



**Commonwealth of Virginia**  
*Office of the Governor*

November 1, 2013

The Honorable Robert F. McDonnell  
Governor  
1111 East Broad Street  
Richmond, Virginia 23223

The Honorable Lacey E. Putney  
Chairman, House Appropriations Committee  
Post Office Box 127  
Bedford, Virginia 24523

The Honorable Walter A. Stosch  
Chairman, Senate Finance Committee  
4551 Cox Road, Suite 110  
Glen Allen, Virginia 23060

Dear Governor McDonnell, Chairman Putney and Chairman Stosch,

We are writing on behalf of the Department of Business Assistance (DBA), the Innovative and Entrepreneurship Investment Authority (IEIA), the Virginia Tourism Authority (VTA), and the Virginia Economic Development Partnership (VEDP). Pursuant to Item 123, Section O of the current biennial budget, please find attached a report on the marketing campaign to attract and recognize entrepreneurs, small businesses, and emerging industry businesses.

Please find included in this report a summary of action, recommendations for administrative implementation and a new coordinating committee to ensure marketing resources and planning time is leveraged to benefit the Commonwealth.

We are available to answer any questions you might have related to the attached report.

Sincerely,

A handwritten signature in black ink, appearing to read "James S. Cheng".

James S. Cheng  
Secretary of Commerce and Trade

A handwritten signature in black ink, appearing to read "James D. Duffey, Jr.". The signature is stylized and includes a large flourish at the end.

James D. Duffey, Jr.  
Secretary of Technology

CC: Pete Jobse, Center for Innovative Technology  
Peter Su, Department of Business Assistance  
Ida McPherson, Department of Minority Business Enterprise  
Martin Briley, Virginia Economic Development Partnership  
Rita McClenny, Virginia Tourism Corporation

# **REPORT OF THE**

**Department of Business Assistance (DBA), the Innovative and Entrepreneurship Investment Authority (IEIA), the Virginia Tourism Authority (VTA), and the Virginia Economic Development Partnership (VEDP)**

## **Marketing Campaign for Small Businesses**

**TO THE GOVERNOR, CHAIRMEN OF THE HOUSE APPROPRIATIONS AND SENATE FINANCE COMMITTEES AND GENERAL ASSEMBLY OF VIRGINIA**



**COMMONWEALTH OF VIRGINIA  
RICHMOND  
2013**

## **Enabling Authority**

Budget Item 123, Section O. (Regular Session, 2013)

*O. The Department of Business Assistance (DBA), the Innovative and Entrepreneurship Investment Authority (IEIA), the Virginia Tourism Authority (VTA), and the Virginia Economic Development Partnership (VEDP) shall cooperatively develop a marketing campaign to attract and recognize entrepreneurs, small businesses, and emerging industry businesses. This campaign shall include developing (i) a welcome program to facilitate speedy completion of necessary business start-up functions, including licensing, facilities location, employee relocation guides, and business support services; (ii) a recruitment campaign to target industry segments for pursuit, to identify potential incentives for the establishment, location, or relocation of these companies, and to showcase assets such as economic incentives and regional living condition profiles and asset profiles, including universities, technology councils, venture firms, and research institutes; and (iii) an operational plan and schedule to carry out such a campaign. The DBA, IEIA, VTA, and VEDP shall report to the Governor and the Chairmen of the House Appropriations and Senate Finance Committees by November 1, 2013 on any recommendations to implement such a program and enumerate any impediments or costs associated with these activities.*

## **Staff Contacts**

Karen Jackson  
Deputy Secretary of Technology

Charles James  
Deputy Secretary of Administration

Carrie Roth  
Deputy Secretary of Commerce and Trade

Generra Peck  
Governor's Policy Office

## **Background**

In 2010, the Governor's Commission on Economic Development and Job Creation presented a recommendation calling for a Chief Marketing Officer for the Commonwealth. The report explained, "Virginia lacks consistent branding throughout the Commonwealth. All state agencies have varying messages, imagery and logos. Virginia does not effectively capitalize on the iconic "Virginia is for Lovers" brand or potential marketing collaboration among state agencies for cost savings, efficiencies and a stronger brand." This recommendation helped to inform legislation sponsored by Senator Jeff McWaters and Delegate Joe May calling for an integrated marketing plan across economic development agencies. Eventually, the language requiring this coordination was adopted into the Commonwealth's budget.

The Department of Business Assistance (DBA), the Innovative and Entrepreneurship Investment Authority (IEIA), the Virginia Tourism Authority (VTA), the Virginia Economic Development Partnership (VEDP) and other partner agencies have a long history of working well together to coordinate opportunities and activities to promote entrepreneurship, small business and emerging industries. Promotion of the value proposition of doing business in Virginia is an integral part of our business-friendly reputation. Recent accolades such as *Forbes.com: The Best State for Business*, *CNBC: A Top State for Business* and other awards underscore the importance of a coordinated marketing strategy to appeal to entrepreneurs and businesses considering business formation, expansion or relocation to Virginia.

## **Findings**

Being the "best state for business" means much more than owning a single title, awarded annually by one or two industry publications or media sources. Being the best means being consistent. It means performing at a high level for decades. It means working hard to attract businesses and keep them in our state. Being the best means being committed to *business-first values* at all levels of government.

The Office of the Secretary of Administration, the Office of the Secretary of Commerce and Trade and the Office of the Secretary of Technology convened a work group to review current activities and identify areas for increased collaboration. The work group also considered the unique opportunity presented by the new Virginia Department of Small Business and Supplier Diversity (VDSBSD). The workgroup discussed several strategies for results-oriented improvement across marketing and public relations functions of state economic development agencies, all of which do not require additional resources.

This approach identified several immediate next steps, including:

- The newly formed Virginia Department of Small Business and Supplier Diversity (VDSBSD) beginning January 1, 2014 will develop a small business marketing campaign for review and comment by peer agencies.
- VEDP, CIT, VDSBSD, VTC, Virginia Department of Agriculture and Consumer Services (VDACS), and Virginia Port Authority (VPA) marketing leadership will meet, at a minimum, twice per year to review outreach calendars and alignment of messaging, and to identify those events in which collaboration enhances the external messaging for Virginia.

- Before developing or updating marketing or informational brochures or booklets that may have overlap with other entities, each entity will canvass the others to ascertain whether similar materials exist. This will serve to avoid duplications.
- The lead entity at a trade show or other joint marketing event will coordinate the marketing materials to be offered and will endeavor to eliminate redundancies or remove conflicting or confusing messages.
- The agencies will work collaboratively to contribute to a new landing page on the Governor's website. The page will feature a photo of the Governor and a welcome and invitation to do business in Virginia directly from him. This landing page can be emailed to prospects but also produced as a cover to a folder that features each agency's brochure if printed materials are needed.
- All economic development agencies will create basic PR resources to use in future branding efforts.
- All future marketing plans will be shared with marketing or public relations offices in peer agencies to identify ways to further build the brand identity.

### **Conclusion**

The multi-secretariat effort will include agencies and cabinet staff who lead strategic economic development functions for the Commonwealth. We recognize several opportunities for increased coordination and planning to further support ongoing and future efforts. Representatives of these entities (including the new VDSBSD) will be vigilant to look for additional chances to work together.

