



# **Department of Economic Development Marketing Strategy and Web Presence**

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16 January 2009



# CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



# Agenda

- Status of DED Marketing-Related Outcomes
- Defining DED Marketing Target Populations
- Current DED Marketing Outreach Efforts
- DED Packaging and Branding
- DED Web Presence
  - Google Page Rank
  - Advantages of County Web space
  - Disadvantages of County Web space
  - Best Practices and Recommendations



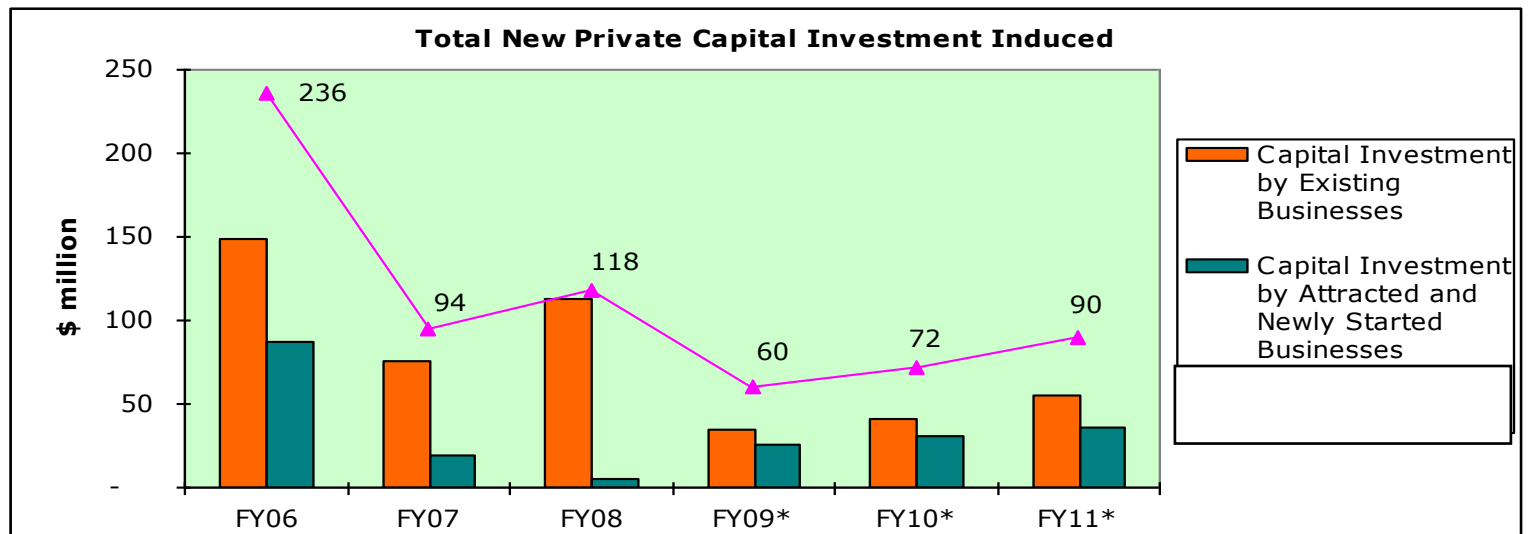
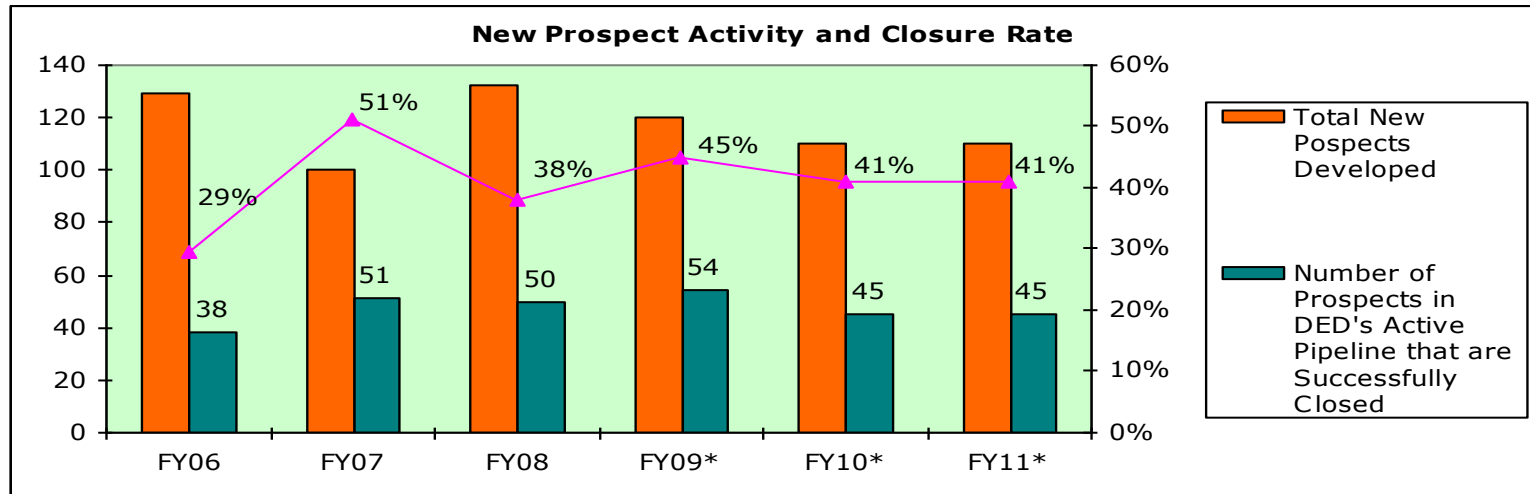
# DED Marketing and Business Development Division

