



2015

STRATEGIC MARKETING

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INTRODUCTION & **OVERVIEW**

EXECUTIVE SUMMARY

The mission of the Arizona Commerce Authority is to grow and strengthen Arizona's economy and facilitate the creation of quality jobs for its citizens by supporting and attracting business in targeted, high-value base sectors throughout the state. This focus is comprised of three strategic areas:

- Attract - Recruit out of state and international companies to relocate and/or expand their operations in Arizona
- Expand - Work with existing Arizona companies to grow their business here and beyond
- Create - Partner with entrepreneurs and startups to create new jobs and businesses in targeted industries within the state

The FY2015 Marketing Communications Plan is focused on and will be measured in two specific areas:

- Drive prospective traffic, via an integrated marketing strategy, to engage with the ACA and generate qualified leads to fill the sales pipeline
- Effectively enhance overall brand awareness, both nationally, regionally and locally, communicating the state's value proposition to targeted audiences in growth industries on which the ACA is focused

Within the framework of attraction, expansion and creation, the ACA will use data and analytics to define target audiences, which will inform all areas of the marketing effort. By focusing paid media, content development, direct marketing, events and public relations efforts using segmentation and persona development, the ACA will deploy messaging that is informational, timely and relevant, thereby increasing the number of qualified leads delivered to the sales team. Laser targeted advertising eliminates waste.

Social media will play a significant role in content delivery in 2015, which will be comprised of organic content, paid advertising, community engagement and video distribution. Public relations will support events and initiatives which position the ACA as the premier source of information related to economic development in Arizona. A variety of interactive tactics will be executed from enhancements to AZCommerce.com, mobile and search engine optimization to upgraded CRM integration.

Continuing the prospect acquisition effort, which began in FY2014, a combination of inbound marketing, CRM integration and direct marketing will be implemented to capture and nurture prospects in specific segments, transitioning them into qualified leads and ultimately clients.

The ACA will support the state's economic development partners through the Co-Op Marketing Program, which will offer co-branded advertising and marketing opportunities to aid in expanding awareness outside of the local partner advertising plans.

The evolution of the Arizona Know How campaign will work to encourage a deeper emotional investment from the targeted audiences by featuring the people behind Arizona's thriving and successful businesses. Through effective storytelling, Arizona's assets and value proposition will be delivered in a compelling and persuasive way, which will continue to eloquently uncover Arizona-only "gems." Arizona Know How 2.0 will build on the already established platform to continue to drive brand recall and educate the target markets.

To accomplish these marketing and communications goals and objectives, the ACA has assembled a cross-functional team of subject matter experts both internally and through consultants. Performance and metrics will be reviewed regularly through the use of a "marketing score card" to measure effectiveness and overall marketing success based on expressed KPIs.

The ACA is positioned in a powerful way to continue to showcase the state of Arizona to effectively and efficiently build attraction, expansion and creation. Through highly targeted marketing efforts, strategic messaging, direct tactics and detailed reporting, the ACA will continue to make sure that the world knows Arizona is the best place for business. Ultimately, Arizona knows how.

THE OVERRIDING GOAL IS TO BECOME THE LEADER,
CONNECTION AND SOURCE OF INFORMATION ON
ECONOMIC DEVELOPMENT FOR ARIZONA.

GOALS & OBJECTIVES

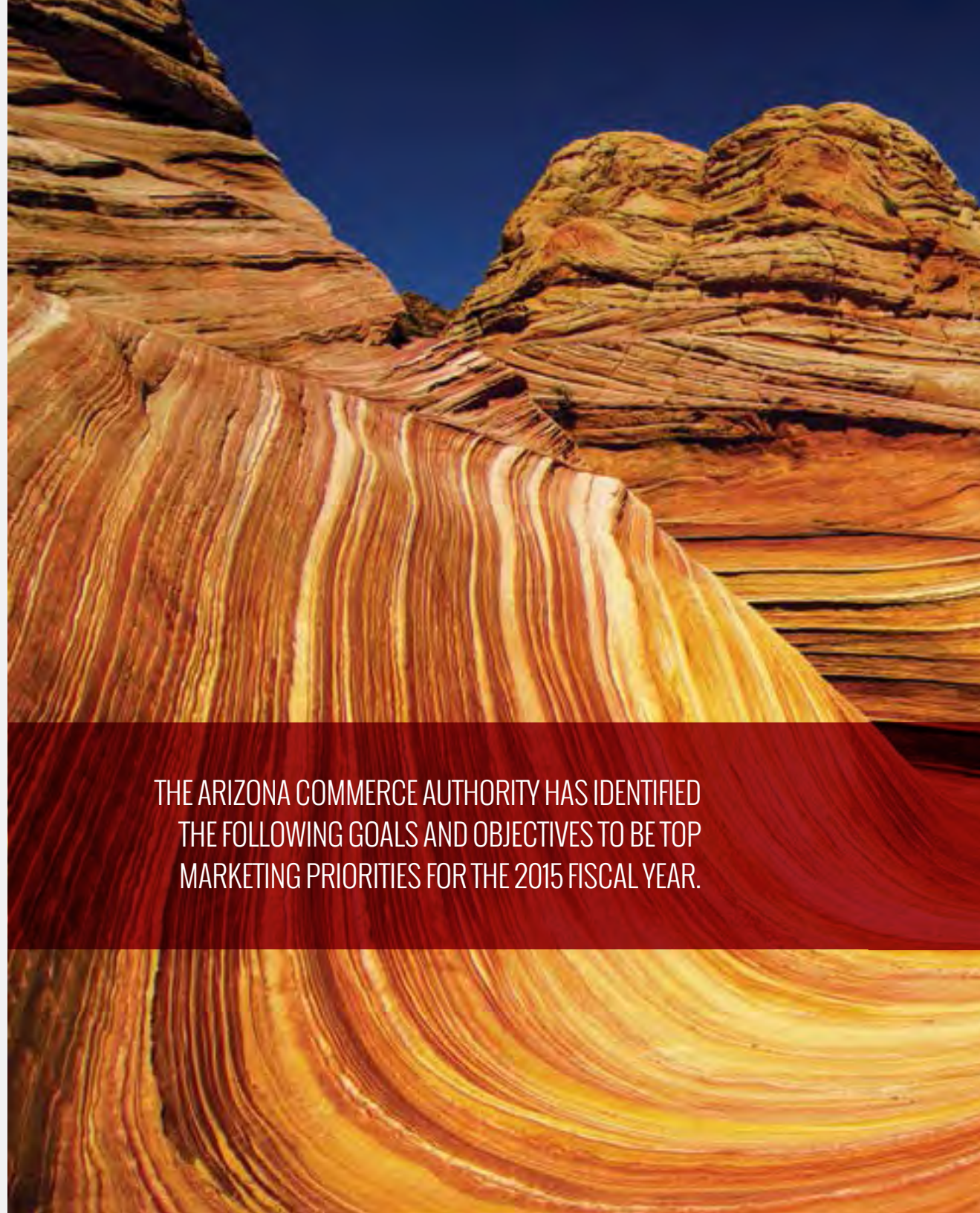
The mission of the Arizona Commerce Authority is to grow and strengthen Arizona's economy and facilitate the creation of quality jobs for its citizens by supporting and attracting businesses in targeted, high-value base sectors throughout the state. The ACA, along with the state's government and business leaders are committed to robust growth and economic vigor across the state. Using a three-pronged approach to attract, expand and create business success for Arizona, the ACA brings together the finest in economic development, management and communications.

A focus on Arizona's economic diversification and expansion into higher value sectors is the central theme for the Arizona Commerce Authority. The ACA will continue to build on its foundation of collaborating with public and private organizations to develop and implement programs, initiatives and messaging campaigns that will support the ACA's mission and goals.

- Aerospace & Defense
- Optics/Photonics
- Technology & Innovation
- Advanced Manufacturing
- Renewable Energy
- Advanced Business Service
- Bioscience & Healthcare

PAST PERFORMANCE

As of June 2014, there has been higher than expected overall engagement with the Arizona Know How campaign, with over 588 new email addresses in the Infusionsoft pipeline. Sponsored posts have been successful at increasing engagement and have higher than average rates of social sharing. Video pre-roll, with a high completion rate, has proven to be a great vehicle for brand awareness. Overall site traffic has increased nearly 30% over the previous period and 20% over the previous year.



THE ARIZONA COMMERCE AUTHORITY HAS IDENTIFIED THE FOLLOWING GOALS AND OBJECTIVES TO BE TOP MARKETING PRIORITIES FOR THE 2015 FISCAL YEAR.

