

JOBS NOW! 2007 PROGRAM PLAN

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EXECUTIVE SUMMARY

Jobs Now! is a five-year regional program focused on three goals – to help:

1. Create 35,000 net new jobs.
2. Generate \$2.5 billion in new non-residential capital investment.
3. Improve wages by an overall average of \$5,000 per job.

This unique economic development program is a unified regional work plan that utilizes an unprecedented partnership between the East Tennessee Economic Development Agency, the Knoxville Area Chamber Partnership and the Oak Ridge Economic Partnership. The key strategies used to realize these goals are:

1. A targeted, regional marketing and business recruitment effort.
2. An aggressive and proactive business retention and expansion program.
3. A business start-up program that encourages regional entrepreneurship.
4. The integration of technology, the region's key economic differentiator, into all aspects of the program.
5. The preparation of the regional workforce to compete for 21st century jobs.

The Jobs Now! Partners will implement a comprehensive marketing and recruiting strategy for the Knoxville-Oak Ridge region. A distinct business message will be marketed to both targeted industries and individual companies. The partners will communicate the message effectively by utilizing a regional brand, marketing the brand to very specific audiences and enhancing ongoing lead generation and follow-up methods.

Seventy-five percent of the region's new jobs and investment come from existing business expansions. This warrants a continued emphasis on service after the sale. The partners will implement a robust and aggressive retention and expansion effort by targeting companies with a more effective communications effort, developing a fair incentive package for expanding companies and responding quickly to company needs.

Internal growth will accelerate by providing the local resources that promote, grow and sustain successful local start-ups. The Jobs Now! Partners will support and enhance existing efforts to facilitate access to capital and recruit entrepreneurs, managers and technology workers inside and outside the region.

Technology transfer and workforce preparedness are perhaps the most important challenges facing the Innovation Valley over the next twenty years. The ability to start, grow and attract new companies will depend on the region's ability to innovate and supply an entrepreneurial, innovative and productive workforce to create and also compete for the jobs of the future. The partners will address some immediate concerns but more importantly, develop the framework for a long-term, regional plan to address the Innovation Valley's future technology and workforce development needs.

The Jobs Now! partners are building results from a blueprint for success – a program plan that provides clear objectives, effective strategies and specific metrics within the core economic development functions.

INTRODUCTION

In launching the Jobs Now! initiative, community leaders joined together in an unprecedented economic development effort to grow, develop and significantly improve the quality of life for citizens in the Innovation Valley.

Jobs Now! will invest almost \$12 million in the region's economic future over a 5-year period. It is a focused, comprehensive initiative designed to attract, expand and create businesses, which will produce better jobs and more prosperity for the residents of the region.

The major economic development organizations in the region have unified their efforts under the Jobs Now! program to produce tangible results and eliminate duplication of efforts. The program is results-oriented and contains measurable goals. The plan has been developed to clearly define the strategies, budgets and responsibilities for achieving the 5-year goals.

Jobs Now! is a regional program focused on achieving three primary goals – to help:

1. Create 35,000 net new jobs.
2. Generate \$2.5 billion in new non-residential capital investment.
3. Improve wages by an overall average of \$5,000 per job.

Jobs Now! Five-Year Goals, Cumulative Annual Targets

	2003-05	Actual	2003-06	2003-07
Jobs from Recruitment	1,695	3,167	2,460	3,225
Investment	\$239M	\$417M	\$346M	\$454M
Jobs from Expansion	7,595	10,935	11,060	14,525
Investment	\$1,069M	\$1,427M	\$1,557M	\$2,045M
TOTAL INVESTMENT	\$1,308M	\$1,844M	\$1,904M	\$2,500M
WAGES	\$37,608	\$38,748	\$39,708	\$40,908
NET NEW JOBS	18,305	20,511	26,640	34,975

Source: Net new jobs – US Bureau of Labor Statistics; Wages – US Bureau of Economic Analysis; Investment – Tennessee Department of Economic and Community Development

Strategic planning yielded a prioritized list of action items required to achieve the Jobs Now! goals. The partners from the East Tennessee Economic Development Agency (ETEDA), the Knoxville Area Chamber Partnership (KACP), the Oak Ridge Economic Partnership (OREP) and the Jobs Now! Investors Council have identified five critical program strategies:

1. Regional marketing and business recruitment
2. Business retention and expansion
3. Business start-ups / entrepreneurial activities
4. Program-wide technology integration
5. Program-wide workforce development support

The team developed and prioritized the key objectives for each program strategy. Roles, responsibilities, schedules and budgets for 2007 are based on the established priorities.

