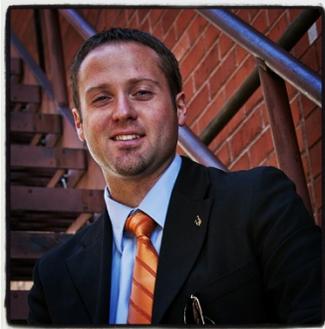




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CTSM Candidate Portfolio – Brandon Marshall

## CTSM Candidate Portfolio



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## Vital Statistics

### Personal Profile

In 2003, I joined the Wyoming Business Council (WBC) as the Marketing & Attraction Specialist. My supervisor was the Business Recruitment Manager, who's largest task was managing our national trade shows effort, focused on business recruitment. In my position, my involvement with trade shows was relatively limited, but I did assist in the basics of deciding graphic design and video content. After the show was where I was most impacted, when the leads would hit my desk for follow-up calls and emails.

A 2003 graduate of the University of Wyoming, with a B.A. in Business Administration, I'm also Certified as an Economic Development Finance Professional (EDFP, 2005), as well as a graduate of the University of Oklahoma Economic Development Institute (2010).

After several years and a few roles that had nothing to do with trade shows, I took what essentially amounted to my first boss' position at the WBC and am currently the Business Recruitment & Development Manager. At this point my job focused less on the details of the marketing efforts such as trade show presence, but had a broader overview of the programs for business recruitment and development as well as supervision of the Outreach Program Manager, who coordinated the details of the trade show program for the WBC. Since then, we've restructured our organization because of budget cuts. There is no longer an Outreach Program Manager, and I coordinate the details of our trade show program as well as coordinating all our business recruitment efforts. We've also transitioned to a much less trade show dependent model, and are paring down our presence at shows. That being said, I still firmly believe trade shows are an important marketing tool for our organization and state, and will continue use of them for promotion to companies looking for expansion or relocation sites.

My current responsibilities are:

- Coordination of Business Recruitment Efforts
  - o Business networking
  - o Site Selector Networking
- Management of marketing message to external audiences (External meaning out of state)
  - o Marketing Materials content and Look
  - o Trade show Presence Management
  - o Networking event message and attendance decision
- Coordination of business network development



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- o Businesses outside Wyoming and within for expansions or relocations

The following is the full organization chart of the WBC. I report directly to the Director of the Business & Industry Division. I also work closely with the Communications Director, as his staff handles all our graphic needs, and messaging, making sure all our communications are integrated in look and message.

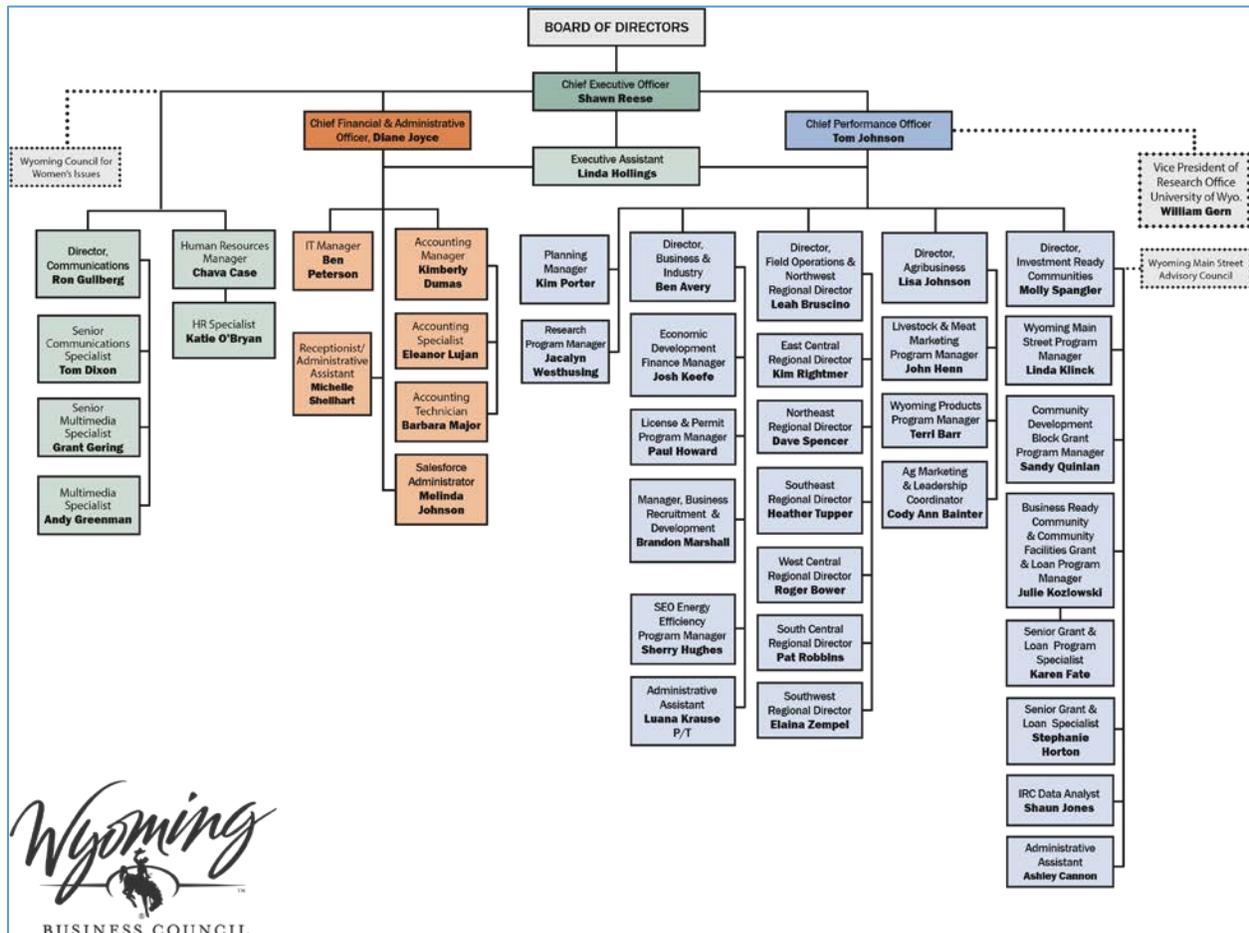


Figure 1 - WBC Organizational Chart

My interaction network includes businesses in Wyoming that may be cooperatively exhibiting with the WBC, Division Directors, Regional Directors, CEO, CPO and members of the Board of Directors for the WBC and finally company executives at companies looking at Wyoming for potential locations.

I directly interact with trade show organizers, gathering show prospectus information as well as attendee profiles. I interact with companies making direct calls or email inquiries to the Wyoming



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## CTSM Candidate Portfolio – Brandon Marshall

Business Council looking for information on advantages and incentives for relocation or expansion to Wyoming. Finally, we work closely with our local economic development groups and internal regional directors putting proposals to clients together, coordinating visits and offering various forms of technical assistance and training.

### **C**ompany Profile

The WBC is the economic development agency for the State of Wyoming. It began in 1998 with the consolidation and elimination of several agencies of the state that had a focus or function in economic development. The WBC currently has 48 employees focused on various field from agribusiness development, energy conservation programs, community development to business development work. The main office of the WBC is located in Cheyenne, Wyoming, with six regional offices throughout the state in Rock Springs, Kemmerer, Riverton, Casper, Gillette, Powell. The regional offices all have a single staff person.

Our divisions include Agribusiness, Business & Industry, Investment Ready Communities, Research & Planning, Communications, Field Operations and Executive. Business recruitment marketing is an operation of the Business & Industry Division, but we work closely with all other divisions, and extensively with the Communications Division in reference to business recruitment marketing messages, look and execution.

### **M**arkets

For business recruiting purposes, our markets are broken down by industry sectors. Currently we focus on: Manufacturing, Data Centers, Distribution & Logistics, Advanced Energy Development, and Wind Energy Component Manufacturing. The target company size varies with industry, but typically expansion projects with 100-150 employees maximum, with markets within the stretching from the Midwest to the West Coast. Data Centers are a different market entirely, they employ very few people, but they utilize massive quantities of energy, which is the primary economic output of Wyoming. Our primary market for data centers is enterprise level centers or disaster recovery centers, with limited emphasis on the co-location centers.