## Marketing and Business Development

- Showcases the assets of the County in a global economy through promotional activities, communication, event coordination, global marketing and advertising, and dissemination of information through various media.
- Attracts and retains businesses with qualified business leads ("Prospects") identified through research, business visitations, contacts, networking, tradeshow, and business missions.
- Helps strengthen key industry clusters in the County through targeted industry sector programs.
- 22% of DED budget
- 10 WYs.
- \$1,299,735 in personnel costs
- \$508,450 in operating costs
- Makes 2,000 - 2,400 contacts/year to develop 150 plus prospects/year.



# Status of Marketing-Related Outcomes



# Defining DED Marketing Target Populations

- Primary Target: technology business sector; emphasis on science, technology, engineering, math.
  - These areas are principal economic engines: create high-end, knowledge-based jobs; expand into commercial, incubator space; expand into global markets.
- Secondary Target: professional services industry; emphasis on such areas as financial services, accounting, marketing/ PR/ media, construction/ development/ commercial real estate and human resource recruiting.
- Potential Targets: Strategic opportunities in other sectors, however, such as clean energy and green technology.

Target Region	Local	Regional	National	Global
	<ul style="list-style-type: none"> <li>• All Industries</li> </ul>	<ul style="list-style-type: none"> <li>• Biotech and Life Sciences</li> <li>• IT and AT</li> <li>• Professional Services</li> </ul>	<ul style="list-style-type: none"> <li>• Biotech and Life Sciences</li> <li>• IT and AT</li> <li>• Government Contractors</li> <li>• Multi National Corporations</li> <li>• Professional Services</li> </ul>	<ul style="list-style-type: none"> <li>• Biotech and Life Sciences</li> <li>• IT and AT</li> <li>• Multi National Corporations</li> <li>• Green Technology</li> </ul>
Target Size	All	Medium and Large	Medium and Large	Medium and Large



# Current DED Marketing Outreach Efforts

Marketing Effort Type	Example
Business Visitation	Blu Water Day Spa, Wedding Wire
International Missions	India, China
Networking	MWMCA Spring Breakfast
Business Events	Business Appreciation Week
Industry Trade Shows	Bio2008, San Diego

- In the past two years, DED has organized a number of international business development activities, including
  - Fall of 2007: Trade mission to India
  - Fall of 2008: Trade mission to China/Korea
  - Fall of 2008: Hosted six Spanish biotech companies from the northern region of Spain seeking potential partnerships, alliances, and office/incubator space in the County
- Seven Montgomery County companies (more than any other Maryland county) received ExportMD grants from the State of Maryland's Office of International Trade and Investment in the first and second quarters of FY09.
- Four of the seven companies used the funds to participate in the County's business development mission to Korea & China.



# DED Packaging and Branding

Goal: increased recognition of Montgomery County as a leading location for existing and new businesses in the national and international media.

