

Charlotte: Your Headquarters Location



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Why the Charlotte Region? Business Leaders Tell the Story

For companies looking for a place to grow and prosper, a city where employees will want to live and raise families, Charlotte, N.C., and its surroundings offer plenty of attractions. To compose a long list of reasons, it's only necessary to talk with leaders of the businesses that call the metro area home.

They mention the North Carolina universities that prepare an educated and endless talent pool, ready with expertise in fields that range from finance to engineering.

Whether a business specializes in services or manufacturing, business leaders are looking for city and state governments as well as civic and business organizations that extend

a helping hand, offering information and incentives.

Sports teams and arts venues – as well as affordable housing options – provide a quality of life that makes it easy to attract and retain top employees.

The region's international airport is a must for any corporation with national and global operations and aspirations.

A conversation with Charlotte's business leaders reveals why the region continues to attract companies that see limitless opportunity and potential.

And, of course, there's the weather.

Don't let the directional signs fool you. A visitor to the North American headquarters of Electrolux is not strolling through Stockholm or Central Park, but a light-filled building on a sprawling leafy campus at University Research Park in north Charlotte. An "innovation center" showcases the company's latest products, and guest chefs occasionally give the appliances a test run in a "kitchen theater."

Employees gather for brainstorming sessions in open meeting areas, with support from Dr. Jack Truong, the president and chief executive officer of Electrolux Major Appliances North America, when he leaves his own glass-walled office, which is often. "For us to compete here, everybody has to know what everybody else is doing," he said. "Transparency is encouraged, and that has to start with me."

Electrolux, whose global group is based in Sweden, moved its North American headquarters from Augusta, Ga., to Charlotte in 2010. It was lured by state and local incentives worth up to \$27 million, and much more, according to Truong. He came on board in 2011 after 11 patents and more than 20 years in a globe-trotting career with Minnesota-based 3M Company.

When Electrolux first moved to Charlotte, Truong said, it brought about 450 employees. Now that number is approaching 900, the majority new hires from the Charlotte area, particularly in the fields of IT and finance. "We bring in a lot of jobs that are very high end — you're talking about engineers, consumer marketers, IT specialists, robotics engineers, electronics, sales professionals — what it takes for us to compete on a global level against very tough competitors," said Truong. The company has North American revenues of more than \$5 billion.

Why has Charlotte been such a good fit?

Among the key factors Truong named was infrastructure, in particularly Charlotte Douglas International Airport, with nonstop flights to all parts of the United States, making access convenient to the company's nine factories and roughly 11 distribution centers across North America. "It's a gateway as well to Europe, Latin America and a bit to Asia," Truong said.

A second factor is local and state government and the Charlotte Chamber. All are "very, very welcoming to new companies," said Truong,

"from the first time our team came up here to scout out the area."

Third, he said, "We felt that this city was very cosmopolitan and accepting of newcomers. The quality of living is very affordable for the type of environment we do get here — not as expensive as Atlanta or some other cities." He noted the weather and the proximity to the mountains and the ocean. "When we recruit new employees and bring them to Charlotte, it's the clincher."

Listing another important factor for a company dependent on technological innovation, Truong said, "We're right around a lot of great universities, both in the commercial side and in engineering." Among those he included were Duke University, University of North Carolina, both in Chapel Hill and Charlotte, Clemson University and Georgia Institute of Technology.

Buoyed by growth in the housing sector, Truong said that as of fall 2013, Electrolux had profitable sales growth in the last seven quarters, "despite some tough marketing conditions most of those quarters." Third quarter 2013 sales were a record \$1.3 billion, an 8 percent increase from third quarter of last year. The performance was driven by higher sales volume of core appliances, primarily refrigeration, cooking, dishwashers and freezers. More than 90 percent of the core appliances that the company sells in North America are made in its North American factories, including a dishwasher factory in Kinston, N.C., that employs 700 employees. About 400 work in a national parts distribution center in Asheville, N.C., and the company employs nearly 15,000 across North America.

Electrolux has joined in Charlotte's community spirit. In just one example, the company has provided refrigerators, air conditioners, ovens and other needed appliances to Crisis Assistance Ministry. "We're happy to be in Charlotte," said Truong, and "look forward to building our roots here and making a positive impact on the community."

"Hopefully our employees can help raise the level of technology, math and science curriculum within the community so that we can make it into truly an innovative city where a lot of the new businesses — small businesses as well as big companies — can thrive. When you create that environment many great economic developments will take place."

As the company's tagline says: "Be even more amazing."



A man in a dark suit, light blue shirt, and blue tie stands in a modern kitchen. He is smiling and has his hands in his pockets. The kitchen features stainless steel appliances, including a microwave, oven, and refrigerator, set against dark cabinetry and a black brick backsplash. A blue rectangular box is in the top left corner.

