

# *Selling Winnipeg to the World*

## Report on the findings of the Business Call Teams

### Presentation to key stakeholders and participants

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# Agenda

- Background, Why SWTTW, Objective, mandate, deliverables
- Stage 1: awareness, tap into intelligence within Wpg business community
- Business Call Team
- Findings
- Achievements thus far
- Our path forward
- Your on-going support, assistance, participation

# Background

- Many good things happening, but
  - we need more new businesses expanding here or relocating here (particularly Head Offices)
  - more existing businesses expanding
  - more new business ventures starting
- When successful:
  - improved market hence success for existing businesses
  - more jobs/careers hence people retention
  - advantages from broader tax base, etc.

# Why Selling Winnipeg to the World

- Our “product” is strong, compelling, competitive (while we continually work to improve)
- Broaden our “consideration” by **selling**
  - direct, assertive, personal
  - Proactive and ‘targeted’, strategic
  - Proud, positive, confident and passionate
  - Demonstrates sincere interest and **delivers**
  - Mobilize a collaborative community team that meets the needs and **impresses**
  - leadership remains engaged from start-to-finish

# Objective

To grow our economy through expansion of private-sector business enterprise

## Mandate

1. Attract new businesses to Wpg from outside Manitoba
  - Leads
  - Proactive 'targets' identified
2. Assist existing companies to expand & attract their key suppliers here
3. Assist entrepreneurs to bring ideas to fruition

# Role

- we are a direct selling entity
- We are not ...
  - Advertising (Manitoba Promotion Council)
  - Marketing (Destination Winnipeg)
  - Promotion (CTT, MAFRI, STEM, DFAIT, etc)
- Ensure a highly collaborative team effort
- As we become aware of inhibitors, advise Chamber leadership/board: lobby, advocacy

# Services and 'deliverables'

1. Articulate our unique value proposition through in-person meetings/presentations & proposals
  - Mobilize high-powered 'selling' teams (cross-functional leaders from business, industry, government, politics, arts, post-secondary, diversity)
2. Provide requested/required information and generally assisting in every way
3. Leverage expansive relationships to pull together the required pieces, including opening doors re customers/suppliers/partners
4. Remain involved from start-to-finish (no hand-offs)

# Stage One (December '08 – June '09)

1. Create awareness, generate interest & support
  - 60 key stakeholder organizations
  - Chamber membership (2,000+)
  - Broader community: media
2. Tap into the 'intel' from the business community
  - Target leaders of 300 largest companies
  - “leads” (positive, negative)
  - “Why Winnipeg”
  - Which sectors align with our strengths
  - Any inhibitors
  - do you support, will you assist

# Business Call Team

- 60 members of Wpg business community agreed to assist as volunteers (business executives across spectrum, leaders of stakeholder organizations)
- Two teams, first; Jan-Mar, second: Apr-June
- Letter from Minister Swan sent to 300 senior company officials
- Two meeting process
  - Introduce program & review 'questions'
  - *Questions were not multiple-choice: open, free-flow*
  - Return to receive feedback
  - Submit 'reports' to Chamber
- Approx 20 hours each

# Findings: “Why Winnipeg”

1. our people, our workforce (67%)
  2. our quality of life (63%)
  3. long company history & legacy based in Wpg: loyalty to customers & employees (44%)
  4. diversified and stable strong economy (43%)
  5. economics: competitive costs of operating business here (24%)
  6. Location (15%), various others (20%)
- Embed in all sales proposals/collaterals, “peel-back-the-onion” to answer “So What”, develop models to quantify where possible, create comparative models vs. other cities

## Findings: “inhibitors, obstacles”

1. taxation, particularly the “Payroll Tax”(66%)
  2. government attitude toward business (47%)
  3. Winnipeg’s reputation & how we are perceived (35%)
  4. workforce shortages in certain key skills/positions (28%)
  5. excessive anti-business regulation (23%)
  6. Transportation limitations (15%), Aesthetics/1<sup>st</sup> impressions (15%), others (15%)
- Work with Province, City and other key stakeholders to both educate/advise and strive for solutions

## Findings: “which sectors”

1. Transportation and related services (23%)
2. Agriculture-related (13%)
3. Manufacturing (13%)
4. high technology and science (12%)
- 5/6. Energy-related (8%), life sciences (8%)
- 7/8/9. Aerospace (5%), Call Center & Back-office services (4%), Financial Services (3%)
10. Others (11%)

# Findings: “Leads”

1. 12 real/active leads
  - At various stages across spectrum
  - Life sciences, IT (2), Financial Shared Services, Ag/Food Processing, Food Distribution, Mfg (5), Aerospace
  - if all succeed est. 550 jobs
  - One was/is a negative that represents opportunity
2. 24 rumoured leads and 64 speculative leads
  - Have not been acted-upon yet
3. 13 risk/negative leads of which 5 are real/active

# Other achievements thus far

- Process developed for engagement of key partners for follow-up/development of leads/opportunities ie
  - Destination Winnipeg: Greg Dandewich
  - Province of Manitoba: David Sprange, Paul Holden, Cory Baron
- Brochure developed

# Our path forward

- Formation of *Economic Partnership*
  - Results thus far validates the need
  - must continue to engage volunteers but go beyond
  - Creation of small, high-talented/productive team
  - Under Chamber umbrella but at arms-length (Board, governance)
  - Carry out mandate/deliverables, highly-collaborative
  - Engage Site Selector community
  - Clear, meaningful, measurable targets: accountable, responsible, reporting

## *Economic Partnership con't*

- Launch 6 month fund-raising campaign Oct. '09
- Primary focus private-sector: broad base (including SME)
- Expect to have team in place March 31 '10
- And we must develop a process (involving Chamber, SWTTW, Province? Other stakeholders?) to continue the Business Call Team concept ie regular, annual, proactive contact with the leaders of the business community

# Between now and then

- Continue to pursue (and ‘close’) leads
- Collaborative process to select key sectors
  - Business Call team feedback
  - ‘traditional’ focus sectors
  - July-Sept: 5-6 workshops, 10-12 each, multi-sector, multi-stakeholder, young
- Continue to refine strategy (including channeling comments/recommendations from BCT to applicable ‘owners’)
- Compose/distribute regular monthly newsletter in conjunction with key partners to the 200/60/60 (solicit leads, attraction updates, progress on inhibitors, feedback on challenges)

# Submission to EPA

- Between now and the launch of our EP 'team' our ability to pursue leads restricted by constrained resources
- If approved:
  - Two contract staff resources (and travel) for lead pursuit)
  - Financial resources to be used in collaboration with key partners for marketing (incl web), advertising
  - Contracted facilitation and consultancy on Sector Selection

# We hope you will remain engaged

- As Ambassadors
  - For our city: internally and outside
    - Tell us about success stories
  - For SWTTW
- As sources of leads (positive and negative, direct and extended)
- As Selling Team participants
- As participants in our Sector Selection workshops
- As representatives on our Advisory
- volunteer

# Conclusion

- Other communities which have embarked on similar course have achieved impressive results
- *Selling Winnipeg to the World* will succeed, and in the process will significantly add to the vibrancy and prosperity of our city
- Thank you for your support and assistance, we look forward to a continued healthy partnership
- Questions, comments?