



TELLING THE VERMONT STORY

AS A GREAT PLACE TO WORK, LIVE AND DO BUSINESS

A 3-Year Economic Development Marketing Plan
To Attract and Retain Residents and Businesses to Vermont





THE SITUATION

- Vermont is a leader in the global tourism market but is not 'known' for business
- We have an aging population and shrinking workforce
- Talent and business attraction competition is fierce throughout the country
- No sustained resources have been dedicated to economic development marketing

GOAL

To develop an economic development marketing plan to retain and attract residents and businesses to the state.

RESEARCH AND DISCOVERY

IMMERSION TOURS AND BRANDCENSUS INTERVIEWS

100+ WITH

Companies
Industry Organizations
Universities
Public Sector Representatives
Students
Second-home Owners
And Other Entities

PERCEPTION SURVEYS

3

SURVEYS

629

RESPONDENTS

Corporate Executives (Northeast) Survey
In-state Business Survey
Out-of-State Young Adults Survey

MEDIA AUDIT

Political coverage excluded
Coverage examined by theme
Coverage examined by tone

46...

175

ARTICLES
JAN-DEC 2015

54...



KEY FINDINGS

Make growth Vermont's number one priority.

- Vermont has the second oldest, as well as second smallest, population of all U.S. states
 - Median age is 42.8 years (Maine is 44.1)
 - Second lowest birth rate (Ahead of Rhode Island)
- Without qualified workers, businesses will be unable to expand, or expand elsewhere
- In the global talent and business attraction race, Vermont isn't even on the racetrack

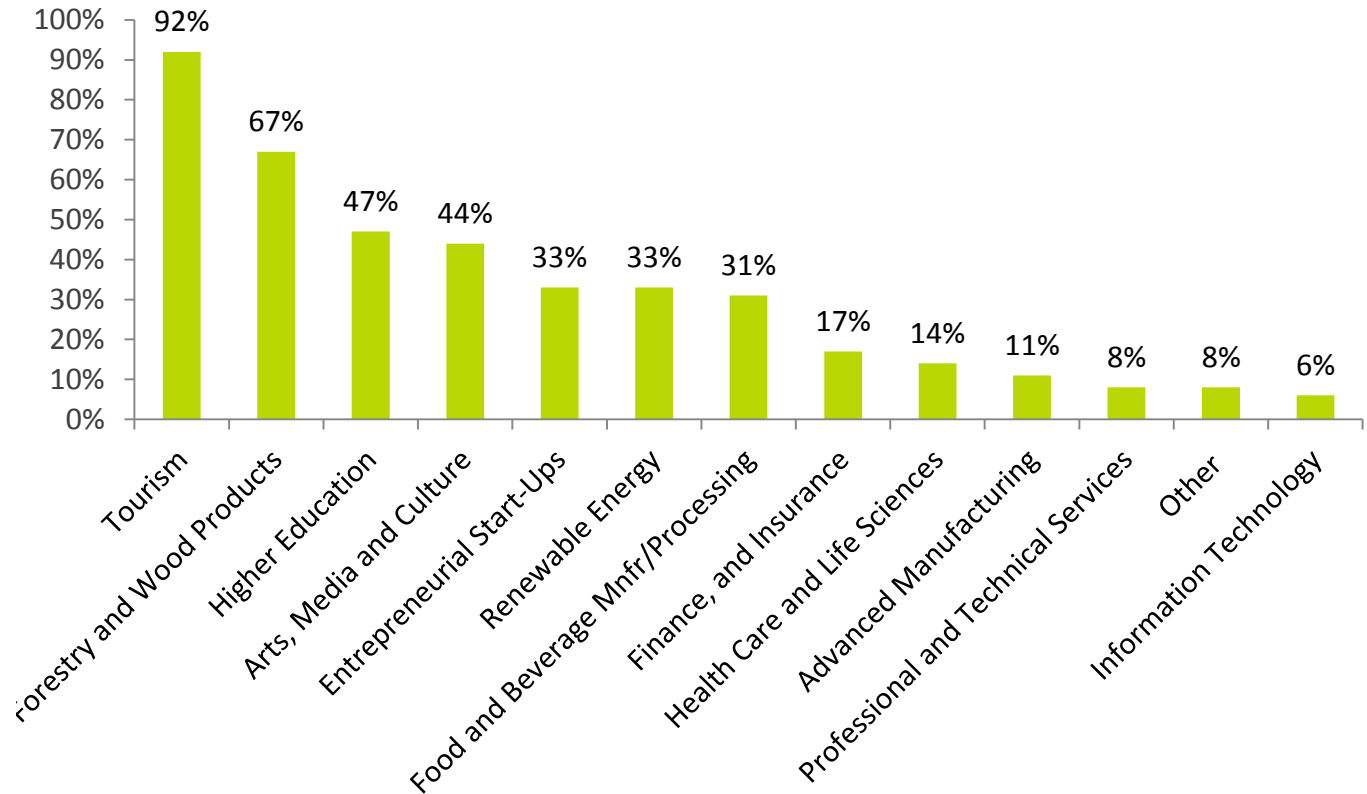


Amplify Vermont's tech and advanced manufacturing stories.

