

Improving digital  
**PERFORMANCE.** Economic  
Development Online

Presented by:





# GUILLERMO MAZIER

**Atlas Advertising, CEO**

Former Economic Developer and Tourism marketer  
Did sales and marketing for Pfizer and Viagra  
Had a postcard collection as a kid  
Contributor on Forbes Magazine  
Love going on epic trips



@GuillermoMazier



@GuillermoMazier

**Forbes**



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL





## Additional Resources



- Contributing to a six-part webinar series running October 4 – November 8
- Co-hosting **Disrupt-ED** November -9-11 (Denver)
- Disseminating new white paper on impact and influence of economic development
- *offers.atlas-advertising.com/econ-dev-white-paper-2017*
- Releasing new tourism white paper in tandem with the U.S. Travel Association



# STRAIGHT TALK

## FROM SITE SELECTORS

Site selectors and the like possess tremendous power and clout in economic development. They are what we like to call “Centers of Influence,” or the people and organizations that can boost your market access and credibility through company referrals, testimonials, and simple, undervalued word-of-mouth.

Industry professionals look to them for guidance as it relates to positioning a community, so we’re bringing you straight to the source with insights from the site selection community.

### THE MOST VALUABLE ECONOMIC DEVELOPMENT BRANDS

#### DOMESTIC\*




#### INTERNATIONAL



*\*Atlas' Place Brand Valuation Study is the first of its kind to connect economic development organizations with the impact they have on external markets.*




 The Challenge

 Formative Thoughts

 Digital Landscape for IPA's

 The Corporate Location Process + Digital

 Components of a World Class Digital Approach

 Questions?





## The Challenge



## The Challenge Statement



Through advances in technology and the increased availability of information about communities, companies now have the ability to make their own corporate location decisions with their own process, without contacting the state or local economic development officials

**750,000** Estimated about of corporate relocations per year



This means that communities/organizations who are not prepared to service and attract, communicate with and support and deliver information to companies online will fall behind.

33%

Percentage of Economic Development agencies who understand how to leverage digital to improve organizational and community performance

# **ROYAL BUFFET**

---

**STEAKS BBQ SUSHI BAKERY**

**AMERICAN ITALIAN ASIAN**



# Formative Thoughts



Worlds largest **taxi company**,  
owns no vehicles

**UBER**

Worlds largest **bank**  
with, no actual cash

**BITCOIN**

Worlds most popular **media**  
**owner** that creates no content

FACEBOOK

Worlds largest **movie house** that  
owns no real cinemas

**NETFLIX**

Worlds largest **accommodation**  
**provider** that owns no real estate

AIRBNB



Digital platforms are letting us  
**connect with people and places**  
like never before

Communication + Strategy + Technology > Technology

Technology by itself is  
**not the answer**

Our world is **managed and improved digitally**, why cant our Agency be?

Random Acts of Marketing for  
Economic Development  
**Won't Work**



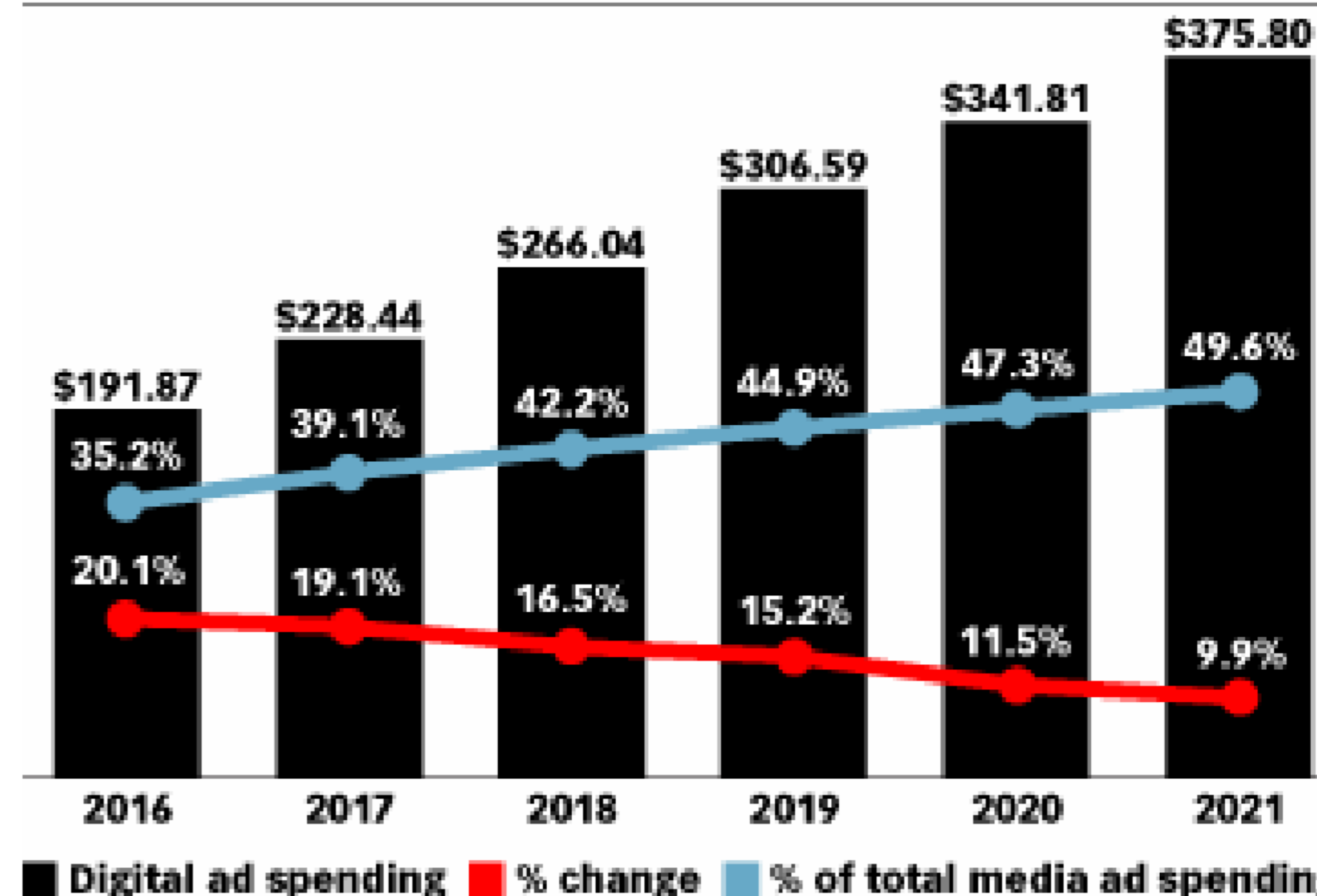
# Digital Landscape for IPA's



**Digital** needs to be a part of your **portfolio**

### Digital Ad Spending Worldwide, 2016-2021

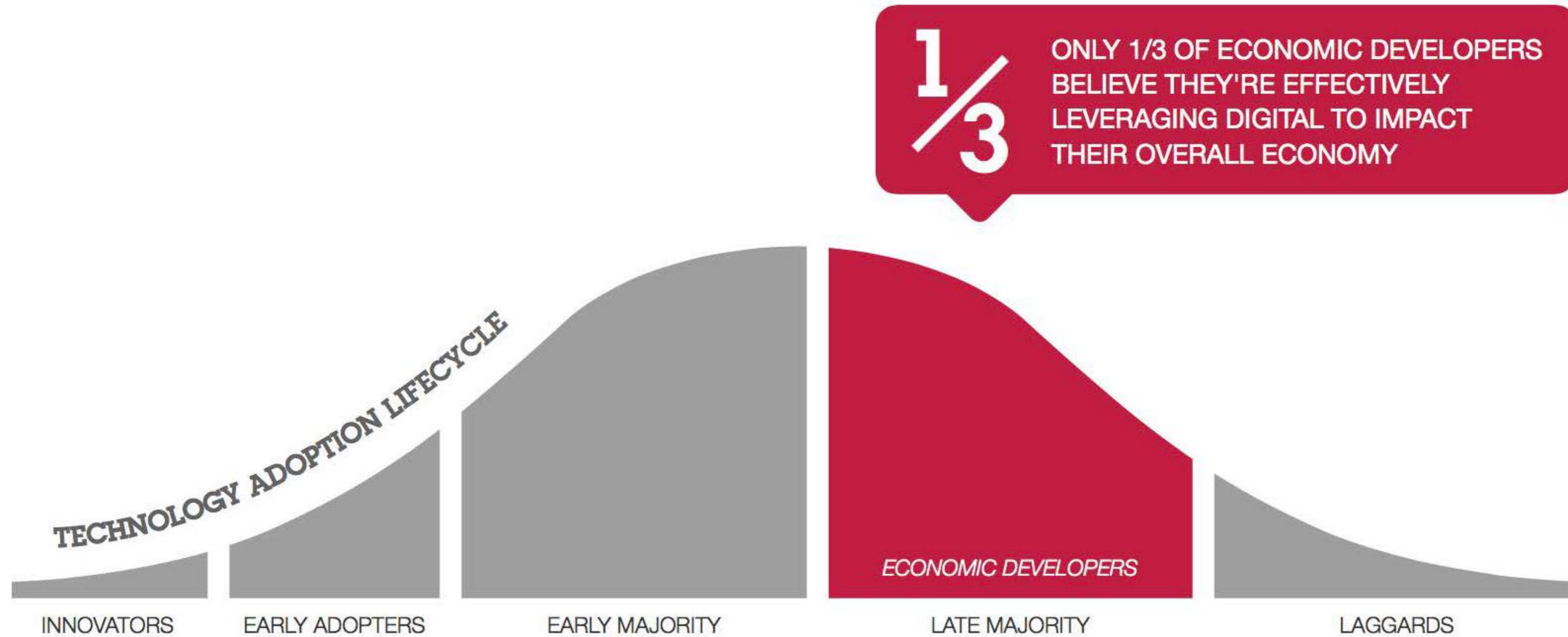
billions, % change and % of total media ad spending



*Note: includes advertising that appears on desktop and laptop computers as well as mobile phones, tablets and other internet-connected devices, and includes all the various formats of advertising on those platforms; excludes SMS, MMS and P2P messaging-based advertising*