- DED’s PR arm will continue to coordinate with the County’s Office of Public Information to achieve maximum exposure in the media for the department’s programs, services, and initiatives on all appropriate County/cross-departmental media advisories and releases.
- The PR arm will continue to foster internal and external communications and relationships with local, regional, national, and international media outlets; targeted industry organizations ;and public- and private-sector partners to get the County’s message out to the broadest possible audience.
- DED will coordinate with the Public Information Office and the Department of Technology Services to communicate the County’s economic development messages and business success stories (i.e. the “I Am Montgomery” campaign).





# DED Packaging and Branding: I Am Montgomery

## I AM MONTGOMERY

“The [county’s] incubator lab at the Shady Grove Innovation Center played an important role in our early growth as a non-profit working to develop new TB vaccines.”



Jerald C. Sadoff, MD  
President and CEO  
Aeras Global TB Vaccine Foundation

*The Aeras Global TB Vaccine Foundation* is a global non-profit research organization working to ensure rapid development and ample vaccine distribution to eliminate TB throughout the world. And it is one of Montgomery County’s many outstanding corporate citizens. Aeras and its product development partners around the world have narrowed the choices for an effective TB vaccine to a “prime-boost” strategy that is highly promising for prevention of the disease.

“Montgomery County has been very good to us,” says Aeras President and CEO Dr. Jerald C. Sadoff. “We chose to locate here because of the proximity to the National Institutes of Health and the Food and Drug Administration, which are so critical to our work to develop new vaccines for tuberculosis.

“This area also gives us access scientists from world class research institutions located nearby, such as Johns Hopkins University and the University of Maryland. It is a win-win because highly skilled PhDs

want to live in a place like Montgomery County and we need them to fill expanding spaces on our team.

“Montgomery County is home to one of the nation’s leading biotech corridors. Having access to the best minds in genomics, vaccine development and manufacturing adds tremendous value to our organization. This access will help us reach our goal to develop a new tuberculosis vaccine faster.

“There are many outstanding resources in Montgomery County available to start ups. The incubator lab at the Shady Grove Innovation Center played an important role in our early growth as a non-profit working to develop new TB vaccines.”

To learn how your company and Montgomery County can thrive together, call us or visit our Web site. Discover why, in Montgomery County, our people are our most valuable asset.

Montgomery County’s Business Innovation Network is helping six India-based companies hatch new business in North America.

Is your company ready to join them?



The Montgomery County Department of Economic Development joins in congratulating the P&B 53 and is a proud sponsor of this event.



*One in a series of ads featuring Montgomery County’s outstanding corporate citizens.*

MONTGOMERY COUNTY, MARYLAND  
Department of Economic Development  
240-777-2000 | [SMARTMontgomery.com](http://SMARTMontgomery.com)



MONTGOMERY COUNTY, MARYLAND  
Department of Economic Development  
[SMARTMontgomery.com](http://SMARTMontgomery.com) | 240-777-2000



CountyStat

# DED Packaging and Branding: Summary of Recent Activities

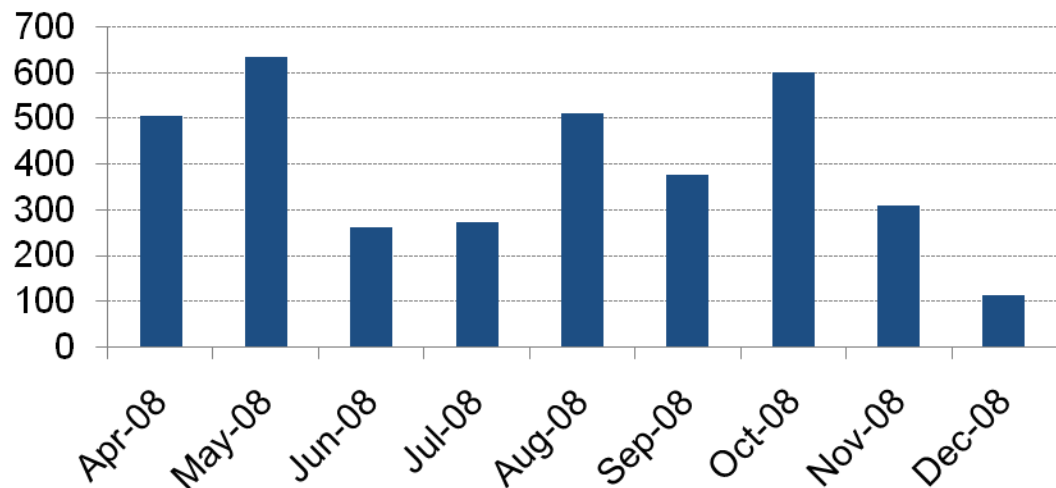
- Produced more than 40 press releases
  
- Media outreach resulted in 70 news stories in FY08 in such publications as:
  - The DC Examiner
  - Washington Post
  - Washington Chinese News
  - The Gazette of Politics and Business
  - Asian Fortune
  - Washington Business Journal
  - Fortune Small Business
  - News Channel 8
  - CNN-Local



