

New Mexico State University

# ARROWHEAD CENTER

LEADING ECONOMIC DEVELOPMENT FOR NEW MEXICO STATE UNIVERSITY



## Marketing Plan for the National Security Technology Incubator

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by  
Arrowhead Center  
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Live, Learn and Thrive

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## **1.0 EXECUTIVE SUMMARY**

The recent change in the global climate has made the development of national security technologies a priority in the United States. The National Security Technology Incubator (NSTI) program of New Mexico State University (NMSU) will help develop these technologies to be utilized by both private and federal entities while providing small businesses with valuable business assistance. The NSTI program will not only benefit corporations responsible for our nation's security, but also stimulate economic growth in the state of New Mexico.

The NSTI program is being developed as part of the National Security Preparedness Project (NSPP), funded by Department of Energy (DOE)/National Nuclear Security Administration (NNSA) Grant No. DE-FG52-07NA28084. This document is a deliverable due March 31, 2008, as performance measure 1.4.2 of Grant No: DE-FG52-07NA28084 (reference: Arrowhead Center proposal, Page 16).

The purpose of the NSPP is to promote national security technologies through business incubation, technology demonstration and validation, and workforce development. The NSTI program will focus on serving businesses with national security technology applications by nurturing them through critical stages of early development. The vision of the NSTI program is to be a successful incubator of technologies and private enterprise that assist the NNSA in meeting new challenges in national safety and security.

This marketing plan defines important aspects of developing the incubator, such as defining the target market, marketing goals, and creating strategies to reach the target market while meeting those goals. The three main marketing goals of the NSTI program are:

1. Developing marketing materials for the NSTI program.
2. Attracting businesses to become NSTI program participants.
3. Increasing name recognition of the incubator program on a national level.

Although the primary purpose of marketing at this stage is to reach potential businesses to participate in the incubator program, reaching national security companies that already in operation is critical to the success of both the NSTI program and the individual member businesses that make up the incubator. Without recognition from these companies, the incubator program and its participants will be underutilized.

The marketing strategies outlined in this plan are intended to serve two purposes: recruiting and recognition. If both these objectives are met, the incubator program will have qualified businesses to incubate and a community of large corporations with which to partner and do business.

## **2.0 INTRODUCTION**

### **2.1 THE NATIONAL SECURITY TECHNOLOGY INCUBATOR PROGRAM**

The NSTI program is a business incubator for small companies the products and services of which have application to national security technologies. The incubator program will promote the growth of existing businesses and encourage the start-up of new businesses in the field. To be successful, the NSTI program must attract small businesses to the region and help them succeed by providing business-assistance services in areas such as marketing, accounting, financing, management, and government contracting, as well as technical assistance in the product life cycle. A clear marketing plan must be developed to attract quality businesses and create a sustainable incubator program.

The NSTI program will be located in the City of Las Cruces in southern New Mexico and once a building is completed, incubator participants will be housed within the Arrowhead Research Park on the NMSU campus. The research park is supported in large part by the Arrowhead Center, the leader for economic development at NMSU. The development of the NSTI program will contribute to national security, southern New Mexico, and NMSU.

## **2.2 NSTI PROGRAM MISSION STATEMENT**

The mission of the NSTI program is to identify, incubate, and accelerate technologies with national security applications at various stages of development by providing hands-on mentoring and business assistance to small businesses and emerging or growing companies. Part of this support is envisioned to be research and development of companies' technology initiatives while also providing robust test and evaluation of actual development activities.

## **2.3 PRIMARY MARKETING GOALS**

### **1. Develop Marketing Materials for the NSTI Program**

Successful marketing of the NSTI program will be related to the quality of marketing materials available to potential clients. The most important tools to market the incubator program will be the development of an attractive and informative Web site as well as the creation of a recognizable logo for advertising purposes. Once these are created, additional marketing materials such as pens, pencils, and notepads can be produced to give to potential clients.

### **2. Attract Small or Start-up Businesses to Become Members of NSTI Program**

To develop a sustainable business incubation program, small businesses must be actively recruited to participate in the program. These businesses must have a national security technology focus. Companies with developed business plans that show potential for growth and need for incubator services are the most desirable for selection into the NSTI program.

