



**BUILDING A REGIONAL BRAND:  
A 3-YEAR MARKETING STRATEGY IN  
SUPPORT OF THE AREA 1.0 STRATEGIC  
PLAN**

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**2024 - 2026**

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## Purpose of Plan

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The goal of a three-year marketing plan for the Albuquerque Regional Economic Alliance is to grow brand awareness and make the organization known and recognized for having the highest quality of life and the most diverse and sustainable economy in the United States Mountain West.

## Executive Summary

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The AREA 1.0 Strategic Plan is supported by an aligned marketing strategy that supports both the significant need to build a regional brand with national and international recognition, while also advancing business development goals of the organization in alignment with its mission and vision.

The following document will tackle issues including top target messaging over the course of the upcoming three-year period; goals for each year and respective budgetary needs and other resources; and utilization of those funds as well as expected activities, metrics, and most importantly – outcomes. According to DCI’s 2023 Winning Strategies in Economic Development Marketing, there are 10 key current realities that we must be highly cognizant of, and that all our activities in this plan will take into consideration:

1. Economic development remains a relationship-based industry.
2. Social media continues to rise in influence.
3. Broadcast is up and business travel is down.
4. The New York Times rises in the ranks. In order, The New York Times, The Wall Street Journal and Fox News rank as the top news sources for executives and their advisors.
5. Your digital front door is important.
6. Customized content is critical, and access to comprehensive workforce statistics has surpassed incentive information as the most requested.
7. The outlook for projects is strong and third-party support is valued.
8. The C-Suite leads location decisions.
9. Texas continues to dominate, followed by Georgia, Florida, North Carolina and South Carolina.
10. Site selection and economic development will continue to evolve.

It will address AREA’s planned usage of tradeshows, promotional campaigns, all types of marketing mediums (social media, tv, radio, print, national earned media, trade shows, outdoor marketing, and specific campaigns) and the final evaluation of brand recognition effectiveness and national perceptions of the greater Albuquerque region over time.

## Strengths, Weaknesses, Opportunities and Threats

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As developed in AREA’s comprehensive strategic plan creation process, the following outlines key issues and opportunities in relation to its economic future, which this marketing plan will seek to capitalize upon, influence or impact:

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>✓ Outstanding quality of life &amp; climate</li> <li>✓ Cultural and ethnic diversity</li> <li>✓ Central U.S. location</li> <li>✓ Transportation infrastructure</li> <li>✓ Economy: Federal and military labs and the intellectual capital and innovation they bring</li> <li>✓ Human capital/workforce: high concentration of Ph.D.'s and STEM-related professionals</li> <li>✓ Lowest cost renewable energy</li> <li>✓ Higher education institutions - Central New Mexico College, New Mexico Tech and University of New Mexico</li> <li>✓ Absence of natural disasters</li> <li>✓ Welcoming to newcomers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improving K-12 education</li> <li>✓ Growing and diversifying the region’s economy to be less dependent on oil/gas and government</li> <li>✓ Increasing the focus on existing business</li> <li>✓ Attracting firms and enterprises in key economic sectors</li> <li>✓ Improving the human capital/workforce assets of the region</li> <li>✓ Elevating the identity and brand awareness of the Albuquerque region</li> <li>✓ Improving competitiveness and business climate</li> <li>✓ Creating a more cohesive, effective and efficient economic development ecosystem</li> </ul>

WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>➤ Quality of life: crime, poverty and homelessness</li> <li>➤ “scarcity” mentality and failure to “think big”</li> <li>➤ Hostile business climate on the part of individual cities and the state government</li> <li>➤ Relative isolation from major U.S. markets</li> <li>➤ Ineffective education, training and preparing the local workforce</li> <li>➤ Absence of a major international airport and direct, nonstop routes</li> <li>➤ Absence of collaboration between and among postsecondary institutions</li> <li>➤ Deteriorated Downtown ABQ</li> <li>➤ Few national and major publicly traded companies</li> </ul>	<ul style="list-style-type: none"> <li>➤ Continued negative business climate</li> <li>➤ Failure to become less dependent on the oil/gas industry and federal government (labs and military)</li> <li>➤ Failure to adopt a systemic, focused and performance-based approach to economic development</li> <li>➤ Failure to “level the playing field” vis-à-vis competition from other states, especially taxation of business and lack of incentives</li> <li>➤ Failure to address crime, poverty and homelessness</li> <li>➤ Failure to improve the traditional public K-12</li> </ul>

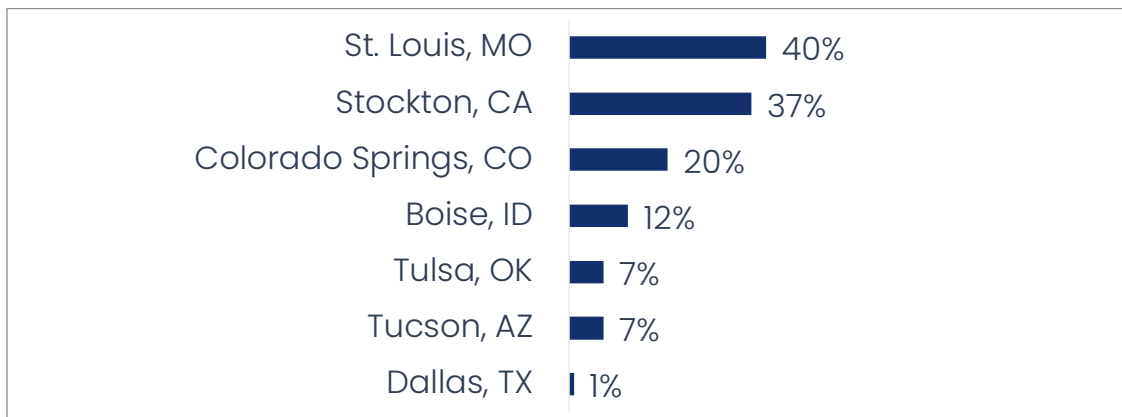
## Current Brand Perception Research & Discovery

In the Spring of 2023, AREA commissioned Albuquerque Business First to conduct a survey on perceptions of the greater Albuquerque region. ABF surveyed corporate leaders in Chicago, Los Angeles, San Francisco, and Seattle to find out what they really think of Albuquerque, and what misconceptions they may have.

