An Economic Developer’s Guide to Social Media Success
Welcome to social media.

CORENET GLOBAL SUMMIT, PHOENIX 2010

Biggins Lacy Shapiro & Company (BLS & Co.) and Development Counsellors International (DCI) recently led a session on an increasingly important topic in both economic development and corporate real estate: social media marketing strategies.

Ji Kim, Communications Director at BLS & Co., and Nathaniel Stumpf, Director at DCI, presented a number of ideas, case studies, and best practices to help economic developers plan and implement a social media marketing program for their area.

In the spirit of social media, the presenters chose an engaging format that utilized an interactive presentation software (from Prezi.com), which allowed attendees to guide the discussion topics.

The session focused on the “Do’s and Don’ts of Social Media Marketing,” tips that we have summarized in this whitepaper. The ideas, recommendations, and opinions are those of the professionals who have extensive experience working with both corporate real estate end users and economic development organizations.

If you would like to learn how to create and implement a social media marketing campaign in your community, please contact Ji Sun Kim (jkim@blsstrategies.com| 609.613.4268) or Nathanial Stumpf (nathaniel.stumpf@aboutdci.com|212-725-0707).
As a marketer, “strategy” and “plan” are two words you probably hear very often. In social media, these words hold even greater significance, for they prevent your efforts from being led astray.

Social media is constantly evolving; new platforms, tools and options are being added daily. An economic developer trying to learn and leverage social media at the same time, will quickly learn that it is easy to get swept up by the features and distracted from the key objectives.

So, before you dive into social media marketing, define your objectives and audiences as well as map out a plan. And since this is “social” media, don’t forget to enlist the help of internal and external resources.

**DEFINE YOUR OBJECTIVE:** And don’t say it’s “to create a Facebook page”. As a first step, clearly outline your goals; objectives such as “raise awareness” of our community and “develop relationships” with site selectors, corporate real estate executives, media contacts, or bloggers. You may also consider objectives such as to “foster collaboration” with local, regional, and state economic developers. These specific objectives will help guide your activities moving forward.

**TARGET RELEVANT AUDIENCES:** In economic development there are a few key audiences to consider in any marketing effort. They can be viewed as internal audiences (local companies, work force, political representatives, media outlets) and external audiences (target companies, influencers, people, media located outside your region). Based on the target audience, assess whether your social efforts should be focused on retention or attraction.

**SET MEASURABLE GOALS:** Social media is not necessarily about marketing to the masses, even though it is viewed as a mass marketing tool. Create targeted goals, such as “engage with five site selectors in the Northeast region,” utilizing social media platforms and tools. The more specific the better.

**DEDICATE RESOURCES AND TRACK:** Although these social and digital platforms may be free, your time is not. Understand that time and resources (your people) will need to be committed to this effort. It is important to monitor your time and track the return that is generated. Third party tracking tools such as Google Analytics, Bit.ly, and hashtags can be utilized as well as periodic evaluations, surveys, and dialog with your target audiences.

**BE GENUINE:** Remember that social media is an effective way to extend your community’s brand. The messages you convey and disseminate should always support the core themes and key messages of your organization or community. Don’t try to be something new or different just because you’re using a new or different platform. Ultimately, the messages need to be consistent and genuine.
Every social media expert will tell you to listen, but what should you be listening for and why?

Listening to your customers is important to the success of any marketing effort. When it comes to social media, listening takes on new significance.

**LISTEN TO BE INFORMED:** As an initial step into social media marketing, first listen. Listen to what is being said about your community, organization, surrounding communities by economic developers, brokers, companies, site selectors, etc. Listen for what companies located in your community are saying about where they reside, their labor market, etc. Listen for the challenges that prospective companies may be facing and looking to address. Listen for what site selectors and consultants say or ask of your community. Listen to be informed first. Listening will help you monitor the positive and negative perceptions while giving you the information and opportunities needed to address those issues.

**LISTEN TO BE PREPARED:** Listening is the key to starting a conversation and to engagement. By listening, you’re preparing yourself, researching, gathering intelligence, and your organization is getting attuned to the market before you engage.

