



**Decide with Confidence**

## **D&B Webinar:**

**Accelerating Economic Development with More Efficient,  
Data Driven Decisions**

Dial in: 800-857-6699

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June 2009

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# Speaker introductions



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## **Bob Beckett**

Business Development  
Government Solutions

Dun & Bradstreet, Inc.



## **John Breier**

Senior Managing Consultant / Director  
Community Resources Division

Strategic Partnerships, Inc.



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# Today, we will share how to accelerate your economic development with more efficient, data driven decisions



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- **Enhance the understanding** of your business environment – at the macro and micro level



- **Target, identify and recruit** new “best” companies/employers



- **Retain and grow** your existing business/employer base

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# States, counties and cities are all similarly challenged to gather the information they need for market outreach and growth



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- Information gathered many disparate databases
- Difficult to aggregate information for market analysis
- Time-consuming data collection and analysis
- Limited resources and bandwidth
- Amount of time on tactical activities vs strategic planning
- Knowledge of what is available and how to best access

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Moreover, information changes fast in normal economic times...



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## **EVERY...**

**4 hours**

a business' ownership changes

**8 minutes**

a business files bankruptcy

**3 minutes**

a business ceases operations

**2 minutes**

a new business opens

**14 seconds**

a judgment is filed against a business

**60 seconds**

a business' risk profile changes

**2 minutes**

a directorship (CEO, CFO, etc.) change occurs

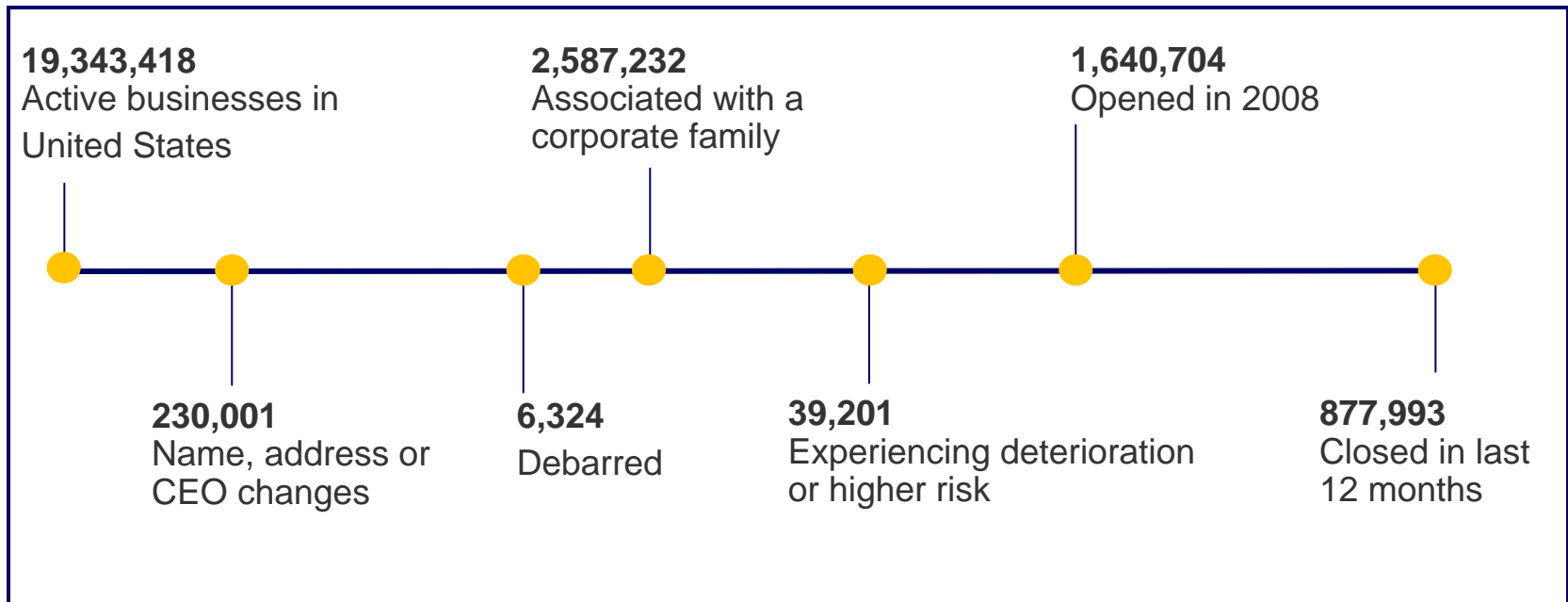


...and even more so today – current market conditions are creating new challenges and opportunities for economic developers



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### Business activity over the past year **nationwide**



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The continual process of gathering business information to make fact-based economic decisions can take away from critical analysis and action



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Where are you currently spending your time?



Where should you be spending your time?

# That's why it is important to continually evaluate all available sources and subsequently, their data quality



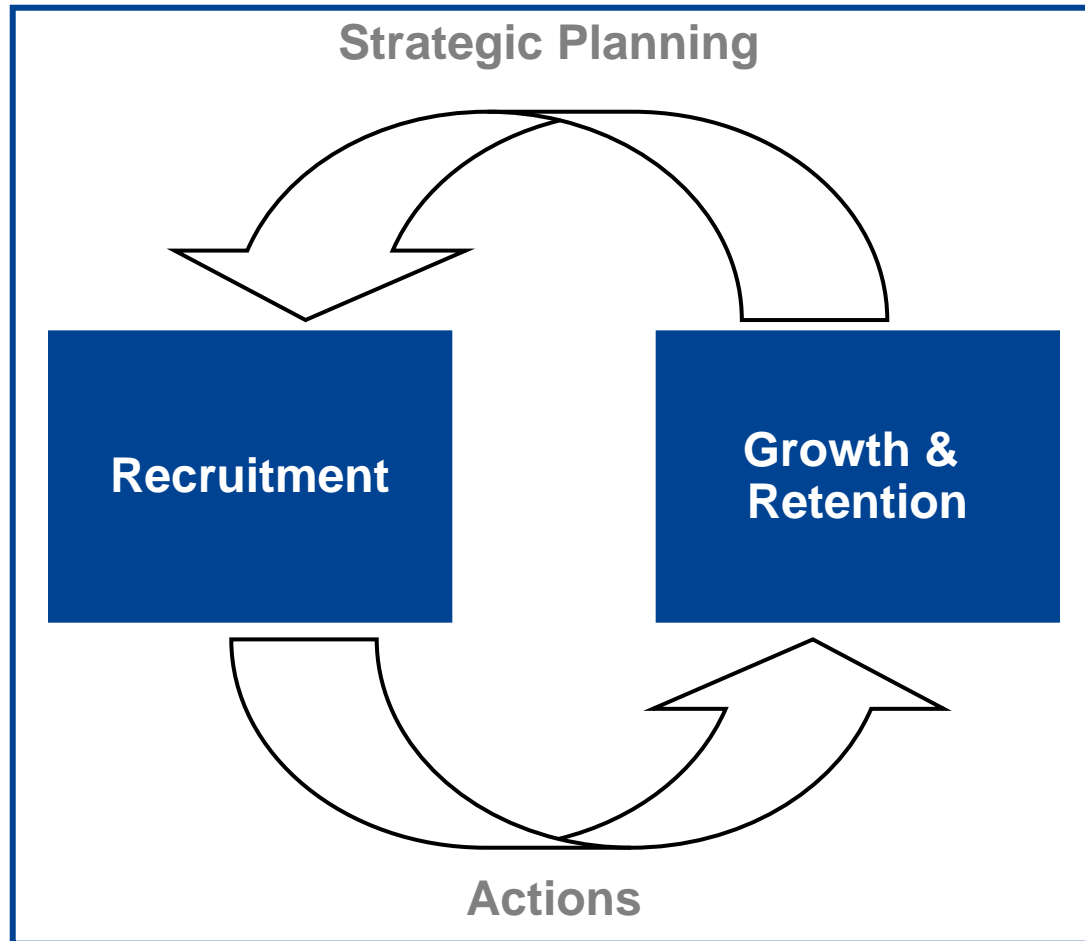
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- Numerous data sources are available for analysis and strategic planning –
  - Federal sources such as Bureau of Labor Statistics, Census, SBA
  - S&L sources such as State Labor Department, Workforce Development
  - Third party information providers
  - Web sources such as Google, Yahoo, etc.
  - Consultants or strategic planning companies
- Important to identify your needs and map to the best source
- Equally important is to review the quality of the data available
  - Accuracy, Timeliness and Completeness
- And if you are using multiple sources of data – how you combine the information can often tell a very different story