Source: eMarketer, Sep 2017

# Technology Adoption Lifecycle









# The Location Process + Digital



## HOW COMPANIES MAKE DECISIONS ABOUT LOCATIONS

## ED MARKETING STRATEGIES & ACTIONS

Consistent business evaluation and assessment



Familiarization tours, email, public relations, SEO, SEM

Formulating objectives / defining search area



Relevant marketing & branding that gets you on the list

Evaluating locations



Websites & digital marketing that connect and educate

Field visitations



Professional site visits and community collateral. Analyzing prospect engagement

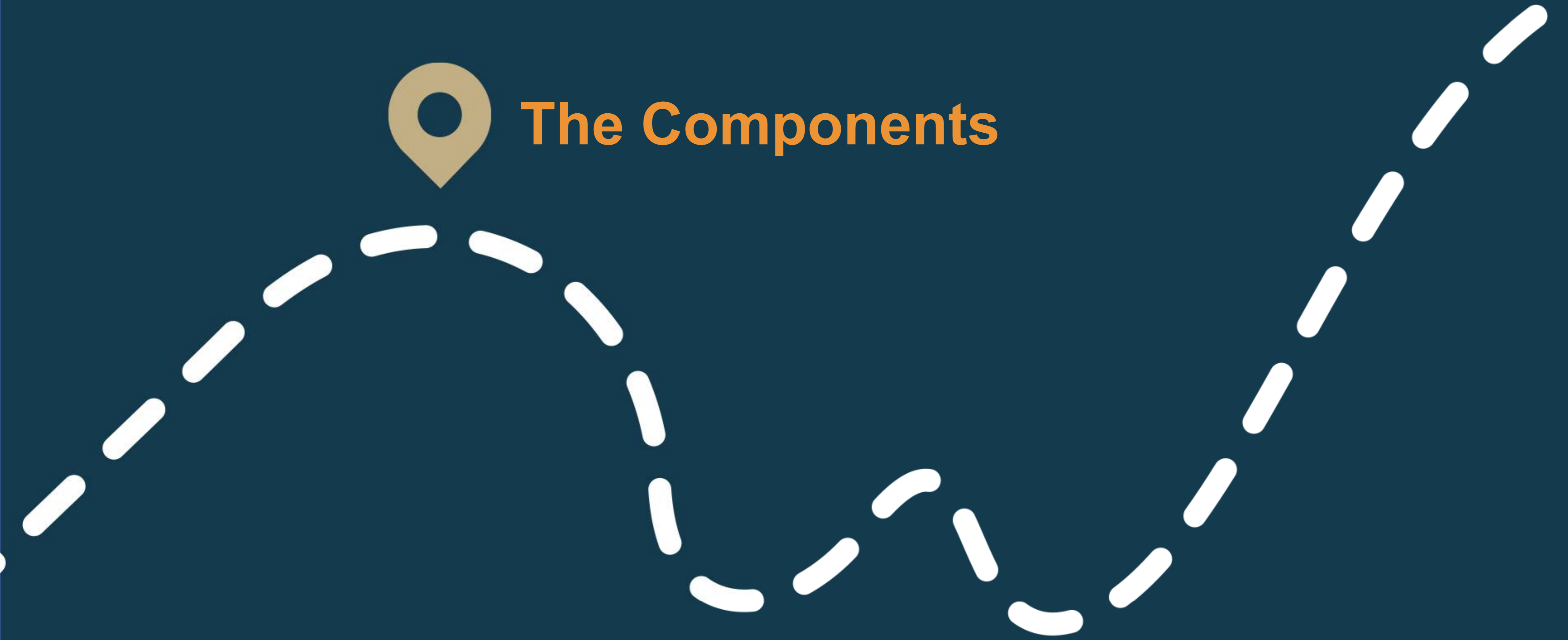
Selecting a community



Engaging your community through strategic communications



# The Components



# Components of a World-Class Digital Approach

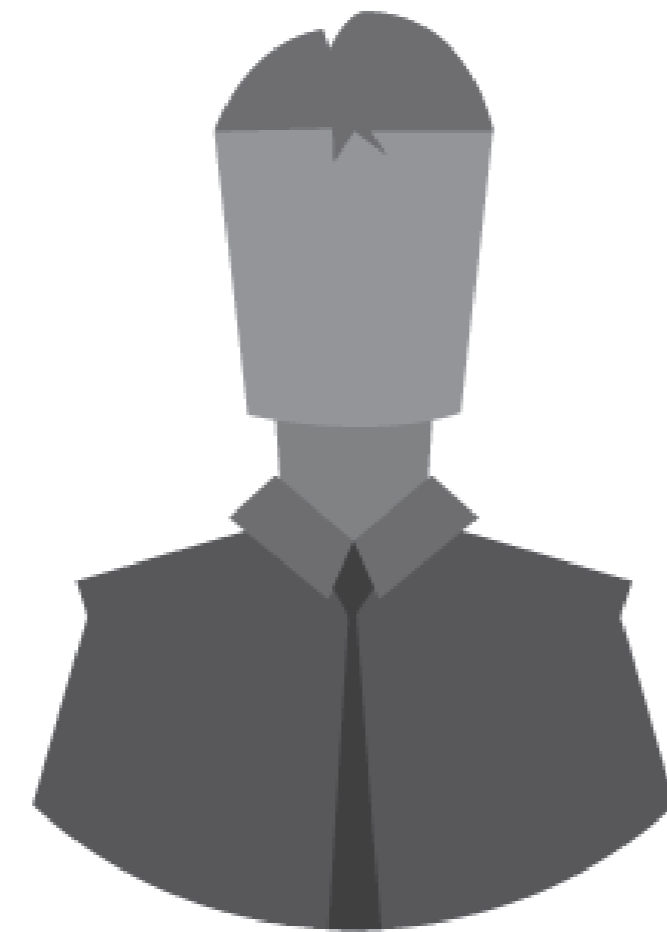
From a digital lead gen to SEO, the name of the game is impact



# 1. Build Meaningful Content



Content marketing is a marketing technique of creating and distributing valuable, relevant and consistent content to attract and acquire a clearly defined audience – with the objective of driving profitable customer action. Content marketing for EDO's consists of truly digging in and finding the precise audience messages and methods that go along with it.



**YOUR EDO**

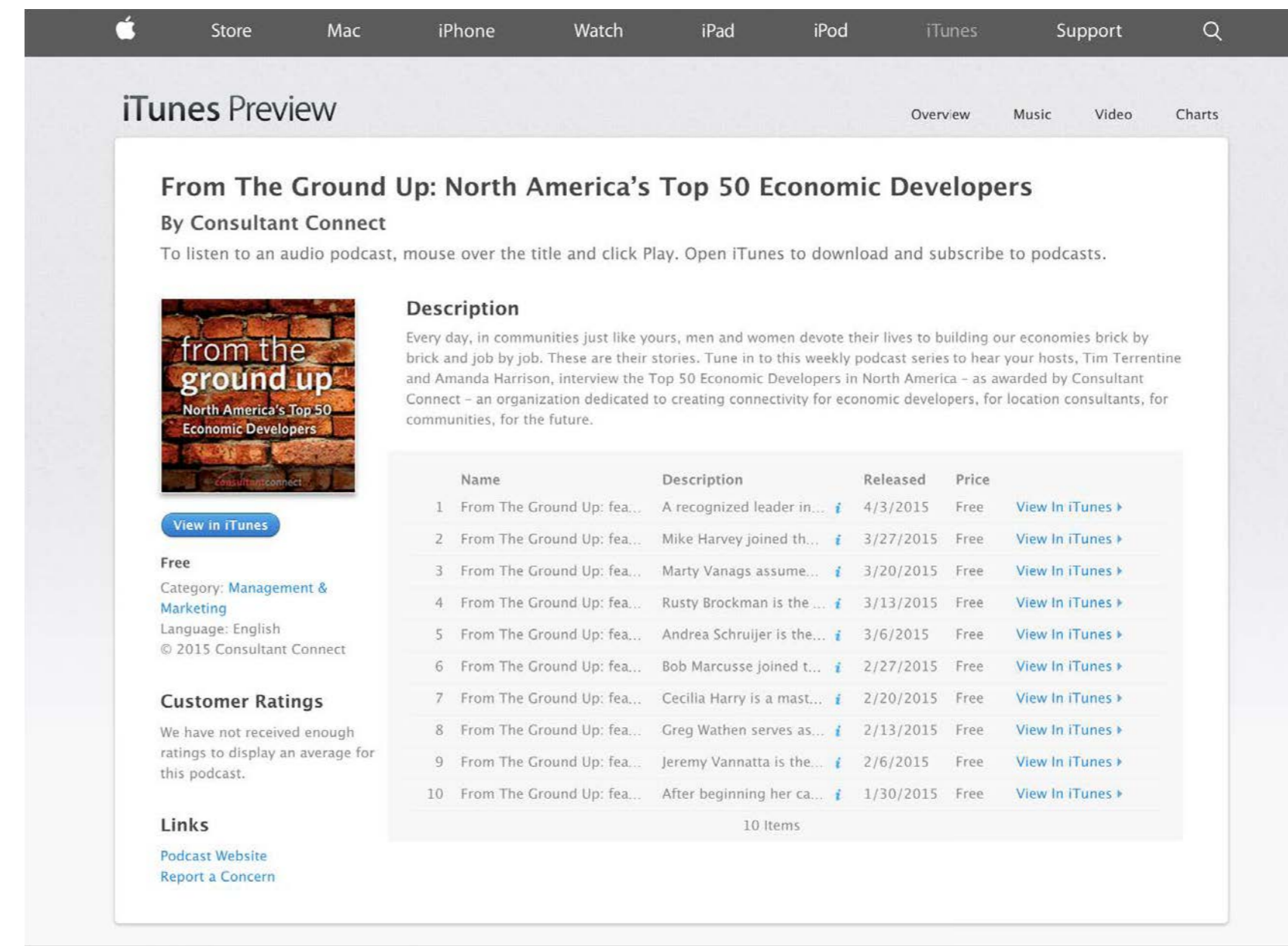


**COMPANY LOOKING TO  
EXPAND/RELOCATE**

# What Does Digital Content Creation Look Like?



- Relevant website information
- Infographics
- Videos
- Blog articles
- Off-site guest posts
- Off-site guest articles
- Datagraphics
- Gated content & Whitepapers
- Webinars
- POV documents
- Email marketing
- Real estate updates





Search



[Google Data Studio \(beta\)](#) - See All Your Marketing Data in Beautiful, Shareable Reports. For Free. Ad ...



