



SIR Proposal to Develop a Marketing Strategy & Action Framework to Advance the Institute for Advanced Learning & Research's Opportunity in Additive Manufacturing

July 13, 2023

Background:

Community leaders in the Danville-Pittsylvania area made forward-looking investments decades ago in response to a devastating global shift in manufacturing. Today the community is reaping the rewards, experiencing an economic renaissance. The Institute for Advanced Learning and Research (IALR) is part of this success story, having matured into a catalyst for economic transformation.

In addition to generating local job opportunities in advanced manufacturing, IALR is now contributing to America's national security. The United States Navy has delivered a valuable "seal of approval" by relying on the IALR to train the highly skilled professionals who are shaping "additive manufacturing" technology that enables U.S. nuclear-powered submarines to protect our country in some of the world's most dangerous places.

Now, with this strong foundation in place, IALR is eager to move to advance the next phase of the community's renaissance by attracting additive manufacturing companies to join the center of excellence that the Navy relies on in Danville. This will require a thoughtful and creative marketing strategy – an actionable strategic framework, anchored in research, that's unique to southern Virginia. This strategy must be understood by local stakeholders, attract targeted industries, and deliver quantifiable results.

Assignment:

SIR has been requested to formulate a strategic marketing framework for IALR that will expeditiously advance Danville's additive manufacturing as the next transformative industry that will grow the Danville-Pittsylvania area's GDP, jobs, and productivity growth.

Goal and Objectives:

The overarching goal is to formulate a marketing strategy and related action framework that aims to grow Danville's additive manufacturing industry and IALR's Center for Manufacturing Advancement.

The related objectives of this strategic plan include recommendations on how to:

- 1. Package and position IALR's competitive advantage in additive manufacturing – the only location in the country with a "one-stop-shop" approach.** This includes IALR's comprehensive, fully integrated approach through the Center for Manufacturing Advancement (CMA) that includes: *(Note: the following copy is from IALR's website)*

- **ADDITIVE MANUFACTURING:** At its core, the CMA provides the space, tools, and talent training to enable new and existing businesses to deploy the latest additive manufacturing practice.
- **ISO-CERTIFIED METROLOGY LAB:** A 1,448-square-foot, fully equipped Metrology Lab provides the integrated inspection capabilities required to validate product quality. This measurement lab is controlled according to strict industry standards and certified by the International Organization for Standardization (ISO), an independent, external organization.
- **MACHINING LAB:** The 5,791-square-foot CNC Machining Lab enables CMA partners to build out improvements and incorporate efficiencies without disrupting current operations.
- **INDUSTRY 4.0 INTEGRATION LAB:** The Industry 4.0 Integration Lab offers numerous opportunities for collaborative innovation. Manufacturing companies, technology companies, and engineering students work together to discover, integrate, and showcase emerging technologies, products, and equipment.

This “one-stop-shop” approach is one of the primary reasons the Navy partnered with IALR campus’ CMA additive manufacturing expertise.

2. **Build Local Understanding and Support of IALR/CMA:** Among diverse local stakeholders, build a greater understanding of and support for IALR and its contributions to the regional economy.
3. **Generate Local Appreciation of Additive Manufacturing:** Build local understanding of and support for making the Danville-Pittsylvania area a global center of additive manufacturing.
4. **Advance Danville as the Center for Additive Manufacturing:** Formulate a marketing strategy and related action framework that will make Danville a global center of additive manufacturing.
5. **Identify Future Talent and Process Needs for an Additive Manufacturing Center’s Success:** Identify the future workforce talent needed to support a growing local additive manufacturing industry. Work with IALR to identify the process improvement needs driven by artificial intelligence to support a growing additive manufacturing industry.
6. **Attract Growing Private Investment:** Identify the additive manufacturing industry-related clusters from which to recruit companies to Danville’s growing additive manufacturing industry ecosystem.

In some circles, this could include positioning Danville as one of America’s new hubs for ship- and sub-building supply chain companies. This aligns with the Navy’s new strategy of increasing its ship-building capacity by pushing the manufacturing of parts for ships and subs away from shipyards, turning them into largescale assembly stations. This strategy will also help supply the growing need for ship-building talent by spreading out the related jobs across the country rather than concentrating jobs in port cities.

7. **Attract Additional U.S. Military and Federal Investment:** Package the success of Danville's additive manufacturing industry ecosystem – *outputs and outcomes* – in a manner that attracts increased investment from the United States Navy and other federal investors.
8. **Generate Support from Virginia's Economic Development Ecosystem:** Package the promise of Danville's additive manufacturing industry ecosystem in a manner that cultivates increased interest in and investment from Virginia's economic development ecosystem.

Strategic Plan Development Approach:

SIR will deploy a multi-step process to develop the marketing strategy and strategic framework. Please appreciate that some of the steps will be conducted at the same time.

Step 1: SIR will prepare a site visit recap - what we learned and hypotheses to explore.

The SIR team will provide a recap of what we learned and observed during John Martin's and Grant Neely's April 2023 visit and briefing by IALR officials. This recap will identify the working hypotheses we will explore in the subsequent steps.

Step 2: SIR will audit IALR's existing communications efforts and related materials.

The SIR team will review and assess all current IALR marketing materials – messaging, website, publications, social media, traditional media relations, advertising, and others.

We will ask IALR representatives to provide these materials to SIR.

Step 3: SIR will conduct 12 one-on-one interviews with key stakeholders.