In fact, the entire economic development process – from recruitment to growth and retention relies on easy access to business and industry information



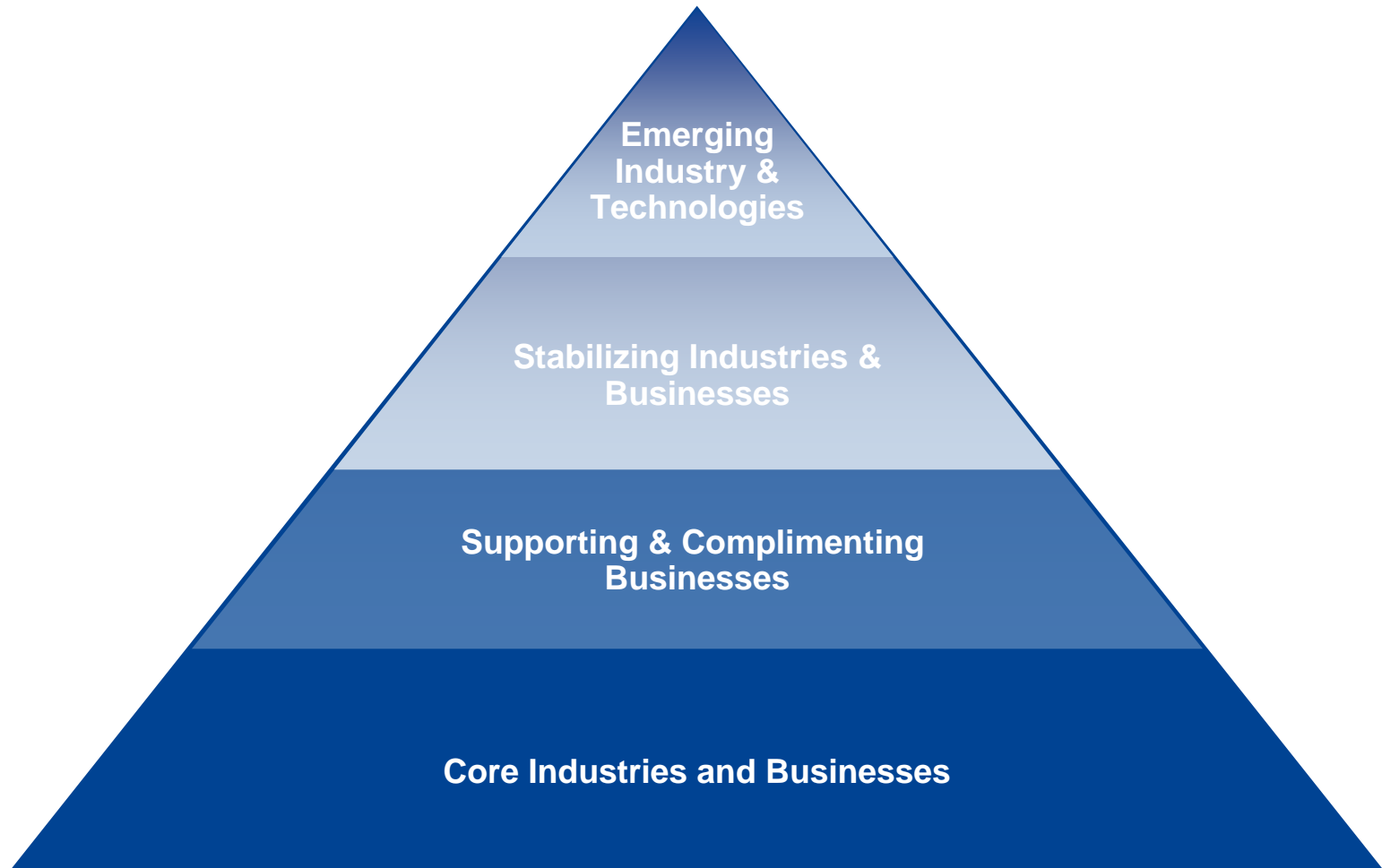
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...which in turn enables economic development professionals to deliver on their tiered strategy



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# Cluster analyses can be used to select business and trade behaviors which reflect your economic growth strategy



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Cluster Descriptions
Cluster 1: High Tension Branches in Insurance/Utility Industries
<b>Cluster 2: Bustling Manufacturers &amp; Business Services</b>
Cluster 3: The Withering Branch Company
Cluster 4: Rapid Growth Large Business Services
Cluster 5: Sunny Branches in Insurance/Utility Industries
Cluster 6: Labor Intensive Giants
Cluster 7: Entrepreneur & Co.
Cluster 8: Frugal & Associates
Cluster 9: Spartans
Cluster 10: Struggling Start Ups
Cluster 11: The Hectic Venture Company
Cluster 12: Established Shingle Company
Cluster 13: Industry Inc.
Cluster 14: Landmark Business Services
Cluster 15: The Test Of Time Company
Cluster 16: Powerhouse 6000
Cluster 17: In Good Hands
<b>Cluster 18: Sudden Growth Giants</b>
Cluster 19: Active Traders
Cluster 20: Old Core Proprietors
Cluster 21: Solid & Sons
Cluster 22: Main Street USA

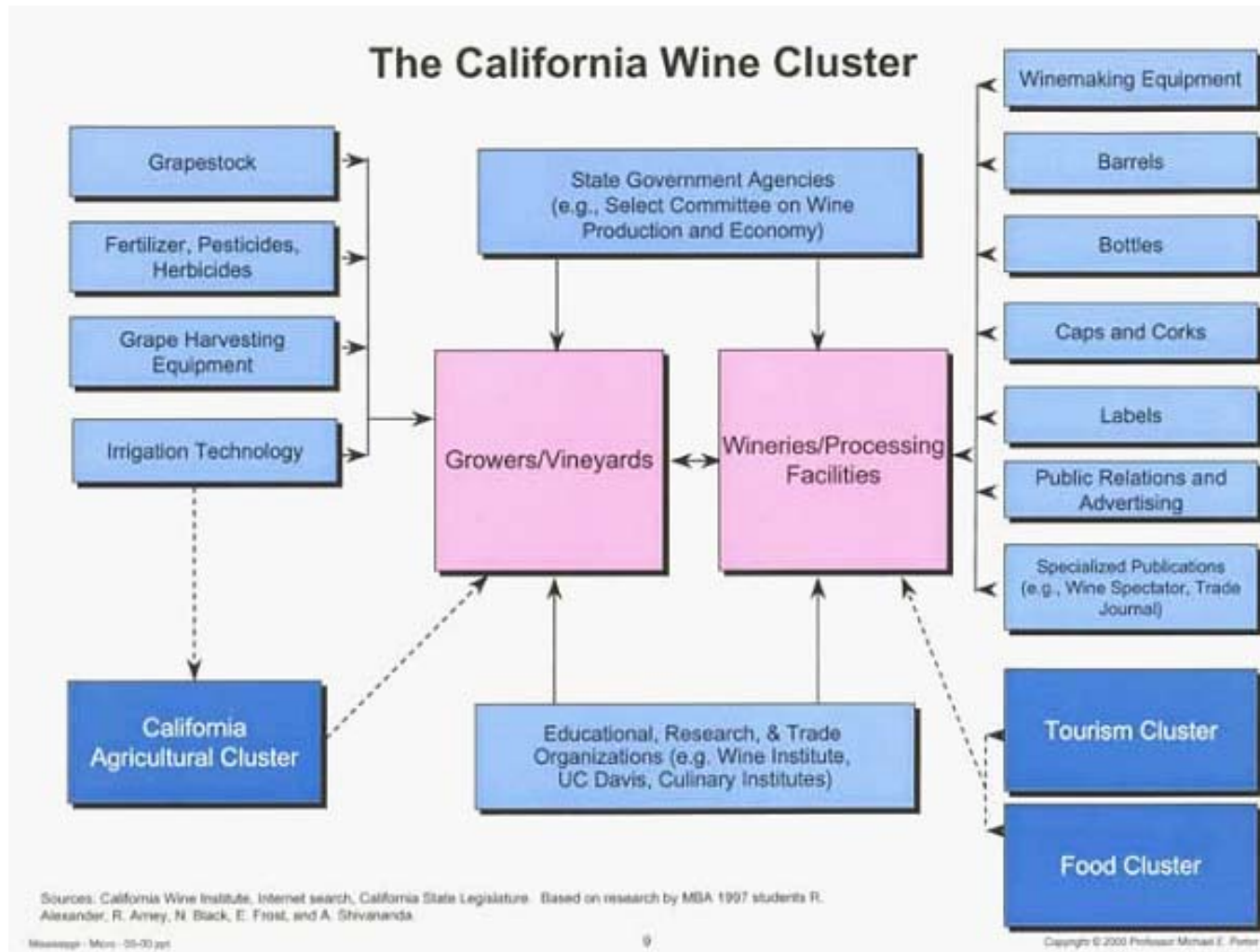
- Almost 5,000 businesses
- Curiously high employee growth in recent years
- Many single locations, while another 40% are branches
- Good financial outlook and a \$45M average sales volume
- Many nonprofit organizations, fraternal associations, legal services, religious societies, labor unions, grocery stores, elementary/secondary schools, hotels/motels, department stores and some nursing care facilities.

