

Smithfield, Rhode Island

Recommendations for:

Town Clustering

Brand Strategy

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Introduction

Smithfield is a town of about 21,000 in the northwest corner of Rhode Island. The town is recognized as an affluent and educated community with potential for significant growth in the area known as the Routes 7/116 Corridor. The Corridor currently has about 3,000 acres of partially developed and developed land zoned for planned corporate development (PCD). The Smithfield Economic Development Commission (EDC) believes that this land would be best suited for financial firms and mixed-use properties. The EDC recruited a team of consultants from Bryant University (located in Smithfield) to conduct an analysis of the Corridor's landscape and make recommendations on how to tap the town's potential and improve its branding strategy. In particular, the consultant team was tasked with four key questions:

1. What is the current identity of Smithfield, RI?
2. What is the town's vision? What would this area like to become?
3. What types of industries and companies would fit this vision?
4. How does Smithfield plan in a way that gets the town out of a reactive state?

In order to answer these questions, the consultants engaged in a series of activities including:

1. Interviews with some of Smithfield's key stakeholders
2. Consultation of destination branding literature
3. Study of Research Triangle Park in North Carolina
4. Use of business press to determine the state's current position in terms of its attractiveness to potential businesses

When the consulting team first met with Dan DiSantis, a member of the Smithfield EDC, they learned that Smithfield is striving to be a financial Mecca. The town is home to a number of financial institutions, most notably Fidelity Investments, Navigant Credit Union, and RBS Citizens Bank. These firms have brought the town significant revenue, as well as improved Smithfield's demographics. These benefits make it desirable for Smithfield to attract similar businesses and enhance its overall profile and reputation.

In the following report, the consulting team outlines the completed research and recommendations for the Town of Smithfield. Potential gains, benefits, and challenges are identified. Among these suggestions is the idea that Smithfield first must engage in a clustering analysis prior to rolling out a branding strategy. An implementation plan, anticipated outcomes, and future directives support the suggestions provided. The branding of Smithfield, RI is a long-term project that will take the full buy-in of the EDC,

as well as substantial financial capital. Despite the town's limited resources, the team believes that Smithfield has the potential to develop the Routes 7/116 Corridor into a fully branded finance industry community, provided the EDC follows the recommended plan.

Smithfield History

Roger Williams granted John Smith a parcel of land, approximately 73 square miles, in the 1630s. The land became known as Smithfield, after Smith himself. The area was part of Providence, along with the areas of Scituate and Gloucester. The town was incorporated in 1731, and has remained as such ever since. Today, Smithfield, Rhode Island is a town of approximately 27 square miles, including its water areas. For many years, Smithfield was recognized for its apple orchards and textile industries, but a corporate boom in the 1960s and 1970s pushed the town toward suburbia.

In the last fifty years, the town's population has grown over 300%, as the area became more suburban and less rural. The town that used to be known as Apple Valley has become a largely residential area with commercial and industrial use development along Routes 7, 116 and 44. Route 7 is also home to the prestigious Bryant University. Despite the substantial growth, Smithfield remains a quiet community with a firm history; it remains the home of Jaswell's Farm, a fourth-generation owned apple farm founded in Smithfield in 1899. To this day, several Smithfield neighborhoods have distinct names, including Esmond, Greenville, Spragueville, Mountaindale, Georgiaville and Stillwater. These village names stem from the mill villages established in the 1800s. Smithfield has an extraordinarily low crime rate (.3 per 1,000 people), less traffic, and fewer car accidents than most other towns in the United States (*www.epodunk.com*, 2012).

In more recent history, the population's growth has slowed to a healthy rate. Between 2000 and 2010, the town's population increased by 4%, from 20,613 to 21,430. Smithfield fares well in terms of income, education, and employment. The town rates 26th out of 51 for per capita income. With an average per capita income of \$23,224 and median household income of \$55,621, this rating is more than double of the state's lowest ranked town (**Appendix A**). This significant difference could be explained, in part, by the fact that the 29% of Smithfield residents, age 25 and older, have a bachelor's or advanced college degree (*www.epodunk.com*, 2012). The unemployment rate in Smithfield currently hovers around 10%, which is on par with or better than many of Rhode Island's other towns (*Rhode Island Department of Labor and Training*, 2011).

Smithfield's operating budget plus capital expenses for FY2012 is close to \$62 million. Like other townships, this budget is predominantly used for educational purposes; a little more than 50% of these monies are funding the town's schools operations. The remaining monies are distributed for municipal services, wastewater

facilities, public works, public safety, sanitation, and public libraries (*Annual Report*, 2011).

Project Objectives

The objective of this project is to assist the Town of Smithfield, Rhode Island in developing a marketing strategy. This strategy will be developed with the intention of branding and positioning parcels of land, currently referred to as the Routes 7/116 Corridor. In order to position the town, a cluster analysis must be done. We will explain the scope and benefits of a clustering strategy, and then how these tactics will align with the Town's eventual branding. While it might be easier to sell the land to large corporate retailers, the Town has resisted these commercial overtures in favor of attracting larger firms, with a concentrated focus on the financial services industry. A retail project on Route 44, Smithfield Crossing, has already met the town's needs for a retail environment, with the negative side effect of increased traffic. Smithfield recognizes that financial institutions provide a more stable economic and employment base, which will provide the town with long-term benefits such as increased revenue generation and improving the town's demographics (through attracting a higher level of education and income for the town's residents). The following report culminates recommendations for Smithfield, including the tools to implement a strategy for controlled growth of the location and suggests a timeline for the plan's roll-out.

Introduction to Clustering

A cluster is a critical mass of successful and similarly focused firms that are located in the same area. These firms are able to attribute their success to the leveraging of interconnected and related resources, the area's wealth of knowledge and motivation, and intense competition. In particular, competition forces firms to aim for new productivity benchmarks, win customers over from rivals, and develop human talent that will provide competitive advantage.

A cluster may include more than the related businesses; governmental bodies, educational institutions, and other standard-setting organizations are all considered part of a cluster's competitive advantage. For Smithfield, Rhode Island, a cluster has begun to grow. Fidelity Investments, Navigant Credit Union, FGX International, RBS Citizens Bank, Bryant University, and the Smithfield Economic Development Commission are all initial pieces of what will eventually be considered a cluster. However, to fully realize the benefits, many more entities will need to be involved, including businesses and leaders from outside the town itself.

A cluster has many benefits for a town and the involved organizations. Some of these benefits include:

- Better access to employees and suppliers:
 - Companies in vibrant clusters can tap into an existing pool of specialized and experienced employees thereby lowering their search and transaction costs in recruiting.
 - Because a cluster signals opportunity and reduces the risk of relocation for employees, it can also be easier to attract talented people from other locations.
- Access to specialized information:
 - Extensive market, technical, and competitive information accumulates within a cluster and members have preferred access to it.
 - Personal relationships and community ties foster trust and facilitate the flow of information.
- Access to institutions and public goods:
 - For example, the ability to recruit employees trained at local programs lowers the cost of internal training.
 - When firms invest in training programs, infrastructure, quality centers, and testing laboratories, there is increased productivity.
 - Cluster participants can collectively invest in these initiatives since they will all realize the benefits of the investment.
- Better motivation and measurement:
 - Executives are motivated to outdo one another; pride and reputation are enhanced.
 - It is easier for firms to measure and compare performance against local rivals, since their general circumstances such as labor costs and market access are similar (Porter, 1998).