**General insights and sentiment feedback includes the following:**

- Less than 50% of individuals in targeted major cities across the US were somewhat familiar with the region.

- The most common item they thought of in relation to our region was weather: however, some had positive weather perceptions, and some had negative ones, indicating a lack of awareness of our actual climate.
- Of the individuals polled, 62% had visited the Albuquerque region for personal reasons, 46% traveled to the metro for work.
- 71% of individuals had either a somewhat or very positive impression of the region.
- 26% of individuals said poverty/unemployment/inequality was the reason for a negative impression of the region. Crime and safety was a close second with 23%.
- 80% rated outdoor recreation aspects of the region as good or excellent, and three quarters highly rated the climate and homeownership.
- Top industries associated with the region were Outdoor/Recreation and Arts/Entertainment
- Nearly two-thirds would consider a business investment in the region.
- One-third see Albuquerque as an untapped market, creating investment opportunity.
- 40% cited St. Louis, MO as most like Albuquerque, followed by Stockton, CA, (Other cities written in with one mention each: Denver, CO; El Paso, TX; Lubbock, TX; Minneapolis, MN; Reno, NV; Spokane, WA).



- When asked what impacts the corporate decision-making process most, Cost of Living/Quality of Life, and Availability of Talent ranked the highest.
- The largest misconception about the region was a belief that average temperatures sit around 72F and summer days regularly exceed 110F. (It's actually rare to hit 100)
- In summation, respondents in Los Angeles are significantly more likely to be somewhat or very familiar with and to have a positive impression of greater Albuquerque than those in Chicago, San Francisco and Seattle.

	Boise	Colorado Springs	Dallas	St. Louis	Stockton	Tucson	Tulsa
Business environment	5%	13%	20%	20%	16%	4%	17%
Climate	13	8	15	0	2	43	6
Community/Culture	3	8	24	13	14	5	8
Demographics/Population	3	5	7	13	6	4	8
Geography/Location/Landscape	16	18	14	0	8	5	9

Government/Political	0	0	0	0	4	0	0
Growth potential	5	5	2	0	8	0	0
Lifestyle	13	8	0	4	20	1	8
Size of market	30	23	0	0	10	9	25

### Perceptions from Regions

	Chicago	Los Angeles	San Francisco	Seattle
<b>General Sentiment Summary</b>	<ul style="list-style-type: none"> <li>Least familiar with the region for personal reasons, more for business</li> <li>Saw quality of schools and job opportunities as more positive than other markets did</li> <li>See us as a finance and manufacturing region</li> </ul>	<ul style="list-style-type: none"> <li>Most familiar with greater ABQ, and most familiar due to visiting the region, and therefore most positive perception</li> <li>Cited diversity, traffic, access to jobs and healthcare, &amp; public safety most positively</li> <li>Notes manufacturing, R&amp;D, and business services higher than others; did NOT recognize renewables or aerospace as strong industries</li> </ul>	<ul style="list-style-type: none"> <li>Fairly neutral or somewhat positive perception, primarily due to homeownership, access to transportation hubs and also cost of living</li> <li>Cited manufacturing and government as biggest industries</li> </ul>	<ul style="list-style-type: none"> <li>Most negative impression of the region; only cited outdoor recreation as a leading positive and it was the most cited industry for our market, as well as government and arts</li> <li>LEAST likely of all four to consider conducting business in the region</li> </ul>
<b>Anticipated Top Market Messaging for Regional Campaigns</b>	<ul style="list-style-type: none"> <li>Cost of living benefits in our region, advanced business opportunities</li> <li>Free college in NM</li> </ul>	<ul style="list-style-type: none"> <li>Targeted promotion of aerospace and defense sectors and talent</li> </ul>	<ul style="list-style-type: none"> <li>Reinforce quality of life and cost benefits, with a focus on state policies similar to CA and high level of diversity</li> <li>Sandia Labs and other resources for entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Focus on POSITIVE stories and comparisons between markets on education, crime, quality of life and PhD concentrations</li> </ul>

### Site Selection Consultant Sentiment

- AREA is gaining national recognition as the GO-TO regional organization for economic development support in greater Albuquerque, and the new brand is easily and regularly recognized.
- The greater Albuquerque region is gaining positive news and momentum for being an 'up and coming' market that new investors and talent should pay attention to.
- In the last 3 years, our region has made it to the top three 'short list' about 60% of the time when in consideration for a project; however, 75% of the time when we are short-listed, we fail to be able to close the deal as the most competitive location.
- Workforce availability, transportation, and available sites are the top 3 most critical location factors.

## Desired Outcomes of Marketing Plan

### Internal Market

Short Term	Long Term
1. AREA has formed meaningful connections with local media to build and reinforce its organizational brand and mission.	1. Community is aware of the importance of regional economic development and AREA's leading role.

2. Through regular posting to social media and increases in engagements, AREA's partners, investors and local businesses are informed and involved in our efforts.

2. AREA is the common and regular first go-to for data and analysis by any elected official considering economic development related policy decisions.

### External Market

Short Term	Long Term
<p>1. The greater Albuquerque region is gaining positive news and momentum for being an 'up and coming' market that new investors and talent should pay attention to.</p> <p>2. The four researched markets have measurably improved perceptions of the region due to our brand outreach.</p>	<p>1. The region has become a top location of choice for national talent seeking a new 'cool vibe' community.</p> <p>2. AREA is a recognized BEST IN CLASS regional organization with data sets and value proposition recognition on a national and international scale. It is an AEDO, and is regularly cited as a top in class organization winning awards and recognition.</p>

## Target Audiences

As a regional economic development organization, AREA has a number of both **INTERNAL** and **EXTERNAL** audiences it must consider, many of which also serve in both capacities:

- **Media:** Albuquerque continues to grow, drawing business and industry to the region. AREA is a recognizable organization making a significant impact on the economic landscape and is driving key stakeholders to the market. **INTERNAL** and **EXTERNAL**
- **Social Media Influencers:** Showcasing all Albuquerque has to offer and highlighting why we are the 'cool vibe' community, is why up-and-coming businesses and established corporations are flocking to the region, monopolizing on an untapped market. **INTERNAL** and **EXTERNAL**
- **Local Business Leaders:** AREA has built a national identity that is attracting businesses, talent, and a business-friendly environment that has propelled the economic growth throughout the region. **INTERNAL**
- **Elected Officials (local and state legislature):** Across the region, 8,600 new jobs have been created, and \$33+ billion in capital investment by 55 companies has been pumped into Albuquerque and the surrounding area since 2011. Companies like Facebook, Fidelity, HP, Netflix, NBCUniversal and more have opened shops, proving Albuquerque is the up-and-coming destination for large industry expansions leading to the highest number of jobs in state history. **INTERNAL**
- **Business Decision Makers:** Albuquerque has been an untapped market for some time; however, a tide has turned and between the quality of life, available talent, and the cost of doing business, it is the ideal location to expand. Business decision makers include site selectors, c-suite executives, and multipliers. **EXTERNAL**

- **Foreign Influencers:** With target industries like aerospace, bioscience, manufacturing and renewable energy, the Albuquerque Region has endless opportunities to expand many brands with a low cost of doing business and high quality of life. **EXTERNAL**
- **Talent:** When considering a prime location for work, Albuquerque should be at the top of the list. With four target industries that include aerospace, bioscience, manufacturing and renewable energy, the opportunities are endless. Not only are job opportunities abundant, but the cost of living and quality of life are superior to similar markets. **INTERNAL** and **EXTERNAL**

## Target Industries

To capitalize on and complement recent previous work in the state and the region, AREA requested a cluster verification study be conducted as a critical element of its strategic plan development. The previous work was completed by the Mid-Region New Mexico Council of Governments in their 2020 Comprehensive Economic Development Strategy (CEDS), New Mexico Economic Development, local municipal strategies in the region, and AREA’s past and continuing cluster work.

In the end, six key clusters emerged, and then sub-clusters were established for each. In addition to direct data analysis, clusters were determined using other studies completed as part of the overall project and input from stakeholders and staff. Information from AREA’s business development database was also used to analyze past and current trends.

MAJOR FINDINGS	TAKEAWAYS
<ul style="list-style-type: none"> <li>• In this study, the Albuquerque Region’s competitiveness scores well above the U.S. average for all the six targeted clusters assessed.</li> <li>• However, it competes against regions that are very strong in the same clusters.</li> <li>• Compared to the ten competitive markets, Albuquerque MSA ranks highest for Professional &amp; Corporate Services, Biosciences, and the Film &amp; Media sectors.</li> <li>• Proximity to Sandia National Laboratories and Los Alamos National Laboratory, two of the top science and technology institutions in the world, gives the region superb R&amp;D capability in Aerospace, Biosciences and Renewable Energy.</li> </ul>	<ul style="list-style-type: none"> <li>• The Albuquerque region has a positive business cluster message to market nationally.</li> <li>• To win against strong competing regions, AREA needs to improve its organizational capabilities in marketing and business development.</li> <li>• A diverse set of high-ranking clusters allows the Albuquerque Region to grow a balanced portfolio.</li> <li>• The brainpower and IP are already in the Region awaiting better pathways for commercialization.</li> </ul>

To grow the Albuquerque region, AREA will focus on the following six target clusters in the following manner:

- In **Aerospace**, capitalize on the exceptional Research & Development capabilities in the Region.
- In **Biosciences**, convert research and development technologies into the development of local businesses.

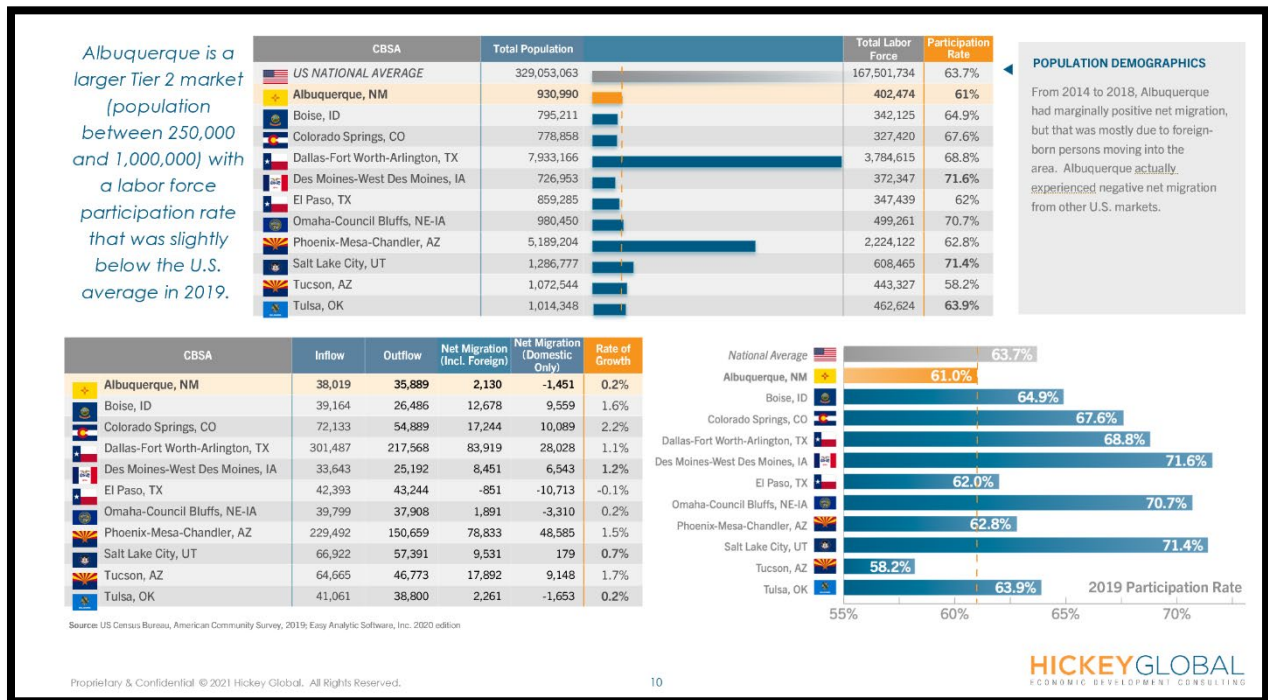


- In **Renewable Energy**, become the green energy capital of the United States, and the model for other markets in the future.
- In **Digital Media & Film**, market the Albuquerque Region's tremendous advantages versus traditional filming locations and become the HQ2 of Digital Media & Film.
- In **Corporate & Professional Services**, capitalize on current trend and attract Middle Office (professional jobs) to the region.
- In **Manufacturing**, focus on reshoring and onshoring opportunities.

