



Ohio Basic Economic Development
Intro to Business Retention and Expansion (BRE)
April 11, 2018

Sean Hughes, City of Delaware,
Patty Huddle, Columbus 2020

PRESENTERS

Sean Hughes



Director of Economic Development
City of Delaware, Ohio

Patty Huddle



SVP, Economic Development
Columbus 2020

IEDC definition

- ▶ **ECONOMIC DEVELOPMENT:**
 - A program, group of policies, or activity that seeks to improve the economic well-being and quality of life for a community, by creating and/or retaining jobs that facilitate growth and provide a stable tax base.

Ohio Economic Development

Economic Development Platform

THE COLUMBUS REGION

- 11 COUNTIES
- 29 CITIES
- 85 VILLAGES
- 186 TOWNSHIPS
- 1 REGION
- 1 STATE

JobsOhio
Regional Network Partner

JobsOhio Network Regions

- Northwest Region
- West Central Region
- Columbus Region
- East Central Region
- Southeast Region
- Southwest Region

A DAY IN THE LIFE OF AN ED PRACTITIONER

ROLES OF ED PRACTITIONER

- ▶ Analyst
- ▶ Catalyst
- ▶ Gap filler
- ▶ Advocate
- ▶ Educator
- ▶ Visionary
- ▶ Ethics champion

Source: Introduction to Economic Development, IEDC, September 2015

COURSE OBJECTIVES

- ▶ Business Retention and Expansion
 - What is it?
 - Why do we do it?
 - Who does it and who do we target?
 - How is it conducted?
 - When is it done?
 - What do we do with what we learn?

WHAT?

- ▶ Business retention and expansion
 - Retain and grow the existing employers
 - Basic vs non basic
 - Relationship building
 - Surface opportunities and challenges
 - Referrals
 - Collect and **apply** business intelligence
 - Marketing
 - Business development
 - Analysis and trending
 - Advocacy

Business retention programs that fail to gather predictive data are less than 25% effective

Eric Canada,
Blane Canada LTD

WHY?

GE to move headquarters to Boston

Full move expected to be completed by 2018

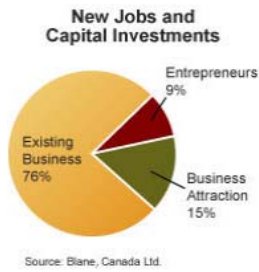
ASSOCIATED PRESS



General Electric announced today it will move its headquarters to Boston, ending the company's 100-year history in the suburb of Pittsfield, Conn. GE has called home over the past four decades for a technology-rich city it says better fits its ambitions as an innovation leader.

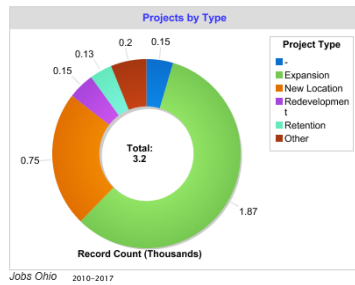
ASSOCIATED PRESS

WHY?



WHY?

Existing businesses generate anywhere from 60-80% of local employment



BUSINESS RETENTION & EXPANSION

- ▶ Core component of **all** economic development programs
- ▶ Basic rules:
 - 80% of business from existing clients
 - 10% from referrals
 - 10% new business development
- ▶ Are you ignoring 80% of your marketplace?

WHO?

- ▶ Who performs BRE?
- ▶ Which companies should be targeted for visits?

WHO?

- ▶ Types of local economic development organizations (LEDO)
 - A. Community Improvement Corporation (CIC)
 - B. Port/Finance Authority
 - C. Local Government
 - A. County
 - B. Municipality
 - C. Township
 - D. Chamber of Commerce
 - E. Private non profit
 - F. Other

WHO?

- ▶ LEDO staff
- ▶ Volunteers – private industry, community leaders, etc
- ▶ Elected officials
- ▶ Specialty partner organizations, i.e., trade resources, manufacturing, HR/workforce orgs

- ▶ Collaborations, i.e., LEDO, REDO, JO Managing Director

WHO?

