

Marketing Techniques That Work

for economic development

*Marketing Book for Taylor
January 26, 2004
Written by: AngelouEconomics*

Marketing Techniques That Work

for economic development

Introduction	3
Chapter 1: Principles of Marketing	4
Marketing definitions	
Why market?	
Why brand?	
Economic development definitions	
Chapter 2: Techniques for Economic Development Marketing	7
Steps to economic development branding	
Corporate and community examples	
Internal marketing	
External marketing	
Chapter 3: Best Practices	22
Chapter 4: Sample Marketing and Critique	24
Chapter 5: Helpful Resources	29

About AE

AngelouEconomics is an economic development consulting firm specializing in the site selection needs of technology companies and the communities seeking to recruit them.

The firm was founded in 1995 and has consulted cities, states, and national governments across the US, Europe, and South America. AE provides site selection to technology companies; and strategic planning, marketing, and branding services to the public sector.

More on AE can be found at: www.AngelouEconomics.com



Introduction

Marketing Techniques That Work for Economic Development contains fundamental and proven techniques to assist economic development leaders and the Taylor Marketing Team, formed by the Taylor Chamber of Commerce. AE encourages the Economic Development Advisory Committee to become members of the Taylor Marketing Team.

Some of you may or may not be marketers. After reading this, you will have an understanding to plan and implement marketing for economic development in the City of Taylor.

Chapter one provides a list of definitions that will be helpful when discussing marketing. It states the importance of marketing and branding. Techniques for economic development marketing, chapter two, provides a look into AE's methodology. The next chapter contains successful approaches and best practices that Taylor can learn from. Chapter four illustrates sample marketing with a critique from AE. The last chapter lists resources that marketers can use to stay abreast of trends, competition, and new techniques. **Examples throughout this book show theories in practice.**

AE is providing this marketing book to Taylor midway through our project, and prior to the Marketing Workshop, to aid in planning. The Marketing Workshop will be held in March and the Plan will be complete in April 2004. Our goal is to not only lead a workshop to gain input, but provide principles and techniques prior to this session so that you are better armed to market.

Marketing can be challenging and fun at the same time. It is rewarding when you have the right 1) tools, 2) team, and 3) plan. Taylor is forming a team and AE is providing tools. Together, we will create ideas to form Taylor's economic development theme, message, distribution vehicles, and campaigns. AE will provide you the plan with timelines and a measurement system. **Your job is to contribute to the planning process and oversee implementation of the marketing plan. How successful it is, is up to Taylor. Are you ready to get started? We are.**

Principles

Here's a list of marketing definitions to review before planning. On the following pages, AE discusses why Taylor should market and brand; and the components that make up economic development.

This chapter prepares us with a foundation so that we can better analyze approaches and think creatively on how to market Taylor.

Marketing definitions

“**Advertising**” is an impersonal form of communication about goods, services, or ideas paid for by an identified sponsor. Mass media is typically used to send advertising to its intended audience.

“**Branding**” is the process of using marketing messages to create loyalty for a certain product or service based on a set of distinct benefits and a clearly communicated position in the marketplace. A **brand identity** is a word in the mind of the target audience that links with certain emotions and expectations.

“**Direct Marketing**” Marketing efforts--direct selling, direct mail, catalog or cable--directed toward a specific targeted group for the purpose of soliciting a response from customers. A library may mail a library registration card to every new mother in the hospital is an example.

“**Marketing messages**” are those designed to communicate the details of the product or service, its benefits, and its positioning to an intended external audience.

“**Marketing**” is employing any activity, communications platform, or distribution channel to deliver the marketing message to the intended audience. Marketing is building the brand in the mind of the target audience.

“**Personal selling**” is person-to-person communication in which the receiver provides immediate feedback to the marketer's message. This is most effective when the unit of sale is large or the product / service is complex.

“**Promotion**” is any activity aimed at increasing awareness and improving perception of a product or service. Promotion includes advertising, personal selling, sales promotion, and public relations. These efforts have three functions: informing, persuading, and reminding.

“**Public relations**” activities aim to communicate a positive image of a product or marketer. This includes any marketing message that is communicated through mass media but is not paid for by the organization.

“**Sales promotion**” techniques are used by marketers to stimulate immediate purchase of a good or service, including displays, shows, demonstrations, coupons, or sweepstakes.

Why market?

To improve awareness, create demand, and drive growth. Just as corporations need to market to differentiate, so do communities. For instance, communities market governmental services to local citizens, market cultural and recreational activities to tourists, and market business parks and workforce talent to companies. Marketing is a powerful tool to communicate a product and the benefits it provides a targeted audience. Marketing vehicles such as publicity and collateral distribute the message.

For communities whose goal is to recruit and grow new generations of businesses and professionals, traditional marketing is not the best resource because it doesn't attract significant attention. Traditional marketing, which delivers a broad message via expensive print collateral, is no longer effective. **Rather, in this fierce time of corporate and economic development competition, winning marketers create a strong brand and incorporate the unique message into well-planned targeted marketing initiatives that leverage technology.**

Leveraging technology to market includes developing and promoting a Web site as a primary collateral tool. Communities can generate Web site traffic by offering creative services that target both internal and external markets. For external markets such as tourism, create electronic cards of major attractions and allow Web visitors and local residents to send to friends and business colleagues for free. Also, instead of sending direct mailers to thousands of prospects, send theme-based, customized emails with a purpose or special offer to prospects from an industry association. For an internal market, a Web site should offer a central community news site that any citizen can view for a thorough list of news. Another offer to consider is having a central job bank that all local businesses can use to post open positions.

