



Council Meeting Business Packet November 20, 2008

GE Healthcare Institute
N16 W22419 Watertown Road, Waukesha, WI
8:30 a.m. – 10:30 a.m.

Vision

Serve as a center of excellence for next generation manufacturing operations: technology-driven, innovative, lean, agile and skilled.

Become the best place to locate, build and grow small to mid-sized next generation manufacturing operations

Purpose and Role

- Identify NGM qualities
- Evaluate best practices
- Designate lead partners
- Facilitate & promote principles and practices
- Evaluate impact

Priorities and Lead Partners

- **Workforce Development**
Michael Mortell & Elizabeth Thelen, Regional Workforce Alliance (RWA)
Shelley Jurewicz, FUEL Milwaukee
- **Transitioning Existing Manu. Capabilities**
Mike Klonsinski, Wisconsin Manufacturers Extension Partners (WMEP)
- **Technology and Innovation**
Colin Scanes, UW-Milwaukee
Mike Klonsinski, WMEP
- **International Manufacturing Support**
Pete Beitzel, Milwaukee World Trade Association (MWTA)
- **Marketing/Branding**
Dean Amhaus, Spirit of Milwaukee
- **Secure Public Policy**
Steve Baas, Milwaukee 7 Policy Committee

Value Proposition for Members:

- I am part of the M7 Influencer Team.
- I am vital to creating a globally competitive Manufacturing region and business in an innovation economy.
- I am vital to driving regional transformation for prosperity in the Manufacturing Industry.

Specifically you will get to:

- Collaborate with people
- Identify key priorities
- Influence partners
- Advocate for policy
- Support vital programs
- Advise participants
- Adapt the purpose

2007-2008 Accomplishments:

Collaborate: held regular meetings, gathered feedback, and shared with colleagues

Identify: WMEP Survey will be used:

- To establish a common vision and language
- As a Scorecard for NGM progress

- “Owned” by multiple partners
- Influence:** RWA Influencing workforce activity in region
Advocate: state budget funding for WMEP
Support: WIRED proposals aligning with NGM priorities
 Engineers & Scientists of Milwaukee – STEM
Advise: MATC directions for new certificates
Adapt: Proactive expansion and attraction strategy

2009 Strategies

Align the manufacturing community and vital supplier industries to establish the Milwaukee Region as a hub for Next Generation Manufacturing.

Serve as a global hot spot for specific industries such as Food (M7Food), Measures (M7Measures) and Water (M7Water).

Develop Robust Council

1. Increase Membership
2. Target 3 to 5 champions by industry
3. Launch the www.lamM7Manufacturing.com

Influence Partners

1. Talent Development Network – in Driver Industries: Food, Measures
2. Policy – Align incentives with Driver Industries
3. NGM Research: Current state and Desired (2015)

Identify key Priorities

1. Prioritize the policy document that already exists for the council.
2. Prioritize how to expand the new driver industries – M7Food, M7Measures
3. Further Design NGM Framework: Why M7Food?

Launch NGM Career Campaign

Dream it Do it VS. Develop our Own

Marketing and Branding: Develop our Own

- Create NGM website with link to ChooseMilwaukee.com
Action: Collect content, create site, manage information, communicate, respond to inquires, etc.
- Connect to our own Regional ideas (many from story)
- Need Support: *Elizabeth, RWA Priority Project Team, NGM Council*
- See examples: *New North Manufacturing Alliance and Minnesota 360 degree*
- **“Regardless of the tool we need to collect information.” What information to collect?**
 - Industry Tours
 - Career Days in high schools
 - Listing of Certificates to Advanced Degrees
 - Companies with Internships
 - Informational websites (include dreamitdoit.com)
 - Media / Marketing connections and happenings

Target

Water industry decision makers inside and outside the Milwaukee region.

What the Target Wants

- Competitive advantage
- Infrastructure
- Pool of skilled labor
- Collaboration – businesses and academia
- Efficiency
- Tax and other incentives
- Access to resources
- Access to markets
- Favorable regulations

Desired Action

- Expand or relocate in the Milwaukee region.
- Invest in Milwaukee area water firms.
- Invest in collaboration with academia/Partner with researchers in the Milwaukee region
- Acknowledge and express public enthusiasm for Milwaukee as the world H2OHub.
- Help build the Milwaukee 7, the Water Council and other infrastructure for collaboration.

Message Summary/Value Proposition

- The Milwaukee region has all you need – talent, access to capital, infrastructure, opportunities for collaboration – to grow your business.
- For customers, the Milwaukee region is rapidly becoming a one-stop shop for water solutions.
- Every new investment in Milwaukee’s water technology hub – yours and others’ – increases the region’s magnetism for collaboration, talent and capital and gives your firm an accelerating competitive edge.

Strategy

Build awareness among local water business leaders.

