

## **6. Marketing Campbell County**

### **6.1 Introduction: Communicating a Business Image**

This section proposes a marketing program designed to communicate within the County and outside it. Since the emphasis of the strategy is on maintaining and growing the companies that are already present in or connected to Campbell County, a good portion of the effort addresses the internal communications process; the proposed newsletter, network and training alliance reflect this orientation. However, some growth will come from outside forces and a significant part of the program looks to those companies and site selectors who need information.

The image is important. On its website Campbell County communicates an image of a culture and economy in transition from a rural agricultural place to a “mixture of suburban and rural.” While this description seems accurate it sends an ambiguous message that may confuse prospects. We suggest a focus on Campbell County’s workforce and the semi-rural but centrally located setting close to mid-Atlantic markets.

This section describes current marketing activities and adjustments intended to refocus these internal and external communications in light of changing economic times.

### **6.2 Current Marketing**

In the economic development framework, the County markets itself as part of the Lynchburg region by supporting the work of Region 2000 Economic Development Partnership, contributing \$51,000 yearly toward support of regional marketing efforts. In a parallel track, the Department of Economic Development manages its own marketing effort that encompasses diverse activities designed to promote the County’s economic development agenda. This second track includes a limited marketing program of advertising, public relations and specialized consulting activities all geared to the County’s specific interests. This analysis focuses on marketing the County’s own identity.

The County’s current Marketing Plan (fiscal year 2004) proposes “the promotion of Campbell County industrial properties as aggressively as funding and resources allow.” It sets forth the following tasks:

- Provide marketing brochures and material for industrial properties.
- Continue to upgrade and enhance economic development web site presence and capabilities.
- Continue reliance on and participation with Region 2000 Economic Development Partnership for marketing activities.
- Participate with the Heart of Virginia organization in a trade show with emphasis on plastics or one of our top five industrial market sectors.
- Build upon existing relationships with the Virginia Economic Development Partnership.
- Explore and develop new avenues for marketing potential.

The Department has an annual marketing budget of roughly \$59,628, allocated to these activities, including the regional participation.

### 6.3 Targeting

The County has a thorough analysis of its top industry targets, prepared in 2001 by The Economic Development Assistance Center of Virginia Polytechnical Institute. The team that conducted this work provided a long list of industry targets that it regarded as suitable for the County’s business attraction program. From this long list we have narrowed the focus to best prospects based on the business survey, the SWOT analysis and a review of national economic trends. The sectors identified in Exhibit 6-1, form the core of the proposed marketing program.

#### Exhibit 6-1

---

#### **TopTarget Industries: Campbell County Marketing Program**

---

Industry Sectors	Comments
Fabricated Structural Metals	Local and regional workforce is strongest asset.
Industrial Machinery and Equipment	Significant concentration of companies and resources in area.
Plastics	Industry is suitable for a county location.

Source: Thomas Point Associates, Inc.

These sectors of primary interest are described below.

#### ***Fabricated Structural Metal (SIC 344; NAICS code 332)***

The category represents the core manufacturing strength that Campbell County enjoys, and there is a strong cluster of companies in the County with an associated skilled labor force. It includes a large and very important basic industry sector with the following types of subsectors:

- Fabricated structural metal: fabrication of metal for bridges, buildings and sections of ships, boats and barges.
- Metal doors, sash, frames, molding and trim.
- Fabricated plate work for boiler shops.
- Sheet metal work.
- Architectural and ornamental metal work.
- Prefabricated metal buildings and components.

#### ***General Industrial Machinery and Equipment (SIC 356; NAICS code 333)***

This category is also a very large and basic industry sector, and one that is closely related to Campbell County’s current economic base. It includes the following subsectors:

- Pumps and pumping equipment
- Ball and roller bearings.
- Air and gas compressors.

- Industrial and commercial fans and blowers and air purification equipment.
- Packaging machinery.
- Speed changers, industrial high-speed drives, and gears.
- Industrial process furnaces and ovens.
- Mechanical power transmission equipment.