We will further delve into these benefits in our recommendations section. For these reasons, we believe it is crucial that Smithfield consider how to form a cluster and then leverage that cluster to promote the Town's brand.

Model After Existing Clusters:

Research Triangle Park

The partnership between the Town of Smithfield and Bryant University should be modeled after Research Triangle Park (RTP). In 1959, members of the political,

academic and business community in North Carolina were interested in securing a growth strategy for the state. With UNC-Chapel Hill, North Carolina State, and Duke Universities serving as the points of a triangular area of North Carolina, leaders in the community created a vision “drawing upon the strengths and synergies between North Carolina’s academic, government and industry base they created RTP as a place to attract and grow research and development (R&D) operations” (<http://www.rtp.org/about-rtp>, 2012). A map of the area and listing of area businesses is included in **Exhibit 1**.

“The vision was to provide a ready physical infrastructure that would attract research oriented companies. The advantage of locating in RTP would be that companies could employ the highly-educated local work-force and be proximate to the research being conducted by the state’s research universities” (<http://www.rtp.org/about-rtp>, 2012).

This very successful vision has resulted in the creation of the largest research park in the US covering 7,000 acres. The area consists of over 170 companies, 39,000 high tech workers, and 22.5 million square feet of developed space. The park also boasts shared resources with an on site conference facility, and numerous amenities including softball fields, volleyball courts, a bike trail and a jogging trail. It is interesting to note that Research Triangle Park itself has its own web site; is visible on LinkedIn, Facebook, Twitter, and Youtube.com; and their web site contains a blog. Using RTP as a model, and entering into a relationship with Bryant University, the Town of Smithfield can build synergies similar to what the RTP area businesses experienced. The Town of Smithfield can start small and enter into a partnership with Bryant University. Eventually, they may want to expand the Routes 7/116 Corridor to include universities in other areas of the state, such as Providence College or Brown University.

Route 128, Massachusetts and Silicon Valley

Kenney and von Burg have researched the high-technology clusters in the Route 128 section of Massachusetts and Silicon Valley. They summarize the strength of these clusters by explaining their sources of activity and growth:

“The essence of both Silicon Valley and Route 128 lies in the continuous ability to create new firms... [they] have two important sources of economic activity. The first source is the existing firms, some of which are growing very quickly—often even large firms are growing at greater than 25% per year... The other source of growth is a fabric of institutions that has evolved to encourage and nurture new firm formation” (72-73, Kenney & von Burg, 1999).

Like Research Triangle Park, Route 128 and Silicon Valley have capitalized on a cluster strategy that increases competition, leverages resources, and attracts more firms that further strengthen the clusters. As a result, Route 128 and Silicon Valley have surpassed all other areas as the lead innovators for technology. Beyond these technology firms, there have been other agencies that have helped to fuel the areas' growth. These interconnected businesses include marketing and public relations firms, executive search firms, investment banking firms, and law firms that all support the regions' technology companies.

Later in our discussion, we will recommend a Cluster Advisory Group. This group should be formed in a way that mirrors those of Route 128 and Silicon Valley. In particular, it is crucial that Smithfield, like Route 128 and Silicon Valley, involve businesses that are both directly and indirectly related to the cluster strategy. This cross-functional group of firms is a key factor that enables the focused financial services industries to prosper and grow.

Methodology

This project will bring together several methodologies to come up with strategic recommendations for the Town of Smithfield. To begin, the consultant team interviewed executives at several financial services firms that are currently located in the Routes 7/116 Corridor. The aim of the interviews was to understand the key motivations associated with the firms' decisions to locate in Smithfield, Rhode Island. This information can be used to predict the characteristics that are attractive or unattractive to other potential suitors. In addition, the consultants sought to identify the key driving forces that influence decision makers' choices for their firm's location.

The team also interviewed appropriate parties at the Rhode Island Economic Development Corporation (RIEDC). The RI EDC is responsible for representing the state and soliciting businesses to grow and develop the state's different regions. In this discussion with the RI EDC, the team gained an understanding of the selection criteria the RI EDC uses when suggesting a town or region to a potential land buyer. Understanding the RI EDC's view of the Routes 7/116 Corridor, provides useful information on the current position and market image of the land, providing the foundation for the marketing plan to be built on.

Time did not permit the team to interview current landowners to understand their perception of the Town's Strategy and the needs and interests of this group. As important stakeholders in the process, it is important to identify the group's key drivers and how they relate to the Town's development plans and shaping a financial services destination. This should be performed as a part of next steps, however.

Research

In addition to interviews, the team performed relevant research on the subject matter to better understand applicable strategies. The aim of this research was to be able to determine best practice in the industry as it refers to the marketing and branding of a city or town. This research include reference to several texts on the subject, in addition to the report ‘Market Research, Final Report’, which was provided to the Smithfield EDC by Rhode Island College. In this research, the consulting group aimed to understand the effort necessary for implementation, as well as the ideal timeframe for the town’s effective transformation. This research was used to develop recommendations as described in the project scope.

Interviews

The group met with three constituents to learn about their experience in Smithfield, and also to get a sense of how they would like to see the town develop. These meetings were with Fidelity, Navigant Credit Union, and the Rhode Island Economic Development Corporation. From Fidelity and Navigant, the consultants wanted to find out their reasons for locating in Smithfield as well as their future plans. From the RI EDC, the consulting group hoped to get insights on the branding of the town, as well as what role the RI EDC plays in the development of towns within the state.

Overall, these interviews provide support for a clustering initiative. The constituents agreed that having related industry firms and other companies with related skills and technologies, in the same location would be beneficial to their positions. With the addition of new businesses, a talented and well-educated workforce will become available that creates opportunities for creative ideas, process improvements, and knowledge transfer. It will also foster an environment where firms want to consistently improve, so as to outperform there nearby competitors.

In addition, having universities within a cluster adds value. Both Fidelity Investments and Navigant Credit Union work closely with Bryant University. Many of the executive management team at Navigant are Bryant alumnae; Fidelity also frequently recruits new employees from Bryant’s graduating classes. Navigant provides students with internship opportunities, and both organizations urge their staff to take advanced courses at the University. From meeting with these constituents, we gleaned that they are committed to working with each other to develop the area so that everyone can realize the benefits.

Navigant Credit Union

Navigant Credit Union moved to Smithfield in 2005. It took about two years to purchase the land, and about a year and a half to build the office building, which includes a branch for customers to conduct their banking matters. The mixed-use land was important to the firm, as they wanted to have a branch on site. The company looked into Pawtucket, Woonsocket, Cumberland, and Lincoln before settling on Smithfield. Navigant built the facility to be as large as possible in order to allow for growth. In terms of new development, Navigant is not opposed to the idea of more financial firms entering the area. However, they do not necessarily feel that it would either boost or hinder their business. As a small credit union, Navigant feels there is enough market space to be captured by large banks, as well as small banks. They certainly like the idea of a corporate neighborhood. The Navigant Credit Union representative mentioned he would be pleased with another restaurant or medical facility nearby. The company has been extremely happy with its decision to move to Smithfield. In response to the question of whether or not Navigant Credit Union would move to Smithfield again with the information they have now, the CEO emphatically responded, “Absolutely!”

