Mission: In its role as the principal business recruitment and marketing organization for the state, the Missouri Partnership attracts new jobs and business investment to Missouri through collaborative efforts with other state and local economic development partners.
In 2013 the Missouri Partnership celebrated its sixth full year as the state's official organization for marketing and new business recruitment. Working with leaders from both the public and private sectors, the Partnership helped attract a number of significant projects to Missouri's communities, leading to the creation of new jobs for the state's citizens.

As the global economic recovery continues to accelerate, the Partnership—together with other state, regional and local economic development organizations—is seeing marked increases in the number of new projects for which the state is being considered. In fact, as 2013 came to a close, active projects numbered 93—a full 22 percent higher than in 2012. This sizable jump in activity is due in part to the Partnership's ongoing effort to market Missouri for new corporate investment.

This past year, the Partnership was pleased to be a part of 14 project announcements, bringing more than 1,700 new jobs and almost $250 million in capital investment to Missouri. Recruitment projects were announced in both the St. Louis and Kansas City metropolitan areas, as well as in Jonesburg, Chillicothe, Joplin, and Jefferson City. Pharma Medica Research, Aviation Technical Services, CertainTeed Corporation, IBC North America, Natural Life Pet Products, and Morris Packaging were but a few of the companies announcing plans in 2013 to locate new facilities in the Show-Me State.

On both the international and domestic front, the Missouri Partnership remains committed to promoting and marketing the state as an optimal location for new business. In 2013, Pollina Corporate Real Estate recognized Missouri as a Top 10 Pro-Business State for the fourth year in a row. As one of the few Midwestern states to have earned this distinction, we're reminded again of the tremendous potential Missouri offers businesses from around the globe.

Moving forward, we are thankful for the support of our Board of Directors, the Hawthorn Foundation, the Missouri Department of Economic Development, and our many partnering organizations. We greatly appreciate the opportunity to continue working on behalf of the state to facilitate economic growth and prosperity for all Missourians.
The Missouri Partnership was formed as an economic development organization for the state in 2007. Although economic development also includes fostering entrepreneurship and expanding existing businesses, the Partnership's mission focuses specifically on attracting new industry to Missouri. The Partnership promotes Missouri's advantages over locations in other states, while also helping companies to navigate business incentive negotiations, regulatory permitting issues, and other important factors in the investment decision.

Recruiting new industry to the state is important for many reasons. Chief among them is creating new jobs, capital investment, and tax base in the community where a business locates. Additionally, attracting new industry not only further diversifies the state's economic base, it also provides new market opportunities for existing industry. For example, if Missouri recruited a new auto assembly plant, there would be additional opportunities for the state's existing auto parts manufacturers to supply the new assembly operation; this, in turn, could lead to further expansion and investment by those existing suppliers.

Perhaps more important, but less tangible, is the positive attention Missouri receives in the business world. When a globally recognized company decides to build a new facility here, other companies' executives will conclude that there must be a compelling business rationale for choosing Missouri. Actual success raises the perception of success, which brings further recruitment opportunities for the state.

Economic development always relies upon the efforts of multiple partners at state, regional, and local levels. The Missouri Partnership remains fortunate to collaborate with such partners, and is pleased to be one of many team players who assists in landing business investment projects to Missouri.

The Missouri Department of Economic Development develops and administers the wide array of financing programs that help make the state a financially competitive option for expansion-minded companies. The Missouri DED also assists in the expansion of businesses already located here, further strengthening the business climate that the Missouri Partnership aggressively markets to corporations both domestically and abroad.

The Hawthorn Foundation is a diverse group of Missouri leaders in business, education, healthcare, and labor dedicated to the development of a vibrant economy for the state of Missouri. The Hawthorn Foundation raises money from the private sector to provide financial support for special needs and projects related to economic development in Missouri, and provides a significant portion of the funding for the Missouri Partnership.
The Missouri Partnership is a team of 12 staff members—with offices in both St. Louis and Kansas City—and a 12-person Board of Directors from all across Missouri.