1. Become a leader in economic development content for the state
2. Create a funnel of prospects for Business Attraction, Business Expansion and RevAZ
3. Execute more effective communication to stakeholders within Arizona about the ACA mission and impact
4. Become the source for information and a connection point within the innovation ecosystem
5. Establish RevAZ as the go-to resource for manufacturing in Arizona
6. Be the thought leader for the state in economic development
7. Create awareness throughout the nation that Arizona is the best place for business

PERFORMANCE INDICATORS


Attracting, expanding and creating business in Arizona is paramount to the overall success of the positive economic development of the state.

The metrics by which success will be measured are defined by these

Key Performance Indicators (KPIs):

 Number of new jobs

 Capital Expenditure (CapEx)

 Average annual salary (statewide)

	2014 actual	2015 Goals
New Jobs	17,500	15,000
Average Salary	\$48,000	\$51,000
CapEx	\$3.1 Billion	\$1.3 Billion



LEAD GENERATION

Marketing communications efforts will be focused on the pipeline to generate direct leads. A direct lead is defined as an actionable prospect that has indicated interest in working with the ACA. Once identified and captured into the ACA's client relationship management software, the lead is then qualified by a member of the ACA sales team and upon qualification, entered into the sales pipeline. From there, the sales process proceeds and is tracked for reporting purposes and will determine successful sales and marketing channels for future use.

Leads will be generated using a strategic mix of digital and traditional marketing efforts.

Unify Web Presence Across All Programs and Microsites

With the creation of the new AZCommerce.com website in FY2014, it has brought together all of the ACA programs, initiatives and sector microsites to create a robust central hub. The branding of the sectors has been unified to ensure that all content will have a home on AZCommerce.com. In FY2015, the foundation will continue to be built upon, keeping AZCommerce.com as the unified source of information.

Develop Robust Digital Storytelling Capabilities

In 2015, awareness and preference for Arizona as the leading state for business will be increased through efforts aimed at taking the lead in telling Arizona's story; it's natural advantages, business-friendly climate, and past and new successes. Press releases,

valuable content creation and targeted website and media messaging will all be a part of our toolkit to position Arizona as the leading state for business.

Ongoing Enhancements to AZCommerce.com

Websites are constantly evolving and growing to achieve business objectives. As such, enhancements have been planned in the coming year to build upon the website.

To establish RevAZ as a go-to resource for manufacturing in Arizona, this section will be expanded to contain more resources and information. It will also establish RevAZ as a unique entity within the ACA and serve as an effective landing page for any marketing efforts.

Quality of life has become an increasingly important factor to companies looking to establish their headquarters and offices. However, Arizona's exceptional quality of life has remained a secret to much of the nation. To spread the word, the Quality of Life section will be revamped to increase engagement with interactive components and user generated content to better represent Arizona's vibrant quality of life.

Gatekeeping Content

Downloadable content will be used as an incentive to collect a prospect's contact information starting with an email address. These addresses will then be sent down an email-based lead nurture path.

2015 PRIORITIES

The FY2015 strategic marketing communications plan will build on the Arizona Commerce Authority's platform of powerfully positioning and promoting Arizona as the most competitively resourced, innovative and economically advantageous state in the US for global business relocation, expansion and entrepreneurial startups.

The marketing focus will be on the goals and objectives as outlined, along with driving prospects into the sales pipeline to add jobs in Arizona, increase CapEx and raise the average annual salary earned by the Arizona workforce. By strategically aligning all platforms of marketing communications, including interactive, media, traditional, PR and events, the ACA will increase national and international awareness, while implementing direct marketing efforts to target audiences.

The ACA is also focused on a number of new and ongoing initiatives, which are outlined later in this plan. These initiatives will help position the ACA as a leader in economic development, and the state of Arizona as the best place for business.



Within the three-pronged framework of attracting, expanding and creating business in Arizona, target audiences will be segmented and profiled to ensure that relevant and timely marketing messaging is systematically deployed across all channels. These audiences will be profiled based on group/role, sector/industry, interest and geography; communication and content delivery will be tailored to provide the greatest opportunity for conversion. (See Fig. 1)



Attraction

The ACA will focus business attraction and recruitment efforts on companies that fulfill at least one of the following:

- Companies operating in the ACA's target industries, planning to expand their operations
- Companies doing business with existing Arizona companies in the ACA's target industries that are seeking to relocate closer to their clients' operations and access additional markets
- Companies supporting high-quality manufacturing or advanced business and financial services that support headquarters' operations

A significant area of focus for Attraction initiatives will be Site Selectors, responsible for driving location decisions and maximizing growth and job creation through relationships with economic development professionals.



Expansion

Arizona is a preferred location to expand businesses with its skilled and available workforce, low cost of operations, high quality of life and proximity to other major world markets.



Creation

By supporting the creation of new businesses in Arizona, the ACA will promote the state's position as a hub for innovation. In addition, a strong startup environment will promote a relevant talent pool for high-wage positions, and will be attractive for employing university graduates into a long-term quality career path.



TARGET AUDIENCE

TARGET AUDIENCE SEGMENTATION

Based on audience profile and segmentation the ACA can identify prospect needs and tailor messaging around them. Segmentation provides a structured look at a prospects goals, how their challenges can be most effectively addressed and solved and what matters most to them. Coupled with the analytics surrounding actions and engagement, customized messaging will engage prospects and convert them into leads.



ROLE:

Decision making criteria varies based on the role of the prospect



INDUSTRY:

Business needs by industry will inform the most impactful value proposition



INTEREST:

Companies prioritize their motivations based on their specific need - these interests inform relevant and timely content distribution



GEOGRAPHY:

The geography of an existing company looking to relocate or expand into Arizona is important to understanding the organizations goals

Fig. 1



DEVELOPMENT & RESEARCH



COMPETITIVE REVIEW

Arizona offers a well-rounded set of features and benefits that make it the best place for business in the United States.

- Low cost of doing business
- Skilled and available workforce
- Streamlined regulation
- Access to major world markets
- Simplified tax system
- Exceptional quality of life

In an internal survey of the Business Attraction Team, conducted in Q2 2014, it was determined that Nevada, Utah and Texas are Arizona's most highly competitive states.

Each with their own set of attributes and accolades, the ACA's competitive advantage lies within its solid brand foundation, campaign theme and unique selling proposition. Arizona simply offers the best

in business, a borderless economy and a diverse climate relatively free of natural disasters.

SEASONALITY

With more than 300 days of sunshine each year, the quality of life in Arizona is second to none. Within a few hour drive, residents can experience the warmth of the valley, the snow covered peaks of the high country and almost everything in between.

With the warm summer and mild winter seasons, business relocation and expansion into the state follows a seasonal pattern. Relocation and expansion is strongest during the fall season as well as the early part of the year, immediately following the holiday season, when the average high temperature is a delightful 67-86 degrees. As the heat of the summer approaches, there is a bit of a slowdown in activity as families are vacationing and spending more time away from business.



MARKETING & COMMUNICATION STRATEGY

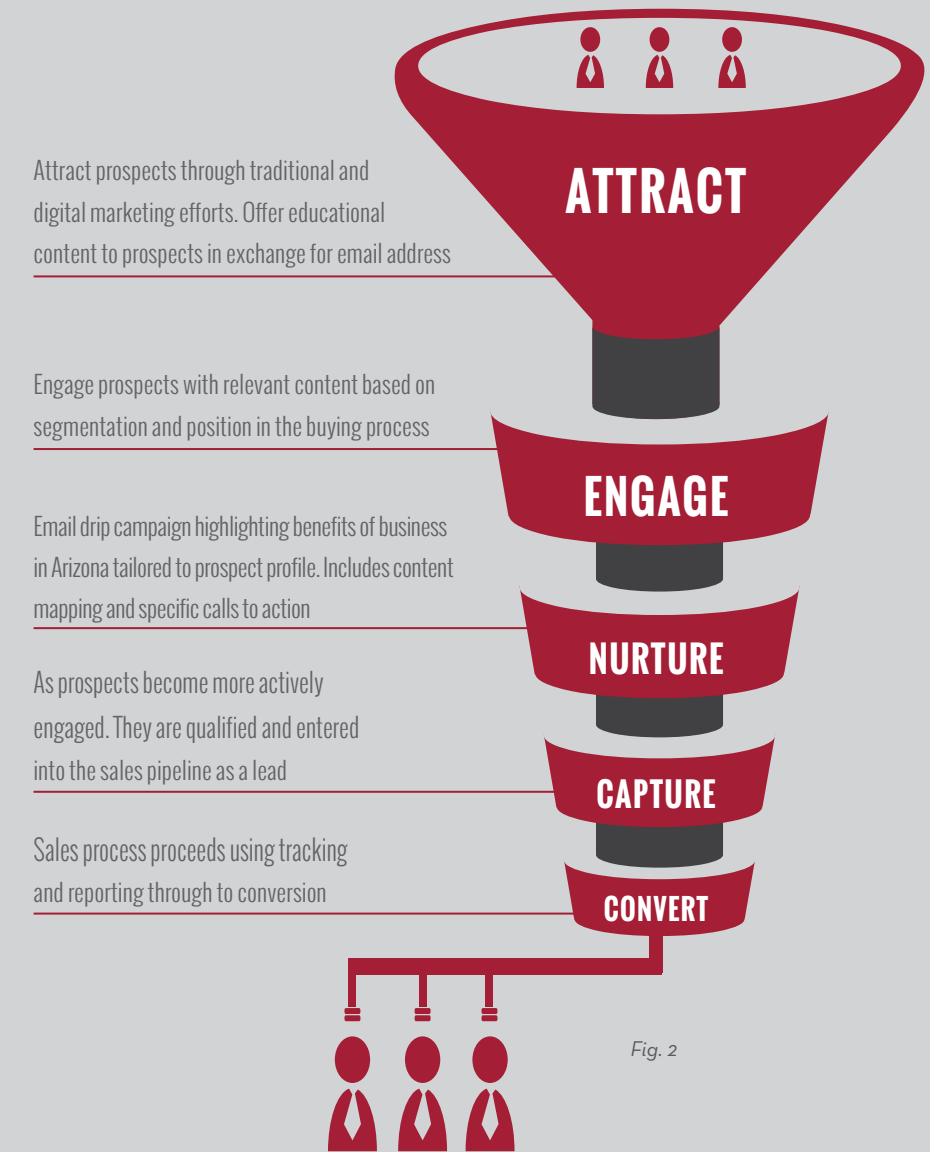
THE ACA FY2015 MARKETING PLAN WILL BE ONE IN WHICH STRATEGY, CAMPAIGNS AND TACTICS WILL BE EXECUTED OVER MULTIPLE CHANNELS AND PLATFORMS

