INDIANA ENTERPRISE CENTER
MARKETING STRATEGY

PREPARED FOR
St. Joseph County Office of Economic Development
227 W. Jefferson Boulevard
County-City Building, Suite 1140
South Bend, IN 46601
The Indiana Enterprise Center Marketing Strategy was created with direction and assistance from the Indiana Enterprise Executive Committee. This committee was comprised of the St. Joseph County Office of Economic Development, as well as Public Works; Town of New Carlisle Officials; Indiana Michigan Power Company; and the South Bend Regional Chamber of Commerce. The project was supported by the St. Joseph County Regional Development Commission and the County Commissioners.

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Town of New Carlisle, IEC Executive Committee Members

• Sue Moffit
• Dan Vermillion
• Ken Carter
• Marcy Kauffman

ST. JOSEPH COUNTY COMMISSIONERS

• Andrew T. Kostielney, President
• Deborah A. Fleming, DMD, Vice President
• Dave Thomas, Member

ST. JOSEPH COUNTY REDEVELOPMENT COMMISSION MEMBERS

• Jessica Clark, P.E., President
• Dennis Jordan, Vice President
• Velvet Canada, Secretary
• Peter Mullen, Member
• Steve Infalt, Member
• Larry Beehler, Advisory Member
• Jamie Woods, Commission Attorney

ST. JOSEPH COUNTY OFFICE OF ECONOMIC DEVELOPMENT

• Bill Schalliol, Executive Director

American Electric Power

• Shelley Klug, Economic and Business Development Manager

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• Jeff Rea, President and CEO
• Shari Carroll, Director, Marketing Communications
• Emily Macellari, Graphic Designer

Finally, to the businesses, community organizations, and residents of St. Joseph County, thank you for your feedback and input. Thank you for giving the Indiana Enterprise Center invaluable assets to market and attract global investment that will encourage continued economic growth in the region.

This document was prepared by Antero Group:

• Eric Neagu, P.E., LEED AP, AICP, Principal
• Cathriona Fey, Senior Planner
• Curtis Witek, Senior Planner

Antero Group
1212 N. Ashland Avenue
Chicago, IL 60622
Phone: 312.772.5085
Email: eneagu@anterogroup.com
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACKNOWLEDGEMENTS</td>
<td>i</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>ii</td>
</tr>
<tr>
<td>INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>EXISTING MARKET ASSETS</td>
<td>3</td>
</tr>
<tr>
<td>MARKETING OBJECTIVES</td>
<td>8</td>
</tr>
<tr>
<td>BRANDING AND IDENTITY</td>
<td>9</td>
</tr>
<tr>
<td>What's in a Name?</td>
<td>9</td>
</tr>
<tr>
<td>Logotype</td>
<td>10</td>
</tr>
<tr>
<td>Platforms</td>
<td>10</td>
</tr>
<tr>
<td>MARKETING STRATEGY</td>
<td>11</td>
</tr>
<tr>
<td>Target Audiences</td>
<td>11</td>
</tr>
<tr>
<td>Promotional Tools &amp; Strategies</td>
<td>13</td>
</tr>
<tr>
<td>Marketing Strategy Tables</td>
<td>20</td>
</tr>
<tr>
<td>Management &amp; Maintenance</td>
<td>24</td>
</tr>
<tr>
<td>ACTION PLAN</td>
<td>25</td>
</tr>
<tr>
<td>SUMMARY</td>
<td>26</td>
</tr>
<tr>
<td>APPENDIX</td>
<td></td>
</tr>
</tbody>
</table>
Located within 90 minutes of Chicago, the Indiana Enterprise Center (IEC) is a development megasite opportunity in St. Joseph County ("County"). With a world-class mixture of geographic, transportation, workforce, and economic assets, the site has attracted industrial and logistics users, even in the absence of a concerted business attraction and marketing strategy. The IEC’s location enables users to reach over 176 million people within a day’s drive, including most of the East Coast’s large urban markets (Figure 2). As national and global demand for 21st century-equipped industrial and logistics facilities continues to grow, St. Joseph County is well-positioned to bring a high demand product to market. This marketing strategy outlines a path forward for marketing the IEC in a way that aligns the site’s competitive strengths with current and emerging market trends.

This marketing strategy equips economic developers, regional planners, site selectors, land owners, brokers, and existing businesses to encourage context-appropriate development that leverages local and regional assets, responds to market demand, and is consistent with IEC Master Plan and other regional plans.

This marketing strategy provides stakeholders with a shared language for articulating what the IEC is and a framework for understanding how their property or project fits into a dynamic regional development effort.

In short, the high-level marketing goal guiding this strategy is to: Position the Indiana Enterprise Center as a 21st century enterprise platform that connects industrial, logistics, and agricultural industries at the local, national, and global scales.

The following marketing strategy was developed by Antero Group and informed by meetings with the IEC Executive Committee, the South Bend Regional Chamber of Commerce, existing businesses, residents, community organizations, and local officials. Interviews and stakeholder focus groups provided additional insights and understanding. This marketing strategy is a component of the broader Indiana Enterprise Center Master Plan, which aims to catalyze long-term economic development that builds on local and regional strengths, protects the region’s cultural and agricultural heritage, and enables 21st century enterprises to thrive.
To better understand the marketing tactics needed to position the IEC as a global manufacturing, industrial and logistics hub, an initial step required was to analyze the megasite’s current market presence. The next section, a summary of the Existing Market Assets, includes an overview of the IEC, as well as how the site is being marketed to prospects.
The Indiana Enterprise Center engaged in this Marketing Strategy effort as a reaction to consistent market interest over a period of more than 30 years. Home to existing businesses such as Navistar, I/N Tek and I/N Kote, and others, the area’s many infrastructure and resource attributes have been an attraction to business prospects for decades. In response to this, the County established the New Carlisle Economic Development Area (NCEDA) and has pursued periodic analysis of the area. But without clear definition of the site, succinct land use planning and zoning, and with no strong market identity, the prospects for the area have experienced a fraction of the anticipated growth.

Understanding the IEC’s existing assets is a critical first step for marketing the site. This section provides a snapshot of the various transportation, economic and workforce, and site-specific assets that create a compelling case for businesses to startup, relocate, and expand at the IEC.

**TRANSPORTATION ASSETS**

The IEC’s geographic location and access to existing transportation assets is a key strength of the site (Figure 4). These transportation assets connect the IEC to regional, national, and global markets (Figure 3) and are outlined in Table 1.

The site’s proximity to existing intermodal terminals, interstate highways, national and regional railroad networks, and the South Bend International Airport could provide future tenants with multiple options to receive materials and ship finished products to their customers.

### Table 1: IEC Multi-Modal Transportation Assets

<table>
<thead>
<tr>
<th>Asset</th>
<th>Mode</th>
<th>Connection</th>
<th>Distance</th>
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<tbody>
<tr>
<td>Indiana Toll Road</td>
<td>Highway</td>
<td>Direct</td>
<td>On site</td>
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<tr>
<td>Norfolk Southern (Class 1 Railroad)</td>
<td>Rail</td>
<td>Direct</td>
<td>On site</td>
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<td>CN (Canadian National) (Class 1 Railroad)</td>
<td>Rail</td>
<td>Direct</td>
<td>On site</td>
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<tr>
<td>South Shore Freight (regional railroad)</td>
<td>Rail</td>
<td>Direct</td>
<td>On site</td>
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<tr>
<td>South Shore Line (passenger railroad)</td>
<td>Rail</td>
<td>Direct</td>
<td>On site</td>
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<tr>
<td>South Bend International Airport (SBN)</td>
<td>Air</td>
<td>Indirect</td>
<td>6 miles</td>
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<tr>
<td>The Port of Indiana – Burns Harbor</td>
<td>Water</td>
<td>Indirect</td>
<td>35 miles</td>
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<tr>
<td>CSX (Class 1 railroad)</td>
<td>Rail</td>
<td>Indirect</td>
<td>20 miles</td>
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**WORKFORCE AND ECONOMIC ASSETS**

In addition to the IEC’s transportation assets, the New Carlisle and greater South Bend Region also boast favorable workforce and economic conditions.