- 2,000 very large businesses
- Average financial ratings, even though sales volume averages around \$180M a year
- Many are headquarter locations of business consulting firms, nursing care facilities, schools, and management services
- Demonstrate highly aggressive growth in the last 5 years

# Or the more recent view of clusters per Michael Porter's teachings



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# When updating annual strategic plans, economic developers can easily leverage third party data to better understand their region



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- Perform a **macro analysis** on current business trading area
  - Types of industries
  - Types of entities
  - Size
  - Locations
  - Growth trends
  - Relationships to other location outside my area
  - Financial strength and/or risk
- Perform in-depth **micro analyses** on all primary employers
  - Company background, size and financials
  - Competition
  - Industry trends
  - Newsworthy events

# The first step is to better understand the makeup of your business environment, for example, here is a snapshot of a state macro view



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**1,872,330**  
active businesses

54,201 or 3% carry suit, lien or judgment

111,513 or 6% are members of a corporate family

747,967 or 40% additional records are flagged as inactive or out of business

1,869 have filed for bankruptcy in the last five years

170 are debarred from doing business with the U.S. Government

7,017 had recent name, address, phone or CEO changes

90,025 or 5% are predicted to be high credit risk businesses

6,446 are foreign owned

2,296 are considered high risk or in business deterioration

3,211 are predicted to fail in next 12 months

370 are associated with criminal activity

## Identified top 15 lines of business by NAICS:

All Other Support Services
Offices of Physicians (except Mental Health Specialists)
All Other Specialty Trade Contractors
All Other Miscellaneous Store Retailers (except Tobacco Stores)
Religious Organizations
All Other Business Support Services
Full-Service Restaurants
Limited-Service Restaurants
Offices of Lawyers
All Other Professional, Scientific and Technical Services
Fitness and Recreational Sports Centers
Industrial Machinery and Equipment Merchant Wholesalers
Elementary and Secondary Schools
Landscaping Services
Other Miscellaneous Nondurable Goods Merchant Wholesalers

# Once planners decide on a specific industry, for example – biotechnology – the in-depth research begins



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## Biotechnology

Companies that engage in genomics and its related fields, particularly in the selling of drugs, therapeutic products, research equipment, and related rese

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ASSOCIATED SIC CODES	
2833	Medicinals and botanicals
2834	Pharmaceutical preparations
2835	Diagnostic substances
2836	Biological products exc. diagnostic
2899	Chemical preparations, nec
3577	Computer peripheral equipment, nec
3821	Laboratory apparatus and furniture
3826	Analytical instruments
3841	Surgical and medical instruments
3843	Dental equipment and supplies
3845	Electromedical equipment
7372	Prepackaged software

**INDUSTRY FAMILY TREE**

**First Research Industry Profiles**  
Extensive Industry Intelligence

[Search For Related Industry Profiles](#)

**Hoover's Industries**

> [Pharmaceuticals](#)

- > Biotechnology
  - > [Biopharmaceuticals & Biotherapeutics](#)
  - > [Biotechnology Research Equipment](#)
  - > [Biotechnology Research Services](#)

**See Also**

> [Pharmaceuticals Manufacturers](#)

[Hoover's Industry Directory](#)

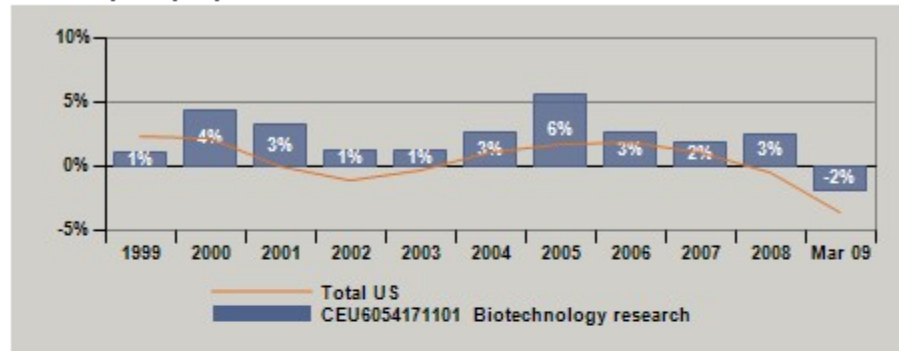
ASSOCIATED NAICS CODES	
32541	Pharmaceutical and Medicine Manufacturing
325411	Medicinal and Botanical Manufacturing
325412	Pharmaceutical Preparation Manufacturing
325413	In-Vitro Diagnostic Substance Manufacturing
325414	Biological Product (except Diagnostic) Manufacturing
334516	Analytical Laboratory Instrument Manufacturing
339111	Laboratory Apparatus and Furniture Manufacturing
541710	Research and Development in the Physical, Engineering, and Life Sciences
541711	Research and Development in Biotechnology
621511	Medical Laboratories
621512	Diagnostic Imaging Centers

# Biotech Sector – Industry Overview

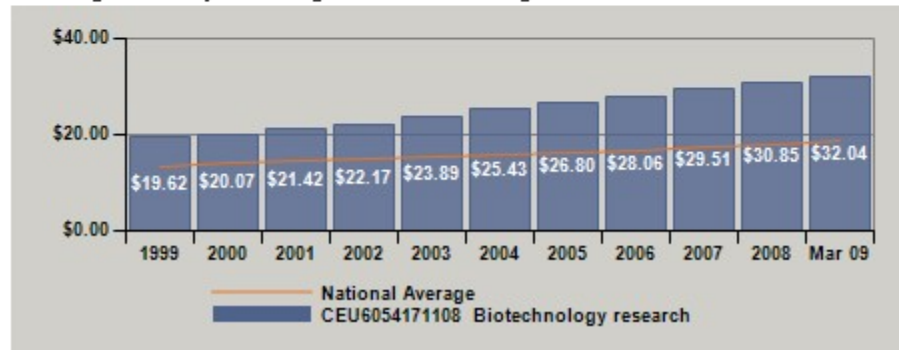


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Industry Employment Growth - Bureau of Labor Statistics



Average Hourly Earnings & Annual Wage Increase - Bureau of Labor Statistics



## FAST FACTS

The US biotechnology industry includes about **1,000 companies**, with combined annual revenue close to **\$50 billion**.

Large companies include Amgen, Biogen Idec, Genentech, Genzyme, Life Technologies, and Monsanto.

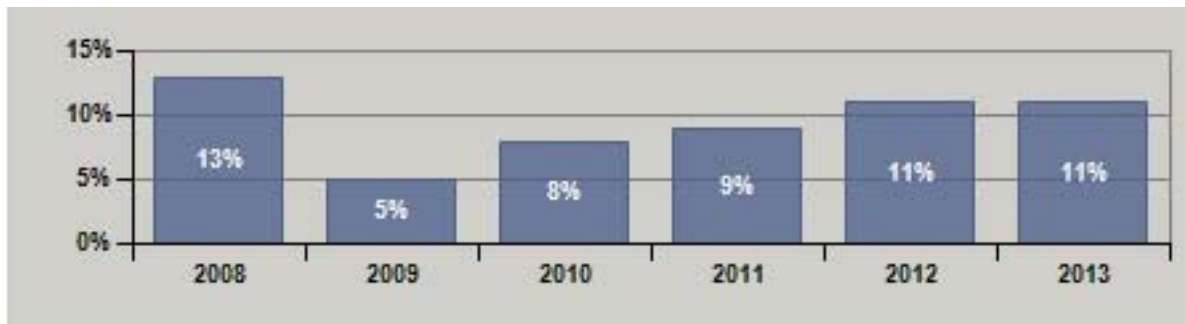
The most successful uses of biotechnology so far have been the production of therapeutic **drugs** (biologics); genetically modified (GM) **plants**; and medical **diagnostic tools** such as DNA testing.

