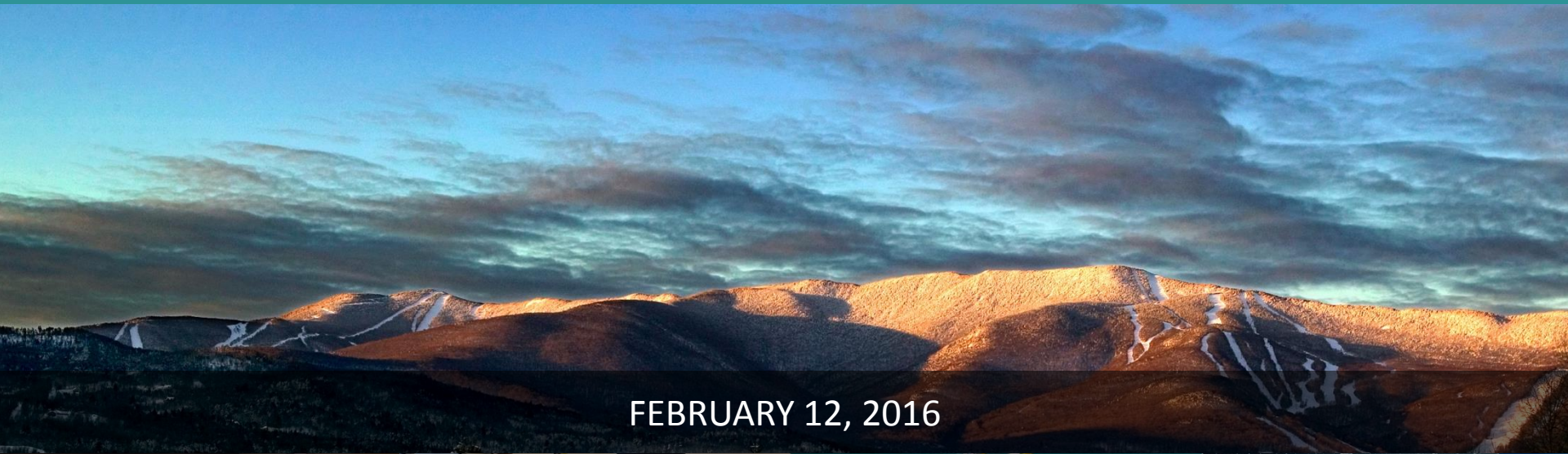
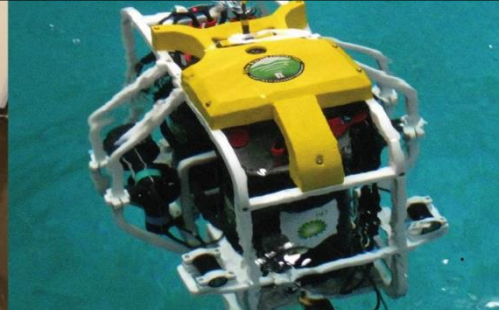


PROGRESS REPORT

VERMONT ECONOMIC DEVELOPMENT MARKETING PLAN



FEBRUARY 12, 2016





PROGRESS TO DATE

December 16	Project Start
January 11-13	Vermont Immersion Tour I
January 15	3 Surveys Launch
January 28	Media Audit Complete
February 8	'Brandcensus' Interviews Complete
February 11-12	Vermont Immersion Tour II

Target Date for Draft Plan: March 4

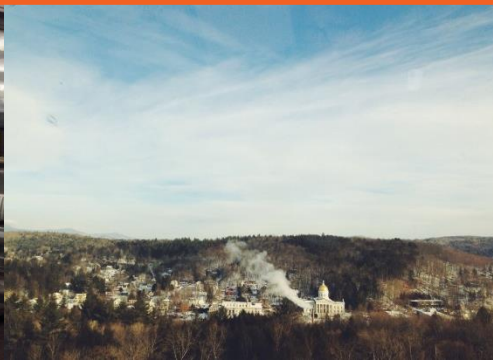
VERMONT IMMERSION TOUR

4 DAYS



MEETINGS WITH
75+
KEY CONTACTS

COMPANIES | INDUSTRY ORGANIZATIONS | UNIVERSITIES | ENTREPRENEURS | AND MORE





KEY FINDINGS: IMMERSION TOUR

1

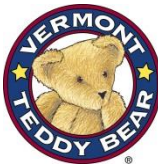
Growth must be Vermont's number one priority.