Fidelity Investments

When Fidelity was looking to expand its business, Rhode Island provided the company with tax incentives in order to lure the firm to the state. Massachusetts, where the company is also located, was not willing to provide these incentives. Smithfield was attractive to Fidelity largely due to its proximity to Boston. The company felt it was close enough for Massachusetts employees to continue commuting to work, without the need for relocation. Also, Fidelity Investments would still be close enough to attract talent from the Boston labor market. The proximity to TF Green, Rhode Island’s airport, was another benefit for Fidelity, since many executives frequently travel by airplane. The housing market and excellent Smithfield public school system in were also reasons the company chose Smithfield. As opposed to moving into and rehabbing an old building, Fidelity was pleased to find property that could be built upon for a brand new and customized facility.

Unlike Navigant, Fidelity feels it would benefit tremendously should new financial firms locate in Smithfield. The major benefit would come in the form of a larger labor market. The firm would be able to recruit talent from other businesses. However, they are aware that this would mean they could also lose some of their own top performers to these firms.

Fidelity Investments recommended that Smithfield consider mixed-use land development; they feel that multi-story office buildings would generate more revenue for

the town. Fidelity also suggested that Smithfield provide low-interest rate infrastructure loans to assist companies in developing the land for their facilities.

Rhode Island Economic Development Corporation

In speaking with the RI EDC, the consultants learned what role the group plays in the development of towns within Rhode Island. The RI EDC supports the master plans and goals of the different communities. They also look at infrastructure and communication capabilities to determine how the state can support new developments. To attract new businesses to the state and promote new growth areas, the RI EDC attends trade shows and industry focus meetings. The Commission's financial tools include conduit bond financing programs, workforce training and recruiting, and they also help new developers deal with regulatory concerns.

The RI EDC echoed Fidelity's sentiments of Smithfield being a great location in terms of its proximity to the Boston labor market. In addition to location, RI EDC highlighted some of Smithfield's other benefits, including its transportation network, quality of life, and housing market. As far as a statewide marketing and branding campaign is concerned, companies give their requirements, and the RI EDC tries to find available locations that meet their needs. The RI EDC does not favor one town over another because they view any new development as a benefit to the state as a whole. As branding and messaging is so important, there can always be opportunities that the RI EDC is unaware of. Therefore, it is important that individual towns market their capabilities and available locations well. It is also important to note that while it is great to attract new businesses to the state, the RI EDC is not only focused on attracting outside companies; they strive to assist current local companies be successful and foster growth.

Recommendations and Anticipated Outcomes

Recommendation One: Cluster Advisory Group

The first recommendation that we offer is to develop a Cluster Advisory Group. The group will consist of leaders from the Town of Smithfield, Town of Lincoln, City of Providence, Bryant University, Brown University, the University Of Rhode Island, Rhode Island Economic Development Corporation (RI EDC), CVS, Amica Insurance, some of the 3 landowners, and leadership from the Route 128 area of Massachusetts. The cluster to be developed will need to expand further than the Smithfield town borders, and will require expertise related to both the local area and areas outside of Smithfield.

Mills, Reynolds, and Reamer released a report through the Brookings Institution on how to form a clustering initiative (Miller et al. 2008). The following

recommendations have been pulled from that report, to form a guide for the Cluster Advisory Group we have suggested:

- Involve state and local government decision makers that can be supportive
- Seek any and all organizations that might find benefit from participation, including start-ups, firms not locally owned, and rival firms
- Create consensus regarding the cluster's vision and roadmap--the roadmap is the cluster's mission, objectives, and strategy for achieving those objectives
- Encourage broad participation by members and collaboration among all types of participants in implementing the roadmap
- Ensure that the initiative is funded well and will be self-sustainable for the future
- Link with relevant external efforts, including regional economic development partnerships and cluster initiatives in other locations

The Cluster Advisory Group will provide a wealth of information and ideas for developing the Routes 7/116 Corridor, in addition to areas outside the location. This will provide the landowners with representation through the development process. Upon the consultant group's initial discussion with Dan DiSantis, a member of the Smithfield EDC, the group learned that tension exists between the Town of Smithfield and the approximately 50 landowners of the Routes 7/116 Corridor. DiSantis also explained that, currently, no group exists to represent the needs and opinions of the area's landowners. Forming the Cluster Advisory Group will provide a basis for a coalition between the Town and its landowners. In addition, it will give the landowners an opportunity to feel involved in the decision making process and the area's development.

Anticipated Outcome: In developing a Cluster Advisory Committee, we anticipate a more cohesive and shared approach toward developing a brand. The Committee will aid in avoiding the hurdles that have inhibited collaboration in implementing the brand strategy. The Committee's focus should be geared toward soliciting feedback from the area residents and business professionals in an effort to maintain their best interest as well and gain from their perspective. For the brand to achieve lasting success, the "key stakeholders need to embrace the brand" (169, Baker, 2002). The Committee will ensure that the appropriate stakeholders are represented fairly.

Recommendation Two: Partnership between RI EDC and Smithfield EDC

Next, the consulting group recommends the Town of Smithfield, the Town of Lincoln and the City of Providence partner with the Rhode Island Economic Development Corporation (RI EDC). This partnership will work to resolve barriers to

business development in Rhode Island, while highlighting the benefits of operating a business in Rhode Island. The mission and strategy of the RI EDC is: “to create jobs, help companies expand and develop their workforce, and identify opportunities to bring new companies into our state” (<http://www.riedc.com/>, 2012). An official partnership between the City, Towns and RI EDC would expand the exposure of Smithfield, RI and the local area, as the state attempts to attract more business to the entire state.

The State of Rhode Island is experiencing great financial difficulties. Because of this, the area may experience some apprehension when trying to attract businesses to the Routes 7/116 Corridor and beyond. The state has also experienced negative exposure, which has highlighted the troubling Rhode Island economy. The State of Rhode Island has been ranked in 50th place in CNBC’s recent “America’s Top States for Business 2012” poll. Through the poll, each state was ranked on criteria that were grouped into 10 categories (Exhibit 2). The individual categories Rhode Island scored lowest in were Infrastructure & Technology, Business Friendliness, and Workforce and Economy. In addition, May unemployment figures reported Rhode Island’s unemployment rate at 11%, the second worst in the country. This news comes at a difficult time in the quest for cluster development. Nonetheless, strides can be made now to help improve Rhode Island’s overall economy and condition.

Rhode Island Republican senate candidate Robert Hinckley describes the root cause of the ranking as “decades of overspending, over-regulation, and over-taxation [that] led us to this unfortunate situation. It should be no surprise that unemployment in our Ocean State continues to hover around 11 percent — one of the worst jobless rates in the country... It is no coincidence that policies that are bad for business are also bad for jobs” (www.newsmax.com, 2012). Through the proposed relationship with the RI EDC, the group can work together, along with local Senators and Representatives, to lobby for changes in the state business regulations and the rules for business taxation. Reducing these barriers to entry and business creation will help attract businesses to the State of Rhode Island, which will garner more attention for the area.

In addition to the negative results listed in the recent CNBC poll, there are some positives that can be highlighted to prospective business partners. Rhode Island was ranked 10th in terms of providing access to capital (Exhibit 3). This fact should be highlighted to businesses as a means to attract them to the state of Rhode Island. In addition, Rhode Island was ranked in the top 50% of the country for education and quality of life, both factors that are attractive to potential employees planning to relocate to Rhode Island. These facts should be used as a means to attract more businesses to the State of Rhode Island.