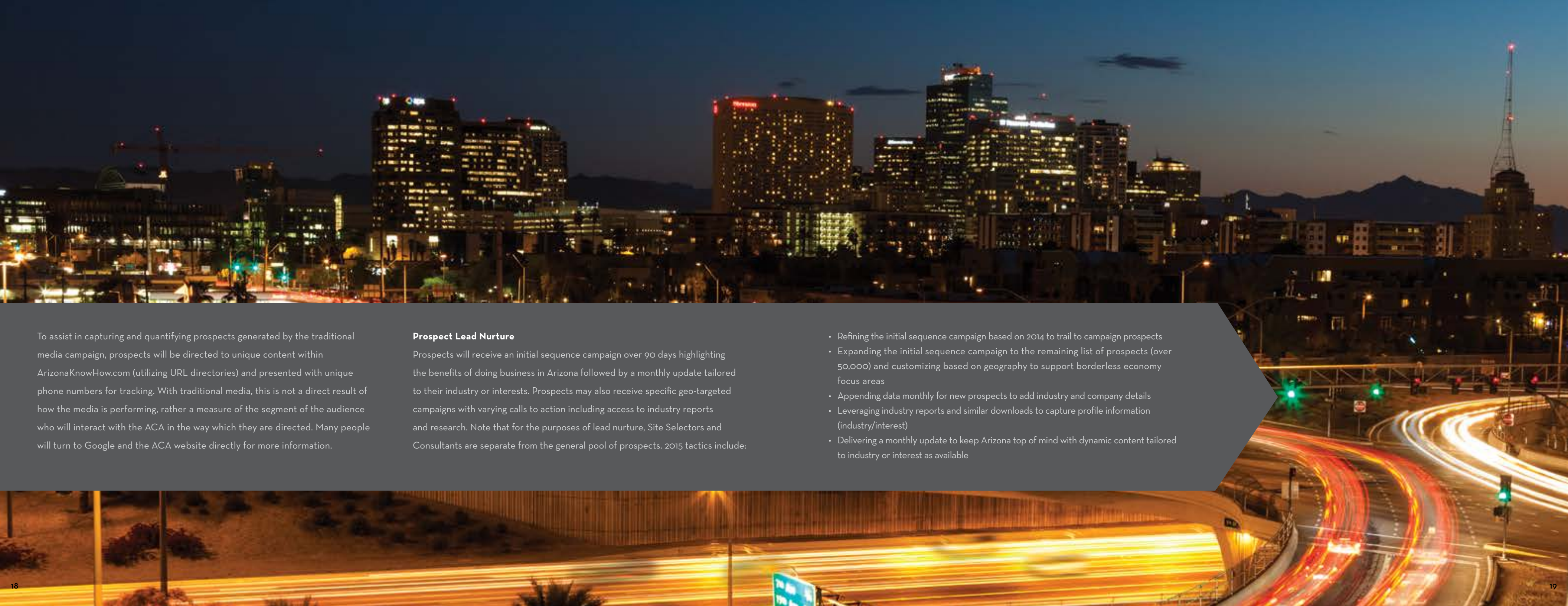
PROSPECT CAPTURE AND NURTURE

Paid media will be the catalyst to capture the ACA's audience at the top of the sales funnel. This audience is categorized as being aware of the ACA but not yet ready to move their business.

After capturing their email address via strategic asset gatekeeping, prospects will be provided with educational materials in the form of digital downloads followed by an informational email drip campaign. Multiple digital downloads will be created and messaging will be customized based on the audience segmentation to provide the most relevant information and boost interest. The email communication pipeline will be comprised of 7-10 emails that will contain Arizona value propositions, resources and calls to action. (See Fig. 2)

In an effort to identify and convert prospects into leads (bottom of the funnel) for the Business Attraction (BA) team, a combination of platforms will be utilized (FullContact, VisiStat, etc.) to learn more about the ACA's prospects, and connect this information with the prospect's level of engagement with the interactive marketing initiatives to ultimately assign a "lead score." The BA team will then be able to take the accumulated information to pinpoint leads and work to transition them into ACA clients. To accomplish this, lead tracking and reporting will be enhanced to measure actual lead volume, month over month and year over year. Once a lead is identified by the BA team, their first point of contact with the organization and conversion path will be determined to improve attribution accuracy and ensure efforts are made where they are most effective.





To assist in capturing and quantifying prospects generated by the traditional media campaign, prospects will be directed to unique content within ArizonaKnowHow.com (utilizing URL directories) and presented with unique phone numbers for tracking. With traditional media, this is not a direct result of how the media is performing, rather a measure of the segment of the audience who will interact with the ACA in the way which they are directed. Many people will turn to Google and the ACA website directly for more information.

Prospect Lead Nurture

Prospects will receive an initial sequence campaign over 90 days highlighting the benefits of doing business in Arizona followed by a monthly update tailored to their industry or interests. Prospects may also receive specific geo-targeted campaigns with varying calls to action including access to industry reports and research. Note that for the purposes of lead nurture, Site Selectors and Consultants are separate from the general pool of prospects. 2015 tactics include:

- Refining the initial sequence campaign based on 2014 to trail to campaign prospects
- Expanding the initial sequence campaign to the remaining list of prospects (over 50,000) and customizing based on geography to support borderless economy focus areas
- Appending data monthly for new prospects to add industry and company details
- Leveraging industry reports and similar downloads to capture profile information (industry/interest)
- Delivering a monthly update to keep Arizona top of mind with dynamic content tailored to industry or interest as available



AUDIENCE TARGETING BUSINESS ATTRACTION

With a historical record of bringing the largest amount of capital investment and jobs to Arizona, business attraction efforts will be the primary focus of the campaign, representing 70% of the budget.

Utilizing display, rich media and video advertising, C-level executives, Site Selectors, Consultants and Decision Makers within the US, Canada and Mexico will be targeted. Ad placements will appear in a strategic mix of digital publications that reflect the audience's website preferences. The mix will include publications such as Bloomberg, Harvard Business Review and The Wall Street Journal.

Traditional media will utilize a combination of national, regional and local print, and news publications reaching C-level executives, site selectors, entrepreneurs, and industry/sector leaders within the US and internationally. Ad placements will appear in a strategic mix of mediums that are read and trusted among the ACA's key audience. The mix will include both publications that align with interactive placements such as Bloomberg, Businessweek*, Harvard Business Review*, and The Wall Street Journal*, as well as mediums that are not directly related to interactive placements such as Inc.*, Forbes*, CSQ*, Trade and Industry Development*, Business Journals* and in-flight magazines*.

BUSINESS EXPANSION

As a secondary focus, the ACA will center efforts on expanding established Arizona businesses within the state. Twenty percent of digital advertising budget will be

geo-targeted to Arizona, and further segmented to target business owners that have 50 or more employees. This will filter out start-ups and entrepreneurs that will be captured with customized business creation initiatives.

Traditional media will focus on local publications including Phoenix Business Journal*, AZ Business Magazine*, C Level*, and AZ Executive Magazine*.