Dr. Jack Truong, president and
chief executive officer of Electrolux
Major Appliances North America

"We felt that this city is very
cosmopolitan and accepting of
newcomers. The quality of life is
very affordable." ~ Dr. Jack Truong

There was a reason Charlotte's elected officials and business leaders sported the color yellow in the summer of 2012. That's when Chiquita — one of the most recognized produce brands in the world — moved the headquarters of its global company from Cincinnati to Charlotte. Since it sells Chiquita bananas in 70 countries around the world, the yellow made perfect sense.

For Ed Lonergan, Chiquita chief executive officer, so did the move. "The Charlotte community possesses a unique combination of economics, accessibility, talent and quality of life that made it a compelling location for Chiquita." He added, "The vibrant spirit of community, which is welcoming and encouraging, was a significant factor. While approximately half of our employees relocated here, the local additions we've made have brought tremendous talent and spirit to our team. "

"Chiquita was very impressed during our headquarters search process by the coordination between the Charlotte Chamber, the city, county and state officials," Lonergan said. "While there is always some give and take, in Charlotte there is a regional sense of community and purpose which makes Chiquita feel at home and excited about contributing to the community as we grow our business."

The Chiquita team in Charlotte has about 300 employees, and the company, with annual revenues of \$3.1 billion, employs about 20,000 worldwide. The majority of the company's operations and employees (roughly 17,000 of them) are in Latin America, where it sources about 40 percent of bananas from owned farms in Panama, Costa Rica, Honduras and Guatemala and through contracts with growers in those countries, as well as others in Mexico, Nicaragua and Ecuador.

In North America, Chiquita also operates Fresh Express, the packaged-salad brand, with salad manufacturing facilities in

California, Texas, Illinois, Georgia and Pennsylvania.

"Charlotte Douglas International Airport is, as well, a major asset, enabling us to readily reach Chiquita farms, plants and offices as well as supplier and customer locations," Lonergan said. "The airport provides us with direct access to our key international markets. It services all of the Latin American countries where we have farming operations, as well as many of our destination markets in Europe, and is convenient for travel across North America."

Moving employees to Charlotte from small locations across the U.S. also "unified and strengthened our corporate culture," he said. "Our employees love the space and it is only steps away from all that uptown Charlotte has to offer."

The main vehicle that Chiquita has given back to its new home is the Chiquita Classic, a Web.com Tour golf tournament in which 100 percent of the proceeds go to charity. "Our event is among the finals of the Web.com Tour," Lonergan said. "We've now held two Chiquita Classics in Charlotte and this past year was the most successful ever, with more than \$320,000 raised for Charlotte-area charities."

Since its move to Charlotte, the company has seen changes in leadership, restructuring and a return to the basics of bananas and fresh salads. Through it all, Chiquita has remained committed to a future of growing along with the region. "There is a clear reason why Charlotte is consistently ranked as one of the best cities in which to live in the U.S.," said Lonergan. "It has the 'can do' spirit that makes a great community — one where all the tools are available to grow a business, develop a strong and engaged workforce and take part in all the cultural, educational and infrastructure amenities that make a big city attractive, without some of the hassles that go along with most large metropolitan areas."



Ed Lonergan,
Chiquita chief
executive officer

Alta Brands

“The airport provides us with direct access to our key international markets. It services all of Latin American countries where we have farming operations, as well as many of our destination markets in Europe, and is convenient for travel across North America.”

~ Ed Lonergan



With about 15,000 employees in the metro area, Bank of America is as much a fixture today as it has been for years. Its distinctive tower building is a focal point from which the city's skyline and city limits have grown. However, Bank of America means more to the city than just as a tower — it has been at the center of Charlotte's growth.