# DED Web Presence

- Creation of a viable web presence is essential to meeting DED's strategic marketing and business promotion goals because it is often the first impression potential business developers interact with
- DED evaluated the current web presence and focused on the advantages and disadvantages of the current web presence
- DED researched best practices and created recommendations on how to improve the web presence

Monthly SmartMontgomery.com Hits



DED has started to track hits to the SmartMontgomery.com website that links to the County website



# DED Marketing Visibility: Google Page Rank

**Google Page Rank** - Indicator based on results from a "ballot" among all the other pages on the World Wide Web that documents the importance of a page.

- A hyperlink to a page counts as a vote of support.
- The PageRank of a page is defined recursively and depends on the number and PageRank metric of all pages that link to it ("incoming links").
- A page that is linked to by many pages with high PageRank receives a high rank itself. If there are no links to a web page there is no support for that page.

## Initial Search Window

Web Images Maps News Shopping Gmail more ▾

Google "economic development" + county Search [Advanced Search](#) [Preferences](#)

Web Results 1 - 10 of about 4,100,000

[Fairfax County Economic Development Authority :: Fairfax County ...](#)  
Fairfax County Economic Development Authority (FCEDA) promotes Fairfax County, Virginia, as a world-class center of commerce and trade and the technology ...  
[www.fairfaxcountyeda.org/](#) - 46k - [Cached](#) - [Similar pages](#)

[Los Angeles County Economic Development Corporation](#)  
Los Angeles County Economic Development Corporation.  
[www.laedc.org/](#) - 11k - [Cached](#) - [Similar pages](#)

[Frederick County Office of Economic Development : Frederick, Maryland](#)  
The Frederick County Office of Economic Development (OED) serves as the primary contact for relocating and assisting existing businesses within Frederick ...  
[www.discoverfrederickmd.com/](#) - 23k - [Cached](#) - [Similar pages](#)

[Prince George's County Economic Development Corporation](#)  
Focused on highlighting the business advantages and opportunities available within the county. Includes overview, demographics, small business assistance, ...  
[www.pgcedc.com/](#) - 9k - [Cached](#) - [Similar pages](#)

[Home Page, Economic Development, County of Sacramento, California, USA](#)  
Revised Request for Proposals - To streamline the proposal submittal process, Sacramento County Economic Development revised the Request for Proposals (RFP) ...  
[www.economic.saccounty.net/](#) - 24k - [Cached](#) - [Similar pages](#)

[Howard County Economic Development Authority](#)  
Because of its stable and friendly business climate, Howard County has attracted both national and international companies from a wide variety of ...  
[www.hceda.org/](#) - 21k - [Cached](#) - [Similar pages](#)

[Pinellas County Economic Development](#)  
Pinellas County Economic Development 13805 58th Street North, Suite 1-200 Clearwater, Florida 33760 Phone 888-759-5627 Fax 727-464-7053.  
[www.pced.org/](#) - 10k - [Cached](#) - [Similar pages](#)

[Riverside County Economic Development Agency > EDA Home](#)  
Riverside County EDA increases jobs, wages and capital investment in the heart of southern California. From jobs to housing to community events, ...  
[www.rivceda.org/](#) - 35k - [Cached](#) - [Similar pages](#)

[Bucks County Economic Development Corporation](#)  
Bucks County Economic Development Corporation (BCEDC) is your contact for the resources your company needs to grow in - or relocate to - Bucks County. ...  
[www.bcdec.com/](#) - 12k - [Cached](#) - [Similar pages](#)



# DED Marketing Visibility: Initial Page Rank Findings

- CountyStat analyzed the ability of the public and business community to access information about economic development within Montgomery County
- Initial analysis of Google Page Rank demonstrated that it is not likely that the website is generating a high level of importance compared to peer jurisdictions

Google Search Term	Montgomery County	Fairfax County	Frederick County	Calvert County	Baltimore County	Arlington County	Prince Georges County	Prince William County	Rockville City	Howard County	Charles County
"economic development"	606	9	45	61	150	156	223	249	291	350	524
"economic development" + county	121	1	4	51	65	278	3	118	NA	5	112
"economic development" + Maryland	11	NA	9	12	30	NA	28	NA	15	93	17



# DED Explanation of Google Page Rank Findings

- Low rank attributable to DED being embedded in the County's site.
- There are few direct links to and from the DED home page.
- DED has limited search engine optimization capabilities.

