

NEW NORTH BUSINESS INTELLIGENCE FORWARD-LOOKING REGIONAL STRATEGY THINK-TANK WORKSHOP REPORT

August 2019



NEW NORTH BUSINESS INTELLIGENCE FORWARD-LOOKING REGIONAL STRATEGY

THINK-TANK WORKSHOP REPORT

This report summarizes the scenario planning session held in Appleton, Wisconsin, on August 9, 2019. Approximately 55 New North stakeholders participated in the scenario-based strategy Think-Tank workshop and developed the scenarios presented in this report. This report has been produced as part of the New North Business Intelligence strategic planning process, which aims to provide forward looking business intelligence for both businesses and non-profits in the region to be able to plan more effective strategic action for economic growth and prosperity.

November 2019

Report Prepared by:

future→iQ[®]

Create **Future Intelligence**[®]

Think-Tank Hosted by:

New North, Wisconsin



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This Think-Tank workshop is a key step in helping develop a 'business intelligence' capability in New North region.

EXECUTIVE SUMMARY

New North, Inc., is a 501(c)(3) non-profit, regional marketing and economic development corporation fostering collaboration among private and public sector leaders throughout the 18 counties of Northeast Wisconsin, known as the New North region. New North is focusing on preparing the region for the impacts of emerging trends and the new industrial revolution.

The key challenge to prepare for the future, is knowing how to anticipate disruptive developments, such as the rapid adoption of automation or artificial intelligence. The next challenge is to more accurately predict what the future looks like and prepare for the consequences. Future thinking may be informed by projections and other methods of data analysis; however, the benefit of future thinking is how it alters perceptions of how certain decisions may play out.

The importance of developing a collaborative forward-looking regional strategic action plan focused on talent and digital transformation, is highlighted in the responses to the 2018 Northeast Wisconsin (NEW) Business Intelligence Study. Key results of that study included:

- Business leaders are optimistic; most believe economic conditions in their industry are better today than they were a year ago.
- More than 60% of the business community believe they are at risk of disruption by 2020. This risk comes from perceived pressure to stay competitive by creating and implementing product and/or operations innovations, and to hire and retain skilled workforce.
- Strengthening the education system, expanding jobs and pay, and developing re-skill programs are high priorities of the NEW business community

A lack of preparedness was identified as an issue for the region, the New North has been given a mandate to promote business intelligent strategies that will help regional organizations prepare for the future.



DataInsight

DATA INSIGHTS:

- In the face of accelerating speed of future change, the key to resilience is the ability to anticipate change and remain agile.
- Emerging global trends will have an outsized impact on regional areas in the U.S. How the New North retains its relevancy will depend on how the region is able to be agile, responsive and forward-looking.



1.0 INTRODUCTION

This scenario-based Think-Tank report summarizes the strategic planning workshop that took place on August 9, 2019. The Think-Tank Workshop was conducted as the first step in the project to develop a forward-looking resource for both businesses and non-profits in the region to plan more effective strategic action for economic growth and prosperity. The components of planning work thus far have included a pre-Think Tank survey, long-term Scenario Planning as part of the strategic visioning workshop, exploration of drivers impacting business intelligence in the region, and discussion about preferred and expected futures.

- **Regional Surveys** – A series of surveys were sent to the regional community during 2018 and 2019 to explore future perceptions. In addition, a survey was sent to Think-Tank participants before the workshop. This collective survey data, along with assistance from New North’s senior staff, helped to create the two axes of the scenario matrix and guide the Think-Tank discussions.
- **Scenario Based Think-Tank Workshop** – The scenario-based planning Think-Tank workshop held on August 9, provided an important opportunity to engage New North stakeholders in a critical dialogue about the future and impacts of changing dynamics in the New North region of Wisconsin.

The New North Future Think-Tank was an opportunity for New North stakeholders to take a ‘deep-dive’ into regional strategic planning through a scenario-planning process.





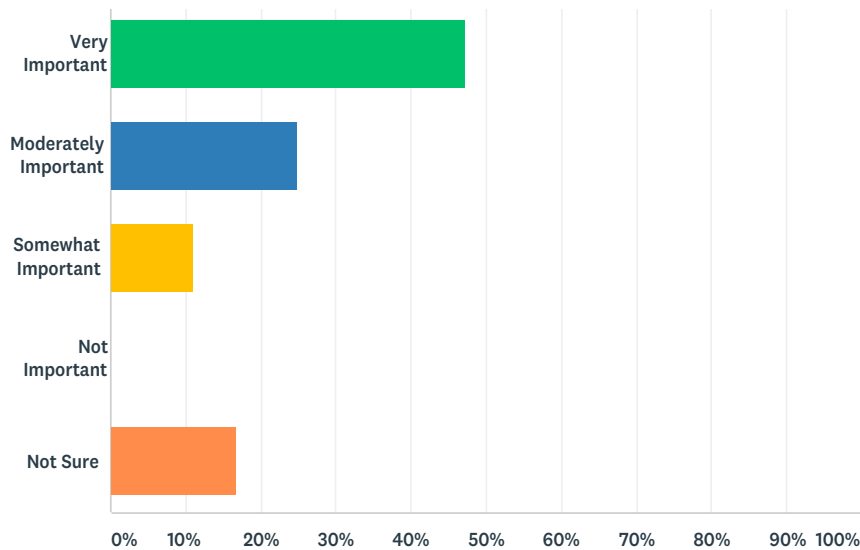
Addressing the challenges of the future of work such as skills shortages and automation are becoming critical elements of good regional economic development strategies.

2.0 FORWARD-LOOKING REGIONAL SURVEYS

Leading up to the Think-Tank, the New North organization and its Business Intelligence Committee were involved in a number of key regional stakeholder surveys. These surveys aimed to explore the perception of future challenges, speed of change and local preparedness. These survey results helped inform the design of the Think-Tank.

