Report Card

During fiscal year 2009, the Enterprise Innovation Institute:

- Evaluated 149 Georgia Tech innovations and formed 20 new companies based on this intellectual property. Startups based on Georgia Tech intellectual property attracted nearly $111 million in investment.

- Helped manufacturing companies reduce operating costs by $67 million, increase sales by $143 million, and create or save 1,150 jobs.

- Assisted 44 startup technology companies through the Advanced Technology Development Center (ATDC). ATDC companies attracted $151 million in capital activity (venture capital investment and mergers/acquisitions).

- Helped Georgia companies win $664 million in government contracts, creating an estimated 13,679 jobs.

- Served 52 Georgia communities with projects and helped train 314 economic developers.

- Provided assistance to Georgia companies in preparing 76 proposals that won more than $7 million in federal Small Business Innovation Research (SBIR) grants.

- Helped more than a dozen Georgia hospitals adopt process improvement techniques that reduce costs and improve services to patients.

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Cover: This sign is the gateway to Technology Square, the portion of the Georgia Tech campus where the Enterprise Innovation Institute is headquartered.
A Message from the Vice Provost

Welcome to the 2009 annual report of the Georgia Tech Enterprise Innovation Institute, also known as EI2. We are the largest and most comprehensive university-based program of business and economic development assistance in the United States. Our overall goal is to help enterprises of all types and sizes use science, technology, and innovation to improve their competitiveness – and bottom lines. As the report card on the preceding page shows, our impact on Georgia’s economy is significant.

Like other Georgia state organizations, we have faced challenges from the dismal economic climate and continued reductions in our state funding. To address those challenges, we have realigned some of our key programs to reflect those economic realities and to serve the changing needs of our state. The most significant of these are in our services to entrepreneurs and in the creation of a new initiative focused on the state’s health care providers.

Perhaps our best-known program is ATDC, which helps Georgia entrepreneurs launch and build successful technology companies. In July, we broadened ATDC by merging it with two related programs that also serve entrepreneurs: VentureLab, which creates companies based on Georgia Tech intellectual property, and the SBIR Assistance Program, which helps companies win federal Small Business Innovation Research grants. The resulting organization provides entrepreneurs a more comprehensive service, and allows us to better use our limited resources.

Our Healthcare Performance Group has established a national reputation for applying process improvement techniques to hospitals and other providers of health care. These techniques, originally developed for manufacturers, help providers both reduce costs and improve their quality of service. We are now building on this foundation with additional offerings to help health care organizations adopt electronic medical records systems, and we recently conducted the first survey of Georgia’s health care information technology industry.

The Enterprise Innovation Institute continues to serve Georgia manufacturers with integrated programs aimed at helping these companies become more competitive through the application of lean principles, energy management, growth techniques, and related assistance. We help communities adopt technology and use it to guide the difficult decisions they must make. We also support technology partnerships, and help connect companies to R&D, continuing education, and other resources at Georgia Tech.

The state of Georgia faces significant challenges ahead, and we will continue to work with our colleagues at Georgia Tech and with our partner organizations to help address these issues. Please let me know if you have suggestions on how we can serve Georgia better, or if you have questions about our activities.

Stephen Fleming
Vice Provost and Executive Director
fleming@gatech.edu
404-894-1700
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Georgia Tech’s Enterprise Innovation Institute (EI²) serves Georgia’s health care providers by applying process improvement and lean techniques – long proven in manufacturing – to hospitals and other health care organizations. EI² is also bringing together resources that will accelerate the development of new and more effective medical devices.

As part of its services to Georgia hospitals and other health care providers, EI² helped Athens Regional Medical Center implement process improvement techniques in its laboratory. The project reduced processing times and freed up storage space.

Process improvement at Athens Regional Medical Center, one of a dozen hospitals assisted by EI², included removing doors from shelving and storage cabinets so the supplies they contain could be more easily identified.
Streamlining Emergency Services:
EI² lean specialists led a team of physicians, nurses, technicians, and administrators at Children’s Healthcare of Atlanta to analyze and streamline flow processes from the moment a patient arrives in the emergency department until he or she is discharged. The new system they developed reduced the time patients spent waiting for a physician assessment, enhanced physician and nurse partnering, eliminated order confusion, and streamlined discharge if no additional treatment was needed. Most importantly, it improved the patient and family experience by providing a more timely initial interaction with a physician. Ultimately, lean principles will be applied to other areas of patient care at the hospital, including operating rooms, in-patient units, and radiology services.

