



**BUSINESS RETENTION &
EXPANSION INTERNATIONAL**

Business Retention and Expansion

Community Input, Celebration and
Implementation

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Implementation and Evaluation

- ▶ Community Input/Resources Meeting
- ▶ Community Commencement/Celebration
- ▶ Quarterly Meetings (at least with Task Force on progress of efforts)
 - ▶ The Task Force is typically composed of the Account Executives, the Operations Team partners and the Management Team
- ▶ Documentation/evaluation of Success in Implementation of individual efforts/tasks/strategies

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Community Input/Resources

- ▶ **Purpose of Meeting:**
 - ▶ Avoid reinventing the wheel
 - ▶ Avoid turf battles
 - ▶ Maximize/leverage the effort of other groups
 - ▶ Avoid the embarrassment of unknowingly duplicating efforts

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Community Input/Resources

- ▶ Invite agencies that might be working on your selected priorities
- ▶ Ask them (ahead of time) to address:
 - ▶ 1) What are you doing on this project?
 - ▶ 2) If doing something, is it reaching local firms?
 - ▶ 3) If not, can we collaborate to reach more of our firms?

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Community Input/Resources

- ▶ Sometimes done with full task force
- ▶ Sometimes done only with smaller workgroups.

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Community Commencement

- ▶ Celebrates end of planning phase and dedicated to moving aggressively into implementation
- ▶ Invite everyone directly involved in the program including other local leaders, regional and national leaders
- ▶ Aim for 100+ participants

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Community Commencement Meeting

Program Topic	Person Responsible	Time
Introduction	Project Coordinator	10 min
Program purpose/history	Task Force Leader	5 min
Testimonials/accomplishments	Business Owner(s)/Project Coordinator	10 min
Strategy 1	Task Force Member A	10 min
Strategy 2	Task Force Member B	10 min
Strategy 3	Task Force Member C	10 min
Congratulations	Project Coordinator	5 min

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Method of Presenting BR&E Strategies

- ▶ 5 to 10 minutes per strategy
- ▶ For each one, provide:
 - ▶ The overall concept of strategy
 - ▶ Survey results related to the projects adopted
 - ▶ Projects/tasks/strategies adopted by the Task Force

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Invite Agency Staff to Community Commencement Meeting

- ▶ Include regional and provincial/state staff in the invitation
- ▶ They can learn about your priority projects.
- ▶ Invite them to speak briefly about how they can help you with implementation (send them an advanced copy of summary so they are on target).
- ▶ Invite them to follow-up meetings as well.
- ▶ Encourage their participation in the implementation of the Task Force's work

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Mail BREV Summary to Everyone

- ▶ The number and type of firms visited (be sure to get the firms' explicit permission before you publish their names)
- ▶ The names and affiliations of the volunteer visitors
- ▶ The members of the Task Force
- ▶ Community Leaders- Elected, appointed, others
- ▶ State/provincial legislators and their staffs
- ▶ State/provincial development agencies
- ▶ Extension Service/technical assistance providers

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Plan Implementation

- ▶ This type of program cannot be accomplished in nine (9) months; it typically takes 2-3 years at a minimum
- ▶ Other groups will not implement projects developed by the BR&E Task Force if the Task Force itself is not actively involved
- ▶ It's okay for the small implementation groups to shift members
- ▶ Hold quarterly meetings to monitor progress

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New Leadership Team Members

- ▶ If possible, replace only two of the four members of the Leadership team at one time in order to provide some continuity.
- ▶ It's okay for members to continue participating in the team if they are willing and able.

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Distribute One Page Reports

- ▶ This refers to keeping the members of the small implementation teams up-to-date with the progress of implementing the plan
- ▶ Distribute early and often.
- ▶ Mail with notices of quarterly meetings and distribute again at the meeting.

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Evaluation of Implementation

- ▶ To what degree do BR&E programs actually implement projects?
- ▶ What factors are likely to influence the degree of implementation of the priorities set by the local Task Force?

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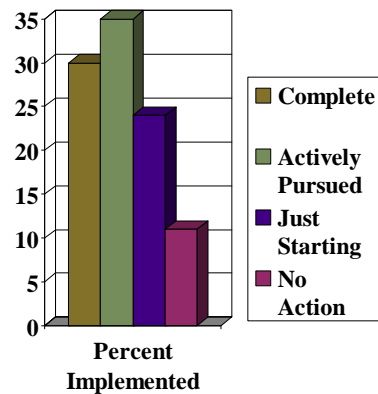
Summary of "How Successful Are Business Retention and Expansion Implementation Efforts." **Economic Development Review**, 1997

- ▶ Data from 91 BREV programs in four states (Minnesota, Missouri, Nebraska, and Ohio)
- ▶ Average program adopted five projects
- ▶ What percent of the projects were implemented?

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Status of Implementation Efforts

- ▶ 30% of projects were implemented
- ▶ 35% were being actively pursued
- ▶ 24% were just starting
- ▶ 11% had no action



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Factors Increasing Degree of BR&E Project Implementation

- ▶ Use proven strategic planning methods...plan for success!
- ▶ List those responsible for implementation and progress in the reports
- ▶ The Task Forces held meetings after the report was presented
- ▶ Adequate budget (average at that time was \$2,500)
- ▶ There was a BR&E Professional (someone who was familiar with the program, familiar with the factors of success in a BR&E Visitation program and was a champion of the effort) who continued working on BR&E (average was 1.1 per program)
- ▶ Time since completion of report

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- ▶ Programs in this study were done from 1991-1995
 - ▶ Additional research studies on success of implementation are located on the BREI website under the certified BREI Project Coordinators and Professionals section.

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Keep Publicizing Your Program

- ▶ Market
- ▶ Market
- ▶ Market
- ▶ Market
- ▶ Market
- ▶ Market
- ▶ Market
- ▶ **And Market!**

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Resources for Follow-Up

- ▶ **Business Retention and Expansion
International www.brei.org**

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Questions?

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