- St. Norbert College (SNC) Survey: See [Video of Survey Findings Presentation by Dr. Jamie Lynch](#) - Director St. Norbert College Strategic Research Institute.
- NEW Manufacturing Alliance and the NEW IT Alliance. More information: [2018 Northeast Wisconsin Business Intelligence Study - Executive Summary](#) and [Slides](#) from Dr. Lynch's presentation.
- Prior to the Think-Tank, a survey was conducted to gather insight into the New North stakeholder perceptions of trends influencing their future. Thirty-six stakeholders responded to the survey

Think-Tank participant survey responses to 'How important do you think it is for your organization to engage in 'futuring' and foresight analysis?' (n=36)



More results of the study and work of the Business Intelligence Committee can be found at: www.thenewnorth.com/business-intelligence/business-intelligence-research-and-reports/



DataInsight

DATA INSIGHTS:

- Demographic changes such as urbanization, depopulation of rural areas and aging are factors that will impact the region within the next five years.
- Changes in technology have the ability to radically alter the workplace. Incorporating automation, robotics and high-tech manufacturing will help address workforce needs in the region.



Scenario planning provided a way to explore various plausible futures and consider the implications and consequences of different future pathways. This adds a richness and depth to the discussions about preferred future, and a consideration of the intended and unintended consequences.

3.0 FUTURE THINK-TANK WORKSHOP

The New North Business Intelligence Forward-Looking Regional Strategy Think-Tank Workshop was conducted on August 9, 2019, in Appleton, Wisconsin. The workshop explored high-level trends and their impacts and scenarios of the future in 2030 and consisted of:

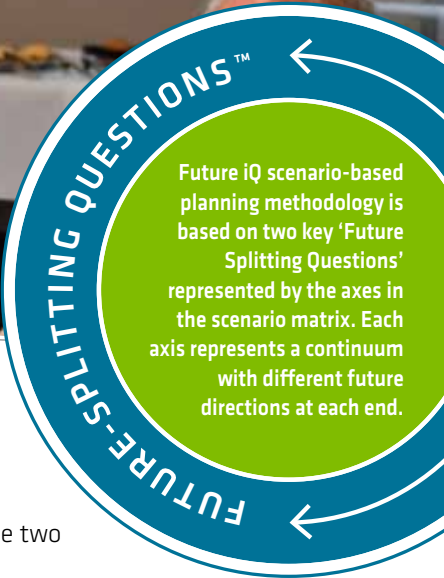
- Identification of key emergent high-level trends and their impacts
- Formulation of the different plausible scenario ‘spaces’ and development of detailed narratives and descriptions of each scenario
- Examination of the impact and consequences of each scenario on various aspects of the New North business community
- Identification of the preferred future and critical action steps to achieve the preferred future

The Think-Tank began with an in-depth examination of key emergent high-level trends and their potential impacts on industry in the New North region out to 2030. This was followed by Future IQ’s scenario planning process that provides a methodology from which to explore plausible futures and takes into consideration the implications of various future scenarios. The process aimed to:

- Deepen the understanding and examination of how external events and local conditions could shape decision-making
- Identify and understand the key influences, trends, and dynamics that will shape the New North region looking out to 2030
- Create and describe four plausible long-term scenarios for the region
- Begin exploring alignment around a shared future vision

The scenarios developed during this Future Think-Tank workshop and outlined in this report are important to provide a framework to discuss future possible outcomes and implications for the New North region. Workshop deliberations can assist in identifying key actions for the region and how various groups might best contribute to future developments.

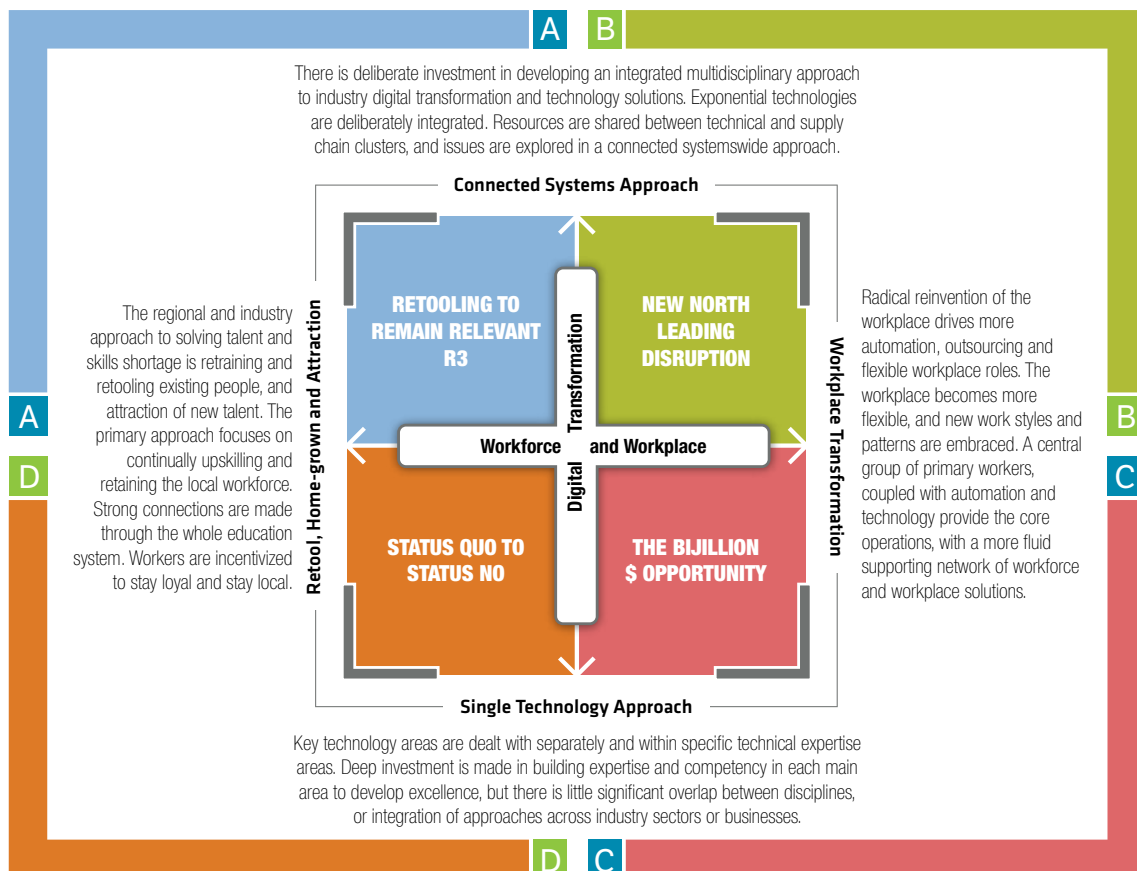




4.0 CREATING THE SCENARIO FRAMEWORK

Based on the Pre-Think Tank survey responses, research and key input from the New North leadership, themes were identified to become the basis for two axes on the scenario matrix. The two axes identified were **Workforce and the Workplace** and **Digital Transformation**.