**Board of Directors** (left to right)
- Chairman: Mike Deggendorf, KCP&L
- Vice Chairman: Duane Simpson, Monsanto
- Treasurer: Barry Hart, Association of Missouri Electric Cooperatives
- Secretary: Marie Carmichael, Missouri Development Finance Board
- Becky Cleveland, Missouri Economic Development Council
- Mike Downing, Missouri Department of Economic Development
- Dr. Hank Foley, University of Missouri System
- Teresa Maledy, Commerce Bank
- Ryan Mooney, Springfield Area Chamber of Commerce
- Greg Nook, JE Dunn Construction
- John Sondag, AT&T Missouri
- Mark Woodson, Associated Electric Cooperative

**Staff** (left to right)
- Cara Weber, Business Recruitment Coordinator
- Marion During, Marketing Specialist
- Amy Monahan, Marketing Specialist
- Lana Payton, Office Manager/Finance/HR
- Deborah Price, VP Business Recruitment
- G. Subash Alias, VP Business Recruitment
- Erin Pettit, Marketing Events Coordinator
- Clint O’Neal, VP Business Recruitment
- Dennis Pruitt, VP International Business Recruitment
- Janet Muhm, VP Marketing
- Christopher Chung, President & CEO
- Leah Hill, Research and Internet Marketing Manager
14 business recruitment wins

1,749 new jobs

$81.2 million new annual payroll

$249.1 million new capital investment
The Missouri Partnership's goal is to attract new jobs, payroll, and investment to communities across the state by competing for business recruitment projects. To win a project, the Partnership must successfully promote Missouri's advantages over locations in other states, while also assisting companies with business incentive negotiations, regulatory permitting issues, and other important factors in the investment decision-making process.

Missouri had a strong year in 2013 by welcoming 14 new companies to the state with a total of 1,749 jobs, $81.2 million annual payroll, and $249.1 million in capital investment.

Looking back: The Missouri Partnership continues to add each year the number of jobs, payroll, and capital investment it helps recruit to the state.

Project pipeline: A snapshot of the project pipeline at the end of the year provides a good look at the Missouri Partnership's activity and growth in deal flow.

Note: These numbers are based on company commitments at time of project announcement. Actual results may exceed or fall below stated commitments.
<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>New Jobs</th>
<th>New Annual Payroll ($ millions)</th>
<th>New Capital Investment ($ millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acropolis Studios</td>
<td>Ste. Genevieve</td>
<td>4</td>
<td>$0.09</td>
<td>$0.00</td>
</tr>
<tr>
<td>Adrian Steel</td>
<td>Kansas City</td>
<td>39</td>
<td>$1.37</td>
<td>$4.80</td>
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<tr>
<td>Aviation Technical Services</td>
<td>Kansas City</td>
<td>544</td>
<td>$26.90</td>
<td>$7.86</td>
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<tr>
<td>BIME Analytics</td>
<td>Kansas City</td>
<td>44</td>
<td>$2.12</td>
<td>$0.33</td>
</tr>
<tr>
<td>CertainTeed Corporation</td>
<td>Jonesburg</td>
<td>100</td>
<td>$4.17</td>
<td>$100.00</td>
</tr>
<tr>
<td>Challenge Manufacturing</td>
<td>Bridgeton</td>
<td>102</td>
<td>$3.10</td>
<td>$8.50</td>
</tr>
<tr>
<td>Exel Logistics</td>
<td>Kansas City</td>
<td>43</td>
<td>$1.38</td>
<td>$9.61</td>
</tr>
<tr>
<td>Grupo Antolin</td>
<td>Kansas City</td>
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<td>$3.73</td>
<td>$15.70</td>
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<td>IBC North America</td>
<td>Chillicothe</td>
<td>87</td>
<td>$2.45</td>
<td>$5.18</td>
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<tr>
<td>Materials Lifecycle Management Equipment</td>
<td>Bridgeton</td>
<td>23</td>
<td>$1.17</td>
<td>$6.10</td>
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<tr>
<td>Morris Packaging</td>
<td>Jefferson City</td>
<td>27</td>
<td>$1.32</td>
<td>$11.97</td>
</tr>
<tr>
<td>Natural Life Pet Products</td>
<td>Joplin</td>
<td>35</td>
<td>$1.24</td>
<td>$3.25</td>
</tr>
<tr>
<td>Pharma Medica Research Inc.</td>
<td>St. Charles</td>
<td>320</td>
<td>$15.17</td>
<td>$30.80</td>
</tr>
<tr>
<td>Yanfeng USA Automotive Trim Systems</td>
<td>Riverside</td>
<td>263</td>
<td>$12.97</td>
<td>$45.00</td>
</tr>
</tbody>
</table>
2013 business recruitment project to Missouri

