

# Aerozone Strategic Report

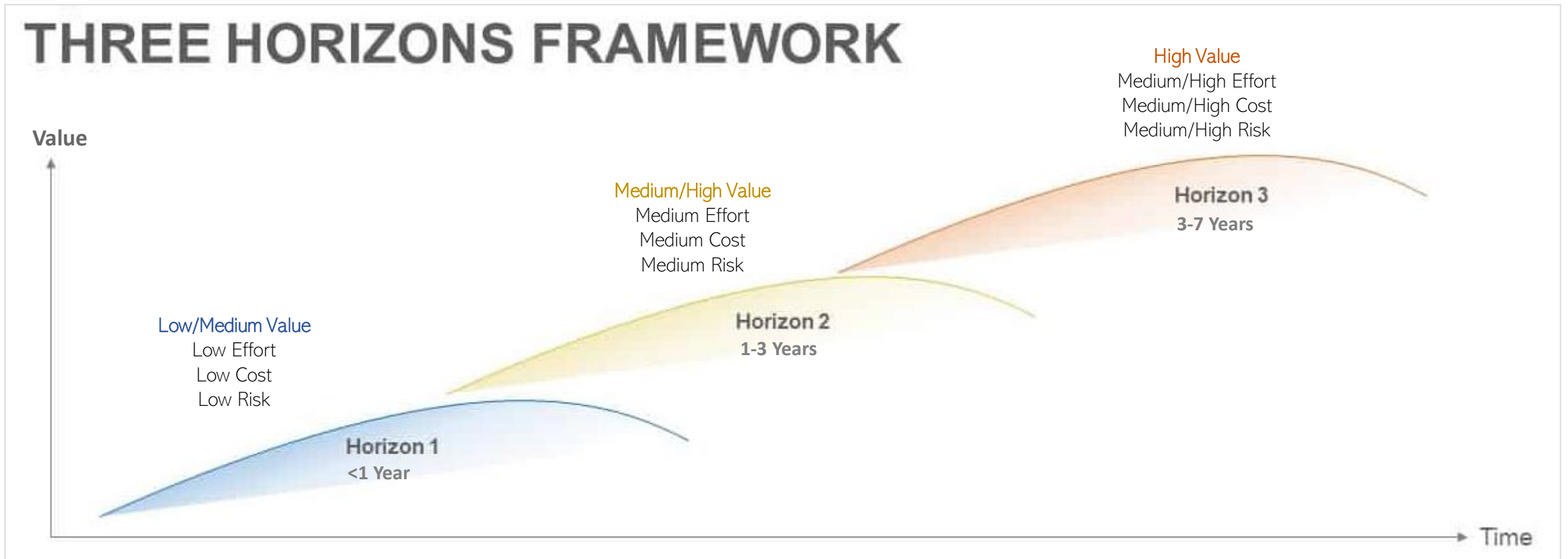
## Overall Approach

May 2021



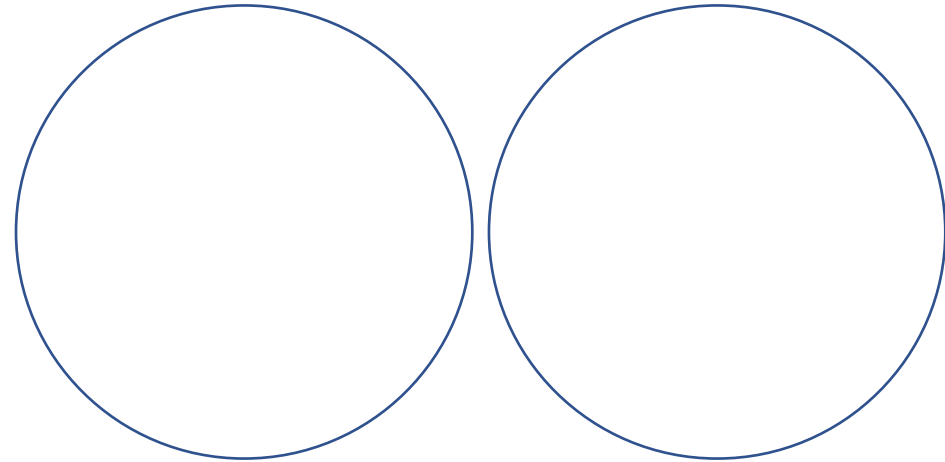
# The Three Horizon Framework.

