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# MARKET STRATEGIES FOR THE PLEASANTBURG DRIVE CORRIDOR

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*Prepared for*

THE CITY OF  
GREENVILLE, SOUTH CAROLINA

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THE PLEASANTBURG DRIVE CORRIDOR

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JUNE 29, 2001

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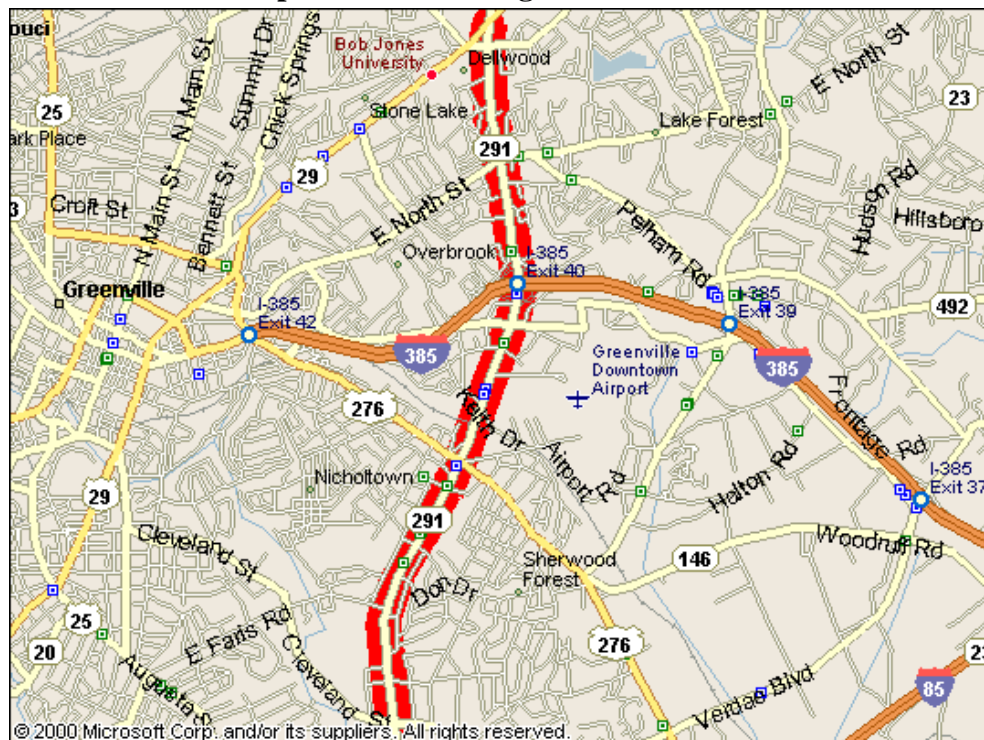
## INTRODUCTION

The City of Greenville’s Economic Development Office engaged the firm of Hammer, Siler, George Associates to prepare economic market studies and recommendations for future development of the Pleasantburg Drive Corridor. This Corridor extends roughly four miles along Pleasantburg Drive, from Wade Hampton Boulevard south past I-385 and reaching Cleveland Street at its southern end. Three distinct sub-markets characterize the area:

- Bob Jones University sub-market between Wade Hampton Boulevard and East North Street
- The Greenville Airport sub-market, from East North Street to Laurens Road
- College sub-market, encompassing both the University Center and Greenville Technical College

Map A indicates the areas under discussion. Each sub-market has its own unique economic characteristics, but the sub-markets also share a common fabric.

**Map A: Pleasantburg Drive Corridor**



## **BACKGROUND**

Pleasantburg Drive is a prime commercial corridor in Greenville with an interchange on I-385. Formerly a high-density retail area, the last 20 years has seen retail services shift eastward to the Haywood area and further out into Greenville County. This shift has left a mix of some retail and service businesses in a transitional area, no longer serving as a retail center within the city. Nevertheless, there is great strength in the Corridor. Pleasantburg Drive is home to major economic forces for both the City and the Upstate Region; namely, Bob Jones University; Greenville Downtown Airport; Palmetto Expo Center; University Center; Greenville Technical College; and numerous office parks surrounding the I-385 interchange. These anchors deserve a visual and physical setting that enhances their standing as region-wide assets.

## **ORGANIZATION OF THE REPORT**

The report is divided into six sections. Section one provides an overview of the demographic information for the entire Corridor. In the second section, both the office and hotel markets are analyzed with conclusions as to potential growth. The third section examines the Corridor's "demand generators" – such as students, employees, visitors, and conference attendees from the major economic forces in the Corridor. The fourth section details each of the three major sub-markets, and discusses sales for selected retail and service oriented businesses and the expenditures of the local residents for these services. This section documents the inflow of dollars into the sub-markets from the demand generators and those outside of the area. Section five presents recommendations for future development of the Corridor and the sixth and final section presents several Best Practices from other jurisdictions regarding conference centers, business development, and corridor development.

**SECTION I. CORRIDOR DEMOGRAPHICS**

**SECTION I. CORRIDOR DEMOGRAPHICS**

This section examines the overall demographic characteristics of the Pleasantburg Drive Corridor.

**Population Characteristics**

Census data used in this report are from the 2000 Census. Claritas, Inc., a real estate and demographic data company, has made projections of population growth. While recent censuses show a steady loss of population from two of the Corridor’s sub-markets, greater Greenville has grown at a healthy pace. The population decline is expected to moderate by 2005. The growth in the Airport area is due to the new multifamily housing adjacent to the airport area.

<b>TABLE 1. POPULATION AND PROJECTIONS, PLEASANTBURG DRIVE SUB-MARKETS</b>				
	<b>BJU</b>	<b>Airport</b>	<b>Colleges</b>	<b>Total</b>
2005	4,110	2,920	1,651	8,681
2000	4,201	2,751	1,677	8,629
1990	4,560	2,389	1,822	8,771
1980	4,935	2,416	2,024	9,375
Change 80-00	-15.50%	14.10%	-18.00%	-8.6%

*Sources: Claritas; Hammer, Siler, George Associates.*

As populations decline, the number of households declines as well, but at a smaller ratio, due to the overall decrease in household size being experienced throughout the country. Within the sub-markets, the number of households has declined except in the Airport area. The average household size for the Bob Jones University (BJU) sub-market is 2.29 persons per household; for the Airport area it drops to 2.16; and for the College area it decreases further to 2.07.

**TABLE 2. HOUSEHOLD GROWTH, SUB-MARKETS**

	<b>BJU</b>	<b>Airport</b>	<b>Colleges</b>	<b>Total</b>
2005	555	1,353	812	2,720
2000	588	1,255	809	2,652
1990	724	1,054	839	2,617
1980	752	986	850	2,588
Change 80-00	-22.5%	26.0%	-4.9%	2.5%

*Sources: Claritas; Hammer, Siler, George Associates.*

The average household size in the study areas indicates that a large percentage of the population are 2-person households with relatively few children under the age of 19. This is further evidenced by an analysis of household incomes, which are almost double per capita income.

This indicates that the majority of the households are single people or married couples without children. As shown in Table 3, the highest incomes are in the College sub-market.

**TABLE 3. AVERAGE HOUSEHOLD INCOMES**

	<b>BJU</b>	<b>Airport</b>	<b>Colleges</b>
2000	\$48,610	\$33,824	\$53,249
1990	\$30,375	\$22,820	\$35,102
Change 90-00	60.0%	48.2%	51.7%

*Sources: Claritas; Hammer, Siler, George Associates.*

**Demographic Conclusion**

This area is predominately middle-class. The College sub-market is more affluent than the other two sub-markets. However, these are primarily commercial corridors with ancillary housing on either side. As shown later in this report, the residential component of the Pleasantburg Drive Corridor is not driving the Corridor’s retail/service economy.

**SECTION II. OFFICE AND HOTEL MARKET ANALYSIS**

## SECTION II. OFFICE AND HOTEL MARKET ANALYSIS

### OFFICE MARKET

Economic growth in the Greenville area has been extremely strong over the past five to six years. Greenville's economy has diversified and should weather any potential cool down in the economy fairly well. However, the region is not immune to national and international economic fluctuations, and the trends within the office market are often a bellwether of change, as companies consolidate space or cancel leasing and construction commitments. While vacancy rates have increased as dot.coms and telecommunications companies have downsized, merged or failed, over the longer term Greenville will remain attractive to major corporations, due to location, lifestyle and workforce characteristics. This section examines both the "for-lease" and Build-to-Suit office markets.

**For-Lease Office Market.** This section examines current supply in all classes of office space in the market. The report uses employment growth trends for the office-based technology sector to forecast future demand for office space, and an examination of rental rates determines if the market can financially support the construction of new space.