**John Longshore**

Senior Consultant at Global Location Strategies

1,396 Followers

[View full profile](#)



**John Longshore**

Senior Consultant at Global Location Strategies

2mo

I'm sure you can all guess the number one most annoying thing about site consultants. But what is the second most annoying?



**The Second Most Annoying Thing About Working With Site Consultants**

[iamjohnlongshore.com](http://iamjohnlongshore.com)

54 Likes · 12 Comments



Like



Comment



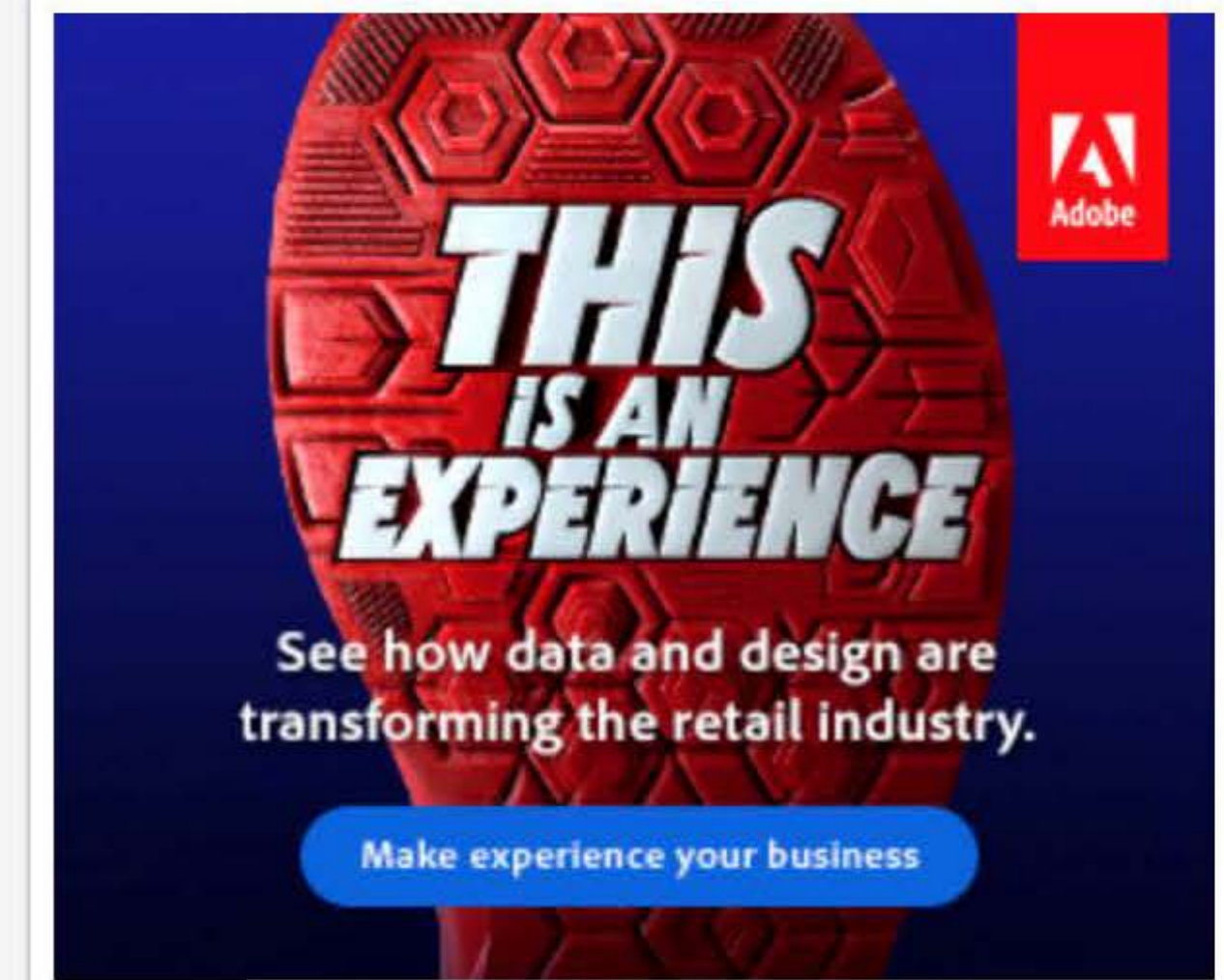
Share

[Top Comments](#) ▼

Likes



+46



# Expand to the United States

*Now is the time for your Canadian business to access a new market*

Download 52 Page Guide



TOP BUSINESSES



INCENTIVES



FIND A SITE



WORKFORCE



Senator Cory Booker (right) and then-New Jersey Governor Chris Christie during an announcement in Newark in October. Before leaving office, Christie signed off on \$7 billion in tax breaks to Amazon in an effort to lure the company's second headquarters. // Seth Wenig/AP

ADVERTISEMENT

CITYLAB

# HQ<sub>2</sub> Cities: There's a Better Way to Do Economic Development

PATRICE FREY FEB 28, 2018

**If you want economic growth and jobs, stop throwing incentives at Amazon and invest in businesses that are already there.**

 SHARE

 TWEET



The allure is undeniable: A mega-corporation moves to town, bringing with it billions in capital investment and tens of thousands of jobs. Little wonder that the ongoing sweepstakes to win Amazon's second headquarters has inspired city and state officials to offer record-breaking economic incentive packages in the hopes of attracting the online giant. Chicago has offered \$2 billion in tax breaks, including a tax diversion program which would redirect up to 100 percent of potential Amazon employees' income taxes back to the company. Newark, New Jersey—which has an unemployment rate of 7.9 percent—is offering up an eye-popping \$7 billion in state and local tax incentives. Metro-Atlanta offered to form a brand-new city



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# Economic Growth of China


shared by Heather Griffin on May 02, 2013 in Economy

5,551 views | 4 faves | 4 shares | 0 comments

A graphic representation of China's economic growth and an overview of its economic relationship with Ireland

Tags: china, economy, timeline  
 Source: <http://data...dbank.org/>  
 Category: Economy

**Publisher:**  
 Irish Independent

**Designer:**  
 Heather Griffin

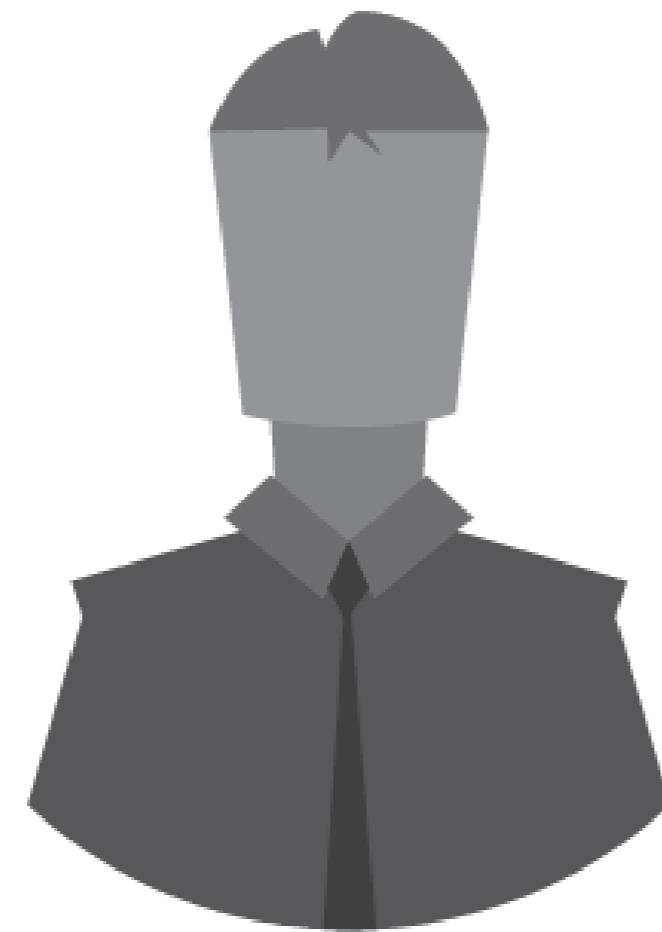
Did you work on this visual? Claim credit!



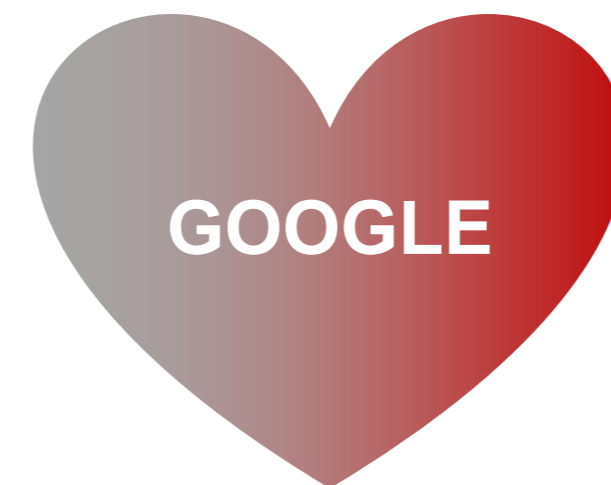


## 2. Win Google's Attention + Affection

Internet Marketing and SEO strategies are the only form of marketing that can put your economic development organization, product or service in front of your targeted market and prospective customers who are actively seeking exactly what your community has to offer.

