

BOOSTING THE PIPELINE FOR MCKINNEY

Identifying Qualified Prospects Interested in Corporate Expansion



Submitted by: Development Counsellors International, Inc. (DCI)

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Where is McKinney, Texas headed?

With recent investments by Emerson Process Management, Hisun Motors, Encore Wire and Barclay's (not to mention a No. 1 ranking for Place to Live by Money Magazine), McKinney is undoubtedly on the rise.

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Introduction

Corporate meetings scheduled by DCI for the MEDC in the last 24 months total 17 so far, with one more marketing mission to Southern California remaining. Among the most promising engagements include:



DCI is pleased to submit this response to an RFP for professional services in the areas of market research and targeted outreach to companies who are considering corporate expansion. For the last two years, we have had the pleasure of representing the McKinney Economic Development Corporation for a similar scope of work and we'd be thrilled to continue that relationship in the year ahead.

During the last 24 months, we have experienced strong success stories like a New York City marketing mission that included appointments with four companies considering expansion or relocation; a Site Selection Consultant (SSC) FAM Tour with five consultants; touchpoints with 13 other SSCs; a strong agenda prepared for the Farnborough Air Show; and a community visit by Medline Industries.

To be fair, there have also been learning experiences along the way, as one would suspect. A planned mission to Chicago netted a conference call with Caterpillar and an eventual community visit by Medline Industries, but nothing more. The subsequent visit to the Mid-Atlantic region (VA-MD-DC) was also light on appointments with Northrop Grumman, McCormick Spices and DuPont Fabros Technology standing as the company meetings. Together, that'd be a solid trip, but separately they were a draw on McKinney's resources.

We acknowledge these challenges as much as the successes, and believe there is a lot to be learned in both of those experiences. The proposal that follows outlines our best thinking based on that intelligence gained, and sets a path forward that we believe will be a stronger direction for the MEDC in the coming 12 months.

We look forward to the feedback, and hopefully the opportunity to continue our partnership!

DCI Background



The Leader in Marketing Places

Since the firm was founded more than 50 years ago, DCI has worked with over 450 cities, states, regions and countries to help them attract tourists and investment.

New York – Headquarters

215 Park Ave. South
New York, NY 10003

Denver

1786 Platte Street
Denver, CO 80202

Toronto

243 Queen Street West
Toronto, ON M5V 1Z4

Los Angeles

5670 Wilshire Boulevard, 18th Floor
Los Angeles, CA 9003

Sample success stories from past campaigns:



**Amgen To Make Move Into Japan,
Takes on Astellas as Partner**



**GE Plastics to Expand Resin Capacity in
Spain; Invests \$250 Million in Cartagena**



Sartorius Opens \$23M Bioreactor Plant In Puerto Rico



**DaVita Announces New Corporate
Headquarters In Denver, Colorado**



La Quinta Expanding Into Colombia

Lead Generation Process



"DCI was instrumental in the launch of the state's Business Development Corps. Over the course of the program's first year, we've landed 50+ face-to-face meetings with senior corporate executives to discuss their growth plans."

--Teri MacBride
Executive Director, Economic Development Marketing Center, Pennsylvania Department of Community and Economic Development



Bringing the MEDC in Direct Contact with Key Decision Makers

At the heart of our proposed program is a proven process for bringing our client communities face-to-face with prospective investors:

- 1) Revisit and assess McKinney's existing target industry classifications** to ensure the parameters for identification are in line with the goals of the overall program.
- 2) Conduct in-depth research on companies** in the target industries using DCI's profiling method, which emphasizes a company's fit and capacity for investment in McKinney.
- 3) Provide the list of prospective companies for review and approval** by the MEDC to avoid any potential conflicts or overlap in communication with existing prospects.
- 4) Contact the corporate decision makers** responsible for corporate strategy and development to gauge interest in a McKinney location.
- 5) Schedule one-on-one meetings and conference calls** between the prospective companies and MEDC to discuss the potential project opportunities.
- 6) Host pre-meeting/post-meeting discussions** to brief your team and answer any questions ahead of time; allows for DCI to obtain feedback following the appointment.

What Makes DCI Different?