Tactic	Budget
Promote positive news monthly to John Schmid (Milwaukee Journal-Sentinel) and other business reporters. Highlight: <ul style="list-style-type: none"> ▪ Expansions and relocations ▪ Acquisitions and joint ventures ▪ Examples of business-business and business-academia collaboration 	\$0 CKPR/Council
Create a media fact sheet on the H2OHub. Distribute it to water industry communicators, and encourage them to link to it from their press releases and share it during conversations with media.	\$0 CKPR/Council
Advertise the H2OHub in all issues of the Midwest Airlines in-flight magazine.	
<ul style="list-style-type: none"> ▪ Copy and creative 	\$60,000

▪ Media buy (6 issues, 1 million readers per issue, ½ page)	\$19,290
TOTAL	\$79,290

Strategy

Engage local business leaders in building the H2OHub.

Identify one liaison per Milwaukee area water technology company to receive weekly newsletter.	\$0 Council
Create an email signature line that promotes the H2OHub (e.g. proudly located in Milwaukee, Wisconsin – The World’s H2OHub) and encourage those employed in the water industry to use it.	\$0 CKPR/Council
Develop a toolkit to help executives promote the H2OHub <ul style="list-style-type: none"> ▪ PPT summary slide ▪ Short PPT deck ▪ Elevator speech and talking points 	\$0 CKPR/Council
Build participation in the Water Council via a United Way-style program: Identify and educate advocates from 3-4 business champions. Ask them to recruit others.	\$0 Council
TOTAL	\$0

Strategy

Build awareness among external water industry business leaders of the H2OHub and its industry value proposition.

Tactic	Budget
Conduct media relations targeting water technology and related trade publications:	
▪ Distribute news releases on major developments (4-6/year) and follow up.	\$0 CKPR/Council
▪ Identify, attend and set appointments at 1-2 trade shows that trade media regularly attend. Discuss editorial calendars and opportunities to comment/contribute articles.	\$15000
▪ Develop contributed articles that make the case for a water hub in Milwaukee.	\$25,000 (5 articles)
Advertise in water technology and related trade publications.	
▪ Copy and creative	\$10000
▪ Media buy	\$75000
Collateral piece	
▪ Creative	\$4000
▪ Printing	\$5000
3 case studies	
▪ Copy	\$6000
▪ Creative	\$4000
▪ Printing	\$5000
Trade show presence (6 shows/year):	

▪ 10x10 booth design and production	\$5000
▪ Booth fees and travel	\$21,000
TOTAL	\$175,000

Target

Industry association meeting planners.

What the Target Wants

- City that appeals to meeting participants
 - Attractive with plenty of visitor attractions and amenities
 - Sites of interest
 - People of interest
- Affordability
 - Hotel rooms available within an acceptable price range
 - Affordable flights
- Convenience
 - Quantity, quality and variety of accommodations
 - Convenient ground transportation
 - Direct flights from a variety of cities
- Incentives

Desired Action

- Hold meetings and conventions in the Milwaukee region
- Make public statements of support for H2OHub

Message Summary/Value Proposition

Milwaukee is a convenient, affordable and fun meeting destination. As world hub of water technology it is rich in destinations, activities and speakers that can make your meeting outstanding.

Strategy

Make targeted appeals to a small group of meeting planners and other decision makers.

Tactic	Budget
Call program – Identify top 10 water-related meetings and shows. Identify host organizations and meeting planning resources. Call to determine meeting needs and criteria.	\$0
Familiarization tour – Host a familiarization tour for meeting planners and host organization representatives. Coordinate luxury packages with hotels that stand to benefit from shows and conventions.	???
Invite quarterly industry association participation in the Water Council.	???

Target

State and Federal policymakers.

What the Target Wants

- Economic growth
- Revenue expansion
- Job creation
- Politically popular solutions

Desired Action

- Short Term: Approve the School of Fresh Water at the University of Wisconsin-Milwaukee.
- Long Term: Tax and other incentives, increased investment in UWM.

Message Summary/Value Proposition

Building the Milwaukee region into a 'silicon valley' of water technology will make Wisconsin richer and give us access to leading technologies that preserve Wisconsin's environment and resources.

Strategy

Encourage industry to support UWM's School of Fresh Water.

Tactic	Budget
Form a committee to encourage close coordination between UWM and business leaders.	\$0
Statewide op-eds by business leaders and scientists throughout the state. The message should not be that the initiative is good for Milwaukee, rather that Wisconsin benefits from a School of Fresh Water.	\$0

<i>Pro Bono Support</i>					
CKPR	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000
Spirit	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
BloodCenter	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<i>Pro Bono Support Total</i>	\$95,000	\$95,000	\$95,000	\$95,000	\$95,000



RWA Update November 2008

The Regional Workforce Alliance continues to implement strategies that will build a more seamless talent development system within the seven-county region through the WIRED initiative. As background, the Milwaukee 7 region is one of 39 areas across the United States to participate in the Department of Labor's WIRED initiative. A fundamental, driving principle behind the WIRED initiative is the transformation of regional economies to become competitive players in today's global economy by fostering talent development.

Identification of Priority Projects

A nine-member RWA steering committee lead by GMC president Julia Taylor and the RWA Oversight Board consisting of the chief local elected official from each county have endorsed a set of priority projects. They will foster talent development by enhancing the links between the education, industry, and community organizations. The projects range from an expansion of internship opportunities and business services alignment to measures of the talent pipeline and a protocol for regional grant writing.