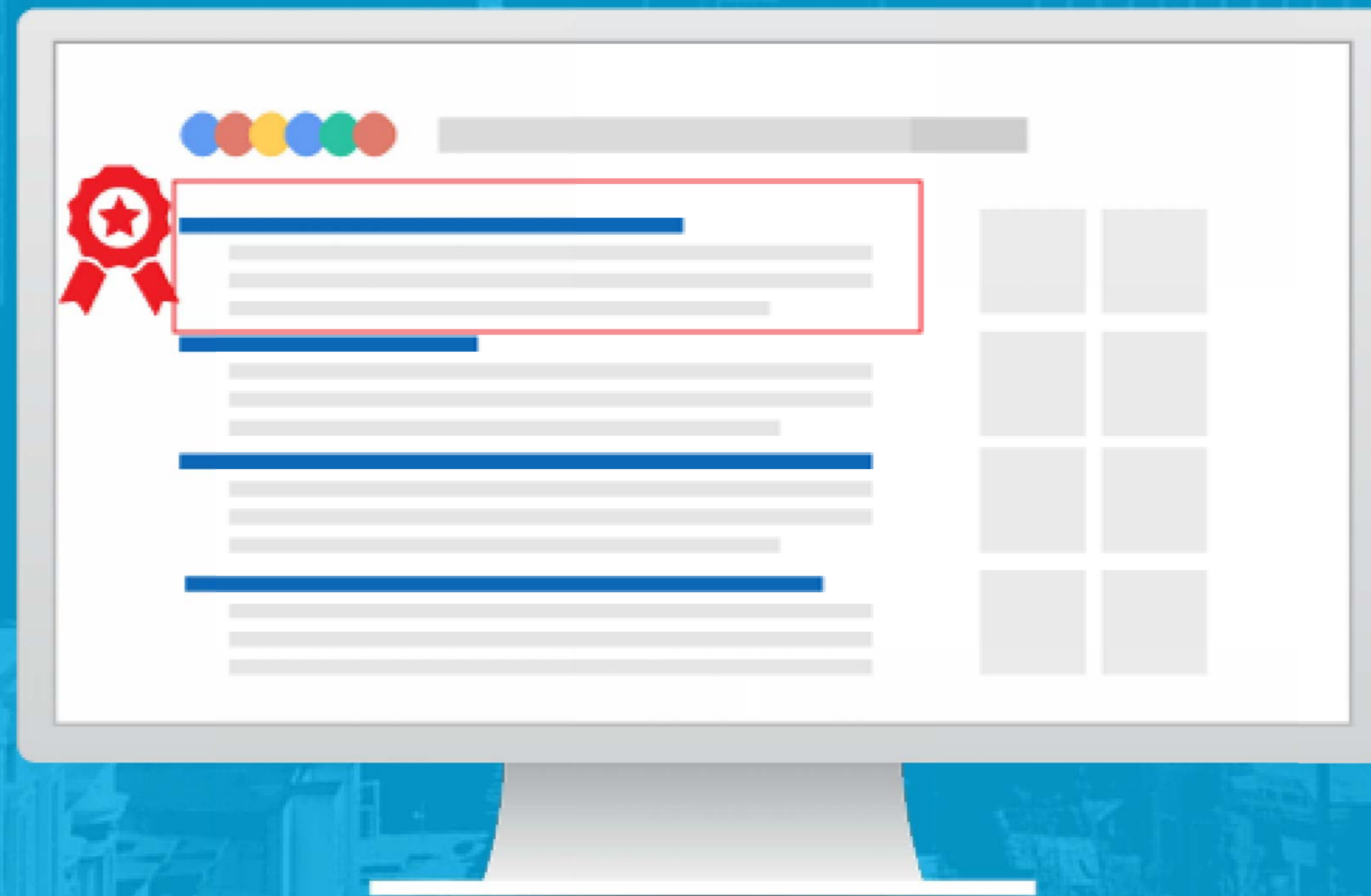


**YOUR EDO**

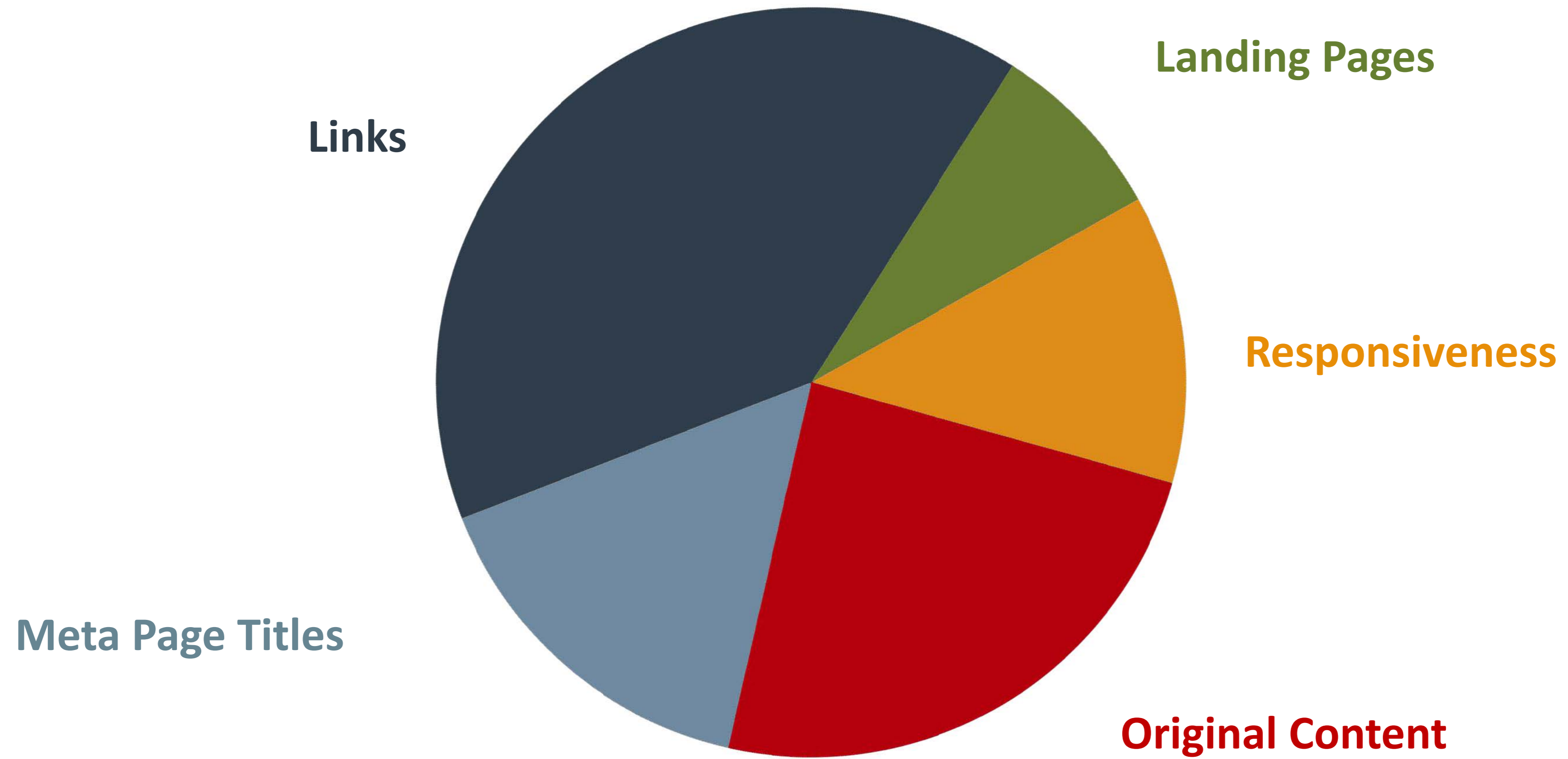


**COMPANY LOOKING TO  
EXPAND/RELOCATE**

Ranking well can make you  
seem more trustworthy



# 2018 Google Ranking Factors





25 acre industrial park in Spain



All

Maps

Images

News

Shopping

More

Settings

Tools

About 1,250,000 results (0.59 seconds)

### Schurman Way Industrial Park - 25 acres | Port of Woodland

<https://portofwoodland.com/properties/schurman-25/> ▼

Dec 9, 2016 - **INDUSTRIAL PARK**. The Port of Woodland's prestigious Schurman Way **Industrial Park** is adjacent to Interstate-5 and Dike Road off Schurman Way. This site is in proximity to the Burlington Northern/Santa Fe and Union Pacific line with the ability to connect a rail spur to the property. Available: **25 acres** of ...

Missing: `spain`

### Industrial park planned for 92 acres west of Houston - Houston Chronicle

<https://www.chron.com/.../Industrial-park-planned-for-92-acres-west-of-12508606.ph...> ▼

3 days ago - Clay Road Commerce **Park** is slated for 92 **acres** off Clay Road, about a mile east of the Grand Parkway. The Houston-based developer and commercial real estate firm are in talks with several potential users to develop build-to-suit projects spanning 20,000 to 200,000 square feet on 2- to **25-acre** ...

### I-25 and Hwy 6, Los Lunas, NM - Vacant Land for Sale - CARNM CIE ...

[cie.carnm.com/listing/28233854/I-25-and-Hwy-6-Los-Lunas-NM-87031](http://cie.carnm.com/listing/28233854/I-25-and-Hwy-6-Los-Lunas-NM-87031) ▼

Dec 12, 2017 - Los Morros Business Park is a 500 **acre industrial park** at 1-**25** and Hwy 6 in Los Lunas NM. Current tenants are Walmart Industrial, Walmart Super Stores, Merrilot Industries and many many smaller users. There are still 226 **acres** available for Industrial, Distribution, Office Retail and other various uses.

### 700-Acre Industrial Park Planned Near Ravenel

<https://www.johnsonandwilson.com/.../220-700-acre-industrial-park-planned-near-rav...> ▼

A large land developer is looking to build a 700-**acre industrial park** in the western portion of Charleston County and possibly follow up with a 2,000-**acre** mixed-use development. ... Seegers said rural densities could mean no more than one home per 200 **acres**, 50 **acres** or **25 acres** depending on location. "It still has use as ...