**LISTEN WITH PURPOSE:** Listening is the other side of creating content. Listening will arm you with the information you need to take action. If your community is perceived to lack a dynamic workforce, produce content that focuses on the growing labor pool, highlight specific training programs available through programs or local universities, discuss the R&D collaboration taking place at educational institutions. If your organization discovers that a local corporation is taking a lead role in a new technology, discuss it. Advance their cause, and in turn, the news will help better position your community as well.

Although listening can be an effective tactic for monitoring your competition, the main goal should be to formulate compelling messages for your target audiences. Listening and monitoring should help your community-at-large devise a comprehensive story, dovetailing with what other communities in your region and state are saying. Listen, not as an act of competition, but as a way to build momentum.

**HOW?** Start with listening to the local media, economic development agencies and corporations in your area. These media outlets as well as the state/regional/local chambers of commerce and economic development agencies may have newsletters, email alerts or RSS feeds that will push the information directly to you. Then expand to set up alerts that can provide you with daily or weekly updates on information, industries, companies you specifically want to track. Starting with a defined space will help prevent your organization from information-overload.

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**Create a list:** As you are listening, you’ll discover organizations, and people, that routinely discuss relevant topics and may even discuss your organization or community. Create a list of these contacts and reach out to them periodically. This group could serve as local champions or ambassadors and provide assistance in extending messages to specific audiences.
Social media is by no means a replacement for more traditional forms of marketing. Media relations, face-to-face meetings, conference attendance, trade organization membership, websites, e-blasts, newsletters, presentations, factsheets, and selective advertising are all important marketing tools. Tools that should continue to be leveraged. Just as the Internet hasn’t replaced print, social media will not replace your other marketing tools.

When utilized properly, and as element of a larger strategy, social media can act as an extension of your current marketing efforts. Creating and repurposing content can extend your messages and reach to target audiences via new communication channels made possible by social and digital media.

**SUPPORTING EVIDENCE**

Development Counsellors International conducts a survey every three years titled “Winning Strategies in Economic Development Marketing.” For this survey, DCI interviews over 300 corporate executives and site selection consultants to research the most effective communication techniques for economic development. For the past nine years, the top three ways corporate executives gather information about potential site locations has been:

1. Dialogue with industry peers
2. Articles in newspapers and magazines
3. Business travel

While social media can be an excellent tool for your community, it is not the primary tool that corporations and site selectors use to learn about your community (at least not yet). To maintain and attract new business investment and reach decision-makers, focus your efforts on coordination of regional retention strategies, media relations campaigns, and local tourism marketing initiatives.
To build a truly sustainable social media effort, start with a sound social media policy.

INTEGRATION WITHIN YOUR LARGER COMMUNICATION POLICY: There is no doubt that the use of social media as a form of communication is a cultural shift. Here are some key questions your organization should be asking before implementing a policy: Are your senior managers on board? Will your senior leaders support your organization’s social media efforts with resources and time? Does the social media effort complement or detract from your overall marketing efforts? No matter how significant or small your social media effort is, the plan needs to fit in the organization’s broader marketing strategy.

ACCEPTANCE OF SOME LOSS OF CONTROL: Building a social media program means having to accept a certain amount of lost control. Social media is not “controlled messaging.” It’s free-flowing with a goal of engagement with your target audiences. If your organization is not comfortable losing some control over its communications, then social media may not be the appropriate medium for you.

DEVELOPMENT OF A LONG-TERM TEAM: Any marketing effort should be supported by a long-term strategy and consistent team. Will your organization be able to sustain a long-term effort? Will there be enough members trained and ready to pick up as needed? One of the best tips we learned from a social media expert is to “train many but dedicate one to lead.” We take this tip one step further and emphasize the importance of dedicating a senior member to lead. Having a senior manager responsible implies that this initiative has significance/importance and management buy-in, key to building a sustainable program.

