



It's like a whole other country.

**Strategic
Texas Marketing Plan
Economic Development & Tourism**

FY 2012



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OFFICE OF THE GOVERNOR
ECONOMIC DEVELOPMENT & TOURISM

September 1, 2011

My Fellow Economic Developers and Tourism Partners:

In an unpredictable economy, Texas continues to be the global leader in economic development and tourism. Our accomplishments keep the Lone Star State in the spotlight as we consistently receive accolades from around the country. Month after month, Texas tops business rankings for business climate, job growth, and its growing communities. It's no wonder why Development Counsellors International's 2011 Winning Strategies study named Texas' business climate the most preferred in the nation. Texas is ranked No. 1 on Forbes' list for growth prospects, and four Texas cities were ranked in their "Next Big Boom Towns" list: Austin (1), San Antonio (4), Houston (5), and Dallas (7).

Texas continues to see growth in population, indicating that people are flocking to our state for its vibrant economy and low cost of living. According to the 43rd Annual Magnet States report by Allied Van Lines, Texas topped the list for the sixth year in a row as the No. 1 relocation destination in the U.S.

In FY 2011, we successfully launched our "Texas Wide Open for Business™" Facebook and Twitter pages as part of our ongoing efforts to spread the word that Texas is the best place for business.

The Tourism advertising campaign is successfully sparking interest in traveling to Texas. The 2011 campaign, to date, has generated more than 3.9 million inquiries for travel information. The mobile marketing exhibit *Texas On Tour* has also continued to draw enthusiastic crowds at festivals and events throughout the United States and has encouraged them to visit the Lone Star State. The Texas tourism industry supports an estimated 529,400 jobs in the state with direct travel spending of roughly \$57.5 billion in 2010.

Our business recruitment missions to target cities and other TexasOneSM activities have opened doors to new business prospects from around the country and around the globe. Last October, Governor Perry announced a significant transition of operations for Health Management Systems from New York City to Irving, which will bring 350 new jobs and almost \$18 million in capital investment. eBay, GE Transportation, Petco and Office Depot are just a handful of the other companies that have relocated or expanded business operations in our state in the last year.

This marketing plan for the new fiscal year serves as a roadmap and will further pave the way for continued success for Texas' business climate.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Demerson", with a long horizontal flourish extending to the right.

Aaron Demerson, Executive Director



Mission

The Economic Development & Tourism division of the Governor's Office markets Texas globally as the premier business location and travel destination. We develop strategies to generate leads and inquiries which over time can be developed into business recruitment prospects, export opportunities, and tourism – thereby creating jobs and wealth for Texans.

The Tourism program continues to pursue an activity-based marketing strategy that focuses on promoting the many diverse vacation activities and experiences Texas offers to out-of-state travelers. Texas Business Development informs the world that Texas is truly "Wide Open for Business" by promoting our favorable business climate, reasonable regulatory environment, and skilled workforce.

Objective

The primary focus of our marketing strategy is lead generation and awareness building. The Economic Development & Tourism division has achieved a number of successes this past year, including Texas being ranked as the "Best State for Business" by Chief Executive Magazine for the seventh straight year. The most recent data shows that Texas remains one of the most frequently visited states in the nation. Tourism continued to set records for consumer inquiries with award-winning campaigns and innovative online tools on TravelTex.com.

Division Overview

The Office of the Governor, Economic Development & Tourism division consists of six programs. These programs are Texas Business Development, Texas Tourism, the Office of Aerospace and Aviation, the Texas Military Preparedness Commission, the Small Business Advocacy Program, and the Economic Development Bank.

Business Development is charged with domestic and international business recruitment and corporate expansion efforts for the state by marketing Texas as a premier business location utilizing the "Texas Wide Open for BusinessTM" campaign.

Domestic Expansion and Recruitment serves as the primary point of contact for companies looking to expand existing operations in Texas or relocate a business from out of state. This section has achieved great success, working on nationally and internationally recognized projects in FY 2011, such as eBay in Austin, which announced the creation of 1050 new jobs and \$5 million in capital investment; and GE Transportation in Ft. Worth, which announced 775 jobs and \$96 million in capital investment.

International Business and Recruitment assists Texas companies seeking to expand into foreign markets and encourage foreign investment in Texas. In December, Gov. Perry announced that Indian company Jyoti Americas will build a state of the art manufacturing facility for high voltage transmission lines in Conroe, generating \$34 million in capital investment and 157 jobs. Most recently, Canadian company CGI committed to create the company's new U.S. onshore delivery center in Belton, generating 350 new jobs and \$7 million in capital investment.

