



THE GEOGRAPHY OF BUSINESS®

How to Host a Business Prospect

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This morning's talk

- About McCallum Sweeney
- Who are your prospects?
- How do they find you?
- The site selection process
- The visit
- Closing thoughts

McCallum Sweeney Consulting

- MSC was established in July 2000 by Ed McCallum & Mark Sweeney
- MSC specializes in site selection and incentive negotiation services
- MSC brings 75+ years of combined senior staff location consulting experience to our clients worldwide
- MSC has announced over \$6 billion in investment and 20,000+ jobs
- MSC has certified 134 sites nationwide with 88 in the certification phase



MSC Clients



Boy Scouts of America



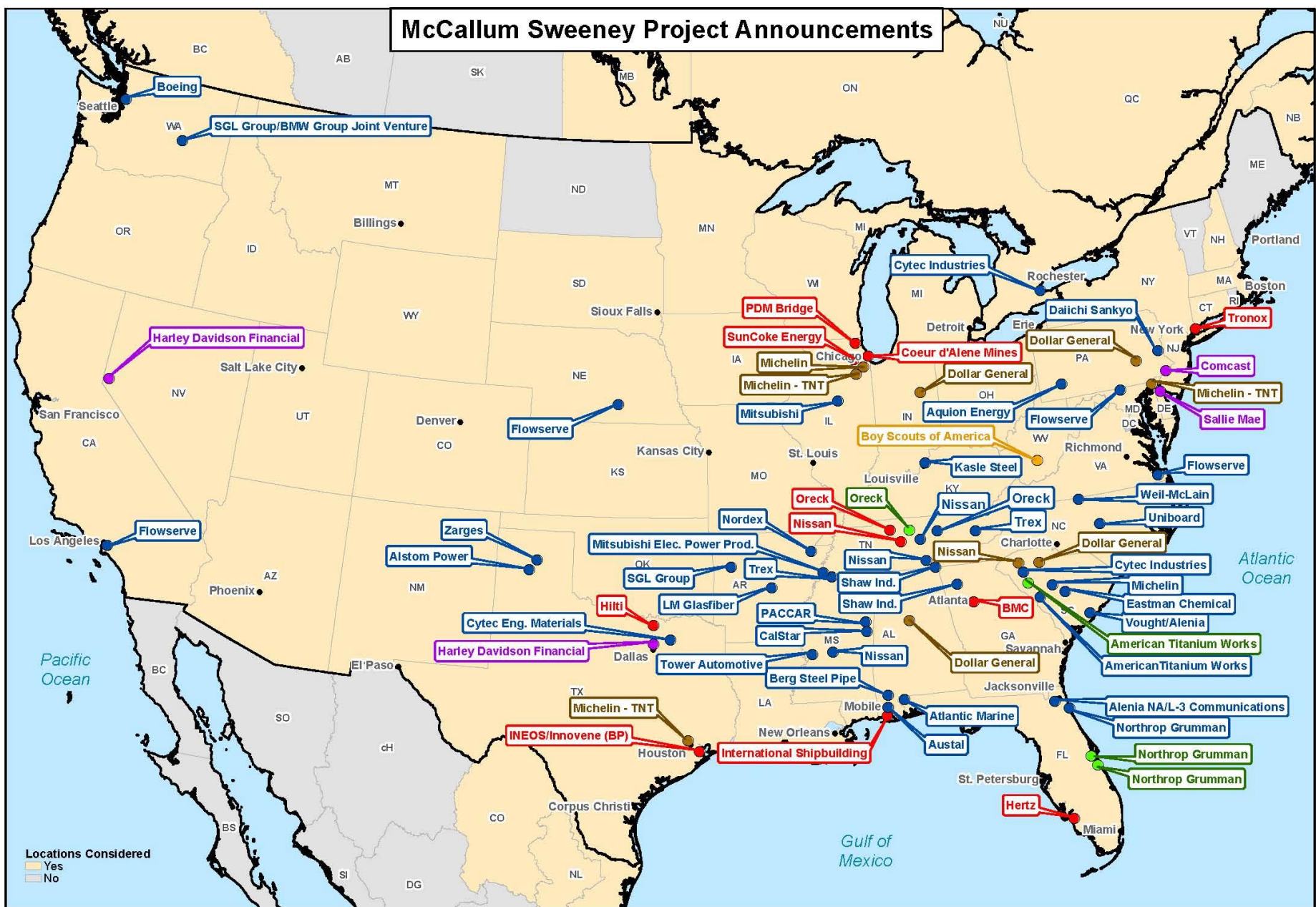
SGL Automotive Carbon
Fibers LLC joint venture



