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PECAN RIDGE, TEXAS

Illustrative Target Industry Analysis

A demonstration of evidence-based industry strategy, recruitment focus and implementation logic

> **“A Target Industry Analysis should do more than identify growing industries. It should identify the industries a community can realistically compete for - and explain why.”**

Value-Added Food, Animal Nutrition & Processing
HIGHEST PRIORITY

Fabricated Metals, Structural Products & Building Components
PRIMARY TARGET

Energy & Utility Infrastructure
FOCUSED STRATEGIC TARGET

Freight, Logistics & Transportation Services
SUPPORTING ACTIVE TARGET

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STRATEGIC POSITIONING

The Project Challenge

Pecan Ridge is a small community operating within a larger three-county labor market. Its challenge is not to imitate a metropolitan economy, but to identify the industrial opportunities that can credibly grow from the region's existing capabilities, workforce and emerging sites.

COMMUNITY CONTEXT

The fictional community has approximately **12,900 residents** and sits within a **138,420-person regional market**. Agriculture, production, utility work, transportation and skilled trades form the practical foundation of the economy.

New industrial property is becoming available, technical training is expanding, and recent private investment is creating new supplier and customer relationships. Leadership wants diversification - but not at the expense of realism.

> **The strategic question is not "Which industries are growing?" It is "Which industries should Pecan Ridge actively target in order to build a stronger and more sustainable economy over the long term?"**

138,420 REGIONAL POPULATION	**53,970** REGIONAL JOBS
+3.8% 2020-2025 JOB GROWTH	**1,940** ANNUAL COMPLETIONS

What is changing?

- New food and animal-nutrition investment is strengthening an existing agricultural value chain.
- Industrial property can now support projects that previously had no local location option.
- Utility and infrastructure skills are transferable to a wider set of field-service and grid-related employers.
- Transportation capacity can support higher-value logistics services, not only trucking employment.

Strategic posture

Adjacency rather than reinvention. The strongest targets extend capabilities that already exist instead of asking the community to become something it is not.

Methodology

The analysis moves from broad regional evidence to a narrower set of targets, then translates those targets into recruitment geography, qualified company prospects and community actions.

Regional Industry Screening › Supply-Chain & Regional Benefit Analysis › Industry Outlook & Market Direction › Local Fit & Professional Validation › Recruitment Geography & Lead Generation

PRINCIPLE

Historical data are necessary - but not sufficient.

Employment history, location quotient, growth, establishments and wages reveal what has already formed in the regional economy. They do not fully capture newly available sites, recent projects, changing infrastructure, supplier gaps, workforce transferability or the direction of an industry.

Historical employment data describe what has occurred; economic-development strategy must also consider what is becoming possible.

Screen

Test industry presence, specialization, growth, establishment depth and related occupational capacity.

Interpret

Examine supply-chain relationships, market direction, regional benefit and whether growth would strengthen the broader economy.

Validate

Apply local knowledge: sites, utilities, training, transportation, existing employers, project scale and professional judgment.

Activate

Define recruitment geographies, identify companies, verify expansion signals, qualify fit and establish next actions.

> **A useful target industry is not merely attractive on paper. It is a sector for which the community can articulate a credible competitive proposition and act on it.**

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REGIONAL CAPACITY

Economic & Workforce Context

60,840	58,230	2,610	4.3%
LABOR FORCE	EMPLOYED RESIDENTS	UNEMPLOYED RESIDENTS	UNEMPLOYMENT RATE

THREE-COUNTY STUDY REGION

County	Population	Labor Force	Jobs
Hawthorne County	52,300	22,900	20,100
Mason Creek County	49,870	21,800	21,550
South Fork County	36,250	16,140	12,320
Region	**138,420**	**60,840**	**53,970**

Workforce foundation

- Transportation & Material Moving
- Construction & Extraction
- Installation, Maintenance & Repair
- Production
- Farming, Fishing & Forestry
- Industrial Supervisors
- Maintenance Technicians
- Heavy Equipment Operators

Commuting tells a capacity story - not a labor-availability story.

