

OFFER OF SERVICES IN RESPONSE TO:
Request For Proposal | Market Research & Targeted Outreach

PREPARED FOR:
Mr. Jim Wehmeier
McKinney Economic Development Corporation



FEBRUARY 27, 2014

PREPARED BY:
ROI Research On Investment

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February 27, 2015

Mr. Jim Wehmeier
McKinney Economic Development Corporation
5900 S. Lake Forest Dr. Suite 110
McKinney, TX 75070

Dear Jim,

I wanted to thank you for the opportunity to bid on the Request for Proposal for the provision of market research and targeted outreach to the community's target markets both domestically and internationally.

This Offer of Services outlines ROI's work plan, experience and abilities to successfully complete this mandate on behalf of the McKinney EDC.

Should you have any questions regarding the Offer of Services or ROI in general please do not hesitate to contact me anytime.

The entire ROI team looks forward to building a long lasting and mutually beneficial relationship with the McKinney EDC.

Kindest regards,

Daniel Silverman
Vice President

Executive Summary



The McKinney Economic Development Corporation (MEDC) was created in 1993 to support the development, expansion and relocation of new and existing companies. The McKinney Economic Development Corporation's mission is to work to create an environment in which community-oriented businesses can thrive.

Centrally located and one of America's fastest growing cities and named #1 Best Place to Live in America of cities under 300,000 in population in 2014, McKinney Texas is an ideal location to expand or relocate a business.

The workforce in McKinney is educated with 91% of the population over 25 with a high school diploma and 47% with a 4 year college degree or higher. McKinney is home to Collin College and in proximity to other major universities.

The Request For Proposal:

As part of this mandate the ROI team is proposing to provide:

- The provision of Market Research within the identified target markets to help identify companies exhibiting the need for expansion / relocation needs in which McKinney can provide a strategic advantage.
- Identification of geographic regions within the United States as well as internationally that currently house strong clusters of similar industries to those of McKinney's targets.
- Organization and execution of trade mission trips to the areas identified to include:
 - Setting of high quality pre-screened appointments with targeted industries.
 - Setting of additional meetings with site selectors within same regions that represent advantageous companies and industries for McKinney.

As part of this proposal ROI is proposing to:

- Market research report to identify geographic target markets
- Build a Target Company Prospect List
- Initiate calls with companies that have an identified interest in expanding, relocating to Texas and more specifically McKinney
- Generate qualified leads in the targeted sectors
- Schedule face-to-face and/or conference call meetings with pre-qualified companies and site selectors
- Have bi-weekly update meetings and submit a final report

Having supported the investment attraction efforts of over 250 international economic development organizations since 2003, ROI's team stands ready to offer our collective experience with best practices and lessons learned from the myriad of approaches our clients have pursued. The following pages will depict ROI's ability to successfully execute the MEDC Market Research and Targeted Outreach initiative, this includes:

- A clear understanding of the MEDC goals and objectives
- Demonstrable knowledge of key markets
- A sufficiently experienced and senior team to ensure messages are delivered with the gravitas and clarity they require
- Experience of handling similar accounts
- The CV's of ROI team, demonstrating suitability, understanding of objectives and evidence of relevant experience within this sector
- A detailed methodology on how the lead generation activity will be delivered

SECTION ONE

Experience and Qualifications

ROI Research On Investment

ROI Research On Investment provides demand generation services to governments and enterprises based on originally sourced intelligence. ROI's headquarters are in Montreal, with offices in Toronto, Princeton (NJ), Chicago and San Jose (CA). Building upon our strong background in research and leveraging our ability to customize our tools and processes for each client's unique objectives, we offer a systematic and comprehensive approach to the lead generation and trade promotion process.

Our goal is simple: to bring our clients closer to their target audience. To accomplish this goal, we have developed a thorough, transparent and results-oriented process of finding and screening all of the companies that match our clients' specific criteria in their desired market segments. The timeline below depicts the history of ROI.



Strategic Partner

WAVTEQ

WAVTEQ has unique capability to provide business development and lead generation services to economic development organizations worldwide.

Our team has secured over 1,000 FDI projects for our clients and we have offices in all the major source markets for FDI with a team of highly experienced senior investment officers.

Our market coverage is global. WAVTEQ has FDI business development teams / offices located in:

China - Shanghai, Beijing, Hong Kong
 India - Mumbai, Bangalore
 Japan - Tokyo, Osaka
 Korea - Seoul

Snapshot of ROI

YEAR FOUNDED:

December, 2002

LEGAL NAME:

ROI Research On Investment Inc.

REGISTRATION:

Canadian Federal Incorporation

CORPORATE NUMBER

421173-1

BUSINESS NUMBER:

867549602RC0001

NUMBER OF EMPLOYEES

50

CLIENTS SERVED

Over 200

INTERNATIONAL PRESENCE:

Offices in over 30 leading business centres (via global strategic partnership with APCO)

HEADQUARTERS

Montreal, Canada

DATABASE CAPABILITY

Proprietary database of over 5,000,000 business contacts

LANGUAGE CAPABILITIES

Over 25 languages spoken

CRM

Proprietary CRM entitled VISION, built on an Oracle cloud architecture

Key Services Include

Lead Generation

ROI regularly executes research on companies of all sizes, operating in a wide range of industry sectors to ascertain if they are planning investment / expansion initiatives. ROI provides customized lead generation strategies tailor-made to suit the particular attributes of a given jurisdiction.

Engagement Services

Investment prospecting requires the establishment of relationships with the appropriate decision makers. Due to ROI's fundamental knowledge of the site selection and investment decision-making process, we are very adept at identifying Executives responsible for an expansion initiative and creating opportunities for economic development professionals to lay the groundwork for mutually beneficial relationships with potential inward investors.

Representation Services

By drawing on the experience of its highly experienced staff, ROI offers in-market representation for economic development organizations. This includes strategic analysis, business plan preparation, prospect identification, corporate calls and lead nurturing. In this way, ROI is able provide a complete suite of investment attraction and trade services.

Global Strategic Partner - APCO Worldwide

APCO Worldwide is an industry leader in providing services to governments throughout Europe, Asia, Africa, and the Americas in developing and implementing strategic communication campaigns. In addition, APCO's team has worked with a wide range of regional government agencies to develop and implement successful investment promotion programs. Clients value APCO because of their understanding of the complex and converging worlds of business, industry and finance; media, society and government. APCO is the only major consultancy of its kind with a headquarters office in Washington, D.C., maintaining offices in 30 major business capitals around the world. APCO's hands-on team of more than 550 experts and 30 nationalities include former elected leaders; journalists; ambassadors; business and non-profit executives; government officials; market researchers; and communication, corporate affairs and online experts.

ROI entered into a global strategic partnership with APCO Worldwide in April, 2011.

Snapshot of ROI (con't)

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US HEADQUARTERS:

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 Chicago, Illinois 60611

STRATEGIC PARTNERSHIP:

APCO Worldwide

EXECUTIVE STAFF/DIRECTORS:

Steven Jast, President
Conor Barry, CFO
Simon Leroux, VP Sales and Marketing
Daniel Silverman, VP Business Development

ROI's Investment Attraction Experience within the Targeted Sectors

Since 2003, ROI has worked with over 250 economic development organizations from around the world to identify and drive job creating investment to their respective jurisdictions and facilitate trade promotion. ROI has worked across multiple industry sectors and geographic regions. Related specifically to the current RFP, ROI has successfully managed and delivered numerous programs in globally within the MEDCs priority sectors. Some examples include:

CORPORATE HEADQUARTERS

Greater Fort Lauderdale EDC
 Tampa Bay Partnership
 Greater Houston Partnership
 Columbus 2020!
 Invest Toronto
 UKTI Trade & Investment
 Greater Toronto Marketing Alliance
 Choose New Jersey

HIGH TECH

Ontario MEDTE
 Cyberport Hong Kong
 City of Osaka
 Metro Orlando Economic Development
 Invest Australia
 Paris Ile de France
 Invest in Finland
 Greater Phoenix Economic Council

CLEAN MANUFACTURING

Ontario MEDTE
 Denver South EDP
 Virginia Economic Development Partnership
 Calgary Economic Development
 Charlotte Regional Partnership
 JobsOhio
 Invest Hong Kong
 Portland Development Commission

AEROSPACE, AVIATION, DEFENSE

Choose Washington
 UK Trade & Investment
 Invest in Bogota
 Sheffield City Region
 Greater Wichita EDC
 Thailand Board of Investment
 Florida's Great Northwest
 Tampa Bay Partnership
 Amarillo Economic Development Corp.

HEALTHCARE & MED DEVICE MAN

BioOhio
 Team Northeast Ohio
 Rochester Area EDC (MN)
 Korea Trade & Investment Promotion Agency
 Montreal International
 Invest in Spain
 City of Mississauga
 Greater Richmond Partnership

ROI's Investment Attraction Experience with Texas EDO's

In terms of knowledge of Texas as an investment destination, ROI has executed investment prospecting programs on behalf of:

Longview Economic Development Corporation

Frisco Economic Development Corporation

Richardson Economic Development Partnership

Greater Houston Partnership

Midland Development Corp.