American Titanium Works



McCallum Sweeney Project Announcements



Project Type

- Manufacturing
- Distribution
- Headquarters
- Engineering/R&D
- Customer Service
- Other



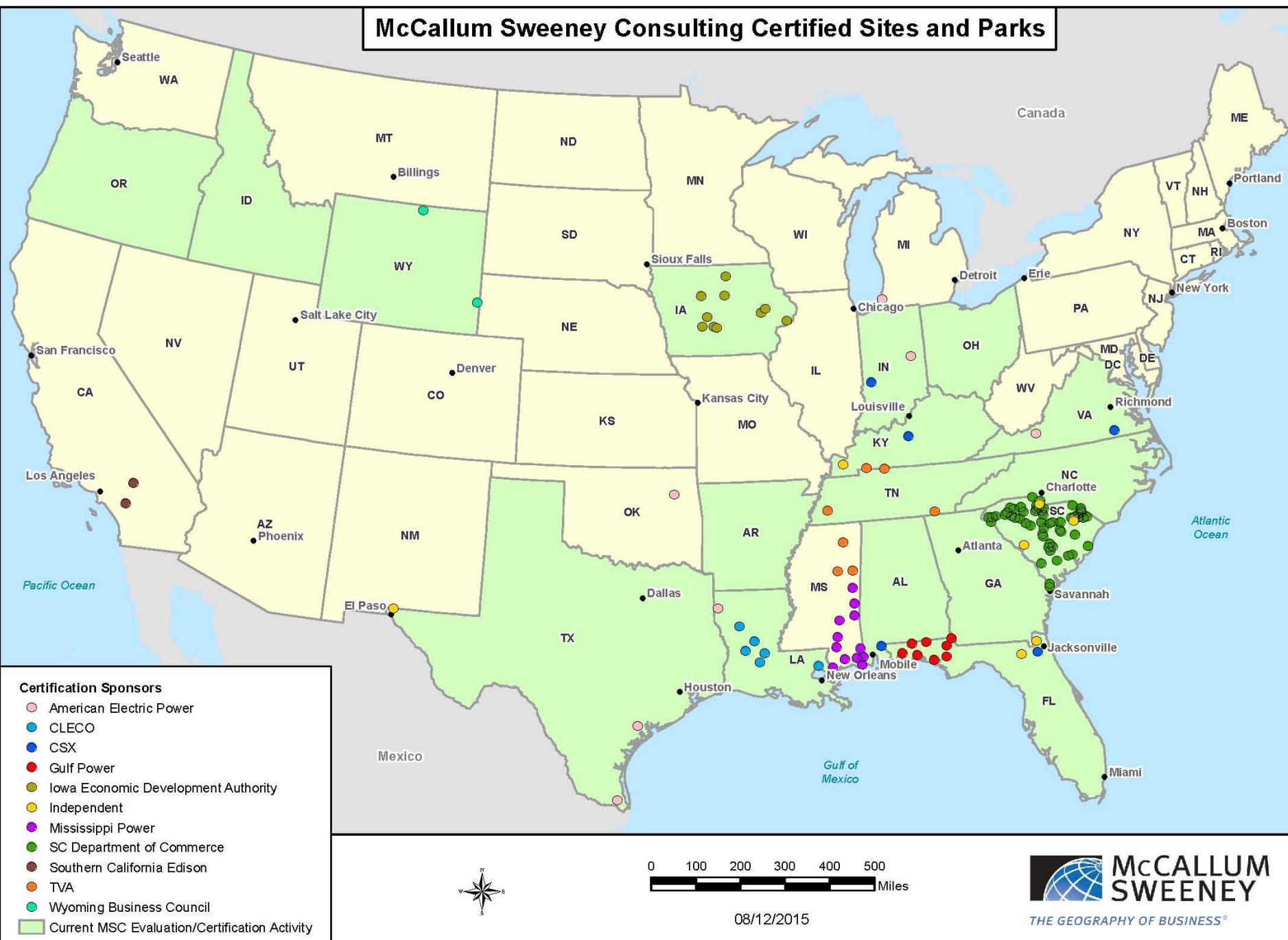
Source: MSC Proprietary
Projection: Albers Equal Area Conic
Geographic Data Source: ESRI, 2012
Map Composition: MSC, 2014



