

**Ardyn M. Thriffiley, CEcD, MBA, EGc(MR)**  
**President**  
**Ardyn M. Thriffiley and Associates, Inc.**

Ardyn M. Thriffiley has entered her 20<sup>th</sup> year in assisting communities, economic development organizations, and businesses in developing strategies for more comprehensive growth planning. Ardyn has worked in seven southern states on business and economic development plans, marketing strategies, workforce development assessments, and market research projects over these years.

Ardyn’s combined experience conducting business intelligence research & analysis with strategic planning and workforce development is advantageous to her clients as one supports and provides direction to the other. Her approach to working with clients in both areas is crafted from her work in small to medium size communities and businesses along with her partnerships on the national level on large regional projects. She is knowledgeable about many state and regional economies and industries from her competitive and industry analyses. Ardyn tracks business, economic and workforce trends on an ongoing basis.

Ardyn’s marketing work includes web site development, marketing material development, speech writing and newsletter writing/publication for clients including the Mobile Alabama Chamber of Commerce, Louisiana Industrial Development Executives Association, Entergy Louisiana Economic Development, the Port of South Louisiana, and the Livingston and Morehouse Economic Development Councils with several receiving awards from international organizations.

She formed **Ardyn M. Thriffiley & Associates** in 2000 and has collaborated with numerous top economic development and marketing consulting firms. She earned an MBA in Marketing from the University of New Orleans and has been a certified economic developer (CEcD) since 1999. She is a certified Market Research Specialist MRc(EG) through The Edward Lowe Foundation’s Economic Gardening Program.

Prior to forming **Ardyn M. Thriffiley & Associates**, she was the **Manager of Research and Marketing** for Entergy Louisiana’s Economic Development Group where she developed and maintained the Site Selection Research Center established to provide assistance to consultants and companies looking to expand operations into Louisiana. There she established a center containing resources used in the site selection decision making process including the International Economic Development Council’s award winning web site, a web-based searchable database of available buildings and sites, economic profiles, target industry profiles, and award winning marketing materials on key resources in Louisiana communities.

She is currently on retainer with the **Foundation for Louisiana** on an economic and workforce development analysis of Louisiana’s coastal communities and **Louisiana Economic Development** through its Louisiana Development Ready Communities Program working with several communities on developing strategic plans.



## Professional Qualifications

- Over 19 years in research and marketing for industry and economic development organizations
- Business intelligence research and analysis including competitive, customer, market, and industry
- Strategic economic and community development plans for 30 + communities in the U.S.
- Workforce development assessments and strategies
- Primary market research including one-on-one interviews, focus groups, surveys, mystery shop
- Web site consultation and development, marketing materials, newsletters for communities, consulting firms, and EDOs
- Award winning web sites and marketing materials (IEDC, SEDC, AAPA)

## Professional Experience

- President, **Ardyn M. Thriffiley & Associates** (2000 – present)
- Business Consultant, USDA Trade Adjustment Assistance for the Fisheries Industry Impacted by the BP Oil Spill (2010-2012)
- Regional Director-Southeast Louisiana, Louisiana Economic Development and the Business Expansion and Retention Group (October 2008 – August 2010)
- Marketing/Communications Manager and Special Projects, Port of South Louisiana (October 2006 – 2008)
- Research and Marketing Manager, Entergy Louisiana Economic Development (1993 – 2000)
- Economic and Marketing Research Consultant (1993 – 1995)
- Independent Market Research Study, University of New Orleans M.B.A. Program (1994 – 1995)
- Graduate Assistant, Division of Business & Economic Research, U. of New Orleans (1992– 1993)
- Sales and Marketing, Westin Hotels and Resorts (1986 – 1992)