Pearland Economic Development Corporation

Amarillo Economic Development Corporation

Athens Economic Development Corporation

San Antonio Economic Development Partnership

ROI's Experience Working with International EDO's

In terms of knowledge of Canada, Europe and Asia Pacific, the following represents a sample of clients that ROI has previously worked on behalf of. Having worked for these organizations, ROI gained valuable insight and knowledge about local value propositions, industry clusters, key industrial players, local trade organizations, university infrastructure, local assets, as well as supply chain make-up of key industries:

CANADA

Saskatchewan Ministry of the Economy

Ontario Ministry of Economic Development Trade and Employment

Montreal International

Invest PEI

Invest New Brunswick

Quebec Ministry of Economic Development and Innovation

Invest Ottawa

Edmonton EDC

Initiatives Prince George

Invest Toronto

Niagara Economic Development

Greater Toronto Marketing Alliance

EUROPE

Invest in Paris

Invest in Spain

Invest Mecklenburg Vorpommern

Invest Bavaria

Invest Finland

Copenhagen Capacity

Invest Burgundy

Sheffield City Region

International Business Wales

Czech Invest

Invest Iceland

Invest Lithuania

BioCity Nottingham

Business Sweden

ASIA-PACIFIC

Invest Hong Kong

City of Osaka

Gold Coast City Council

JETRO

Cyberport Hong Kong

NAROS

Invest Australia

Korea Trade & Investment

Thailand Board of Investment

Examples of Lead Generation Experience

1. AMARILLO ECONOMIC DEVELOPMENT CORP.

In ROI's fourth year (2009) working with the Amarillo Economic Development Corporation, ROI was contracted to provide pre-qualified lead generation and meeting scheduling services throughout North America and Europe. As part of this initiative, ROI targeted the renewable energy, aerospace and defense, business services, advanced manufacturing, transportation and logistics, biotechnology and pharmaceutical and agri-food industries. ROI successfully scheduled over 120 meetings for the AEDC in 2009, of which approximately 60 meetings took place with US-based companies, 30 with Canadian-based companies, 30 with European-based companies and additional meetings with Asia Pacific and Latin American companies. ROI was re-contracted in 2010 by the AEDC to continue conducting lead generation research at specific industry trade shows such as; WINDOWER 2010, Green Build 2010, as well as during pre-determined regional visits throughout North American and Europe. In 2010, ROI scheduled over 80 meetings for the AEDC, this led to Amarillo re-contracting with ROI for a sixth year of lead generation services for 2011.

ROI was re-contracted by the AEDC from 2012-2014 and successfully identified over 200 leads resulting in just over 200 qualified meetings for the AEDC team. In addition the ROI team provided lead nurturing and aftercare services.

Most recently in 2015 ROI was once again selected by the AEDC to provide lead generation and lead nurturing services for the AEDC.

ROI has conducted lead generation and appointment setting programs for the AEDC throughout Canada, the United States, Germany, France, United Kingdom and Scandinavia.

2. GREATER HOUSTON PARTNERSHIP

In January of 2013, ROI was contracted by the GHP to conduct lead generation in North America.

ROI's mandate was to develop a targeted company prospect list of potential companies in specific industries and target regions, to align with the GHP's planned marketing missions across North America. ROI also scheduled conference calls with companies located outside of these markets, when such opportunities presented themselves. Throughout the course of this mandate the ROI team generated 77 leads, and qualified 40 meetings with companies that have an interest in learning about the Greater Houston Region and the work done by the GHP.

In December 2013, ROI was re-contracted by the GHP and identifies over 80 leads resulting in 45 qualified face-to-face meetings for the GHP team.

Most recently ROI was engaged to provide lead generation and appointment setting services for the GHP during regional visits domestically.

Past & Present Texas Clients



Economic Development Corporation



Examples of Lead Generation Experience

3. CYBERPORT HONG KONG

Cyberport is Hong Kong's information technology flagship project, developed to provide a strategic cluster of companies and professional talents specializing in IT applications, information services, digital entertainment and digital lifestyle. Cyberport consists of a cluster of commercial office buildings, namely Cyberport 1, Cyberport 2, Cyberport 3 and Cyberport 4, of about 100,000m² to accommodate some 60 IT companies. Cyberport is supported by a world class telecommunications infrastructure and range of hi-tech facilities (i.e. Network Operations Center, Central Data Exchanges, Internal Private Network/wireless services, studios, etc.). Cyberport further boasts an optical fibre network providing broadband connectivity to the rest of the world, as well as wireless local area network.

Since 2006, ROI Research on Investment organized 25 meeting programs for Cyberport on three different continents with companies that were considering expanding their operations to the Asian market. As a result of these meetings set by ROI, Cyberport hosted the following companies for site visits: Quickplay Media, Swype Inc., Thinkwell G landing two successful projects with Alchemic Dream and Optimizer HQ, as a result of meetings arranged by ROI. ROI has conducted extensive lead generation research on behalf of Cyberport throughout Canada, the United States, Germany, France, Sweden, Denmark, Finland, Australia, the Czech Republic, the United Kingdom, Chile, Japan, Korea, Thailand, China, India and Brazil.

4. AMERICAN ELECTRIC POWER

In November of 2012, ROI was contracted by AEP's Economic Development team to conduct lead generation, primarily across North America, for the regions it represents. ROI generated 62 leads, and qualify 28 meetings with companies that have an interest in learning about the services provided by AEP and the regions it covers. The key markets that ROI targeted for this mandate: Automotive, Energy Supply Chain, and Data Centers.

5. CHARLOTTE REGIONAL PARTNERSHIP

The Charlotte Regional Partnership (CRP) is the economic development agency for responsible for marketing the Charlotte region globally as a premier investment destination. The CRP contracted ROI in August 2010 to provide pre-qualified lead generation and meeting scheduling services during their regional visits to the Baden – Wurttemberg and Bavaria regions of Germany and at the K Trade Fair. As part of this mandate ROI specifically targeted the aerospace and defense, healthcare and life sciences, renewable energy, financial services and plastics and rubber industry sectors. ROI's research team successfully identified 23 leads for the Charlotte Regional Partnership team and scheduled 18 qualified meetings during their regional visits to the Baden – Wurttemberg and Bavaria regions of Germany and at the K Trade Fair.

In 2009, ROI also conducted a pre-qualified lead generation and meeting scheduling program for the Charlotte Regional Partnership in Los Angeles. ROI successfully identified 16 leads and scheduled 8 meetings for the CRP team. Most recently the ROI team executed a North American Prospect Identification and Outreach Program of 25 qualified meetings as well as a Target Market Mission to Toronto and Montreal successfully securing 15 meetings for the CRP team.

ROI was also engaged for numerous lead generation mandates from 2011-2015 throughout Canada, Europe (UK, Spain, Portugal, Germany, France, Italy) and the United States.

Sample Clients



ROI Sample Success

SNAPSHOT OF SOME SUCCESSFUL INVESTMENT PROJECTS

Company	HQ location	Industry	Client/Project Region	Project	Type of Investment	Jobs Created
Lionsgate Entertainment	California	Digital Media	North America	Television production center	New Investment	100
Tesla Motors	California	Automotive	Western Europe	Showroom	New Investment	10
CAE	Quebec	Aerospace & Defense	North America	Representation Office	New Investment	Unknown
3M - Optical Division	Minnesota	Ad. Man. - Photonics	Asia	Regional Headquarters	New Investment	Unknown
Wal-Mart	Arkansas	Retail	Asia	Regional Headquarters	Unknown	Unknown
McKesson Healthcare Systems	California	Life Sciences	Western Europe	IT Support Center	New Investment	75
SPS Precision Cast Parts	Pennsylvania	Advanced manufacturing	Western Europe	Building Expansion	Expansion	167
Telmar Networks	California	ICT	Western Europe	IT Support Center	New Investment	100
AAR Corporation	Illinois	Aerospace & Defense	Western Europe	R&D Facility Expansion	Expansion	12
McKesson Corporation	California	Life Sciences	Western Europe	Regional Headquarters	New Investment	70
Office Depot	Florida	Retail	Western Europe	Logistics Center Expansion	Expansion	300
Caterpillar Inc.	Illinois	Mining	Asia	Manufacturing	New Investment	800
Johnson Controls Inc.	Wisconsin	Automotive	North America	Manufacturing	New Investment	250
Neovini (iBusiness)	Sweden	ICT	Western Europe	R&D Facility	New Investment	25
TIMCO Aviation Services	North Carolina	Aerospace	North America	Manufacturing	Expansion	130
Amy's Kitchen	California	Food Processing	Western Europe	Manufacturing	New Investment	100
Intralox	Louisiana	Advanced Manufacturing	Western Europe	Customer Support Service	Expansion/New Investment	110
Intel Corporation	California	ICT	Scandinavia	R&D Facility	New Investment	200
Waste Management	Houston	Manufacturing	North America	Single-Stream Recycling Facility	New Investment	80
Brand Networks	Boston	ICT	North America	Engineering and Support Office	New Investment	20+

REFERENCES

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Why ROI

Experience:

- Understanding of MEDC's contractual and execution objectives - ROI has executed numerous domestic and international market research and targeted outreach initiatives
- Understanding of Texas as an investment destination – ROI has worked with numerous Texas economic development organizations.
- Proven track record - ROI has been successful at attracting investment to Texas
- Considerable lead generation experience in MEDC's key target sectors/industries
- ROI has successfully executed investment prospecting mandates for over 250 economic development clients around the world which allows us to understand the competition while emphasizing the key selling points of McKinney
- Years of working with government agencies/departments allowing ROI to fully appreciate inner-workings of this mandate

Our Company:

- Ability to hit the ground running - the ROI team is prepared and ready to start this program immediately
- ROI is fully vertically integrated – full-time staff of Research Associates, Proprietary database and Proprietary CRM
- 50 fully trained and highly educated in-house Research Associates
- ROI has been recognized and won awards for best practices methodology
- Global Strategic Partnership with leading US consultancy: APCO Worldwide – Offices globally
- Global Strategic Partnership with leading Asia consultancy: WAVTEQ – Offices throughout Asia

Our People:

- Extensive management experience with site selection and economic development backgrounds (over 70+ years combined)
- Professionally trained, multi-lingual research teams offering the ability to survey companies across the globe
- ROI certified and trained in site selection, jurisdictional marketing and research best practices

Our Process:

- Objective, systematic, and transparent research approach to lead generation
- Access to real-time analysis of surveying effort via ROI's VISION on-line CRM solution
- On-line calendar function to avoid scheduling conflicts
- Leading edge technology – blog aggregating software, media / word scan software, etc.