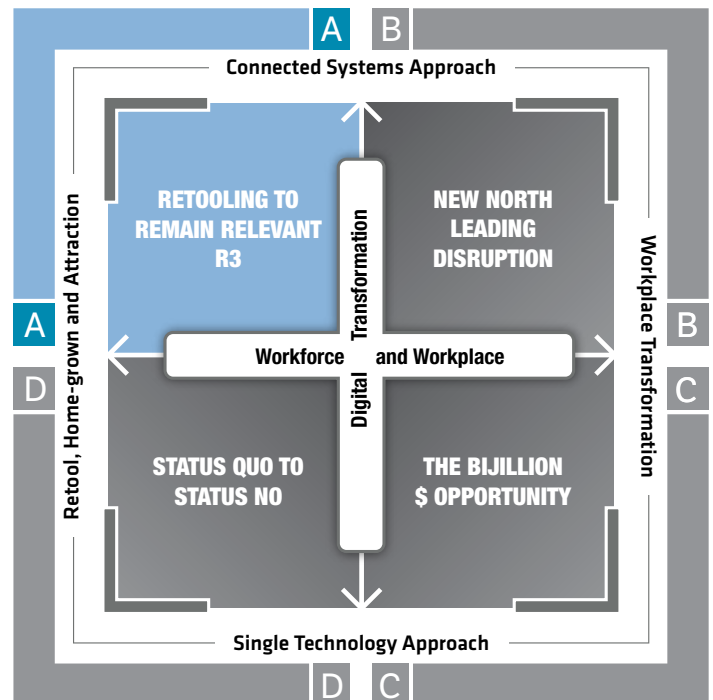
Think-Tank participants were presented with the scenario matrix, defined by the two key 'Future Splitting Questions', along by the continuum in each axis. The axes were defined as 'Workforce and the Workplace' and 'Digital Transformation' (see diagram). Brief descriptions were also attached to the end points of each driver axes. Participants were divided into four groups to develop a narrative for each scenario. Each group was asked to describe the characteristics of the New North in 2030 under the conditions of the scenario quadrant that they had been given. After the characteristics were established, Think-Tank participants were asked to devise major events or headlines of how the scenario occurred using the years 2020, 2025, and 2030, and to give their scenario a descriptive name. Narratives and descriptions of each scenario as developed by the workshop participants are included in the following sections.





4.1 SCENARIO A: R³ RETOOLING TO REMAIN RELEVANT

This scenario forecasts a future where the New North regional workforce base is primarily local, and workers are incentivized to stay local. Significant resources are dedicated to retraining, retooling and attraction of new local talent to support regional industries. A multidisciplinary approach to industry digital transformation and technology solutions opens new opportunities for businesses to collaborate on innovation, research and development. Those businesses that don't innovate or adapt to new technologies fall behind. The New North develops innovative regional programs that seek to build strong connections between industry and educational systems to create pathways for local students to move into the regional workforce after they graduate. Eventually the local talent supply cannot keep up with industry growth and the labor pool tightens, threatening regional growth and prosperity.



The 'R³ Retooling to Remain Relevant' scenario paints a future where industry systems connect and technological solutions are developed but even with an effort to retrain and retool on a local basis, a lack of workers and skillsets in the regional workforce limits the capacity for regional industry growth.



In the “R³ Retooling to Remain Relevant” scenario, New North industry and business growth initially strengthens with the support of robust local employment, but eventually local options dwindle, and business are forced to retract or move seeking a larger pool of workers.

SCENARIO A CHARACTERISTICS: R³ Retooling To Remain Relevant- 2030

The characteristics of this scenario describe a connected systems approach that requires businesses and industry to adapt to new technologies and shared supply chains in order to succeed. Concentrated use of a local workforce that is supported by efforts to retrain, retool and attract the local workforce to full employment, including pathways for the formerly incarcerated. Over time, industry growth demands additional labor and skillsets and regional businesses are starved for workers.



Industry Innovation and Collaboration Profile

Shared regional resources enable increased industry innovation in the New North region.

- Like-minded goals create collaborative resource sharing and ideation.
- Innovative educational partnerships with local industry occur to encourage entry into local workforce.
- Resources are shared between technical and supply chain clusters.



Technology Application and Adaption

Industry takes a multidisciplinary approach to technology solutions.

- Shared resources permit increased research and development.
- Businesses that are early adopters of technologies survive – those that don’t suffer closures.
- Consumer driven technologies lead to adoption.



Supply Chain Configuration and Behavior

Supply chains are broad and cross sector to create a highly connected regional systems approach.

- More flexibility exists to share resources throughout the vertical supply chain.
- Demands on local infrastructure increase prompting public transit development and remote work options.
- Transparency of supply chains is driven by consumers.



Workforce System and Profile

Labor pool continues to tighten as industry growth increases demand for workers.

- Local education efforts focus on retraining, retooling and attracting local workers to the local job market.
- Focus is on preparing local youth to be adaptable to changing technologies (i.e. cybersecurity).
- The Arc of Technology allows local employees to work remotely.