Shaping an actionable marketing framework includes understanding the attitudes and perceptions of IALR leaders and community stakeholders. To this end, SIR will conduct one-on-one in-depth interviews with people from the following list:

- Telly Tucker, IALR's President
- Linda Green, IALR's Vice President of Economic Development and Executive Director of the [Southern Virginia Regional Alliance](#)
- Troy Simpson
- IALR Board leader(s)
- Key Navy leader (to understand why they chose to invest in Danville) or a senior official from Spectrum.
- Leader of the Virginia Economic Development Partnership
- Economic development leaders in Danville-Pittsylvania:
 - Leaders of [Discover Danville](#)
 - [Executives](#) and/or [board members](#) of the [Danville-Pittsylvania Chamber of Commerce](#)
 - [Dan River Region Association of REALTORS](#)
 - [Danville Economic Development Director Corrie Teague Bobe](#)
 - [Pittsylvania Economic Development Director Matthew Rowe](#)
 - Others

- Community leaders
 - Members of the [Danville](#) and [Pittsylvania](#) School Boards
 - Leaders of the faith community, from institutions such as:
 - [High Street Baptist Church](#)
 - [International Bible Way Church of Jesus Christ](#)

The above list can be expanded and some of the interviews can be conducted in small groups, if necessary.

Step 4: SIR will identify key trends, current and future job openings (talent needs), and growth of related industries in the growing additive manufacturing industry.

SIR will identify the trends shaping the future of additive manufacturing in the United States and abroad. This will include secondary trends analysis, as well as primary analysis using JobsEQ, SIR's in-house forecasting resource that profiles current and future industry growth and related occupations.

Please appreciate that due to the relatively new nature of the additive manufacturing industry, JobsEQ may not be able to capture a complete list of all related job postings and occupations.

Step 5: SIR will recommend an overall marketing strategy and action framework.

The SIR team will use the insights from the above steps to formulate a marketing strategy and action framework for IALR. This will include recommended positioning, creative brand direction, and related messaging for local and national audiences.

The action framework will include steps that IALR should implement quickly and sustain over time. The framework will also include proposed implementation tactics and related budgets, as well as key performance indicators (KPIs) to ensure accountability and results.

SIR will share the recommended marketing strategy and action framework with IALR leaders and based on their input, finalize the direction. This will include the creative direction.

The SIR team will present the recommended marketing strategy and action framework to IALR leaders. This includes creative direction that captures the emotional heart of SIR's recommended IALR brand positioning and messaging, a critical aspect of what we respectfully feel is missing from IALR's current story-telling practices.

We envision this meeting will be structured more as an interactive workshop where SIR will share major findings from the preceding steps and the recommended marketing approach that will deliver on the overarching goal and objectives detailed in this document. Based on everyone's feedback and input, SIR will prepare the final version of the marketing strategy and action framework. All documents will be in PowerPoint format.

SIR will share the final marketing strategy and action framework with IALR's board:

When appropriate, SIR will present the final materials to IALR's Board.

Deliverables:

SIR's deliverables include:

1. Site Visit Recap and Hypotheses to Explore Report
2. IALR Communications Audit Report
3. Key Findings – One-On-One interview report (12 interviews)
4. Additive Manufacturing Industry Trends, Talent, and Industry Insights Report
5. Marketing Communications Recommendations Report

Deliverables #1-4 inform #5 – SIR's recommendations.

All deliverables will be in a PowerPoint format.

SIR will work with IALR leaders to schedule a mid-project update and final in-person presentation.

Timeline and Needed IALR's Active Support:

- Step 1: SIR will prepare a site visit recap - what we learned and hypotheses to explore.

SIR Timing: By July 21

IALR's Active Support: Review SIR's report and suggest additional hypotheses to include in this initiative.

- Step 2: SIR will audit IALR's existing communications efforts and related materials.

SIR Timing: By Mid-August

IALR's Active Support: IALR communications leaders will identify and inventory all of IALR's active communications. Ideally, the materials will be posted in a room at IALR. SIR and IALR communications leaders will meet in person at IALR to review and discuss all current communications. A meeting date will be scheduled that works best for IALR.

- Step 3: SIR will conduct 12 one-on-one interviews with key stakeholders.

SIR Timing: Interviews starting ASAP through late August.

IALR's Active Support: IALR will identify the list of interview candidates, building on the list included in this document. Most of the interviews will be conducted by SIR via a virtual meeting format. Some interviews can be conducted as a group, adding to the total number of interviews. The final list of interviewees should be decided by July 20.

IALR will send out an advance notice to all interviewee candidates. SIR will follow up, schedule, and conduct the interviews.

- Step 4: SIR will identify key trends, current and future job openings (talent needs), and growth of related industries in the growing additive manufacturing industry.

SIR Timing: This work starts immediately. The report will be delivered in late August.

IALR’s Active Support: IALR and SIR will work together to outline some of the major parameters of this step. This includes discussing the related industries in the growing additive manufacturing industry and ship- and sub-building manufacturing supply chains. Based on this input, SIR will conduct the related research.

- Step 5: SIR will recommend an overall marketing strategy and action framework.

SIR Timing: SIR will work with IALR to schedule the best date for step 5. Is there a previously scheduled executive committee meeting for mid-September or early October?

IALR’s Active Support: Schedule coordination.

SIR Personnel:

John W. Martin, SIR’s CEO, will lead this initiative.

Grant Neely, SIR Managing Partner, will actively support John and the SIR team.

Project Resource Requirements:

SIR estimates this assignment will require ~160 hours of professional time. For budget certainty, SIR will perform this work as detailed above for a fixed fee of **\$44,500**.

Upon notice to proceed, SIR will invoice 50 percent of this amount. The remaining balance will be billed after SIR delivers the final marketing plan. Payment will be expected 30 days from the date of the invoice.

Approval:

It’s a pleasure to submit this proposed approach to you. To proceed, please sign below and return a scanned copy of this document to john.martin@sirhq.com.

We look forward to working with IALR on this important assignment.

Printed Name	Title
Signature	Date