BUSINESS CREATION

The ACA promotes the state's position as a hub of innovation by fostering entrepreneurship to help start and grow startups. These startups represent significant growth opportunities in Arizona, and digital outreach will assist in connecting startups

with resources and assistance offered by the ACA. Digital media efforts in this category will be focused on micro- and small business owners in Arizona, with emphasis on those working in the technology and innovation sectors. Both traditional and digital advertising will appear in publications/sites such as Entrepreneur* and Fast Company*, while digital will also include LinkedIn.

Search marketing will capture this audience when searching for keywords such as 'small business grants and incentives' and 'how to start a business'.



CAMPAIGN

STRATEGY

CREATIVE MESSAGING

The overall messaging strategy is comprised of real-time and ongoing communications with prospects and key stakeholders. Real-time messages will be sent to the appropriate segments for breaking news, major updates, including changes to programs and incentives, and in response to information requests from the website.

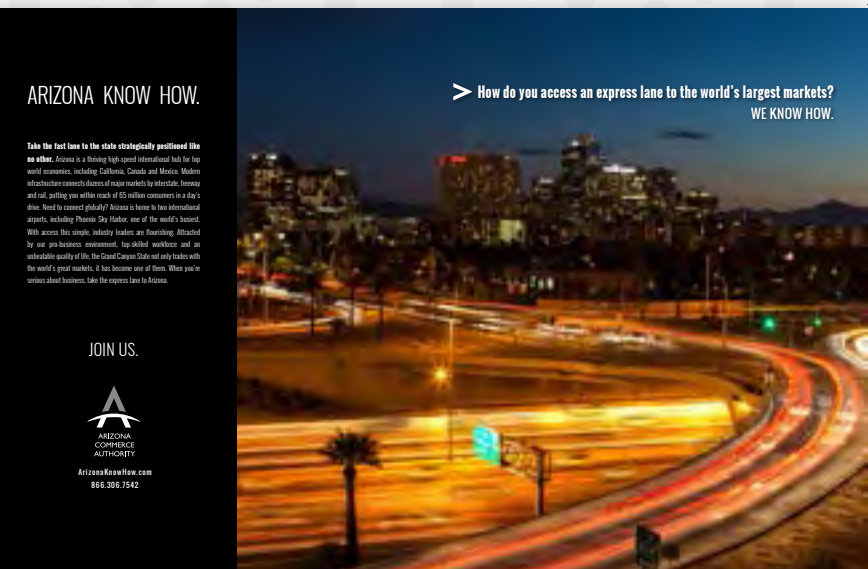
For ongoing email marketing efforts, the messaging strategy is bifurcated between prospects and key stakeholders. Prospects will receive lead nurture campaigns with the goal of building interest in and developing a robust profile for future use by the

business attraction team when an opportunity is identified. Key stakeholders will receive ongoing updates from the ACA weekly or monthly depending on their stakeholder type.

Lawmakers and economic development partners will receive weekly updates on ACA activity. Grant funding information will be sent to universities, research and development interests, innovators, Arizona decision makers and others as requested. A monthly progress report with highlights, news and press will be sent monthly to all Arizona stakeholders.

In 2013, the ACA launched the multi-media, nationwide Arizona Know How marketing and branding campaign, capturing what is great about the state. Arizona Know How communicates to corporate decision makers around the country the breadth and depth of Arizona's enviable assets. Arizona is a state that fosters giants in industry as well as the most promising early stage entrepreneurs.

As the campaign evolved, it addressed two separate audiences: As an acquisition campaign targeting out-of-state businesses as well as an expansion campaign designed to grow business within the state. While quality of life was always a component, it took on greater importance in later advertising. The Arizona Know How campaign made people look at Arizona a little differently; as an innovative business culture, with a skilled workforce, a state of natural beauty free of natural disasters; the best place to do business.

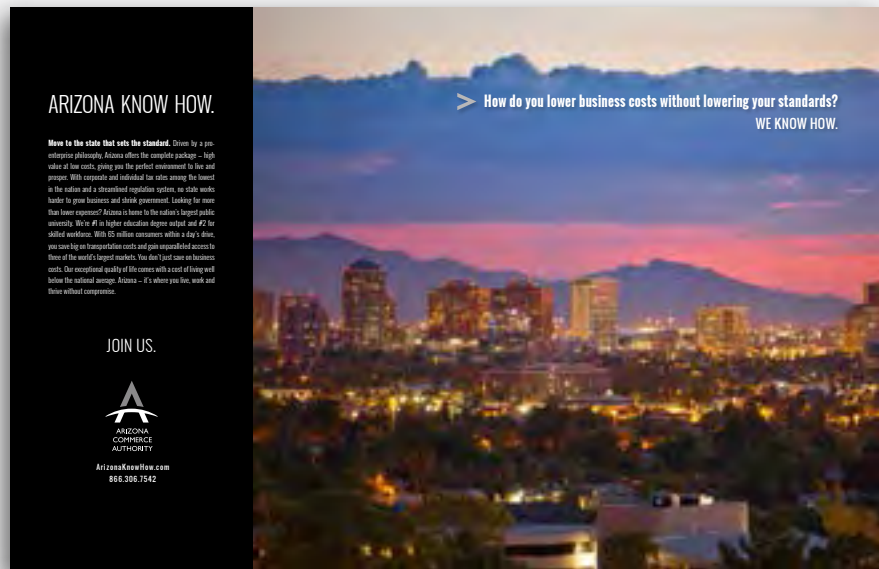


The campaign visuals captured these attributes through their contemporary styling - commanding attention and communicating that Arizona is all business.

Moving Forward

As the campaign evolves into FY2015 it will work to evoke a more significant emotional investment from the audience, by showing that Arizona Know How is about people. Thought leaders. Entrepreneurs. Captains of business. By telling their stories, the audience relates with and connects to the opportunities Arizona presents. They can see themselves and their businesses thriving here.

The overall messaging will extend the Arizona Know How campaign, focusing on benefits of doing business in Arizona and creating compelling calls to action, which will include a data capture component.



MEDIA STRATEGY

The paid media strategy is designed to directly support these efforts to achieve the ACA's mission.

The campaign is comprised of six categories, ranging from digital and print to native and content generation to earned and social media. It will be broken up into two seasons during 2015. The fall season will run September - November, pausing just before Thanksgiving. The campaign will pick back up for a big push in January and February to promote Super Bowl initiatives. The campaign will then continue through mid-May. The flight schedule for both digital and print has been determined to achieve maximum reach and frequency based on allocated media dollars. Social and earned media will stay constant throughout the year.

1. DIGITAL

In preparation of the Spring of 2014 media plan, ACA designed four categories of new creative based on key communication initiatives that are consistent with traditional and website messaging. Each category had two different creative styles, which ACA ran side by side in order to conduct an A&B test of which was more effectively received by the target audience. After evaluating the post campaign metrics and conversion rates, ACA was able to select the top performer of each creative category, and effectively incorporate those into the Fall media strategy. The Fall media campaign now boasts more targeted creative, while focusing on behavioral targeting as well as re-targeting audiences. ACA has also placed media with highbrow publications that continue to perform exceedingly well, such as Business Insider, Forbes and the Wall Street Journal.

2. PRINT

Traditional media plan will continue to elevate awareness and the ACA's value proposition through the Arizona Know How campaign nationally, regionally and locally. National publications such as *Fast*

Company and *Inc.* will target business leaders and site selectors with a campaign comprised of Arizona thought leader testimonials. Airline publications including *Spirit* and *US Airways* will attract businesses by touting Arizona's quality of life. Each ad will drive traffic to ArizonaKnowHow.com with specific calls to action.