Commercialization of a product includes **patent protection**, regulatory approval, sales, marketing, and distribution.

Because of the high cost and lengthy time required to develop and market a new product, companies need substantial **funding** before significant revenues are generated.

# Biotech Sector – Industry Forecast

- Scientific R&D will strengthen
- Biotechnology activity is expected to grow at a compound annual growth rate of 9% between 2008 - 2013



- Expected Growth rate relative to other industries is high
- Medical advances are driving demand
- High development and marketing costs
- The risk is that FDA and insurer must approve



# Biotech Sector – Financial Information



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COMPANY BENCHMARK INFORMATION		
<b>Biological Product (except Diagnostic) Manufacturing - (NAICS: 325414)</b>		
<b>12 Month Rolling Data Period</b>	Last Update March 2009	
<b>Small Company Data</b>	Sales < \$1,626,776	
<b>Table Data Format</b>	Median Values	
	<b>US Private Company Data</b>	
	Aggregate	Small Company
<b>Company Count in Analysis</b>	36	9

Income Statement		
<i>Net Sales</i>	100%	100%
<b>Gross Profit</b>	69.0%	99.3%
<b>Operating Income</b>	8.7%	15.0%
<b>Net Profit After Tax</b>	4.8%	2.8%
Balance Sheet		
<b>Cash</b>	7.7%	19.0%
<b>Accounts Receivable</b>	15.4%	17.8%
<b>Inventory</b>	10.7%	17.4%
<b>Total Current Assets</b>	38.0%	56.8%
<b>Total Fixed Assets</b>	14.8%	16.7%
<b>Other Non-Current Assets</b>	47.1%	26.5%
<i>Total Assets</i>	100.0%	100.0%
<b>Accounts Payable</b>	3.9%	8.2%
<b>Total Current Liabilities</b>	29.5%	24.1%
<b>Total Long-Term Liabilities</b>	3.7%	0%
<b>Net Worth</b>	66.8%	75.9%

# Biotech Sector – Financial Ratios and Trends



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<a href="#">Quick Ratio</a>	1.23	1.55
<a href="#">Current Ratio</a>	2.12	2.29
<a href="#">Current Liabilities to Net Worth</a>	46.0%	33.0%
<a href="#">Current Liabilities to Inventory</a>	159.0%	159.0%
<a href="#">Total Liabilities to Net Worth</a>	67.0%	33.0%
<a href="#">Fixed Assets to Net Worth</a>	2200%	2950.0%
<a href="#">Collection Period</a>	42.6	37.3
<a href="#">Inventory Turnover</a>	7.6	10.3
<a href="#">Assets to Sales</a>	71.0%	53.5%
<a href="#">Sales to Working Capital</a>	2.8	2.1
<a href="#">Accounts Payable to Sales</a>	4.0%	5.5%
<a href="#">Return on Sales</a>	5.0%	2.5%
<a href="#">Return on Assets</a>	7.0%	5.0%
<a href="#">Return on Investment</a>	30.0%	36.0%
<a href="#">Interest Coverage</a>	4.9	2.0

# Biotech Sector – Industry Websites and Glossary of Terms



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INDUSTRY PROFILE:

## Biotechnology Sector

### Industry Websites

#### Recent News

##### **AgBioForum**

Agricultural biotechnology economics and issues.  
<http://www.agbioforum.missouri.edu/>

##### **BiolinkDirect**

Excellent company list and links.  
<http://www.biolinkdirect.com/>

##### **BioSpace**

News on biotechnology.  
<http://biospace.com>

##### **Biotechnology Industry Organization**

Good issues, some statistics, company news.  
<http://www.bio.org/>

##### **BioWorld**

Industry news. Industry reports for sale.  
<http://www.bioworld.com/>

##### **Deloitte Recap LLC**

Information about biotechnology alliances, agreements.  
<http://www.recap.com/>

INDUSTRY PROFILE:

## Biotechnology Sector

### Glossary of Acronyms

#### **BLA**

Biologics License Application

#### **GM**

genetically modified

#### **IVD**

in vitro diagnostic device

#### **NDA**

New Drug Application

#### **PCR**

polymerase chain reaction

#### **RNAi**

RNA interference

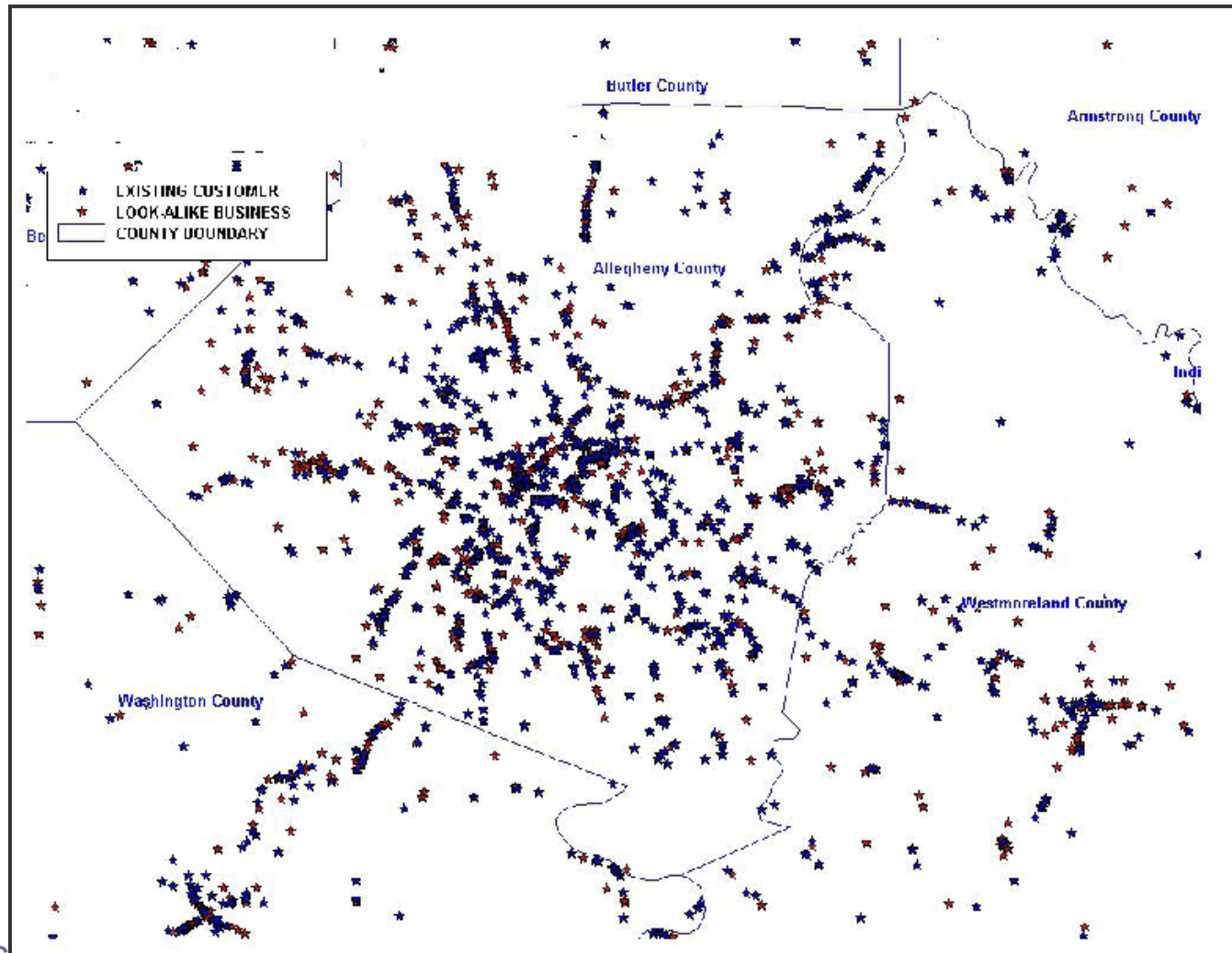
#### **SNP**

single-nucleotide polymorphism

When looking at complex data, planners can also easily visualize and model potential prospects in a geospatial view – at the county level