**McCALLUM
SWEENEY**

THE GEOGRAPHY OF BUSINESS®

McCallum Sweeney Consulting Certified Sites and Parks



Who are your prospects?

Who are your prospects?

A lesson in location theory...

Basic (Traded) Industries

Produce goods and services for export – bring new money from outside

Examples: mining and energy, manufacturing, data centers

But also... tourism, retirement communities, universities, telecommuters

Nonbasic (Local) Industries

Produce goods and services for the local population only – move money around

Examples: retail, health services, utilities, government services

Who are your prospects?



Come home to
MONTANA
(and bring your job with you)

Top National Companies for Telecommuting

Dell

Dell offers multiple opportunities for flexible work. Employee work options include flextime, remote work, job sharing, part-time work, and compressed workweeks.

IBM

IBM has offered flexible employment arrangements in the past in the form of international or U.S. based telecommuting positions.

About.com

About.com provides employment opportunities for freelance writers that want the ability to work a flexible schedule from their home office anywhere in the United States.

Adobe

Adobe offers several opportunities for employment for both part-time and telecommute work arrangements.

General Electric

GE often has positions available allowing for full-time and part-time schedules, and telecommuting options.

3M

3M supports remote work, often offering various flexible employment opportunities such as full and part-time telecommuting jobs.

Oracle

Oracle is a global company with over 100,000 employees. They are committed to fostering a culture of excellence and innovation, and often offer positions that are telecommute-compatible, including hundreds right here in Montana.

Aetna

Aetna is very supportive of employees that want to work from home; currently more than 43% of their employees telecommute.