▶ Referral network

- Workforce
- Financing
- Foreign Trade
- Policy/regulatory
- Marketing/sales
- Entrepreneurship/management
- Information technologies
- Local government services
- Operations/production
- Product development
- State government
- JobsOhio
- JobsOhio Managing Director
- Utility

WHO?

▶ Which companies should be visited?

- Major employers
- Industry segments
- Geographic
- Ownership
- Indicators of change

INDICATORS OF CHANGE

- Declining sales/declining employment
- Larger non-local corporate ownership
- Recent product, ownership or leadership change;
- Leased property, lease expiring
- Other company facilities provide the same product or service;
- Negative attitudes about the community
- Unbearable regulatory burdens
- Union contract expirations
- Expanding employment/expanding sales
- Facility and site expansion plans
- Obsolete or land-locked facility
- Location in a problem neighborhood
- Older product lines or production technology
- Contentious labor-management relations
- Lack of export/international focus
- Family-owned firms w/aging owner and no succession plan
- Gradual corporate downsizing over time
- Relocation of top managers and corporate officers to another location
- Loss of longstanding supplier contracts/relationships
- Positive or negatives changes in the industry
- Positive or negatives changes in foreign trade policies
- Innovation

HOW?

- ▶ Research
 - Develop target list
 - Conduct pre-meeting research (exercise) - CRM, internet,
- ▶ Coordinate
 - If multiple participants, conduct a pre-meeting planning call
- ▶ Meeting/interview - always early, business cards, gift, introductions, LISTEN, ask questions
- ▶ Post meeting follow up - connect the dots!

NAICS

NAICS Identification Tools

Home [Accounting Tools](#) [Data Enhancement](#) [Cloud Services](#) [Market Research](#) [NAICS Identification](#) [NAICS Info](#) [Resources](#) [Company](#)

Finding Your NAICS & SIC Code Has Never Been Easier!

help If you need help Determining your Code, Please READ THIS, or E-mail the Census Bureau for Help.

NAICS Keyword Search
Manufacturing
Filter Reported or NAICS Code to Search
[Click here for Search Tips](#)

Company Lookup tool

Search Businesses by Phone Number or Address, identify DUNS Number, NAICS/SIC Codes & More

[NAICS Code List](#) [SIC Code List](#)
[NAICS to SIC Crosswalk](#) [SIC to NAICS Crosswalk](#)

D&B HOOVERS - AVENTION

General Electric Company

0 Lead Profile Scores 176 Contacts 315 Triggers

Business Description
General Electric Company is primarily engaged in supplying and maintaining aircraft and flight deck in aviation, including based in a factory base, maintaining and being involved in a flying school/flight training center for flight instructor pilots. This also includes an flight school operation.

Industry
8100 Aircraft Maintenance and Repair Services
8110 Aircraft Operation and Maintenance Support Services
8120 Aircraft and Helicopter Maintenance and Repair
8130 Aircraft and Helicopter Maintenance and Repair
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AVENTION

Contacts Filter Contacts

176 Results

+ Add to List
Save as a SmartList
Download
Send to CRM

Select Sort by: Contact Level

Cecil New
Principal Technologist at General Electric Company

Cincinnati, Ohio, United States
Air Transportation Services

Phone: 513-552-2000
Direct: 513-552-2000

Charles Blankenship
Vice President And General Manager Commercial Engine Operation at General Electric Company