Business Research provides support with economic and demographic data, analyses and information on industries and communities. The extensive databases and research tools provide accurate and timely information on doing business in Texas, strengthening the state's ability to recruit and attract business.

Texas Tourism promotes Texas domestically and internationally as a premier tourist destination to generate tourism revenues and jobs for Texas communities. In 2010, an estimated 198 million domestic visitors traveled to and within Texas resulting in \$43.7 billion in direct travel spending. Texas Tourism consists of Advertising, Public Relations, and Travel Research sections.

Advertising oversees the award-winning ad campaigns promoting Texas as the premier travel destination through national and international advertising. This includes consumer and trade publications, national cable television, radio, newspaper, the Internet, and the TravelTex.com web site.

Public Relations works with the travel trade industry and media throughout the United States and top international markets including Mexico, Canada, the United Kingdom, Germany, Asia, Latin America, and France.

Travel Research provides and analyzes information about domestic and international travel trends. Travel research also provides tourism outreach services to assist Texas communities with their economic development tourism.

For a detailed look at the FY 2012 Texas Tourism Marketing Plan, please visit www.travel.state.tx.us.

The Office of Aerospace, Aviation & Defense focuses on maintaining Texas' leadership position by developing business strategies to promote the retention, development, and expansion of aerospace, aviation, and defense in Texas. From the earliest bi-planes to high-tech vehicles capable of landing on the moon, all types of aircraft have been and continue to be manufactured in Texas. The office works closely with decision makers in the industry, other governmental agencies, and academic institutions to build a business environment that's second to none. In addition, the office also provides support to state and local spaceport authorities and helps promote the spaceports in Texas.

Texas Military Preparedness Commission became a part of EDT as of September 1, 2009. Established in 2003 by the 78th Legislature, the Texas Military Preparedness Commission's (TMPC) goal is to preserve, promote, and advance the military missions within the State of Texas while protecting vital military installations within its borders, and to encourage defense related businesses to expand or relocate to Texas. TMPC also assists communities that have been impacted by the Base Realignment and Closure (BRAC) process in creating employment opportunities or retaining skilled defense workers in the affected community. TMPC oversees two programs: the Defense Economic Adjustment Assistance Grant and the Texas Military Value Revolving Loan Fund.

The Defense Economic Adjustment Assistance Grant (DEAAG) is a job creation and retention grant program designed to assist positively and adversely impacted defense communities responding to a BRAC action or a reduction/termination of defense contracts.

The Texas Military Value Revolving Loan Fund (TMVRLF) is designed to assist defense communities in enhancing the value of a military facility in an area affected by a BRAC decision that occurred in 2005 or later by providing financial assistance for job-creating economic development projects or infrastructure projects.

The Small Business Advocacy Program's mission is to promote the State of Texas as the ideal place to start and grow small businesses by identifying and isolating legal and financial barriers for small, medium, and historically underutilized businesses (HUBs); assisting small and medium enterprises with expansion programs, policies, and directives; and developing strategies and outlooks for small business development throughout the great State of Texas. The Small Business Advocacy

team handles a number of activities and initiatives, including Small Business Forums, Exporting Workshops, and the Genuine Texas Initiative.

The Office of the Governor, Small Business Advocacy Team, in collaboration with the Texas Workforce Commission, will host a number of forums throughout the state focusing on:

- Skills Development
- Veterans Training
- Exporting Prospects
- Financial Workshops
- HUB and Procurement Opportunities

Given that Texas is the leading exporting state in the nation, exports serve as a significant portion of the trillion-dollar Texas gross state product. Although often thought of as the exclusive domain of big business, the fact is that more than 90% of Texas businesses that export are small businesses. With over 95% of customers and purchasers of American goods originating from outside the US, the case for participation in export trade is self-explanatory. As part of the policy, strategy, and economic growth directive of the Governor's Economic Development division, the Small Business Advocacy team will partner with various state, local, and federal agencies to coordinate numerous *Export Workshops* - regional training and educational forums - to help small businesses realize the tremendous opportunities for increased sales and revenue in the growing export market. These forums will help small businesses navigate a variety of export-related issues including, but not limited to, the identification of market potentials and opportunities; important industry and governmental contacts; and assistance in the legal, financial, and logistical complexities and requirements related to export trade.