American Express

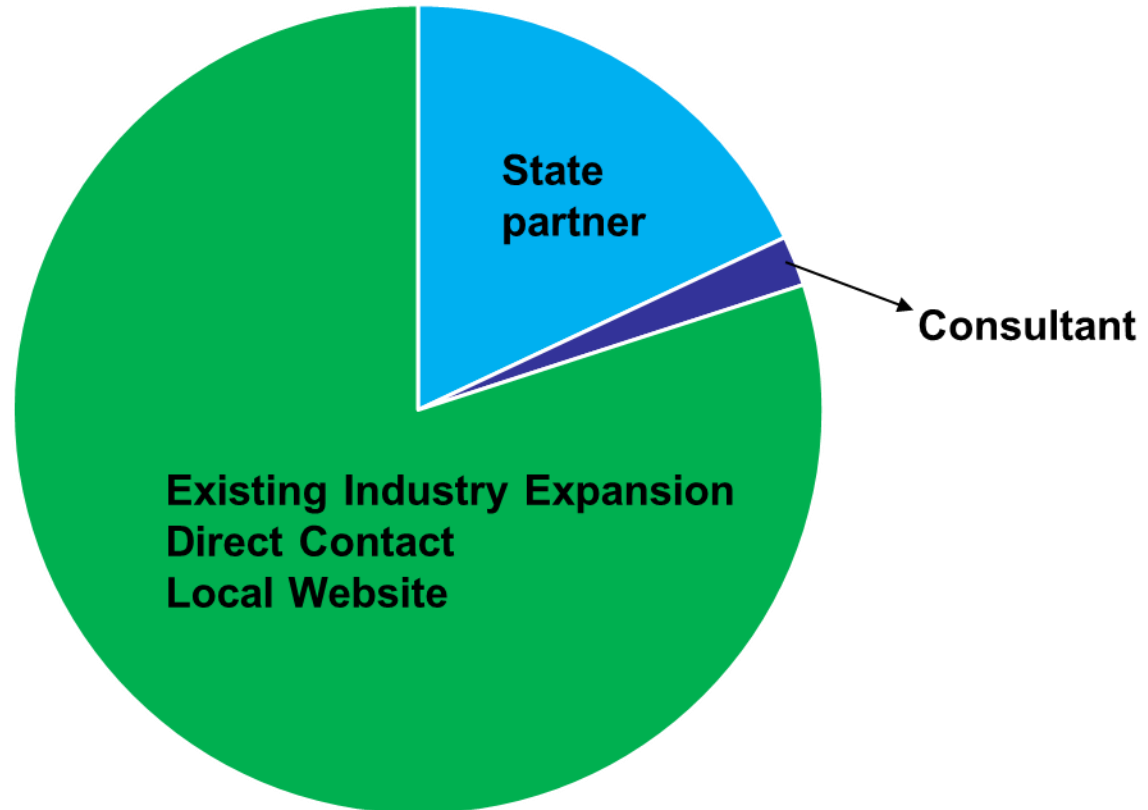
American Express is an equal opportunity employer, and they employ people in countless locations.

Who are your prospects?

- Profit Driven
 - Investment for purpose of return
- Deadline Driven
 - Both the site selection and the project
- Competitive
 - Multiple location options
- Comprehensive
 - Complex decision involving most functional areas
- Risk Averse

