The Dallas-Fort Worth (DFW) region is an exhilarating melting pot of successful cross-industry businesses, eclectic cultures, diverse talent, significant wealth and a booming arts & philanthropic scene.
And with one of the largest economies in the nation, we as a community need to continue to innovate to attract top talent, companies and investors to the region.

192 DFW companies
- 22 Fortune 500
- 43 Fortune 1000
- 185 Inc. 5000

24 corporate innovation centers

64 co-working spaces in DFW

#1 best city for jobs

4th largest metro area with 7 million+

145 exits in 2017

$2.7b average annual VC investment
- average deal size of $23.7mm in 2017

5 IPOs in 2017

#1 most business friendly city in America
- best place for startups

Top 3 growing industries
- Industrial
- Consumer products & goods
- Business products & services

40 incubators & accelerators in DFW

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

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

**INNOVATION ECONOMY**
- Skillset STEAM skills, particularly in tech
- Mindset interest in working at innovative companies and startups
- Diversity Innovative opportunity for all

**TALENT**
- Density of talent
- Corporate collaboration sharing problem sets and more
- Academic collaboration via tech transfer
- Summits, events conferences and meetings hosted regularly

**COLLISIONS**
- Capital VC funding, PE, Angel investment and family offices
- Intellectual properties patents, tech licenses
- Accelerators, incubators and other services
- Mentorship and coaching
- Corporate engagement for funding, testing, and procurement

**RESOURCES**
- Attracting companies, startups and entrepreneurs
- Retaining successful companies

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

**Scope**

**WHO**
A combination of DFW’s
academia, investors, startups, artists, governments, corporations, and social entities collaborated to increase visibility.

**WHAT**
Our commitment to becoming an innovative region to…

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

**Effort**

**INTERVIEWED** key stakeholders and researched DFW’s corporate, academic, arts, social and civic ecosystems.

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

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

---

1Primarily the four urban counties: Dallas County, Collin County, Denton County and Tarrant County.
Gaps and opportunities in DFW’s innovation ecosystem identified by:

INTERVIEWED ~50 STAKEHOLDERS
- Corporate Executives: C-suite of local Fortune 500 companies
- Civic Leaders: Mayors, city council members, area chamber leaders
- Local Academics: University leaders including Presidents, Deans, and key researchers
- Social Movers: Nonprofit leaders and community organizers
- Startup Community: Founders & Venture Capitalists

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

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

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

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

Proposed action
1. Expand adoption of CS and STEAM curriculum in earlier stages of education (K-12)
2. Develop CS and STEAM mobile app and maker-truck curriculum
3. Establish "Tech Days" program across school districts
4. Students to solve real problems for businesses - extended workforce
5. Incentivize corporates to host technology bootcamps
6. Invest in research and recruitment team to monitor the market and industries to proactively target talent and trends
7. Government partnership for employee Visa sponsorship
8. Develop a plan to identify one of the universities to become a Tier 1 research university
9. Recruit top professors to foster research and new technology in targeted areas
10. Insist on innovation results in professor tenure review
11. Consider developing specialized associate degrees with a year of “residency” or mandatory “internships”
12. Establish a leadership coalition
13. Appoint one leader to champion innovation in the region
14. Expand Dallas Innovation Alliance to be a regional entity
15. Host premier innovation events
16. Increase and broaden scope of city preferred vendor lists and target percentage to include startups
17. Crowdsourced ideas, projects, and new technology in targeted areas
18. Initiate an infrastructure update to improve metroplex connectivity