The *Genuine Texas Initiative* is a unique branding program that promotes Texas manufacturing. The program, under the direction of the Genuine Texas Initiative Advisory Board, is designed to provide a unified branding program that promotes manufactured products originating in the Lone Star State. The program will establish product quality standards for Texas manufacturers and develop a campaign to provide a competitive edge for the Texas manufacturing industry by designing a logo for Texas-made goods for consumers to identify. Texas' manufacturing sector is a key contributor to the state's economy and the branding program will keep the state competitive against overseas manufacturing.

The Texas Bank for Economic Development provides flexible funding and oversight of finance and tax incentive programs, targeting three key audiences which include Texas businesses, Texas communities and Texas lending institutions. The Bank's main purpose is twofold:

- Providing globally competitive, cost-effective state incentives to expanding businesses operating in this state and businesses relocating to this state
- Ensuring that communities and businesses in this state have access to capital for economic development purposes

The Texas Bank for Economic Development was created to oversee state economic development programs in developing a comprehensive and coordinated approach to assist businesses and local communities. One way to conceptualize the Bank is as an economic development portfolio with financial and tax incentive programs to assist Texas communities and businesses in developing and achieving economic success. The Bank provides incentives to businesses wishing to relocate or expand in Texas and assists local communities in accessing capital for job creation and investment.

Trustee Programs

Texas Enterprise Fund (TEF)

The Texas Enterprise Fund, a trustee program within the Bank and the largest “deal-closing” fund of its kind in the nation, continues to attract businesses and jobs to Texas. The Texas Enterprise Fund has closed on projects generating more than 59,000 new jobs in the state and more than \$14.7 billion in capital investment as of August 31, 2011.

Emerging Technology Fund (ETF)

The Emerging Technology Fund (ETF) was created by the Texas Legislature in 2005 at the urging of Gov. Perry to provide Texas with an unparalleled advantage in the research, development, and commercialization of emerging technologies.

ETF grants are awarded in the following three areas:

- Research Superiority Acquisition - funds for Texas higher education institutions to recruit the best research talent in the world
- Commercialization Awards - funds to help companies take ideas from concept to development to ready for the marketplace
- Matching Awards - funds to create public-private partnerships which leverage the unique strengths of universities, federal government grant programs, and industry

Domestic Market Overview

Overall, Texas is leading the country in job growth, adding more than 230,000 jobs in 2010. So far in 2011, Texas' employment growth stands at 2.5 percent, more than twice the national average of 1 percent. In March 2011, Governor Perry announced Virtual Computing Environment Company's (VCE) creation of a corporate headquarters in Richardson, TX. VCE committed to creating 434 jobs through the TEF investment, and is expected to generate \$40 million in capital investment. Texas continues to be touted as the best state for business and was proud to win the Governor's Cup from *Site Selection* magazine in March 2011 for being the state with the most new and expanded corporate facilities in 2010. Texas topped the list with 424 projects, 48 more projects than the runner-up.

Through 2011, Texas has experienced an economic growth rate that exceeds the U.S. average. This growth will be the foundation of the “Texas Wide Open for Business™” message.

International Market Overview

Our activities in international markets are expanding with more international business efforts than ever before. Texas has been ranked the No. 1 exporting state for nine straight years. Texas' exports were approximately \$207 billion in 2010, a 26.7 percent increase from 2009.

Foreign Direct Investment

Texas is a top-ranked global destination for foreign direct investment. If Texas were a nation, it would be ranked 13th in the world based on the 2010 Gross Domestic Product (GDP) of \$1.29 trillion, ahead of the countries Australia, Mexico, and South Korea.

Texas' largest export markets continue to be Mexico and Canada, our NAFTA trading partners, which accounted for approximately 44 percent of total state exports in 2010. The state will continue its efforts to attract foreign direct investment as one of the state's major economic objectives.

In 2009, Texas ranked third nationally for the number of “insourcing” jobs, according to the Organization for International Investment, with 439,400 Texans employed by foreign-owned companies. Foreign investment in Texas was responsible for 4.7% of the state's total private-industry employment. Texas ranked second in the nation in the number of manufacturing industry jobs at U.S. subsidiaries. More than 35% of jobs, or 156,300 jobs, at U.S. subsidiaries in Texas were in the manufacturing industry.