While we do not propose to limit marketing within this large sector, a special focus for Campbell County could be on packaging machinery.

***Miscellaneous Plastics Products (SIC 308; 326 NAICS code).***

The category comprises some of the fastest growing industries in the US, including the following:

- Unsupported plastics film and sheet (produced from resins, in polyester, polyethylene, vinyl and other sources).
- Unsupported plastics profile shapes (profiles, rods, tubes and other shapes).
- Laminated plastics plate, sheet and profile shapes.
- Plastics pipe.
- Plastics bottles.
- Plastics foam products.
- Custom compounding of purchased plastics resins.
- Plastics plumbing fixtures.
- Other plastics products.

The County should market to this entire industry sector. One subsector for which it may have special appeal is plastics packaging, connected with the industrial packaging machinery sector discussed above.

The prospects for jobs in these sectors are relatively strong, according to recent research from the Bureau of Labor Statistics and the Federal Reserve Board. The general expectation is that low-skilled jobs making lower valued, mass-produced items will continue to migrate overseas to places where labor is cheap while manufacturing in the advanced industrial nations, including the US, will center on complex, value-added products and systems. According to a recent study by the Manufacturers' Alliance, "Every industry has pieces of manufacturing that will shift abroad, but also pieces that will remain in the US because they embody high technology within that product." . In fact industrial economists expect that energy costs, not labor, will be the key competitive factor in future location decisions.

The US Department of Labor projects that the US will continue to lose jobs in areas like textiles and furniture production, where both labor and materials are relatively plentiful overseas. However, positions in computer and mathematical occupations are expected to increase by 29 percent in the coming decade. There will also be growth in industrial automation equipment, such as robotics. Other industry sectors in the top 25% for both productivity and job growth include toys and sporting goods, drugs, garden machinery, motor vehicles, metal coating and screw machine products, bolts and rivet industries.

According to a recent Wall Street Journal article, “U. S. manufacturers are more worried about a serious projected shortage in skilled machinists and other factory workers.” (Wall Street Journal, Why U.S. Manufacturing Won’t Die, July 3, 2003).

#### **6.4 New Thinking About Marketing**

The current marketing program maximizes a relatively small County investment by working with the regional marketing organization. It is reasonable to consider the continuing evolution of this same program over the next several years with dedicated County support, as the program evolves. However, the County should consider new thinking and its own initiative with unique marketing language, images, materials and media relationships. This new effort will complement but stand apart from the Region 2000 program.

##### **6.4.1 Translating New Ideas into a Marketing Program**

The fundamental changes that structure this new thinking are the following:

- Address the specific needs of target industries in relation to Campbell County features and resources.
- Enlist Campbell County businesses in the marketing program to a greater extent than they are presently involved.
- Create a multi-year commitment of at least three years to the marketing program that defies the great pressure for short-term results.

##### **6.4.2 Marketing to the Targeted Industry Sectors: Essential Messages**

We see a marketing effort with unique “message points” and a narrow focus than the regional effort. It would feature the following specific themes, with quotes taken from the business survey conducted in April, 2003:

*1. Communicate an attractive place image---a business environment that features quality of life:*

- Open country, farmland and rolling hills close to Lynchburg and Danville are an attractive environment.
- Small towns and villages provide services.
- Business and government are partners in improving quality of life.

***“Campbell County is on track to making area more receptive to business...”***

*2. Describe the “bottom-line economic advantages” of a County location:*

- While the environment is attractive, the cost of doing business is low:
  - Utility costs.
  - Infrastructure availability.
  - Available buildings.
  - Available properties.
  - “Virtual location” program.