## Professional Accomplishments

- # 1 Strategic Business Plan, M.B.A. Graduating Class, University of New Orleans
- Certified Economic Developer since 1999 (passed exam on first attempt)
- Certified Market Research Specialist in Economic Gardening by The Edward Lowe Foundation
- Spearheaded the planning and implementation of the technology used in developing both a multi-media and web-based database of buildings and sites
- Award winning Entergy Teamwork Louisiana Newsletter (IEDC 2006)



- Award winning annual report for the Port of South Louisiana (AAPA 2007)
- Recognized by the International Economic Development Council and the Southern Economic Development Council for two award winning web sites in economic development ([www.lidea.org](http://www.lidea.org) and [www.entergy.com/laed](http://www.entergy.com/laed))
- Award winning brochure design for Entergy's "Louisiana Overview" (awarded by the Southern Economic Development Council)
- Awarded an \$850,000 Economic Development Administration grant for the first grant ever written

## Education

M.B.A., Marketing, University of New Orleans, 1995

B.A., Sociology, University of New Orleans, 1984

Diploma, Economic Development Institute, University of Oklahoma

Diploma, Community Development Institute, University of Central Arkansas

### Additional coursework (American Marketing Association):

Integrating Social Media into Your Marketing Plan

Social Marketing for B2B

Quantitative Measure of Social Media

Social Consumer Behavior

Email Lead Optimization

Research in a Social World

How Benchmarking Uncovers Opportunities for Growth and Investment

Defining Social Intelligence

Arts Marketing, University of New Orleans, Spring 2008

## Speaking Engagements and Publications

- Web Site Development and Social Media, May 2012, Louisiana Certified Economic Development Marketing and Attraction Course
- Technology and Tools for Economic Development, Entergy Texas Economic Development, October 2002, Beaumont, TX
- Applying the National Data Standards, March 2001, American Planning Annual Conference, New Orleans, LA
- Louisiana's Incentives Comparison, October 2001, New Orleans, LA, Regional Council on Governments and New Orleans Regional Leadership Institute
- Retail as an Economic Development Target, October 2001, Entergy Mississippi Annual Conference, Jackson, MS
- "Applying the National Data Standards", Inside E.D., April 2001 (former newsletter for the American Economic Development Council)
- **Teamwork Louisiana Newsletter**, 2000-2009, Entergy Louisiana Economic Development; Research, interviewing, and writing.
- **Guide on How to Develop a Business Incubator in Your Community**, *Louisiana Economic Development* Co-authored a step-by-step guide on how



to develop a business incubator in a community, including specialized incubators such as kitchen.

## Organizations

Louisiana Industrial Development Executives Association

- 2008-2011 Legislative Committee
- 2000 Secretary; 1998-99 Board Member
- 1997 Research Committee Chairperson

International Economic Development Council

N. O. Council of Business Economists

University of New Orleans Alumni Association

- Former board member

## Previous Consulting Assignments

### Strategic Planning

**St. Landry Economic Development** Facilitated and developed a strategic economic development plan for St. Landry Parish, a community of 80,000 persons in southwest Louisiana. Components included a consultant windshield tour, economic base analysis, company executive interviews, and formulation of goals and strategic actions for St. Landry Economic Development to implement over the next 5 years.

**Louisiana Development Ready Communities** Facilitate strategic economic development planning for small communities through this Louisiana Economic Development program that prepares communities for economic growth and competitiveness. Communities include Slidell, Hammond, Bogalusa, Patterson, and Baker. Additional work includes communications via social media and email, website content and maintenance, and survey development and analysis on various aspects of the program.

**Morehouse Economic Development Corporation** Strategic economic development plan including a marketing strategy in conjunction with Developmental Consulting Inc. Included community assessment, economic and cluster analysis, community visioning, survey design, and personal interviews.

**Louisiana Technology Council** Facilitated a workshop with technology company members of the statewide council including visioning, determining priorities, development of strategic goals and actions, and timeline. Developed a comprehensive strategic plan for the organization.

**Arkadelphia, Arkansas** Strategic plan with Tamerica Management Company including community assessment, strengths/weaknesses, target industry analysis, site evaluation and strategic marketing plan.