THE SETTING OF AN INTERNAL TONE WITHIN THE OFFICE: Your organization needs to set the tone and policy for how and where social media can and should be utilized. If your organization simply passes the responsibility of social media to the intern, the effort may be looked upon as having low priority. Dedicating senior staff members sets a different tone, it implies significance and reinforces the idea that this is part of the larger marketing strategy.

THE ILLUSTRATION OF GOOD JUDGMENT FOR BLENDING PERSONAL AND PROFESSIONAL LIVES: Many social media pitfalls have started with a simple status update or tweet. For instance, a media sales representative recently posted a status update indicating her displeasure for her cable company, expressing that all employees of said cable company were incapable of doing their job. Unbeknownst to her, she was later assigned to the telecom category, where one of her primary targets was said cable company. Imagine the tone of that sales conversation if executives from the cable company had become aware of her comments. Now imagine if this was an economic developer and the cable company was reviewing possible locations within your community. In social media, your personal and professional life intersect and in ways organizations could not have previously predicted. Don’t just encourage the use of good judgment. Don’t assume your employees will simply know what good judgment means. Review some key do’s and don’ts with your staff to clarify boundaries and expectations. Remember, the Internet has a long memory.

START SLOWLY AND BUILD MOMENTUM. Only start if you mean to engage consistently and regularly, otherwise your audience will quickly realize that your “conversation” will be short-lived.
Don’t lose steam! Maximize your limited resources.

Did you know that there is a Top 50 list of Social Media platforms? This would imply that there are more than 50 social media tools in the marketplace. And in fact there is, with more social media platforms, tools and apps being developed as we speak.

And few economic development organizations have enough funding, staff or time to touch all of the social media sites that exist. The impetus for many social media novices has been to immediately join and utilize as many social media tools as possible, activating Facebook fan pages, creating twitter accounts, and developing Linkedin Profiles, all in one sweep. For those organizations who are utilizing a wide spectrum of social media tools in a jump start effort, they may begin to lose steam, direction, and ultimately sacrifice credibility and sustainability down the road.

So before your organization starts to boil the ocean...

ORGANIZE a list of key social media platforms and the specific marketing opportunities that are available. Identify potential resources and savvy experts (internal/external) who can help you navigate the social media waters.

PRIORITIZE your list, filtering on the social media’s audience and the tool’s ease of use.

BUDGET your time and resources, even if that means starting with one hour a week or month.

SUPPORTING EVIDENCE

A colleague who works for a Midwestern state-level economic development agency mentioned that their team had spent a lot of time online trying to create and manage a social media program. And they felt they were not getting the type of traction they wanted or needed. If organizations do not spend the time up-front to understand the tools, define a target audience, and develop a sustainable plan in an organized, prioritized manner, the organization may end up losing valuable time and expending vital resources that may be needed in other areas of business attraction or retention.

Ultimately, this organization concluded that social/digital media tools were most effective in communicating with their local audiences or internal market.

QUICK TIP

If you have already started to create your own personal or company profile on various social media platforms, make sure that your profiles are complete, with accurate names, contact information, company description, etc. Get your profile ready for when you start to engage in the conversation. And if there are inaccurate descriptions of you or your organization, take steps to correct them. Be your own Internet watchdog.
The social media experts say “Content Is King.” The question is where should economic developers start?

Before you start to outline your first story, blog or newsletter, make sure you have the fundamentals covered. Basics such as information about your labor market, demographics about your community, details about available sites/buildings, updated information about your financing programs and recent projects. Companies and site selectors need information just to consider your community for an investment project. And your website is often where people go first and is likely your community’s first impression to any prospect business. Make sure your website provides the core basic content before you build anything else.

**CREATE CONTENT VIA RESEARCH:** One of the easiest ways to “create” additional content is to gather existing content, an outgrowth of listening. If the media, bloggers, site selectors, and other influencers are already talking about you and your community, it is important to gather, review, and respond. Positive or negative information should be equally addressed. Your community’s response will often become part of the story and may in turn lead to additional content creation.