What's important about this approach is that DCI treats each community separately—from the research to the outreach stages, we pursue the entire lifecycle as a representative of your organization and with you alone in mind. This puts an emphasis on connecting the MEDC with companies who are actually interested in a

Industry Expertise

In the last 6 months alone, DCI has arranged dozens of qualified appointments in the industries McKinney is seeking to recruit. Sample companies among that group include:



Dallas or Texas area location, or at least want to learn more about how McKinney may fit into future plans.

Many of our competitors take a different approach, one focusing on the *number* of meetings by reaching into a Rolodex and often setting up surface-level, informational appointments because they know someone. Relationships are outstanding, but when they're not being fully vetted to produce quality meetings, that is harmful to your efforts.

That's not to say DCI doesn't have connections—our ever-growing database includes thousands of companies and many more thousands of contacts at each of those, from operations and research personnel to the C-suite. A significant number of them are representative of the industries McKinney is pursuing, such as aerospace/aviation and defense, IT/software, advanced manufacturing, and healthcare/medical device. We've also worked up and down the chain at various companies from division heads to the CEO for potential headquarters operations, including one such opportunity uncovered for McKinney in 2014.

We believe there is a balance between knowing who to contact and trying to make sure they have something to offer, because your resources should be spent on finding quality leads as if we were an extension of your sales team.

That is, of course, how we view ourselves and how we hope you view us.

Program of Work

DCI has carved a special niche in “place marketing.” We have worked for hundreds of communities around the world—from thriving metropolitan regions to rural areas striving to compete—and we understand the challenges and opportunities that investment promotion agencies face. A sampling of recent lead generation clients includes:



Our program of work may seem somewhat unfamiliar after the last two years, but that’s a good thing. It means that we’ve learned from that experience and think we have an improved methodology for the year ahead. The following is our suggested plan within the scope you have requested, and the corresponding deliverables we promise.

I. **Rewriting the Script: Refresh the Target Profile**

Back in 2013 when we first began, our team drafted a target profile (included in Appendix) that summarized the regional economy and guided much of our efforts during this partnership together. While it has been a valuable tool, we have found ourselves veering from it slightly more recently, with good reason—it could use a refresh.

At the outset of this program, we would recommend sitting down in a half-day strategy session to update the target profile and drill down on the opportunities for future growth and company recruitment, as well as the “wish list” of prospects. Within a week of that session, we can revamp the target profile for the remainder of the program, checking in periodically to make sure it remains updated.

Deliverable:

- **A polished target profile** within the first month of the new program that outlines changes, new opportunities and recommended geographic targets that are primed for recruitment.

Addressing Geographic Diversity

In the two years DCI has represented the MEDC, we have targeted the NY-NJ and Southern California markets twice each. We believe there is ample opportunity to explore other metro areas in the year ahead, and we can touch all of them at once through a national lead generation campaign.

II. Fishing In a Bigger Pond: National Outreach Campaign

While there is value in face-to-face meetings, as the last two years have shown, our increasingly tech-reliant, distance-oriented society is also accustomed to handling business long-distance. GoToMeeting, Google Chats, Skype and the like have allowed EDOs and companies to connect for meaningful discussions when a flight just isn't possible or necessary.

That puts less reliance on so-called "Road Shows" at the outset of a program, and more on targeting the right set of companies independent of location. With that in mind, we'll pull an initial list (75-100) of prime recruitment suspects that fit McKinney's target profile from around the U.S. (Part of this group will consist of companies we've contacted from the last two years who said "not now, but check back with me.") This will give us an opportunity to explore new markets that we haven't touched yet, such as Atlanta, Boston, Charlotte, Minneapolis and Denver. And we can do them all at once.

Following the initial target list of companies, we'll continue to add an additional 15-25 prospects every month that come through DCI's own research, various databases, and online tools (see section II below) based on the news cycle, predictive factors, news alerts and more. This allows us to remain agile with regard to changes in the market-place, and strike at a company's greatest propensity to have a need, rather than work from a static quarterly prospect list. In the end, we'll have 250-300 companies from which to prospect. Think of it as the equivalent of two Road Shows from the comfort of your own office.

DCI's lead qualifiers are a relentless, skilled group that are accustomed to high-volume calling and emailing, working through various corporate gatekeepers, finding

LEAD FORENSICS

New to DCI's arsenal is technology that tracks visitors to your website, allowing you to see those interested in what you have to offer early in the "buying" process.