- Tech is the single most popular topic in top-tier media coverage of Vermont
 - Coverage is 100% positive
 - The media loves that Vermont is both quirky and innovative—particularly when that innovation is related to agriculture, sustainability and other things Vermont is already well known for
- Less than 10% of either corporate executives or young professionals surveyed associate either information technology or advanced manufacturing with Vermont

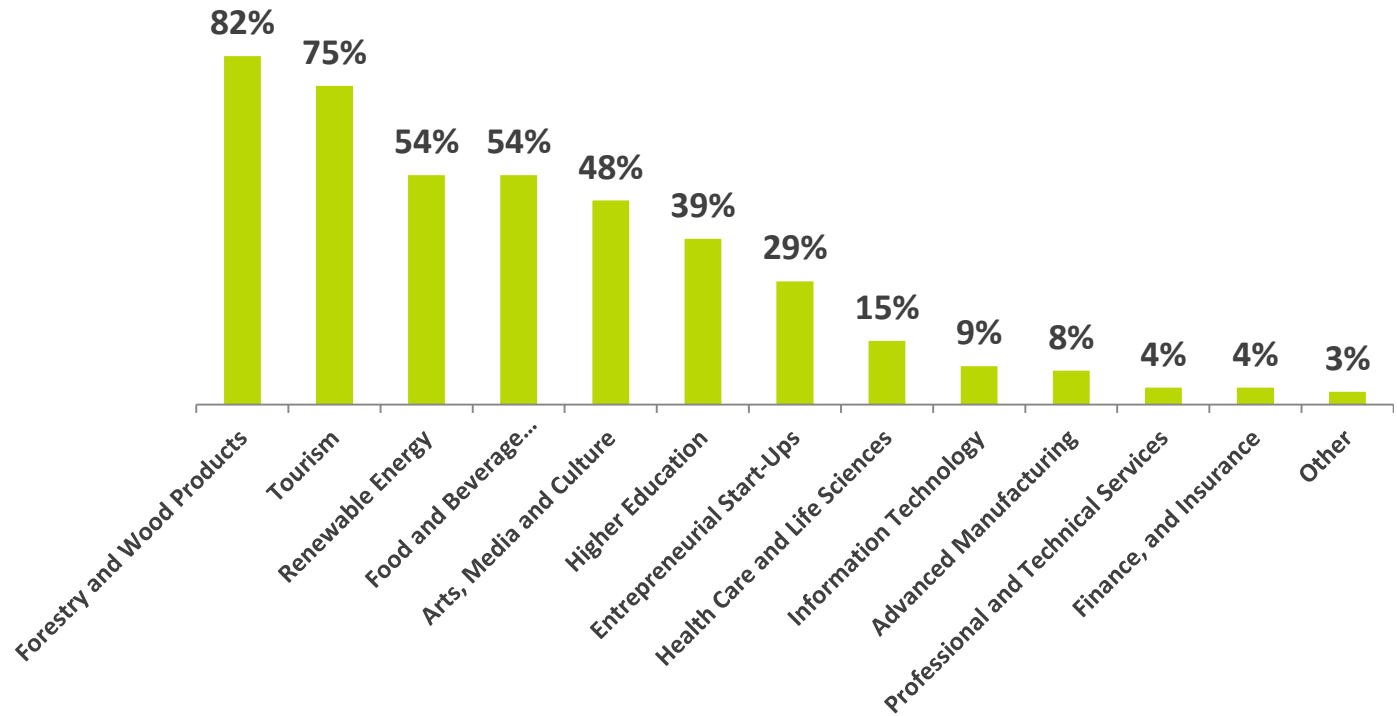
Which of the following industries do you associate with Vermont?

CORPORATE EXECUTIVES SURVEY



Which of the following industries do you associate with Vermont?

OUT-OF-STATE YOUNG ADULTS SURVEY



Leverage the success of Vermont's iconic companies.