- Ample and affordable land sites
- Low utility rates
- Located in Indiana, a state with one of the most favorable business and tax environments in the country *(Figure 5)*
- Ready access to a young and talented labor pool
- Top three states for production and manufacturing employee percentages *(Figures 6 & 7)*

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**Figure 5**

*Indiana’s favorable business and tax environment*

<table>
<thead>
<tr>
<th>STATE OF INDIANA RANKINGS</th>
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<tbody>
<tr>
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Figure 6 2018 Manufacturing Employee % by State

Figure 7 2018 Production Employee % by State
The seven-county region within a one-hour drive of the IEC has one of the highest numbers of manufacturing workers in the Midwest and is one of the most diverse areas in the country in terms of the availability and industry expertise of the workforce. The map above (Figure 8) outlines the various industries represented in the region and the large number of manufacturing workers that make up the workforce.

The strength of a community’s workforce is among the most important criteria for making business relocation and expansion decisions for one simple reason: a workforce rarely relocates in large numbers. Therefore, if the existing workforce is strong in a specific industry, then it will most likely continue to be well-suited for that industry and ancillary industries.

**SITE-SPECIFIC ASSETS**

The IEC has all the necessary utility improvements required to support a variety of industries, including: industrial, manufacturing, warehousing, logistics & distribution, commercial trade, data centers, and other related industries. MetroNet has recently developed an updated broadband conduit infrastructure investment plan for the region. Additionally, water, waste water, and sewage improvements have recently been completed to support additional capacity well beyond the current demand.

The following utilities are currently available within the IEC:

- Water, Town of New Carlisle
- Sanitary, City of South Bend
- Power, Indiana Michigan Power
- Communication, MetroNet

The IEC’s core development area is comprised of 6,000+ acres of developable land that is actively working on certification for. Types of facilities suited for the IEC include:

- Manufacturing
- Transportation & Distribution
- Air Freight

Site certification provides developers, site selectors, real estate professionals and potential tenants additional confidence in considering specific land for development. The IEC is actively working on site certification from the Indiana Office for Community and Rural Affairs (OCRA). Through OCRA, the IEC received the highest level of certification, Prime (Figure 9). The IEC is also seeking site certification from American Electric Power (AEP) and CSX.
**PREVIOUS MARKETING EFFORTS**

Even without a focused marketing effort the IEC continues to receive new development and investment interest. In the past, the task of marketing and communicating the site's advantageous location and related assets has become an ad hoc effort among St. Joseph County, South Bend Regional Chamber of Commerce, State of Indiana, and AEP. As on-going requests for proposals are received, local land owners look to sell, or existing businesses wish to expand, a marketing plan is needed to create a cohesive identity and path forward that illustrates what the IEC is, and what the IEC will be.

With the IEC master planning process underway, the County will have a prime opportunity to supplement these efforts with a marketing and branding strategy that allows local, national, and international audiences to understand the many benefits and attributes of the IEC. With a strategy in place, current and future users will be encouraged to “Choose IEC.”

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**Figure 9**

*IEC Development Area is targeted for Indiana Site Certification- Prime*
After an analysis of the current IEC assets, a set of marketing objectives has been created to inform and drive the marketing strategy that follows. The marketing objectives outlined below seek to establish the IEC brand, identify the relevant audience groups, and generate interest and investment in the area, while recognizing the importance of the local culture. The objectives of the IEC Marketing Strategy include:

- **Objective #1: Build awareness**
  Establish the IEC as a collection of interconnected business platforms.

- **Objective #2: Business Retention**
  Retain and promote the growth and expansion of existing businesses in the Greater South Bend Region.

- **Objective #3: Business Attraction**
  Attract new business to the IEC to create new jobs, revenue, and economic opportunities for the Greater South Bend Region.

- **Objective #4: Promote**
  Promote the IEC’s optimal logistics location and expansive reach to major Midwest and East Coast markets in comparison to other industrial and logistics centers.

- **Objective #5: Sell**
  Generate leads from developers, site selectors, and corporate real estate executives both national and international.

The IEC marketing objectives will be realized through specific strategies that engage, inform, build support, and create excitement among the various targeted audiences.

As stated in the introduction of this document, the IEC Marketing Strategy was created with the intent to establish the IEC as a manufacturing, industrial, and logistics economic driver that connects local, national, and global markets. It seeks to create the identity, or perception, as to what the IEC is and will be. This overarching objective should become the center of the branding of the IEC. The following section highlights the branding process and tools that make up the IEC brand.
Industrial megasites are becoming increasingly competitive and available within the United States. While many offer highway, rail, or other transportation assets, respectively; few offer all modes of transportation as readily accessible and as optimally located as the IEC. However, as a relative newcomer to the world of megasites and site selection options, the IEC must establish a strong and immediate market presence by promoting its many assets. A bevy of promotional resources and tools will be required. Indeed, with sites in the Midwest and elsewhere better established as market alternatives, St. Joseph County should seek to command a brand identity that creates immediate buzz for the IEC.

This section discusses the proposed branding tools adopted by the IEC Executive Committee to promote the assets that positions the IEC as a major future megasite. First, we discuss the Indiana Enterprise Center name; what it conveys and how it was selected. Once a name was developed, the logo was created to merge several concepts into a cohesive and adaptable logo. Finally, we outline how this brand provides area economic developers with the tools necessary to extend the IEC to various development platforms, including: agriculture, manufacturing, innovation, and logistics.

**WHAT’S IN A NAME?**

The Indiana Enterprise Center name and logo were developed through an iterative process that involved the IEC Project Team. This effort was managed by Antero Group and consisted of staff from the St. Joseph County, South Bend Regional Chamber of Commerce, and Lehman and Lehman (Figure 10). The IEC Project Team, Steering Committee, and Executive Committee were engaged at key decision-points throughout the branding process.

In addition to a series of collaborative meetings, three research methods were employed to develop a cohesive name for the site and branding scheme including: interviews and focus groups, surveys, and an iterative design process. Ultimately, the Indiana Enterprise Center name was selected by the IEC Executive Committee.

Market research results, summarizing common perceptions and language used when referring to the IEC, can be found in Appendix A. Because the site attracts multiple business sectors (Manufacturing, Industrial, Logistics and Agriculture), the term “Enterprise” was incorporated into the name to capture the uniqueness and vast opportunities of the site.

![Figure 10](image_url)

**Figure 10**

The IEC Marketing & Branding Work Group and Process

![Figure 11](image_url)

**Figure 11** IEC Branding & Marketing Research Methods
LOGOTYPE
The IEC logo was created in partnership with the South Bend Regional Chamber ("Chamber") and IEC Executive Committee. The logo went through multiple iterations as the development of the IEC official name evolved. After several rounds of feedback and input were gathered from the IEC Executive Committee and the Chamber, the IEC logo was finalized. Final design was completed by the Chamber’s marketing department. The logo (Figure 12), takes a simple contemporary approach. It emphasizes the acronym, which is most commonly used in discussion. The custom manipulation of the IEC graphic icon also is an abstract representation of highway lanes, railroad tracks, and airport runways; while the green color signifies growth. The logo will be used on all marketing collateral, presentations, and outreach materials used in IEC promotion. The Chamber will also create electronic templates of PowerPoint presentations, letterhead and other pre-branded materials with this IEC logo. A hyperlink version of the logo can be used on electronic collateral to guide audiences to the website, once established.