- Population (workforce gap)
- Homegrown businesses
- Out-of-state business relocation



2

Company success stories abound, but few in-state celebrate Vermont's biggest business successes.



3



Universities thirst for better connections with companies.

- Apprenticeships/internships
- Align higher education and economic development

4

Vermont has plenty of jobs to fill, but little public awareness of those jobs.

- Hundreds of jobs going unfilled
- Little awareness among local residents and out-of-state talent



5

Vermonters place a high priority on authenticity.

- Vermonters want to portray the *real* Vermont, not an idealized version
- Caution not to “over sell” the state





Vermont is “different” and residents pride themselves on being able to make a difference in the world.

- Vermonters are persistent, innovative, non-conforming
- You can be a big fish in a small pond
- Marketing plan can feature an innovative tactic or two
- Embrace “the medium is the message” approach

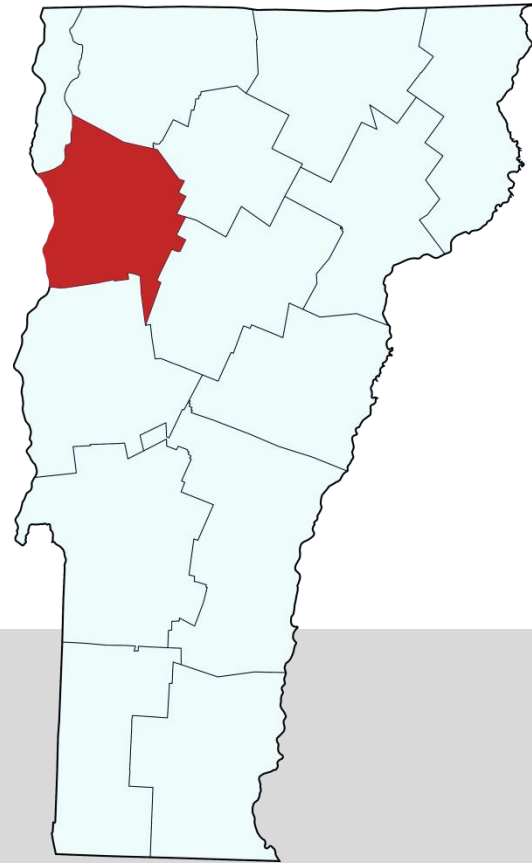
Infrastructure problems and policy changes are lightning-rod issues, but shouldn't hamstring marketing efforts.

- Barriers to growth not the focus of the marketing plan
- We must market what is “right” about Vermont now, not wait for what is “wrong” to be fixed



8

**“Two Vermonts” may exist,
but the first challenge is to get
people to “Think Vermont.”**





Vermont’s “sweet spot” for attracting workers is when they have an affinity for Vermont and are ready to settle down.

- 28-35 year-old age span
- Have a “drop of Vermont” in them
- Sick of the “rat race” and want a better life



We need buy-in from in-state influencers.

- Educate about competitive landscape and best practices
- Enlist help in telling Vermont's success stories
- Understand what the marketing plan can and can't accomplish

Scarce resources exist to implement an effective long-term economic development marketing plan.

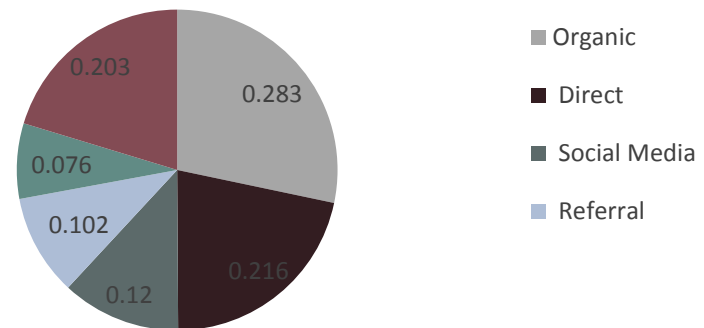
- Reallocate people and resources to extent possible
- Leverage work created by others
- Consider outsourcing



Metrics are murky.

