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# I-74 Target Industry Analysis

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Prepared for the  
I-74 Business  
Corridor

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**Thomas P. Miller and Associates**



## Executive Summary:

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Thomas P. Miller and Associates (TPMA) presents this Target Industry Analysis for the I-74 Business Corridor. The purpose of a target industry analysis is to identify groups of industries with the strongest potential to locate or expand in the I-74 Business Corridor and offer the best prospect for supporting “good, sustainable jobs.”

Recruiting new industries and growing existing industries to strengthen the local economy is a serious undertaking, requiring a significant commitment of time and resources. Target industry analysis involves identifying industries that are both desirable and appropriate for a region. These are the industries that are most likely to respond positively to a recruiting/marketing plan for the region and the land development throughout the Corridor.

Based on this analysis, TPMA recommends the I-74 Business Corridor, as a region, focus on the following four industry clusters:

**Manufacturing + Advanced Materials**, focused on nonferrous foundries and on companies involved in the manufacture of Burial caskets; Aluminum extruded products; Air-conditioning, heating, and commercial and industrial refrigeration equipment; Printed circuit assembly; Automobiles; and Motor vehicle parts.

**Wind Energy Production**, focused on a wide range of wind energy components manufacturing, as well as the transportation/logistics and services needed to operate companies in the sector.

**Transportation and Logistics**, focused on General freight trucking, both truckload and less than truckload; Specialized trucking, long distance; and Warehousing and store for refrigerated products and farm products.

**Business and Financial Services**, including companies involved in Portfolio management; Insurance; Public accounting; Engineering services; and Computer-related services.

For a complete list of NAICS codes by cluster, see *Appendix A*.



### *Project Overview*

The communities and counties within the I-74 Business Corridor are well positioned for economic growth in southeastern Indiana. This Target Industry Analysis is part of a larger analysis TPMA has conducted for the region, which includes a Regional Labor Market Assessment. Through *Workforce and Target Industry Reports*, the I-74 Business Corridor will have a more comprehensive understanding of the region's strengths and weaknesses.



The Target Industry Analysis focuses on the economic and workforce strengths of the six counties within the I-74 Business Corridor. Target industry clusters for the I-74 Business Corridor employ more than 9,600 of the region's workers and include:

#### **1. Manufacturing + Advanced Materials**

- Total employment in 2012 is 3,336 jobs\*\*, with an estimated 6% increase over the next nine years.
- This cluster contains both established and emerging industries and offers average earnings (2012) of \$66,874, more than \$20,000 above the regional average of \$44,164. This represents total earnings of more than \$223 million for the region's workers.

#### **Burial Casket Manufacturing (Sub Cluster)**

- Total number of 1,081 current jobs\*\* with a projected 11% in job availability by 2021.
- This cluster contains strong and established industries, where workers earn, on average, around \$26,000 more than the regional average.

#### **2. Wind Energy Production**

- Total employment in 2012 is 2,954 jobs\*\*, with an estimated 20% increase from 2012 to 2021.



- This cluster contains mostly emerging industries, offering average annual earnings of \$62,442.

### **3. Transportation and Logistics**

- Total employment of 2,384 jobs in 2012\*\*, with an estimated 30% increase by 2021
- Average 2012 earnings in this cluster are \$55,221. This represents \$131.6 million in total earnings for workers in the region.
- The cluster contains both established and emerging industries, with all target industries showing positive projected growth and a positive competitive advantage within the region average.

### **4. Business and Financial Services**

- Total number of 964 current jobs\*\* with a projected 26% increase in job availability by 2021.
- This cluster contains both strong and emerging industries, where workers earn, on average, around \$26,000 more than the regional average.

While these industries are not the full scope of established, growing, or emerging industries within the I-74 Business Corridor, they represent a strategic group on which to focus limited attraction, retention, and expansion resources. The further development of these clusters will strengthen local economies, spur regional growth, and secure high-paying, quality jobs for the I-74 Business Corridor's labor market. By approaching target industry clustering in a collective way, the I-74 Business Corridor will provide greater value and stability to both existing and future businesses in the region.

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\*\* For these listed, target NAICS codes only; not for all industries that fall within the category.



### *Target Industry Criteria*

TPMA's approach to target industry analysis combines qualitative and quantitative elements, including:

1. Regional competitive advantages in the I-74 Business Corridor.
2. Focus on "traded" (export-oriented) industries, rather than "non-traded" (local serving) industries.
3. Industries with high relative wages; that is, target industries should exhibit average industry wages above the overall local average wage.
4. Existing industry presence screened by eleven-year historical (2001-2012) trends in:
  - Employment size
  - Relative employment concentration
  - Employment growth trends locally
  - Relative employment growth trends
  - Economic Impact Multipliers
5. Industries that meet the above criteria and are also suppliers of other high-value target industries.
6. Existing current (2012) occupational composition.
7. Presence of supporting educational and training programs.
8. Matching of area strengths to industry needs as identified in the Qualitative Assessment.
9. Existence of the elements of local demand.
10. Accord with existing state or local economic development efforts.
11. Positive outlook with consideration of the impact of major economic trends.
12. Utilization of existing workforce skill sets.

After defining target industries based on their "goodness of fit" to the criteria listed above, identified industries were then placed into clusters according to definitions provided by the Indiana Business Research Center and the Purdue Center for Regional Development and informed by feedback from regional stakeholders.



## Contents:

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<b>Introduction:</b> .....	<b>6</b>
<b>Methodology:</b> .....	<b>7</b>
<b>Target Industry &amp; Cluster Selection:</b> .....	<b>8</b>
<b>Target Industry Clusters:</b> .....	<b>9</b>
MANUFACTURING + ADVANCED MATERIALS.....	9
BURIAL CASKET MANUFACTURING (SUB CLUSTER).....	14
WIND ENERGY PRODUCTION.....	18
TRANSPORTATION AND LOGISTICS .....	23
BUSINESS AND FINANCIAL SERVICES .....	27
<b>Emerging Industries and Occupations:</b> .....	<b>31</b>
<b>Conclusion</b> .....	<b>33</b>
<b>Appendix A: Target Industry Cluster Details</b> .....	<b>34</b>
<b>Appendix B: Stakeholder Engagement Overview</b> .....	<b>36</b>
<b>Appendix C: Sources</b> .....	<b>39</b>



## Introduction:

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Thomas P. Miller and Associates (TPMA) present this Target Industry Analysis for the I-74 Business Corridor to use within the Corridor region. The I-74 Business Corridor offers many opportunities for businesses attraction, retention, and economic development within Dearborn, Decatur, Franklin, Ripley, Rush, and Shelby counties, and the City of Batesville.

Recruiting new industries and growing existing industries to strengthen the local economy is a serious undertaking, requiring a significant commitment of time and resources. To most effectively use these scarce resources, a “rifle” vs. a “shotgun” approach should be utilized. In the rifle approach to recruiting, industries most likely to find a particular community or location attractive because they match industry criteria are selected. These are the industries that are most likely to respond positively to a recruiting/marketing plan for the region and the land development throughout the Corridor.

