

**IT'S ALL ABOUT
RELATIONSHIPS:
TRENDS IN SUPPORTING YOUR *EXISTING*
*BUSINESSES***

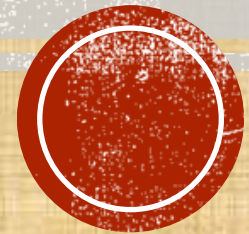


IEDC webinar - *Best Practice* in
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THE CASE FOR **AFTERCARE**

"The perception that public officials care only about recruiting new companies can damage relationships with existing businesses and the overall perception of the local business climate" (Beyond the Survey page 1)



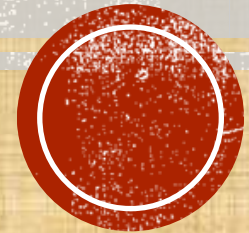
THE STATS - AFTERCARE:

THE *VAST MAJORITY OF NEW JOBS AND INVESTMENT IN THE UNITED STATES* EMERGE FROM GLOBAL COMPANIES ALREADY LOCATED IN THE COMMUNITY

***70 PERCENT OF FDI EMANATES FROM THE EXISTING INVESTOR BASE* THROUGH EXPANSIONS OF EXISTING FACILITIES OR FROM M&A ACTIVITY WITH US FIRMS**

(2007 UNCTAD STUDY ON U.S. SUBSIDIARIES OF FOREIGN COMPANIES)

60 PERCENT OF NEW JOBS COME FROM EXPANSIONS*, ACCORDING TO DONALD WALLS, ECONOMIST *"(PRIVATE SECTOR DYNAMICS, THE KEY TO UNDERSTANDING US GROWTH)"



DO YOUR **HOMEWORK**

“FAR AND AWAY, RELATIONSHIPS WERE THE MOST-OFTEN CITED – AND MOST EFFECTIVE – WAY THAT ECONOMIC DEVELOPERS ENSURE THAT THEY ARE UP ON THE LATEST BUSINESS NEWS IN THEIR COMMUNITIES.

REGULAR, SUSTAINED CONTACT WITH CLIENT COMPANIES, INITIATED BY THE EDO, WAS THE MOST DIRECT SOURCE OF USEFUL INFORMATION. MANY EDOS ALSO REPORTED COMPANIES WITH ISSUES REACHING OUT TO THEM DIRECTLY”

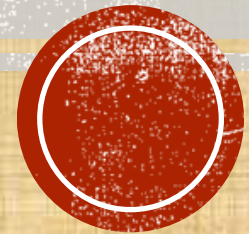


LARGEST SOURCES OF FDI IN THE UNITED STATES:

**#1 UK, #2 CANADA, #3 JAPAN, #4 GERMANY, #5 IRELAND, #6 FRANCE,
#7 SWITZERLAND, #8 NETHERLANDS, #9 SINGAPORE, #10 SPAIN**

#11 CHINA *(SOURCE: U.S. BUREAU OF ECONOMIC A AUGUST 2017)*

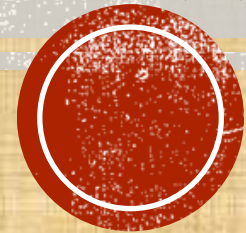
THE UK IS THE SINGLE LARGEST INVESTOR/SOURCE COUNTRY IN THE UNITED STATES, CREATING OVER 1 MILLION JOBS IN THE US ECONOMY.



DEVELOP AN OUTREACH STRATEGY

“IF YOU HAVE COMPANIES IN YOUR JURISDICTION THAT ARE HEADQUARTERED ELSEWHERE, IT IS IMPERATIVE THAT YOU FORGE PERSONAL RELATIONSHIPS WITH THAT LEADERSHIP.

THERE IS A SAYING IN SITE SELECTION THAT THE LOCAL PLANT MANAGER IS ALWAYS THE LAST TO KNOW” – JANET ADY, PRES & CEO, ADY ADVANTAGE (P. 11)

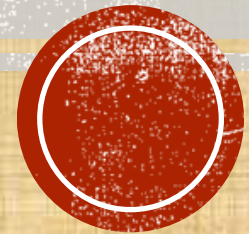


BUILD YOUR TEAM

Develop a client plan to address needs

From an FDI aftercare perspective, develop a virtual team approach

- *Map the US HQ, Corporate HQ, local presence*
- *Federal, State, regional level interactions, plus Sector experts, key regional support – i.e. “Cooperative BRE” (page 10 of report)*
- *Engage – meetings, invitations, stay on the radar (page 5 of report)*



NORDSTROM PRINCIPLE

The Customer is Always Right

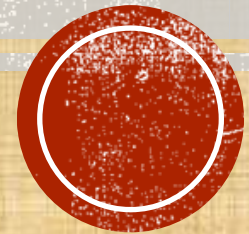
- *workforce, housing, financing, taxes, transportation*
- *Uncover investors' issues and develop a plan to address them*



BESPOKE SOLUTIONS

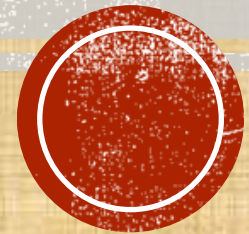
Tailor your economic development response to address individual business needs

- *what can you offer? R&D tax credit, workforce/skills solutions*
- *who can you marshal to help deliver? (university partnerships, workforce development / specialists)*
- *Page 7 of IEDC paper – regional networks & referrals*



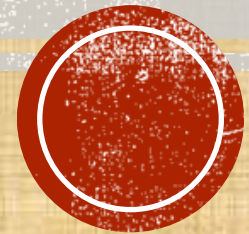
ASK FOR WHAT YOU WANT

- If you do the work, you position your region to ask for more
- If you want the firm to expand in your region, ask them to
- Ask what it would take proactively, and action solutions
- Ask locally, ask at US HQ, and ask at Corporate HQ



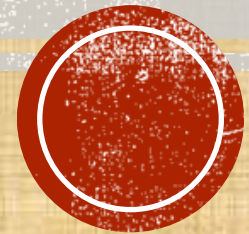
CAREFUL WHAT YOU WISH FOR: *PLAN FOR IT*

- *Once you have all of this information & need, what do you do with it?*
- *Talk to your local, state legislators, governor, federal level representative and agencies*
- *The notion of Cooperative BRE in the paper (page 16)*



INVITE INVESTORS INTO THE DIALOGUE

- *Regular touchpoints*
- *Business breakfasts, take the temperature of your key investors regularly*
- *Ask for support from colleagues like SelectUSA and your State or US Department of Commerce colleagues when needed*



MEASURE IMPACT

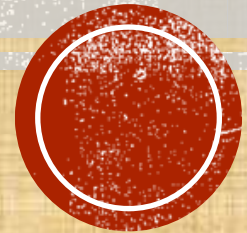
REFINE APPROACH ACCORDINGLY

Paper discusses various EDO approaches to measure impact

- Job creation, capital expenditure, customer satisfaction

Continually evaluate progress against objectives & flex objectives

- What's next? Examine horizon issues. Be proactive.



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