***“Campbell County government is business friendly...the low tax rate is a significant advantage.”***

*3. Feature the County's top-notch workforce:*

- The County's school system is “the best in the region”
- There are skilled and semi-skilled workers available at competitive wage rates.
- Plant closings have created a pool of currently available workers.
- Educational systems and resources are excellent. There are nationally prominent colleges and universities available in the area.
- The County's Vo-Tech School produces graduates who are ready to go to work.
- Central Virginia Community College takes a client-driven approach to workforce training.

***“The workforce in Campbell County is solid and dependable– it features integrity and diligence.”***

*4. Describe the industrial business community in the County, including leading high technology businesses, institutions and resources:*

- The County is a center of industrial equipment manufacturing and metal fabrication, with a range of multinational and US companies.
- Campbell County is on the Route 29 Corridor between the industrial centers of Lynchburg to the north and Danville to the south
- The Advanced Manufacturing Center is one of the leading facilities of its type in the nation, particularly in its use of the newest machinery for training.
- The Vocational Technical High School, the best of its kind in the region, offers special courses in machining and industrial equipment.

***“Campbell County is on track to making area more receptive to business.”***

*5. Describe the transportation network and the excellent regional location:*

The County has an extensive transportation network. The primary highways and rail service provide access to eastern markets.

U.S. 29 and U.S. 501 are the north-south routes and U.S. 460 runs generally east-west.

There is commercial air service available at Lynchburg Regional Airport where there is Delta and USAir commuter service.

Norfolk Southern provides rail service at several locations in the County, and CSX provides freight rail service through a terminal in Lynchburg.

Metro access to large urban markets is excellent: Lynchburg, Charlotte, Roanoke, Danville, Richmond, Raleigh, Greensboro and Washington, D.C./Northern Virginia.

Readily available shipping container service by truck/rail to the Port of Virginia in Norfolk that provides access to national and internally shipping routes.

In summary, the material must be realistic and accurate, and the County should avoid an over-promotion of its resources. However, there is much that can be said, and the actual quotes from business leaders are a good source.

In addition to these ideas that create a context for virtually all types of companies, there are specific points that the County should cover in communications with each of the specific sectors. Exhibit 6-2 summarizes these “critical marketing points” that targeted materials should address.

Exhibit 6-2

**Critical Points for Marketing to Targeted Companies:**

<i>Marketing Points</i>	<i>Targeted Sectors</i>		
	<i>Structural Metal</i>	<i>Industrial Eq.</i>	<i>Plastics</i>
<b>Training facilities</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Skilled labor pool</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Competitive costs and work force</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
<b>International trade</b>		<input checked="" type="checkbox"/>	
<b>Higher education opportunities</b>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Source: Thomas Point Associates, Inc.

**6.4.3 Marketing Materials, Media and Memberships**

The following recommendations focus on cost effective strategies for the development of marketing materials and strategies to reach targeted industry markets. Much of the content for new materials can be found in materials that the County uses now.

**Marketing Materials**

Marketing materials should be developed to communicate the general strengths of Campbell County and to communicate strengths in relation to the target markets.

New and revised materials should include

- A new six page 8 ½ x 11” size brochure. The back cover should include a pocket for customized inserts, a place for a business card and pertinent contact information, including the County’s website address. The contents of the brochure should include the County’s general strengths related to: labor force, location, natural resources, existing regional industries, infrastructure, education, and quality of life. The focus should be on providing quantitative descriptions of these topics.
- A series of information briefs for each of the targeted industries. They should identify strengths and advantages from the viewpoint of each industry (Exhibit 6-2).

## **Direct Mail**

The County should consider direct mail to distinct target markets:

- Business prospects that are targets for a Campbell County location, particularly companies in the New York, New Jersey, Pennsylvania and Canada in the categories of interest.
- There are various services that can provide lists of targets in sectors and locations of interest. The response rate for direct mail is minimal: perhaps 2-3%; however, a selected approach and consistent follow up may yield results. Limited mailings should be done at any one time because the capacity to follow up is itself limited.