Our Promise:

- Exclusivity of leads - ROI will keep MEDC's leads confidential and exclusive to MEDC
- Continue to utilize and modify our current methodology, based upon lessons learned
- Deliver and exceed contract objectives in terms of quality investment within McKinney, while building a positive and successful partnership with the MEDC

SECTION TWO

Sample Geographic & Industry Targets

The following section will provide the MEDC with a brief overview of potential target geographic regions and industry sectors. The ROI team has preliminary identified numerous regions which match the MEDC target industry sectors.

As part of this mandate, the ROI team will provide the MEDC with a detailed Market Research Report identifying target markets to help identify companies exhibiting the need for expansion / relocation needs in which McKinney can provide a strategic advantage.

Targeting

POTENTIAL GEOGRAPHIC AND INDUSTRY TARGETS FOR MEDC

Based on ROI's experience and expertise in Market Research & Lead Generation, the following pages will highlight some potential industry and geographic targets for the MEDC's Market Research and Targeted Outreach initiative.

UNITED STATES/CANADA/CENTRAL & SOUTH AMERICA

Aerospace, Aviation & Defense	Corporate HQ	High Tech	Clean Manufacturing	Healthcare & Medical Device Man.
Florida	Tri-State	California	Illinois	Massachusetts
Washington	California	Florida	Carolinas	Minnesota
Arizona	Illinois	Tri-State	Georgia	New Jersey
Kansas	Ontario	Austin	New York	California
Quebec	British Columbia	British Columbia	Ontario	Quebec
Ontario	Quebec	Ontario	Alberta	Ontario
Mexico	Brazil	Chile	Mexico	Ohio

EUROPE/ASIA

Aerospace, Aviation & Defense	Corporate HQ	High Tech	Clean Manufacturing	Healthcare & Medical Device Man.
France	Germany	Scandinavia	Northern Italy	United Kingdom
Italy	Sweden	Hong Kong	United Kingdom	Israel
United Kingdom	France	Spain	Germany	France
Belgium	Turkey	Japan	Netherlands	Taiwan
Thailand	Israel	Germany	Korea	Germany

United States - Industry Snapshots

AEROSPACE

The American aerospace industry employs nearly 3.5 million people, and is one of the few industries with a presence in every state. Its export value of upwards of \$90 billion is by far the highest in the United States. While budget cuts are expected to continue to hurt the defence and space sectors, the commercial and civil aircraft sector is growing steadily, and its MRO sector has grown by upwards of 4% per year in recent years.

More than half of the global aerospace and defense annual revenues and employees are to be found within the United States, followed by Europe (roughly one third) and Canada (just above 5%).

The highest state for employment in the aerospace side of the industry is Washington, at more than 93,000, with a focus on aircraft and component manufacturing. Washington also leads in exports by state, at more than \$20 billion. California is the top state in the overall industry, including non-aerospace defense employment, with more than 160,000 employees. Its focus is far more diverse, from manufacturing to industry-related services, and its manufacturing tends to lean more towards the navigation, detection and communication equipment categories. California's A&D exports are second in the country at nearly \$8 billion, but are significantly smaller than Washington primarily owing to the type of products being delivered. And this doesn't take into account South Carolina, whose export revenues will be growing substantially as the Boeing Dreamliner plant in Charleston increases production.

Other major clusters are Arizona (a mix of aerospace and defense); New Mexico (primarily military-related); Kansas (diminishing in recent years, though Wichita is still one of the world's largest clusters); Ohio; Oklahoma (one of the faster-growing clusters in the country); Texas; Florida (especially military- and space-related, and for private chartered jet companies); Alabama (another fast-growing cluster that is overtaking Oklahoma, particularly owing to the huge Airbus manufacturing expansion near Mobile); South Carolina (particularly Charleston, where Boeing's Dreamliner plant is); Virginia/Washington D.C. (primarily military and government relations) and smaller clusters in Georgia and Connecticut.

INFORMATION TECHNOLOGY

With the telecom industry declining by upwards of 50 percent in recent years, the drivers for this industry are mobile and tablet technology, wireless technology, data center technology, clean technology, and software and internet content development.

On the other hand, much of the actual manufacturing of the devices and equipment that is developed by American companies is performed overseas, primarily in Taiwan, China and Korea, making the American side of the industry more development-dependant and less defined by manufacturing. As such, companies like Apple that outsource a lot of their device manufacturing to foreign companies have been able to maximize profits from their revenues—Apple famously boasts a cash reserve of more than \$75 billion, which is a higher operating cash balance than the US government claims.

The top American ICT companies, all Fortune 100 companies, include Apple, AT&T, Cisco Systems, Comcast, Dell, Google, Hewlett-Packard, Ingram Micro, IBM, Intel, Microsoft, Oracle, Sprint Nextel and Verizon. The Bay Area of California, particularly in and around San Jose and Silicon Valley, remains the primary cluster of ICT companies, with Texas as a resilient and rising force in the industry. Austin, in particular, has become an increasingly attractive location for software development studios.

HEALTHCARE

The Life Sciences sector in the United States can be divided into three key sub-categories: Medical Devices, Biotechnology and Pharmaceuticals.

The US medical device industry is the world's largest, with nearly \$100 billion in annual revenues—roughly one-third of the global market. The annual growth rate of the industry ranges between 6 and 10%, with nearly 500,000 people employed by medical device and related companies. Top American medical device manufacturers and technology developers include Fortune 500 companies 3M, Becton Dickinson, Boston Scientific, McKesson, Stryker and General Electric's Healthcare division. With considerable investment in R&D—more than twice the average that US manufacturers invest—medical device employees are also paid significantly more on average than other forms of manufacturing employees. Leading states for employment in the medical device industry include: California, Massachusetts, Minnesota, New Jersey and New York.

The US biotechnology industry's combined annual revenues are nearly \$90 billion, with a net income of almost \$8 billion. The majority of this industry's revenues are concentrated among the top dozen companies, with the remainder of the industry made up of small, laboratory- or research-based companies relying on venture capital funding or acquisition to maintain high-level R&D. Venture capital funding can amount to more than \$5 billion a year with major industry players including; Amgen, Biogen Idec, Genzyme and Monsanto, seeking to acquire small biotech firms on the verge of significant breakthroughs. Massachusetts (particularly around Boston) and Southern California are the prime regions for Biotechnology, followed by Florida and some activity in Minnesota, Arizona and New York.

Canada - Industry Snapshots

ABOUT CANADA

The eleventh largest economy in the world by nominal GDP, and the fourteenth by purchasing power parity, Canada's economy is dominated by the service industry and also has a strong manufacturing industry. With a GDP of just under \$2 trillion and a growth rate of 2%, the country exports nearly \$500 billion of goods, primarily to the United States.

The country's three largest economies by city are Toronto, Montreal and Vancouver. Its four largest by province are Alberta, Ontario, Quebec and Saskatchewan.

Canada has a very strong services sector, representing nearly 70% of its GDP and 75% of its labour force. This is anchored by its business and financial services sectors, centered in Toronto, the seventh largest jurisdiction in North America and the third largest North American financial services concentration after New York and Chicago.

There is also a strong and growing ICT services sector, anchored by a cloud and data processing services sub-sector, and one of the world's top entertainment media sectors, centered around a thriving entertainment software development industry in Montreal, Quebec City and Toronto.

The manufacturing sector is also very strong in Canada, from the more traditional industrial manufacturing to a recent upsurge in advanced manufacturing, and in specialized OEM production and supply in both aerospace and automotive, as well as transportation equipment. Canada is the sixth-largest aerospace industry in the world, and Montreal is the 2nd largest global cluster by job density and third overall (behind Toulouse and Seattle; Canada is also home to plants operated by every major automotive Japanese and American automotive OEM).

Natural resources are also a central aspect of the country's economy, both in terms of exploration and production. Its oil and gas industry, concentrated in Alberta and Saskatchewan, account for a large percent of the country's energy industry, and the Albertan Athabasca Oil Sands are estimated to be the third largest oil reserve in the world, behind Saudi Arabia and Venezuela. Other strong sectors in the energy and natural resources industries include agricultural products (raw and processed); metals and minerals (from potash and uranium to gold, silver, copper, iron, zinc and nickel); and energy generation, particularly via hydroelectricity.

AEROSPACE & DEFENSE

The Canadian aerospace industry has roughly 700 companies employing more than 170,000 people, directly and indirectly. The industry is 70% manufacturing and 30% MRO. The three primary clusters are Montreal, the third-largest aerospace cluster in the world behind Toulouse and Seattle.

The Canadian defense and security industry comprises roughly 2,000 firms employing more than 100,000 people directly and indirectly. The industry generates more than \$12 billion of economic activity - split evenly between domestic and foreign revenues. The industry is clustered in Ontario (Ottawa for corporate and government relations; Toronto and Waterloo for corporate, R&D and manufacturing) and Quebec (Primarily aero and land). There is also some activity in British Columbia (naval and satellite) and Alberta (primarily telecom, satellite and UAV).