STRATEGIC PARTNERS

Jobs Now! is a unique model of private and public sector cooperation in economic development. The regional approach, with its consortium of strategic partners, eliminates duplication and establishes a single point of contact for one of the most attractive business regions in the Southeast.

Strategic partners include:

The Tennessee Valley Authority (TVA)

Jobs Now! partner ETEDA, with support from the area's local power distributors, is TVA's industrial development partner for the East Tennessee region. TVA's regional economic development office is co-located with ETEDA. The partnership brings additional resources to the marketing and recruitment efforts for the region.

The Tennessee Department of Economic and Community Development (ECD)

The regional and state offices for industrial development, existing industry, industrial training and community development are co-located with ETEDA. This allows ETEDA and ECD to closely coordinate their efforts to attract new industry to the Innovation Valley. Integrated industrial development efforts create a regional strategy that is extremely effective and tightly focuses limited resources.

The University of Tennessee / Battelle Memorial Institute

As manager of the Oak Ridge National Laboratory (ORNL), UT-Battelle has reinvigorated the commercialization and attraction efforts of this unique facility. UT-Battelle contracts resources and personnel with Jobs Now! to market ORNL as an asset to prospective East Tennessee companies.

Local Economic Development Organizations

Jobs Now! partners with the local economic developers in the 16-county region to effectively market the business advantages of this high-opportunity area.

Technology 2020

Tech 2020's priority is to help start new technology businesses and provide assistance to maximize their potential to create new jobs for our region. Through direct assistance, capital formation and a close relationship with ORNL, Tech 2020 is a key partner in the formation and growth of the Innovation Valley technology base.

Tennessee Small Business Development Center

The Tennessee Small Business Development Center (SBDC) assists small businesses through the cooperation of the Pellissippi State Community College and the Small Business Administration. The SBDC is designed to provide comprehensive assistance to small businesses, thereby promoting growth and increasing productivity in an effort to foster greater "economic gardening" in the Knoxville area.

MARKETING & BUSINESS RECRUITMENT

Overview and Objectives

Regions throughout the Southeast, the nation and even the world are aggressively competing for the new jobs and investment that growing companies generate. Influencing where companies go – and the individuals behind those decisions – is the primary goal of the marketing and business recruitment program.

Convey the Innovation Valley’s distinct business advantages to business decision makers to create awareness, interest and action. Priority objectives are to:

1. Determine target audiences: choose site consultants in active markets and target industry specializations. Pursue targets in less competitive regions.
2. Integrate marketing strategy: promote the region as a world-class business location using a progression of vertically integrated communication channels.
3. Emphasize service after the sale: make cuts and close deals by expanding an ongoing follow-up and fulfillment strategy.

Objective 1 – Determine Target Audiences

Choose site location consultants in active markets and target industry specializations. Pursue targets industries in less competitive regions.

Rationale

The Jobs Now! Partners must focus on selected audiences for efficiency and effectiveness. Industry and geographic targets are selected using several criteria:

- Location quotient, which is a measure of competitive advantage.
- Environmental impact, including air and water emissions.
- Wages and benefits of the industry.
- Trend data analyzing sectors with the greatest amount of prospect activity.

Geographic regions are targeted using several factors including:

- Cost (corporate, property and personal tax burden, overall business costs)
- Labor (availability, skill level, cost)
- Accessibility (direct flight availability)
- Customer base (concentration of potential or existing clusters)
- Regulation (legal, labor or environmental laws)

Targeted Business Sectors

- | <i>Manufacturing</i> | <i>Distribution</i> | <i>Corporate Office</i> | <i>Technology</i> |
|------------------------|---------------------|-------------------------|-------------------|
| • Auto suppliers | • Warehousing | • Headquarters | • Nanotechnology |
| • Machinery | • Packaging | • Shared services | • Instruments |
| • Medical devices | | • Media | • Environmental |
| • Watercraft suppliers | | | |

Targeted Geographic Regions

- | <i>Corporate</i> | | <i>Site Consultants</i> |
|------------------------|-----------|-------------------------|
| • Southern CA | • Florida | • Atlanta |
| • Midwest (MI, IN, OH) | • Ontario | • Dallas |
| • New England | • Quebec | • New York / New Jersey |

MARKETING & BUSINESS RECRUITMENT (continued)

Objective 2 – Integrate Marketing Strategy

Promote the Innovation Valley as a world-class business location using a progression of vertically integrated communication channels.

