

STRATEGIC PLAN

2014



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STRATEGIC PLANNING PROCESS

The Wisconsin Economic Development Corporation (WEDC) was set in motion in January 2011 by Governor Scott Walker and the Wisconsin Legislature with the calling of a Special Session focused on job creation. This session produced 2011 Wisconsin Act 7—a law that created the WEDC as a public-private corporation to replace the state Department of Commerce (Commerce). The bill removed non-business Commerce responsibilities from WEDC and eliminated program mandates in favor of a larger, more flexible Economic Development Fund. It set a WEDC start-up date of July 1, 2011.

The bill designated WEDC as the lead economic development organization in the state and charged it with: (1) developing and implementing economic programs to provide business support, expertise, and financial assistance to companies that are investing and creating jobs in Wisconsin; (2) supporting new business startups and business expansion and growth in Wisconsin; and (3) developing and implementing any other programs related to economic development in Wisconsin.

The strategic planning process began immediately after bill passage and was guided by four principles.

1. **Be Bold.** Wisconsin needs to make dramatic, not incremental, improvements in its economic performance. WEDC should incorporate bold, innovative solutions and challenge status quo practices.
2. **Engage Business.** The end customers are the businesses of Wisconsin. All metrics, processes, staffing, and partnerships are dedicated to advancing business performance. WEDC should include Wisconsin business leaders in its planning and operations.
3. **Operate as an Extended Enterprise.** Economic development in Wisconsin is driven by hundreds of economic development organizations in the state. WEDC should engage these entities and focus on how to leverage, mobilize, and align this network to achieve economic development goals.
4. **Measure and Be Accountable.** Continuous improvement and taxpayer accountability depends on reliable and timely data collection and feedback. WEDC must incorporate measurable outcomes in the design and executions of its operations.

The strategic plan draws from many sources but is uniquely Wisconsin. The four-year strategic plan is a living document with annual updates and ongoing review by management and the WEDC Board. Once approved by the Board, operational planning begins for all divisions and key initiatives. This iteration of the FY14 strategic plan was modified based on experiences gained in the first two years of WEDC operations and by new environmental conditions. Mission, core values, and base strategies remain the same, while some tactics and organizational changes are newly introduced.

We look forward to delivering on the promise of creating the best economic development organization in the country.

ECONOMIC ENVIRONMENT ASSESSMENT

Wisconsin is known for its strong work ethic, its quality of life, and its historical leadership in the agricultural and manufacturing industries. Despite these attributes, Wisconsin has lagged the nation in key measures of Gross Domestic Product (GDP) growth, employment, income, research and development investment, export participation, and business climate rankings. Whether measured in absolute terms or on a per capita basis, Wisconsin lags the nation in economic growth. However, Wisconsin's reputation is changing, as indicated by improvements in key metrics.

Wisconsin has a reputation as a state that is not friendly to business. A difficult regulatory environment, high taxes, inadequate incentives, and a challenging legal environment are most often cited as contributing to a poor business climate, and these perceptions are often reflected in national rankings. Wisconsin has made strides in both policy and practice, and those rankings have been improving, although they are still well below the targets established by WEDC. In the latest reports, Wisconsin ranks:

- 17th in CNBC America's Top State for Business (24th in 2011, 29th in 2010)
- 40th in Kauffmann Foundation's Index of Entrepreneurial Activity (40th in 2011, 49th in 2010)
- 20th in "CEO Magazine's Best States for Business (24th in 2011 and 42nd in 2010)

Governor Scott Walker established a goal of creating 250,000 Wisconsin jobs by January 2015. WEDC assisted in the goal by directly impacting nearly 24,000 jobs—9,880 to be created, 13,880 to be retained—in FY12. Note, too, that this does not include indirect job impacts, which studies indicate could lead to additional jobs by a factor of two or more.

MARKET ANALYSIS

Wisconsin is home to more than 140,700 business establishments employing more than 2.3 million people. Small businesses are the heart of Wisconsin's economy, comprising 92 percent of all establishments and employing approximately 52 percent of the state's workforce (U.S. Census Bureau, Statistics of U.S. Businesses).

Approximately half of the state's firms are located in the Milwaukee (34 percent) and Madison (17 percent) areas. Total employment and payroll is also greatest in these two regions with the Milwaukee area accounting for approximately 898,795 employees and \$37 billion in payroll and the Madison area accounting for approximately 406,994 employees and \$15.3 billion in annual payroll.