Of the 16 economic development agencies in the greater Washington area, only two do not have stand-alone web sites (Montgomery and Clarke Counties)



# DED Marketing Visibility: Updated Page Rank

Google Search Term	29 October 2008	14 January 2009
"economic development"	606	187
"economic development" + county	121	10
"economic development" + Maryland	11	25

Since October 2008 DED website moved from page 12 to page 1 on the Google Page Rank for the search term, "economic development" + county



# Steps for Improving Google Page Rank

- Use descriptive links, web page titles, and content (like insert the words Economic Development in titles)
- Link with other web pages, perhaps maintained by other departments
- Use the Advanced Search to conduct a page-specific search to determine who's linking to you
- Design the web site with in an organized and well thought-out manner
- Use static text links as much as possible
- Create a site map(s) or web crawler page(s) and register the page with Google, Yahoo, etc...
- Use text instead of images to display important names, content, or links. The Google crawler doesn't recognize text contained in images (i.e. Council Packets PDF Files)
- Keep content current and fresh. Utilize the Content Approver Reports in Content Management System for a freshness status
- Regularly check for broken links and correct HTML syntax





# DED's Evaluation of Advantages of Having DED Site Within County Portal

- Provides information to general citizen constituents and local companies who typically turn to the County's home page
- Shared technological resources with DTS
- DED isn't using its own resources
- Important for DED to have a presence on the County's web site



# DED's Evaluation of Disadvantages of Having DED site Within County portal

- DED is buried within a wealth of other County information unrelated to economic development
- Due to our lack of interactivity, our audience cannot easily retrieve the information they need to make important location decisions
- There are limited multi-media opportunities (i.e. podcasts, video streams, blogs and other social networking tools) to get the DED story out
- There is no ability to register and track the unique characteristics of our users
- DED is unable, given all of the above, to enter into best practice competitions
- DED is limited in its ability to use interactive technologies that are available and are being used on other jurisdiction's sites
- Because of this lack of interactive capabilities, DED cannot act as a clearinghouse of information that is generated by local business organizations and related private sector partners
- The look and feel of a County site is not attractive to DED's target audience
- DED needs a commercial look versus a governmental look and feel



# DED Observed Web Site Best Practices

- The majority of economic development entities feature stand-alone Web sites
- Interactivity, which provides visitors with more accurate and timely data
- “WOW” factor design
- Use of cutting-edge technologies
- Responsive to the information needs of users by category (i.e. those starting a business, those wishing to relocate to the County, those looking for statistics, etc.)
- Clearinghouse capabilities, which can be accomplished by allowing partners to post their own information (i.e. local events, information on commercial buildings and sites)
- A user registry, which allows an agency to establish new relationships and target its information



# DED Website Recommendations

- DED to maintain static page on the County website; however, users requiring specific information will be redirected to a stand-alone DED web site.
- DED will publicize its stand-alone website versus the County-based DED home page.
- DED should use website design that is optimized for major search engines and incorporates “wow” factor design with dynamic and interactive capabilities. In the long-term, DED should add GIS capabilities into its website.
- Dedicate DTS staff to assist DED technological requirements related to the design, development ,and maintenance of a new DED Web site.
- Connect GIS services to the DED website
- DED should identify funds in budget for consultant to design stand-alone website.
- New stand-alone site should encompass best practices.