#### Office Market Inventory

The Greenville market area is segmented into the Central Business District (CBD) and Suburban markets. The *CBD* refers to Downtown, where office buildings tend to be of an urban style, multi-story and built closely together. *Suburban* in this context refers to a suburban-style of development, rather than simply a physical location in the Greenville suburbs. Therefore, the Pleasantburg Drive Corridor is considered to be within the "Suburban market," even though it is well within the City of Greenville, and for analysis of the office market will be referred to as the "Greater Pleasantburg Suburban Office Market." This "area" encompasses properties located adjacent to the Pleasantburg Drive Corridor as well as those on the corridor.

The Central Business District (CBD) contains approximately 2.9 million square feet of office space and is consistently the stronger of the two markets in terms of occupancy and rental rates. The Suburban sub-market has almost 4.2 million square feet of office space, including new construction available in 2001. Of this space, the Greater Pleasantburg Drive Suburban Office Market represents almost 1.2 million square feet of Class A space or almost 50 percent of greater Greenville's Class A space. It also includes 506,328 square feet of Class B space or 33 percent of total Class B space – and represents 51 percent of the Class C space. The largest property within the Greater Pleasantburg Drive Suburban Office Market is the Class A Daniel Center with 714,914. This center is currently experiencing around a 20 percent vacancy rate. In total the Pleasantburg Corridor represents 26 percent of all office space within the Greenville area – this figure translates into 43 percent of all suburban-style office space. New construction is currently taking place both in the CBD and to the east of Pleasantburg Drive in the Haywood Road area.

Table 4, on the following page, shows Greenville's inventory of office space. The most notable project not included in Table 4 is the Crescent Center, the former Hoechst Celanese property, which when complete will add another 478,000 square feet to the office market. However, this project has stalled and is therefore not included in the available market statistics. Also note that in the last quarter, Homepoint.com at the Parkway Plaza, vacated its 150,000-square foot building.

Name	Area	Class	Rentable	Square Feet Avail '00	Square Feet Avail '01
<b>CBD</b>	<b>CBD</b>	<b>A</b>			
Total			1,322,882	153,234	189,597
	<b>CBD</b>	<b>B</b>		11.58	14.33
Total			1,343,130	232,598	283,994
				17.32	21.14
Total	<b>CBD</b>	<b>C</b>	70,000	9,230	9,230
				13.19	13.19
<b>CBD Total</b>			<b>2,736,012</b>	<b>395,062</b>	<b>482,821</b>
				14.44	17.65
<b>Suburban Total</b>		<b>A</b>	2,384,644	320,239	376,329
				13.43	15.78
Total		<b>B</b>	1,542,044	187,529	212,259
				12.16	13.78
Total		<b>C</b>	75,400	14,800	14,800
				19.63	19.63
<b>Suburban Total</b>			<b>4,002,088</b>	<b>522,568</b>	<b>603,388</b>
				<b>13.06%</b>	<b>15.08%</b>
<b>Greenville Total</b>			<b>6,738,100</b>	<b>917,630</b>	<b>1,086,209</b>
				13.62%	16.12%
<b>Under Construction</b>					
<b>GREENVILLE</b>	<b>Suburban</b>	<b>A</b>			
			525,600	307,000	
<b>Planned</b>				58.4%	
<b>GREENVILLE</b>					
	<b>Suburban</b>	<b>B</b>	82,000		

Sources: Cross Commercial; Furman Company; Hammer, Siler, George Associates.

**Absorption**

Net absorption of office space, as shown in Table 5, represents all of the space placed on the market in a given year less all of the space leased. While the CBD outperformed the Suburban market for the total of the three-year period shown, the suburban market outperformed the CBD for

	<b>CBD</b>	<b>Suburban</b>	<b>Total by Year</b>
1998	80,745	131,863	212,608
1999	322,832	(28,637)	294,195
2000	145,640	255,097	400,737
<b>Total</b>	<b>549,217</b>	<b>358,323</b>	<b>907,540</b>
Average Annual Absorption	183,072	119,441	302,513

Sources: Cross Commercial; Hammer, Siler, George Associates.

two of the last three years. Based on an average annual absorption of approximately 300,000 square feet, the current supply of vacant space of approximately 1.1 million square feet, plus 200,000 square feet available in new construction, would take about four years to absorb.

## Demand

Growth in jobs can often be a predictor of future growth. To forecast potential demand for technology office space, job growth over the last five years is examined. Certain high technology industries prevalent in the Greenville area were chosen for this analysis. Table 6 shows these industries by their corresponding Standard Industrial Codes (SIC), and their respective growth or decline over the period of 1995 to 2000.

SIC	Description	Establishments			Employment		
		1995	2000	Change	1995	2000	Change
4812	Radiotelephone communication	11	25	14	551	906	355
4813	Telephone communication, except radio	21	59	38	820	1,377	557
4822	Telegraph and other communications	3	2	(1)	13	8	(5)
4841	Cable and other pay television services	21	12	(9)	340	292	(48)
4899	Communication services, nec	3	1	(2)	5	3	(2)
7371	Custom computer programming service	44	41	(3)	255	271	16
7372	Prepackaged software	15	20	5	172	613	441
7373	Computer integrated systems design	28	35	7	211	355	144
7374	Data processing and preparation	14	13	(1)	672	578	(94)
7375	Information retrieval services	5	4	(1)	33	10	(23)
7376	Computer facilities management	1	1	-	1	1	-
7377	Computer rental and leasing	1	2	1	130	153	23
7378	Computer maintenance and repair	27	27	-	209	320	111
7379	Computer related services, nec	18	43	25	50	666	616
8711	Engineering services	118	136	18	7,258	5,009	(2,249)
8712	Architectural services	38	53	15	407	471	64
8713	Surveying services	15	16	1	78	76	(2)
8731	Commercial physical research	13	22	9	74	1,032	958
8732	Commercial nonphysical research	9	42	33	80	138	58
8733	Noncommercial research organizations	1	1	-	3	3	-
8734	Testing laboratories	9	11	2	107	110	3
8741	Management services	42	42	-	849	1,282	433
8742	Management consulting services	164	229	65	601	1,156	555
8743	Public relations services	16	17	1	65	40	(25)
8744	Facilities support services	-	1	1	-	-	-
8748	Business consulting, nec	63	142	79	415	618	203
<b>Total</b>		<b>700</b>	<b>997</b>	<b>297</b>	<b>13,399</b>	<b>15,488</b>	<b>2,089</b>

Sources: U.S. Bureau of Labor Statistics; Dunn & Bradstreet; Hammer, Siler, George Associates.

Table 6 shows that total employment growth in the selected sectors over the 5-year period was 2,089. The greater growth was in commercial physical research according to Dun & Bradstreet. Michelin Tires added 900 employees in this SIC Code. This site is one of four Michelin testing sites worldwide. This translates to approximately 418 net new employees per year. Applying the widely-used industry standard of 250 square feet per office employee, this translates to 104,500 square feet of new space per year. Generally, employment in the technology office sector would probably locate within the suburban market and drive the future demand for office space there.

A forecast for office demand through 2010 is shown in Table 7. The forecast assumes that employment growth will occur, similar to the last 5 years, at 3 percent per year. The current vacancy for Class A and B space in the suburban market from Table 4 above shows an 85 percent occupancy rate. Office market stabilization is considered to occur when occupancy rates reach 90 percent—meaning that new space would be more likely to be absorbed when at least 90 percent of existing space is occupied. Therefore, given the difference between the existing 85 percent occupancy rate and the optimum of 90 percent occupancy, an additional 5 percent (or 200,000 square feet) of suburban-style office space would need to be absorbed in Greenville prior to the availability of new construction. Table 7 shows that with moderate growth in employment in only the technology office market and with the Pleasantburg Corridor absorbing 40 percent of this potential growth, the Corridor could achieve such stabilization by the end of 2004. Therefore, beginning in 2005, the Pleasantburg Corridor could absorb 45,000 to 55,000 square feet of new Class A/B office space annually through 2010. The square footage in blue represents new construction and the red figures represent current vacancy that needs to be absorbed before new construction begins.

**TABLE 7. OFFICE DEMAND, TEN YEARS**

	New Employees	Square Feet Per Employee	Total Demand	Pleasantburg	B-T-S	Total
2001	418	250	104,500	41,800		
2002	431	250	107,635	43,054		
2003	443	250	110,864	44,346		
2004	457	250	114,190	45,676	60,000	60,000
2005	470	250	117,616	47,046		47,046
2006	485	250	121,144	48,458	60,000	108,458
2007	499	250	124,778	49,911		49,911
2008	514	250	128,522	51,409	60,000	111,409
2009	530	250	132,377	52,951		52,951
2010	545	250	136,349	54,540	60,000	114,540
Total	4,792		1,197,975	479,190	240,000	544,315

*Source: Hammer, Siler, George Associates.*

### Build-to-Suit Market (B-T-S)

The Greenville County Chamber of Commerce has identified an average of 2 new technology services companies building their own facilities per year over the past four years. During this period, the typical building measured 60,000 square feet and required a site of between 3 to 5 acres. Decisions are made quickly in the Build-to-Suit market, and sites that are ready with infrastructure in place are considered the most attractive. Hammer, Siler, George Associates estimates that of the 2 technology-based companies attracted to the greater Greenville area annually, the Greater Pleasantburg Suburban Office Market could expect to capture 1 new building of 60,000 square feet every other year. The Build-to-Suit market differs from the For-Lease market in that the B-T-S market does not require that occupancy rates stabilize before new construction begins. The B-T-S column in Table 7 shows estimated B-T-S construction in the Corridor starting in 2004.