The Three Horizon Model, allows the leadership to visualize the strategic tradeoffs. Allows us to compare the quick, easy, low-cost, and low-risk opportunities, against those that deliver greater impact, but require more time, effort, and potentially entail a greater risk.



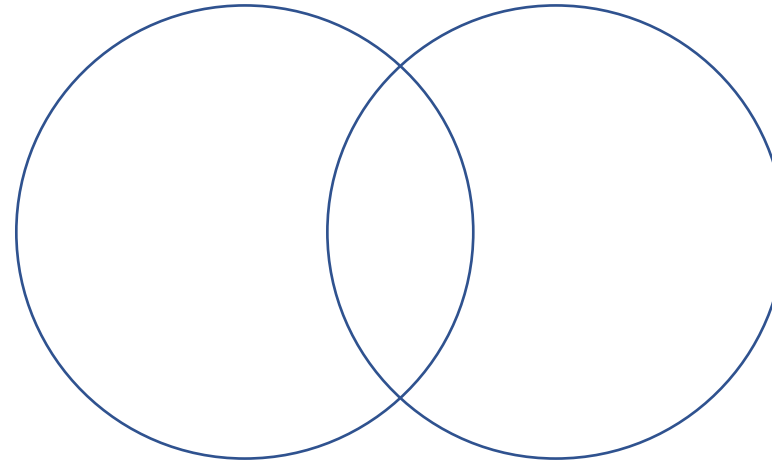
# Our Biggest Obstacle: Stakeholder Commitment.

Phase 1  
Zero-Sum



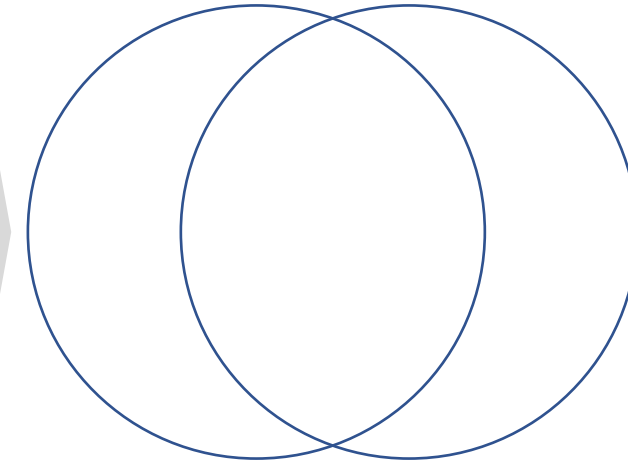
The early efforts may yield distinct “winners” and “losers”.

Phase 2:  
Non Zero-Sum



As the capacity and capability improves, more partners will be able to share the wins.

Phase 3:  
Win-Win



Ultimately leading to truly “win-win” opportunities for all the partners.

How do we enthuse our critical stakeholders join us on this journey?



# Overcoming Our Biggest Obstacle.



## Create Personal Ownership

- Tackle this issue head-on from day 1 of the planning effort.
- From the very onset of the project, during the pre-planning phase and during the Strategic planning phase, we ensure that the key stakeholders can *place their “fingerprints”* on the program design.
- The final plan that is developed must reflect the ideas and concept that are “near-and-dear” to the key stakeholders.
- Also, we must establish a methodology that helps the stakeholders trust the outcomes that are generated.

*AND*

*we will use the strategic planning phase to cement the stakeholder commitment.*



# Our Biggest Obstacle: Personal Ownership.



## The 3 Most Critical Stakeholder Groups:

1. Local Business Leaders
2. County and Municipal Leaders
3. Local and Regional Funders  
(The Taskforce)



# Program Approach: Three Phased Strategy.

The Advisor's responsibility is to ensure that the leadership team (Taskforce, Local Stakeholders, etc.) have established a cohesive agreement at each phase, before moving to the next stage.

