



# 2013 Marketing Plan

City of Hudson  
Economic Development Department





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# The Questions We Focused On

- Is Hudson, OH on the radar nationally and/or regionally?
- How well does Hudson compete?
- How do site selectors and regional business decision makers perceive the City? Other cities?
- What messaging resonates and does not resonate?



# Summary of Findings

- It is clear that Hudson has many champions among those business people that know it
- And, Hudson can boast the most important asset – a skilled workforce- that any community can have in today's economy
- However, it is not on the radar nationally, and it is not strongly on the radar regionally as a business location
- For those who have worked with Hudson's economic development efforts, the response has generally been positive, and some believe that permitting processes have been streamlined
- The most believable messaging relates to Hudson being a regional center of corporate and professional talent
- Due to this fact, Hudson is likely very rarely considered for national and even regional business expansions



# Marketing Opportunities

- Hudson has great business assets, including:
  - one of most educated workforces in the nation
  - available business parks
  - a professional permitting process
- However, Hudson is not perceived that way -- even by people in the greater Cleveland area
- And among the average Site Selector, the issue is even more pronounced – no one has even heard of Hudson
- Hudson should work very closely with Northeast Ohio marketing efforts to differentiate itself within the region. It should participate as part of a regional team, but not target companies directly outside the area until it has elevated its status within the region.



# Strategic Considerations: Objectives for 2013

- Outcomes:
  - Announce 100 new jobs annually
  - Establish contact with 25 new business prospects annually
  - Sustain the Business Retention and Expansion (BRE) outreach program by conducting 60 visits annually. Of those visits, 50% will be to the top 30 businesses in Hudson
- Tactics:
  - Create a unified message, deliverable by any City representative
  - Bring the commercial property database within the Economic Development pages of the City website
  - Identify the office vacancy rate in Hudson annually



# How similarly sized communities are performing

Population	Yearly Web Visits	Conversations Past 12 months	Jobs Last 12 Months	Capital Investment Last 12 Months
Less than 25,000	6,926	25	83	\$23,738,889
25,001 to 100,000	9,075	68	469	\$59,606,630



# Strategic Considerations: Target Audience

1. Location decision makers outside of Hudson:
  - Role:
    - Executive Level Decision Makers
    - Site Selectors/Commercial Real Estate Brokers
  - Industries:
    - Alternative Energy
    - Tech
    - Distribution
    - Healthcare
    - HQ's for national companies





# Strategic Considerations: Target Audience

## 2. Location decision makers inside Hudson:

### – Role:

- Executive Level; Company owners/executives who live in Hudson, but HQ their company outside of Hudson
- Companies who are HQ'd in Hudson, but CEO lives elsewhere

### – Industries:

- Alternative Energy
- Tech
- Distribution
- Healthcare
- HQ's for national companies



# How Hudson Compares on Typical Location Criteria



# Key Comparison Data Points

	Akron, OH Metro	Cincinnati-Middletown, OH-KY-IN Metro	Cleveland-Elyria-Mentor, OH Metro	Chagrin Falls	Hudson
<b>2012A Demographics:</b>					
Total Population	702,292	2,145,173	2,067,111	4,083	22,302
Total Households	286,502	835,205	857,270	1,877	7,687
Female Population	362,039	1,096,821	1,073,928	2,172	11,351
% Female	51.55	51.13	51.95	53.21	50.90
Male Population	340,253	1,048,352	993,183	1,910	10,951
% Male	48.45	48.87	48.05	46.79	49.10
Population Density (per Sq. Mi.)	780.21	488.44	1,034.95	1,650.95	871.51
<b>Age:</b>					
Median Age	40.0	38.0	41.0	47.0	44.0
<b>Educational Attainment:</b>					
Total Population Age 25+	475,119	1,415,349	1,425,306	2,898	14,407
Grade K - 8	1.9%	2.4%	2.3%	0.1%	0.2%
Grade 9 - 12	8.2%	8.6%	8.1%	0.9%	1.8%
High School Graduate	33.6%	31.5%	30.9%	11.3%	9.8%
Associates Degree	7.9%	7.4%	7.8%	8.2%	7.9%
Bachelor's Degree	18.8%	18.7%	17.1%	38.2%	42.6%
Graduate Degree	9.6%	10.6%	10.6%	24.7%	25.6%
Some College, No Degree	19.3%	20.0%	22.3%	16.5%	12.1%
<b>Household Income:</b>					
Average Household Income	\$68,512	\$74,356	\$67,337	\$116,690	\$149,246
Median Household Income	\$50,551	\$55,353	\$47,726	\$67,500	\$110,726
Per Capita Income	\$28,262	\$29,211	\$28,182	\$53,872	\$51,644