# Recommendations: Stand-alone, WOW-factor site

Design geared toward economic development audience

Rich graphics

Multimedia support

The screenshot shows the Howard County Economic Development Authority (HCEDA) website. At the top right, it features the text "2006 WEALTHIEST ZIP CODES IN GREATER BALTIMORE AREA" and "BALTIMORE BUSINESS JOURNAL". The main navigation bar includes links for HOME, LINKS, CONTACT, SITE MAP, and a SITE SEARCH field with a GO button. The central content area is titled "EXPLORING HOWARD COUNTY" and includes a map of the county with labels for various locations like Cooksville, West Friendship, Ellicott City, Columbia, Clarksville, and BWI AIRPORT. A sidebar on the left lists categories such as DOING BUSINESS, QUALITY OF LIFE, REAL ESTATE INVENTORY, GOVERNMENT TECHNOLOGIES, DEMOGRAPHICS, THE CENTER FOR BUSINESS & TECHNOLOGY DEVELOPMENT, AGRICULTURE, NEWS & INFORMATION, and ABOUT THE EDA. Below the sidebar, there is a "FEATURED ONLINE VIDEO" section with a video player and a description. The main content area also includes a "WELCOME TO THE HOWARD COUNTY ECONOMIC DEVELOPMENT AUTHORITY (HCEDA)" section with a "Learn more..." link, an "ANNOUNCEMENTS" section for "COMMUTER BUS SERVICE" effective January 12, 2009, and a "SUBSCRIBE TO OUR E-NEWSLETTER" section. The bottom right corner features "UPCOMING EVENTS" for January 21, 2009 and February 12, 2009. Annotations with arrows point from the text boxes on the left to specific elements on the website: the first points to the top navigation bar, the second points to the map, and the third points to the featured video player.



# DED Recommendations: Flash Graphics Support

Clickable map

Support for flash graphics

**GOVERNMENT TECHNOLOGIES**

**DEMOGRAPHICS**

THE CENTER FOR BUSINESS & TECHNOLOGY DEVELOPMENT

AGRICULTURE

NEWS & INFORMATION

ABOUT THE FDA

## DEMOGRAPHICS

Howard County has been one of Maryland's fastest-growing regions, increasing its population by 34% over the past decade. Population is projected to grow to 327,635 by 2035, according to the Howard County Department of Planning and Zoning. Currently, the County's citizens are the wealthiest in Maryland and among the most affluent in the nation. According to the 2007 American Community Survey Howard County's Median Household Income of \$101,672 ranked third in the country.

Receive periodic updates to county news and events.

-> SUBSCRIBE

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**NEWS RELEASES**

January 8, 2009  
[Howard Technology Council Seminar for Ja...](#)

December 15, 2008  
[Susquehanna Bank Wraps up 2008 as the Th...](#)

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**UPCOMING EVENTS**

January 21, 2009  
[How to Make Technology Really Work for People - How Easy it is to Get it Wrong](#)

February 12, 2009  
[Smart Start to Business Success](#)

February 26, 2009  
[Writing Your Own Farm Business Plan](#)

**FEATURED ONLINE VIDEO**

View the Center for Business & Technology Development's video to find out more about our programs for greater chances of success.

Windows Media  
Quicktime

SITE CONSULTANTS

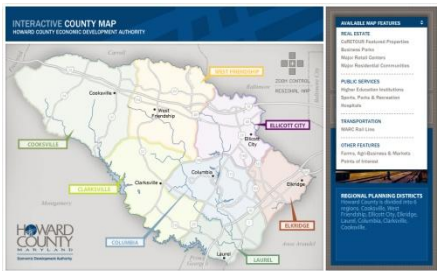
INTERACTIVE COUNTY MAP

HOWARD COUNTY WEBSITE

6751 Columbia Gateway Drive  
 Suite 500  
 Columbia, MD 21046  
 t : 410.313.6500  
 f : 410.313.6525  
[Driving directions](#)  
[Fill out our contact form](#)

**DEMOGRAPHIC OVERVIEW**

Estimated Population	282,169
Estimated Households	104,739
Estimated Persons Per Household	2.76
Estimated Average Household Income*	\$118,688
Estimated Median Household Income*	\$101,672



# DED Recommendations: Interactive Maps

**INTERACTIVE COUNTY MAP**  
HOWARD COUNTY ECONOMIC DEVELOPMENT AUTHORITY

The map displays Howard County, Maryland, divided into six regional planning districts: Cookville, Clarksville, Columbia, West Friendship, Ellicott City, and Elkridge. Each district is color-coded and labeled with a callout box. The map includes major roads, water bodies, and surrounding counties (Carroll, Baltimore, Anne Arundel, Prince Georges, Montgomery, and Frederick). A zoom control and regional map button are visible in the top right corner.