	Plan The Plan (4 weeks)	Strategic Planning (12-16 weeks)	Program Execution
Vision & Strategy	<p><b>WHAT:</b></p> <p>(1) Help establish a process that is supported by the key stakeholders.</p> <p>(2) Establish a set of project hypothesis, that will be validated over the course of the project.</p>	<p><b>WHAT:</b></p> <p>Critical effort here is to ensure that the “voices” of key leaders are heard, and that the key stakeholders, see their “fingerprints” in the final recommendations.</p>	<p><b>WHAT:</b></p> <p>Launch projects that will be focused in two areas: Establish sustainability of the Aerozone Alliance and Drive Impactful Value in the Aerozone District.</p>
Program Management			
Program Funding	<p><b>WHY:</b></p> <p>(1) If the stakeholders trust the process, then they will trust the outcome.</p> <p>(2) Hypothesis based approaches enable targeted discussions that enable faster decision making.</p>	<p><b>WHY:</b></p> <p>After this phase we want to rapidly transition into action. This phase helps create objective prioritization of efforts and gain buy-in, of the key stakeholders.</p>	
Execution (True Value Creation)			



# Program Approach: Three Phased Strategy.

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	Plan The Plan (4 weeks)	Strategic Planning (12-16 weeks)	Program Execution
Vision & Strategy	<ul style="list-style-type: none"> <li>Review current materials</li> <li>Base root cause analysis on organization and district history.</li> <li>Establish program hypothesis</li> </ul>	<ul style="list-style-type: none"> <li>Define targeted metrics</li> <li>Refined root cause analysis</li> <li>Develop the three-horizon strategy for the Aerozone</li> </ul>	<ul style="list-style-type: none"> <li>Make the Vision and Strategy a living process, that is being actively refined based on continual learnings.</li> </ul>
Program Management	<ul style="list-style-type: none"> <li>Establish a stakeholder RACI</li> <li>Refine/establish project schedule</li> </ul>	<ul style="list-style-type: none"> <li>Rapid stakeholder interviews and engagement (top 20-30 interviews: Businesses, Funders, and Government &amp; NGOs)</li> </ul>	<ul style="list-style-type: none"> <li>Organizational development and support (staffing, etc.)</li> <li>Establish a project management tool</li> </ul>
Program Funding	<ul style="list-style-type: none"> <li>Review historical budget and funding opportunities and challenges</li> </ul>	<ul style="list-style-type: none"> <li>Develop pathway to sustain organization and effort (taxes, grants, membership,...)</li> </ul>	<ul style="list-style-type: none"> <li>Begin securing program funding</li> </ul>
Execution (True Value Creation)	<ul style="list-style-type: none"> <li>Establish project hypothesis</li> </ul>	<ul style="list-style-type: none"> <li>(1) Establish core data sets:               <ul style="list-style-type: none"> <li>Aerozone GIS map (business, economy, populations, infrastructure, incentive zones)</li> <li>Local jobs mapping</li> </ul> </li> <li>(2) Critical outcome: Stakeholder buy-in and commitment to help develop program capacity.</li> </ul>	<ul style="list-style-type: none"> <li>(1) Launch value generating project to support the district</li> <li>(2) Industry Value Chain projects</li> <li>(3) Talent Pipeline related projects</li> <li>(4) Conduct incremental studies (land use, site development, etc.)</li> </ul>



# Program Approach: Phased Deliverables.

The following is a draft outline of deliverables that are produced over the course of the project. This list will need to be refined during the initial “Plan The Plan” phase.

	Plan The Plan (~4 weeks)	Strategic Planning (~12-16 weeks)
Program Deliverables	<ul style="list-style-type: none"> <li>• Stakeholder RACI Map</li> <li>• Program hypothesis</li> <li>• Qualitative strategy and project prioritization matrix</li> <li>• Refined project schedule</li> </ul>	<p>Strategic Plan will outline the following:</p> <ul style="list-style-type: none"> <li>• Quantitative and Qualitative summary of findings</li> <li>• Three horizon strategic map for the Aerozone Alliance and the Aerozone District</li> <li>• High level operational plan to deploy the project. (Effort, Impact, Outcome Metrics, Leadership, funding)</li> <li>• Support Funding: Sources and uses of funding</li> <li>• Sustainability recommendation for the Aerozone Alliance and the Aerozone District</li> </ul>
Stakeholder Engagement	<ul style="list-style-type: none"> <li>• 2-3 Meetings</li> <li>• With Executive Director and 2-4 core stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop pathway to sustain organization and effort (taxes, grants, membership,...).</li> <li>• 2-3 Taskforce meetings</li> <li>• ~25 key stakeholder interviews</li> </ul>