### **3. Increase Name Recognition in the Field of National Security Technology**

Name recognition on a national level is a vital part of creating a successful incubator program. Recognition in the field of national security has two major benefits: attracting businesses to become participants in the incubator program and positioning the organization as the place where federal or state government agencies go to when they are in need of national security technologies and services. Becoming a member of the Technology Acceleration for National Security (TANS) incubator network is one way this can be accomplished. An effective marketing strategy will make the Arrowhead Center's NSTI program an industry-recognized entity for security businesses.

## **3.0 SITUATION ANALYSIS**

### **3.1 CURRENT STAGE OF DEVELOPMENT**

Development of the NSTI program is well into the planning stages. A target market of small businesses with national security technology applications has been identified, and several research projects are in progress or have been completed. These projects include a detailed description of the TANS incubator network, a compilation of external service providers that would benefit the NSTI program, a list of public and private entities currently developing national security technologies throughout the region, and a feasibility study of a business incubator in southern New Mexico.

Several key stakeholders<sup>1</sup> also have been identified, the services of which will be helpful to NSTI program participants. The Arrowhead Center has community support from New Mexico's congressional delegates, as well as partnerships with the Small Business Administration (SBA), Small Business Development Centers (SBDC), and the Mesilla Valley Economic Development Alliance Association (MVEDA). Additionally, the Arrowhead Center is located within close proximity to several military installations, such as Holloman Air Force Base, White Sands Missile Range, Cannon Air Force Base, Kirtland Air Force Base, and Fort Bliss Army Base, that would benefit from the development of national security technologies. Finally, NMSU's relationship with the large DOE laboratories in New Mexico (Los Alamos National Laboratory and Sandia National Laboratories) will provide input to the development of the incubator.

### **3.2 CHALLENGES FACED**

The NSTI program faces several challenges associated with a new incubator program that need to be overcome. As with any new incubator program, lack of name recognition is one potential setback; finding companies to participate in the incubator program can be difficult when they do not know it exists. A solid cost-effective marketing strategy needs to be adopted that can increase awareness about the NSTI program. Although they will not be recruited as participants in the NSTI program, large companies and government facilities also need to be aware of the program to utilize the technology being developed. Marketing techniques will be used to target these entities as well.

Another potential challenge to overcome is the fact that although NMSU has a wealth of resources, including those of the Physical Science Laboratory (PSL) and College of Engineering, it may need to form partnerships with other organizations to acquire more advanced technical resources. Institutions such as the New Mexico Institute of Mining and Technology (NM Tech) in Socorro are more well known for their extensive science and engineering research. To appeal to high technology businesses, it will be important to highlight the strengths of NMSU, partner institutions, and the Las Cruces area.

A lack of clearly defined policies and procedures regarding the entities to be admitted into the incubator is also a challenge for the NSTI program. Without clear standards for what makes a business qualified and potentially successful, it will be difficult to carry out the admission process. Developing these criteria for admission will prove critical for the success of the NSTI program.

### **3.3 INDUSTRY TRENDS**

Since the events of September 11, 2001, there has been a huge focus on national security and protecting our country from terrorist organizations. Many high technology companies have started to look at national security applications for the technologies to meet this ever increasing need. Some important areas of this movement are homeland security and preventing the spread of nuclear, chemical, and biological weapons.

The goal of the Department of Homeland Security is to keep the country safe from terrorist attacks, prevent and respond to national threats, and keep the borders secure<sup>2</sup>. While this goal is important to all United States citizens, it is especially applicable in Southern New Mexico given the close proximity of the United States-Mexico border. The development of new

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<sup>1</sup> Arrowhead Center, New Mexico State University (2008). Input from Key Stakeholders in the National Security Technology Incubator (p. 1-2).

<sup>2</sup> Department of Homeland Security, Strategic Plan, retrieved March 3, 2008, from <http://www.dhs.gov/xabout/strategicplan/index.shtml>

technologies to protect our country and its borders would benefit the entire nation, and be of specific interest to border-states throughout the southwest.