### Rental Rates

While growth in employment will drive demand, achievable rental rates will determine financial feasibility of new construction. The increase of Class A space in the marketplace has driven

rates higher and pushed the overall rental rates up by about 6 percent since 1999. In the Central Business District, rental rates for Class A buildings range from \$19.00 to \$20.00 per square foot, with most Class B properties at around \$16.00 per square foot, both on a full-service basis.

In the suburban sub-market, Class A buildings rent in the \$18.50 to \$19.50 per square foot range and Class B buildings rent in the \$15.50 to \$17.50 per square foot range on a full service basis. While these are 2000 rates, the rates are expected to remain flat or dip slightly for the next year, given an oversupply in the market. Table 8 shows a simple test of financial viability for a two- or

**Table 8. Viability of New Office Construction**

	Per Square Foot
Cost/square feet	\$130.00
Equity	\$13.00
LTV	\$117.00
Amortize	20 Years
Int. Rate	9.00%
Rent	\$18.00
Expenses	\$4.00
Debt Service	\$12.63
Cash Flow	\$1.37
Return	11%

three-story suburban office building in Greenville. According to the cost service firm of Marshall & Swift, a property of this type would cost approximately \$100/square feet to construct, including an elevator. Using the standards of \$20/square foot for land costs (20% of construction costs) and 10% for soft costs, results in total costs for development at \$130/square foot. Amortized at 9% interest for 20 years with a 90 percent Loan-to-Value (LTV) ratio, the annual debt service is \$12.63/square foot. Using an \$18.00/square foot full service rent on the income side, and assuming \$4.00/square feet for expenses, the cash flow is \$1.37/square foot— or approximately 11 percent return on equity of \$13/square foot. A return on equity of 11 percent is financially feasible and does support new construction.

**Office Market Conclusion**

As it is nationally, the office market in Greenville is softening. However, the diversity of the region’s economy should help to cushion any downturn. The major recent economic losses have been in the dot.com and the telecommunications sectors. Vacancy rates have risen within the Suburban and CBD markets during the first quarter of 2001, as compared to the same period in 2000. Please note Table 6 shows that employment in the technology sector increased 3 percent annually and new businesses increased at 8.5 percent annually. Therefore, the long-range

outlook remains positive and employment growth should continue to build as these new businesses add employees.

The Greater Pleasantburg Drive Suburban Office Market accounts for roughly one-quarter of Greenville's total office space, making the area a major player in the marketplace. However, many of the buildings are on the fringes, adjacent to the actual Corridor with little or no visibility on Pleasantburg Drive. The majority are clustered in the Airport area of Pleasantburg Drive near I-385.

New demand for leased office space, after absorption of existing vacant space, will occur by the end of 2004. The anticipated demand in the Pleasantburg Corridor is a new for-lease building of 45,000 to 55,000 square feet/year and a B-T-S building of 60,000 square feet every other year. A quick test indicated that new construction is financially feasible using current rental rates.

### **Target Industries**

Future growth in the Pleasantburg Drive Corridor is likely to depend on efforts put forth to recruit businesses, accommodate business seeking a Greenville location, generation and nurturing startups, and retaining existing firms. The first step in this process is to identify potential growth clusters for attraction, clusters within which the likelihood of success is greater for a given level of effort. We have already identified those clusters through our employment analysis. These growth clusters are the following:

### **Growth Clusters By SIC**

<b>SIC</b>	<b>Description</b>
4812	Radiotelephone communication
4813	Telephone communication, except radio
7372	Prepackaged software
7373	Computer integrated systems design
7378	Computer maintenance and repair
7379	Computer related services, nec
8741	Management service
8742	Management consulting services
8748	Business consulting services

As a second step, we have identified companies that fall into these standard industrial classifications that should be targeted for the location of a regional or local office in the Pleasantburg Drive Corridor. Companies were selected from a geographic area that is at least 200 miles north of Greenville, S.C. and east of the Mississippi River. A more complete list can be found in the appendices of this report.

Teligent Inc.	Diebold Incorporated
Cybertel	Meditech
Affina Corporation	Sun Microsystems
General Telephone	Usinternetworking
Frontier Advanced Service Tech	Perot Systems Corporation
Macola Software	Capital Group Companies Inc
Periphonics Corporation	Horizons Consulting
Acuity Technology Service	

These are some of the growth businesses that the City should target. However, we make no representation that they are seeking new locations or are considering Greenville as a place for expansion or relocation.

### **HOTEL MARKET**

The Greenville region has an active hotel market which is driven primarily by the businesses located here and to a lesser extent by the tourist and the transient trade. Greenville is home to over 90 international companies and over 60 companies have their headquarters in Greenville County. According to the Greater Greenville Chamber of Commerce, this makes Greenville County the preeminent headquarter location within the State. Headquarter locations generate voluminous business travel for meetings and training. For the Pleasantburg Corridor, there are three potential “room night” generators as well—Bob Jones University (BJU), Palmetto Expo Center (PEC), and the Greenville Airport (Airport).

**Trade Area Definition**

For the purpose of this analysis, the hotel trade area has been defined as Greenville County, Clemson and Easley. This is the trade area defined by Smith Travel Research (STR) in tabulating occupancy and room rates for the area. The latter two locations (Clemson and Easley), which are outside of Greenville County, represent only 400 rooms or less than 5 percent of the total market. One building permit was recently issued in Greenville for a Holiday Inn Express with 80 rooms in the downtown area. No additional hotel/motels are currently in the pipeline.

**Competition**

Within the trade area there are 8,688 rooms in 81 properties, or approximately 107 rooms per hotel/motel. Between 1995 and 1999, 1,948 rooms were added in 28 properties, or an average of 70 rooms per property.

<b>TABLE 9. HOTEL/MOTEL COMPETITION</b>			
	<b>Number of Rooms</b>	<b>Number of Projects</b>	<b>Average Rooms</b>
Trade Area	8,688	81	107
Pleasantburg Drive	1,539	12	128
<i>Sources: Smith Travel Research; Hammer, Siler, George Associates.</i>			

Between 1992 and 2000, average annual occupancy for the greater Greenville area hotel/motels has ranged between a low of 58.9 percent to a high of 70.5 percent. Average room rates have generally grown from a low of \$43.23 in 1992 to a high of \$57.99 in 2000. This rise in room rates of almost 34 percent, when adjusted for inflation is around 10 percent—or 1.25 percent growth per year. Occupancy rates peaked in 1995 with a 70.5 percent occupancy rate, but has since declined steadily. Since 1994 over 3,000 rooms have been added. Since 1995, with the addition of the new rooms, occupancy rates fell almost 12 percent and room rates were relatively flat, only increasing 12 percent over the five-year period. This rate increase is below a calculated inflation rate of 3 percent.

**TABLE 10. OCCUPANCY AND ROOM RATES**

	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001 <sup>1</sup>
Room Rates	\$43.23	\$45.54	\$47.05	\$51.54	\$66.26	\$67.45	\$55.98	\$67.18	\$67.90	467.13
Number of Rooms	5,598	5,917	5,979	6,194	6,491	7,139	7,813	8,132	8,698	8,688
No. of Properties	47	49	50	53	57	64	73	76	81	81
Occupancy Rates	63%	62.0%	66.9%	70.5%	65.9%	60.4%	59.2%	59.3%	58.9%	52.3%

Notes: <sup>1</sup> Jan/Feb Only

Sources: *Smith Travel Research, Hammer, Siler, George Associates.*

## Demand

The Palmetto Expo Center (PEC) generates room nights from its attendees. Information supplied to Hammer, Siler, George Associates by the PEC estimates about 300,000 attendees per year. Based on a study completed by C.H. Johnson Consulting, Inc. for the PEC, approximately 62 percent of attendees are from out-of-town. Therefore, 186,000 attendees would be requiring hotel rooms. According to this study and a study Hammer, Siler, George Associates recently completed for Natchez, Miss., the average room night per out-of-town attendee is 1.13. The resultant annual demand from the PEC is 210,180 room nights. Bob Jones University estimates they generate 20,000 visitors per year. Applying the same ratio of 1.13 room nights per visitor results in 22,600 room nights. The total is 232,780 room nights per year generated by both of these sources. However, attendees at the PEC book rooms throughout the area, particularly in the downtown hotels and the resort properties.

Hotel/motel locations in general are broken down into five categories: Urban, Suburban, Airport, Highway, and Resort. The Pleasantburg Drive trade area is considered a suburban area. According to Smith Travel Research, suburban locations have the second-lowest overall occupancy rate of the five location types, with Highway being the lowest and Airport the highest.