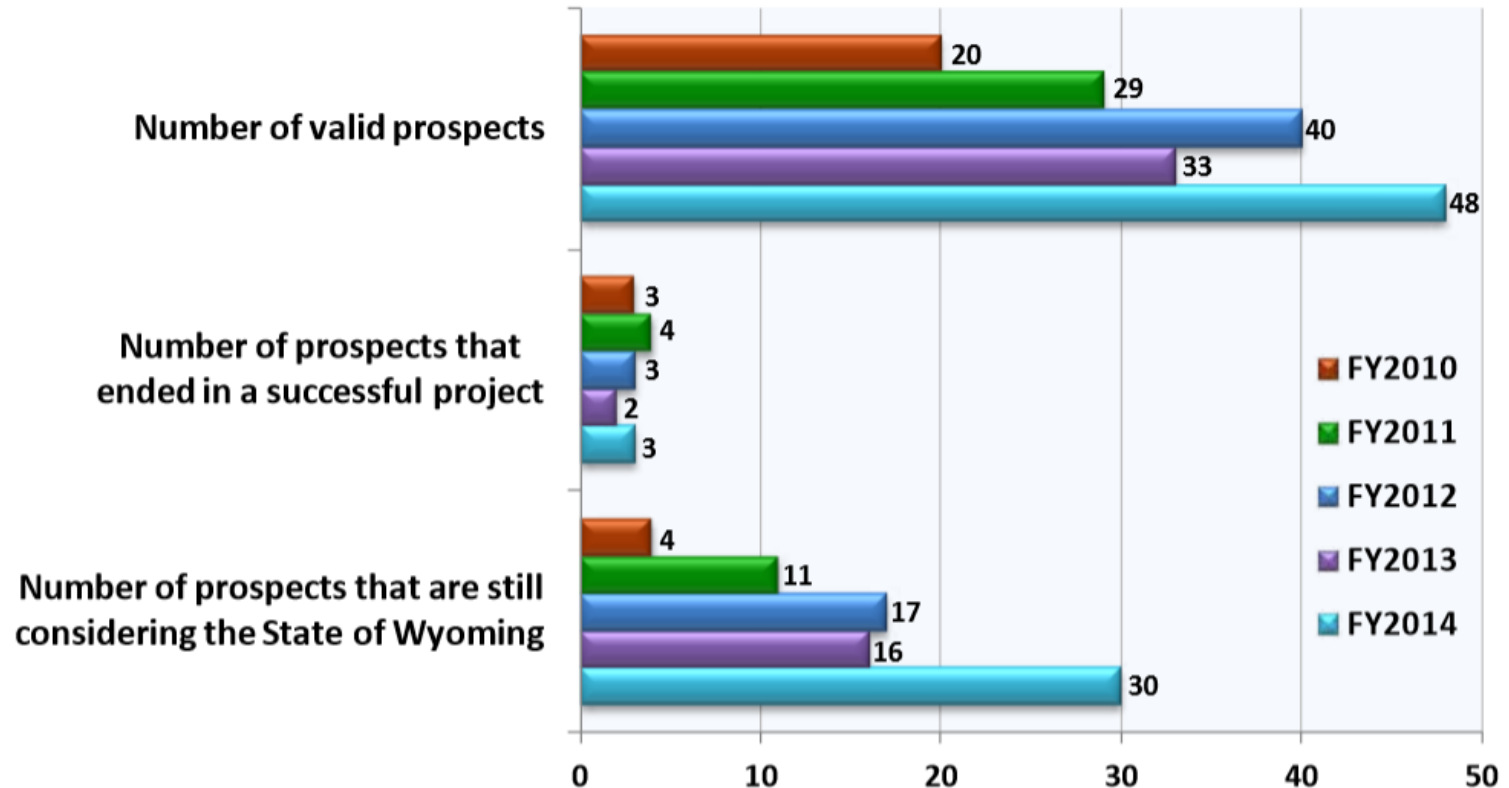
How do they find you?

Typical Project Lead Source



How do they find you?