The United States has made preventing the spread of nuclear, chemical, and biological weapons a major priority in the move for tighter national security. These types of technologies in the hands of terrorist groups could have devastating global consequences. Businesses within the NSTI program will have a chance to contribute to the United States' non-proliferation activities with their technologies and services. There are many areas to which non-proliferation applies including security technology, surveillance systems, unmanned systems, image processing, detection of chemical and biological agents, sensors, and data collection tools and databases. Companies with these types of specializations will be among the firms chosen to participate in the NSTI program.

#### **4.0 NEW MEXICO TECHNOLOGY BUSINESS CLIMATE**

The state of New Mexico is home to many high technology and research institutions, both federal and private. These organizations focus on many different areas of national security from aerospace, to biotechnology, to renewable energy. Several large private companies including Boeing, Honeywell, Raytheon Missile Systems, Lockheed Martin, Aerojet, GE Aviation, and the Goodrich Corporation currently have operations located throughout New Mexico and regularly use small businesses as suppliers. A number of smaller technology businesses also exist within the state. Some examples of these companies include:

- Krestel Corporation, which develops optical, biomedical, and software engineering technologies.
- QTL Biosystems, which produces instrumentation used in bioassays.
- Mesosystems Technology, which designs products to detect harmful biological substances in public places.
- Applied Research Associates Inc., which develops technologies in the areas of aerospace, homeland safety and security, transportation, and national defense.

Many of these companies have produced technologies and products used for the United States Air Force (USAF), the National Aeronautics and Space Administration (NASA), the Department of Energy (DOE), and the Department of Defense (DoD)<sup>3</sup>.

Federal agencies also have a large presence in New Mexico, many of them specializing in research and development. Military installations in the area include Holloman Air Force Base, Cannon Air Force Base, Kirtland Air Force Base, White Sands Missile Range, and Fort Bliss Army Base. Two national laboratories, Los Alamos National Laboratory and Sandia National Laboratories, receive large amounts of federal funding to perform extensive national security research within the state.

##### **4.1 LAS CRUCES TECHNOLOGY BUSINESS CLIMATE**

Las Cruces is home to technology businesses that engage in federal research, development, test and evaluation in support of DoD, NASA, and DHS. Many of these businesses are affiliated with White Sands Missile Range, White Sands Test Facility, Holloman's 46th Test Group, and New Mexico State University. Las Cruces has a long been a home to businesses supporting aerospace activities in the region. Aerospace companies in Las Cruces include:

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<sup>3</sup> New Mexico Partnership, Industry Focus, retrieved March 5, 2008, from <http://www.nmpartnership.com/index.php>

- Advanced Aircraft Composites, which manufactures aircraft
- Kit Pack Co. Inc., which produces and sells kits for modifying or overhauling DoD equipment
- Global Outpost Inc, which specializes in commercial aircraft.

Small businesses in the Las Cruces area also are conducting research and developing sensors, detectors, radio communication systems, data acquisition and storage, chemical and biological detection with lasers, and border security technologies<sup>4</sup>. The U.S. Army's Future Combat Systems (FCS) is anticipated to attract high technology businesses to the region, with some of them locating in the Las Cruces area. Although numerous technology businesses with national security applications exist in New Mexico, the majority of them are located in the northern part of the state. Technology research also is being conducted extensively at NMSU.

Within the College of Engineering, the Southwest Technology Development Institute is developing renewable energy technologies. Additionally, PSL at NMSU conducts tests with Unmanned Aircraft Systems (UAS), improvised explosive device (IED) countermeasures, sensor and remote sensing technologies, border technology solutions, as well as many other areas of national security applicable research<sup>5</sup>.

## 5.0 NEW MEXICO SECURITY INCUBATION CLIMATE

### 5.1 TANS INCUBATOR NETWORK

The TANS network is a collection of business incubators specializing in developing national security technologies. The current members of the TANS network are:

- Advanced Technology Development Center (ATDC)
- Chesapeake Innovation Center (CIC)
- Colorado Springs Technology Incubator (CSTI)
- Harrisonburg Innovation Center (HIC)
- Northeast Alabama Entrepreneurial System (NEAES)
- Texas Research and Technology Foundation (TRTF)
- Watervliet Innovation Center (WIC)
- Center for Collaborative Research and Training (CCRT).