## **Association Memberships**

There are two types of association memberships that can generate leads:

- Trade association members in the target business sectors are a good source of leads. The County should consider joining several associations to gain access to mailing lists and trade journals. They provide insight on industry issues and position the County to convey its message about locational advantages.
- Several marketing activities beyond trade shows should be taken with these organizations, including: use of membership lists to generate leads; insertion of editorial material into trade journals on County locational strengths.

Exhibit 6-3 on the following page identifies trade associations in targeted sectors. There is still a need for much more and deeper research on the best associations that are most appropriate for the County's investment.

- There are other associations that deserve the County's participation and offer great opportunities for networking with corporate real estate and site selection professionals. The following organizations and others should be considered:

International Development Research Council  
35 Technology Parkway, Suite 150  
Norcross, Georgia 30092-2901 ([www.idrc.com](http://www.idrc.com))

National Association for Corporate Real Estate  
440 Columbia Drive, Suite 100  
West Palm Beach, Florida 33409  
(561) 683-8111 ([www.nacore.org](http://www.nacore.org))

Local and regional business groups in the County can yield regional prospects. In addition, the County should explore personal relationships with the business community to generate prospects and attend as many of their trade functions as possible.

Exhibit 6-3

**Key Associations in Targeted Business Sectors**

**Plastics**

<i>Name</i>	American Plastics Council	The Society of the Plastics Industry
<i>Address</i>	1300 Wilson Boulevard, Ste. 800 Arlington, Virginia 22209	1801 K ST NW Suite 600K Washington DC 20006
<i>Phone</i>	1-800-2-HELP-90	Telephone: 202-974-5218
<i>Fax</i>		Fax: 202-296-7675
<i>Members</i>	25	
<i>Annual Budget</i>		
<i>Publication</i>	Annual "Resin Review"	Washington Report
<i>Convention</i>		Plastics USA, October
<i>Website</i>	<a href="http://www.americanplasticscouncil.org">www.americanplasticscouncil.org</a>	<a href="http://www.socplas.org">www.socplas.org</a>

**Packaging**

<i>Name</i>	Corrugated Packaging Council	Institute of Packaging Professionals
<i>Address</i>	2850 Golf Road Rolling Meadows, IL 60008	P.O. Box 861588, 4143 Weeks Drive Warrenton, Virginia 20187 USA
<i>Phone</i>	847-364-9600	540-428-2092
<i>Fax</i>	847-364-9639	703-814-4961
<i>Members</i>		
<i>Publication</i>		
<i>Convention</i>	Participation in PMA Show, other events	Annual meeting, seminar series
<i>Website</i>	<a href="http://www.corrugated.org">www.corrugated.org</a>	<a href="http://www.packinfo-world.org">www.packinfo-world.org</a>

**Industrial Manufacturing**

<i>Name</i>	National Association of Manufacturers	Association of Equipment Manufacturers
<i>Address</i>	1331 Pennsylvania Avenue, N.W. Washington, D.C.	111 East Wisconsin Avenue Milwaukee, Wisconsin
<i>Phone</i>	202-637-3000	414-272-0943
<i>Fax</i>	202-637-3182	414-272-1170
<i>Members</i>	14,000 including 350 associations	2500+
<i>Publication</i>		AEM Advisor
<i>Convention</i>	Chicago, Feb. 23-26	100+ annual conferences
<i>Website</i>	<a href="mailto:manufacturing@nam.org">manufacturing@nam.org</a>	<a href="http://www.aem.org">www.aem.org</a>

**Fabricated Structural Metal Products**

<i>Name</i>	National Tooling and Machining Assn.	Precision Machined Parts Assn.
<i>Address</i>	9300 Livingston Road Fort Washington, Maryland	West Snowville Road Brecksville, Ohio 44141
<i>Phone</i>	1-800-248-6862	440-526-0300
<i>Fax</i>		440-526-5803
<i>Members</i>	2500+	2000+
<i>Publication</i>		PMP Reports
<i>Convention</i>	Fall Conference, Savannah GA. Oct 9-13	Sept. 27, 2003 British Columbia
<i>Website</i>	<a href="http://www.ntma.org">www.ntma.org</a>	<a href="http://www.pmpa.org">www.pmpa.org</a>

Source: Thomas Point Associates, Inc.; Encyclopedia of Associations, 34th Edition.