18,640	22,900	4,260
Inbound commuters	Outbound commuters	Net outward commuting

The arithmetic is internally consistent: 58,230 employed residents - 22,900 outbound workers + 18,640 inbound workers = 53,970 regional jobs.

Outbound commuters represent a potential worker-recapture opportunity, not an immediately available labor pool.

TRAINING ASSET

South Fork Technical College

Illustrative programs reinforce the target-industry strategy:

- Welding
- Industrial maintenance
- Electrical technology
- Commercial driving
- Construction technology
- Mechatronics
- Food-production safety

Average earnings / job	**$66,850**
2020-2025 population growth	**+2.4%**
2020-2025 job growth	**+3.8%**
Annual postsecondary completions	**1,940**

WHAT THE DATA ALONE CANNOT SHOW

Local Intelligence & Emerging Capacity

Professional validation connects regional evidence to the assets and changes that alter what Pecan Ridge can realistically pursue.

RECENT AND EXISTING ANCHORS

Sage & Grain Pet Nutrition

Fictional $34 million specialty animal-nutrition investment with approximately 58 jobs. The project strengthens opportunities in ingredients, packaging, logistics, specialty formulations and related food-production services.

Prairie Gold Eggs

A regional egg-production anchor that creates downstream possibilities in prepared egg products, liquid egg, ingredients and foodservice-oriented processing.

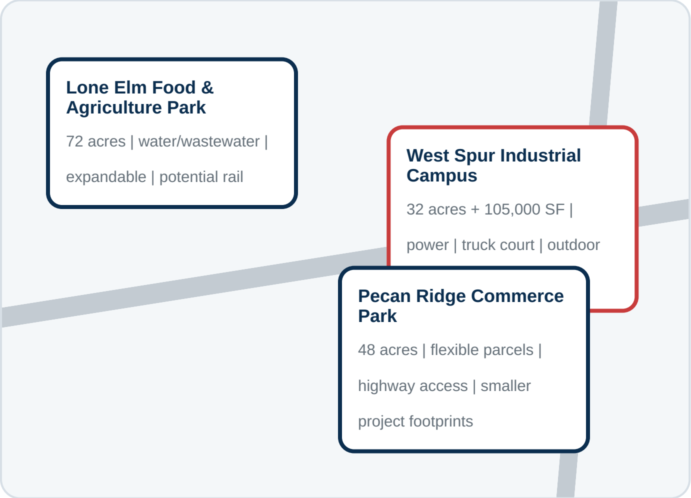
Ironleaf Building Systems

Structural and prefabricated building-component manufacturing reinforces regional skills in fabrication, assembly, material handling and industrial maintenance.

GridSpan Field Services + CrossTimber Logistics

Utility field services and freight management demonstrate transferable capabilities that can support service-center, infrastructure and higher-value logistics recruitment.

INDUSTRIAL PROPERTY



Why this matters

Industrial acreage does not create a target industry by itself. It changes the range of projects the community can credibly serve. The analytical task is to connect **sector → project type → facility requirement → property capability.**

Local intelligence is not a substitute for data. It is the evidence needed to interpret what the data mean for this particular community.

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DISCIPLINED FOCUS

Target Selection & Prioritization

The screening process does not produce four equal sectors. It distinguishes where Pecan Ridge should lead, where it should actively recruit, where it should pursue selectively and where an industry functions partly as an enabling capability.

#	Sector	Priority
1	**Value-Added Food, Animal Nutrition & Processing** Strong agricultural adjacency + specialized food base + recent investment + site fit	Highest Priority
2	**Fabricated Metals, Structural Products & Building Components** Existing fabrication capability + project-scale fit + practical workforce alignment	Primary Target
3	**Energy & Utility Infrastructure** Transferable energy/trades workforce + strong regional utility construction activity	Focused Strategic
4	**Freight, Logistics & Transportation Services** Existing trucking base + high-growth freight arrangement + cross-sector enabling role	Supporting Active

SELECTED REGIONAL EVIDENCE

Industry	Jobs	LQ	5-Yr Growth	Est.
Animal Food Manufacturing	210	**2.65**	**+21%**	6
Animal Slaughtering & Processing	710	**3.45**	+8%	8
Poultry & Egg Production	280	**8.70**	+6%	24
Architectural & Structural Metals	325	1.48	**+13%**	13
Utility System Construction	390	1.71	**+18%**	17
Electric Power	470	**2.26**	+5%	10
General Freight Trucking	545	1.22	+10%	34
Freight Transportation Arrangement	105	0.91	**+42%**	9

Central strategic concept

Adjacency rather than reinvention.