**COLLABORATE/COORDINATE RESOURCES:** Collaborate with various economic development groups and allies to maximize output and minimize time resources invested. Your local economic developer, chamber of commerce, and other stakeholders may already be creating news about your region’s industry strengths, workforce, the quality of life, etc. Collaborate and coordinate with them on the type of content, message, and distribution outlets. The key benefit to this strategy is that it will allow your community to present a cohesive and consistent message.

**CREATE INFORMATION THAT OTHERS WILL WANT TO REPORT ON:** As you are developing potential articles, whitepapers or reports, think of what the media and bloggers are most likely to pick up on. Examples such as “Best Places to Work in Boston” or “The Top 10 Employers in Florida” give these folks something to respond to, follow up on, and possibly expand upon.

**PUBLISH:** Provide informative news such as Small Business Guides, Industry Snapshots, Training Guides, and Employee Tips that can be utilized by students, business leaders, and site selectors. These guides can be crafted from surveys, interviews, labor market studies, etc. By publishing guides, it communicates that your organization is knowledgeable and can be viewed as a strategic partner for businesses.

**REPORT ON YOUR PROGRESS:** Whatever activity your organization or community is participating in, write about it. If your organization is under budget review, is contemplating or has made legislative changes, talk about it. Discuss what is happening utilizing your various social media tools.

**OPTIMIZE:** Regardless of what kind of content you are creating, optimize, optimize, optimize. What’s the good if your audience can’t find it.

### Quick Tip

- **Ask questions:** Conduct polls, ask questions, and engage your target audience about related topics. Create content with their answers and repurpose.
- **Encourage commenting:** Allow your target audience to give you ideas, questions or content ideas. It will encourage response when you provide updates on that information. Find ways to incentivize engagement.
- **Repurpose:** Find ways to repurpose what your organization has already created. See tips on “Do Integrate” page.
Social media is a form of communication, a form of relationship-building. Avoid one-sided conversations.

Did you know?

- On Facebook: There are 500+ economic developer fan pages & 222,000 real estate pages.
- On LinkedIn: There are 983+ groups related to real estate and 1200+ groups devoted to various chambers of commerce.

While some of these groups may be engaging with a sizeable number of fans, many are not. And who are these fans anyway?

**Stay Focused:** Be wary of jump-starting your social media initiative by immediately joining the dialogue in every social media channel. Take time to assess where you want to get involved and where your audiences are active. Selecting a focused group will prevent your organization from boiling the ocean.

**Avoid One-Sided Conversations:** Routinely assess your conversation with your fans and followers. Are they responding, providing feedback, asking questions? Many groups may have a significant following or members, but the conversation is really one-side, meaning they are not engaged. If you’re going to engage, determine the right audience, communicate relevant content, create a discussion, and don’t talk to walls.

**Don’t Equate Fans with Influencers:** Routinely assess who is following your organization. Sure, it’s great to see that family and friends are fans of your Facebook page, but will that promote your organization’s branding or raise your perception among corporate decision makers, site selectors and other intermediaries?

**Quick Tip**

If your organization really wants to get into Facebook, do some initial digging first. Before creating your own Facebook page, determine if your local, regional or state economic development allies already have fan pages. There may be ways to divide responsibilities and the work load. Connect with the administrator and ask to participate as a “joint” effort. This will ease you into the process without a lot of start-up commitment.
Integration of social media is the by-product of a well thought-out strategy, internal by-in, and a sustainable team.

Integration is one of the most important aspects of any marketing effort. A truly integrated marketing approach would utilize various direct and indirect communication channels.

**TAKE INVENTORY:** Review your tools - brochures, fact-sheets, reports, events, websites, etc. Take inventory of your allies’ tools as well.

**REPURPOSE:** This is one of the most effective and most efficient ways to integrate social media into your marketing efforts from the start. All of the materials you have inventoried can and should be repurposed for social media. Your current marketing tools, such as websites, e-blasts, newsletters, brochures, fact sheets, press releases, reports, presentations, and videos should be integrated. When creating any marketing piece, think multi-media. You may start with a print brochure highlighting your community’s key strengths, repurpose that content for an e-blast, post it on your website, etc. Cross-promote your efforts using social media.

