

#### MARKETING COMMITTEE MEETING Agenda

Friday, February 24, 2023 11:00 a.m. EST

By Teleconference

Call-in Number: 855-758-1310 Guest Code: 627 763 6389#

**Passcode: 567768** 

Agenda Items	
Call to Order	Sonya Deen Hartley
Agenda	
Public Comment	Sonya Deen Hartley
Meeting Charts	Howard Haug and Senior Executives
Background Materials	
Closing Remarks	Sonya Deen Hartley

## SPACE FLORIDA MARKETING COMMITTEE SPECIAL MEETING FEBRUARY 24, 2023 MEETING CHARTS

## PITCHMAPS PE & VC CLIENTS

Top firms drive portco growth with PitchMaps go-to-market messaging



1 PORTCO ENGAGEMENT: **360 Solutions** (Media Packaging Design & International Localization)



18 PORTCO ENGAGEMENTS:

Abrigo (Banking Software)
ClickDimensions (Marketing
Automation)

**Delta Data** (Software for Mutual Funds) **Drips** (Conversational Outreach Platform)

**Entersekt** (Authentication & Mobile App Security Fintech)

FastSpring (Digital Commerce Platform)
Humanforce (Workforce Management
Software)

Reapit (Real Estate CRM)
Recurly (Subscription Management &
Recurring Billing Platform)

Sandata (Healthcare Software)
Smart Communications (CCM

Software)
SugarCRM (Customer Experience

Platform)

**Surgical Information Systems** (Healthcare Software)

**ToolsGroup** (Supply Chain Planning Software)

**Pegasus** (Hotel Booking Technology & Digital Marketing)

**TrueCommerce** (Trading Partner Platform)

**Vistex** (Enterprise Software & Services) **WideOrbit** (Ad Management Platform)



1 PORTCO ENGAGEMENT: **Consolidated Container Company** (Plastic Packaging Manufacturer)

BATTLE Investment Group

1 PORTCO ENGAGEMENT: **Arctos** (Technical Solutions for Space, Defense, & Intelligence Markets)



1 PORTCO ENGAGEMENT: Ethos Risk Services (Insurance Fraud Claims Investigation)



14 PORTCO ENGAGEMENTS: **Avant-garde Health** (Healthcare

Analytics)

**Digital Hands** (Managed Cybersecurity Services)

**DriverReach** (Truck Driver Recruiting & Retention Management System) **GoPivot** (Employee Wellness & Safety)

**Kevel** (AdTech API Platform) **Kobiton** (Mobile Device App Testing Platform)

LiveSource (Supply Chain Software)

Logfire (Cloud WMS)
NavigatorCRE (Commercial Real Estate

Data Visualization Platform) **QASymphony** (Software Testing Platform)

**Stratasan** (Healthcare Software & Services)

**Surefire Local** (Digital Marketing Platform)

**Synthio** (Contact Data Management) **VisuWell** (Telemedicine Platform)



3 PORTCO ENGAGEMENTS: Gullett (Oil & Gas Pipeline Services) Reconstruction Experts (Construction Services)

**Sagent** (Network Equipment Reseller/ Refurbish)

#### **MISSIONOG**

2 PORTCO ENGAGEMENTS: **Apkudo** (Supply Chain Automation for Connected Devices) **Infinicept** (Payment Technology)



1 PORTCO ENGAGEMENT: ScanSTAT Technologies (Medical Document Management)

#### PANORAMIC

3 PORTCO ENGAGEMENTS: Achievelt (Strategic Planning Software) DemandJump (Marketing Software & Services)

**Kobiton** (Mobile Device App Testing Platform)



1 PORTCO ENGAGEMENT: **BP3** (IT Consulting Services)



3 PORTCO ENGAGEMENTS: Assurance Software (Business Continuity & Disaster Recovery) MackeyRMS (Research Management Software for Investment Professionals) OfficeSpace (Facility Management Software)



1 PORTCO ENGAGEMENT: **Marena** (Medical Products)



4 PORTCO ENGAGEMENTS: 66degrees (Google Cloud Partner) Avertium (Cybersecurity Services) RSource (Healthcare Receivables Management)