Marketing is an art and science in its own right. It is constantly learning from past success and developing new creative approaches.

Why brand?

Branding is a component of marketing. A brand considers the “mind and personality” of the target audience. As marketing looks at the audience views – their perception, attitudes and purchasing behaviors, branding focuses on characteristics of a community, personality, values, promise and vision. This

combination of characteristics creates a complete picture of what a community's brand should communicate. While a brand does not have an intrinsic value, most corporate investors link future earning potential of a business with the strength the brand has in the marketplace. **Brands lead to loyalty and differentiated communities. Powerful brands equate to powerful marketing initiatives.**

Early in the branding process, it is important to develop a brand profile that speaks to the mission, vision, essence, and positioning of economic development efforts. This is the foundation of "who" you are and directs your marketing message. Most of us recognize positioning, also referred to as a logo: identity and theme. **A brand identity is simple - it is a word in the mind of the target audience that links to the community. The brand theme or tagline triggers particular emotions and expectations.** A corporate example of brand identity is Microsoft, and its brand theme is "Your potential. Our passion."

Economic development definitions¹

According to *Location and Site Selection Network*, "Economic development is a process that leads to enterprise expansion, location, or startup in a community positioned to accommodate it."

The **Economic Development Administration**, a division of the U.S. Department of Commerce, "created pursuant to the Public Works and Economic Development Act of 1965. As amended by the Economic Development Administration Reform Act of 1998, the Economic Development Administration (EDA) provides grants for infrastructure development, local capacity building, and business development to help communities alleviate conditions of substantial and persistent unemployment and underemployment in economically distressed areas and regions. The EDA's mission is to help our partners across the nation (states, regions, and communities) create wealth and minimize poverty by promoting a favorable business environment to attract private capital investment and higher-skill/higher-wage jobs through world-class capacity building, planning, infrastructure, research grants and other strategic initiatives".

Economic development components, also viewed as products for a community include:

- Industries
- Education
- Workforce
- Business resources / parks
- Utilities
- Infrastructure
- Incentives
- Recreation
- Entertainment

AE's simple definition is "Economic development is marketing a community."

¹ <http://www.findmehere.com/location/> and www.doc.gov/eda/

Techniques

Techniques, discusses proven steps to brand and market. To make it more interesting and illustrate how this all comes together, AE is providing examples throughout the chapter.

To begin - a brand is the foundation to marketing; therefore, before planning activities to market Taylor, define the brand. Recall, a **brand identity** is a word in the mind of the target audience that links with certain emotions and expectations.

Communities must **differentiate** – Did you know that there are 1,100 economic development projects per year with 12,000 communities competing for them? This clearly establishes a need to brand, differentiate, and do it in a manner that gains mind share. Mind share is also known as number of prospects that favorably receive a message and consider a community top of mind.

Steps to Economic Development Branding

1. Define the marketing goal.

It should incorporate the economic development vision. Over the next month, we will define a vision and goals. Contribute and set big goals. Agree to one to three goals to keep everyone focused.

Here are some example goals of other communities:

- **Build awareness of X economic development assets to targeted audiences in the Dallas Fort Worth (DFW) Metroplex area.**
- **Attract high quality, small-scale commercial growth to diversify the tax base.**
- **Create a contagious buzz within the community to make economic development top of mind (#1 priority of citizens).**
- **Improve internal knowledge of the resources that are currently available in the community – for residents seeking education and training, for expanding businesses, and for potential entrepreneurs.**
- **Improve external knowledge of X community as a location for business.**
- **Increase the number of businesses approaching X economic development organization for information about expanding their business in the county.**
- **Increase the amount of positive, publicity that X community receives.**

2. Research and understand benchmark communities.

Benchmarks are communities with similar characteristics that Taylor can learn from. For Taylor, benchmarks are Bastrop, Elgin, and Georgetown. Visit the project Web site, AE reports page to see current benchmark research. The project Web site is www.GrowingTaylor.com.

Visit the benchmark communities on the Web and physically. Learn about their strengths and challenges. How are they planning and marketing economic development? AE provides links to each benchmark's economic development Web site in the resource chapter.

Currently, AE is identifying strengths and challenges of Taylor. We're doing this by conducting focus groups with individuals comprising a broad base of the community. AE will deliver the *Economic Base Report*, which will contain a SWOT analysis and can be used in planning the marketing approach. This report will be posted on the project Web site in early March.

3. Identify target audience profiles (internal and external).

For instance, citizens, local businesses, entrepreneurs, influencers, tourists, and target industry executives. AE will define specific industries that are appropriate for Taylor to pursue. Profiles will be discussed in the Marketing Workshop to help us develop an appealing message.

4. Define product and value.

Communities need to define a product and communicate its benefits. AE will use a positioning pyramid exercise in the Marketing Workshop to facilitate development of Taylor's product and value profile. A product can be as simple as the city name. For example, **Waller County's product is a county 45-miles northwest of Houston.**

What are Waller County's economic development benefits and value?

