



# Economic Gardening

AN ENTREPRENEURIAL APPROACH TO  
ECONOMIC DEVELOPMENT

# Meet the Presenters

Chris Gibbons



Founder



Paul Bateson



GM Economic Gardening





- ▶ **Operating Foundation**
  - ▶ National – 42 States
  - ▶ SW Michigan HQ 2000 acres
  - ▶ Retreat and Conference Center
  - ▶ Land stewardship
- ▶ **Approach to entrepreneurship**
  - ▶ Entrepreneur Support Orgs
  - ▶ Second-stage Entrepreneurs
  - ▶ Economic Gardening
- ▶ **Tools and programs**
  - ▶ Peer learning
  - ▶ Recognition
  - ▶ Research
  - ▶ Education



# Overview



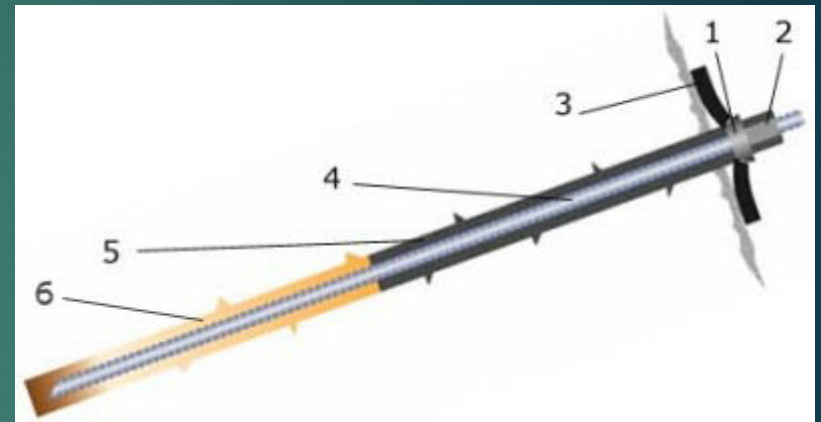
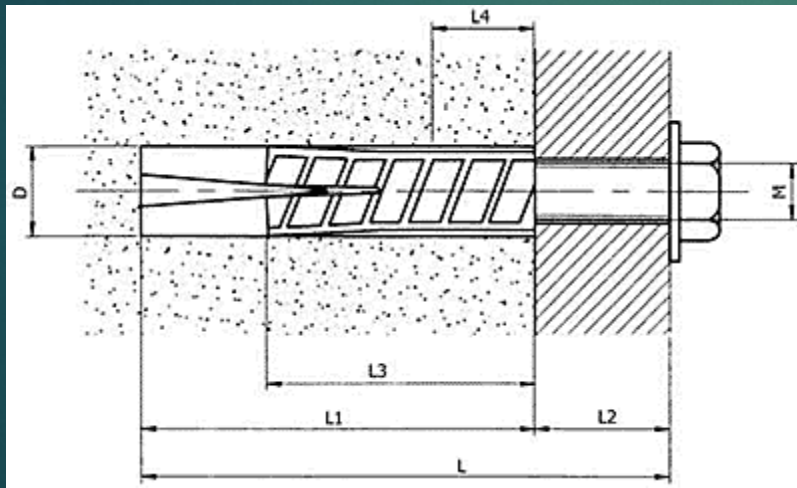
- ▶ Short history
- ▶ Core beliefs and practices
- ▶ Frameworks and research
- ▶ Case study

# Leadville – early 1980's



- ▶ Massive layoff at Climax mine
- ▶ 40% unemployment
- ▶ Forced to think differently