2020 HEADLINE NEWS:
“W.E.D.C. launches new WI supplier network based on New North SCMP”



2025 HEADLINE NEWS:
“Early adopters are surviving – Closures for those that don’t”

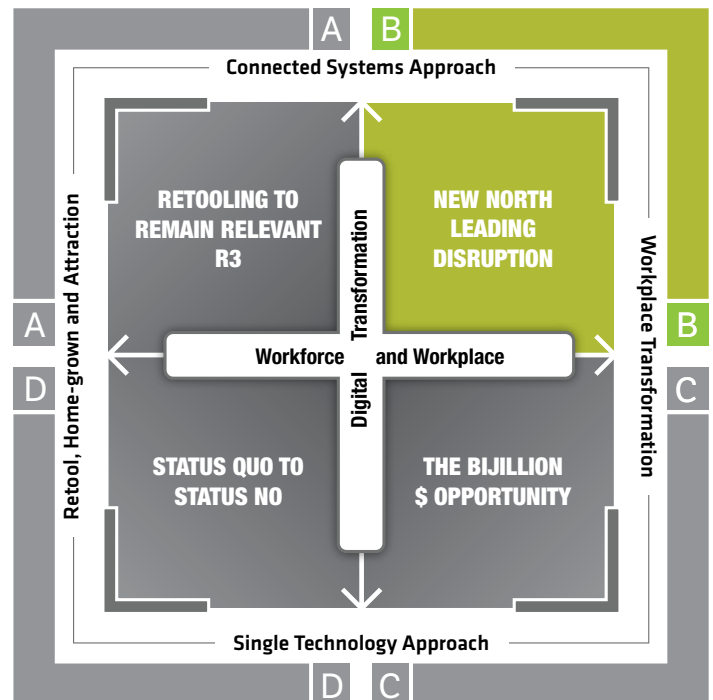


2030 HEADLINE NEWS:
“Incarceration goes down and skills go up – Get to meaningful employment”



4.2 SCENARIO B: NEW NORTH LEADING DISRUPTION

This scenario forecasts a future where there is deliberate regional investment in an integrated multidisciplinary approach to industry digital transformation and technology solutions and this prompts a radical reinvention of the workplace. Regional industries are collaborative, both across sectors and within supply chains, and a greater reliance on automation serves to address workforce demands for skilled workers at all levels. The New North region becomes a center of excellence and a technology hub, renowned for its ability to innovate and adapt quickly to technological change. Talent is diverse and attracted to the region for jobs at all skill levels, provided through a fluid supporting network of workforce and workplace solutions. The region is highly connected both digitally and globally and workforce development includes innovative solutions developed through the New North's newest innovation, the Academy for Future Skills.



The 'New North Leading Disruption' scenario paints a future where the New North is highly connected both regionally and to the outside world, and remarkably agile in its ability to transform its workforce and workplace solutions.



In the 'New North Leading Disruption' scenario businesses and talent are drawn to the success of the systems-wide regional collaboration and the New North achieves both national and international reach.

SCENARIO B CHARACTERISTICS - New North Leading Disruption – 2030

The characteristics of this scenario combine to create highly connected systems that require extraordinary workplace transformation to support business and industry operations. Shared resources promote collaboration across disciplines, and a high reliance on technological solutions promote innovation and growth. Creative workplace solutions are embraced to support workforce demands and automation complements workforce needs.



Industry Innovation and Collaboration Profile

New North is a center of excellence in innovation and collaboration.

- The region adopts a high degree of technical automation opening doors for agility and innovation.
- New North becomes a future driver in innovation.
- A highly connected region encourages a high level of collaboration and shared resources.



Technology Application and Adaption

Industry embraces digital transformation and technology solutions.

- Bold adoption and application of new technology draws capital investments to the region.
- Expanded technology sector draws technological talent to the region.
- Technology connects the New North region digitally and globally.



Supply Chain Configuration and Behavior

Supply chains are global and connected with a high level of shared resources.

- A broad array of collaborative opportunities adds resiliency to regional supply chains.
- Consolidation and simplification of systems occur with greater automation.
- Increased partnerships through purchasing services make New North highly competitive in global markets.



Workforce System and Profile

Regional workforce solutions are diverse and innovative.

- A New North regional 'gig economy' attracts a record level of technology skillsets and employment levels are at all time high.
- Workforce development addresses unemployment and a transition to services.
- Automation and interconnected learning encourage social programs, retraining and retooling.

2020 HEADLINE NEWS:
"New North launches new academy for future skills"



2025 HEADLINE NEWS:
"New North awarded 'Best place to work'"



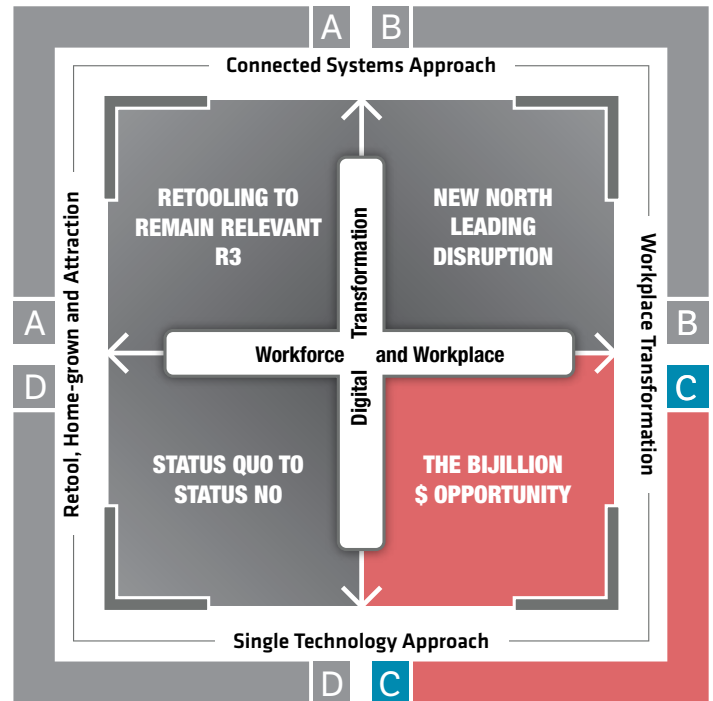
2030 HEADLINE NEWS:
"New North wins first ever technology Nobel Peace Prize"





4.3 SCENARIO C: THE BIJILLION \$ OPPORTUNITY

This scenario forecasts a future where deep investments in single technologies build expertise and competency within disciplines and expand workplace options in the region. Continual improvement of single technologies spurs innovation and attracts the most qualified workforce to deliver top technology while maximizing economies of scale. Industry using specialized technologies grow exponentially requiring a rapid identification of new employees to reduce pre-hire and onboarding requirements. New work styles and patterns are embraced. Increased efficiencies and shared learning within specialties reduces the number of workforce needed, providing short term relief with respect to increased workforce demands. Over time the lack of collaboration between industries prevents integration and coordination across disciplines, and this creates silos of productivity and gaps in supply chains.