**CASE STUDY**
Carrollton, Texas - the city “Where Connections Happen” - was looking to promote their Transit-Oriented Development (TOD) efforts and decided to hold a Connect Four contest at the 2009 Urban Land Institute conference. The city had spent considerable time generating content via media relations and outreach, utilized various social media platforms such as Facebook and Twitter to disseminate that content (including the creation of a ULI hashtag on Twitter to track conversations), and held a giveaway at their booth in the exhibit call encouraging people to join the discussion by posting comments via Twitter. The successful campaign generated a significant increase in people following the discussion, including Ray LaHood, the U.S. Secretary of Transportation.

**QUICK TIPS**
- Redistribute your content and news to various social media outlets
- Post and answer questions about economic development on various social media outlets
- Allow sharing of your content from your website via RSS feeds
- Repurpose your newsletter into blogs
- Create an environment around your calendar of events, such as familiarization tours, dinners, and other special events
- Create and post video footage of community events, community announcements, training sessions, etc. Post interviews with students, professors, community leaders, the people who live, work, and attend school in your community.
Discover the power of aggregated voices.

Social media marketing can be a daunting task. With so many different social media platforms and unique opportunities, it can easily cause people to “talk to the walks” or “boil the ocean.” By identifying the stakeholders or thought leaders that are important to your goals and learning which social media environments they are engaging in, your organization will be able to target more effectively. Don’t ask them to come to the mountain. Bring the mountain to them. These are the people who are most interested in a conversation. You can even reach out directly and get them involved in the social media strategy because when they do respond, the conversation will be more engaging, and will be more widespread.

**FIND YOUR CHAMPIONS:** Are you listening for news about your community? Scan for the outlets and people who are talking about you, your organization, your community, and the companies within your community. They may be members of the media, bloggers, event managers, even your own staff members. These people are influencers, partners, and customers. And they are more empowered than ever before because of digital and social media to speak on your behalf and discuss issues facing your organization or community.

- **Develop a relationship** with the right media contact, blogger, or site selector. One of the best things about social media is that it allows others to sell for you, recommend your service, and highlight your community. When you develop a relationship with a champion, information can spread faster, wider, and often with more credibility. It also provides an excellent communication option in a crisis.

- **Develop a dialogue** with the executives in your area to expand your retention efforts. Executives want to hear about the challenges and opportunities facing other executives. Dialoguing with industry peers is one of the most important ways executives gather information about locations. A local business leader who is a proponent of your community can be an incredibly valuable partner.

**CASE STUDY**

The Economic Development Authority of Western Nevada (EDAWN) represents the Greater Reno-Tahoe region. The organization has a goal of promoting the region as a great place to live and work.

In March 2010, EDAWN formed a group of Digital Ambassadors that could help disseminate relevant and positive information about the region via social media channels. The group consisted of ten individuals from different areas such as the CVB, public servants, the Nevada Center for Entrepreneurship and Technology, business leaders, and young professionals.

These members of the community agreed to disseminate messages through their personal and professional networks three to four times a week and engage by commenting on various topics. Hashtags were set up via Twitter and the Bit.ly service was utilized to track and measure the program’s reach.
Recommendations for social and new media marketing.

Conceptually, social media has existed for a long time. Marketers have been using word-of-mouth, viral and networking campaigns for decades. And for many companies, word-of-mouth has often been one of the best “marketing” tools they have ever utilized. Today, this concept simply takes on a new medium and a wider space in which to engage in.

A FEW FINAL THOUGHTS:

SOCIAL MEDIA IS NOT FOR EVERYONE: The social/digital media platform will require an organizational culture shift. If your senior managers are not fully on board and are not prepared and comfortable with a certain loss of control, social media may not be the platform for you just yet.

STRATEGY: It is imperative that your organization begin any type of social media program with a solid strategy in place. Coordination with other allies and thought leaders can lead to a much more productive and rewarding effort.

KEEP IT SIMPLE: Launching into social media is not for the faint of heart. It takes dedication and a willingness to follow through. So keep it simple and start slowly by researching and testing a few of the key social media platforms first. Learn, leverage and then build momentum.