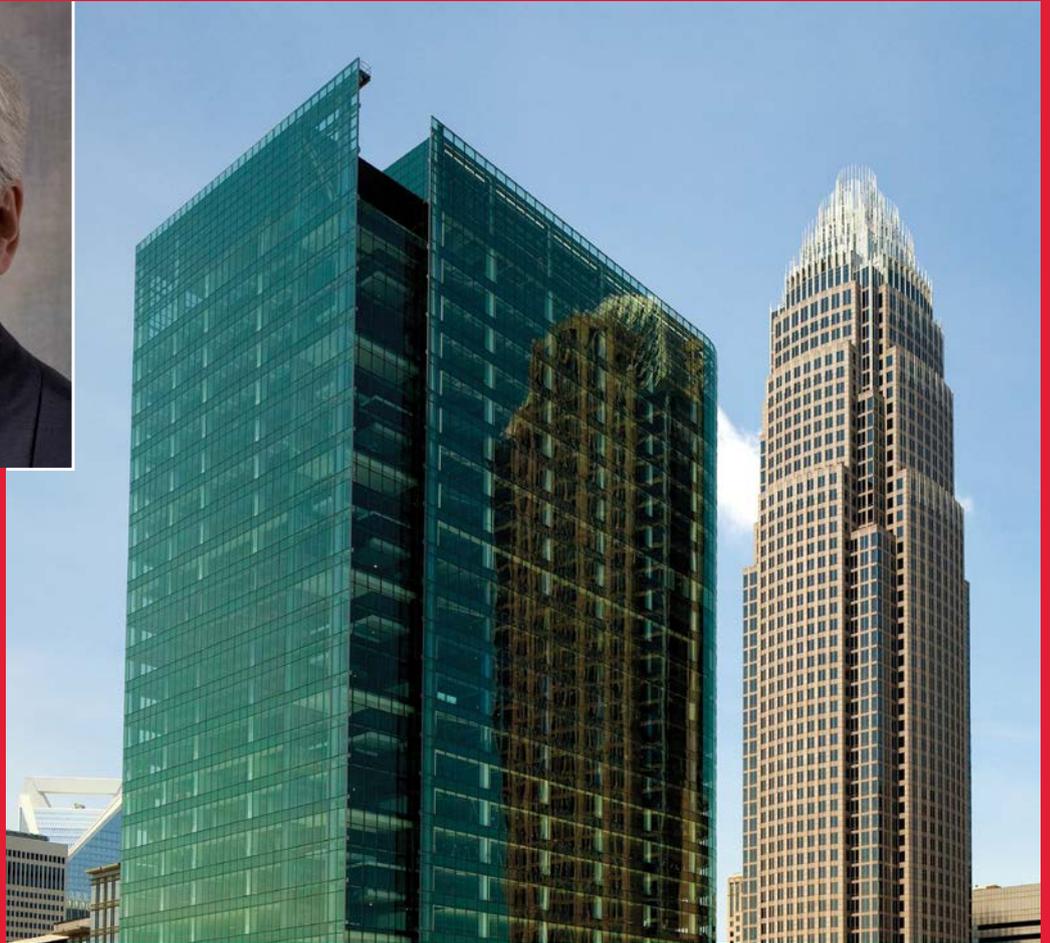


Charles Bowman, North Carolina and Charlotte market president for Bank of America

"I often tell people to take a walk down Tryon Street with me from the north end all the way to the south," said Charles Bowman, North Carolina and Charlotte market president for Bank of America. The journey reveals Bank of America's involvement with the city and county on local projects and institutions, as well as success stories from partnerships with other local corporations. These include centers like the McColl Center for Visual Art – named for the bank's former chief executive officer Hugh McColl – and Discovery Place to the public library and the Levine Center for the Arts. Walk a little further and you'll be at the city's transit center and Bank of America Stadium.

"We've always enjoyed a positive relationship with city and county leadership on developing Charlotte's economic and cultural centers," he said.

Bowman highlighted that the bank has a clear vision to "provide financial services to our clients and customers wherever they see the need for growth and capital." That client base covers a lot of ground in a global company with 250,000 people worldwide and operations in all major metro centers across the United States, plus Europe, Asia and Latin America. To remain connected to these different areas, Bowman highlighted that, "Charlotte is a great place to be located with an airport that can get you almost anywhere in the country in a day." He added that it's a great place to call home too.



"If you are willing to come, work hard, roll up your sleeves and dive in, you will thrive here." ~ Charles Bowman

For a city its size, Bowman pointed out that Charlotte has a lot of amenities, including sports and cultural attractions.

He also noted that the area is more affordable and open to those who are looking for opportunity. "If you are willing to come, work hard, roll up your sleeves and dive in, you will thrive here."

"Developing our workforce here and recruiting talented people who are problem solvers for the future will continue to be an exciting point of growth for the city," said Bowman. He doesn't feel that is a difficult goal to achieve in a city like Charlotte.

"Historically, Charlotte has been less partisan than a lot of other places," Bowman said. "Anyone who's been here more than 10 years or so will talk about

the level of cooperation. Ultimately, people try to come together."

That idea has fueled development in the Queen City, and it's become more than a financial center. In recent years, Bowman and others have recognized that the types of businesses in Charlotte have become more diverse, as seen with the expansion of areas such as energy and health care. "I think competition makes everybody better," he said. "Long term it's a positive development," as is, said Bowman, the diversity of the people who live and work in Charlotte. "It's a can-do city and we welcome all comers."

As Bank of America continues to advance Charlotte's growth and transformation, Bowman couldn't be happier with the changes he sees on the horizon. "We're proud to have played a role in helping build this city and we are excited about the continued growth."



State:

North Carolina is the No. 5 top state for business according to Area Development Magazine, the fourth-best state for businesses according to Forbes and has the second-best business climate according to Site Selection Magazine.

Charlotte:

- Charlotte is the fourth-fastest growing city since the recession.
- Charlotte is the best city for employee engagement according to a nationwide Qualtrics survey.
- According to the Bureau of Economic Analysis, the Charlotte metro area's GDP growth from 2008-2012 (7.2% annual average) was the best of the 50 largest metros.
- Charlotte was the fastest growing urbanized area in the country from 2000-2010.