Supporting the Next Generation Manufacturing Council

A manufacturing specialist from the RWA WIRED initiative is active with the Milwaukee 7 NGM Council. Specifically, the industry specialist has been connecting with manufacturing leaders to develop a manufacturing career campaign and to create curriculum for up to five new technical college certificates for the industry. In addition, the RWA is helping to fund a state-wide study by the Wisconsin Manufacturing Extension Partnership to assess the degree to which manufacturing companies have transitioned to next generation practices.

Supporting the Water Council

The RWA recognizes the importance of fostering the emerging water industry and is funding an industry specialist who brings extensive experience to the initiative. In addition, WIRED is funding a water industry CEO call program and helping to develop a collaborative web space for researchers and industry leaders to connect.

Funding Alliance

Efforts to align the public workforce system investments and the private philanthropic funding toward common goals took a step forward earlier this fall. It was announced that the region will be participating in the National Fund for Workforce Solutions project over the next three years. The Donors Forum of Wisconsin, Helen Bader Foundation, Milwaukee Area Workforce Investment Board and others have created a working group to align the investments that each organization makes in the area of talent development. The RWA Steering Committee is helping fund a six-month start-up phase for the work group.





Innovation Fund Investments

With a total of \$2.5 million to invest within the Milwaukee 7 region, the fund is designed to identify innovative programs, projects and activities to transform key elements of the talent development system. About \$750,000 of investments from the Innovation Fund were made in the first round over the summer. These projects leveraged an additional \$480,000 of cash and in-kind match. Examples of projects from round one include research on expanding curriculum for the Project Lead the Way to include a water industry focus, a pilot project with Menomonee Valley Partners to enhance business retention and recruitment, and several industry-driven curriculum development projects.

Proposals for the second round were received on November 3, 2008 and about \$1 million of investments in projects will be awarded by mid-December. An additional round of investments in projects totaling \$750,000 is planned for 2009.

There are three tiers of funding:

- Exploratory investments, awarded in amounts between \$5,000 and \$35,000, will stimulate the development and application of new ideas and solutions, as well as serve as blueprints for new methods of talent development. The smaller investments will allow stakeholders to develop clear blueprints for new approaches and to create a proof of concept or business plan.
- Demonstration investments, awarded in amounts between \$35,000 and \$100,000, will pilot new workforce innovations and build on successful solutions already in place.
- Implementation investments, awarded in amounts between \$100,000 and \$250,000, will fund promising practices in workforce talent development innovations and support efforts to bring them to scale across the Milwaukee 7 region.

For additional information on the Regional Workforce Alliance visit www.milwaukee7-rwa.org or contact Michael Mortell at 414-905-0105.



1. **Mission:** to make the Milwaukee Region a destination for locale and global talent.
2. **Strategic Focus:** to unite the Region’s talent base, and its employers, around 3 core strategic objectives:
 - grow number of contemporary employers (diverse, flexible, socially responsible);
 - increase community engagement; and
 - improve regional image and its marketability to talent
3. **Membership:** 6,000 members representing 400 employers



Summary list of accomplishments

- June – August 2006: Strategic Exploration.
Young Professional of Milwaukee conducted a strategic exploration into how the organization could better position itself to better serve its members, employers and the Milwaukee Region in efforts to attract and retain locale and global talent.
- February 1, 2007: Reorganized, rebranded and relaunched as FUEL Milwaukee
- Ongoing: tactical services and developments

Strategic Scorecard

Strategies & Tactical Services	Council Responsibility	Start Work	1/4	1/2	3/4	Done	Target Date	Notes
Grow more Contemporary Workplaces								
Host monthly best practice sessions	Employer Council	Apr 2007	■	■	■	■	Jun 2007	On-going
Offer an online “toolbox” of resources and best practices	Employer Council	Jun 2007	■	■	■	■	Nov 2008	Ready for posting
Improve Regional Image								
Host monthly FUEL events to showcase the region	Creative Council	---	■	■	■	■	---	On-going
Host summer college intern events to showcase region	Creative Council	---	■	■	■	■	---	On-going
Support select recruitment networks: WI Fresh Coast Consortium and Milwaukee Recruiters Roundtable	Employer Council	Jun 2007	■	■	■	■	May 2008	On-going
Host recruiter networking events	Employer Council	TBD	■	■	■	■	TBD	
Create Meet Milwaukee Initiative to educate members on how to “sell” Milwaukee and create a viral marketing campaign	Employer & Creative Councils	Apr 2008	■	■	■	■	Fall 2008	
Offer online marketing collateral at choosemilwaukee.com	Employer Council	TBD	■	■	■	■	TBD	
Increase Community Engagement								
Launch Adopt-A-Nonprofit program	Creative Council	May 2008	■	■	■	■	Nov 2008	
Launch new dynamic FUEL website	Creative Council/Staff	2007	■	■	■	■	Nov 2008	
Launch member “buddy” initiative	Creative Council	Winter 2009	■	■	■	■	Spring 2009	
Host a Creative Council Strategic Retreat	Creative Council/Staff	Dec 2008	■	■	■	■	Feb 2008	
Host an Executive Council Strategic Retreat	ExCouncil/Staff	Jan 2008	■	■	■	■	April 2008	
Host an Employer Council Strategic Retreat	EmCouncil/Staff	Oct 2008	■	■	■	■	Winter 2009	
Launch County Chapter Pilot	Staff / Kenosha Chamber	Feb 2008	■	■	■	■	Winter 2008	To be approved
Explore College Chapter Pilot	Staff/ Future Milwaukeee	2009	■	■	■	■	2009	
Developing Measures of Success								
Conduct 6 th Annual Member Survey	Creative Council	Nov 2008	■	■	■	■	Winter 2009	
Participate in When Work Works Workplace Flexibility	Employer Council	Jan 2008	■	■	■	■	Aug 2008	Repeating in 2009
Develop an Employer/Employee Contemporary Workplace Survey	Executive Council	June 2008	■	■	■	■	Winter 2009	Proposals being reviewed