IDENTIFY YOUR TARGET AUDIENCES/CHAMPIONS: Social and new media can be most effectively utilized for communication with your local or internal audiences. These are the stakeholders that have the most to gain or lose in your community.

PRIORITIZE: Prioritize, allocate time and resources, and slowly build momentum. While the source is free, the resources are not. Social media is about identifying your target audiences, communicating messages effectively, and long-term sustainability. Think about what your organization will be able to sustain in the long-term.

COORDINATE: Find allies who are already involved in social media or may have an interest in joining or coordinating with your efforts. With multiple parties involved, you may be able to delegate responsibilities, allowing your organization to target better and wider. A well-managed coordinated effort ultimately provides more consistent messaging and less dedicated resources.

INTEGRATE AND REPURPOSE: All social media platforms require some form of content. So take inventory of your existing materials and find creative ways to utilize them across the various social media platforms. While you may need to enhance or adapt some content, the existing materials should at least provide you with the initial building blocks.

MEASURE: Always consider the amount of time that you are investing into a social or new media strategy. Your time isn’t free and without metrics in place to track the relative investment and return, it will be impossible to measure the overall effectiveness of the program.
SOME OF THE MOST POPULAR SOCIAL MEDIA PLATFORMS

- **FACEBOOK, MYSPACE**: social media platforms that allows users to customize their individual profiles, post news, photos, updates. It also provides capability to create “groups” that allows for fans/followers. Economic developers have utilized it to promote awareness and disseminate information.

- **LINKEDIN, FOCUS, PLAXO**: Often referenced as professional networks, these platforms allows users to connect and share information with alumni, business associates, recent graduates and other professionals online.

- **DIGG, DELICIOUS**: These social news sites allows users to discover, share and bookmark or rate content/news from anywhere on the Web. Economic developers can post news alerts, market reports, industry whitepapers and more.

- **FLICKR** is a photo sharing and hosting site. Economic Developers may utilize to post photos from community and business events and forums as well as photos that highlight key areas within the community or regions (e.g. revitalized downtown areas, transit hubs, among others)

- **WORDPRESS** is a blog publishing application. Economic developers can leverage blogs as a way to continuously post updates about their region, challenges, strengths,

- **YOUTUBE** is a video hosting site. Economic Developers have used this platform to post videos about their community, major events, illustrate their government services such as training programs.

- **TWITTER**: A media platform that allows members to post short real-time updates. Twitter has been utilized to provides news updates about a community, post updates on legislative bills, promote upcoming events, etc. A Tweet is a post on Twitter. Tweetup is an organized or impromptu gathering of people who use Twitter. Twitterverse: Is the universe of people who use Twitter and the conversations taking place within that sphere.

SOCIAL MEDIA RESOURCES
- SociaMediaExaminer.com
- HubSpot.com
- SEOmoz.org
- Mashable.com

LISTENING, MONITORING TOOLS
- Google Analytics
- Google Alerts
- Neilsen Buzz Metrics
- Whostalkin.com
- Samepoint.com
- Spy.appspot.com

AGGREGATORS
- Gist.com
- Ping.fm
- HootSuite.com
- Tweetdeck.com
- Seesmic.com

CONTENT DISTRIBUTION TOOLS
- I-newspwire.com
- Prnewswire.com
- Prlog.org
- Prweb.com
- Businesswire.com
- Marketwire.com
- Primezone.com
- Ezinearticles.com

ECONOMIC DEVELOPMENT TOOLS
- placebrandz.com
- brandopia.typepad.com
- edpro-weblog.net
- developmentmarketing.blogspot.com

OPTIMIZING TOOLS
- Google Adwords
- Google Webmaster tools

WEBSITE SCAN
- Websitegrader.com
- Mysitegrader.com
SELECT KEY TERMS USED IN SOCIAL MEDIA

- **BLOG** is an online tool to provide news or updates on a regular basis with entries appearing in reverse chronological order. Blog typically allows for reader interaction, commentary, and links to other relevant information. **MICROBLOGGING** is a blog, limited to shorter entries, such as Twitter. **MOBLOG** is a blog published via a phone or other mobile device. And due to the mobility of this tool, entries may be more frequent.