**Port of Lake Charles, Louisiana** A community assessment, target industry study, site analysis and strategic marketing plan in conjunction with Lockwood Greene and Tamerica Management Company for the deepwater port in Lake Charles, Louisiana.

**Joplin Missouri Area Chamber of Commerce** Part of a team that conducted an in-depth assessment and development of a target industry study for the Joplin, Missouri area including economic base analysis, one-on-one interviews and online surveying of businesses, public officials and civic leaders, as well as analysis of potential industries. Developed a new regional website to attract target industries.

**Magnolia, Arkansas** In conjunction with Tamerica Management Company, a community assessment and target industry analysis and recommendations for this rural community in southwest Arkansas.

**St. Tammany Parish Consolidated Government** Strategic economic development plan in conjunction with Tamerica Management. Included employer and civic leader surveys, one-on-one interviews with employers, workshop facilitation and economic base analysis.

**Terrebonne Parish Consolidated Government** Strategic economic development plan including a marketing strategy in conjunction with Tamerica Management. Included economic and cluster analysis, workshop facilitation, survey design, and personal interviews.

**Madison County Economic Development Agency** As part of the consultant team of Tamerica Management Inc., developed a strategic economic development plan for Madison County Mississippi.

## Strategic Research

**Public Affairs Research Council of Louisiana** Worked with the Public Affairs Research Council of Louisiana on a research project pertaining to workforce development and higher education. The purpose was to ascertain the status of the state's higher education institutions in preparing students for the careers needed to allow Louisiana to grow an economy that can compete globally and provide a higher quality of life for all its citizens.

**Aviation Partnership of Louisiana** Analysis of Louisiana's aviation/aerospace industry in comparison to 14 competitor areas focusing on site location factors including workforce, taxes, incentives, marketing, resources/assets, and strategic initiatives. Provided recommendations on how to grow the industry in Louisiana.

**Mississippi Plastics Study** Team member on a comprehensive target market analysis of the plastics industry for the Mississippi Technology Alliance. One-on-one meetings with plastics and related companies throughout Mississippi and contribution to the analysis and strategy to grow the industry in-state.



**Central Louisiana Chamber of Commerce** Conducted a supplier-vendor study of existing industry in the Central Louisiana region to assist the Chamber in determining potential upstream and downstream development opportunities.

**Louisiana Economic Development** In partnership with Tamerica Management Company, an analysis of Louisiana's Quality Jobs Program as compared to competitor states' programs.

**Louisiana Economic Development** In partnership with Tamerica Management Company, completed a competitive study and recommendations on incentives for the state of Louisiana. Included focus groups, interviews, and on-line survey of businesses and economic development professionals, as well as research on incentive programs & legislation in 16 other states.

**MetroVision Economic Development Partnership/Jefferson Parish Economic Development Commission** Analysis of the incentives and workforce programs used in the shipbuilding industry in key markets including Norfolk, VA, Maine, New London, CT, San Diego, CA and Philadelphia, PA in comparison to the industry in Louisiana. The study was the catalyst for the state of Louisiana extending a \$56 million incentive package to Northrop Grumman, the state's largest employer.

**Benchmarking Study with Blane, Canada Ltd.** Contracted by Blane, Canada Ltd., a marketing consulting firm based in Chicago, to work on a benchmarking study comparing state economic development departments on their activities and performance.

**MetroVision Economic Development Partnership (Greater New Orleans, Inc.)** Competitive analysis of Louisiana's state and local business incentives compared to those in 12 southeastern states. The study resulted in the development of Louisiana's Quality Jobs Program and the establishment of a deal closing fund for significant economic impact projects.

**Entergy Mississippi Economic Development** Analysis of the plastics industry presented in a marketing brochure positioning Mississippi as a location in which to operate a plastics-related business. Data included MS plastics industry growth trends, major plastics companies, market size, access to markets, transportation, plastics education and training, incentives, and more.