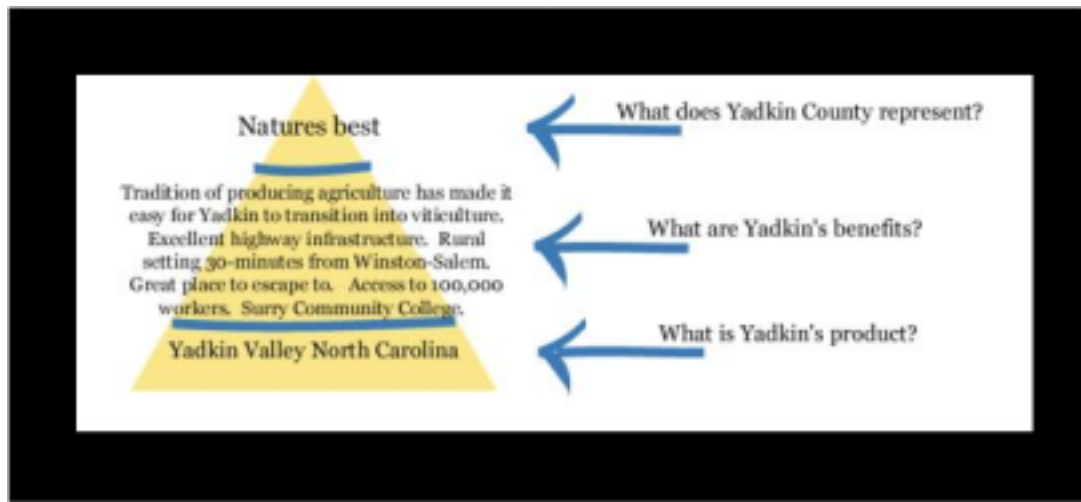
- **Prime location - proximity to Houston**
- **Two important transportation corridors - US 290 and Interstate 1-10**
- **Available and competitively priced land**
- **Access to a diverse and professional workforce - 270,000 workers with a mechanical skill base in 25-mile radius**
- **Strong education – K-12 and PVAMU**
- **High speed Wireless Internet**
- **Available business and industrial space**

Its value is location, not Houston, and possible.

A product may also be defined as a city name and the specific workforce and industry it offers. For Orlando, Florida, the product is a region in Central Florida with 70,000 high tech workers and 4,500 tech companies. The benefits include: access to skilled workers, technology-rich climate, and the world. The value (one-word descriptor) is imagination, tied to its tourism brand (Home of the mouse). A few years ago, AE led Metro Orlando Economic Development through the positioning pyramid exercise to develop this new theme. They were thrilled and hired a Florida-based marketing firm to help them create the logo below.



A positioning pyramid example for a county in North Carolina, Yadkin County, is below.



Begin thinking about Taylor's economic development product, benefit, and value. We will go through a positioning pyramid exercise in the Marketing Workshop.

5. **Develop a brand profile.**

A brand profile contains four elements: vision, mission, essence, and positioning.

Vision How do you see yourself in 5 – 10 years?	Essence How do others describe you?
Mission How do you see yourself today?	Positioning What you tell others about yourself (tagline)

An example brand profile for Sunnyvale, 15-miles east of Dallas, Texas is the following:

Mission: To attract quality businesses and preserve the rural, country flavor of the town.

Vision: Sunnyvale will be a community that maintains its small town character while embracing high-quality and small-scale growth.

Essence: Upscale, Rural, and Selective

Positioning: Rural Flair

6. **Identify vehicles to get the message out.** For example, local newspaper, radio stations, business association meetings, schools, Web sites, theaters, billboards, banners, and publications. Vehicles will be discussed at the Marketing Workshop and will be profiled in the *Economic Development and Marketing Plan*.

Corporate examples

Company	Brand Theme	Logo
Fed Ex	Relax, it's FedEx.	
UPS	Business Solutions	
Nike	Just Do It.	
Coca-Cola	Enjoy Coca Cola	
Microsoft	Your Potential. Our Passion	
Google	World's Best Search Engine	
Intel	Intel Inside	
Nokia	Connecting People	
GE	We bring good things to life.	
IBM	IBM technology	
Disney	Magic Happens	
McDonald's	Ronald McDonald	
Mercedes	It's amazing who rides in a Mercedes-Benz.	
Toyota	Get the Feeling	
HP	Invent	
Budweiser	The King of beers	
Hilton	Exciting distinctive Hilton	
Ernest Julio Gallo	Three Generations. One Passion	

Community examples

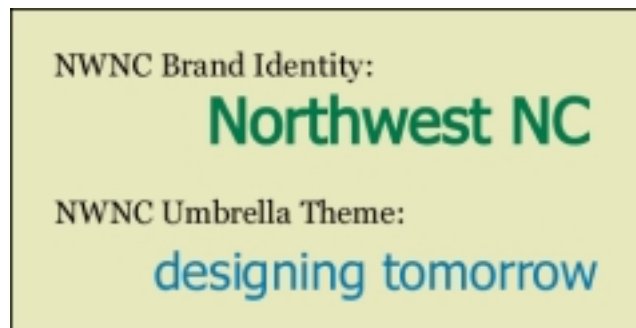
Brand Identity	Brand Theme	Brand Logo
Charlotte, NC	Life. In Balance	
Austin, TX	Keep Austin Weird	
Orlando, FL	Putting Imagination to Work	
Broome County, NY	Home to Innovation	
Flatonina, TX	Where All Roads Lead	
Andrews, TX	Move Ahead	
St. Louis, MO	There's more than meets the arch	
San Diego, CA	Perfect climate	
Omaha, NE	Where Intellectual Capital Goes to Work	
Asheville, NC	Altitude Affects Attitude	
Boulder, CO	Bolder Futures	
Portland, OR	Opening the doors of opportunity	
San Jose, CA	The World's Center for Innovation	
Seattle, WA	A Better Way to Work	

Here is a brand example for an eight county region in **northwest North Carolina** that AE recently created. Economic development leaders in the region are thrilled and are proceeding with the design of logos and marketing collateral.