Missing: `spain`

### List of industrial parks by size - Wikipedia

[https://en.wikipedia.org/wiki/List\\_of\\_industrial\\_parks\\_by\\_size](https://en.wikipedia.org/wiki/List_of_industrial_parks_by_size) ▼



Open a call center in Costa Rica



**All** Images News Videos Maps More Settings Tools

About 4,690,000 results (0.40 seconds)

### Call Center Careers | Join Our Call Center | synchronycareers.com

**Ad** [www.synchronycareers.com/call/center](http://www.synchronycareers.com/call/center)

Engage With A Culture Of Support At Synchrony Financial. View Jobs & Apply Now!  
We fulfill ambitions. · Hiring In Your Area. · 14,000 employees strong. · Experience Starts Here.  
Types: Call-Center Jobs, Customer Service, Work-At-Home

#### Search Jobs

Find a job you can smile about at  
the Synchrony Financial Call Center

#### Customer Care Jobs

We're Hiring In All Locations For  
Call Center Positions

### U.S. Based Call Centers | AnswerNet.com

**Ad** [www.answernet.com/](http://www.answernet.com/)

24/7 **call center** & answering services. **Call** us. Get a Quote.  
Customized Services · Award-winning Services · Cost-effective Plans · Secure Data Backup  
Services: Telephone Answering, Hotline Services, Order Processing, Virtual Receptionist, Customer Sup...  
We AUTOMATE Processes · We TAKE Calls For You · We MAKE Calls for You · Get Our Brochure(s)

### Lower Your Call Center Costs | Operating 24/7 | expivia.com

**Ad** [callcenterguide.expivia.com/free-guide](http://callcenterguide.expivia.com/free-guide)

Never Miss A **Call**. Get Your Free **Call Center** Guide Now!  
100% American Call Center · Bilingual Agents · 30 Years Experience · 24/7 Support

### Call Center jobs in Costa Rica | Glassdoor

<https://www.glassdoor.com> > Call Center

2.5. **Call Center** Technical Support Agent. 2.6. Spanish <> English Bilingual Interpreters. 3.2. Sales Agent/Customer Service Representative. 3.7. Service Desk Support Analyst. 3.2. Bilingual Data Entry Agent. **Costa Rica's Call Center** Logo. Sales Agent **Call Center** Logistical and Shipping. 3.8. Dispatch Specialist. 3.8.

### Costa Rica's Call Center

[www.costaricascallcenter.com/](http://www.costaricascallcenter.com/)

**Costa Rica's Call Center** is a state of the art outsourcing company located in the Central American country of Costa Rica. Our main focus is to personally offer key telemarketing services to small and





company incentives to move to Colombia



All

News

Images

Videos

Shopping

More

Settings

Tools

About 474,000 results (0.57 seconds)

### Colombia Is One Of Latin America's Most Promising New Tech Hubs ...

<https://techcrunch.com/.../an-overview-of-colombia-one-of-latin-americas-most-prom...>

Nov 22, 2014 - The first stage of the government's concerted campaign to rebrand **Colombia** as a technology center involved drawing in IT services with tax **incentives** and professional training programs. A \$6.8 billion industry has taken strong root as a result, with 1,800 software development and IT service **companies** ...

### Here's what I learned when moving to Colombia - Teleport - Blog

<https://teleport.org/blog/2015/02/heres-learned-moving-colombia/>

Feb 25, 2015 - About a month ago I wrote about Another Kind of Silicon Valley Exit and how I systematically arrived to **Colombia** as the next place I should live at. ... Contacting their support also left the feeling of an old-school insurance **company** with prepackaged answers and no attempt to even understand my concerns.

Missing: **incentives**

### Moving to Colombia: Things to Consider Before Moving to Medellin

<https://www.thesweetestway.com/8-things-to-consider-before-moving-to-medellin-col...>

Feb 22, 2015 - First and foremost, I want to make it very clear that I fully support anyone's decision to **move** to Medellín to experience **Colombia** and Paisa culture. ... Most real estate agents will require a foreign renter to have a fiador, or a **Colombian** co-signer who would be responsible for paying rent if the tenant (you) ...

Missing: **incentives**

### Moving to Colombia | InterNations

<https://www.internations.org/colombia-expats/guide/moving-to-colombia-17428>

Bogotá is **Colombia's** largest city and is home to many multinational **companies** and banks. **Colombia** has 21 types of visas, but fortunately only a ... Desirable Destinations for Expats in **Colombia**. The majority of expats in **Colombia** **move** to one of the three economic and cultural hubs of the country: Bogotá, Medellin, or Cali.

Missing: **incentives**

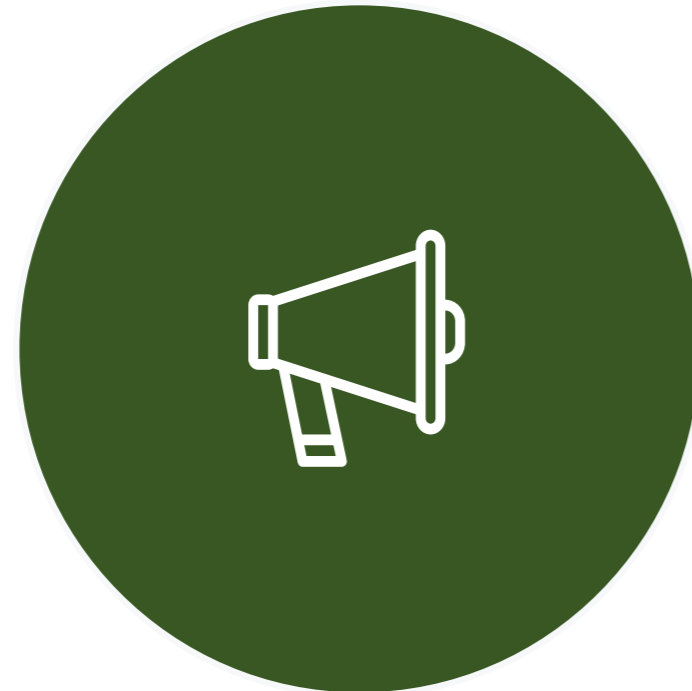
### Nomad Guide to Living in Colombia | Nomad Capitalist

