

# New Mexico Partnership

## Strategic Plan Update, FY 2018

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July 19, 2017

# Agenda

- Ground-up development of strategic plan
- Driving an expanded set of our traditional high-touch sales activities
- While simultaneously implementing marketing activities to drive greater pipeline scalability
- Aligning organizational resources to facilitate objectives

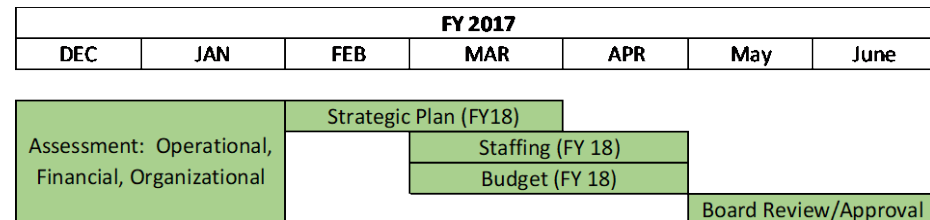
# Dec. – April: Planning Process

- Dec. – Jan.: Diagnose/Assess

- Feb. – Apr.: Development of Plans

- Develop strategic plan
- Solve immediate staffing issues:
  - Admin./Finance Support
  - Marketing
- In conjunction with this, develop FY18 Budget

- May – June: Board review and approval of both strategic plan and budget



# Overall Situation

# Challenges

(1) Lack of familiarity with, and knowledge about, New Mexico remains one of our biggest challenge.

(2) Like many communities, we are often our own worst critics!

(3) Resource constraints are real ... but the perception may be worse than reality, *to the point of being demotivating.*

- The Partnership's belief is that pipelines, across the board among the economic development organizations in the state, are just not deep enough.
- Critical to remember that:
  - Many projects looking at location change don't go anywhere ... nobody wins them.
  - Of those that do, there are usually three to five finalist states ... so, you have a 20% to 33% chance on average.
  - On top of this, while some projects involve a fast decision, many have VERY extended decision timeframes; it can easily take a year or more from initial contact to announcement.
- With this in mind, it's important to make the pipeline as large (and relevant) as possible to maximize job/investment inflow.
- We've identified three key challenges to accomplishing this objective, and our strategic plan has been developed to address these.

# Challenges: Awareness

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- Inside NM, belief is that there are attributes of the state/communities that are acting as barriers to business attraction, “they don’t come here because they don’t like ... about us.”
- Ask decision makers outside NM? They don’t come because they don’t know much of anything about us.
- So, the bad news is we aren’t even on the radar screen, and we have to start marketing aggressively. Time consuming and expensive.
- The good news? We are trying to place a positive narrative of our own choosing/construction, we don’t have to try changing a negative narrative.

# Challenges: Focus on Negative Messaging

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- We've received feedback, repeatedly, from multiple sources – advisors, executives, media – that we are particularly adept at being overly self-critical and are seldom promoting positive news.
  - Publicizing and discussing problems is a valid and necessary tool for addressing public policy issues.
  - Framing them hyperbolically, however, is not necessarily a positive for economic development.
- There is nothing wrong with publicizing positive information; and encouraging thought leaders, public officials, and the media to do so is critical.