Access:

- Charlotte Douglas International Airport (CLT) won the International Air Transport Association's prestigious Eagle Award in the "Best Airport" category in 2010, and is ranked as one of the fastest major airports.
- CLT is the nation's sixth-largest airport in operations. Offering more than 700 daily departures, CLT provides nonstop service to 143 destinations.
- CLT is now the second largest hub of the world's largest airline.
- Charlotte businesses can reach 60 percent of the U.S. population within two hours by air or 24 hours by truck.
- Interstates 77 and 85 join urban centers and manufacturing belts in the Northeast, Southwest and Midwest, and I-40 offers an important east/west link.

Charlotte-Area Fortune 500 Headquarters

Rank	Company	Revenue (\$ billions)
21	Bank of America	100.1
56	Lowe's	50.5
145	Duke Energy	19.6
146	Nucor	19.4
287	Family Dollar Stores	9.3
307	Sonic Automotive	8.5
431	SPX	5.9
458	Domtar	5.5

The story of Duke Energy is part of the story of Charlotte. It was founded in the city in 1904, the company's major corporate functions are based in Charlotte, and several of the company's major power plants are located in the Charlotte region. As the region has grown, so has Duke Energy. It is the largest electric utility in the U.S. with 2012 operating revenue of nearly \$20 billion, and employs 7,000 people in the Charlotte region and 28,000 nationwide.

In July 2013, Lynn Good became president and chief executive officer, moving up from her position as chief financial officer. Good, who has called Charlotte home since 2006, is a professional and personal fan of the region. "Charlotte is a growing, forward-looking city, attracting dynamic companies and some of the best and brightest employees," she said. "The Charlotte region's diverse range of industries has helped ensure economic stability and solid growth."

"Charlotte actively recruits and warmly welcomes the best talent in all people from across the U.S. and the world – people with a wide variety of experiences, skills and knowledge to contribute to our dynamic, progressive, ever-evolving city," she said.

The company's merger with Progress Energy added to its growth. Duke Energy now operates utility subsidiaries in six states in the Southeast and Midwest – North Carolina, South Carolina, Florida, Indiana, Ohio and Kentucky. The company also has renewable energy operations in the western U.S., commercial power plant operations in Ohio and a largely hydroelectric power plant fleet in Latin America.

"Charlotte – and North Carolina and South Carolina in general — offers a vibrant economy, a high-quality workforce, excellent educational opportunities, cultural amenities, big-city professional sports teams, temperate weather and small-town charm," Good said.

Her message to other businesses considering a move? "Give the Charlotte region and North Carolina and South Carolina serious consideration. The Carolinas offer businesses a low-cost environment, an international major-hub airport, extensive interstate highway network and many other attributes that give the region a substantial competitive advantage."

Good said that Duke Energy's success is linked to the Charlotte region and the Carolinas. "We are dedicated to Charlotte and the Carolinas for the long term," she said. "Our company's economic development team partners with key leaders in our local communities to attract new companies and industries to our region. We'll continue to strengthen those efforts in the years ahead."

According to Good, the company's location in Charlotte and the Carolinas has enabled the company to recruit a large number of highly educated, highly experienced professionals who could have chosen to live and work anywhere in the U.S., including the major metro areas of New York, Chicago, Atlanta, Los Angeles and Seattle. The region's many economic and quality-of-life attributes helped Duke Energy successfully "sell" them on moving to the area and working for Duke Energy, she said.

Relationships also matter. "Duke Energy maintains positive, constructive relationships with local and state leaders, working cooperatively on economic development initiatives, public education enhancement and philanthropic opportunities to further strengthen our region," Good said.

Duke Energy has a history of philanthropic leadership, as well, with support from the company and its employees for the United Way, the local Arts & Science Council, Charlotte-Mecklenburg Schools, community colleges and numerous other nonprofits. "Like all companies and citizens in Charlotte," said Good, "we believe it's essential to invest in our community, making it an even better place for everyone."

On a personal note, Good said that she and her husband, Brian, raised two sons in Charlotte during their middle and high school years and have appreciated the region as "an extraordinary part of the world – great location, close to the mountains and the ocean, great weather and a vibrant community."

"The Carolinas and the Charlotte region offer so many benefits — strong economy, great recreation and great cultural institutions," she said. "There is a reason so many people call it home – Duke Energy is proud to be a part of this community."



Lynn Good, president and
chief executive officer of Duke Energy

“Charlotte is a growing,
forward-looking city,
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the best and brightest
employees.” ~ Lynn Good

“It’s easy to attract talent and retain talent because of the connectivity in Charlotte. There’s the city and all it offers by way of culture and the arts ... sports, parks, recreation – big attractions for key talent.” ~ *Michael Jones*





Michael Jones, chief merchandising officer for Lowe's

When you're in the business of improving living spaces and making them feel like home, it's not difficult to honor your company's commitment to "the community" and to "delivering shareholder value," according to Michael Jones, chief merchandising officer for Lowe's. "We believe that having the right team that this community affords us is critical to having both."