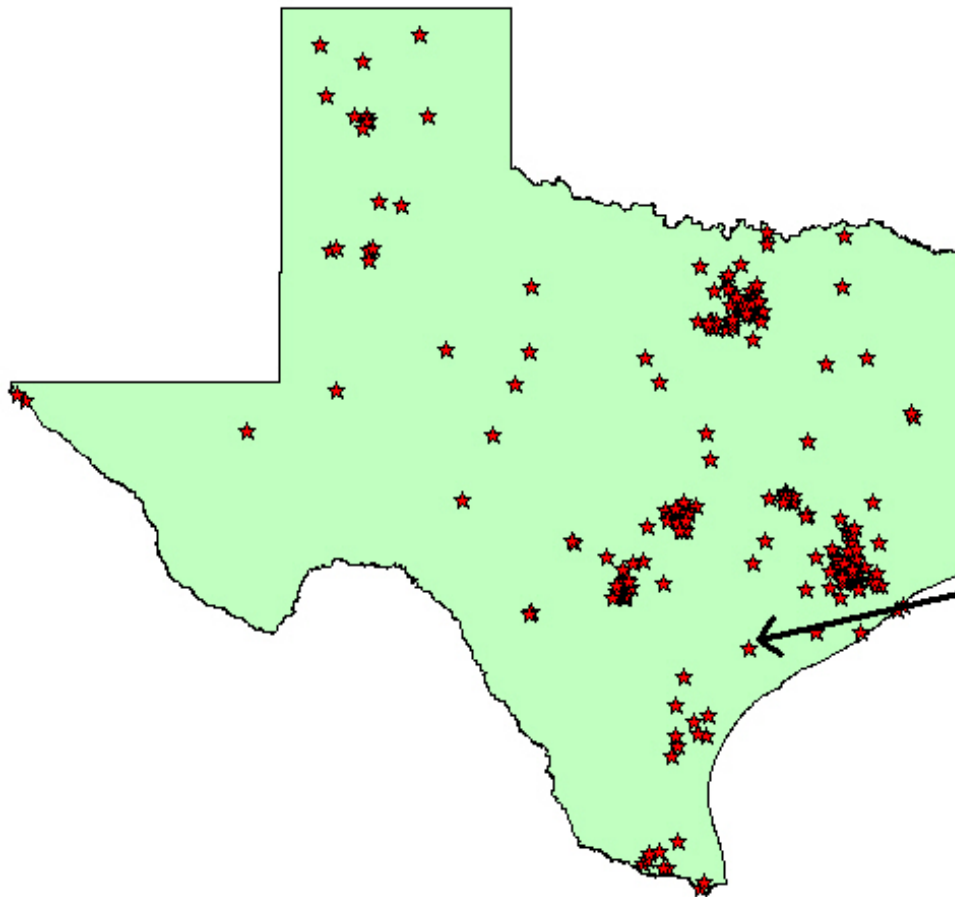
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# Or at the state level – and then drill down on the company level



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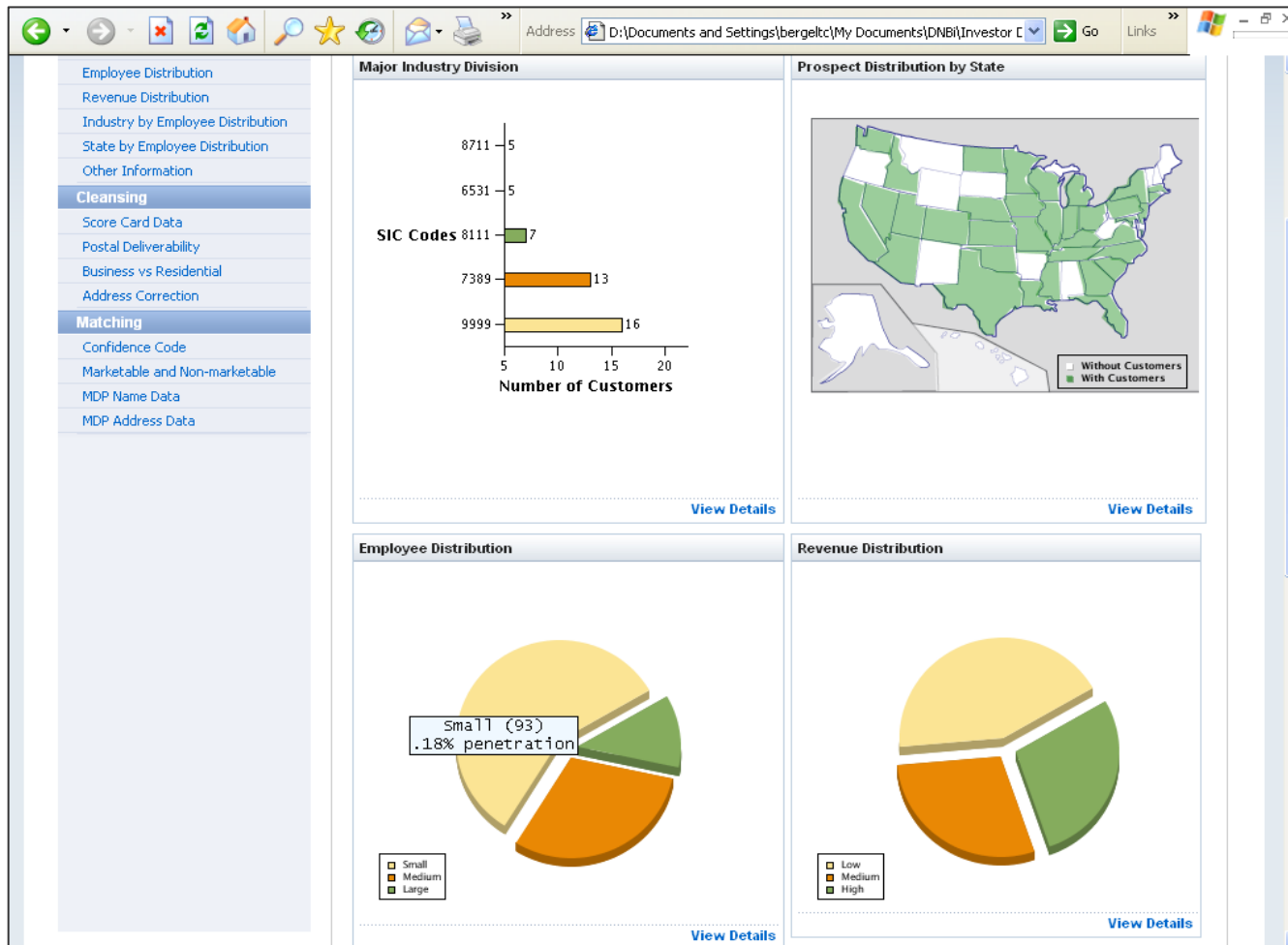


Dunsno: 154740013  
Salutation: Ms  
Firstname: Pam  
Mi:  
Lastname: Hickman  
Suffix:  
Title: President  
Busname: Eastex Environmental Lab  
Secbusname:  
Physstreet: 3 Weaver St  
Physcity: Coldspring  
Physstate: TX  
Physziplu: 0  
Physzip: 77331  
Physzipext: 8565  
County: San Jacinto  
Msa:  
State\_fips: 48  
County\_fip: 48407  
Msa\_code: 0  
State\_dbco: 85  
County\_dbc: 708  
City\_dbcod: 1796  
Msa\_dbcode: 0  
Countypopu: 10000 to 24999  
Lineofbus: water & wastewater analytical laborator  
Prinsic: 87310100  
Prinsic\_d: Biological research  
Prinsic4\_d: Commercial Physical Research  
Contactgen: female  
Longbusnam: Eastex Environmental Laboratory, Inc  
Physicalst: 48  
Physicalco: 48407  
Phycounty: San Jacinto  
Phyma:  
Phy\_msa\_co: 0  
Latitude: 30.549660000

# Planners can also use a dashboard view to organize data to make 'what if' analyses easy



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# **Recruitment**

[www.dnb.com/gov](http://www.dnb.com/gov)

# Economic developers recognize the importance of evaluating and recruiting high potential businesses quickly



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- Evaluate and qualify prospects quickly by based specific criteria as well as the financial health of companies
- Confidently prepare for recruiting trips with in-depth information on industries, companies and contacts

It starts by identifying the number of businesses within pre-identified industries by employee size



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## Biological Products

Employees at Site	Single locations	Headquarters	Branches	Total/Avg
15,000 - 19,999	0	1	0	1
5,000 - 9,999	0	0	1	1
2,500 - 4,999	0	1	0	1
1,000 - 2,499	2	7	2	11
500 - 999	2	10	2	14
250 - 499	12	14	14	40
100 - 249	32	25	54	111
50 - 99	75	24	51	150
25 - 49	161	34	75	270
10 - 24	428	41	130	599
5 - 9	633	35	86	754
2 - 4	1,321	32	85	1,438
1	1,263	13	40	1,316
unknown	5	159	96	260
<b>Total/Avg</b>	<b>3,934</b>	<b>396</b>	<b>636</b>	<b>4,966</b>



