



IO.INC FIRM PROFILE

Founded in 2004, IO.INC is a visionary consulting practice specializing in growth strategies – envisioning, developing and recommending road maps to help organizations, communities and companies grow. IO.INC’s principals have worked with Global 1000 companies; national real estate developers; mid-cap firms; nonprofits, universities, and local, regional and state economic development organizations. The firm has conducted ground-breaking research to identify emerging global and domestic growth and business opportunities for its private, public and nonprofit clients across a broad range of sectors and enterprises. We bring these same approaches to helping organizations and communities create competitive advantage in economic development. The firm offers four top-tier services, including:

- **Growth Strategy:** Competitive analyses for organizations, companies, sectors, cities, regions and states; business strategy development; competitive market intelligence; business and consumer trend forecasts and analyses; identifying and evaluating merger, acquisition and new market opportunities; access to capital.
- **Economic Development Consulting:** Economic development analysis and strategic planning; SWOT analysis; industry cluster studies; creation of national and global growth opportunities; identifying and targeting leading firms and technologies; developing strategies to optimize growth and minimize disadvantages; marketing and positioning.
- **Business Location/Site Analysis:** Identifying prime business location opportunities for clients and representing them through the evaluation and prioritization process; assessing the feasibility of locations for commercial development and preparing strategies to enhance corporate competitive position and market entry.
- **Organizational Development:** Strategy development; fundraising; board and stakeholder cultivation and development; creation of public/private partnerships; organizational capacity building; management and staff development; marketing and positioning.

Our team brings a distinctive portfolio of experience in the public and private sectors with a demonstrated track record of working effectively with a broad range of stakeholders and interests toward a common goal. Members of our team also have had leadership responsibility for developing and overseeing such strategies and related programs in public and private-public economic development organizations at the regional and local levels, as well as having dealt with a range of cross-cutting issues at the White House.

Combined, our team has a collective 40+ years of hands-on experience and expert knowledge in economic development strategic planning and implementation for cities, counties, regions and states; economic and workforce analyses; targeted industry and industry cluster studies; competitive analyses; site location studies for Global 1000 and Russell 2000 companies, and the actual responsibility for overseeing such strategies and related programs in public and private-public economic development organizations at the regional and local levels.



Ioanna T. Morfessis, Ph.D., President and Chief Strategist

IO.INC is headed by Ioanna Morfessis, its President and Chief Strategist. Dr. Morfessis is regarded as one of the top economic development executives in the nation and is an internationally recognized authority on economic and community development trends. Through her consulting firm, she has conducted ground-breaking research to identify emerging global growth and business opportunities for her private and public sector clients. Based on this research, she has developed strategic frameworks for the economic and business growth of a broad range of communities and enterprises, including firms in the life sciences and financial services sectors; developers of very large master planned communities; two of the fastest-growing small cities in the U.S., and nonprofits. These firms/entities all have executed the plans that IO.INC developed and have stayed the course despite the vagaries of the domestic and global economies.

Prior to starting IO.INC, she founded three best of class economic development organizations: the Economic Alliance of Greater Baltimore, Greater Phoenix Economic Council, and the Montgomery County, MD Department of Economic Development.

Dr. Morfessis' work in these markets attracted billions of dollars in job creation, private capital investment and enhanced the competitiveness of the markets she served. Since starting the firm in 2004, IO.INC has garnered the respect of the business, philanthropic, higher education, and media sectors. In September 2011, the International Economic Development Council awarded her its coveted Lifetime Excellence and Achievement in Economic Development award. In March 2012, Dr. Morfessis was honored by the Arizona Centennial Legacy Project as one of the state's 48 most intriguing women for her enduring contributions to Arizona's economy and quality of life. In June 2013, Commercial Executive Magazine named Dr. Morfessis as one of the 12 most influential women in Arizona's commercial real estate sector. fDI Intelligence, a division of The Financial Times of London, and GIS Planning of San Francisco, awarded their first Economic Development Innovation Award to her in October 2014. In July 2015, Arizona Business Magazine named her as one of Arizona's most influential women.