Vcheck Global (Due Diligence Background Investigations)

#### TCV

4 PORTCO ENGAGEMENTS: OneSource Virtual (Cloud-Based BPO) Oversight (Spend Management Technology)

Perceptyx (Human Capital Software) Rave Mobile Safety (Life-Saving Communication & Data Platform)

#### TRIVEST

18 PORTCO ENGAGEMENTS: **Advanced Discovery** (Legal e-Discovery)

AG Adjustments (B2B Collection Services)

BCC Engineering (Civil, Structural, & Transportation Engineering)

**Brothers National** (Asphalt & Concrete Paving)

**Dry Force** (Water Damage Restoration) **Envirowaste Services Group** (Storm & Wastewater Services)

**Family First Homecare** (Home Health Care Service)

Fortress Brand (Tech-Enabled Retail Agency)

Innovative Foodservice Group (Supplier)

Jon-Don (Value-Added Distributor)
NewCo (Landscape Management)
Northfield Industries (Precision
Machining Manufacturer)

Novatech (Managed Print & IT Services) Onepath (Technology Services) PeopleShare (Staffing Firm) Quatrro (Business Support Services)

ScanSTAT Technologies (Medical Document Management) TurnPoint Services (Plumbing & HVAC)



2 PORTCO ENGAGEMENTS: Caravan Health (Healthcare Consulting) Quatrro (Business Support Services)

PitchMaps helps CEOs, VCs, and PE firms find a more compelling go-to-market message for some of the most complex businesses on the planet. The results? More organic revenue growth. Greater employee engagement. Higher valuations. And a bigger impact on the world.



FIND YOUR MESSAGE

HELLO@PITCHMAPS.COM +1 (404) 478-9840

#### THE COMPLEX MESSAGE

It takes 10,000 words to explain what you do, and people still don't get it.

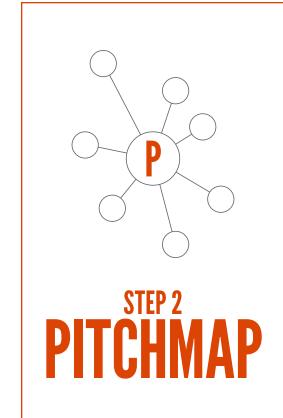
#### THE DÉJÀ-VU MESSAGE

Your prospects are having a déjà-vu moment, because you're saying the same things your competitors say.

#### THE MIXED MESSAGE

Ask 20 colleagues what your company does, and you get 20 totally different answers.









#### THE GOOD NEWS

**Lightvears ahead** – No one does aerospace economic development quite like us.

Missions accomplished -Having so many successful projects under our belt gives us and our clients – an edge.

Ace advisors – We've made it our business to help clients navigate their way to a win.

**Stellar savings** – The tax efficiencies and economic advantages in our toolkit are out of this world.

We know people - Companies benefit from our vast network and industry connections.

**Deep bench** – Clients love working with all the smart, supportive individuals we have on our team.

**Location**, location – The Sunshine State really shines when it comes to aerospace.

To Florida, and beyond -Working together to launch our state's space economy into the future energizes us all.

#### THE BAD NEWS

Mistaken identity – There are a lot of misconceptions out there about what it is we actually do.

#### Regulatory roadblocks -

The benefits we bring as an independent special district come with a fair amount of red tape.

Capacity constraints - It's getting harder to keep up with all the new deals on our radar.

Work in process - Fine-tuning our internal processes is still a work in progress.

#### **SUGGESTION BOX**

- Up the agility
- Stronger storytelling

#### **INDUSTRY FRUSTRATIONS**

- Pushing paper
- Risky business
- No access to capital

## STAKEHOLDER INTERVIEWS





#### PRIMARY AUDIENCES



#### **HEAD IN THE CLOUDS**

(VISIONARY, IMPATIENT, ENTREPRENEURIAL BUSINESS LEADERS)

"Florida sounds great. All we need is a fat check and a facility that can be built in a month."