## Competitors

At DCW Spring 2016 our primary competitive states are Nebraska and Iowa. Other states attending are Minnesota and a regional group from Danville Virginia. Other states are in competition with us for the projects, but are not in attendance at DCW.

Competitive State	Common Characteristics	Their Advantage	Wyoming Advantage
Nebraska	Access to same Fiber Routes, Reliable Power, Rural Characteristics	5-year incentive programs besting ours, lower cost of power	Cooler temperatures for lower cost operations, 10-year incentive advantage, more abundant power
Iowa (The Iowa Ripple Effect)	Access to same Fiber Routes, Rural Characteristics	Higher value incentive programs, lower cost of power, closer access to Chicago market	Cooler temperatures for lower cost operations, 10-year incentive advantage, more abundant power, more remote/higher security because of distance from major metros.
Minnesota	Rural Characteristics, Cool Temperatures	Access to Midwest metro areas, legal advantages for financial institutions data storage	Lower cost power, incentive programs more lucrative, more remote/higher security because of distance from major metros.
Virginia	Very few if any	Access to DC and massive data storage needs of the east coast	More secure environment, lower cost power, access to long-haul fiber routes and more available fiber to be accessed by data centers.

Table 1. These are the states considered the key competitors of Wyoming in the Data Center Industry and at the DCW show specifically.

## Product / Service Detail

As an economic development agency, our product is communities and sites for businesses to expand or relocate to. We don't own any of the sites, we simply promote the state as a place to do business. Ultimately our products are attributes. "A low-cost, business friendly environment." Our services are consulting services for companies that have contacted us seeking an expansion or relocation site in Wyoming.



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### Our Primary Products / Attributes

- Low Cost / Low Tax Environment
- Business Friendly Regulatory Environment
- Incentive Programs for companies relocating to Wyoming.
- Large quantities of available, low-cost energy

### Services

- Information gathering for business decision makers
- Community proposal compilation to present to company decision makers
- Tax and other cost comparison preparation
- Community/site tour coordination and hosting

## **W**hy are data centers important

Wyoming is currently and historically a giant producer of electricity and energy to the US. We export 86% of the electricity we produce. One of the primary reasons data centers are a targeted industry of the Wyoming Business Council is their high value to the economy of the state, as well as State Government revenues. Without going into an exhaustive explanation of the revenue sources for the State of Wyoming, it's most simple to explain in this way: Wyoming gets almost all of its revenue from taxes on the various forms of energy production. Most of the revenue is based on a tax the second the energy is produced or removed from the ground. The energy/mining companies then sell commodities to other states, meaning the State of Wyoming will make less money off its resources than other states will after they purchase them from us and turn them into valuable products, even if those products are simple electricity to power manufacturing or other operations. As very high energy users, data centers allow the state to essentially require Wyoming (as a place or group, not a state government) to add value to the raw product of energy within the borders of the state, versus the simple and low revenue norm or shipping it to others states to be sold and taxed and profited from. One data center opening, for example, required a natural gas power plant to be built just to handle the extra electrical load on the grid for the City of Cheyenne. That single power plant caused an in-state increase in natural gas use of 10%, meaning millions of dollars annually stay in Wyoming versus going somewhere else from a single company choosing to locate in Wyoming.



## Overview

The WBC trade show program is a piece of our business recruitment marketing efforts. The overall goal of our business recruitment marketing program is to attract companies to relocate or expand their operations to Wyoming. We represent the entire state, in partnership with smaller groups that will represent either a single community, a county or a region. Trade shows are one part of the larger program that we choose to use based on the opportunity to be in one large room with several companies that we are trying to attract to Wyoming. We choose shows based on our targeted industries list, which has been developed over several years using several consultants and other data sources. To put it basically, our targeted industries are the ones we feel fit into the economy of Wyoming and can grow and thrive here based on our very unique operating environment.

While trade shows tend to take a fair portion of our overall recruitment marketing budget, we do not attend large numbers of shows per year. Typically, we will attend three to five shows per year. We've found that not all of our targeted industries, or even specific companies, are best reached at trade shows.

Our program for trade shows is basic. We purchase 10x20 booth spaces at every show we attend. Generally, only two staff from the WBC will attend the show. We, at times, use contracts with companies focused on developing business recruitment leads for economic development groups to set up and confirm meetings at the show for us. We're happy to have 8-10 quality conversations at a show with companies that have genuine interest in a business presence in Wyoming. We do occasionally host events or small dinners at specific trade shows, but at Data Center World (DCW) Spring 2016, the show I'll focus on in this portfolio, we did not.

There are two DCW expos per year. We attend only the spring event as it is the larger event of the two, and tends to be attended by the contacts we're most interested in speaking with. The DCW expo is part of a larger conference for data center operators. Companies in attendance range from Google and Microsoft, to small "co-location" data center operators.

As a rule, the DCW events are primarily focused on educational sessions, but the small trade show/expo portion of the conference is well attended by most of the attendees. The expo runs six hours per day, for two days of the conference.



## **W**hy is a trade show a high value

This show, as most of our shows, isn't dense with companies or people looking to relocate or expand their operations to Wyoming. As I mentioned earlier, we're happy with 8-10 meaningful conversations at any given trade show. The DCW expo offers us the opportunity to get in front of the exact people in the data center industry that we're trying to contact. The audience will include executives from various data center companies, as well as site location consultants working for data center companies to find locations throughout the country. One other aspect of the DCW expo that makes it attractive is that "everyone else is doing it." Several states and regional economic development groups that we're competitive with in data center attraction are in attendance at DCW. DCW has become known as a place to go if you want to talk to the states about location possibilities. I, of course, cannot back that up with data, but we regularly hear it at our booth from conference attendees, as well as site location consultants that we've built relationships with over the years at various events.

## **D**ata Center World Key Demographics and Audience

*Data Center World attendees operate and maintain the systems, security, processing and infrastructure of a data center. These professionals visit the Expo to discover new technology and purchase products that will best help them run cost-effective, secure data centers in this rapidly-growing industry.*

### **Primary Job Function & Title of DCW Attendees**

#### **Job Function**

Facilities – 54%

IT Infrastructure- 49%

Operations- 38%

Network Security- 13%

Storage/Other- 9%

#### **Job Titles**

55% Facilities / Management

18% C-Level

25% Engineer, Architect/Consultant



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Of the primary job functions listed in the DCW prospectus, we target those in the Facilities job function primarily. The facilities department is usually the in-house source for site selection, and the primary contact for the Wyoming Business Council when a company is considering an expansion or relocation. Of the job titles, we're interested in reaching "Facilities, C-Level and Engineer/Consultant". Based on titles, 98% of the audience at DCW is someone the Wyoming Business Council wants to talk to. Those job titles will all be involved in a relocation or expansion decision in any industry, but especially in the data center industry.

According to the prospectus, "Data Center World is the leading educational conference and expo for data center facilities and IT management professionals. Exhibiting at the Data Center World Expo allows companies to introduce new products and showcase business solutions to the industry's premier marketplace and reach a higher percentage of qualified, serious buyers." Our offerings as a state economic development agency would fall under the "business solutions" section of why people at DCW will attend the expo portion of the conference.



# Show Schedule / Measurable Show Objectives

## S

### trategies

The WBC focuses on various strategies to reach our target companies. Personal connection and relationships are a high priority, which form the base of most of our easiest contacts. We also employ contractors that work in prospect development and qualification (PDQ), taking various company characteristics like growth mode, location in unfriendly states, and location relative to primary market and comparing them to the targeted industries for Wyoming. Those lists will then be used for prospecting missions, as well as prospecting at and around trade shows and conferences that the WBC attends. Our goals for trade show contacts are not typical for private industry, but are typical for economic development organizations attending trade shows. We are in the building primarily for brand exposure and to make the state of Wyoming known as a great operating environment for the industries at any given show. If we have a contract in place for PDQ at a show, we typically expect 10-12 quality meetings with companies who are looking at an expansion or relocation project within the next 18-24 months. If we are not using a PDQ contractor at a show, we will typically make contact with 6-7 quality prospects and feel we've had a successful exhibit. We do not employ badge scanners, and have no interest in lists of 500 people who've stopped by for the free pens.