# Resin bolts





# A World-Wide Market



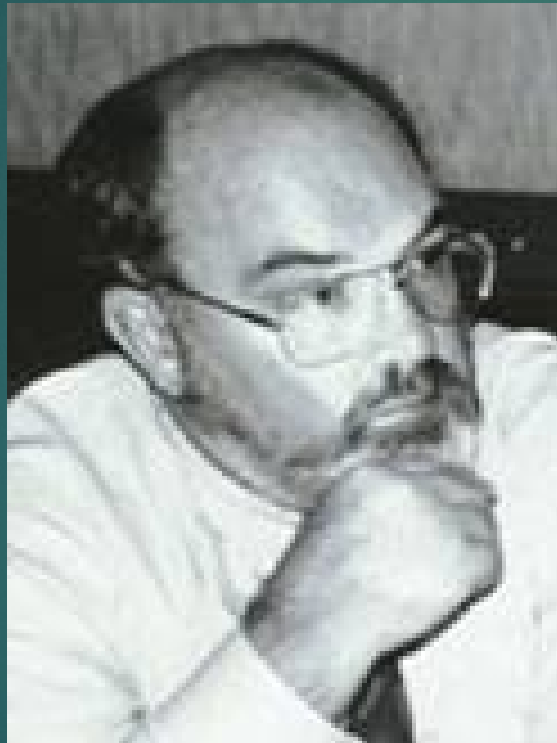
# Littleton -- 1987

- ▶ Recession
  - ▶ Oil bust
  - ▶ Layoffs by Martin Marietta
- ▶ Council charge to staff
  - ▶ Work with local businesses
  - ▶ Create good jobs





# Center for the New West



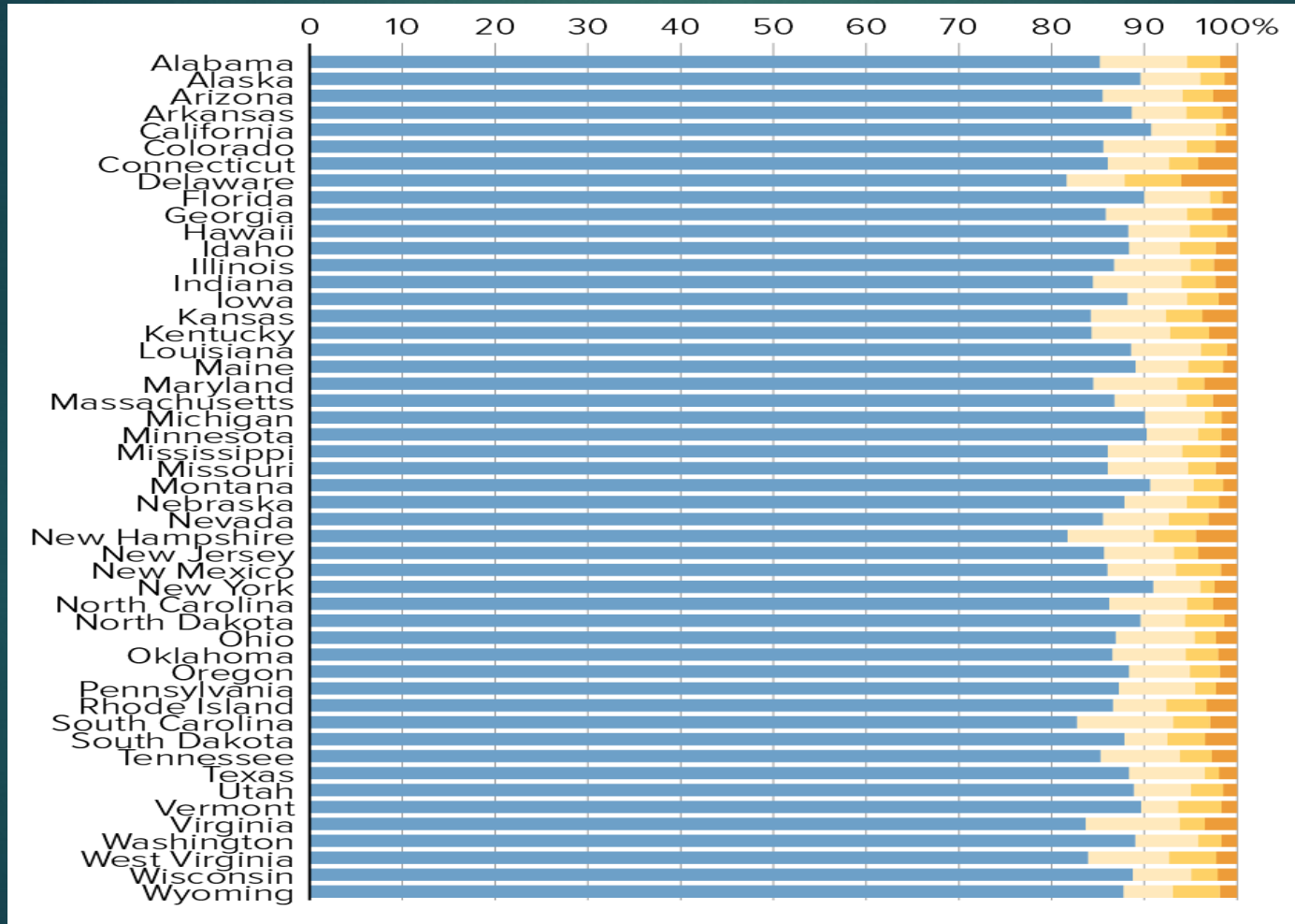
- ▶ An entrepreneurial approach?
- ▶ Phil Burgess at Center for New West
  - ▶ Bunts and singles
  - ▶ Stick to your knitting
  - ▶ Struck a deal within the hour