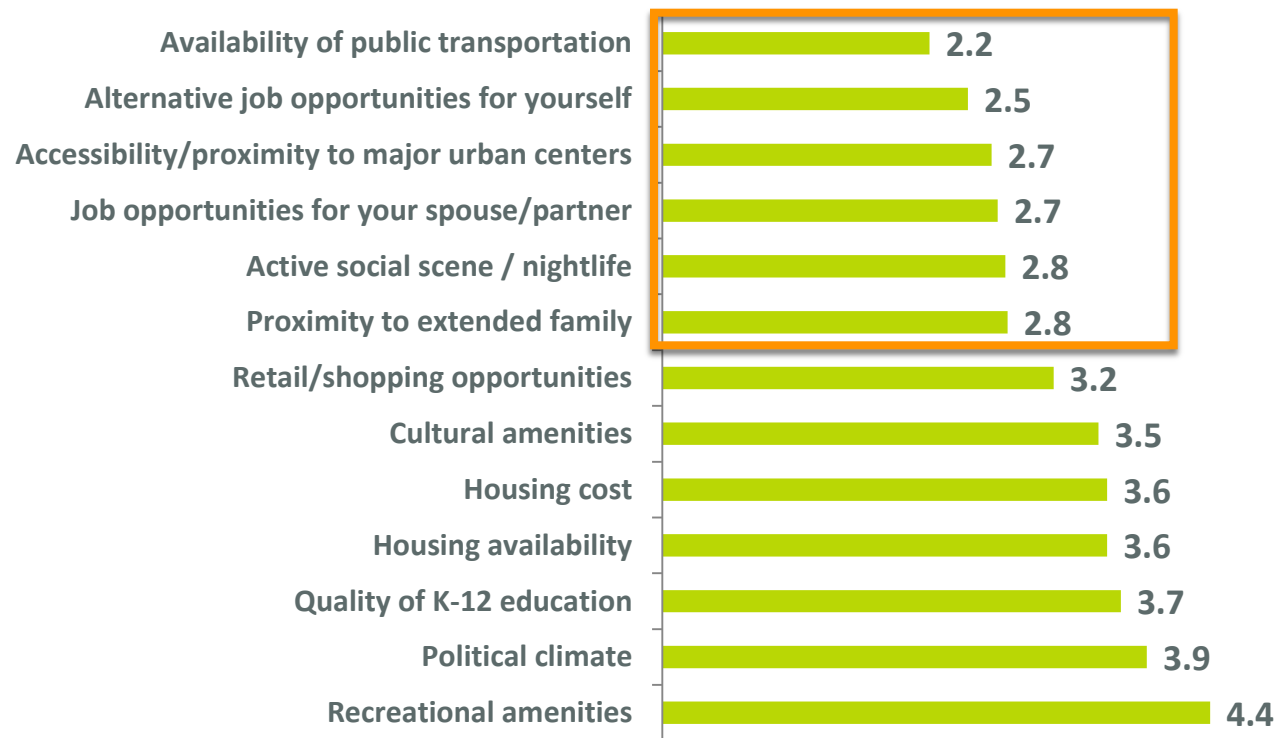


Focus on Vermont’s “sweet spot” for attracting workers and entrepreneurs.

- 28-40 year-old age span
 - May have worked in urban areas; have gained some business experience; and are now ready to get out of the “rat race” or “settle down” before they start a family
 - May want to continue to advance their careers or start their own business in a setting where they will be bigger fish in a smaller pond and can perhaps help make a difference.
- Have a “drop of Vermont” in them
 - Established an affinity through school, vacation, etc.
- Outdoor enthusiasts
 - Many outdoor enthusiasts also want to embrace a healthier lifestyle by being closer to sustainable, organic or local food sources – another area where Vermont excels.

Based on your knowledge and impression of Vermont, how would you rate the state on these items?