THE IEC ECOSYSTEM
Part of the IEC brand is promoting the site as an array of interconnected business platforms: Agriculture, Manufacturing, and Logistics. Each Platform builds on the existing industries represented in the region and provides the physical space, infrastructure, programming, and incentives necessary for business enterprises to startup, expand, and relocate. Each Platform is guided by the same key principles:

- Livable Communities
- Transparency + Collaboration
- Integrated Planning
- Innovation
- Public-Private Partnerships
- Resilience
- Streamlined Development

Agriculture: Farming has historically played an integral role in the identity of the St. Joseph County region. The IEC will safeguard those roots by attracting and expanding farming operations in and around the IEC. This may include, for example, local farms providing the raw materials for a new food manufacturer.

Manufacturing: The manufacturing industry employs the most people and generates the largest total sales volume compared to any other industry in St. Joseph County. Manufacturing businesses are common in the IEC today, and with coordinated development and increased infrastructure capacity, manufacturers can continue to be an economic driver for the region.

Logistics: The IEC’s transportation infrastructure is perhaps its strongest asset. Coupled with its proximity to major markets, these attributes position the IEC as a centrally-located industrial and logistics hub that connects the major Midwestern and East Coast markets; an ideal scenario for freight, e-commerce, and same day delivery companies.
With the IEC’s marketing objectives identified, a clear and direct strategy must be implemented. Crafting the IEC marketing strategy requires the identification of its target audiences, development of key messaging, and selection of the appropriate tools and strategies to communicate those messages. The following section details the marketing strategy and its components, including:

- Target Audiences
- Promotional Tools & Strategies
- Marketing Strategy Tables
- Management & Organization

Each of these components is discussed in more detail below. The purpose of this discussion is to appropriately align the various strategies, tools, and resources available to those promoting the site, as well as to identify an optimal communication structure with which prospects, current landowners, and existing businesses can discuss ideas and opportunities.

**TARGET AUDIENCES**

Communicating such a large and complex project area requires varying resources and tools, as well as an understanding of the various interested stakeholder audiences. For ease of reference, this strategy makes a distinction between two primary audiences. First, the *external audience* is the world of prospects, media outlets, and those who may have a development or business interest from outside of the area. Additionally, there are *internal audiences* who are more localized and have a direct relationship with the area. This includes elected officials, area residents, vocational training programs, area companies, and others who help to shape the local economy. The interests, strategies, and communication vary between these respective categories. As such, this strategy recommends options for each.
Below is a clearer delineation for the different stakeholder audiences the County and others may interact with at various points.

**EXTERNAL**

**National & International Companies:** Manufacturing, industrial, and logistics companies are ideal candidates to locate within the IEC. Directing marketing and communication efforts to these sectors, their supply chains and cluster companies, illustrates a more focused business attraction strategy.

**State & Regional Business Attraction Partners:** This group includes economic development partners working together to attract new investment and expansion to the State of Indiana and the South Bend Region.

**Real Estate Professionals & Developers:** The IEC has a host of assets that are attractive to real estate professionals who are constantly scanning the market for high value, new opportunities for their clients. Arming these professionals with the information, data, and facts necessary to simplify the decision to “Choose IEC” is important.

**Interest Groups:** Various interest groups can provide support or opposition to the progress and development of the IEC. Creating clear and direct messaging that conveys accurate information about the IEC and its impact on the County and Greater South Bend Region will be integral in managing overall public perception.

**Local & National Media Outlets:** Media outlets will assist in building overall brand awareness. Press releases, E-Newsletters, social media posts, and success stories can frame the coverage the IEC receives.

**Targeted Industry Experts:** Supporters of the IEC, who are also leaders in their industries.

**INTERNAL**

**Local Community Leaders:** This group consists of the stakeholders and those directly involved with the development and implementation of the IEC. Included in this group are municipal leaders, Chamber staff, elected officials, and business leaders.

**Residents:** The people most affected by the development and expansion of the IEC should be considered in this group. Their support is important and transparency in planning and development should always be considered.

**Greater South Bend Business Community:** Existing businesses have already invested in the area. It is important to consider their input and feedback. Their success can create greater support for the region.

**Agricultural Community:** The land that makes up the IEC is primarily zoned and being used for agricultural purposes. Agriculture plays an integral role in the identity and history of St. Joseph County. The IEC will preserve that identity by expanding and attracting agricultural business and including the agriculture community in that process will be beneficial.

**Higher Education Institutions:** Several universities and vocational schools in the region provide the necessary skills to ensure a steady pipeline of qualified workers to serve the various industries represented at the IEC.

**Workforce Development Organizations:** Ensuring a skilled, accessible and trained labor force is paramount in business attraction efforts. Partnering and communicating with Workforce Development Organizations throughout the planning, development, and implementation processes will be a valuable resource in attracting, maintaining, and expanding businesses in the IEC.
PROMOTIONAL TOOLS & STRATEGIES

The IEC Marketing Strategy will deploy multiple promotional tools and strategies to communicate key messaging to its target audiences. The IEC promotional tools are specific mechanisms that will deliver key messaging both online and in-print. These tools support the promotional strategies that build brand awareness through various efforts. The following section provides a more detailed look at each of the tools and strategies recommended.

PROMOTIONAL TOOLS

WEBSITE

Objective: Creating an initial website presence will be important in establishing the IEC brand and image. The website will frame, describe, and drive the overall IEC planning process and development phases. For this project, the following domain name has been registered and preserved: www.buildiec.com

The IEC website will serve as a resource of information for various target audiences throughout the IEC planning process. All marketing collateral, property listings, presentations, and communications will direct audiences to www.buildiec.com. The website will be a resource for both external and internal audiences to understand project developments, potential funding sources to realize the expansiveness and economic impact the IEC will have on the region, and for potential tenants, developers, and real estate representatives to realize the benefits of locating and investing in the IEC.

Implementation: The South Bend Regional Chamber of Commerce will design and develop the initial website with content coordination assistance from Antero Group and the IEC Executive Committee. Following design and development, the website will be managed by the County as an interim strategy. This initial website will require minimal additional resources outside of the IEC marketing team abilities.

The website will include:
- Map of IEC Site
- Quick Facts Downloadable PDF
- Community Snapshots
- Workforce Snapshots
- Infrastructure Highlights
- Incentives Available
- Planning Process
- Resources Page
- Contact Information
- Sign-up for e-Newsletters (email collection)

As the IEC planning process progresses, the website will further develop, and additional website elements will be integrated as the site matures and opportunities and information unfold:
- Interactive property availability map
- Aerial video footage of site
- Renderings of future development
- Job postings and workforce development information
- Digital promotional and success story videos
- Social media links
- Downloadable events calendar
- Web tracking metrics
- Integration with SBN Freight & Logistics

The website will be updated to reflect the current plans and developments occurring throughout the planning process. Ultimately, the fully developed website will be a digital platform for IEC news and facts, available properties, workforce opportunities and community engagement.
Recommendations include:

- **Utilize** South Bend Regional Chamber as a resource in the initial development and design of the IEC website.
- **Create** an email collection portion of the website early on to create email lists for e-Newsletters and updates.
- **Maintain** a robust “Resources” page for easy access to cut sheets, maps, incentives information, planning documents & timelines.
- **Engage** a web developer to integrate an interactive available property map, job search database, and other website components outside of SBRC capabilities that will be needed as IEC progresses.

**Metrics:** Establishing a fully developed website, and directing target audiences to visit the website, will allow for web traffic data gathering. Analytics will allow for website success measurements based on:

- Number of new website visitors
- Click through rates
- Number of email addresses gathered
- Website referrals (website referenced in articles, blog posts, other websites, etc.)
- Number of “Contact Us” inquiries
  - Number of leads through website
  - Lead conversion rate

**Cost Considerations:** Initial costs will be minimal because of the established relationship with the Chamber. As the website progresses into a more dynamic and involved resource, a private website developer may need to be engaged.

