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**Worry,
Worry,
Worry**



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Don't worry, be happy

If a problem is fixable, if a situation is such that you can do something about it, then there is no need to worry. If it's not fixable, then there is no help in worrying. There is no benefit in worrying whatsoever.

- His Holiness The Dalai Lama XIV

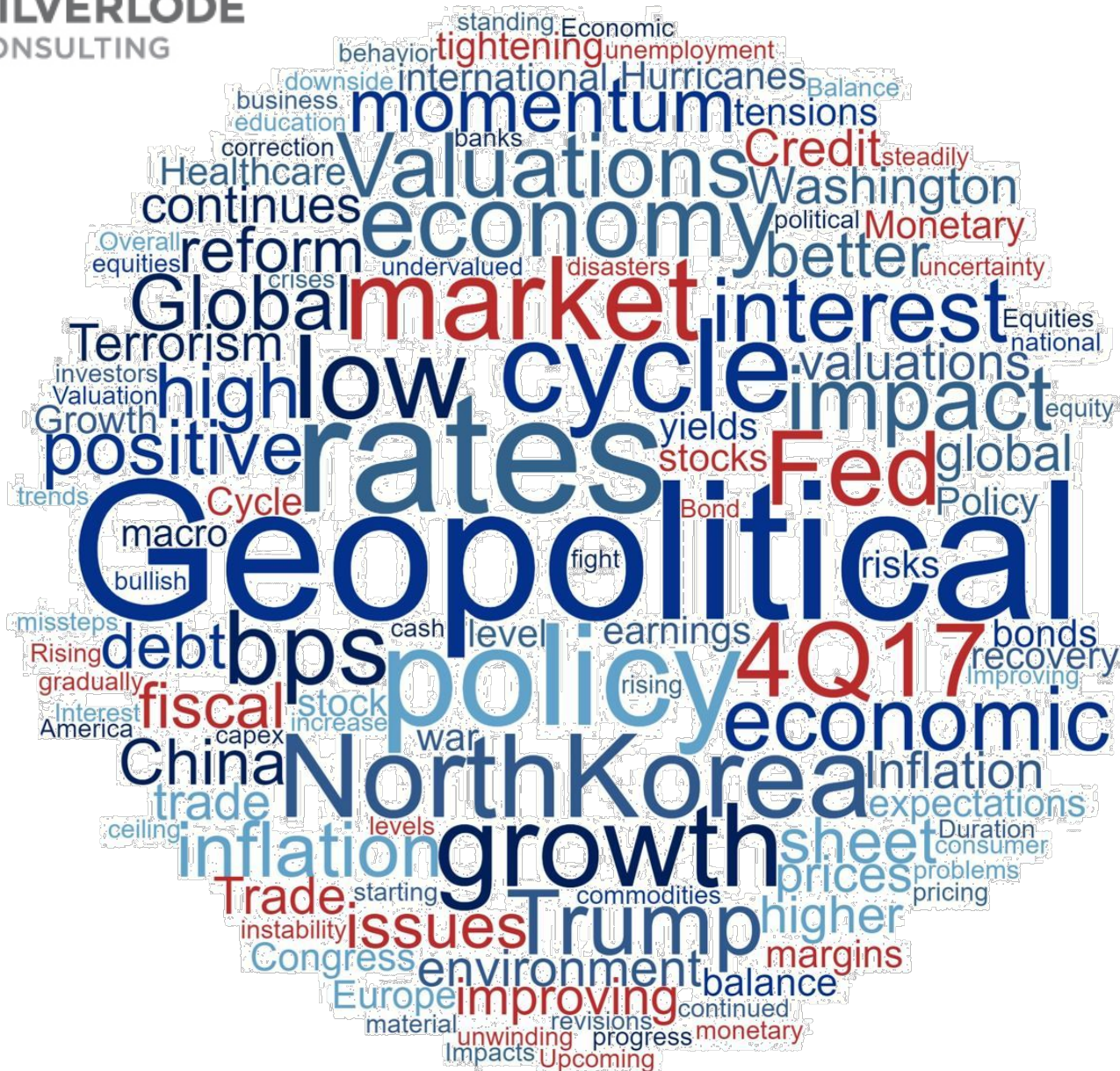




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Timing is everything







- Global economic and geopolitical uncertainty
 - Exchange rate fluctuations
 - Tariffs and policy changes
 - Unexpected government replacements
- Complex cultural differences
- Varying rules, laws, regulations, processes, etc.
- HR regulations and customs
 - Holidays
 - Overtime
 - Medical issues
 - M(P)aternity leave
- Tax regimes and compliance requirements
- Thermonuclear war



