



**Survey Results  
& Analysis  
for  
LEDC High Skill Memphis City  
Visit Survey**

## Survey Results & Analysis

Survey: LEDC High Skill Memphis City Visit Survey

1. Please give us feedback regarding our transportation (flights, van/truck) and accommodations (Madison Hotel), price of the trip (\$1500), etc.

Great
All were very good.
Excellent. Hotel was superb. I appreciate staying at the Madison as it gave us a unique Memphis experience. Price was reasonable.
It worked and I felt the value of the accommodations. I was taken care of.
Flight was fine, van and truck worked well. Madison Hotel was perfect. Price of trip was very reasonable.
Price Great. Accommodations Great. Pretending like I was one of Mutz's kids riding in a van great.
Everything was first class. Met or exceeded my needs and expectations. Very well planned and thought out.
excellent
I thought everything was great. Transportation was very good (GPS for future trips will help - and I know you already have that solved), and the hotel was superb. Price of the trip remains a bargain.
Very well organized, all accommodations were nice.
All aspects of the trip were executed in an outstanding manner.
First Class Trip for the price.

**2. Carol Coletta spoke to our group on Sunday night at Tsunami's on the subject of what makes Cities Succeed? Please give us your feedback on the restaurant, Carol and her thought provoking presentation.**

Not new information for me, but very helpful for me to be with the group to see how receptive they were to the info. A bit long, but probably necessary. I love Carol!

Carol was awesome. Got you thinking in non-traditional ways. Restaurant good.

Tsunami's was fabulous. It was nice to have the backroom and quite frankly, the entire restaurant to ourselves. Service was very good. Carol Coletta was very engaging, refreshing and knowledgeable. It amazes me how "with it" she is. Her comments were thought provoking. We may want to consider bringing her to Lakeland in the future.

Its been a while but I was not that impressed with her. I appreciate that if she is telling us what the newest thing is it is no longer the newest thing, but I thought that she was so short on details that her talk was not that helpful. I am sure that I am in the minority on that one.

N/A

Restaurant was outstanding. Carol not so impressive.

Carol was wonderful - I have heard her speak before so I understand the paradigm that she supports. Those who are not aware of her organization or heard her speak before probably could have used more background as part of her presentation.

Restaurant was good, I enjoyed being able to experience a place off the beaten path so to speak. Carol was very insightful. I had the pleasure of sitting next to her during dinner to pick her brain. I thought she challenged us to think in a deeper way about our position between Orlando and Tampa.

The restaurant was excellent and Carol's presentation was insightful.

Tsunami's was a great choice. The sea bass was awesome and Carol Coletta was an informative speaker that had been to Lakeland and our region.

**3. Mark Herbison with the Memphis Regional Chamber kicked off Monday's program over breakfast at The Madison Hotel by giving our group an Economic Development Overview of what makes Memphis's economy tick. Was it beneficial to meet with Mark before we met with other community leaders?**

Great
Yes
I thought Mark gave us a good picture of what to expect as he shared his perspective.
Did not do allot for me. Perhaps we should have talked to him afterwards.
Mark's presentation was a good overview as it relates to what makes up the Memphis Economy.
Yes. Mark did a great job.
Good insight.
definitely
Absolutely. Very solid presentation; a great overview of what their strategy has been and where they were going. Very useful.
It was a good Memphis overview that helped orientate me to the city and its current affairs.
Yes, it was very beneficial.
I think is good to get an overview, but Mark was a little dry for me.

**4. Please describe your impressions of our Monday morning tour of St. Jude's?**

Great
Absolutely awe inspiring. I was very high on this tour and the thought that it only takes one person with a passion to touch so many lives.
Inspiring, amazing. I appreciated this more than anything. I thought you picked a great group of people for us to meet with.
Eye opening for me and how one institution can impact so many others. Too long and most of the tour was not beneficial. Seemed it turned into a commercial for St. Jude, not economic development.
Incredible. Learned many things including 98% of their employees are involved in research. Only 60 hospital beds. Working on HIV, Bird Flu, etc. Fascinating insider's view of cutting edge research and technology.
Heart wrenching experience. Great science and technology exposure. It would have been interesting to understand better what has spun off, if anything, from St. Jude in the local economy. I got the impression that not much has spun off as it is so insulated from the community. It was interesting how much time they spent with us and how apparently outward faced that it was when the community seemed to indicate it was not the best corporate citizen.
Motivating and heartbreaking at the same time. It shows what one person's vision can amount to with commitment and the right support.
outstanding
Inspiring & Amazing - what else can be said.
Impressive. I was surprised by the extent of the campus and didn't fully realize how big the St. Jude research component was until taking the tour. The GMP(?) tour was a bit dry.
The tour was well done but the guide should have had more background on the facts of their operation.
St. Jude's is an amazing place. I was a little disappointed with the GMP tour, but I understand the privacy of that information and area.