Rationale

Since business decision-makers are influenced by the frequency of impressions, an important aspect of the planning process involves communicating one message through vertically integrated channels to make multiple impressions on our target audiences.

The team will continue to utilize five channels of communication to execute the 2007 plan with some inter-channel modifications:

- A. Internet Marketing
- B. Advertising
- C. Media
- D. Events
- E. Direct Contact

A. Internet Marketing

Priority: to make www.knoxvilleoakridge.org the primary regional interface and marketing tool for the Innovation Valley.

- The internet is becoming the tool of choice for site selection or elimination.
- Direct contact leads from our website increased 118% in the past year.
- Over 70% of decision makers use the internet during site location searches.
- The web offers the ability to reach a worldwide audience at a very low cost.
- A website is a marketing tool that has a nearly limitless, dynamic life cycle.

Action Items

Modify three sections of the website:

- An audience focused homepage - reduce unproductive clicks by adding flash media dropdown menus and direction on the homepage.
- Information Center – add more data points and offer more download options.
- TVAsites.com – work with the vendor to provide more flexibility in the search mechanism by creating a map-based interface.

Add new features to the website:

- Target industry section that will allow users to download presentation quality collateral material with detailed information on specific industry sectors.
- Translations in 4 languages will be added to the general overview sections of the website along with lists of international companies by country of origin.
- Map room with downloadable maps in multiple formats for prospects and economic development partners. Maps will have varying themes including transportation, labor and customized site specific.
- Presentation quality, downloadable PDF summaries of county information for prospects and economic development partners.

MARKETING & BUSINESS RECRUITMENT (continued)

Objective 2 – Integrate Marketing Strategy

B. Advertising

Priority: Drive prospects to the website by reallocating budgets from print / electronic to an electronic intensive media advertising campaign.

- Support efforts to make the website the region's primary marketing interface.
- Costs are up to 80% lower than print media.
- Ability to increase frequency in vertical publications by 10-12 times.
- Reach larger audiences by advertising in higher end publications.

Action Items

- Create an advertising campaign to place ads in high-level business publications highlighting the Innovation Valley's hidden assets (i.e., nanoscience at ORNL, well-known corporate headquarters and Knoxville's large media presence).
- Place customized targeted ads in key online industry publications for the automotive, machinery, medical device, boat building and nanotechnology sectors.
- Target advertising in online site selection publications around prospecting missions, trade shows and editorial calendars.
- Utilize web-optimization services and push advertising to effectively drive more users to the website.

C. Media

Priority: Reinforce a positive image of the region and its business climate in the minds of business decision makers and the community.

- 45% of decision makers cite news articles as a key information source.
- The value of editorial copy is higher than advertising.

Action Items

- Work to place articles about the region, people or companies in national and international business publications.
 - Establish and foster relationships with writers and editors.
 - Utilize services to mine ideas and publish articles.
 - Host writers from targeted industry and site publications to the region.
 - Utilize a more top of mind approach to communications to take advantage of emerging stories and trends in the marketplace.
- Promote the Innovation Valley within the region to create awareness with business travelers and goodwill in the community.
 - Continue current regional marketing efforts at the airport, with billboards and investors promoting the region as a business location.
 - Expand inter-regional marketing efforts to convention centers, hotels, selected investors, UT and ORNL.
 - Initiate an internal and external public awareness campaign highlighting the region's unique companies and stories.
 - Encourage partners and local businesses to use the regional brand.

MARKETING & BUSINESS RECRUITMENT (continued)

Objective 2 – Integrate Marketing Strategy

D. Events Marketing

Priority: Partner with other regions and couple events with prospecting missions to generate additional business leads when appropriate. Maintain an aggressive schedule at target industry events.

- Marketing at events or conferences provides a direct interface with a large number of decision-makers in a selected target audience.
- Events are a forum to make personal contact and gain industry intelligence.
- Lead generation becomes more cost effective when the universe of potential business leads is expanded to include a prospecting mission and the expenses are shared with other strategic partners.