**OWNED MEDIA – DIGITAL AND SOCIAL MEDIA**

**Objective:** Marketing through owned media channels, digital marketing channels that an organization has complete control over, allows the IEC Marketing Team to create original and targeted content at a low cost. Interaction through social media allows marketers to reach a wider audience through various networks. E-newsletters allow marketers to deliver detailed, from the source, structured information to organized email lists. Owned media channels allow for real time updates and control of content.

**Implementation:** Identifying who will manage and create owned media content for the IEC will be the first step in implementing an owned media strategy. Integrating an email collection bar on the IEC website will also be an important initial step. A template for e-newsletters and social media posts should be adopted. In all owned media communications created, the Marketing Team must prioritize consistency in design, content, and frequency.

Recommendations include:

- **Identify** who will manage various owned media components.
- **Engage** both local and non-local media outlets and businesses.
- **Create** content that is consistent with the IEC brand and identity.
- **Monitor** feedback; be timely and appropriate in responses.

**Metrics:** Measuring success of owned media marketing can be done by monitoring digital and social media engagement. These metrics include:

- Number of e-mails gathered from website intake
- Percentage of e-newsletters opened
- Number of shares, likes, or retweets social media content receives
- Increase in social media followers
- Number of video views

**Cost Considerations:** The benefit of owned media is that it is a low-cost option. However, depending on who creates the content and monitors responses, this could increase the impact it has on a marketing budget.
VIDEOS

Objective: Video marketing can tell a story and bring the IEC to life. Video marketing content can be used by the IEC Marketing Team to create content that generates excitement and support within the community, as well as interest and investment from outside of the community. It captures the audience’s attention and gives marketers the opportunity to answer questions, address concerns, and create the framework for how they want the IEC to be perceived.

Implementation: Implementing a video marketing strategy requires planning the series of videos that will be created and the audiences that will be targeted. The following list of potential videos covers a range of IEC content that is relevant to multiple target audiences:

- What is the Indiana Enterprise Center?
- Highlight the South Bend and New Carlisle Communities
- Infographic Videos
  - Location Assets
  - Workforce Spotlight
  - Existing Business Productivity
- Showcase of Existing Businesses
- IEC Success Stories

Videos can only be effective if they are shared with and accessible to target audiences. Part of the video marketing strategy includes establishing locations for the videos to be stored. In addition to a “Resources” section of the IEC website, the IEC Marketing Team may wish to create a YouTube account to compile, label, and organize the IEC videos so they become part of online search results. Videos should also be included in social media posts, e-newsletters, and event information pages.

Recommendations include:

- Highlight existing businesses and success stories.
- Showcase IEC videos in a central location that is accessible to all audiences and media.
- Integrate video marketing content into owned media communications (Twitter, E-Newsletters, LinkedIn).
- Develop new video content that is consistent and up-to-date with the IEC’s progress and development.

Cost Considerations: Pricing will be dependent on the amount of time, level of talent, and type of tools involved. Utilization of existing marketing resources is recommended.

Metrics: Measuring the success of video marketing can be done by tracking the number of views the video gets once posted, as well as the number of “opens” the video receives when sent through email or social media.

SELL SHEETS

Objective: Sell sheets allow for topic specific information to be communicated through a visual and concise piece of marketing collateral. Sell sheets can be printed for distribution or converted to PDF and sent electronically. This makes them ideal for both promotional pieces at events, as well as for online marketing efforts.

Implementation: Designating a template that can be updated will allow sell sheets to remain relevant and easily editable. Keeping the structure and design consistent will allow for a “series of sell sheets” to be created that can be packaged together if necessary. Sell sheet topics include:

- Available Properties
- Overall IEC Site Information
- A Business Case for the IEC (location, business climate, incentives)
- Various Platforms (manufacturing, logistics, and agriculture)

Recommendations include:

- Establish a sell sheet template that can be accessed and updated by the IEC Marketing Team.
- Create multiple sell sheets covering specific topics geared to various target audiences.
- Distribute sell sheets at meetings, tradeshows and events; and electronically through engagement with real estate professionals, partners, and the media.
- Update sell sheets as information changes to keep collateral fresh.

Metrics: Success can be measured by the number of sell sheets distributed at events, number of leads generated, and number of click-throughs to website.

Cost Considerations: A template can be readily developed for very little to no cost. As opportunities arise, sites come onto the market, or other promotional materials are needed, these sheets can be easily updated and distributed.
MAPS

Objective: Maps are used to highlight the IEC’s locational assets and function as supportive marketing elements that will be available to audiences both online and in printed marketing materials. By scaling the maps to a national level, the maps will serve as clear and effective visuals that answers the question, “Why the IEC?”.

For example, Figure 17 is an IEC location map that highlights the accessibility of the IEC site by highway. Dense, intertwined, bold orange lines illustrate the vast network of highways serving the Northwest Indiana Region. Through one image, the audience can understand the benefit of highway access when locating in the IEC.

Implementation: Initial maps will be generated by the IEC consultants. Electronic files of the maps will be provided for use in designing promotional materials and updating the website. PDF versions of the map will be available to area and state economic development professionals to use in presentations and proposals. Maps will be available to the public on the website under the “Resources” page. Map topics may include:

- Transportation Assets
- Industry Clusters
- Available Workforce
- Accessible Markets

Recommendations include:

- Create site specific and regional maps to define where the IEC is and what it contains.
- Integrate maps in marketing collateral, proposal responses, and the IEC website. Make access to maps easy for both internal and external audiences.
- Illustrate the benefits of the IEC in comparison to other national megasites through nationally scaled maps.

Metrics: Measuring the impact maps have on overall marketing efforts can be done so by tracking the click and download rate through the website and identifying which maps are most commonly requested or used in proposal responses.

Cost Considerations: Map generation may be completed by consultants, brokers, design firms, or others. The cost associated, if any, is minimal. Periodic updates are advisable, so some budget may be allocated for this.

Figure 17: IEC Highway and Air Connection Maps
PROMOTIONAL STRATEGIES

PUBLIC RELATIONS

Objective: The IEC will develop in a series of phases, each coming with its own challenges and opportunities. Framing and managing perceptions and opinions about the IEC must be prioritized from project inception.

Implementation: A public relations firm is a helpful resource to promote successes and manage expectations, while also allowing for a more effective interaction with the media.

Recommendations include:

- **Engage** a public relations firm to lead communications and develop media relations and publicity programs that increase brand awareness and boost public perception.
- **Create** a repository of up-to-date facts and data regarding the IEC that is readily available upon media request.
- **Host** a Press Familiarization Event to generate coverage and create buzz around the IEC.
- **Generate** consistent press releases announcing IEC updates and successes.

Metrics: Measuring success of public relation marketing communications can be done so in quantifying the number of impressions that a press release, article, or interview receives. It can also be measured through the comparison of perception surveys.

Cost Considerations: Pricing involved in a contract with a public relations firm can vary based on services needed.

EVENT MARKETING & TRADE SHOWS

Objective: Many trade shows and events bring decision makers and influencers together in one room, creating a prime opportunity to introduce the IEC to potential users. By participating in select trade shows, the IEC can increase brand awareness in categories it has identified as target industries.

Implementation: The IEC Marketing Team and Executive Committee should work together and identify which trade shows directly relate to the plans and business activity for the IEC. Designing and creating a toolbox of trade show items to be used at all events will simplify planning and preparation for these occasions. Coordinating event and trade show attendance in conjunction with the Chamber’s 2019 Business Recruitment Plan *(Appendix D)* could increase exposure and reach.