# Hunting and Gardening



- ▶ Quit recruiting
- ▶ Grow our own
- ▶ Stop economic hunting....
- ▶ ....and start economic gardening.

# Most Jobs are Created Locally





## YOUR DASHBOARD REGION:

**Kansas** Comparing 2012 and 2015

### ALL-BUSINESSES

2012: 148.3 Thousand

2015: 157.3 Thousand

The ALL indicator compares the total number of businesses for the years chosen.

### YE SAYS...

A business (establishment) is an economic unit that produces goods or services at a single physical location that is verified (direct phone contact to isolate and enhance the quality of micro establishments) as "in-business". Following the individual establishment anywhere in the U.S. is what enables YE to track business performance through time at such a granular level. There are over 43 million businesses represented in YE.

MORE INFORMATION:

### BUSINESSES BY TYPE

	2012	2015
ALL	148.3K	157.3K
RESIDENT	76.6%	77.7%
NONRESIDENT	11.5%	10.9%
NONCOMMERCIAL	11.8%	11.3%

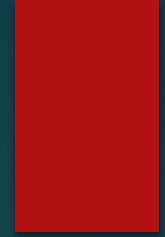
### JOBS BY STAGES

ALL	1.6M	1.7M
SELF EMPLOYED (1)	1.5%	1.3%
ONE (2 TO 9)	22.1%	23.1%
TWO (10 TO 99)	40.4%	38.5%
THREE (100 TO 499)	20.7%	20.9%
FOUR (500+)	15.2%	16.1%

### JOBS CHANGE

GAINED	159.6K	162.5K
LOST	85.6K	168.2K
NET CHANGE	74.0K	-5.8K

# Importance of Stage II

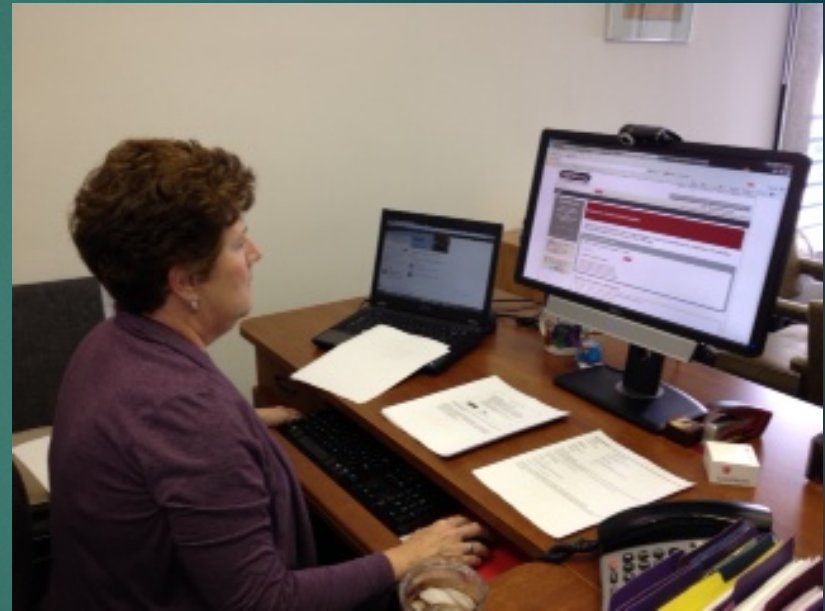


- ▶ 10% of businesses, 35-40% of jobs
- ▶ Proof of market, proof of management
- ▶ Exporting Innovation
- ▶ Past the survival issue ; now growing