Proposed action
22. Establish more approved areas for pop-up/prototyping businesses
23. Establish a shared set of startup resources
24. Create a go to portal/channel to create startup ecosystem (job postings, marketing, funding requests)
25. Create an Innovation Fellows Program
26. Create a Fund of Funds similar to Sidecar Funding
27. Establish regional innovation districts
28. Launch a DFW shark tank investor series where startups can pitch to local VC’s and investors
29. Offer free office space, Wi-Fi and email address for startups until they get funding
30. Launch a global entrepreneur in residence initiative
31. Create an advisory board that is able to offer coaching, mentorship and guidance to startups
32. Target international startup relocations (e.g. Israel)
33. Matching government investments
34. Attract top disruptive private tech startup to the region (e.g. Airbnb, Uber, Tesla). Or incentivize big name divisions to move to the region (e.g. Capital One Card)
35. Establish BHAG/Vision for DFW
36. Marketing blitz
37. Ensure regulations/taxes and policies are innovation startup friendly
38. Focus civic efforts into building DFWs future economic engine
39. Initiate an infrastructure update to improve metroplex connectivity
40. Innovation campaign
<table>
<thead>
<tr>
<th>WHAT WE HEARD</th>
<th>RECOMMENDED INITIATIVE</th>
<th>TIME TO EXECUTE</th>
<th>IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 DFW’s image to the innovation community is antiquated</td>
<td>Mission critical need to innovate DFW brand and perceived image to actively recruit tech talent from other innovative cities</td>
<td>M</td>
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<tr>
<td>2 DFW needs focus—critical mass in specific areas</td>
<td>Support our nationally ranked universities on their path to achieving premier national ranking status and build core capabilities to brand our industry footprint</td>
<td>M</td>
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<tr>
<td>3 Scarcity of future forward talent and only large city to not have AAU member university</td>
<td>Sponsor and incentivize local talent interested in pursuing STEAM post graduate programs, so as to not lose these skills after graduation</td>
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<td></td>
<td>Build national tech lab, or philanthropic hub where local universities and other top ranked universities and institutes can co-locate and collaborate where necessary to solve real business problems</td>
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<tr>
<td>4 A rallying cry for entrepreneurs to boost the start-up economy</td>
<td>Facilitate the import of international entrepreneurial talent. Also see recommendation 7</td>
<td>M</td>
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<tr>
<td>5 K-12 STEAM performance</td>
<td>Improve math in K-4 to grow talent pipeline and build problem-solving capability</td>
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<tr>
<td>6 Talent &amp; startup density is low due to the geographic footprint</td>
<td>Create multi-nodal Innovation Districts around Tech, Transportation and Life Sciences</td>
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<tr>
<td>7 Local capital isn’t venture-experienced, and start-ups are not skilled in requesting funds</td>
<td>Facilitate venture-interest and experience by building confidence in local startup investing by:</td>
<td>M</td>
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<td></td>
<td>• Create a fund-of-funds. DFW should aim at raising an initial $100mm+ fund and subsequent larger more impactful funds ($1B - $5B) if successful</td>
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<td></td>
<td>• Activate UHNW individuals and corporate champions to educate peers through public endorsement of their investments and support of fundraising activities</td>
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<td></td>
<td>• Setting up a small business investment company to invest in early start-ups (seed and pre-series A companies) and gain access to SBA federal funding</td>
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<td></td>
<td>• Utilize the Economic Development Administration’s Regional Innovation Strategies (RIS) Seed Fund Support Competition to increase availability of and access to regional risk capital for early-stage companies</td>
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<td></td>
<td>Establish start-up office to drive innovation agenda and coordinate a set of share start-up focused resources</td>
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<tr>
<td>8 Low density of operationalized tech talent</td>
<td>Accelerate recruitment of hi-tech firms</td>
<td>M</td>
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</tr>
<tr>
<td>9 City government could do more to embrace innovation and are deemed conservative</td>
<td>Build public/private partnerships to that align local government needs with innovative solutions</td>
<td>M</td>
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<tr>
<td>10 DFW needs to capitalize on its growing interest and support of social philanthropic initiatives</td>
<td>Bring together the stakeholders focused around social impact and build support, programming, and investment for making DFW the leader of social innovation</td>
<td>S</td>
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</tbody>
</table>

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

Time to execute: S = short-term, M = medium-term, L = long-term

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

STRENGTHS

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

8 nationally ranked universities

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

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

Sample of the nationally ranked STEAM programs at DFW universities

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

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

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

5th most STEM jobs added 2014 to 2018
(14,895 increase)

11th most diverse region in U.S.

K-12 has areas of excellence and philanthropic corporate investment

Sample of accolades:

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

WHAT WE HEARD

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

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

OPPORTUNITIES

Recommendation #1:
Invigorate an antiquated brand to actively recruit tech talent from other innovative cities

<table>
<thead>
<tr>
<th>INNOVATIVE CITY</th>
<th>BRAIN GAIN (DRAIN)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bay Area</td>
<td>80,476</td>
</tr>
<tr>
<td>DFW</td>
<td>22,560</td>
</tr>
<tr>
<td>Atlanta</td>
<td>20,546</td>
</tr>
<tr>
<td>Austin</td>
<td>5,510</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>(9,655)</td>
</tr>
<tr>
<td>Boston</td>
<td>(19,610)</td>
</tr>
</tbody>
</table>

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

Recommendation #2:
Support our nationally ranked universities on their path to achieving AAU status