**5. We had lunch at The Beauty Shop with 4 young professionals representing MPACT Memphis on Monday. What did you learn during our discussions regarding the need for community leaders to foster and develop this important demographic?**

Great
Outstanding. I love the program they have in place.
Would love to have spent more time with this group. It appears that they are getting a bit more engaged in the leadership of the community with some of their political involvement. I sincerely appreciated their mentor program.
Head speaker to me was too negative. Not really an ambassador for Memphis. The other 3 seemed more genuine and eager to bring Memphis back.
We should always spend a little time on our trips visiting with young professionals. I liked the concept of meeting with a diverse group of young professionals in Memphis and Jacksonville before that.
The benefit of the meeting was to understand ways to keep young people involved in the community. That is why they stay. It is apparent that younger people are more transient by nature as they do not have as many things to weigh them down and that likely won't change.
Being able to mirror what Memphis has in any city would be admirable. Seems like they have a network of young focused professionals.
First, fantastic lunch. Second, the format was great - it was great to hear their perspective and how they felt part of an inclusive culture.
They seemed really passionate about making the community better. I liked that it was not only a networking organization, that they were engaged in helping shape political affairs was very interesting to me.
We need to do a better job in Lakeland to develop these professionals.
It was really good to have lunch with a diverse group of young professionals from the Memphis area. It is important for our current leaders in Lakeland identify with young professional leaders and what make them tick since they are a large demographic.

**6. Describe what you felt were the highlights of our meeting with Dr. Steven Bares, Memphis Bioworks, which included tours of the MACE Academy and the biotech incubator? Please elaborate.**

Great
It takes a special person to bring that kind of a project to fruition. You have to be a planner, task master, politician, diplomat, and many other things I am certain were not even privy to. He would be a great addition to Lakeland at some point.
I missed the workforce part, but I thought his presentation was great. I was extremely impressed with the MACE Academy.
Incredible speaker and an asset to the community. MACE Academy was not just window dressing but community leaders reeling making a difference.
The MACE Academy was one of the highlights of the trip. Steven Bares is a remarkable resource and visionary for Memphis.
The incubators on this trip were the great new things that I learned about. It would seem that they can be started anywhere and seem to have great potential.
I was impressed with Steve and the facility. Very impressed with the students and classroom atmosphere. A great environment for learning.
using education as a means to accomplish the overarching goal.
How they put the pieces in place to make Bioworks possible, especially the nature of the public/private partnership. My only regret was not having more time with them.
It takes vision and energy to make it a reality. That clustering research organizations has benefits.
Bio-Tech start-ups really can occur if the business climate is conducive to development.
I could not believe how well behaved the students at the MACE Academy were. Steve Bares seems to be doing great work in such a short time. I think the Central Florida area needs to focus more on Biotechnology.

**7. Were you encouraged following our meeting with Doug Duncan, President and CEO of FedEx Freight and his executive leadership team regarding the merger of Lakeland's Watkins Motorlines with FedEx?**

Great
Neither encouraged nor discouraged. They can change their minds tomorrow, if the business environment changes. It was an educational visit.
Very much so. Especially their positive experience with the workforce in Lakeland.
Was impressed with these folks and seemed to run out of time. It was encouraging that this organization would pay us dividends for years to come.
Yes, I was encouraged following our meeting with Doug Duncan and his management team as it relates to their intentions for Lakeland. Very open and helpful, a good success story.
Yes. Hopefully they won't change their mind but they seem committed to Lakeland. Amazing what they said about our workforce. We need to consider how to better sell those attributes.
Sounds like they are pleased with the acquisition of Watkins and will adding to their staff in Lakeland.
very encouraged
Very much so.
Yes, it sounded like the Lakeland facility was an intricate part of their growth strategy. Although, it also sounded like it may be an exit point for young professionals in that line of work.
Not really!
YES! We definitely want to show FedEx that we appreciate their presence in our community. It sounds like that could definitely expand in the Lakeland area in the next 5 to 10 years.