The chart below highlights the number of firms and establishments, employment, and annual payroll by region of the state (Regional Planning Commission) area.

Number of Firms, Employment, and Annual Payroll by Regional Planning Commission, 2009				
Regional Planning Commission	Number of Firms	Number of Establishments	Employment	Annual Payroll (\$1,000)
Bay-Lake RPC	13,191	14,828	255,742	9,453,964
Capital Area RPC/Undesignated Surrounding Counties	20,398	23,631	406,994	15,330,120
East Central	13,689	14,489	266,460	9,657,659
Mississippi RPC	6,629	7,362	112,752	3,636,833
North Central RPC	10,671	11,687	173,688	5,955,874
Northwest RPC	4,906	5,165	52,168	1,563,052
Southeastern WI RPC	41,422	48,822	898,793	37,715,859
Southwestern WI RPC	3,272	3,489	40,503	1,220,576
West Central RPC	9,354	10,242	139,747	4,486,095

Source: U.S. Census Bureau, Statistics of U.S. Businesses, State by County, Totals, 2009

SECTOR ANALYSIS

Manufacturing continues to be the industry of core strength, and Wisconsin consistently ranks among the top three in the nation in percent of its economy and workforce based in manufacturing. This sector employs 16.1 percent of the workforce (above the national average of 8.6 percent of non-farm workers), supports approximately \$22.8 billion in annual wages, and contributes \$50.7 billion to Wisconsin's GDP. It is responsible for 47.7 percent of the exports from the state, pays among the top wages, and is responsible for the bulk of private sector research and development spending. In fall 2011, the Wisconsin Economic Outlook forecasted two percent manufacturing employment growth between 2012 and 2014. The Outlook also indicated that manufacturing employment recovered almost a third of the jobs lost in the recession.

Wisconsin is recognized for its diversity of manufacturing and its high location quotients in many important subsectors including paper, machinery manufacturing, electrical equipment, printing, fabricated metal manufacturing, and wood product manufacturing. Emerging manufacturing sectors include medical device and biotechnology manufacturing, defense manufacturing, and water-related processing equipment. Wisconsin's ability to retain, grow, and transform these subsectors will largely determine its future economic performance.

Agriculture and healthcare are the two other core Wisconsin industries that, combined with manufacturing, contribute \$77.6 billion to the economy annually (33 percent of state GDP). The healthcare and social assistance sector employs 13.1 percent of the state's workforce, supports \$15.1 billion in annual wages (U.S. Bureau of Labor Statistics, QCEW, 2011 Annual Total), and contributes \$21.9 billion to GDP, while agriculture contributes \$4.9 billion to the economy and supports \$199.8 million in annual payroll (U.S. Bureau of Labor Statistics, QCEW, 2011 Annual Total). Wisconsin also has significant employment in the animal production, insurance, and the truck, transit, and ground transportation subsectors.

COMPETITIVE ANALYSIS

Industry concentrations highlight areas of strength, but the ability of those firms to win in a 21st century economy depends on their abilities to gain advantages in key business driver areas. Regions that give businesses an advantage have a positive business climate, available skilled talent, abundant capital to support new investment, high quality suppliers, strong business and training support services, easy access to global markets, and a world-class energy and transportation infrastructure.

Business Climate. Wisconsin's business climate rankings have improved significantly in the past year as evidenced by the recent rankings in *Chief Executive* magazine, which has Wisconsin ranked at 20th of Best States for Business 2012, specifically acknowledging its low unemployment rate as compared to the 2012 national average and ranking in Domestic Migration (30th). These business climate rankings reflect improvements in state fiscal prospects, policies that reduced the tax burden on business, and an improving regulatory environment. In addition, Wisconsin has been ranked 42nd among Forbes Best States for Business, with improved rankings in Business Costs (35th), Regulatory Environment (30th) and Economic Climate (29th). Wisconsin's continuing improvement is demonstrated by moving up nine spots according to the Kauffmann Foundation's Index of Entrepreneurial Activity (2010 to 2012), and a listing of 17th Overall in CNBC America's Top State for Business 2012 rankings.

Available Skilled Talent. Wisconsin has dual challenges of an aging workforce coupled with relatively low birth and immigration rates. Of Wisconsin's 25-and-older population, 26 percent hold a bachelor's degree or higher. Further, employers in both emerging and core industries continue to claim that it is difficult for them to find workers with the skills that they need to compete. Growing, retaining, and attracting new talent may be the most important economic development challenge for Wisconsin.