Boldly define “top ranked” university

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

Continuing the Ascent, SMU, April 27, 2018

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

Reuters Top 100: the world’s most innovative universities – 2017

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

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

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

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

Recommendation #3:
Facilitate the import of international entrepreneurs to boost the economy

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

DFW C-Suite Executive

Recommendation #4:
Motivate the need to establish a national tech lab, UHNW philanthropic hub or research institute to complement the ecosystem with additional entrepreneurs, mentors, & startups

Recommendation #5:
Improve math proficiency in early childhood, as a key indicator of future academic success

42% fourth graders are proficient in math

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

1CBRE Scoring Tech Talent 2012-2016
2Reuters
3DFW Innovation Strategy 2018 Executive Interview Notes
4United Way of Metropolitan Dallas Education Scorecard 2016
TALENT RECOMMENDATION 2: (CONT.)

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

EXAMPLES

<table>
<thead>
<tr>
<th>IOT</th>
<th>AI/BIG DATA</th>
<th>BLOCKCHAIN</th>
<th>EXTENDED REALITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Industrial IoT Market</td>
<td>Global AI System Market</td>
<td>Global Blockchain Market</td>
<td>Global AR/VR Market</td>
</tr>
<tr>
<td>Startup Funding (bn)</td>
<td>Startup Funding (bn)</td>
<td>Startup Funding (bn)</td>
<td>Startup Funding (bn)</td>
</tr>
<tr>
<td>$150B by 2020</td>
<td>$57.6B by 2021</td>
<td>$10B by 2021</td>
<td>$215B by 2021</td>
</tr>
<tr>
<td>2015</td>
<td>2015</td>
<td>2015</td>
<td>2015</td>
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<tr>
<td>2017</td>
<td>2017</td>
<td>2017</td>
<td>2017</td>
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<tr>
<td>2.21</td>
<td>5.93</td>
<td>0.58</td>
<td>1</td>
</tr>
<tr>
<td>2.62</td>
<td>6.56</td>
<td>0.58</td>
<td>2.1</td>
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<tr>
<td>2.88</td>
<td></td>
<td>1.5</td>
<td>2.28</td>
</tr>
</tbody>
</table>

ENERGY
Digital oil field & Smart grids
Deepwater & remote operations
Plant asset security systems
Field service technicians

LIFE SCIENCE
Telemedicine & wearables
Assisted surgery
Patient health information security
Data visualization

AERONAUTICS/AIRLINE
Asset tracking & intelligent cabins
Robotic manufacturing
Blockchain maintenance
Design & modeling

CONSTRUCTION
Connected car
Autonomous vehicles & drones
Fleet control assurance
Product assembly

RETAIL
Location-based services
Target marketing
IoT payments
3D showcases/displays

CG&S
Inventory tracking
Personalized products
Provenance of goods
Augmented displays

BUSINESS SERVICES
Forecasting/Scheduling
Customer Support
Program Management
Telecommunication/Training

Source: Startup Funding: CB Insights

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COLLISIONS: 
Uniting the masses, overcoming geography

STRENGTHS

Collaborative footprint components and synergies in geographic areas steadily increasing

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

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

Largest 2017 population growth in U.S.

Annual DFW Innovation Related Events (limited sample)

- DFW Startup Week
- Women’s Business Conference
- Young Professionals Summit
- Tech Titans Awards Gala
- Dallas Festival of Ideas
- 1 Million Cups

- OneUp the Pitch
- SMU Big iDeas Pitch
- UTD Big Idea Competition
- Pitch UTA
- MegaFutures@MegaFest
- Dallas New Tech
- HackDFW
- bigBANG

OPPORTUNITIES

Recommendation #6:

Centralized innovation ecosystem magnifies culture of collaboration

Atlanta’s Tech Square Unites Ecosystem

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

$200M venture capital raised in the last 2.5 years

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

DFW C-Suite Executive

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

DFW Civic Leader

WHAT WE HEARD

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

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

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

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RESOURCES: Wealth available to connect with innovation

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

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

Growth of accelerators in DFW
Austin-based accelerator Capital Factory has expanded to Dallas and will be located at The Centrum, partnering with the Dallas Entrepreneur Center

There is VC spending in the region
Venture Capital Investments from 2011-2017²

<table>
<thead>
<tr>
<th>INNOVATIVE CITY</th>
<th>TOTAL DOLLARS INVESTED ($)</th>
<th>TOTAL DEALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bay Area</td>
<td>$160,773</td>
<td>11,888</td>
</tr>
<tr>
<td>Boston</td>
<td>$34,924</td>
<td>3,032</td>
</tr>
<tr>
<td>Austin</td>
<td>$6,061</td>
<td>873</td>
</tr>
<tr>
<td>Atlanta</td>
<td>$6,029</td>
<td>528</td>
</tr>
<tr>
<td>DFW</td>
<td>$3,124</td>
<td>300</td>
</tr>
<tr>
<td>Pittsburgh</td>
<td>$1,587</td>
<td>290</td>
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</tbody>
</table>