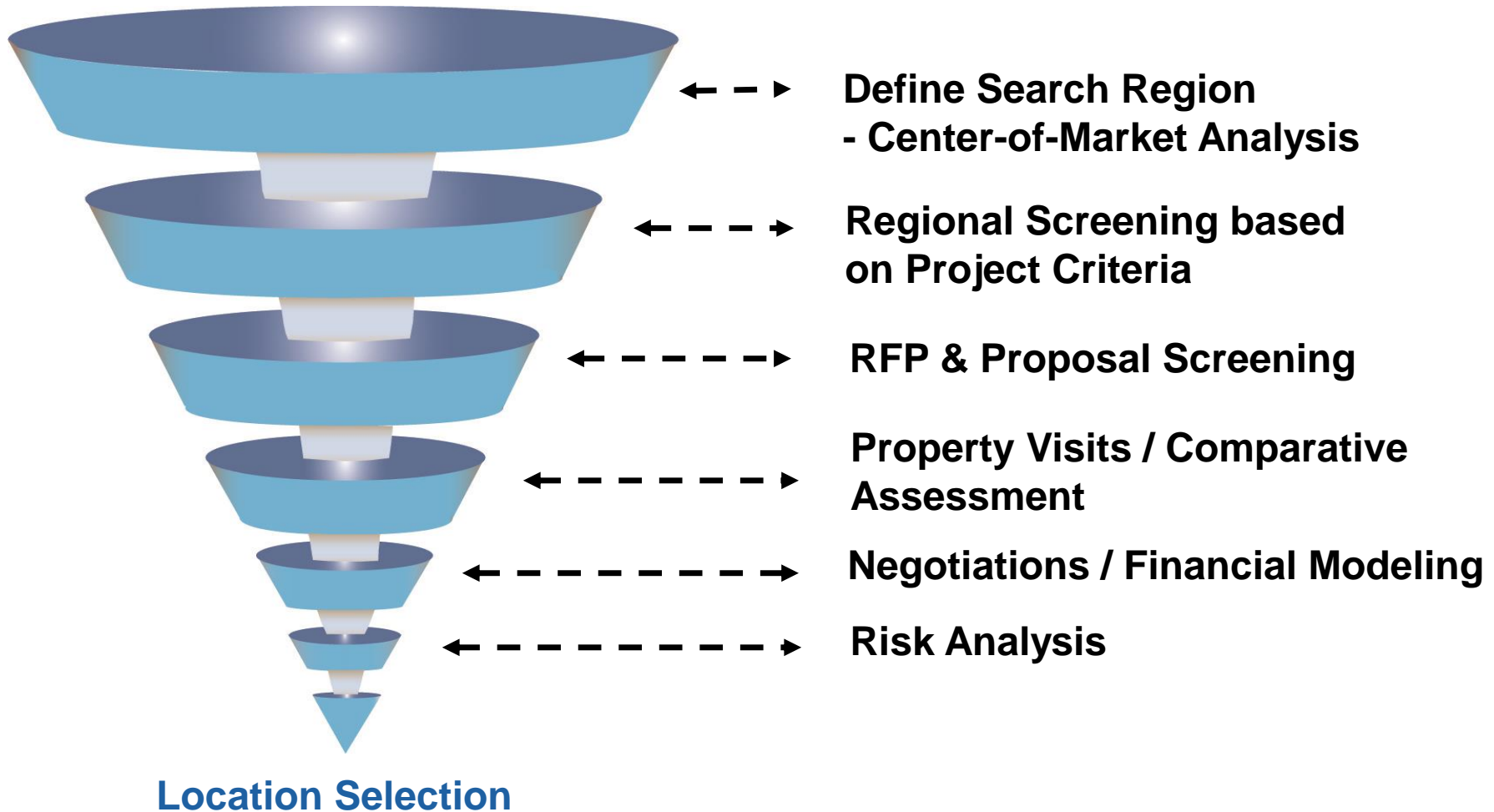
Out-of-State Recruitment Prospects



Source: WBC Client Management System and the Business & Industry Division

The Site Selection Process

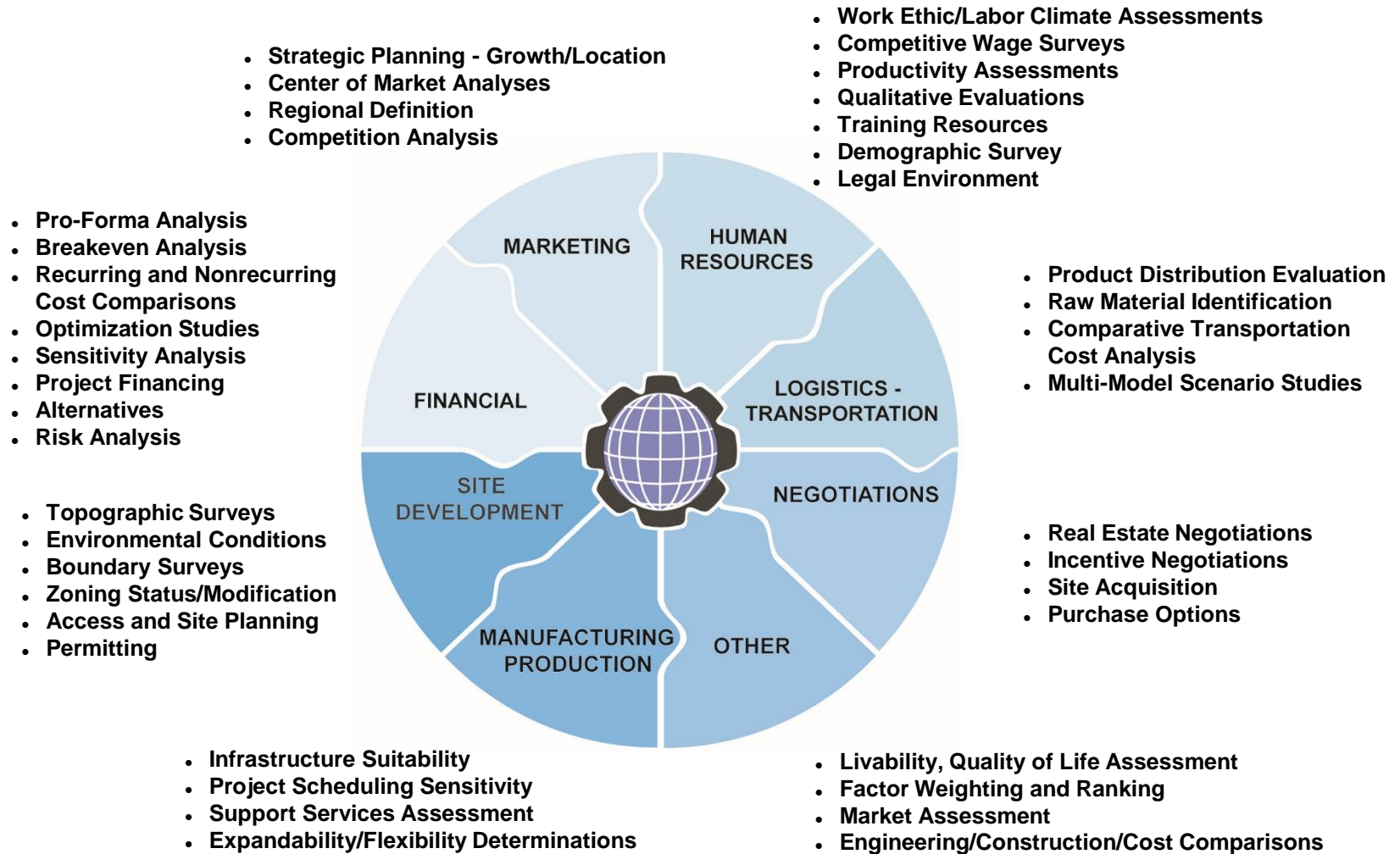
Competitive Site Selection Screening Process



Competitive Site Selection Process

Planning Phase	Phase 1	Phase 2	Phase 3	Phase 4
<ul style="list-style-type: none">• Conception• Feasibility• Investment Decision	<ul style="list-style-type: none">• Alignment/ Criteria• Regional Analysis• Areas of Interest• Request for Proposal and/or Web Research• Candidate Locations	<ul style="list-style-type: none">• Community Visits• Location Evaluation• Comparative Analysis• Finalist Locations	<ul style="list-style-type: none">• Negotiations• Evaluation• Site Due Diligence• Internal Selection of Preferred Location	<ul style="list-style-type: none">• Prepare MOU• Real Estate Transaction• Public Announcement• Incentive Capture Support

Competitive Site Selection Process



The Visit: Getting Prepared

The Visit: Getting Prepared

THE PROJECT

THE SCHEDULE

THE PARTICIPANTS

THE COMMUNITY OVERVIEW

THE TOUR

THE INTERVIEWS

The Visit: Getting Prepared

THE PROJECT

THE SCHEDULE

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THE INTERVIEWS

Who is visiting?

Why are they visiting?

What do they do?

What are they interested in doing in your community?

The Visit: Getting Prepared

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THE INTERVIEWS

What is the objective of the visit?