**Pointe Coupee Parish Retail Development Study** A comprehensive study of the potential for retail in this small rural parish in south Louisiana. Worked with the mayor's task force, identified need for retail development and designed a proposal package to use in prospecting.

**Mississippi Delta Developers Association** Research and analysis of target industries for the 18-county regional economic development group located in the Mississippi Delta corridor.





**West Feliciana Community Development Association** Tourism assessment included a comparison to competitor communities; inventory of assets; tourism-related business interviews; community workshops; a gap analysis identified prospective retail and other business establishments needed to serve both the residents and tourists of the parish; report and presentation of findings and recommendations.

**University of New Orleans, Louisiana** Market research and analysis of the university's master of business administration program, resulting in significant enhancements to the program and its marketability.

## Workforce Development

**Public Affairs Research Council of Louisiana (PAR)** Consultant along with PAR staff on a workforce development research project to ascertain the status of the Louisiana's higher education institutions in preparing students for the careers needed to allow Louisiana to grow an economy that can compete globally and provide a higher quality of life for all its citizens. Interviews conducted with employers, economic developers, industry groups, higher education officials, and other key persons in Louisiana and other states. A report was produced including best practices identified and public policy recommendations to help ensure the state provides the career tracks demanded by the economy-- not only for today's employers but future growth industries.

**Wadley-Donovan GrowthTech (WDGT)** Workforce assessment and underemployment study with the workforce and economic development consulting firm for Greater New Orleans, Inc., the 10-parish (county) regional economic development group including one-on-one interviews with employers, project management and strategies/recommendations.

**Wadley-Donovan GrowthTech (WDGT)** Workforce studies with the New Jersey-based workforce and economic development consulting firm in Jackson, MS and 3-parish (county) River Parish Region, LA including one-on-one interviews with employers and project management.

## Marketing

**Valentine Chemicals, LLC** Lead on a marketing project along with partner, WebzAdvertising, on the development of a new marketing brand and tools for this small Louisiana-based specialty chemical manufacturer.

**Port of South Louisiana** Managed the strategic marketing plan and special projects for the largest tonnage port in the U.S.: production of marketing video; marketing material development; advertisement placement; revised web site; industry research; wrote articles and worked with local, national and international newspapers and trade journals; speechwriting; newsletter writing; and coordinated special projects. [www.portsl.com](http://www.portsl.com)



**Mobile Area Chamber of Commerce** Developed the new economic development web site for the regional chamber including defining market position, compiling downloadable economic data tables, target industry analysis and profiles, county and regional profiles, maps, resources and more that positioned the community against competitor site locations.

**Wadley-Donovan GrowthTech** Developed the new web site for this 25-year old workforce and economic development consulting firm. Outlined the content, design and navigation; wrote copy; and coordinated with the web site developer. Ongoing strategic partner on workforce studies. [www.wdgtech.com](http://www.wdgtech.com)

**Morehouse Economic Development Corporation** Consultant team member with Tamerica Management on a recovery plan for the north Louisiana rural parish. This strategic plan was the catalyst for the community attracting two new businesses within one year after the closing of its major employer closed after decades of operation. Content, navigation and design of the organization's web site, as well as business and stakeholder interviews for the redevelopment plan. View the web site at [www.morehouseedc.org](http://www.morehouseedc.org).

**Livingston Economic Development Council** Writing, editing, formatting and design of a quarterly newsletter for the economic development organization in Livingston Parish, Louisiana. Marketing materials on the industrial park, key industries, and other assets in the parish. Also developed a new web site for Louisiana's fastest growing parish. [www.ledc.net](http://www.ledc.net)

**Ascension Economic Development Corporation** Developed the new economic development organization's web site to meet the IEDC data guidelines. Site included an economic trends analysis; downloadable community and site profiles; taxes and incentives; quality of life and more. ([www.ascensionedc.com](http://www.ascensionedc.com))

**Entergy Louisiana Economic Development** Revised the group's community and parish profiles to IEDC data standards; reviewed and made recommendations on changes to its web site; reviewed and made recommendations to its community assessment tool used to certify communities into its Team City Program; and developed content and worked with the design firm for a new brochure to market the state of Louisiana. ([www.entergy.com/laed](http://www.entergy.com/laed)).