International markets offer the largest potential for growth for inbound tourists and for relocation and exporting opportunities of Texas products within certain industry sectors. A few of our largest international trading partners and tourism markets include:

Mexico was the No. 1 trading partner for Texas with over \$72.6 billion in exports in 2010. Texas' geographic and cultural ties to Mexico are the foundation of this prosperous relationship. Mexico is the largest international market for travelers to Texas with an estimated 6.3 million visitors in 2010 and about \$2.9 billion in visitor spending. Texas has a long-standing partnership with Mexico, particularly with the bordering Mexican states of Tamaulipas, Coahuila, Chihuahua and Nuevo Leon. Texas has the longest shared border with Mexico of any U.S. state and boasts 29 official border points of entry. Port Laredo is the nation's second busiest inland port. The state has maintained an office in Mexico City (the State of Texas-NAFTA Office) for approximately 30 years.

Canada is the No. 2 trading partner for Texas with \$18.75 billion in exports in 2010. Canada is also the second largest international market for Texas with an estimated 373,000 visitors in 2010, creating an economic impact of roughly \$343 million.

Europe was the largest overseas inbound tourism market for Texas with an estimated 455,000 visitors and an economic impact of \$845 million in 2010. Primary markets within the region include the United Kingdom (142,000 visitors), Germany (97,000 visitors), and France (59,000 visitors).

Europe was home to some of the largest trading partners for Texas exports in 2010 including: the Netherlands (7) with over \$5.9 billion, Belgium (11) with \$3.68 billion, the United Kingdom (12) with \$3.37 billion, Germany (13) with \$2.8 billion, and France (18) with over \$2.17 billion.

Asia was the second largest overseas inbound tourism market for Texas with an estimated 239,000 travelers and an economic impact of \$663.5 million in 2010. Primary markets within the region include China (31,000 visitors) and Japan (58,000 visitors).

Asia was home to some of the top trading partners for Texas exports in 2010, including: China – mainland (3) with \$10.27 billion, the Republic of Korea (5) with \$6.4 billion, Singapore (6) with over \$5.9 billion, Taiwan (9) with \$4.2 billion, and Japan (10) with \$3.9 billion. Other top-ranked Asian trading partners for exports include India (19) with \$2.1 billion, Malaysia (25) with \$1.6 billion, and Hong Kong (28) with \$1.47 billion.

South America was another top overseas inbound tourism market for Texas with an estimated 150,000 travelers and an economic impact of \$709.8 million in 2010. Brazil (42,000 visitors) was the primary market from the region. South America was also home to some of the state's top-ranked trading partners for exports in 2010 including: Brazil (4) with \$7.1 billion, Colombia (8) with \$4.4 billion, Venezuela (15) with \$2.7 billion, Chile (14) with \$2.8 billion, and Ecuador (17) with \$2.2 billion.

FY 2012 Texas Business Development Marketing Plan

In 2003, Governor Rick Perry launched the TexasOneSM program as a part of the 501c3 Texas Economic Development Corporation (TEDC). The TEDC consists of a statewide board of directors appointed by Gov. Perry. TexasOneSM represents the primary fundraising program under TEDC. Funds are raised to allow the Economic Development and Tourism division the opportunity to promote the various assets that Texas has to offer to site consultants and companies making business expansion and relocation decisions. TexasOneSM has directly enabled strategic economic development outreach which has created a surge of national and international awareness of economic development initiatives and opportunities in Texas.

Key Message

Through marketing activities and our Texas economic development partners, we will continue to spread the "Texas Wide Open for BusinessTM" message.

Strategy

To market and promote Texas as a premier location for business domestically and internationally through a variety of resources and marketing activities including websites, social media, trade shows, trade missions, marketing missions, signature events, advertising, public relations, and other promotional activities.

Target Markets

Corporate site selectors and relocation consultants continue to be the primary market for the "Texas Wide Open for BusinessTM" message. These professionals assist companies with their site location decisions. They represent a variety of clients and are responsible for compiling information from different locations and making initial cuts in the selection pool. Industry allies for this target include our community partners and economic development organizations, and Texas-based site selection companies. Corporate decision makers (CEOs, CFOs, COOs) and business media are also highly targeted to receive our message.

All marketing initiatives are focused on the state's defined industry clusters while focusing on those clusters with the greatest current growth rate.

Advanced Technology and Manufacturing

The Advanced Technology & Manufacturing cluster encompasses three industries: Nanotechnology, Semiconductors, and Automotive Manufacturing. Known as the birthplace of nanotechnology, Texas is a global leader in nanotechnology research and development and is nationally ranked for nanotech-related venture capital and commercialization.

