

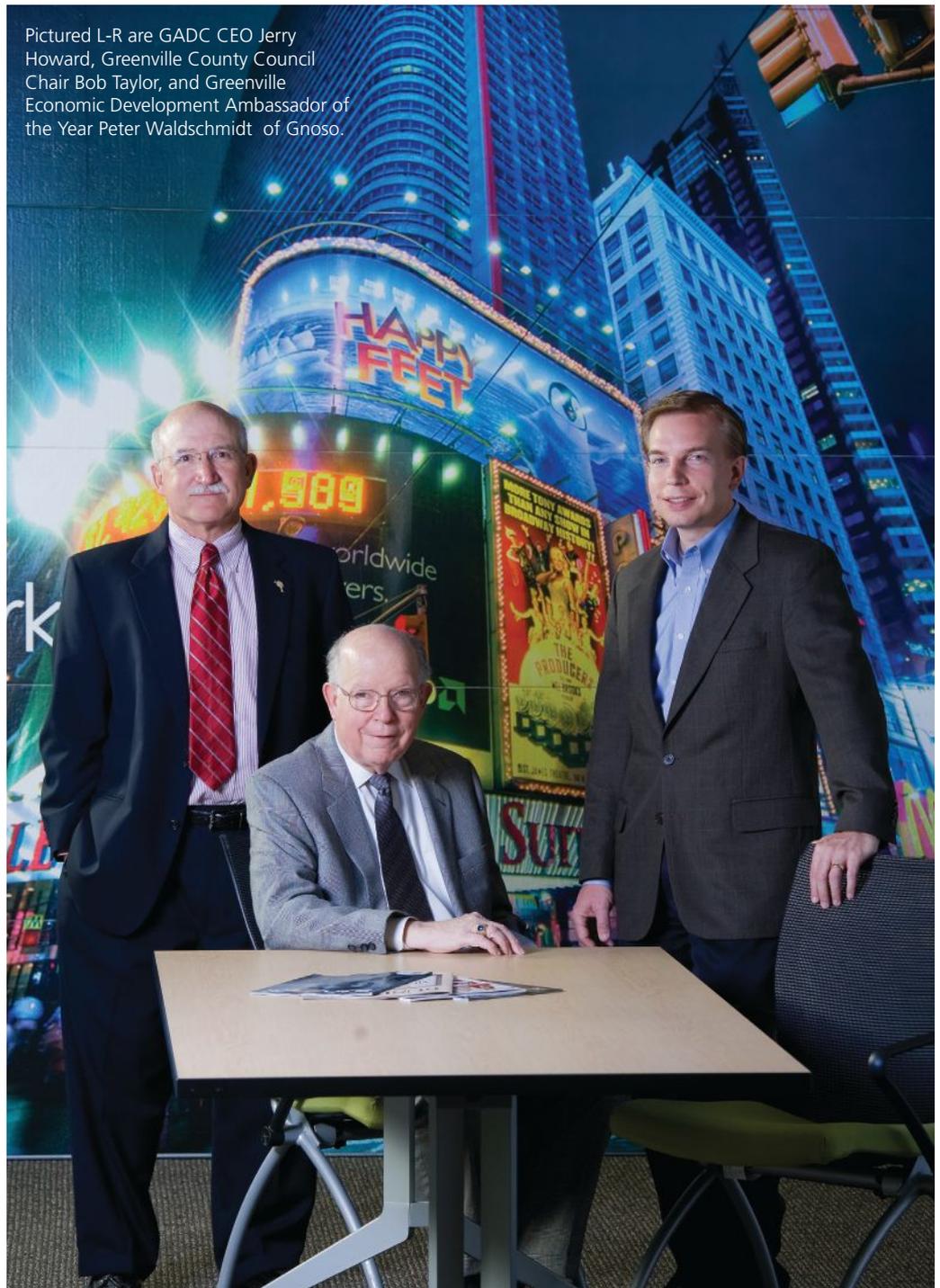
## Building the Bridge to Prosperity

Across South Carolina and around the world, economic development is an intensely competitive, high-stakes business. It's a business where winners earn quality jobs, a diversified economy and continuing investment.... awareness of and pride in community... a brighter future with enhanced opportunity and prosperity.