The 'The Bijillion \$ Opportunity' scenario paints a future where a single technology approach creates rapid growth and prosperity within siloed disciplines.



In the 'Bijillion \$ Opportunity' scenario, rapid growth within single technology areas eventually creates gaps in supply chains that lack flexibility to adapt to innovation and integrate needs across disciplines.

SCENARIO C CHARACTERISTICS - The Bijillion \$ Opportunity - 2030

The characteristics of this scenario describe a platform for intense creativity within specialized single technologies that cause radical reinvention of workplace options to support the resulting competencies. Innovation occurs within industries leading to rapid growth and investments. Over time, new technologies requiring interdisciplinary resources find gaps in supply chains and some are relocated to have access to more connected systems.



Industry Innovation and Collaboration Profile

Collaboration and innovation within industries is high.

- Shared resources within industries and companies increases efficiencies and profitability.
- Continual innovation threatens to disrupt primary technology solutions.
- Strong incentives for collaboration within industries occur, but a single technology approach limits flexibility and creates silos.



Technology Application and Adaption

Single technologies are highly developed and innovative.

- System investment in single technologies are applied and shared by multiple companies.
- Single technologies provide single solutions with multiple applications.
- Cost savings are leveraged within specific technical ecosystems, i.e. GIS graphic/EPIC text based.



Supply Chain and Configuration Behavior

Supply chains are well defined within disciplines but lack flexibility.

- Cooperative sourcing for single technologies creates high level of sophistication within industries.
- 'CORE' functions within organizations focus on project management, sourcing talent and strategy.
- Better technical skills exist within supply chains, but there is less integration and coordination. Gaps appear in regional supply chains.



Workforce System and Profile

Workforce systems are customized due to automation.

- Flexibility is key to providing customized hours of work and work accomplished.
- Labor force is shared within disciplines and workers are employed in different departments and companies.
- Increased reliance on certification of skills expands educational opportunities for specialized workers.

2020 HEADLINE NEWS:
"Paper is the new plastic"

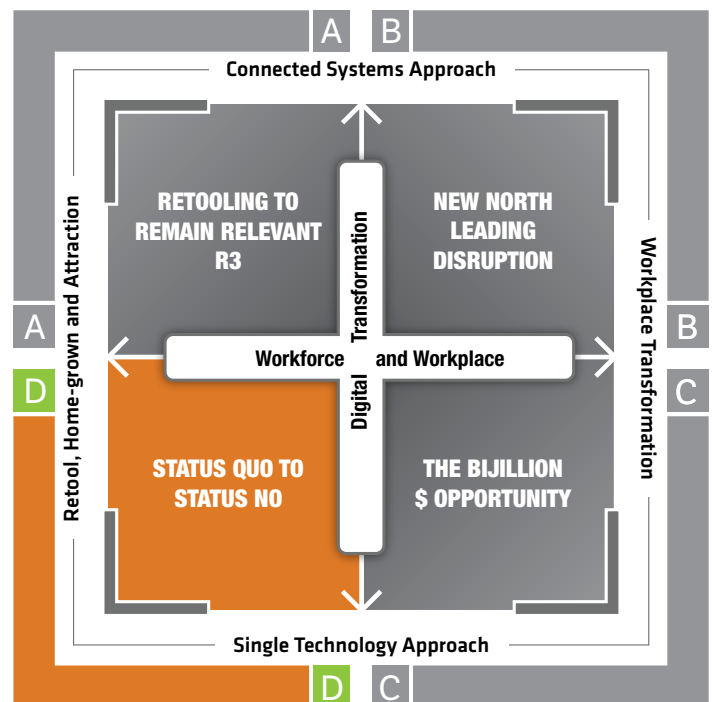
2025 HEADLINE NEWS:
"Employers evaluate need for contract workers vs full time"

2030 HEADLINE NEWS:
"New North patents a supply chain integration process"



4.4 SCENARIO D: STATUS QUO TO STATUS NO

This scenario forecasts a future where New North regional workforce development focuses on the local labor force to support a single technology approach to ongoing industry digital transformation. Some excellence occurs within organizations as deep investments are made in single technologies. A local workforce is trained, retrained and retooled to support specific technological areas and this temporarily produces high employment for the region. Systems are duplicated and silos occur as resources are not shared across disciplines and severe worker shortages emerge as baby boomers exit without sufficient replacement. There are significant winners and losers. The regionally centric and closed orientation of workforce and workplace development limits competitiveness in global markets and regional industries stagnate and retract.



The 'Status Quo to Status No' scenario paints a future where the regional workforce lacks the diversity to support needed interdisciplinary innovation and businesses struggle to compete in economies outside the region.



In the 'Status Quo to Status No' scenario, regional industries and businesses compete for local talent and company headquarters move out of State to access more complete supply chains and markets.

SCENARIO D CHARACTERISTICS - Status Quo To Status No - 2030

The characteristics of this scenario set in motion a slow decline in regional stability. A local focus on workforce development limits the capacity of businesses to draw from a diverse workforce creating intense competition for workers and skillsets. A single technology orientation to digital transformation creates short term gain and long-term decline as firms struggle to survive in an unintegrated ecosystem.



Industry Innovation and Collaboration Profile

Industry innovation is siloed and capped as competition for workforce and resources is high.

- Status quo operations discourage innovation and collaboration remains localized.
- Innovation within technology specialties is high while workforce levels are adequate.
- Industries consolidate to combat the less favorable business climate.



Technology Application and Adaption

Resources are localized and intense technological specialization occurs.

- Lack of collaboration requires duplicative resources resulting in lower ROIs.
- One-off success stories with limited impact affect opportunities to grow.
- Some excellence occurs in specialized technologies.



Supply Chain Configuration and Behavior

Supply chains are regionally centric and limited in scope.

- Resources move towards highly clustered supply chains to support single technology focus.
- Population declines as workforce leaves to seek more diverse job markets.
- Supply chains are more susceptible to catastrophic disruption.



Workforce System and Profile

Workforce development is regionally focused and closed to outside talent sources.

- Strong partnerships with education occur as workforce development focuses on retraining, retooling and local attraction.
- Local talent is uncompetitive in a global diverse talent marketplace.
- Labor costs spike as local companies fight for talent.