She holds a Ph.D. in Public Administration from Arizona State University, with a major in economics and economic development; a Master's of Public Administration from George Washington University, and a Bachelor of Political Science from American University. She is a former Chairman and now Honorary Lifetime Member of the International Economic Development Council.

IO.INC RELATED RECENT SOUTHERN ARIZONA ECONOMIC DEVELOPMENT EXPERIENCE

IO.INC serves as the trusted advisor to many economic development organizations, and also is entrusted to provide the foremost business and competitive intelligence, original research, innovative ideas and expert assistance in a broad range of economic development endeavors. IO.INC also serves in this same capacity for many leading firms and nonprofits. Examples of economic and community development strategic planning work in the State of Arizona during the past five years:



Arizona Commerce Authority - Current: IO.INC was selected through a competitive process to serve as a Senior Technical Advisor to the Arizona Commerce Authority (ACA), Arizona's state-level economic development organization. In this capacity, IO.INC provides significant support in developing a strategy for Greater Arizona (rural communities, which represent most of the state's land area, 25 percent of the population and more than 10 percent of the state's GDP). IO.INC was a significant contributor to the development of the ACA's Strategic Futures project, helping to identify major game-changing opportunities to diversify, grow and advance Arizona's leadership and competitive position in the 21st century economy.

Downtown Tucson Advisory Coalition - December - April 2016: IO.INC was engaged to work with the Downtown Tucson Advisory Coalition to assist this informal but important and high-powered group to revisit and "re-set" its vision, purpose and scope of work. As an informal group of public, private and citizen representatives, the Downtown Advisory Coalition's primary purpose was to steward and monitor the progress of Downtown Tucson development. IO.INC conducted one-on-one interviews of each coalition member, researched recent investment activity in Downtown Tucson, and prepared, convened and facilitated a worksession of the members. The end result was a detailed action agenda with specific responsibilities assigned to address priority needs for Downtown Tucson's continued progress.

Town of Sahuarita, AZ - Completed March 2015: IO.INC was selected through a competitive process to develop an economic development strategy for the Town of Sahuarita. The strategy included extensive stakeholder engagement - a hallmark of IO.INC's approach and practice - including connecting with local officials; state officials; Greater Tucson leaders; major developers and investors; community and civic stakeholders including youth, arts/cultural leaders, K-12 educational leaders, nonprofit executives; entrepreneurs and many other key stakeholder groups. IO.INC also conducted comprehensive research to identify the most critical building blocks for creating a sustainable economy for Sahuarita. A capstone to this work is the comprehensive economic development strategic framework IO.INC developed for Sahuarita, which includes a five-year action-oriented implementation plan, specific tactics and metrics to measure progress.

Pima Association of Governments - Completed March 2015: The Pima Association of Governments is a Council of Governments and Regional Transportation Planning Authority that represents Pima County, the City of Tucson and other municipalities in Southern Arizona. As with most other markets in the U.S., the economic development landscape is crowded with many organizations - private and public, local and regional. IO.INC was engaged to work with the Pima Association of Governments (PAG) and its Economic Vitality Advisory Committee to develop a unified vision, commitment and action agenda that would complement the work of other organizations and at the same time, develop a distinct differentiation for this group. The Economic Vitality Advisory Committee is comprised of the heads of several public, civic and business organizations in Southern Arizona. Working with PAG, IO.INC conducted a comprehensive strategic assessment and SWOT analysis through one-on-one and roundtables with all members of the Economic Vitality Advisory Committee, as well as with key stakeholders and opinion leaders at the state level. IO.INC also planned and facilitated a half-day worksession with the Economic Vitality Advisory Committee, which produced more alignment, sense of purpose and consensus on clearly articulated goals and objectives to capitalize on economic development opportunities and to minimize weaknesses in the region.