### 3. Align Business Development + Marketing



Assignment

\$24,000/8 months



Reach

4 Million  
Targets



Results

168  
MQLs

GREATER  
RHODE ISLAND  
economic development

THE HOTTEST  
START-UP SCENE  
IN THE NORTHEAST  
ISN'T WHERE YOU'D THINK

GREATER  
RHODE ISLAND  
economic development

LEARN MORE

THE HOTTEST  
START-UP SCENE  
IN THE NORTHEAST  
ISN'T WHERE YOU'D THINK

GREATER  
RHODE ISLAND  
economic development

LEARN MORE

WHAT'S AN  
ARTREPRENEUR?  
FIND OUT

GREATER  
RHODE ISLAND  
economic development

# Google

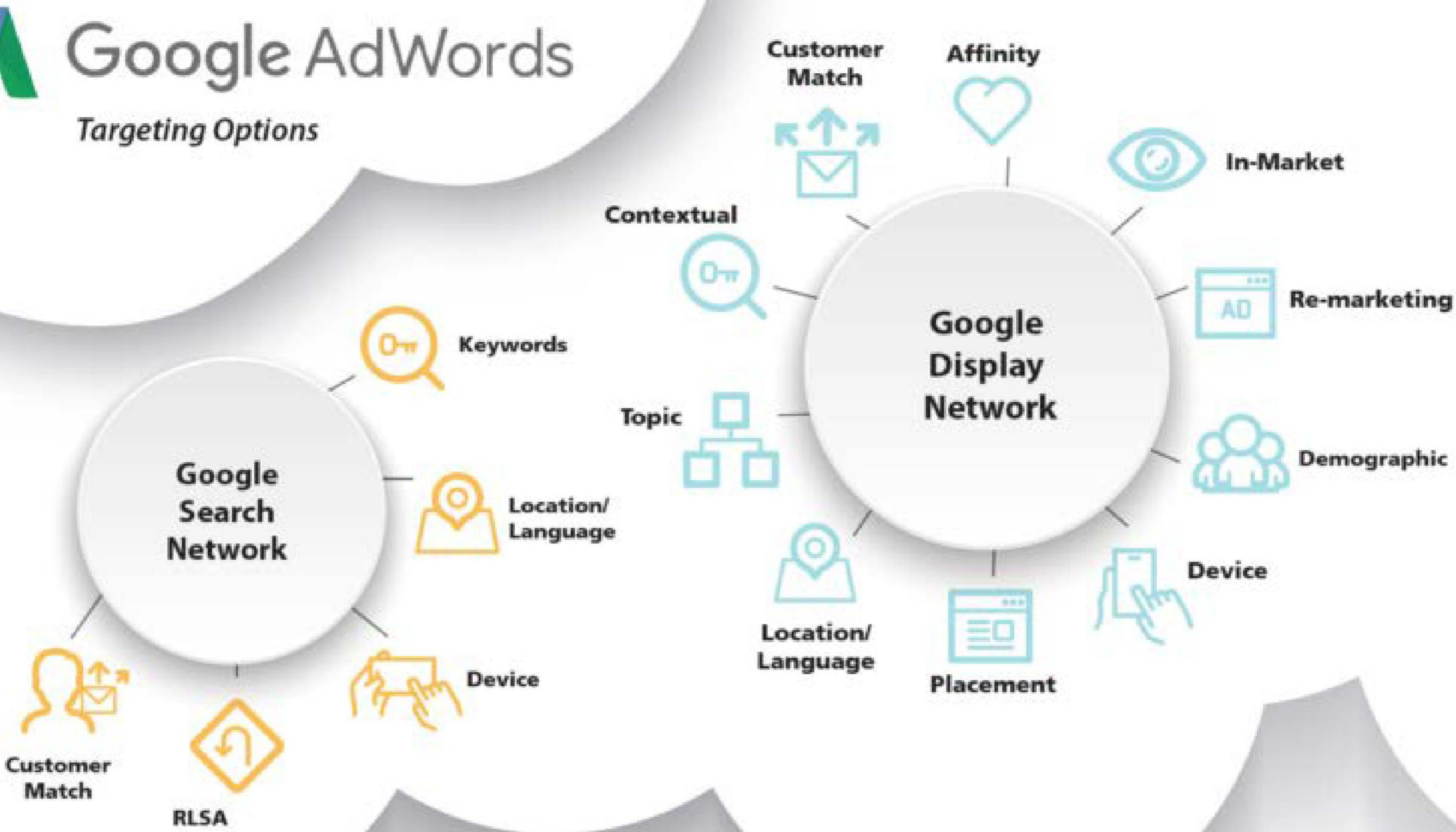
## Display Network





# Google AdWords

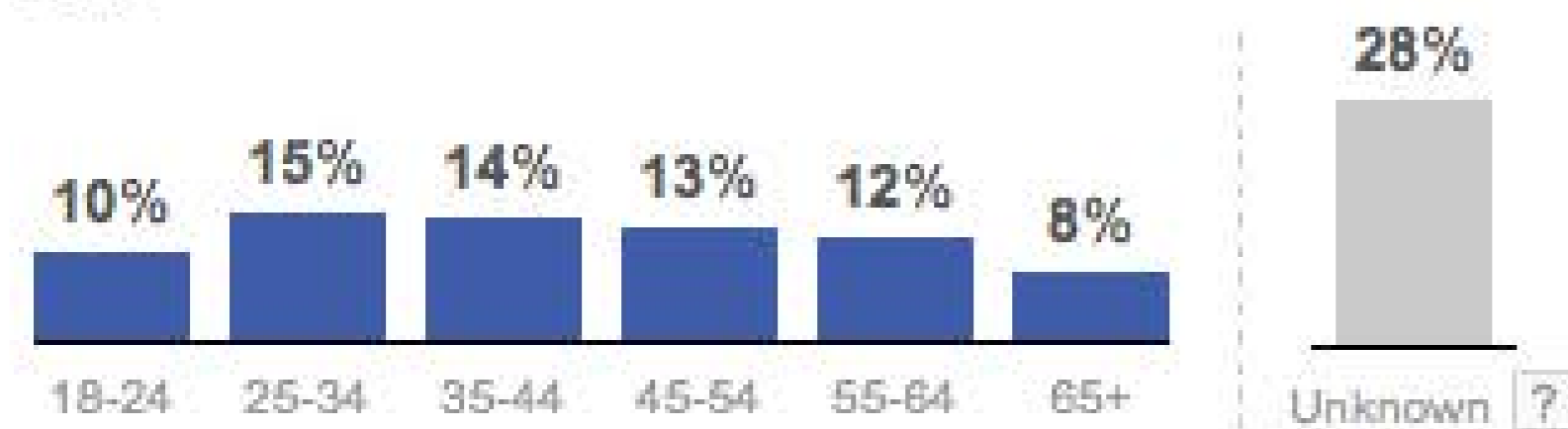
Targeting Options



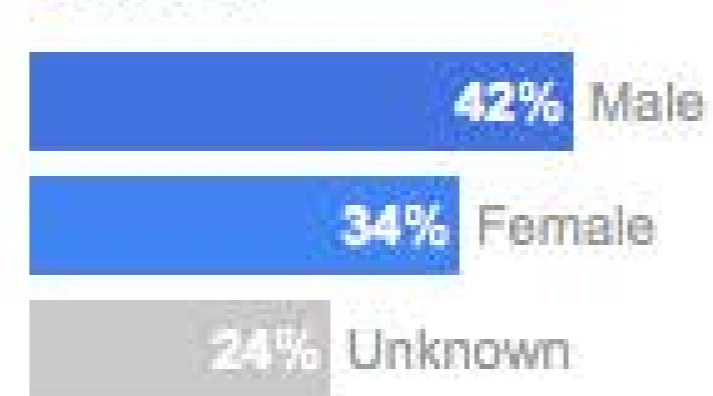
Available network inventory (Weekly) ▼ ?

**100M – 500M** Cookies    **1B – 5B** Impressions

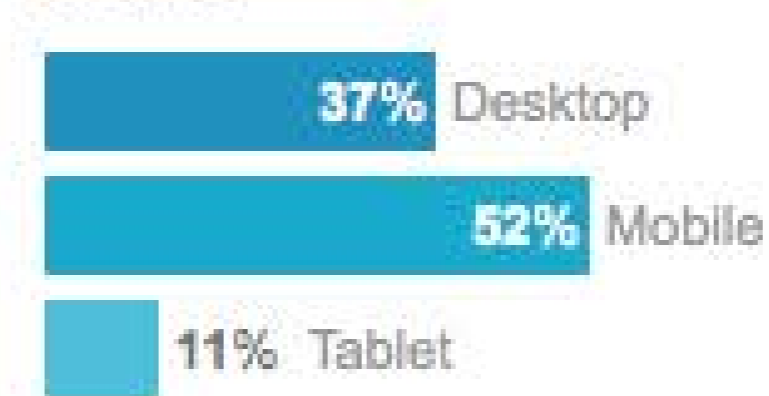
#### AGE



#### GENDER



#### DEVICE



#### Detailed plan

Delete

Download

	Ad group	Contents	Cookies / wk	Impr. / wk
<input type="checkbox"/>	Topics	Topics: Business & Industrial > Energy & Utilities > Oil & Gas, Busi...	10M – 50M	100M – 500M
<input type="checkbox"/>	Sites	Sites: drillingedge.com, mineralrightsforum.com, gomarcellusshale....	450K – 500K	4.5M – 5M
<input type="checkbox"/>	Keywords	Keywords: oil and gas companies, top oil and gas companies, oil a...	100M – 150M	3.5B – 4B
<b>Total</b>			<b>100M – 500M</b>	<b>1B – 5B</b>

Demographics

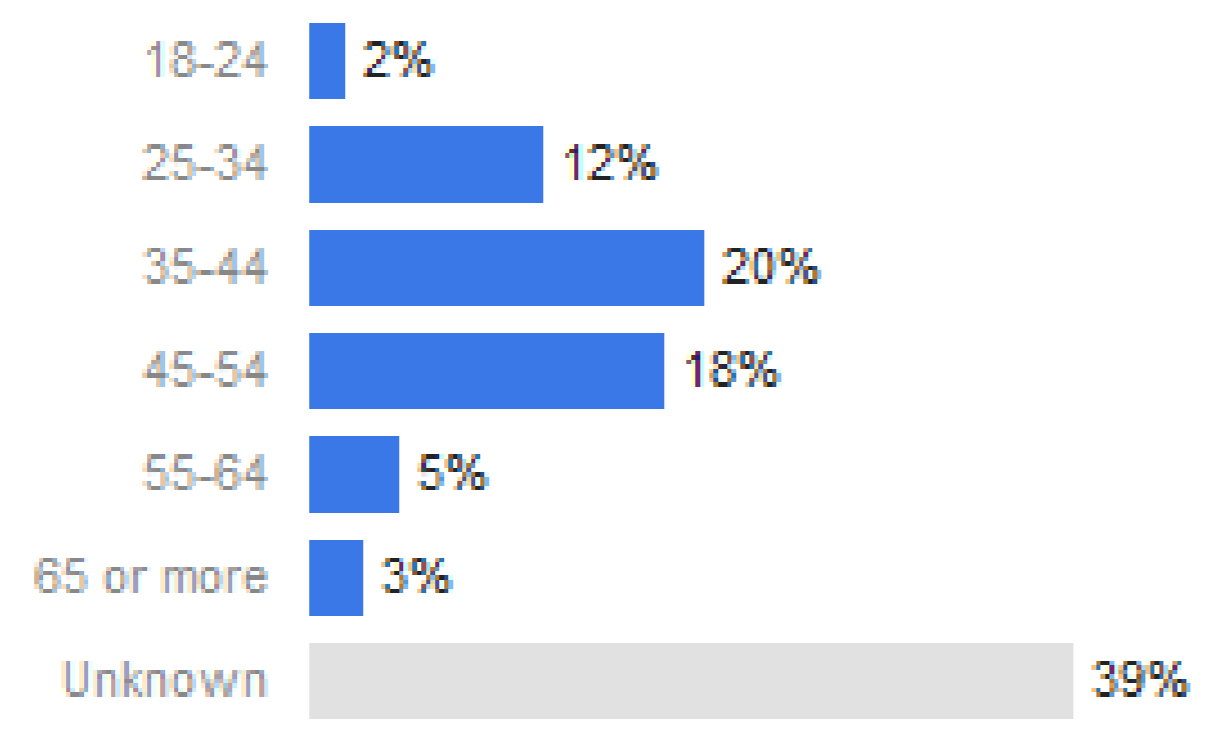
Clicks

Gender



Male 53%  
 Female 7%  
 Unknown 39%

Age

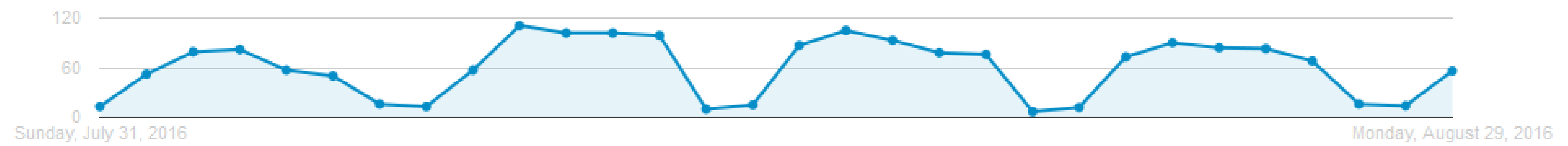


Gender

View demographic combinations: OFF

All eligible genders Segment Filter Columns

Clicks vs None Daily



Edit Automate

		Gender	Status	Bid adj. ?	Clicks ?	Impr. ?	CTR ?	Avg. CPC ?	Cost ?	Avg. Pos. ?	Converted clicks ?	Cost / converted click ?
<input type="checkbox"/>	●	Male	Active		962	6,208	15.04%	\$1.76	\$1,602.02		22	\$52.89

# Sample Digital Campaign Tracking



**11** Form  
Fills



**2** Emails



**14** PDFs

**27**

Total Goals

Impressions

**65,292**

Clicks

**459**

CTR%

**0.70%**

\$ / Click

**\$3.22**

Cost Per Goal

**\$54.74**

Total Cost

**\$1,478.10**

BI

KNOWLEDGE MANAGEMENT

BENCHMARKING

# 4. Do More With AI and Business Intelligence and Data Visualization Tools

DATA MINING

DATA VISUALIZATION

MEASUREMENT ANALYSIS

REPORTING

COLLABORATION PLATFORM



# Visits

Search for a visit



Customize ▾

[< Back](#)