#### FEET ON THE GROUND

(PRAGMATIC, DELIBERATE, EXPERIENCED BUSINESS LEADERS)

"Okay, slow down. You aren't the only entity promising us the sun, moon, and stars. I need to see the numbers. The timing. Your track record.

Some proof."



#### EYES ON THE PRIZE

(INVESTORS AND BANKS THAT WANT A PIECE OF THE SPACE ECONOMY PIE)

"Yeah, we've got some capital to put to work, but are you really picking winners – or just picking what looks good for Florida?"

#### Our Cause:

Big emphasis on innovation and entrepreneurship

"Where" = a literal, physical place. Florida is where this is happening.

Both a promise and a call to action

"Take off" = sense of momentum, accelerating business growth, etc.

#### 

Confident, upbeat, proven, definitive: This is where it happens.

Aviation/aerospace nod, but without being limited to aero. Could also refer to a cybersecurity company, etc.

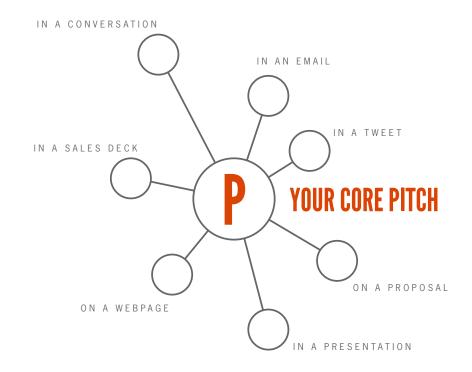
Bold, epic feel

Rally cry with implied FOMO and social proof – other ideas are taking off here, yours should, too.

#### TO HELP YOUR NEW IDEAS TAKE OFF, IT TAKES A PARTNER WITH:

- **Unrivaled experience** Partner with finance, business, and industry experts who've proven they know exactly what it takes to launch successful, groundbreaking aerospace initiatives.
  - Unmatched financial tools Lower your long-term costs with tax efficiencies and economic advantages you simply can't get anywhere else.
    - **Unbeatable location** Take your place in the new space economy or any other aerospace market with direct access to established infrastructure, a skilled workforce, and Florida sunshine.