Focuses of these eight incubators include biotechnology, information technology, computer technology, and medical technologies.

Companies in the incubators participate in creating a wide variety of goods and services ranging from data visualization and massive data transfer to x-ray scanners for containers and treatment for anthrax exposure<sup>6</sup>. Each member of the network provides incubator services to their clients to accelerate their growth and success. The TANS network itself provides increased name recognition nationally, as well as creates a one-stop-shop for government and private companies to identify and utilize national security small businesses.

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<sup>4</sup> Small Business Association, Dynamic Small Business Search, retrieved February 26, 2008, from [http://dsbs.sba.gov/dsbs/search/dsp\\_dsbs.cfm](http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm)

<sup>5</sup> Physical Science Laboratory, retrieved February 29, 2008, from <http://www.psl.nmsu.edu/>

<sup>6</sup> Arrowhead Center, New Mexico State University (2008). Members of the Technology Acceleration for National Security (TANS), (p.1).

## **5.2 OTHER NATIONAL SECURITY INCUBATORS**

There are hundreds of additional business incubators around the country, many of them housing high-technology companies with national security technologies. Although they may not define themselves as having a specific national security focus, many of their resident companies have applicable security uses. There are many incubators with an emphasis on high or advanced technology, which are the most direct competitors.

Incubators such as the Arizona Center for Innovation, High Technology Development Corp., Connecticut Center for Advanced Technology, and the Florida NASA Incubation Center all have businesses trying to secure government and private contracts, and house research and development companies in areas such as aerospace, optics, manufacturing, and environmental technology.

The services they offer to businesses in the incubator are generally similar: administrative support, business development assistance, networking, and assistance obtaining financing. Some of the incubators also offer amenities such as use of recreation facilities, security, flexible leases, and workshops and seminars<sup>7</sup>.

## **6.0 INCUBATOR SERVICES**

### **6.1 OFFICE SPACE WITH ASSOCIATED PERKS**

Office space in a facility in the Arrowhead Research Park will be leased to tenants of the incubator, with 500 square feet used to house an administrative assistant and technology business entrepreneur. The technology business entrepreneur will assist national security businesses with market and technology development and serve as a mentor to tenants. The administrative assistant will assist tenants with basic receptionist duties such as scheduling the conference room and other common areas of the incubator.

### **6.2 ASSISTANCE IN DEVELOPING SMALL BUSINESSES**

To nurture new businesses into successful ones, a number of services will be provided to ensure incubator companies are sustainable after graduation from the incubator. Services include assistance with marketing, government contracting, management, accounting, and financial concerns. Tenants will receive mentoring and support from staff dedicated to NSTI and have opportunities to network with other small businesses in the field of national security technology.

### **6.3 ACCESS TO NMSU**

NMSU offers 22 doctoral programs, 50 master's degree programs, 77 undergraduate degree programs and is ranked by the Carnegie Foundation in the top 120 universities in the United States for doctoral extensive research. NSTI tenants will have access to the University and will have opportunities to partner with experienced faculty members, hire students in many different fields, use specialized equipment at discounted rates, and opportunities to partner with NMSU on grants and contracts.

### **6.4 ACCESS TO ARROWHEAD CENTER AND PARTNERS**

Arrowhead Center enjoys relationships with many organizations in the New Mexico area that could greatly benefit NSTI members. The SBA, NMSBDC, Mesilla Valley Economic Development

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<sup>7</sup> National Business Incubation Association, Links to Member Incubators, retrieved February 25, 2008, from [http://www.nbia.org/resource\\_center/links\\_to\\_member\\_incubators/index.php](http://www.nbia.org/resource_center/links_to_member_incubators/index.php)

Alliance (MVEDA), and the Women's Self Sufficiency Team (WESST Corp) are all organizations that offer services to assist small businesses. NSTI tenants would not only have access to the services provided by the incubator but would also be able to utilize those provided by these groups. Services provided by these outside sources include funding assistance, free counseling and advising services, and networking opportunities. In addition, these organizations can contribute to the success of incubator businesses by referring interested parties to the NSTI<sup>8</sup>.