Cincinnati, Ohio, United States
Air Transportation Services

Phone: 513-552-2000

AVENTION

Corporate Family Report

Total Corporate Family Members 2012

Company Name	NAF Business Contacts	Ownership Type	Entity Type	City	State Or Province	Country	Employees	Revenue (\$MM)	Aviation Industry	Source
General Electric Company		Public	Parent	Boston	Massachusetts	United States	255k	122k	Aircraft Engine and Parts M...	DB
<small> Acquisition of Super-Spinner International project announced Acquisition of Sun-Submarine Group, announced announced Major unit of United States military, U.S. government announced Work contract for purchase by United States government announced Acquisition for purchase by United States government announced Acquisition for purchase by United States government announced Acquisition for purchase by United States government announced Acquisition for purchase by United States government announced Acquisition for purchase by United States government announced </small>										
General Electric Global Services GmbH	1	Private	Subsidiary	Baden	Aargau	Switzerland	300k		Industrial Machinery Repa...	DB
General Electric Global Services GmbH	1	Private	Subsidiary	Milano	Lombardy	Italy	1		Maintenance Professional...	DB
General Electric Global Services GmbH	1	Private	Subsidiary	London	England	United Kingdom			Specialty Construction Tra...	DB
General Electric Global Services GmbH - Construction	1	Private	Branch	Frankfurt a.M.	Hesse	Germany			Architecture and Engineer...	DB
GE Capital Switzerland AG	1	Private	Subsidiary	Zurich	Zurich	Switzerland	100k		Mortgage and Credit	DB
GE Power & Water	1	Private	Subsidiary	Schenectady	New York	United States	40k	40k	Investigation and Security S...	DB
GE Aviation, S.A. de C.V.	1	Private	Subsidiary	Ciudad Guzman	Guerrero	Mexico	30k		Computer and Peripherals S...	PMC
General Electric Infrastructure Operations	1	Private	Subsidiary	Quetzalten	Quetzalten	Guatemala	15k		Architecture and Engineer...	DB
Litton General Electric, S. de R.L. de C.V.	1	Private	Subsidiary	San Luis Potosi	San Luis Potosi	Mexico	800		Motor Vehicle Repair and R...	PMC
GE Fire Security Mexico Corporation, S. de R.L. de C.V.	1	Private	Subsidiary	Merida	Yucatan	Mexico	300		Electronics Wholesale	PMC
GE Fire & Security Mexico Corporation, S. de R.L. de C.V.	1	Private	Branch	Highland	Arizona	United States	20		Investigation and Security S...	DB
GE Industrial Water Mexico, S. de R.L. de C.V.	1	Private	Subsidiary	Guatemala	Guatemala	Mexico	100		Motor Vehicle Repair and R...	PMC
Proteccion de Control, S. de R.L. de C.V.	1	Private	Subsidiary	Ciudad Juarez	Chihuahua	Mexico	500		Electromechanical and Cont...	PMC

HOW?

- ▶ Methods of surveying businesses
 - A. Mail surveys
 - B. Site visits by staff
 - C. Site visits by volunteers
 - D. Mail and Site visit surveys
 - E. Email/web based surveys

Method	Percentage
Mail surveys	2%
Site visits by staff	80%
Site visits by volunteers	4%
Mail and site visit surveys	2%
Email/web based surveys	13%

HOW?

- ▶ The Visit
 - Always arrive early
 - Be prepared with business cards
 - Should you or shouldn't you give a gift?
 - Cultural Training
 - Do intros especially if there are new people at table
 - LISTEN
 - As questions (interview portion next)
 - Tour etiquette

HOW?

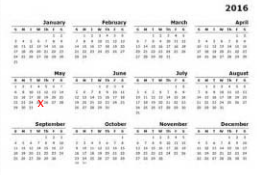
- ▶ Interview
 - Company background
 - Business climate
 - Labor and training needs
 - Marketing and trade
 - Financing needs
 - Regulator issues
 - Barriers to growth
 - Local community satisfaction – public services, facilities, quality of life
 - Prior assistance satisfaction

HOW?

- ▶ Post Meeting Follow Up
 - CRM
 - Share data appropriately
 - Referrals (tracking)
 - Follow up, next meeting, add to communication campaigns
 - Data analytics
 - Ongoing engagement – business appreciation events, social media, unique tactics, be REACHABLE
 - DO WHAT YOU SAY YOU ARE GOING TO DO!

CLIENT RELATIONSHIP MANAGEMENT

- ▶ One visit per year
- ▶ Multiple touches throughout year
 - BRE visit (annually)
 - Social media (2 x/month)
 - Blogs (weekly)
 - ED newsletter (monthly)
 - Roundtables (annually)
 - Social outing (annually)



Old Method
Method Today


ORIGINAL CONTENT



COLUMBUS 2020 INDUSTRY PROFILE:
Healthcare IT

THE COLUMBUS REGION

STAY CONNECTED



Columbus Region news from April 1 through 7

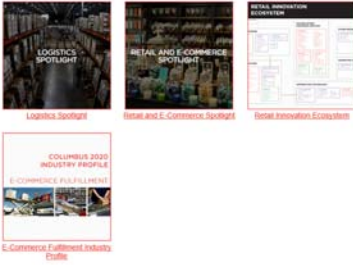
RANKINGS AND ACCOLADES
High Street ranked one of eight amazing American streets you've never heard of
[View York Post](#)