Agriculture / animal production	→	Value-added food & animal nutrition
Fabrication	→	Structural & building components
Energy experience	→	Utility & infrastructure services
Transportation	→	Higher-value logistics services

Value-Added Food, Animal Nutrition & Processing

Pecan Ridge's strongest opportunity is to retain more of the value created by its agricultural economy through processing, formulation, specialty production and downstream manufacturing.

01
HIGHEST PRIORITY

STRATEGIC INTERPRETATION

Pecan Ridge's opportunity is not simply to produce more agricultural commodities. It is to retain a greater share of the value created by those commodities through processing, formulation, specialty production, animal nutrition, ingredients, packaging and further manufacturing. The regional concentration in poultry, animal processing and animal food provides both a supply base and evidence that food-related operating knowledge already exists. The recent Sage & Grain investment adds a forward-looking signal: suppliers and complementary producers may now see a market, workforce and customer relationship that did not previously exist.

> **The strongest recruitment message is not "we are agricultural." It is "we can support the next stage of value creation."**

PRIORITY PROSPECT CATEGORIES

- 311111 Dog & Cat Food
- 311119 Other Animal Food
- 311612 Processed Meat
- 311942 Spices & Extracts
- Processed Egg Activities
- Specialty Ingredients
- Complementary Packaging

Recruitment direction

Research should concentrate on established food and animal-nutrition clusters in the Upper Midwest, Great Lakes, selected West Coast food-production markets and Southeast protein-production markets. These are research geographies, not predicted relocation markets.

Animal Food Manufacturing	**210 jobs | LQ 2.65 | +21%**
Animal Processing	**710 jobs | LQ 3.45 | +8%**
Poultry & Egg Production	**280 jobs | LQ 8.70**
Recent local signal	**Sage & Grain | $34M | ~58 jobs**

Site and operating fit

Lone Elm Food & Agriculture Park provides the best illustrative fit for processors needing 15-40 acres, municipal water/wastewater, industrial electric service, truck access and room to expand.

What to avoid

The strategy should remain disciplined. Recruit projects whose scale and operating requirements match the region's labor, infrastructure and location proposition rather than stretching the evidence to justify every adjacent NAICS code.

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TARGET SECTOR PROFILE

Fabricated Metals, Structural Products & Building Components

The objective is not to market Pecan Ridge as a heavy-manufacturing center. It is to compete for right-sized manufacturers that value practical labor, industrial space, truck access and manageable operating complexity.

02
PRIMARY TARGET

STRATEGIC INTERPRETATION

This target translates an existing fabrication and building-systems base into a more deliberate recruitment proposition. Pecan Ridge can credibly pursue small- and mid-sized manufacturers of structural assemblies, prefabricated components, metal building systems, windows, doors and related products. These operations often value a combination of skilled trades, moderate land requirements, highway access and lower operating complexity more than metropolitan-scale labor pools. Existing companies can also provide supplier/customer intelligence that sharpens the prospect list beyond broad industry codes.

> **The competitive proposition is right-sized industrial capability - not a claim to be everything to every manufacturer.**

PRIORITY PROSPECT CATEGORIES

- 332311 Prefab Metal Buildings
- 332312 Structural Metal
- 332321 Metal Windows & Doors
- 332323 Architectural Metal Work
- Modular Components
- Specialty Structural Assemblies

Recruitment direction

Research should emphasize the Great Lakes industrial corridor, Mid-Atlantic, Northeast manufacturing markets, Pacific Northwest and selected Mountain West markets. These are research geographies, not predicted relocation markets.