The NWNC region is the brand identity (name). It is a region with a long tradition of being recognized for creating the world's finest textiles, furniture, agriculture, technology, and arts and crafts. Many have recognized the region's pristine natural beauty and creative talent. Film producers from all over the world select NWNC to create their movies. The region is enriched with art and culture. Winston-Salem founded the first Art Council in the U.S. and is home to a renowned art school, the North Carolina School of Arts.

In this transitioning economic time, design is a target industry that differentiates the region. NWNC has the opportunity to be known as a design center.

"Designing tomorrow" is a phrase that combines what NWNC has always stood for and where it is going. This unique aspect is the foundation of the region's brand. This should be the umbrella theme that each county's local theme supports.



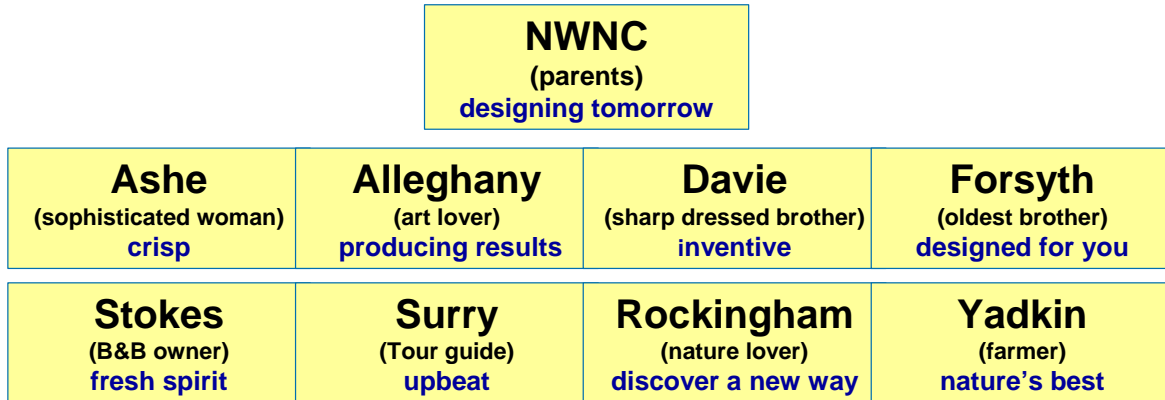
How to use the brand? When describing a county or the region to prospects outside of the state, use the region identity and theme in marketing. When describing a county within the state, use the county identity and theme.

How does each county's theme support the umbrella theme? Each county has a core, unique attribute that represents it. AE analyzed attributes and descriptors for each county.

The process looked at each county's personality as if the county was a person within a family. The resulting catchy themes differentiate each county and support an umbrella theme of the region.

The diagram below illustrates NWNC's "family brand" tree.

NWNC Family Brand Tree



This process looked at each county's personality as if the county was a person within a family

Keep in mind these “do’s and don’ts” of branding.

Do’s and Don’ts of Branding

Do’s:

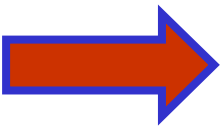
- Consider the long-term strategy and audiences
- Keep an open mind
- Involve creative individuals with knowledge of the community

Don’ts

- Be vague or too broad
- Rush the process
- Be cheap – this is the first image you portray

Remember that it takes years, sometimes decades, to build a strong brand.

A brand is more than a logo. It’s a logo, theme, product, promise, and character of a community. Be consistent, patient, and reinforce the brand, day-to-day, through all marketing initiatives.



Questions to immediately ask yourself that will help in creating Taylor’s economic development brand.

- What is our economic development vision?
- What are our economic development goals?
- What is Taylor’s unique attribute?
- What is one defining word that promotes Taylor?
- Does Taylor have a perception or awareness problem? Why?
- Look at benchmarks, what does Taylor provide that they don’t?
- Is Taylor known as a leader in a particular category?
- Can Taylor play off a negative, or second place ranking, to brand itself?
- What industry has made the biggest impact on Taylor?
- What do you want Taylor to be known as? Why?
- What’s the state brand based on? Texas – bigger, open, technology – Texas Wide Open for Business.

Internal marketing

Improving the economic development product, for example workforce or education, greatly improves your chances of successful recruitment marketing. **Marketing starts at home.**

Internal marketing contains two elements: 1) physical aspects and 2) people. Utilities, transportation, workforce, education, business sites and buildings, and costs make up the physical aspect. Internal marketing is improving these physical aspects, or products, so that economic developers have assets to promote.

This is where the second element comes in. People, including public officials, local business leaders, academia, students, entrepreneurs, and workers, that are charged with economic development should organize and build consensus. Building a consensus means informing the community of your marketing plans and getting them engaged.

Internal marketing also trains individuals to promote a community with a single message, rather than numerous confusing messages. By having individuals behind economic development efforts, the community at large becomes promoters. **Think about it – hundreds from a community are stronger than a team of 10 economic development leaders.**

External marketing (marketing outside of Taylor) should begin after internal efforts are running smoothly. As a checklist, a community will be prepared to implement its external marketing when the steps below are accomplished.