INFORMATION TECHNOLOGY

The ICT sector in Canada is made up of more than 33,000 companies, more than 85% of which are in the computer and software sector. The industry is made up primarily of SMEs and generates more than \$155 billion in revenues while employing nearly 525,000 people. The main clusters are in Ontario (including finance and business IT) and Quebec (with a particular emphasis on digital media, gaming and entertainment software, and eHealth) with smaller clusters in British Columbia and Alberta. Ontario's ICT services industry has grown to equally high proportions, with more than 16,000 firms and \$75 billion in annual revenues.

MANUFACTURING

There are more than 51,600 manufacturing firms in Canada, the vast majority of them SMEs, and nearly 34% of them being qualified as micro-enterprises. The industry covers 21 industrial and consumer industry groups, most notably chemicals, plastics and rubber; food, beverage and tobacco; machinery, computers and electronics; metals and minerals; petroleum and coal; textiles, clothing and leather goods; transportation equipment; and wood, paper and printing.

The manufacturing industry employs nearly one in ten people in the country, approximately 1.8 million people. Canadian exporters employ an additional 2 million directly and 3 million indirectly.

HEALTHCARE

The Canadian medical device industry consists of approximately 1,000 companies, employing roughly 25,000 people. In 2012, Canada was ranked by KPMG as the country with the fourth-lowest cost in the world for medical device manufacturing, behind the United Kingdom, Netherlands and France. Canada is the 8th largest pharmaceutical market in the world, with a 2.6 percent global share. It employs roughly 28,000 people, with annual sales of more than \$21 billion and more than \$1.3 billion in R&D conducted annually. The life sciences industry in Canada also features approximately 180 biopharmaceutical companies; nearly 200 CROs, CMOs and laboratory service providers.

The Canadian industry is clustered primarily in the Greater Toronto Area and the Greater Montreal Region (each representing roughly 42% of the industry in Canada), with the remainder in Western Canada, primarily in Vancouver.

Europe/Asia - Industry Snapshots

GERMANY

The fourth largest economy in the world by nominal GDP, and the fifth by purchasing power parity, Germany's economy is dominated by the service industry (~70%) and also has a strong manufacturing industry (~30%). Agriculture makes up less than 1% of the country's GDP. With a GDP of more than \$3.6 trillion, the country is home to the EU's policy-setting European Central Bank and two-thirds of the world's trade fairs. It is also the world's third largest exporter with just under \$1.5 trillion in exports in 2013.

Germany is a current hot spot for foreign investment to the US. It was ranked 8th in TNC's top 10 prospective host economies for 2012-2014, maintain its 2011 ranking. 37 of Fortune's Global 500 companies are headquartered in Germany, including Volkswagen, Siemens, BASF, BMW, Metro, Bosch, ThyssenKrupp, Deutsche Telekom, Deutsche Post and Deutsche Bank.

The country's main industries are automotive, industrial machinery and advanced manufacturing, metal fabrication, pharmaceuticals and chemicals. German engineering has a strong reputation for both quality and value. It is also among the top wind turbine and solar power technology industries in the world.

NETHERLANDS

The 16th largest economy in the world by nominal GDP, and the 27th by purchasing power parity, agriculture is the most important industry in the Netherlands, employing only 4% of the country's workforce but providing surpluses that help agricultural products to account for 21% of the country's export value. Its GDP is more than \$853 billion.

Major companies headquartered in Netherlands include AkzoNobel, Amstel, Heineken, ING, Royal Dutch Shell, TomTom, Philips and LyondellBasell.

In addition to agriculture and food processing, other main industries are transportation, banking, chemicals, metal fabrication, electronics and advanced manufacturing.

UNITED KINGDOM

The sixth largest economy in the world by nominal GDP, and the tenth by purchasing power parity, The UK's economy is dominated by the service industry; ~80% of a GDP of more than \$2.5 trillion. The UK is expected to overtake France as the 2nd-biggest economy in Europe in 2015, with an expected growth of 3.2% in 2014, and is predicted to be 2014's fastest-growing economy in the developed world.

The UK is also a hot spot for foreign investment; it was ranked 6th in TNC's top 10 prospective host economies for 2012-2014, up from 13th in 2011. Major companies headquartered in the United Kingdom include AON, AstraZeneca, BAE, BP, British Airways, Diageo, GlaxoSmithKline, Sainsbury, Marks & Spencer, Prudential, Rio Tinto, Rolls Royce, RBS, SABMiller, Smith & Nephew, Tesco, Tullett Prebon and Unilever.

The UK is the world's economic and financial center, alongside New York and Tokyo. London and Edinburgh are among the largest financial services and banking cities in the world. The country's other main industries are aerospace, pharmaceuticals, automotive, electronics and telecommunications, and the country also has an aggressive agricultural and food processing industry, supplying 60% of the country's food requirements.

BELGIUM

The 25th largest economy in the world by nominal GDP, and the 38th by purchasing power parity, with a GDP of just over \$500 billion. It is particularly competitive in, are aerospace, agro-alimentary, biotechnology, industrial and construction materials manufacturing, IT and security, transportation and logistics.

Belgium was also ranked 33rd in the World Bank's Doing Business in 2013 report, down from 28th the year prior; 17th in the World Economic Forum's Global Competitive Index, up from 15th the year prior, and 16th in the TI Corruption Perception Index, up from 19th the year prior.

The report ranked placed Belgium in the second tier of FDI flow distribution by range in both inflows and outflows (\$50 to \$99 billion), ranked the #2 host economy for FDI flows from 2010-2011 (behind the United States and ahead of the United Kingdom, Australia and France) and the 5th ranked home economy (behind the United States, Japan, the United Kingdom and France).

JAPAN

The industry turns over in the neighborhood of \$18 billion per year and employs more than 30,000 people, primarily through manufacturing of airframes, engines and related components, as well as advanced materials. Suppliers and manufacturers are grouped together into cluster organizations such as the MANTEN Project and the Japanese Aerospace Part Association, allowing several SMEs to jointly work as larger corporations.

With the economy slowly recovering and the aerospace industry setting the pace, the industry in Japan is a mixed bag. The defense side of the industry is expected to continue to slide somewhat, owing to budget cuts, primarily in the US. However, the industry remains very strong in Japan, and the civil aircraft side of the industry is beginning to thrive again, with demand increasing for passenger planes and companies such as Boeing, Airbus, Embraer and Bombardier gaining momentum and announcing major expansion projects. As a result, Japanese suppliers like JADC, Mistubishi, Kawasaki and Fuji are beginning to revitalize, as are their component suppliers – a much needed jumpstart after the Earthquake in March 2011.

SECTION THREE

The Proposed Work Plan and Project Team

Proposed Work Plan

(The experience gleaned by ROI, having executed numerous domestic and international lead generation initiatives, has provided a great framework for the ROI team to build upon. Throughout the course of the mandate the ROI team will ensure that the MEDC team will be actively involved in the entire lead generation process. Over the past twelve years, ROI has endeavoured to implement a continuous learning philosophy with a view to enhancing productivity and successes. Communications between the MEDC team and ROI will prove to be one of the most important components to executing the initiative successfully. Constant communication between the ROI's Client Services team, as well as weekly meetings to discuss targeting, list building, appointment setting ensure everyone is aligned on the best path to success. In addition, it is important for the ROI team to coordinate with MEDC on issues such as;

- Formatted monthly reports
- CRM updated
- Bi-weekly update calls
- Other reporting and documentation as required by the MEDC

As a basic framework, ROI is proposing a 4-pronged work plan. The work plan is discussed in greater detail in the Methodology, Services and Deliverables section of this proposal.

ONE Project Launch

- Introduction of ROI team
- Review scope, timeline and deliverables
- Review McKinney's value proposition
- Establish communications and reporting plan
- Development of Prospect Identification strategy
- Review FDI best practices
- Program ROI's *VISION* CRM
- Validate the mandate, proposed methodology, scope, terms and deliverables.
- Review of personnel strategy, research and outreach strategy



TWO Intelligence Gathering / Developing the Pipeline

- Development of "New" Funnel Opportunities
- Secondary research
- Review latest industry trends
- Market research
- Corporate intelligence / lead identification via primary research
- Identification of key decision-maker and/or influencer
- Establish probability / likelihood of investment in McKinney of qualified prospects
- Establish key barriers / triggers to investment in McKinney of qualified prospects
- Scoring of qualified prospects based on primary research
- Selection of companies with highest likelihood of investment to target for meetings
- Outreach to site selection consultants and intermediaries

THREE

Multi-Touch Outreach & Meeting Program

- Call targeted decision makers to gauge their interest in an introductory meeting
- Schedule introductory meetings with decision makers
- Schedule introductory meetings with site consultants
- Upon meeting scheduling, ROI will prepare a detailed profile including:
 - Synopsis of survey
 - Time, date and location of meeting
 - Background information of the company that the representative will be meeting
 - ROI's VISION CRM solution will be used to track data and scheduled meeting

FOUR

Follow-Up

- Schedule meetings
- Agenda management
- Company profiles
- Face-to-face meetings

Proposed Communications Plan

Internal communication within ROI and external communication with the MEDC team will be a key element of the proposed work plan to ensure the proper flow of information. ROI's Director of Client Services, will be responsible for maintaining constant communication with the MEDC's assigned project managers. ROI's Director of Client Services will be responsible for providing MEDC with standardized bi-weekly reports detailing activity and progress to-date against agreed targets and objectives, as well as updated pipeline activity. All of this information will also be available on-line through ROI's VISION CRM solution.