**AVAILABLE MAP FEATURES**

- REAL ESTATE**
  - CoRETOUR Featured Properties
  - Business Parks
  - Major Retail Centers
  - Major Residential Communities
- PUBLIC SERVICES**
  - Higher Education Institutions
  - Sports, Parks & Recreation
  - Hospitals
- TRANSPORTATION**
  - MARC Rail Line
- OTHER FEATURES**
  - Farms, Agri-Business & Markets
  - Points of Interest

**REGIONAL PLANNING DISTRICTS**  
Howard County is divided into 6 regions: Cookville, West Friendship, Ellicott City, Elkridge, Laurel, Columbia, Clarksville, Cookville.

Flash map allows visitor to select the information they need and display it the way they want.



# DED Recommendations: SQL and GIS Support

The screenshot displays the Charlotte Regional Partnership website interface. At the top, the logo for the Charlotte Regional Partnership is visible, along with navigation links: Home Page, Sites & Buildings, E-mail Us, About Charlotte USA Prospector, FAQ, and Help & Instructions. The main content area is divided into three sections:

- Map:** A GIS map of the Charlotte region, showing major highways (I-77, I-85, I-95) and surrounding areas like Greensboro, Hickory, Kannapolis, Concord, Gastonia, Charlotte, and Rock Hill. The map includes a scale bar (0 to 84.04 miles) and navigation controls.
- Search by Property Type and Size:** A search panel with the following options:
  - Type: All Property Types (selected), Office Building, Industrial Building, Vacant Land
  - Minimum Size: 30000
  - Maximum Size: 95000
  - Units: Square Feet
  - properties for lease:
  - properties for sale:
  - Certified Sites: No
  - Rail: Yes
  - Minimum Ceiling Height: [ ] Feet
  - County: All Counties (selected), Alexander, Anson, Cabarrus, Catawba
- Search by Address:** A search panel with the following options:
  - Address: [ ]
  - Zip Code: [ ] (Optional)

Below the map, there is a "Display on map:" section with checkboxes for various features: Airports, Golf Courses, Hospitals, Parks (checked), Railroads, Recreational Areas, Retail Centers, Transportation Terminals, Water Bodies (checked), and Zip Codes. A legend indicates that blue represents Water Bodies and tan represents Counties.

SQL database and GIS support allow visitors to enter search criteria for the information they need...





# DED Recommendations: Dynamic and Interactive

...and display it in a way that is meaningful and effective.

**Display on map:**

- Airports
- Golf Courses
- Hospitals
- Parks
- Railroads
- Recreational Areas
- Retail Centers
- Transportation Terminals
- Water Bodies
- Zip Codes

*Some layers may only be visible after zooming in.*

**Legend**

- places
- Water Bodies
- Counties

Printable Email Acrobat Word Excel

New Search

**Selected Properties**

9 properties were found  
1-9

1.	<input type="checkbox"/>		<a href="#">American Century Home</a>	566,418 SqFt Min Ceiling:18
2.	<input type="checkbox"/>		<a href="#">PPG (J.A.M.) Warehouse</a>	193,073 SqFt
3.	<input type="checkbox"/>		<a href="#">920 Black Satchel Rd Suites D &amp; E</a>	126,400 SqFt Min Ceiling:28
4.	<input type="checkbox"/>		<a href="#">VIP</a>	75,000 SqFt Min Ceiling:26
5.	<input type="checkbox"/>		<a href="#">Parkdale 9 Facility</a>	66,000 SqFt Min Ceiling:12
6.	<input type="checkbox"/>		<a href="#">Broad Street Bonded Warehouse</a>	52,822 SqFt Min Ceiling:8
7.	<input type="checkbox"/>		<a href="#">RP Machine</a>	50,000 SqFt Min Ceiling:25
8.	<input type="checkbox"/>		<a href="#">Spectrum Dyed Yarns</a>	46,000 SqFt Min Ceiling:10
9.	<input type="checkbox"/>		<a href="#">H &amp; H Warehouse</a>	66,600 SqFt Min Ceiling:18

**Compare Properties**

Save Selected Saved Sites

**DIRECTIONS FOR VIEWING PROPERTIES:**  
Select a property by clicking on a property link listed above or a property shown on the map.

**DIRECTIONS FOR SAVING PROPERTIES:**  
To save a property click on a checkbox and then click on the Save Selected button. To view the saved properties click on the "Saved Sites" button or icon.