# Target Markets

In the process of creating the complete AREA 1.0 Strategic Plan, **the top 10 competitor markets for the region were identified** to track and monitor the region’s relative competitive position over time, as well as activities and outcomes in benchmark communities.

Those identified markets include the following, as shown in demographic comparative positions:

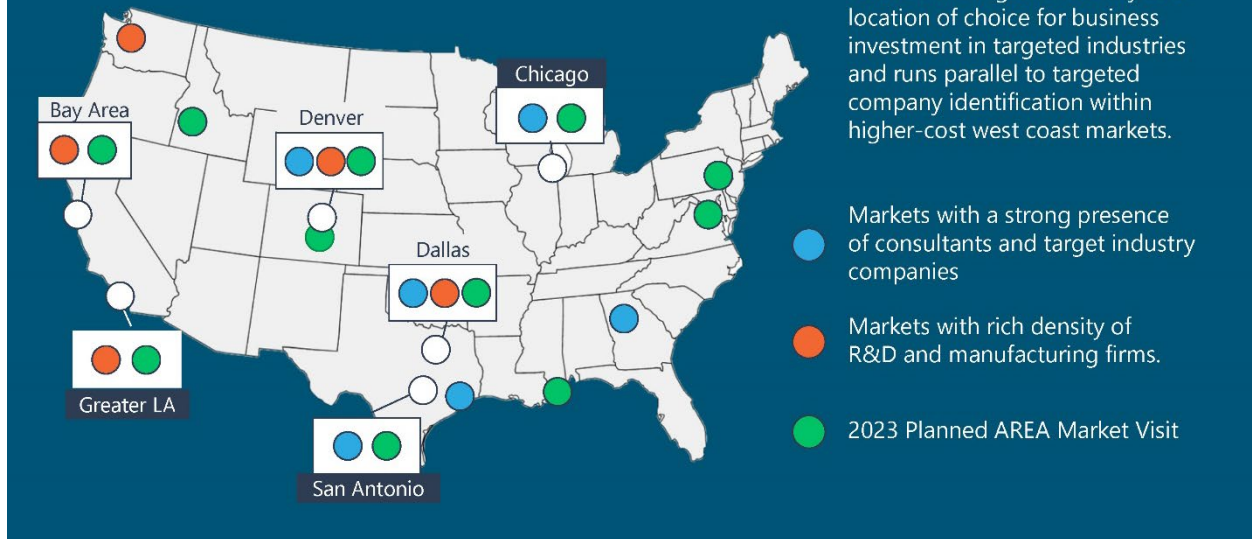


While tracking competitor markets informs overall strategy, from a marketing and recruitment perspective, the AREA team has identified communities that have the following:

1. A high concentration of decision makers and site selection consultants
2. Top markets where new relocating talent is coming from: both to greater Albuquerque, and to its top identified competitor markets
3. Markets with a high location quotient of occupations and industries exist in AREA’s key target industries that also have an overall higher cost of business operations; for the purposes of this 3-year marketing plan, the industries with the highest level of focus include: Aerospace and defense; bio life sciences; and renewable energy

In general, markets that AREA is focusing on initially include Denver, San Antonio, Chicago, Seattle, San Francisco and Los Angeles with secondary considerations for Phoenix and east coast location firms seeking a westward expansion or relocation.

## National Opportunity Landscape



# Marketing and Public Relations Outlets

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## **Press Release Dispersal**

Press release dispersal is a core activity and tool for any organization seeking to promote awareness of itself, garner recognition for events and activities, and create a dialogue about critical efforts, initiatives, and value propositions. *AUDIENCE: Local*

## **National Press Outreach**

National media outreach can play a key role in promoting a brand or organization's mission and purpose. For an organization like AREA, national coverage is key to drawing site selectors, talent, and business development to the region. Marketing the region and the organization on a national level gets millions of views and traction back to the website and the mission. *AUDIENCE: National*

## **Internet: Search Engine Optimization and Google AdWords**

Ensuring that a website and online presence is locatable and at the top of the list when relevant searches are conducted is key to reach target audiences. AREA will focus resources and leverage technology and tools to increase its SEO rankings and will employ paid tools such as Google AdWords to do so. *AUDIENCE: Site selectors, talent, and decision makers*

## **Twitter**

Twitter is the most commonly used social media tool used to promote business. Twitter is a favorite amongst millennials and demographic profiles of young professionals between 18-29. Major emphasis will be placed on this medium of communication as we continue to increase our social media efforts with ad placements in business

attraction and talent attraction as a focus. *AUDIENCE: Local, national, international*

## **Facebook**

Facebook continues to evolve in its use for social media. Primarily this medium is not a business platform, and its prime demographic is people older than 35 years of age. Primary activities utilizing Facebook will be in campaigns or messages targeted at a local area audience and the public as opposed to business decision makers or influencers. *AUDIENCE: Local*

## **LinkedIn**

LinkedIn is a social media platform specifically for business professionals. According to Development Counsellors International, among respondents who use social media for business, LinkedIn is the most dominant communications channel, with 77% of location advisors and 72% of corporate executives indicating that they use the platform for business. This medium will continue to be a primary tool for generating interactions with strategic partners with valuable content to the business community. *AUDIENCE: Business Community, Site Selectors, Talent, local stakeholders, investors, board members*

## **Instagram**

Instagram is the newest tool available to marketers focusing primarily on imagery. While the audience is smaller the engagement in this social media platform is nearly twice that of the others thus making this tool an important one as we continue to develop the business brand for Scottsdale economic development. 20 percent increase in followers is the goal for the next three

years with a 5 percent share goal anticipated.  
*AUDIENCE: Local, national, international*

