

DALLAS-FORT WORTH REGIONAL INNOVATION STUDY

2018

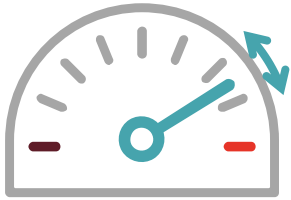


DALLAS
REGIONAL
CHAMBER®



The Dallas-Fort Worth (DFW) region is an exhilarating melting pot of successful cross-industry businesses, eclectic cultures, diverse talent, significant wealth and a booming arts & philanthropic scene

CORPORATE



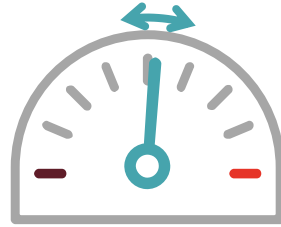
Thriving home to **22 Fortune 500** companies

4th most Fortune 500 companies headquartered in a single MSA, with 24 corporate innovation centers in DFW

Cross-industry corporate landscape with significant presence in Business Services, Travel, Aerospace & Defense, Oil & Gas, Telecom, Retail, Financial Services and Consumer Goods industries creates economic resilience

Diverse business makeup allows for cross-industry collaboration and best practice sharing

STARTUP



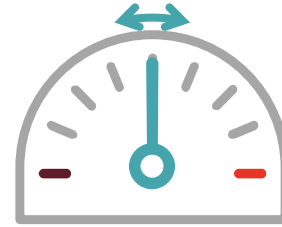
Recent strides in startup sector highlight success, still plenty of room to grow

Rate at which accelerators, incubators and enablers are opening in DFW is significantly increasing with 64 co-working spaces, 40 accelerators and incubators, and 24 corporate innovation centers in the region

Unique clusters of innovation activity exist across DFW. Defining and amplifying those assets as innovation districts could lead to greater impact

Sizable wealth exists. Traditional deal investments viewed as lower risk; opportunity to drive greater investment diversification by level-setting investor & entrepreneur expectations

ACADEMIC & TALENT



Prestigious universities but opportunity for increased R&D and branding ranked programs

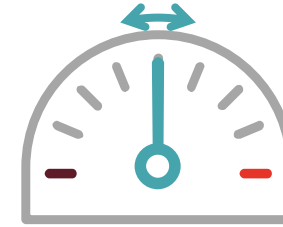
More than a dozen local higher-ed institutions across DFW with abundant opportunity to attain almost any degree

Nationally ranked programs exist across multiple local university systems but need more spotlight, among other things, to attract star professors and R&D grant funding

Many corporate sponsorships and programs targeted at improving K-12 Science, Technology, Engineering, Art and Mathematics (STEAM) exposure, education and pipeline

More than 107,000 K-12 students in Dallas-Fort Worth are enrolled in computer science programs

CIVIC & INFRASTRUCTURE



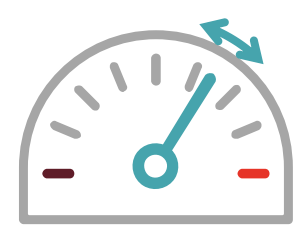
Cross-sector relationships at the top have created a **culture of partnership** but more cross-civic collaboration is needed

Civic groups take ownership and act swiftly in pockets of economic development; opportunities to accelerate innovation initiatives with strong civic leadership

DFW cities are building public-private partnerships focused on Smart Cities, including building out infrastructure as test beds for new technologies

Cities across DFW are developing and elevating innovative strategies to drive operational efficiencies, better interact with citizen, and drive economic growth

SOCIAL & ARTS



Something for everyone

Thriving philanthropic community offering numerous volunteer and charity opportunities. In 2017, \$39 million given by DFW residents on North Texas Giving Day

The largest LGBTQ fundraising effort in the U.S raised \$21M; both Dallas and Fort Worth achieve a perfect score of 100 on the Human Rights Campaign Municipal Equality Index

DFW has a robust arts, culture, professional sports, and culinary scene that offers quality of life activities across diverse interests

Strong culture of social innovation; ex: Dallas County Promise, Café Momentum, The GroundFloor, Social Venture Partners

Global CEOs in DFW collaborate around philanthropic causes

And with one of the largest economies in the nation, we as a community need to continue to innovate to attract top talent, companies and investors to the region