Project Launch:

- Review program objectives
- Meet with key MEDC staff to discuss their roles in the investment and promotion activities

Proposed Communications Plan

(CONTINUED)

- Demonstrate the investment sales handling process
- Review use of prospect lists, on-going intelligence gathering, as well as qualifying leads through the MEDC's funnel
- **Project Status Reports:** ROI will prepare project updates on a bi-weekly basis.
- **Project Status Conference Calls:** During these bi-weekly discussions, ROI and MEDC will review the status of the program and address any issues that may have arisen.
- **Access to VISION:** MEDC will be given a user name and password to access ROI's on-line CRM solution.
- **Final Report:** the ROI team will prepare End of Contract Report for the MEDC team.

Reports will include an overview of the research to date, including: areas yielding the best leads for investment and trade, areas presenting a challenge, waterfall cascade of surveys to leads (segmented by company size, sub sector and location of headquarters), as well as any actions that need to be taken. ROI's report will further detail any CRM updates since the last report, existing funnel, new opportunities, progress on any action items from the last report, plan of action, new company meetings and any pending meetings, as well as any administrative issues that need to be addressed.

Structure of Working Relationship Roles and Responsibilities

The ROI project team is comprised of four categories. The Steering Committee will be mandated to provide strategic oversight and guidance to the in-market representation team and to ensure that the efforts of the overall team are effectively directed toward activities that yield the goals set forth in the contract. The Steering Committee will further act as a sounding board and provide guidance to Research & Oversight (R&O), Representatives and Research teams to ensure the effectiveness of the overall program. The Research and Oversight team will be responsible for guiding the research and outreach efforts related to building and qualifying a high quality target prospect list. The R&O team will fully support the Project Management team. The overall project team is presented in the table below:

Steering Committee Steve Jast Daniel Silverman	<ul style="list-style-type: none"> • Overall Project Direction • Adherence to objectives • Strategic direction
Research & Oversight Emre Agrasoy Ryan Frankel	<ul style="list-style-type: none"> • Daily Project Management • Supervision of execution • Strategic Analysis • Primary Client Interface
Project Management Paul Brogan	<ul style="list-style-type: none"> • Project delivery • Competitive Intelligence • Strategic analysis
ROI Research Team Team of 4-6 Research Associates	<ul style="list-style-type: none"> • Research and Analysis • Lead Identification • Strategic Analysis



STEVEN JAST, PRESIDENT

Mr. Steven Jast

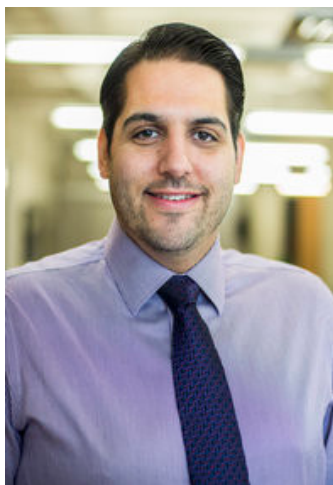
PROJECT STEERING AND OVERSIGHT

Mr. Jast, a graduate of the University of Western Ontario, started his career in 1992, as a staff consultant with CAI Corporate Affairs International, a Montreal-based consulting practice specializing in site selection analysis, business location analysis, jurisdictional marketing, and industrial clustering.

Mr. Jast specialized in leading the strategic planning process for companies undertaking the expansion of headquarters facilities, state-of-the-art manufacturing operations and centers of excellence for global R&D. Mr. Jast consulted to companies such as, Ericsson, Astra Pharma, Emerson Electric, ABB, Borden Chemical, Bridgestone / Firestone and Alcan among others.

An integral part of Mr. Jast's investment strategies included complex site selection analyses on behalf of companies of all sizes, representing almost every industrial sector. Mr. Jast executed analyses of sites in Sao Paolo, Brazil; Tel Aviv, Israel; Monterrey, Mexico; Linkoping, Sweden; Swindon and Plymouth U.K.; as well as sites across North America, among others. Mr. Jast further negotiated / brokered complex financial transactions involving venture capital, government agencies, as well as banking institutions on behalf of his clients to ensure the successful outcome of his clients' expansion initiatives. Mr. Jast has further spearheaded the preparation of business development / investment prospecting guides and training courses for government agencies including Industry Canada, Investment Partnerships Canada, Montreal International, Seneca College / GTMA, as well as the City of Mississauga's Economic Development Office. Mr. Jast was appointed Executive Vice President at CAI in 2001, and oversaw the creation of CAI's ROI Research on Investment division. In December 2003, Mr. Jast spun the ROI division off into an independent company and is currently operating the firm as President. Following the spin-off Mr. Jast led the growth of ROI from a staff of 2 to an international company with offices in 4 countries and a staff of 60. To-date ROI has worked with over 250 economic development organizations from around the world at all levels government.

Mr. Jast has become recognized as a leading global authority on international investment prospecting having consulted to: the federal governments of Spain, Finland, Canada, Korea, Japan, Sweden, Thailand; the State governments of Washington, Kentucky, Virginia, New Hampshire, Georgia, Wyoming, Arizona and New Jersey; and the Provinces of Ontario, Saskatchewan, New Brunswick and PEI. Under Mr. Jast's leadership, ROI was recognized as a Hot 50 Company by Profit magazine in 2007. Mr. Jast was a Finalist in the Ernst & Young International Entrepreneur of the Year Competition in 2008. Mr. Jast has been published in numerous business publications addressing issues relating to Free Trade Accords, Effectiveness of Government Incentive Programs, and the commercialization of military technologies. Mr. Jast has further served on several Boards and has been key note speaker at a variety of international economic development gatherings. For the current RFP, Mr. Jast will participate on the Project Steering Committee. As such, his role will be to provide strategic guidance.



DANIEL SILVERMAN, VICE PRESIDENT

Mr. Daniel Silverman

IN-MARKET REPRESENTATIVE – MONTREAL, QC

Mr. Silverman graduated from Montreal's Concordia University and began his career in 2002 as a Junior Consultant with Corporate Affairs International (CAI) a Montreal based site selection analysis, business location analysis, jurisdictional marketing, and industrial clustering consulting firm.

In 2005, Mr. Silverman joined the ROI team as a Research Analyst. In 2006, Mr. Silverman was promoted to Director of Business Development. In this role, Mr. Silverman represented both ROI and select clients at: multiplier organizations; speaking and media engagements; as well as tradeshow and industry events. Mr. Silverman's extensive travel on behalf of clients has connected him with industry and government networks and associations throughout the world. This broad range of industry contacts allows him to connect our clients with their most receptive target audience by both industry and region.

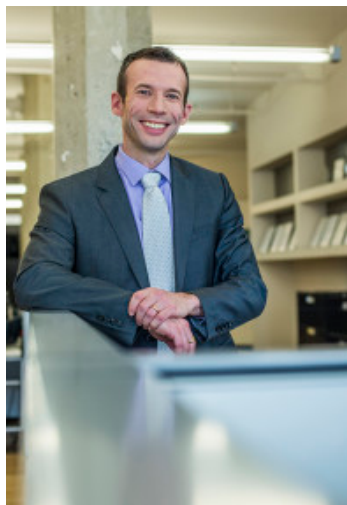
As part of his network, Mr. Silverman has become an active member with organizations such as the World Forum for Foreign Direct Investment, the International Economic Development Council, the Economic Development Association of Canada, the Economic Development Council of Ontario, CoreNet, and the Industrial Asset Management Council. Mr. Silverman holds position on numerous IAMC committees including co-chairing the Canadian Committee.

In addition Mr. Silverman is on the IAMC Quebec City Hosting Committee for the 2014 Fall Professional Forum. Mr. Silverman's relationships with Corporate Site Selectors enable the ROI team to have access to some of the top corporate real estate executives throughout North America.

Most recently, Mr. Silverman graduated from the University of Oklahoma's Economic Development Institute and is currently pursuing his Certified Economic Developer Certificate (CEcD).

Mr. Silverman is based in Montreal, Quebec. And is fluent in both English and French. Mr. Silverman has participated in numerous in-market representation mandates covering the North American market on behalf of clients such as the Ontario Ministry of Economic Development, Trade and Employment, Centreco France and the East & West Midlands Development Agencies, to name a few.

For the current RFP, Mr. Silverman will participate on the Project Steering Committee. As such, his role will be to provide strategic guidance.



RYAN FRANKEL, VICE PRESIDENT, OPERATIONS



EMRE AGRASOY, DIRECTOR CLIENT MANAGEMENT

Mr. Ryan Frankel

RESEARCH & OVERSIGHT

An MBA graduate of Yale University’s School of Management, Mr. Frankel began his career working for Abitibi Price in the pulp and paper industry before becoming a consultant for 5 years, which led to a 10-year career in telecommunications at Bell and Videotron. As the Senior Marketing Director at both Bell and Videotron, Mr. Frankel led each company’s Small and Medium Business Enterprise strategy and developed annual marketing programs to drive client acquisition and promote customer loyalty. Mr. Frankel was initially hired as a marketing consultant, responsible for new product development and assessment, and the viability of alternate products and services such as SaaS compatibility. As Vice President of Operations, Mr. Frankel oversees ROI’s day-to-day operations for both public sector and enterprise clients. Accountabilities include team, client and contract management, as well as enhancing processes, efficiency, profitability and productivity. Mr. Frankel also oversees deliverable quality control and ensures deadlines are respected throughout each mandate.