Furthermore, occupancy rates throughout the U.S. from June 1999 through June 2000 were flat. The softening of the economy in the first quarter of 2001 has had a decided effect on business travel. Throughout the nation, industry occupancy rates reached 59.1 percent for the first 3

months of 2001 which was a 0.3 percent decrease from the same period in 2000, but average room rates grew at 3.7 percent.

### **Conclusion of Hotel/Motel**

Given that occupancy rates in the market are below 60 percent and the recent addition of 80 rooms in the downtown area, there is no forecast demand for additional rooms in greater Greenville until occupancy rates rise above 70 percent for at least two years. Unless the Palmetto Expo Center expands its operation and requires additional room nights beyond that available now, there does not appear to be a demand for additional hotel space at this time.

**SECTION III. DEMAND GENERATORS**

### SECTION III. DEMAND GENERATORS

Pleasantburg Drive is a regional business corridor, and a major portion of its sales for retail and services is driven by “demand generators” other than the residents who live in the area. This section of the report examines those groups who create demand for goods and services in the Corridor. The demand generators identified in this section represents the inflow of sales identified in Section IV, where sales and resident expenditures are analyzed.

#### **Employee Inflows**

Daytime workers are a significant source of retail demand within the Corridor. We have examined the workforce for the area and those who travel out of the area to work. Within the sector, 50 percent of those working in the educational field work out of the area. Table 11 presents the top eleven employment fields in the Corridor. The only outflows of workers are in the manufacturing and education sectors. Table 11 shows the Corridor accounts for 4,501 residents and 6,906 workers, giving the Corridor a daily inflow of workers of 2,405. Typically an average worker spends around \$1,100 per year in retail/services near his/her workplace for food, sundry items, cleaning, etc. The inflow of workers into the trade area therefore represents a potential \$2.65 million in retail expenditures for restaurants, personal services and sundry goods.

**TABLE 11. EMPLOYEES BY TYPE**

	<b>Work</b>	<b>Live</b>	<b>Inflow/Outflow</b>
Construction	993	248	745
Manufacturing	479	715	(236)
Retail	1,727	882	845
Personal Services	232	107	125
Business Services	684	190	494
Wholesale Trade	259	132	127
Professional and Related Services	697	320	377
F.I.R.E	462	181	281
Education	1,098	1,657	(559)
Communications	275	69	206
<b>Total</b>	<b>6,906</b>	<b>4,501</b>	<b>2,405</b>

*Sources: Claritas; Hammer, Siler, George Associates.*

### Daily Traffic

Daily traffic is another source of potential demand for retail services along the Corridor. According to the County, the average traffic count along Pleasantburg Drive in 1999 from Cleveland Street north to Wade Hampton Boulevard is around 67,000 vehicles per day. If we eliminate the Corridor population of 8,600, and the inflow of employee traffic from outside the Corridor the net is almost 56,000 daily trips. Daily traffic, less residents and identified demand generators, accounts for the majority of the inflow market demand.

### Bob Jones University

A recent study conducted by Bob Jones University estimated the economic factors for all activities at BJU (students, faculty, staff and visitors) as follows:

- 1,800 full-time employees
- \$28 million payroll
- 4,000 university students
- 20,000 annual visits
- 2,000 tourists to programs
- 4,000 tourists for graduation



*BJU Gymnasium*

In calculating the impact of visitors to the campus, the total number is about 20,000 annual visits. Each of these visitors spends on average \$55 per day for meals and sundries (according to the C.H. Johnson, Inc. study for the PEC), with a total annual expenditure of \$1.10 million (not including hotel/motel).

In an effort to measure student and staff spending in campus areas, the University of California, Irvine recently conducted an expenditure study. This study indicates a per student expenditure for personal goods per year at \$1,200 in the campus area. For BJU, with 4,000 students, this represents \$4.8 million in student expenditures. With 1,800 employees and faculty at \$1,100 each, the total is \$1.98 million. Total potential expenditures from BJU for goods and services are \$7.88 million.

**Visitors to the Palmetto Expo Center (PEC).** The PEC is an 88,000-square foot conference center with 368,000 square feet of exhibit space. Palmetto Expo Center Catering Services offers food service facilities, banquet seating, and service for up to 2,500. Adjacent to the Greenville Downtown Airport and I-385 with direct access to I-85, PEC is in an excellent location.



*Palmetto Expo Center (PEC)*

Table 12 depicts the attendance at the Expo Center for the period of 1997 to 2000.

<b>TABLE 12. PALMETTO EXPO CENTER EVENTS</b>			
	<b>Number of Events</b>	<b>Attendees</b>	<b>Attendees Per Event</b>
1997	460	344,576	749
1998	412	305,274	741
1999	485	311,318	642
2000	535	299,120	559

*Sources: Palmetto Expo Center; Hammer, Siler, George Associates.*

Events and bookings have increased over the period, but the number of attendees per event has decreased almost 25 percent, implying that the events are becoming smaller. This decrease negatively impacts the expenditures within the trade area for lodging and food and ancillary services. However, bookings through the first four months of 2001 indicate that while events are down (149 versus 195) the number of attendees is similar (144,183 versus 146,293) to the first 4 months of 2000.

The ongoing discussion of the PEC’s potential expansion has not been resolved as of the completion of this report, therefore, it is assumed that the operation will continue as-is—a regional convention center. Estimates of the impact of attendees, as shown in Table 13, are based on trends over the past 4 years. The figure for room nights is based on attendees from outside of the metro area estimated at 62 percent of total attendees and the retail and meals spending is per person, per day at \$55 (based on the C.H. Johnson study). The immediate trade area is estimated to capture 25 percent of retail/meals spending based on the goods and services

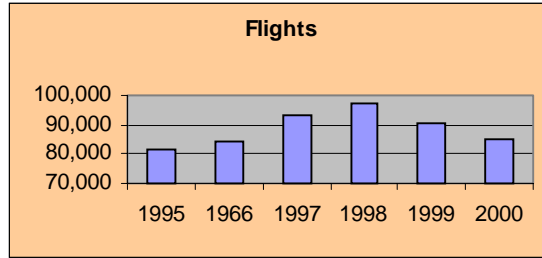
currently available. The figures in Table 13 represent the potential expenditures attributable to attendees at the PEC for 2001.

<b>Table 13. Potential Economic Impact of PEC Attendees</b>	
	<b>2001</b>
Annual Attendees	300,000
Percent Capture Overnight	62%
Length of Stay	1.13
Room Nights	210,180
Average Room Rate	\$60
\$'s Hotel/Motel - Total	\$12,610,800
Average Retail/Meals/Day	\$55
Number of Attendees' Days <sup>1</sup>	324,180
Percent Capture Local \$	25.0%
Local Retail \$'s - Total	\$4,457,475
Note: <sup>1</sup> 48% of 300,000 plus 210,180 room nights.	
<i>Sources BLS; Hammer, Siler, George Associates.</i>	

In the immediate area, PEC attendees account for almost \$4.5 million in spending for goods and services.

### **Greenville Airport Travelers**

The Greenville Airport is rated one of the best for its type and size facilities in the country. With two runways and over 218 aircraft parked at the field it averages over 230 flights per day. Bob Jones University maintains a flight school with 13 aircraft including one jet. The terminal has a conference room and a pilot waiting room. A number of local corporations maintain their own corporate aircraft at the field. While no statistics are available as to the number of passengers, the following chart indicates the annual number of flights. The average over the 6-year period is 88,500 landings and takeoffs per year. Because flights are private, there is no information regarding place of origin or number of passengers.



*Greenville Downtown Airport*

Without data as to the number of passengers, etc., demand for goods and services cannot be quantified. However, it can be assumed that a portion of those traveling into the airport will utilize both hotel and restaurant services in the Corridor.

### **Greenville Technical College**

Greenville Tech is a state-supported, 2-year community college that provides services to residents throughout the Greenville metropolitan area. With an annual enrollment exceeding 10,000 students, Tech is a comprehensive community college with four off-campus sites in addition to the main Barton campus. There were 3,695 full-time students and 7,024 part-time students enrolled in the fall of 2000. Greenville Technical College is the largest in the state technical college system, and the third largest post-secondary institution in South Carolina.

Greenville Tech has over 90 programs in eight divisions of study. Approximately 80,000 people are served annually through credit and non-credit programs.



*Greenville Tech*

The main campus (Barton) on Pleasantburg Drive consists of more than 130 acres and 23 buildings comprising 1.5 million square feet space. Only 3 or 4 building lots remain on the campus for future development.

In the area of workforce development, Greenville Tech's Special Schools program has prepared over 12,000 people for jobs in over 100 companies. Special Schools is a statewide customized workforce training program especially designed to meet the specific needs of new or expanding operations. It is operated under the management of the Economic Development Division of the state technical college system with the cooperation of Greenville Tech. In 2000, Tech provided 2,200 companies with specialized training programs.