3. NATIVE

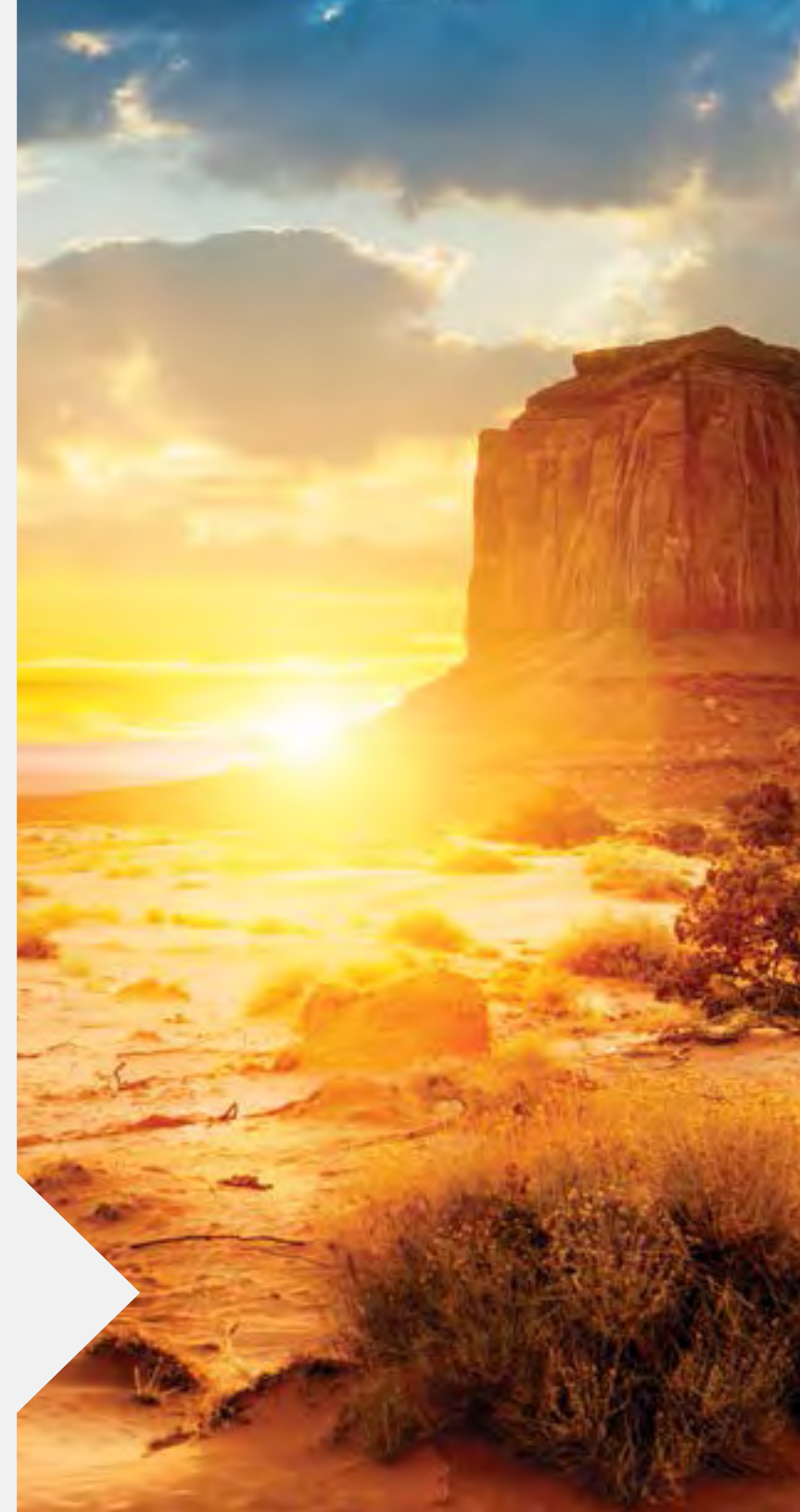
Sponsored posts drive a smaller, but very engaged audience. Native content readers show a high tendency to visit AZCommerce.com and also download the whitepaper, by which they are entered into the sales prospecting funnel. In 2015, articles will be run in business publications to support mid-funnel prospects that are aware of Arizona's value propositions, who will receive educational content, ultimately bringing them further through the funnel.

Placements will target audiences in each of the three business categories - Attract, Expand, Create. To the greatest extent available, target markets will be segmented so that calls to action can be customized based on market, profile and business objective.

The ACA and its media consultants will be looking for traditional ad placements in a variety of mediums, along with advertorial opportunities and added value from media vendors.

4. CONTENT GENERATION / CONTENT MARKETING

Fresh and sharable content is the cornerstone to many 2015 initiatives. It will be the incentive to engage with prospects and position the ACA as a valuable source of information and resources. Various types of content will be created to capture audiences at multiple touch points.



Native Content - newsworthy stories will be created through partnerships with business publications. These stories will be compelling, sharable and indirectly promote the benefits of doing business in Arizona. While they will live on the publisher's website, they will be promoted in blog posts, social media and email messages.

- TechConnect blog (after July 2014) - The ACA has partnered with The Arizona Technology Council to reimagine TechConnect. Formerly a printed magazine, it will be resurrected as a digital e-magazine and blog. The blog will be a valuable source of technology and innovation within Arizona and provide ongoing content that the ACA can promote and share online. Ultimately, TechConnect will be a magnet bringing together a community of tech-minded innovators that expand past the Arizona border.
- Leverage key economic reports, studies and rankings - tapping into their robust resources, the ACA will create custom content pieces around Arizona statistics and data. These reports will include in-depth research and provide new insights into commerce in Arizona. The content created will be repurposed for use across all departments and pushed out to key audiences and stakeholders via press releases, email campaigns, social networks, and blog posts along with any printed materials.
 - Federal and State Job/Sector Growth Reports (Monthly, Quarterly, Annually)
 - ACA Quarterly Results
 - ACA Annual Report (October 2014)
 - Arizona "State of the State" event
 - Arizona Rankings

5. EARNED MEDIA

Media relations efforts (both proactive and reactive) will position the ACA as the go-to source on economic development in Arizona, promote its impact in the Southwest and broader Western regions, and reinforce the organization's critical role in supporting key growth sectors of the state's economy. Communications will focus on:

- Promoting the ACA's leadership role in economic development and job creation in Arizona
- Highlighting state, company and industry success stories to showcase Arizona as a hub for global businesses and technology innovators
- Transitioning from general awareness and credibility building to broader education and thought leadership messaging
- Shifting from reactive media response to proactive media engagement
- Expanding statewide concentration to targeted regional, national and international media pitching and placement
- Strengthening relationships with key trade, regional and international business and tech media and influencers to gain broader exposure of Arizona's value proposition for businesses

6. SOCIAL MEDIA

The ACA has established a footprint on key social networks including Facebook, LinkedIn, YouTube and Twitter. Social media is a key channel to deliver content in 2015. Following a content calendar that will be created collaboratively, the ACA will craft strategic and engaging posts that reinforce the ACA's business objectives to organically grow a social following.

Facebook

ACA's Facebook page has the largest audience, so instead of increasing the number of fans, the ACA's priority will be to increase engagement and reach specifically to the appropriate audience. Native content published in 2014 was shared most frequently on Facebook, proving that there is a highly engaged and relevant audience base on this platform. By posting relevant content multiple times throughout the week and on a scheduled basis, and engaging in an open dialog with fans, the ACA's Facebook page will become a frequented source for news, information and resources for doing business in Arizona.

Twitter

Twitter has become one of the quickest ways to share and consume news, and as such has been and will continue to be a key tool to push news and announcements. In 2015, Twitter will play a big role in promoting and engaging with audiences at trade shows, conferences and other ACA events. Tweets will be published before the event to announce event information, build excitement, and introduce a unique event-specific hashtag. During the event, ongoing updates and engaging content related to the event will be released in real-time. Quotes from speakers, change of schedule, and teasers

for what's next are all tweets that will keep momentum during the event and invite non-present audience members to feel a part of the event. After each event, recap tweets and invitations for feedback help to extend the impact of the event.

LinkedIn

LinkedIn is the world's largest professional network with more than 3 million active company pages. Its audience is active in the space with more than 1.5 million unique publishers that actively use the 'share' button. To tap into this source of engaged users, a portion of the media spend will be allocated to LinkedIn. These promoted posts will feature news and appear in the news feeds of the key audience. These posts will be targeted based on industry, company size, job title and geographic location. There are currently two LinkedIn pages representing the Arizona Commerce Authority, so in 2015 and outreach campaign will begin in order to migrate followers to the page that is owned and managed by the ACA and ultimately end up with a single, strong presence.

YouTube

Video has the highest engagement rate of any online content and will be used heavily to increase engagement across all social channels. The ACA's YouTube channel will be the home to all video content and currently hosts a large library of footage that will continue to grow with ACA's ongoing partnership with Lonetree. In 2015, the channel will be reorganized to align with Arizona's value propositions. Keyword-rich descriptions will also be created for each video and increased tagging to optimize organic visibility. Because videos will all stream from YouTube there will be a central location to track views, length of views, and shares.

TRADE SHOWS & STRATEGIC EVENTS

The strategic goals for trade shows is to facilitate Business Attraction and Business Development achievements while increasing quality leads into the sales pipeline. These events will also allow the ACA to feature the STEP program, which assists Arizona small businesses (defined as those with less than 500 employees) to enter export markets for the first time or to expand into new markets.

- Farnborough Airshow - July 2014
- CoreNet Global Summit, Washington DC - October 26-29, 2014
- SIOR Fall Conference, Nashville, TN - October 23-25, 2014
- BIO 2015, Philadelphia, PA - June 15-19, 2015
- AUVSI, Atlanta, GA - May 5 -7, 2015

STATEWIDE EVENTS

The objective in participating in statewide events is to facilitate Business Creation and Business Expansion achievements while increasing quality leads into the pipeline. The ACA will also work to enhance entrepreneurial and innovation engagement.