Architectural & Structural Metals	**325 jobs | LQ 1.48 | +13%**
Regional establishments	**13 in structural metals**
Existing signal	**Ironleaf Building Systems**
Project scale sweet spot	**30-80 employees**

Site and operating fit

West Spur Industrial Campus aligns with 8-20 acre manufacturing projects and offers an illustrative 105,000 SF building, three-phase power, truck court, highway frontage and outdoor-storage potential.

What to avoid

The strategy should remain disciplined. Recruit projects whose scale and operating requirements match the region’s labor, infrastructure and location proposition rather than stretching the evidence to justify every adjacent NAICS code.

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TARGET SECTOR PROFILE

Energy & Utility Infrastructure

Energy is part of Pecan Ridge’s economic history; infrastructure represents a larger portion of its future opportunity.

03
FOCUSED STRATEGIC TARGET

STRATEGIC INTERPRETATION

The regional workforce already contains electrical, construction, repair, equipment and field-service capabilities. Rather than defining the opportunity narrowly around legacy energy activity, the strategy converts those skills into electric distribution, communications infrastructure, grid maintenance, utility construction and industrial electrical services. This is a focused target because the best prospects are likely to be regional operations, service centers and specialized contractors - not every company in the energy economy.

> **Transferable skills matter when the market direction changes faster than the historical industry labels.**

PRIORITY PROSPECT CATEGORIES

- 2371 Utility System Construction
- 221122 Electric Power Distribution
- 237130 Power & Communication Lines
- Grid Maintenance
- Industrial Electrical Services
- Equipment Services
- Field Operations

Recruitment direction

Research should focus on the Upper Midwest, Great Plains, Mountain West, Mid-Atlantic and selected Western infrastructure markets. These are research geographies, not predicted relocation markets.

Utility System Construction	**390 jobs | LQ 1.71 | +18%**
Electric Power	**470 jobs | LQ 2.26**
Regional establishments	**17 utility construction**
Workforce transferability	**Electrical | field service | equipment**

Site and operating fit

Commerce Park and West Spur can accommodate regional service operations needing 5-15 acres, highway access, equipment storage, outdoor yard space and modest office/ industrial buildings.

What to avoid

The strategy should remain disciplined. Recruit projects whose scale and operating requirements match the region’s labor, infrastructure and location proposition rather than stretching the evidence to justify every adjacent NAICS code.

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TARGET SECTOR PROFILE

Freight, Logistics & Transportation Services

Logistics should be treated both as an active recruitment target and as an enabling capability that makes the other three sectors easier to grow.

04
SUPPORTING ACTIVE TARGET

STRATEGIC INTERPRETATION

Pecan Ridge already has transportation labor and freight activity, but the strategic opportunity is not a generic pursuit of large distribution centers. The more credible path is to recruit service-intensive logistics businesses that support agriculture, food production, manufacturing and infrastructure customers. Freight arrangement is particularly noteworthy because the regional base is still modest while recent growth is strong - a pattern that suggests emerging capability rather than mature specialization.

> **A logistics target is strongest when it is connected to the industries the community is already trying to grow.**

PRIORITY PROSPECT CATEGORIES

- 488510 Freight Arrangement
- 484110 Local General Freight
- 484122 Long-Distance LTL
- Specialized Transportation
- Industry-Serving 3PL
- Dispatch & Freight Management

Recruitment direction

Research should include Midwest freight centers, the Northeast corridor, inland Southeast, Mountain West and selected Western logistics markets. These are research geographies, not predicted relocation markets.

General Freight Trucking	**545 jobs | LQ 1.22 | +10%**
Freight Arrangement	**105 jobs | +42% growth**
Regional establishments	**34 trucking | 9 arrangement**
Existing signal	**CrossTimber Logistics**

Site and operating fit

Pecan Ridge Commerce Park is the strongest illustrative fit for brokerage, LTL, dispatch, regional service and smaller logistics operations requiring highway access, yard space and flexible building/site configurations.

What to avoid

The strategy should remain disciplined. Recruit projects whose scale and operating requirements match the region’s labor, infrastructure and location proposition rather than stretching the evidence to justify every adjacent NAICS code.

Site-to-Target Fit

A target industry becomes actionable when the community can connect a likely project type to a real property capability. This page demonstrates the practical link between recruitment strategy and site readiness.