The potential demand for services from the students, faculty, and staff would be in the areas of food, personal services, grocery, drug, or convenience goods. Full-time employees ordinarily spend approximately \$1,100 a year near where they work. Greenville Tech has over 200 faculty and staff and 10,000 full- or part-time students. Based on a 1997-1998 study by the University of California, Irvine (UCI), the average non-resident full-time student spends \$1,206 on personal goods per year in the campus area. Part-time students are assumed to spend 50 percent of this

amount. For the Tech campus, this translates to 3,695 full-time students at \$1,200 – totaling \$4.4 million – as well as 7,024 part-time students (at \$600 reaching \$4.2 million in spending). This makes total student spending approximately \$8.6 million. The 200 faculty and staff (at \$1,100 expenditures annually) accounts for an additional \$220,000 for an estimated \$8.82 million potential expenditure.

### **The University Center at McAlister Square**

Seven institutions are members in the University Center's consortium; Clemson University, University of South Carolina, Furman University, Lander University, Medical University of South Carolina, South Carolina State University, University of South Carolina Spartanburg, and Greenville Technical College. The Center offers more than 600 courses in 45 graduate and undergraduate degree programs. Degree programs include accounting, computer science, communication, teacher education, hotel/restaurant/tourism administration, human resources development, information management, nursing, business administration, psychology/sociology, social work, interdisciplinary studies, health sciences, and health.



*University Center*

The University Center, originally located on the Greenville Tech Campus, is designed to serve the needs of working adults who want to pursue four-year or graduate-level degrees, without having to leave Greenville County. Most courses are offered during evening hours.

Greenville Tech purchased McAlister Square (including 517,000 square feet under roof and 47 additional acres) as an investment, since Tech, whose main campus is nearby, is running out of land. McAlister Square originally opened in 1968 as the premier shopping experience for the region, and remained so until it was superseded by the Haywood and Greenville Malls. With the

purchase by Tech, the University Center is projected to occupy all of the former department store space of 381,488 square feet in less than 15 years. It currently occupies 123,000 square feet and serves 5,000 part-time day and night students and 30 staff members. The Center is projected to enroll 18,000 students by 2015, tripling its current enrollment. Based on the aforementioned UCI study, 5,000 part-time students at \$600 each add \$3.0 million in retail spending to the Corridor and the 30 staff at \$1,100 per year or \$33,000, for a total of \$3.03 million in expenditures.

The remainder of the space of 135,000 square feet is currently being leased to an eclectic mix of commercial and retail entities. A call center for BellSouth relocated from downtown with 70 employees, a radio station, an employment agency and a growing number of restaurants and personal services businesses are all currently located in McAlister Square. The commercial/retail section is about 60 percent leased as of the date of this report.

**Conclusion**

Demand generators within the Corridor come from a variety of sources, students, employees, daily traffic, visitors, and convention attendees. Table 14 indicates the potential expenditures from each of the demand generators discussed above. Resident expenditures are discussed in the next section, along with sales of selected retail/service businesses in each of the sub-markets.

<b>TABLE 14. ESTIMATED RETAIL/SERVICE EXPENDITURES (NON-RESIDENT)</b>	
	<b>Expenditures (000's)</b>
Employees	\$2,650
Bob Jones University (inc. students)	\$7,870
Palmetto Expo Center	\$4,457
Greenville Tech	\$8,820
University Center	\$3,033
<b>Total</b>	<b>\$26,830</b>

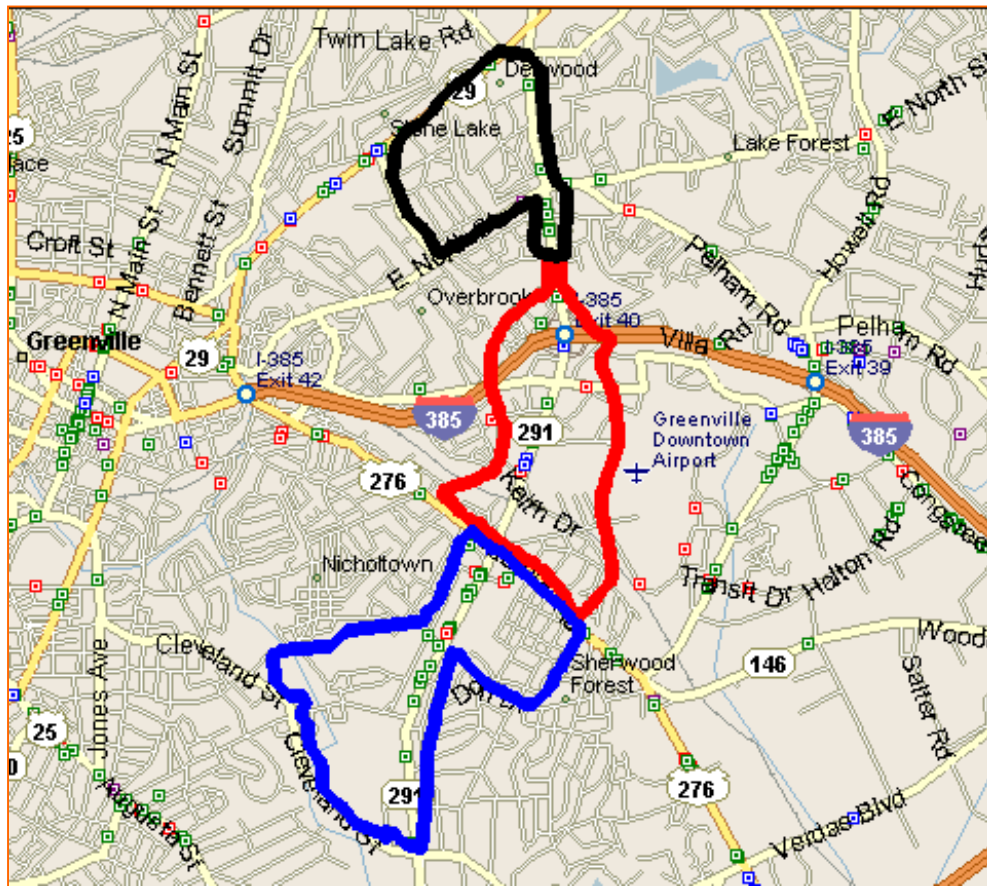
*Source: Hammer, Siler, George Associates.*

**SECTION IV. THREE SUB-MARKETS**

SECTION IV. THREE SUB-MARKETS

The three trade sectors for the Pleasantburg Corridor generally correspond to the five “drivers” within the Corridor. Map B indicates the areas, with black outlining the Bob Jones University trade area; red the Airport/Expo trade area and blue the College trade area.

Map B: Three Trade Areas



Within each sub-market, this section documents retail/service sales and calculates residents’ expenditures to arrive at inflows/outflows. The retail/service sales include both convenience goods for the local population and destination goods which attract customers from outside the area.

### **BOB JONES UNIVERSITY TRADE SECTOR**

This is the area around the university, which runs on the west side of Pleasantburg Drive north to Wade Hampton Boulevard and south on White Oak Drive and northeast on North Street. The area is dominated by the university with its 5,000 students and about 700 full-time faculty and staff.

#### **Resident Population**

The resident population in the area is 4,201, which has decreased since 1990 by 8 percent. The number of households decreased sharply from 724 in 1990 to 588 in 2000 or approximately 19 percent, while the average household size decreased by .12 to 2.29 persons per household. This means that two out of three households have no more than 2 persons. Persons living in group quarters (presumably students) number 2,857 or almost 70 percent of the total area resident population. The number of families is currently 346, representing a 22 percent drop from 1990.

The trade area is overwhelming white at 92 percent with the remaining 8 percent divided between blacks and Hispanics at 3 percent each, and with 2 percent being Asian. This contrasts sharply with the City showing a 60-40, white to black ratio, and an 80-20 ratio for the County.

Average household incomes have risen dramatically by 60 percent since 1990 to \$48,610, but remain below the City (\$55,712) and County (\$57, 874) medians. However in educational levels, the sector indicates that 50 percent of the residents have a bachelor's degree or better as compared to the City at 30 percent and the County at 21 percent.

#### **Sales and Expenditure Analysis**

We have reviewed selected establishments offering goods and services within the sector and the expenditures of the residents. In comparing these two elements we determine the inflow or outflow of expenditures. If there is significant outflow within a specific category, we will then look at the additional floor space (based on industry standards) that could be supported within

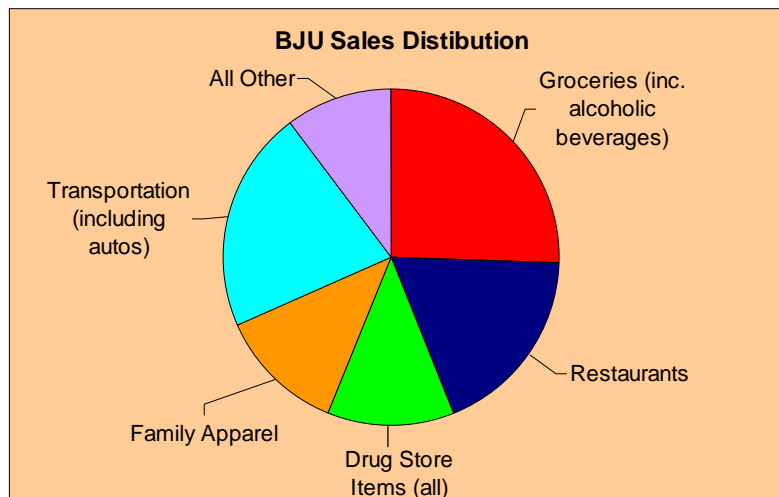
the sector. Where there is significant inflow, we can assume that this type of business is attracted to the sector and has become a destination activity in the area. Within the BJU area there is significant outflow of grocery and restaurant spending.