# ...Or sales volume and years in business

## Biological Products

Report cells contain: Number of Businesses

Years in Business

<u>Annual Sales (\$MM)</u>	<u>1</u> <u>year or less</u>	<u>21</u> <u>or more</u>	<u>16 - 20</u>	<u>11 - 15</u>	<u>6</u> <u>- 10</u>	<u>4</u> <u>or 5</u>	<u>2</u> <u>or 3</u>	<u>unknown</u>	<u>Total/Avg</u>
<u>2,000.0+</u>	1	7	0	0	0	0	0	0	8
<u>1500.0 - 1999.9</u>	0	3	0	0	0	0	0	0	3
<u>1000.0 - 1499.9</u>	0	1	0	0	1	0	0	0	2
<u>500.0 - 749.9</u>	0	0	1	0	3	0	1	0	5
<u>250.0 - 499.9</u>	0	3	0	0	1	1	0	0	5
<u>100.0 - 249.9</u>	0	5	5	0	4	1	0	0	15
<u>50.0 - 99.9</u>	2	9	2	1	3	2	0	0	19
<u>25.0 - 49.9</u>	1	12	5	9	2	4	6	0	39
<u>10.0 - 24.9</u>	2	21	8	19	26	9	10	0	95
<u>5.0 - 9.9</u>	3	32	10	18	20	11	9	1	104
<u>2.5 - 4.9</u>	5	43	16	30	43	14	8	4	163
<u>1.0 - 2.4</u>	9	73	50	72	120	42	33	3	402
<u>0.5 - 0.9</u>	5	78	40	71	136	67	48	23	468
<u>0.2 - 0.4</u>	24	101	45	80	195	103	107	54	709
<u>under 0.2</u>	100	181	111	185	476	482	414	334	2,283
<u>unknown</u>	0	2	0	1	0	4	2	637	646
<b>Total/Avg</b>	<b>152</b>	<b>571</b>	<b>293</b>	<b>486</b>	<b>1,030</b>	<b>740</b>	<b>638</b>	<b>1,056</b>	<b>4,966</b>

Or get an at-a-glance view of key attributes by individual state so planners can understand the hot spots for the industry sector



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## Biological Products

Physical State	No Bus	% Total Bus	Total Sales	Avg Sales	Total Site Emps	Avg Site Emps	Total Co Emps	Avg Co Emps
AK	25	0.5%	\$2.6MM	\$0.1MM	48	2	48	2
AL	38	0.8%	\$112.6MM	\$3.6MM	438	12	472	15
AR	20	0.4%	\$7.3MM	\$0.5MM	178	10	88	6
AZ	74	1.5%	\$55.1MM	\$0.9MM	419	6	389	6
CA	987	19.9%	\$23,212.9MM	\$25.0MM	17,159	18	55,961	60
CO	104	2.1%	\$43.4MM	\$0.4MM	664	7	653	7
CT	63	1.3%	\$146.2MM	\$2.7MM	704	12	2,151	39
DC	20	0.4%	\$2.9MM	\$0.2MM	72	4	46	3
DE	22	0.4%	\$3,172.1MM	\$186.6MM	1,058	50	25,044	1,473
FL	191	3.8%	\$172.7MM	\$1.0MM	1,914	11	1,876	11
GA	108	2.2%	\$442.5MM	\$4.9MM	1,283	13	5,722	63
HI	29	0.6%	\$27.8MM	\$1.1MM	1,508	54	1,420	57
IA	70	1.4%	\$65.6MM	\$1.3MM	1,352	21	920	19
ID	36	0.7%	\$717.2MM	\$23.1MM	319	9	658	21
IL	140	2.8%	\$162.9MM	\$1.4MM	1,944	15	1,386	12
III	75	1.5%	\$791.8MM	\$12.4MM	2,178	30	6,763	106
KS	48	1.0%	\$173.8MM	\$5.3MM	1,408	31	2,402	73
KY	29	0.6%	\$17.0MM	\$0.7MM	362	12	185	8
LA	44	0.9%	\$14.1MM	\$0.4MM	533	12	216	6
MA	266	5.4%	\$6,670.4MM	\$27.7MM	6,787	28	24,722	103
MD	280	5.6%	\$876.9MM	\$3.4MM	4,604	18	7,631	30
ME	37	0.7%	\$29.4MM	\$0.9MM	341	9	349	10
MI	103	2.1%	\$146.6MM	\$1.6MM	875	9	1,129	12
MII	95	1.9%	\$227.1MM	\$2.9MM	1,083	12	1,868	24
MO	94	1.9%	\$370.5MM	\$4.9MM	1,826	21	3,484	46
MS	30	0.6%	\$38.0MM	\$1.7MM	434	14	584	25
MT	36	0.7%	\$25.8MM	\$0.9MM	552	16	409	15

# Next...planners drilldown to a list of businesses within geographic region by SIC code



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	<input type="checkbox"/>	Ind D-U-N-S®	Company Name	Global Uti	Physical Address Line 1	Physical Address Line 2	Physical City	Country	National Identification
1	<input type="checkbox"/>	<a href="#">094971447</a>	<a href="#">A J P Scientific Inc</a>		<a href="#">82 Industrial St E</a>		<a href="#">Clifton</a>	<a href="#">USA</a>	<a href="#">222052945</a>
2	<input type="checkbox"/>	<a href="#">615209611</a>	<a href="#">Ad Ellis Inc</a>		<a href="#">50 Glen Ave</a>		<a href="#">West Orange</a>	<a href="#">USA</a>	
3	<input type="checkbox"/>	<a href="#">795458595</a>	<a href="#">Ahfp Acquisition Inc</a>	<a href="#">001317130</a>	<a href="#">5 Giralda Farms</a>		<a href="#">Madison</a>	<a href="#">USA</a>	
4	<input type="checkbox"/>	<a href="#">007968513</a>	<a href="#">Bbi Corporation</a>		<a href="#">1152 State Highway 10</a>		<a href="#">Succasunna</a>	<a href="#">USA</a>	
5	<input type="checkbox"/>	<a href="#">150596716</a>	<a href="#">Cambrex Corporation</a>	<a href="#">150596716</a>	<a href="#">1 Meadowlands Plz # 1510</a>		<a href="#">East Rutherford</a>	<a href="#">USA</a>	<a href="#">222476135</a> <a href="#">046736857</a> <a href="#">800020311</a>
6	<input type="checkbox"/>	<a href="#">142876528</a>	<a href="#">China Biopharma, Inc.</a>		<a href="#">31 Airpark Rd</a>		<a href="#">Princeton</a>	<a href="#">USA</a>	<a href="#">043703334</a>
7	<input type="checkbox"/>	<a href="#">038596862</a>	<a href="#">Cytogen Corporation</a>	<a href="#">809692218</a>	<a href="#">650 College Rd E Cn5308</a>		<a href="#">Princeton</a>	<a href="#">USA</a>	<a href="#">222322400</a>
8	<input type="checkbox"/>	<a href="#">160147252</a>	<a href="#">DSM Nutritional Products, Inc.</a>	<a href="#">404248536</a>	<a href="#">45 Waterview Blvd</a>		<a href="#">Parsippany</a>	<a href="#">USA</a>	<a href="#">562328782</a> <a href="#">581858661</a>
9	<input type="checkbox"/>	<a href="#">005378179</a>	<a href="#">Difco Laboratories Incorporat</a>	<a href="#">001292192</a>	<a href="#">1 Becton Dr</a>		<a href="#">Franklin Lakes</a>	<a href="#">USA</a>	
10	<input type="checkbox"/>	<a href="#">829579999</a>	<a href="#">Epicore Bionetworks Inc.</a>		<a href="#">4 Lina Ln</a>		<a href="#">Mount Holly</a>	<a href="#">USA</a>	
11	<input type="checkbox"/>	<a href="#">877967422</a>	<a href="#">Epicore Networks (usa), Inc</a>		<a href="#">4 Lina Ln</a>		<a href="#">Mount Holly</a>	<a href="#">USA</a>	
12	<input type="checkbox"/>	<a href="#">002569085</a>	<a href="#">F X Lab Co Inc</a>		<a href="#">725 Lehigh Ave</a>		<a href="#">Union</a>	<a href="#">USA</a>	
13	<input type="checkbox"/>	<a href="#">189735301</a>	<a href="#">Fresenius Usa, Inc.</a>	<a href="#">324661834</a>	<a href="#">1816 Underwood Blvd</a>		<a href="#">Riverside</a>	<a href="#">USA</a>	<a href="#">042550576</a>
14	<input type="checkbox"/>	<a href="#">602834483</a>	<a href="#">Genta Incorporated</a>	<a href="#">602834483</a>	<a href="#">200 Connell Dr</a>		<a href="#">Berkeley Heights</a>	<a href="#">USA</a>	<a href="#">330326866</a> <a href="#">030326866</a>
15	<input type="checkbox"/>	<a href="#">829472583</a>	<a href="#">Helsinn Therapeutics (u.s.)</a>	<a href="#">487860413</a>	<a href="#">1160 US Highway 22 # 104</a>		<a href="#">Bridgewater</a>	<a href="#">USA</a>	
16	<input type="checkbox"/>	<a href="#">121487800</a>	<a href="#">Hyclone Laboratories Inc</a>	<a href="#">001408673</a>	<a href="#">845 Towbin Ave</a>		<a href="#">Lakewood</a>	<a href="#">USA</a>	<a href="#">870309655</a>