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

Q1 2018 Venture Dollar Volume²

<table>
<thead>
<tr>
<th>CITY</th>
<th>DOLLARS INVESTED ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austin</td>
<td>$368.01 M</td>
</tr>
<tr>
<td>Dallas</td>
<td>$138.59 M</td>
</tr>
<tr>
<td>Houston</td>
<td>$37.01 M</td>
</tr>
<tr>
<td>Other TX Metros</td>
<td>$16.63 M</td>
</tr>
</tbody>
</table>

Recommendation #7:
Provide mentorship to innovators, increasing quality of deals & pitches

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

START-UP EVANGELIST³

WHAT WE HEARD
Investors do not have experience or interest in startup funding
Family office investors have multiple generations in leadership with different risk appetites
Investors don’t know where to find quality entrepreneurs and startups
Entrepreneurs do not know how to pitch to investors and do not appreciate that not all startups get funded
Startups do not have access to mentors, early funding, space and often spend time trying to stay alive versus build a company

³DFW Innovation Strategy 2018 Executive Interview Notes
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IMPACT: Proactive growth is the future

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

Companies that relocated HQ/regional offices to DFW

<table>
<thead>
<tr>
<th>Year</th>
<th>Tenet</th>
<th>Fluor</th>
<th>AT&amp;T</th>
<th>Golden Living</th>
<th>TopGolf</th>
<th>Copart</th>
<th>State Farm</th>
<th>Toyota</th>
<th>JPMorgan Chase &amp; Co.</th>
<th>Liberty Mutual Insurance</th>
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<tr>
<td>2005</td>
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</table>

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

OPPORTUNITIES

Recommendation #8:
Continue to recruit hi-tech firms to acquire innovative talent and elevate our burgeoning hi-tech image.

1 of 20 Finalists for Amazon HQ2 out of 238 responses

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

Recommendation #9:
Encourage city governments to embrace innovation and establish innovation-friendly climate.

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

“Our economic plan highlighted the risk of organizations leaving DFW.”
- DFW Civic Leader

Recommendation #10:
Grow DFW’s philanthropic footprint by investing in our alternative economy and making social innovative engagement more accessible.

WHAT WE HEARD
DFW, although viewed as a business friendly environment, it is perceived to be conservative.

Number of non-tech organization recruits

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

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

DFW’s perceived brand image needs to be refreshed.

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

1Dallas Business Journal “Dallas-Fort Worth still has one big relocation on the horizon” and Company websites
2CEO Magazine “Five States To Watch: Texas, Florida, Indiana, Colorado and Alabama”
3Forbes “Amazon HQ2: Everything You Need To Know About The 20 Finalists”
4DFW Innovation Strategy 2018 Executive Interview Notes

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DFW INNOVATION ECOSYSTEM
High-level potential roadmap

2018
- Socialize and obtain innovation strategy buy-in
- Form regional coalition
- Identify initiative owners and task teams
- Agree on initiative timelines and metrics
- Agree on ecosystem thematic focus areas
- Innovation district planning
- Accelerate recruiting of hi-tech firms

2019
- Optimization of strategy office activities
- Host thematic focus area events
- City government to announce innovation-friendly climate actions; Launch Civic Lab to test new city-enhancing technologies
- Set up Entrepreneurs in Residence
- Launch standardized K-4 math teacher performance measurement process

2020
- Expand programs to incentivize top K-4 math teachers
- Host fund raising event
- Innovation District infrastructure enhancements
- Create top focus area academic programs through professor recruitment
- Build platform to connect organizations and social startups

- Build national tech lab, philanthropic hub or research institute
- Build digital academy for K-4 public teachers-a collaborative platform to house best practices and tools, encouraging peer to peer support and mentorship
- Expand platform to collaborate with other international socially conscious networks (e.g. Berlin)
About Accenture
Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations. Combining unmatched experience and specialized skills across more than 40 industries and all business functions—underpinned by the world’s largest delivery network—Accenture works at the intersection of business and technology to help clients improve their performance and create sustainable value for their stakeholders. With approximately 442,000 people serving clients in more than 120 countries, Accenture drives innovation to improve the way the world works and lives. Visit us at www.accenture.com.

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

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

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