192

total VC deals, 2017¹

57% of deals since 2009 are seed/angel

DFW companies³

22 Fortune 500

43 Fortune 1000

185 Inc. 5000

24

corporate innovation centers²

64

co-working spaces in DFW²

#1

best city for jobs⁴

4th

largest metro area with 7 million+⁵

145

exits in 2017¹

\$2.7b

average annual VC investment¹

average deal size of \$23.7mm in 2017¹

5

IPOs in 2017¹

#1

most business friendly city in America⁶

best place for startups⁷

Top 3 growing industries¹

Industrial
Consumer products & goods
Business products & services

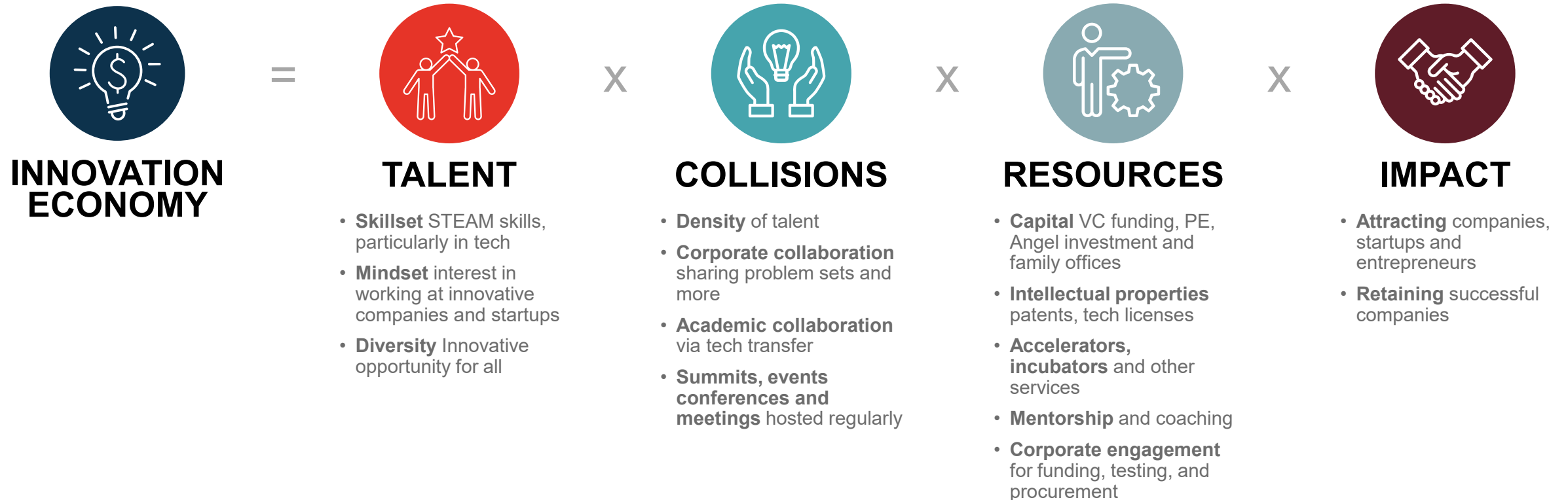
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incubators & accelerators in DFW²

¹ CBInsights, ² guide.dallasinnovates.com, ³ Fortune 2018, ⁴ Forbes 2018, ⁵ US Census, 2017, ⁶ MarketWatch 2015, ⁷ US Chamber of Commerce Foundation, 2015

Improving our reputation as an innovation hub, means investing in opportunities that will continue to accelerate development of our innovation economy—talent, collisions, resources and impact

Innovation is driven by talent, bringing that talent together, providing the right resources to create an impact and elevate our brand identity as a place for innovation. Our analysis develops actionable recommendations for each element of a successful innovation economy.



The Dallas Regional Chamber (DRC), Southern Methodist University (SMU) & the United Way of Metropolitan Dallas (UWMD) partnered with Accenture to create a playbook for DFW to be—and be seen as—an innovative region

Scope

WHO

A combination of DFW's¹ **academia, investors, startups, artists, governments, corporations, and social entities** collaborated to increase visibility



WHAT

Our commitment to becoming an **innovative region** to...



WHY

...Boost **economic** growth in existing and newly relocated companies, **creating jobs** and **wealth** in the region.



Effort

INTERVIEWED key stakeholders and researched DFW's corporate, academic, arts, social and civic ecosystems

IDENTIFIED opportunities to **accelerate development** of DFW's innovation economy and improve DFW's reputation as an innovation hub

SYNTHESIZED findings in a **strategic plan with actionable recommendations** to bolster the region's innovation economy and reputation in the short-term and long-term

¹Primarily the four urban counties: Dallas County, Collin County, Denton County and Tarrant County

Gaps and opportunities in DFW's innovation ecosystem identified by:



INTERVIEWED ~50 STAKEHOLDERS

- **Corporate Executives:** C-suite of local Fortune 500 companies
- **Civic Leaders:** Mayors, city council members, area chamber leaders
- **Local Academics:** University leaders including Presidents, Deans, and key researchers
- **Social Movers:** Nonprofit leaders and community organizers
- **Startup Community:** Founders & Venture Capitalists