Aerospace, Aviation and Defense

From the earliest bi-planes to high-tech vehicles capable of landing on the moon, all types of aircraft have been manufactured in Texas. Major commercial airlines were born in the Lone Star State and some of the world's most advanced military aircraft are designed and built in Texas.

Biotechnology and Life Sciences

The Biotechnology & Life Sciences marketplace in Texas is vibrant and growing. As home to over 4,500 biotechnology firms, manufacturing companies, industry consortia, and research university facilities, Texas has achieved numerous national top 10 rankings in the biotech industry.

Energy

The Energy cluster is made up of three industries: Oil and Gas Exploration and Production, Power Generation, and Renewable and Sustainable Energy Generation. Texas leads the nation in production and reserves for crude oil and natural gas and boasts one of the most robust, well-functioning electric markets in the world. Better known for its oil wells than its wind turbines, the Lone Star State currently leads the nation in renewable energy potential and in wind energy production.

Information and Computer Technology

Information and Computer Technology encompasses industry segments including computers, software, telecommunications, and IT services. Strength in these industries has led Texas to be ranked second in the nation for the number of high-tech workers and businesses.

Petroleum Refining and Chemical Products

Texas is home to more petroleum refineries and greater operating capacity than any other state in the nation. Texas' 27 petroleum refineries can process more than 4.7 million barrels of crude oil per day, and they account for more than one-fourth of total U.S. refining capacity. Texas is the nation's largest petrochemicals producer, with almost 42 percent of the nation's base petrochemical capacity.

FY 2012 Texas Business Development Marketing Activities

In FY 2011, Texas enhanced the "Texas Wide Open for BusinessTM" brand through highly focused messaging via social media and online resources including interactive maps and a Texas business data library. The website will continue to evolve throughout the year to meet the needs of expansion and relocation prospects and provide valuable resources to our partner communities and organizations.

Innovative and creative marketing for business missions and signature events has also increased the frequency at which our target markets are receiving our message. "Texas Wide Open for BusinessTM" has become the foundation of the brand that is visible on all economic development communication and is highly recognizable to the target audience of economic developers and site selectors.

Since 2004, 31 percent of all jobs announced through the Office of the Governor, Economic Development and Tourism division were driven by TexasOneSM activities. The relationships created by our highly targeted campaigns and recruitment activities continue to build momentum.

In FY 2012, our goal is to continue our tremendous momentum and highlight the successes of the Texas economy and business climate. We will continue to effectively target businesses, site selectors, and key media influencers through direct marketing, targeted media and information drops, unique business missions, signature events, and business forums.

Business Recruitment and Trade Missions

In FY 2011, EDT conducted domestic missions to New York, Los Angeles, Chicago, and Greenville, SC, and international business and trade missions to the Netherlands, Spain, and Canada. These missions marketed the state on a one-on-one basis through meetings with company executives, site selectors, and media representatives in determined geographic areas. TexasOneSM members and Texas communities participated in each mission and benefited through increased outreach to companies, consultants, and industries.

Based on the success of these missions in fostering relationships that bring relocation and expansion projects to Texas, more are planned in FY 2012, including return missions to New York City, Los Angeles, and Chicago and follow-up opportunities from previous missions as they become available.

EDT visits cities with industry focuses that closely align with Texas' industry cluster initiative and where consultants and companies are located that continue to bring jobs and investment to Texas. Mission strategies for these cities are expected to be customized to reflect the specialized industry focus in those markets. The following U.S. cities are among those being evaluated in FY 2012:

- Chicago, IL
- Atlanta, GA
- San Francisco, CA
- Los Angeles, CA
- New York, NY

Locations for international missions and trade events that are being considered for FY 2012 include:

- South America
- China
- Europe
- Spain

Missions will allow a limited number of participants and communities will be notified as the missions are scheduled.

Direct Marketing

Targeted outreach to corporate decision makers and key site selection influencers remains an integral part of the state's economic development marketing strategy.

Database Development

Supporting all economic development outreach activities, the marketing database houses a growing list of site selector, media, and economic developers. Maintaining, developing, and growing the database is a priority.

Targeted Email

Targeted and value-added email blasts, such as the Texas Business Digest, will provide a cost-effective way to communicate recent developments and information pertaining to specific industry sectors. Emails will consist of minimal graphics and text, but will provide links to more information. Responses from these emails will be recorded and analyzed; data will determine marketing results. Email blasts will be organized based on the subscriber list created through our website signup, prospect lists, our selector list, and purchased lists. Though technically a part of our direct marketing efforts, the email blasts are also a key component of our interactive efforts.