**Entergy Teamwork Louisiana Newsletter** Bi-annual production of the economic development group's award winning newsletter including interviewing, writing, and layout. The publication reached 13,000 businesses, economic development professionals, and public officials in Louisiana, as well as site consultants locating new projects throughout the world.





**Tangipahoa Economic Development** Developed the organization's new economic development web site to position it as a major attraction for warehousing/distribution centers, automotive assembly, manufacturing and service industries.

**Tennessee Leadership Center** Developed the interactive web site focused on providing information and tools for educating economic development leaders and volunteers across the state of Tennessee ([www.tennesseeleadershipcenter.com](http://www.tennesseeleadershipcenter.com)).

**Joplin Missouri Area Chamber of Commerce** Developed content and copy for the southwestern Missouri regional web site through the Joplin Missouri Area Chamber of Commerce including target industry profiles, demographics, workforce data and more.

**Avoyelles Parish Port Commission** Developed a web site to position this inland port as a location for barge trafficking and site location to the industrial park. Work included writing copy, coordinating with web site developer, determining navigation and advising the port on how to best position its project for recreational and business location. ([www.avoyellesport.com](http://www.avoyellesport.com))

**Jefferson Parish Economic Development Commission/MetroVision** Content and design of a brochure featuring the advantages of locating a business on the Harvey Canal in New Orleans.

**Ouachita Economic Development Corporation** A marketing design positioning Northeast Louisiana's MSA as an attractive location for business. Work included the research and design of the organization's web site, a fact book and several marketing brochures. View the web site at [www.oedc.org](http://www.oedc.org).

**Entergy New Orleans** Developed a brochure to market a former shopping center in Eastern New Orleans as call center/back office operation including comparative statistics, lease & sales costs, energy costs, geographic advantages, demographics and maps.

**West Feliciana Community Development Association** Research, composition and design of a marketing proposal package for this Baton Rouge, Louisiana suburban parish to utilize with prospects. Included demographics, economic analysis, business costs, maps, assets, and more.

## Grant Writing

**Jefferson Parish Economic Development Commission (JEDCO)** Wrote an Economic Development Administration Technical Grant for funding for the site development of the Churchhill Farms Business & Technology Park in Jefferson Parish, Louisiana. Work included positioning the park as a viable economic development project for the parish and New Orleans region as well as researching, writing, and formatting as required by EDA. The parish was awarded the \$850,000 grant in April 2005.



## Other

**The Idea Village** Worked with management and staff of this entrepreneurial community organization to write the guide on how to develop The Idea Village model in other communities. Staff interviews, researched and reviewed existing materials, developed the guide outline and wrote the draft guide.

**Louisiana Department of Economic Development (LED)** Research and compilation of a business resource guide for the department's 8 regions in Louisiana, which also became available online.

**Guide on How to Develop a Business Incubator in Your Community** Co-authored a step-by-step guide on how to develop a business incubator in a community, including specialized incubators such as kitchen.

**Team Santa Rosa** Design and development of a buildings & sites and community profile searchable database for the Santa Rosa County, Florida economic development group.

**Hammond Industrial Development Board** An analysis of the labor force in Tangipahoa Parish, Louisiana and surrounding region in order to understand the past and projected growth in the area.

**West Feliciana Parish Tourism Assessment** Along with the LSU Land Grant College, conducted an assessment of the tourism and related services industry in the parish. A gap analysis identified prospective retail and other business establishments needed to serve both the residents and tourists of the parish.