# Comparison Matrix

Factors	Strength	Neutral	Weakness
Access to markets		X – Hudson offers access to the large NE Ohio Market, but so do others	
Ability to recruit workforce		X – Hudson has a very high end professional workforce, but not any greater access to rank and file staff than other locations	
Low overall cost of doing business			X – Hudson is a “premium” location in terms of cost
Pro-business tax/regulatory climate		X -- Reviews on the City’s development processes are mixed, but improved.	
Financial incentives from communities		X – by reputation, all communities have similar incentives.	
Access to senior management talent	X – Hudson is likely the senior management capital of the Midwest		
Proximity to universities		X – Outstanding universities close, but not better than comparison communities	
Access to national or international air service		X - Access to both Cleveland and Akron Airports	



# Messaging Recommendations



# Messaging for Location Decision Makers (about Hudson)

For business location decision makers

**Who need** access to markets, to lower their operating costs, and to source world-class talent,

**Hudson, OH** is a 25,000 person suburb within the Cleveland area

**That** is located in the largest CSA\* in Ohio, with direct access to Interstates 480 and 80, and home to one of the most educated, professional workforces in the country.

**Unlike** small Midwestern business locations,

**Hudson** is home to one of the most educated, professional workforces in the country.

\*Combined Statistical Area



# Expanding and Relocating Company USP

“Hudson, OH has what today’s businesses need to succeed: The highest concentration of executive and professional talent in the greater Cleveland area.”



# Messaging for Businesses and Executives in the Area (about the organization)

For business leaders and executives in Hudson, OH

**Who need** to find customers, a high performing workforce, and to lower business costs and business risk

**Hudson's Economic Development Department** is a service of the City

**That** helps businesses get established in Hudson, assists businesses with workforce centers, and develops customized incentives packages for expanding and relocating companies.

**Unlike** other governmental or business service organizations,

**The City of Hudson's Economic Development Department** facilitates communication between businesses and local, state and federal governments, and works to provide incentive packages for new and existing businesses.





# Existing Business and Executive USP

“The Economic Development Department of Hudson, OH achieves economic diversity by providing support, guidance and in some cases incentives to help businesses succeed in the City.”



# Steps in the Economic Development Sales and Marketing Process



## COMPANY ACTIONS

## ED ACTIONS

Consistent business evaluation  
and assessment



Familiarization tours,  
email, public relations

Formulating Objectives /  
Defining search area



Relevant branding that gets  
you on the list

Evaluating  
Locations



Websites and search marketing  
that connect and educate

Field  
Visitations



Professional site visits and  
answering when called

Selecting a Community



Engaging the  
business community

Implementation



Assisting with permitting,  
introductions, liaison services



# Foundational Marketing Elements



# Foundational marketing elements you have already contracted for

- As part of Atlas' work for you, you will receive:
  - A new logo and new business messaging
  - New economic development content for the City of Hudson site
  - A virtual familiarization tour
  - Trade show materials and Power Point template (PPT)
  - An advertising campaign (print/online)
  - Direct mail and email campaign
- These items provide an excellent foundation for the ongoing marketing you will do



# Additional marketing elements that will support the plan

- To support this marketing plan, we would suggest a few additions:
  - A customer relationship management (CRM) system, provided by Atlas or a third party to manage investors, prospects, retained companies
  - Social media management software, such as Hoot Suite
  - Power Point (PPT) content for community and company presentations
  - SlideShare account for distributing content
  - Earned media (regionally)



# Marketing Campaign Recommendations

Campaign 1: Business Recruitment Campaign (business parks)

Campaign 2: Business Recruitment Campaign (corporate)