2020 HEADLINE NEWS:
 "Local manufacturing announces major investment in 3-D printing"

2025 HEADLINE NEWS:
 "Amazon launches blimp fleet"

2030 HEADLINE NEWS:
 "Local headquarters move out of state"



The expected future represents the future that is most likely to happen if the New North business community does not change direction.

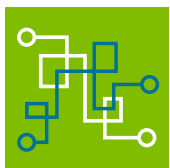
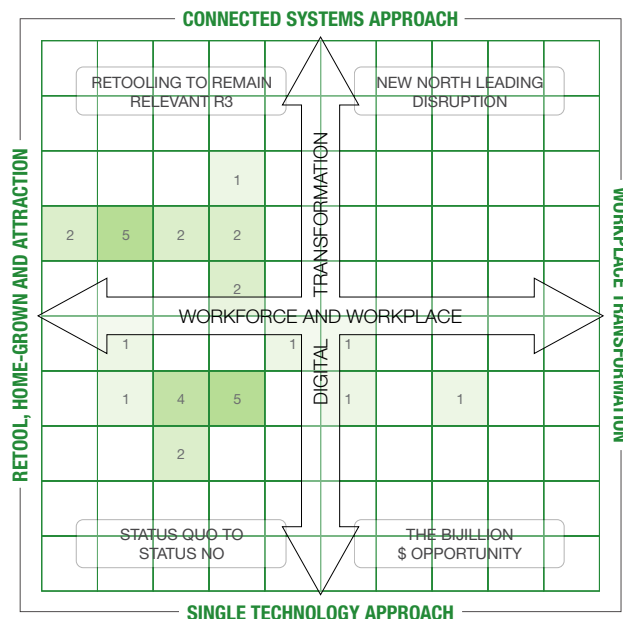
5.0 EXPECTED AND PREFERRED FUTURES

5.1 EXPECTED FUTURE – SCENARIOS A AND D

The expected future is one deemed most likely to happen if there is no change in the current trajectory of the New North regional business community. Workshop participants generally indicated that Scenarios A and D, “R3 Retooling to Remain Relevant, and Status Quo to Status No”, are the scenarios they believed most represented the expected futures for the New North region. Participants discussed the challenges in the region and how those figured into the tendency to remain regionally centric and/or stuck in the ‘status quo’. It was recognized that the region needed to evolve, or it would become irrelevant over time. The attendant issues of access to a diverse, skilled workforce as well as the human element of resistance to change and risk are examples of significant barriers to overcome to be able to pivot from the expected to the preferred future.

NEW NORTH BUSINESS INTELLIGENCE THINK TANK

EXPECTED FUTURE – 2030



FutureInsight

FUTURE INSIGHTS:

- The Think-Tank scenario planning is the first step in the region’s transparent process to define collectively how the New North will strategically plan to steer away from the expected future.
- The speed of change in technology across industries and sectors will leave smaller businesses behind unless the New North region collaborates to share resources and integrate supply chains.



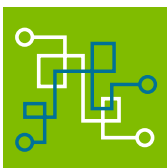
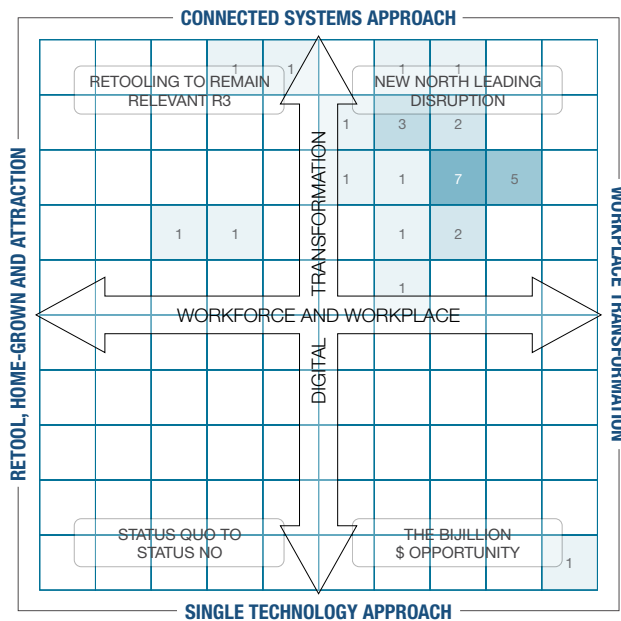
Establishing forward looking, agile and evolving strategies will pivot business intelligence in the New North from the expected future to the preferred future. It will be necessary to be prepared for external trends and adapt accordingly.

5.2 PREFERRED FUTURE

While each of the scenarios were viewed as plausible, Think-Tank participants expressed a preference for Scenario B, “New North Leading Disruption”. Participants discussed the consequences of inaction, and the need to quantify the scale of the challenge ahead. It was recognized that government, economic development leadership, business and industry need to act definitively and collaboratively to move the region towards the preferred future. Two key indicators of success will be how the New North adapts to accelerating technologies and how the region is able to innovate with workforce development to support business and industry needs in the future.

NEW NORTH BUSINESS INTELLIGENCE THINK TANK

PREFERRED FUTURE – 2030



FutureInsight

FUTURE INSIGHTS:

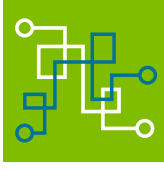
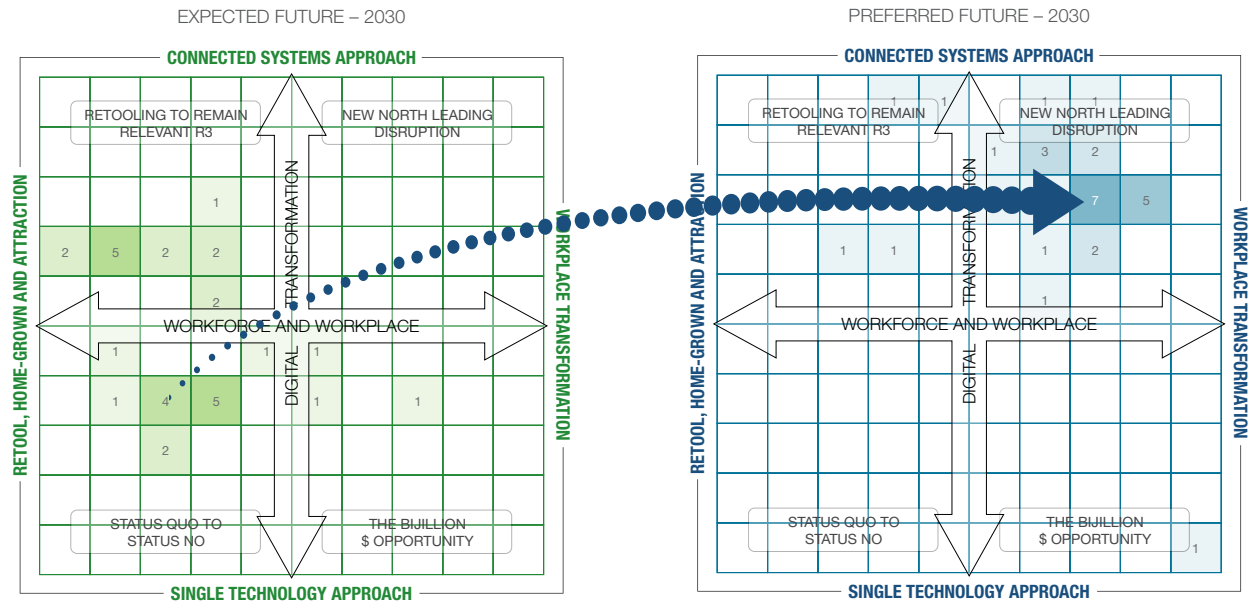
- The tight concentration of color in Scenario B, ‘New North Leading Disruption’ indicates a close alignment of thinking among stakeholders.
- Given the preference for Scenario B, New North leadership has been given a mandate to pursue strategic actions in that direction.



Because of the long-term nature of the Scenario Planning methodology, stakeholders often see the 'distant future vision (2030)' as unattainable and unrealistic. However, this underestimates the progress that can be made during the intervening years, and the cumulative positive impacts of change.

5.3 NEXT STEPS – GETTING TO THE PREFERRED FUTURE

Think-Tank participants discussed the ramifications and implications of failing to achieve the preferred future. While there was strong alignment among participants that Scenario B, “New North Leading Disruption” represented the preferred scenario for the region, it was also recognized that it will be necessary to leverage trends and opportunities that present themselves over time. It was agreed that this is a catalytic moment for the New North and that collectively, leadership would need to adapt a mindset of “this is our time,” and definitively make the effort to take the actions required to achieve the preferred future.



FutureInsight

FUTURE INSIGHTS:

- The scenario planning Think-Tank workshop represents the first step in the development of a strategic action plan for the New North and its membership.
- New North leadership will need to be agile in relation to external trends and developments concerning the future of work. This will be critical looking out to the potential impacts on the region in 2030.
- How the New North leverages its assets will be a key component of the transition to the direction of the preferred future.



The New North brand unites the region both internally and externally around talent development, regional brand development, and business development.

6.0 ABOUT NEW NORTH

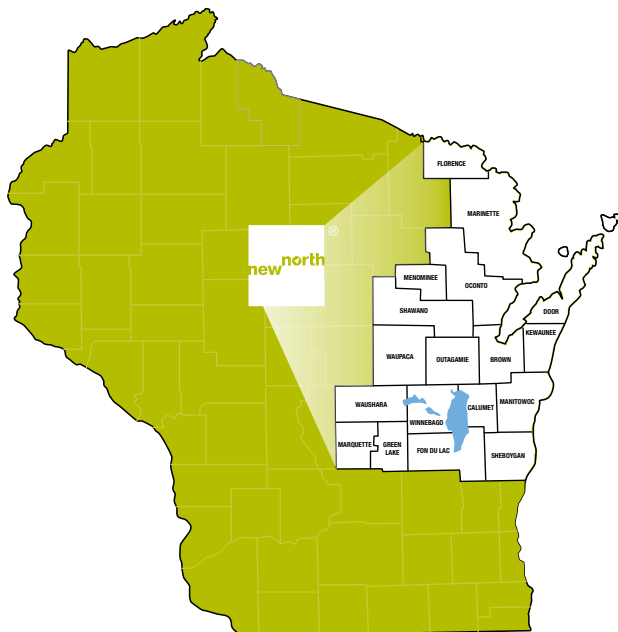
New North Inc. is a 501(c)3 non-profit, regional marketing and economic development corporation fostering collaboration among private and public sector leaders throughout the 18 counties of Northeast Wisconsin. New North, Inc. was founded by business leaders in 2005, following the recommendation in a Northeast Wisconsin Economic Study, completed by Northstar Economics. This study pointed to the need for a broader-scope, economic development organization to help coordinate economic development efforts across the region providing more scale and impact.

New North's focus is summarized as:

- **Vision** - To be recognized as nationally and globally competitive for personal and economic growth.
- **Mission** - Catalyst for regional prosperity through collaboration.
- **Core Value** - Collaboration

New North is a regional partner to the **Wisconsin Economic Development Corporation (WEDC)** and the **State of Wisconsin**, as well as local economic development partners and represents more than 100 private investors. The New North brand signifies the collective economic power behind the 18 counties of Northeast Wisconsin.

Map of the New North region



**new
north**

creating, connecting & convening regional strategic initiatives for business & talent development





Funding partners of the Business Intelligence Committee (BIC) include Thrivent Foundation, Microsoft, and Wisconsin Economic Development Corporation.

7.0 NEW NORTH'S BUSINESS INTELLIGENCE COMMITTEE

The New North's Business Intelligence Strategy is led by the Business Intelligence Committee (BIC). The New North Business Intelligence initiative is working to advance business and talent development in Northeast Wisconsin, with a Forward-Looking lens on trends, disruptions, and opportunities. This work helps inform the regional community and the various New North committees, and especially aims to position the region as a forward looking competitive regional economy.

The information and data collection undertaken by the BIC strives to provide insight into:

- Performance (metrics)
- Regional economic health (data)
- Trend line information and data.

This helps shapes strategy or anticipates impactful change to the regional community and economy through disruptive technologies. The BIC also provides forums for discussion and community conversations on effective collaborative strategies to move toward the desired future state.