## PITCHMAP Create your pitch



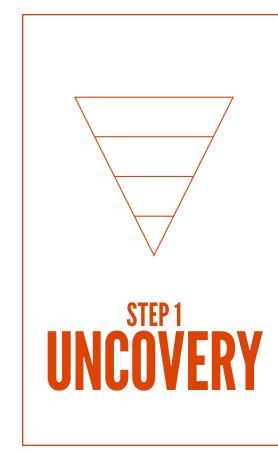
**SCRIPTS** 

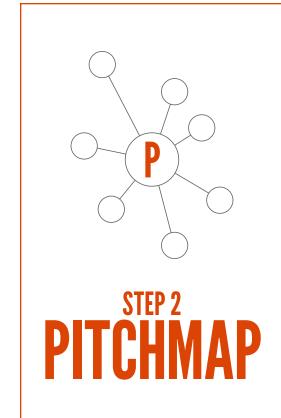
**STORIES** 

**SAYINGS** 

# SPACE FLORIDA MARKETING COMMITTEE SPECIAL MEETING FEBRUARY 24, 2023

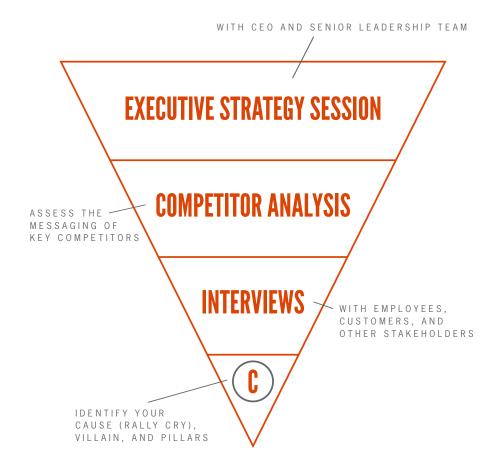
## BACKGROUND MATERIALS



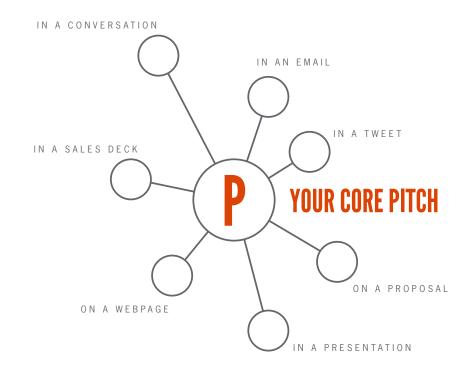




## STEP 1 UNCOVERY Uncover your Cause



## PITCHMAP Create your pitch



**SCRIPTS** 

**STORIES** 

**SAYINGS** 

## ACTIVATION Align your teams







# EVIDENCED BASED APPROACH: STAKEHOLDER INTERVIEWS



#### THE GOOD NEWS

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#### THE BAD NEWS

**Mistaken identity** – There are a lot of misconceptions out there about what it is we actually do.

#### Regulatory roadblocks -

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#### **SUGGESTION BOX**

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- Stronger storytelling

## INDUSTRY FRUSTRATIONS

- Pushing paper
- Risky business
- No access to capital





#### **LIGHTYEARS AHEAD**

External Stakeholder Perspectives

"We see Space Florida as a quasi-governmental entity ... that [has] a unique set of tools in their toolbox ... that are unlike other programs ... offered in other states."

"I don't think any other jurisdiction has created the statutory framework that they have."

#### **LIGHTYEARS AHEAD**

#### External Stakeholder Perspectives

"Many organizations ... have tried to position themselves to do what Space Florida does, but they don't have the same toolkit. ... Not only the statutory toolkit, but also the staff at Space Florida."

"Other economic development agencies [offer] public incentives, but you're not typically talking about them actually owning and managing buildings that you would lease back from them. ... I think [Space Florida is a] unique combination. ... They bring the economic incentives to the table through a value proposition, but they also can act as the [facility] developer."

"What equips [people who make] a pitch to the board of their company to justify a capital expenditure is to boil things down to a quantified return on investment using these financial tools [that Space Florida employs]. And that's something you don't get in ... other states' aerospace economic development organizations."

#### **ACE ADVISORS**

#### External Stakeholder Perspectives

"They come to it with [an] almost consultant approach, as opposed to coming in from a typical government agency. ... It's very refreshing to see an agency that's there really to help. I mean, that's their goal."

"They don't lock you into a particular structure. ... They're willing to work with you, ... and can help you get to the right solution. I would say they're great at that."

#### **ACE ADVISORS**

#### External Stakeholder Perspectives

"They were very helpful in terms of helping to navigate the government and regulatory world."

"Space Florida does a really good job of speaking the native language of the commercial interest. That's something they could tout and ... continue to invest in. Because having an interface that speaks your language and can boil things down to an ROI, or a value proposition, equips ... the company with the tools they need to make the sale internally. ... And that's an advantage."

"In addition to the tax benefits and helping potentially to be a vehicle for financing, they ... work with you to help find the right location and help to do what you need to do to set up a company in Florida."

#### MISSIONS ACCOMPLISHED

**External Stakeholder Perspectives** 

"[One] key differentiator about Space Florida is all of ... [their financial] tools ... already exist, and they're well exercised. So, Space Florida can point prospective customers [to] their track record in the public documents."

"They're adept at putting together financing deals, and working with lenders, and working through the contractor selection procurement, and selection process, and the construction process. They have a lot of experience doing that."

#### MISSIONS ACCOMPLISHED

#### External Stakeholder Perspectives

"The track record of [companies] signing up to utilize [Space Florida's] tools is something that, to my knowledge, no other state's aerospace economic development agency can claim."

"They've had exposure to a lot of different deals, so they bring a pretty solid foundation, as well as a certain amount of creativity and flexibility to how they're willing to structure a particular transaction rate."