**TABLE 15. RETAIL/BUSINESS SERVICES-BJU AREA**

	<b>Sales (000's)</b>	<b>Resident Expenditures (000's)</b>	<b>Inflow/Outflow (000's)</b>
Groceries (inc. alcoholic beverages)	\$1,800	\$3,988	(\$2,188)
Restaurants	\$2,700	\$4,165	(\$1,465)
Personal Care Services	\$800	\$234	\$566
Drug Store Items (all)	\$2,900	\$1,195	\$1,705
Transportation (including autos)	\$72,000	\$3,926	\$68,074
Furniture, Household Goods	\$6,300	\$2,594	\$3,706
Cleaners/laundry	\$100	\$101	0
<b>Total</b>	<b>\$86,600</b>	<b>\$16,203</b>	<b>70,396</b>

*Sources: Claritas; Hammer, Siler, George Associates.*

Groceries include food and beverages (including alcoholic). Restaurants include all meals eaten outside of the home. Personal Care services includes beauty and barber shops. Family apparel includes women's, men's, children's and infants' clothing and shoes. Transportation includes purchase, maintenance and rental of cars and trucks. Furniture and household goods include carpets, appliances, and repair and maintenance items. TV, radio, and home entertainment include VCRs and computers as well.



**Expenditure Potentials**

Only groceries and restaurants are experiencing significant outflows of dollars from the residents in the immediate area. Therefore, we will examine the expenditure potential in these sectors separately to see if the neighborhood can support additional businesses with these services. In this section of the report, we analyze market support for retail and service space and calculate Supportable Square Feet. This represents the amount of space that can be supported for each type of good or service based on what the residents in the local area are likely to spend on an annual basis. The majority of neighborhood-type retail and service establishments are enjoying substantial inflow from outside of the BJU trade area.

**Grocery/Restaurant Estimated Sales Potential**

Because we recognize that grocery stores and restaurants draw from a larger trade area than the just the immediate BJU area, we have tested the market for additional expenditure potential using a 3-mile trade area in order to determine if there is market support for additional grocery/restaurant businesses. As shown in the table below, groceries and restaurants within the 3-mile area are meeting local demand and are in fact enjoying considerable inflow from outside of the 3-mile trade area. There is a new BI-LO anchored shopping center adjacent to the BJU trade area on East North Street, which in addition to the BI-LO, also has a small specialty food market as well. A small portion of the center is vacant; there appears to be minimal vacancy in the other retail buildings in the BJU trade area.

<b>TABLE 16. EXPENDITURE VS. SALES, 3-MILE RADIUS OF BJU AREA</b>			
	<b>Bus. Sales 000's</b>	<b>Household Expenditure 000's</b>	<b>Inflow/Outflow 000's</b>
Groceries (inc. alcoholic beverages)	\$295,900	\$105,586	\$190,314
Restaurants	\$242,300	\$93,171	\$149,129

*Sources: Claritas; Hammer, Siler, George Associate.*

### **Retail/Services Conclusion**

Overall, the demand within the immediate BJU trade area is being met in every category except for groceries and restaurants. However, upon expanding the trade area to a 3-mile radius, it is apparent that these services are amply met and there does not appear to be unmet demands within the neighborhood. The Lake Forest Shopping Center dominates the area's shopping and is 100 percent occupied with a mixture of retail and services including several new accessory stores. There appears to be a significant inflow of customers for household furnishings and accessories and the neighborhood may want to build on this "identity" or "brand" image. Several of the properties along Pleasantburg Drive appear underutilized and would benefit from facade and streetscape improvements. The total value of sales in the BJU trade area total \$86.6 million, of which auto-related sales represent 83 percent. Generally this is a stable neighborhood which appears to be meeting its residents' needs for daily services.

### **GREENVILLE AIRPORT/PALMETTO EXPO TRADE SECTOR**

This is the area around the I-385 interchange that is home to the Greenville Downtown Airport, Palmetto Expo Center (PEC), and several office parks. This sub-market runs south from Fisher Drive to Laurens Road. The area along Pleasantburg Drive contains many retail and service businesses. This section of the Corridor is the least cohesive, as improvements have sprung up with no physical relation to one another. The major economic drivers in the sub-market, the Airport and the PEC, have no visibility from Pleasantburg Drive and their signage is lost among many other signs. Earlier in this report we detailed both the office and hotel/motel markets. It is the office space adjacent to this sub-market within Pleasantburg Drive that contains the majority of the Corridor's office market.

### **Resident Population**

Resident population in the area totals 2,751, which has increased by 15.2 percent since 1990. The number of households increased from 1,054 in 1990 to 1,255 in 2000 or approximately 19 percent, while the average household size decreased by .08 to 2.16 persons per household. As the 2000 Census has indicated, single households are increasing, while family households are

decreasing. The number of housing units has increased by 24 percent. The increase of 300 housing units is attributable to the new multifamily apartment complexes on the fringe of the trade area; renters represent 64 percent of the residents within the trade area. The trade area is racially diverse, being 44 percent white, 53 percent black, 2 percent Hispanic, and 1 percent Asian.

Average household incomes for 2000 have risen by 48 percent since 1990 to \$33,824, but remain below the City (\$55,712) and the County (\$57, 874). The per capita income has risen 55 percent to \$15, 559 but also lags behind the City and the County.

This is not a home ownership neighborhood, and the demand from residents for retail services would be for convenience and personal services items.

**Sales and Expenditure Analysis**

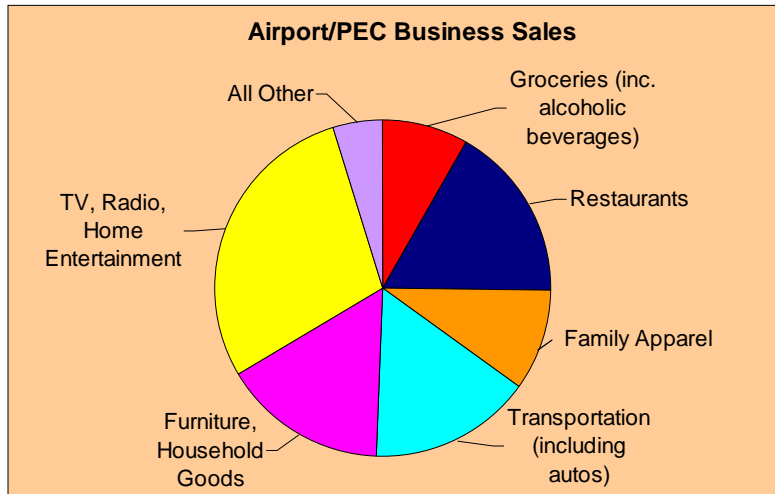
We have reviewed the total establishments offering goods and services within the local trade area, and the expenditures of the residents. In comparing these two elements we determine the inflow or outflow of expenditures. There are no outflows within the trade area for resident needs. There are significant inflows in all categories, but particularly in auto-related services, household goods, and business services.

**TABLE 17. INFLOWS/OUTFLOWS, AIRPORT AREA**

	<b>Business Sales 000's</b>	<b>Household Expenditures 000's</b>	<b>Inflows/Outflows 000's</b>
Groceries (inc. alcoholic beverages)	\$5,700	\$4,239	\$1,461
Restaurants	\$14,100	\$3,698	\$10,402
Personal Care Services	\$2,400	\$459	\$1,941
Drug Store Items (all)	\$1,400	\$1,245	\$155
Family Apparel	\$6,600	\$3,427	\$3,173
Transportation (including autos)	\$14,800	\$5,935	\$8,865
Furniture, Household Goods	\$14,400	\$2,311	\$12,089
Business Services	\$24,500	\$645	\$23,855
<b>Total</b>	<b>\$83,900</b>	<b>\$21,959</b>	<b>\$61,941</b>

*Sources: Claritas; Hammer, Siler, George Associates.*

Groceries include food (including alcoholic). Restaurants include all meals and beverages eaten outside of the home. Personal Care services include beauty and barber shops and cleaners. Family apparel includes women's, men's, children's and infants' clothing and shoes. Transportation includes purchase, maintenance and rental of cars and trucks. Furniture and household goods includes carpets, appliances, computer and home electronics, repair, and maintenance items.