Innovation Economy. Innovation is the cornerstone to being successful in today's technology and knowledge-based global economy. Wisconsin is already home to a world-class academic research and development sector that conducts more than \$1.2 billion per year in academic research and development, according to National Science Foundation figures. Also, the state consistently ranks among the nation's leaders in the number of patents issued. Wisconsin ranks 29th in state agency research and development expenditures and 21st in business-performed research and development as a share of private industry according to the National Science Board and National Science Foundation's "Science & Engineering Indicators 2012." Our challenge is converting these research and development activities into viable products and commercial businesses. While Wisconsin has many of the determinants proven to be necessary to support growth of high potential businesses, it has lacked both the positioning and critical mass of finance and entrepreneurial management. While the trend is moving in the right direction, we are not doing enough to support the growth of Wisconsin's entrepreneurial economy. In just one area—seed/early stage investment capital—the latest 2011 Qualified New Business Venture data indicates that state companies were attempting to raise more than \$350 million and were successful in only attracting \$84 million.

Quality of Life. Wisconsin scores high in the "quality of life" rankings. Wisconsin's boasts a diverse geography, high-quality educational facilities, and diverse economy. For 2010-2011, Wisconsin's high school graduation completion rate was 90 percent, according to the Wisconsin Department of Public Instruction. *Forbes* also lists Wisconsin at 10th for Quality of Life on their Best States 2012 listings and CNBC 2012 ranking has Wisconsin 14th in regards to Quality of Life. In addition, Wisconsin cities are regularly nationally recognized for their positive qualities. For example, Middleton, Wisconsin, was named the eighth best small town in America by CNN for its "job opportunities, top-notch schools, safe streets, economic strength, nice weather" and more.

Business Support Services. Wisconsin provides a variety of financial assistance and direct training support to ensure that Wisconsin's workforce is among the most competitive in the nation. Recent investments in developing regional Wisconsin Industry Partnerships are poised to meet the workforce needs of employers and develop career pathways for workers in key industries, including advanced manufacturing, health care, renewable energy, and agriculture. The Wisconsin Technical College System, the University of Wisconsin System, Wisconsin's extensive network of private institutions and stellar primary education systems, combined with training support from WEDC, the Wisconsin Department of Workforce Development (DWD), and local Workforce Development Boards, all serve to meet the workforce needs of business.

Global Participation. A 21st century economy requires participation in the global marketplace. On average, U.S. states export 54.5 percent of their manufacturing, mining, and farm (MMF) GDP. Wisconsin's equivalent number for 2011 is 39.5 percent. On a per capita basis, Wisconsin underperforms neighboring states but ranks among the top half of states overall. Wisconsin ranked 24th in per capita exports in 2000 (\$1,959) and 25th in 2011 (\$4,033). By contrast, neighboring states ranked 13th and 12th (IL), 14th and 13th (IN), 6th and 9th (MI), and 20th and 30th (MN) in 2001 and 2012 respectively. For comparison purposes, U.S. per capita exports totaled \$2,564 in 2001

and \$4.926 in 2012. From 2001 to 2012, Wisconsin's total annual exports increased more quickly than neighboring states Minnesota, Michigan, and Ohio, but less quickly than Indiana and Illinois. Wisconsin's exports also increased more quickly than total U.S. exports (111.6 percent). Wisconsin's growth rate of 120.2 percent during this period ranked 29th among all states.

Infrastructure. Quality transportation infrastructure and reasonable utility costs are often factors in determining business location and expansion decisions. Energy costs in Wisconsin are lower than the national average. Wisconsin's electricity prices of \$27.40 per million Btu are five percent below the national average (Wisconsin Office of Energy Independence, "Wisconsin Energy Statistics Book 2010"). Natural gas prices are also competitive. More than half of Wisconsin's highways are rated in the top two quality categories for smoothness. That's better than all neighboring states except Michigan. Wisconsin also boasts 115,019 miles of highways, more than 3,500 miles of rail service (2011, WisDOT), major ports on the Great Lakes/St. Lawrence Seaway System and the Mississippi River, and eight commercial airports.