Mr. Emre Agrasoy

RESEARCH & OVERSIGHT

Mr. Agrasoy, received a Bachelor of Arts in International Trade and a Bachelor of Science in Management Information Systems from Bogazici University in Istanbul, Turkey, where he specialized in international trade and investment.

Mr. Agrasoy began his career as a Marketing Specialist at DHL (Deutsche Post Worldwide Net) in Bonn, Germany and worked as an Export Manager at Merem Textile in Istanbul. Upon completion of his Master of Arts in Economics from McGill University in Montreal. Mr. Agrasoy joined ROI in 2006 as a Research Analyst and was promoted to work as an Account Executive in charge of European lead generation initiatives in December 2007.

In November 2009, Mr. Agrasoy was promoted to the position of Director of Operations, Public Sector, overseeing worldwide public sector operations.

Today, as Director of Client Management, Economic Development, Mr. Agrasoy plays a strategic role in implementing qualified lead development initiatives on behalf of ROI’s investment prospecting clients.

Mr. Agrasoy has successfully managed and executed mandates on behalf of clients such as; the Amarillo Economic Development Corporation, the Tampa Bay Partnership, Midland Development Corporation, Invest Hong Kong, Thailand Board of Investment, Ontario Ministry of Economic Development Trade and Employment and the East/West Midlands Regional Development Agencies, to name a few. Mr. Agrasoy will be the primary project manager. He will manage a team of MEDC dedicated account managers and research associates .

SECTION FOUR

Proposed Services Deliverables and Methodology

Overview

The McKinney Economic Development Corporation (MEDC) was created in 1993 to support the development, expansion and relocation of new and existing companies. The McKinney Economic Development Corporation's mission is to work to create an environment in which community-oriented businesses can thrive.

Centrally located and one of America's fastest growing cities and named #1 Best Place to Live in America of cities under 300,000 in population in 2014, McKinney Texas is an ideal location to expand or relocate a business.

The workforce in McKinney is educated with 91% of the population over 25 with a high school diploma and 47% with a 4 year college degree or higher. McKinney is home to Collin College and in proximity to other major universities.

The Request For Proposal:

As part of this mandate the ROI team is proposing to provide:

- The provision of Market Research within the identified target markets to help identify companies exhibiting the need for expansion / relocation needs in which McKinney can provide a strategic advantage.
- Identification of geographic regions within the United States as well as internationally that currently house strong clusters of similar industries to those of McKinney's targets.
- Organization and execution of trade mission trips to the areas identified to include:
 - Setting of high quality pre-screened appointments with targeted industries.
 - Setting of additional meetings with site selectors within same regions that represent advantageous companies and industries for McKinney.

As part of this mandate the ROI team is proposing to:

- Prepare a market analysis report identifying target markets to help identify companies exhibiting the need for expansion/relocation needs in which McKinney can provide a strategic advantage
- Build a Target Company Prospect List
- Initiate calls with companies that have an identified interest in expanding, relocating to Texas and more specifically McKinney
- Generate qualified leads in the targeted sectors
- Segment the leads – "A,B,C,D"
- Provide the MEDC is a segmented database
- Schedule pre-qualified meetings for the MEDC during regional visits
- Schedule meetings with site selectors during regional visits
- Have bi-weekly update meetings and submit a final report

Phase 1 | Project Launch

The Project Launch will be used to launch Market Research and Targeted Outreach program and provide a forum for the MEDC team and ROI to meet and get to know one-another. Some of the key activities may include reviewing and aligning on the scope, timeline, deliverables and McKinney's value proposition. The project launch will further provide an opportunity to:

- ROI "Kick-off" package introducing the ROI Project Team
- "Food for thought" questionnaire in advance of the "Kick-off" meeting
- Confirmation of targeted sectors, geographic regions and key business functions
- Review of MEDC's definition of a lead
 - "A" Level
 - "B" Level
 - "C" Level
 - "D" Level
- Build script for surveying
- Review of information on ROI's company profiles
- Review of best practices related to usage of ROI's intelligence
- ROI's approach when surveying targeted companies
- Qualifications for inclusion in the Target Company Prospect List
- Review of reporting and bi-weekly communications plan
- Establish segmentation criteria
- Set-up of ROI's online CRM solution
- Training of MEDC staff on ROI's online CRM

ROI is proposing a four-pronged strategy to drive investment to McKinney:

Project Launch / Orientation Session

Qualified Prospect List /
Developing the Pipeline

Primary Research /
Triage and Meeting Program

Follow-up /
Reporting and Nurturing

At the core of ROI’s efforts is the ability to effectively target and engage with decision-makers at targeted companies. Central to these efforts is ROI’s vertically integrated assets including a proprietary database of 5 million contacts, cutting-edge software, highly trained team of 50 Research Associates and customized CRM solution.

Phase 2 | Qualified Prospect List / Developing the Pipeline

OVERVIEW

At the core of ROI’s efforts is the ability to effectively target and engage with decision-makers at targeted companies. Central to these efforts is ROI’s vertically integrated assets including a proprietary database of 5 million contacts, cutting-edge software, highly trained team of 50 Research Associates and customized CRM solution.

Having executed Executive interviews for over 12 years, ROI has accumulated key data from millions of companies worldwide. This allows ROI to build target company lists based on analytics that will help point to specific sub sectors that are primed for growth. Another one of ROI’s key differentiators is its rich data from both large publicly traded companies, as well as privately-held mid-market high growth companies. ROI further benefits from having worked on collecting data on behalf of over 250 investment and trade promotion agencies over the past 11 years.

The following provides an overview of the criteria and sources used in building qualified prospect lists for both trade and investment targets.

SELECTION CRITERIA
Company is reputable, is known to create highly skilled jobs and has a significant market share in their sector
Company has a solid operating and financial track record – yearly revenue show growth and profitability
Company is financially able to expand internationally without the requirement of government support
There is evidence the company is considering an expansion or has a business need to expand
Particular attention will be placed on identifying “Gazelle” companies – have a CAGR of 20%, doubling in size every 5 years
Company has experience with FDI and/or has executed global expansions elsewhere
Company has an obvious market in Texas
Company can benefit by being in closer proximity to existing clients and/or suppliers already in McKinney
Company is active in a link of the sector value chain that is in demand by existing targeted sectors in McKinney
Company has expanded in the past 5 years. These companies are statistically more likely to expand again in the short-term
Businesses that have needs that are well served by the assets available in McKinney
Company has necessary capitalization or access to capital
Approval by the MEDC team

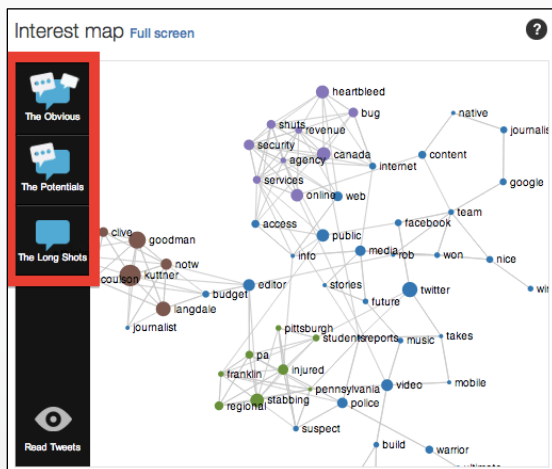
Developing Qualified Prospect Lists (con't)

SECONDARY SOURCES OF DATA/ PROSPECTS
Existing qualified prospect list
ROI's proprietary database, as well as 3rd party commercial data vendors
Blog correlation software (Nexology)
Expert opinion
Word recognition software across the social web and traditional media (FunnelFire)
Market activity and trends reports (Harte Hanks, Forrester, Yankee Group, etc.)
Internet-based research
Announcements of mergers and acquisition
Media scan and analysis
Proprietary surveys
Proprietary analytics
Industry events / Tradeshows
Unsolicited enquiries
Regional Partners

High Tech Prospect List Tools

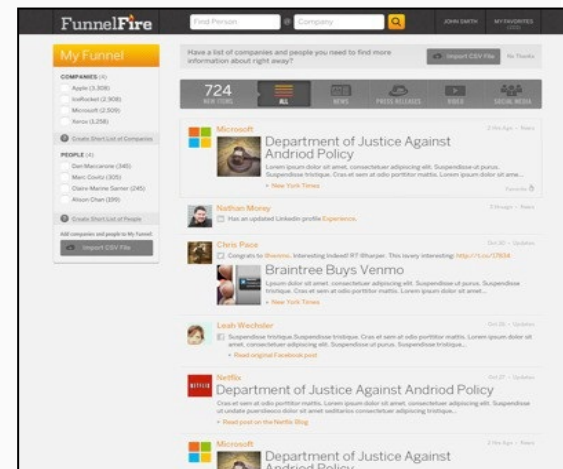
As part of the qualified prospect list building exercise, ROI employs cutting-edge word recognition, media scan and social web search tools. As an example, ROI employs Nexology social web data aggregating software. This software allows ROI to aggregate data from 900 million blogs. As such, ROI can pinpoint the chatter / noise over the social web as it relates to specific corporate expansion initiatives, trade partners and/or other new opportunities. Interest maps (screen capture below) graphically represent conversation communities, associating publishers to keywords and the relationship between them. The software also produces Lexical maps that identify the top 200 concepts on the social web within specific search criteria, along with their relationships. Another form of analytics generated by the software is a typology matrix, that forms an understanding of key publishers and opinion leaders as it relates to the position they take on key topics along with their perceived reliability.