### **YouTube**

YouTube has a whopping 2.5 billion users who engage with the site on a regular basis, watching 694,000 minutes of video each minute. Marketing professionals confirm that YouTube marketing can positively impact your bottom line and have a direct impact on sales. 70% of consumers say they have bought a product after seeing it on YouTube, enforcing that running ads on the platform can deliver big return for a brand. *AUDIENCE: Local and national*

### **Video Production**

Video production is an asset to engage viewers in a way an organization otherwise can't with simple text and social media posts, or even stagnant marketing imagery. Video production is used to highlight key stakeholders in the Albuquerque region, for example, board members talking about what it's like doing business in Albuquerque. Video production is also a tool that will be used to share testimonials from businesses who have come to the Albuquerque region to expand or talent that has relocated to the market. This will also be used to promote events and engage the public in a more versatile way. *AUDIENCE: Local, national, international*

### **Trade Shows**

Trade shows and expos lead to more conversations, more leads, and more sales than other marketing events. 92% of trade show attendees say they are looking for new products. *AUDIENCE: National, international*

### **Podcasts**

Podcasts are a valuable marketing tool on a newer digital platform that are dominating the media landscape. As podcasts generally

last anywhere from 30 minutes to an hour, you are able to explore and take a deeper dive into topics allowing for more information to be shared to your viewers.

Podcasts can also increase your reach, assist in brand awareness, and promote trustworthiness as speakers are able to showcase their knowledge and expertise. *AUDIENCE: Local, national, international*

### **Talk Radio**

Talk Radio is a great outlet to get a lot of information out to the public quickly. This is a platform where soundbites are not broken apart and put into an abbreviated piece, but rather a conversation where a lot of questions can be answered, and a broader scope of the work being done at AREA can be shared. *AUDIENCE: Local, business community*

### **Radio PSAs**

Radio PSAs are one of the more cost-effective techniques when communicating to large quantities of people. The message can be put out to general audiences, but it can also be shared with a more targeted population as well. *AUDIENCE: local*

### **Email Marketing**

AREA uses email marketing to promote events, announcements, and share newsletters with Board Members, Investors, site selectors, among others in the economic development umbrella. *AUDIENCE: Local, investors, board members, site selectors*

### **Blogs**

Blogs are an effective method to promote the organization and its staff as thought leaders in the industry and also to share ideas with partners and local audiences. Blogs will be developed on a regular basis and posted

on the organizational website as well as via individual and organizational LinkedIn accounts in an ongoing basis. *AUDIENCE: Local, national, international*

### **Print Advertising**

Print ads can have value in the digital world, and print campaigns are an effective way to build brand awareness. However, it is highly costly and hard to measure effectiveness and outcomes without very clear calls to action. *AUDIENCE: National*

### **Local Publications**

While not a benefit for business attraction efforts, local publications as well as awards and recognitions are beneficial when working to celebrate success and garner continued local community support, and also raising the visibility of local leadership. *AUDIENCE: Local*

### **Target Industry Digital and Print Magazines**

Various specialty site selection magazines exist that reach a targeted audience. These include Site Selection Magazine and Area Development Magazine, which distribute specifically to site selection, development, and retail and business professionals specializing in corporate expansion and relocation. Industry associations like CoreNet create engagement to broaden brand influence with a global network in more than 50 countries around the globe.

### **Television & Streaming Media**

While often cost prohibitive, streaming online services have dramatically increased the accessibility of television broadcast advertising to highly strategic markets and audiences. These include Hulu, YouTubeTV,

Roku, Disney+, etc. In addition, local audiences can be reached easily through local access channels.

### **Direct Mail Marketing Campaigns**

On a very limited basis, direct mail campaigns may be sent to highly targeted audiences, such as postcard mailers to national site selection consultants or local investors to promote a program or event. *AUDIENCE: Local, national*

### **Outdoor Marketing Campaigns**

Local opportunities exist for in-kind contributions of advertisements on vacant billboard spaces to promote AREA as an organization. In addition, regional and state partners also place advertisements in national markets that AREA can leverage. *AUDIENCE: National, local*

### **Digital Travel Advertisements**

Site selectors, corporate business leaders, and target industry professionals are often frequent flyers and regularly exposed to advertisements shown on in-flight apps or on browsers.

### **Business Journals**

Business journals are publications which provide information, statistics, and background to a multitude of aspects related to business. Such topics include economic development, finance, management and international affairs. A way to build momentum on discussions regarding the Albuquerque region include banner ads in business journal newsletters, to target markets digitally. *AUDIENCE: National*

# Primary External Messaging Campaigns

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**1. *The greater Albuquerque region is an untapped, ripe for opportunity market that deserves a close look for new business investment.***

This messaging campaign will focus on regular and repeated outbound messaging that highlights little known facts and figures about the region, and 'tells the story' that is already here but not recognized outside of our market, and not well or consistently told by our local constituents; these topics include:

- Low cost of renewable energy opportunities
- Significant DIVERSITY in New Mexico
- Home to the Directed Energy and Space Vehicles Directorate: a center of federal innovation, with some of the most highly skilled professionals in the country
- High performing charter and private educational institutions
- Highlight the climate, terrain, beautiful landscapes

**2. *Greater Albuquerque is the next undiscovered hot top location choice for talent.***

This campaign will expand upon and leverage the live.abq.org site as a talent recruitment tool promoting greater Albuquerque as a unique and enchanting location for top lifestyle and work combinations. We will focus on inviting out-of-state talent to experience all that greater Albuquerque has to offer and see for themselves why New Mexico is called the Land of Enchantment:

- Feature the site on paid digital ads on social and in our target markets to draw talent
- Begin featuring the site on all branded documents and brochures
- Grow the site i.e., add video testimonials from locals as to why they love living here and working here
- Create a sub-section of the site titled 'Vision of Our Youth', this will go hand and hand with the Youth Advisory Council.

AREA will couple this strategy with marketing to regions that have a high leakage of recent college graduates in occupations that the greater Albuquerque region needs to attract. For example: Philadelphia, Sacramento, Detroit, Washington D.C., New York, San Francisco, Seattle, Phoenix, Baltimore, and Atlanta. In addition, in years 2 and 3, we will begin developing a relocation incentive package (free bike, gym membership, transit passes, free internet, ski packages, cannabis home starter kit).