### **Trade Shows**

Participation in trade shows is expensive, particularly if one takes booth space. However, trade shows generate many good contacts and leads. Campbell County should:

- Attend trade shows with the State or utility companies and help work booths. In this way, the County only has to pay for travel expenses.
- Select key shows within the targets. One show per year may generate good activity. If the State or utility is not participating, it is still worth attending and walking the floor to generate leads.

### **Print Media**

Without a very large media advertising budget, it is not recommended that the County launch a general print media campaign. However, it should explore advertising with the various trade organizations and their respective journals and newsletters. In addition, it should target several trade journals identified in Exhibit 6-3 for print advertising.

### **Web Site and Internet Marketing**

The internet has grown rapidly as a site research and screening tool that companies and consultants use from the earliest stage of a search. “Research suggests that 80 percent of the initial screening is now done over the internet,” according to a recent report in Area Development Magazine (March, 2003). According to this report the best sites are “content rich” and offer the most opportunities to “get something done” with interactive forms and communications opportunities.

Campbell County is continually upgrading its website. The site provides good information and is easy to use, but it would benefit greatly from more photographs, a good regional map and better graphics in general. It would be helpful to provide quotes from local business leaders. There were some quotable statements in the CEDS survey and it would be relatively easy to solicit quotes from leading businesses on specific matters (e.g., training). It is suggested that the Economic Development pages be strengthened in the following manner:

- Create a new opening page with photographs that convey the style and look of the County. This could include buildings like to the County complex, one of the new schools and a major industrial complex. It could also include photos of the key staff involved in economic development. It would be helpful to have a good regional map at this location in the site, meaning a map that shows links of the County to Lynchburg, Danville, Blacksburg and Roanoke.
- Revise the “Employment Information” Page to include a broader set of facts about the County: size, government, school system, census data summary, utilities, health care, cultural attractions, golf course and other recreational attractions.

- Add a section on “County Economic Development News,” discussing current economic development events, activities, new locations and expansions. According to Economic Development Now, January 15, 2002, “A good collection of statistics is the most important thing you can offer on a web site.”
- Add a section focusing on business strengths: discuss industrial targets and advantages for each industry in the County, as described in this strategy.
- Add a “Directory of County Businesses,” a list of companies by product or service intended to facilitate business connections.
- Strengthen the section on training and education and establish links with local and regional organizations and institutions, notably, Central Virginia Community College, Liberty University, Lynchburg College, Randolph-Macon’s Woman’s College, Sweet Briar College.
- Add a section on current County achievements, such as new company production records; recent recognition of and awards to the school system; new businesses and business expansions; and new commercial development underway. This section should change every few months and provide the reader with a snapshot of progressive changes in the community.
- Link with professional organizations and associations as frequently as possible, including organizations like the International Economic Development Council, Urban Land Institute, and the professional associations in targeted business sectors, described below.
- Establish an e-mail program to communicate with potential prospects and media in target areas. This will require identifying the e-mail addresses of prospects, media contacts, and key state and regional contacts. At regular intervals, the County can send information to groups (e.g., prospect companies) or to all contacts. This is a relatively inexpensive way to communicate to specific prospects and sectors.

It would be worthwhile to review some of the websites that Area Development Magazine recently identified as the “Top Economic Development Websites” (March, 2003, p.32). These included Moorhead, Minnesota ([www.cityofmoorhead.biz](http://www.cityofmoorhead.biz)), Anchorage, Alaska Economic Development Corp. ([www.aedc.com](http://www.aedc.com)), and Amarillo, Texas Economic Development Corp. ([www.amarillo-tx.org](http://www.amarillo-tx.org)).