- **CLOUD COMPUTING** refers to the ability to access data from anywhere rather than being tied to a particular machine.

- **CROWDSOURCING** is the act of bringing together people outside an organization who are prepared to volunteer their time contributing content or skills and solving problems.

- **EBOOK** is an electronic version of a traditional printed book, report, whitepaper that can be downloaded from the web. A PDF can be an example of an ebook.

- **MASHUPS** is a blend. It can be blend of two song, two videos or even two different websites, leveraging parts of both to create a different or more comprehensive piece. Example of a web mashup is a listing on Craigslist plotted in a Google Map.

- **OPEN PLATFORM** refers to a software system that permits any device or application to connect to and operate on its network.

- **OPEN SOURCE** refers to software code that is free to build upon.

- **PODCAST** is a digital file (audio or video) that can be downloaded for later playback. Podcasts can be posted as a series or as a feed, allowing users to receive content as soon as it is available.

- **RSS FEED** is a form of content distribution. Content distributors syndicate a Web feed, enabling users to subscribe to a site’s latest content. By subscribing to a feed, information is being pushed to you directly.

- **SCREENCAST** is a video file that utilizes images or visual elements and usually accompanied by audio narration. Companies typically use this as an explanatory video, as a way to explain a product, such as software.

- **SOCIAL BOOKMARKING** is a way for users to search, store, organize, share, tag information found on the internet.

- **STREAMING MEDIA** refers to video or audio that can be watched or listened to online in real time, but cannot typically be downloaded.

- **TAGS** are keywords that can be added to a blog, photo, article, video to help users find related topics or media, either through browsing on the site or as a term to make your entry more relevant to search engines. A **HASHTAG** is a method of adding additional context to your posting by prefixing a word with a hash symbol (# sign). **GEOTAGGING** is the process of adding location-based information to photos, video or online maps. Geotagging can help users find a wide variety of businesses and services based on location.

- **VIDEOBLOG OR VLOG** is a blog that contains video entries, also can be called video podcasting, vodcasting or vlogging.

- **WEBINAR** is a presentation, lecture, workshop or seminar that is transmitted over the Web. Similar to any live presentation, a webinar can allow companies to demonstrate products or services to their end users or audience.

- **WEB ANALYTICS** is the measurement, collection, analysis and reporting of Internet data for the purpose of understanding who your visitors are and optimizing your website.

- **WEB 2.0** refers to the second generation of the Web. Web 2.0 enables users with no technical training to develop their own websites, share documents, photos, audio/video files etc.

More information can be found on Wikipedia.
DEVELOPMENT COUNSELLORS INTERNATIONAL (DCI) is the leader in marketing places. Since 1960, we have worked with more than 350 cities, regions, states and countries, helping them attract both investors and visitors. We specialize exclusively in all phases of economic development and tourism marketing. We are a firm deeply committed to our clients' success, because we share a fundamental value with them: a passion for places. By telling our clients' stories in the national and international media, we believe we can help create prosperity and growth in their communities, ultimately benefiting the lives of thousands of people who call these places home.

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OUR AREAS OF EXPERTISE

- **Incentives Advisory**: We develop creative incentives strategies to support our clients' relocation and expansion initiatives, while helping communities achieve their economic development goals.

- **Site Selection**: We help clients optimize their location choices, bringing deep proven expertise and utilizing the most effective analytical tools and databases available.

- **Land Use Strategies & Approvals**: We create value through land use approvals strategies for surplus properties controlled by companies, institutions and jurisdictions.

- **Economic Development Services**: We counsel public sector clients on economic development strategies including labor market analyses, incentives programs, the packaging, marketing and implementation of incentives financing mechanism.

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BIGGINS LACY SHAPIRO & COMPANY, LLC. For more than 25 years, we have provided professional expertise and creativity in the field of Location Economics: the mix of specialized disciplines that enables companies to plan and execute successful location strategies. We create value on both the demand and supply side of the market for corporate location decisions.

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