# Then look at specific company information associated with a potential prospect business



Decide with Confidence

How useful was the D&B data for this company?

☆☆☆☆

Not Very      Very

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**BUSINESS SUMMARY** [About Business Summary](#)

**MERCK & CO., INC.**  
 MERCK  
**1 Merck Dr**  
**Whitehouse Station, NJ 08889**

This is a **headquarters** location. Branch(es) or division(s) exist.

**Mailing address:** PO Box 100  
White House Station, NJ 08889

**Web site:** [www.merck.com](http://www.merck.com)

**Telephone:** 908 423-1000

**Fax:** 908 735-1253

**Chief executive:** RICHARD T CLARK, CHB-PRES-CEO

**Stock symbol:** [MRK](#)

**EDGAR<sup>®</sup>Online** [Click here for Stock Quote and Chart](#)

**Year started:** 1891

**Management control:** 1986

**Employs:** 55,200 (1,600 here)

**Financial statement date:** MAR 31 2009

**Now Included with this Report** **NEW!**

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D&B's industry and risk-based limit guidance

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**Payment Trends Profile**  
Payment trends and industry benchmarks

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**D-U-N-S Number:** 00-131-7064

**Corporate Family**

This business is at the top of the corporate family. Click the link below to view subsidiaries and branches.

[View more family members](#)

**D&B Rating:** **5A2**

**Financial strength:** 5A is \$50 million and over.

**Composite credit appraisal:** 2 is good.

• Jump to: [Summary Analysis Section](#)

**D&B PAYDEX<sup>®</sup>:**

**12-Month D&B PAYDEX: 73**  
When weighted by dollar amount, payments to suppliers average 11 days beyond terms.

It is important at this point in the research to analyze the growth attributes of existing businesses to help predict prospect's potential growth



Decide with Confidence

Growth Attributes	
Employee Total Range	✓
Major Industry Category	✓
Corporate Family Member	
Subsidiary Indicator	✓
Small Business Indicator	
Primary SIC 2 Digit	✓
Square Footage Range	✓
Owns - Rents	✓
Import Export Indicator	
Manufacturing Indicator	

Once the list is compiled, planners can prepare for recruiting trips with access to in-depth information on US and global companies – and their executives



Decide with Confidence

- Contact information
- Corporate relationships
- Financial statements
- Ratio data
- Similar business comparisons in same area

# Get a listing of top executives and their contact information



Decide with Confidence

NAME	TITLE	COMPANY NAME	CONTACT
Aventis Pasteur	Manager	<a href="#">Universalist Unitarian Church</a>	<a href="#">Network</a>   <a href="#">E-mail</a>
Record Depth: ●●○			
		Gregory Irace	People <input type="button" value="Search"/> Find multiple companies with <a href="#">Build A List &gt;</a>

<a href="#">Gregory Irace</a>	President, Sanofi-Aventis U.S. LLC	<a href="#">Sanofi-Aventis</a> [NYSE: SNY ; Euronext SAN] Record Depth: ●●●
<a href="#">Jim Mitchum</a>	President, Commercial Operations, Aventis Japan	<a href="#">Aventis</a> Record Depth: ●●●
Jean-Jacques Bertrand	Chairman and Deputy CEO, Aventis Pasteur	<a href="#">Aventis</a> Record Depth: ●●●
<a href="#">Pierre Legault</a> Bio Text: ...Treasury for <b>Aventis</b> Pharma globally...	President, Worldwide Dermatology and Dermik Laboratories, Aventis Pharmaceuticals	<a href="#">Dermik Laboratories, Ir</a> Record Depth: ●●●
<a href="#">Patrick J. Langlois</a>	Vice Chairman of the Management Board and CFO; Chairman and CEO, Aventis Agriculture	<a href="#">Aventis</a> Record Depth: ●●●
<a href="#">Charles Houdoux</a>	Partner and Global Director, sanofi-aventis	<a href="#">Euro RSCG Life</a> Record Depth: ●●●
<a href="#">Heinz Werner Meier</a>	SVP Pharmaceutical Operations Germany and Corporate Human Resources	<a href="#">Sanofi-Aventis Deutschl Gmbh</a> Record Depth: ●●●

## Sanofi-Aventis U.S. LLC

55 Corporate Dr. Phone: 908-231-4000  
Bridgewater, NJ 08807 United States ([Map](#)) Toll Free: 800-981-2491

<http://www.sanofi-aventis.us>

### COMPANY RECORD TOOLS

- > Download Company Data
- > Build Custom Report
- > Find Similar Companies
- > View Quick Report
- > Watch This Company

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### GREGORY IRACE

[Network](#) | [E-mail](#)

#### Work Highlights

[Sanofi-Aventis U.S. LLC](#)

##### Job Title

2007-Present: President and CEO  
2007: CFO

#### Current Company Affiliations

[Sanofi-Aventis](#)