The focus trade show for this portfolio is the Data Center World Spring Expo. We do not use PDQ contracts at this show, primarily because the show is small enough that we can contact and interact with most attending companies and real-estate executives without the expense of a PDQ contract to do it for us.

Over the course of the last year, we've been evaluating and rethinking our entire business recruitment marketing strategy. In Appendix A, you'll find two documents outlining where we are and where we're going overall. (*FY2016 Business Recruitment/Development Strategies & FY2017 Business Recruitment/Development Strategies*) We're moving to a more relationship building based marketing strategy, that is also a strategy for business retention. Most communities in our state will be focusing their efforts on business retention work, with a small amount of marketing for out-of-state relocations/expansions. Our role as the state agency is to provide the broad vision, and to roll out the marketing strategies that none of the smaller local or regional groups have budget or staff to roll out.



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To focus more on relationships based on an existing Wyoming connection, for business recruitment marketing we are looking to cut the total number of shows we attend. Initially, we plan to cut 5 of our 8 shows from the calendar. Having less shows on the calendar will allow us the resources to do a better job at the shows, but will require we spend more time evaluating specific shows to assure we're selecting the shows that best meet our needs to meet with companies seeking relocation or expansion of their operations. **Session 20114, Selecting the Right Shows: The Critical Decision**, provided guiding principles for our use in this process. While we aren't using every piece of the coursework in evaluation, use of "surveys" to evaluate attendance has proven valuable. To evaluate a show we are considering exhibiting at, we now always survey the companies in Wyoming already to gauge their perceptions of value and plans for the Show. For Data Center World (DCW) we've met several times and spoken with Wyoming's data center operators. They do unanimously find value in attendance at the show, leading us to the conclusion that the show will also be a place for us to find their contemporaries located in other states, that may want to consider a location in Wyoming.

Using the principals of the CTSM coursework we can then move toward a model that shows a real ROI for trade show presence and accounts better for the activity. **Session 10813, How to Measure the Value of Trade Show Participation – Basic Concepts: Part I**, has been especially helpful as we evaluate our programs. We can do a better job of choosing the right shows for our market and goals, not just going to the show's we've always gone to. We'll also be able to put more effort toward at-show meetings with companies, which will further allow us to report results for our efforts, proving the value of trade shows and their efficiency in reaching our target clients.



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The following table is the Fiscal Year 2016 trade show schedule for the WBC. The final show for the WBC trade show season was the DCW 2016 Spring Expo, held in Las Vegas Nevada.

**FY 2016 Trade Show Schedule**  
**Wyoming Business Council**

DATE	SHOW/EVENT	LOCATION	TARGET/PURPOSE	TYPE OF ATTENDANCE / SIZE	SHOW GOALS
Sept. 14-18, 2015	Westec	Los Angeles, CA	Manufacturing	10 X 20 Booth, Blue graphics.	10 Qualified interactions with companies seeking relocation from California.
Sept. 22-24, 2015	DCW Fall Expo 2015	National Harbor, MD	Data Centers	10 X 20 Booth, Blue Data Graphics. Goal of 8 appointments with Data Center decision makers.	Goal 1: Increase awareness of Wyoming as a location for Data Centers. Goal 2: 8 high quality meetings with prospect companies interested in expanding or relocation to Wyoming.
Nov. 9-12, 2015	FabTech	Las Vegas, NV	Manufacturing / Fabrication	10 X 40 Booth, Blue graphics. WBC Co-ops booth with NE Regional Development Partnership.	10 Appointments with Fabrication companies all seriously considering expanding or relocating operations.
Dec. 7-11	PowerGen	Las Vegas, NV	Power Generation	10x20 Booth, Brown Mountain Graphics,	Promote Wyoming's energy resources
Jan. 17-20, 2016	SHOT (Shooting, Hunting & Outdoor Trades) Show	Las Vegas, NV	Outdoor Industry Manufacturing	20 X 40 Booth, Brown Mountain Graphics, WBC Co-ops booth with five Wyoming companies.	<b>Goal 1:</b> Increased sales volume for co-op vendors in the Wyoming section. <b>Goal 2:</b> 8 high quality meetings for Governor with prospect companies interested in expanding or relocating to Wyoming.
Feb. 9-12, 2016	West Pack	Anaheim, CA	Manufacturing / Packaging	Plastics and Packaging manufacturers. 10x20 booth space	<b>Goal 1:</b> Increase awareness of Wyoming as a location for manufacturing. <b>Goal 2:</b> 5 high quality meetings with prospect companies interested in expanding or relocation to Wyoming.
March 9-13, 2016	Natural Products Expo West	Anaheim, CA	Promote Wyoming Made Products –	Retail and Wholesale show. Natural products food distributors and stores	Support sales efforts of Wyoming companies attending.
March 15-17, 2016	Data Center World (DCW) Spring Expo 2016	New Orleans, LA	Data Centers	10 X 20 Booth, Blue Data Graphics. Goal of 8 appointments with Data Center decision makers.	<b>Goal 1:</b> Increase awareness of Wyoming as a location for Data Centers. <b>Goal 2:</b> 8 high quality meetings with prospect companies interested in expanding or relocation to Wyoming.

Table 2 – FY2016 WBC Trade Show Schedule.



## Branding and Visuals

For DCW Expo, we use a 10x20 display. Our graphics, **pictured at right**, are meant to reflect technology, and offer a different view of Wyoming than would normally be expected. Because one of our two primary goals at DCW is driving awareness of Wyoming as a location where high-tech industries like data centers can thrive, the look is especially important. Brand is what this goal is all about. As we learned in **Session 31114, How to Grow Your Brand**, trade shows are an absolutely integral part of developing the public or target audience perception of your company or product. In



*Figure 2 DCW Booth Set-up reflecting a technology visual, not typical for marketing Wyoming.*

our case, our product is a state. Everyone can likely tell you something about Wyoming, and almost as a rule it will be in reference to Wyoming as a great place to vacation, i.e. Yellowstone, Jackson and the like. We like to talk about those things, but our broadband infrastructure, and low cost environment make us an ideal location for data center operations.

Our second goal at the DCW expo is to meet with eight companies that are willing to, or already are considering Wyoming as location for the expansion or relocation of their data center operations. We'll employ a prospect development and qualification firm (PDQ) to assist in locating company contacts and arranging appointments for us while we're at the show. More often than not appointments are held in the prospect company's booth, not ours. To be a high quality meeting, the contact does need to confirm that the company is firmly planning a project within the next 18-24 months. We'll maintain nearly constant contact after the DCW show with quality prospects. Because this show has a relatively small audience, we'll likely both be in attendance the following year. We'll, of course, meet again at that time to discuss any work we've done in the interim to assist their decision making processes.

## Measurable results from contacts:

The WBC uses an email kiosk application for both iPad, and a kiosk located on the stage left side of the DCW booth. The kiosk allows attendees to email themselves any information they may



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want about Wyoming's advantages in the data center industry. The kiosk set-up is preferred over physical handouts and brochures for three reasons. 1. It allows us to gauge someone's interest in Wyoming by their willingness to share their contact information. 2. It allows us to save money and be more environmentally responsible (an idea that actually came to mind in a **Session 62410 Green Trade Shows**) the by not shipping boxes of paper. 3. It allows us to capture contact information for follow-up post show.

Ultimately, the follow-up post show is the most important piece of the kiosk use. To fully cement the information sent to a company executive or real estate professional at the DCW expo, a follow-up call or email will be send two weeks after the trade show ends. The purpose is to assure conviction that Wyoming is a best choice for them to seriously consider as their next location for expansion or relocation. Our goal at the show was to make direct contact through the kiosk with 10 executives or site location professionals. We met our goal with 11 follow-up prospects. 9 are currently in contact with the WBC regarding potential data center projects.