**3. *You can elevate in Greater Albuquerque – elevate your business, your lifestyle, your education, your health, etc.***

Greater Albuquerque has warm weather, a growing tech industry (Facebook, META), booming film industry, low cost of living, and a laid-back lifestyle. New Mexico is also among only 21 states in the country that has legalized Marijuana, making it a \$300 million dollar industry in the state. AREA will market the region showcasing all the pros to living,



working and playing in Albuquerque and its surrounding areas. Messages to be shared will include:

- Target ads in states where Marijuana is not legal
- Targeted ads will highlight the tech industry
- Elevate your quality of life with lower cost of living
- Elevate your BUSINESS in Albuquerque with job training incentives and top educational partners
- Elevate YOURSELF – we are a mile high, at a higher elevation than Denver!

#### **4. Industry Specific Targeted Campaigns**

AREA will develop custom messaging designed for each top industry it aims to attract, both from a domestic and international lens. These campaigns will highlight the top 3-5 value propositions and data points in relation to a competitive advantage for them in greater Albuquerque.

## **Primary Local Messaging Campaigns**

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- 1. AREA is THE greater Albuquerque region's primary economic development agency and should be the first point of contact for anyone in the region – or state – seeking data or information regarding economic development policy decisions.**
- 2. AREA is a public charity organization that is working toward improving the lives of ALL in the community through business attraction, expansion and retention but also by leading in advocacy efforts designed to improve the region's competitiveness for investment.**



In addition to key messaging campaigns, the AREA marketing team will work to create a regular cadence of materials used to promote its activities to internal as well as external audiences on a monthly basis:

Topic	Outlet/Medium	Message	W1	W2	W3	W4	Quarterly
Job Feature Fridays	LinkedIn/Facebook	New job each time	x	x	x	x	
Top Sites Tuesday	LinkedIn / Google Ads	feature a new property every Tuesday	x	x	x	x	
Weekly Data Point Push	LinkedIn/Facebook/Google	Did you know??	x	x	x	x	
Upcoming Events	Email and social media	Data on all programs	x				
Investor Newsletter	Email blast	President's update and key news and performance data points			x		
Coffee with Collaborators	All social; website; VIDEO	interviewing local business leaders		x		x	
Media Pitch Outreach	Local and national media	Depending on announcement					x
Editorial Submissions	Business First; Journal	Monthly column of ED trends and tips		x			
Target Industry Feature		Different target industry each month	x				
Zoom Tour Feature	LinkedIn/Social/E-news	A new tour each month, or a new feature			x		
Subject Matter Experts	LinkedIn, Website Blog	Different team member each month		x			
Site Consultants Comms	E-newsletter and direct outreach	Latest news and incentives				x	
Community Spotlight	Video/Social/PBS	Short interview with CEO and community leaders on hot topics			x		

# Goals, Objectives, Tactics & Measures

## GOAL 1: Establish National Identity as a Leading Location for Business

### OBJECTIVES

- Continue and enhance the site selection consultant outreach program.
- Develop value propositions and lead generation strategies for each target industry cluster.
- Grow investment in existing business support and market intelligence outreach.
- Strategically capitalize on national and global market trends for which the region has an existing competitive advantage.

Tactic	Y1	Y2	Y3	Measures/Outcomes
Create new digital brand toolkit with content for downloading by local economic development partners; use to synchronize messaging across the region	X			# of downloads, and recognition of new brand in the community (survey results)
Grow the site selection consultant outreach program by focusing on digital marketing tools; develop and implement an expertise-specific, in-market tour hosting strategy	X	X	X	Increase clicks on AREA marketing materials by site consultants by 200%; host TWO Fam Tours annually with 5 or more total consultants each.
Create organic visibility through regular blog development and posting by AREA staff and leaders.	X	X	X	Monthly posts will create team recognition; ultimately, would like a TOP EDO award.
Conduct outbound trade-show efforts with a focus on garnering media attention		X	X	Two national stories generated annually due to trade show efforts.
Leverage NM True brand and Visit Albuquerque ad placements		X	X	Align travel and messaging with NM True and Visit ABQ marketing
Trade publication advertisements with focus on digital ads		X	X	Year over year doubling of overall earned and paid media impressions to increase actual engagements.
Economic Development Week	X	X	X	Increase overall impressions of local campaign by 200%; lead in a regional promotional effort.
Annual High-Quality CEO Videos for Marketing		X	X	Produce 5 short videos annually.
Strengthen the AREA Website and SEO	X			Increase visits and maximize conversion of visits to leads; enhance Search Engine Optimization (SEO); and implement re-targeting advertising campaigns to previous website visitors to drive them back to the site
	X	X	X	Two (or more) positive national publication articles annually (Forbes, Fast Company, WSJ, etc.).

**Host in-bound marketing events and collaborate with regional partners on out-bound events** (in-person and virtual) to market the four-county region to local, national, and international businesses, site selectors, and economic development partners

**Invite and host reporters to the region for inbound press trips** and collaborate with local economic development partners on targeted outbound media missions to pitch story ideas

**OUTCOMES:**

- Local visibility of BRE program and higher-level engagement
- Two (or more) positive national publication articles annually (Forbes, Fast Company, WSJ, etc.)
- Get local reporters to cover work being done by AREA, for example, a feature on the zoom tours.
- Monthly segments on local news outlet morning shows, talking about what’s going on in the region, jobs, new
- Gain national recognition for being the leading region in our four target industries.