"What moves the needle is [pointing to deals on public record like], 'L3Harris, Delaware North, Blue Origin have all availed themselves of the conduit finance toolkit at Space Florida.' It starts to reduce the execution risk and the exposure as we talk internally. That's a huge differentiator for Space Florida."

"They have a good reputation in the industry. Most other companies I know that have worked with them have been fairly happy with it."

"I think they certainly have demonstrated [that] they have a significant role on the Space Coast at both Kennedy Space Center and Cape Canaveral [by] assisting corporations with developing and financing new facilities or modifications to existing facilities."

#### STELLAR SAVINGS

#### External Stakeholder Perspectives

"We looked at Colorado. We looked at Quebec, [and] even having everything in France. I mean, [we] looked all over the place. ... Florida was the best deal from a numbers perspective, and not only [for] state grants, but also there's no income tax, which is certainly big."

"The clear advantages are the economic incentives that attach to their deal structure in the form of sales tax savings, FDOT grants, and conduit financing, where they may be able to beat the market by half a basis point or more, [along with] assistance positioning a company to be able to avail itself of those benefits because of their unique structure as a state agency."

#### **STELLAR SAVINGS**

#### External Stakeholder Perspectives

"They can come in and do unique financing structures to allow companies to build buildings [or] purchase equipment. ... Those are tax-free as long as Space Florida is able to own [the] title to those assets, [which] is one significant advantage."

"Partnering ... [public] and grant funds with Space Florida's access to capital ... and taxexempt assets, ... makes for a very attractive package."

"[The grant from Space Florida] was certainly a major driver as to why we went into Florida, as opposed to ... Alabama."

#### **DEEP BENCH**

#### External Stakeholder Perspectives

"I think their people are very knowledgeable and professional."

"Certainly we get a tremendous amount of value from the relationship. ... All of the Space Florida people are fantastic and they add a great deal of value to our [organization]."

#### **DEEP BENCH**

#### External Stakeholder Perspectives

"They're able to do sophisticated financial modeling that's equivalent to what you get out of a public company's treasury function or a public company's M&A function. ... Their financial model is one that is on par with the sophistication of other financial modeling tools."

"I think they're very knowledgeable about their programs."

"They seem to have a fair amount of depth – more so than some states – in that they have ... business people [and] they have environmental people, [which is] useful in interfacing with federal agencies ... and working some of the more complex issues ... that come with developing on federal land."

"It's just a very valuable relationship. ... Just on a human level, they're all just terrific people ... who are generous ... with their time and their expertise."

"The individuals [at Space Florida] are great to work with. They're always accessible. ... They're willing to travel around the state, so you actually get a lot of in-person meetings with the staff, which I think is good."

"I like their people. I really do. I think they're very approachable, they're business oriented, they're supportive, and they understand the aerospace industry."

#### LOCATION, LOCATION, LOCATION

**External Stakeholder Perspectives** 

"If you look at the Space Coast, you have a heritage from decades of the space program. There's a certain amount of skills that are in the area that we were able to tap into as well."

"[Space Florida] really offers an interface, a one-stop-shop, to understand the entire framework of advantages to bringing business to Florida versus other states."

#### LOCATION, LOCATION, LOCATION

**External Stakeholder Perspectives** 

"You ... basically ...had a ready-made labor force [in Florida], which was key. All of that contributed to the decision. And in hindsight it was definitely the right one."

"The FDOT grant piece is attractive, as well, because that's essentially a cash grant to cover hard construction costs. ... Florida's got an income tax credit through Enterprise Florida, which I think is attractive. And then of course, if you structure the deal through Space Florida ... all of the construction materials are exempt from sales tax. ... I think the package of incentives is attractive."

"Ultimately Made In Space ended up moving its headquarters from NASA Ames in California to Jacksonville, where before this transaction [they] really only had two people [based] in Jacksonville."

"[Florida was] definitely a natural fit given the space industry. But to be blunt, ... Florida went out of their way to make an attractive offer for us. Space Florida was a key part of that."