Interactive

In FY 2011, the Economic Development and Tourism division continued to upgrade the content on the www.TexasWideOpenforBusiness.com website. Upgrades have allowed the site to be much more intuitive for site selectors, companies, and communities seeking business data. The website brings together all the information and links needed for anyone considering doing business in Texas. The site includes state incentives, Texas achievements, new company location announcements, marketing resources for Texas community economic developers, and an interactive map that allows users to explore the various infrastructure resources to narrow site searches.

In FY 2012, the EDT marketing team will continue to distribute news items to constituents through online social networks. By disseminating our brand through social networking, our message will be shared at a grassroots level which increases its value as it is shared. The TexasOneSM Program hosts

both a Facebook page and a Twitter page, where followers can gather first-hand information on the Texas economy. Updates will include Texas brags, job creation announcements, TEF and ETF award announcements, and more.

On January 1, 2012, www.TexasWideOpenForBusiness.com will launch a major redesign to help address needs that have been identified through meeting with companies and consultants throughout the previous year. The TexasOneSM website at www.TexasOne.us will also receive a similar upgrade. The site houses general information on the TexasOneSM Program and serves as a showcase for the successful partnership of state, local, and corporate leaders to market the state of Texas.

Marketing Collateral

Business recruitment missions, trade show and conference participation, signature events, and direct mail all rely on compelling brochures and marketing collateral pieces. A new brochure and other collateral pieces will be developed in FY 2012, utilizing a unique design focused on conformity while reinforcing the "Texas Wide Open for BusinessTM" brand. To view the most recent versions of our marketing collateral available for download, please visit: www.texaswideopenforbusiness.com.

Advertising

Texas has established the "Texas Wide Open for BusinessTM" brand as the affinity brand for economic development in the U.S. and abroad. Effective advertising places Texas' message competitively against other states and continues to confirm Texas is the top business location. Print media is one of the most cost-effective ways to reach our target audience. Advertisements will run in select publications when they support key initiatives.

Identified publications for 2012 advertising include: *American British Business Journal*, *Area Development*, *Business Facilities*, *Chief Executive*, *Expansion Solutions*, *FDI* (Foreign Direct Investment), *Site Selection*, *Southern Business & Development* and *Trade & Industry Development*.

Editorial Outreach

We will work to maintain Texas' editorial presence in certain key publications. Relationships have been developed and are being maintained with editorial staff. Special sections provide a means for the state to leverage the advertising dollars available at the local level. In FY 2011, Texas was positively featured for our business climate by *CNBC*, *Forbes*, and *Newsweek*. Reprints from these sections are later distributed at tradeshow and through direct mail.

Signature Events

TexasOneSM hosts signature events throughout the year to promote Texas as a premier business location to corporate CEOs and site selectors. Guests at each event include a mix of prospective and located company CEOs. The primary goal is for prospects and site selectors to leave the event with a favorable impression of the state and our business climate that will result in a location decision which will create jobs for Texans. As Texas continues to enjoy success from these events, new and creative events and venues have been planned for FY 2012. For more information about TexasOneSM Member Signature events, please visit www.texasone.us.

Partnering Opportunities in FY 2012

Texas promotes the state and generates leads for communities by attending key industry trade shows and meetings with companies from those industries. Representatives from the Office of the Governor, Economic Development and Tourism division have plans to attend the following trade shows tentatively scheduled for FY 2012. Selected events may provide partnering opportunities for communities and companies. If you have any questions about the State's participation in any of the following events, please email biztex@gov.texas.gov.

Advanced Technology & Manufacturing Industry

FabTech Expo

November 14 – 17, 2011 – Chicago, IL

www.fabtechexpo.com

FabTech Expo is North America's largest metal forming, fabricating, finishing, and welding event. This annual event anticipates 30,000 visitors and over 1,200 exhibiting companies covering more than 450,000 net square feet of floor space.

SAE (Society of Automotive Engineers) 2012 World Congress

April 24 - 26, 2012 - Detroit, MI

www.sae.org/congress

SAE World Congress is the preeminent event for OEM manufacturing. The 2012 tradeshow's theme is "Get Connected" and Nissan will be the host company.