TRADE SHOWS & STRATEGIC EVENTS CALENDAR 2014

2015

JULY

- (21st-23rd) Kanasa City Sales Mission
- (16th - 18th) Governor's Conference on Tourism, Phoenix
- (30th) ACA Executive Committee Meeting, ACA

AUGUST

- (7th-8th) Arizona Rural Policy Forum, Globe
- (11th - 15th) Americas Competitiveness Exchange, Mexico City
- (14th) Innovation Arizona Summit, Scottsdale
- (14th) Environmental and Sustainability Summit, Prescott
- (21st) Marketing Technology Summit, Scottsdale
- (28th) ACA Board of Directors Meeting, ACA

SEPTEMBER

- (5th) Economic Outlook 2015, Phoenix
- (14th) Sales Mission: AZ Cardinals at NY Giants, New York
- (17th) AZBIO Awards, Phoenix (17th - 18th) White Hat Investors Conference, Phoenix
- (22nd) Institute for Professionals in Taxation Conference, Arlington, VA
- (25th - 26th) Basketball Hall of Fame Golf Classic, Litchfield Park

OCTOBER

- (1st) Governor's Economic Development Conference, Phoenix
- (3rd) Arizona Manufacturing Summit - Gubernatorial Debate, Phoenix
- (5th - 8th) Arizona Mexico City Office Opening, Mexico City
- (9th) TREC Annual Luncheon, Tucson (9th) GPEC Annual Dinner, Phoenix
- (9th - 18th) Trade and Investment Mission to Norway, England, Ireland
- (22nd) - CA Sales Mission LA area, ACA Santa Monica, CA Office
- (23rd) IDEA Funding, Tucson
- (23rd - 29th) Trade and Investment Mission to Hong Kong, China
- (20th - 23rd) Solar Power International, Las Vegas
- (23rd - 25th) SIOR World Conference, Nashville, TN
- (26th - 29th) CoreNet Global, Washington, DC
- (27th - 29th) NAIOP Development '14 Conference, Denver, CO

NOVEMBER

- (7th) ACA Executive Committee Meeting, ACA (13th) ACA Board of Directors Meeting, ACA
- (2nd - 5th) 105th Arizona Town Hall: Arizona's Economy, Grand Canyon
- (2nd) Sales Mission: AZ Cardinals at Dallas Cowboys, Dallas, TX
- (13th - 14th) SpeedNews Aviation Conference, Litchfield Park
- (13th) Governor's Celebration of Innovation (GCOI), Phoenix

DECEMBER

- (TBD) ACA BIG Event - (Business, Innovation and Growth Summit)
- (11th) AZBIO Trailblazers Awards, Phoenix, AZ
- (28th) Sales Mission: AZ Cardinals at San Francisco 49ers, San Francisco, CA

JANUARY

- (20th) ACA Executive Committee Meeting, ACA (28th) ACA Board of Directors Meeting, ACA
- (9th) Legislative Luncheon (AZ Chamber), Phoenix
- (TBD) Governor's Reception & Legislative Kickoff (GPCC), Phoenix
- (22nd) - Legislative Lunch on the Lawn (AAED), State Capitol
- (28th) ULI Trends Day, Phoenix
- (29th - Feb 1st) Visiting CEO Program (AZSBHC), Metro Phoenix

FEBRUARY

- (1st) Super Bowl XLIX - Glendale
- (Feb - Mar) Arizona SciTech Festival - 500+ events Statewide
- (TBD) CA Sales Mission LA area (TBD) Sales Mission: Spring Training
- (TBD) Tourism Unity Dinner, Scottsdale
- (TBD) Aerospace, Aviation, Defense and Manufacturing Requirements Day, Scottsdale
- (TBD) State of the City - Tucson and Phoenix
- (TBD) Arizona Health & Medical Technology Expo, Scottsdale
- (23rd - 25th) Site Selectors Guild 2015 Conference, San Juan, Puerto Rico

MARCH

- (TBD) Venture Madness, Scottsdale
- (TBD) Sales Mission: Spring Training
- (TBD) Aerospace, Aviation, Defense and Manufacturing Requirements Day, Scottsdale

APRIL

- (7th-8th) Arizona Rural Policy Forum, Globe
- (11th - 15th) Americas Competitiveness Exchange, Mexico City
- (14th) Innovation Arizona Summit, Scottsdale
- (14th) Environmental and Sustainability Summit, Prescott
- (21st) Marketing Technology Summit, Scottsdale

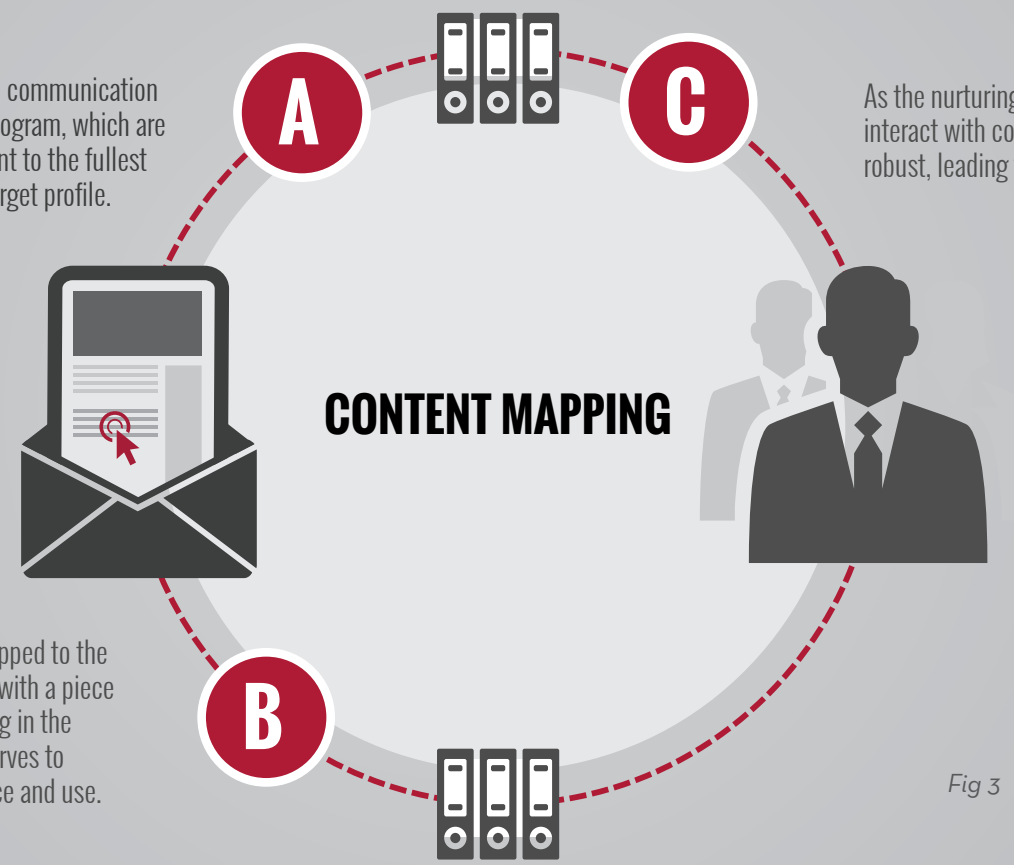
MAY

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- (14th) Innovation Arizona Summit, Scottsdale
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JUNE

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- (11th - 15th) Americas Competitiveness Exchange, Mexico City
- (14th) Innovation Arizona Summit, Scottsdale
- (14th) Environmental and Sustainability Summit, Prescott
- (21st) Marketing Technology Summit, Scottsdale

Prospects receive email communication as part of the nurture program, which are personalized and relevant to the fullest extent of the existing target profile.



As the nurturing process continues, and users continue to interact with content, their profiles become more and more robust, leading to more relevant and effective communication.

Key content elements within the email are mapped to the segmentation strategy. When a user interacts with a piece of this content, it automatically generates a tag in the prospect's profile via the database. This tag serves to further complete the profile for future reference and use.

Fig 3

EMAIL MARKETING

The ACA consolidated clients and contacts from across the organization with its CRM system in 2014 and selected Infusionsoft for email marketing automation for prospect lead nurture and ongoing stakeholder communication. Data is synced daily between the CRM and Infusionsoft marketing automation platform. In 2015, the ACA will enhance client and contact segmentation through augmentation, profile updates, and automated tagging based on engagement with the ACA. Content for email marketing campaigns will integrate with ongoing content marketing, social media, and public relations efforts. Business attraction nurture campaigns will be the main focus of the email marketing effort, with 72% of the list containing contacts outside Arizona.