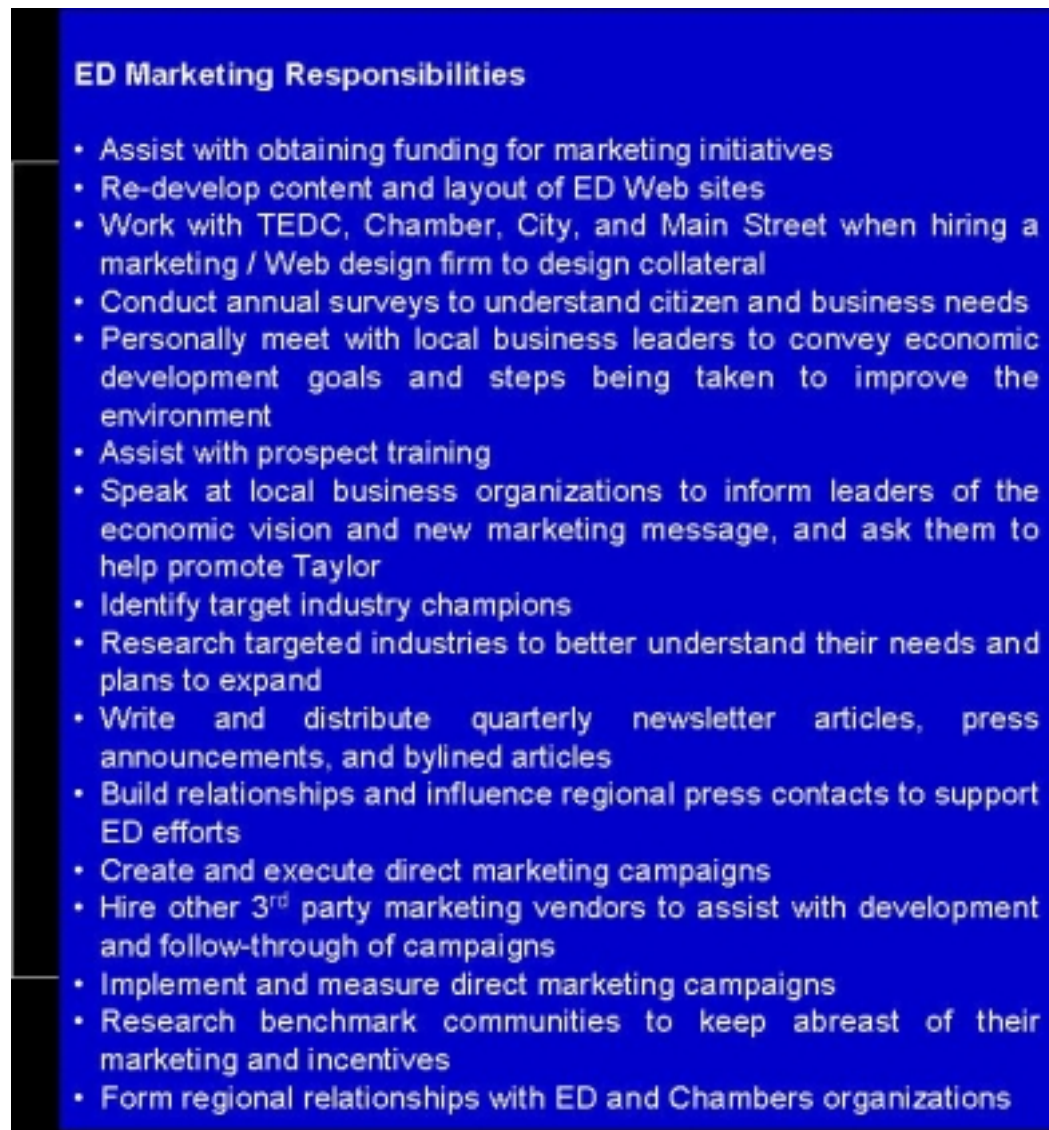


10 Steps to Internal Marketing

1. Community leaders commit to a single marketing message aimed at the target industries
2. Community has one ED Web site for marketing purposes
3. An Implementation / Marketing Team is in place
4. Target industry champions are identified and committed to carrying out the message
5. Community-wide promotion training is in place
6. Community forms partnerships with regional ED teams, workforce development entities, and major employers
7. Standard prospect handling protocol is established
8. Community connects itself to major metro area in the state
9. Local media champions carry out the message
10. Community has a contagious positive buzz about ED

As step three states, the community should identify a lead economic development organization and have an Implementation and / or Marketing Team to oversee recommendations. In this case, Taylor Economic Development Corporation (TEDC) is the main economic development organization. The current Marketing Team, managed by the Taylor Chamber of Commerce, is the team positioned to implement the marketing plan, working closely with the TEDC.