Anticipated Outcome: This partnership will provide greater resources to the Town of Smithfield and ensure a more effective approach to creating jobs and identify opportunities to bring corporate business to the area. Greater support from a party with a shared focus will greatly benefit the Town in its efforts. Further, “success goes to those

that pay attention to politics, systems, processes, people, resources, and priorities that underpin their promises” (p. 170). This will be the most challenging aspect of the Town’s efforts. By conducting surveys and soliciting public opinion, the Town can ensure that the brand is relevant and respected by the community at large (p. 175).

Recommendation Three: Partner with Educational Institutions

The RI EDC recently recommended that businesses within the state work in conjunction with universities to create programs that teach students the skills needed by Rhode Island businesses. Smithfield should seize upon opportunity and forge a relationship with Bryant University, which is located in the town, as well as The University of Rhode Island and Brown University. In addition to developing programs designed for local businesses, such as Fidelity and Navigant Credit Union, Smithfield should work with all three Universities to discuss their ten-year strategic plan. The academic institutions can provide Smithfield and the local area with global perspective regarding their long term plans, as well as identify how Smithfield and the Universities can work together to attain their goals over the next ten years (Interview with RI EDC, 2012). This relationship will be mutually beneficial: the University’s global presence can be used to spread awareness of the area, through the use of the Universities’ web sites, international conferences, and professors teaching abroad. Smithfield and the Universities can partner with global businesses to establish programs that link potential talent to the businesses within the area. The Cluster Advisory Group, in turn, would then receive contact information and business leads for global companies. This valuable information can be analyzed and applied to creating future marketing strategies. The Group can consult with the students from the local universities to make recommendations for the area, perform web site work, and provide marketing skills.

Anticipated Outcome: By partnering with Bryant University and other academic institutions throughout Rhode Island, the Town could increase its exposure and forge relationships that will continue to serve the Town for years to come. This will further add to the shared approach for the area’s economic development.

Recommendation Four: Target Financial Sectors

While one of the goals of the Cluster Advisory Group should be to determine which business sector would be appropriate to attract to the area, the consultants recommend that firms in the financial sector should be targeted. Based upon interviews conducted with both Navigant Credit Union and Fidelity Investments, pursuing financial sector businesses in the Routes 7/116 Corridor will not be harmful to their businesses. In fact, Fidelity Investments predicts that more financial firms will benefit the firm in the

long run, as would be indicated by a clustering initiative. While Navigant and Fidelity are considered financial sector firms, both organizations serve different consumer needs.

Famed Harvard Business School Professor and business strategy expert, Michael Porter, suggests that clusters play a critical role in competition. He states that “Modern competition depends on productivity, not on access to inputs or the scale of individual enterprises. Productivity rests on *how* companies compete, not on the particular fields they compete in” (80, Porter, 1998). Porter describes the three broad ways in which clusters affect competition as:

1. Clusters impact the productivity of companies in the area by providing better access to employees and suppliers, access to specialized information, access to institutions and public goods, and better motivation and measurement (Porter, 1998).
2. Clusters drive the direction and pace of innovation. As a result, this leads to future productivity increases, as the relationships among companies within the cluster help one another to learn about improved technology and equipment. In addition, peer and competitive pressures provide a constant basis for comparison, which further pushes the businesses to compete and excel (Porter, 1998).
3. Individuals working within the cluster can identify the gaps among the clustered businesses. When these gaps are recognized, the individuals are inspired to develop new businesses that will strengthen and expand the cluster (Porter, 1998).

These positive impacts obtained from a cluster initiative, coupled with the fact that two large financial firms exist in the area, are motivation for the Cluster Advisory Group to strongly consider developing a financial sector cluster.

In addition, the area leaders must consider attracting smaller service businesses to the area. When we interviewed representatives from Smithfield’s current businesses, local business services were identified as one of Smithfield’s attractive qualities. Hair salons, restaurants, and day care centers, along with other small businesses, are considered amenities and add to the appeal of a location. We recommend that Smithfield have sufficient service businesses to service the cluster area, which will assist in the quest to attract businesses to the cluster.

Anticipated Outcome: In conducting interviews, it was determined that the Town should attract smaller service businesses to the area. This was a positive factor in the decision process for companies like Fidelity Investments and Navigant Credit Union. Service businesses will be an integral factor in the development of the Routes 7/116 Corridor.

In order to measure whether the efforts are effectively developing a brand, the committee will need to monitor the sentiments of key stakeholders. Surveys, interviews,

and focus groups will communicate whether the committee is developing the brand appropriately.

Recommendation Five: Adopt a Public Policy Strategy

The local governments must examine their role in public policy creation as a way to support the cluster initiative. The International Trade Department has generated a suggested list for consideration when creating public policy related to cluster development. The list includes:

- Remove entry and exit barriers in industries related to the cluster
- Remove regulatory burdens that prevent firms from functioning efficiently
- Develop institutions that cater to the collective research and development needs of firms in the cluster
- Develop institutions that offer specialized skills for competitiveness
- One-stop shop for dissemination of public information on products and markets
- Facilitate export promotion and FDI attraction
- Develop provisions for basic provisions such as land, labor and capital as well as advanced factors such as skilled labor, technology and equipment, faster/cheaper transportation, etc (78, *Clusters for Competitiveness*, 2009).

All members of the Cluster Advisory Group can work together to support this strategy. The RI EDC will need to collaborate with Senators and Representative to generate a public policy that will form the foundation for the cluster's strategy. For example, the town should consider a policy for tax incentives that will lure more firms to the area.

Anticipated Outcome: As mentioned previously, the State of Rhode Island presents many obstacles for companies looking to do business here. With unemployment rates at their heightened state and significant business regulations getting in the way, there needs to be a shift in focus to attract businesses and encourage them to take root in our state.

By working to strip away regulatory burdens and develop public policies that will support, the Town of Smithfield can expect to receive greater interest in the area as a prospective location for corporate operations. There is so much that the Town has to offer. Less stringent regulations and public policies that support businesses will only open the door wider for new businesses.

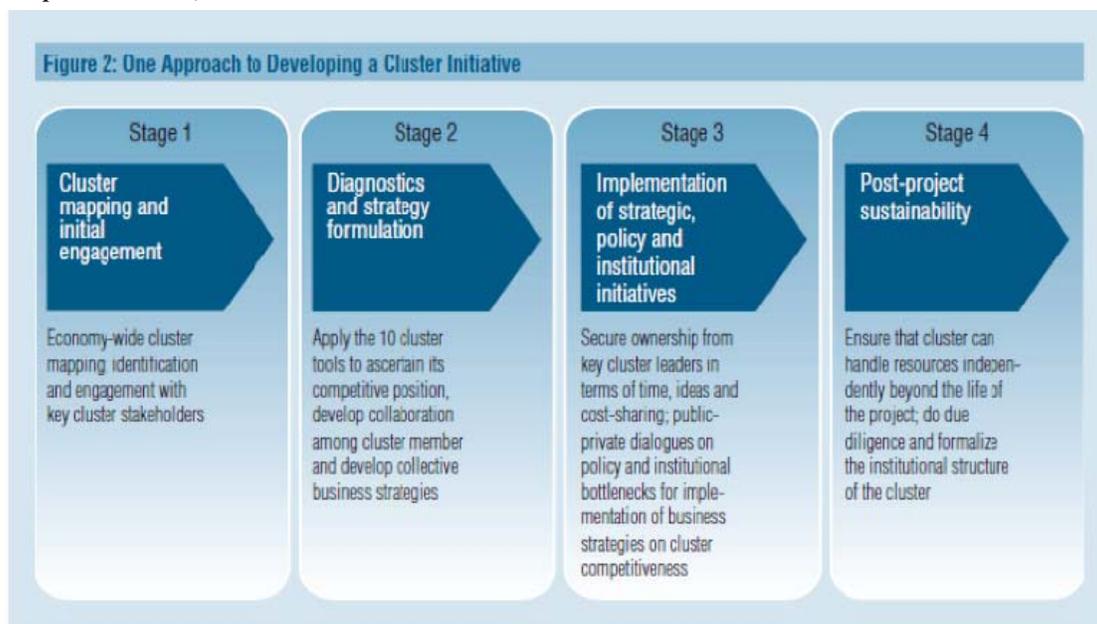
Clustering Initiative Implementation

The initiation of a clustering strategy is an intensive process that has several stages. We suggest that the Town of Smithfield roll out this process over the course of approximately ten years. We have provided the steps for this approach based on The International World Trade Development of the World Bank’s guidelines.