## Management of Exhibit Design / Production

The trade show apparatus that we currently use was designed and purchased in 2011, and updated to include an additional, mirrored 20-foot exhibit in 2013 for a total of 10 x 40 display. The display has remained generally the same for the past years, with updates coming to small components such as kiosks for varying uses, and updating of cloth background fabrics to fit industry trade shows we’re attending.

### The Way It Was

In 2011, we realized a need to reimagine our messages to the community of businesses looking for expansion sites. In the past we had used a simple expandable frame back drop display with magnetic panels to show whatever messaging we were using at the time. We also used a projection screen with a concealed projector in the rear of the booth to display video content. The set-up required the use of fake plants and black table cloths to conceal wires and the worn out parts of the overall display. The display also required the rental of one or two tables at every show to serve as counters.



Figure 3 WBC Trade Show display typical for any given trade show. Expandable back structure with magnetic panels and images of cowboys and mountains.



## **T**he Redesign Team

The team that was assembled to decide on our new booth design was:

Brandon Marshall, Trade Show Program Manager  
Ben Avery, Business & Industry Division Director  
Annie Wood, Marketing & Outreach Specialist  
Matt Cox, Marketing and PR Manager  
Sean Stevens, Business Recruitment Program Manager

Each of the people on the team offered different expertise, and levels of authority for approval of the final product. Ben Avery was the person on the team with final up or down authority, based on his ability to sign contracts for the agency.

## **P**icking The Vendor

Branding of Wyoming as a location for the data center industry is one of our primary goals at the DCW show. To accomplish our branding goals, we contacted the only Exhibit House in Wyoming, Gizmojo, which is now a fully owned part of Warehouse 21, a marketing company based in Cheyenne Wyoming. Because we're a state agency, we do prefer to do business with Wyoming based companies whenever possible.

Because Gizmojo is the only exhibit house in Wyoming, we did not produce an RFQ for the new booth build. We simply contacted the owner, Dean Dexter, and set up a meeting to discuss design ideas. Dean has over 20 years of experience in the trade show industry, running his own exhibit house, among other event and display functions. We presented our basic premise that the booth needed to present Wyoming:

1. As a state where high-tech companies will fit in.
2. As a business friendly state
3. As a state where we care about your business.
4. As a state where it's easy to get the information and assistance you need to operate your business.

The other requirements of the booth redesign project were:

- Promote an image of Wyoming that you don't expect – i.e. modern business environment



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- Booth must be functional for messaging to multiple targeted industries
- Booth cannot weigh over 899 pounds crated (Keeping under Nine Hundred Weight, as learned in **Session 20610, Show Operations Basics – Part I: Pre-Show Planning**, for budget purposes and practicality of shipping.)
- Booth must employ technology to reach customers
- Fit within a \$20,000 budget
- Produce an exhibit that is versatile for use as a 10x10 as well as 10x20
- Be easy to set up, not requiring labor assistance. (A valuable lesson learned from **Session 20910, Show Operation Basics**)

After our initial meeting and brainstorming/drawing session, the Gizmojo staff took information back their shop and prepared a single option for our consideration. Figure 4 is the original concept drawing that was presented in our second meeting. We immediately OK'd the design and authorized Gizmojo to begin production.



*Figure 4 Original Concept Drafted by Gizmojo for WBC Booth.*

As a group we felt the design met our goals fully. The graphic design says “tech companies will fit in”, the design centered on interaction at the main counter and information kiosk says “friendly.” The TV display meets our other needs for concise messaging. The final goal we felt was met perfectly was to offer quick information and assistance to companies. The kiosk to the far right of the picture contains our email kiosk program, which allows guests to our booth to simply click the information they would like to receive, and email it to themselves.

## Approval Stage

A benefit of our small agency is streamlined approval for spending. Because the project came in on budget below our \$20,000.00 limit, we were able to do full approval within our originally assembled group. There were no further steps in the process.



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The only major modifications we've made to the booth over the course of time is the addition of various types of counters and kiosks, as well as the addition of graphic sleeves for the back walls to better reflect whatever industry we're working to attract at a given trade show. The original blue square graphics are what we still use today for the DCW Expo.

### **P**roduction Stage

Full production of the booth set-up took approximately six weeks to complete. The pipe frame system for the back wall, as well as the kiosk tables, were built in-house by Gizmojo in Cheyenne. The fabric sleeves were printed and sewn by an outside vendor contracted by Gizmojo. The final product came to us in two large fiber cases, containing the kiosk tables, and two large (18 inches by 8 feet) cardboard boxes, containing the pipe apparatus and display graphics.

### **F**irst Set-up



Figure 5 The WBC Booth set-up at its first trade show in 2011.

The first use of the new booth was at the MidPack 2011 show in Chicago. Using the included instructions, Sean Stevens and I set the booth up on our own using hand tools. It's a simple set-up, but does require two people to stretch the tension fabric panels over the aluminum pipe frame.

### **P**ost-Production / After the First Set-up Modification

When we received the original booth set-up, we anticipated shipping to each show on shrink wrapped pallets. After the first show it was obvious that this wasn't going to keep the aluminum pipe structure in usable shape. We contacted Gizmojo and requested that they shorted the pipe sections to no longer than 40 inches long, with high-strength connectors at the new seams to protect the structure of the booth. This length allowed us to use our existing fiber shipping cubes,



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## CTSM Candidate Portfolio – Brandon Marshall

which are roughly five foot cubes with locking doors. Gizmojo did the modifications at no cost to us.

Clearly the first class that was/is the most helpful to our booth design project is **Session 61910, Exhibit Design: From Concept to Completion**, taught by Jim Anderson. One of the primary pieces of information that was most useful, albeit after it should have been considered the first time, was shipping cost and other considerations. The decision to cut the pipes shorter to fit the crates would have been made in the design phase had we successfully used what I learned in that particular class. Nonetheless, the content of that class is at the top of my mind now when we're working on modifications, whether their small or large.

The second class that was/is the most helpful to our booth design project is the **Session 61713, Graphics Boot Camp** session. The session number that I attended was taught by Brian Baker. Most of the time, I'm not involved in the actual production of graphic files. Our Marketing Department will take our concepts and ideas and work up whatever graphic is needed by Gizmojo for our booth. That being said, many of the principals taught in that session do still apply. One that sticks in my head is discussing how the graphics of your booth don't need to say every single point you need to tell a customer or potential client, in our case. They simply need to draw a person to the booth, and make it clear what discussion you're there to have. We strive to keep that in mind when we're designing replacement graphics for our booth. The temptation to overdo text is always there, but we've done well so far in keeping with the original concept of an attractive and clean display that says just enough to interest someone.

### **C**ontinual Change, Within the Original Framework

Over the course of the last four years, we've done several small changes to the booth that I haven't mentioned yet. Some were technical, others design, and some additions.

- New graphic panels for kiosk fronts – Wind Power, Manufacturing, Color Standards updates
- New Kiosk Construction – additional set, additional more functional kiosk for right side
- Addition of large counter top to fit double sized kiosk when left and right kiosk are combined as one large piece (for SHOT Show)



## Budget for Redesign

While the overall look and function of the booth remains on par with our goals for the display, we do budget annually for small modifications to the graphic panels, tension fabric backgrounds and furnishings. The table below describes that budget for 2016 compared to the overall initial design budget. For the Spring 2016 DCW we did not make any modifications to the booth design or furnishings. Keeping the smaller elements updated, such as the graphic panels has kept the look fresh and in line with our goals to promote an unexpected image of Wyoming.

Build & Maintain Budget	Budgeted Amt.	Spent Amt.	Difference
Initial Booth Construction	\$20,000.00	\$16,000.00	\$4,000.00
Graphics updates budget FY2016	\$5,000.00	\$4,320.00	\$680.00
Additional Needs	\$1,500.00	\$125.00	\$1,375.00

Table 4 – initial booth build budget and results also showing FY2016 ongoing update expense.