Here is a list of potential marketing responsibilities for the Taylor Marketing Committee:



ED Marketing Responsibilities

- Assist with obtaining funding for marketing initiatives
- Re-develop content and layout of ED Web sites
- Work with TEDC, Chamber, City, and Main Street when hiring a marketing / Web design firm to design collateral
- Conduct annual surveys to understand citizen and business needs
- Personally meet with local business leaders to convey economic development goals and steps being taken to improve the environment
- Assist with prospect training
- Speak at local business organizations to inform leaders of the economic vision and new marketing message, and ask them to help promote Taylor
- Identify target industry champions
- Research targeted industries to better understand their needs and plans to expand
- Write and distribute quarterly newsletter articles, press announcements, and bylined articles
- Build relationships and influence regional press contacts to support ED efforts
- Create and execute direct marketing campaigns
- Hire other 3rd party marketing vendors to assist with development and follow-through of campaigns
- Implement and measure direct marketing campaigns
- Research benchmark communities to keep abreast of their marketing and incentives
- Form regional relationships with ED and Chambers organizations

The purpose of this list is to not overwhelm you, but rather identify areas that marketing personnel can contribute. How do you want to participate in marketing Taylor?

The most effective vehicles for internal activities include, publicity, promotion, and collateral. These vehicles build awareness of economic development.

Publicity

Publicity is the result of public relations (PR) activities. PR aims to communicate a positive image of a community's economic development product. **A good image is a valuable asset.** While advertising can have immediate results, generating positive publicity can take time. On the other hand, good PR has greater credibility and has more impact than advertising.

Seven Steps to Effective PR

1. Planning
Decide what your objectives are, select the targeted media, and determine budget
2. Influencing
Form a team of media champions to spread the message
3. Opportunities
List potential newsworthy stories and always be thinking about what may be of interest to target media
4. Manage media
Sell yourself to the media to get good publicity
5. Write press releases
Aim the release at a specific journalist using a simple format
For example, 300 words per release and 60 words per paragraph
6. Incorporate special items
Include professional photos and quotes
7. Consider hiring a PR firm or consultant
A professional with contacts can be extremely valuable

PR includes distributing press announcements and persuading news companies to "pick up" stories. Other ways to communicate to the public include: delivering newsletters to residents and businesses, posting news in church bulletins, high school and university papers, regional business journals, bylined articles, and community Web sites.

Managing the media is an important step. Some additional advice is to: 1) give the editors what they need 2) make sure press releases are in "on time" by the preferred channel (email), and 3) build relationships. In communities, local news companies should see it as an advantage to generate positive coverage about the place they live and work. **Economic development leaders should have the support of local media companies.**

Promotion

Word-of-mouth, speaking at regional business events, strengthening relationships with regional ED teams, and calling prospects, are all forms of **promotion**. Person-to-person or direct marketing is more effective than mass marketing. More so today, prospects want to feel special and have interaction with respectable community leaders.

Collateral

A primary **collateral** piece used for economic development promotion is a Web site. **Here are five simple rules to keep in mind when designing Web sites:**

Rules to remember when designing Web sites

1. Consider the needs of local businesses, tourists, and businesses outside of the region
2. All materials, printed and online, must illustrate a theme and be consistent
3. Each Web page should have a contact name and telephone number and a search feature
4. The URL should support the brand, be easy to remember, and be incorporated in every activity that promotes the county
5. At first sight, less is more – Keep the content to a minimum and allow Web visitors to click through to get more information

Other collateral that is helpful for ED marketing includes:

- **Datasheets / Annual Reports** on the county's Economic Profile, one per target industry, current ED projects, and ED project success stories
- **Brochures** on entrepreneurial resources – How to start a business in "X" community, Workforce development programs supporting ED targeted industries, and Importance of Education
- **Email campaigns** HTML-based electronic customized messages sent to inform or remind an audience of ED efforts

More on internal marketing, will be discussed at the Marketing Workshop. What other vehicles can you think of that are appropriate? What creative campaigns can you think of?

External marketing

External marketing is promotion to target audiences outside of Taylor. We will define these target industry audiences in the Marketing Workshop.

First, consider the target audience when determining which collateral materials to invest in and which activities (vehicles) are best to reach them. A primary vehicle and one that should be typically be used for external efforts is publicity. Incorporating collateral (Web site or brochures), marketing missions, and industry associations and conferences are also tools to consider. Personal selling, or one-to-one meetings, are very effective.

Publicity

Just as the internal marketing section discusses, Taylor can increase awareness by elevating the amount of publicity it receives, in this case, in publications that ultimately reach the target industry companies.

Here are some example announcements:

- “X expand in X County and hires X”
- “X County breaks ground on new office park”
- “X Community College announces new Professional Crafts program”
- “X expands its workforce development program to offer X courses”
- “X invests \$X”
- “X County attracts X as a new business”
- “X Research Park enters second phase of expansion”
- “X downtown expands into the arts”
- “X wins national entrepreneurship award”

Marketing Missions

Leaders from the community and the marketing committee should schedule marketing missions each year to a region or city with a high concentration of its target industries.

It is also smart to make marketing missions to cities that Taylor wants to emulate to view first hand what is working and not working in their business community.

Industry Associations

Join three to five industry associations. For every association that you join, it is wise to have an association owner, possibly from the marketing committee, that is responsible for sharing knowledge, trends, upcoming conference opportunities, prospects, and PR placements with the team.

Industry Conferences

Industry events provide a valuable opportunity for ED representatives to promote the region. One-to-one sales meetings are recommended to supplement other marketing efforts. Industry events are ideal for personally interacting with target industry decision makers. The region and each county can attend, sponsor, and exhibit at conferences.

Attendance – A representative should attend the annual trade shows or conferences of its top industry targets. Representatives should never miss large target industry events occurring in Texas.

Exhibition Space – The region should identify three industry events each year to attend and purchase exhibition space. The booth should promote Taylor as a place for relocation and expansion. The appearance of the booth should convey the marketing theme.