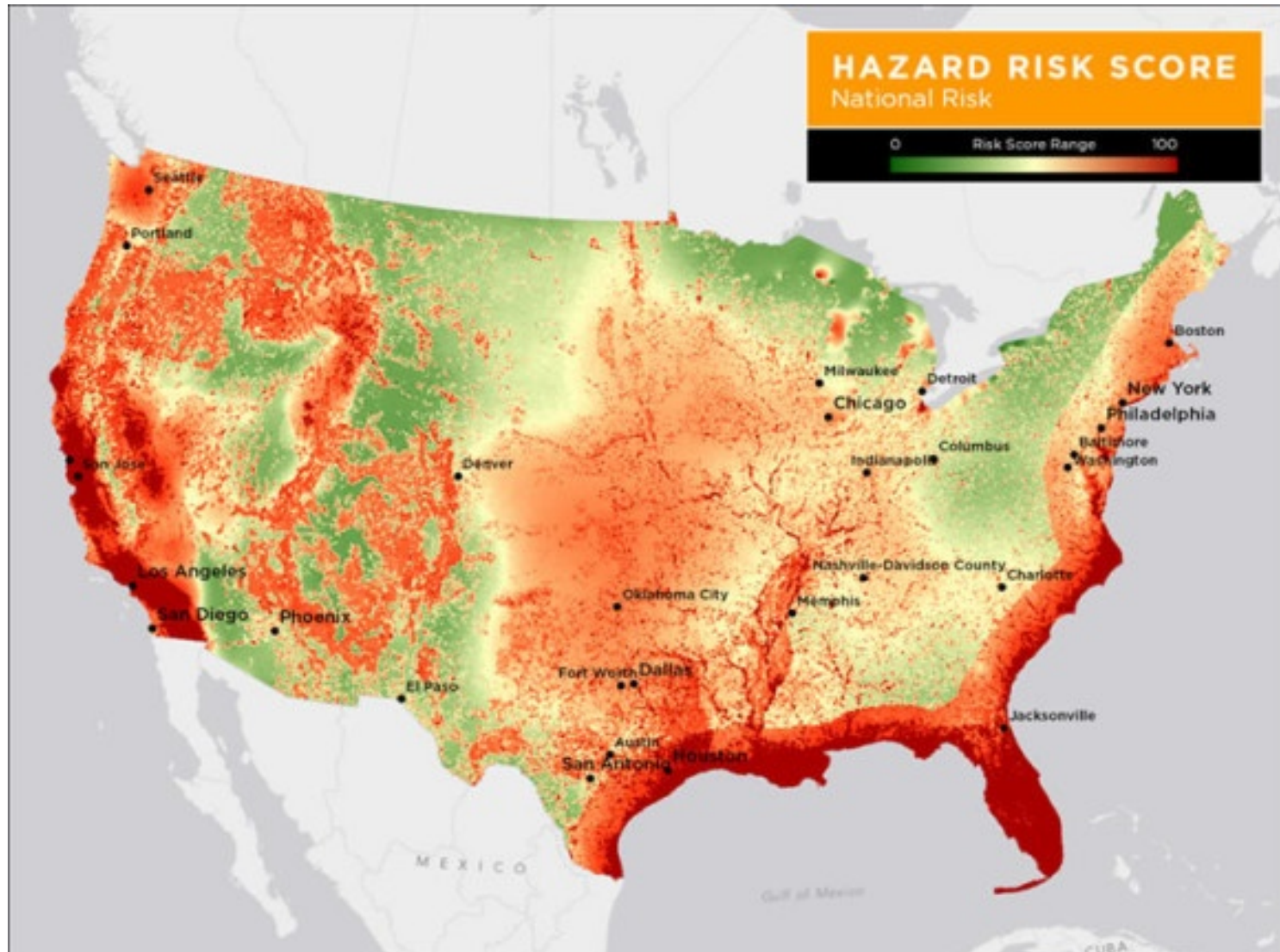
- Labor markets
 - Present and future conditions
 - Skills and occupations
 - Productivity
 - Cost
 - Availability
 - Size of the labor force
 - Participation
 - Unemployment
 - Under employment
 - Absenteeism and turnover
 - Competition
 - Source for future supply
 - Union presence and activity
 - Local and regional seasonality