Target industry analysis involves identifying industries that are both desirable and appropriate for a region. This analysis identifies groups of industries that have the strongest potential to locate or expand in the I-74 Business Corridor and offer the best prospect for supporting “good, sustainable jobs.” Good jobs are defined as those with high relative wages which match existing local skill sets. The analysis builds on the incumbent economic strengths in the I-74 Business Corridor — those attributes providing competitive advantage to a particular industry (or group of related industries). Thus, the analysis is focused on the unique factors that make the I-74 Business Corridor economy attractive to specific industries and helps build a data-driven foundation for strategic activities aimed at attraction or support.



## Methodology:

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TPMA analyzed more than 1,100 industries at the 6-digit NAICS to determine the most appropriate industries for the I-74 Business Corridor. Elements taken into consideration during the analysis include industry employment size, growth, retention and expansion, wages and salaries, and regional competitive advantage. Industries retained for analysis share the following characteristics:

1. Large and medium industries, currently employing 50 or more workers.
2. Positive projected growth from 2012 to 2021.
3. Strong potential for retention and expansion, which excludes industries such as restaurants and bars, golf courses, churches, civic organizations, as well as the government sector.
4. Offers a wage above the regional average.
5. Possesses a positive or relatively neutral regional competitive effect.

The remaining industries were then analyzed for cluster compatibility based on the detailed industry cluster definitions provided by the Indiana Business Research Center and the Purdue Center for Regional Development. Cluster choices were informed by regional stakeholder input in the form of online and phone surveys, as well as results from the regional quantitative data analysis.

Once clusters were identified, industries within each cluster were categorized as existing or potential emerging industries. The existing industry analysis focused on characteristics like large employment size and positive or stable growth potential from 2012 to 2021. Emerging industries were identified by their potential for growth from factors such as a high regional competitive advantage, highly positive growth potential from 2012 to 2021, and relatively low employment levels in 2012.

In addition, each cluster was analyzed for important supply industries for the cluster, and in-demand occupations and growing occupations within the cluster. Supply industries are identified by EMSI Analyst's extrapolation of Bureau of Economic Analysis (BEA) data, which provides cluster inputs and corresponding regional industries. Similarly, EMSI Analyst also matches occupations with industry need.





Top in-demand occupations are selected due to the large volume of required occupations within a cluster and growing occupations are chosen based on the projected percent change in industry workers from 2012 to 2021.

## Target Industry & Cluster Selection:

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### *Defining Clusters*

TPMA's target industries were driven by the regional data analysis described in *Methodology* and guided by interactions with I-74 Business Corridor stakeholders. These industries were then formed into industry clusters using definitions provided by the Indiana Business Research Center (IBRC) and the Purdue Center for Regional Development (PCRD). Within the IBRC-PCRD system are a total of 17 clusters and 6 subcluster categories, defined by 6-digit NAICS codes. Clustering industries allows regions to better understand the complexities and interconnected nature of industry trends, including emerging markets. Unique to cluster formation is the Wind Energy Production Cluster, the definition for this cluster was based off definitions from *The North Dakota Wind Energy Cluster: An Economic Analysis* research paper for the State of North Dakota Department of Commerce.

### *Engaging Regional Stakeholders*

Through a combination of online and phone surveys, TPMA gathered and analyzed data from key stakeholders within the I-74 Business Corridor. Reports about current and future employer needs were taken into account and assisted in focusing our Target Industry Analysis. One of the most noticeable trends within the survey data was the prevalence of manufacturing-related employers both within the Manufacturing and Healthcare/Life Sciences industries. This emphasis on manufacturing is a trend reflected in the Business Corridor target industry analysis. The manufacturing industry is represented both in the Manufacturing + Advanced Materials cluster as well as in Forest and Wood Products, where the latter primarily embodies the production, sales, and distribution efforts of Batesville Casket. For additional information see *Appendix B*.



## Target Industry Clusters:

Utilizing both the quantitative and qualitative analysis of industries within the I-74 Business Corridor, the following industry clusters were created for the Region:

1. **Manufacturing + Advanced Materials**  
**Burial Casket Manufacturing (Sub Cluster)**
2. **Wind Energy Production**
3. **Transportation and Logistics**
4. **Business and Financial Services**

### MANUFACTURING + ADVANCED MATERIALS

The I-74 Business Corridor showed strong target industries in both the Manufacturing SuperCluster and the Advanced Materials Cluster, which much overlap between the two. Therefore, the Manufacturing + Advanced Materials cluster was created specifically for the I-74 Business Corridor and includes:

**Table 1: Manufacturing + Advanced Materials Cluster, Target Industries**

<i>NAICS Code</i>	<i>Description</i>	<i>2012 Jobs</i>	<i>2021 Jobs</i>	<i>% Change</i>	<i>2012 Earnings</i>
327993	Mineral Wool Manufacturing	623	681	9%	\$81,096
331316	Aluminum Extruded Product Manufacturing	156	231	48%	\$66,467
331528	Other Nonferrous Foundries (except Die-Casting)	66	131	98%	\$78,151
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing	369	329	(11%)	\$59,457
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing	55	47	(15%)	\$88,543
336111	Automobile Manufacturing	769	1,112	45%	\$80,823
336399*	All Other Motor Vehicle Parts Manufacturing	1,298	1,020	(21%)	\$52,450
	<b>Total:</b>	<b>3,336</b>	<b>3,551</b>	<b>6%</b>	<b>\$66,874</b>

TPMA Analysis of EMSI Analyst 2012.2

\* Not a Target Industry by TPMA definition, but an important supplier of jobs within the industry



This group includes industries that support the Corridor’s Manufacturing + Advanced Materials cluster. This cluster has a total employment in 2012 of 3,336 jobs, with an estimated 6% increase over the next nine years. Average earnings of \$66,874 are more than \$20,000 above the regional average of \$44,164.

Within this cluster are several strong and emerging industries. Strong industries show high employment figures with positive or stable projected growth from 2012 to 2021:

- Mineral Wool Manufacturing
- Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing

Emerging industries have a strong regional competitive advantage, positive projected growth from 2012 to 2021, and employ a relatively low number of employees:

- Automobile Manufacturing
- Aluminum Extruded Product Manufacturing
- Other Nonferrous Foundries

### *Sample of Largest Companies within the Region*

To gain a better understanding of the Manufacturing + Advanced Materials cluster, it is helpful to review a sampling of some of the largest employers within the Corridor.

**Table 2: Sample of Largest Companies<sup>∇</sup>**

<i>Business Name</i>	<i>Estimated Local Employees</i>
<b>Batesville Casket Company</b>	1,050*
<b>Gecom</b>	1,000+*
<b>Honda</b>	900+*
<b>Malone Staffing Gecom</b>	416
<b>Valeo Engine Cooling</b>	124

*TPMA Analysis of EMSI Analyst 2012.2*

*\*Includes figure estimates from I-74 Business Corridor website*

<sup>∇</sup> Information gathered from the best publically available databases. However, companies not required to report information publically may not be represented in this sample



***Important Suppliers in the Cluster***

When analyzing an industry cluster, it is especially important to understand the goods and services that the cluster requires and what share, or percent, of these supply industries are located within the I-74 Business Corridor. The bulk of high dollar value supply industries within the Manufacturing + Advanced Materials cluster fall within the broad category of motor vehicle manufacturing. With the exception of Gasoline Engine and Engine Parts Manufacturing, the cluster’s largest supply industries are largely located outside of the region. As manufacturing is an important cluster within the I-74 Business Corridor, it would be beneficial for the Corridor to strategically target some of the key supply industries listed below, recruiting them to move into the Region, as the ten industries below account for **\$135,056,280** spent by the Manufacturing + Advanced Materials cluster each year.