Unique Wisconsin Advantages. Wisconsin is home to resources that are unique in the nation. The state consistently ranks in the top two states in the nation in manufacturing, the diversity of its manufacturing base, and the strong concentration of suppliers and support services for this industry. The University of Wisconsin System is one of the largest public higher education networks in the country, with more than 182,000 students and 39,000 faculty and staff statewide. Together, the 13 four-year universities, 13 two-year college campuses, and numerous statewide extension facilities throughout the state produce tremendous academic, cultural, and economic benefits for Wisconsin, the nation, and the world.

MISSION

To serve the people of Wisconsin, elevating the state's economy to be the best in the world by providing a positive business climate, world-class support services, and economic development tools to accelerate the growth of family-supporting jobs and business startup, attraction, and growth.

CORE VALUES

INTEGRITY. We will hold ourselves to the highest ethical standards.

HONESTY. We will tell the truth without qualification.

ACCOUNTABILITY. We will be transparent in our operations, account for all taxpayer resources, and honor our commitments to ourselves, our partners, and our investors.

RESULTS-FOCUS. We will add value in every action.

CUSTOMER-CENTRIC. We will put the needs of the customer first.

VISION

Our vision paints a compelling picture of how we hope to be viewed at the end of the planning period. Leadership decisions are based on achieving this vision even at the expense of short-term goals.

- WEDC will be viewed as the leader of a high performing, statewide economic development network. The economic development community will see WEDC as an organization that provides vision, support tools, and resources to advance its performance.
- WEDC will be viewed by the people of Wisconsin as an effective instrument to create good-paying, family supporting jobs and to promote the economic strength that supports the quality of life in our state.
- WEDC will be viewed as a driver of innovative economic development policies. Other states and regions will benchmark Wisconsin as a leading state for business and industry growth practices.
- WEDC will be viewed as an advocate for business and job growth in the state. Wisconsin's business community will see WEDC as an organization that responds to business concerns, champions business growth, and engages business leadership in planning and operation.
- WEDC will be viewed by taxpayers as a high value return on their investment. Wisconsin taxpayers will see WEDC as an organization that produces significant, measurable benefits in wealth and job opportunity and job creation for all citizens of the state.
- WEDC will be viewed as the leader in the use and deployment of technology to produce operational advantage for customers, partners, and staff. Service organizations will look to WEDC as an example of how technology and processes can drive economic development performance.
- WEDC will be viewed as an employer of choice. Staff and economic development professionals will see WEDC as an organization where they can make a difference, where their talents are maximized, and where they can advance their professional careers.

By the close of the planning period, WEDC will have:

- Doubled the number of Wisconsin businesses receiving positive impact annually from the services of WEDC and the network of economic development partners
- Advanced 30 target industry or business consortia opportunities
- Produced and implemented two economic development policy packages to advance Wisconsin to the top quartile of business climate rankings
- Aligned the maps, metrics, and strategies of key economic development partners
- Implemented a common measurement and evaluation system, business retention survey, and site selection capability for Wisconsin economic development
- Aligned workforce and economic development regions, provided a one-stop business assistance website, and established routine integration of business assistance and training assistance packages
- Delivered a marketing campaign and capability for the state that highlights Wisconsin's assets and provides consistent branding for all regions of the state
- Developed a cross-agency, rapid response capability that produces custom solutions to advance key industry and business consortia opportunities

KEY PERFORMANCE INDICATORS

STATE KEY PERFORMANCE INDICATORS

- 250,000 net new jobs for Wisconsin citizens by 2015
- Rank in the top 10 of business start-ups by 2015 (refer to Kauffmann Foundation’s Index of Entrepreneurial Activity)
- Rank in the top 10 of key business climate rankings by 2015 (refer to Forbes Best States for Business and Careers and CNBC America’s Top State for Business)
- Double exports by 2015
- Meet or exceed 85 percent of jobs created and incentivized by WEDC, paying workers at least 150 percent of federal minimum wage and benefits
- Put in place a system to measure both job creation and the compensation levels and benefits standards of resulting jobs
- Prioritize the development of jobs that provide above-average wages and benefits
- Create net growth in all regions of the state

STATE OF WISCONSIN ECONOMIC DEVELOPMENT KPI

Customer	Double the number of businesses assisted by 2015
	Measure and increase business satisfaction with business assistance services
Process	Put in place a measurement and evaluation system for state business assistance
	Establish a one-stop business assistance service by 2013
People and Partners	Put in place performance-based contracts for all WEDC economic development partner contracts
	Increase professional development certifications for Wisconsin economic development professionals and organizations
Financial	Measure and increase ROI for public investment in economic development

WEDC KPI

Customer	Put in place measurement system to assess customer satisfaction with WEDC services
	Measure and improve partner satisfaction with WEDC services
Process	Put in place a “lean culture” and continuous improvement processes in WEDC
	Achieve 10 percent or greater annual productivity improvements
People and Partners	Demonstrate annual improvements in employee engagement survey
	Invest five-percent of salary in professional development
Financial	Meet or exceed financial targets for profitability and growth
	Diversify WEDC budget to increase percentage of non-state revenues

CORE STRATEGIES

The following strategies are employed by WEDC to achieve 250,000 jobs and the other key performance goals established for the state of Wisconsin and the WEDC network.