GENERAL NEWS
Creating a globally fluent region in Columbus, Ohio
[Businessline](#)

JobsOhio adds online site-selection tool to search for available properties
[Columbus Business First](#)

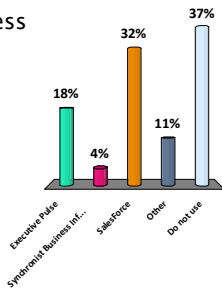
ORIGINAL CONTENT

Logistics in the Columbus Region



BRE CRMs

- A. Executive Pulse
- B. Synchronist Business Information
- C. Salesforce
- D. Other
- E. Do not use

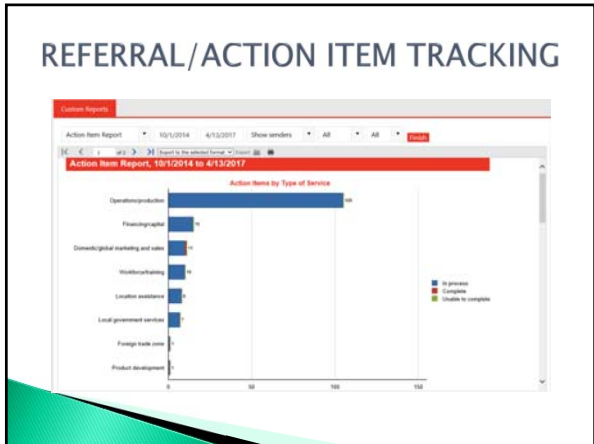


CRM

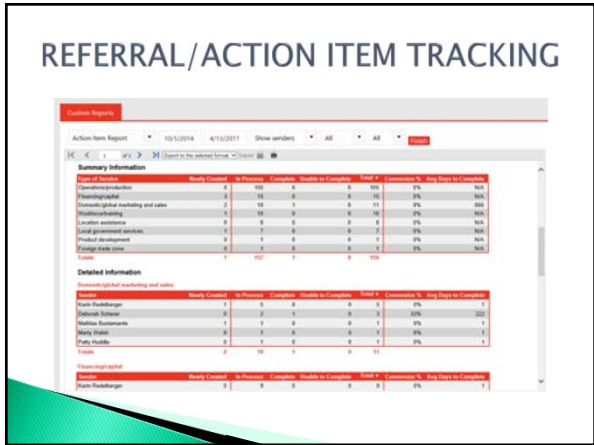
► Referral/Action item **THE COLUMBUS REGION**