Reducing Wasted Steps:
Before implementing process improvement techniques, nurses at St. Francis Hospital in Columbus were losing approximately 750 minutes each day by walking as much as 50,000 feet to retrieve intravenous pumps from the hospital's Sterile Processing Department. Lean specialists with EI² trained St. Francis staff on lean principles, assisted with data analysis, brainstormed and prioritized ideas, updated management on the new process, and implemented the lean plan. Now, a certain number of pumps are kept on each floor, and each floor has clean, sterile space for an overflow or staging area. Pumps are cleaned by nurses within three to five minutes of use, as opposed to the previous turnaround time of 12 to 24 hours. Cost savings equate to $90,000 a year.

Assisting Georgia’s Rural Hospitals:
To improve customer satisfaction, enhance the quality of services, and reduce costs, Peach Regional Medical Center worked with EI² to adopt process improvement techniques first used by the manufacturing industry. Already, the hospital has noted a 20 percent decrease in average length of stay for its patients. This project was part of an initiative, funded by a $349,000 grant from Healthcare Georgia Foundation, to help train rural hospital staffs in lean principles that identify and eliminate waste in processes while improving customer and staff satisfaction. In addition to these rural hospitals, Georgia Tech has successfully used the approach with hospitals in Athens, Atlanta, Columbus, Newnan, and Vidalia, and its training programs have been licensed for use nationwide by the American Hospital Association.

Accelerating Medical Device Development:
Four of Georgia’s leading research and health care organizations joined together under EI²’s leadership to create a new innovation center that will accelerate the development and commercialization of next-generation medical devices and medical technology. The Global Center for Medical Innovation (GCMI) will include a comprehensive medical device prototyping center and be the first of its kind in the Southeast. Supported by Georgia Tech, Saint Joseph’s Translational Research Institute, Piedmont Healthcare, and the Georgia Research Alliance, the new center will bring together the complete medical device marketplace – including universities, research centers and clinicians, established drug and device companies, investors, and early-stage companies.

Supporting the Health IT Industry:
A new survey conducted by EI² showed that Georgia is a national center for the health information technology industry. Researchers found more than 100 companies developing information technology products and services for the nation’s health care industry, and estimated that those firms employ nearly 10,000 people in Georgia. The national focus on health care should be good news for these companies; 57 percent of them expect to expand over the next two years. The survey was part of an EI² initiative to support the growth and development of the industry – and to assist with implementation of information systems for the state’s health care providers.

Contact: Jennifer Lingenfelter (404-386-7472) or jenn.lingenfelter@innovate.gatech.edu
innovate.gatech.edu

Georgia Tech President G.P. “Bud” Peterson announced the Global Center for Medical Innovation (GCMI) at the BIO 2009 trade show.
Services to Manufacturers

Georgia Tech’s Enterprise Innovation Institute (EI²) provides a comprehensive set of services designed to improve the competitiveness of Georgia manufacturing companies. These services include direct technical and engineering assistance, continuing education courses, networking opportunities, and connecting companies to Georgia Tech resources. EI² is a NIST Manufacturing Extension Partnership affiliate and serves manufacturers from Georgia Tech regional offices located throughout the state.

As a result of Georgia Tech manufacturing assistance, Rotary has experienced positive impacts that included $1.5 million in increased sales, $2 million in retained sales that would have otherwise been lost, and 50 jobs saved.

Ed Nelson (left), president of Rotary, discusses new strategies for growth with Georgia Tech's Bob Wray.
Implementing Cellular Factory Design:
Spectral Response, a Duluth manufacturer of circuit boards, had to develop innovative ways of thinking to survive and thrive. EI² lean specialists helped the company implement a cellular design in its factory to reduce the length of time from order initiation until shipping, and also to help with orders that needed to be reworked or changed. As a result, total work-in-process has decreased by more than 50 percent, lead times have been cut in half, overtime is down from 15 percent to less than 5 percent, the company has 40 percent more floor space for future growth, and electricity costs have fallen by 20 percent.

Reducing Environmental Footprint:
In 2007, Athens-based Power Partners expanded its product line to manufacture solar water heater systems, which use the sun’s energy to heat water and can provide up to 85 percent of the energy needed to produce residential hot water. After working on projects in lean manufacturing and quality standards with EI², the company contacted the organization again to conduct an energy assessment. Energy specialists evaluated Power Partners’ process heating systems for potential energy-saving opportunities—an estimated energy savings of 30 percent. In addition, tank inventory was reduced by 34 percent, total supply-chain lead time for tanks went from more than 17 days to less than a week, water usage was reduced by 10,000 gallons per day, quality improved, and productivity increased.