### **Site Selection Consultants**

Site selection consultants generated many business expansion leads. It is important to make these consultants aware of opportunities in the County in the following ways:

- Create an e-mail group initiative for them and regularly sending them information.

- Add them to the mailing list for newsletters, press announcements, etc.
- Invite selected consultants who work in targeted industry sectors for a familiarization tour of the county and briefing them on opportunities.
- Attend one of the annual conferences sponsored by professionals in the field, such as The IRDC Annual Meeting.

#### **6.4.4 Software**

In order to continue an effective and sustained program of contacting prospects, the County will need to invest in tools to help the organization manage the process:

- Contact management software.
- Contact Lists: Every couple of years, lists of prospects within the targeted industrial classifications should be purchased or accessed. Sources for such lists include Harris Directory, Thomas Register, or Scott's Directory.

Most private sector and many public sector sales-oriented organizations have already embraced some type of contact management software. The standard software packages offer many features that support a relations-based marketing program that uses targeting and tracking principles to enhance results. The key advantages of data base management and contact tracking systems are the following:

- Facilitates team-based marketing approaches;
- Enables real-time tracking and reporting at all levels of the organization;
- Increases client-oriented responsiveness;
- Enhances productivity for the entire staff.

While the investment in this change is significant in terms of learning to use the software, the benefits are well worthwhile.

#### **6.4.5 Networking**

Other than traditional marketing programs, as identified above, the County should consider establishing business assistance initiatives that can be touted for their importance in helping companies improve their bottom line. Two initiatives are recommended for consideration:

##### **Encourage development of networks among companies in target sectors.**

In order to increase the capacity of small companies to bid on large orders, and expand their hiring opportunities, the County should encourage small companies in similar industries to partner with each other to bid on jobs that are normally outside the scope of their abilities. Networks are particularly effective when they also develop marketing and business development programs to support the companies within the network. This might be particularly important for companies in the telecommunications industries.

DED's role might be to:

- Convene groups of companies that are in the same industry.
- Facilitate the discussion of how such networks can be formed.

- Help identify resources to give administrative and marketing support to the network.
- Identify industry leader(s) to champion this effort.

### **Establish business-driven training alliances.**

The County should develop a consortium of companies to identify common skills sets required for their labor force. The companies within the consortium or alliance, rather than community colleges, develop the training curriculum to teach these skill sets, pay a fee for the course development, and take the lead in delivering the curriculum. As companies are hiring they will have access to a pool of labor already trained on these commonly agreed skills.

The community college's role changes from one of delivering training, to coordinating the program components including: assessment of current work force skills, enrollment and tracking of participants, participation in back-up training if needed, and logistical arrangements. The advantage to business is that it creates a training system immediately responsive to their needs, lowers their per capita cost of training and time spent on the job providing training. The advantage for community colleges is that it creates important partnerships with the business community that effectively serves the training needs without the expense of staff, space and curriculum development.

DED's role in developing this training alliance is to:

- Convene companies and the community college to discuss this opportunity.
- Facilitate the discussion about how the alliance is structured.
- Assist in identifying resources to support this effort.
- Identify industry leader(s) to champion this approach.

An alliance would send the message to the business community that Campbell County has a special approach to ensuring that businesses have access to a trained workforce.

### **6.5 Marketing Budget**

The recommended marketing budget in Exhibit 6-4 is an investment that can potentially yield even greater successes for the County's economic development program. The Exhibit covers a three-year period, reflecting our view that the year-to-year budgeting process as applied to this activity is counterproductive. It takes time to develop coherent ideas and achieve results from them.