## Filtering on "All visits"

### Source

is any of

Paid Search ×

is not any of

is known

is unknown

Apply filter

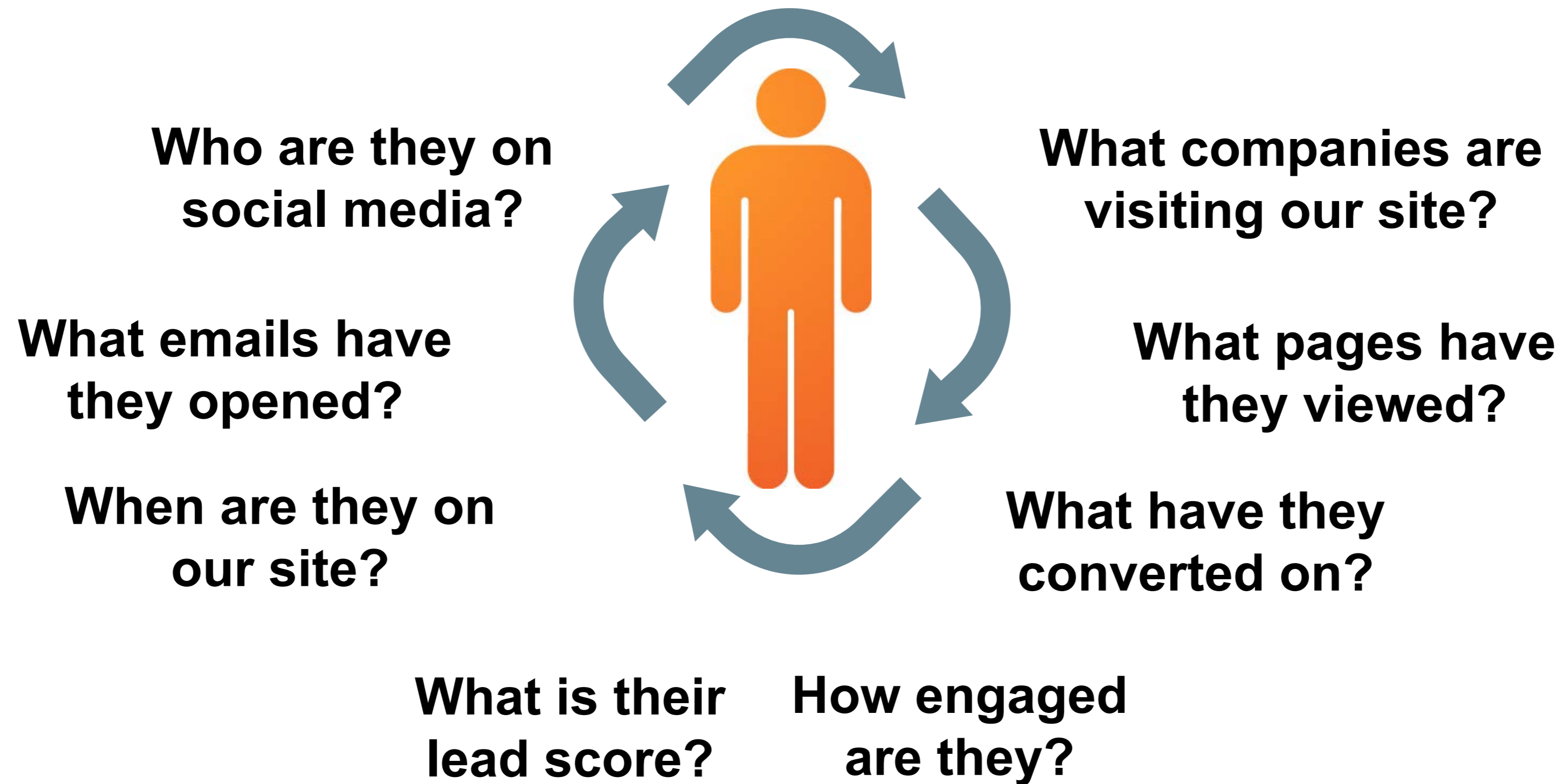
TPx Communications	Preview	+	telepacific.net <a href="#">↗</a>	6	6
Philadelphia Media Network	Preview	+	phillynews.com <a href="#">↗</a>	1	1
General Motors	Preview	+	gm.com <a href="#">↗</a>	17	15
Bolton Central School	Preview	+	boltoncsd.org <a href="#">↗</a>	1	1
Indiana University	Preview	+	iu.edu <a href="#">↗</a>	1	1
net1.de	Preview	+	net1.de <a href="#">↗</a>	1	1
Piratenpartei Bayern	Preview	+	piratenpartei-bayern.de <a href="#">↗</a>	30	30
GCM Business Consulting an...	Preview	+	gcm.com <a href="#">↗</a>	1	1
Deutsche Bank	Preview	+	db.com <a href="#">↗</a>	1	1
McGraw-Hill Global Educati...	Preview	+	mcgraw-hill.com <a href="#">↗</a>	1	1
HBO	Preview	+	hbo.com <a href="#">↗</a>	1	1
Citigroup Inc	Preview	+	citi.com <a href="#">↗</a>	7	7
toyota	Preview	+	toyota.com <a href="#">↗</a>	2	2
PS LIGHTWAVE	Preview	+	pslightwave.com <a href="#">↗</a>	1	1

# Extend Your Business Development Team

Pass valuable lead intelligence to your sales team for faster follow-ups, better connects, and warmer leads.



## Servicing Your Leads 24 X 7 X 365





All Websites are  
**not perceived** equal

# Top 10 Economic Development Website Pages\*



1. About Us (about the organization)
2. Programs (that the organization offers)
3. Data Center
4. News
5. Relocate and Expand
6. Find Property
7. Site Selection Services
8. Workforce Data and Information
9. Database of Companies or Largest Employers
10. Maps of the Area



2017 Atlas Research across 285 economic development websites



## About Holland in the Valley

Holland in the Valley is a platform for the exchange of ideas and knowledge between players in the entrepreneurial ecosystem in Silicon Valley, the Netherlands, and beyond. We link like-minded people to share ideas, seek advice, build new

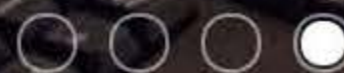


**The Consulate General of the Netherlands**  
from **Holland in the Valley**

*Services Sector*

Home to the #1 Fortune 500 company  
and 140 other success stories

LEARN WHY WE'RE THE #1 OUTSOURCING CITY IN LATIN AMERICA



INVESTMENT INCENTIVES

*Learn all about the Free Trade  
Zone Regime*

SERVICE PROVIDERS

*Discover the right partner for  
your business needs*

RISING CITIES

*Explore new investment  
opportunities in rising cities*



**the talent  
place**

*Check out the most-in-  
demand careers in Costa Rica*



## THE BOTTOM LINE: COST PER CONVERSATION

After this framework was built, Atlas compiled the available performance data we had on spending, and overall economic development marketing results. What you find below is our analysis, segmented by category.

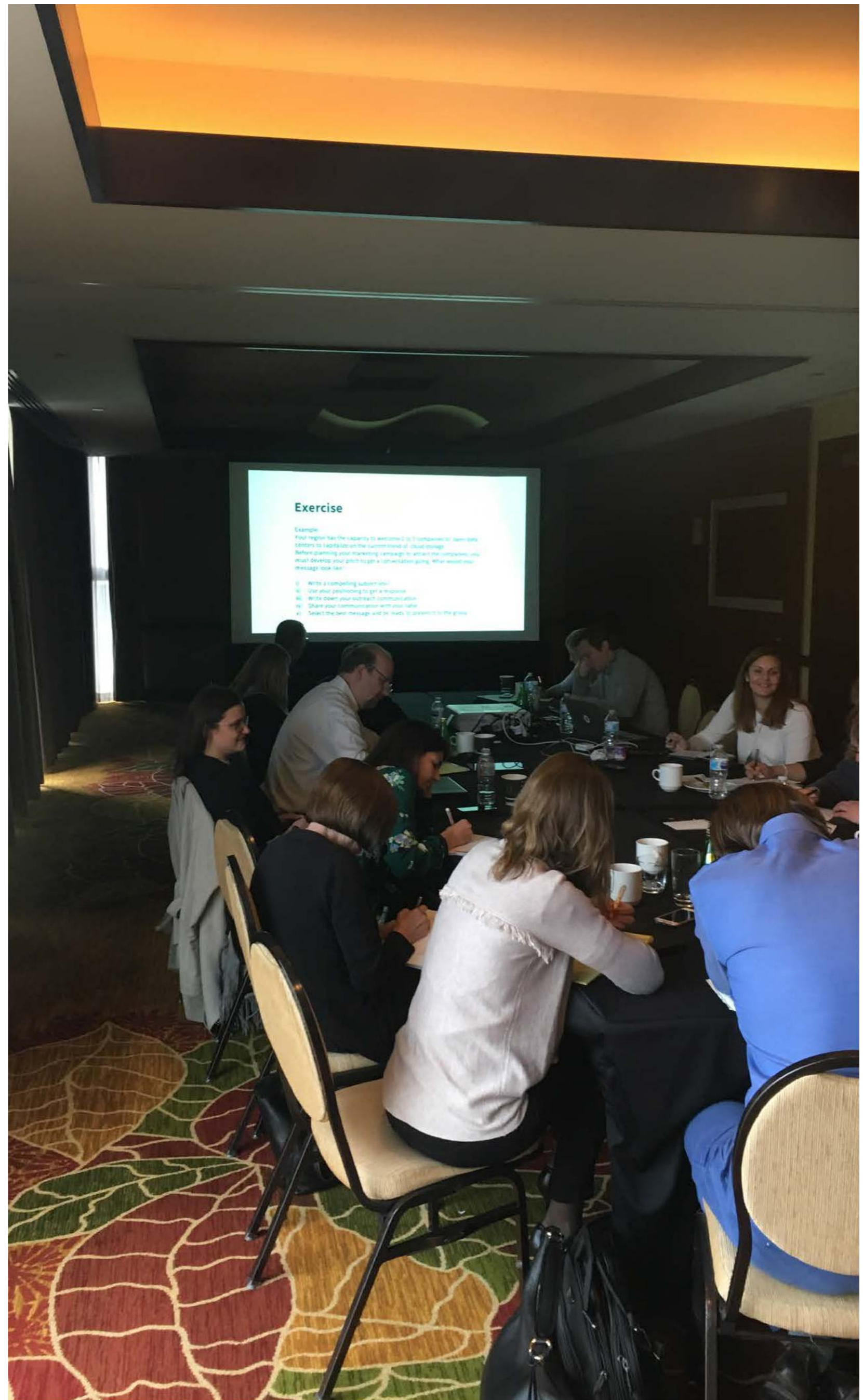


### Category 1: Base marketing tools to manage, measure, and produce results

*In this category, you can see that a website can represent half of your overall marketing costs, while developing relevant content is the second highest cost item. Many of the tools you use to manage communications are significantly less costly overall, and per conversation.*

TACTICS THAT HELP ORGANIZATIONS RESPOND EFFICIENTLY AND MANAGE CAMPAIGNS	TYPICAL ANNUAL SPENDING	TOTAL CONVERSATIONS	TYPICAL COST PER CONVERSATION
Economic Development website	\$7,500	155	\$48
Base of content about your community	\$5,000	155	\$32
CRM	\$2,000	155	\$13
Email marketing tools	\$250	155	\$2
Content management systems	\$1,000	155	\$6
Social media management tools	\$250	155	\$2
PowerPoint templates	\$250	155	\$2
Proposal templates	\$250	155	\$2
<b>TOTAL BASE MARKETING EXPENDITURES</b>	<b>\$16,500</b>	<b>155</b>	<b>\$106</b>







Search



Home



My Network



Jobs



Messaging



Notifications



Me



Work



Learning

### All people filters

Clear

Cancel

Apply

First name

Last name

Title

Site Selection

Company

School

Connections

1st

2nd

3rd+

Connections of

Add connection of

Locations

Add a location

United States

India

Greater Denver Area

United Kingdom

Greater New York City Area

Current companies

Add a company

Google

Amazon

Microsoft

LinkedIn

IBM

Past companies

Industries

Profile language

Want to better focus your search?  
Upgrade to **Sales Navigator** or **Recruiter** to unlock additional filters.