Streamlining Quality Processes:
Thermal Ceramics, an Augusta insulation manufacturer, needed assistance revamping and streamlining its quality management system to meet current needs with existing staffing levels. EI² reviewed the company’s documentation, developed a system that had a more value-added process, and identified training needs. EI² team members also conducted a gap audit, helped with the development of an implementation plan, assisted with initial internal audits and a management review, conducted a pre-assessment audit, and corrected system issues prior to the registration audit. As a result of becoming ISO certified, Thermal Ceramics increased its sales by $6 million while saving $2 million in costs.

Winning Government Contracts:
Over the past nine years, Unique Clean’s government contracts have grown from one to more than 60, a feat management partially attributes to Georgia Tech’s Procurement Assistance Center (GTPAC), part of EI². Staff members from the Marietta-based janitorial company have attended every seminar offered by GTPAC and have also contacted procurement counselors for assistance on a variety of issues. The company has increased its revenue from $225,000 its first year to $4.8 million last year, with approximately 90 percent of its revenue generated from government-related contracts.

Jump-starting Growth:
Over the past 30 years, Rotary Corporation, a lawnmower blade manufacturer in Glennville, has tapped into nearly every service offered by EI², including feasibility studies; energy, environmental, and safety audits; and lean manufacturing implementation. Recently, Rotary participated in “Eureka! Winning Ways™,” an award-winning three-step process being offered by EI² that helps companies assess how to best jump-start growth through innovative and creative ideas. As a result of this growth strategies project, Rotary has experienced positive impacts that included $1.5 million in increased sales, $2 million in retained sales that would have otherwise been lost, and 50 jobs saved.

Fighting Import Competition:
In 2007, Quality Filters, Inc., a Robertsdale, Ala. manufacturer of HVAC, gas phase, and paint filtration products, began to feel competitive pressure from overseas companies. To address the foreign competition, company management applied for funding support from the Southeastern Trade Adjustment Assistance Center (SETAAC), a federal program based at EI² that helps manufacturers in the Southeast develop and implement turnaround strategies to better compete with imports. An EI² project manager developed an adjustment plan that detailed projects to receive funding support, including assistance in research and development, marketing, and new product development. As a result, the company has developed a new, environmentally friendly product and seen growth of more than 12 percent.

Contact: Chris Downing (404-894-7700) or chris.downing@innovate.gatech.edu

innovate.gatech.edu

A worker at Spectral Response in Duluth inspects a circuit board before it is shipped. The Enterprise Innovation Institute assisted the company with improving its manufacturing processes.
Services to Entrepreneurs

Georgia Tech’s Enterprise Innovation Institute (EI²) provides integrated support to entrepreneurs and early-stage companies in Georgia. Assistance can begin before a company is even formed through help in evaluating the commercial potential of intellectual property. EI² staff members help companies with business planning, team-building, and making connections to the people and resources they need to succeed. Programs include the ATDC, a nationally known science and technology incubator.

Advanced solar cell technology developed at Georgia Tech with funding from the U.S. Department of Energy provided the foundation for Suniva, the Southeast’s first solar cell manufacturer. The company, incubated at Georgia Tech’s ATDC, opened a manufacturing facility in Norcross and plans rapid expansion.

In Suniva’s manufacturing facility in Norcross, company founder Professor Ajeet Rohatgi holds a solar cell made there.
Growing the Southeast’s First Photovoltaics Firm:
Using technology developed at Georgia Tech, Suniva became the Southeast’s first solar cell manufacturer in early 2009. The company, which is based on long-term research funded by the U.S. Department of Energy, has opened a 73,000-square-foot manufacturing facility in Norcross and has more than $1 billion in outstanding orders. Suniva’s founders received initial assistance from EI2 in formation of the company before being incubated at the ATDC. Suniva uses a patented technology it calls Star™ to extract maximum performance from wafers of monocrystalline silicon, a material often used in photovoltaic systems.