Currently located in close proximity to Arrowhead Research Park is another business incubator, the Genesis Center. NSTI will be located in close proximity to the Genesis Center, which offers a unique ability to network with other small technology companies in Las Cruces that also are part of a business incubation program.

## 6.5 STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT) ANALYSIS

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Relationships with strategic partners</li> <li>Good reputation locally</li> <li>Ties to NMSU</li> <li>National and statewide support for successful incubator</li> <li>Benefits provided to tenants</li> </ul>	<ul style="list-style-type: none"> <li>Lack of national recognition</li> <li>Lack of name recognition to potential clients</li> <li>Not viewed as most technical New Mexico institution</li> <li>Lack of developed Web site for incubator</li> <li>Lack of defined policies and procedures for company admission into incubator</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Development of useful and attractive Web site</li> <li>Economic growth for Las Cruces</li> <li>Successful businesses graduate into the local economy</li> <li>Acceptance into TANS incubator network</li> </ul>	<ul style="list-style-type: none"> <li>Development of other incubators nearby to compete for business</li> <li>Loss of funding</li> <li>Loss of strategic partners</li> </ul>

## 7.0 TARGET MARKETS

### 7.1 SMALL BUSINESSES FOR INCUBATION

With the focus of the NSTI program on national security technology, in particular nuclear technologies, recruited companies must have some applicable use within this focus. Within the sphere of national security technologies, a wide variety of different technological foci exist. It is important for the NSTI program to attract those businesses whose technology or research will be applicable to the initiatives of the NSTI program's key stakeholders that were identified in performance measure 1.4.1. Some of the most critical needs of these stakeholders include:

- Nuclear Non-Proliferation
  - Technologies for early detection and surveillance of proliferation activities
  - Maintenance and safety of nuclear stockpiles and the transport of nuclear materials
  - Robotic technologies for the handling and cleanup of nuclear materials
  - Distributed Information Systems for nuclear complexes
- Homeland Security

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<sup>8</sup> Arrowhead Center, New Mexico State University (2007). National Security Preparedness Project Proposal (p. 11-12).

- Technologies aimed at protecting U.S. armed forces both at home and abroad
- Security of domestic infrastructure and military assets
- Biological and Chemical Weapon Non-Proliferation
  - Early detection technologies
  - Protection or deterrence technologies

In addition to being part of the focus of the NSTI program, all of the above technological areas are related to current initiatives under the NNSA under the United States DOE.

A broad range of businesses develop technology that could be used in these areas, for example:

- Unmanned vehicles, sensors, and surveillance systems would be useful for determining if other countries are working on developing or testing nuclear weapons and monitoring materials entering the country to determine if they are commonly used in the production of weapons.
- Specialized databases might be able to track the import of materials from different countries and companies around the world to ensure that supplies needed for making nuclear weapons are not being sent from different parts of the world where communication between countries may be lacking.
- Image processing equipment could process fuzzy, foggy pictures into clear images to show what is happening in the target area.

Small businesses needed for incubation may only be developing parts of these types of technologies to be used by larger companies, so it is important to market to companies in various stages of growth and production.

## 7.2 PROFILE OF POTENTIAL INCUBATION TENANT

Small businesses with non-proliferation technologies can be found in the Las Cruces area, the state of New Mexico, and on a national level at varying stages of growth. Some are only capable of small-scale research and development and have only one or two employees, whereas others are larger and already competing for government contracts.

For those in early stages of their development, the business services provided by the NSTI program could be critical to developing a sustainable business. The development of a quality marketing plan or revisions to the business plan, in addition to workshops and seminars on how to build a business will be crucial for these companies.

More developed businesses would benefit most from services like marketing assistance, help obtaining financing, and information on obtaining government contracts. Networking opportunities and the guidance of the technology business entrepreneur also would be helpful for these companies.

Businesses with a focus in research and development will need laboratory space to conduct research and facilities to test their products. For large-scale testing, White Sands Missile Range is within close proximity to the Arrowhead Research Park and routinely hosts tests for private corporations.