Search



Home



My Network



Jobs



Messaging



Notifications



Me



Work



Learning

People

Greater Chicago Area

Connections

Current companies

All Filters

Clear 2

Google Data Studio (beta) - See All Your Marketing Data in Beautiful, Shareable Reports. For Free. Ad ...

Showing 11 results



**Ryan Schulze**

Director of National Site Selection  
Greater Chicago Area

Current: Director of National Site Selection at Net3 Real Estate, LLC



2 shared connections

Connect



**Kathleen Clickett Newsome**

Meeting Planning | Site Selection | Vendor Negotiations  
Greater Chicago Area

Current: Meeting Planning | Site Selection | Vendor Negotiations at Experient, A Maritz Global Events Company



1 shared connection

Connect



**Roxy Goebel** • 3rd

Manager, Global Accounts at HelmsBriscoe. Meeting Placement, Hotel Procurement, ...  
Greater Chicago Area

Current: Manager, Global Accounts- Meeting Placement, Hotel Procurement, Site Selection, Contract Negotiation at HelmsBriscoe

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**Andrea Piper** • 3rd

Architectural Intern at SPM Architects  
Greater Chicago Area

InMail

Ad

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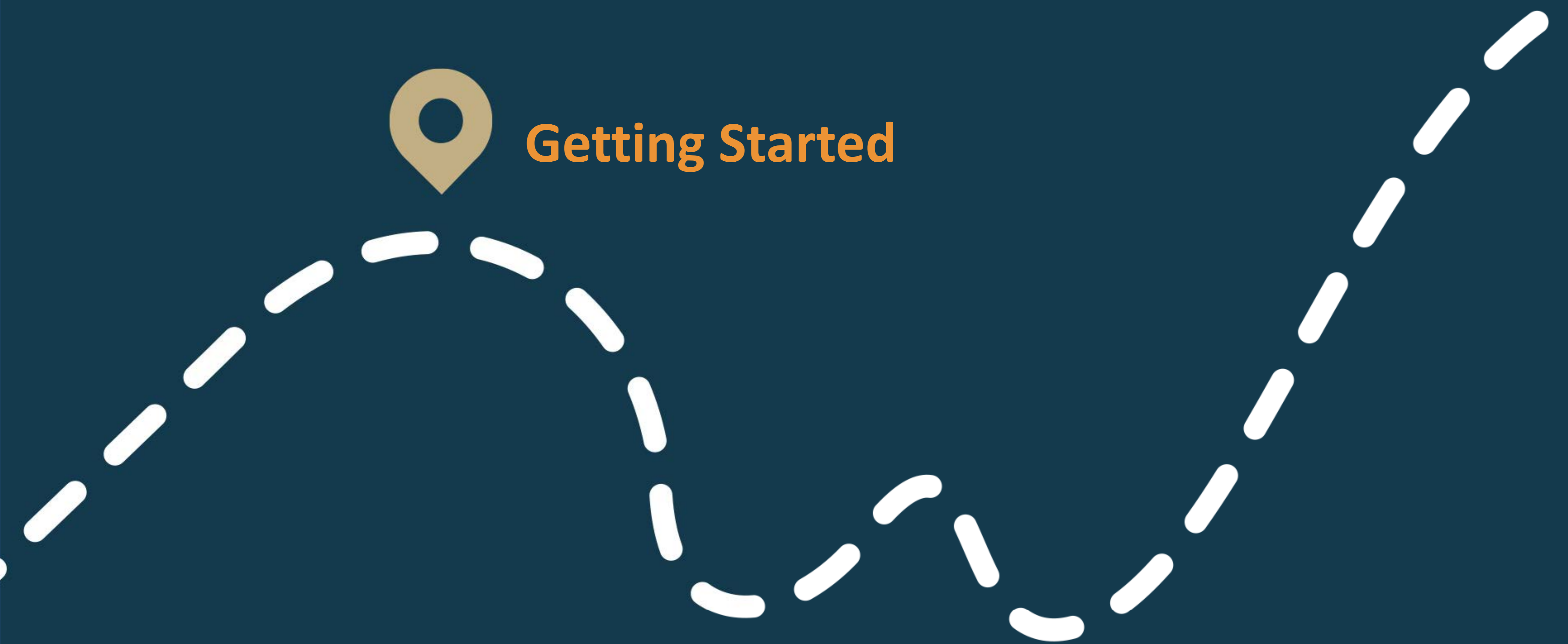


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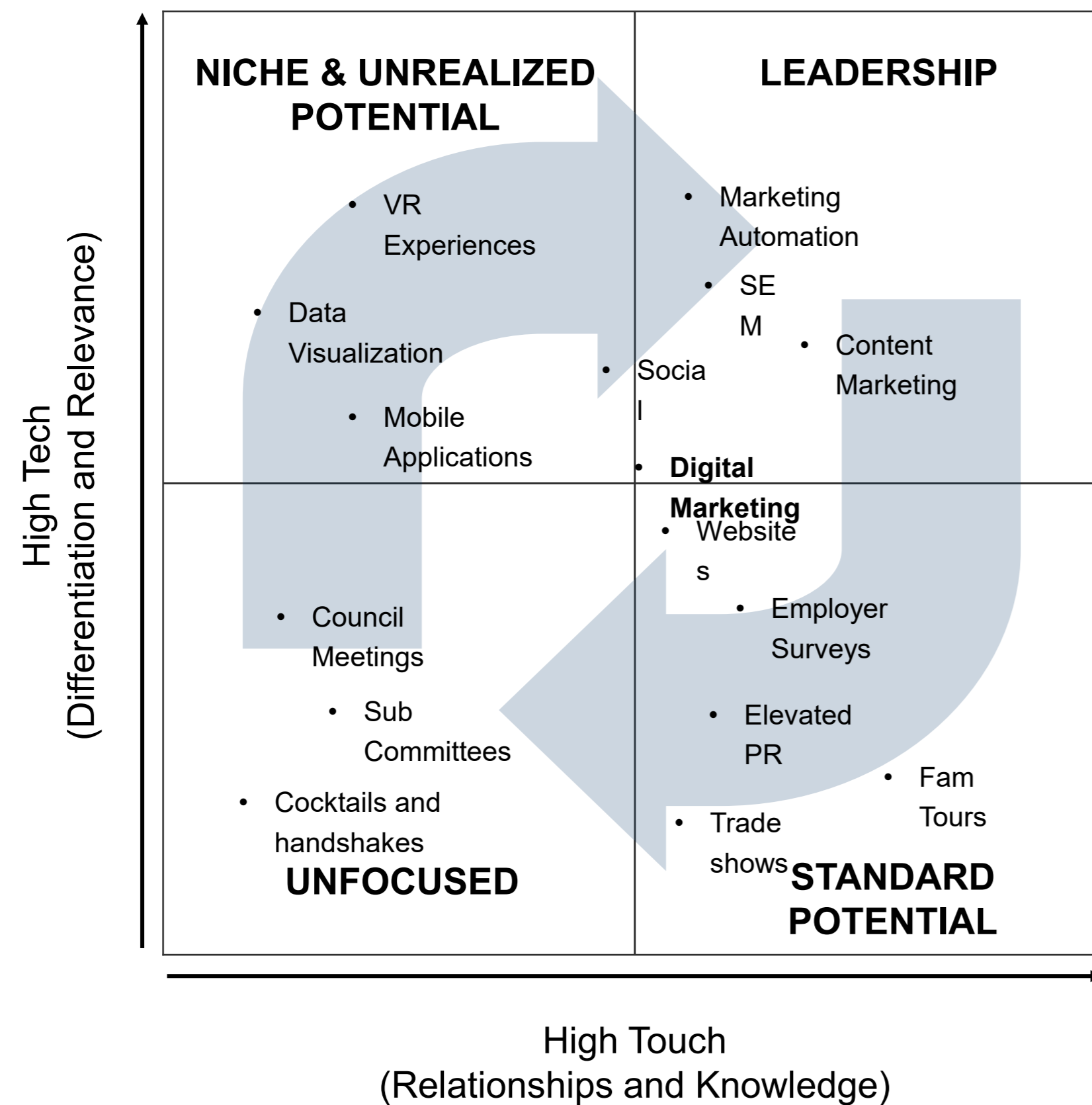
Learn more



# Getting Started



# Get Started Now – High Tech, High Touch



- 1. Set your digital strategy**
  1. Inventory current assets
  2. Analyze the competition
  3. Identify “Unique Value Propositions”
  4. Determine goals
  5. Identify calls to action
- 2. Optimize the website for search**
- 3. Develop targeted content**
- 4. Design initiatives around industries**
- 5. Integrate industry specific tools + MEASURE**



Our world is  
**managed and improved digitally,**  
why cant your Agency be?

# Summary

Today's digital marketing applications enable you to promote your community's assets beyond the traditional EDO communications and capabilities. Digital marketing enables communities to cast a very wide net. EDOs now have the ability to reach important audiences directly and immediately with differentiated, authentic and relevant content.

Our world is  
**managed and improved digitally,**  
why cant your Agency be?



# How Will You Compete?

**ONLINE.**

# Connect With Us + Questions

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