Action Items

- Arrange prospecting visits outside the event location (see direct contact).
- Build databases of attendees and exhibitors and carry out direct mail, email and call campaigns to screen lists for potential business leads.
- Utilize local co-branding opportunities and relationships to build industry networks and develop customized material.
- Utilize the business retention and expansion visitation program, local chambers and investors to mine for industry contacts.
- Join target industry associations to gain intelligence and build networks.

E. Direct Contact

Priority: Initiate sustained contact campaign to establish relationships early in the project life cycle and develop more mature business leads.

- Direct contact is the most effective lead generation method in the program.
- Lead generation has increased by 15% using direct contact.
- Relationship building with a company upstream (18 – 60 months) in the decision cycle increases the probability of a location in the future.
- Over 50% of site consultants cite meetings with economic developers as a leading information source.

Action Items

Direct corporate contact – those corporate decision makers managing the process:

- Initiate a prospect development program resulting in 4 - 6 market prospecting missions annually.
- Research / develop target industry lists and determine list of target regions.
- Conduct a sustained contact program of 300-500 companies per month.
- Build the Customer Relationship Management (CRM) database with immediate, short and long term business leads.

Site Consultants – third party facilitators who bring 50% of region's active projects:

- Continue to refine a dynamic target list of site consultants.
- Visit site consultants in major markets 10-12 times annually.
- Host 2 - 3 luncheons in major markets like New York, Dallas and Atlanta.
- Host individual site consultants to the region for familiarization tours.
- Host site consultant group to Blackberry Farm to showcase the region.

MARKETING & BUSINESS RECRUITMENT (continued)

Objective 3 – Emphasize Service after the Sale

Increase winning percentages by expanding an ongoing follow-up and fulfillment strategy.

Rationale

Follow-up and fulfillment is a thorough process designed to cultivate a relationship between staff and potential prospects that continues through a project decision. Converting a lead to a location is the most time consuming and difficult part of the process at the regional and local level. This phase of the process can take from 6-18 months to complete, and with a low conversion rate, economic developers often have nothing to show for their time and effort. Nothing less than a first-class follow-up and fulfillment effort will do.

Action Items

- Deploy the latest productivity tools to enhance the follow-up process.
- Intensify follow-up activities to generate more prospects, manage relationships and provide service after the sale.
- Enhance project fulfillment activities to increase the business lead / active project / site visit ratio.

Lead Cultivation:

- Following each event or market visit, staff will meet to discuss the activity and determine the appropriate follow-up communication for each new lead.
- Enter leads into a CRM database where a regular and systematic follow-up process will be assigned to the contact.
- Respond to leads with requested information and follow-up within 7 days after information has been received.
- Qualify leads to categorize appropriately for ongoing follow up.
- Maintain regular contact to remain on the company's radar as a viable region for its next expansion project, as well as regularly highlighting the region's advantages, recent success stories, testimonials by local company executives, etc.
- Call inquiries periodically on the status of the company's expansion plans.
- Review of leads annually by project team to determine future course of action.

Project Management:

- Work with prospect to identify physical asset needs.
- Share project information with partners (ECD, TVA) and determine which properties within the region that meet the company's needs.
- Provide information to the prospect and request a visit to the region.
- Coordinate site visit with partners and local economic development organizations to ensure a highly productive visit.
- Allow prospect to determine most suitable sites within region and work with local economic development organizations representing those properties.
- Provide technical assistance on RFP customization, packaging of proposals, training, and support to local economic development organization projects.
- Remain in contact with the prospect until a final decision on the project is made.

BUSINESS RETENTION AND EXPANSION

Overview and Objectives

As competition among regions increases and business location decisions become more fluid, business retention and expansion programs have taken on greater importance. With the threat of business defections, and the understanding that the bulk of job growth over time comes from local business expansion, the Jobs Now! Partners are committed to a robust Retention and Expansion Program

Encourage retention and help facilitate expansion of existing business to diversify and strengthen the regional economy. Priority objectives are to:

1. Refine the message – create collateral material describing the region’s existing industry services.
2. Identify and prioritize companies – those companies that show the greatest propensity to grow or relocate.
3. Aggressive communications – build a company list and communicate the benefits of the existing industry services program.
4. Emphasize service after the sale – for competitive expansions, make the cut and close the deal utilizing the business recruitment follow-up and fulfillment strategy.