Implementation Stages

This approach includes four distinct stages for implementing a clustering strategy, as seen below in **Table 1**. The World Bank also provides a set of useful tools that guide the outcomes of each implementation stage. These tools can be seen in **Table 2**, and will be discussed in further detail later in this report.

Table 1: Four Stages to Developing a Clustering Initiative (4, *Clusters for Competitiveness*,



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When beginning a clustering initiative, the first stage of the process is to begin mapping and determine the competitive potential of the effort. This should begin with an initial exploratory phase, with the aim of understanding critical factors that will determine what kind of cluster is appropriate for the designated area. In addition, they must consider the available resources and the presence of existing public and private entities upon which the effort can be built.

Stage 1

This first stage should also include identification of key stakeholders. For the Town of Smithfield, the consulting team recommends engagement on a statewide level. A broad approach will help the Town to achieve the maximum impact. Critical stakeholders should include private entities, public entities and government, educational institutions, and other parties who have an interest or contribution. For Smithfield, this list should include at a minimum the following:

- Town of Smithfield
- Educational Institutions
 - Bryant University, Brown University, University of Rhode Island
- Representation from State of Rhode Island
- RI and Smithfield EDC members
- Private firms
 - Fidelity Investments, Navigant Credit Union, RBS Citizens Bank, CVS, Cessna, Textron
 - Other firms regionally or nationally who may have an interest

This Cross-section of Rhode Island's Stakeholders should be engaged to ascertain interest and ideas for the creation of a market based cluster initiative in Smithfield. This group entails adequate representation of entities, which help to determine feasibility of the initiative early on. It is estimated that preparing for and engaging these entities will likely require a time investment of approximately 6-8 months.

The goal of this initial phase should ultimately be to understand the varying points of connectivity between stakeholders, with existing or potential entities within the cluster. Questions that should be considered are: what are the services, materials or needs of these firms and how can they be interrelated or served by participating in this effort? What are the gaps or opportunities that exist? It is important that the first phase also gauge the ability of a long-term coalition to complete its goals. The clustering effort will require extensive commitment from stakeholders. If possible at this stage, gaining commitment in the form of memorandums of understanding or commitments to a fixed meeting schedule would be ideal before moving onto stage 2.

Stage 2

Stage 2 of a cluster implementation plan should revolve around the creation of a development strategy. This stage includes continuing to build support, while taking a hard look at what strategy the initiative should undertake. The World Bank provides several tools to guide the committee's direction during this phase.

These tools, which are listed in Table 2, provide specific insight that will be critical to determining strategy. The consulting team recommends that Smithfield perform each tool with its partners, as they consider which direction to move the cluster. Additional support can be gained by working with graduate students who use many of these techniques in the course of their programs.

Table 2: 10 Tools to Assist in Implementation of a Clustering Initiative (13, *Clusters for Competitiveness*, 2009)

Tools to Develop a Cluster-Based Competitiveness Initiative	
Cluster Definition	Tool 1: Cluster Mapping
Cluster Analysis	Tool 2: Product and Market Segmentation Tool 3: SWOT (Strengths, Weaknesses, Opportunities, Threats) Tool 4: GAP Analysis Tool 5: Porter's Five Forces Analysis Tool 6: Value Chain Analysis Tool 7: Market Trends Analysis Tool 8: Competitive Positioning Analysis
Assessing Institutional Support	Tool 9: Old and New Institutions for Collaboration
Controlling the Process	Tool 10: Monitoring and Evaluation

Explanation of 10 Tools for Stage 2

1. The first tool to consider is Cluster Mapping. This exercise is designed to examine the different ways that entities within the cluster can benefit one another. The key question is: What are the specific criteria that make this effort worth each party's involvement? At this point, it is also important to consider that pieces that are not in the current cluster could be potential future opportunities.
2. Next consider a review of the Cluster's Product and Market Segmentation. This should identify the industry or industries of the cluster. For example, the Town must explore the cluster's current composition and what products or services could be added to increase the cluster's value. Smithfield should be attempting to find services or other partners that would benefit from proximity and exchange with financial services firms.

3. The third tool is to do a SWOT analysis for the cluster. This will provide Smithfield with the cluster's current position within the industry, and help guide the Town's strategy as they explore the marketplace relative to the cluster.
4. A GAP analysis, like a SWOT analysis, can influence strategy by comparing parts of the entire cluster to similar marketplace players. The idea is to identify those places where the cluster may have a competitive advantage. For example, Smithfield will want to ask, what are the things that this cluster can do better or different from competitors? How can these unique capabilities be exploited for success?
5. A Porter's Five Force Analysis can also be used to determine competitive position in an industry and provide insight into the attractiveness of pursuing a particular strategy in an industry.
6. The committee should explore the value chain of the entities that make up the cluster. If these industries produce a particular product, Smithfield should determine whether the necessary support functions are available to make the production of these firms successful. This analysis should include evaluation of employment needs, raw materials, and support services. Smithfield must consider what opportunities the Town has to increase the potential of the group by attracting companies or entities that help to fulfill these needs.
7. Finally, during this strategy session, the World Bank offers that (7) market trend and (8) position analyses should be performed. When crafting the strategy, it is important to understand chosen industry's trends and what the cluster can do to anticipate changes within the chosen industry. It is crucial to observe competitors' positions and the cluster's standing in relation to those competitors. The cluster's overall strategy needs to be evaluated: is it a differentiated competitor recognized for high-priced, valuable items? Or is it a low-cost competitor that competes with high-volume?

The goal of these exercises will be for Smithfield and other committee members to consider the approach and strategy to employ. Similar to most businesses, it's important to know the internal and external factors are, the state of the industry, and the position of competitors before making a move into a new market segment. The end result of Stage 2 is a clear, concise strategy that can be shared with stakeholders in order to increase buy-in. Stage 2 is expected to take one to two years to complete. This stage may require research and significant resources to completely understand the target industry or to develop one that is likely to succeed.

Stage 3

Once a clear strategy is developed, Smithfield will need to take steps to implement the plan. This implementation stage will require stakeholders to begin moving forward on the commitments made toward realizing the cluster model. During Stage 3, the Town should expect to begin making investments, modifying state policies, and ramping up the involved entities' participation. Stage 3 can take anywhere from 3-6 years, depending on the nature of the strategy and the complexities of the decisions involved.