DEVELOPED INNOVATIVE CITIES CASE STUDY

- Extensive review of existing data and research on cities across the US and overseas: Boston, Pittsburgh, Atlanta, Austin, the Bay Area, Stockholm, Berlin, Shanghai, London, Tel Aviv
- Evaluated based on eleven key drivers/criteria to identify best practices



CONDUCTED FOCUS GROUPS ~56 PARTICIPANTS

- **12** hours of discussion over **6** roundtable sessions across Dallas-Fort Worth
- **56** total cross-industry innovation economy enthusiasts
 - **28** Startup, **14** Corporate, **9** Civic, **3** Social, **2** Academic



COLLECTED & ANALYZED DATA

- **Data collection:** Executive interview notes and synthesized focus group findings
- **Extensive review of existing data and research:** Dallas Regional Chamber Scorecard and Regional Assessment data, Dallas Innovate's guide, local news resources, rankings reports

40 POTENTIAL ACTIONS derived from focus groups and interviews addressing our strengths and weaknesses were evaluated for impact and effort/feasibility

OPPORTUNITY EVALUATION



TALENT



COLLISIONS

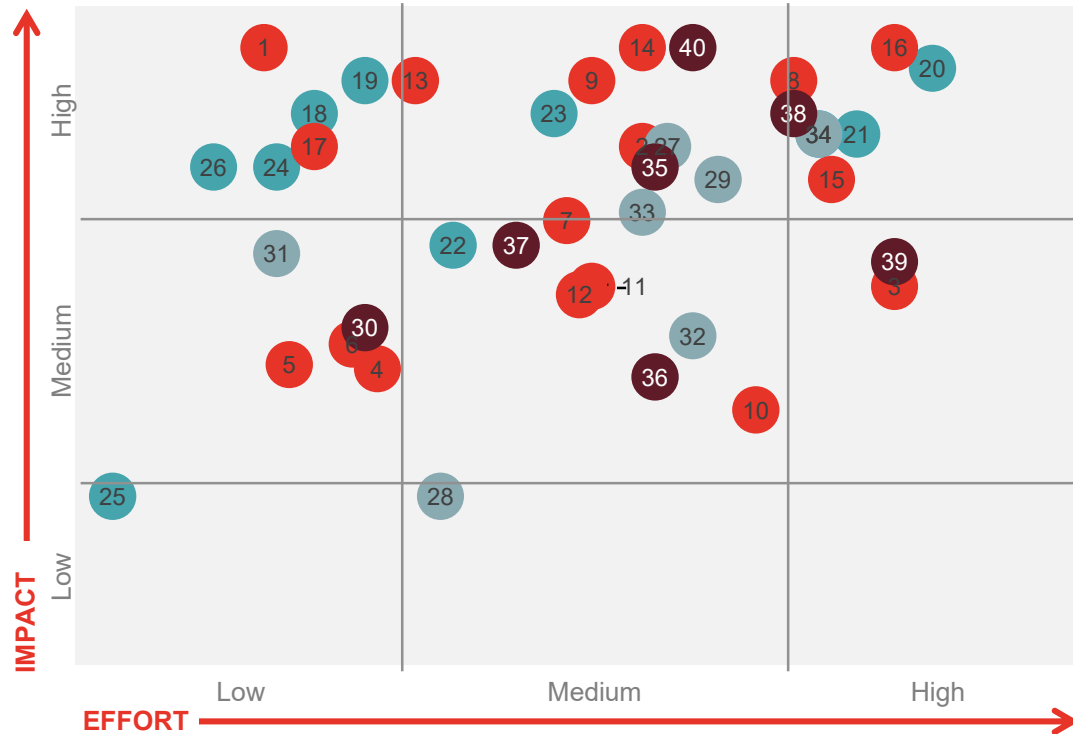


RESOURCES



IMPACT

Quick Wins



Proposed action

- 1 Establish BHAG/Vision for DFW
- 2 Expand adoption of CS and STEAM curriculum in earlier stages of education (K-12)
- 3 Develop CS and STEAM mobile app and maker-truck curriculum
- 4 Establish "Tech Days" program across school districts
- 5 Students to solve real problems for businesses—extended workforce
- 6 Incentivize corporates to host technology bootcamps
- 7 Invest in research and recruitment team to monitor the market and industries to proactively target talent and trends
- 8 Government partnership for employee Visa sponsorship
- 9 Develop a plan to identify one of the universities to become a Tier 1 research university
- 10 Recruit top professors to foster research and new technology in targeted areas
- 11 Insist on innovation results in professor tenure review
- 12 Consider developing specialized associate degrees with a year of "residency" or mandatory "internships"
- 13 Marketing blitz
- 14 Ensure regulations/taxes and policies are innovation startup friendly
- 15 Focus civic efforts into building DFW's future economic engine
- 16 Initiate an infrastructure update to improve metroplex connectivity
- 17 Innovation campaign
- 18 Establish a leadership coalition
- 19 Appoint one leader to champion innovation in the region
- 20 Expand Dallas Innovation Alliance to be a regional entity
- 21 Restart the Texas Research Alliance