Objective 1 – Refine the Message

Create collateral material outlining the region’s existing industry services.

Rationale

Provide a concise update of the services offered by the Jobs Now! Partners. The collateral material will serve as the foundation of the communications program.

Action Item

- Work with the Partners and the creative team to build a print and electronic information package, including brochures and a website.

Objective 2 – Identify and Prioritize Companies

Identify companies that show the greatest propensity to grow or relocate.

Rationale

With limited resources and staff, the Jobs Now! Partners must focus on those companies that show the greatest propensity to grow or relocate.

Action Items

Utilize Synchronist software to identify the target list of companies. Synchronist:

- Identifies companies with the best growth or relocation potential.
- Creates a proprietary database and gives decision makers critical insight.
- Maximizes the value of meeting company executives.
- Captures consistent results regardless of interviewer skills.

BUSINESS RETENTION AND EXPANSION (continued)

Objective 3 – Aggressive Communications

Build a company list and communicate the benefits of the existing industry services program.

Rationale

Companies will oftentimes initiate an expansion or relocation process without informing local officials. Sometimes this is done for confidentiality, but most of the time it is done because the company may be unaware of its local options. The probability of a company staying and growing increases with the ability to understand its plans and options early in the process. An aggressive communications component enables this early intervention.

Action Items

- Identify potential growth opportunities and cost savings for local companies.
- Continue to market ORNL user facilities / emerging technologies within the region through the Technology Mining and Matching Program.
- Align existing industry program goals with business recruitment goals.
- Combine components of the direct recruitment strategy with the existing industry communications program to take advantage of human resources, industry intelligence and referral / relationship opportunities.
- Specific areas of focus will include the automotive, environmental and watercraft industries.

Objective 4 – Emphasize Service after the Sale

For competitive expansions, make the cut and close the deal utilizing the business recruitment follow-up and fulfillment strategy.

Rationale

The term “competitive expansion” was rarely used until recently. Historically, companies would site a facility and grow at that site. But over the past few years, decision makers have been given the choice of expanding at their current site, at a sister plant or even outsourcing the work. For the Jobs Now! Partners, most expansions now must be treated like a prospect that is being recruited to the area. The same business case must be made, and the region’s differentiators must be clear to the company to win deals that were once taken for granted.

Action Items

- The same process of fulfillment outlined under business recruitment applies. In addition, the existing industry team will:
 - Provide direct assistance in the areas of human resources, taxes and incentives, infrastructure, utilities, export / import and processes.
 - Facilitate company expansions with state and local officials.
 - Identify the resources of the DOE complex, industry and academia, applying these technologies to the needs of local technology, engineering and manufacturing companies.
 - Increase awareness of the resources at the DOE complex and enhance relationships among local companies and the government facilities.

BUSINESS START-UP PROGRAMS

Overview and Objectives

A more unheralded actor in the creation of wealth is the growth of jobs from within the community. Entrepreneurial efforts are difficult because of the small number of jobs that are initially created and the high failure rate of new start ups. Despite these difficulties, entrepreneurs are the engine of most regional economies, and the Jobs Now! Partners should support their needs to create new employment prospects.

Support existing regional efforts and new initiatives to foster new business start ups. Priority objectives are to:

1. Provide Staff Support at the Tennessee Small Business Development Center – support the cost of a staff consultant.
2. Foster the Growth of Emerging Tech Businesses – Support the efforts of the Innovation Valley Nano Alliance at Technology 2020.

Objective 1 – Provide Staff Support at the TSBDC

Support the cost of a staff consultant to the Tennessee Small Business Development Center.

Rationale

Additional support for the Mining and Matching Program, existing business and entrepreneurial components of Jobs Now!

Action Items

- Directly support a TSBDC Consultant to offer services to entrepreneurs and existing small businesses by providing:
 - Access to consultation services offered by TSBDC staff
 - Feasibility and banking needs
 - Business Plan
 - I.R.S. requirements
 - Marketing strategy
 - Operations and Ownership structure
 - Record keeping and accounting
 - Trade name filing
 - Training services through the area's centers and TSBDC partners.
 - Work with area community colleges to meet the demands for training small business owners and entrepreneurs.
 - Promote training programs and seminars offered by the Knoxville area service centers.
 - Provide training to local bankers (and borrowers) regarding TSBDC, Small Business Administration and Community Development Corporation products and services.
 - Promote consultation services for existing businesses through civic clubs, attorneys, CPAs, insurance agents, realtors and local chambers.
 - Collect and document economic impact of clients to accurately determine where the TSBDC's highest impact is generated.