Smithfield should expect that this phase will require governmental concessions. Frequently, there is a need for state and local government to implement policy changes. This can be a time-consuming process, depending on the local legislative proceedings. While this staged approach is a guide, if legislative changes are required and are applicable even before the strategy is complete, it could be logical to begin this process earlier and reduce the time line. For example, if the strategy calls for tax incentives or breaks for the target cluster zone, this can begin before the strategy is finalized, as it will apply regardless of the end industry selected.

Stage 4

Implementation should result in a thriving cluster, benefiting from the inter-connectivity of those involved and the surrounding environment. A productive place to do business should develop, leading to Stage 4 of the plan. At this point Smithfield should have a thriving economic hub, so evaluation of the committee members and those entities within the cluster should be reviewed. For example, Smithfield might ask if the appropriate mixture of entities is located in the cluster, or if modifications need to be made. In addition, the Town should review opportunities and potential growth areas. Finally, the Town should conduct a performance appraisal to measure the initiative's progress. The Town should evaluate whether or not the effort has delivered the stated goals, or if there is a way to invest further or modify the plan to increase efficiency and productivity.

Implementation Completion

The Town of Smithfield has tremendous potential to exploit the great benefits outlined in this report. The above stages for implementation, combined with the business tools mentioned by World Bank, lay the foundation for making the Routes 7/116 Corridor a thriving economic setting on a national and global basis. See **table 3** for a suggested implementation time line.

Table 3: Clustering Strategy Implementation Timeline

<i>Time</i>	<i>Recommendation to be Implemented</i>
1-5 weeks	Identify Key Stakeholders <ul style="list-style-type: none"> ● Private and public entities ● Government officials ● Educational institutions. ● Understand connectivity between stakeholders with existing or potential entities within the cluster
1-2 years (Subsequent to Identification of Key Stakeholders)	Create Development Strategy <ul style="list-style-type: none"> ● Build support ● Identify specific criteria that make the effort worth each party's involvement ● Explore the cluster's current composition and determine what products should be added to increase the cluster's value. ● Perform a SWOT analysis of the cluster ● Perform a GAP analysis ● Perform a Porter's Five Forces analysis ● Explore the value chain of the cluster ● Perform market trend and position analysis
3-6 years (Begin Subsequent to Creation of Development Strategy)	Implement Strategy <ul style="list-style-type: none"> ● Move forward with commitments made to realizing cluster model ● Begin making investments ● Modify state policies ● Increase the involved entities' participation
12 (Begin Subsequent to Implementation of Strategy)	Evaluation <ul style="list-style-type: none"> ● Evaluate committee members ● Evaluate entities within the cluster ● Review opportunities and potential growth areas ● Conduct a performance appraisal

The Cluster's Next Phase: Branding Strategy

Following the creation of the cluster, the Council will need to shift its focus to the branding of the area and develop a Brand Advisory Council as well as a name and brand. Bill Baker, author of *Destination Branding for Small Cities*, suggests that the group be comprised of eight to twelve members of a cross section of business and community organizations with the main responsibility being “to recommend approval and adoption of the brand strategy” (65, Baker, 2007). Baker cites the Brand Advisory Group approach as being the reason for a successful 2002 branding initiative in Pittsburgh. Keith Dinnie, author of *City Branding*, offers a similar suggestion. Dinnie notes that all key stakeholders must come together and form partnerships in order for area branding to be successful. In regard to forming these relationships, Dinnie indicates that the group should be “a formal or informal body in which key stakeholders jointly develop, create and lead on the implementation of the brand of the place, under shared responsibility” (43, Dinnie, 2011).

Once the Advisory Council has been formed, The Town of Smithfield as well as the local areas should develop a name and brand for the area. The current “Routes 7/116 Corridor” is acceptable as a reference for purely local residents, and provides a description of the location. However, outside of Smithfield, the name “Routes 7/116 Corridor” is meaningless. A name should be developed that signals to an outsider what the area represents. Bill Baker notes, “being introduced to a brand is like meeting a person. Their name is extremely important: because it’s how we remember them, store information and refer to them” (129, Baker, 2002). Baker also explains that a name can be associated with the area’s most valuable assets, and cites the relationship between Huntington Beach, CA and its associated brand name “Surf City U.S.A.,” as an example of such branding (131, Baker, 2002). Suggestions for determining a name for the area can include a contest via the local newspaper, *The Valley Breeze*. This would provide area residents an opportunity to participate in the process of developing the area’s identity, and would provide the Smithfield EDC with the final decision making ability for the naming of the area.

Once the brand name has been developed, the Council must utilize social media to promote the brand. The most popular ways in which to promote town and city brands are “web-sites, the blogosphere, social networks, virtual realities, and email” (84, Dinnie, 2011). Dinnie explains websites’ roles in branding as

“presenting the system of identification of brand design (logos, slogans, coats of arms, flags, characteristic colors, and so on), the city’s offers (packages for target markets, lists of attractions, calendar of events, picture gallery, maps, folders, and webcam), behavior (new, projects, plans, policies, reports, bylaws, details of local authorities, sister city relationships), as well as interacting with city target

audiences via online forums, feedbacks, newsletters, and comments” (84, Dinnie, 2011).

Dinnie also notes that cities can add interactive capabilities to their sites in an effort to gain more information about their audience (Dinnie, 2011). While the Town of Smithfield currently uses the site <http://www.smithfieldri.com/>, there are more features that can be added to the site to attract additional visitors. In addition, a site can be developed to represent the entire cluster area as was done with Research Triangle Park. We have provided **Exhibit 4** to depict the difference between the web site for the City of Providence versus the site for the Town of Smithfield. In particular, note that Providence has created and utilized a slogan on the homepage, along with an attractive photo of the city. In addition, Providence also includes an option to sign up for a newsletter, a mobile phone app, and a quick list of top requested items. Smithfield’s site does include access to a video tour of the town; however, it is recommended that the town compare its site to those of other communities for additions and changes that will enhance its user-friendliness. Blogs and micro-blogs such as Twitter can also provide prospects with similar information written from an individual’s perspective. Twitter provides potential firms with valuable information about the number of people interested in a town’s happenings, by measuring the number of followers and key trends. At this time, Smithfield is not active on Twitter. A Twitter account should be created for the Cluster area.

Social media is another option the Council should pursue. Smithfield currently has a Facebook page, however, minimal information is posted, and there are only four “likes” (meaning only four people are following the town’s happenings at this time). Additionally, there is only one picture included in the page, which is that of the town emblem. The Town should expand the usage of its Facebook page and also create a Cluster Facebook page. Additional photos should be included, as well as personal stories about the town, and local events or topics of interest. The information on this Facebook page should appeal to a broad audience. For example, there are interesting ghost stories surrounding the farms that once existed in Smithfield: local attractions and links to their websites or Facebook pages can be listed, local amenities can be included, and links to Smithfield firms as well as firms in the greater Smithfield area. These items should be added to the Facebook page, which is free of charge.

LinkedIn is another social media site for the Council to take advantage of. This site links members of the professional community, and exposure to the Cluster area on this site will be beneficial in promoting the brand to the local, national, and international business communities. Finally, Youtube.com is a social media web site that allows for video postings. We recommend that the Council launch a video contest to create a video that will attract attention to the town, with the hope that the winning video will go “viral.” A viral video is a clip that becomes popular based upon thousands of users sharing the video. This option is free to use as well. The Town would have the ability to track the

popularity of the video based upon the number of “hits” or viewers that have watched the video.