For more information about FUEL logon to www.fuelmilwaukee.org or contact Shelley Jurewicz, executive director at (e) sjurewicz@mmac.org, (p) 414.287.4143

Accomplishments:

- \$5.1 million WIRED grant from Dept. of Labor
- \$8 million (pending) EB-5 Investment Zone
- \$7.8 million expansion of the Angel and Early Stage Seed Tax Credit
- \$1 million Film Wisconsin Tax Credit
- \$1 million for capacity increase in the Amtrak Hiawatha Line (MKE to CHI)
- \$10 million for UWM Growth Agenda
- \$10 million for purchase of GE High Field 7 TESLA MRI Long-Bore Scanner for the MCOW Translational Research Facility
- \$400,000 for WMEP staff expansion

Future Work:

- Regional Transit - Passage of the sales tax referendum may increase momentum for funding authority but hurt momentum for regional governance. This issue is going to be an absolute donnybrook.
- Sick Leave Mandate - Here's why this is regional: the red flag this mandate puts up to outside investors/businesses looking to locate in this area cannot be underestimated. M7 ought to speak out clearly on this and member communities and partners of M7 ought to at least file amicus briefs on behalf of our lawsuit and should contribute money towards this legal challenge.
- Tax Policy - This may be too hot for them to touch, but business is facing a storm of new taxes from Combined Reporting - \$90 million a year, to the Oil Franchise Fee to the Hospital Tax, to expansion of the sales tax base.
- Transportation - If it rolls, floats, or flies in America, its funding is up for reauthorization in 2009 in Congress. We have a HUGE dog in these fights from getting more money for regional projects to getting reforms in the current bureaucratic process at DOT.

Summary List of Accomplishments -- 2007 & 2008

Accumulated Donated Value: \$836,500

Contributed Value: \$70,500

Advertising Equivalency: \$2.2 million

- Milwaukee 7 Identity, i.e. logo, design, etc. (donated value: \$100,000)
- Milwaukee 7 Brand Message (donated value: \$50,000)
- Milwaukee 7 Communications Framework (donated value: \$50,000)
- Milwaukee 7 Communications Plan & Budget (donated value: \$50,000)
- National/Regional Perception Studies (contributed and donated value: \$45,000)
- United Airlines: Hemispheres Magazine (advertising equivalency: \$2.2 million)
- Water Council (donated value: \$100,000)
- National News Story Placements (donated value \$75,000/year)
- National & International News: 71 articles/stories (donated value: \$25,000)
- Two College Newspaper FAM Tours: 10 universities (donated value: \$75,000)
- Legislative FAM Tour: 7 legislators (donated value \$30,000)
- International Trade Consultants FAM Tour: 17 countries/regions (donated value: \$30,000)
- Insider Briefings: 50 communicators from Milwaukee 7 investors (donated value: TBD)
- Regional Promotional Campaign (donated value: \$150,000)
- Milwaukee 7 Council Meeting -- Branding Session (donated value: \$5,000)
- "Something To Talk About": 17 quotes from regional leaders (donated value: \$75,000)
- Branding Toolkit: 85 factoids to date (donated value: TBD)
- Milwaukee 7 Photography Portfolio: 7,400+ photos (contributed value: \$45,000)
- Milwaukee 7 Strategic Framework Communications Focus Group (donated value: \$20,000)
- "Dream It, Do It" (donated value: TBD)
- County Profiles (contributed value: \$1,500)

Executive Summary of Accomplishments

MILWAUKEE 7 IDENTITY (approximate donated value: \$100,000) - At the outset of the development of the seven-county regional economic development initiative, the Marketing Council leadership lead the creation and development of the Milwaukee 7 name/identity/logo:

MILWAUKEE 7 BRAND MESSAGE (donated value: \$50,000) -- As part of the overall development of the Milwaukee 7 identity and the creation of the ChooseMilwaukee.com web site the Marketing Council was engaged in the development of the Milwaukee 7 brand message: Real Choices, Real Easy