STRATEGY 1: Enable a world-class, high performing economic development network to drive business start-up, retention, and expansion.

Wisconsin has more than 650 economic development and business assistance organizations, but recent studies indicate that these entities are not well aligned, operate under different brands, use duplicative tools, and have a poor reputation with site selection consultants. A responsive, high-performing, and accountable economic development network becomes a competitive advantage for business retention, expansion, and attraction.

The WEDC strategy is to engage and support the economic development resources of Wisconsin in an extended enterprise to achieve superlative retention and attraction performance. In the next four years, WEDC will align state economic development service boundaries, provide consistent economic development infrastructure tools, coordinate workforce and economic development services, and support professional and organizational development for economic development entities.

Key Strategic Actions:

1. Link workforce and economic development strategies and services at state, regional, and local levels.
2. Align regional maps and responsibilities of key partners (regional planning commissions, workforce development boards, regional marketing groups, small business development centers, and manufacturing extension partnerships) to facilitate coordination and reduce duplication of resources.
3. Deploy supporting tools to foster local and state performance, reduce costs of economic development, and produce a competitive advantage for Wisconsin.
4. Partner with economic and community development professional associations to provide training and tools to make Wisconsin economic development organizations and staff the best in the nation.
5. Align community development resources (Main Street, public infrastructure investment) to support WEDC objectives.
6. Continue to collaborate with regional partners to establish regional revolving loan funds to free up more than \$50 million in business expansion capital.

STRATEGY 2: Put in place innovative and game-changing policies to improve Wisconsin's business climate rankings.

Wisconsin has made a significant climb in many of its business climate rankings in the last two years, thanks to bold new business-friendly policies. But there is still much work to do to rank with the best of the best. Wisconsin has, however, performed poorly in securing federal resources and has not engaged its congressional delegation or federal contacts as effectively as competing states. Our strategy is to benchmark and incorporate the best economic development policies and practices from around the globe to leapfrog Wisconsin to the top quartile of business climate rankings in the country.

Key Strategic Actions:

1. Assemble a team of staff and research partners to produce an annual economic development policy package for the WEDC Board. The policy package will include innovative approaches that can be customized for Wisconsin and advance the state's business climate rankings.
2. Develop an ombudsman capability to work with state agencies to mitigate policies and practices that inhibit business and industry growth.
3. Establish a federal liaison capability in WEDC to build working relationships with federal policy makers and agency leaders. WEDC will partner with the Office of State-Federal Relations to influence federal policies and secure federal resources to advance Wisconsin business and industry growth objectives.

STRATEGY 3: Put in place a world-class, integrated marketing capability to promote Wisconsin as a business-friendly state, market Wisconsin services and advantages to existing and out-of-state firms, and enable easy customer access to the Accelerate Wisconsin network of business support services.

Currently, Wisconsin has limited marketing capabilities to alter its brand image, no user-friendly website to ease business use of state and local services, and no one-stop customer support service to guide a business through the system. WEDC will partner with industry and other partners to remake the state's brand and access to business support capabilities.

Key Strategic Actions:

1. Invest in and direct an annual marketing campaign for Wisconsin.
2. Develop, promote, and operate a one-stop business assistance website. The website will be integrated with the branding campaign, provide user-friendly business assistance guidance, and highlight the resources of the extended enterprise.

STRATEGY 4: Implement a focused target industry advancement capability in which resources are concentrated on high value industry and emerging business consortia opportunities.

Industry advancement opportunities often emerge where many resources must be mobilized quickly to meet the need. WEDC will support industry-led consortia initiatives that have the opportunity to create significant jobs or competitive advantage and where state-led resources have the likelihood to make a difference. Establishing a high performing rapid response capability will give Wisconsin an advantage when competing against other regions.