**Table 3: Top 10 Supply Industries within the Manufacturing + Advanced Materials Cluster by Amount, 2012**

<i>NAICS Code</i>	<i>Industry</i>	<i>Amount</i>	<i>In-Region</i>
336399	All Other Motor Vehicle Parts Manufacturing	\$24,712,308	35%
336350	Motor Vehicle Transmission and Power Train Parts Manufacturing	\$17,248,714	0%
336370	Motor Vehicle Metal Stamping	\$14,855,591	28%
334413	Semiconductor and Related Device Manufacturing	\$14,383,908	0%
332710	Machine Shops	\$14,157,680	5%
336312	Gasoline Engine and Engine Parts Manufacturing	\$11,516,864	49%
425120	Wholesale Trade Agents and Brokers	\$10,060,853	5%
336322	Other Motor Vehicle Electrical and Electronic Equipment Manufacturing	\$9,948,490	0%
336360	Motor Vehicle Seating and Interior Trim Manufacturing	\$9,784,866	0%
331315	Aluminum Sheet, Plate, and Foil Manufacturing	\$8,387,006	0%

*TPMA Analysis of EMSI Analyst 2012.2*

In the table above:

- “Amount” refers to the amount of money a cluster has spent on a particular supply industry
- “In-Region” refers to the portion of the total dollar value purchased within the region



***Top Occupations within the Cluster – By Employment***

The bulk of employment in the Manufacturing + Advanced Materials cluster is spread among assemblers, operators, and machine and maintenance workers. A few of the top occupations within this cluster are projected to slightly decline over the next nine years. Table 4 shows the total number of workers for the top occupations within the Manufacturing + Advanced Materials cluster present and projected into 2021, the percent change over this 2012 to 2021 time period, as well as the median hourly earnings for each occupation. The ten occupations below account for **1,507** industry workers in 2012 and **1,610** workers in 2021.

**Table 4: Top 10 Occupations within the Manufacturing + Advanced Materials Cluster by Employment, 2012**

<i>SOC Code</i>	<i>Occupation</i>	<i>2012 Industry Workers</i>	<i>2021 Industry Workers</i>	<i>% Change</i>	<i>Median Hourly Earnings</i>
51-2092	Team Assemblers	587	666	13%	\$12.98
51-2099	Assemblers and Fabricators, All Other	182	209	15%	\$14.52
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	125	129	3%	\$21.68
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	108	109	1%	\$13.98
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	99	97	(2%)	\$12.56
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	92	79	(14%)	\$12.98
51-4041	Machinists	81	81	0%	\$16.66
53-7051	Industrial Truck and Tractor Operators	81	82	1%	\$15.23
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	76	76	0%	\$14.49
49-9042	Maintenance and Repair Workers, General	76	82	8%	\$15.96

*TPMA Analysis of EMSI Analyst 2012.2*

***Top Occupations within the Cluster – By Growth***

Among the workers employed in the Manufacturing + Advanced Materials cluster, the assemblers, production workers, and operators are projected to have the greatest



industry growth. Table 5 shows the current number of workers per occupation and the projected employment growth between 2012 and 2021. One of the most notable similarities between Table 4 and Table 5 is the prevalence and importance of Team Assemblers, and Assemblers and Fabricators.

**Table 5: Top 10 Occupations within the Manufacturing + Advanced Materials Cluster by Employment Growth, 2012**

<i>SOC Code</i>	<i>Occupation</i>	<i>2012 Industry Workers</i>	<i>2012-2021 Employment Change</i>
51-2092	Team Assemblers	587	79
51-2099	Assemblers and Fabricators, All Other	182	27
51-9199	Production Workers, All Other	49	15
51-9021	Crushing, Grinding, and Polishing Machine Setters, Operators, and Tenders	57	13
49-9041	Industrial Machinery Mechanics	42	11
17-2112	Industrial Engineers	43	10
49-9042	Maintenance and Repair Workers, General	76	6
47-2111	Electricians	45	6
51-9022	Grinding and Polishing Workers, Hand	25	6
51-4051	Metal-Refining Furnace Operators and Tenders	12	6

*TPMA Analysis of EMSI Analyst 2012.2*



### BURIAL CASKET MANUFACTURING (SUB CLUSTER)

A sub cluster of the Manufacturing + Advanced Materials Cluster, this group of companies is of particular importance to the I-74 Business Corridor. Burial Casket Manufacturing represents the long-standing casket and funeral industry, a well-established manufacturing tradition within the Corridor.

**Table 6: Burial Casket Manufacturing (Sub Cluster)**

<i>NAICS Code</i>	<i>Description</i>	<i>2012 Jobs</i>	<i>2021 Jobs</i>	<i>% Change</i>	<i>2012 Earnings</i>
339995	Burial Casket Manufacturing	1,081	1,203	11%	\$70,297
	<b>Total:</b>	<b>1,081</b>	<b>1,203</b>	<b>11%</b>	<b>\$ 70,297</b>

*TPMA Analysis of EMSI Analyst 2012.2*

Within the Burial Casket Manufacturing sub cluster, there are a total of 1,081 current jobs with a projected 11% increase in job availability by 2021. Workers within this cluster earn, on average, around \$26,000 more than the regional average earnings of \$44,164. In addition, the industry within the cluster is very strong:

- Large percent increase in jobs available between now and 2021
- Employ a relatively large number of individuals
- Highly positive regional competitive advantage

#### *Sample of Largest Companies within the Region*

To gain a better understanding of the Burial Casket Manufacturing sub cluster we will look at a sample of the largest employers within the Region. Batesville Casket Company, the largest of the three is located in Dearborn County.

**Table 7: Sample of Largest Companies<sup>∇</sup>**

<i>Business Name</i>	<i>Estimated Local Employees*</i>
<b>Batesville Casket Co.</b>	1,050
<b>Aurora Casket Company, Inc.</b>	700
<b>Aurora Acquisition Corp.</b>	150

*TPMA Analysis of EMSI Analyst 2012.2; I-74 Business Corridor website*

*\* Note: The total listed here is greater than the total jobs estimated by EMSI using BLS data. The current total employment is likely between 1,080 and 2,000.*

### *Important Suppliers in the Cluster*

Given the significance of the Burial Casket Manufacturing sub cluster, it is especially important to understand needed inputs of the cluster. These supply industries allow the casket and funeral companies to continue thriving within the I-74 Business Corridor.