**GOAL 2: Attract, Retain and Align Talent.**

Tactic	Y1	Y2	Y3	Measures/Outcomes
Launch paid and organic promotions positioning the region as a top location of choice for talent; launch proactive, positive storytelling regarding successes in the region’s educational system	X			Gain recognition locally and nationally for both the organization and the region.
Directly assist employers with talent recruitment and equip companies with recruiting tools		X		Measurable increase in new talent coming to the region.
Develop least five (5) short testimonial videos of local employees to illustrate their positive perspective on living and working in the region	X	X	X	Impressions and engagements to grow by 15% year over year.
Enhance and promote regional talent attraction and retention microsite, live.abq.org.	X			Increase in visitation and verified relocations for local employment following site visits.
Promote the online jobs board within and outside the region	X			Draw talent to the region to work and help businesses grow.
Engage young professional groups inside and outside the region, college students in high demand disciplines, and networks in AREA target markets.	X			Retain young talent locally, but also come up with ideas to better recruit out of state talent.
Create a Youth Advisory Council.		X		Garner ideas from young professionals on what they’d like to see from the region in the future.
Grow the live.abq.org site to also utilize it as a tool for talent retention	X	X	X	Create buzz about the ABQ Region and why it’s the best place to live, work and play for young professionals.

**Implement a graduate retention program targeting young professionals and alumni** from the University of New Mexico, Central New Mexico Community College, New Mexico State University, and all state universities as well as area high schools, including a website, social media campaign, internship opportunities, career fairs, etc.

**OUTCOMES:**

- Increased engagement between high school / college students and business community
- Number of graduating high school seniors who have completed an apprenticeship training program
- Increased retention rates for college graduates
- Reduced or reversed negative net migration numbers
- Growth in prime working age population (25–54 population)
- 30+ companies promoting hundreds of roles on ABQ.org job board
- Thousands of potential workers reached - in and out of market - via ABQ.org job board
- Local and out-of-state talent is coming to and staying in the region

**GOAL 3: Break Down Barriers to Regional Competitiveness.**

**OBJECTIVES**

- Provide increased and meaningful opportunities for engagement and recognition of investors.
- Invest in the pursuit of excellence as an organization, a team, and as individual economic developers.

Tactic	Y1	Y2	Y3	Measures/Outcomes
Create a Marketing & PR Professionals collaboration group.	X	X	X	Doubling of local promotion of AREA news through reposting.
Host at least three regional economic development training programs annually open to the public at no cost	X	X	X	Attendance increases YOY by 10% and Ambassador group promotion is active.
Advocate for business and its positive impact on regional quality of life and prosperity by sharing regularly to social media highlighting their work.		X	X	
Host webinars and programs to ensure that businesses understand economic development tools and resources and that public officials understand the role and value of AREA and other economic development efforts in the region		X	X	
Host inbound media tours			X	
Host outbound media tours		X		
Market ABQsites.com	X	X	X	
Develop and execute a marketing outreach program to national REITs and developers		X		
Produce eekly features of local investors on social media	X	X	X	

## Staff and Partner Responsibilities

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**AREA Staff:** Primary individuals responsible for execution of this marketing campaign. The Director of Marketing & Communications will lead INTERNAL market promotion and communications. The Director of Business Development for Marketing & Lead Generation will lead all efforts related to targeted external marketing to decision makers and influencers. The President & CEO will continue to be a voice and face for the organization, while ALL staff concurrently work to promote the organization and their individual areas of expertise.

**AREA Board:** The AREA Board should act as leading community voices and advocates for AREA from an investor perspective, and a policy one. They should also lend their own brands and company visibility to help promote AREA's role in economic development.

**Industry Advisory Councils:** These leading business partners who invest in AREA will serve as subject matter experts, informing AREA of industry needs and connecting it with suppliers and clients for business attraction purposes.

**Economic Development Professionals Advisory Council:** Local economic developers will work to amplify AREA's message and serve as partners at trade shows and programs, repost AREA's information, and engage in creating a regional marketing message that is aligned and tells a united positive story.

**Marketing & PR Partners Task Force:** These marketing & PR professionals working in partner organizations and AREA investor businesses will share content and story information with AREA, and share AREA's messaging with their employees and business connections. When appropriate, they will also serve as a advocate group to drive local visibility and awareness on critical topics.

## Collateral Production and Update Schedule

AREA produces several print materials for in person meetings and discussions, to promote the region at trade shows and to decision makers; it also uses collateral to tell its story in the local market and demonstrate return on investment to the community. Any new types of collateral or publications – whether digital only, print, or both – will be added to the following list and tracked on a quarterly basis by AREA marketing staff.

Collateral	Purpose	Audience	Cost	Frequency
Annual Report	Demonstrate ROI to investors	Public, deal makers	\$5,000	Annual
Quarterly Reports	Demonstrate ROI to investors	Public, corporations	\$3,000	Quarterly
AREA 1.0 Strategic Plan	Strategically market the region	Decision makers, investors, talent	\$1,000	Annual
Incentives Brochure	Advocate for the region	Decision makers, talent	\$2,500	Twice a year
Talent Profile Report (in partnership with CBRE)	Advocate the region to businesses, site selectors and talent	Talent, industry leaders, businesses	\$1,500	Annual
Industrial Market Profile (in partnership with NAI)	Regional Partnership	Firms	\$500	Annually
Broker Toolkit	Ensure local brokers understand the resources at AREA	Local CRE brokers	\$500	Annually

## Three-Year Estimated Budget

The following estimated budget is a not a comprehensive budget for AREA, but represents costs exclusively associated with marketing and public relations tactics utilized to build local support as well as positive national brand recognition and lead generation. It is important to note that costs associated with trade show and market visit travel is NOT included in this budget, however, the marketing fund required to support those initiatives is included.

Item	Purpose	2024	2025	2026
Video Production, Photography, Drone Footage	Testimonials from partners; annual promotional clips	\$3,000	\$10,000	\$10,000
Promotional Items & Printing	SWAG for everything	\$13,000	\$18,000	\$23,000
External Market Ads	Reach decision makers in outside markets (business journals, TV and radio)	\$30,000	\$40,000	\$50,000
Media Tours	This includes costs associated with inbound as well as outbound media tours	\$0	\$25,000	\$25,000
Online Digital Advertising	Advertising in business journals or other online publications	\$2,500	\$10,000	\$15,000
SEO & General Website Maintenance	SEO targets unpaid or organic traffic dependent on the quality and relevance of the web design	\$10,000	\$13,000	\$20,000
Software	Social media tracking, email syndication, text messaging campaigns, design software (Sprout Social, Survey Monkey, HubSpot, Adobe, etc.)	\$15,000	\$20,000	\$20,000
Press Syndication Software	Targeted tools for brand listening, social media and distribution impression tracking, and targeted industry outlet reach	\$5,000	\$10,000	\$12,000
Talent Microsite	To promote the region to talent outside of the market	\$5,000	\$500	\$500
Familiarization Tours	to bring site selectors to the region as well as media and reporters	\$40,000	\$45,000	\$50,000
Trade Show, Conference and Market Visits	For marketing lead generation and business development purposes	\$75,000	\$100,000	\$125,000
Video Production, Photography, Drone Footage	Testimonials from partners; annual promotional clips	\$3,000	\$10,000	\$10,000
<b>TOTAL</b>		<b>\$230,500</b>	<b>\$381,500</b>	<b>\$490,500</b>