Winning SBIR Funding:
Early-stage technology company Simatra, which offers high-performance modeling software that solves complex mathematical equations faster with low-cost computer resources, received assistance from EI2 when it applied for research and development funds in the form of a Small Business Innovation Research (SBIR) grant from the National Institutes of Health (NIH). NIH funded Simatra with a Phase I SBIR grant of $183,000 to begin moving the technology forward and provided an additional $1.5 million grant in 2008. Each year, the federal SBIR program and its parallel Small Business Technology Transfer program provide more than $2 billion to small companies that are developing leading-edge technologies of interest to federal agencies.

Assisting Company Growth:
The Georgia Statewide Minority Business Enterprise Center, operated by EI2, has been instrumental in assisting ARS Mechanical, an African-American-owned heating, ventilation, and air conditioning services firm in Conyers. Staff members have helped ARS Mechanical with securing bonding and lines of credit, providing proposal writing assistance, and helping implement a quality management system. Most recently, EI2 assisted with writing a proposal that landed ARS Mechanical a contract with Fort Gordon to implement an innovative geothermal heat pump project, a $1.7 million project that will convert 11 buildings from traditional energy systems to deep-well geothermal heat pump systems.

Commercializing Multi-electrode Arrays:
Axion Biosystems has developed the next generation of microelectrode array technology that can simultaneously stimulate and record responses from living cells. This capability has applications in the research, clinical, and drug discovery markets. Based on technology developed at Georgia Tech, Axion has received more than $2 million in funding from the Georgia Research Alliance VentureLab program, the federal government, and private investors. The company’s initial focus is on pharmaceutical drug screening. Additional developments include a medical diagnostic device, supported by a Small Business Innovation in Research (SBIR) grant, and biohazard detection. Axion is located in the ATDC Biosciences Center.

Helping Inventors Be More Successful:
EI2 and the Technology Association of Georgia have joined forces to expand education and professional networking opportunities for Georgia’s inventor community. The first joint effort was a series of workshops in Atlanta, Savannah, and Valdosta to help independent inventors gain information that will help them improve their product development and business efforts, while connecting them with resources in marketing, financing, manufacturing/prototyping, and licensing – four of the key building blocks for commercialization. The workshops were sponsored by the U.S. Economic Development Administration to provide education, increase the awareness of available resources, and demonstrate the importance of inventors to Georgia’s economic growth.

Contact: Stephen Fleming (404-894-1700) or fleming@gatech.edu
In 2004, Georgia Tech became part of a five-year National Science Foundation-funded Center for Nanotechnology in Society. Affiliated Georgia Tech researchers are exploring diverse facets of the socioeconomic impacts of nanotechnology.

Georgia Tech’s Enterprise Innovation Institute (EI²) assists state agencies, communities, policy-makers, and economic developers with feasibility studies, fiscal and economic impact analyses, information technology needs, workforce development efforts, strategic planning, sustainability, and other research and technical assistance. EI² partners with Georgia Tech academic units and other state organizations to provide these services.
Studying the Impacts of Nanotechnology:
In 2004, Georgia Tech became part of a five-year National Science Foundation-funded Center for Nanotechnology in Society headquartered at Arizona State University. Affiliated Georgia Tech researchers are exploring diverse facets of socioeconomic impacts of nanotechnology. For example, authors from the Enterprise Innovation Institute and Georgia Tech School of Public Policy have written 30 peer-reviewed journal articles, working papers, and reports on topics ranging from the emergence of “nanodistricts” in the United States and nano activity in the South to competitive challenges in places such as China.

Bringing Information Technology to Communities:
States, regions, cities, and towns must use Information Age tools and know-how to survive and thrive in today’s fast-paced, highly competitive global economy. The TechSmart Program, supported partly by the OneGeorgia Authority and partly by those it serves, takes information technology to communities across the state, customizing it to local needs. In 2009, TechSmart staff worked on 12 projects – from a four-county area in north Georgia to the Clarks Hill Partnership in east Georgia centered around Columbia County.

Building a Foundation for Technical Workers:
Companies increasingly seek technically proficient workers. To help meet this demand, EI² and Georgia Tech’s Center for Education Integrating Science, Mathematics and Computing (CEISMC) developed a pilot program in science, technology, engineering, and mathematics (STEM) and deployed it in school systems in Coffee and Emanuel counties. Among other activities, students visited robotics labs at Georgia Tech, saw automation in action at manufacturing plants, and engaged in robotics competitions. Nearly 150 students participated in the pilot, which also exposed several teachers to the high-tech workplace. The Enterprise Innovation Institute is now partnering with Albany Technical College and the Southwest Georgia Agribusiness Consortium to increase STEM skills development through the Work Ready Region program.