Nexa Interest Map



Another research tool in ROI's toolkit is FunnelFire software that allows ROI's research team to dynamically research companies or individuals across the social web, traditional media and the internet. The software allows the MEDC team to access relevant real-time data and insights about a targeted company and the individual they will be meeting. Research shows that prospecting using insights leads to 5x higher prospect engagement. The screen shot below is an example of the data that FunnelFire brings to bear.

Funnel Fire Screen



Phase 3 | Primary Research / Triage and Meeting Program

All companies that are added to the qualified prospect list will be subject to ROI's triage process. This involves a two-pronged primary surveying process executed by the R&O Team. Once the surveying process is complete, the prospect will be scored and the R&O Team will make the determination whether or not the company has been sufficiently qualified for a meeting by the representation team. The two-fold validation process includes a variety of interviewing techniques to determine the nature and trajectory of individual companies' future activities; including plans for expansion or relocation. All surveys are directed towards C-suite decision makers and/or key influencers. ROI employs a combination of five surveying techniques to ascertain the investment-readiness of qualified prospects, including;

- **Problem Identification Questions:** Identify specific problems. (i.e. barriers to company's expansion)

- **Predictive Questions:** Explore attitudes related to the company's growth potential
- **Industry Intelligence Questions:** Identify trends regarding demand, product innovation and competition to understand the company's competitive environment
- **Company Information Questions:** Gather information about the company's markets, activities and plans, management practices, new products, and technological changes
- **Buyer/Supplier Linkage:** Explore how the investor could benefit by being closer to local buyers / suppliers in Texas.

ROI INTELLIGENCE GATHERING GOALS

Type of Investment			
Manufacturing	Office Space expansion	Data Centre	Recreation & Entertainment
Warehouse & Distribution	Retail Expansion	Shared Services	Tourism Transportation
Research & Development	Back Office Operations	Sales & Service	Travel Service
Headquarters	Customer Care Centers		
Key Site Location Factors			
Availability of Raw Materials	Proximity to Key Clients	Cost of Raw Material	Construction Costs
Energy Costs	Availability of Labour	Proximity to Educational Institutions	
Environmental Regulation	Cost of Labour	Proximity to Distribution Infrastructure	
Key Drivers		Additional Information	
Significant Local Market	Knowledge Transfer	Trading Partners	Quality of Life
Availability of Capital	Industrial Organization	Market Demographics	Local Opportunities
Availability of VC	Free Trade Agreement	Existing Import/Export Network	Environmental Considerations
Pending Contracts	Incentive Programs		
Regulatory Environment			

Lead Scoring

As noted in the previous section, the R&O team endeavors to survey all qualified prospects. Upon the completion of the surveying process, individual companies will be scored into one of four categories based on the feedback received during interviews with key Executives at targeted companies. The categories include:

| “A” Level | “B” Level | “C” Level | “D” Level |

The scoring categories are based on the qualified prospect’s likelihood of entering and progressing through MEDC’s Sales Funnel. Each individual qualified prospect’s scoring will dictate next steps as illustrated in the following charts.

A LEVEL LEAD

- Expansion to Texas with the McKinney region as a possible investment location
- Project has a clear timeframe for completion – 12-36 months
- Project involves an identifiable product or service
- Company has sufficient size, both in capital and management capabilities to proceed with the investment
- Willingness to meet with an MEDC Representative
- Budget has been assigned to the project
- Incremental jobs to be created

B LEVEL LEAD

- Longer-term investment or relocation
- Budget not yet assigned to the project
- Expansion to Texas with the McKinney region as a possible investment location
- Project involves an identifiable product or service
- Incremental jobs to be created
- Willingness to meet with an MEDC representative
- Company has sufficient size, both in capital and management capabilities to proceed with the investment

C LEVEL LEAD

- General interest in expansion or relocation in McKinney
- FDI project that hinges on government funding
- Less clear investment horizon
- Specific budget may not have been allocated
- Looking for JV or Trade partners primarily
- Interest in meeting with an MEDC representative

D LEVEL LEAD

- Company would not participate in a survey
- ROI could not reach the appropriate executive-level decision maker to ascertain the potential trade or an FDI project in McKinney despite reasonable attempts to make contact

ROI will submit a fully segmented database to the MEDC team, inclusive of all companies. ROI and the MEDC team will make a priority list of the companies to target for one-on-one meetings. It is at the sole discretion of the MEDC team, based on the companies presented, their projects, needs and synergies with the McKinney Region, as to how many companies the MEDC team would like to meet with from the segmented database, there is no minimum or maximum obligation for meetings. ROI will send a confirmation email to selected companies outlining our understanding of their potential expansion initiative, the goal of the proposed meeting with the MEDC representative and the specific role of the MEDC. The selected companies are asked to sign-off on the email prior to confirming a meeting with the MEDC. Once a meeting is scheduled, ROI will prepare a profile of the company such that MEDC can prepare for the meeting in advance.

Company Profiles

Once a company has been confirmed as a meeting, ROI will create a detailed company profile. Information in the company profile includes (on a best efforts basis):

- Background: revenues, # of employees, products/services, areas of operation, etc.
- Name of executive(s) interviewed / Synopsis of interview(s). Influence the contact has over the decision
- If there is an investment project; details including expected job creation, project timeframe and geographic location(s) being considered, investment triggers
- Where is the company at in its decision making process, specific information requested about McKinney as an investment destination

Below is a sample of ROI's company profiles:

AREA FOR LOGO

CONNECTOR

MEETING WITH: Citrus Communications Inc.

Research

Contact Information

Name: Mr. Mark Edelstein
Title: President and CEO
Phone: 1.514.443.1102
Mobile: 1.514.444.1111
Email: m.edelstein@citrus.com
LinkedIn: www.linkedin.com/in/markedelstein

Meeting Logistics

Booked by: Adnan Rashman
Outlook Invite: Sent and accepted 03/11/2013

Date and Time: 22/11/2013 @ 11:00 am
Alternate: 22/11/2013 @ 1:00 pm
Location: 4030, boul. Côte-Vertu, Suite 109, Annonciac, QC H4B 1Y4

Appointment Description:
Nequeo dolo beato egestri pla ducitur estentemendat nos albuam, tem aliquis audi. Jass doloere elitamit volutatum volutatum nobisli splemi cupianu: dolo volutpi Ciera in evento quid et lam egestre in videri feldi qui electum rei.

Company Description:
Itita in non enim ut possequei utemis dicitur fuga. Quis occum amet lab inc fugi accun vero blaburum antatu avent, volutpa tenulum conevanda quam ne compaq coner quam nonnem ulamem.

Company Summary

Address: 4030, boul. Côte-Vertu Suite 109
City, Province: Annonciac, QC H4B 1Y4
Telephone: 1.514.441.1105
Website: www.citruscommunication.com

Year established: 1994
Number of employees: 100-250
Number of locations: Single location
Industry: Graphic Communications
Activity description: Graphic design
Revenues: \$25-\$50 million

Opportunity

Project Description

Opportunity:
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AREA FOR LOGO

CONNECTOR

MEETING WITH: Citrus Communications Inc.

Lead Type

Level 1	Qualified lead with defined interest	Level 2	Lead level 1 + budget & 24-36 mo. timeframe	Level 3	Lead level 2 + 12-24 mo. timeframe	Level 4	Lead level 3 + immediate need	Level 5	Lead level 4 + immediate need
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Intelligence

Business Intelligence

Business challenge priority: Workforce productivity

IT challenge priority: Ability and BYOD

Software used: Photoshop and InDesign

Phone system: BCM 400

Wi-Fi: Sonic Wall

Current supplier: Orange Communications

Additional Contacts

Name: Mr. Mark Edelstein
Title: President and CEO

Name: Mr. Mark Edelstein
Title: President and CEO

Action Items

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Next Step:

Notes:

Tip of the Day:

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Hi! I've been here low this aevitag west. Please provide feedback at Feedback@ROIResearch.com

This report has been prepared by ROI Research on Investment Inc. on behalf of ROI's "Our Client", based on information provided by the company named in this report and/or other sources.

RESEARCH ON INVESTMENT 33

Market Research & Targeted Outreach Costing & Deliverables

OPTION A

Project Launch & Management

- Project “Kick-off”
- Database programming
- CRM programming
- Project Launch minutes
- Weekly updates
- Final report

Fees: \$3,500

Target Market Identification Report

- Identification of Primary target markets
- Identification of Secondary target markets
- Overview of markets and industry sectors
- ROI recommendations of geographic targets to pursue

Fees: \$4,000

Competitive Intelligence and Lead Generation

- Database of 450-550 targeted companies
- Surveying of TCPL
- Segmentation of companies successfully surveyed
- Submission of segmented database to MEDC in Excel format
- License to ROI’s Funnel Fire

Fees: \$27,750

Pre-Qualified Meetings

- Scheduling of **20-30** pre-qualified meetings on behalf of the MEDC team
- Scheduling of **8-12** site selector meetings on behalf of the MEDC team
- Detailed company profiles of each meeting
- Agenda management
- Meeting confirmation

Fees: \$14,000

Total Fixed Fee of USD \$49,000

OPTION B

Project Launch & Management

- Project “Kick-off”
- Database programming
- CRM programming
- Project Launch minutes
- Weekly updates
- Final report

Fees: \$4,500

Target Market Identification Report

- Identification of Primary target markets
- Identification of Secondary target markets
- Overview of markets and industry sectors
- ROI recommendations of geographic targets to pursue

Fees: \$4,000

Competitive Intelligence and Lead Generation

- Database of 750 targeted companies
- Surveying of TCPL
- Segmentation of companies successfully surveyed
- Submission of segmented database to MEDC in Excel format
- License to ROI’s Funnel Fire

Fees: \$43,000

Pre-Qualified Meetings

- Scheduling of **30-40** pre-qualified meetings on behalf of the MEDC team
- Scheduling of **12-20** site selector meetings on behalf of the MEDC team
- Detailed company profiles of each meeting
- Agenda management
- Meeting confirmation

Fees: \$17,500

Total Fixed Fee of USD \$69,000

Acceptance

ROI is proposing to execute the McKinney Economic Development Corporation Market Research and Targeted Outreach initiative for a fixed fee of:

Option A: USD \$49,000 _____ Invoices will be issued monthly in equal installments for 12 months on the first of the month.