MILWAUKEE 7 COMMUNICATIONS FRAMEWORK (donated value: \$50,000) -- The Framework provides an overview of how the branding/marketing structure has been reorganized to reflect the strategic direction of Milwaukee 7 and to better align itself with the strengths of the primary organizations engaged in promoting the region. The Framework is focused on the following 7 Steps for Brand Success:

1. Uniform, Consistent Message
2. Single Source – Branding/Marketing Council
3. Integration of Tactics
4. Emphasis on public relations
5. Portray the new Milwaukee region in a creative way, i.e. EYE-CANDY
6. Organic growth and sustainability through guerilla means
7. Follow the creative process – LISTEN, CREATE, TEST, BUY-IN, REFINE, IMPLEMENT

MILWAUKEE 7 COMMUNICATIONS PLAN AND BUDGET (donated value: \$50,000) -- The Communications Plan and Budget takes the broad Communications Framework to the next level of specificity by prioritizing, coordinating and creating an execution plan on the marketing and public relations activities that support the mission of the Milwaukee 7, its strategies and goals. The Communications Plan is organized around the top priorities and objectives of getting the Milwaukee 7 message to a broad market including our own regional citizens as well as key influencers that reach across the world. In addition to identifying key audiences, the Plan outlines action items, budgets, timelines and lead partners.

The plan is centered around the following two objectives and their sub-objectives:

1. Provide strategic marketing and communications direction, support and execution to Milwaukee 7 driver and emerging industries.
 - A. Next Generation Manufacturing
 - B. Fresh Water Technologies
 - C. Start-Ups
 - D. International
2. Create and execute a consistent brand message that differentiates, promotes and enhances the perception of the Milwaukee region.
 - A. Brand Management
 - B. Media
 - C. Milwaukee 7 Influencers and Residents
 - D. Wisconsin and National Influencers
 - E. Milwaukee 7 Investors and Supporters
 - F. Comprehensive Global Communication

NATIONAL/REGIONAL PERCEPTION STUDIES (contributed and donated value: \$45,000) -- Over the course of 2007 and early 2008 the Marketing Council leadership worked with the University of Wisconsin-Milwaukee's Center for Urban Initiatives and Research on conducting National and Regional Perception Studies to measure the perceptions and attitudes of internal and external business executives towards Milwaukee. The 2008 study was an update on the groundbreaking 2002 studies which formed the baseline foundation on the perceptions on Milwaukee.

The survey results, announced on May 30, 2008, provide the Milwaukee 7 leadership and Marketing Council with guidance on fine tuning marketing messages and tactics aimed at enhancing the image of the Milwaukee region. The research found that the overall perception of the region by national and regional business leaders is improving when compared with 2002.

Lake Michigan and the lakefront, as well as the region's arts, culture and entertainment assets, were seen as very positive images for the Milwaukee region by both survey audiences. The region's higher education institutions and friendly people also received high marks. Areas that were perceived as needing improvement were crime, taxes, transportation infrastructure and Milwaukee's public schools.

A demonstration that the Milwaukee region must do everything possible to deliver a strong, credible message to important decision makers across the country and world is that a large number of national respondents indicated that they did not have enough knowledge of the Milwaukee region to offer an opinion.

UNITED AIRLINES: HEMISPHERES MAGAZINE (advertising equivalency: \$2.2 million) -- The most extensive program to raise the visibility of the Milwaukee region occurred during October 2008 with a 36-page insert in United Airlines' Hemispheres magazine.

Passengers on all United Airlines flights across the world had the opportunity to become much more familiar with the Milwaukee region -- the "modern metropolis" on the shores of Lake Michigan. The Insight:

Milwaukee feature combines traditional travel-related information with a comprehensive look at some of the economic influencers and industry sectors that shape the business landscapes and lifestyles in the region.

Hemispheres is seen monthly by more than six million business and leisure passengers traveling to more than 210 destinations in 26 countries. Insight: Milwaukee positions the seven-county region on a national and global scale as one of the best places in the country to visit, live, work and prosper.

WATER COUNCIL (donated value: \$100,000) -- Working with the Water Council's marketing team, the Marketing Council is leading the formation of the branding endeavor aimed at creating a "buzz" about the region's global freshwater impact as it relates to research, economic development and education. Collaborating with other businesses, educational institutions and organizations the Marketing Council is refining the messaging and marketing plan around the region's water industry.

Members of the Marketing Council participated in a September 24-25, 2008 Actioning Session aimed at developing a strategic program to make the region the world hub for research and solutions to meet the world's fresh water challenges. Recommendations and plans from the Actioning Session, along with some preliminary branding meetings, have led to the creation of a water marketing plan that outlines target audiences, creates tactics directed toward those audiences and defines budget amounts.

A component of the overall global branding plan for the Water Council is an effort to have Milwaukee designated as one of the United Nations' Global Compact Cities. Currently there are only 12 cities in the world with such a designation. The Cities Programme seeks to translate the overarching 10 principles of the UN Global Compact into innovative, concrete and sustainable solutions to intractable economic, social and environmental urban issues. The Programme achieves these outcomes by identifying, harnessing, focusing and applying existing local capacity within business, government and civil society. Milwaukee would focus its efforts on water related issues.