**Table 8: Top 10 Supply Industries within the Burial Casket Manufacturing Sub Cluster by Amount, 2012**

<i>NAICS Code</i>	<i>Industry</i>	<i>Amount</i>	<i>In-Region</i>
<b>332710</b>	Machine Shops	\$8,492,747	7%
<b>325510</b>	Paint and Coating Manufacturing	\$4,608,499	0%
<b>325212</b>	Synthetic Rubber Manufacturing	\$3,725,384	0%
<b>325211</b>	Plastics Material and Resin Manufacturing	\$2,978,027	0%
<b>321113</b>	Sawmills	\$2,865,744	36%
<b>321219</b>	Reconstituted Wood Product Manufacturing	\$2,619,188	0%
<b>339999</b>	All Other Miscellaneous Manufacturing	\$1,971,365	1%
<b>523120</b>	Securities Brokerage	\$1,869,461	19%
<b>333515</b>	Cutting Tool and Machine Tool Accessory Manufacturing	\$1,864,206	1%
<b>425120</b>	Wholesale Trade Agents and Brokers	\$1,623,309	7%

*TPMA Analysis of EMSI Analyst 2012.2*

<sup>∇</sup> Information gathered from the best publically available databases. However, companies not required to report information publically may not be represented in this sample





Several high dollar value supply industries within the Burial Casket Manufacturing sub cluster fall under Manufacturing categories, but it is significant to note that they are not located within the I-74 Business Corridor:

- Paint and Coating Manufacturing
- Synthetic Rubber Manufacturing
- Plastics Material and Resin Manufacturing
- Reconstituted Wood Product Manufacturing

In addition, there are several other important supply industries, which are not located within the Corridor. At present, these industries are an outflow of resources from the I-74 Business Corridor to other regions. **However, each supply industry, especially those with a low percent within the region, represents the opportunity for the I-74 Business Corridor to attract these industries into the region.** Not only could attracting these industries provide support to the casket and funeral companies, but it could also retain important resources within the region. At present, the supply industries in Table 8 represent \$32,617,930 spent by the cluster each year.

*Top Occupations within the Cluster – By Employment*

Table 9 shows the total number of workers for the top occupations within the Burial Casket Manufacturing sub cluster present and projected into 2021, the percent change over this 2012 to 2021 time period, as well as the median hourly earnings for each occupation.

**Table 9: Top 10 Occupations within the Burial Casket Manufacturing Sub Cluster by Employment, 2012**

<i>SOC Code</i>	<i>Occupation</i>	<i>2012 Industry Workers</i>	<i>2021 Industry Workers</i>	<i>% Change</i>	<i>Median Hourly Earnings</i>
51-2092	Team Assemblers	212	240	13%	\$12.98
51-2041	Structural Metal Fabricators and Fitters	55	61	11%	\$13.25
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	41	46	12%	\$21.68
51-2023	Electromechanical Equipment Assemblers	34	42	24%	\$11.84



41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	30	34	13%	\$21.89
51-9041	Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	21	19	(10%)	\$13.69
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	21	19	(10%)	\$12.48
51-9199	Production Workers, All Other	19	17	(11%)	\$14.47
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	19	19	0%	\$13.98
51-9199	Production Workers, All Other	19	17	(11%)	\$14.47

TPMA Analysis of EMSI Analyst 2012.2

### *Top Occupations within the Cluster – By Growth*

Among the workers employed in the Burial Casket Manufacturing sub cluster, assemblers, electrical workers, and fabricators are projected to have the greatest industry growth. Table 10 shows the current number of workers per occupation and the projected employment growth between 2012 and 2021.

**Table 10: Top 10 Occupations within the Burial Casket Manufacturing Sub Cluster by Employment Growth, 2012**

SOC Code	Occupation	2012 Industry Workers	2012-2021 Employment Change
51-2092	Team Assemblers	212	28
51-2023	Electromechanical Equipment Assemblers	34	8
51-2099	Assemblers and Fabricators, All Other	17	7
51-2041	Structural Metal Fabricators and Fitters	55	6
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	41	5
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	30	4
43-4051	Customer Service Representatives	12	4
27-1021	Commercial and Industrial Designers	13	3
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	11	2
11-1021	General and Operations Managers	11	2

TPMA Analysis of EMSI Analyst 2012.2



## WIND ENERGY PRODUCTION

Wind energy and technology companies are scaling up operations throughout the state and specifically in Jennings County, of Southeast Indiana. This new trend in wind and energy manufacturing is predominantly due to WindStream Technologies, Inc.'s manufacturing plant recently locating in North Vernon, Indiana.

To best engage the I-74 Business Corridor with energy opportunities within Southeast Indiana, the energy cluster needs of Jennings County have been included within this analysis, along with energy cluster needs of the Corridor. In addition, as wind energy tends to be more of an emerging cluster, more latitude is given to the projected changed from 2012 to 2021, as past trends might not accurately predict future demand.

**Table 11: Wind Energy Production Cluster, Target Industries**

<i>NAICS Code</i>	<i>Description</i>	<i>2012 Jobs</i>	<i>2021 Jobs</i>	<i>% Change</i>	<i>2012 Earnings</i>
221122	Electric Power Distribution	125	162	30%	\$116,873
221310	Water Supply and Irrigation Systems	76	144	89%	\$52,001
221320	Sewage Treatment Facilities	59	68	15%	\$69,118
331221	Rolled Steel Shape Manufacturing	297	388	31%	\$60,339
331316	Aluminum Extruded Product Manufacturing	156	231	48%	\$66,467
331528	Other Nonferrous Foundries (except Die-Casting)	66	131	98%	\$78,151
332111	Iron and Steel Forging	55	50	(9%)	\$59,155
332311	Prefabricated Metal Building and Component Manufacturing	158	156	(1%)	\$54,546
332510	Hardware Manufacturing	206	148	(28%)	\$66,323
332997	Industrial Pattern Manufacturing	70	53	(24%)	\$62,241
333999	All Other Miscellaneous General Purpose Machinery Manufacturing	68	63	(7%)	\$54,250
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing	55	47	(15%)	\$88,543
484121	General Freight Trucking, Long-Distance, Truckload	1,293	1,524	18%	\$57,708
484122	General Freight Trucking, Long-Distance, Less Than Truckload	56	72	29%	\$53,626
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	112	163	46%	\$52,768
541330	Engineering Services	102	143	40%	\$62,632
	<b>Total:</b>	<b>2,954</b>	<b>3,543</b>	<b>20%</b>	<b>\$62,442</b>

TPMA Analysis of EMSI Analyst 2012.2



This group includes industries that support the Corridor’s Wind Energy Production cluster. This cluster has a total employment in 2012 of 2,954 jobs, with an estimated 20% increase over the next nine years. Average earnings of \$62,442 are more than \$18,000 above the regional average of \$44,164.

Within this cluster are several strong and emerging industries. Strong industries show high employment figures with positive or stable projected growth from 2012 to 2021:

- General Freight Trucking, Long-Distance, Truckload
- Rolled Steel Shape Manufacturing

Emerging industries have a strong regional competitive advantage, positive projected growth from 2012 to 2021, and employ a relatively low number of employees:

- Aluminum Extruded Product Manufacturing
- Water Supply and Irrigation Systems
- Engineering Services

### *Sample of Largest Companies within the Region*

To gain a better understanding of the Wind Energy Production cluster, it is helpful to review a sampling of some of the largest employers within the Corridor.