BUSINESS START-UP PROGRAMS (continued)

Objective 2 – Foster the Growth of Emerging Tech Businesses

Support the efforts of the Innovation Valley Nano Alliance at Technology 2020.

Rationale

To help focus the entrepreneurial components of Jobs Now! involved with the commercialization of emerging technologies.

Action Items

- *Technology 2020* is leading the *Innovation Valley Nano Alliance*. The alliance of the Oak Ridge National Laboratory, Y-12 National Security Complex, the University of Tennessee and Jobs Now! are working collectively to capitalize on the region's world-class nanoscience research facilities. During the next year, the Alliance will:
 - Build a Local Nanotechnology Community
 - Continue to host monthly Nano Alliance meetings to build local awareness about the nanotech assets in the region.
 - Keep www.nanovalley.us up to date with latest information on facilities, talent, research, licensing and news.
 - Marketing and Business Development
 - Contract with Lux Research for market intelligence on nano researchers, users and start ups.
 - Continue Nano Rainmakers effort target large companies for Research and Development opportunities in the region
 - Support the Nano Ambassadors effort to strengthen our outreach to companies and researchers around the world.
 - Attend nanotechnology conferences and trade shows to create awareness about Innovation Valley opportunities in the emerging nano marketplace.
 - Coordinate Nano Nexus 2007, an international event featuring an implement idea to product (I2P) Competition, Industry Forum and Venture Capital Showcase.
 - Grow Our Own Nanotechnology Companies
 - Design and construct the Nano Commercialization Center for private use at the Innovation Valley Science & Technology Park on the campus of ORNL
 - Provide business and technical assistance to local nano companies and start-ups.
 - Launch national call for nanotechnology start-up companies.
 - Build a Pipeline of Nanoscience Talent in the Region
 - Identify and find educational partners to pursue curriculum development, i.e. the ATE Grant.
 - Help recruit nanoscience talent to the region.
 - Emphasize importance of STEM to youth in region.
 - Southern Nano Alliance
 - Work with the Southern Technology Council to implement a southern regional nanotechnology strategy.

PROGRAM WIDE TECHNOLOGY STRATEGY

Overview and Objectives

The Innovation Valley offers a compelling value proposition: a favorable business climate, a central location and an unparalleled quality of life. The region's rich technology resources however, will become the difference maker in more projects as companies start, grow and locate in regions that provide a culture of innovation.

Integrate technology, the key regional differentiator across all economic development functions, into the program plan. The priority objectives are to:

1. Forge alliances and continue to work with UT, ORNL (UT-Battelle) and Y-12 (BWXT Y-12) to effectively leverage their available technology resources.
2. Integrate technology into every aspect of the Jobs Now! Program Plan.

Objective 1 – Forge alliances with major technology centers

Establish relationships with key contacts at the major regional technology centers – UT, ORNL (UT-Battelle) and Y-12 (BWXT Y-12).

Rationale

Key contacts are the conduit to their respective organizations and serve as proxy economic development staff with expertise in their particular discipline.

Action Items

- Identify key contacts and work with user facilities, analyze client lists and generate user company profiles.
 - Generate contact lists based on the profiles.
 - Develop specific technology value propositions for target industries.
 - Incorporate contact list into the direct corporate contact program.

Objective 2 –Promote technology as our regional differentiator

Integrate technology into every aspect of the Jobs Now! Program Plan.

Rationale

Technology can be a differentiator at any level: the creation of new companies, better products / processes for existing companies or a source of innovation for companies looking to locate a new facility.

Action Items

- Utilize the region's technology assets for building competitive advantage in marketing, recruitment, industry services and entrepreneurial programs.
 - Dedicate research staff time to finding niche technology needs with leads generated from the prospect development program.
 - Market ORNL user facilities / emerging technologies within the region through the Technology Mining and Matching Program.
 - Support technology entrepreneurial efforts at Technology 2020.