Lead Forensics, the leading firm offering this technology, has a clean interface and produces the highest-fidelity, most extensive results in the marketing industry, which is why we've chosen them to help us uncover those needles in a haystack.

out if a company is planning expansion or not, and drawing out corporate expansion needs and discussion topics for meetings that are arranged.

Deliverables:

- **8-12 qualified meetings** with companies considering expansion and interested in learning more about McKinney.

III. Identifying Firms "Raising Their Hands:" Tracking Website Visitors

According to DCI's *Winning Strategies in Economic Development Marketing* survey, 53% of corporate executives and 73% of site selection consultants do not contact EDOs until the development of a shortlist or *later* in the site selection process. What that means is a significant chunk of decision-makers are finding out information about your region before you even know it. What would you give to find out who they are earlier in the process?

A new tool in DCI's arsenal to reach this invisible audience is webtracking technology that can monitor who is looking at your website in real time (using public information sources). While names aren't revealed, the person's company, location, time spent on the website, and pages visited are. Several EDOs have been using software such as this to track leads in recent years, but typically lack the resources to respond in a timely manner and, when they find the time, struggle to identify the right decision-maker to contact.

DCI's ability to regularly monitor website visitors combined with a large internal database of corporate executives allows us to better identify those companies *and* consultants who are voluntarily "raising their hands" with interest in McKinney. Concurrently, when we send companies correspondence from our lead generators, we

include a link to McKinney's website. Being able to tell if anyone from our prospect list is visiting based on our emails can help us identify an elevated degree of interest from that corporation.

This will require working with your IT administrator and installing a small piece of code that allows us to monitor the activity (similar to a "Google Analytics on steroids"). Once we get going, we'll begin monitoring for lurkers and call them within 24 hours of their visit to engage them in discussion, attempting to turn them into leads you would've never discovered otherwise.

Deliverables:

- **Daily monitoring** of your website visitors, which includes weeding out non-qualified leads (the local barber shop or boutique retailer) and focusing on those with greenfield investment potential.
- DCI alerts on potential companies already within the region who may be looking at your website for expansion purposes (thus allowing your team to contact them for a business retention discussion).
- **Timely reactive outreach** to those companies from around the U.S. visiting MEDC's website, which will be funneled into our ongoing outreach lists where appropriate.
- While it is largely dependent on the website traffic the MEDC ultimately receives, we'd anticipate **at least a dozen prospects per month to be identified, from which we should be able to set up at least one additional qualified meeting every two months (with potential for more).**

International Expertise

DCI's is no stranger to international marketing missions and trade show support. In recent years, we have helped clients make connections at the Farnborough and Paris Air Shows, and led international missions to Israel, Colombia and Germany.

DCI maintains a network of partners overseas to help navigate any cultural, logistical and lingual challenges, and draws upon their network of contacts when possible. The bottom line: we will ensure your travels overseas are every bit as productive as they are here in the U.S.

IV. Hitting the Road: One Geographic Mission & One Trade Show

Face-to-face interaction with prospects may not be as vital as it once was, but DCI's latest *Winning Strategies* survey revealed it is still a very effective way EDOs can relay their community's value proposition to decision-makers.

During the second-half of the program, once we have had an opportunity to scope out various cities and regions through our national outreach, we'll be able to identify a market ripe for a two-day prospecting mission. We'll consider which markets turned up the most conference calls and suspects (companies not ready to talk, but interested in future outreach). In the past, we've scouted the NY-NJ region, Southern California and the Midwest, to name a few, but it's possible a new region may emerge. In the end, we're trying to maximize your time by going to the market that will result in the highest quality meetings.

We'll obviously extend out outreach in that market to companies outside of those leads and suspects from our national campaign, developing an additional prospect list of about 100-125 other companies in that market that we believe are also viable targets. Once we decide where to go, DCI will handle all outreach, appointment scheduling, logistics, and briefing materials, and set your team up for a successful visit.

Likewise, we'll also use the conversations from our national campaign to help inform our trade show outreach. First, during the initial strategy session and revamp of the target profile, we'll identify conferences with the greatest potential for quality prospects, selecting one. In the past, we've had success at the Farnborough Air Show, which makes perfect sense for McKinney given its expertise and potential within the aerospace/aviation market.