NATIONAL NEWS STORY PLACEMENTS (donated value \$75,000/year) -- The Marketing Council was able to secure the services of the national public relations firm CKPR (Cramer Krasselt Public Relations) to assist Milwaukee 7 in generating national news stories about the region. The development of positive media in highly credible media outlets is a cornerstone in the guerilla marketing approach adopted by Milwaukee 7 as it delivers third-party endorsements to an audience across the U.S. and world.

Additional work is placed on feeding a "Milwaukee regional message" into emerging national news stories as well as recruiting national and international writers to take a tour to obtain a better understanding of the region.

NATIONAL & INTERNATIONAL NEWS: 71 articles/stories (donated value: \$25,000) -- Everyone enjoys hearing and reading national and international news stories that pertain to the Milwaukee region. It is always interesting to hear how others across the country and world perceive the Milwaukee region. Quite often, our own opinions are shaped by how others see us. It is also great to be "in the know" about breaking stories. However, reality is such that not everyone can see every newspaper and magazine story that occurs across the United States.

In collaboration with Spirit of Milwaukee, there exists a free service whereby news stories that pertain to Milwaukee, Waukesha, Racine and Kenosha are continuously monitored to discover positive press. Stories of particular interest are broadcast to subscribers who often forward these articles to friends and family members. Over the course of the last two years 71 articles have been distributed.

COLLEGE NEWSPAPER FAM TOURS: 10 universities (donated value: \$75,000) -- The Marketing Council has conducted two college newspaper familiarization (FAM) tours aimed at improving the perception of the Milwaukee region and raising the level of awareness of job opportunities for college graduates within the region. Universities and colleges throughout Wisconsin were invited to tour the region to get a brief glimpse of what it is like to work, live and play in the area.

Participating schools have included:

UW-Madison
UW-Green Bay
UW-Oshkosh
Lawrence University

UW-Eau Claire
UW-La Crosse
UW-Fond du Lac

UW-Manitowoc
Lawrence University
Marian College

LEGISLATIVE FAM TOUR: 7 legislators (donated value \$30,000) -- With one of the overall branding goals for Milwaukee 7 being the ability to create a positive impact on "influencers" outside of the region, the Marketing Council conducted its first legislative familiarization (FAM) tour of the Milwaukee region on June 15-17, 2008. Similar to the previously conducted college newspaper editor FAM tour, members of the Wisconsin legislature were invited to tour the region so they could become more familiar with the region and better acquainted with a variety of aspects of living, working, learning and playing in the region.

Working closely with Rep. Jeff Stone and Rep. Jon Richards, this tour included visits in Milwaukee, Ozaukee and Waukesha counties. Legislators participating in the tour included Speaker Mike Huebsch, Senate Finance Committee Co-Chair Mark Miller, Rep. Gordon Hintz, Rep. Al Ott and Rep. Pat Stachota.

The plan is to schedule a similar tour in late fall 2008 with the long-term goal of conducting two tours per year in subsequent years.

INTERNATIONAL TRADE CONSULTANTS FAM TOUR: 17 countries/regions (donated value: \$30,000) -- In April 2004 fifteen international trade representatives from Chicago spent a day becoming familiar with the Milwaukee area's biotechnology industry. A similar FAM tour took place in November 2007 with the focus being on companies that are strong in green technologies. The commissioners toured Modine in Racine, Johnson Controls in Milwaukee and Magnetek in Waukesha. The day's schedule concluded with a dinner at the World Trade Center of Wisconsin. The international trade commissioners that participated represented the following countries/regions:

Korea	Spain	Basque/Spain	Turkey
Hong Kong	Romania	Poland	Hungary
Taiwan	Netherlands	Flanders	Pakistan
Malaysia	Philippines	Japan	South Africa
Belgium			

The plan is for the next tour to take place in 2009 and the focus will be related to a different industry.

INSIDER BRIEFINGS: 50 communications professionals from Milwaukee 7 investors (donated value: TBD) -- Beginning in September 2008 the Marketing Council began conducting quarterly Insider Briefings. Working with CKPR, Milwaukee 7's public relations agency, the Insider Briefings engage key business and community public relations and marketing executives in a series of briefings to keep these professional communicators and, more importantly, the business and community executives whom they support, informed of Milwaukee 7 activities. These communicators will be responsible for providing clear, concise talking points in the event that their executive management are invited to speak before a group, talk with someone from the media, etc.

Currently there are nearly 50 individuals participating in the Insider Briefings with the composition of the initial group focused primarily on Milwaukee 7 investor companies. With the completion of this first quarterly meeting, participation will now be widened to include professional communicators who are willing to serve as Milwaukee 7 information liaisons to their executive management teams.

