

# **Business & Industry Development Division Update**

N.C. Economic Development Board

November 19, 2010

T H R I V E

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*in* **NORTH  
CAROLINA**

# Business & Industry Division

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- Lead Department's business recruitment, retention and expansion efforts
- Statewide developers, regional recruiters, existing industry specialists and other professionals work closely with other public and private development organizations
- Offer comprehensive location services from initial contact through site selection to future growth and expansion

# Reorganization to Date

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- **Sharpened Focus** – created single division director to lead and coordinate all functions – recruitment, expansion, retention and existing industry services.
- **New Leadership and Staff** – appointed Susan Fleetwood as director and hired Margie Bukowski, David Spratley, Bernard Torain, Jan Critz and Ellen Tai
- **Increased Accountability** – new client relationship management system (Salesforce.com), redesigned performance management plan to include clear goals and metrics to measure individual performance and customer satisfaction surveys required at conclusion of all closed projects
- **Input Gathering and Feedback Sessions** – Governor and Commerce leadership met with NC ED board, NCEDA board, regional economic development partnerships, and other key stakeholders such as Rural Center, Golden LEAF, etc.

# Next Reorganization Initiatives

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- **Training and Skills Development** *(implementation by July 2011)*

- Currently no specific budget allocation for training – working to set aside \$25,000 from operating expenses
- Will seek to leverage OSP, NCCCS, UNC and other available expertise to focus on three components: 1) professional development training, 2) sales training and 3) leadership development/project management training
- All developers must complete UNC School Government Basic Economic Development Course
- Developers receiving scholarships are supported for Economic Development Institute and Certified Economic Developer (CeCD) certification
- Updating B&I Training Manual with internal client handling protocols, RFP response protocols and Salesforce.com user guide
- Holding All Hands Training Sessions twice per year

# Future Reorganization Initiatives

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- **Proactive Lead Development**

*(implementation by February 2011)*

- Work with Marketing to leverage tactics – leverage activities including website, online marketing, business development trips, site selection/corporate executive events, trade shows, etc.
- Client Services Manager and individual developers have responsibility to qualify and nurture leads
- Create Client Development Manager position – responsibilities will include following up on Marketing inquiries and leads; making targeted outbound calls; coordinating international lead development with international offices; and transitioning leads to client services/development team
- Considering creation of Director of Global/Domestic Competitiveness – responsibilities will include developing competitive intelligence for B&I team

# Future Reorganization Initiatives

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- **Outreach and Relationship Development** *(implementation by January 2011)*
  - Outbound visit by statewide and regional developers to local community once per month (For example, planning to start with NC's Southeast and Wilmington Industrial Development)
  - Reinstitute individual visitation program by statewide developers
  - Reinstitute assignment of statewide developer as liaison with regional economic development partnership
  - Budgeting for full participation for a portion of staff at all NCEDA conferences
  - Working with NCEDA to organize regional networking sessions to include Commerce development team

# Key Challenges

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- **Internal Process Issues** – must constantly evaluate competitive environment and the ability some states seem to have to respond more creatively, quickly and decisively
- **Budget Constraints** – difficult to increase efforts for training, proactive lead development and outreach without making trade-offs in other crucial areas of the Division's budget
- **Managing Expectation and Perceptions** – given the finite universe of projects each year, there is probably no way to completely counter the perception that B&I should do more in a particular community
- **Obstacles to Effective Relationship Building** – the gift ban for state employees still seems to cause some confusion about how the Division interacts with local and regional development organizations and allies
- **Valuing and Listening to Input from B&I Development Team** – need to consistently look for structured ways to incorporate feedback from those on the front lines every day

# 2010 B&I Sales Goals

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Leads Assigned:	<b>540</b>
Projects Assigned:	<b>420</b>
Projects Announced:	<b>150</b>
Jobs Announced:	<b>17,200</b>
Jobs Retained:	<b>860</b>
Capital Investment Announced:	<b>\$3.7 billion</b>
Tax Base Saved:	<b>\$346 million</b>
Account Interactions:	<b>1,750</b>

# YTD 2010 vs. 2009

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Projects Assigned		1%	(385 vs. 390)
Projects Announced		5%	(124 vs. 118)
Jobs Announced		9%	(14,445 vs. 13,200)
Capital Investment Announced		9%	(\$3.4B vs. 2.8B)