# Database Research

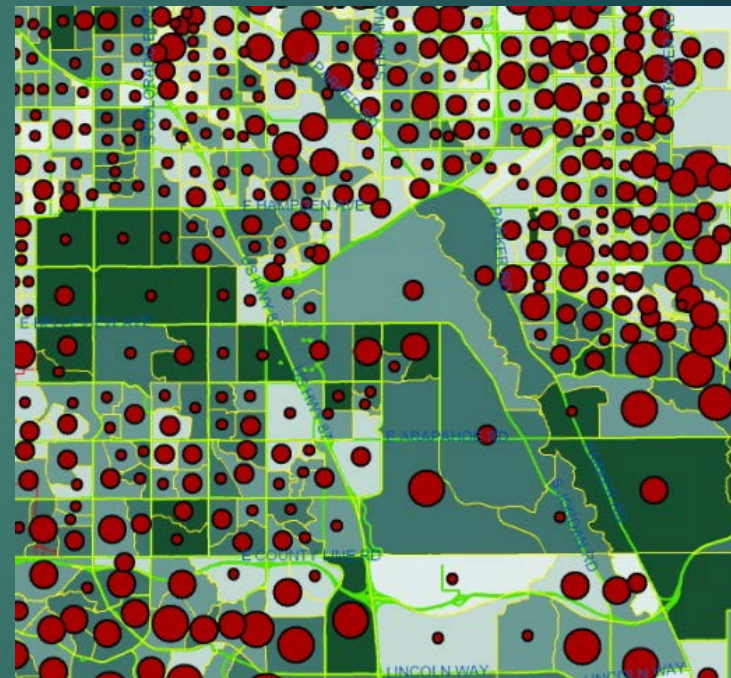
- ▶ Commercial databases
  - ▶ Market information
  - ▶ Competitor intelligence
  - ▶ Company information
  - ▶ Individual information
  - ▶ Industry trends
  - ▶ Custom research





# GIS Mapping

- ▶ Plotting data on maps
  - ▶ Customer densities
  - ▶ Demographic data
  - ▶ Lifestyle data
  - ▶ Consumer expenditure
  - ▶ All businesses in the U.S.
  - ▶ Environmental data
  - ▶ Trade areas



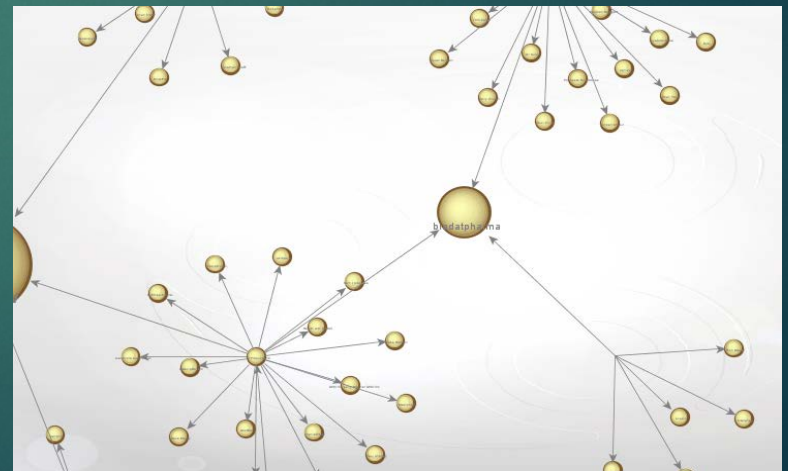
# Digital Marketing

- Search engine optimization
- Best Keywords
- Google AdWords
- Social media
  - Linked In
- Competitor sites