REGIONAL PROMOTIONAL CAMPAIGN (donated value: \$150,000) -- The Marketing Council has successfully obtained the pro bono services of BVK advertising, a Milwaukee based national advertising firm with a strong reputation for creative excellence, to produce the creative components of a regional promotional initiative. One of the goals of this activity is to raise the appreciation/awareness of the region among our own citizens and to have them, especially key influencers, think of themselves more as part of the region and to take pride in calling this their home. The design of the creative elements of the initiative, i.e. messaging and delivery vehicles, are underway but full implementation of the program requires funding for the production and distribution of the advertising components.

MILWAUKEE 7 COUNCIL MEETING - BRANDING SESSION (donated value: \$5,000) -- As part of the June 4, 2008 Milwaukee 7 Council Meeting, the Marketing Council was responsible for the creation and coordination of the primary speaker for the program. With a focus on successful regional branding, Bob Marcusse, President & CEO of the Kansas City Area Development Council, spoke to the council about the development of the KC One branding campaign which has been enthusiastically embraced across the Kansas City region. The concentration has been to create a uniform and consistent message that cuts across multiple industries and utilizes a wide range of marketing and public relations tactics.

“SOMETHING TO TALK ABOUT”: 17 quotes from regional leaders (donated value: \$75,000) -- Modeled after the successful VISIT Milwaukee publication “Something To Talk About,” work continues on the development of a Milwaukee 7 brochure targeted to businesses and talent. The brochure reflects what people who don’t know Milwaukee find surprising and positive about the region, as told through quotes from national and international news outlets, local celebrities and leaders, as well as positive national rankings and factoids. Currently the collection of information/quotes for the brochure is underway. Printing of the brochure will take place when funds for printing and production are made available.

BRANDING TOOLKIT: 85 factoids to date (donated value: TBD) -- In 2007 a partnership was formed with UW-Milwaukee’s School of Information Studies, a training program for library professionals, to catalog and further research all of the information that is being collected in relation to Milwaukee 7. This material ranges from factoids about the region, national rankings as well as photographic images. Previously all of these items were split between numerous organizations and utilized by an even wider variety of businesses and organizations for a range of purposes, i.e. web site, speeches, PowerPoint presentations, brochures, etc. It became clear that there was a need to centralize all of this material to make it easily accessible by entities within the region.

Attention must now be shifted to cataloging and coding the thousands of photographs that have now been amassed. The goal is to have all of this information easily accessible to anyone via ChooseMilwaukee.com.

MILWAUKEE 7 PHOTOGRAPHY PORTFOLIO: 7,400+ photos (contributed value: \$45,000) -- Beginning in December 2006 the Marketing Council, through a grant from the Spirit of Milwaukee, began working with Zaitz Photography to create a photography portfolio of the Milwaukee region. Over the course of two years thousands of photos have been shot of various aspects of living, working and playing in the region. This photography portfolio is available to public organizations and private businesses.

MILWAUKEE 7 STRATEGIC FRAMEWORK COMMUNICATIONS FOCUS GROUP (donated value: \$20,000) -- During the spring of 2007 the Marketing Council leadership conducted a series of meetings to obtain feedback from some of the region’s communications professionals on the direction of Milwaukee 7’s Strategic Framework. Approximately 75 creative directors, marketing, communications and branding experts shared their perspectives. The communications professionals consistently indicated that after viewing the Framework they were now able to see the region in a new (and most often better) light. There was also agreement that while the presentation was informative it needed more “sizzle” to get people excited.

“DREAM IT, DO IT” (donated value: TBD) -- In collaboration with the Regional Workforce Alliance and Milwaukee 7 Next Generation Manufacturing Council, the Marketing Council is exploring the possibility of developing a program to improve the perception of manufacturing careers for young adults, their parents and school counselors. One possible partnership being considered is with the National Association of Manufacturer’s Dream It, Do It campaign. This national initiative, which would be tailored to fit the Milwaukee 7 region, is aimed at increasing the number and the skill base of individuals working in the manufacturing industry. If a program is pursued the Marketing Council may consider working with BVK advertising in the development of the creative elements for the Milwaukee region’s campaign.

COUNTY PROFILES (contributed value: \$1,500) -- Collaborating with OnMilwaukee.com, the Marketing Council oversaw the creation of profiles of each of the counties comprising Milwaukee 7. All of these stories appeared in 2007 on OnMilwaukee.com and will now be linked to the ChooseMilwaukee.com web site.

Summary List of Current and New Goals/Objectives

Communications Plan and Budget

2009 - 2014

The Milwaukee 7 marketing effort has always worked to obtain the highest visibility for the region at the lowest possible cost. With the foundation for a uniform and consistent message established, attention must now be directed to investing in a strong regional image and a positive national perception. The Marketing Council has therefore developed a strategic Communications Plan and Budget which is dependent upon receiving the necessary funding for implementation.

The goal of the Communications Plan and Budget is to prioritize, coordinate and execute on marketing and public relations activities that support the mission of the Milwaukee 7, its strategies and goals. As these strategies are further developed, the communications plan will be updated to adapt to the ongoing needs of the region.