Wisconsin is fortunate to have a number of existing and emerging clusters that can drive regional and statewide job growth. Chief among these sectors is manufacturing – an industry characterized by export, strong job multipliers, and high research and development investment and includes printing, paper, plastic components, small engines, heavy equipment, transportation, power and controls, food production and processing, and metal fabrication. This sector provides economic diversity and supports quality jobs throughout the state. Emerging subsectors, such as water technology, aerospace and aviation, defense vehicle manufacturing, energy storage, biotechnology related equipment and processes, and biofuels, hold promise of an entirely new generation of manufacturing diversity and strength. WEDC and Wisconsin will target expanding our leading national position in these industries.

Key Strategic Actions:

1. Continuously invest in the key capacities and unique capabilities of the business and industry division in WEDC to focus on key target subsectors, business consortia, and high-impact industry attraction and expansion projects.
2. Create a rapid response, cross-agency capability to take advantage of emerging business consortia opportunities in the state. WEDC sector managers will partner with industry leaders to develop customized solutions, assemble the participating teams of state, local, and academic resources, and secure additional external resources to advance emerging opportunities.
3. Partner with the DWD to align regional economic development target industry clusters with Workforce Development Board target employment investments.
4. Staff, allocate resources, and continuously advance a plan to advance minority-owned business growth in Wisconsin.

STRATEGY 5: Increase investment in entrepreneurship financing and entrepreneurship support through proactive initiatives to increase deal flow, research and development, entrepreneurial development/support networks, and access to early stage capital and investment incentives.

Wisconsin's high potential business creation is significantly below the national level and ranks in the bottom quartile for business start-ups and per capita equity investment. Wisconsin's private sector research and development investment performance is approximately 20 percent less than the national median. In addition, the pace of new product and business development is constrained by lack of sufficient seed/early stage funding and the availability of entrepreneurial management talent.

The WEDC entrepreneurship and innovation strategy incorporates a number of recommendations from previous studies. The strategies are focused on: (1) increasing the amount of seed/early-stage capital investment in Wisconsin; (2) aggressively supporting the formation and development of high potential businesses; and (3) increasing and retaining the entrepreneurial employee talent base in the state.

Key Strategic Actions:

1. Develop seed/early stage capital investment programs.
2. Partner with WEDC divisions and the extended enterprise to support programs directed at increasing the formation of business startups and development of emerging growth businesses.
3. Provide resources to develop proof of concept initiatives that advance research and development to commercialization.
4. Initiate entrepreneur support services, mentoring, forums, and training.

STRATEGY 6: Position Wisconsin as a leading global supplier of world-class products and services. Participation in a global economy is essential in a world where in the next few decades the middle class is set to expand exponentially outside the U.S. and developing countries will soon become the drivers of the world economy, growing two to three times faster than the U.S. Providing Wisconsin businesses access to these new growth regions and trade enhancing partnerships is critical to the overall health and strength of the state's economy.

Last year, Wisconsin exported \$23.1 billion worth of products, a \$1 billion increase over 2011, ranking Wisconsin 18th in the U.S. in export value and slightly above middle of the pack on export performance. The state's highest category of exported products is industrial machinery, accounting for 32 percent of total exports, with electrical machinery and medical/scientific instruments rounding out the top three. The top markets for Wisconsin's products are Canada, Mexico and China. Wisconsin exports to 210 countries, and more than one third of Wisconsin's total manufacturing, mining and farm products are exported. WEDC is committed to expanding Wisconsin's global participation by providing export opportunities around the world and by providing technical expertise and market development initiatives to aid the growth of the state's exports. We will continue to engage our key partners and global advisors on program development and delivery. Our goal is to double Wisconsin exports by 2015.

Key Strategic Actions:

1. Develop and deploy new to export programming to increase the number of Wisconsin firms exporting.
2. Align in-country representation with Wisconsin target markets by implementing and deploying a Global Network.
3. Increase foreign direct investment to the state by recruiting international companies and capital to the state through a targeted, industry and country focused strategy.

STRATEGY 7: Establish an agile, customer-focused economic development entity.

A high-performing economic development organization focused on continuous improvement provides a competitive advantage for businesses and the state. WEDC is committed to building a lean culture within the organization and through its extended network of partners.

Key Strategic Actions:

1. Put in place a process improvement team to enable a lean culture and drive continuous improvement initiatives throughout economic development.
2. Invest in technology and systems to improve customer responsive time, management decision-making, and staff productivity.
3. Consolidate current customer-support and ombudsman capabilities to provide state of the practice response levels and high customer satisfaction for businesses looking to access state resources.