Recommendations include:

- **Appoint** representatives to be the face of the IEC and attend various trade shows and events.
- **Create** an IEC promotions toolbox for trade shows and events where sponsorship or exhibition is involved (i.e. signage, table, giveaways).
- **Collect** contact information of attendees and meetings had; formalize a follow-up process.
- **Distribute** marketing collateral tailored towards specific events and audiences attending.

Metrics: Trade show and event success can be quantified by the number of touches (meetings and conversations) had with decision makers, investors, developers, brokers, etc. Contact information can be gathered and tracked; leads and inquiries can be collected and totaled.

Cost Considerations: Overall costs for trade shows and events can add up quickly and will vary depending on how many the IEC Marketing Team chooses to participate in (and at what level). A table outlining a sample of target events, with corresponding registration, pricing is included in *Appendix B*. To minimize costs, the strategies should include taking advantage of local and regional events, and prioritizing larger, national events that require additional hotel and airfare. Also, by forming partnerships with companies or organizations, registration and exhibition fees can be shared.

Source: The Climate Reality Project on Unsplash
DIRECT MARKETING & PARTNERSHIPS

Objective: Cultivating partnerships and relationships plays a lead role in sales. Including direct outreach and partnerships into the overall marketing strategy of the Indiana Enterprise Center will create a humanizing element to the IEC brand and identity. Demonstrating that there are motivated and committed advocates promoting the IEC can build confidence, interest, and support from audiences. Direct marketing also shows commitment to existing businesses, residents, partners, and media.

Implementation: Fostering relationships and partnerships is an on-going tactic. Direct marketing and event examples to consider include:

- Host a press familiarization event to introduce the media to the IEC.
- Sponsor a developer site selection forum.
- Create a series real estate broker events.
- Coordinate and sponsor regional workforce events or programming related to IEC industries.
- Host existing business executives.
- Include strategic partners and the existing business community in all IEC updates and e-newsletter emails.
- Invite existing businesses to share their success stories and be included in IEC promotion efforts.
- Partner with workforce organizations or higher education institutions to organize a job fair.
- Partner with the State of Indiana in creating RFP responses.

Recommendations include:

- Invite target audiences to visit St. Joseph County and experience the momentum and excitement around the IEC.
- Communicate all updates and developments with existing businesses and partners.
- Partner with elected officials to increase support and confidence in IEC plans.
- Personalize communications and outreach efforts to show appreciation and intent.

Metrics: Tracking attendance at events and administering feedback surveys following events will be the best indicators for the success of direct marketing efforts.

Cost Considerations: Direct marketing and partnership costs will primarily be incurred when hosting events.

PAID ADVERTISING

Objective: Paid advertising should be targeted at the real estate and development community, groups actively looking for new opportunities for clients and investors. Once brand recognition and the overall site are established, exploring traditional advertising options can be revisited. Refer to Appendix B for a matrix of publications related to the IEC that should be monitored.

While paid advertising can often take up most of a marketing budget, optimizing exposure through complementary advertising tools is encouraged during
the initial marketing stages. For example, the State of Indiana uses Zoom Prospector, an online database of all potential properties and sites available throughout the State, for their attraction efforts. This service is free for the South Bend Regional Chamber of Commerce to use. As the lead economic development organization for the region, the Chamber can include available sites within the IEC in this database. Once certified, the IEC developable properties will also be searchable through online public databases promoting only OCRA certified sites.

**Implementation:** Sign up for subscription-based real estate databases and continue to promote available property through free services:

- **IEC available sites should be listed on both CoStar,** a subscription-based database of active real estate listings; and **LoopNet,** a subscription-based database that allows the public to view available properties.
- Additional advertising opportunities are available through both CoStar and LoopNet with the purchase of a subscription membership.
- Continue to promote the IEC sites through the State of Indiana's preferred databases. Once certified, promote certification through both state and national site selection databases.

**Metrics:** Measuring success of paid media and advertising can be done so by tracking the impressions or advertising equivalency. Advertising on commercial real estate databases can be tracked by the number of click-throughs and leads received.

**Cost Considerations:** Pricing to subscribe to both CoStar and LoopNet are approximately $6,000/year (without additional advertising). Cost of subscriptions varies widely. Zoom Prospector is free of charge for the Chamber to utilize in order to promote available sites.

**COMMERCIAL REAL ESTATE FIRM**

**Objective:** Engage a full service commercial real estate firm that specializes in owner representation services and industrial development to lead real estate-specific marketing efforts. Most firms also have a marketing department that creates the listings for properties the firm represents and generates corresponding marketing materials that can be emailed out to a comprehensive database of real estate professionals (**Figure 18**). The engaged firm can then respond to all inquiries generated.

**Implementation:** Interview four to six commercial real estate brokerages that have the capacity, strategy, and market knowledge to best position the IEC. Select a firm and enter into a contract that outlines the specific services to be performed.

**Recommendations:**

- **Engage** a brokerage firm with a proven track record of success that aligns with the development plans for the IEC.
- **Provide** necessary data, site information, and resources needed for the brokerage team to implement a site-specific sales strategy.
- **Support** marketing and selling efforts by providing assistance during site visits and tours with potential users.
- **Monitor** brokerage efforts and request updates about outreach activity and inquiries received.

**Metrics:** The success of this strategy can be measured by the number of inquiries, site visits, and requests for proposals received. A commercial real estate firm will provide monthly, sometimes weekly, updates on site activity that can be evaluated.

**Cost Considerations:** Depending on the contract and structure that is in place, the overall costs of engaging a commercial real estate firm will vary. A firm may work as a consultant and require payment monthly or be paid per transaction. A commission and fee structure will need to be negotiated during the drafting of the contract.

**Figure 18** An experienced commercial real estate firm can market the IEC.

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*Source: Lee & Associates/Aaron Young*
MARKETING STRATEGY TABLES

The following Marketing Strategy Tables illustrate the integration of the promotional tools and strategies outlined above to deliver key messaging to the IEC’s target audiences. These tables provide a summary of the strategies and the alignment with corresponding objectives.

**OBJECTIVE 1: BUILD AWARENESS AND ESTABLISH THE IEC AS A COLLECTION OF INTERCONNECTED BUSINESS PLATFORMS.**

<table>
<thead>
<tr>
<th>TARGET AUDIENCE</th>
<th>KEY MESSAGING</th>
<th>PROMOTIONAL TOOL AND STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Local Community Leaders&lt;br&gt;• Residents&lt;br&gt;• Greater South Bend Companies&lt;br&gt;• State &amp; Regional Business Attraction Partners&lt;br&gt;• Higher Education Institutions&lt;br&gt;• Workforce Development Organizations</td>
<td>The IEC is moving from the planning stages into implementation and development. This megasite is positioned to serve as a major industrial, manufacturing and logistics hub that will spur economic growth in the region.</td>
<td>• E-Newsletter&lt;br&gt;• Existing Relationships&lt;br&gt;• Public Meetings&lt;br&gt;• Social Media&lt;br&gt;• Website</td>
</tr>
<tr>
<td>• National &amp; International Companies&lt;br&gt;• Real Estate Professionals &amp; Developers&lt;br&gt;• Local &amp; National Media Outlets&lt;br&gt;• Targeted Industry Experts</td>
<td>The IEC is the country’s 5th largest megasite centrally located to connect the Midwest with East Coast markets. Existing industry and workforce located in a favorable and competitive tax environment make this site a highly desirable location for businesses looking to expand or relocate.</td>
<td>• Sell Sheets&lt;br&gt;• Press Familiarization Event&lt;br&gt;• Social Media&lt;br&gt;• Trade Shows &amp; Events&lt;br&gt;• Website</td>
</tr>
</tbody>
</table>