- Climate change
 - Risks of natural disasters is now a common, highly weighted factor - different than 10 years ago
 - Disruption of supply chains
 - Changing flood plains
 - Drought
 - Wildfires
 - Sharknadoes



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- Unknowns in the facility establishment process
 - Permitting process
 - What, who, when, why, how long
 - Zoning and variance process
 - Regulation changes
 - Citizen protests
- Infrastructure
- Taxes
- Schools
- Quality of life
- Quality of government
- Friendliness/acceptance



- Be ready in advance with comprehensive and current data
 - Inventory of sites and buildings
 - Clearly defined process for getting a project up and running
 - All requirements at every level of government (federal, state/provincial, local)
 - permits, meetings, approvals, certificates, etc.
 - Have representative/relevant case studies available for different types of facilities
 - Clear explanation of infrastructure
 - Transportation – road, rail, water, air, ports, inter-modals, etc.
 - Utilities – gas, electric (including renewable source options), water, sewer, telecommunications – capacities and costs, including tap-in fees or other one-time costs.



- Comprehensive and clear guidance on all types of taxes or fees – have resources available such as local service providers who can answer questions about tax regimes and structures.
- Current and trend labor market data
 - Labor force size, participation, skills, demographics, etc.
 - Labor draw areas by wage level
 - Labor productivity by industry
 - Rates of turnover, tardiness, absenteeism by industry and occupation
 - Workforce development resources



- Incentives
 - Easy to understand information about all types of assistance/inducements that may be available
 - Tax, financial, grants, workforce development, accelerated permitting, infrastructure, wage or other subsidies.
 - Note which programs are formula driven and which may be discretionary or negotiable.
 - Clear guidance on minimum project requirements and every step of the process required for each program and the likely timeline.
 - Clawback provisions
 - Compliance reporting requirements
 - Provide examples of a variety of projects and how programs were structured and the true value to the company.



- Be honest about strengths and weaknesses. Be prepared to clearly explain how weaknesses are being addressed and when the problems will be fixed.
- Be available and responsive. Follow up on requests for additional info as soon as possible, but ideally always within 24 hours.
- Be culturally aware. Provide information in the style the audience will likely be most comfortable with. E.g., don't round numbers for Japanese owned companies, don't miss deadlines for German owned companies, don't trust Google Translate!



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- Never forget: Companies don't make decisions, humans working for companies make decisions.
- Relationships matter as much, or more, than everything else.
- Economic development only succeeds with extreme optimism.
- Think carefully about when (and if) elected officials are allowed to be involved in attraction projects.
 - Coach them carefully. Consider hypnosis... or perhaps an electric shock collar.



How to lose a good project before you even know about it

- Have no presence on the web
 - If you do have a site, be sure it is:
 - Very hard to find
 - Has no economic development page, or has one that is not linked to the home page
 - Has only a link to the U.S. Census Bureau website under the community information section
 - Be sure to not have any info about available sites, and especially no contact info
- Be sure to ignore any calls or email inquiries you get



- Don't respond in a timely manner
- Respond incompletely or off-topic
- Be very obviously frustrated
- Do not accommodate the prospect's schedule
 - Your time is clearly more important!
- Demand to know the name of the company
 - In fact, the more you demand, the better!



- Tell everyone you know about the plans for the site visit
 - Especially the local media
 - And the unions, of course
- Convince the property owner that the prospect has deep pockets
- Do no research on questions you know will be asked
 - Utilities? Hmm – not sure about that
 - Zoning? Got me again!
 - Wetlands? Looks pretty dry to me
 - Previous uses? Wow, you're on a roll!



Continue to worsen your odds during the site visits

- Show up late
 - But be sure to bring a lot of printed material
- Insist (again) that you need to know the name company
- Insult the consultants (Insultants?) – especially the young ones
- Follow the team around like a puppy and talk a lot
 - Whatever you do, never let them talk alone!



- Be sure to convey your relief that this chore is over
- Do not provide your business card or any contact info whatsoever
 - Perhaps consider assuming a false identity for the day?
- Respond to requests for additional information as slowly as possible
 - If you do respond, remember the aforementioned guidelines about being incomplete and off-topic.
- Bad mouth the consultants some more, especially at large, national conferences



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