#### COUNTERPOINTS:

"I have heard, anecdotally, that in general, in Florida, the incentives are not as generous as they once used to be, but that's kind of a state issue in terms of how much it's going to do to entice businesses to locate there."

# EVIDENCED BASED APPROACH: COMPETITOR ANALYSIS

# KEY SELLING POINTS From the competitors

#### Grants

#### Innovation

- Tax credits
- Universities
- Space legacy
- NASA support
- Launch facilities
- Skilled workforce
- Proven track record
- Economic incentives
- Manufacturing facilities
- Aerospace infrastructure
- Research and development
- Science and engineering talent

## How are these different from your own selling points?

## KEY AUDIENCES

#### PRIMARY AUDIENCES



#### **HEAD IN THE CLOUDS**

(VISIONARY, IMPATIENT, ENTREPRENEURIAL BUSINESS LEADERS)

"Florida sounds great. All we need is a fat check and a facility that can be built in a month."



#### FEET ON THE GROUND

(PRAGMATIC, DELIBERATE, EXPERIENCED BUSINESS LEADERS)

"Okay, slow down. You aren't the only entity promising us the sun, moon, and stars. I need to see the numbers. The timing. Your track record.

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(INVESTORS AND BANKS THAT WANT A PIECE OF THE SPACE ECONOMY PIE)

"Yeah, we've got some capital to put to work, but are you really picking winners – or just picking what looks good for Florida?"

#### ADDITIONAL AUDIENCES



## FOUNDATIONAL OUTPUTS

#### **Our Cause:**

Big emphasis on innovation and entrepreneurship

"Where" = a literal, physical place.
Florida is where this is happening.

Both a promise and a call to action

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#### 

Confident, upbeat, proven, definitive: This is where it happens.

Aviation/aerospace nod, but without being limited to aero. Could also refer to a cybersecurity company, etc.

Bold, epic feel

Rally cry with implied FOMO and social proof – other ideas are taking off here, yours should, too.

## BE WHERE NEW IDEAS TAKE OFF

Be where the launch capital of the world is

Be where the policies are truly business friendly

Be where there's a ready-made workforce with the right skills

Be where you have easier access to capital

Be where sunshine laws give you more transparency

Be where everyone from Blue Origin to SpaceX already is

Be where your counterparty is always credible

Be where the infrastructure is already in place

Be where the endless red tape isn't

Be where the world's only quintamodal transportation hub is

Be where startups in aero-everything are

You've got some very big decisions to make before you launch this new idea. And there are a lot of people who want to help you make them. They're talking about special land deals. Tax breaks. Connections with movers and shakers. It all sounds great, but somehow still not quite enough. Because you're looking at some pretty unique infrastructure challenges. Complex financial arrangements. Highly specialized workforce requirements. And the need for deeper, longer-term involvement from people who've done this before. That's why there's Space Florida. Be where new ideas take off.™

### TO HELP YOUR NEW IDEAS TAKE OFF, IT TAKES A PARTNER WITH:

UNRIVALED EXPERIENCE 2 UNMATCHED FINANCIAL TOOLS 3 UNBEATABLE LOCATION

## **UNRIVALED EXPERIENCE**

Your company is ready to go all in on this **new idea.** All you have to do is make it a reality. But breaking new ground and launching into new frontiers isn't something you do every day. There are going to be complex regulations and financial structures to contend with. Not to mention geographical, operational, and logistical factors to weigh. The last thing you need is partners and advisors who haven't done this before either ... or done it very often ... or at scale. Because there's too much that could go wrong. And it's all on you to get it right.

With Space Florida, you get unrivaled experience – by partnering with finance, business, and industry experts who've proven they know exactly what it takes to launch successful, groundbreaking aerospace initiatives.

#### Now you can:

- Get it right the first time with a partner who brings long-term commitment to your initiative and has a long track record of enabling successful aerospace projects.
- Navigate complex statutes, rules, and regulations with detailed guidance that helps eliminate confusion.
- Make the connections you need to get ahead by drawing on a vast network of industry contacts – from NASA to the U.S. Space Force to state and local government resources.
- **Get access to an experienced team** that can help land funding that's right for your business.
- Experience the significant financial benefits that come from basing your next aerospace initiative in Florida.