Proposed action

- 22 Align university resources more closely with corporations
- 23 Host premier innovation events
- 24 Increase and broaden scope of city preferred vendor lists and target percentage to include startups
- 25 Crowdsource ideas to promote innovative solutions for the region
- 26 Corporate participation and investment in startup events
- 27 Create a central network of makerspaces/research labs
- 28 Establish more approved areas for pop-up/prototyping businesses
- 29 Establish a shared set of startup resources
- 30 Create a go to portal/channel to create startup ecosystem (job postings, marketing, funding requests)
- 31 Create an Innovation Fellows Program
- 32 Create a Fund of Funds similar to Sidecar Funding
- 33 Establish regional innovation districts
- 34 Launch a DFW shark tank investor series where startups can pitch to local VC's and investors
- 35 Offer free office space, Wi-Fi and email address for startups until they get funding
- 36 Launch a global entrepreneur in residence initiative
- 37 Create an advisory board that is able to offer coaching, mentorship and guidance to startups
- 38 Target international startup relocations (e.g. Israel)
- 39 Matching government investments
- 40 Attract top disruptive private tech startup to the region e.g. Airbnb, Uber, Tesla. Or incentivize big name divisions to move to the region (e.g. Capital One Card)

Prioritized opportunities addressing concerns heard and delivering short, medium and long-term value rolled into recommended initiatives

	WHAT WE HEARD	RECOMMENDED INITIATIVE	TIME TO EXECUTE	IMPACT
1	DFW's image to the innovation community is antiquated	Mission critical need to innovate DFW brand and perceived image to actively recruit tech talent from other innovative cities	M	
2	DFW needs focus —critical mass in specific areas	Support our nationally ranked universities on their path to achieving premier national ranking status and build core capabilities to brand our industry footprint		
3	Scarcity of future forward talent and only large city to not have AAU member university	Sponsor and incentivize local talent interested in pursuing STEAM post graduate programs, so as to not lose these skills after graduation Build national tech lab, or philanthropic hub where local universities and other top ranked universities and institutes can co-locate and collaborate where necessary to solve real business problems	L	
4	A rallying cry for entrepreneurs to boost the start-up economy	Facilitate the import of international entrepreneurial talent. Also see recommendation 7	M	
5	K-12 STEAM performance	Improve math in K-4 to grow talent pipeline and build problem-solving capability	M	
6	Talent & startup density is low due to the geographic footprint	Create multi-nodal Innovation Districts around Tech, Transportation and Life Sciences	M	
7	Local capital isn't venture-experienced , and start-ups are not skilled in requesting funds	Facilitate venture-interest and experience by building confidence in local startup investing by: <ul style="list-style-type: none"> • Create a fund-of-funds. DFW should aim at raising an initial \$100mm+ fund and subsequent larger more impactful funds (\$1B - \$5B) if successful • Activate UHNW individuals and corporate champions to educate peers through public endorsement of their investments and support of fundraising activities • Setting up a small business investment company to invest in early start-ups (seed and pre-series A companies) and gain access to SBA federal funding • Utilize the Economic Development Administration's Regional Innovation Strategies (RIS) Seed Fund Support Competition to increase availability of and access to regional risk capital for early-stage companies Establish start-up office to drive innovation agenda and coordinate a set of share start-up focused resources	M	
8	Low density of operationalized tech talent	Accelerate recruitment of hi-tech firms	M	
9	City government could do more to embrace innovation and are deemed conservative	Build public/private partnerships to that align local government needs with innovative solutions	M	
10	DFW needs to capitalize on its growing interest and support of social philanthropic initiatives	Bring together the stakeholders focused around social impact and build support, programming, and investment for making DFW the leader of social innovation	S	

UHNW = Ultra-high net worth; I&A = Incubators & Accelerators (Inc. co-working infrastructure)

Time to execute: S = short-term, M = medium-term, L = long-term Impact: Reach x relative benefit x enabling attributes



TALENT: Even with the large net migration of people into the region, DFW will continue to be a net importer of talent to satisfy the high number of jobs being created, especially in areas of STEAM

STRENGTHS

DFW is home to a diverse workforce & multiple acclaimed universities & nationally ranked programs

8 nationally ranked universities¹

- SMU Texas Woman's University
- TCU University of Texas at Dallas
- DBU UT Southwestern
- UNT University of Texas Arlington

~1.6m workers with a Bachelor's Degree or higher in DFW²

University of Texas at Arlington, University of Texas at Dallas, University of North Texas are classified as Carnegie R1 Doctoral Universities for Highest Research Activity³

Sample of the nationally ranked STEAM programs at DFW universities

- SMU – #1 Game Design Graduate School⁴
- UTD – #14 Game Design Graduate School⁴
- UTD – #7 Natural Language Processing Program⁵
- UNT – #17 Masters in Business Analytics⁶
- UNT – #19 Masters in Innovation and Entrepreneurship
- UTSW – #26 Best Medical School: #26 Research, #19 Primary Care¹

Dallas County Promise offers free college tuition and mentorship to graduating high school students.