The Second Life site www.secondlife.com provides a virtual reality environment that is free to use. Dinnie notes that many locations have used this site as a means to “influence the way their destinations are perceived” to a world of similarly aligned individuals (89, Dinnie, 2011).

Finally, email is a basic and widely used form of communication, which the Council should consider using when promoting their brand. Dinnie provides an example of The Monaco Convention Bureau’s successful usage of email to promote the area. The Bureau’s objective is to “offer advice regarding technical and economic amenities to organizers of congresses, seminars and trade shows” (90, Dinnie, 2011). Email can be leveraged by sending a monthly newsletter to subscribers, which provides information regarding future events, area facts, and testimonials. See **table 4** for an implementation time line.

Table 4: Branding Strategy Implementation Timeline

<i>Time (in weeks)</i>	<i>Recommendation to be Implemented</i>
1-5	Brand Advisory Committee <ul style="list-style-type: none"> • Marketing to attract members through local avenues such as the <i>Valley Breeze</i> • Elections • Set meeting schedule and agenda
5-7 (Subsequent to Brand Development)	Social Media Utilization <ul style="list-style-type: none"> • Determine which social media accounts Smithfield should register for • Assign a volunteer from the Brand Advisory Committee to be Social Media Manager • Register with HootSuite to manage social media accounts • Include social media logos and QRC codes on all sites and paper marketing to attract attention to social media sites
8 (Begin Subsequent to Brand Development)	Partner with the RI EDC
12 (Begin Subsequent to Partnering with RI EDC)	Work with Universities <ul style="list-style-type: none"> • Petition Bryant University to begin a working relationship between the Smithfield EDC and the school • Work with professors to ensure that consultants will be assigned to work with the Town each semester, free of charge • Explore employment opportunities and how to bridge the University to Smithfield businesses for prospective hiring
Ongoing	Target the Financial Sector and Small, Service-Oriented Businesses <ul style="list-style-type: none"> • Survey town residents and business owners to determine what services are lacking in the area • Determine which sites are best for mixed-use properties • Petition businesses to move to the area—partner with RI EDC to attract firms and make sure that sites meet potential firms’ requirements

Conclusion

The Town of Smithfield, Rhode Island is an opportune position for growth. Having attracted a number of prospering businesses, such as Fidelity Investments, the Town has created a broader opportunity for exposure nationwide. The space commonly referred to as the Routes 7/116 Corridor has approximately 3,000 acres of partially developed and developed land that is ideal for further corporate expansion. In order to draw financial firms and small services businesses to the Corridor, it is essential that the Town of Smithfield engage in vigorous marketing efforts. Having a firm branding strategy will raise the effectiveness of marketing and improve the Town’s visibility.

Since the Town's resources are limited, the consultants have recommended a number of low-cost and free solutions with a large expected impact. This process should begin immediately; the sooner a branding strategy is developed and implemented, the faster new businesses will move to Smithfield. The advent of firms will lead to increased revenues and even higher visibility for future industries.

The Bryant University Consulting Group would like to thank the Town of Smithfield for allowing us the opportunity to perform this analysis. In particular, thank you to Dan DiSantis, a Smithfield EDC volunteer for providing us with background information, as well as connections to various Smithfield constituents. This was an incredible learning opportunity, and we hope we have provided a valuable report for the Smithfield EDC.

Exhibit 1: Research Triangle Park Map



Retrieved from <<http://www.rtp.org/>>, July 14, 2012.

Exhibit 2: CNBC Poll Results - Negative Aspects to Doing Business in Rhode

Category	Score	2012 Rank	2011 Rank
Cost of Doing Business	72	45	46
Workforce	118	46	26
Quality of Life	198	23	24
Infrastructure & Transportation	72	50	49
Economy	69	49	42
Education	122	23	24
Technology & Innovation	76	37	27
Business Friendliness	33	49	48
Access to Capital	77	10	35
Cost of Living	7	44	43
OVERALL	844	50	50

Island

Retrieved from <http://www.cnbc.com/id/46414199/>, July 14, 2012.

Exhibit 3: CNBC Poll Results - Positive Benefits to Doing Business in Rhode Island

Category	Score	2012 Rank	2011 Rank
Cost of Doing Business	72	45	46
Workforce	118	46	26
Quality of Life	198	23	24
Infrastructure & Transportation	72	50	49
Economy	69	49	42
Education	122	23	24
Technology & Innovation	76	37	27
Business Friendliness	33	49	48
Access to Capital	77	10	35
Cost of Living	7	44	43
OVERALL	844	50	50

Retrieved from <http://www.cnbc.com/id/46414199/>, July 14, 2012.

Exhibit 4: Town of Smithfield Website vs. City of Providence Website

The screenshot shows the homepage of the Town of Smithfield Rhode Island website. At the top left is the town's seal. The main header reads "Town of Smithfield Rhode Island" with navigation links for "home" and "contact info". A left sidebar contains a menu with items like "Government", "Departments", "Town Calendar", "Meeting Agendas", "Meeting Minutes", "News & Links", "Smithfield Info", "Employment", "Purchasing & Bids", "Town Forms", and "Site Directory". Below this is a Google Custom Search box and a section for "Upcoming Town Meetings" for Thursday, July 19, featuring the "Sports Advisory Comm.". The main content area has a "Welcome to Smithfield Online" message, the town seal, the date "Saturday, July 21, 2012", and a "Quick Link to Departments" dropdown menu. A central text box mentions a research project by Rhode Island College marketing students on the future development of the Route 7/116 corridor, with a link to "here is their report." Below this is a "Construction Updates" section. On the right, there is a "Smithfield Video TourBook" section with a photo of a house and a list of categories: "Welcome", "Quality of Life", "Real Estate and Relocation", "Education", "Business and Industry", and "Parks and Recreation". At the bottom right, there is a "Notices" section with links for "Smithfield Voter Information" and "Georgiaville Pond".

The screenshot shows the homepage of the City of Providence website. The main banner features a large "P" and the text "PROVIDENCE THE CREATIVE CAPITAL" over a night cityscape. Below the banner, it identifies the site as the "OFFICIAL WEBSITE OF THE CITY OF PROVIDENCE, RHODE ISLAND | ANGEL TAVERAS, MAYOR" and includes a search bar for "ProvidenceRI.com". The left sidebar lists navigation options: "MAYOR'S OFFICE", "CITY COUNCIL", "STATE GOVERNMENT", "SIGN UP FOR OUR WEEKLY E-NEWS" (with a form for email and zip code), "CALENDAR OF EVENTS + PUBLIC MEETINGS", "CONTACT US", and "GET DIRECTIONS". The main content area has tabs for "Video" and "Gallery", with a video player showing Mayor Angel Taveras speaking at a public presentation. Below the video is a "SavingProvidence.com" link and a text box inviting users to join the Mayor for a Town Hall style public presentation of the 2012 State of the City. A "NEWS" section features a bullet point: "Rhode Island School of Design Reaches Agreement with City to More Than Double Annual Contribution". On the right, there are promotional boxes for "PROVCONNEX" available on the "App Store" and "Android Market". Below these is a "TOP REQUESTED" section with dropdown menus for "Payments", "Download Forms", "Find Information on...", and "Job Postings". At the bottom right, there is a "CITY DEPARTMENTS" section with a "Select a Department" dropdown menu.