# Program Approach: Delivery Schedule

October	November	December	January	February
<ul style="list-style-type: none"><li>• <b>Prepare</b> the program</li><li>• Establish the project <b>schedule</b></li><li>• Develop the deliverable <b>templates</b></li><li>• Set up a stakeholder engagement plan. (RACI).</li><li>• <b>Kick-off</b> the program with the stakeholders</li><li>• Establish a preliminary <b>hypothesis</b></li><li>• Initiate <b>interviews</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Qualitative Data:</b> Finish conducting all the interviews</li><li>• <b>Quantitative Data:</b> Begin collecting data and establish a quantitative data repository</li><li>• Develop a stakeholder <b>value map</b>.</li><li>• Identify the <b>success metrics</b> for the Aerozone</li></ul>	<ul style="list-style-type: none"><li>• Refine and validate the project <b>hypothesis</b>. (Three horizon framework)</li><li>• Establish the <b>Quantitative Data set (GIS?)</b></li></ul>	<ul style="list-style-type: none"><li>• Develop Aerozone Alliance organizational details: Budget, Staffing, Funding structure, Outcome metrics,</li><li>• Test <b>key stakeholder support</b> to support the Aerozone Alliance strategy.</li></ul>	<ul style="list-style-type: none"><li>• Finalize the program <b>deliverables</b></li><li>• Execute <b>support Letters Of Intent (LOI)</b> with key stakeholders</li></ul>



# Potential Hypothesis Elements.

The following areas could potentially represent the core elements for the Aerozone Alliance/District projects.

Priorities	#	Expectations	#	Perceived Challenges	#
Job creation	5	A strategic and actionable plan	6	Getting buy-in from external stakeholders	4
Economic & community development	5	Collaboration and resource sharing	5	Reaching point of momentum	3
Aerospace/tech development & incubation	3	Commitment to three-mission principle	3	Sustainability/long-term partner engagement	3
Collaboration & resource sharing	2	Contribution/commitment from all parties	2	Engagement by the city of Cleveland	2
Land development	2	Recognition of "strength in numbers"	2	Strategic/actionable plan for implementation	2
Improve housing stock	2	Clarity (clear agenda, goals, and priorities)	2	Credibility/legal standing	2
Job retention	2	Moderation/facilitation/organization	2	Agreement among multiple governments	1
Knowledge economy development	1	Use time effectively	1	Value recognition	1
Asset leverage	1	Mutually beneficial for all parties	1	Multi-tasking/prioritization	1
Economic sustainability	1	A common goal for the common good	1	Assessing which priorities are actionable	1
Prevent sprawl	1	A narrowing of common interests	1	Determining what resources are required	1
Overarching theme of "improve quality of life"	-	Credibility/legal standing	1	Strategic allocation of resources	1
		World-wide recognition of Aerozone	1	Determining best stakeholders to be involved	1
		Team building	1	Changes in federal government policies	1
		A focus on placemaking	1	Stewardship of the John Glenn legacy	1
		Long-term planning	1	Involvement v. exclusion	1
		Avoidance of pettiness/self-service	1		
		Advocacy	1		

## (1) BUSINESS GROWTH

- Impactful Business Retention and Expansion
- Potential Industry Value Chain Strategies: materials science, propulsion technology, aerospace engineering, specialized manufacturing, etc.)
- Technology transfer and venture incubation/acceleration opportunities

## (2) PLACEMAKING

- Land use plan
- Marketing and Branding
- Site Preparation
- Regional transportation integration
- Childcare services
- Affordable and quality Housing

## (3) TALENT

- Entry level and skilled talent pipeline
- Targeted upskilling options
- Opportunities for local talent networking and technical collaboration

## (4) COMMUNITY COMMITMENT

- Committed local leadership (hearts & minds)
- Committed resources to sustain effort (funding and leadership)
- Targeted incentives
- Sustainable and Impact Generating Core Organization



# The Final Project Outcome.

As highlighted earlier, at the end of the Strategic Planning phase, the Aerozone Alliance will be armed with the following items to begin generating targeted value in Aerozone District.

## (1) Aerozone District

- An overall strategic vision
- Framing critical challenges and opportunities
- Prioritized short, mid and long-term objectives and rationale
- Deliberately embedding equitable inclusion opportunities into the strategic framework

## (2) Aerozone Alliance

- Funding sustainability structure (tiered membership, grants, fee-for-service, etc.)
- Board, governance and operational structure
- Staffing structure
- Prioritized Projects (Three Horizon Framework: Effort & outcomes; Supporting tools)

## (3) Coalition Of Leadership Support

Leadership that is enthused and is ready to pursue collective effort forward

- Local Business Leaders
- Municipal and County Leaders
  - Funders





# Innovation Economy Partners

OUR FOCUS: IMPACT AND OUTCOMES

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