	MYMIC	Simudyne	Reaction Grid	SciMed	3D ICC	VastPark
PR	4	3	4	3	3	3
DA	30	32	49	21	32	45
Ext Links	55,382	17,781	113,253	1,103	816	12,123
Linking Domains	40	24	296	12	27	303
Keywords	4	3	24	-	4	25
AdWords	-	1	-	-	-	-
Analytics	GA	GA	GA	GA	GA	n/f
TW	3	26	839	-	1,037	22
FB	36	8	46	1	536	27
G+	1	-	4	-	-	-
Blog?	n/f	Y	Y	N	Y	News
Newsletter sign-up	N (News)	n/f	n/f	n/f	Blog subscribe	Y
	Form (CAPTCHA),					
Contact Us Options	Email, Fax, Phone	Email, phone	Form	email, phone	Form	email only
Shopping Cart	N	N	Y	N	N	N
Social Icons	FB, LI, YT	TW, LI	LI, FB, TW, Flickr	n/f	TW	n/f
Downloads (Gated?)	N	N	N	N	Y (no gate)	Y - no gate
LinkedIn CP?	Y	Y	Y	n/f	Y	n/f

# Listening Posts, Networks

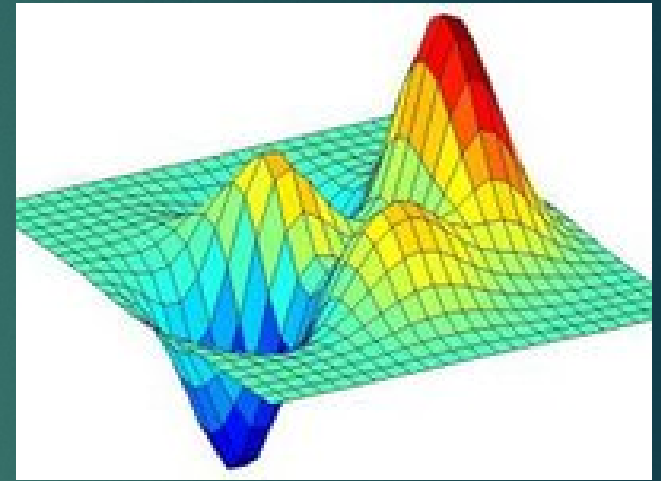
- ▶ Listening Posts
  - ▶ Consumer chatter
  - ▶ Signals of change
- ▶ Network mapping
  - ▶ Websites
  - ▶ Linked In
  - ▶ Twitter
  - ▶ Industry centers of excellence





# Grounded in New Sciences

- ▶ Complexity
- ▶ Network theory
- ▶ Systems thinking



# Five Classes of Business Problems

- ▶ Core Strategy
- ▶ Market Dynamics
- ▶ Innovation
- ▶ Temperament
- ▶ Qualified Sales Leads

# Core Strategy Framework

- ▶ Volume x profit margin
- ▶ Commodity
  - ▶ Win with lowest price
- ▶ Niche
  - ▶ Win with innovation



# Market Dynamics Framework

- ▶ Three way tension
  - ▶ Customer
    - ▶ Needs and problems
  - ▶ Competitor
    - ▶ Intelligence about operations, strategies
  - ▶ Company
    - ▶ Business models

# Innovation Framework

- ▶ Innovate efficiencies
- ▶ Innovate what you sell
- ▶ How much to innovate and when
  - ▶ Operating in stable vs. volatile regimes
    - ▶ Exploitation
    - ▶ Exploration

# Temperament Framework

- ▶ Preferences (left and right handed)
- ▶ 4 temperaments as filters / 4 outlooks
- ▶ Right slotting
- ▶ Communicating and influencing
- ▶ Customer satisfaction



# Qualified Sales Leads Framework

- ▶ Building the Profile
- ▶ Who is in that universe
- ▶ Who is in the market today
  - ▶ Prospects undergoing change
- ▶ Contact info

# Case Study: L'Anse Mfg

- ▶ Precision manufacturing
- ▶ Found aerospace and medical prospects
- ▶ Website assistance
- ▶ Trade associations and online forums
- ▶ Quadruple sales by 2020 / 5 jobs a year



# National Center for Economic Gardening

- ▶ Set up in 2008
- ▶ Partnership with ELF
- ▶ Train and certify professionals / programs
- ▶ National team worked on over 1,700 engagements



# Questions?

- ▶ <http://edwardlowe.org/entrepreneurship-programs/economic-gardening/>
- ▶ [paulb@lowe.org](mailto:paulb@lowe.org)
- ▶ [christiangibbons47@gmail.com](mailto:christiangibbons47@gmail.com)