The plan is centered around the following two objectives and their sub-objectives:

1. Provide strategic marketing and communications direction, support and execution to Milwaukee 7 driver and emerging industries.
 - A. Next Generation Manufacturing
 - B. Fresh Water Technologies
 - C. Start-Ups
 - D. International
2. Create and execute a consistent brand message that differentiates, promotes and enhances the perception of the Milwaukee region.
 - A. Brand Management
 - B. Media
 - C. Milwaukee 7 Influencers and Residents
 - D. Wisconsin and National Influencers
 - E. Milwaukee 7 Investors and Supporters
 - F. Comprehensive Global Communication

Executive Summary of Current New Goals/Objectives

Communications Plan & Budget Overview
2009-2014

The Milwaukee 7 marketing effort has always worked to obtain the highest visibility for the region at the lowest possible cost. With the foundation for a uniform and consistent message established, attention must now be directed to investing in a strong regional image and a positive national perception.

The goal of the Milwaukee 7 Marketing Council Communications Plan and Budget is to prioritize, coordinate and execute on marketing and public relations activities that support the mission of the Milwaukee 7, its strategies and goals. The Plan is divided into two distinct areas that work independently from each other but also must be strategically integrated to ensure the overall marketing success of Milwaukee 7:

1. Implementation of strategic marketing tactics targeted to Milwaukee 7's key driver and emerging industries.
2. Execution of a consistent brand message that differentiates, promotes and enhances the perception of the Milwaukee region.

Milwaukee 7 Driver and Emerging Industries

Central to Milwaukee 7 is a marketing campaign that is directed specifically toward business growth and expansion -- our driver and emerging industries. The message is focused and targeted to a defined audience that meets the economic plans for the region. With this in mind the Marketing Council will collaborate with the Next Generation Manufacturing Council and the Water Council to develop and implement marketing and communication strategies that will include but are not limited to print materials, new sections on ChooseMilwaukee.com, trade show attendance, outreach activities to business decision-makers and site selectors, media relations, and advertising.

Milwaukee 7 Brand Message

At the same time that a targeted message is delivered to key business decision-makers there must also coexist a promotional campaign that raises the overall positive image of the seven-county region with people residing and working in the region as well as with individuals outside of the region. Repeated studies have found that both locally and nationally there is an overwhelming lack of awareness of the Milwaukee region. Just as with the successful sale of any product or service it is important for many consumers to have an awareness and positive perception of the company that is selling a product. As humans we demand this positive image, especially when making any important decision.

Most importantly, to obtain a strong and effective brand, the Marketing Council must work as the "brand manager" of the Milwaukee 7 image. Overseeing the overall management of designs, colors, styles, etc., the Marketing Council needs to ensure that the region and all of the Milwaukee 7 partners are presenting a consistent message and speaking with one voice. In addition, the Council will implement a media relations

initiative to raise the region's visibility as well as develop a program aimed at creating a positive perception with local, state, national and international influencers and opinion-makers. Tactics will include but are not limited to;

- Media relations with local, state, national and international news outlets
- Familiarization (FAM) tours for the media, state legislators, international trade consultants and key influencers
- Media training for key Milwaukee 7 representatives
- Dynamic and powerful web site branding toolkit
- Engagement of the region's business communications professionals
- In-region promotional package
- Speaker's bureau
- Investor communications
- Perception studies
- Printed promotional material
- Promotional items
- Social media

Marketing Council's Foundation

Besides expenditures on creating the ChooseMilwaukee.com web site, virtually no funding has been expended with respect to marketing or promoting the seven-county region. The majority of the accomplishments by the Marketing Council have been by garnering extensive pro bono and financial support that it has secured from other sources. The range of activities has been extensive from the creation of the "Milwaukee 7" identity, i.e. name, logo, etc., at the outset of the economic development campaign to the recent high profile 36-page feature in United Airlines' Hemispheres magazine which had an advertising equivalency valued at \$2.2 million).

Between those times the Marketing Council has been instrumental on a number of initiatives including but not limited to:

- Creation of a brand message
- News story placements
- Creation of a multi-faceted Milwaukee 7 communications plan
- Creation of a brand message for the Water Council
- Corporate Communication Professional's Insider Briefings
- "Something To Talk About" mock-up brochure
- Foundation for a branding toolkit, i.e. creation of a photography and video library
- Cataloging regional factoids and "Top Ten" lists
- National & Regional Perception Studies
- Two college newspaper editor FAM tours
- One legislative FAM tour
- International Trade Consultants FAM tour
- Exploration on the creation of a Dream It, Do It campaign

The budget proposal that has been thoughtfully prepared by the Milwaukee 7 Marketing Council begins the critically important step of moving the Milwaukee region from being invisible in the minds of business leaders across the country or having inaccurate perceptions by business leaders within the region to a place where there is a view that opportunity exists to grow a successful business. Understanding funding constraints with Milwaukee 7, the suggested marketing budget begins to approach the \$1 million to \$2 million that is being spent by our competitors across the United States.

The investment in a genuine marketing program is extremely significant because it triggers likely the largest level of in-kind support that Milwaukee 7 receives -- \$600,000 to \$900,000 per year. Without financial backing of a marketing program this in-kind support, which our competitor's have jealously marveled that we have been able to secure, could be in very serious jeopardy of being lost.