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Appendix A

Rhode Island Towns Rated by Per Capita Income

Rank	Place	County	Per Capita Income ^[1]	Median Household Income ^[2]	Median Family Income ^[3]	Population	Number of Households	MSA
1	Jamestown	Newport County	\$38,664	\$63,073	\$77,990	5,622	2,359	Providence--Fall River--Warwick, RI--MA
2	East Greenwich	Kent County	\$38,593	\$70,063	\$90,221	12,948	4,960	Providence--Fall River--Warwick, RI--MA
3	Barrington	Bristol County	\$35,881	\$74,591	\$84,657	16,819	6,011	Providence--Fall River--Warwick, RI--MA
4	Little Compton	Newport County	\$32,513	\$55,368	\$62,750	3,593	1,475	Providence--Fall River--Warwick, RI--MA
5	New Shoreham	Washington County	\$29,188	\$44,779	\$59,844	1,010	472	
6	Cumberland Hill	Providence County, Rhode Island	\$28,879	\$57,697	\$68,361	7,738	3,054	Providence--Fall River--Warwick, RI--MA
7	Narragansett	Washington County	\$28,194	\$50,363	\$67,571	16,361	6,846	Providence--Fall River--Warwick, RI--MA
8	Portsmouth	Newport County	\$28,161	\$58,835	\$68,577	17,149	6,758	
9	North Kingstown	Washington County	\$28,139	\$60,027	\$69,559	26,326	10,154	Providence--Fall River--Warwick, RI--MA
10	Scituate	Providence County	\$28,092	\$60,788	\$67,593	10,324	3,780	Providence--Fall River--Warwick, RI--MA
11	Narragansett Pier	Washington County	\$26,811	\$39,918	\$65,864	3,671	1,745	Providence--Fall River--Warwick, RI--MA
12	Lincoln	Providence County	\$26,779	\$47,815	\$61,257	20,898	8,243	Providence--Fall River--Warwick, RI--MA
13	Middletown	Newport County	\$25,857	\$51,075	\$57,322	17,334	6,993	
14	West Greenwich	Kent County	\$25,750	\$65,725	\$71,332	5,085	1,749	Providence--Fall River--Warwick, RI--MA
15	Charlestown	Washington County	\$25,642	\$51,491	\$56,866	7,859	3,178	Providence--Fall River--Warwick, RI--MA
16	Cumberland	Providence	\$25,592	\$54,656	\$63,194	31,840	12,198	Providence--Fall

		County						River—Warwick, RI—MA
17	Exeter	Washington County	\$25,530	\$64,452	\$74,157	6,045	2,085	Providence—Fall River—Warwick, RI—MA
18	Newport	Newport County	\$25,441	\$40,669	\$54,116	26,475	11,566	
19	North Smithfield	Providence County	\$25,031	\$58,602	\$67,331	10,618	3,954	Providence—Fall River—Warwick, RI—MA
20	Greenville	Providence County	\$24,770	\$56,036	\$66,832	8,626	3,302	Providence—Fall River—Warwick, RI—MA
21	Wakefield- Peacedale	Washington County	\$24,191	\$50,313	\$61,541	8,468	3,221	Providence—Fall River—Warwick, RI—MA
22	Westerly	Washington County	\$24,092	\$44,613	\$53,165	22,966	9,402	New London-- Norwich, CT--RI
23	Hopkinton	Washington County	\$23,835	\$52,181	\$59,143	7,836	2,965	New London— Norwich, CT—RI
24	South Kingstown	Washington County	\$23,827	\$56,325	\$67,912	27,921	9,268	Providence—Fall River—Warwick, RI—MA
25	Warwick	Kent County	\$23,410	\$46,483	\$56,225	85,808	35,517	Providence—Fall River—Warwick, RI—MA
26	Smithfield	Providence County	\$23,224	\$55,621	\$66,320	20,613	7,194	Providence—Fall River—Warwick, RI—MA
27	Glocester	Providence County	\$22,914	\$57,537	\$62,679	9,948	3,559	Providence—Fall River—Warwick, RI—MA
28	Tiverton	Newport County	\$22,866	\$49,977	\$58,917	15,260	6,077	Providence—Fall River—Warwick, RI—MA
29	Warren	Bristol County	\$22,448	\$41,285	\$52,824	11,360	4,708	Providence—Fall River—Warwick, RI—MA
30	Richmond	Washington County	\$22,351	\$59,840	\$64,688	7,222	2,537	Providence—Fall River—Warwick, RI—MA
31	Foster	Providence County	\$22,148	\$59,673	\$63,657	4,274	1,535	Providence—Fall River—Warwick, RI—MA
32	Coventry	Kent County	\$22,091	\$51,987	\$60,315	33,668	12,596	Providence—Fall River—Warwick, RI—MA
33	Cranston	Providence County	\$21,978	\$44,108	\$55,241	79,269	30,954	Providence—Fall River—Warwick, RI—MA
34	Harrisville	Providence	\$21,969	\$40,430	\$51,141	1,561	655	Providence—Fall

		County						River—Warwick, RI—MA
35	Bristol	Bristol County	\$21,532	\$43,689	\$54,656	22,469	8,314	Providence—Fall River—Warwick, RI—MA
36	Johnston	Providence County	\$21,440	\$43,514	\$54,837	28,195	11,197	Providence—Fall River—Warwick, RI—MA
37	Ashaway	Washington County	\$21,149	\$47,271	\$49,125	1,537	589	New London— Norwich, CT—RI
38	Burrillville	Providence County	\$21,096	\$52,587	\$58,979	15,796	5,559	Providence—Fall River—Warwick, RI—MA
39	Valley Falls	Providence County	\$20,373	\$46,163	\$52,414	11,599	4,494	Providence—Fall River—Warwick, RI—MA
40	Pascoag	Providence County	\$20,322	\$48,778	\$54,391	4,742	1,642	Providence—Fall River—Warwick, RI—MA
41	West Warwick	Kent County	\$20,250	\$39,505	\$47,674	29,581	12,498	Providence—Fall River—Warwick, RI—MA
42	East Providence	Providence County	\$19,527	\$39,108	\$48,463	48,688	20,530	Providence—Fall River—Warwick, RI—MA
43	Hope Valley	Washington County	\$18,925	\$43,264	\$47,857	1,649	630	New London— Norwich, CT—RI
44	Pawtucket	Providence County	\$17,008	\$31,775	\$39,038	72,958	30,047	Providence—Fall River—Warwick, RI—MA
45	Woonsocket	Providence County	\$16,223	\$30,819	\$38,353	43,224	17,750	Providence—Fall River—Warwick, RI—MA
46	Providence	Providence County	\$15,525	\$26,867	\$32,058	173,618	62,389	Providence—Fall River—Warwick, RI—MA
47	Melville	Newport County	\$14,789	\$37,314	\$40,134	2,325	764	
48	Bradford	Washington County	\$14,004	\$42,130	\$40,370	1,497	482	New London— Norwich, CT—RI
49	North Providence	Providence County	\$13,489	\$19,721	\$31,655	32,411	14,351	Providence—Fall River—Warwick, RI—MA
50	Kingston	Washington County	\$10,952	\$56,159	\$66,133	5,446	631	Providence—Fall River—Warwick, RI—MA
51	Central Falls	Providence County	\$10,825	\$22,628	\$26,844	18,928	6,696	Providence—Fall River—Warwick, RI—MA