Exhibit 6-4

**Proposed Three-Year Marketing Budget:  
Campbell County, Department of Economic Development**

Expenditure	Budgeted Amount by Year			Notes
	Year 1	Year 2	Year 3	
Web site upgrade	\$ 5,000	\$ 5,000	\$ 5,000	Update and maintenance.
New brochure and written mtls.	\$ 2,500	\$ 1,000	\$ 1,000	Avg. Cost, \$10/copy.
Data Sheets	\$ 1,000	\$ 1,000	\$ 1,000	Brochure inserts.
Contact Mgmt. Software	\$ 250			Purchase and upgrades.
Contact Database	\$ 5,000	\$ 5,000	\$ 5,000	Management and list purchases.
Newsletter, quarterly	\$ 3,000	\$ 3,000	\$ 3,000	Internal/external newsletter.
Direct Mail	\$ 10,000	\$ 11,000	\$ 12,000	Approximately 300/year.
Trade shows	\$ 10,000	\$ 10,000	\$ 10,000	6-9 shows yearly.
Travel	\$ 2,500	\$ 2,500	\$ 2,500	Industry and consultant meetings.
Association Dues	\$ 1,500	\$ 1,500	\$ 1,500	3-4 industry associations.
Media Advertising	\$ 12,000	\$ 12,000	\$ 12,000	Targeted periodical advertising.
International Marketing Program	\$ 5,000	\$ 5,000	\$ 5,000	Consultant on int'l marketing.
Business networks	\$ 10,000	\$ 10,000	\$ 10,000	Specialized industry sector expertise.
Region 2000 Marketing Partnership	\$ 51,078	\$ 51,078	\$ 51,078	
Total	\$ 118,828	\$ 118,078	\$ 119,078	

Source: Thomas Point Assocs., Inc.

DED should create a Marketing Committee that could play an important role in implementing this program.

There will be some need for outside expertise in the final design of marketing materials, printing and placement of advertising. Since the budget allocations on these matters are modest, DED and the Marketing Committee will have to research the approaches that give the best value within the limited funds.

The recommended budget is just a starting point for a professional marketing effort. It is modest since it reflects focused efforts that are relatively inexpensive by comparison to media advertising and other types of public relations programs that DED could consider. Larger professional marketing efforts can require large budgets and may involve additional staffing and the use of advertising firms to design and implement campaigns.

**6.6 Phasing and Implementation**

It will be impossible for a small organization like DED to completely revise its marketing program in a single step over a few weeks or months. It will actually take a year or more just to phase in the first-year budget.

In allocating relatively scarce staff resources it will be important to have priorities and implement specific activities in a sequence. DED should consider the creation of a Marketing Committee that would bring key people in the business community together

with staff. This Committee will be an important resource in formulating the implementation process.

It will take several months to move the marketing material through final design and printing. Other actions can proceed within the limits of the time that the staff can allocate. The acquisition of good contact management software and its integration into DED's operation will be an important prerequisite, and one that will take some time for the staff to accomplish. Actual distribution of marketing materials can follow over several months, in phases.

This marketing program represents a modest but important step. It will take a significant commitment of existing resources. The County should view this as a step in a multi-year commitment. There may be some near-term results but the real returns on a program of this nature will be a year and longer in coming.

### **6.7 Conclusions**

Thus far marketing Campbell County has centered on regional messages. While this emphasis will continue to be important, DED should shift the focus to themes associated with its unique locational advantages and industrial culture.

The marketing message should reflect the five critical messages that communicate technical features related to the County's identity and that translate in different ways into specific ideas that relate to the target industry sectors.

As a practical matter DED needs new software to create and track all its contacts in coordinated fashion. The Department should start to manage its business relationships in concert with its marketing, prospecting and research functions.

There are some dangers and potential contradictions inherent in the process of communicating a distinct image in the regional context. The County is a part of the region and many of its assets are regional. However, it can only help the County to promote the region, and there are critical distinctions that the County enjoys in the regional context.

Ultimately, projecting the right image is the result of good strategic thinking and consensus-based planning. It takes time but done right it is a powerful marketing tool.