Cutting Energy Costs for Cities:
Georgia Tech has long helped industry conserve energy, but it also works with community facilities – schools, hospitals, and government offices – to cut energy costs. In Savannah, which has adopted several “green” initiatives, EI² conducted audits at three government buildings to measure their energy consumption. Recommendations ranged from installing fluorescent lighting to implementing automatic HVAC controls. This assistance enabled the city to have an energy conservation strategy in place, a requirement of a stimulus funding application. Although many investments have yet to be made, electricity expenditures were $350,000 below what the city had targeted through May 2009, a savings that leaders attributed to changing employee behavior, which was implicit in the EI² recommendations.

Improving Customer Service in State Agencies:
EI² has worked with the Governor’s Office of Customer Service to apply rapid process improvement (RPI) and culture-changing techniques to state agencies – with dramatic results. For example, with Georgia Tech’s assistance, the Office of Child Support Services (OCSS) cut the amount of time required to process a request – from intake to legal filing – from 71 days to one day. The Division of Family and Children Services can now provide same-day Medicaid eligibility determinations to citizens who have all documentation necessary; the process had previously taken as long as 49 days. In another project, the Department of Driver Services (DDS) was able to reduce the time required to process applications for driver examiner positions by 56 percent by reducing the number of processing steps from 45 to 20.

Strategically Planning for Growth:
Faced with managing economic growth spurred by an expansion at Fort Benning and the location of Kia and its suppliers, Troup County and the cities of LaGrange, West Point, and Hogansville sought help with strategic planning. Via EI²’s Accelerator Program, EI² and Georgia Tech’s Center for Quality Growth & Regional Development assisted on numerous fronts, including research, assessments, strategy design, and facilitation of organizational development. The local leadership team identified 10 strategic goals, 50 specific strategies, and more than 120 actionable initiatives. Results so far include development of a Web portal to link employees with job applicants, creation of the non-profit Troup County Center for Strategic Planning, Inc., and Troup County’s incorporation of a “development scorecard” into its land-use codes.

Contact: Robert Lann (404-894-3475) or robert.lann@innovate.gatech.edu
Connecting Companies to Georgia Tech

The Enterprise Innovation Institute (EI²) connects companies to a broad range of resources at the Georgia Institute of Technology, a $500 million research institution ranked seventh in the United States among all public universities by *U.S. News & World Report*. Specialists at EI² work with companies to identify their needs and match them with Georgia Tech resources, including world-class researchers, unique technical facilities, the nation’s top science and technology students, and customized continuing education opportunities.

Based on a unique “blended learning” format that combines traditional teaching with group learning, distance education, and face-to-face interactions, the new Professional Master’s Degree in Applied Systems Engineering will fill a significant gap in the higher education offerings for working engineers at organizations in Georgia and throughout the nation.

The Tech Tower symbolizes the Georgia Institute of Technology, whose technical, R&D, and student resources are increasingly important to companies.
Supporting NCR’s Move to Georgia:
The Enterprise Innovation Institute played a significant role in one of Georgia’s largest economic development successes – the recent move of Fortune 500 Corporation NCR to Georgia. And EI² will continue to connect the company to Georgia Tech as a source of engineering talent and as a partner in developing technological innovations. In announcing the move, the company listed the opportunity to partner with Georgia Tech among the key reasons for moving more than 2,100 jobs to the state. NCR is best known for automated teller machines (ATMs), self-service kiosks, and other assisted-and self-service solutions. Working with EI² for more than a year, NCR officials learned about a broad range of Georgia Tech resources and expertise – in collaboration with the University System’s Intellectual Capital Partnership Program (ICAPP) and the Georgia Research Alliance (GRA).

Connecting to the Biotechnology Industry:
Because the state is home to a large university-based research and development program in the life sciences, Georgia has targeted the bioscience and biotechnology industry for future growth. EI² helped connect Georgia Tech to that industry through a comprehensive set of activities surrounding BIO 2009, a large trade show that was held in Atlanta during May 2009. Those activities included an exhibit booth at the show, technical presentations by Georgia Tech faculty, an on-campus event to familiarize key attendees with bio-related facilities, a media training event, programs for K-12 educators, and networking events. Georgia Tech’s connection to the BIO show began in 2006 with participation at the Georgia Pavilion sponsored by the Georgia Department of Economic Development.