## Budget for DCW Expo, Spring 2016

Over the course of several years and various people managing the trade show presence of the Wyoming Business Council, we’ve developed a rule of thumb, roughly as discussed in **Session 20310, The Nuts & Bolts of Budgeting for Results** cost for us to exhibit at a show. We typically assume two staff members will attend for the entire show as part of the rule. The rule states that you can safely budget for all our shows during the year using an average cost of \$16,000.00 per show. That includes space rental, carpet and furniture rental, electrical, graphics, shipping and travel for two people. The DCW show, as you can see below, typically costs slightly less than average, and we correctly anticipated the show costs would continue on trend.

DCW Budget Spring 2016	Budget Amt.	Spent	Difference
Exhibit Space	\$8,780.00	\$8,780.00	\$0.00
Graphics	\$1,000.00	Not known Yet	N/A
GES – Carpet, Power, Etc.	\$2,000.00	\$1850.14	\$149.86
Shipping	\$1,400.00	\$1,311.00	\$89.00
Staff Travel	\$2,000.00	\$1967.00	\$33.00
Total Show Costs	\$15,110.00	\$12,780.00	N/A



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Our budgeting requirements and ROI proof are not as stringent as were taught in **Session 20310, The Nuts & Bolts of Budgeting for Results**. Some of that comes from a much simpler trade show program for the Wyoming Business Council than you might find at a for-profit company, as well as a defined budget that comes by legislative appropriation, not as a result of company profit analysis. That being said, much of the basic information of that class was useful, if for no other reason than it made me make sure that we were actually aware of our costs per show at the beginning of the year so we could plan accordingly.

### **C**omparisons to Other Economic Development Booth Designs

As a general rule, when we unveiled the new booth at the various shows we attend, audiences reacted very positively. At every show we attend, people ask to take photos of the booth to use for their own redesign projects. We generally have no issue with this. Most of the people that have expressed interest in having a similar design to ours are our direct competitor states such as Nebraska, Iowa and Oregon. They attend DCW and other shows with the exact purpose we do, attracting companies to relocate or expand to their state.

Most states or regions that exhibit at the Data Center World (DCW) events focus on available properties, or general statements about their community's benefits to the data center industry. The design of their booths or banners are typically focused on information. Normally, the Wyoming booth stands out among economic development peers as the most professional looking, but is not always the most effective at conveying meaning to attendees who may just be walking by, and don't happen to look at the messaging being displayed on the TV, and our messaging is not stated anywhere else on the booth.



# Management of Integrated Marketing Communications

## **C**onsistent Communications Design

As with our background fabric and other display for the actual booth set-up, our communications pieces are designed to present Wyoming in a way that shows that we're proficient in technology, and a world class location for data center operations. The same blue grid design that backs the booth display, is present on our communications pieces. The final element present in all our communications, websites, and on the actual booth display is the logo of the Wyoming Business Council. The logo features "Wyoming" in script, with the Wyoming bucking horse and rider logo featured in the middle. The logo itself doesn't communicate a specific message to the DCW attendees, but it is a strong brand for Wyoming, being used on everything from the University of Wyoming football helmets, to license plates and all state agency logos.

## **K**nowing our Target Audience

Wyoming has advantages for the data center industry in general, but we feel our advantages are primarily fit to "Enterprise Level" data centers and "Disaster Recovery" data centers. The audience for these two types of data centers are somewhat similar, and differ from the audience composed of "Co-Location" data center operations. "Enterprise" data centers are defined as data centers owned by a large company, for use exclusively by the large company. "Disaster Recovery" data centers are mostly owned by large companies for their own use also, but are only in place to serve as back up when a disaster of any sort knocks their primary centers offline. For the DCW 2016 Spring Expo, we targeted C-Level Executives, In-House Real Estate Executives & Site Location Consultants pursuing data center projects within in large companies, such as Google, Apple, Microsoft and others such as large financial institutions



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## Rationale, Audience & Goals

Communications before, during and after the DCW expo are critical to its success. Applying the principals of **Session 31512, Integrated Marketing Communications**, as well as **Session 312, Innovations in Direct Mail**, I’ve developed the following table to assess the success and future of the various communications methods employed at DCW Expo Spring 2016.

Communication Method	Rationale	Target Audience	Measurable Goals
<b>SHOW DIRECTORY</b>	For the DCW show we do not pay for directory listing or advertising. We assure that our free presence is up to date and directs companies seeking relocation or expansion to our booth. The directory is useful to us at this show because people do search specifically for states that are exhibiting, knowing that we’re there to offer sites for Data Centers.	C-Level Executives, In-House Real Estate Executives, Site Location Consultants	Quantitative : 3 people mention using the guide to find us.
<b>PRE-SHOW MAILINGS / EMAIL</b>	Allows contact with prospects before calling to ask for a meeting. A first contact to build awareness. Also states up-front why the Wyoming Business Council would be at a Data Center Trade Show. The pre-show mailings will also compare our operating environment to other states that will likely be present at DCW, showing our clear advantages, beginning to build conviction into beliefs using facts.	C-Level Executives, In-House Real Estate Executives, Site Location Consultants	Target 50 Companies and 100 executives to receive post card.
<b>PRIMARY VIDEO MONITOR ATTACHED TO BOOTH</b>	Engaging video content to draw audience to the booth through visual appeal, and relevant content for the Data Center Industry. Allows for quick answers to the “Why is the State of Wyoming at this trade show” and “Why is Wyoming a better state for data centers than the other states at DCW?”	C-Level Executives, In-House Real Estate Executives, Site Location Consultants	10 people observe video and stop at booth
<b>INFORMATION / EMAIL KIOSK</b>	Location within booth for attendees to access information independently, or through conversation with booth staff. Access information to change perceptions of Wyoming as a location for data center operations. Emails vs. standard printed materials – qualifies leads by gauging interest in-depth enough to request more information through course of conversation	All Attendees	Capture information from 10 Attendees
<b>DATA CENTER ADVANTAGES BROCHURE</b>	This brochure is available only through the email kiosk at the booth ( <a href="http://www.wyomingbusiness.org/emailkiosk">www.wyomingbusiness.org/emailkiosk</a> ) The piece details Wyoming’s unique advantages for the data center industry.	C-Level Executives, In-House Real Estate Executives, Site Location Consultants	Distribute 10 brochures via email kiosk.
<b>AFTER SHOW FOLLOW-UP - DIRECT CALLS &amp; EMAIL</b>	To fully cement the information sent to a company executive or real estate professional at the DCW expo, a follow-up call or email will be send two weeks after the trade show ends. The purpose is to assure conviction that Wyoming is a best choice for them to seriously consider as their next location for expansion or relocation.	C-Level Executives, In-House Real Estate Executives, Site Location Consultants that were emailed information from the Kiosk at the DCW expo.	Make direct contact for follow-up with all 10 attendees that received information.

Table 5 – Methods, targets and goals for communications methods at the DCW Expo Spring 2016 used by the WBC.



## Assessment Methods, Results and Recommendations

The communications methods assessment referenced in Table 5, for DCW Expo Spring 2016 showed positive results and met goals for all of the communications used at the expo. I recommended that we continue use of all the methods at future shows. I recommended also that we keep information up to date with new statistics and information regarding change in the industry to assure success with communications pieces and methods in the future.

Communication Method	Assessment Method	Results	Recommend for Future
<b>SHOW DIRECTORY</b>	N/A	N\A	The directory listing is almost always a free part of the show package. We'll always at least do the free portion. I do not recommend spending money on an enhanced listing for any show, but especially not for Data Center World.
<b>PRE-SHOW MAILINGS / EMAIL</b>	Number of executives responding to a follow-up call.	6 Meetings were set and completed	Pre-Show mailings seem to be an effective first touch to company executives exploring different states for possible data center locations.
<b>PRIMARY VIDEO MONITOR ATTACHED TO BOOTH</b>	N/A	No results were measured	Continue using videos, concentrating on quick messages that people can gather in a few seconds as they walk by the booth. Keep them eye catching.
<b>INFORMATION / EMAIL KIOSK</b>	Count of email addresses entered	11 Contacts entered email addresses into the system.	Continue use of kiosk for information distribution and collection of contact data.
<b>DATA CENTER ADVANTAGES BROCHURE</b>	Count of emails sent from kiosk including brochure pdf.	11 contacts entered email addresses into the system and received the Data Center Advantages brochure.	Continue using the brochure through the email kiosk system. Update information semi-annually to reflect changing statistics and news in the industry in Wyoming.
<b>AFTER SHOW FOLLOW-UP - DIRECT CALLS &amp; EMAIL</b>	Simple Count and tracking of follow-up activity.	11 Contacts were follow-up with, 9 responded positively and considered active prospects.	Continue this practice as done before.