Over 330,000 people relocated to DFW between 2011 and 2015, and an increase of ~15k stem jobs

5th most STEM jobs added 2014 to 2018²
(14,895 increase)

11th most diverse region in U.S.⁷

Domestic Migration to DFW⁸



K-12 has areas of excellence and philanthropic corporate investment

Sample of accolades:

- More than 107,000 K-12 students in Dallas-Fort Worth are enrolled in computer science programs;
- 55 high schools from 23 school districts represent our region on U.S. News & World Report's "America's Best High Schools" list;
- Plano West has 77 of the region's 592 SAT National Merit semifinalists in 2018;
- Texas Instruments and Girl Scouts North Dallas's STEM 92-acre living laboratory center of excellence in South Dallas aimed at helping add girls in the STEM workforce pipeline;
- Girls Who Code is an initiative for girls ages 13-17 that offers opportunities for girls to develop computer skills, have role models and peers, and pursue careers in computer science

WHAT WE HEARD

- Scarcity of future forward talent
- DFW needs focus—critical mass in specific areas
- Only large metro other than Miami to not have AAU university or research institute
- In need of a rallying cry for entrepreneurs to boost the startup economy
- K-12 poor STEAM performance, with a low proficiency of math across the region

¹U.S. News & World Report Best Colleges 2018

²Bloomberg

³Carnegie Classification of Institutions of Higher Education

⁴Princeton Review

⁵CSrankings.com

⁶QS World University Rankings 2018

⁷CBRE Scoring Tech Talent 2012-2016

⁸2011-2015 PUMS, U.S. Census (cross-tabulated by Dr. Tim Bray, UTD)



TALENT: Even with the large net migration of people into the region, DFW will continue to be a net importer of talent to satisfy the high number of jobs being created, especially in areas of STEAM

OPPORTUNITIES

Recommendation #1:

Invigorate an antiquated brand to actively recruit tech talent from other innovative cities

INNOVATIVE CITY	BRAIN GAIN (DRAIN)*
Bay Area	80,476
DFW	22,560
Atlanta	20,546
Austin	5,510
Pittsburgh	(9,655)
Boston	(19,610)

DFW is 2nd to only the Bay Area in ability to absorb new tech graduates, with 22,560 new tech jobs not filled by local tech graduates¹

*Brain Gain (Drain) is determined by subtracting the # of new tech degree graduates from the # of new tech jobs

Recommendation #2:

Support our nationally ranked universities on their path to achieving AAU status

Boldly define “top ranked” university

“The Association of American Universities (AAU) is a group of the top-62 research universities in North America (both public and private) devoted to maintaining a strong system of academic research, innovation, and education. Among the United States’ ten largest metropolitan areas, Dallas-Fort Worth is one of only two regions without at least one AAU university.”

Continuing the Ascent, SMU, April 27, 2018

Build core capabilities in STEAM programs by attracting top professors and branding our innovation footprint

Reuters Top 100: the world's most innovative universities – 2017²

Evaluated metrics focusing on academic papers (which indicate basic research) and patent filings (which point to an institution’s ability to apply research and commercialize its discoveries), and rank them based on performance.

Recruit distinguished university researchers to DFW leveraging the Governor’s University Research Initiative (GURI)–matching grant

“What these individuals are doing is far more than just creating the next generation of science, technology, engineering and math. They are partnering together with private enterprises, with federal government grants, creating teams that create more jobs, that empower the next generation of the Texas economy,” Texas Governor Greg Abbott said.

Sponsor and incentivize local talent interested in pursuing STEAM post-graduate programs, so as to not lose these skills after graduation

Recommendation #3:

Facilitate the import of international entrepreneurs to boost the economy

“If you were to walk the halls of this company and ask if people grew up or went to school in DFW, 80% would say no.”

DFW C-Suite Executive³

Recommendation #4:

Motivate the need to establish a national tech lab, UHNW philanthropic hub or research institute to complement the ecosystem with additional entrepreneurs, mentors, & startups

Recommendation #5:

Improve math proficiency in early childhood, as a key indicator of future academic success

42% fourth graders are proficient in math⁴

50% of middle school students show proficiency in algebra or science⁴

¹CBRE Scoring Tech Talent 2012-2016

²Reuters

³DFW Innovation Strategy 2018 Executive Interview Notes

⁴United Way of Metropolitan Dallas Education Scorecard 2016



TALENT RECOMMENDATION 2: (CONT.)