President, Sanofi-Aventis U.S. LLC

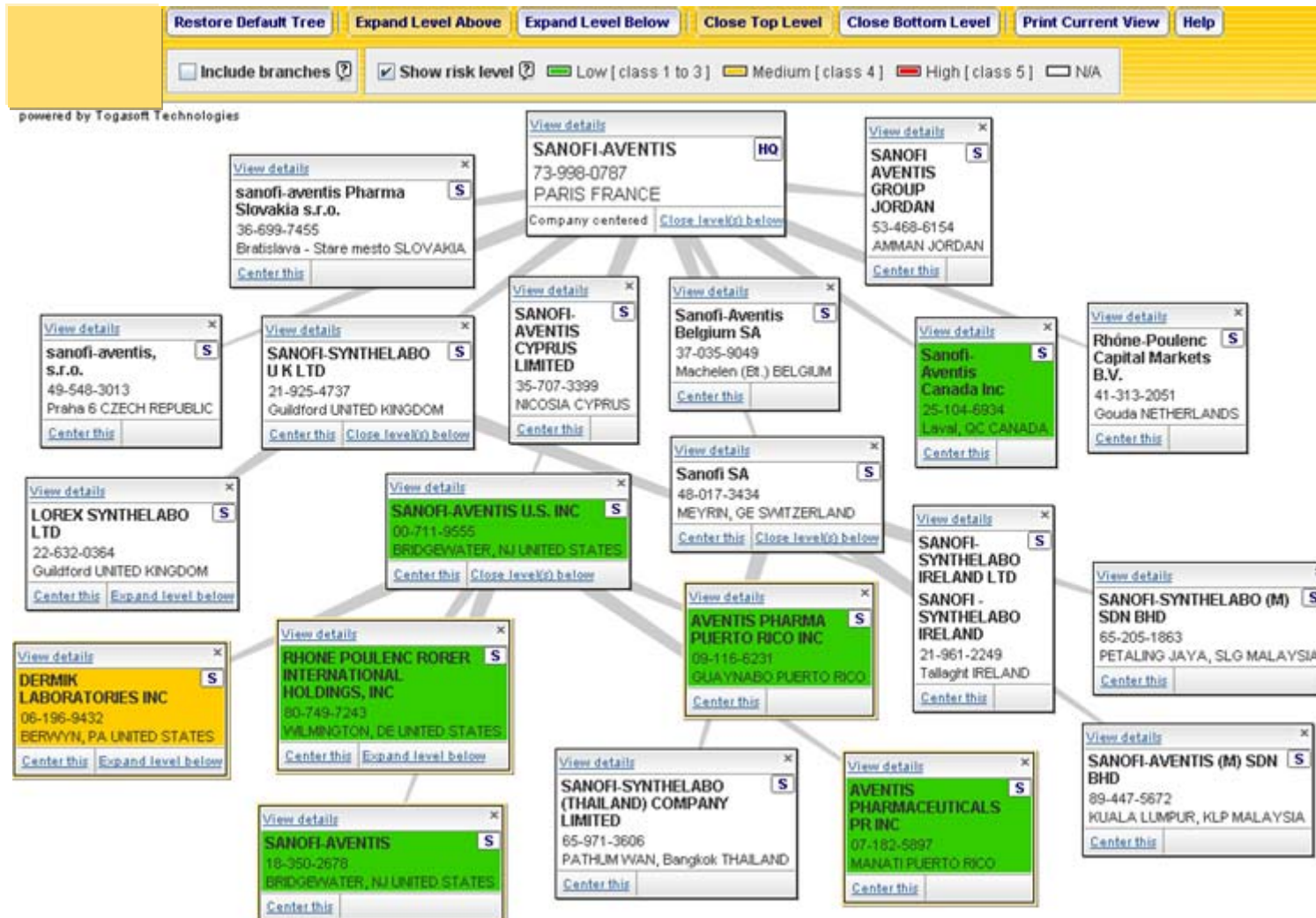
#### Biography

Gregory Irace is President and Chief Executive Officer of sanofi-aventis U.S., an affiliate of the sanofi-aventis Group. Mr. Irace is responsible for all U.S. commercial operations, including the United States and Puerto Rico, as well as coordination of Industrial Affairs and R&D activities within the U.S.

# Look at prospecting opportunities within a corporate family



Decide with Confidence



# And go deep on industry to understand competitive, financial and regulatory landscape and current trends for call preparation



Decide with Confidence

- Competitive landscape
- Products, operations, and technology
- Finance and regulation
- Regional and international issues
- HR & labor statistics

- > [Johnson & Johnson](#)
- > [Pfizer Inc.](#)
- > [Merck & Co., Inc.](#)
- > [GlaxoSmithKline plc](#)
- > [Bristol-Myers Squibb Company](#)
- > [Amgen Inc.](#)
- > [Eli Lilly and Company](#)
- > [Baxter International Inc.](#)
- > [Agilent Technologies, Inc.](#)
- > [Wyeth](#)

## Business Challenges

### Critical Issues

#### Expensive Development of Products, Uncertain Approval

The FDA and other regulators can decline to approve a new drug, even after years of company tests and millions of dollars in development. For biotech companies take, on average, eight to 10 years to ready a single drug for FDA approval. For many biotech companies hinges on development of a single product, lack of approval can be a major setback. European countries have refused to approve genetically modified foods.

>

#### Companies Depend Highly on Patent Protection

Specialized biotech methods and products can be protected through patents, but only for a limited time. By the time a new product is available, many years of development and testing have already passed. The multiple patents on various biotech methods also leave companies open to patent infringement.

>

#### Medical Insurers' Acceptance Key

Even after regulatory approval, a drug may not reach the market if insurance payers don't authorize its use. Managed care companies and Medicare, may decline to authorize the use of new drugs, especially if they are only slightly more effective than cheaper drugs. Consequently, the commercial market for a drug may be limited, even after it receives regulatory approval.

#### Rapid Advances in Scientific Knowledge can Render Products, Processes Obsolete

Since many biotech companies concentrate on a single product or process, they're highly vulnerable to change. The effective market life of many biotechnology products is only a few years.

## Call Preparation Questions

### Conversation Starters

#### How have government regulations impacted the company?

The FDA and other regulators can decline to approve a new drug, even after years of company tests and millions of dollars in development.

#### What benefits and obstacles does patent protection create for the company?

Specialized biotech methods and products can be protected through patents, but only for a limited time. By the time a new product is available, many years of development and testing have already passed.

#### What strategies does the company use to ensure that medical insurance companies accept new products?

Even after regulatory approval, a drug may not reach the market if insurance payers don't authorize its use.

#### How is the use of DNA chips benefiting the company's product development?

DNA chips enable identification of gene activity and potentially their interaction.

#### What opportunities do individualized drug therapy present for the company?

By accounting for the differences in each individual's DNA, researchers hope to be able to tailor drugs for a particular person.

#### How does the company take advantage of implantable biosensor technology?

Sensors implanted in the body hold potential for better monitoring of blood chemistry combined with more effective drug delivery.



**Decide with Confidence**

# **Growth & Retention**

[www.dnb.com/gov](http://www.dnb.com/gov)

# Growth and retention efforts of existing industries and companies are responsible for about 80% of all jobs created



Decide with Confidence

- The primary objective of growth and retention is to target new primary employers or retain primary employers
- But it is also important to maintain diversification so understanding the % of your primary job employers vs the % in the local economy
- This provides opportunity to uncover business growth potential of un-related industries so you can reduce risk associated with decline
- Identify and invest in the highest value businesses quickly

# Planners need to consistently monitor economic area to motivate primary employers poised for growth or lend support for those in decline



Decide with Confidence

Business Employee Range	Total Businesses / Employees
No Data or 0	220 / 0
1 - 4	3200 / 5,717
5 - 9	328 / 2,082
10 - 14	118 / 1,329
15 - 19	52 / 837
20 - 29	65 / 1,471
30 - 49	42 / 1,497
50 - 74	39 / 2,281
75 - 99	15 / 1,212
100 - 199	13 / 1,541
200 - 249	2 / 424
250 - 499	5 / 1,595
<b>TOTAL</b>	<b>4099 / 19,986</b>

Location Type	TOTAL
SINGLE	3,723
HEADQUARTERS	47
BRANCH	329
<b>TOTAL</b>	<b>4,099</b>

Georgetown by Financial Stress Score (FSS)*	TOTAL
Unclassified	100
0 - OUT OF BUSINESS, BANKRUPTCY, HIGHER RISK	14
1 - LOW	2,972
2	703
3	220
4	76
5 - HIGH	14
<b>TOTAL</b>	<b>4,099</b>

\* FSS shows the probability a business will close its doors in the next 12 months

Top 10 4-Digit NAICS	TOTAL
5619 - Other Support Services	344
2361 - Residential Building Construction	169
5416 - Management, Scientific, and Technical Consulting Services	127
5419 - Other Professional, Scientific, and Technical Services	114
5614 - Business Support Services	110
8121 - Personal Care Services	92
5617 - Services to Buildings and Dwellings	91
5411 - Legal Services	84
5413 - Architectural, Engineering, and Related Services	83
6211 - Offices of Physicians	83

# Best practices



Decide with Confidence

- Industrial recruitment of your targeted industries focused on appropriate predictive indicators that will identify companies with potential expansion opportunities
- Growth and retention initiatives based on detailed analysis and understanding of your existing primary industry companies – the ones that are gazelles and the ones that have challenges
- Use technology and data analysis to increase the depth and quality of your prospect pipeline, enhance your strategic vision and build political capital

# Questions?

[government@dnb.com](mailto:government@dnb.com)

1-800-424-2495

[beckettb@dnb.com](mailto:beckettb@dnb.com)

1-610-882-7323



Decide with Confidence

1-800-424-2495

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## California

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### 3,515,384 Active Businesses in State, with:

15,653	Name, address or CEO changes
266,609	Associated with corporate family
696	Debarred
7,579	Experiencing deterioration or risk
119,982	Closed in last 12 months
195,219	Opened in 2008 and 2009

## D&B US Database

D&B's US business data includes over 49 million business records nationwide.

Click on a state to view its file count details.

## Colorado

[close](#) or Esc Key

### 619,013 Active Businesses in State, with:

3,848	Name, address or CEO changes
45,745	Associated with corporate family
148	Debarred
404	Experiencing deterioration or higher risk
17,091	Closed in last 12 months
33,253	Opened in 2008 and 2009

## New York

[close](#) or Esc Key

### 1,822,145 Active Businesses in State, with:

8,950	Name, address or CEO changes
142,338	Associated with corporate family
636	Debarred
3,214	Experiencing deterioration or higher risk
74,960	Closed in last 12 months
68,002	Opened in 2008 and 2009

As of May 2009

[www.dnb.com/gov](http://www.dnb.com/gov)