Jones, who has been with the Mooresville, N.C.-based company since the end of January 2013, has responsibility for all of the merchandise that's in the stores, international sourcing operations and supplier relationships.

In a little over 60 years, Lowe's has grown from its one-store beginning in the state to 1,825 stores in the United States, Canada and Mexico, serving about 15 million customers each week and employing more than 245,000 people. But its North Carolina roots remain strong.

"When you combine an operation as high quality as Lowe's to a state like North Carolina and a city like Charlotte, to me that's just a winning combination," said Jones, who most recently lived in Louisville, Ky., and before that in a number of states and in Europe.

Why? "When you think about what it is that we do, we're a home improvement company that has business activities that touch every function from finance to marketing to manufacturing to quality systems to core operations," Jones said. "The talent base in the area and diversity of talent is hard to beat," he said. He

pointed out that there is also a mixture of industries in the Charlotte area, from the financial institutions the state is known for to organizations that lean heavily into marketing to those with a strong manufacturing component.

In his previous job, Jones directed the relocation of Husqvarna to the Charlotte area. "It's easy to attract talent and retain talent because of the connectivity in Charlotte," he said. "There's the city and all it offers by way of culture and the arts ... sports, parks and recreation — big attractions for key talent."

"It's got an excellent school system, great attractions like the Bechtler Museum, Discovery Place and the Gantt Center," he said, "so much here that offers a great lifestyle, and a great place to work and grow." The airport and transportation hub, the infrastructure, he said, all have "a big-city feel," yet you still get a community atmosphere.

Jones noted productive relationships with elected and nonelected officials at the state and local levels. The fact that Lowe's has been a North Carolina-born company has given the company a long history of cooperation, he said.

Jones said he is most proud of Lowe's employees' commitment to giving back to the community through the Lowe's Heroes employee volunteer program, and in projects that include Habitat for Humanity and public schools. "This is a great workforce that loves giving back," he said. "Making an impact on the day to day," whether it's volunteering or working toward solid growth and solid return, "that's where the rubber meets the road."

With its home in Charlotte, UTC Aerospace Systems — a unit of the Hartford, Conn.-based United Technologies Corp. — is the first UTC business with headquarters outside of Connecticut. The unit was formed in July 2012 by bringing together two industry leaders, Hamilton Sundstrand and Goodrich Corporation. So it's only fitting that two of the company's leaders should jointly share the story of UTC Aerospace Systems, an organization with key positions on almost everything that flies, from today's commercial and military aircraft to the next generation of aircraft still in development.

Mike Dumais, president of the Power, Controls and Sensing Systems segment of UTC Aerospace Systems, joined United Technologies in 1998 and was president of Hamilton Sundstrand before UTC acquired Goodrich. David Gitlin, president of the Aircraft Systems business segment of UTC Aerospace Systems, led the UTC team responsible for integrating Hamilton Sundstrand and Goodrich. Both moved to Charlotte from Connecticut with their families.

Since Goodrich had moved its headquarters to Charlotte after its 1999 merger with Coltec, it was logical that the new company would locate in Charlotte. But there were many other considerations, including, said Gitlin, "great quality of life for our employees, the favorable business climate in North Carolina, access to infrastructure, including a major airport, and access to existing aerospace talent in the area."

Employees new to Charlotte enjoy the area, he said. "The company leaders who moved here with their families really enjoy living in the Charlotte area and everything the city has to offer. People at our headquarters didn't just move from Connecticut — the Charlotte location has allowed us to recruit people from across the company as well as attracting talented external hires."

"North Carolina is a great place to do business, with a strong talent pool, terrific educational institutions and a general belief that a healthy business community is good for everyone," said Gitlin.

The company continues to work closely with the Charlotte and North Carolina chambers of commerce; the list of officials who have visited includes Gov. Pat McCrory, U.S. Sen. Richard Burr and U.S. Sen. Kay Hagan's staff.

According to Dumais, the company currently has about 260 employees in Charlotte, including a large percentage of the company's top executives, and plans to increase its overall presence to 300 employees in the next few years. In addition, UTC Aerospace Systems has operations in Monroe and Wilson, N.C. Other UTC businesses also have facilities in North Carolina, including in the Charlotte area. In all, UTC has about 2,000 employees in the state. Worldwide, UTC Aerospace Systems has about 40,000 employees in 150 major manufacturing and service facilities and had more than \$12.5 billion in revenue in 2012.