Deliverables Summary

Target Profile

- *A polished target profile*

National Outreach

- *8-12 qualified leads*

Website Tracking

- *Daily monitoring of website visitors*
- *Alerts on potential BRE opportunities with existing business*
- *Timely reactive outreach to companies and SSCs visiting*
- *6 additional qualified leads*

Hitting the Road

- *4-6 qualified companies & 2-3 SSC appointments on marketing mission*
- *6-12 company appointments at trade show*

Depending on the timing, we'll be able to incorporate feedback from our national list of prospects and use that to make connections at trade shows, on top of identifying other prospective targets. For example, aerospace/aviation will make up a sizeable chunk of our national prospect list. When we make contact with these companies early in the program, we can circle back to their feedback in preparation for setting appointments at the Paris Air Show, if that's what we settle on.

Regardless of missions or conferences, this "longer term" approach of nurturing prospects across the year and generating multiple touch-points will be much more conducive to success than straight cold-calling.

Deliverables:

- **4-6 meetings with qualified companies on the marketing mission.** If desired, we could explore additional "relationship-building" meetings, but our primary focus is on high-value appointments.
- **2-3 SSC meetings with consultants specializing in two or more key industries for McKinney.** We will not secure appointments with "just anyone," but keep this tailored to maximize the chance that a project eventually comes from the relationship.
- **6-12 appointments with companies during an industry trade show.** The variance here is due to the variance in decision-makers attending conferences (ie. Farnborough would be closer to 12; MD&M West would be closer to 6).

Timeline



The following is a preliminary breakdown of how we anticipate the year unfolding based on the activities proposed. Dark blue signifies a normal amount of activity, while light blue indicates a lighter month (in outreach, July/August and December tend to be slow times for aggressive recruitment) or the ramp-up/wind-down of a particular initiative. *Note that a trade show was not included, as that will be dependent on our market research at the outset of the program.

Activity	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
Start-up Activities												
<i>Strategy Session & Target Profile Revamp</i>	Dark Blue											
<i>Website Tracking Install</i>	Dark Blue											
<i>Initial List Development</i>	Dark Blue											
Ongoing Outreach												
<i>Calling, Email, Dialogue</i>		Dark Blue	Dark Blue	Light Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue
<i>Tracking Website for Visitors</i>		Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue
<i>Monitoring Various Resources for New Prospects</i>		Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Dark Blue	Light Blue	Dark Blue	Dark Blue	Dark Blue
Geographic Mission												
<i>Selection of Target Market</i>									Dark Blue			
<i>Research of Regional Prospect List</i>									Dark Blue	Light Blue		
<i>Outreach</i>										Light Blue	Dark Blue	Dark Blue
<i>Mission Execution</i>												Light Green

Project Team Qualifications & Experience



Steve, Robyn and Renee have been key DCI team members working with the McKinney EDC during the last year, so familiarity with the community's value proposition is high.



We believe in a team who knows the key players well, understands the objectives, and has the experience and expertise to execute the proposed program for the MEDC. Full bios are available in the Appendix.

- **Steve Duncan, Director of Lead Generation:** Steve has been with DCI since 2004, managing marketing programs for more than 25 communities of various sizes during that time. In his role as director, he ensures that client goals are both understood and achieved by the service team, and acts as the strategic counsel along the way.
- **Robyn Domber, Director of Research:** With over 16 years of Economic Development experience, Robyn brings a detailed understanding of factors which drive investment activity across a broad range of industry sectors. She has co-authored several articles focused on site selection and economic development, and is responsible for overseeing the research and list-building strategy for all client accounts.
- **Renee Frangione, Account Executive:** Renee has successfully executed lead generation campaigns for half a dozen clients since she joined our lead generation team in 2013. Among those campaigns were MIRA Technology Park (U.K.), Temple EDC (TX), and the U.S. Virgin Islands EDA.

McKinney Economic Development Corporation Lead Generation Budget (April 1, 2015 – March 31, 2016)

PROFESSIONAL FEES

DCI Fees for Program Design, Execution and Administration (\$5,300/month x 12 months)	\$63,600
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PROGRAM EXPENSES

Ongoing Communication Expenses (\$250/month x 12 months)	\$3,000
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TOTAL BUDGET	\$66,600
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*This does not include expenses for McKinney's travel to and from any regional markets or trade shows.