Sponsorship – Consider sponsoring one or two industry events each year. Sponsorships are most effective if they relate to a specific activity, such as a luncheon or evening reception, during the industry event. Only sponsor activities that result in individual recognition of the region during the event. It is also important, as with all industry event activities, that you consistently sponsor the same event each year for a minimum of three years. This repetition will better establish the community's identity.

AE will provide Taylor with a profile of target industries, industry publications, and a list of associations and conferences in the *Economic Development and Marketing Report*.

Best Practices

We analyzed how the below communities market for economic development to illustrate some best practices. Taylor can learn from these examples. There are examples in branding, public relations, Web sites, collateral, target industry committees, and ambassador programs.

<i>Economic Development Marketing Best Practices</i>	
Community	Best Practices
Charlotte Regional Partnership	Well-funded team with professional global branding campaign - <i>Life. In Balance</i> - for a 16 county region. Go to: http://www.charlotteregion.com/crp/advertising.asp
Raleigh (Wake County Economic Development)	Strong public relations campaign, including being on many top ten lists, has helped the Research Triangle area build international and national awareness. Go to: http://www.raleigh-wake.org/why.html . DCI testimonial: http://www.dc-intl.com/CaseHistories.cfm?CaseID=%22%27P0R%0A&Selected=1
Boulder, CO Chamber	Effective job of featuring local businesses in Web testimonials . Go to: http://www.boulderchamber.com/chamber/testimonials.asp
Greater Oklahoma	Attractive Web site with succinct economic overview of OK counties: Go to: http://www.greateroklahomacity.com/page.asp?atomid=527
Metro Atlanta, GA	ED team collaborates on target industries . Atlanta has committee champions dedicated to each target industry.
Greenville, SC	Creative and attractive ED/Tourism physical Brochure .
Memphis, TN	Greater Memphis Arts Council has a creative calendar , "A Season of the Arts," to denote events.
Seattle, WA	Attractive slide show on its Web site that promotes economic growth. Go to: http://www.cityofseattle.net/economicdevelopment/pages/seattle_adv.htm#Anchor-60803
Asheville, NC	Asheville has a great tagline : Altitude Affects Attitude.
Greater Irving-Las Colinas Chamber of Commerce	Irving-Las Colinas does an effective job of managing an ambassador program (internal marketing and creating community promoters)

The following page provides six more, best practices. It gives a in depth summary of the activity that lead to recognition and success.

More Best Practices with a Summary of the Recognized Activity

Community/Category	Best Practices
<p>Greater Houston Partnership, Texas</p> <p>Online brochure</p>	<p>32-page economic development brochure geared toward national and international business and government leaders with an interest in Houston for trade, business relocation and expansion or other business relationships. It was produced at the request of the City of Houston, which needed a high-end, high-quality brochure that would attract the attention of visiting CEOs and economic development clients. The brochure has also been translated, in all eight languages, into an electronic product for distribution via the Web. To view, http://webcast.houston.org/open/default.asp</p>
<p>San Antonio Economic Development, Texas</p> <p>Building business relationships</p>	<p>In February 2003, Toyota Motor Corp. announced San Antonio, Texas as the location for an \$800 million, 2,000- employee truck manufacturing plant. The Alamo City prevailed, primarily as a result of the long-term approach the San Antonio Economic Development Foundation (SAEDF) has taken toward marketing the area to manufacturers, while cultivating relationships over many years with Japanese business and government leaders. Within a few months, Team Toyota had assembled the largest financial incentive package ever put together in the State of Texas. Toyota officials stated that the way so many entities came together as a team – Team Toyota – and worked so hard for a common goal was a major factor in San Antonio's selection.</p>
<p>Enterprise Florida</p> <p>Marketing Campaign</p>	<p>Marketing campaign to change the perception of a tourism and retirement Mecca to a business center for technology companies. Florida made innovation the core of marketing, partnerships, and strategy. Enterprise Florida, the state's public/private economic development partnership, took the challenge head-on by creating a new marketing brand and a new partnership strategy to implement a highly leveraged campaign. The brand, "Florida. Innovation Hub of the Americas." speaks to the less acknowledged aspects of Florida's technology sectors -- aviation/aerospace, life sciences, information technology, homeland security/defense and financial services -- through a series of arresting innovation stories. The newly formed Team Florida Marketing Alliance tripled the campaign's initial investment. The campaign came to life through an integrated multi-media strategy that included NPR sponsorship, high profile and cutting-edge business publications, public relations and a suite of e-marketing tools, ranging from global eflorida.com Web sites to a customized MyeFlorida CRM portal. Even in the first year, this strategy has demonstrated solid results and set a new standard in economic development marketing.</p>
<p>Northwest North Carolina</p> <p>Event / Video</p>	<p>The region collaborated and hosted a regional rollout event with over 1,000 in attendance. The ED team hired Out of Our Minds to develop a clever video to promote recommendations from the AE reports. It effectively showcased the regions economic development long-term strategies in an interesting manner.</p>
<p>Santa Fe Independent Business & Community Alliance</p> <p>Research Report</p>	<p>SFIBCA hired AE to complete a research study on the importance of buying local. This 30-page report provides statistics. Eighty-five percent of all businesses in Santa Fe employ fewer than 20 workers. Of these small businesses, over 90% are locally owned. The report evaluates the issue on both an analytical level and a "social value" level, and also presents several case studies on what other communities have done to support their independent business sector. The report presents recommendations that can be taken by the leadership in Santa Fe in support of this business sector. The impact of dollars spent at independent businesses deliver two times the economic impact of spending at national chains.</p>
<p>Flatonia</p> <p>Brochure and Web site</p>	<p>The City and Chamber needed a brand and marketing tools to attract targeted businesses E.g. Toyota Suppliers. They hired AE and the result is an attractive logo with an eight-page brochure and Web site speaking to citizens, tourists, and business executives.</p>

Source: IEDC, http://www.iedconline.org/awards_top.html and AngelouEconomics.

