



CONWAY



RANKINGS DEMYSTIFIED

In this session, we are going to:

- Introduce you to the concept of a structured ranking program
- Highlight strategies and tactics you can implement to improve your community's rankings

As media and the consumption of information continues to change, soundbites are becoming more important to the building of perceptions.

Politicians like to use positive ranking references in their speeches and presentations, because positive rankings are third-party endorsements of their community.

Economic developers use rankings in their marketing, as proof points, and to build positive associations and perceptions of their communities.

Do rankings matter?

The answer is YES. Rankings build perceptions among decision makers and some site consultants use rankings as datapoints in their analysis and evaluation work.

Q: What if you could influence rankings?

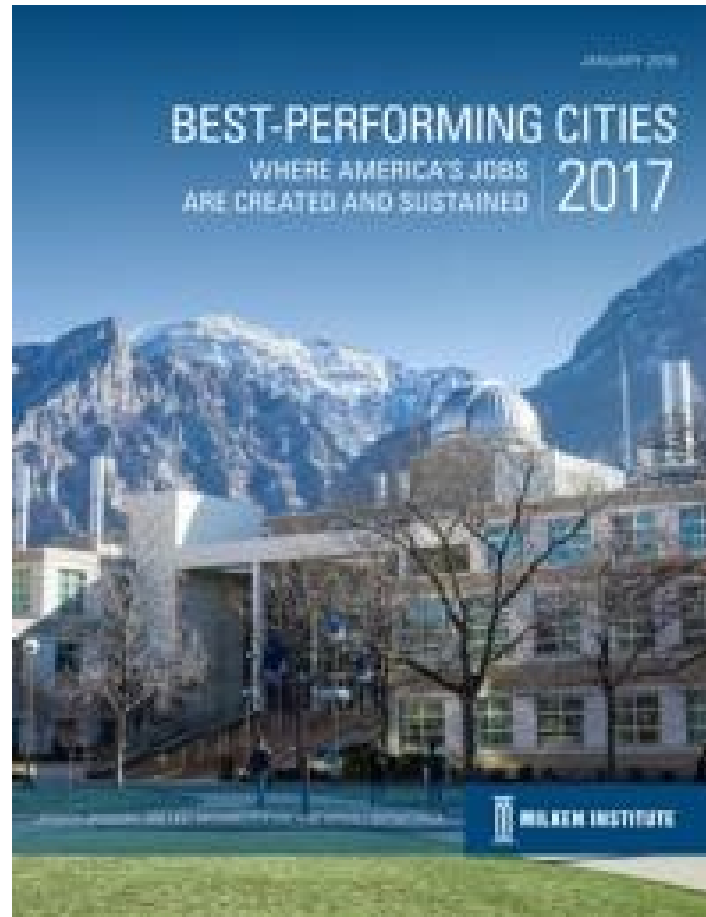
A: You can.

A ranking is a comparison or benchmark, built with comparable data or information.

Rankings gauge levels of importance.
They are instant associations of position,
with third-party validation.

In the context of economic development and FDI, there are a number of rankings that relate specifically to cities, states, and countries.

For cities, there are rankings such as:



For cities, there are rankings such as:



For states, there are rankings such as:

Forbes

**The Best States For Business
2018: North Carolina Leads The
Way**

For states, there are rankings such as:



America's Top States for Business 2018

For states, there are rankings such as:

Chief Executive



For country rankings, there are:



For country rankings, there are:




Overall Best Countries Ranking

The overall ranking of Best Countries measures global performance on a variety of metrics.



Switzerland

 #1 in Overall Best Countries Ranking
No Change in Rank from 2017

Switzerland, officially called the Swiss Federation, is a small country in Central Europe ma... [READ MORE](#) ▾


GDP
\$659.8 billion

POPULATION
8.4 million

GDP PER CAPITA, PPP
\$60,374



Canada

 #2 in Overall Best Countries Ranking
No Change in Rank from 2017

Canada takes up about two-fifths of the North American continent, making it the second-larg... [READ MORE](#) ▾

GDP
\$1.5 trillion

POPULATION
36.3 million

GDP PER CAPITA, PPP
\$46,441

How to get started developing your ranking program.

