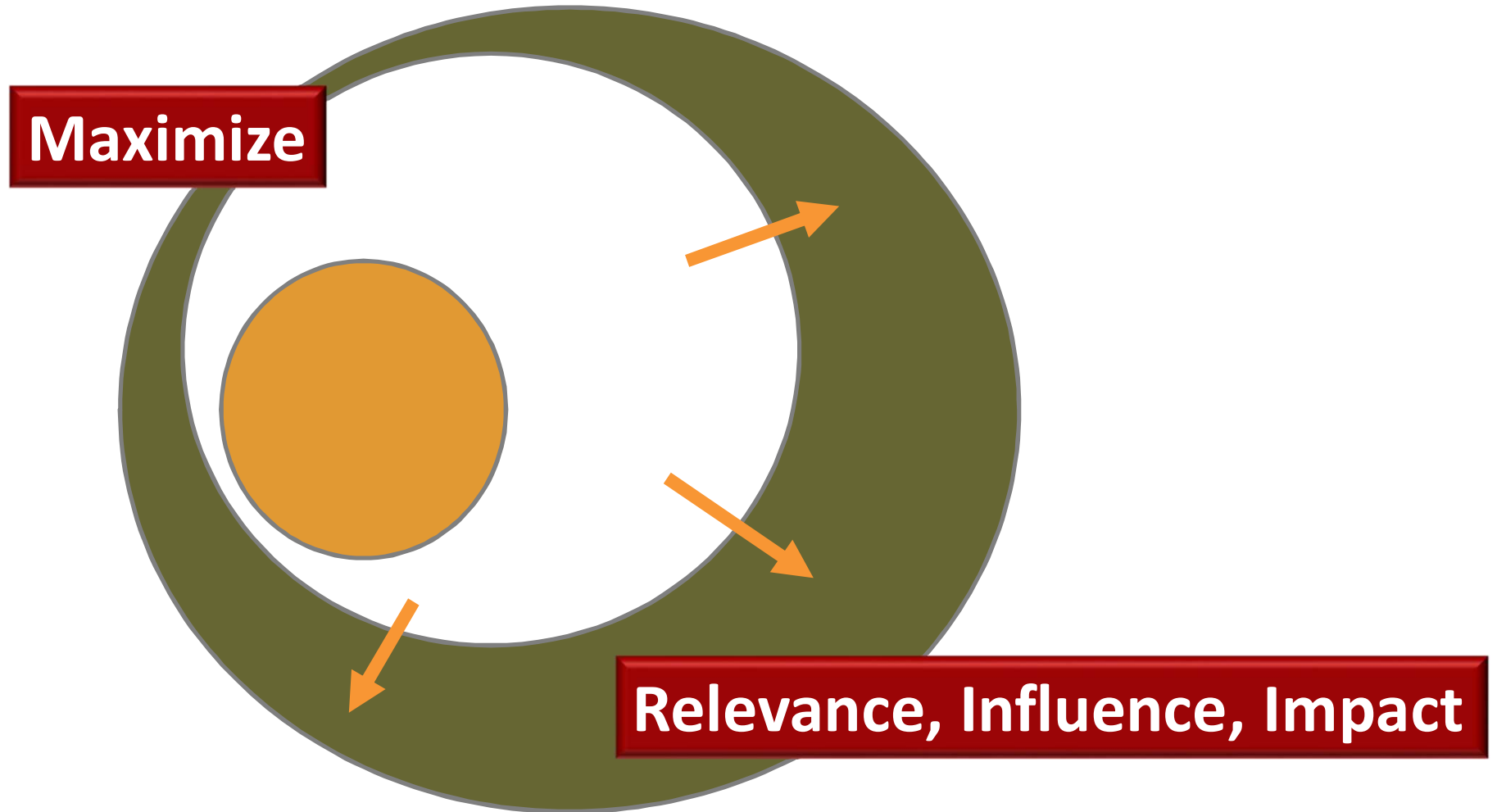
Mindset Defines Success



Sample BR|E Lean Process Map



Break Down Barriers





On the family trip to nirvana

Source: Leigh Rubin