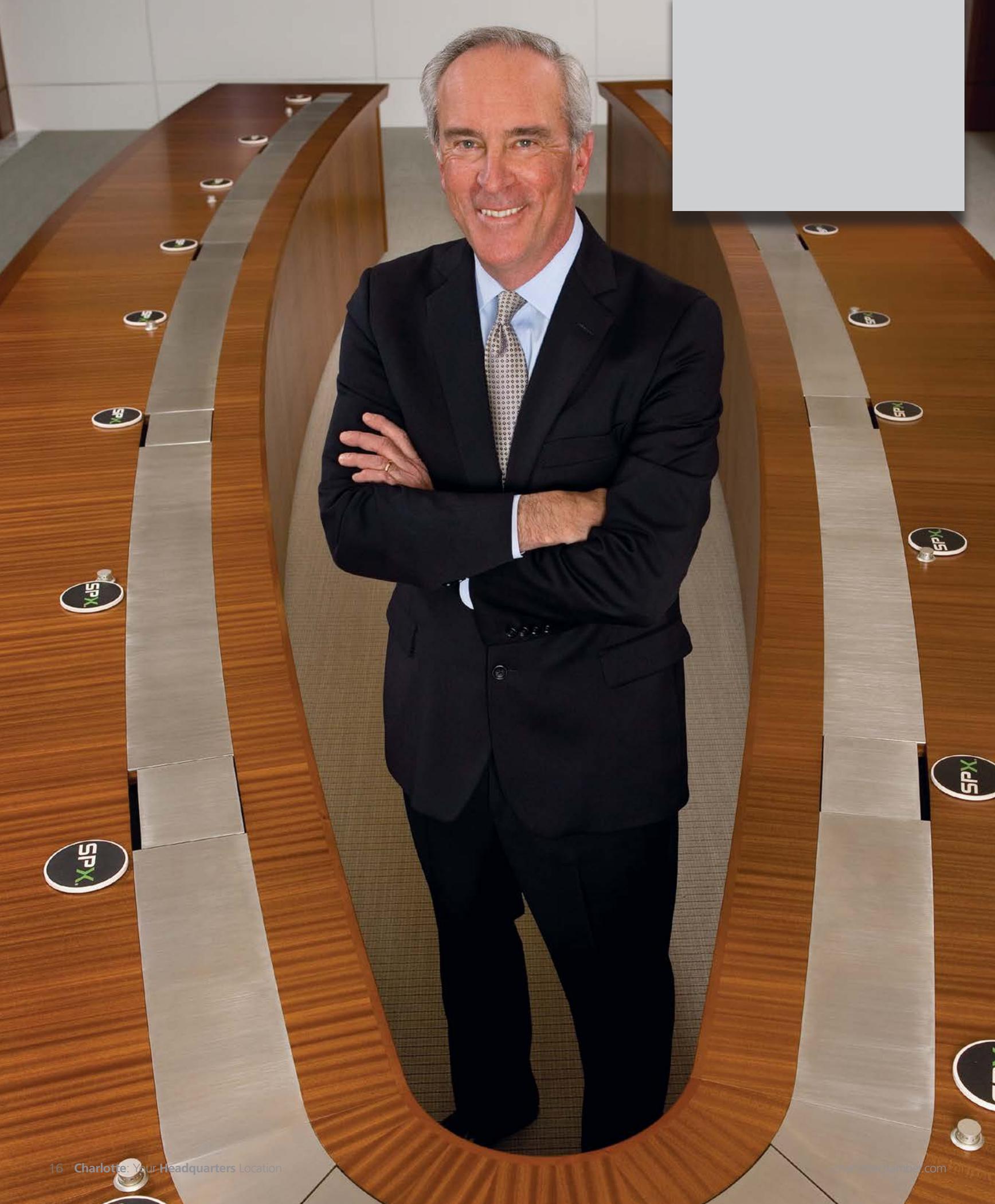
Merging two company cultures has been successful, said Gitlin. In particular, the company has continued the Goodrich tradition of involvement in Charlotte community organizations. "We are especially proud of our recent grant of \$250,000 to Discovery Place to help fund an innovative STEM (science, technology, engineering and mathematics) education program," said Dumais.

"Many of the same factors that led us to come to Charlotte in the first place keep us here today," said Dumais. "One is the outstanding quality of life for our employees in the Mecklenburg County area. Another is the state's overall business climate. And like the Charlotte area, UTC Aerospace Systems is focused on growth."





"Many of the same factors that that led us to come to Charlotte in the first place keep us here today – the outstanding quality of life for our employees and the state's overall business climate." ~ Mike Dumais



The story of SPX over the past 15 years has been one of change and transformation. Founded in Muskegon, Mich., as The Piston Ring Company more than a century ago, SPX had Henry Ford as its first customer. For many years, its location, close to related industries, made sense.

"We were significantly smaller — almost entirely automotive, almost entirely North American," said Christopher J. Kearney, chairman, president and chief executive officer of SPX Corporation. "The management team's challenge was to grow the company into other industries." It did so in a very big way.