**Table 12: Sample of Largest Companies<sup>∇</sup>**

<i>Business Name</i>	<i>Estimated Local Employees</i>
<b>WindStream Technologies, Inc.</b>	350+*
<b>Freightstar Trucking, Inc.</b>	150
<b>F &amp; S Logistics, Inc</b>	100
<b>Werner Enterprises Inc.</b>	50
<b>American Electric Power Company</b>	38
<b>Cinergy Corp</b>	35

*TPMA Analysis of EMSI Analyst 2012.2*

*\*Includes figure estimates from Inside Indiana Business website*

<sup>∇</sup> Information gathered from the best publically available databases. However, companies not required to report information publically may not be represented in this sample



***Important Suppliers in the Cluster***

When analyzing an industry cluster, it is especially important to understand the goods and services that the cluster requires and what share, or percent, of these supply industries are located within the I-74 Business Corridor. The bulk of high dollar value supply industries within the Wind Energy Production cluster fall within the broad category of aluminum manufacturing. With the exception of Aluminum Extruded Delivery Services, the cluster’s largest supply industries are largely located outside of the region. As wind energy could prove to be an important emerging cluster within the I-74 Business Corridor, the Corridor may want to consider targeting a few strategic supply industries listed below, to recruit them into the Region. In total, the Wind Energy Cluster purchases \$98,961,441 each year from the supply industries in Table 13.

**Table 13: Top 10 Supply Industries within the Wind Energy Production Cluster by Amount, 2012**

<i>NAICS Code</i>	<i>Industry</i>	<i>Amount</i>	<i>In-Region</i>
324110	Petroleum Refineries	\$36,294,466	0%
331315	Aluminum Sheet, Plate, and Foil Manufacturing	\$8,000,056	0%
331312	Primary Aluminum Production	\$7,729,590	0%
492110	Couriers and Express Delivery Services	\$7,219,415	15%
331316	Aluminum Extruded Product Manufacturing	\$7,136,521	44%
331314	Secondary Smelting and Alloying of Aluminum	\$7,081,402	1%
482110	Rail Transportation	\$6,494,104	17%
331210	Iron and Steel Pipe and Tube Manufacturing from Purchased Steel	\$6,356,167	0%
484121	General Freight Trucking, Long-Distance, Truckload	\$6,340,874	44%
334413	Semiconductor and Related Device Manufacturing	\$6,308,846	0%

*TPMA Analysis of EMSI Analyst 2012.2*

***Top Occupations within the Cluster – By Employment***

The employment in the Wind Energy Production cluster is spread among machine setters and operators, and truck drivers. The majority of these occupations are projected to grow by 2021. Table 10 shows the total number of workers for the top occupations



within the Wind Energy Production cluster present and projected into 2021, the percent change over this 2012 to 2021 time period, as well as the median hourly earnings for each occupation.

**Table 14: Top 10 Occupations within the Wind Energy Production Cluster by Employment, 2012**

SOC Code	Occupation	2012 Industry Workers	2021 Industry Workers	% Change	Median Hourly Earning
53-3032	Truck Drivers, Heavy and Tractor-Trailer	873	1,106	27%	\$17.20
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	116	125	8%	\$12.25
51-2092	Team Assemblers	82	77	(6%)	\$13.03
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	66	80	21%	\$16.37
43-5032	Dispatchers, Except Police, Fire, and Ambulance	65	67	3%	\$16.00
51-4031	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	65	65	0%	\$13.12
53-3033	Truck Drivers, Light or Delivery Services	64	65	2%	\$12.00
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	62	75	21%	\$21.76
51-4023	Rolling Machine Setters, Operators, and Tenders, Metal and Plastic	59	68	15%	\$17.27
53-7051	Industrial Truck and Tractor Operators	43	52	21%	\$14.64

TPMA Analysis of EMSI Analyst 2012.2

### *Top Occupations within the Cluster – By Growth*

Among the workers employed in the Wind Energy Production cluster, operators, mechanics, electricians, and repair workers are projected to have the greatest industry growth. Table 15 shows the current number of workers per occupation and the projected employment growth between 2012 and 2021. One of the most notable differences between Table 14 and Table 15 is the lack of occupation overlap. For most clusters within the Target Industry Report, the occupations represented in the Occupation by Employment and Occupation by Growth tables are very similar. In the



case of the Wind Energy Production cluster, the fastest changing occupations do not mirror the most in-demand occupations.

**Table 15: Top 10 Occupations within the Wind Energy Production Cluster by Employment Growth, 2012**

<i>SOC Code</i>	<i>Occupation</i>	<i>2012 Industry Workers</i>	<i>2012-2021 Employment Change</i>
51-8031	Water and Liquid Waste Treatment Plant and System Operators	38	63%
51-4051	Metal-Refining Furnace Operators and Tenders	14	50%
49-9041	Industrial Machinery Mechanics	23	48%
49-9051	Electrical Power-Line Installers and Repairers	20	45%
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	14	36%
47-2111	Electricians	11	36%
49-9042	Maintenance and Repair Workers, General	37	32%
43-4051	Customer Service Representatives	29	31%
13-2011	Accountants and Auditors	13	31%
51-9198	Helpers--Production Workers	33	30%

*TPMA Analysis of EMSI Analyst 2012.2*



## TRANSPORTATION AND LOGISTICS

The Transportation and Logistics cluster within the I-74 Business Corridor is composed of five target industries:

**Table 16: Transportation and Logistics Cluster, Target Industries**

<i>NAICS Code</i>	<i>Description</i>	<i>2012 Jobs</i>	<i>2021 Jobs</i>	<i>% Change</i>	<i>2012 Earnings</i>
484121	General Freight Trucking, Long-Distance, Truckload	1,250	1,481	18%	\$57,994
484122	General Freight Trucking, Long-Distance, Less Than Truckload	52	67	29%	\$54,542
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	105	156	49%	\$52,105
493120	Refrigerated Warehousing and Storage	862	1,187	38%	\$50,251
493130	Farm Product Warehousing and Storage	115	219	90%	\$65,494
<b>Total:</b>		<b>2,384</b>	<b>3,110</b>	<b>30%</b>	<b>\$ 55,221</b>

*TPMA Analysis of EMSI Analyst 2012.2*

This cluster has a total employment in 2012 of 2,384 jobs, with an estimated 30% increase over the next nine years. This 30% increase is significantly larger than the projected increases in both the previous clusters and is assisted by projected growth from all target industries within the cluster. In addition, average 2012 earnings of \$55,221 are above the regional average of \$44,164.

Within this cluster, there are several strong and emerging industries, but it is important to note that all target industries within this sector show positive projected growth and a positive competitive advantage within the region. Strong industries show high employment figures with positive projected growth from 2012 to 2021:

- General Freight Trucking, Long-Distance, Truckload
- Refrigerated Warehousing and Storage

Emerging industries have a strong regional competitive advantage, positive projected growth from 2012 to 2021, and employ a relatively low number of employees:

- Farm Product Warehousing and Storage
- Specialized Freight (except Used Goods) Trucking, Long-Distance





### *Sample of Largest Companies within the Region*

To gain a better understanding of the Transportation and Logistics cluster, it is helpful to review a sampling of some of the largest employers within the Corridor.