ORGANIZATION

WEDC BOARD. A 15 member board led by the governor and that includes four legislators, eight private sector leaders, and two ex-officio cabinet secretaries. The Board is supported by a number of advisory groups:

- **Business Champions Council** – A group of business leaders who are willing to be champions for Wisconsin business (peer marketing), provide input on proposed policy initiatives, and are available to respond to periodic feedback requests on WEDC issues.
- **Economist Advisory Council** – A group of seven economists who provide the WEDC Board and leadership with guidance on macro-economic trends facing Wisconsin.
- **Division Advisory Boards** – Advisory groups of five to seven customers and stakeholders who provide guidance to division planning and feedback on division services.

WEDC STAFF. WEDC operations will be executed by an 80-100 person staff and select partner contractors working under the direction of an appointed CEO/Secretary. The WEDC organization consists of five operating divisions:

- **Entrepreneurship and Innovation** – Improves Wisconsin’s start-up business performance by implementing early stage capital expansion programs and supporting technical assistance for start-up management. This division is responsible for designing, supporting, and implementing initiatives to drive Wisconsin’s start-up performance from 49th to the top 10 and for increasing private sector research and development investment by 50%.
 - Key partners: the Wisconsin Technology Council, Wisconsin Women’s Business Initiative Corp, the Wisconsin Entrepreneurship Network/UW-Extension and the Wisconsin Angel Network.
 - Key tools: Early-stage grants and loans, investor tax credits, seed capital and accelerator funding, supportive research and development policy incentives and new capital development vehicles.
- **Economic and Community Development** – Aligns, supports, and improves the performance of Wisconsin’s economic development network. This division’s performance targets include moving Wisconsin business expansion rankings to top 10.
 - Key partners include: the Wisconsin Economic Development Association (WEDA), regional planning commissions, regional economic development organizations, county and municipal governments, Economic Development organizations, Main Street programs, and workforce investment boards.
 - Key tools include: business expansion loans and grants, tax incentives, training and capacity building grants, economic development infrastructure investments (Client Relationship Management (CRM), measurement and evaluation tools), training and professional development funding, and regional development manager staffing and support.

- **Business and Industry Development** – Advances high impact opportunities for Wisconsin business growth. The division is staffed by project managers who are chartered to advance opportunities that have are industry-led, have cross-regional or statewide impact, meet probability of success targets, and can be advanced by WEDC participation. Performance goals for this division include advancing 30 high impact projects over the four year strategic planning period.

 - Key partners include: manufacturing extension partnerships, minority chambers of commerce, target industry consortia.
 - Key tools include: Targeted Industry investments, opportunity research grants, workforce and other training funds, and state agency response teams.

- **International** – Increases the exports of Wisconsin goods and increases the amount of foreign direct investment in Wisconsin. Puts in place export assistance services in the state, leads state trade missions, and coordinates in-country support assets. Performance goals for this division include the number of businesses exporting and expansion of in-country support services throughout the world.

 - Key partners include: Global consulting network
 - Key tools include: Export and market access grants, international business missions.

- **Marketing** – Advances the branding and marketing of Wisconsin assets and promotes the use of Wisconsin’s business support resources. Oversees the state marketing contractor and responsible for WEDC media and communications. Performance goals for this division include developing a Wisconsin brand that supports regional and state economic development efforts and marketing and creating a one-stop access to business support resources.

 - Key partners include: WEDA, Wisconsin Technology Council, Governor’s Office, Competitive Wisconsin, Wisconsin Business Council, DWD, Office of State-Federal Relations, university research, marketing agency contractor.
 - Key tools include: WEDC marketing investment

- **Finance**– Provides an essential component of the infrastructure to support Wisconsin’s economic development network. The CFO heads this division, which is responsible for reporting accurate financial information to the Board and WEDC’s stakeholders, overseeing WEDC’s finances, and helping to develop WEDC’s financial strategy.

- **Credit and Risk** – Oversees the organization’s underwriting, portfolio management including collections, and performance reporting. These critical functions are necessary to maintain and improve the performance of WEDC’s operating divisions and the extended enterprise of economic development partners.

- **Legal, Public Policy, Human Resources and Information Technology** – These offices report directly to the CEO or COO. These units play a crucial role in managing WEDC’s policy goals, functionality and our most important asset, our employees.