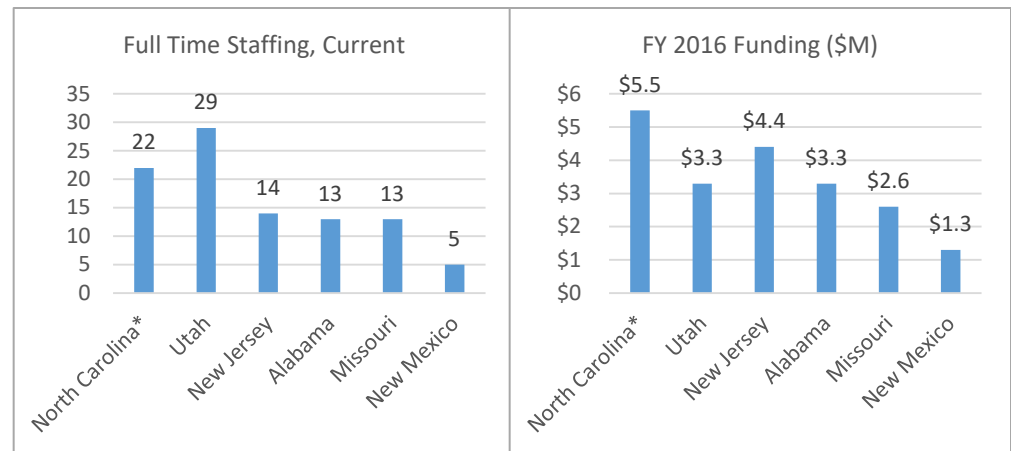
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- There is much discussion about economic development being funded at levels lower than competitors. *Often, people frame competitors' advantages as being in the magnitude of 10X or even much greater!*
- Accurate? Yes and no. Data does suggest a deficit, but it's likely not an "order of magnitude" difference.
  - For example, other states have organizations with roles similar to the Partnership.
  - They typically have 2 ½ to, *AT THE EXTREME*, 6 times the staff of the Partnership. Funding levels are at 2 to 4 ¼ times the Partnership's
  - It is unlikely that we would find vastly different results if we benchmarked the staffing/spend for our other economic development organizations across the state.



\*Excludes 35 staff in functions not similar to those performed by the NM Partnership. Budget is the estimated portion of the overall that applies to only the similar functions.



# Overarching Strategic Objectives

- Continue to maximize effectiveness of existing, high-touch/relationship-based sales activities.
- Increase pipeline quantity, diversity, and quality by marketing the state and its communities to a much larger audience of decision makers and influencers.
- Evolve our messaging. All messaging should focus on highlighting our unique differentiators and competitive advantages.
- Maximize cost and resource efficiency to partially mitigate lower available resourcing for economic development statewide.

# Sales-Focused Priorities

# FY 2018 Calendar of Events

- Calendar for FY2018 (from July 1, 2017 to June 30, 2018)
- Expanded calendar by 38% (21 events FY17 vs. 29 FY18)
  - 13 Sales Missions
  - 14 Trade Shows
  - 2 Fam Tours
- Development involved maximizing relevance of events to key sectors, and ensuring coverage of the priorities of the diverse range of communities across the state.

# New Mexico Partnership: FY 2018 Trade Shows, Sales Missions, and Events

<b>July</b>	
07/24 - 07/30	EAA Airventure: Oshkosh, WI (aircraft manufacturers and suppliers trade show)
07/26 - 07/29	Outdoor Retailer Summer Show: Salt Lake City, UT (outdoor product manufacturing)
<b>August</b>	
Date: TBD	Walmart Manufacturing Summit
<b>September</b>	
Date: TBD	Dallas Sales Mission
Date: TBD	Los Angeles Sales Mission
<b>October</b>	
10/17 - 10/19	Breakbulk Americas: Houston, TX (logistics trade show) + Houston Sales Mission
10/07 - 10/11	Industrial Asset Management Council: Richmond, VA (real estate and site selection conference)
10/10 - 10/12	National Business Aviation Association: Las Vegas, NV (aircraft/part manufacturing)
<b>November</b>	
11/05 - 11/07	CoreNet Global Summit: Seattle, WA (commerical real estate conference) + Seattle Sales Mission
Date: TBD	Atlanta Sales Mission
<b>December</b>	
Date: TBD	DV/VA Sales Mission
Date: TBD	Bay Area Sales Mission

Note: Sales Mission dates are shown as TBD because we fine-tune actual dates within months based on when those we target for meetings are available. For some Trade Shows, exact dates have not yet been announced; these are reflected as TBD.