National Association of Manufacturers Annual Manufacturing Summit

June 6 – 7, 2012 – Washington, D.C.

www.nam.org

Manufacturers from across the country gather collectively to voice that Manufacturing Means Jobs!

SEMICON West

July 10 – 12, 2012 - San Francisco, CA

<http://semiconwest.org>

SEMICON West is a showcase for emerging markets related to the microelectronics industry, including micro-electromechanical systems (MEMS), photovoltaics (PV), flexible electronics and displays, nano-electronics, and solid state lighting (LEDs). The show attracts the world's leading innovation companies who are responsible for the technologies that enable the microelectronics that drive today's most sophisticated consumer and commercial electronic products.

Aerospace & Aviation Industry

National Business Aviation Association Conference

October 10 - 12, 2011 - Las Vegas, NV

www.nbaa.org

NBAA2011 will feature exhibits at the Las Vegas Convention Center, a static display of aircraft on Henderson Executive Airport, over 100 education sessions and maintenance and operations sessions (M&Os), and over 25,000 business aviation professionals who are interested in seeing and learning about all that is new in the world of business aviation.

Helicopter Association International (HAI) - Heli-Expo 2012

February 12 – 14, 2012 - Dallas, TX

www.heliexpo.com

Heli-Expo 2012 is the world's largest event dedicated to the international helicopter community. There will be equipment demonstrations, the latest in avionic systems, product videos, and discussions relating to programs and services available to HAI members and industry movers and shakers. Helicopters, engines, avionics and instruments, heliports, mechanic and pilot training, uniforms, helmets, and accessories are just some of the offerings.

Aviation Week MRO Americas 2012 Conference and Exhibition

April 3 - 5, 2012 - Dallas, TX

www.aviationnow.com/conferences/mromain.htm

The MRO Show is the leading show for the maintenance, repair, and overhaul (MRO) industry which combines both commercial and military segments to help maintenance executives identify strategies to improve and increase profitability of facilities.

Farnborough International Airshow 2012

July 9 – 15, 2012 – Farnborough, England

www.farnborough.com/airshow-2012

Farnborough International Airshow (FIA) is the largest global event of its kind. A platform for some 1,400 exhibitors from the aerospace, defense, space, and security sectors to showcase and demonstrate aircraft, equipment, and technologies, the show is specifically designed to facilitate tailor-made and unrivalled opportunities to meet, negotiate, and announce business transactions.

Biotechnology & Life Sciences

BIO 2012

June 18 – 21, 2012 - Boston, MA

www.bio.org

The BIO Annual International Convention is the largest gathering of biotechnology leaders in the world. This event is listed in our marketing plan as this provides an opportunity to meet not only with representatives from one of our key target industries (biotech), but also provides an opportunity to market the state in an international forum with over 60 international delegations in attendance. The state will be hosting a booth at this event with partnership opportunities for up to 15 communities or companies.

Information & Computer Technology Industry

Game Developers Conference

October 10 - 13, 2011 - Austin, TX

www.gdcaustin.com

The Game Developers Conference Online (GDC Online) is a conference for developers by developers. The GDC attracts over 3,000 attendees, and is the primary forum where programmers, artists, producers, game designers, audio professionals, business decision-makers, and others involved in the development of connected games gather to exchange ideas and shape the future of the industry.

Data Center World

March 18 – 22, 2012 – Las Vegas, NV

www.datacenterworld.com

Data Center World is the leading educational conference for data center and facilities management professionals. The expo is attended by hundreds of major firms in cloud computing, facilities design, hardware/software, and many more.

Petroleum Refining & Chemical Product Industry

NPE Plastics Exposition 2012

April 1 – 5, 2012 – Orlando, FL

www.npe.org

The NPE plastics and elastomers exposition is a triennial event produced by SPI: The Plastics Industry Trade Association. The trade show is the largest plastics exposition in the Western Hemisphere, providing access to North America's \$400-billion/year plastics marketplace and serving as a hub of trade for plastics companies from South America, Europe, and Asia.

Offshore Technology Conference

April 30 – May 3, 2012 - Houston, TX

www.otcnet.org

Founded in 1969, the Offshore Technology Conference (OTC) is the world's foremost event for the development of offshore resources in the fields of drilling, exploration, production, and environmental protection. OTC is held annually at the Reliant Center in Houston. OTC ranks among the largest 200 trade shows held annually in the United States and is among the 10 largest meetings in terms of attendance.