Crunch data and information.



Develop a spread sheet that looks something like this...

Ranking	Publication	Objective	Publication	Lead date	Start	End	Deadline to info	Submission Deadline	Next	Plan of action	Publication	Submission Deadline	Notes	LED	P	Pak	Se	Release	Ability	Location	Re	
13	Business Climate	State Solution Magazine (magazine content)	Annual	Mar-11	2011	Jun-12	Jul-12	July	Mar-12	[insert details of MHC plan]			List of projects (include major commercial - DCI approved); with scope, job, or sq footage info			Keynote	Tier 3	Business Climate	High	Marlboro, NJ	Allied	
	Insulation RI-R-Gloss	Business Development Magazine	Ongoing - published online	Nov	2010	TDD-2012	No specific deadline - updates are made regularly online			[insert details of MHC plan]			Update pak-provided PDFs with insulation and business info	Marketing and Commission		Green					New York	
	Digital Media Rankings	Business Development Magazine	Ranking magazine for the industry	Annual-Mag	Nov	2011	TDD-2012		2012	TDD			FullSheet Update				Tier 3	Business Climate	High	Tiellen Falls, NJ	HVC	
	State Insulation Rankings	Business Development Magazine	Ranking to assess and quantify business insulation across the state	Annual-September	Oct-10	2011	Oct-12	Year	Sep-11								Tier 3	Business Climate	High	Tiellen Falls, NJ	HVC	
24	Grading the State: A Managerial Report Card	Government Magazine - Post Courier	Ranking of state managerial quality	Biannual - March	Mar-08	2010	TDD	No overall plan	No plan	TDD			LED should insert itself in the survey and interview process: - develop interview/ meeting with Governor - determine who at DOR for interview/analysis				Tier 1	Sealer - governmental management	Medium	Washington, D.C.	Washington, D.C.	
	Insulation South Awards	Southern Business and Development	Recognize the most innovative programs, initiatives and projects in ED in the South						November	TDD			No plan to continue in future	Marketing and Commission								

1. Develop a target list of rankings (about 30 should be plenty)
2. Develop a benchmark for past rankings.

For example: In the CNBC ranking, build a spreadsheet of your state's position for the past five years.

This will help you track improvements of your rankings.

3. Research the release dates of each ranking and add the dates to your list. Indicate when you should follow-up with the ranking authors so you can supply them with current data and information that may influence the ranking outcomes.

4. Review the methodology for each ranking and look for old data and mistakes in the data the ranking authors have. (you may need to speak with the researchers working on the rankings directly)

TIP: One of the best ways to improve your ranking is to touch base with the researchers developing the ranking and make sure they have current data.

Look at the ranking's composite data and methodology. Truly understand how the ranking author developed their information.

Typical state business climate ranking methodologies includes information such as:

Business Costs

Labor Supply

Regulatory Environment

Economic Climate

Growth Prospects

Quality of Life

Infrastructure

Education

Cost of Living

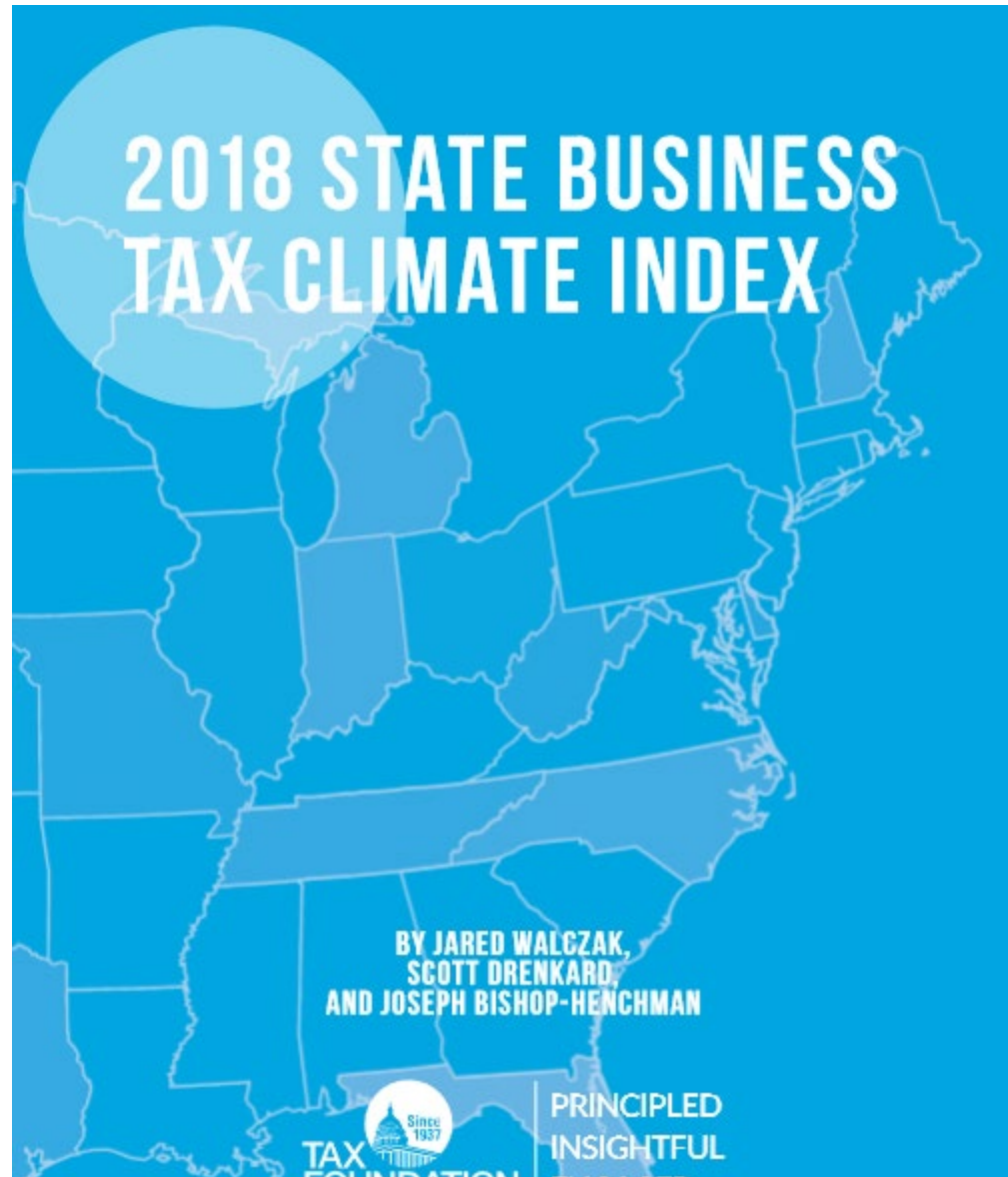
Technology and Innovation

Business Activity (FDI)

Keep in mind that some of the rankings use “composite data” found in other rankings. For instance, the Tax Foundation’s Ranking is used in many of the other rankings as part of their business cost methodology.

Understanding the methodology is an important part of the process.