Recommended core capabilities for universities to double down on based on projected market growth potential

EXAMPLES

	IOT	AI/BIG DATA	BLOCKCHAIN	EXTENDED REALITY
	Global Industrial IoT Market <small>(Market & Markets)</small> \$150B by 2020 8% CAGR	Global AI System Market <small>(IDC)</small> \$57.6B by 2021 25% CAGR	Global Blockchain Market <small>(IDC)</small> \$10B by 2021 81% CAGR	Global AR/VR Market <small>(IDC)</small> \$215B by 2021 113% CAGR
	Startup Funding (bn) 9.23% 3-Year CAGR 2.21 (2015), 2.62 (2016), 2.88 (2017)	Startup Funding (bn) 38.9% 3-Year CAGR 5.93 (2015), 6.56 (2016), 15.9 (2017)	Startup Funding (bn) 37.26% 3-Year CAGR 0.58 (2015), 0.58 (2016), 1.5 (2017)	Startup Funding (bn) 4.46% 3-Year CAGR 1 (2015), 2.1 (2016), 2.28 (2017)
ENERGY	Digital oil field & Smart grids	Deepwater & remote operations	Plant asset security systems	Field service technicians
LIFE SCIENCE	Telemedicine & wearables	Assisted surgery	Patient health information security	Data visualization
AERONAUTICS/AIRLINE	Asset tracking & intelligent cabins	Robotic manufacturing	Blockchain maintenance	Design & modeling
CONSTRUCTION	Connected car	Autonomous vehicles & drones	Fleet control assurance	Product assembly
RETAIL	Location-based services	Target marketing	IoT payments	3D showcases/displays
CG&S	Inventory tracking	Personalized products	Provenance of goods	Augmented displays
BUSINESS SERVICES	Forecasting/Scheduling	Customer Support	Program Management	Telecommunication/Training



Existing talent base



Application across local industry



High growth

Source: Startup Funding: CB Insights

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COLLISIONS: Uniting the masses, overcoming geography

STRENGTHS

Collaborative footprint components and synergies in geographic areas steadily increasing

22

Fortune 500 companies headquartered in DFW¹

DFW ranks 4th as a metropolitan area, behind New York City, the San Francisco Bay Area and Chicago

The largest industries represented include Telecommunications, Oil & Gas, CPG, Business Products & Services, Retail, Industrial, and Travel, highlighting the diversity of the region

Largest 2017 population growth in U.S.²

Annual DFW Innovation Related Events

(limited sample)

- DFW Startup Week
- Women's Business Conference
- Young Professionals Summit
- Tech Titans Awards Gala
- Dallas Festival of Ideas
- 1 Million Cups
- OneUp the Pitch
- SMU Big iDeas Pitch
- UTD Big Idea Competition
- Pitch UTA
- MegaFutures@MegaFest
- Dallas New Tech
- HackDFW
- bigBANG

¹Fortune 2018 Fortune 500; ²U.S. Census Bureau

OPPORTUNITIES

Recommendation #6:

Centralized innovation ecosystem magnifies culture of collaboration

Atlanta's Tech Square Unites Ecosystem³

Chick-Fila-A
Coca-Cola
Delta
Garage
Georgia Pacific
Georgia Tech
Google
Tech Square Labs
Tech Square Ventures
The Home Depot



\$200M
venture capital raised in the last 2.5 years⁴

“While DFW is the biggest hometown you’ve ever lived in, it is also home to fragmentation. **This means that there are less collisions of talent.**”

DFW C-Suite Executive⁵

“DFW has all of the buildings blocks, we just need to put them together.”

DFW Civic Leader⁵

³gatech.edu/innovation-ecosystem/tech-square

⁴https://techsquare.co/funding/

⁵DFW Innovation Strategy 2018 Executive Interview Notes

WHAT WE HEARD

Talent & startup density is low due to the geographic footprint of the region

DFW is the 4th largest metro area in the nation with designated arts and design districts but not tech districts



RESOURCES: Wealth available to connect with innovation

STRENGTHS

50% of the 34 richest people in Texas reside in DFW

~\$107B
net worth of DFW's
18 richest people¹

Dallas-Fort Worth was the most generous region on Giving Tuesday with \$22.3 million in donations

Growth of accelerators in DFW

Austin-based accelerator **Capital Factory** has expanded to Dallas and will be located at The Centrum, partnering with the Dallas Entrepreneur Center

There is VC spending in the region

Venture Capital Investments from 2011-2017²

INNOVATIVE CITY	TOTAL DOLLARS INVESTED (B)	TOTAL DEALS
Bay Area	\$160,773	11,888
Boston	\$34,924	3,032
Austin	\$6,061	873
Atlanta	\$6,029	528
DFW	\$3,124	300
Pittsburgh	\$1,587	290