Campaign 3: BRE Outreach Campaign

Campaign 4: Extension of BRE Campaign



Campaign 1:  
Business Recruitment Campaign –  
Business Parks





# Expected Results:

## Business Recruitment Campaign (business parks)

**Raise awareness of Hudson and announce  
100 new jobs annually.**

- Establish contact with 25 new business prospects annually
- Increase number of inquiries from regional Site Selectors and business decision makers
- Bring the commercial property database within the Economic Development pages of the City website



# Recommended Tactics:

## Business Recruitment Campaign (business parks)

- Leverage Atlas' Site Selector list
- Participate in regional Site Selector and broker events
- Receive certification for business parks through Certified Ohio Jobs Ready Site program
  - <http://www.development.ohio.gov/redev/default.htm>
- Attend conferences/events for targeted industries
- Participate in Team NEO trade missions and co-op marketing opportunities, when cost effective
- Develop and promote PPT content, promoted on Slide Share quarterly.  
Topics include:
- Send targeted email and direct mail quarterly
- Heavy promotion of business parks on ED portion of City website
- Direct prospecting using LinkedIn



Campaign 2:  
Business Recruitment Campaign –  
Corporate



# Expected Results:

## Business Recruitment Campaign (corporate)

**Raise awareness of Hudson and announce  
100 new jobs annually.**

- Establish contact with 25 new business prospects annually
- Increase number of inquiries from regional Site Selectors and business decision makers
- Bring the commercial property database within the Economic Development pages of the City website



# Recommended Tactics: Business Recruitment Campaign (corporate)

- Develop and promote PPT content, promoted on Slide Share quarterly. Topics include:
  - Overview of successful Hudson businesses and their leaders
  - Recent deals/expansions
- Send email and direct mail quarterly
- Search engine marketing and Google advertisements
- Direct prospecting using LinkedIn
- Target industries and companies based on available space and workforce needs
- Assemble a Hudson relocation team ( "Come Home to Hudson" Team) that will assist with any large organizational relocations and expansions
- Host annual broker event; include more area business decision makers
- Develop 5 CEO testimonials, including why they decided to located in Hudson
  - Include as "Case Studies" on your website



# Campaign 3: BRE Outreach Campaign



# Expected Results: BRE Outreach Campaign

**Sustain the Business Retention and Expansion (BRE) outreach program by conducting 60 visits annually, including top 30 businesses in Hudson.**

- Grow awareness of services and benefits City of Hudson has to offer existing businesses, including improved permitting process
- Identify and reduce the office vacancy rate within Hudson
- Create a unified message, deliverable by any City representative



# Recommended Tactics: BRE Outreach Campaign

- Send letter to local companies; follow up with phone. Complete 60 sit-down meetings with area businesses (annual goal).
- Develop a team – “Hudson Business Coalition” -- to help target certain industries and companies
- Develop PPT content for community and company presentations
- Identify and target growth industries and expiring leases for expansion and retention
- Leverage existing partner organizations to broaden available resources for local businesses and entrepreneurs
- Develop “one-sheet” of all resources available to Hudson businesses, as leave behind for one-on-one meetings (also downloadable from website)





# Campaign 4: Extension of BRE Campaign



# Expected Results: Extension of BRE Campaign

Use conversations to build list of buyers/suppliers of area businesses for recruitment purposes

- Increase outreach to local companies
- Help decrease vacancy in business parks in Hudson



## How this fits into Hudson's overall communications efforts:

- Meetings between Atlas and the City's Communications Office will be conducted on a monthly basis
- We will leverage existing City events and programs to talk about the economic development campaigns and activities
- The updated economic development portion of the City's site will include tools to help generate awareness of Hudson's business assets (i.e. property data, virtual familiarization tours, etc.)
- We will leverage existing City communication channels (i.e. newsletters, emails etc.) to communicate our efforts



# Q&A



# Contact Information

1128 Grant Street

Denver, CO 80203

Contact: Ben Wright

t: 303.292.3300 x 210

[benw@Atlas-Advertising.com](mailto:benw@Atlas-Advertising.com)

[www.Atlas-Advertising.com](http://www.Atlas-Advertising.com)