# New Mexico Partnership: FY 2018 Trade Shows, Sales Missions, and Events

<b>January</b>	
Date: TBD	Chicago Sales Mission
Date: TBD	Phoenix Sales Mission
<b>February</b>	
Date: TBD	Southern NM Fam Tour
Date: TBD	NY/NJ/CT Sales Mission
Date: TBD	Detroit/Cleveland Sales Mission
<b>March</b>	
3/12 - 3/15	Data Center World (data center/IT/software/hardware)
3/19 - 3/21	Site Selectors' Guild Annual Conference: Cincinnati, OH
<b>April</b>	
04/10 - 4/12	MRO Americas: Orlando, FL (aircraft maintenance, repair, overhaul and parts manufacturing)
04/30 - 05/03	AUVSI: Denver, CO (unmanned vehicle/systems/supplier manufacturing)
<b>May</b>	
Date: TBD	Central/Northern Fam Tour
Date: TBD	Minneapolis Sales Mission
05/22 - 05/25	ICMI: Orlando (contact center conference)
<b>June</b>	
06/12 - 06/14	Global Petroleum Show: Calgary, AB (oil and gas related manufacturing/service providers)
06/20 - 06/22	SelectUSA: Washington D.C. (foreign direct investment conference)
06/? - 06/?	Outdoor Retailer Summer Show: Denver, CO (recreational equip. mfg/apparel/food products)

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# Sector/Market Expansion

- Additional sectors for increased focus:
  - General Business:
    - HQ/Regional HQ
    - Middle/Back Office
    - Sales, Service, Support
  - Data Centers
  - Value-Added Ag/Food Manufacturing
  - Additional Micro-Targeting within Manufacturing
    - Outdoor Equipment Manufacturers
    - Plastics
  
- Additional markets being evaluated for sales missions:
  - Minneapolis
  - Houston
  
- Events: Continue to expand our Familiarization Tour activities

# Events: *Industry Coverage*

Event	Back Office Shared Service	IT/Digital Media	Value Added Ag	Advanced Manufacturing	Aviation Aerospace Defense	Warehouse Distribution Logistics	Energy
Trade Shows	EAA AirVenture Oshkosh						
	Outdoor Retailer						
	Walmart Manufacturing Summit						
	Breakbulk Americas						
	Industrial Asset Management Council						
	National Business Aviation Association						
	CoreNet Global Summit						
	Data Center World						
	Site Selectors' Guild						
	MRO Americas						
	AUVSI						
	ICMI						
	Global Petroleum Show						
	SelectUSA						
Sales Missions	Dallas Sales Mission						
	Los Angeles Sales Mission						
	Houston Sales Mission						
	Seattle Sales Mission						
	Chicago Sales Mission						
	Washington DC/VA Sales Mission						
	San Francisco/Bay Area Sales Mission						
	Atlanta Sales Mission						
	Phoenix Sales Mission						
	NY/NJ Sales Mission						
	Detroit/Cleveland Sales Mission						
	Minneapolis Sales Mission						
	Denver Sales Mission						

# Marketing and Messaging



# Our overall approach needs to be 'Relentless PR'

- Key types of messaging
  - Economic development activity; announcements, policy
  - Much broader scope of relevant content; local/national stories which cast the state in a positive light on any topic even tangentially associated with a positive environment for businesses (economic activity, business/industry trends, demographics, policy, culture, etc.)
  - Developed content; identify relevant topics, create messaging, and deliver to relevant audiences
- The objective is external visibility, creating a positive narrative, and projecting an image of vitality. It's not aimed at claiming organizational credit or self-promotion (these are meaningless to outsiders).
- Targets
  - Traditional NM Partnership scope of advisory, brokerage, industry contacts for direct outreach
  - But, expand into a much broader relevant audience of decision-makers and influencers via digital and social media, greatly enhanced web presence, and earned media/editorial placement

# We need to ensure that we are differentiating our product

- In economic development, a community is ultimately a product.
- The most successful communities very effectively differentiate their products.
  - What is the product you're selling, what makes it different, and how does this provide a unique value proposition?
  - How do you clearly and concisely state the answer and provide prospects with a compelling narrative that describes your community?
  - What steps are you doing to further develop your product to make it more relevant and compelling to potential customers?
- Failing to accurately differentiate their community from others, simply putting forward a generic image and identity, is the most common and impactful deficit among economic development efforts ... it is widespread, most economic developers aren't really aware of the issue, and the negative effects are dire.
- Looking like everyone else is often seen as the safe approach. It's not. Instead it's a guaranteed way to fail at differentiating yourself.