The DCI Difference



Development Counsellors International is the Leader in Marketing Places

We hope at this point you've gathered that we not only want to continue our work with and for you, but that we have both the expertise and experience to make the proposed program a great success for McKinney.

We also believe the following points to be important:

- **DCI is the only firm in the world to specialize exclusively in economic development marketing.** This niche position has given us a unique equity with many of the corporate executives that MEDC seeks to influence.
- **Since 1960, we have worked with over 450 economic development groups.** A list of current clients is provided in the appendix. Our complete list of all client organizations served over the past 50+ years is available on our website at www.aboutdci.com.
- **DCI's Lead Generation team has an exceptional track record** in bringing our client communities "face-to-face" with decision making executives with qualified investment opportunities.



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The Challenge

Despite lingering effects of the recession, the automotive and advanced manufacturing sectors had begun to implement projects previously on-hold. With nearly 50% of Canada's gross domestic product being generated in Ontario by a range of Fortune 500 companies, as well as a strategic location as the manufacturing center of the country with 14 major automobile assembly plants, Ontario was in an attractive position to attract some of this new investment.

The DCI Roadmap

- Work with the Ontario Ministry of Economic Development and Trade (MEDT) to identify and define several unique value and business propositions for companies interested in locating or expanding in the region while using a predictive model to identify companies exhibiting changes that forecast a site location need.
- Conduct a proactive outreach and extensive vetting program involving direct communication with C-level executives to discuss their corporate development strategies and expansion plans.
- Deliver qualified leads to the MEDT team in order to pursue further outreach to those companies meeting specific growth and expansion criteria such as defined capital investment and job growth.

The Results

- DCI's lead generation team delivered a validated list of 17 qualified leads who demonstrated likely investment and growth in Ontario in the next 24 months.
- Additionally, 28 companies were identified showing the potential for longer-term projects in Ontario.
- To date, Ontario is now involved in active location discussions with several companies identified through DCI's lead generation program and there were two major project announcements within one year of the campaign.

Puerto Rico Industrial Development Company (PRIDCO)



The Challenge

Raise Puerto Rico's business profile and build PRIDCO's relationship with corporate executives and site selection consultants throughout North America. To be in the forefront, PRIDCO selected DCI to showcase the island and raise awareness of Puerto Rico as a favorable destination for investment.

The DCI Roadmap

- Turn to DCI's lead generation team to reach out to "best bet" companies in the Life Sciences and Aerospace and Defense sectors through conversations with corporate executives and other decision-makers about their growth strategies.
- Secure site selection consultants from top firms such as *Ernst & Young, KPMG, Jones Lang LaSalle and Deloitte Consulting* for a familiarization tour of Puerto Rico.
- Arrange a series of face-to-face meetings between senior executives at qualified companies and PRIDCO's business officials to discuss the advantages of doing business in Puerto Rico.

The Results

- DCI arranged over 30 corporate executive meetings and more than 20 media interviews during several combined missions that would include conferences such as BIO, Interphex and MD&M West.
- In 2011-2012, 40 site selection consultants met with PRIDCO during the course of the year.
- As a result of DCI's efforts, leading companies such as Covidien and Sartorius have committed to expansions on the island, meaning millions of dollars in new investment and hundreds of new jobs for Puerto Rico.



The Challenge

With the decline of longstanding Pennsylvania industries, such as mining and steel, Governor Ed Rendell introduced and passed the largest proactive stimulus package in the state's history. The goal of this investment was to advance the state's economy and encourage both new investment and expansion by existing companies. Pennsylvania's economic development officials needed to let senior executives in target companies know about the state's comprehensive business assistance offerings, world-class workforce and critical mass of higher-ed institutions.

The DCI Roadmap

- Use a predictive model to identify more than 2,000 companies within the state's target industries that were exhibiting changes that forecast a site location need;
- Turn to DCI's Lead Generation team to reach out and qualify these "best bet" companies through conversations with executives and other decision-makers about their corporate development strategies;
- Arrange a series of face-to-face meetings between senior executives at qualified companies and trained professionals from the state's newly formed Business Development Corps to explore investment opportunities and discuss the advantages of doing business in Pennsylvania.