## 7.3 CURRENT NATIONAL SECURITY COMPANIES IN OPERATION

An important asset for the long-term sustainability of the incubator program and its participants is the ability for the goods and services provided by the incubator participants to be hired under a government contract or to be sold to larger, more developed corporations. To be successful in this manner, large private and federal facilities need to be aware of the existence of the incubator program. Although the purpose of marketing at this stage is

primarily to reach small businesses to participate in the incubator, it also is necessary to be aware of the impact that larger corporations will have on the incubator program.

There are a number of such organizations that may have applications for technologies coming from the NSTI program. New Mexico has both USAF and Army installations, along with the other military initiatives, that are at the forefront of national security technology. Laboratories such as Sandia or Los Alamos may be useful in mentoring or partnering with incubator program participants. Large private companies like General Dynamics, Harris Corporation, Boeing, Raytheon, Goodrich, and Honeywell also have locations in New Mexico, in addition to doing business internationally. They regularly utilize small businesses as suppliers; therefore, informing them of the presence of these companies is important to tap into that business pool.

#### **7.4 PROFILE OF DEVELOPED NATIONAL SECURITY COMPANIES**

Large national security corporations exist not only nationally but internationally. Because their business is conducted on such a large scale, it is important to get them concise information they can use quickly. Their needs include a Web site where they can obtain information specifically for contractors while bidding for contracts or building partnerships. These companies do not have time to search for small businesses to fit their needs, but rather need to be approached by the businesses competing for contracts.

### **8.0 MARKET STRATEGY**

#### **8.1 REACHING TARGET MARKETS**

To reach the target markets, a Web site and materials such as brochures, fliers, and information packets should be produced. This will include developing a recognizable logo for the NSTI program, giving potential small businesses and larger companies a visual reminder of the identity of the NSTI program. In addition, a marketing display should be created to use at seminars and conventions to give clients a visual portrayal of relevant incubator information. Items like pens, pencils, notepads, business cards, and folders with the NSTI program logo and Web site would give potential clients a physical reminder of the incubator.

Despite the fact that NSTI program's target markets are located on local, state, and national levels, similar marketing strategies will be used for recruitment into the incubator and increasing name recognition. The following tables depict the target market, location, and marketing strategies to be used to reach that market.

<b>Potential Incubator Participants</b>	
<b>Location</b>	<b>Marketing Strategies</b>
<b>Local</b>	<ul style="list-style-type: none"><li>• Press releases in local newspapers highlighting the incubator and its benefits</li><li>• Informational sessions and workshops</li><li>• Appearances at meetings of relevant local organizations</li><li>• Link to incubator Web site from Arrowhead Center Web site</li><li>• Personal communication with small business owners</li><li>• Advertising available incubator space in local real estate publications</li><li>• Newsletter on the progress of the incubator</li><li>• Development of an attractive, informative Web page</li></ul>
<b>State</b>	<ul style="list-style-type: none"><li>• Press releases in statewide publications</li><li>• Appearances at other New Mexico universities</li><li>• Appearances at state technology organizations</li><li>• Appearances at state business organizations</li></ul>

	<ul style="list-style-type: none"> <li>• Endorsements from state officials</li> <li>• Referrals from state small business development groups</li> <li>• Newsletter on the progress of the incubator</li> <li>• Development of an attractive, informative Web page</li> </ul>
National	<ul style="list-style-type: none"> <li>• Listing in online directories of business incubators</li> <li>• Appearances at national security conventions</li> <li>• Personal communications with interested parties</li> <li>• National newsletter to be posted on Web page</li> <li>• Development of an attractive, informative Web page</li> </ul>
<b>Potential Large Corporation Participants</b>	
<b>Location</b>	<b>Marketing Strategies</b>
Local	<ul style="list-style-type: none"> <li>• Press releases in local newspapers highlighting incubator technologies</li> <li>• Personal communications with local contractors</li> <li>• Fairs to showcase incubator small business capabilities</li> <li>• Web site with specific information for contractors</li> </ul>
State	<ul style="list-style-type: none"> <li>• Press releases in statewide newspapers</li> <li>• Fairs to showcase incubator small business capabilities</li> <li>• Web site with specific information for contractors</li> </ul>
National	<ul style="list-style-type: none"> <li>• Appearances at national security conventions</li> <li>• Web site with information specific for contractors</li> <li>• Referrals from contractors utilizing incubator small business technologies</li> <li>• Bid on contracts with large corporations</li> <li>• Become a member of the TANS incubator network</li> <li>• Heavy publicity within the TANS network</li> </ul>