**OBJECTIVE 2: RETAIN AND PROMOTE THE GROWTH AND EXPANSION OF EXISTING BUSINESSES IN THE GREATER SOUTH BEND REGION.**

<table>
<thead>
<tr>
<th>TARGET AUDIENCE</th>
<th>KEY MESSAGING</th>
<th>PROMOTIONAL TOOL AND STRATEGY</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Local Community Leaders&lt;br&gt;• Residents&lt;br&gt;• Agricultural Community&lt;br&gt;• Greater South Bend Companies</td>
<td>The IEC will strengthen the local economy and provide expanded opportunities for the existing Greater South Bend Business Community. Current businesses are a part of the future success of the IEC.</td>
<td>• Direct Marketing&lt;br&gt;• Existing Relationships&lt;br&gt;• E-Newsletter&lt;br&gt;• Public Meetings&lt;br&gt;• Social Media&lt;br&gt;• Website</td>
</tr>
<tr>
<td>• Workforce Development Organizations</td>
<td>An accessible and skilled labor force is a top priority in company location decisions.</td>
<td>• Direct Marketing&lt;br&gt;• Existing Relationships</td>
</tr>
</tbody>
</table>
### Objective 3: Attract New Business to the IEC to Create New Jobs, Revenue, and Economic Opportunities for the Greater South Bend Region.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Key Messaging</th>
<th>Promotional Tool and Strategy</th>
</tr>
</thead>
</table>
| • Local Community Leaders | Public private partnerships create value by providing efficiency and support to businesses considering the IEC. | • Direct Marketing  
• Existing Relationships  
• Public Meetings |
| • State & Regional Business Attraction Partners | The IEC is Indiana’s #1 option in attracting new industrial, manufacturing and logistics investment. | • Direct Marketing  
• Existing Relationships  
• Trade Shows & Events  
• Website |
| • Workforce Development Organizations | The IEC will expand on the region’s existing labor force, creating additional jobs in the region’s key industries. | • Direct Marketing  
• Existing Relationships  
• Website |
| • National & International Companies | The IEC has substantial business, workforce and geographic advantages that make it a top option for investment, expansion, and relocation. | • Sell Sheets  
• Direct Marketing  
• Trade Shows & Events  
• Website |
| • Real Estate Professionals & Developers | The IEC has 6,000 acres of developable land optimally located for the creation of an industrial, manufacturing, and logistics hub. | • Sell Sheets  
• Digital Marketing  
• Direct Marketing  
• Trade Shows & Events  
• Website |
### Objective 4: Promote the IEC’s Optimal Logistics Location and Expansive Reach to Major Midwest and East Coast Markets in Comparison to Other Industrial and Logistics Centers.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Key Messaging</th>
<th>Promotional Tool and Strategy</th>
</tr>
</thead>
</table>
| State & Regional Business Attraction Partners | Compared to other available Indiana sites, the IEC is best positioned to compete with surrounding states’ megasites because of its transportation assets, close proximity to Chicago and other large Midwest markets, and ample amount of developable land. | • Direct Marketing  
  • Existing Relationships  
  • Trade Shows & Events  
  • Website |
| National & International Companies     | Reach the large markets of New York, Atlanta, Charlotte, Memphis, Kansas City, and Minneapolis and 176.1 million people—over half of the US population—within a one-day trucking radius from the IEC. | • Sell Sheets  
  • Direct Marketing  
  • Trade Shows & Events  
  • Website |
| Real Estate Professionals & Developers | The IEC is an industrial, manufacturing, and logistics hub with 6,000 acres of developable land, optimally located and less than 200 miles from Chicago, Indianapolis, Columbus, Detroit, and Milwaukee. | • Sell Sheets  
  • Digital Marketing  
  • Direct Marketing  
  • Trade Shows & Events  
  • Website |
| Local & National Media Outlets         | The IEC fills the market need for a large, centrally-located megasite in the Midwest that contains the infrastructure and transportation connectivity companies look for in selecting a location. | • Direct Marketing  
  • E-Newsletter  
  • Existing Relationships  
  • Press Familiarization Event  
  • Public Meetings  
  • Social Media  
  • Trade Shows & Events  
  • Website |
| Targeted Industry Experts              | In addition to its proximity to major markets, the IEC has numerous transportation and freight advantages to reach those major markets and over half of the US population in a one-day trucking radius. | • Direct Marketing  
  • Existing Relationships  
  • Trade Shows & Events  
  • Website |
**Objective 5:** Generate leads from developers, site selectors and corporate real estate executives both national and international.

<table>
<thead>
<tr>
<th>Target Audience</th>
<th>Key Messaging</th>
<th>Promotional Tool and Strategy</th>
</tr>
</thead>
</table>
| State & Regional Business Attraction Partners | The IEC compliments Indiana’s favorable business environment with location, transportation, and workforce assets. | • Direct Marketing  
• Existing Relationships  
• Trade Shows & Events  
• Website |
| National & International Companies   | In addition to the IEC’s transportation assets, high freight volumes, and workforce availability, the favorable business environment in Indiana places it in a more advantageous position for investment attraction than any other megasite in the Midwest. | • Sell Sheets  
• Direct Marketing  
• Trade Shows & Events  
• Website |
| Real Estate Professionals & Developers |                                                                              | • Sell Sheets  
• Digital Marketing  
• Direct Marketing  
• Trade Shows & Events  
• Website |
| Targeted Industry Experts            |                                                                              | • Direct Marketing  
• Existing Relationships  
• Trade Shows & Events  
• Website |
While the tools and strategies above include a guide to implementation, identifying the resources to ensure that each is deployed and supported is critical to the success of the IEC. With multiple stakeholder groups, brokers, developers, landowners, and others involved in the area, it is important to establish and manage a consistent message to all audiences.

To date, the promotion of the area has been managed by a consortium of partners, including:
- St. Joseph County
- South Bend Regional Chamber of Commerce
- State of Indiana
- American Electric Power

These entities have collaborated in a relatively ad hoc approach that distributes the response and promotion requirements depending on the opportunity. This approach, while frequently successful, has limited the IEC from establishing a brand with consistent messaging and planned marketing efforts.

The following table outlines the recommended entities to lead specific elements of the marketing strategy.

Now that the marketing objectives have been identified, the tools and strategies have been described, and responsibilities delegated, outlining a clear path forward with immediate and long-term steps will conclude the marketing strategy document. The final sections provide the IEC marketing team with a blueprint for implementation.

---

**TO ALLOW FOR A MORE STRATEGIZED MARKETING APPROACH, IT IS RECOMMENDED THAT A MARKETING TEAM, MADE UP OF REPRESENTATIVES FROM EACH OF THE IEC’S MAIN STAKEHOLDER GROUPS, BE APPOINTED. THIS CONSORTIUM WOULD ALLOW FOR MORE EFFICIENCY AND BETTER COORDINATION AMONG THESE ENTITIES**