OUT-OF-STATE YOUNG ADULTS SURVEY





REDEFINE
**RUSH
HOUR**

GREAT JOBS, GREAT LIFE

START HERE>



VERMONT



WORKING YOUR
WAY UP HAS NEVER
**LOOKED
BETTER**

GREAT JOBS, GREAT LIFE

START HERE>

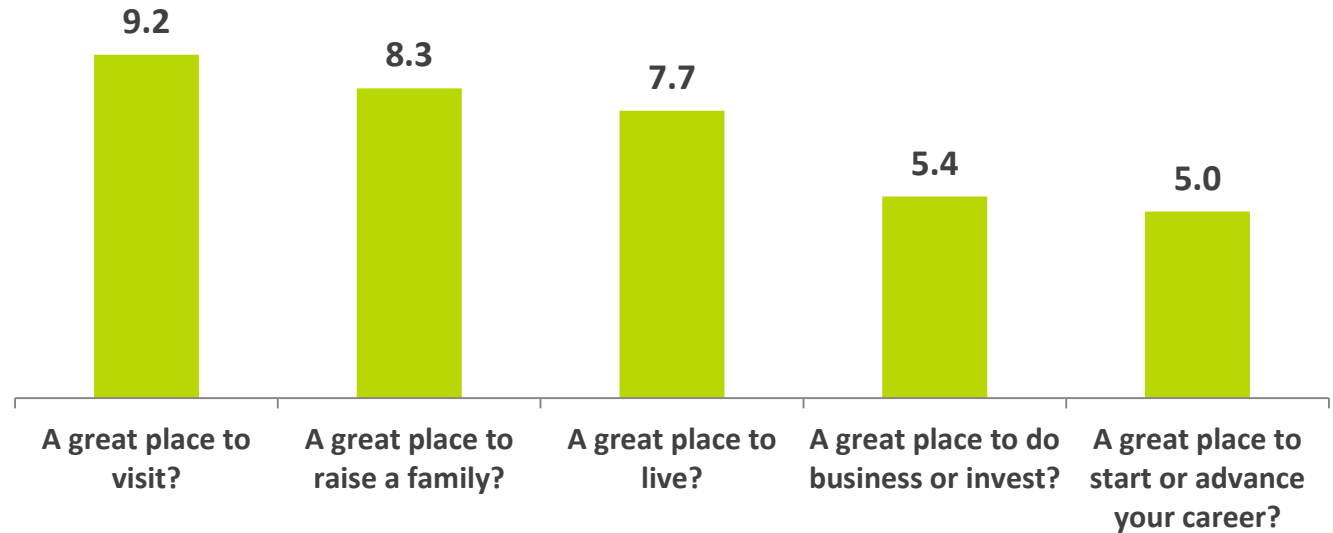


VERMONT

Balance Vermont's lifestyle assets with messaging that job and career opportunities exist.

- Greatest opportunity for growth lies with educating businesses and residents on the advantages of growing your business or career in Vermont.
- 58% of young professionals surveyed would be willing to relocate to Vermont if a job was offered.

IN-STATE BUSINESS SURVEY



- Vermonters are often our own worst enemy
- Enlist help in telling Vermont's success stories by feeding a steady stream of "good news" to key influencers
- "Two Vermonts" may exist, but the first challenge is to get people to "Think Vermont."
- We must elevate Vermont's profile as a good place to grow businesses

Strategy

Market what is “right” about the state now.

- Marketing efforts must help remove the barriers to workers relocating by promoting:
 - Vermont does have jobs
 - The state is not as remote as many people think
 - Thriving cities, towns and villages exist amongst more rural areas
- By correcting any misperceptions and further educating target audiences, Vermont can achieve success not only as a tourism destination, but also as a location for other industry sectors.



STRATEGY

Generate growth, with a focus on existing Vermont businesses, new Vermont businesses and Vermont's workforce.

TARGET AUDIENCES

- **Business owners** in-state and in the Northeast and Eastern Canada
- **Young professionals** with an affinity for Vermont who currently live in the Northeast
- **In-state influencers** such as elected officials, news media and industry associations

MESSAGING

- **Authentic**, positions Vermont as a place to live, work and do business with a purpose



MARKETING TACTICS

EARNED MEDIA / PUBLIC RELATIONS

Research shows the leading source of information influencing executive perceptions of an area's business climate is dialogue with industry peers, followed by articles in newspapers and magazines (the ultimate third-party endorsement).

NEW THINKVERMONT MICROSITE

Robust online presence to serve as a landing portal for all earned, owned and paid media outreach.

OWNED MEDIA / DIGITAL SOCIAL

Create engaging content to keep the conversation going.

VIDEOS

Successful Vermonters are the best advocates for Vermont.

PAID MEDIA / ADVERTISING

Strategic paid media, focus on digital.



ADDITIONAL OUTREACH AND PROMOTION

- Create fresh “Why Vermont?” collateral materials
 - General Business, Programs and Incentives
 - Potential Residents (Young Professionals, Visitors, Students)
- Establish presence at or sponsor targeted in-state events:
 - Tech Jam
 - Vermont Young Professionals
- Maximizing presence at in-state tourism-related events:
 - Burlington Discover Jazz Festival, Spartan Race, Wanderlust Stratton, 2016 Women's World Cup
- Increase collaboration with VT colleges and universities
 - Spotlight apprenticeship programs, research and companies
 - Facilitate Governor’s presence at alumni events in New York City, Boston and other key markets
- Direct Outreach for Business Retention and Expansion
 - Launch hand-written thank-you notes from the Governor to Vermont companies
 - Host “Thank You for Investing” roundtables

**ENGAGING PROSPECTS AND PEOPLE FOR CONVERSION TO
LEADS AND REVENUE**



**> JOBS/EMPLOYMENT = > INCOME TAX REVENUE
SUPPORTS STATE' S GENERAL FUND**



Q&A

