



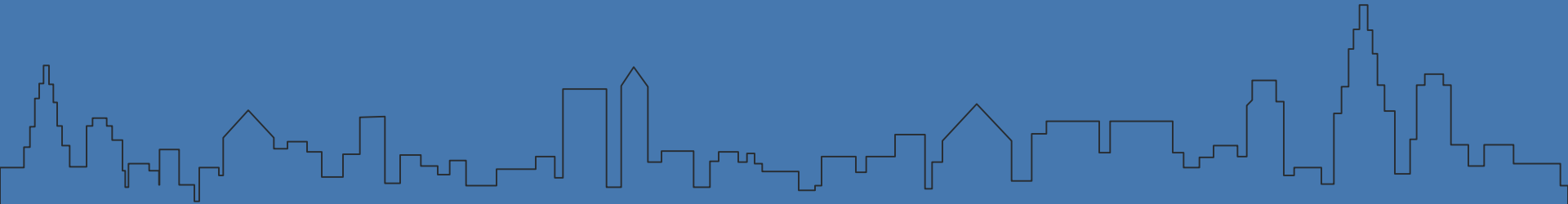
VISIONFIRST ADVISORS
STRATEGY | ACTION | RESULTS

View from the Other Side of the Desk

2018 FDI International Economic Development Training Seminar

Presented by Gray Swoope, President & CEO of VisionFirst Advisors

December 3, 2018



UTILIZING OUR EXPERIENCE

VISION. ACTION. RESULTS.



VISIONFIRST ADVISORS



GOING BEYOND STRATEGY DEVELOPMENT

With clients in over half of the U.S., VisionFirst Advisors is a customer-driven consulting firm, acting seamlessly as an extension of the client team to develop strategy and solve problems.

LOCATION ADVISORY

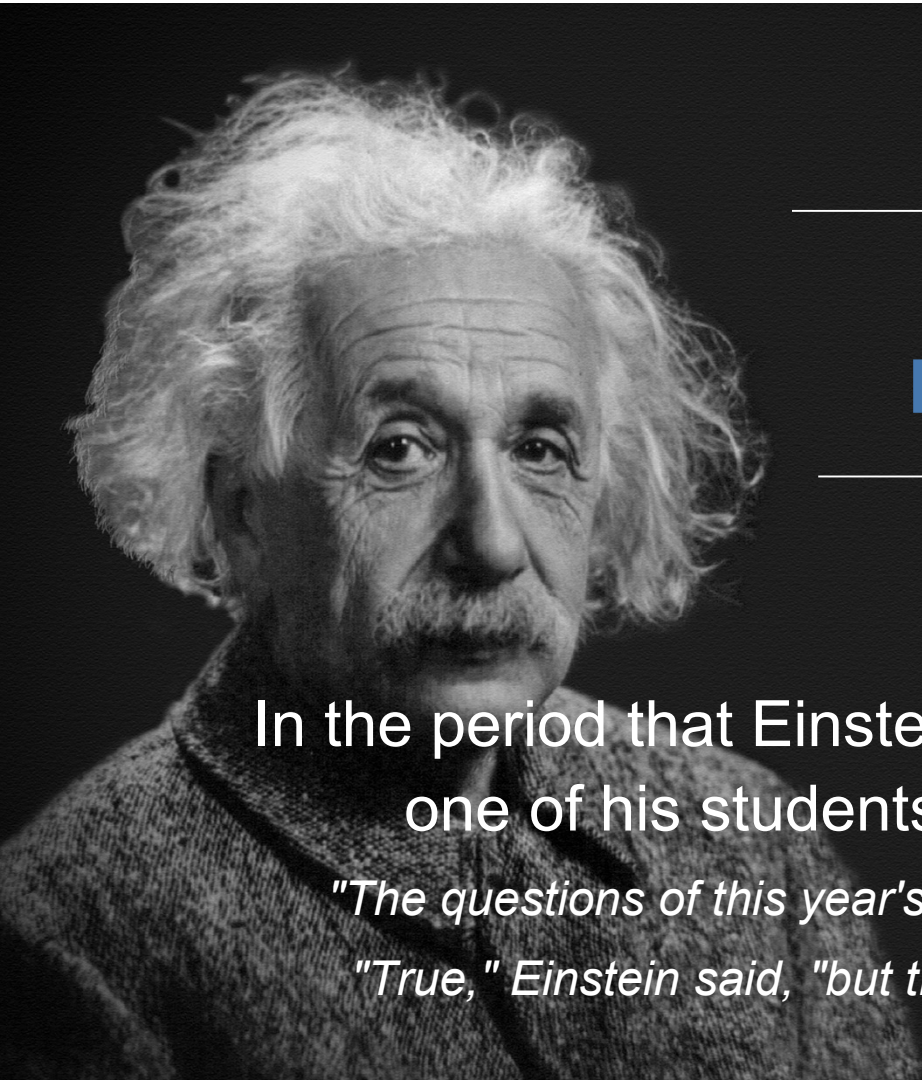
EC. DEVELOPMENT STRATEGY

OBJECTIVE – MARKETING & COMM

STRATEGIC SOLUTIONS

**If hindsight
was 20/20,
what would
you do
different?**





THE QUESTIONS REMAIN THE SAME

In the period that Einstein was active as a professor, one of his students came to him and said:

"The questions of this year's exam are the same as last years!"

"True," Einstein said, "but this year all answers are different."

Mission Clarity - The Four **Ws**

Determining Organizational Focus



The background features a hand in a suit sleeve holding a red pushpin. Overlaid on this is a network of white person icons. Some icons are circled in red, and red dashed arrows connect them in a circular path. The overall color scheme is blue with white and red accents.

Know Your Customer

Your reason for being
Align programs, products and services

Build Your IPA Team

- Collaborative partners.
- Meet client needs.
- Be responsive.
- Everyone on the team understands their role.



Develop a Plan



“If you don't care where you're going, it doesn't make a difference which path you take.”

Differentiate by Managing Risk

- Biggest obstacle to deploying capital is accessing risk.
- 30 years working competitive projects.
- Success often derived from how locations handled mitigating risk factors in the project.
- Risk can be real and/or perceived.



What Risk Do You Have?

Fiscal policy • Track record on competitive projects • Leadership
Incentive programs • Perceptions



Business Risks

- Past record on delivering on FDI projects
- Complexity of using incentive programs
- Compliance requirements
- Public support for FDI
- Talent pipeline



Reputational Risks of Location

- Impact on our company brand.
- Perception of FDI.
- Historic symbols.
- Social agendas.



Company Brand | Social Agendas
Perceptions of FDI | Historic Symbols

Identify Project Drivers

- Starts with having a relationship with the client/consultant/project manager.
- Ask discovery questions.
- Identify key needs and project drivers.
- Needs often are not easily articulated from company to economic development team.
- Understand company culture.
- Do your homework.



Over Prepare for the Client Visit

- Blown opportunities due to lack of thoughtful risk mitigation on the frontend.
- Everyone on the team knows their role.
- Mindset is to win the visit, not the project.
- Agenda should support project drivers and offset any perceived weaknesses.



Project Drivers & Community Visits

- Greenfield versus Spec Building – Speed to market.
- Education is a concern.
- Highly brand-conscience.
- Understand competition of the client.
- Cost to make a product.



In Closing



Thank You



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