Target Sector	Illustrative Project	Typical Requirement	Pecan Ridge Fit
Food / Animal Nutrition	40-100 employee processor	15-40 acres; water/wastewater; industrial power; truck access; expansion room	**Lone Elm Food & Agriculture Park** 72 acres + utilities + potential rail
Building Components	30-80 employee manufacturer	8-20 acres; 60,000-120,000 SF; three-phase power; truck access; optional yard	**West Spur Industrial Campus** 32 acres + 105,000 SF building
Utility Infrastructure	Regional service operation	5-15 acres; equipment yard; highway access; office/shop; outdoor storage	**Commerce Park / West Spur** Flexible parcels + yard potential
Freight / Logistics	Brokerage, LTL or service operation	Highway access; modest building; truck/yard capacity; flexible footprint	**Pecan Ridge Commerce Park** 48 acres + flexible configurations

PROPERTY 1

Lone Elm

Best for: food, animal nutrition, ingredients, agricultural processing.

The site's value is not acreage alone. Water/wastewater and expansion capacity directly support the operating profile of the highest-priority target.

PROPERTY 2

West Spur

Best for: structural products, building components, infrastructure services.

An existing industrial building shortens the path for projects that need practical manufacturing space more than greenfield scale.

PROPERTY 3

Commerce Park

Best for: utility services, logistics, smaller manufacturing, regional operations.

Flexible parcels support the smaller footprints common to field-service, brokerage and regional operations projects.

> **The purpose of site-to-target analysis is not to prove that every property can serve every industry. It is to make recruitment more precise by matching the right project to the right location.**

Competitive Position & Location Advantage

Regional scale establishes capacity. Community-specific assets establish the reason a project should choose Pecan Ridge within that regional market.

REGIONAL CAPACITY

The economic base behind the location

- **138,420-person** three-county market
- Industrial, production, construction and maintenance occupations
- Agricultural supply chains and food-production activity
- Existing manufacturing and fabrication capability
- Utility construction and electric-power employment
- Trucking workforce and freight activity
- Regional customers and supplier relationships
- 1,940 annual postsecondary completions

PECAN RIDGE-SPECIFIC ADVANTAGE

The reasons to locate here

- Industrial property aligned to right-sized projects
- Highway connectivity and freight access
- Emerging industrial investment and supplier signals
- Responsive economic-development organization
- Technical-training relationships
- Ability to accommodate outdoor-storage and service uses
- Quality-of-place proposition for managers and skilled workers
- Lower operating complexity than large metropolitan locations

**Use the regional economy to demonstrate capacity.
Use Pecan Ridge-specific assets to demonstrate location advantage.**

POSITIONING IMPLICATION

Pecan Ridge should not attempt to win a recruitment competition by claiming metropolitan labor scale. Its advantage is a more focused proposition: access to a credible regional workforce and supplier base, combined with practical sites and a community prepared to support projects of the right size.

PROFESSIONAL JUDGMENT

Competitive analysis should clarify both strengths and limits. The best target sectors are those for which the location’s advantages matter to the company and its constraints are manageable.

Geographic Areas for Recruitment

Recruitment geography narrows company research toward markets where target-industry activity, supplier depth and expansion signals are more likely to produce qualified prospects.

These are research geographies, not predicted relocation markets.

Value-Added Food & Animal Nutrition

Upper Midwest
Great Lakes
Selected West Coast food-production markets
Southeast protein-production markets

Fabricated Metals & Building Components

Great Lakes industrial corridor
Mid-Atlantic
Northeast manufacturing markets
Pacific Northwest
Selected Mountain West markets

Energy & Utility Infrastructure

Upper Midwest
Great Plains
Mountain West
Mid-Atlantic
Selected Western infrastructure markets

Freight, Logistics & Transportation

Midwest freight centers
Northeast corridor
Inland Southeast
Mountain West
Selected Western logistics markets

WHY GEOGRAPHY MATTERS

A long national company list can create activity without creating strategy. Geographic concentration helps research teams identify companies with relevant operating models, customers, supplier ecosystems and expansion patterns.