Frankly, it's a business that forward-thinking communities dare not fail at. Fortunately, it's an arena in which Greenville County excels.

Today, the Greenville Area Development Corporation (GADC) and our partners in economic development are not only continuing to build success but to develop sustainability as well. Recruitment of jobs and investment from outside the community is essential, and generates headlines. However, assisting existing business and industry is fundamental to maintaining a robust economy. And supporting high impact entrepreneurs is essential to creating wealth within the community. In fact, technology entrepreneur Peter Waldschmidt, CEO of software developer Gnoso, Inc., was nominated by the

Pictured L-R are GADC CEO Jerry Howard, Greenville County Council Chair Bob Taylor, and Greenville Economic Development Ambassador of the Year Peter Waldschmidt of Gnoso.



GADC as Greenville County's Economic Ambassador of the Year, and will be recognized by Governor Haley during a ceremony on the state house grounds later this month.

Since Greenville County Council established the GADC in 2001 to promote and enhance economic growth and development, GADC efforts have resulted in more than 16,000 new jobs and over \$2.6 billion in capital investment.

Characteristic of most successful organizations, the GADC approaches the challenge with strong and sustainable strategic planning, proactive and collaborative marketing, ongoing existing industry initiatives, a focus on intelligent product development, and strong project management skills.

The GADC's strategic plan, outlined in a blueprint authored by a committed board of directors and staff and based upon community and industry inputs, is built around deep customer and product knowledge, and leverages that insight by judiciously targeting industries to consider our area. By understanding our strengths and weakness, the targets' needs, and matching their location requirements to our offerings, we've been able to secure investment and create jobs with remarkable consistency.

Enhancing future efforts is a recently undertaken partnership with Indianapolis-based Applied Marketing. Over the next few weeks, Applied Marketing will go through an exacting process of corporate interviews, physical inspections of product, and review of GADC processes and systems to identify target-rich industry segments for recruitment. Historically targeting businesses in Advanced

Materials, Automotive, Aviation and Aerospace, Research and Development and Life Sciences, this selective targeting has maximized precious marketing resources while attracting companies with jobs whose salaries in 2012 averaged \$49,732 annually – far exceeding average state and Greenville County wages and per capita income.

Proactive marketing to targeted sectors is essential to GADC being successful, and is dependent upon collaboration with our partners at the SC Department of Commerce, the Upstate Alliance, Greenville Chamber, City of Greenville, and numerous workforce development providers. Efforts include face-to-face visits with CEOs across America... national and international site consultants... target industry visits at industry events and trade shows... aggressive public relations nationally... cultivation of referrals from local industry leaders... and a deep and robust web presence with global search engine optimization. The GADC works hard to keep Greenville visible to decision-makers considering growth or relocation here.

A key emphasis is our existing industry call program, the Business Retention and Expansion Program, along with establishment of multiple industry clusters and industry appreciation events – all designed to garner insight and support that sharpens the focus of strategic efforts. These ongoing contacts provide valuable information on business trends, workforce development challenges, product needs, growth opportunities — and potential leads on companies that might consider Greenville County.

Product development is critical as we

work to identify an optimal mix of sites and buildings for tomorrow's corporate arrivals or for expansion by existing business. Managing the long-term needs of the county with the shorter-term requirements of organizations considering Greenville is a constant balancing act, and includes such considerations as infrastructure development, air quality management, water and sewer capability, and workforce readiness. GADC takes a leadership role in these discussions, encouraging landowners to attain certified site status, meeting with developers on spec building development, and championing workforce readiness and training programs.

Ultimately, the GADC's project management results – our ability to work with and close deals with organizations looking to grow or relocate here – are how we are most publicly judged. Diverse, talented and experienced, the GADC's project management team brings national or international credentials to the table and is among the most-respected in the industry. Small wonder that Greenville County's return of \$7 in revenues for every public dollar invested in GADC activities is the envy of communities across America.

At the end of the day, economic development is about building a bridge to the future.

While time-consuming and challenging, Greenville County is focused on the future – the better to retain its competitive advantage, and to achieve its full potential.

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