- Aviation Technical Services
  - HQ Seattle, Washington

- Challenge Manufacturing
  - HQ Grand Rapids, Michigan

- Exel Logistics
  - HQ Westerville, Ohio

- Materials Lifecycle Management
  - HQ Westfield, Massachusetts

- Acropolis Studios
  - HQ Cranston, Rhode Island

- Morris Packaging
  - HQ Bloomington, Illinois

- BIME Analytics
  - HQ Montpelier, France

- Certain Teed Corporation
  - HQ Paris, France

- Natural Life Pet Products
  - HQ Pittsburgh, Kansas

- IBC North America
  - HQ Robertsdale, Alabama

- Materials Lifecycle Management
  - HQ Westfield, Massachusetts

- Acropolis Studios
  - HQ Cranston, Rhode Island

- Morris Packaging
  - HQ Bloomington, Illinois

- BIME Analytics
  - HQ Montpelier, France

- Certain Teed Corporation
  - HQ Paris, France

- Natural Life Pet Products
  - HQ Pittsburgh, Kansas

- IBC North America
  - HQ Robertsdale, Alabama
27% more social media followers

28% more website visitors

39,334 email newsletters sent
One important part of the Missouri Partnership’s mission is to market the state’s business advantages. The Partnership achieves this goal through several outlets, including advertising, public relations, social media, industry conferences and trade shows, and hospitality events.

Advertising: The Missouri Partnership ran a series of ads in several metro area Business Journals and Crain’s, as well as online ads on the Crain’s website (image 1). The Partnership also ran a series of ads in the University of Missouri alumni magazine to appeal specifically to Mizzou grads (image 2). Additionally, the Partnership produced ads in Fortune (image 5) and Automotive Industries (image 6).

Public relations: The Partnership continued to promote Missouri through news outlets. When CertainTeed announced a new facility in Jonesburg, the story was widely covered, including in the New York Times and USA Today. Other popular Missouri news pitches featured Yanfeng USA and Pharma Medica (image 3).

Social media: Twitter remains the Missouri Partnership’s most popular social media tool (image 4). The Partnership also continued its email newsletter, blog, and Facebook and LinkedIn accounts to spread positive Missouri business stories.

Industry trade shows and conferences: The Partnership marketed Missouri at numerous industry events in markets all over the world (image 7—Missouri’s booth at SelectUSA Summit).

Hospitality events: The Missouri Partnership hosted several hospitality events for a targeted audience of corporate real estate directors, site selection and location advisors, and incentive consultants (image 8—Missouri VIP dinner at Industrial Asset Management Council Spring Forum).
The Missouri Partnership represents Missouri at trade shows, conferences, events, and other decision-maker meetings around the U.S. and in certain overseas markets. In the effort to market Missouri for business recruitment, these face-to-face opportunities with our target audience is crucial to success.

*Image 1—Hospitality event for site selection consultants (New York, NY)*

*Image 2—Missouri VIP dinner hospitality event held during Industrial Asset Management Council Fall Forum (Salt Lake City, UT)*

*Image 3—Meeting in Seoul, Korea, with executives from several Korean suppliers to Westinghouse, to talk about Missouri’s efforts to attract Westinghouse’s nuclear small modular reactor (SMR) technology to the state*

*Image 4—Missouri display at the Walmart “Made in America” Manufacturing Summit (Orlando, FL)*

*Image 5—Governor Nixon speaking at the Center for Automotive Research Management Briefing (Traverse City, MI)*