Option B: USD \$69,000 _____ Invoices will be issued monthly in equal installments for 12 months on the first of the month.

Please note that all prices are quoted in USD and are subject to applicable taxes.

The price quote includes the following:

- All ROI company staff time
- Lead generation and nurturing
- List validation, development and acquisition
- All surveying activities (including phone costs)
- Company reports, briefings and profiles

We accept the foregoing, signed the _____ day of _____, 2015.

Daniel Silverman, Vice President, Business Development
ROI Research on Investment

Jim Wehmeier, President & CEO
McKinney Economic Development Corporation

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Once a meeting is accepted and executed by the client it counts towards any meeting number targets. If a meeting does not occur, or if the McKinney Economic Development Corporation feels that a meeting did not meet the quality standard for a billable meeting, the McKinney Economic Development Corporation must complete a Request for Resolution form, listing all pertinent reasons / circumstances and return by email to facilitate rescheduling, or the amendment of invoicing. If the McKinney Economic Development Corporation team does not submit a Request for Resolution form within 48 hours of the pre-qualified meeting, the meeting will be assumed to have occurred and the client will be billed. ROI will work with the client to resolve all disputes. ROI is not responsible for re-scheduling meetings that are cancelled by the MEDC. If for any reason, the McKinney Economic Development Corporation team must reschedule a meeting scheduled in accordance with a McKinney Economic Development Corporation representative, the meeting will be billed when the original meeting was to have taken place.

HOW DO WE KNOW IT WORKS?



ROI'S SOLUTION

Investment Prospecting | Appointment Setting | Lead Generation

CONTEXT & CHALLENGE

- The Frisco Economic Development Corporation adopted a new comprehensive economic development strategy with focus on Computers and Electronics, Medical Services, Telecommunications, Financial Services, Software and Media, Entertainment and Recreation, and Renewable Energy.
- FEDC's challenges were to attract new jobs from outside the area, retain and expand local businesses, enhance Frisco's innovation culture through entrepreneurship and finally to Improve product readiness and competitiveness.



260 SURVEYED COMPANIES

RESULTS
17 QUALIFIED LEADS. 12 MEETINGS

20 JOBS. GLOBAL HQ RELOCATION

HOW DO WE KNOW IT WORKS?



ROI'S SOLUTION

Investment Prospecting | Lead Generation

TESTIMONIAL

"The Council was particularly impressed with your ability to identify highly qualified headquarter leads in international markets [including] the first ROI generated Greater Fort Lauderdale headquarters success story from the UK"

— **ROBIN RONNE**

Managing Director | The Greater Fort Lauderdale Alliance's CEO Council



Private jet charter broker sets up North American office in Fort Lauderdale

Now easier to serve its growing customer base in the region
By 27, 2011 By Alexa Seshell, Sun Sentinel

A new private jet charter company has touched down in Fort Lauderdale wooed by the city's business-friendly climate and proximity to executive and international airports. The Fort Lauderdale Executive Airport and Fort Lauderdale International Airport in particular were main draws for Private Jet Charter, LLC, which also has offices in London, Nice, Moscow and Dubai.

"The movement of jets at both airports was rising heavily based on our research in 2010 ... some of the highest numbers in the U.S.," Operations Director Shaun Elliott said. Last month the private jet charter broker and consultant settled into an office at 401 E. Las Vegas Blvd., which will serve as its North American hub.

Having closer access to its growing base of North American clients was a key factor in establishing a U.S. presence.

Those customers represent "a big chunk of our clientele," Private Jet's founder and Chief Executive Officer Hugh Courtenay said in a statement announcing the new office.

Private Jet Charter does not own its own equipment but has access to a global fleet through a Computerized Aircraft Tracking System that can source available aircraft easily, Elliott said.

The company's niche is private executive jets that can carry six to 15 passengers, but other types of aircraft can be provided.

Private Jet's charter prices are not based on hourly rates, but are "inclusive" with taxes and onboard catering costs, Elliott said.

For example, for five people traveling from Fort Lauderdale to New York's JFK airport June 13-17, starting charter prices range from \$20,000 to \$70,411 depending on aircraft requested, according to a Private Jet online quote.

Most other private jet charters offer hourly rates that will vary, but generally range from about \$1,000 to \$8,000 an hour depending on aircraft.

Site selection assistance from the Greater Fort Lauderdale Alliance, [Broward County's](#) official economic development partnership, was instrumental in giving Fort Lauderdale an edge over the competition.

Private Jet's initial headquarters efforts were focused on Las Vegas and Chicago.



869 COMPANIES SURVEYED

RESULTS
133 LEADS GENERATED

50 MEETINGS SCHEDULED

HOW DO WE KNOW IT WORKS?

ROI'S SOLUTION

Market Segmentation and Cluster Identification | Investment Prospecting | Appointment Setting

TESTIMONIAL

"I want to share with you the fantastic news regarding Ferti Technologies locating in Statesville, NC. Thank you guys for assisting the CRP team in getting in front of this company. All the hard work paid off. Please let your team know how much we appreciated the work."

— DAVID SWENSON

Senior Vice President, Economic Development Services | Charlotte Regional Partnership

Ferti Technologies Selects Statesville Region for New U.S. Manufacturing Facility



Quebec-based commercial and residential fertilizer company to invest \$3 million in Iredell County.

Press Release:

Statesville, NC – October 16, 2013. Ferti Technologies, Inc. president and CEO, Marc Vallancourt announced today that the company's second U.S. manufacturing facility will be located in Statesville, North Carolina. "We are pleased to announce that Statesville will be the home of Ferti's new East Coast manufacturing operation. This is a great location for us and we look forward to many successful years here, and to further expanding our business in the eastern part of the United States." Ferti will be moving into an existing 82,500 square foot building at 111 McLess Road, near the Statesville Business Park. Vallancourt plans to invest more than \$3 million in building renovations and equipment and expects to be manufacturing product at the facility by the end of the year. The company will hire 10 full-time employees initially, with additional jobs added as business increases. "Our Quebec plants currently employ 100, so we see a lot of potential for growth in Statesville in the future," said Vallancourt.

Ferti Technologies was founded by Vallancourt in 1987 in St. Michel, Quebec, Canada, where its corporate headquarters are still located. The company produces fertilizer and related products for golf courses, lawn care companies, lawn and garden retailers, and vegetable and fruit growers. Its products are distributed broadly throughout Canada and the United States and shipped to Europe, South America, Korea and New Zealand under the NutriTrite and private-label brands. Originally called Fertichem, the company changed its name in 2010 to better reflect its emphasis on using an organic base in most of its products. Ferti currently operates six manufacturing plants, five in Quebec and one in Phoenix, Arizona.

The opportunity with Ferti Technologies was originally identified as part of a business development trip Statesville Regional Development made to Quebec in May with the Charlotte Regional Partnership. "The Ferti announcement today is another excellent example of the value we continue to receive from our association with the Charlotte Regional Partnership," said Michael Smith, executive director of Statesville Regional Development. "Our presence as part of the globally-recognizable Charlotte USA brand unquestionably opened the door for us, while the many positive attributes of the Statesville region helped us seal the deal."



RESULTS

600+ COMPANIES SURVEYED

115+ MEETINGS IN EUROPE & NORTH AMERICA

NEW US MANUFACTURING FACILITY IMPLEMENTED IN CHARLOTTE, USA

HOW DO WE KNOW IT WORKS?



ROI'S SOLUTION

Marketing Research | Lead Generation | Appointment Setting

CONTEXT & CHALLENGE

- The Ministry of Economic Development, Trade and Employment supports a strong, innovative economy, and helps make investing in Ontario more attractive for businesses. Ontario's economy thrives through its unique combination of resources, manufacturing expertise, exports and a drive for innovation.
- MEDT had industry specific representatives throughout the globe with the responsibility of attracting investment to Ontario. In an effort to increase investment to Ontario, the MEDT team decided to Innovate, take a new approach to business recruitment and tender out its international representation.

Auto Truck Group Expands Into Canada

| Trailer Bodybuilder

Apr. 22, 2011

EMAIL SHARE Tweet g+1 Recommend 0

Auto Truck Group LLC (ATG) is expanding its work-truck upfitting operations into Canada with a new production facility in Mississauga, Ontario.

"This facility will allow us to continue to grow our brand in a completely new market, while expanding our services to current customers with operations in Canada," said Dennis Jones, ATG's vice president-sales & marketing, who will manage the company's new Canadian operation.

Jones added that ATG's 20,000-sq.-ft. Mississauga production facility will be operational by the end of summer and expects to handle work from pool and dealer customers, commercial users, fleets, utilities, government agencies and other small businesses for the 2012 vehicle model year.



824 COMPLETED MEETINGS
BY ROI'S REPRESENTATION TEAM

RESULTS

159 QUALIFIED PROJECTS

19 SUCCESS: NEW INVESTMENT PROJECTS IN ONTARIO.