Segmentation

The initial segmentation strategy for the ACA list is based on stakeholder groups, geography, industry, interest and engagement. Client and contact records will be enhanced through a multi-pronged data enhancement strategy, which will include a combination of data appending, automated list cleanup, automated tagging based on actions and manual updates by ACA staff. After the initial data append, new records will be updated on an ongoing basis (monthly/quarterly.)

Consolidated List Status

The overall size of the consolidated list is 71,158 as of May 28, 2014. Most records have a geographic segment. Segmentation enhancements in 2015 will focus on increasing the industry, stakeholder group, and interest information attached to client and contact records. The largest geographic segment is outside of Arizona - 85% of the records with a state or province.

Profile Builder - Preference Center

In 2015, an initial profile center will be built using web forms on the Infusionsoft platform and integrated into message content. Recipients will be encouraged to provide profile information and preferences for email communication including the ability to unsubscribe from various topics altogether.

Content Mapping

Key content elements within all email marketing communication will be mapped to the segmentation strategy allowing engagement with content to help complete profile information and auto-assign stakeholder, industry and interest tags. For example, a content feature highlighting a ranking for Arizona in the aerospace and defense industry would trigger an action tag in Infusionsoft that would update the industry field if empty and if already filled out would add an industry interest tag for future reference. (See Fig 3)

Email Nurture

Meaningful, ongoing engagement through lead nurture email campaigns. Recipients interactions with email content will help the ACA learn more about them so that in the future, messaging can be tailored based on interests, sector and location. (See: Email Marketing)

- GeoIP technology will be implemented on AZCommerce.com to display dynamic messaging throughout the website with key value propositions tailored to the region
- Segmented email campaigns featuring custom messaging depending on the recipient's location
- Geo-targeted creative and messaging is a key strategy for interactive media placements



GEO-TARGETED CAMPAIGNS

Geographic targeting will be a key factor in delivering customized content, and will be a facet of the interactive initiatives for 2015.

- On-site Optimization
- Content Optimization
- Blog Content Development
- Content Refresh
- Off-site Optimization
- YouTube/Video Optimization
- Influencer Outreach
- Link Modifications

GO MOBILE WITH EVERYTHING

All interactive marketing efforts will be optimized for mobile. The Ambassador App will provide information to leaders in the business community where they are most frequently looking for it.

- A book to distribute to influential business people will provide a variety of data to discuss at any given opportunity
- Digital format for portability
- Phase I - responsive website with content
- Phase II - Private LinkedIn groups, sign up for events through the app, see other attendees
- Information will be streamlined to this audience

SITE SELECTORS AND CONSULTANTS

A dimensional direct mail/email campaign strategy will specifically target existing, prospect and acquisition Site Selectors, Consultants and Decision Makers. This high-impact, direct response strategy will require initial engagement from the BA team to identify the prospects with the highest propensity for conversion, and prioritize accordingly. The campaign will be executed as a multi-touch, annual (fiscal) plan for ongoing lead generation and sales support. Tracking mechanisms will be in place to not only quantify, but also qualify newly driven leads.

STRATEGIC INITIATIVES

The ACA has ambitious growth plans for Arizona business in 2015. These growth plans will be tackled with seven key initiatives, ranging from a multi-pronged Super Bowl effort to a California strategy to sector specific programs.

1. SUPER BOWL

Leveraging the attention Arizona receives while hosting Super Bowl XLIX on February 1, 2015, the ACA has developed its fiscal year marketing and communications outreach strategy to target business plan goals related to business attraction, investment and job growth.

While Super Bowl XLIX occurs in Q3 of FY15, we have developed the strategy to be sustainable and valuable with lasting impact beyond the game.

VISITING CEO PROGRAM

Save the Date / Invitations

Personalized invitations will come from Governor Jan Brewer, Arizona Cardinals President Michael Bidwill, Arizona Super Bowl Host Committee CEO Jay Parry and Arizona Super Bowl Host Committee Chair David Rousseau.

Program Overview

CEOs will be invited to an extraordinary four day experience of world-class receptions, business discussions, activities and hospitality. Beginning January 29, 2015, guests will be welcomed to Arizona at an exclusive reception where they'll meet other influential business leaders from around the world. During the two days leading up to Super Bowl Sunday, guests will enjoy a customized and complementary Arizona Super Bowl experience. The weekend of entertainment all culminates with an unforgettable game day experience at Super Bowl XLIX.

SUPER BOWL XLIX: MEDIA CENTER

Partner with SB Host Committee Team

- ACA onsite contact to aid PR Team withinbound media inquires on Business & Economy topics
- Provide strategic story ideas & pitching plan

Schedule onsite interviews

- ACA + Economic Development Leaders
- Arizona Business & Government Leaders

Target Media

- Media Center: Radio Row, TV broadcast
- Arizona statewide outlets
- National/International business outlets

Messaging Support:

- Talking Points (AZ Value Proposition)
- Industry Data Sheets + Quick Fact Sheets

CEO MAJOR MARKET MEDIA TOUR:

Michael Bidwill, President and CEO of the Arizona Cardinals will lead a delegation of influential Arizona business leaders to key markets around the country in an effort to promote Arizona as a best place for business. These tours will focus on connecting Arizona business leaders to top CEOs and other influential business leaders around the country. In addition, we plan to leverage these in-market tours for potential media opportunities.

IN-MARKET CARDINALS GAMES

In Market Cardinals Games: In partnership with the Arizona Cardinals, the Arizona Commerce Authority will host CEOs, corporate decision makers, site selectors and corporate real estate executives at targeted in-market football games.

- September 14 @ New York
- November 2 @ Dallas
- November 30 @ Atlanta
- December 28 @ San Francisco

IN-MARKET ADVERTISING

In partnership with SRP and other potential sponsors, the Arizona Commerce Authority will launch an in-market advertising campaign, maximizing exposure while CEOs are in town for the big game. This media plan will consist of airport signage, billboards in targeted areas around the valley, as well as “experiential signage” at Super Bowl central.

2. CALIFORNIA

California is the world's 8th largest economy. As a neighbor with low taxes, low cost of living and a highly skilled workforce, Arizona is ideally positioned to attract California businesses. With two California offices, in both Northern and Southern California, the ACA attraction effort is in full swing. The robust marketing and communications plan consists of highly tailored content and earned media.

These marketing campaigns will highlight the most important decision-making factors, including:

- Low cost of doing business
- Skilled & available workforce
- Streamlined, business-friendly regulations
- Simplified tax system
- Other considerations: incentives, low-risk weather, quality of life

EARNED MEDIA

- Promote Arizona's value proposition for businesses by leveraging ACA's offices for strategic media FAM/education opportunities
- Conduct strategic media outreach to key business and tech reporters in CA markets including: San Francisco/San Jose, Los Angeles and San Diego. Pitch stories highlighting:
 - Trend of recent expansions by CA-based tech companies to Arizona
 - Arizona's surging tech ecosystem and community of incubators/accelerators supporting innovators
 - Statewide program support of both early-stage and large tech employers
- Creative, high-skills workforce pipeline that is fed by state's university system
- Growing cluster of urban living centers in Arizona metro areas supporting the culture of tech companies and lifestyle of millennial employees

MARKETING TACTICS

- Innovation targeted sales collateral and print campaign
- Targeted email drip campaign
- California visitors will be dynamically served unique content on the home page and locate page of the website
- Targeted display media campaigns



3. ADVANCING INNOVATION IN ARIZONA

Communications and public relations efforts will position the ACA as the go-to source on economic development in Arizona, reinforcing the organization's thought leadership in the marketplace and its role in supporting key sectors of the state's economy. Additionally, broader efforts will educate stakeholders about Arizona's value proposition to businesses, as well as the ACA's programs and initiatives supporting business growth and innovation throughout Arizona. Key focus areas include:

INVEST SOUTHWEST, VENTURE MADNESS

(SPRING 2015, MARCH - APRIL)

- Arizona capital conference; Reinforce Arizona's leadership and work to support connections among the Southwest's VC/investor/startup ecosystem
- Promote initiative and Venture Madness head-to-head, bracket style competition and "March Madness" themed event

INNOVATION ARIZONA SUMMIT (MAY - AUGUST 2014)

- Partner with AZ SciTech and MIT Enterprise Forum; merging two conferences in order to connect entrepreneurs to STEM professionals that both support the innovation ecosystem in Arizona
- Highlight opportunities for creating/strengthening partnerships between both communities

ARIZONA SCITECH FESTIVAL (FEBRUARY - MARCH 2015)

- Partner with AZ SciTech for annual STEM education conference
- Reinforce importance of STEM education to statewide workforce development and economic growth
- Position SciTech Festival as an economic development platform for cities/towns to showcase the STEM in their communities

TECH CONNECT

- Create a blog to host new posts and archived articles
- Manage writers and timeline through content calendar; ensure TechConnect articles are written and released on schedule
- Coordinate content development with partners including AZ Tech Council, Invest Southwest and The Next Silicon Valley

4. MANUFACTURING A REVOLUTION

With a highly skilled workforce and a strategic Southwest location, Arizona has become a manufacturing magnet. Already home to more than 4,500 manufactures, with leading names like WL Gore, Intel and Boeing, the ACA has aggressive plans to grow its manufacturing base – to manufacture a revolution.