- Create dashboard to measure:
 - Leads and inquiries
 - Website traffic
 - Media coverage
 - Social and digital media engagement
 - Perception shifts

Traffic Sources



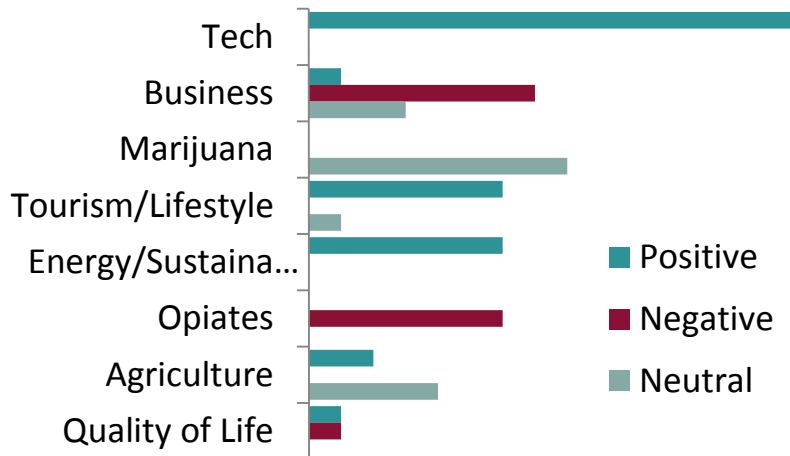


KEY FINDINGS: TOP-TIER MEDIA AUDIT

KEY FINDINGS: TOP-TIER MEDIA AUDIT

1 Tech is your sweet spot for top-tier coverage. Tech is the single most popular topic in top-tier coverage of Vermont. Not only that, but the coverage is 100% positive.

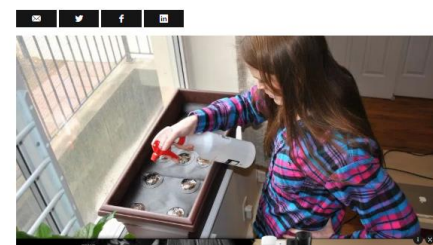
2 Entrepreneurs/startups are your key to media success. The majority of tech coverage highlights specific entrepreneurs, technologies and startups that are currently flourishing in Vermont.



FORTUNE

Home Depot Likes This Crunchy Vermont Gardening Startup

by Daniel Roberts @readDanwrite DECEMBER 30, 2015, 7:46 PM EST



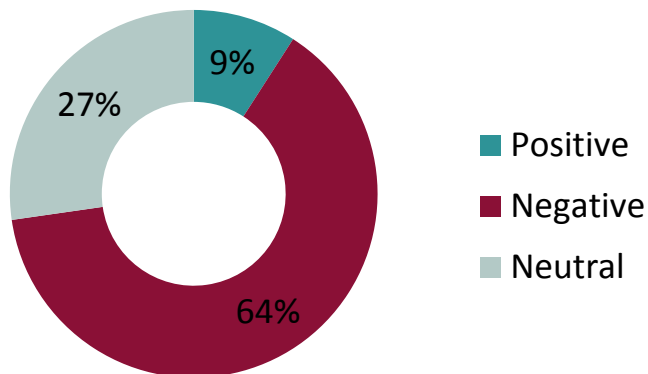
This Vermont company is providing gear for Tesla's grid batteries