Economic Development Conferences

CoreNet Global Summit

November 6 – 8, 2011 - Atlanta, GA

April 29 – May 1, 2012 – San Diego, CA

www.corenetglobal.org

CoreNet Global Summit offers three days of networking opportunities to create and strengthen relationships that are crucial to growing business in the state. The event will be attended by corporate real estate executives, business leaders, and industry professionals.

Industrial Asset Management Council (IAMC) Fall & Spring Forums

September 10 – 14, 2011 – Philadelphia, PA

April 21 – 25, 2012 – Austin, TX

www.iamc.org

IAMC is the world's leading association of industrial asset management and corporate real estate executives, their suppliers and service providers, and economic developers. The members of IAMC are a veritable "who's who" of corporate real estate. These events are much smaller in scope with approximately 275 IAMC members attending.

International Economic Development Council Leadership Summit

January 29 – 31, 2012 - San Antonio, TX

<http://www.iedconline.org/LeadershipSummit/index.html>

The 2012 Leadership Summit offers leaders of the economic development profession a chance to join together to analyze, review, and discuss the trends impacting their profession. The Leadership Summit includes three days of high-level networking, professional development, and insight from expert speakers. With a focus on identifying opportunities within the current economic climate, participants will learn how to nurture existing and emerging resources into competitive economic assets for the future.

FY 2012 Marketing Activity Calendar

This calendar is a listing of planned marketing and economic development activities for Fiscal Year 2012 (September 1, 2011 – August 31, 2012). The calendar includes selected activities – such as trade shows and business recruitment missions– open to cooperative participation by Texas communities and TexasOneSM members. The calendar also includes limited information on economic development and cluster industry conferences. **Please note all activities are subject to change.**

Date	Event	Location
September		
9/8/11 - 9/12/11	15th China International Fair for Investment and Trade (CIFIT)	Xiamen, China
9/8/11 - 9/10/11	Recruitment Mission and Event	New York City
9/10/11 – 9/14/11	IAMC Fall Professional Forum	Philadelphia, PA
9/11/11 – 9/16/11	Trade & Investment Mission to Canada	Montreal & Halifax
October		
10/10/11 – 10/12/11	National Business Aviation Association 2011	Las Vegas, NV
10/11/11 – 10/13/11	Game Developers Conference Online	Austin, TX
November		
11/6/11 – 11/8/11	CoreNet Global Summit	Atlanta, GA
11/10/11	Industry Round Table – Wind Energy	Amarillo, TX
11/14/11 – 11/17/11	FabTech Expo	Chicago, IL
January		
1/29/12 – 1/31/12	International Economic Development Council Leadership Summit	San Antonio, TX
February		
2/12/12 – 2/14/12	Helicopter Association International (HAI) Heli-Expo 2012	Dallas, TX
March		

3/6/12 – 3/8/12	Business Recruitment Mission	Atlanta, GA
3/18/12 – 3/22/12	Data Center World	Las Vegas, NV
3/19/12 – 3/23/12	Trade & Investment Mission to South America	TBD
April		
4/1/12 – 4/5/12	NPE Plastics Exposition	Orlando, FL
4/3/12 – 4/5/12	Aviation Week MRO Americas 2012 Conference and Exhibition	Dallas, TX
4/6/12 – 4/7/12	Business Recruitment Event: Texas Rangers Opening Day	Arlington, TX
4/21/12 – 4/25/12	IAMC Spring Professional Forum	Austin, TX
4/24/12 – 4/26/12	SAE Automotive Trade Show	Detroit, MI
4/29/12 – 5/1/12	CoreNet Global Summit	San Diego, CA
4/30/12 – 5/3/12	Offshore Technology Conference	Houston, TX
May		
5/8/12 – 5/10/12	Business Recruitment Mission	New York City
5/21/12 – 5/25/12	Trade & Investment Mission to Europe	TBD
June		
6/6/12 – 6/7/12	National Association of Manufacturers 4 th Annual Manufacturing Summit	Washington, D.C.
6/14/12 – 6/17/12	Business Recruitment Mission & Special Event	San Francisco, CA
6/18/12 – 6/21/12	BIO International Convention & Tradeshow	Boston, MA
July		
7/9/12 – 7/15/12	Farnborough International Airshow 2012	Farnborough, England
7/10/12 – 7/12/12	SEMICON West	San Francisco, CA
August		
8/7/12 – 8/9/12	Business Recruitment Mission	Chicago, IL

To view the Tourism Calendar of Activities, visit www.travel.state.tx.us.