The Results

- DCI's PDQ team organized a series of successful prospecting missions to five target regions and arranged more than 50 meetings with senior executives at target companies.
- Over a three-year period, DCI secured an additional 60+ face-to-face meetings with life science companies at the Biotechnology Industry Organization (BIO) International Convention, the industry's largest trade show.
- To date, Pennsylvania state officials are in active location discussions with several companies identified through DCI's PDQ program.

Current Clients



Cities and Regions

Birmingham, Alabama
Brownsville, Texas
Carlsbad, California
Charleston, South Carolina
Charlotte, North Carolina
Chattanooga, Tennessee
Cincinnati, Ohio
Columbus, Ohio
Columbus, Indiana
Corpus Christi, Texas
Denver, Colorado
El Paso, Texas
Finger Lakes Wine Country, New York
Houston, Texas
Jersey City, New Jersey
Kenosha, Wisconsin
Louisville, Kentucky
McKinney, Texas
Minneapolis-Saint Paul, Minnesota
Monterey, California
Newport Beach, California
Northwest Arkansas
Northwest Ohio
Palm Beach, Florida
Phoenix, Arizona
Port of Long Beach, California
Prince William County, Virginia
Raleigh, North Carolina
Salinas, California
Santa Barbara, California
Sioux Falls, South Dakota
Sunny Isles Beach, Florida
Temple, Texas
Tompkins County, NY
Williamsburg, Virginia

States/Territories

California
New Jersey
North Carolina
North Dakota
Texas
U.S. Virgin Islands
Virginia

International

Australia
Dubai
Calgary
Chile
Costa Rica
Jerusalem
Milan
Netherlands
Peru
Scotland
Tasmania
Thailand
Toronto
Tuscany

Other

CityPass
Indiana Michigan Power
Premium Outlets
U.S. Travel Association

Steve Duncan, Director of Lead Generation PWC Account Strategist



Background:

A graduate of Pennsylvania State University, Steve joined Development Counsellors International in 2004 as a member of our economic development marketing team. After nearly 10 years of placing various clients in high-level business publications and executing their marketing plans, he moved into the role of Director of Lead Generation in 2014. Steve now leads a team of professionals who utilize in-depth research and a relentless attitude to bring our clients face-to-face with business decision-makers. Once a part of DCI's New York team, he currently resides in Denver, where he enjoys the mix of the outdoors and downtown living.

Notable Results:

- With the 2013 *Forbes* "Best Places for Business & Careers" issue approaching, Steve pitched the editor about the Houston region's fast-growth economy, which was producing more jobs than any other following the recession. After several interviews and discussions about story angles, *Forbes* settled on a multi-page lead feature titled, "Houston Gets Hot."
- Birmingham, Alabama was another community that had been in the midst of a bankruptcy proceeding, but this time it wasn't technically the city's fault—Jefferson County, in which Birmingham resides, was more than \$4 million in debt. To draw a clear line between the *city's* economic health and the *county's* liabilities, Steve was able to place stories in *The Wall Street Journal*, *New York Times*, *Forbes*, *CNNMoney*, and on *CNBC* to highlight the differences.

Robyn Domber, Director of Research



Background:

Robyn has over 15 years of Economic Development experience with a strong background in site selection consultancy as well as a concrete familiarity with public and private data sources across a range of industries. She is well-versed in original research techniques including interviews and surveys of senior-level executives, government and other public sector representatives.

In addition to her previously held position, Robyn's economic development experience includes a research position with the University of Wisconsin-Madison and as an economic development specialist with Madison Gas and Electric Company. Robyn is a graduate of Hobart and William Smith Colleges, with and MS in Urban and Regional Planning from the University of Wisconsin, Madison.

Notable Results:

- Robyn uses her knowledge of a wide variety of industry through the development of target profiles specific to each client region. The document serves as a starting point to launch PDQ campaigns and ensures that DCI are targeting the right companies for our clients.
- She has co-authored several articles focused on site selection and economic and workforce development in *Economic Development Now, Solutions and Business Development Outlook*, 2003.
- Robyn's portfolio of corporate clients have included such industry leaders as CIGNA, Home Depot, MET Life and Target.