Table 6 – Assessment methods, results and recommendations for future communications.



## **P** rimary Video Monitor

The primary video monitor is the main source for message delivery attached to our booth at the DCW expo. We try to emphasize quick messages in a billboard format so that one compelling statement may make someone stop and ask questions. Note the presence of the “blue grid” integrated into video screen shots. The grid is present on all WBC data center related documents. The following screen shots are from the video which loops throughout the day.

Planning for the video content begins with our monthly marketing meeting between myself and the Communications Division staff. We discuss the goals of the video content and its position in the booth, as well as the results from the videos used at previous years of DCW and other shows. The video content is produced in-house, so requires no budget. Communications staff need one full week for production and edits. Typically, video content is completed one day before the show begins.



*Figure 6 - Example of a "color graphic screen," using background images. A cool climate is very important to Data Centers because of cooling cost savings. The blurb is meant to plant a first seed of information in a data center operator as they pass by the booth.*



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Access to high speed fiber routes is paramount to operating a data center. Most would not think of Wyoming as extremely well connected to fiber routes, but the majority of the US fiber routes run right through Wyoming. This screen capture from the primary video monitor shows the integrations of the blue grid design, as well as continues messaging meant to challenge DCW attendee's assumptions about Wyoming's rural/non-technological nature.

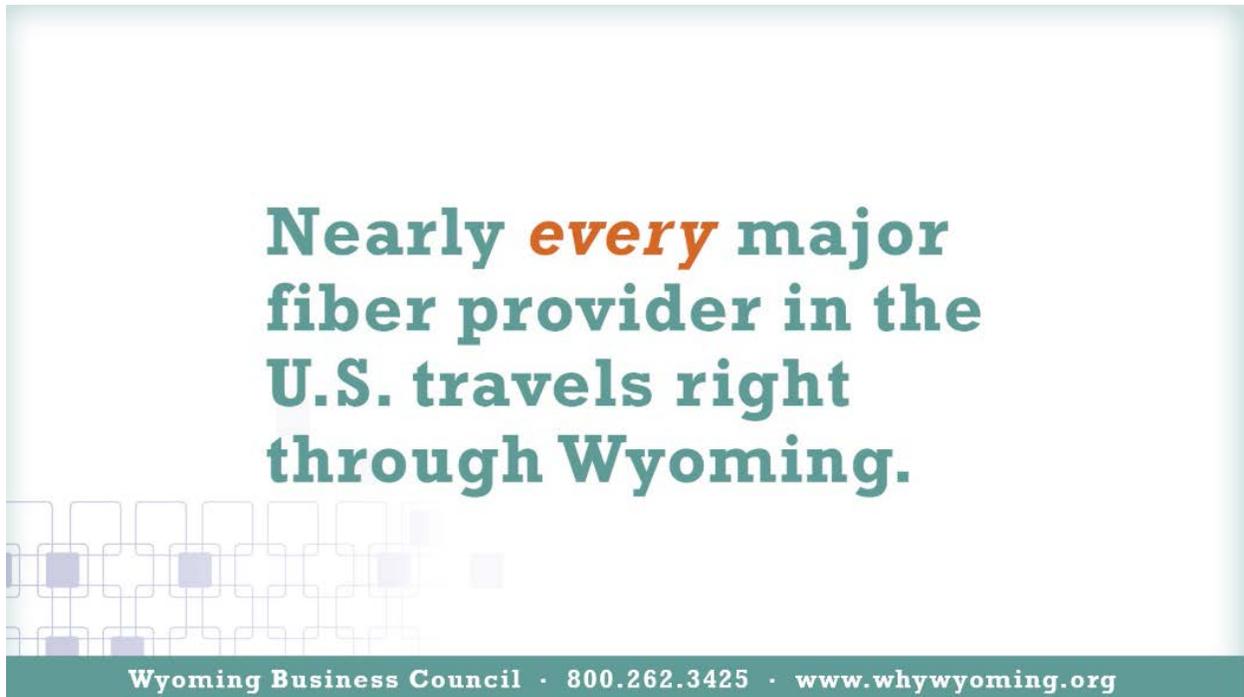


Figure 7 - Example of a “white background screen” using white and the WBC data centers blue grid.



## Email Kiosk

The email kiosk is not a physical kiosk, rather an email capable document listing. The kiosk page can be found online at [www.wyomingbusiness.org/emailkiosk](http://www.wyomingbusiness.org/emailkiosk). The primary purpose of the kiosk is to easily distribute information to companies and individuals interested in relocating or expanding their operations to Wyoming. As discussed in Table 5, the kiosk allows us to gauge the quality of the contact by their willingness to give us their contact information simply to receive the emailed informational pdf documents. A benefit of the kiosk webpage at DCW is the ability to show our use of technology to distribute information rather than the old-fashioned and expected printed brochures. Finally, going green is a paramount concern in the data center industry. Showing our use of technology rather than paper gains us positive perception in the Data Center Industry.

The email station is updated through the Communications Division of the WBC. In the monthly marketing meeting discussed earlier, we also discuss documents that need to be added to the kiosk system, as well as the text of the email message that is automatically sent by the system with every document. The communications goals of the entire show are kept in mind while we decide the content of the kiosk system.

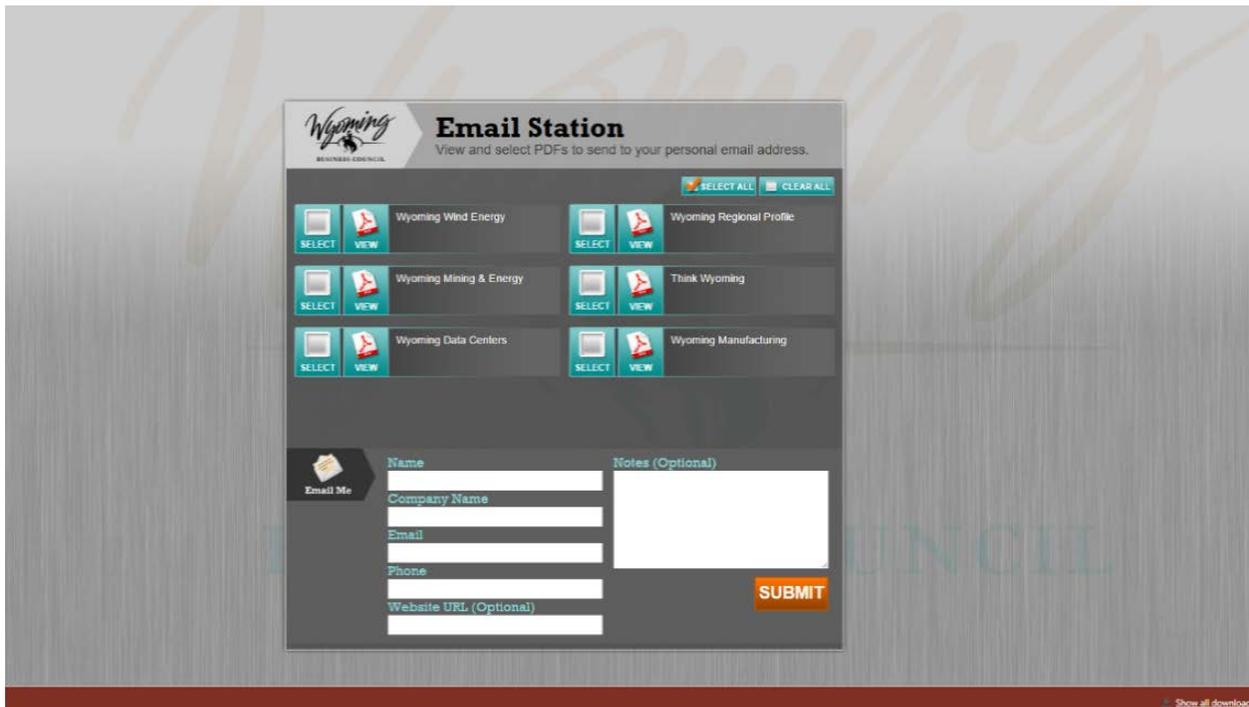


Figure 8- The email kiosk webpage captures attendee contact information and emails informational brochures directly to attendees during the DCW Expo.