## 8.2 MARKETING GOALS AND OBJECTIVES

The three marketing goals for the NSTI program are:

1. Create marketing materials for the NSTI program
2. Recruit small businesses to participate in the NSTI program
3. Increase name recognition of the NSTI program on a national level.

The table below summarizes specific marketing goals and objectives for the NSTI program:

Marketing Goals and Objectives	Performance Indicator	Time Frame
<b>Goal 1: Develop marketing materials for NSTI</b>		
<b>Objective 1.1: Create NSTI logo and Web page for use in printed materials</b>		
Establish logo for marketing use	Creation of logo	5/1/08
Develop NSTI informational Web site	Completion of Web site	6/15/08
<b>Objective 1.2: Obtain “handouts” for distribution at NSTI promotion events</b>		
Order pens, pencils, notepads, etc.	100% materials ready for distribution	5/15/08
<b>Objective 1.3: Design printed materials and NSTI informational presentations</b>		
Design and print brochures, flyers, and	100% materials ready	6/30/08

Marketing Goals and Objectives	Performance Indicator	Time Frame
business cards	for distribution	
Compile PowerPoint presentation and posters/visuals for use in seminars and informational meetings	All presentations and visual aids ready for use	6/30/08
<b>Goal 2: Attract small or start-up businesses to be part of NSTI</b>		
<b>Objective 2.1: Release information about NSTI locally</b>		
Write press releases to be distributed to local media outlets	Completed press releases	7/30/08
Hold informational workshops for local companies about the NSTI program	Community workshops began	8/15/08
Attend meetings of local organizations to advertise NSTI and its benefits	Meeting(s) attended	8/15/08
<b>Objective 2.2: Market NSTI on a state level</b>		
Appearances at state universities and relevant organizations	Three by the end of the year	8/15/08
Write press releases to be distributed to state media outlets	Completed press releases	7/30/08
Compose newsletter to inform public about NSTI development	One per quarter	9/1/08
<b>Objective 2.3: Market NSTI nationally</b>		
Appear at national security conventions	One by year's end	12/31/08
Request to be added to online directories for incubators	Presence on incubation sites	12/1/08
<b>Objective 2.4: Reach full incubator capacity</b>		
Reach full capacity of 10-15 businesses	Within two years	9/01/10
<b>Goal 3: Increase name recognition in the field of national security technology</b>		
<b>Objective 3.1: Increase communications with potential contractors</b>		
Appear at national security conventions	One by year's end	12/31/08
Become member of TANS incubator network	Obtain membership	3/31/09
Include portion of Web site specifically for contractors	Developed Web site	1/1/09
Assist incubator tenants with bidding on contracts	As available	05/31/09

## 9.0 CONCLUSIONS

The NSTI program will bring small national security businesses to the Las Cruces area as well as support businesses already located in the area and incubate them into strong and successful companies. The NSTI program will be a unique addition to the economic climate of southern

New Mexico. The proximity of the incubator to the Genesis Center and its affiliations with both Arrowhead Center and NMSU give the incubator distinct advantages.

To ensure the success of the incubator, the NSTI program must be made known within the broad spectrum of national security businesses. This plan describes strategies that can be used to attract small businesses to the area, and appeal to those organizations that will be utilizing the technologies.

The first and most important step is the development of marketing materials like a logo, Web site, business cards, and handouts for potential clients. These materials will be utilized in attending conventions and meetings for applicable organizations, creating press releases to increase awareness of the incubator, and developing personal communication with interested parties. By following the guidelines outlined in this plan, the NSTI program will be successful in recruiting businesses to incubate and increasing name recognition in the national security field, leading to the development of a sustainable incubator program.