Rene Frangione, Account Executive



Background:

Renee joined Development Counsellors International in September 2010. Prior to working for the company, she planned and managed special events at the Capitol Building, as well as across the state of Florida, with attendance ranging from 3 to 3,000. In addition to the planning and management of these events, she also coordinated public relations, media, and fundraising. Renee holds a degree in Recreation and Leisure Services Administration with an emphasis in Special Events from Florida State University. She played an important role on DCI's Account Coordination and Tourism teams before transitioning to the Lead Generation practice.

Notable Results:

- Renee has coordinated events for over 200 industry executives for the Economic Development, MICE and Tourism divisions.
- For The Pacific Alliance's first New York business summit, Renee helped secure over 350 C-suite executives from hand-picked top tier companies.
- She arranged eight meetings with prospective companies in Ontario and Quebec for MIRA Technology Park during its inaugural visit to Canada in search of automotive companies looking to expand to Europe.

McKinney Target Profile (2013)



DCI is pleased to present the following PDQ Target Profile for the **McKinney Economic Development Corporation**.

McKinney, Texas offers a number of competitive advantages to locationally active or expanding companies.

- **Location in the Metroplex (and the great state of Texas)** – McKinney is strategically located 30 miles north of Dallas in the state of Texas, which is consistently ranked as one of the best states for business.
- **Strong Population Growth** - McKinney's population increased 150% between 2002 and 2012.
- **Best Places to Live Ranking** - Among a long list of national accolades, McKinney consistently ranks on the annual "Best Places to Live in America" list in Money Magazine. The city was No. 2 in 2012, up from No. 5 in 2010 and No. 14 in 2008.
- **McKinney's Corporate Community** – McKinney is home to a diverse base of companies ranging from healthcare to advanced manufacturing to professional services.

These assets, as well as others, allow McKinney to be well-suited for further investment from a wide array of industry sectors and companies.

For the purpose of this Prospect Development/Qualification (PDQ) marketing campaign, and in discussions with your team, the following industries/functions have been selected for targeting for the 2013 investment campaign;

- **Advanced manufacturing (includes companies in the aerospace/aviation field; clean and emerging technologies; medical devices and others)**
- **Professional/shared services**
- **Regional headquarters**

It should be noted that many companies will cut across industry lines and in order to capitalize on the city's strengths, key word searches and competitor analysis will also be used in the development of target company lists. We will also look across industries at companies that have corporate fleets that they may want to locate at Collin County Airport. Furthermore, we will be

supplementing our traditional list building resources with an in-depth look at those individuals who have a personal or professional connection to Texas as well as reviewing attendance at various conferences and association-related events.

I. **Advanced Manufacturing**

For purposes of this profile, the advanced manufacturing sector will incorporate a range of industry sectors. McKinney is already home to a diverse base of manufacturing operations including those involved in aerospace & aviation (e.g. Raytheon); clean and emerging technologies (e.g. Wistron GreenTech); and medical devices (e.g. Spectacor). Additionally, DCI will also explore outreach to gun and ammunition manufacturers given the current locational dynamics this industry is currently experiencing.

Representative industry sectors and their NAICS codes are provided below however, due to the diversity of this sector, DCI will also rely heavily on key word searches and a competitive analysis of existing companies to identify targeted leads in this sector.

2012 NAICS US Code	NAICS Description
Aerospace & Aviation	
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing
3353	Electrical Equipment Manufacturing
336411	Aircraft Manufacturing
336412	Aircraft Engine and Engine Parts Manufacturing
336413	Other Aircraft Parts and Auxiliary Equipment Manufacturing
336414	Guided Missile and Space Vehicle Manufacturing
336415	Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing

336419	Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment Manufacturing
Clean & Emerging Technologies	
33361	Engine, Turbine, and Power Transmission Equipment Manufacturing
33591	Battery Manufacturing
335921	Fiber Optic Cable Manufacturing
335929	Other Communication
335931	Current-Carrying Wiring Device Manufacturing
335932	Noncurrent-Carrying Wiring Device Manufacturing
335999	All Other Miscellaneous Electrical Equipment and Component Manufacturing
Medical Devices	
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing
334516	Analytical Laboratory Instrument Manufacturing
339112	Surgical and Medical Instrument Manufacturing
339113	Surgical Appliance and Supplies Manufacturing
339114	Dental Equipment and Supplies Manufacturing
339115	Ophthalmic Goods Manufacturing

Sample Companies

Cloudblue Technologies Inc. (www.cloudblue.com)

CloudBlue is a leading provider of Enterprise IT Asset Disposition, Onsite Data Destruction and e-Waste Recycling Services worldwide. Our services reduce the risk, cost and complexity associated with securely managing IT assets and consumer electronics throughout their lifecycle in compliance with environmental and data security regulations. With over 40 global locations, we manage the entire asset chain-of-custody seamlessly to provide secure and sustainable reverse logistics solutions for over 1,000 customer organizations..