Why is this site effective?

- *Single portal into city*
- *Promotes city, ED, and chamber*
- *Conveys a unified message*
- *Appealing and easy to navigate*

Austin, Texas' Marketing Strategy 1980s and 1990s

–In the 1980s - Austin's leaders initiated a push to **expand the region's high tech base.**

–During the 1990s - Austin experienced a **surge of successful local start-ups.**

–Between business recruitment, expansion, and start-ups, **Austin created 36,000 technology jobs and doubled the number of companies within the Austin MSA, since 1990.**

–Austin **focused** on personal selling, building an active volunteer team, and strengthening regional education, research and development, and entrepreneurship core.

–Austin's Executive Partnership encouraged local executives to **promote** Austin's values to their peers in other high tech markets, while the Chamber of Commerce led regular marketing trips to San Jose, Boston, and overseas.


Why was this approach effective?

- *Engaged the entire community*
- *Personal*
- *Different*

It's amazing
what you
can do here.

Microsoft Careers in Reno.

Just down the road from Lake Tahoe, you'll find a place that's brimming with potential. It's called Microsoft Licensing. The people here are blazing a trail – leading the global product licensing industry for Microsoft. What else do they do? Sail. Cycle. Ski. Explore. It's an amazing place – and you have the potential to make it even better.



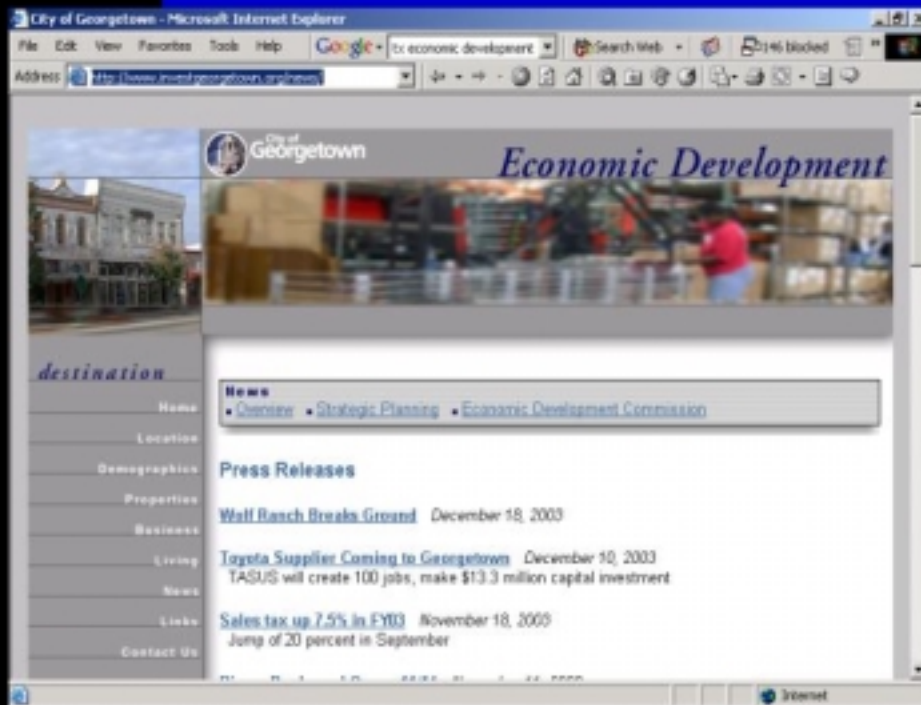
www.microsoft.com/careers/msll

Microsoft
Licensing

Microsoft and Microsoft Licensing are registered trademarks of Microsoft Corporation. © 2008 Microsoft Corporation. All rights reserved. Microsoft Licensing is a wholly owned subsidiary of Microsoft Corporation.

Why is this ad effective?

- *Endorses a company and city*
- *Represents youth and diversity*
- *Call to action – visit Web site*



Why is this effective?

- *Single news portal for ED*
- *Increases awareness*
- *Professional*

Helpful Resources

AE is providing the list of resources below that economic development marketers can use during planning, benchmarking, and implementation.

- AngelouEconomics
<http://www.angeloeconomics.com>
- Bastrop Economic Development Corporation
<http://www.bastropedc.org/>
- BrandChannel.com
<http://www.brandchannel.com/>
- Elgin Economic Development Corporation
<http://www.elginnd.com/page5.html>
- Greater Austin Chamber of Commerce
<http://www.austin-chamber.org/>
- Georgetown Economic Development Corporation
<http://www.investgeorgetown.org/sitemap.php>
- International Economic Development Council
<http://www.iedconline.org/>
- Texas Economic Development
<http://www.tded.state.tx.us/>
- U.S. Department of Commerce, Economic Development Administration
www.doc.gov/eda/