Case Study



Case Study:

- Conway ran New York's ranking program.
- Governor Cuomo was FURIOUS that New York was consistently ranked 50th in the Tax Foundation's STATE BUSINESS CLIMATE INDEX
- Governor Cuomo said, "I don't care if I'm 49th, I just don't want to be last"

Case Study:

- Conway worked with the Tax Foundation to compare data for California, New Jersey and New York, the three worst states in the ranking.
- We determined that the margin of difference between New Jersey and New York was VERY small

Case Study:

- We decided the best course of action was to fly three Tax Foundation executives up to Albany to meet with Governor Cuomo
- The Governor met with them and explained his efforts to reform New York's tax code
- Governor Cuomo also gave them a personal tour of the state capitol building

Case Study:

- The combination of a conversation about his plans to reform New York's tax code and the charm offensive, with the tour and personal attention, resulted in...



Case Study

The 10 best states in this year's *Index* are:

1. Wyoming
2. South Dakota
3. Alaska
4. Florida
5. Nevada
6. Montana
7. New Hampshire
8. Utah
9. Indiana
10. Oregon

The 10 lowest ranked, or worst, states in this year's *Index* are:

41. Rhode Island
42. Louisiana
43. Maryland
44. Connecticut
45. Ohio
46. Minnesota
47. Vermont
48. California
49. New York
50. New Jersey

New York was no longer 50th, which took away these headlines the Governor had to deal with...

The logo for the New York Post, with the words 'NEW YORK POST' in a bold, italicized, black sans-serif font. A thick red horizontal line is positioned below the text, and a small registered trademark symbol (®) is located at the end of the line.

New York state last in Tax Foundation ranking

The Governor was thrilled...

THE POST-STANDARD

SUNDAY, JANUARY 6, 2013

syracuse.com



New York no longer dead last in Tax Foundation's tax climate ranking

Updated Apr 15, 2014; Posted Apr 15, 2014

30     1 share

By [Rick Moriarty](#), rmoriarty@syracuse.com,
syracuse.com

The Tax Foundation has raised its ranking of New York after the state adopted major reforms to its corporate income tax system and estate tax.

[In a special report](#) issued Tuesday, the Washington, D.C.-based think tank said New York's overall business tax climate ranking would have improved two spots to 48th, beating out New Jersey and California, if

In person meetings are an effective way to open channels of communication and improve rankings.

Case Study

Some rankings are survey based rankings.

For our client, Louisiana Economic Development, Conway determined which rankings were survey based and developed a strategy to help influence the rankings.

One of these was Chief Executive Magazine's BEST AND WORST STATES FOR BUSINESS

Case Study

For the first year, we simply asked them for a list of their subscribers in Louisiana and wrote letters to the Louisianans, asking them to rank Louisiana highly.



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08.13.09

Louisiana Improves In Economic Outlook Rankings

BATON ROUGE, La. - Today, during Gov. Bobby Jindal's ongoing 64-parish "Louisiana Working Tour," focused on highlighting the importance of business growth and job creation, he highlighted a study recently released by the American Legislative Exchange Council, or ALEC, that ranks Louisiana's economic outlook 18th out of 50 states. The ranking is up from 21st in the same study's prior year's assessment.

"As the American Legislative Exchange Council's ranking indicates, our state's commitment to encouraging economic investment and growth has advanced Louisiana on another national rankings list," said Gov. Jindal. "We continue to move Louisiana forward with a strategy focused on job creation, encouraging greater capital investment in the state and providing our citizens with the skills needed to compete in the global economy of the 21st century."

In its 2009 report, ALEC ranked Louisiana No. 1, or in some cases tied for No. 1, in the nation for the categories of "Recently Legislated Tax Changes," "Right-to-Work" laws and "Estate/Inheritance Tax Levied." The analysis also scored Louisiana in the top 10 in the nation for "Property Tax Burden" rates and "Number of Tax or Expenditure Limits," and ranked Louisiana 11th for "Top Marginal Personal Income Tax Rate" and 12th for "Top Marginal Corporate Income Tax Rate."