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### IEC MARKETING STRATEGY: MANAGEMENT AND MAINTENANCE

<table>
<thead>
<tr>
<th>PROMOTIONAL TOOL</th>
<th>LEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>• Chamber Staff with content assistance from consultants</td>
</tr>
<tr>
<td>Digital &amp; Social Media</td>
<td>• Outside developer engaged as site evolves</td>
</tr>
<tr>
<td>Videos</td>
<td>• Chamber or public relations firm to manage</td>
</tr>
<tr>
<td>Sell Sheets</td>
<td>• Outside media production company</td>
</tr>
<tr>
<td>Maps</td>
<td>• Consultants develop content</td>
</tr>
<tr>
<td></td>
<td>• Chamber designs and updates</td>
</tr>
<tr>
<td></td>
<td>• Consultants develop series of maps</td>
</tr>
<tr>
<td></td>
<td>• Chamber applies design elements and website integration</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROMOTIONAL STRATEGY</th>
<th>LEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned Media &amp; Public Relations</td>
<td>• Public relations firm engaged</td>
</tr>
<tr>
<td>Event Marketing &amp; Trade Shows</td>
<td>• County to prioritize events</td>
</tr>
<tr>
<td>Direct Marketing &amp; Partnerships</td>
<td>• County with assistance from public relations firm</td>
</tr>
<tr>
<td>Paid Media &amp; Advertising</td>
<td>• Chamber to manage design and County to manage databases</td>
</tr>
<tr>
<td>SBN Cross-Promotional Strategy</td>
<td>• Option: Commercial Real Estate firm engaged to manage listings and inquiries</td>
</tr>
<tr>
<td></td>
<td>• County and Airport to coordinate strategy</td>
</tr>
<tr>
<td></td>
<td>• Chamber to implement design on marketing collateral updates</td>
</tr>
</tbody>
</table>
Identifying immediate next steps will allow the IEC marketing team and its partners to commence marketing efforts while also planning for on-going and long-term elements. This section outlines a two-year Action Plan as it relates to marketing and promotional efforts. While the list of action items is lengthy, an appropriate division of labor between the marketing team and other resources will allow the County an easier path to implementation. The elements outlined in Appendix E are optimal suggestions to outcompete other sites, but it is acceptable to select elements that fit within the budgets and capacities of the County. In any event, a plan for 2019 and 2020 should be identified well in advance to allow flexibility with scheduling and budgets.

Below is a list of immediate next steps for the IEC Marketing Strategy. These items include administrative and management tasks as well as the development of promotional tools and implementation of promotional strategies.

- Adopt and commit to an annual Marketing Strategy
- Establish the IEC Marketing Team
- Create and approve a marketing budget
- Engage a public relations firm
- Develop the starter website
- Secure social media accounts
- Design templates for cutsheets and e-newsletters
- Form partnership with a commercial real estate firm
- Identify 2019 trade shows and events to attend
- Plan press familiarization event in 2019

The Action Plan matrix found in Appendix E takes a two-year approach to the Indiana Enterprise Center’s initial marketing tactics. Action Items included come from the marketing strategy tables highlighted above. This schedule can be used as a guide to provide the IEC marketing team and stakeholders with an idea of the marketing activities and events to plan for during each quarter of the two-year span.

The Action Plan is a template that summarizes the content included in this marketing strategy. The table uses $-$$$$ symbols or “n/a” to identify where costs may be incurred and to what degree, and a final column identifies who will oversee a given actionable item. It is recommended that the marketing team move to a collaborative software to allow for interactive group tracking of various projects.

This Action Plan is a dynamic tool that can be changed and updated as new developments and factors arise during the initial phases of the IEC. Keeping this table, along with the IEC Marketing Strategy document, up-to-date and accessible will ensure marketing efforts are optimally informed.
The Indiana Enterprise Center Marketing Strategy provides a clear summary of the tools and tactics necessary to promote the IEC. As proposed, this marketing strategy will serve as an initial guide to establish a market presence and create brand identity. Building consensus and committing to a documented and defined strategy will create a proactive approach to the marketing of the IEC. Identifying a driver of the strategy will be instrumental in ensuring marketing objectives are prioritized, a budget is adhered to, and marketing efforts stay on track. Convening a marketing team made up of representatives from the IEC’s various stakeholder groups will allow for collaboration and inclusion of all invested parties.

With commitment to a marketing strategy, consistency in marketing efforts, and clarity in marketing messages, companies will heighten awareness and enthusiasm for the IEC. Undoubtedly, the IEC has the market advantages and locational assets to become a successful manufacturing, industrial, and logistics hub. Establishing a presence and maintaining outside interest in the site will position the IEC on the shortlist of national and international megasite alternatives.
Research Results

Word Cloud of Most Common Descriptors:

Development Sustainable
Great Lakes Industry Logistics
Northwest Enterprise
Express Conservation Buffer
Chicago Hub
Express Growth Zone
Corridor
Great Industrial Megasite International
Global Enterprise
Express Enterprise
Chicago Parkway
Megasite Steel
Multimodal Intermodal
Resilient Gateway
Port
Manufacturing
<table>
<thead>
<tr>
<th>REGIONAL AND NATIONAL BUSINESS</th>
<th>REAL ESTATE &amp; SITE SELECTION</th>
<th>MANUFACTURING</th>
<th>LOGISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bloomberg News</td>
<td>Area Development</td>
<td>Assembly Magazine</td>
<td>American Journal of Transportation</td>
</tr>
<tr>
<td>Crain's Business</td>
<td>BizNow- National &amp; Chicago</td>
<td>Automation World</td>
<td>CSCMP's Supply Chain Quarterly</td>
</tr>
<tr>
<td>Chicago Tribune</td>
<td>Business Facilities</td>
<td>Engineering News-Record</td>
<td>DC Velocity</td>
</tr>
<tr>
<td>Detroit Free Press</td>
<td>BusinessXpansion Journal</td>
<td>IndustryWeek</td>
<td>Food Logistics</td>
</tr>
<tr>
<td>Forbes</td>
<td>City Lab</td>
<td>Industry Today</td>
<td>Global Logistics</td>
</tr>
<tr>
<td>Fortune</td>
<td>Expansion Solutions</td>
<td>Machine Design</td>
<td>Inbound Logistics</td>
</tr>
<tr>
<td>IndyStar</td>
<td>Next City</td>
<td>Manufacturing &amp; Distribution Executive</td>
<td>Logistics Management</td>
</tr>
<tr>
<td>NPR</td>
<td>SITE Selection</td>
<td>Manufacturing News</td>
<td>Logistics Quarterly</td>
</tr>
<tr>
<td>Reuters</td>
<td>Trade &amp; Industry Development</td>
<td>Manufacturing Today</td>
<td>Material Handling &amp; Logistics</td>
</tr>
<tr>
<td>USA Today</td>
<td>Urban Land Magazine</td>
<td>Material Handling &amp; Logistics</td>
<td>Supply &amp; Demand Chain Executive</td>
</tr>
<tr>
<td>Wall Street Journal</td>
<td></td>
<td>Popular Mechanics</td>
<td>Transport Topics</td>
</tr>
<tr>
<td>Wired</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*This list is not comprehensive and should be updated regularly.*
## INDIANA ENTERPRISE CENTER TRADE SHOWS AND EVENTS EXAMPLE