**8. Monday night's dinner was with Memphis's Jerry Herring, Henry Turley (we also think he had a little Bob Becker in him:). Rate Stella's Restaurant as well as Henry's talk and our brief tour of his Harbour Town and Loft projects.**

Great
Stella's was great. Henry reminded me of many of the executives interviewed in the book "Good to Great." He truly believes that the success he has encountered is due more to luck and the good people around him rather than him. He is truly innovative.
This one was just okay for me. However, he seems to be an interesting character. The restaurant experience was good (how could it not be with the group we had).
Amazing food and speaker. So matter of fact and what a visionary. We could use a Henry here.
Stella's was great. Henry is a gem, we should invite him to Lakeland and show him around town and have him meet with our City and downtown leaders.
Henry was a character and joy to listen to. Stella's was 5 stars.
Henry was most enjoyable. A very successful and opinionated man, but also modest. A man that has made his vision comes to life to the benefit of Memphis. Stella's was great!
Restaurant was excellent; I'm always impressed with people of vision.
Stella's was a disappointment - it really did feel like we were in a basement. I found it very hard to hear Henry, plus I was tired after a long day, so I did not get much from it.
Great steak. Henry provided a rich historical perspective to the trip.
The restaurant was outstanding and Henry's talk was very frank and insightful.
Henry Turley is one funny man and such a visionary! I wish we could have the dinner in the main restaurant, but my food was excellent.

**9. Jeff Sanford, President of Memphis's version of our Downtown Development Authority, kicked off Tuesday's agenda with a detailed overview of Memphis's efforts regarding downtown revitalization, incentives, etc. Was this helpful and how did the omelet station work for you:)?**

Great
Their downtown is much bigger than ours. I had trouble adapting the scope.
Interesting. Don't eat eggs.
Omelet station was good, seemed this presentation lagged for me and left me empty for thoughts and not for food.
Again, The Madison Hotel and their food was good, although we had problems with their AV equipment. I think we always need to focus on downtown development.
He was a little under excited but he has good information. I was impressed with his presentation and the DDA's website which I have visited since our trip.
Seemed like his story was the same as most cities trying to redevelop blighted areas. No omelet since I'm watching my cholesterol, but looked appetizing.
Very informative and good perspective, omelet station fine.
Jeff was only fair - a bit too detailed and project oriented. I would have liked more discussion of overall business conditions, strategy, public/private efforts, business culture discussion. Omelet station worked great for me, since I was there early and did not have to wait.
Useful on both counts.
It was very helpful.
The omelet station was great!!! Jeff Sanford was just okay, but appears they are doing a lot to make Memphis more connected and a better place to live and work.

**10. Tuesday morning's tour started at Frank Ricks of Looney, Ricks and Kiss Architects office adjacent to Autozone Park's Mixed-Use development. Frank focused on mixed-use developments and university's connectivity to neighborhoods and cities. Frank has offered to come to Lakeland to continue our conversation with him. Would you be interested in participating in this meeting? Your thoughts?**

Great
Yes. It was an excellent use of space. I really enjoyed this presentation and think it is very applicable to Lakeland.
Absolutely. I thoroughly enjoyed his presentation and was of great interest to me.
Thought he was good and we should take him up on coming to Lakeland.
Frank's presentation was interesting as was his building, AutoZone Park, etc. We ran out of time with Frank and may want to invite him to Lakeland sometime to tour our City and make another presentation to our group.
I thought that Frank was great. I would like to get him in touch with LDDA but we need to figure out how to get more from him than another expert's superficial view of Lakeland. He was impressive and we could benefit from some of the things that he is doing.
Good speaker with a great resume and portfolio. I would enjoy meeting with him again when he is in Florida.
Yes, i would participate; good info needs to be a little more focused.
Way too detailed on the AutoZone Park. Given I do not see the same type of project here; I wish he had focused on other developments they had worked on. Also he went so long we did not have time for questions - not that I ever have any.
I loved how the office design emanated creativity that transferred into their designs and approach to development.
Yes, since we are working on a medical mall complex and incorporating USF Residency Training Programs this concept could be useful.
Frank Ricks has worked on a lot of mixed-use developments that I think Lakeland leaders can learn from. I would love for him to come to Lakeland and give us his perspective.