by Katie Fehrenbacher @katiefrehen JULY 14, 2015, 10:42 AM EST

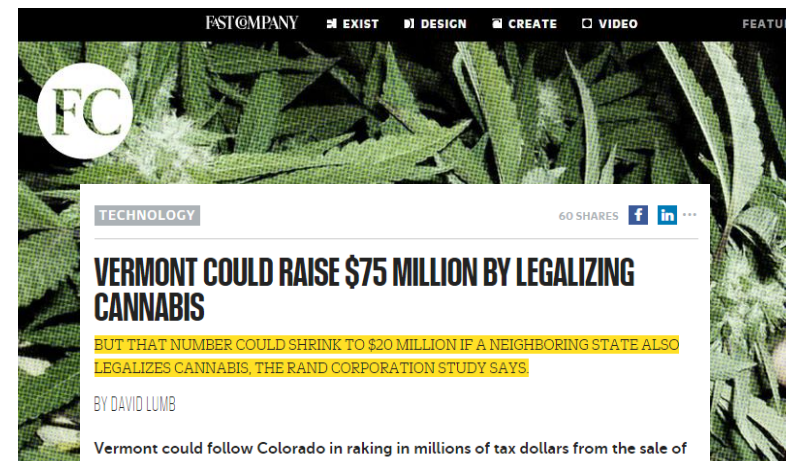


KEY FINDINGS: TOP-TIER MEDIA AUDIT

3 Business coverage is largely negative—driven by state rankings. Although coverage of company closings, layoffs and high taxes contributed to the negative tone of coverage, most of the “negative” articles were actually rankings.



4 Marijuana is a hot topic. It’s the third most popular topic in top-tier coverage of Vermont, accounting for 13% of surveyed articles—that’s more than Tourism/Lifestyle, Energy/Sustainability and nearly five times more than Quality of Life.



KEY FINDINGS: TOP-TIER MEDIA AUDIT

5 **Opiate coverage is dying down, but still fairly prominent.** Coverage of Vermont's battle with opiate addiction seems to have dropped off fairly significantly since 2014—although it's still there, accounting for 10% of top-tier coverage last year. That's on par with Energy/Sustainability, Agriculture and more than three times higher than Quality of Life.



Addiction Patients Overwhelm Vermont's Expanded Treatment Programs

The New York Times

Vermont Tackles Heroin, With Progress in Baby Steps



Fed up with heroin, Vermont town fights back





PRELIMINARY FINDINGS:
PERCEPTION SURVEYS



PERCEPTION SURVEYS

1 In- State Stakeholders (343 responses)

- 86% of respondents have resided in the state for at least six years, so strong history and knowledge of the state.

2 Out-of-State Young Adults (217 responses)

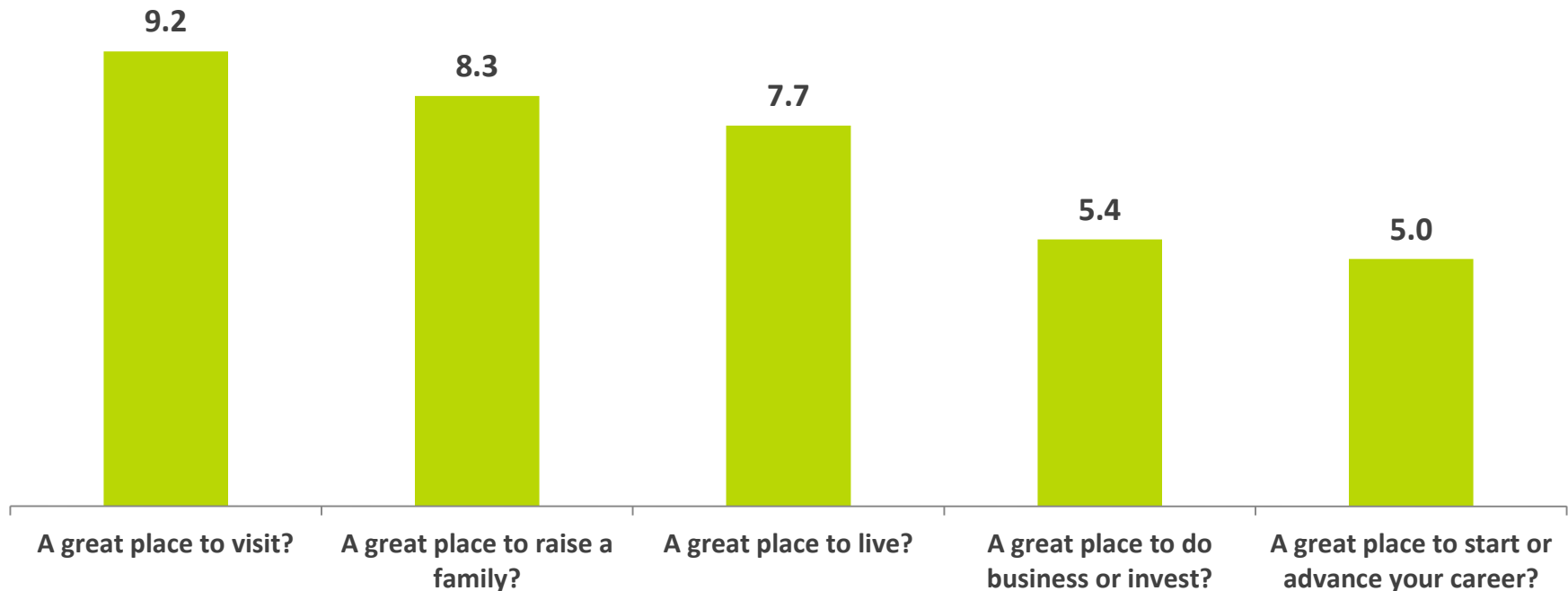
- Well-informed with 68% of respondents “somewhat” or “very familiar” with the state.