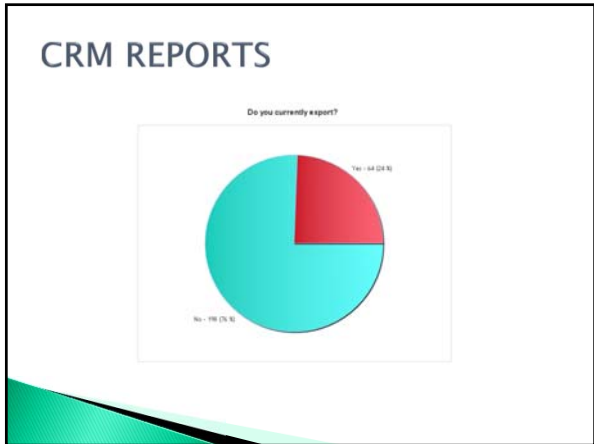
REFERRAL/ACTION ITEM TRACKING



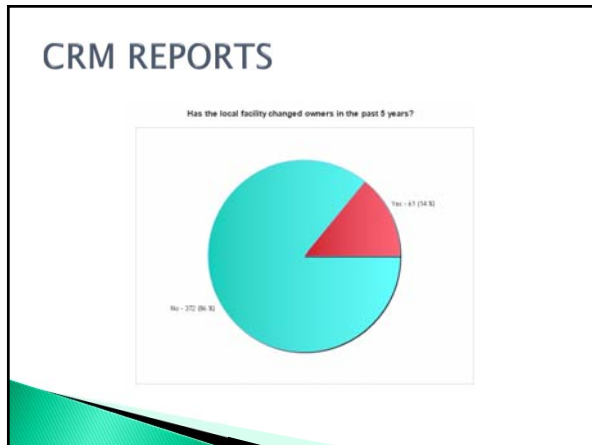
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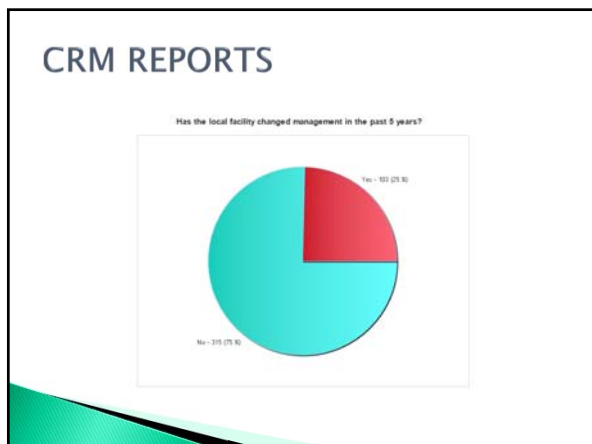


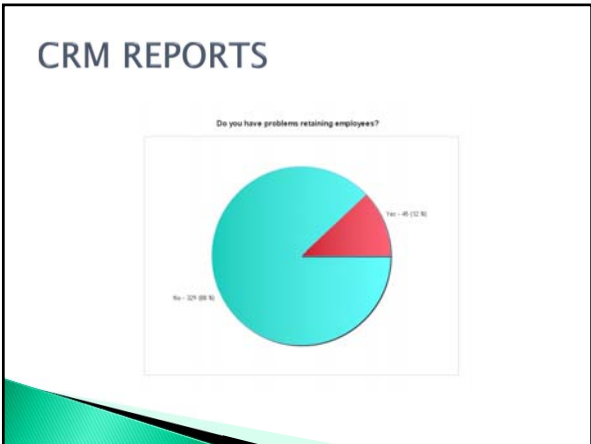
CRM REPORTS

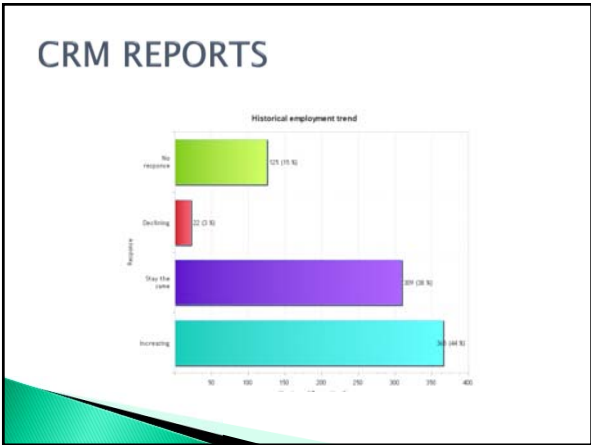


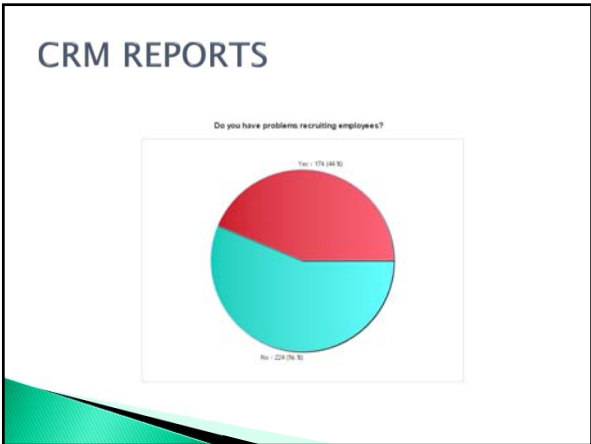












EXERCISE

- ▶ BRE visit roles
 - Pre visit –
 - Visit –
 - Post visit –
- ▶ Sean Hughes, CEO
- ▶ Patty Huddle, HR Manager

Questions?

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740-203-1016