Business services are a significant percentage of sales within the trade area, and as shown earlier in the report it represents the second largest sector of employees. Business services is a diverse category including advertising, personnel supply, computer and data processing services and general business services such as printing, copying, mail and secretarial services, etc. There are over 1.7 million square feet of office space within the immediate area and the businesses thusly located generate significant demand for these types of services. However, assuming 1.7 million square feet of office space represents 6,800 office workers (250 square feet per employee), each employer would have to spend \$3,500 per employee per year on business services which is quite excessive, indicating that the business services sector's customer base is the greater Greenville community and not confined to the immediate area.

The other area of excessive inflow not supported by the residents is in the auto related field. The largest generator of retail inflow in this area is auto related as in the BJU area. Within the trade

area, furniture and household goods represents an additional source of inflow dollars. Again, this is similar to the BJU trade area.

Groceries appears to be in equilibrium, with the majority of inflow coming from daily traffic or employees. Restaurants also enjoy a significant inflow of dollars. While PEC attendees account for a portion of restaurant spending, it still leaves significant inflow coming from outside of the trade area.

### **Increased Restaurant Demand**

The analysis indicates that the Airport/PEC sub-market is a destination for business services, household goods and auto sales and that it has significant inflow of spending for restaurants. Currently there are approximately 12 restaurants in the sub-market, generating \$14.1 million in revenue or an average of \$1.175 million each. At an average size of 3,000 square feet the per-square-foot sales is \$390. According to the Urban Land Institute's *2000 Dollars and Cents of Shopping Centers*, the top ten percent of restaurants, including those with and without liquor, generates between \$305 to \$486 per square foot annually. The restaurants in the sub-market are performing very well financially, and at this time there does not appear to be excess capacity for new restaurants.

### **Retail/Services Conclusion**

For local residents, all of the retail and service demands are being met within the trade area as sales in the sub-market indicate. Even in the restaurant sector financial performance does not indicate the need for additional restaurants at this time. Total selected retail/service sales in the trade area is \$83.9 million.

This is the most intensely developed of the three sub-markets and is the core of the office market with direct access to I-385. The resident population is small and demand for goods and services is primarily from the inflow of employees, attendees at the PEC, airport and daily traffic. Services available along Pleasantburg Drive are meeting current demand. Until new office development and increased attendance at the PEC are established, the major effort within the

Corridor is to continue streetscape, signage and assemblage of vacant and underutilized land for future development.

### **GREENVILLE TECH/UNIVERSITY CENTER SECTOR**

This sub-market runs south from Laurens Road to Cleveland Street. The area along Pleasantburg Drive is less intensely developed than the other two sectors. The major economic drivers in the sub-market are Greenville Technical College with 10,000 students and the University Center with 5,000 students, mostly nighttime.

#### **Resident Population**

The resident population in the area is 1,677 which has decreased since 1990 by 8 percent. The number of households decreased from 839 in 1990 to 809 in 2000 or approximately 3.6 percent, while the average household size decreased by .10 to 2.07 persons per household. The number of housing units has decreased by 2.4 percent. Renters represent only a third of the residents within the trade area, the majority are owner-occupied houses.

The trade area's racial composition is 74 percent white and 24 percent black. Hispanics and Asians constitute just over 1 percent of the population.

Average household incomes for 2000 have risen by 52 percent since 1990 to \$53,249 and are only slightly below the City (\$55,712) and the County (\$57, 874). The per capita income has risen 59 percent to \$25,734 and is greater than the City of \$25,135 and the County at \$23,542.

This profile of the residents points to a demand for convenience retail and personal services items.

#### **Sales and Expenditure Potential**

We have reviewed the total establishments offering goods and services within the area and the expenditures of the residents. In comparing these two elements, we determine the inflow or

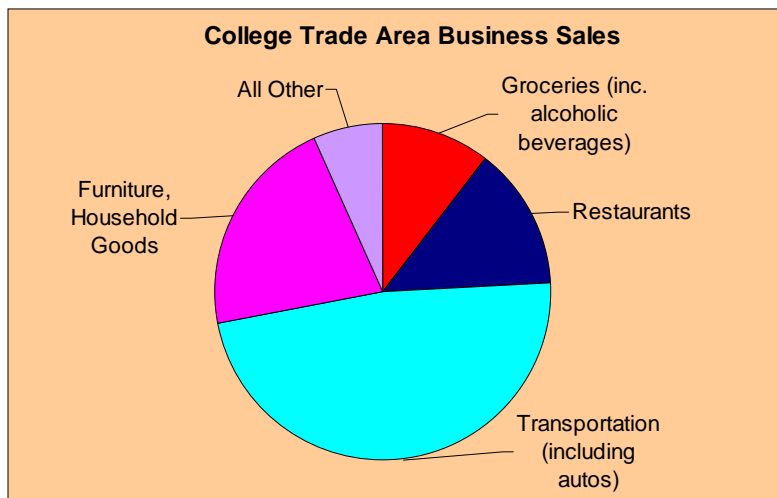
outflow of expenditures. There are significant inflows in all categories, but particularly in auto-related activities, household goods, groceries, and restaurants. Apparel sales represents the only outflow of dollars from the trade area.

**TABLE 18. INFLOWS/OUTFLOWS, COLLEGE TRADE AREA**

	<b>Business Sales 000's</b>	<b>Household Expenditures 000's</b>	<b>Inflows/Outflows 000's</b>
Groceries (inc. alcoholic beverages)	\$10,100	\$3,751	\$6,349
Restaurants	\$12,200	\$3,078	\$9,121
Personal Care Services	\$3,600	\$258	\$3,342
Drug Store Items (all)	\$1,600	\$1,015	\$585
Family Apparel	\$1,300	\$2,437	(\$1,137)
Transportation (including autos)	\$43,900	\$4,557	\$39,343
Furniture, Household Goods	\$17,500	\$2,184	\$15,316
<b>Total</b>	<b>\$90,200</b>	<b>\$17,281</b>	<b>\$72,919</b>

*Sources: Claritas; Hammer, Siler, George Associates.*

Groceries include food and beverages (including alcoholic). Restaurants include all meals eaten outside of the home. Personal Care services include beauty and barber shops and cleaners. Family apparel includes women’s, men’s, children’s and infants’ clothing and shoes. Auto related includes purchase, maintenance and rental of cars and trucks. Furniture and household goods includes carpets, appliances, computer and home electronics, repair, and maintenance items.



The main area of excessive inflow not supported by the residents is in the auto related field. This is similar to the other two sub-market areas. Within the trade area, furniture and household goods represent an additional source of inflow dollars. Again this is similar to the other two trade areas.

All food, whether groceries or restaurants, represent substantial inflow, beyond demand from residents and students. This area of Pleasantburg Drive has substantial office development, including Lockheed Martin and just outside its periphery, office development south of Cleveland Street.

Retail dollars captured from the students, staff and faculty of Greenville Tech amount to a potential of approximately \$8.82 million and from the University Center an additional \$3.03 million.

### **Increased Retail Sector Demand**

The analysis indicates that the sub-market is a destination for business services, household goods and auto services and it has significant inflow for restaurants. Currently there are approximately 14 restaurants in the sub-market, generating \$12.2 million in revenue or \$870,000 each. At an average square foot size of 3,000 square feet the per-square-foot sales is \$290. According to the Urban Land Institute's *2000 Dollars and Cents of Shopping Centers*, the top ten percent of restaurants, including those with and without liquor, generates between \$305 to \$486 per square foot annually. The restaurants in the sub-market are performing well financially (only slightly lower than the highest 10 percent nationwide), and at this time there does not appear to be excess demand for new restaurants.

In the apparel sector, the outflow indicates there may be additional demand to be met within the trade area. Excess dollars flowing out of the area for apparel goods are \$1.137 million. This category includes woman's, men's, and children's clothing, accessories and shoes. According to ULI estimates, an average sales per square foot for all types of apparel is around \$300 and the

average size per store is 3,000 square feet. A typical store is expected to generate \$900,000 annually. An additional apparel store within the trade area is supportable at this time, just from the residents alone.

### **Retail/Services Conclusion**

For the trade area's residents, the majority of retail and service demands are being met within the trade area itself as sales data indicate. Even in the restaurant field, financial performance does not indicate the need for additional restaurants at this time. The only supportable addition to the retail mix would be one additional store for family apparel.

The Pleasantburg Shopping Center is a major influence in the area with approximately 160,000 square feet. It is anchored by Belk Simpson Carpet Store at 56,700 square feet and sits on 12 acres of land. Its current vacancy rate is 2.5 percent. There are no restaurants in the Center.

### **Conclusion for College Trade Area**

This is the least intensely developed of the three sub-markets. The resident population is small, and demand for goods and services is primarily from the inflow. Services available along Pleasantburg Drive appear to meeting current demand with the exception of a potential apparel store. The major effort within the Corridor is to continue streetscape, signage and consolidation of vacant and underutilized land for future development. Total selected retail/service sales in the trade area equals \$90.2 million with auto related sales representing 49 percent.