3 Corporate Executives – Northeast Region (41 responses)

- Approximately 97% of respondents have been to the state of Vermont but primarily for vacation/leisure purposes.

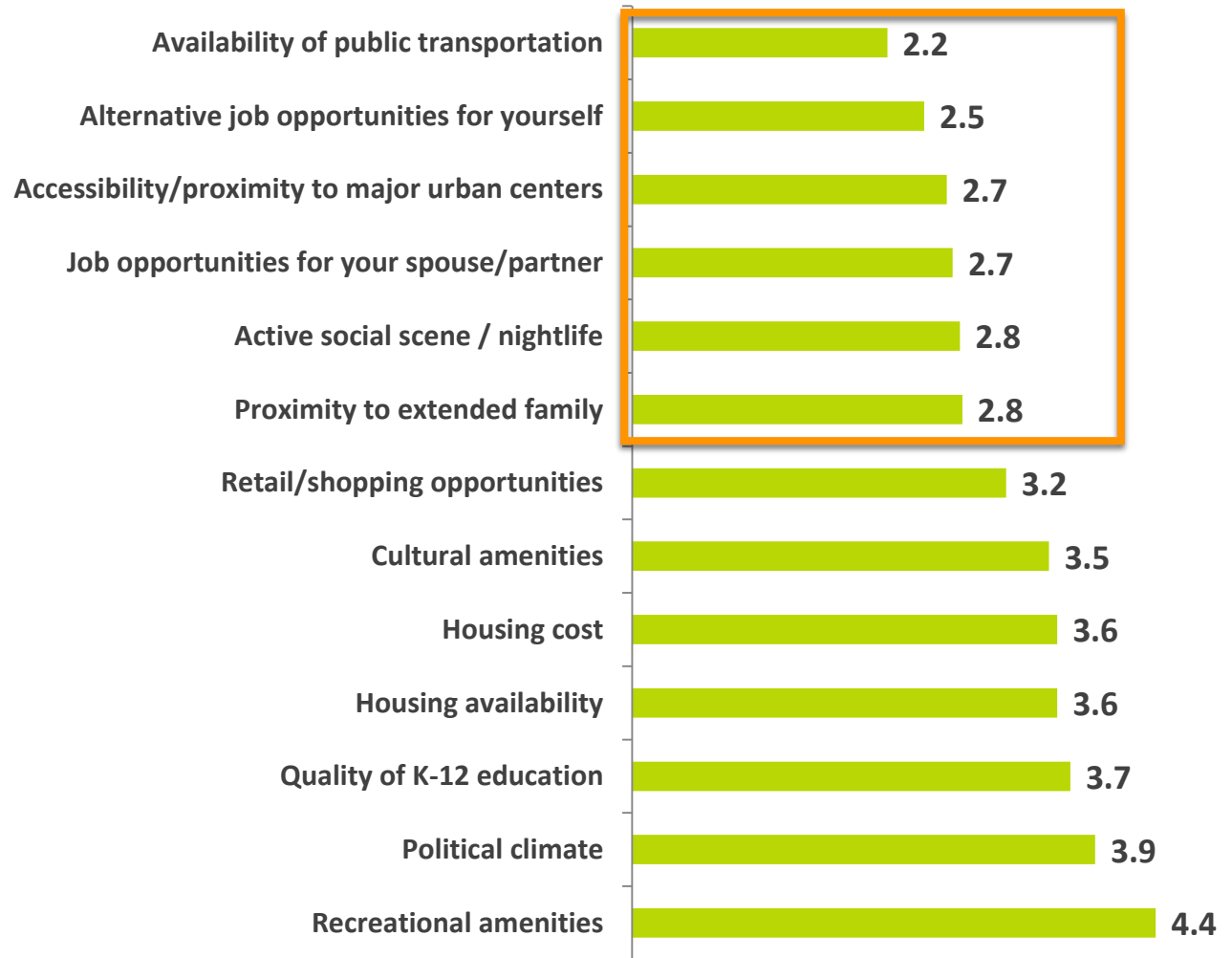
PERCEPTION SURVEYS - STAKEHOLDERS

- In-state stakeholders understand that Vermont is highly perceived from a lifestyle perspective, but that a number of challenges must be addressed before it can be viewed as a positive environment for business.



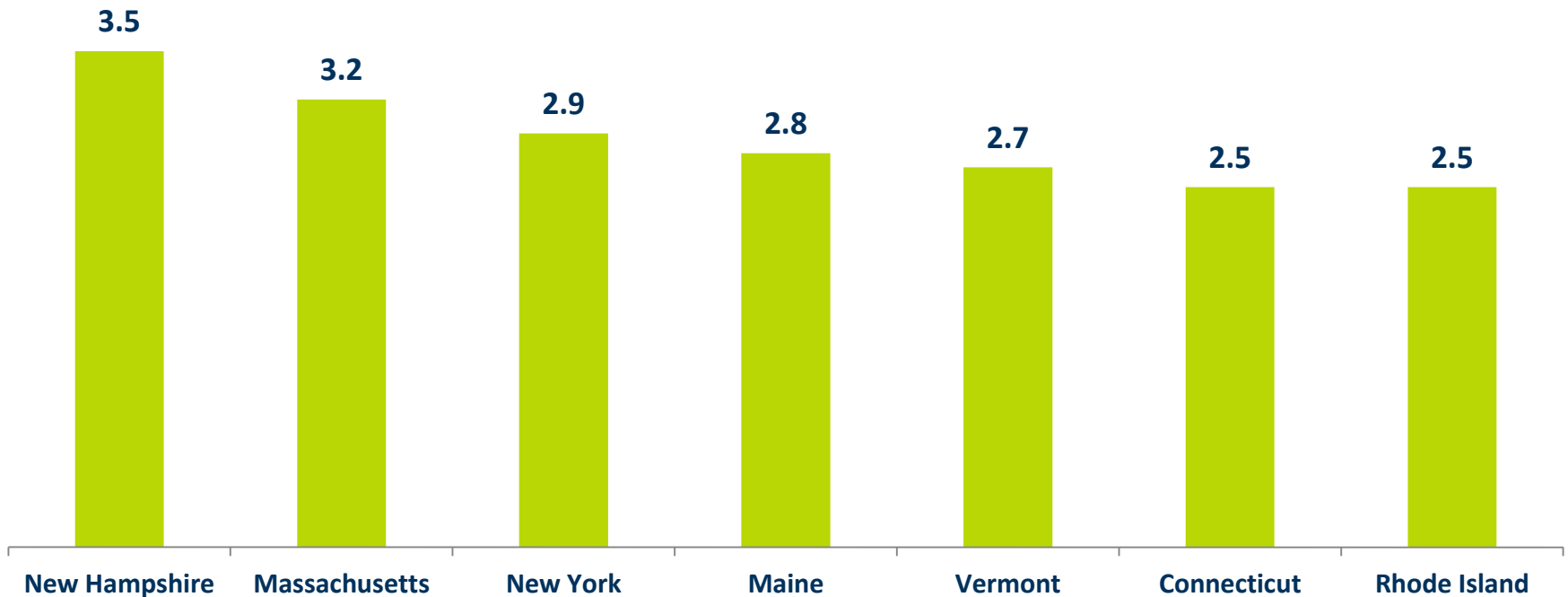


- Young adults have a very “romanticized” vision of the state as a place in which to live but are aware of its shortcomings as a place to advance their careers (as well as spouse’s career) and its distance from urban centers/family/friends.



PERCEPTION SURVEYS - EXECUTIVES

- Corporate executives also appreciate Vermont's quality of life but cite the tax environment, government regulations, climate and lack of skilled workforce as deterrents to investing in the state.





Q&A