New North Business Intelligence Committee Members (August 2019):

John Kreul (Co-Chair), CIO & VP-Commercial Services & Quality, Amcor-Bemis

Kelli Bischoff (Co-Chair), Manufacturing Rep., Consultant

Brian Bruess, President, St. Norbert College

Oliver Buechse, Strategist, Advancing AI Wisconsin

Naletta Burr, Regional Account Manager, Wisconsin Economic Development Corp

Scott Clark, Sr. Director of Business Development, Boldt

Jenni Eikelberg, Community Affairs, Thrivent Foundation

Anil Hurkadli, Learning + Strategy Officer, Thrivent Foundation

Kim Iverson, Executive Director, NEW IT Alliance

Ben Jacobs, CEO, Wisconsin Aluminum Foundry

Barb LaMue, Executive Director, New North, Inc.

Matt Lemke, Sr. VP, Investors Community Bank

Connie Loden (Project Manager), Sr. Project Manager, New North, Inc.

Jerry Murphy, Sr. Project Manager, New North, Inc.

Jeff Rafn, President, Northeastern Wisconsin Technical College

Michelle Schuler, Teck Spark Director, Microsoft

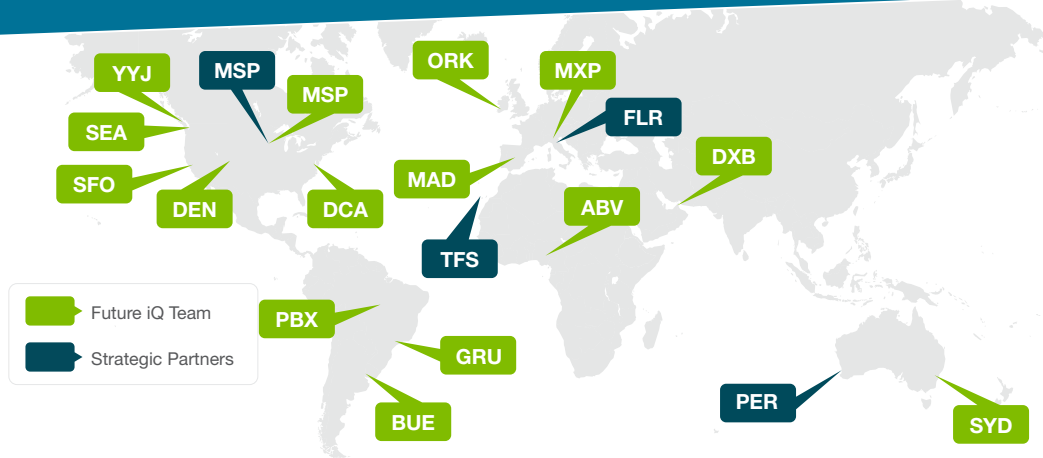
Mark Schwei, Exec. VP, Consolidated Construction

Dave Ward, Economist, NorthStar Analytics

Mitch Weckop, CEO, Skyline Technologies

Dave Wegge, Executive Director, Strategic Research Institute-St. Norbert College





8.0 ABOUT FUTURE IQ

Future iQ specializes in applying innovative tools and approaches to assist municipalities, organizations, regions and industries shape their economic and community futures. With nearly two decades of experience, the company has a global clientele spanning three continents. To learn more about Future iQ, and our recent projects [visit www.future-iq.com](http://www.future-iq.com) or by email at info@future-iq.com

WORKSHOP AND REPORT PREPARED BY:



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9.0 ACKNOWLEDGEMENTS

New North stakeholders engaged in the Think-Tank workshop and discussions with great enthusiasm and commitment. Their knowledge and passion for the New North region and interest in the issues ensured that the discussions were thoughtful and well-informed. This dedication is reflective of the deep commitment that the Think-Tank participants have to the future of New North regional business intelligence.

Participants at the Think-Tank workshop included:

Tom Baron, East Central WI RPC	Jim Golembeski, Bay Area Workforce Development Board	Colleen Merrill, Small Business Development Center at UW Oshkosh
Becky Bartoszek, Fox Cities Chamber of Commerce	Jeff Grebinoski, Northeast WI Technical College	Jerry Murphy, New North Inc
Joe Bashta, Axicor Analytics	Kurt Hahlbeck, Hugo Enterprises	Melissa Nash, Univ of Wisconsin Green Bay
Kelli Bischoff, KB & Associates	Cecilia Harry, Envision Greater Fond du Lac	Vernon Peterson, WEC Energy Group
Oliver Buechse, My Strategy Source	Dan Heiser, St. Norbert College, Schneider School of Business & Economics	Penny Ransom, Network Health
Dennis Buehler, Greater Green Bay Community Foundation	Anil Hurkadli, Thrivent Foundation	Donna Rippin, VibeTech Enterprises
George Bureau, Wisconsin Manufacturing Extension Partnership	Kim Iversen, NEW IT Alliance	Kathryn Rogalski, Northeast Wisconsin Technical College
Naletta Burr, Wisconsin Economic Development Corporation	Meridith Jaeger, NWTC	Tim Schneider, Investors Community Bank
Edward Byrne, Zander Pess Inc., The Billion New	Jerimiah Janssen, First Business Bank	Michelle Schuler, Microsoft
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Scott Clark, The Boldt Company	Mary Kohrell, Calumet County Economic Development	Irene Strohbeen, Irene Strohbeen & Associates, LLC
Lynn Coriano, POINT/Basic Needs Giving Partnership	John Kreul, Amcor	David Thiel, Waupaca County Economic Development Corporation
Pete Dulcamara, Kimberly-Clark	Barb LaMue, New North Inc	Scott Valitchka, 15 Dots, LLC
John Ernst, Kinnektor	Matt Lemke, Investors Community Bank	Aina Vilumsons, WPI
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Ann Franz, NEW Manufacturing Alliance	Trevor Lord, Hoffman	David Wegge, Bay Area Community Council
Mary Goggans, Encapsys	Maggie Lund, ThedaCare	William Woodward, von Briesen & Roper, s.c.
	Dr. Susan May, Fox Valley Technical College	Ken Zacharias, CLA



10.0 FOR MORE INFORMATION

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