WHAT GEOGRAPHY DOES NOT MEAN

The presence of an industry in a market does not mean companies there are planning to relocate. Each prospect still requires company-level verification and qualification before outreach.

Target Sector → **Research Geography** → **Company Universe** → **Verified Prospects**

Strategic Recommendations

Target selection is only useful when it changes how the community prepares, markets, researches and pursues opportunities.

1. **Advance site readiness.** Document utilities, due diligence, environmental conditions, transportation access and expansion capacity for the properties aligned to priority sectors.
2. **Build sector-specific workforce partnerships.** Connect South Fork Technical College programs to the occupations most relevant to food production, fabrication, utility infrastructure and transportation services.
3. **Use existing businesses for supplier/customer intelligence.** Interview anchor employers to identify supply gaps, customer relationships, workforce pain points and realistic prospect categories.
4. **Develop sector-specific marketing.** Replace generic “business friendly” messaging with evidence tailored to the operating needs and location logic of each target sector.
5. **Qualify companies before pursuing them.** Require evidence of fit, expansion direction and facility requirements before investing substantial outreach time.
6. **Maintain a continuously updated prospect pipeline.** Track expansion signals, ownership changes, hiring, capital investment, market entry and other indicators that can move a company between tiers.

IMPLEMENTATION LOGIC

Prepare the product → **Sharpen the message** → **Qualify the company** → **Compete deliberately**

> **A target-industry analysis should change both the external recruitment strategy and the internal work required to support it.**

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Comparative Economic Impact & Strategic Prioritization

Employment Impact & Occupational Diversity

WHAT THIS PAGE MEASURES

This page compares the employment effect of each validated target sector under the same 50-initial-job scenario. It considers both total job creation and how broadly those jobs are distributed across occupational groups.

STANDARDIZED SCENARIO

50 initial jobs per sector

Illustrative modeled values

1 TOTAL JOBS GENERATED

from 50 initial jobs

Sector	Jobs
Energy & Utility	138
Value-Added Food	112
Freight & Logistics	78
Fabricated Metals	74

Modeled total employment

2 OCCUPATIONAL BREADTH

groups with 1+ modeled job

Sector	Groups
Energy & Utility	20
Value-Added Food	18
Fabricated Metals	16
Freight & Logistics	15

Broader = more varied job pathways

3 LARGEST JOB GROUP

share of modeled employment

Sector	Largest group	Share
Energy & Utility	Installation / Maintenance	15%
Value-Added Food	Production	23%
Freight & Logistics	Transportation / Material Moving	29%
Fabricated Metals	Production	39%

WHAT THE EMPLOYMENT PATTERN SUGGESTS

Energy & Utility Infrastructure

Strongest modeled job effect and broadest employment profile. High value when a recruitable project also fits Pecan Ridge sites, infrastructure and workforce.

Value-Added Food

Strong and balanced. Creates meaningful production employment while also supporting management, logistics, agriculture, maintenance and administrative roles.

Freight & Logistics

Moderate employment effect with useful breadth, but concentrated more heavily in transportation and coordination occupations.

INITIAL EMPLOYMENT INTERPRETATION

1. **Energy** — *Broadest + strongest*
2. **Food** — *Strong + balanced*
3. **Freight** — *Moderate diversity*
4. **Metals** — *More concentrated*

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Comparative Economic Impact & Strategic Prioritization

Economic Dollar Impact & Local Economic Linkage

WHAT THIS PAGE MEASURES

This page compares modeled economic dollars under the same 50-initial-job scenario. It separates the broader core economic footprint from the additional business-to-business effects generated beyond the initial project.