**Table 17: Sample of Largest Companies<sup>∇</sup>**

<i>Business Name</i>	<i>Estimated Local Employees</i>
Atlas Cold Storage	600*
F & S Logistics, Inc	100
Werner Enterprises Inc.	50
J Melton Trucking Co Inc	35
Quickway Logistics Inc	33
Crum Trucking, Inc	32

*TPMA Analysis of EMSI Analyst 2012.2*

*\*Includes figure estimates from I-74 Business Corridor website*

### *Important Suppliers in the Cluster*

When analyzing an industry cluster, it is important to understand the supply needs of the cluster and what share, or percent, of these supply industries are located within the I-74 Business Corridor. A noticeable change from the previously described clusters is the prevalence of in-region supply industry support for the Transportation and Logistics cluster; only one of the top ten supply industries is 100% out of the region. In total, the Transportation and Logistics cluster spends **\$70,772,984** each year on the supply industries in table 18.

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<sup>∇</sup> Information gathered from the best publically available databases. However, companies not required to report information publically may not be represented in this sample



**Table 18: Top 10 Supply Industries within the Transportation and Logistics Cluster  
by Amount, 2012**

NAICS Code	Industry	Amount	In-Region
324110	Petroleum Refineries	\$32,872,490	0%
492110	Couriers and Express Delivery Services	\$7,548,920	15%
561320	Temporary Help Services	\$5,064,239	60%
484121	General Freight Trucking, Long-Distance, Truckload	\$4,805,160	47%
901149	US Postal Service	\$4,781,979	45%
493110	General Warehousing and Storage	\$4,265,228	4%
524126	Direct Property and Casualty Insurance Carriers	\$3,329,492	5%
482110	Rail Transportation	\$3,169,396	17%
561110	Office Administrative Services	\$2,559,626	11%
524114	Direct Health and Medical Insurance Carriers	\$2,376,454	1%

TPMA Analysis of EMSI Analyst 2012.2

### *Top Occupations within the Cluster – By Employment*

The bulk of employment in the Transportation and Logistics cluster is spread among truck drivers, laborers and packers, and clerks. All of the top ten occupations within the cluster are projected to grow in industry employment from 2012 to 2021. Table 19 shows the total number of workers for the top occupations within the Transportation and Logistics cluster present and projected into 2021, the percent change over this 2012 to 2021 time period, as well as the median hourly earnings for each occupation.

**Table 19: Top 10 Occupations within the Transportation and Logistics Cluster by  
Employment, 2012**

SOC Code	Occupation	2012 Industry Workers	2021 Industry Workers	% Change	Median Hourly Earnings
53-3032	Truck Drivers, Heavy and Tractor-Trailer	881	1,134	29%	\$17.65
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	344	452	31%	\$12.56
53-7051	Industrial Truck and Tractor Operators	147	206	40%	\$15.23
43-5081	Stock Clerks and Order Fillers	73	109	49%	\$10.72
53-3033	Truck Drivers, Light or Delivery Services	71	79	11%	\$12.17
53-7064	Packers and Packers, Hand	71	104	46%	\$11.11



43-5032	Dispatchers, Except Police, Fire, and Ambulance	66	69	5%	\$15.94
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	66	81	23%	\$16.59
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	43	58	35%	\$21.72
43-5071	Shipping, Receiving, and Traffic Clerks	43	61	42%	\$13.63

TPMA Analysis of EMSI Analyst 2012.2

**Top Occupations within the Cluster – By Growth**

Within the Transportation and Logistics cluster, the fastest changing occupations heavily mirror the in-demand occupations. Again we see the greatest projected occupation growth in truck drivers, laborers and packers, and clerks. Table 20 shows the current number of workers per industry and the projected employment growth between 2012 and 2021.

**Table 20: Top 10 Occupations within the Transportation and Logistics Cluster by Employment Growth, 2012**

SOC Code	Occupation	2012 Industry Workers	2012-2021 Employment Change
53-3032	Truck Drivers, Heavy and Tractor-Trailer	881	253
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	344	108
53-7051	Industrial Truck and Tractor Operators	147	59
43-5081	Stock Clerks and Order Fillers	73	36
53-7064	Packers and Packagers, Hand	71	33
43-5071	Shipping, Receiving, and Traffic Clerks	43	18
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	66	15
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	43	15
43-4051	Customer Service Representatives	30	15
43-9061	Office Clerks, General	35	11

TPMA Analysis of EMSI Analyst 2012.2



## BUSINESS AND FINANCIAL SERVICES

Seven target industries make up the I-74 Business Corridor’s Business and Financial Services cluster:

**Table 21: Business and Financial Services Cluster, Target Industries**

<i>NAICS Code</i>	<i>Description</i>	<i>2012 Jobs</i>	<i>2021 Jobs</i>	<i>% Change</i>	<i>2012 Earnings</i>
522298	All Other Nondepository Credit Intermediation	54	90	67%	\$46,395
523120	Securities Brokerage	19	30	58%	\$117,904
523920	Portfolio Management	13	17	31%	\$567,780
524210	Insurance Agencies and Brokerages	642	754	17%	\$66,011
541211	Offices of Certified Public Accountants	70	71	1%	\$50,145
541330	Engineering Services	76	105	38%	\$60,945
541519	Other Computer Related Services	90	152	69%	\$54,947
	<b>Total:</b>	<b>964</b>	<b>1,219</b>	<b>26%</b>	<b>\$ 70,117</b>

*TPMA Analysis of EMSI Analyst 2012.2*

The Corridor’s Business and Financial Services cluster offers a total of 964 current jobs with a projected 26% increase in job availability by 2021. This 26% increase is only slightly behind the Transportation and Logistics cluster’s 30%. Workers within this cluster earn, on average, around \$26,000 more than the regional average earnings of \$44,164.

Within this cluster, Insurance Agencies and Brokerages is considered a strong industry, as it demonstrates high employment figures with positive projected growth from 2012 to 2021. Emerging industries have a strong regional competitive advantage, positive projected growth from 2012 to 2021, employ a relatively low number of employees, and include:

- Other Computer Related Services
- Engineering Services
- All Other Nondepository Credit Intermediation



### *Sample of Largest Companies within the Region*

To gain a better understanding of the Business and Financial Services cluster, it is helpful to review a sampling of some of the largest employers within the Corridor.

**Table 22: Sample of Largest Companies<sup>∇</sup>**

<i>Business Name</i>	<i>Estimated Local Employees</i>
Forethought Life Insurance	230
Ganymede Corp	32
Witkemper Insurance Group	23
Tri State Insurance	17
Ronsheim Engineering Incorporation	16

*TPMA Analysis of EMSI Analyst 2012.2*

### *Important Suppliers in the Cluster*

When analyzing an industry cluster, it is especially important to understand the goods and services that the cluster requires and what share, or percent, of these supply industries are located within the I-74 Business Corridor. An important distinction from all other clusters is the in-region supply industry support for the Business and Financial Services cluster; all the top ten supply industries have presence within the region, with the industries with the largest financial amounts highly concentrated within the I-74 Business Corridor. In total, the cluster spends **\$81,514,388** each year on the supply industries in table 23.