*Image 6—Missouri display at the International Association of Outsourcing Professionals Outsourcing World Summit (Phoenix, AZ)*

*Image 7—Missouri display at the Midwest-US Japan Association Conference (Tokyo, Japan)*

*Image 8—Missouri’s business development trip to India (Bangalore, India)*
Trade show, event, or conference attended by the Missouri Partnership

Missouri Partnership-sponsored consultant briefing mission or hospitality event
30 partner organizations in the Missouri Cooperative Marketing Program

26 Cooperative Marketing opportunities offered

2 major economic development initiatives supported for Missouri’s life sciences and next-generation energy technology
Marketing the state of Missouri goes beyond the Partnership’s efforts alone. To be successful as a state, the Partnership extends its capabilities to help regional and local economic development organizations market themselves and stay ready for new business opportunities.

**Cooperative marketing:** The Partnership teams up with other Missouri economic development groups every year to share the costs associated with various marketing activities.

One such example was this year’s special advertising section in *IndustryWeek* magazine (image 1), which focused on the manufacturing industry. Communities shared their stories as part of a cohesive editorial and had space for ad placements (image 2—an ad submitted by the Springfield Regional Economic Partnership).

Another cost-sharing effort was a series of local photoshoots, resulting in high-quality, unique marketing images to promote the state (image 3—during the shoot in Trenton; image 4—Cape Girardeau).

The Partnership sponsored a new opportunity in 2013 for community competitiveness assessments. These evaluations allowed participants to increase their exposure to—and receive valuable input from—site selection consultants.

**Economic development alliances:** A collaboration among Westinghouse, Ameren Missouri, and the Missouri Partnership resulted in “The Missouri Charge – An SMR Ready Alliance” (image 5). The group worked towards making Missouri the first state to deploy a 100 percent American-made, safe, and economic small modular reactor (SMR) (image 6—Missouri Charge exhibit at the SMR Conference in Washington, DC).

The Missouri Partnership also contributed major marketing and design support for the Missouri exhibit at the BIO International trade show in Chicago (image 7 and 8). Missouri’s presence at the show was led by the Missouri Biotechnology Association (MOBIO).
$2.07 million in funding in 2013

$1,184 in funding per new job recruited

$1,100 in funding per $43K in new annual payroll recruited

$831 in funding per $100K in new capital investment recruited
The Missouri Partnership strives to provide a high return-on-investment—attracting jobs, payroll, and capital investment to the state while using few resources. Although the Partnership has experienced lower annual budgets in recent years, we have not slowed down the pace of our business-recruitment results.

Cost-of-sale: Comparing the investment received with the recruitment results for each year determines a cost of sale for the Missouri Partnership's activities. In 2013, the Partnership received $2,070,000 in funding, which equates to $1,184 for each new job, $1,100 for every $43,000 in new payroll, and $831 for every $100,000 in new capital investment recruited to Missouri.

Funding sources: The Missouri Partnership receives both public funding through the Missouri Department of Economic Development and private funding through the Hawthorn Foundation. This combination of public and private resources allows the Partnership to maintain consistency and financial stability over the long term.

Expenses: The Missouri Partnership's budget is divided into marketing and recruitment expenses, verses operating and general administrative expenses.

Note: These numbers are based on company commitments at time of project announcement. Actual results may exceed or fall below stated commitments.

$43K in new payroll is equal to the 2013 statewide average wage in Missouri.
The Missouri Partnership is a public-private, not-for-profit corporation that markets Missouri for new business investment and recruits new industry and jobs to the state.

120 South Central Ave., #1535, St. Louis, MO 63105 | 12200 NW Ambassador Dr., #234, Kansas City, MO 64163
Vision: Missouri will be recognized as the premier location for companies seeking to expand or relocate new business investment operations. By successfully attracting new jobs and business investment, Missouri will maintain and strengthen a positive business climate that sustains economic wealth in the state’s communities.

Additionally, the Missouri Partnership will be recognized as one of the nation’s best-in-class statewide business recruitment and marketing organizations, comprised of dedicated, creative, and highly motivated professionals.