¹Forbes "The Richest People In Texas, 2017"; ²PwC/CB Insights MoneyTree™ Report: Venture Capital Investments by Select U.S. Metro Area

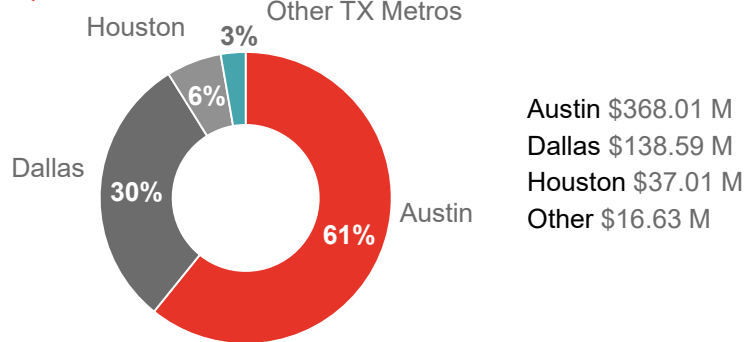
³DFW Innovation Strategy 2018 Executive Interview Notes
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OPPORTUNITIES

Recommendation #7:

Facilitate venture-interest and experience by building confidence in local startup investing at all stages

Q1 2018 Venture Dollar Volume²



Recommendation #7 (cont.):

Provide mentorship to innovators, increasing quality of deals & pitches

“There is a lot of **capital being deployed from Dallas** to other ecosystems at the early stages.”

DFW investor³

“The biggest opportunity for growth is **teaching and mentoring** entrepreneurs.”

DFW Corporate Leader³

WHAT WE HEARD

Investors do not have experience or interest in startup funding

Family office investors have multiple generations in leadership with different risk appetites

Investors don't know where to find quality entrepreneurs and startups

Entrepreneurs do not know how to pitch to investors and do not appreciate that not all startups get funded

Startups do not have access to mentors, early funding, space and often spend time trying to stay alive versus build a company

“We work closely with entrepreneurs in emerging startup ecosystems across the country, and we believe that innovation and entrepreneurship is possible everywhere – not just in a few coastal cities. The ideas and the energy are present in Dallas-Fort Worth, what's missing is the venture capital. Only 2% of the venture capital in the country went to Texas last year. With the right investments, there is great opportunity for startups in Dallas.”

Start-up Evangelist³

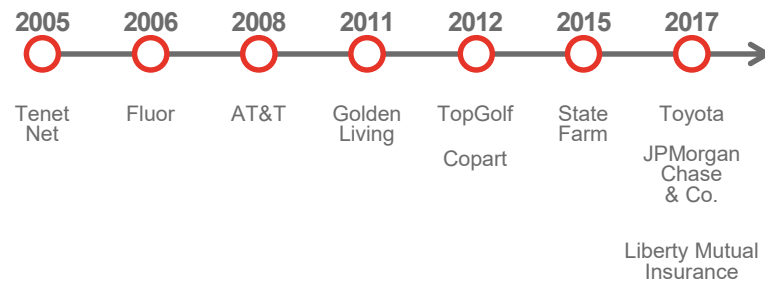


IMPACT: Proactive growth is the future

STRENGTHS

Organic growth among homegrown companies, as well as attracting a number of new companies annually

Companies that relocated HQ/regional offices to DFW¹



#1 Best State for Business, 14 years in a row²
(considers taxation and regulation, workforce quality and living environment)

¹Dallas Business Journal "Dallas-Fort Worth still has one big relocation on the horizon" and Company websites

²CEO Magazine "Five States To Watch: Texas, Florida, Indiana, Colorado and Alabama"

³Forbes "Amazon HQ2: Everything You Need To Know About The 20 Finalists"

⁴DFW Innovation Strategy 2018 Executive Interview Notes

OPPORTUNITIES

Recommendation #8:

Continue to recruit hi-tech firms to acquire innovative talent and elevate our burgeoning hi-tech image

1 of 20 Finalists for Amazon HQ2 out of 238 responses¹

Go after firms and operational divisions like:
Uber Google Airbnb Tesla

Recommendation #9:

Encourage city governments to embrace innovation and establish innovation-friendly climate

"DFW has an even-keeled economy because investments and industry are so diverse. The good is that it makes the economy resilient but **the bad is that it does not force change.**"

DFW C-Suite Executive⁴

"Our economic plan highlighted the risk of **organizations leaving DFW.**"

DFW Civic Leader⁴

Recommendation #10:

Grow DFW's philanthropic footprint by investing in our alternative economy and making social innovative engagement more accessible

WHAT WE HEARD

DFW, although viewed as a business friendly environment, it is perceived to be conservative

Number of non-tech organization recruits

Although many organizations are headquartered in DFW, their innovation growth business is located elsewhere