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Date</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Bakers Association</td>
<td>Naples, FL</td>
<td>April 7-10, 2019</td>
<td>TBD</td>
</tr>
<tr>
<td>AHR Expo (Air Conditioning Heating &amp; Refrigerating)</td>
<td>Atlanta, GA</td>
<td>January 14-16, 2019</td>
<td>TBD</td>
</tr>
<tr>
<td>American Society for Industrial Security</td>
<td>Las Vegas, NV</td>
<td>August 8-12, 2019</td>
<td>TBD</td>
</tr>
<tr>
<td>Annual Meat Conference</td>
<td>Dallas, TX</td>
<td>March 3-5, 2019</td>
<td>$1,550.00</td>
</tr>
<tr>
<td>APICS (Association for Supply Chain Management)</td>
<td>Las Vegas, NV</td>
<td>September 16-18, 2019</td>
<td>$1,380.00</td>
</tr>
<tr>
<td>BakingTech</td>
<td>Chicago, IL</td>
<td>February 24-29, 2019</td>
<td>TBD</td>
</tr>
<tr>
<td>BIO International Convention</td>
<td>Philadelphia, PA</td>
<td>June 3, 2019</td>
<td>$2,800.00</td>
</tr>
<tr>
<td>BizNow Industrial Trade Show</td>
<td>Chicago, IL</td>
<td>July 1, 2019</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>CIP Transportation &amp; Logistics Conference</td>
<td>TBD</td>
<td>TBD</td>
<td>TBD</td>
</tr>
<tr>
<td>Con Expo/Con Agg</td>
<td>Las Vegas, NV</td>
<td>March 10, 2020</td>
<td>TBD</td>
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<tr>
<td>Consumer Electronics Show</td>
<td>Las Vegas, NV</td>
<td>January 8, 2019</td>
<td>TBD</td>
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<td>DistribuTECH</td>
<td>New Orleans, LA</td>
<td>February 5-7, 2019</td>
<td>$900.00</td>
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<tr>
<td>FABTECH International AWS Welding Show</td>
<td>Chicago, IL</td>
<td>November 11-14, 2019</td>
<td>TBD</td>
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<tr>
<td>IBA</td>
<td>Munich, Germany</td>
<td>October 23-28, 2021</td>
<td>TBD</td>
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<tr>
<td>IFT Food Expo</td>
<td>New Orleans, LA</td>
<td>June 2-5, 2019</td>
<td>TBD</td>
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<tr>
<td>Industrial Development Conference</td>
<td></td>
<td>April 1, 2019</td>
<td>$2,750.00</td>
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<tr>
<td>International Baking Industry Exposition (IBIE)</td>
<td>Las Vegas, NV</td>
<td>September 8-11, 2019</td>
<td>TBD</td>
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<tr>
<td>International Builders’ Show</td>
<td>Las Vegas, NV</td>
<td>February 19-21, 2019</td>
<td>$600-$775</td>
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<tr>
<td>International Manufacturing Technology Show</td>
<td>Chicago, IL</td>
<td>September 12-19, 2020</td>
<td>$45.00</td>
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<tr>
<td>International Production and Processing Expo</td>
<td>Atlanta, GA</td>
<td>February 12-14, 2019</td>
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<td>International Wireless Communications Expo</td>
<td>Las Vegas, NV</td>
<td>March 6-7, 2019</td>
<td>$25-$1,699</td>
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<td>Intersolar North America</td>
<td>San Francisco, CA</td>
<td>July 9-11, 2019</td>
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<td>IPC APEX</td>
<td>San Diego, CA</td>
<td>January 29-31, 2019</td>
<td>$2,600.00</td>
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<td>IWLA</td>
<td>Ankney, IA</td>
<td>October 12-13, 2019</td>
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<td>Medical Design Manufacturing West</td>
<td>Anaheim, CA</td>
<td>February 5-7, 2019</td>
<td>$849.00</td>
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<tr>
<td>National Automobile Dealers Association</td>
<td>San Francisco, CA</td>
<td>January 24-27, 2019</td>
<td>$580.00</td>
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<td>OFC-NFOEC</td>
<td>San Diego, CA</td>
<td>March 3-7, 2019</td>
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<td>PACK EXPO International</td>
<td>Chicago, IL</td>
<td>October 14-17, 2019</td>
<td>$100.00</td>
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<td>Pet Food Conference</td>
<td>Atlanta, GA</td>
<td>February 12, 2019</td>
<td>$75.00</td>
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<td>Pet Food Forum</td>
<td>Kansas City, MO</td>
<td>April 29-May 1, 2019</td>
<td>$1,590.00</td>
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<td>Select USA International Trade Show</td>
<td></td>
<td>June 1, 2019</td>
<td>$5,000.00</td>
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<tr>
<td>Snaxpo</td>
<td>Orlando, FL</td>
<td>March 31-April 2, 2019</td>
<td>$845.00</td>
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<td>Society for the Advancement of Material Process Engineering</td>
<td>Charlotte, NC</td>
<td>May 20-23, 2019</td>
<td>$966.00</td>
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<tr>
<td>Solar Power International</td>
<td>Salt Lake City, UT</td>
<td>September 23-26, 2019</td>
<td>$1,130.00</td>
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<td>Specialty Equipment Marketing Association</td>
<td>Las Vegas, NV</td>
<td>November 5-8, 2019</td>
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<td>SPIE Photonics West</td>
<td>San Francisco, CA</td>
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<td>TBD</td>
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<td>The International Plastics Showcase</td>
<td>Orlando, FL</td>
<td>May 17-21, 2021</td>
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<td>United Fresh Produce Association Show</td>
<td>Chicago, IL</td>
<td>June 10-12, 2019</td>
<td>TBD</td>
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<td>Waste Expo</td>
<td>Las Vegas, NV</td>
<td>May 6-9, 2019</td>
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<tr>
<td>World Dairy Expo</td>
<td>Madison, WI</td>
<td>October 1-5, 2019</td>
<td>$35.00</td>
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</table>

1 Costs reflect registration and do not include airfare, hotel, and additional expenses

Total: $27,275.00
2019 BUSINESS RECRUITMENT PLAN

SOUTH BEND - ELKHART, IN
IDEA Week, Industry 4.0 Summit & High Profile Events

TRIANGLE CITY, MI
CARI Management Briefing Seminars

NEW YORK, NY
Sales Trip Series

BOSTON, MA
New England Venture Summit

WASHINGTON, D.C.
SelectUSA Investment Summit

PLATTSBURGH, NY
Trustbelt Corporate & Consultants Forum

CHARLOTTE, NC
Area Development Consultants Forum

CHARLESTON, SC
Economist/Consultant Connect

ATLANTA, GA
Sales Trip Series

INDIANAPOLIS, IN
Forbes AgTech
IEDC Aerospace & Aviation Summit
Indiana Commercial Real Estate Conference

LOCATION, TBD
Target Industry Trip(s) - Downstream Chemical Products
## Indiana Enterprise Center Recommended Two-Year Actions and Timeline

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<tbody>
<tr>
<td><strong>Management</strong></td>
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<tr>
<td>Adopt and commit to a marketing strategy</td>
<td>n/a</td>
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<td>Management</td>
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<tr>
<td>Establish the IEC marketing team</td>
<td>n/a</td>
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<tr>
<td>Create and approve a marketing budget</td>
<td>n/a</td>
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<tr>
<td>Administer baseline perception survey</td>
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<td>Administer follow-up perception survey</td>
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<td><strong>Strategies</strong></td>
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<tr>
<td>Engage a public relations firm</td>
<td>$$$</td>
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<tr>
<td>Form partnership with a commercial real estate firm</td>
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<tr>
<td>Identify 2019 trade shows and events to attend</td>
<td>n/a</td>
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<tr>
<td>Plan press familiarization event in 2019</td>
<td>n/a</td>
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<tr>
<td>Host a series of public meetings to keep local community informed</td>
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<tr>
<td>Attend trade shows and industry events</td>
<td>$$$</td>
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<tr>
<td>Host developer site selector forum (Senior Open, June 2019)</td>
<td>$$$</td>
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<tr>
<td>Host media personnel to a press familiarization event</td>
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<tr>
<td>Host “Existing Business Executives Outreach” event</td>
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<tr>
<td>Host a series of commercial real estate broker events</td>
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<tr>
<td>Partner with workforce organizations to host IEC Job Fair and Forum</td>
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<tr>
<td><strong>Tools</strong></td>
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<td>Develop website and keep up to date</td>
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<td>Secure social media accounts</td>
<td>n/a</td>
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<tr>
<td>Design templates for sell sheets and e-newsletters</td>
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<tr>
<td>Create email database for e-newsletters</td>
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<td>Develop regular social media content</td>
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<tr>
<td>Develop and send monthly e-newsletters</td>
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<td>Integrate maps into marketing collateral and website resources</td>
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<tr>
<td>Develop and implement video marketing plan</td>
<td>$$</td>
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<tr>
<td>Develop sell sheets to promote available property and IEC platforms</td>
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