Expanding Systems Engineering Training:
In collaboration with the Georgia Tech Research Institute (GTRI) and Georgia Tech’s Distance Learning and Professional Education, EI² has been helping companies and government agencies take advantage of new educational opportunities in systems engineering. Georgia Tech has recently launched a new professional master’s degree program designed to help experienced engineers expand their knowledge in the growing field of systems engineering. Offered for the first time in fall 2009, the new interdisciplinary degree is taught from an applied perspective and targeted to mid-level engineers in corporations and government agencies that must design, develop, and manage complex systems. Based on a unique “blended learning” format that combines traditional teaching with group learning, distance education, and face-to-face interactions, the new Professional Master’s Degree in Applied Systems Engineering will fill a significant gap in the higher education offerings for working engineers at organizations in Georgia and throughout the nation.

Contact: Carl Rust (404-385-7405) or carl.rust@innovate.gatech.edu

innovate.gatech.edu
Enterprise Innovation Institute (EI²) specialists in commercialization and technology transfer assist a broad range of clients in evaluating opportunities for new products and services, advising on optimal pathways to commercialization, and assisting with market research.

EI² has worked for several years with the Carpet and Rug Institute in Georgia, supporting various flooring initiatives through partnerships with NASA, the National Science Foundation, and Georgia Tech. Part of the effort was assistance to a Georgia company, Novana, that has developed a new approach for carpet recycling.

EI² worked with Novana, Inc., a Georgia company that developed an innovative concept for recycling carpet waste, a major industry priority. Shown is Daniel Tsai, president of the company.
Supporting the Carpet and Rug Industry:
EI2 has worked for several years with the Carpet and Rug Institute in Georgia, supporting various flooring initiatives through partnerships with NASA, the National Science Foundation (NSF), and Georgia Tech. The partnership efforts began with the application of a NASA-enhanced X-ray fluorescence device to detect carpet soiling and cleaning efficacy. The partnership has resulted in the development of “seal of approval” cleaning regimens for carpet and rugs, extending carpet life, and reducing the landfill impact. The partnership spawned the development of the Nanotechnology Infusion Center (NTIC), which is developing applications for the NASA-enhanced X-ray fluorescence device in quality control. Also part of the effort is Novana, Inc., a small Georgia company that developed an innovative concept for recycling carpet waste, a major industry priority. EI2 worked with the company to secure a Small Business Innovation Research/Small Business Technology Transfer grant from the NSF to fund research on the project.

Developing a Korea-U.S. Partnership:
In response to a call for proposals from the South Korean government, EI2 assisted faculty from Georgia Tech’s School of Electrical and Computer Engineering in preparing a proposal for a next-generation, in-home media system. The team was awarded a $9 million contract through the 2008 KORUS Tech Program, an initiative of the Korean Industrial Technology Foundation. Project investigators will develop immersive technologies using a hybrid graphics processing unit (GPU)/central processing unit (CPU) platform. EI2 will provide guidance for the commercial development of the device, which is targeted for launch in 11 broadband countries. Georgia Tech was chosen from 109 universities to lead the development and design of this next-generation digital convergence device that will let users establish and participate in digitally connected communities. This award marks the first time that the Korean government has chosen a U.S. university to lead one of its research and development programs.

Analyzing Tourism in Kingsland:
In the fall of 2005, the city of Kingsland’s Convention and Visitors Bureau (CVB) requested that profiles be developed of travelers staying in its lodging facilities. The city had been a partner in a major research project conducted by Georgia Tech for the Camden Partnership, a group making preparations to retain King’s Bay Naval Base during the latest federal base realignment and closure (BRAC) competition. Because a countywide travel and tourism development component was a key part of this original study, officials imagined it might be possible to isolate the city’s visitors for such an analysis. The results achieved by the CVB with EI2 assistance were dramatic. The number of lodging rooms in Kingsland doubled, more than $5 million has been developed in non-lodging assets, and the CVB built a new $2 million visitor center.

Contact: David Bridges (404-894-6786) or david.bridges@innovate.gatech.edu
innovate.gatech.edu
Georgia Tech Regional Network

North Metro Atlanta: 678-699-1690
South Metro Atlanta: 404-895-5237
Northwest Region: 770-387-4002
Northeast Region: 706-542-8901
West Region: 706-881-0535
Central Region: 478-275-5125
Augusta Region: 706-721-4522
Coastal Region: 912-963-2519
South Region: 229-430-6195

Contact your nearest Georgia Tech Regional Office for assistance.

www.innovate.gatech.edu