Among SPX's more than 100 acquisitions, the two largest were General Signal and United Dominion, a Charlotte-based company that made, among other things, cooling towers, pumps and home heating products. SPX was on its way to becoming a multinational, multi-industry Fortune 500 company. Over half of its more than \$5 billion in revenue now comes from flow technology, said Kearney. "We make pumps and valves and mixers and complex food and beverage processing systems," highly engineered and innovative products and technologies. Charlotte has been an important part of that growth plan.

"We thought it made more sense to move the company to a more metropolitan area near a hub airport," said Kearney. "A more moderate climate was attractive; a place that we thought would be an attractive place to recruit people to, and a place that had a good quality of life." Kearney joined SPX in 1997, having spent much of his career at General Electric, and was general counsel and in charge of the site selection process and the relocation ultimately to Charlotte, a finalist along with the Reston area in northern Virginia.

A journey that started with a 2002 move into United Dominion's uptown Charlotte offices ended in 2013 with a move into a new building in Ballantyne Corporate Park. Looking out his office window, Kearney made note of the neighbors the company has and will have in the fast-growing development — from Snyder's-Lance to MetLife.

"Now we've got everybody under one roof and room to grow," said Kearney. From the 45 employees originally brought from Muskegon, SPX has grown to about 400 in Charlotte, about 2,000 in the Carolinas — with manufacturing locations in Goldsboro, N.C.; Eden, N.C.; and Bennettsville, S.C. — and over 15,000 employees in more than 35 countries around the world.

Kearney said in the initial move back in 2002, developer H.C. "Smoky" Bissell provided SPX with a package, in terms of a building that was already under construction "that fit our needs perfectly." He credited "flexible and persuasive" cooperation from the Charlotte Chamber and incentives from city and state officials, as well.

"I think Charlotte has a lot of what people once hoped Atlanta would have," he said, "the best of both worlds, where you've got sports, entertainment, climate but you don't have some of the congestion you have at some of the bigger places. There's still a quality of life here that people really enjoy and appreciate; we're very proud to be here."

The company has also benefited from developing the talent at hand. "We have a really good relationship with the schools in the Southeast, around here, starting with UNC Charlotte, with Clemson, with Chapel Hill" and a budding bond with the engineering program at Johnson C. Smith University.

SPX has three rotational programs, in finance, human resources and engineering, that hire high-achieving students and put them on four six-month assignments — at corporate or in the field — under the supervision of business leaders.

Kearney, who is set to chair the board of Foundation for the Carolinas in 2014, said he appreciates that the leaders and companies he deals with in business also give back to the community. "When I sit on the board of the foundation," he said, "it is an incredibly impressive bunch of people who care deeply ... and give their time and their money. It makes you proud to be associated with them."

"We have a really good relationship with the schools in the Southeast, around here, starting with UNC Charlotte, with Clemson and with Chapel Hill." ~ Christopher J. Kearney

Lance snacks are a tradition, understandable for a company founded in 1913, whose products are indelibly encoded on taste buds everywhere. While “we’ve been celebrating (100 years in business) all year,” said Kevin Henry, senior vice president and chief human resources officer for Snyder’s-Lance, “and we’re thankful to have the staying power we’ve had,” it’s just one of many events in the history of a company that continues to grow.

The 2010 merger of Lance with Snyder’s of Hanover, Pa. — with a slightly longer pedigree — increased the overall size of the organization. A support center and a world-class large manufacturing facility are still located in Hanover, as well as a brand-new, state-of-the-art research and development center. Corporate headquarters are maintained in Charlotte, with about 1,100 associates — at a support center located in Ballantyne and a large manufacturing center off of South Boulevard, where some of those delicious snacks are made.

When considering why companies and people relocate to the Charlotte area, Henry does not have to look very far for an example. He will be at Snyder’s-Lance four years in January 2014, and he moved to the city for a previous job in 2001.

“Charlotte is, simply put, a great city to live and work in,” he said. “I think it is reflected by the quality of people who are here, the diversity of the community and its workforce, particularly as it relates to various backgrounds and thinking styles that are present here.”

Henry said he believes the city’s founders had a “terrific vision,” in terms of investment and infrastructure: a solid arts and sciences platform, great weather and business climate, and a very engaged and supportive chamber of commerce. He said elected officials at the state and local levels have been open to incorporating business feedback into their thoughts and, ultimately, their decision-making.

The schools, from elementary to the university level, are also a selling point, with Charlotte the home of “one of the nation’s best community colleges,” he said. In fall 2013, Snyder’s-Lance announced a partnership with



“Businesses are very in tune to helping one another and sharing collective experiences, thoughts, wisdom and perspective about how to grow and succeed.” ~ Kevin Henry

Central Piedmont Community College that involves retraining a number of company associates who work in the South Boulevard facility “to make the investment necessary to continue to improve their skills as our manufacturing processes evolve,” said Henry.



Kevin Henry, senior vice president and chief human resources officer

Among other outreach efforts, the company has a partnership with Johnson C. Smith University, employing student interns and a number of graduates as full-time associates.