**11. Give us your thoughts on our meeting with Gwin Scott and Bryan Eagle of EmergeMemphis regarding their IT/Business incubator. Do you think that we could use this model to develop a business incubator in Lakeland?**

Great
Absolutely. I bet we could do it better.
Phenomenal! Absolutely! I would love to be one of the first tenants.
I liked these guys and thought they were about the best. This was real impactful stuff. They were smart and I could see this approach adding real jobs to Lakeland.
The EmergeMemphis incubator was eye-opening, from Gwin and Bryan's overview to actually getting to tour and meet with entrepreneur's, etc. The FedEx Innovation group was a highlight.
Again, these incubators were by far the best part of the trip. We need to figure out how to do this in Lakeland.
Very bright young men. Having an incubator at USF Polytechnic Lakeland would be fantastic.
Model is good, are we ready to support it?
Four stars - out of 4. I loved it and this was the highlight of a great trip for me. I could have spent the whole day just here. The answer to your second questions is: yes, yes, yes, yes, yes! WE NEED TO DO THIS! I was sooo pleased to see this as part of the trip; it helps to get everyone on the bus.
From what I remember I thought it was a good model. The countdown clocks left an impression.
Yes.
I think that we could definitely do a Business Incubator in the Lakeland area. EmergeMemphis obviously has an attractive building that is set up for emerging companies to have synergy.

**12. Did you enjoy lunch with J.R. "Pitt" Hyde, Founder of AutoZone, Memphis Bioworks and The Hyde Family Foundations regarding an insider's view of Memphis and the importance of community leaders to be catalysts for change in their cities? Should the LEDC pursue creating a Lakeland Tomorrow CEO group? Please elaborate.**

Great
Yes. Yes. No elaboration necessary. What pitfalls might Lakeland face in the future? Who is best suited to answer and plan.
Tremendous experience. Great information and informal discussion. Amazing insight. CEO group for Lakeland, not real sure. I think robust discussion and careful planning would be essential for it to be a success for Lakeland and not just for the CEO involved. What I would be concerned about is charging to be a part of this group. Now, if you could tie this group in to serve as members for IMPACT, that would be phenomenal.
He was good and did a good job. I do think we should create a Lakeland Tomorrow CEO group.
Pitt Hyde has obviously made giving back to his community a huge priority. I believe we should further investigate the Memphis Tomorrow concept and how it might work for Lakeland.
I think that it would be a great thing. You really make it work; will require the people that should be a part of it understanding the need. I am not one of those people.
He was cordial, smart and modest. Very enjoyable. Always time well spent when you can have conversation with a successful entrepreneur with a heart.
great insights, we should give CAREFUL thought to a ceo group.
Another absolutely amazing opportunity and it was fantastic to meet Mr. Hyde, and I appreciate the fact he was so generous with his time. Great discussion. The lunch and venue were great!
I always enjoy meeting with individuals who have had a strong influence over the shape of a community, Mr. Hyde was no exception. I would need to know more about LEDC's vision for the Lakeland Tomorrow CEO group. Certainly benefits could ensure from gathering local CEO's, I'd just want to better understand how this group would differ from say the Chairman's circle.
I think this should be explored but recognize the community interest.
Pitt Hyde was a great addition to the trip! He is such a visionary person, but seems very humble in his nature. I think the LEDC should look into establishing CEO group.

**13. What were your impressions of the FedEx Institute and were there any take-backs for Lakeland?**

Great
Yes. Don't use the Fed Ex Institutes model.
I think it is and will be great! Lakeland could do all the things that are going on in Memphis while engaging some of the most dynamic minds available. Not real sure I got much out of the presenter, but the place looked great. Especially the auditorium.
Not a lot of value here for me. Seemed again like a commercial for FedEx. Probably the tour was not conducive to the size of our group.
Shaye Mandel was dry. The facility was fascinating. There may be some take-backs for Marshall and USF.
It was instructive to see what the Institute is doing but I am not sure that I saw many take backs there.
The speaker was not very insightful, but the facility was impressive.
More employer driven than community driven.
Again, a top highlight of the trip for me. I could have spent the entire day just here - so shortage of time was a factor. A great deal of take-backs obviously for me: partnership; structure within the university; architecture; innovation.
Polk County has a strong and vibrant arts community, which I see as a clear strength to build from. I haven't necessarily seen yet how this transfers into applications in the business community, much like the Fed Ex Institute. What impressed me about the Fed Ex institute was how they allowed creative technicians/engineers wide latitude to explore new ideas.
It is an immature organization that appears not to be advancing its objectives.
Shaye Mandle was too specific on his talk on tech transfer for most of the group. However, I think it was beneficial for Dr. Goodman to see this facility.