How much time do they have available?

Where are they coming from / going to?

Are they staying overnight?

Do they have a vehicle?

The Visit: Getting Prepared

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THE INTERVIEWS

Who should be in the room?

What is their role?

What should they know in advance?

What should they say?

What is the dress code?

The Visit: Getting Prepared

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THE INTERVIEWS

What does the company want to know?

What is important for the company to know?

The Visit: Getting Prepared

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THE INTERVIEWS

What does the company want to see?

What is important for the company to see?

The Visit: Getting Prepared

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THE INTERVIEWS

Who will be willing to talk to the company about doing business in your community?

Do you know what they will say?

- Consultant or Broker led visit
 - Large number of jobs and big capital investment
 - Highly vetted – targeted concerns
- Company led visit
 - Usually the CEO, usually little experience with site selection
- Local start-up visit
 - In need of capital, mentorship, in-kind assistance
- Local business retention / expansion visit
 - Absolutely most important prospect
 - Listen and deliver

Elements of a Project

- Project type (i.e. transportation equipment manufacturing)
- Search area (i.e. West Central United States)
- Capital investment
- Number of jobs
- Utility requirements
- Project schedule
- Area of interest within the state/region
- Deadlines / estimated operational date
- Confidentiality
- Key location criteria
- Minimum requirements

Requested Documentation

- Location map
- Site boundary map
- Covenants and Restrictions
- USGS quadrangle map
- Zoning ordinance
- Transportation infrastructure
- Utility location
- Letters of commitment for service
- Studies (Phase I ESA, wetlands delineation, etc.)
- FEMA floodplain map

- Establish a primary point of contact
- Schedule a call in advance to coordinate the visit and ask questions and provide a draft schedule for approval
- Respect the allotted time the company has in the community
- Coordinate transportation
- Allot time for the prospect to make personal calls/check emails
- Be nimble!

- All participants must have a purpose – responding to the specific concerns addressed by the prospect – no loiterers!
- Who:
 - Decision makers, those with the authority to negotiate the deal (sometimes that means board members, but not always)
 - Economic development team
 - Utility providers
 - Training/workforce services, college/university representatives
 - Community leaders and public officials
 - Represent community and government
 - “Managed” access to prospect
 - Industry leaders
- **Confidentiality must be respected**
- Provide a list of participants to visitors

- Professionalism encompasses:
 - Meeting location
 - Attire
 - Presentation of information
 - Materials/takeaways
- Cut the B.S. – “don’t say great”
- Tailor responses
- Identify strengths, address concerns
- If you do not have an answer to a question, don’t guess

- Coordinate a tour that responds to the purpose of the visit
 - Sites, infrastructure
 - Operating Conditions
 - Labor, education/training, utilities, taxes
 - Living Conditions (quality of life)
 - Housing, medical services, education, leadership
 - Appearance, congestion, culture & recreation
- Do a “dry run”
- Transportation and seating arrangements

- **The most important, useful, and trusted source of information about doing business in your community are your existing employers**
 - Labor availability
 - Labor quality
 - Availability of business services
 - Quality of life
 - Quality/responsiveness of local government services
- Establish a list of employers who will participate in interviews and prepare them.
- A key component of your business retention/expansion program is developing relationships with your existing employers and being responsive to their needs

Remember This!

- Know your product
- Establish your team (and JV squad, too)
- Create letter and map templates
- Aim to reduce risks: Cost & Schedule
- Prepare quality, critical and accurate information
- Check your work (spelling, errors, unanswered questions)
- Operate in a project environment
 - deadline driven
 - customer focused
 - competitive

site selectors are data gatherers

“Data! Data! Data! I can't make bricks without clay!

— Sir Arthur Conan Doyle

economic developers must illuminate the data

“ Not everything that can be counted counts, and not everything that counts can be counted.

— Albert Einstein, Physicist

Thank you!

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