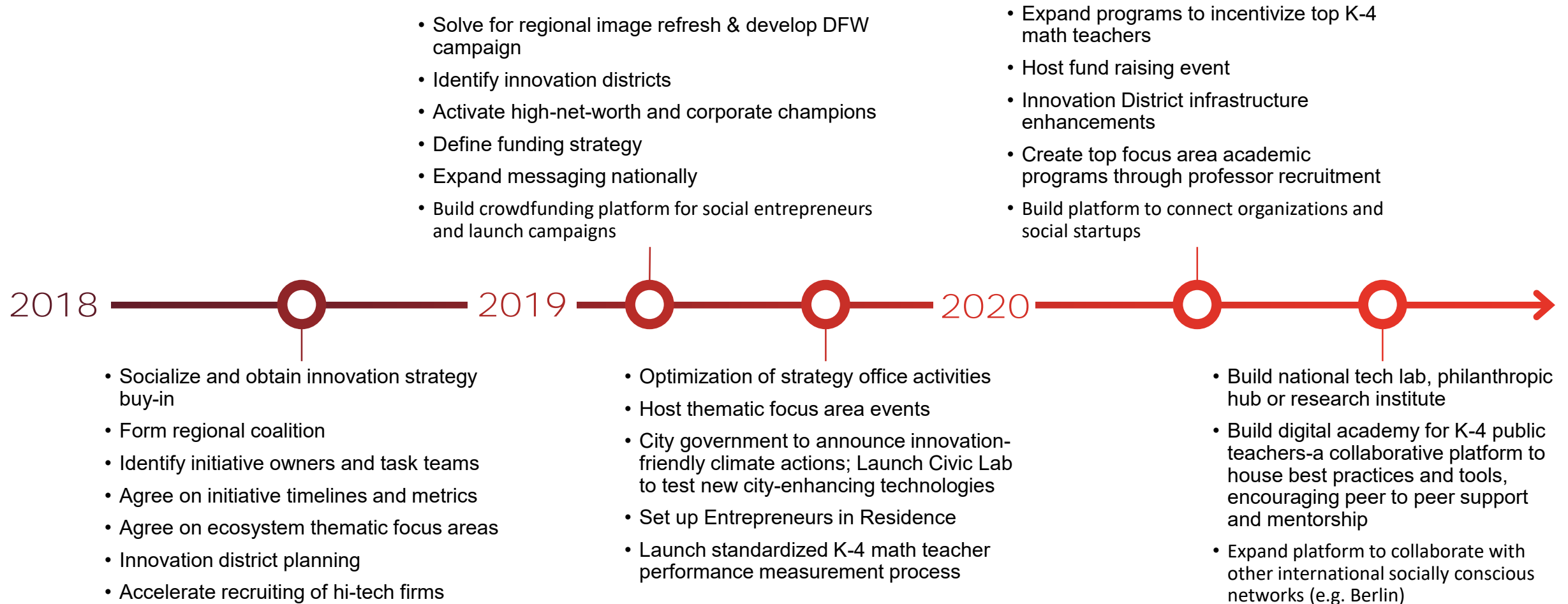
Threat of cost of living getting too high, and the employee promise of easy living to disappear

DFW's perceived brand image needs to be refreshed

Government needs to be more agile, and operate like a startup

DFW INNOVATION ECOSYSTEM

High-level potential roadmap



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About Accenture

Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 442,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

About Dallas Regional Chamber

The Dallas Regional Chamber is one of the most established business organizations in the nation and serves as the voice of business and the champion of economic development and growth in the Dallas Region. We work with our 1,100 member companies and regional partners to strengthen our business community by advocating for pro-growth public policies, improving our educational system, attracting talented workers from around the world, and enhancing the quality of life for all. Our goal is to make Dallas the best place in America to live, work, and do business.

About SMU

SMU is the nationally ranked global research university in the dynamic city of Dallas. SMU’s alumni, faculty and nearly 12,000 students in seven degree-granting schools demonstrate an entrepreneurial spirit as they lead change in their professions, communities and the world.

About United Way

United Way of Metropolitan Dallas isn’t a single-issue charity. We treat 360° of need. We tackle complex social problems by surrounding North Texas with local solutions in the areas of Education, Income, and Health; the essential components of a thriving community. We don’t just do good, we go farther and do more. And when you support us, you do too. Because united, we help those who want to do good, do great. We identify and evaluate the best programs in our community. We award grants to hundreds of organizations so they can do more. We help them improve effectiveness, efficiency, and navigate the non-profit world. We set robust goals and measure progress. We develop and invest in new solutions to longstanding problems. We raise awareness, mobilize volunteers, create partnerships and advocate to address critical issues. We only invest in our local community; we’ve been a trusted community partner for over 90 years. To learn more, please visit UnitedWayDallas.org.

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