Co-author of the council's publication, "Rich States, Poor States: ALEC-Laffer State Economic Competitiveness Index," Jonathan Williams said, "The top performing states keep taxes, spending, and regulatory burdens low, while the biggest losers in the book tend to share similar policies of high tax rates, unsustainable spending and regulation. State governments that believe they can bring about economic recovery by growing government and increasing taxes are sadly mistaken."

To view the full report, visit www.alec.org.

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08.17.11

Louisiana Rises Again In State Business Climate Rankings

Pollina Corporate Real Estate ranks Louisiana business climate No. 18, up 22 spots since 2008

BATON ROUGE, La. – Today, Pollina Corporate Real Estate Inc. released its annual ranking of top pro-business states, with Louisiana rising to No. 18 in the U.S. Louisiana has climbed 22 spots in Pollina's ranking since 2008. Beyond the overall ranking, Louisiana now stands No. 2 in the U.S. (up from No. 10 in 2010) for incentives and economic development agency performance.

Pollina ranks the 50 states on more than 30 factors, including business taxes, workforce training programs, workers compensation costs, economic development incentives, energy costs, marketing programs and state economic development efforts. In 2010, Louisiana earned Pollina's inaugural Most-Improved State designation, based on the state's improved performance from 2008 to 2010.

Louisiana moved from No. 40 in 2008 to No. 27 in 2009 and No. 20 last year. The latest Louisiana advancement to No. 18 continues the state's economic momentum across a slate of third-party business climate rankings, including the Pollina report.

"Our work to foster the best business environment so more companies invest in Louisiana and create jobs for our people is paying off," said Gov. Bobby Jindal. "This is great news for Louisiana, but we will not rest and we will continue to aggressively pursue more businesses to create jobs here so our sons and daughters can pursue their dreams right here at home."

Since 2008, LED has secured economic development projects resulting in the creation of more than 45,000 new jobs, more than \$10 billion in capital investment and hundreds of millions of dollars in new sales for small businesses across the state. Along the way, Louisiana has won State or Co-State of the Year designations from such publications as Southern Business & Development (the past three years in a row) and Business Facilities (2010), which also has honored LED FastStart® as the nation's No. 1 workforce training program in 2010 and 2011. Site Selection, based on 2010 economic development projects, ranked Louisiana No. 3 in the nation and No. 1 on a per capita basis, and the magazine in May of this year named Louisiana Economic Development as the best-performing state economic development agency in the country.

Chief Executive Magazine eventually caught on to us so we placed advertising in the magazine prior to the survey being sent out and worked with Chief Executive to do mailings to a portion of their subscriber base.

Our direct marketing to the executives taking the survey directly improved perceptions about Louisiana being a good place to do business, which in turn, improve the state's placement in the ranking.

Another tactic to employ...make your own ranking.

Louisiana Economic Development developed a workforce training program called FastStart. We researched and found that there no workforce rankings existed.

We contacted Business Facilities Magazine, and they thought it was a great idea...



Workforce Wonder

FastStart Tops Workforce Training Program Rankings for 8th Year

Since launching in 2008, LED FastStart® has raised the bar and elevated expectations for what a best-in-class workforce program should look like. Training more than 26,000 workers for expanding Louisiana employers, and forging groundbreaking partnerships between educational institutions and private firms along the way, LED FastStart hasn't slowed down.

Resting on its workforce laurels isn't in the program's vocabulary; continual improvement is. So is a relentless attention to delivering customer satisfaction.

"Winning top honors over eight consecutive years is an unprecedented feat among workforce development programs," says LED FastStart Executive Director Paul Helton, "especially as other states continue to find new approaches. But the secret to our success isn't a secret. It's a matter of execution and customer satisfaction."

The program's ability to alleviate workforce concerns for expanding employers has been a key factor in Louisiana's successful attraction of billions of dollars in new investment.

In Summary

- Managing your rankings is a strategic marketing activity
- You are able to influence rankings
- Use a combination of research, meetings, and creativity to improve your rankings



CONWAY

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Thank you!