[Transition to a relevant Case Story that illustrates "Unrivaled experience."]

## **UNMATCHED FINANCIAL TOOLS**

You've seen what happens to other companies when the money runs out. Sure, a big check would be nice right now, but is that really all you need? What about conduit financing? Or state infrastructure grants? Or potential tax relief that would help lower your long-term operating costs? And what if the people who are supposed to help you with this only have one financial tool in their toolkit – the same one they use to write those big checks in the first place? You thought a onetime capital injection today would help you solve for tomorrow. But if the money doesn't come in the right form, at the right time, and with the right guidance from finance and industry experts, will it be enough?

With Space Florida you get unmatched financial tools – so you can access capital and lower your long-term costs with customized financing and tax efficiencies you simply can't get anywhere else.

#### Now you can:

- Draw from a more diverse toolkit of capital funding, tax advantages, and state infrastructure investment to develop a favorable financial package customized for your business.
- Access capital quickly and efficiently with conduit financing, leveraging a diverse lender network and access to municipal bond markets.
- Lease from an entity that qualifies you for property tax relief, so you can preserve your working capital.
- **Simplify the treasury, tax, and intercompany issues** that come with being a larger enterprise.
- **Tap into capital accelerator programs** for early stage companies and get more access to investors.

[Transition to a relevant Case Story that illustrates "Unmatched financial tools."]

### **UNBEATABLE LOCATION**

They had you at "ready workforce" and "facilities galore." But now that you've taken a closer look, you're seeing some roadblocks. You need a lot more than a slab of concrete and a control tower. Outdated infrastructure that isn't ready for primetime won't work either. You also need access roads and utilities and federal authorization to navigate the airspace corridors involved. And an existing pool of skilled workers. And an appealing environment that will help you attract new ones. Yes, their promises sound great, but you're just not sure about the reality on the ground.

**With Space Florida you get an unbeatable location** – where you can take your place in the new space economy or any other aerospace market with direct access to established infrastructure, a skilled workforce, and Florida sunshine.

#### Now you can:

- Set up shop at a move-in-ready facility that can be adapted to your needs – or get new infrastructure developed to your specifications.
- **Tap into a ready-made aerospace workforce** with a diverse pool of candidates and a network of top universities and research institutions.
- Launch and land space assets from the most active and capable spaceport system in the world.
- Access a major manufacturing and supply chain hub and leverage its proximity to launch facilities.
- Create a competitive employee experience thanks to the Sunshine State's subtropical climate, world-class recreation, and 0% state income tax.

[Transition to a relevant Case Story that illustrates "Unbeatable location."] SPACE FLORIDA PITCHMAP

#### THE BACKSTORY

(Use in conversation, on "About Us" page, on LinkedIn company page description, etc.)

#### How the idea of Space Florida took off

**Back when the fin al frontier was first being explored, space was the realm of governments.** Over the years, it became about more than just launching rockets. New opportunities opened for commercial entities to get in the game. But for startups and established aerospace companies alike, funding their ventures and fin ding the ideal place to launch their new ideas was proving to be almost as hard as rocket science.

So in 2006, three of Florida's existing state space entities combined to form Space Florida as an independent special district and innovation connector.

A unique state statute was enacted that would open the door to more creative fin ancing options and infrastructure access – making aerospace ventures much easier to launch. This attracted even more aerospace activity to the region. And every new deal brought new ideas and broader experience to the Space Florida community.

Today, Space Florida offers leading aerospace companies unrivaled experience, unmatched fin ancial tools, and an unbeatable location for their new initiatives. World-class companies ranging from Northrop Grumman to Blue Origin to Eve Air Mobility have all built long-term partnerships with Space Florida. So far, we've completed \$2.7 billion worth of aerospace deals – with another \$6 billion in the works – by creating the perfect place for new ideas to take off.

Space Florida | Be where new ideas take off™