**Table 23: Top 10 Supply Industries within the Business and Financial Services Cluster by Amount, 2012**

<i>NAICS Code</i>	<i>Industry</i>	<i>Amount</i>	<i>In-Region</i>
524210	Insurance Agencies and Brokerages	\$12,718,476	74%
523120	Securities Brokerage	\$11,494,547	38%

<sup>∇</sup> Information gathered from the best publically available databases. However, companies not required to report information publically may not be represented in this sample



523920	Portfolio Management	\$10,695,251	79%
522110	Commercial Banking	\$8,699,634	35%
523930	Investment Advice	\$7,796,454	44%
523110	Investment Banking and Securities Dealing	\$7,209,481	16%
517110	Wired Telecommunications Carriers	\$7,108,167	24%
541611	Administrative Management and General Management Consulting Services	\$7,052,411	20%
541110	Offices of Lawyers	\$4,796,791	21%
518210	Data Processing, Hosting, and Related Services	\$3,943,176	4%

TPMA Analysis of EMSI Analyst 2012.2

### Top Occupations within the Cluster – By Employment

Table 24 shows the total number of workers for the top occupations within the Business and Financial Services cluster present and projected into 2021, the percent change over this 2012 to 2021 time period, as well as the median hourly earnings for each occupation. Commonly repeated occupations in the table below include clerks, accountants, and sales agents.

**Table 24: Top 10 Occupations within the Business and Financial Services Cluster by Employment, 2012**

SOC Code	Occupation	2012 Industry Workers	2021 Industry Workers	% Change	Median Hourly Earnings
41-3021	Insurance Sales Agents	318	392	23%	\$22.95
43-4051	Customer Service Representatives	69	86	25%	\$13.32
43-6014	Secretaries, Except Legal, Medical, and Executive	45	45	0%	\$12.75
43-9061	Office Clerks, General	45	55	22%	\$11.04
43-9041	Insurance Claims and Policy Processing Clerks	32	38	19%	\$15.63
13-2011	Accountants and Auditors	28	33	18%	\$23.76
43-3031	Bookkeeping, Accounting, and Auditing Clerks	26	30	15%	\$14.69
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	16	19	19%	\$19.00
11-1021	General and Operations Managers	15	16	7%	\$39.32
41-3031	Securities, Commodities, and Financial Services Sales Agents	14	19	36%	\$27.74

TPMA Analysis of EMSI Analyst 2012.2



*Top Occupations within the Cluster – By Growth*

Among the workers employed in the Business and Financial Services cluster, the fastest changing occupations heavily mirror the in-demand occupations. Table 25 shows the current number of workers per occupation and the projected employment growth between 2012 and 2021.

**Table 25: Top 10 Occupations within the Business and Financial Services Cluster by Employment Growth, 2012**

<i>SOC Code</i>	<i>Occupation</i>	<i>2012 Industry Workers</i>	<i>2012-2021 Employment Change</i>
41-3021	Insurance Sales Agents	318	74
43-4051	Customer Service Representatives	69	17
43-9061	Office Clerks, General	45	10
13-2072	Loan Officers	13	8
15-1032	Computer Software Engineers, Systems Software	13	8
43-4131	Loan Interviewers and Clerks	10	7
15-1041	Computer Support Specialists	10	7
43-9041	Insurance Claims and Policy Processing Clerks	32	6
13-2011	Accountants and Auditors	28	5
41-3031	Securities, Commodities, and Financial Services Sales Agents	14	5

*TPMA Analysis of EMSI Analyst 2012.2*



## Emerging Industries and Occupations:

### *Fifteen Emerging Industries*

In addition to examining emerging industries within each of the target clusters, it is important to understand general emerging industry trends within the I-74 Business Corridor. As such, all industries within the Corridor were analyzed for high growth trends, strongly positive competitive regional advantages, and relatively small current employment.

**Table 26: Top 15 Emerging Industries within the I-74 Business Corridor**

NAICS Code	Description	2012 Jobs	2021 Jobs	Competitive Effect	% Change	2012 Earnings
493110	General Warehousing and Storage	159	326	149	105%	\$44,346
541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	179	322	110	80%	\$152,642
331316	Aluminum Extruded Product Manufacturing	156	231	104	48%	\$66,467
237110	Water and Sewer Line and Related Structures Construction	203	275	80	35%	\$108,758
484220	Specialized Freight (except Used Goods) Trucking, Local	294	401	76	36%	\$46,236
327320	Ready-Mix Concrete Manufacturing	102	161	61	58%	\$55,740
541519	Other Computer Related Services	90	152	59	69%	\$54,947
339112	Surgical and Medical Instrument Manufacturing	50	102	46	104%	\$116,323
221310	Water Supply and Irrigation Systems	56	111	42	98%	\$51,888
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance	105	156	40	49%	\$52,105
517110	Wired Telecommunications Carriers	211	230	33	9%	\$66,063
237990	Other Heavy and Civil Engineering Construction	92	130	33	41%	\$83,113
331528	Other Nonferrous Foundries (except Die-Casting)	66	131	33	98%	\$78,151
522298	All Other Nondepository Credit Intermediation	54	90	30	67%	\$46,395
541611	Administrative Management and General Management Consulting Services	92	162	28	76%	\$57,425





Important to note in Table 26 is the presence of the Competitive Effect category. This ranking represents the regional advantage the I-74 Business Corridor has for each of the emerging industry. The higher the competitive effect, the more each industry is likely to flourish within the Region. Ultimately, the growth of each industry results from a combination of the regional competitive advantage, the strength of the specific industry, as well as overall national trends as they relate to each industry individually.

### *Fifteen Emerging Occupations*

Similar to understanding industry potential, it is also important to recognize occupations within the I-74 Business Corridor that have a regional competitive advantage and are projected to grow from 2012 to 2021.

**Table 27: Top 15 Emerging Occupations within the I-74 Business Corridor**

<i>SOC Code</i>	<i>Description</i>	<i>2012 Jobs</i>	<i>2021 Jobs</i>	<i>Change</i>	<i>Median Hourly Wage</i>
47-2073	Operating Engineers and Other Construction Equipment Operators	269	340	71	\$20.71
13-1111	Management Analysts	213	268	55	\$31.60
13-1071	Employment, Recruitment, and Placement Specialists	145	196	51	\$17.25
41-3099	Sales Representatives, Services, All Other	194	239	45	\$20.03
27-1021	Commercial and Industrial Designers	80	123	43	\$22.68
29-1051	Pharmacists	181	214	33	\$47.27
11-9021	Construction Managers	271	303	32	\$23.13
23-1011	Lawyers	262	294	32	\$40.31
27-1024	Graphic Designers	124	153	29	\$16.17
13-2072	Loan Officers	148	176	28	\$21.69
13-1199	Business Operations Specialists, All Other	164	190	26	\$24.47
15-1081	Network Systems and Data Communications Analysts	59	85	26	\$26.41
29-2021	Dental Hygienists	63	88	25	\$33.28
51-8031	Water and Liquid Waste Treatment Plant and System Operators	77	101	24	\$16.08
15-1031	Computer Software Engineers, Applications	55	78	23	\$30.91

TPMA Analysis of EMSI Analyst 2012.2



## Conclusion

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Target Industry Analysis is designed to inform a broad and long-term strategy to grow the region's economy. Through our methodology, TPMA has analyzed the I-74 Business Corridor's economic development potential in order to create recommendations for cluster development and target industries.

