NKF’S GLOBAL REACH

ONE OF THE WORLD’S LEADING REAL ESTATE SERVICE FIRMS

15,000
PROFESSIONALS

530M
SQUARE FEET MANAGED

400
OFFICES INTERNATIONALLY

$2B
REVENUE

U.S.
4,585 people
124 offices

EUROPE
3,180 people
165 offices

AFRICA
699 people
23 offices

MIDDLE EAST
49 people
3 offices

AMERICAS*
893 people
45 offices

ASIA PACIFIC
5,614 people
58 offices

Includes Knight Frank and independently owned offices
* Excludes the U.S.
GLOBAL CORPORATE SERVICES
Integrated service delivery

Consulting & Workplace Strategies

Brokerage Transaction Management
Lease Administration & Audit Services
Capital Markets
Valuation & Advisory
Property Management
Landlord Representation
Industrial Services
Retail Services

Technology & Innovation
Program & Project Management
Facilities Management
NKF is ranked in the "Top 100 Outsourcing Firms" by the International Association of Outsourcing Professionals (IAOP) 2016.
Strategies & Tactics for Economic Development
KNOW THY SELF

- SWOT Analysis
- Asset Mapping
- Competitive Advantages
- Community Livability
- Existing Industry Breakdown
- Peer City Benchmarking
- Unified Messaging

“The measure of who we are is what we do with what we have.”
- Vince Lombardi
TARGET WHAT YOU CAN WIN

• Be Focused and Intentional
• Understand Industry Drivers
• Stay Up on Industry Trends
• Create Your Business Case
• Use old RFPs to develop industry criteria
• Discuss with site selectors to determine its effectiveness
• Competitive Cities Benchmarking for each Industry

YOU WILL NEVER REACH YOUR DESTINATION IF YOU STOP AND THROW STONES AT EVERY DOG THAT BARKS.

—WINSTON CHURCHILL
RETENTION IS A GREAT RECRUITMENT TOOL

- Target Industry Advisory
- Learn Trends and Requirements
- Networks and Relationships
- Third Party Testimonials
- Recruit Suppliers and Vendors
- Recruit Competitors
- Small Business Growth
- Succession Planning

“The foolish man seeks happiness in the distance, the wise man grows it under his feet.”

—Proverb
BUILD RELATIONSHIPS

- Site Selectors
- Brokers
- Developers
- Company Decisionmakers
- Good Customer Service
- Avoid Complacency
- Advisors
- Ambassadors

Slow down and make building relationships as important as building projects

Greg Mortenson
MULTI-LEVEL STRATEGY

• Develop Target Business List
  • High cost states and countries
  • Fastest Growing
  • Mergers and Acquisitions
  • Change of Leadership

• Meet with Site Selectors that focus on these Industries

• Join Industry Associations and Trade Shows

“Strategy without tactics is the slowest route to victory. Tactics without Strategy is the noise before defeat.”
Sun Tzu
DIRECT TO COMPANY

- Begin to build relationships with Real Estate, Human Resources, CFO/Treasury, CEO
- Invite leadership to speak at local events as key note to share their thought leadership and use their time in market to educate them about the area and introduce to community stakeholders
- Work with local business leaders and stakeholders for potential relationships
- See if company leadership has tie to community through family, college alumni, etc.
DIRECT TO SITE SELECTORS

- Create a database of site selectors
- Keep your site selection contacts separate from main or membership lists
- Tailor messaging to announcements, closures, new or incentives updates, and target industry case studies
- Interactive messaging (Virtual Reality, Virtual FAM tours, Video brochures)
- Visit large markets like Los Angeles, New York, Chicago and Dallas to visit site selectors annually
MAXIMIZE TRADE SHOWS

• Host a dinner/reception
• Schedule meetings ahead of time
• Schedule meetings with local companies and site selectors in the trade show city
• Target advertising in the trade show city directly prior to the show
• Create customized marketing pieces for the company to take to your scheduled meetings and to hand to company representatives that visit your booth (video brochures)
ENTICE FOREIGN DIRECT INVESTMENT

- Use existing foreign businesses to create testimonials and share their experience locating in the community
- Demonstrate a deep understanding of their culture and specific business needs
- Meet with country Consulates to inform them of your success with companies from their countries
- Create Virtual FAM Tours to share at trade shows, marketing trips and delegation visits to show them around your community
## STRATEGY FRAMEWORK

<table>
<thead>
<tr>
<th>Controllable</th>
<th>Executable</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Does the recommendation address a controllable variable that can be impacted by strategic planning?</td>
<td>▪ Can the recommendation be traced to leading practices in other regions?</td>
</tr>
<tr>
<td>▪ Does the recommendation focus on factors that are known industry influencers and considerations of business decision-making and global competitiveness?</td>
<td>▪ Has the recommendation been executed elsewhere with known results?</td>
</tr>
<tr>
<td></td>
<td>▪ Can a roadmap for success be developed that will be discernable?</td>
</tr>
<tr>
<td></td>
<td>▪ Can the tactics from inception to execution easily be developed and communicated?</td>
</tr>
</tbody>
</table>

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<th>Defensible</th>
<th>Measurable</th>
</tr>
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<tbody>
<tr>
<td>▪ Is the recommendation supported by facts and objective evaluation?</td>
<td>▪ Would there be organizational ownership of the recommendation?</td>
</tr>
<tr>
<td>▪ Can it stand the test of varied interests and stakeholders throughout the county?</td>
<td>▪ Does the recommendation lend itself to the measurable Key Performance Indicators (KPIs)?</td>
</tr>
<tr>
<td>▪ Does the recommendation represent a tangible and realistic change event that will impact the economic well-being of Springfield?</td>
<td>▪ Can accountability and transparency be built into the recommendation with reasonable performance management methods?</td>
</tr>
<tr>
<td>▪ Will the recommendation consider the unique economic geography of the city?</td>
<td>▪ Can the recommendation be appropriately resourced and affordable?</td>
</tr>
</tbody>
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