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### PDF informational brochure

The team to construct the informational brochures consists of myself and Communications Division Staff. Information is kept up to date with recent statistics and rankings from various sources. These brochure documents were originally developed in 2012 and have been continually updated to reflect new information, changes in the industry nationally and in Wyoming, and to assure the messaging always reflects our overall goal of presenting Wyoming as a first class location for Data Center Operations.

**Focus on Data Centers**

**Wyoming's cool climate makes it a real HOT spot for data centers.**

Big data centers. Really big. Okay, maybe not yottabytes of data big but then who is? The who's of large scale data centers and supercomputing operations who call Wyoming home really drive home the point: Wyoming is an optimal location.

**Major Data Center Businesses**

Who's taking advantage of these unique Wyoming benefits? Some of the country's most high-profile, robust data center companies, including:

- Microsoft
- NCAR Wyoming Supercomputing Center
- EchoStar
- Green House Data
- Mountain West Technology Network
- Wyoming Technology Business Center
- Ptolemy Data Systems

**Average Electrical Rate**  
6.47 cents/kWh  
Source: eia.gov, January 2015

**Wyoming is an ideal state for:**

- Unique Purpose Data Centers
- Corporate Data Centers
- Colocation/Managed Services Sites
- Large Back-up or Recovery Sites
- Mass Data Storage Sites
- (Google, Facebook, Twitter, Amazon)
- Public & Private Cloud Sites
- Federal Government Data Centers

**Why Wyoming?**

Cool ambient air = Free cooling  
Access to multiple long haul fiber routes  
Low cost, abundant, redundant, reliable power sources

**Comfort Index**

Wyoming U.S.  
73 44

**Climate Profile: closer to the clouds is cooler for business.**

Wyoming's climate, characteristically cool and dry, is much more comfortable than the national average. On average, Wyoming claims the lowest number of cooling days (more days below 85 degrees) in the region, and at an average altitude of 6,000 feet, the temperature in Wyoming rarely exceeds 100 degrees F. For most of the state mean maximum temperatures in July range between 85 and 95 degrees F.

**Key data for your data center**

Wyoming has a strong, low-cost-of-doing-business story. Because on top of very low electricity costs – 28% below the national average (across all sectors) – and no-to-low taxes, Wyoming's ambient air has sufficient cooling capabilities to reduce power consumption and related cooling costs even more. In other words, the cooler climate is testament to free cooling.

**Wind and ambient air**

Wyoming's wind resource can offer great renewable energy opportunities for data centers. With areas of the state ranking as Superb Resource Potential by the National Renewable Energy Laboratories (NREL), Wyoming is one of the most favorable locations for wind power development in the country.

**Utilities Telecommunications**

There are nine telecommunication providers near 1-80 and throughout the rest of the state. Nearly 80% of the housing units in the state of Wyoming have broadband access through DSL, cable, or wireless providers; nearly 100% of homes have broadband access via satellite.

- Numerous long haul fiber routes
- Most major communications carriers pass through Wyoming today
- According to Federal Communications Commission data, Wyoming residents and businesses have adopted broadband services at a faster rate than other states over the last five years

**Water**

Wyoming has ample water available due to high levels of precipitation, large supplies of groundwater through a series of aquifers throughout the state, and its geographic location as a headwater state.

There are approximately 778 municipal water systems and 200 wastewater treatment systems in the state. Many industrial users have on-site supply for potable water and another for non-potable water. While pumping water is a regular operational cost, the low price of electricity helps keep that cost minimal.

**Natural disaster risk**

Low disaster risk

While natural disasters can happen anywhere, Wyoming is relatively bullet-proof when it comes to usual threats such as earthquakes and tornadoes. Our central location keeps the state safe and your business up and running.

**Wyoming Wind Rankings**

- 8th – Wind Potential
- 15th – Current Wind Energy Production (1,418 MW)

**Wyoming: High Rankings**

- 1st Business Tax Climate Index (Source: Tax Foundation 2014)
- 1st Best Performing State Economy (Source: The Atlantic 2014)
- 2nd Best Run State in America (Source: 247 Best Cities 2014)
- 2nd Lowest Business Failure Rate (Source: Dun & Bradstreet 2011)
- 2nd, Pro-Business States (Source: Public Corporate Real Estate 2014)

Wyoming Business Council • 800.262.3425 • www.wyomingbusiness.org

Figure 9 - This pdf document is available through the email kiosk system. Note the blue grid, and messaging of the brochure is integrated with the video content and overall look of the booth space.



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**W**BC Data Center World Booth

The WBC booth, with all the communications methods integrated into the set-up was successful in helping us reach our goals at DCW Expo Spring 2016. Blue-grid graphics, kiosk front design and message, primary video monitor and email kiosk set-up all work together seamlessly.



Figure 10 - The DCW Booth for the WBC uses the blue grid for background, counter fronts, and email kiosk graphics, and main video display. The "Wyoming" logo is prominent on all pieces in the booth space for common branding and to drive comprehension of Wyoming,



## Management of Results Reporting

Results reporting and Return on Investment (ROI) are undoubtedly the area where the Wyoming Business Council's (WBC) objectives at a trade show differ from the general business exhibitors at Data Center World Expo (DCW), or any other show for that matter. As stated earlier, we're not at any show for large numbers of contacts or to make sales right on site. We're there for brand exposure and a handful of project leads that we can work on for the next 18-24 months with companies looking for new data center locations.

Even though we do not have the same "corporate objectives" of a commercial entity at all times, we do still have objectives, and our goals and results reporting need to align with those. While we do not have an official reporting system in place, using the principals of **Session 20212, Basic Project Management and Reporting Skills**, we will develop one for future shows.

We have three basic objectives for DCW: 1. Increase awareness of Wyoming as a location for Data Centers. 2. Conduct 8 high quality meetings with prospect companies interested in expanding to Wyoming. 3. Make contact through booth presence with 10 executives or real-estate professionals with data center projects seeking locations in the next 18-24 months.

Once the DCW Expo or any other trade show we attend is finished I report the results to the Director of the Business & Industry Division of the WBC, Ben Avery. The information from the information reporting done is used to produce budget request for the following year, reflecting my recommendations for show attendance.

### **A**ssessment Measures and Results

#### *WBC Objective 1 – Increased Awareness*

This particular show objective is not measured in a quantitative way. What we use to measure our success in this is purely qualitative. We have noted over the last several years that our presence is expected at DCW. People stop by our booth regularly from companies that are some of our top priorities to be in front of, such as Microsoft, Google, Apple and other site selectors that work in the data center industry. We feel confident that we're increasing awareness of Wyoming to the data center industry with our presence at DCW simply by these top targets continued acknowledgement of our presence there, and that we do communicate with contacts made at DCW regularly and many are still considering Wyoming as a potential location for their data center expansion projects.



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*WBC Objective 2- Conduct 8 high quality meetings at DCW*

This objective is easily quantifiable, and unfortunately was not met at DCW Spring 2016. The WBC contracts with ROI Vision to contact companies attending DCW to schedule meetings for WBC staff with company executives or real estate professionals to discuss Wyoming's advantages for the data center industry and why they should consider Wyoming for a location for their upcoming expansion projects. The contract was not successful, and unfortunately only three meetings were set. The meetings were good, and the companies we visited with are still in contact, but no serious projects are in the works from the meetings. After this show, I've recommended that we not contract for meetings at DCW in the future. The show is small enough that we don't have to pay someone to make contacts for us, also because of our long-term presence at the show, people truly are aware of us, and will stop by.