Philips Healthcare (www.healthcare.philips.com)

Philips Healthcare is a top global maker of medical imaging equipment, including X-ray, ultrasound, MR (magnetic resonance), and CT (computed tomography) scanners. The firm also makes patient monitors, resuscitation products, and data management systems, and it offers consulting, financing, training, and maintenance services..

II. Professional/Shared Services

Given the strong talent base in the region, the existing corporate base, and McKinney's strategic location, the attraction of knowledge-based professional services is recommended. These operations are significantly more sophisticated than general call center operations and will require a well-educated workforce. Special emphasis will be placed on support functions of large financial service firms. Additionally, this sector will include information technology-related firms such as healthcare informatics and software development.

These functions will include, but not be limited to:

- Technical support/contact centers (particularly financial services)
- Back office support operations (IT, shared services and general office functions)
- Marketing/Business Intelligence
- Accounting
- Management consulting
- Software development

The largest concentrations of companies in the NAICS codes below are found in California, Texas and New York which aligns well with the proposed mission schedule outlined at the end of this document.

Representative subsectors will include:

2012 NAICS US Code	NAICS Description
511210	Software Publishers
518210	Data Processing, Hosting, and Related Services
519130	Internet Publishing and Broadcasting and Web Search Portals
519190	All Other Information Services
522320	Financial Transactions Processing, Reserve and Clearinghouse Activities
523920	Portfolio Management
523930	Investment Advice
5241	Insurance Carriers
54121	Accounting, Tax Preparation, Bookkeeping, and Payroll Services
541330	Engineering Services
541511	Custom Computer Programming Services
541512	Computer Systems Design Services
541519	Other Computer Related Services
54161	Management Consulting Services
541910	Marketing Research and Public Opinion Polling
561110	Office Administrative Services
561210	Facilities Support Services
56131	Employment Placement Agencies

56143

Business Service Centers

Sample Companies

Zynx Health Incorporated (www.zynx.com)

Zynx Health develops Web-based software used by hospitals for disease management, clinical quality improvement, emergency department diagnosis and treatment support, pain management, and medical facility safety applications. Zynx Health is the market leader in providing evidence-based clinical decision support solutions that help healthcare organizations measurably improve patient outcomes, enhance safety, and lower costs.

Quality Systems (www.qsii.com)

Quality Systems, Inc. (QSI) and its NextGen Healthcare Information Systems subsidiary develop and market computer-based practice management and electronic health records (EHR) solutions as well as revenue cycle management applications and connectivity services for medical and dental group practices and hospitals throughout the U.S.

T. Rowe Price (www.troweprice.com)

T. Rowe Price Group administers an eponymous family of about 100 mutual funds in a variety of investment styles. Traditionally oriented toward growth investing, the funds offer products in many risk and taxation profiles, including small-, mid-, and large-cap stock funds; money market funds; and bond funds, both taxable and nontaxable. Other services include asset management advisory services (including retirement plan advice for individuals), corporate retirement plan management, separately managed accounts, variable annuity life insurance plans, discount brokerage, and transfer agency and shareholder services.

III. Regional Headquarters

Major headquarters relocation projects are rare and are very high profile decisions. Significant headquarters projects typically involve relocating away from a location where the firm was established or at the very least where the firm has had a presence for a long time. The major considerations of such projects include the human resource factor, continuity of

operations with minimal disruption, and the cost of the move. Overall, the leadership of the firm must be convinced that the strategic and long term interests of the company are best served in a new location

While these projects will be explored should they arise, DCI also recommends developing relationships with international firms that have grown sufficiently to require a North American presence such as a regional headquarters. The decision process for these operations closely parallel a major headquarters relocation with an emphasis placed on such factors as:

- Availability of labor
- Quality of life
- Cost of living
- Air transportation
- Available space

McKinney is highly competitive on all of these factors and can effectively compete for a regional headquarters.