REVAZ MICROSITE LAUNCH

RevAZ is Arizona's Manufacturing Extension Partnership (MEP) center created through a partnership between the Arizona Commerce Authority (ACA) and the National Institute of Technology and Standards (NIST) whose goal is to become the central resource for technical assistance and all things manufacturing for Arizona's existing community of small and medium-sized manufacturers.

The RevAZ website will be a new section of AZCommerce.com and offer products and services that match the needs of manufacturing companies in Arizona and provide focused, concrete advice, training and hands-on assistance for growing businesses to improve profitability.

ARIZONA MANUFACTURERS MONTH

- Position Arizona's manufacturing ecosystem as a key strength of Arizona's economy
- Collaborate with key partners on statewide initiative

- Coordinate tour stops with Arizona Governor's Office and Arizona Chamber of Commerce & Industry. These tour stops will add news elements promoting manufacturing in Arizona.
- Develop earned media to highlight innovators and emerging industries while recruiting Arizona companies for media opportunities.
- Promote ManufacturingRevolution.com which features RevAZ MEP Center, company open houses, school tours and partner events
- Implement social media to support #MFGAZ on all major platforms



5. COOPERATIVE STRATEGY

The ACA's Cooperative Marketing Program is designed to leverage marketing dollars to help Arizona's economic development partners gain awareness with cohesive and consistent advertising messages across the state. With the ACA's financial and planning assistance, both rural and urban partners will have the opportunity to run advertising placements on a cooperative basis in conjunction with the ACA's larger campaign. The Co-Op campaign allows the ACA's partners to take advantage of advertising opportunities with exclusive media partners and competitive rates.

CUSTOM MEDIA PLANNING

Co-branded advertising and marketing campaigns will run based on programs in which the ACA is already participating in order to deepen brand penetration and increase reach and frequency. As development partners choose to participate, a comprehensive media evaluation will be conducted to determine opportunities that will be most valuable and effective, from which a customized plan will be built.

The ACA has negotiated competitive rates with media partners in some cases, where minimum advertising spend exceeds \$100,000.

TRACKING/REPORTING

To quantify the value of the program, a lead generation form or "widget" will be implemented on the partner websites that will capture interested prospects. Additional backend tracking will also be utilized to determine total visits to the site and conversion percentage from a particular media spend.

At the end of the campaign, each cooperative partner will receive a detailed media performance report to show the success rate and recommendations for future media campaigns.

URBAN COOPERATIVE PROGRAM

Silver Level:

- One (1) set of digital banners for a total of 3 (IAB units: 728x90, 300x250, 1024x90): Value of \$5,000
- Custom lead generating tracking tool
- Budget will be allocated to digital advertising with media partners with which the ACA already works. The ACA will plan and negotiate media on behalf of each individual partner, leveraging the overall buying power of the ACA.



Gold Level:

- One (1) set of digital banners for a total of 3 (IAB units: 728x90, 300x250, 1024x90): Value of \$5,000
- One (1) full page and/or half page print ad: Value of \$3,000 - \$5,000
- Custom landing page on AZCommerce.com: Value of \$1,500
- Budget will be allocated to digital advertising with media partners with which the ACA already works. The ACA will plan and negotiate media on behalf of each individual partner, leveraging the overall buying power of the ACA.

Gold level sponsors may opt to use budget dollars to purchase a tradeshow package. The tradeshow package is offered at a reduced rate of \$5,000* (50% off list price) and includes attending three (3) tradeshows.

**Add \$1,000 additional when selecting Farnborough.*

RURAL COOPERATIVE PROGRAM

Silver Level:

- One (1) set of digital banners for a total of 3 (IAB units: 728x90, 300x250, 1024x90): Value of \$5,000

- Custom lead generating tracking tool
- Budget will be allocated to digital advertising with media partners with which the ACA already works. The ACA will plan and negotiate media on behalf of each individual partner, leveraging the overall buying power of the ACA.

Gold Level:

- One (1) set of digital banners for a total of 3 (IAB units: 728x90, 300x250, 1024x90): Value of \$5,000
- One (1) full page and/or half page print ad: Value of \$3,000 - \$5,000

- Custom landing page on AZCommerce.com: Value of \$1,500 Budget will be allocated to digital advertising with media partners with which the ACA already works. The ACA will plan and negotiate media on behalf of each individual partner, leveraging the overall buying power of the ACA.

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**Add \$1,000 additional when selecting Farnborough.*

6. STAKEHOLDER ENGAGEMENT

Communication is key to building strong relationships. The ACA builds relationships with stakeholders by keeping them regularly updated on Arizona business and the ACA. These engagement efforts will include the introduction of the Ambassador App, digital communications, an in-market media plan and a social strategy.

AMBASSADOR PROGRAM

In Fall/Winter of fiscal year 2015, we will launch the Ambassador Program in an effort to align communication on Arizona's unique value propositions while also promoting the state as a best place for business. The Ambassador Program will be comprised of three groups:

1. Arizona Ambassadors: All citizens with an interest in supporting the ACA's mission to grow and strengthen the economy are encouraged to become Arizona Ambassadors. The program will provide instant access to the most up-to-date Arizona business and economic news, information and statistics.
2. Arizona Business Ambassadors: Members of the Arizona business community will make up this group. In addition to access to the latest information available to all ambassadors, Arizona Business Ambassadors will receive exclusive content, talking points, access to invite-only events, and networking opportunities.
3. Arizona Elite Ambassadors: This group will be limited to select Arizona business leaders with a strong commitment to furthering the ACA's mission. Elite Ambassadors will work closely with Sandra Watson, President and CEO of The Arizona Commerce Authority and will participate in strategic initiatives including but not limited to media outreach tours, trade delegations and speaking opportunities.

Ambassador App

To complement the ambassador program, the ACA will develop on "Arizona Ambassador App" this app will launch simultaneously with the program.

- App features both a public and private interface serving different content depending on the user. The private interface is accessible to the Business & Elite Ambassadors only while the public version is available to all other users.
- As of Oct 2014 the App will be available in all iOS and Google Play app stores, offering traditional application functionality such as push notifications
- App allows for fingertip access to the latest ACA industry news, media and statewide updates

EMAIL COMMUNICATION

- Weekly, monthly and quarterly eblasts to be delivered to key stakeholders
- Board of Directors to generate ACA weekly blog postings

IN-MARKET ADVERTISING

- In-market advertising utilized to grow existing Arizona business.
- Phoenix Business Journal and AZ Business will feature a consistent ACA presence in order to stay in front of stakeholders.
- Local airport signage at Sky Harbor International Airport addresses the need to stay top of mind with stakeholders and the business community as a whole both local and out-of-market.

SOCIAL STRATEGY

- Utilize owned-media platforms for news breaking and buzz building to grow audience, and drive traffic to key URLs
- Leverage custom content and media assets to increase engagement
- Advance Arizona's leadership and innovation position through social storytelling
- Extend reach of ACA's exclusive native content and TechConnect editorial
- Syndicate news media coverage to reinforce Arizona successes



7. STRATEGIC FUTURES

Great tomorrows are planned far in advance. Arizona has plans in place to seize the future by growing beyond our borders and by becoming an international center for innovation and economic thought leadership.

MEXICO CITY OFFICE LAUNCH (FALL 2014)

- Launch Arizona's Mexico City Office to extend presence with #1 trade partner (RFP, new office etc.)
- Promote Arizona's extended access to cross-border trade
- Leverage Arizona-Mexico Commission Summer Plenary Session (June 19-20), if possible
- Coordinate with Arizona and Mexico officials for joint announcement; Mexico's Arizona office to be announced via press conference (July 2014)

MORRISON INSTITUTE (WINTER 2014)

- Showcase Arizona's long-term planning and positioning as the Southwest's leading economic trade corridor.
- Phase II report finalizing Winter 2014

THOUGHT LEADERSHIP

- Position ACA experts as sources on key Arizona economic development topics.
 - Leverage ACA's core group of media sources: Sandra, Greg, Brian, Keith W.
 - Utilize expert source advisories, byline opportunities, op-eds/columns for leadership positioning:
- AZ Economy, Jobs, Sector Growth
- Innovation & Technology
- Foreign Direct Investment
- Greater Arizona/Rural Economic Development
- Manufacturing
- Workforce & Job Training

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Retired CEO/Chairman
of the Board,
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Michael Bidwill
President,
Arizona Cardinals



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Richard L. Boals
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Executive Officer,
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