**14. Our final tours included Medtronic's Spinal/Biologistics corporate office and distribution center? What were your impressions? Do you think the LEDC should target medical device companies?**

Great
I was very impressed. We have to have the necessary skills to attract that category of company. I found it interesting that Indiana had all of the manufacturing because all of the skilled workers lived there. Chicken or egg?
The most I remember about this was the unique style of each rooms. Absolutely!
Did not like this persons style nor see any benefit for us. Too cautious and saw too many rooms with cokes. Window dressing.
Medtronic office and distribution tours were very interesting. As we continue to focus our efforts on Medical, the devise industry would be a natural for us in the future.
I don't know but obviously there is a special niche for this industry because of the presence of FedEx. What is our niche to attract hirer paid job?
N/A
need more info/data.
This was a let-down for me. I just got the sense we were more of a "what are these people doing here wasting our time" than we are a future partnering opportunity. I could be totally wrong, but that is how I felt. The vibe just was not there. We should absolutely target medical device companies. What we heard was that the selected Memphis because their location (FedEx) gave them an important edge. Our location does the same, especially into the growing Latin/South American market-places.
Certainly seems to be a lot of potential out there, I liked the concept of focusing on orphan diseases. I'd like to better understand what strengths in order to be effective at targeting medical device companies.
This was more of a marketing presentation. Yes.
Interesting place to visit. The LEDC should definitely target medical device companies since they would have close access to the University of South Florida system, as well as the FHTCC.

**15 . If you attended our trips to Orlando and or Jacksonville, how would you rate our trip to Memphis in comparison? We are considering Greenville, SC, Madison, WI, Austin, TX and Chattanooga, TN for future City Visits, would you rank them in order of where you believe we should go next year and add any additional cities we should consider?**

Great
It was a great trip. 1. Austin 2. Madison 3. Greenville 4. Chattanooga I think Charleston might work also.
I appreciated and learned more from this Memphis trip than the one in Jacksonville. This may very well be attributed to the fact that this was my 2nd trip and I felt more comfortable and knew more about what to expect.
First trip. To me Austin first, Greenville second, Madison, third and Chattanooga fourth. How about Durham?
Of the three trips, the Memphis agenda was probably the best with regards to who we got to meet with, and what we got to see. I was surprised at how many Memphis to Lakeland applications there were on the trip, from Medical to Downtown Development, from University to Incubators, etc.
This was by far the best trip. This trip was out of the park. It was well worth the time. One thought that I had was that Lakeland really is not much like Memphis and is not very comparable. It would be great to go to a more comparable city and see what they are doing right. On the other hand, perhaps a smaller city would not offer the diversity of things to learn about that a Memphis allows. We really need to have a more reasonable schedule.
First trip so no reference, but I couldn't imagine they could have been better than Memphis (especially the PowerPoint). Austin, Chattanooga, Greenville, Madison
Memphis trip comparable and then some, no opinion on next trip.
I did not go on the Orlando trip, so only can compare it to Jacksonville. Jacksonville was great and informative, but Memphis was inspiring; I could have spent a week there. Far, far exceeded my expectations, and the LEDC and staff deserve many congratulations for an absolutely superb job in lining up speakers, visits, venues. As for next year's trip, I would argue though that once a year is not enough. Perhaps spot visits (1.5 days) for smaller groups focused on specific topics: logistics; medical; IT; incubators; venture funding. On your list of cities: well, my son goes to school in Madison, so of course I am going to vote for that - not that you would leave me any time to see him. Austin would be my next pick. Not interested in Chattanooga or Greenville. Other cities: (1) Boston (2) NC

Triangle (3) Stamford (4) Chicago (5) Bay Area - Ca. (6) San Diego (7) L.A. - Long Beach; San Luis Obispo However, broken record time, I would focus on going outside the country for the next trip. (1) Dublin (2) East of England ([http://www.eeda.org.uk/25\\_65.asp](http://www.eeda.org.uk/25_65.asp)) (3) Shanghai, China (4) India (Delhi; Bangalore) (5) Taipei, Taiwan (6) Singapore (7) Melbourne (8) Brazil; Brazil; Brazil (I rank it low simply because of language problems - if that gets solved it deserves to be on top).

Austin, Texas Madison, WI Greenville, SC Chattanooga, TN

1. Austin, TX 2. Madison, WI 3. Greenville, SC 4. Chattanooga, TN

Austin, TX would be a great spot. I think we could also go to the Asheville, NC and tie in the NC Research Triangle area.