*WBC Objective 3 – Make contact at the booth with 10 executives or real estate professionals with projects in the next 18-24 months.*

Implementing an email based kiosk to disseminate our informational brochures and other information has made this particular goal at DCW very successful and easy to quantify. As mentioned in other sections of this portfolio, we gather contact information from attendees interested in exploring Wyoming as location for their data center operations by requiring email and contact information to be input in our system to receive informational brochures via email. We do not have physical copies in our booth, so the only access to them is via the email kiosk system. This allows us to both gather contact information for future outreach, but is also a way to judge the seriousness of the inquiry. If someone is willing to knowingly give their contact information to you to receive your promotional information, they're generally qualified as a serious contact that is making a real evaluation of their options. No other states at DCW use this method of information dissemination to our knowledge, and we see it as a real advantage to have confidence that our leads are qualified.

At DCW Spring 2016 our goal was to gather information from 10 serious prospects via the email kiosk system. We were able to collect information on 11 contacts exceeding our goal. While these numbers would likely be disappointing to a commercial exhibitor, we're very happy with the results. In fact, in past years, we've gathered between five and seven and felt that our objectives for the show were met.

Of the 11 contacts we gathered via the email system, nine are still in contact with us and considering us for future data center projects. Because we are a very small division of the WBC with a very small budget, ROI is always positive for our recruiting activities. We do not tie ROI to any specific trade show, but do it as an overall ROI. To have a positive program ROI we need to recruit a single company employing only 10 people at average wages every three years to make



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a positive tax impact to the State of Wyoming. A single data center recruitment would easily present a positive ROI for several years without a single other result because of the high wages and very high capital cost of a center being built.

## Reporting Results in the WBC

As stated before, most reporting done regarding trade shows is done in the context of the larger business recruitment program of the Wyoming Business Council. Developing strong ROI models is a goal and current task of mine, as well as our Chief Performance Officer. Beyond solid quantifiable “we talked to this company, and they located in Wyoming because we saw them at DCW” type results, we’re evaluating how to report on the value of increased awareness.

## Informal Reporting

**Session 20212, Basic Project Management and Reporting Skills** discusses the importance of reference corporate objectives in reporting. While we do not have a formal reporting process for trade show results, we do use information reporting that is almost entirely focused on reaching the objectives of the WBC. Once DCW Spring 2016 was wrapped up and I had returned to the office, my first conversation was with the Director of the Business & Industry Division, my direct supervisor. The conversation was informal, I simply stated how our contacts went and that we were happy with the results of 11 contacts being made at the show. I explained how that exceeded our goal and all previous shows. While there is no formal reporting required of me post show, I do want to continually inform the people above me on the results to keep the value of trade shows up in their minds.

## Budget Results Reporting

While the report for budget results is not required immediately after a show, or even as an evaluation of overall trade show efforts, budgeting is an important part of our agency’s operations. Because we’ve worked over the years to develop a rule of thumb budget for our shows, we did not have any unexpected budget discrepancies from this show. The following budget is the actual result from DCW Spring 2016, as shown in Section 3 of this portfolio.

DCW Budget Spring 2016	Budget Amt.	Spent	Difference
Exhibit Space	\$8,780.00	\$8,780.00	\$0.00
Graphics	\$1,000.00	Not known Yet	N/A
GES – Carpet, Power, Etc.	\$2,000.00	\$1850.14	\$149.86
Shipping	\$1,400.00	\$1,311.00	\$89.00
Staff Travel	\$2,000.00	\$1967.00	\$33.00
<b>Total Show Costs</b>	<b>\$15,110.00</b>	<b>\$12,780.00</b>	<b>N/A</b>



## Conclusion

### Success at DCW

Data Center World Spring 2016 was a successful trade show for the Wyoming Business Council. Our contacts goal was met and exceeded by one, with long term-contact still in place with nine of the contacts that asked us for information.

### Keys to Success

The **email kiosk** system seems to be key to assessing the seriousness of a contact, as well as tracking and maintaining contact with them post show. Without the kiosk system we may have gotten information to the same people, but the potential would have existed for them to simply grab literature and walk away with a “I’ll call them when I need them” type of interaction. The kiosk system also allows for consistent follow-up. You can’t lose a contact once it’s in the system, unlike a business card or note scribbled down in the booth. Staying consistent in contact with the people we’ve spoken to in the booth at DCW keeps our message in their mind, and further cements their perceptions of Wyoming as a location for data centers.

The **consistency of our booth design** and other communications pieces at the DCW expos has proved to be successful for us to. Our branding message and look, meant to emphasize that Wyoming isn’t just what everyone naturally thinks of (mountains, rivers, trees and cowboys) has seemed to pay off. As noted before in this portfolio, it’s difficult to quantify this result, but we feel confident through talking to repeat visitors to our booth and contacts in the data center industry at the DCW expo that we’re now well known as a favorable location for data center operations, when that had not been the perception until we began presenting ourselves in that way at the DCW shows. (To be fair, there are other ways we market to data center operators, but DCW is our premier method.)

### The Future of the WBC Presence at DCW

The WBC will continue our presence at the DCW Expo Spring 2017. The next event is scheduled for April 3-7, 2017 in Los Angeles. We will evaluate the attendance there, as well as our interaction with attendees. The show’s location is switching for the first time to somewhere other than Las Vegas. I don’t anticipate that changing the make-up of the crowd completely, but it will surely have some affect.



Because of the show's location change to California, we will adjust our messaging to reflect the different operating environment of California. Typically, audiences at California trade shows are in tune with the negative tax and regulatory environment, and its contrasts with Wyoming's zero income tax and very low regulation environment. Another advantage Wyoming has over California, specific to data centers, is safety and security. Safety because of our very low natural disaster risk, and security because of the remoteness of locations in Wyoming. Data Center operators want to lower their risk of catastrophe, so we'll exploit the negatives of California at the DCW Expo Spring 2017 with the intention of catching attention of executives and real estate professionals at the expo.

We assume that attendees normally attending the DCW Expo in Las Vegas will still attend in Los Angeles. Show prospectuses will still reflect the attendance from the 2016 offering, so will not necessarily be helpful in determining the exact audience at 2017 DCW Expo. We'll employ our company survey tactic to determine if our existing contacts in the data center industry perceive a change in the show because of location, and adjust our strategies based on their input.

Measuring success at the 2017 DCW Spring Expo will be especially important, as it will be the only true way to assess the impact of the location change. We'll use the data from the 2017 expo to determine our attendance at the expo in 2018.

We'll continue the use of the blue grid graphics for DCW. The look is still fresh, even though it is now several years old. Budget constraints will keep us from redesigning anyway, so it's good that we made a quality decision in the initial design of the booth.

The information pieces and main display video will be updated to reflect current statistics and demographic information, as well as information about the current state of the industry in Wyoming. That is a standard practice for all our shows in every industry to assure that we don't have irrelevant information in any of our marketing.

## **W**hat was learned?

The majority of what I've learned is that to up the quality and consistency of our results reporting from trade shows we attend. In the current era of budget cuts in Wyoming State Government, it's become very important to maintain a positive ROI for all our programs. Working with the Chief Performance Officer of the WBC and using principals of my CTSM Training, and specifically **Session 10813, How to Measure the Value of Trade Shows**, we're working to develop an evaluation system for trade shows that can value both the brand awareness aspects, and the value of a qualified prospect that is met at a trade show.



## **C**CTSM Coursework Reference

Session 10813 - How to Measure the Value of Trade Shows

Session 20114 - Selecting the Right Shows: The Critical Decision

Session 20212 - Basic Project Management and Reporting

Session 20310 - The Nuts and Bolts of Budgeting for Results

Session 20610 - Show Operations Basics – Part I: Pre-Show Planning

Session 20910 - Show Operation Basics – Part II: On-Site Implementation

Session 31512 - Integrated Marketing Communications

Session 61713 - Graphics Boot Camp: The Basics Every Event Manager Should Know

Session 61910 - Exhibit Design – From Concept to Completion

Session 62410 - Green Trade Shows

Elective Session 625 – Extreme Exhibit Makeover – From Sterile to Spectacular

Election Session 312 – Targeted, Tailored and Timely – Innovations in Direct Mail



## Appendix

Business Recruitment and Development Plan 2015-2016

Business Recruitment and Development Plan 2016-2017