Cooperation is part of the Charlotte spirit, said Henry. “Businesses are very in tune to helping one another and sharing collective experiences, thoughts, wisdom and perspective

about how to grow and succeed.” They have that opportunity when they serve together on various boards and councils, both professional and philanthropic.

“We certainly take very seriously the expectation we have of ourselves and that others might have of us to be a good citizen and a good steward in communities where we live and work,” said Henry.

On a personal level, Henry said he had a “secret weapon” when it came to making the adjustment to his new home. “I married a terrific gal from Birmingham, Ala.; she’s knocked most of the New York off of me,” he said with a laugh. In all seriousness, though, he said Charlotte has been a great place for the couple to raise their two sons. “We’ve always felt very welcome.”

And the next 100 years of Snyder’s-Lance? “We want to continue to see growth, and we want to continue to do business in a place that’s encouraging of that growth and enabling of that growth. I think that’s very similar to the goals and expectations that our elected officials and our leaders have for Charlotte.”

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MSC Industrial Supply Company is a newcomer to the area; it moved into its new Davidson, N.C., headquarters building in August 2013. But MSC has been in business in Melville, N.Y., since its beginnings in 1941. And it's still there, too.

"It's a little unique," said Douglas E. Jones, MSC's executive vice president, supply chain operations, explaining the strategy behind having co-headquarters in the Charlotte area and on Long Island. "We really sort of grew out of space up there. We looked at different alternatives and different options." It's more common than you would think, he said, especially using technology. "People can work remotely, manage remotely — we have a lot of video capabilities." He said this just after wrapping up a video conference with New York.

"We did a nationwide search. ... We looked at a lot of different variables and a lot of things that were important to us to try to find the right location to complement our New York headquarters," said Jones. Austin, Texas, was

initially high on the list, "but we ruled that out because of logistics. We wanted our managers to be able to get on a plane and be able to get to that new location," or fly in for a morning meeting and out that night.

While Charlotte's airport was important, Jones said, "The biggest reason we moved to this co-location strategy was just access to a bigger pool of talent." MSC, which services durable manufacturers, employs a varied workforce. He said that MSC, with revenues of about \$2.7 billion, deals with more than 300,000 companies on a daily basis, from large manufacturers such as John Deere to "mom-and-pop shops and manufacturing companies that feed a lot of these companies."

Finance and IT are easy-to-fill disciplines in Melville, particularly with Manhattan close by. "But certain areas that are more in our specialty areas — product management people who have industry savvy, people who are supply-chain savvy — those people are a little more challenging to get on an island where

you don't have a lot of distribution expertise or a lot of manufacturing," said Jones.

"We looked for a location that would be a rich population of talent for the types of people who we were going to be recruiting for the next 10-plus years, and Charlotte came up very high on that radar. There's a real diverse range of industries here — some of the supplier base we deal with on a daily basis ... a lot of institutions and schools that feed into the labor force." Every department is represented in the Davidson headquarters.

MSC offered Charlotte relocation to virtually all 650 of its Melville associates, and about 125 people accepted the opportunity. "Everybody from realtors to the mayor [then Anthony Foxx] to the Charlotte Chamber helped educate our folks" during pre-decision visits, Jones said.

Cost of living was a factor, with younger people able to afford the home they could not buy in Long Island. Jones also cited other factors. "The arts and sports, we knew they were important to our people because they



“We looked for a location that would be a rich population of talent for the types of people who we were going to be recruiting for the next 10-plus years, and Charlotte came up very high on that radar.”

~ Douglas E. Jones

were used to it in New York,” Jones said. “Charlotte edged out Raleigh because we felt there was more outside work to do here.”

Once MSC decided to move, the chamber helped facilitate connections with some of the other companies that had recently relocated, including Electrolux. “They had nothing to gain or lose,” said Jones, “but they told us straight what to expect and it was tremendously helpful.”

As part of incentive programs with the state, MSC made a commitment to create 400 jobs in the next five years, a goal Jones said he had no concerns about reaching. “We found Charlotte very easy to do business with. ... They know how to get things done.” The goal was to get everyone in before the 2013 school year began.

“All the things that have to happen to build a big building, that can be a

lot of red tape — and we’ve seen that in other destinations we’ve built — whenever we ran into any obstacles, they were right there,” Jones said, naming everyone from the state, the county and the town of Davidson to different authorities, such as the development corporation in Lake Norman. Though most people said it could not be done, the building was completed in 10 months.

With work from local artists on the walls, North Carolina stone on the floors and names such as Kitty Hawk and Lake Gaston on its meeting rooms, MSC quickly made itself at home in Davidson. Jones said the company owns a little over 14 acres at the site, with an option to build a sister building next door. “We have high growth ambitions and plans for the next five or 10 years,” he said. “This was a big investment for MSC, with enough potential growth to support us for a very long time.”





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