# Organizational Performance Metrics

The following inputs and impacts are a direct result of the work delivered by AREA. Inputs measure activity that is designed to influence and deliver meaningful impacts to the overall economy and the core mission of job growth and delivery through increased market competitiveness. The impacts are the measures of the ultimate results.

Organizational Inputs
New leads generated or received annually
Conversion rate of leads to prospects
Number of businesses recruited with material involvement
State incentive programs utilized/dollars leveraged
Grant dollars, donations or sponsorships secured
Existing company visits conducted
Program and events attendees
Website visitation growth
Investor ROI
PR earned media ad value
Total media impressions
Website hit reports and analysis
Newsletter open rates
Comparisons to other competitors in reach
Number of projects created and closed as a result of marketing outreach

Organizational Impacts
Total number of new jobs created or retained
New capital investment into the community
Total direct revenue impact of projects
Total induced economic impact of projects
Average wage / total payroll of jobs created or retained
Contributions to AREA continue to invest in marketing the region, bringing more growth
Brand perception of greater Albuquerque as compared to 2023 Survey



# Press Release Outreach Checklist

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*Last updated August 2023*

AREA's efforts to tell our story include press and media outreach. Dealing with media outreach is a delicate issue and must be treated with the upmost care as any external message we disseminate via press release, social media posts or other communication on our letterhead can be quoted, shared, and taken as fact externally. To help our AREA team ensure that we are methodical in our approach to external media outreach and that we keep our stakeholders and investors up to date with our communications, the following checklist should be filled in every time we plan to issue a press release and/or statement:

Once a press release or statement has received final approval, it should be shared with the following parties/platforms ASAP, in this order:

## **Board of Directors**

1. Director of PR should draft a short note for CEO for her to send to the Board of Directors explaining the news, ideally an hour or two PRIOR to it being sent to the press.
2. The press release should be sent by CEO (or someone designated to send emails from that account) in the body of an email as well as an attachment with the note from CEO.

## **AREA Staff**

1. Every staff member should know about news and press releases being issued as early in the outreach process as possible. The Director of PR will ensure that AREA staff is up to date.

## **AREA Website**

1. The press release should be posted on our website in the News section by the Director of PR or BD/Marketing.

## **PR Firm**

1. If the press release is generated internally the Director of PR will send the release to our PR firm right after the Board receives the news. The firm will in turn send the release to a list of local and regional contacts and as appropriate may be asked to share it on the national wire service.

## **AREA Media List**

1. The press release should be sent to each of our personal media contacts with a note from the PR Director, as WELL as the media and marketing partners contact in the CRM, selecting the appropriate mediums and markets.

## **AREA Database from Constant Contact**

1. The press release should be sent to the identified lists from internal CRM via an e-newsletter blast

## **Social Media/Online Platforms**

1. The press release should be posted with a link back to the AREA website on LinkedIn, FB, IG and Twitter. They should also be posted to the CEO's LinkedIn account and also reposted by ALL team members. An appropriate caption should accompany that release. Captions will be drafted by Director of PR as appropriate.

**Professional Contacts**

1. Based on the type of news we are sharing via any given press release, each AREA team member should consider whom in their professional database/contact list should receive the release and send it to them. For example: Personal outreach to specific site selectors or brokers outside of the market

# List of Media Publications for Earned or Paid Placement

## **National**

Business Journal (market issues)  
Bloomberg News  
Boston Globe\*  
Boston Herald  
Business Insider  
BuzzFeed  
CNMoney  
Entrepreneur Magazine  
Fast Company  
Forbes  
Fortune Inc.  
INC Magazine  
MarketWatch  
Mashable  
New York Times  
NPR  
Reuters  
The Atlantic  
The Daily Beast  
TheStreet  
USA Today  
Wall Street Journal  
Wired

## **Tech Trade & Online**

BetaNews  
CNET.com  
Engadget  
The Information  
InformationWeek  
InfoWorld  
ITWorld  
MIT Technology Review  
Network Computing  
Network World  
TechCrunch  
TechNewsWorld  
Tech Republic  
Tech Cocktail  
The Verge  
VentureBeat

## **Site Selection Industry**

Area Development  
Business Facilities  
BusinessXpansion Journal  
Site Selection Magazine  
Site Selectors Guild\*  
Industrial Asset Management Council  
Film Industry

## **Professional Associations**

IEDC  
Council of Development  
Finance Agencies  
National Development Council  
Urban Land Magazine  
CoreNet Global

## **Trade & Industry**

Manufacturing Trade  
Assembly Magazine  
Automation World  
IndustryWeek  
Industry Today  
Machine Design  
Manufacturing & Distribution Executive  
Manufacturing News  
Manufacturing Today  
Material Handling & Logistics  
National Association of Manufacturers  
Popular Mechanics

## **Renewable Energy**

Breaking Energy  
EnergyBiz  
Greentech Media\*  
GreenBiz  
North American Clean Energy  
Power Magazine  
Renewable Energy World  
Renewable Energy Magazine

SmartGridNews  
Sun and Wind Energy Magazine  
The Daily Energy Report  
Treehugger  
Triple Pundit  
Wind Systems Magazine

## **Podcasts**

One Million Cups  
The Project  
The Forbes Interview  
The Tech Blog Writer  
Freakonomics Radio  
Made in California (Go-Biz)  
DevelopThis!  
Frank Aziz  
Chmura Econ  
Local podcasts

## **Local Outlets**

KOB  
KOAT  
KRQE  
Albuquerque Journal  
Albuquerque Business First

# AREA

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