# Evolving our messaging to better focus on strategic differentiators

**Certainly focus on outlining specific characteristics of relevance to any given sector or prospect ... for example, factors such as:**

- Talent availability and cost structure
- Transportation/logistics/energy infrastructure and access to cross-border trade
- Very strong concentration of scientific and engineering assets
- Minimal natural disaster risks
- Predictable moderate political/social policies
- Competitive incentives toolkit



**Elevate our dialogue with companies by emphasizing more strategic differentiators. For example:**

- *By locating here, you offer talent a place that is different and unique, and doing so can help you establish a competitive advantage in attraction and retention.*
- *Our moderate scale lends itself to fostering collaboration, innovation, cooperation, and access.*
- *Our industry sectors are not overcrowded with long-term, dominant employers; so new entrants enjoy a level playing field when competing for talent.*
- *Our quality of life strengths we emphasize aren't about recreation. They're lifestyle characteristics that contribute to high productivity and sustaining a workforce and cost structure that is advantageous to you as a company.*

# Methods/infrastructure to flood the airwaves must be developed

Capture/draw in-flow of potential newsworthy information

Production of any customized collateral and/or messaging

Ongoing maintenance and expansion of target lists for direct outreach

Engineering of earned media/editorial opportunities, development of potential content

Identify/foster a community of high-impact communicators

# Website Redesign

- **Revise** to incorporate new messaging focus
- **Re-prioritize** information to be consistent with data on what visitors to ED websites really value
- **Renovate** the homepage ... news and current topics should be the focus
- **Renew** the look and feel to project an image consistent with our message

# Collateral To Develop

- General Overview Brochure
- Industry One-pagers (Front/Back)
  - Business HQ, Service/Sales, Admin
  - Transportation and Logistics
  - Alternative Energy
  - Extraction Industries
  - Manufacturing
  - Science and Engineering
  - Information Technology
  - Data Centers
- Topic One-pagers (Front/Back)
  - Incentives and Tax
  - Quality of Life: Talent Retention and Attraction Focused
  - Higher Educational Institutions
  - Wins Case Studies: Facebook, Keter, etc.
  - Infrastructure: Roads, Rail, Air, Utilities
  - State and Regional Maps
  - Major Employers (HC, Region/Metro, Industry data for each)
  - Partnership Overview

**Comprehensive overhaul of collateral over time (underway).**

**Higher-impact messaging.**

**Flexible collateral 'kit of parts' that can be used to provide a customized set of materials for any specific use.**

**Focus on brief subject/industry one-pagers, with a goal of high-impact messaging delivered concisely. Avoid long, wordy, data dumps that never really get read.**

**'Kit of parts' method means updating can be done as needed on just those items that require changes.**

# Resourcing

# Resource Efficiency

- Staffing Changes to Align Resources to Strategy
  - Increase team efficiency/effectiveness by adding full-time admin./finance support (as of March 15).
  - VP of Marketing position added (as of May 1) to ensure in-house expertise and day-to-day implementation. Broad skill-base; marketing, PR, communications, design, etc.
  - Additional VP of Business Development added; highly experienced economic development professional with broad experience (as of Aug. 14).
  
- Research/Data Cost Reduction
  - Have begun coordinated review of line item spends with other EDOs.
  - Initial discussion with NMEDD completed. Approx. \$7,500 spend already eliminated from FY 2018 budget.
  - Further discussions across organizations to continue.
  
- Task Focus
  - Constant vigilance to determine when NMP staff is the right source of services. Emphasis on fostering “right-sourcing” by making connections to appropriate providers, instead of allowing mission creep into activities that are not core to our mission.
  - Ensuring efficient allocation of resources via close coordination/collaboration with partner organizations.