TPMA's approach to target industry analysis combines qualitative and quantitative elements. Target industries in this report are defined in terms of the Federal North American Industry Classification System (NAICS), which is the recognized standard for defining industries and the way in which data about industries are reported. In addition, target clusters were formed using definitions provided by the Indiana Business Research Center and the Purdue Center for Regional Development and guided by regional stakeholder engagement. Target Industry Clusters that are recommended for the I-74 Business Corridor as a result of this study include:

**1. Manufacturing + Advanced Materials**

(NAICS 327993, 331316, 331528, 333415, 334418, 336111, 336399\*)

**Burial Casket Manufacturing (Sub Cluster)**

(NAICS 339995)

**2. Wind Energy Production**

(NAICS 221122, 221310, 221320, 331221, 331316, 331528, 332111, 332311, 332510, 332997, 333999, 334418, 484121, 484122, 484230, 541330)

**3. Transportation and Logistics**

(NAICS 484121, 484122, 484230, 493120, 493130)

**4. Business and Financial Services**

(NAICS 522298, 523120, 523920, 524210, 541211, 541330, 541519)

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\* Not a Target Industry by TPMA definition, but an important supplier of jobs within the industry



## Appendix A: Target Industry Cluster Details

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### Manufacturing + Advanced Materials

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NAICS Code	Description
327993	Mineral Wool Manufacturing
331316	Aluminum Extruded Product Manufacturing
331528	Other Nonferrous Foundries (except Die-Casting)
333415	Air-Conditioning and Warm Air Heating Equipment and Commercial and Industrial Refrigeration Equipment Manufacturing
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing
336111	Automobile Manufacturing
336399	All Other Motor Vehicle Parts Manufacturing

### Wind Energy Production

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NAICS Code	Description
484121	General Freight Trucking, Long-Distance, Truckload
331221	Rolled Steel Shape Manufacturing
331316	Aluminum Extruded Product Manufacturing
221310	Water Supply and Irrigation Systems
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance
331528	Other Nonferrous Foundries (except Die-Casting)
541330	Engineering Services
221122	Electric Power Distribution
332997	Industrial Pattern Manufacturing
484122	General Freight Trucking, Long-Distance, Less Than Truckload
332311	Prefabricated Metal Building and Component Manufacturing
221320	Sewage Treatment Facilities
332111	Iron and Steel Forging
333999	All Other Miscellaneous General Purpose Machinery Manufacturing
334418	Printed Circuit Assembly (Electronic Assembly) Manufacturing
332510	Hardware Manufacturing



## Transportation and Logistics

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NAICS Code	Description
484121	General Freight Trucking, Long-Distance, Truckload
484122	General Freight Trucking, Long-Distance, Less Than Truckload
484230	Specialized Freight (except Used Goods) Trucking, Long-Distance
493120	Refrigerated Warehousing and Storage
493130	Farm Product Warehousing and Storage

## Business and Financial Services

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NAICS Code	Description
522298	All Other Nondepository Credit Intermediation
523120	Securities Brokerage
523920	Portfolio Management
524210	Insurance Agencies and Brokerages
541211	Offices of Certified Public Accountants
541330	Engineering Services
541519	Other Computer Related Services



## Appendix B: Stakeholder Engagement Overview

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To maintain the privacy of stakeholders, employer's personal information does not appear in this report. Instead, an overview of stakeholder feedback will be provided for each industry category, which employers self-selected into:

### *Education:*

**Three** education organizations participated in dialogue concerning their hiring trends and regional perspective:

- Total number of currently open positions: 13
- Difficulty in filling these open positions: Least Difficult
- Average growth in the next one to two years: 2-8 Employees
- Average growth in the next three to seven years: 1-7 Employees
- Top challenges to hiring locally: Oral presentation skills and Work ethic
- Additional comments: "The community's acceptance of the status quo makes it difficult to bring about needed changes that would attract new folks to the community"

### *Finance/Insurance:*

**One** finance/insurance company participated in dialogue concerning their hiring trends and regional perspective:

- Total number of currently open positions: 3
- Difficulty in filling these open positions: Least Difficult
- Average growth in the next one to two years: 11-25 Employees.
- Average growth in the next three to seven years: 26-50 Employees.
- Top challenges to hiring locally: Computer literacy, Oral presentation skills, Teamwork skills, Work ethic, and Poor credit history



### *Healthcare/Life Sciences:*

**Four** healthcare/life sciences employers participated in dialogue concerning their hiring trends and regional perspective:

- Total number of currently open positions: 28
- Difficulty in filling these open positions: Ranges from Least to Most Difficult
- Average growth in the next one to two years: 6-20 Employees
- Average growth in the next three to seven years: 11-35 Employees
- Top challenges to hiring locally: Computer literacy, Teamwork skills, Mathematics and measurement skills, Reading comprehension, and Work ethic
- Additional comments: “The failing of the K-12 system is the lack of focus on soft skills”

### *Logistics:*

**Two** logistics employers participated in dialogue concerning their hiring trends and regional perspective:

- Total number of currently open positions: 13
- Difficulty in filling these open positions: Least to Somewhat Difficult
- Average growth in the next one to two years: 10-30 Employees
- Average growth in the next three to seven years: 5-15 Employees
- Top challenges to hiring locally: Work ethic and Drug tests
- Additional comments: “There are plenty who apply, but most don't have the desire for long term employment”

### *Manufacturing:*

**Seven** manufacturing employers participated in dialogue concerning their hiring trends and regional perspective:

- Total number of currently open positions: 24
- Difficulty in filling these open positions: Ranges from Somewhat Difficult to Most Difficult



- Average growth in the next one to two years: 1-5 Employees
- Average growth in the next three to seven years: 10-50 Employees
- Top challenges to hiring locally: Ability to learn, Mathematics and measurement skills, Work ethic, Machine competency, and Computer literacy
- Additional comments: There are companies looking to hire 51-100 employees in the next three to seven years, but will most likely be able to only hire 10, because it is challenging to find individuals willing to work



## Appendix C: Sources

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### *EMSI Analyst:*

EMSI Analyst provides in-depth and current local employment data, updated four times per year. To extrapolate data to the county and ZIP code level where it is otherwise unavailable, EMSI 2012.2 relies on more than 90 data sources, including the following: Bureau of Economic Analysis and U.S. Census Bureau from the U.S. Department of Commerce; Bureau of Labor Statistics and Employment and Training Administration (ETA) from the U.S. Department of Labor; and Integrated Postsecondary Education Data System (IPEDS), Common Core of Data (CCD), and Characteristics of Private Schools in the United States from the U.S. Department of Education, National Center for Education Statistics. All EMSI data analyzed within the Target Industry report came from EMSI Analyst 2012.2, USING Class of Worker: QECW, non-QECW, and Self-Employed.

### *Stats America:*

Stats America's Industry Cluster Definitions were utilized in the creation of I-74 Business Corridor Target Industry Clusters. These cluster definitions were researched and created by the Indiana Business Research Center and the Purdue Center for Regional Development, and funded in part by the U.S. Commerce Department's Economic Development Association.

### *State of North Dakota Department of Commerce:*

Industry Cluster Definitions from *The North Dakota Wind Energy Cluster: An Economic Analysis* were utilized in the creation of the I-74 Business Corridor Target Industry – Wind Energy Production.