COMPARISON BASIS

Initial + Direct + Indirect

Induced spending excluded

1 OVERALL ECONOMIC DOLLAR IMPACT

Initial + Direct + Indirect

Sector	Labor Income	Output / Sales	GRP / Value Added
Energy & Utility	$8.35M	$49.90M	$34.60M
Value-Added Food	$6.30M	$42.10M	$12.85M
Freight & Logistics	$5.15M	$12.90M	$7.05M
Fabricated Metals	$4.60M	$18.40M	$6.55M

2 ADDITIONAL BUSINESS-TO-BUSINESS IMPACT

Direct + Indirect only

Sector	Addl Labor Income	Addl Output / Sales	Addl GRP
Value-Added Food	$2.08M	$8.70M	$3.72M
Energy & Utility	$1.69M	$6.25M	$4.02M
Freight & Logistics	$0.76M	$2.05M	$1.12M
Fabricated Metals	$0.72M	$2.42M	$1.18M

3 WHAT THE DOLLAR PATTERNS SUGGEST

- **Energy & Utility Infrastructure**
  Strongest overall modeled economic footprint and highest GRP per standardized scenario.
- **Value-Added Food**
  Strongest additional supply-chain labor income and business output beyond the initial project.
- **Freight & Logistics**
  Smaller but meaningful labor-income and GRP effect; reinforces the operating environment for other targets.
- **Fabricated Metals & Structural Products**
  Meaningful production-related output with a more moderate overall dollar effect.

STRATEGIC PRIORITIZATION

The impact analysis does not overturn Pecan Ridge's target hierarchy. Energy projects can generate exceptional modeled employment and GRP when the right opportunity emerges. Value-Added Food remains the highest day-to-day recruitment priority because it combines strong impact with deeper local adjacency, site alignment and a broader set of recruitable manufacturing pathways.

Illustrative modeling only: All figures on these pages are fictional and created solely to demonstrate the analytical approach.

FROM COMPANY LISTS TO QUALIFIED PROSPECTS

Lead Generation

Company prospecting should begin only after the target sectors and recruitment geographies are clear. The objective is qualified fit, not database volume.

IDENTIFY › VERIFY › QUALIFY › PRIORITIZE › ENGAGE › TRACK

Fit before volume.

ILLUSTRATIVE PROSPECT PIPELINE

Prospect	Tier	Expansion Signal / Fit	Recommended Action
Heartland Companion Nutrition Pet nutrition	Tier 1	Second facility under consideration; 55-75 jobs; 20-30 acres; strong food-cluster fit	Executive outreach + Lone Elm site package
Summit Structural Systems Prefabricated components	Tier 1	Capacity expansion; 45-70 jobs; 80,000-120,000 SF; strong workforce/site fit	West Spur introduction
GridCore Utility Services	Tier 2	Multi-state expansion; possible regional service center	Relationship development + operations brief
Crossline Freight Solutions	Tier 2	Expanding customer base; smaller facility footprint	Relationship development + Commerce Park fit
Prairie Protein Ingredients	Tier 3	Strong sector fit; no immediate documented facility need	Monitor hiring and investment activity

All company names are fictional.

Verification questions

- Is there a documented expansion, capacity or geographic-growth signal?
- Does the company’s operating model fit the target sector?
- Can Pecan Ridge satisfy the likely building, site and utility requirements?
- Does the workforce proposition match the project’s occupations?
- Is there a plausible supplier, customer or logistics rationale?

Tiering principle

Tier 1 prospects combine a current signal with strong community fit. Tier 2 companies warrant relationship development. Tier 3 companies remain strategically relevant but should not consume immediate outreach capacity.

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THE INSYTEFUL DIFFERENCE

Target Industries Should Be More Than a List.

A strong Target Industry Analysis should give a community a clear line of sight from economic evidence to recruitment action.

WHAT	Which industries should the community pursue?
WHY	Why are those industries credible targets?
WHERE	Where should recruitment research concentrate?
WHO	Which companies warrant attention?
HOW	What must the community do to compete successfully?

Where it can compete.
Why it can compete.
What kinds of companies to pursue.
Where to find them.
And what must be done to win.

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Evidence-based analysis.
Professional judgment.
Actionable economic-development strategy.

This illustrative report demonstrates how an Insyteful Target Industry Analysis connects industry performance with workforce, sites, infrastructure, supply chains, recruitment geography and company-level prospecting.

> **A Target Industry Analysis should do more than identify growing industries. It should identify the industries a community can realistically compete for - and explain why.**

SAMPLE DELIVERABLE

Pecan Ridge, Texas | Illustrative Target Industry Analysis

View Sample Target Industry Analysis