## **CONCLUSION**

Pleasantburg Drive is a vital retail/service regional business corridor. Selected retail and service sectors are well represented in the Corridor. Total sales for the selected retail/services as seen in Table 16 is almost \$278.5 million. The difference between sales and expenditures by demand generators is attributable to the considerable daily traffic from outside of the area. Auto- and furniture-related businesses can be classified as "destination" businesses. These are large

purchase items from a customer who comes into the area once or twice a year. They do not show up in the daily expenditure captures from the list of generators in Table 15.

**TABLE 19. ESTIMATED RETAIL/SERVICE EXPENDITURES**

<b>Generators</b>	<b>Expenditures (000's)</b>
Employees	\$2,650
Bob Jones University (inc. students)	\$7,870
Palmetto Expo Center	\$4,457
Greenville Tech	\$8,820
University Center	\$3,033
Residents	\$55,443
<b>Total</b>	<b>\$82,273</b>

*Sources: Claritas; Hammer, Siler, George Associates.*

**TABLE 20. SELECT RETAIL SALES FOR CORRIDOR**

<b>Type</b>	<b>Total Sales (000's)</b>	<b>Percent of Total</b>
Groceries (inc. alcoholic beverages)	\$17,600	6.32%
Restaurants	\$29,000	10.41%
Personal Care Services	\$6,800	2.44%
Drug Stores Items (all)	\$5,900	2.12%
Family Apparel	\$8,600	3.09%
Transportation (including autos)	\$130,700	46.94%
Furniture, Household Goods	\$38,200	13.72%
Cleaners/laundry	\$759	0.27%
Business Services	\$40,900	14.69%
<b>Total</b>	<b>\$278,459</b>	<b>100.00%</b>

*Sources: Claritas; Hammer, Siler, George, Associates.*

While the area is transitioning, it remains a vital retail/service core. If auto-related businesses were moved out of the area, sales would remain at almost \$150 million. This still represents significant inflow of dollars.

**SECTION V. RECOMMENDATIONS**

## SECTION V. RECOMMENDATIONS

Our analysis has led us to make six core recommendations that will serve as a framework for the revitalization of the Pleasantburg Drive Corridor. These six recommendations are as follows:

### **1. Transition Pleasantburg Drive to a High Technology Corridor**

Given the Corridor's strategic location to I-385, the Downtown Airport, three educational institutions and an exhibition and conference center, we believe that the Corridor should be transitioned from a retail and service corridor to a high-technology corridor. While the current office market has softened, we believe that over the longer-term there will be sufficient demand to make this transition possible. The City therefore should work jointly with the private sector to develop marketable sites within the Corridor for technology business use either as leased space or build-to-suit corporate buildings.

In developing the sites, a special effort should be made to create sites within the Corridor that are highly visible and therefore capable of changing the image of the Corridor. To the maximum extent possible, efforts should be made by the City to provide special incentives to help implement this concept, to engage the Corridor's educational and training resources in developing the skilled labor force required, and to assure quality design, landscaping, and buffering when required.

### **2. Reposition the Retail and Service Mix of the Technology Corridor**

While the Corridor is no longer a regional retail center, there is still a market for retail based on the existing "demand generators" in the Corridor. While there is a substantial automotive sales base in the Corridor, we believe that given the relative scarcity of land, these sites might be better and more intensely developed to accommodate technology-based businesses. Transitioning this underutilized automotive land could lead to a very rapid change in the character of the Corridor.

To further reposition the retail and service mix, leasing activities should become more oriented to a future market that is likely to consist of higher wage employees, students, and businesses. The range of businesses consist of copy/printers; coffee shops; computer servicing; personal care services; cleaners; drugstores; convenience stores; gift and card stores; florists; men's and women's accessories; health clubs; etc.

### **3. Develop Convention Support and Business Park Infrastructure**

Another facet of the repositioning of the retail and service mix of the Corridor will be in creating a strong mix of businesses to support the convention business and the new and existing business park infrastructure that will occur. This suggests a stronger focus on restaurant activities, office supplies, personal services and businesses and financial

services. These changes will likely take place as a market response to the development of new business parks, assuming there are sites available for these types of businesses to locate.

#### **4. Expand Hotel Room Supply**

Our analysis suggests that there is not sufficient market demand for a new convention hotel facility. Existing hotel/motel occupancies and average daily rates are too low, suggesting a need for major subsidies if a new hotel were to be constructed. If new hotel rooms become needed in order to support the conference and convention business, we believe that it would be far more prudent and less costly to subsidize an expansion of hotel rooms in existing facilities in close proximity to the convention facility. As the Corridor transitions to a technology corridor, business oriented room-night generation should also increase demand and the same expansion strategy should be utilized.

#### **5. Encourage New Investments**

To the maximum extent possible, the City should encourage the private sector to assemble sites on which to attract new high technology business and/or for business park development. Where possible, incentives should be provided to encourage the adaptive reuse of vacant buildings. Private and State investments in educational institutions should continue to insure a highly trained labor force as an attraction for new private investment in the Corridor.

#### **6. Continue Implementation of Streetscape Design Program**

The City has already started to implement a streetscape design program. A small amount of funds have been added in the new budget; this signals to the private sector that the City views the Pleasantburg Corridor as an asset worthy of new investment. We strongly recommend that the program continue to grow and be expanded in order to create a special technology setting for the Corridor, to enhance the identity of key nodes within the Corridor, and to create a brand image through signage and green space.

### **Conclusion**

The market analysis indicates this process of transitioning the Corridor cannot be done overnight. There are not sufficient market or financial resources to quickly realize this new vision for the Pleasantburg Drive Corridor. However, over the next several years, a continuation of existing efforts; the inclusion of land assemblage for technology office parks; the relocation of less desirable retail enterprises; the provision for business oriented retail services; and continued streetscape and infrastructure improvements should proceed as quickly as the market will allow to enhance the marketability of sites along the Corridor.

**SECTION VI. BEST PRACTICES**

## SECTION VI. BEST PRACTICES

In presenting this benchmark section we take instruction from the successes of other communities as they grapple with similar issues. The case studies presented below represent conference/convention centers in small cities and business incentive programs for commercial corridors. By no means an exhaustive representation, best practices serve as a point of discussion to develop a framework for the Pleasantburg Drive revitalization process. Fortunately, much has already been done within the Corridor including an organized business group, zoning overlays and streetscape improvements all of these are key components of a sound development strategy.

### **Hattiesburg, Mississippi - Lake Terrace Convention Center**

Hattiesburg, a community with a population of 45,000, constructed a small convention center in 1998 with public funds for both small regional conventions and entertainment.

- In its first year it had 697 bookings and a total of 117,500 attendees, with an economic impact of \$6 million and 5,200 room nights.
- 68,500 square feet with 17,700 square feet of exhibition space can accommodate up to 1,600 people seated. 2000 performance includes 647 events, 122,370 attendees.

This small, publicly owned conference center is generating in excess of \$6 million per year in economic impacts. Considering the small size of the facility this has implications for the potential for the PEC.

### **Frankfort, Kentucky**

Frankfort the capital of Kentucky has a county-wide population of over 46,000.

- Farnham Dudgeon Civic Center Complex

- Built in 1970 by the Commonwealth, it has 10,000 square feet of meeting space and an arena that can seat 5,365
- All bookings are from within Kentucky, corporate within 100 miles and the arena within 300 miles
- Annual occupancy ranges between 65 and 75 percent
- Economic impact on the local economy is estimated at \$15 to \$20 million.
- Part of a larger complex including hotel and parking garages.

The lessons for Greenville are the economic impacts of a regional convention center on a small community.

### **Enid, Oklahoma**

Enid is a city of approximately 47,000 with a small regional conference center. Recently, they have brought in new management to increase the use and the income from the facility. The importance for Greenville is the ability to book local and regional conferences and meetings.

- Cherokee Strip Conference Center
- Built in 1987 with city funds it has an 11,000-square foot exhibit space with a total space under roof of 37,000 square feet
- All bookings are from within the State, and mostly local, but there is activity 50 out of 52 weeks
- It was added on to an historic five-and-dime store in the downtown
- Recently the city brought in professional management to expand the market and revise the fee structure

### **Pembroke Pines, Florida**

This city of over 100,000 has seen extraordinary growth in the past 20 years and is working diligently to maintain its economic base. Part of their program is an effective communications effort developed by their Economic Development Board to attract and retain businesses.

- Business Newsletter published bi-monthly and distributed to all businesses in the area
- Providing information on City Codes, business resources within the City and State
- Highlights new businesses and existing businesses

Implications for the Pleasantburg Corridor are to serve as additional communications tool to all businesses in the Corridor, to the greater community, and to City agencies and elected officials.

### **Charlotte, North Carolina - North Tryon Corridor**

Charlotte is a much larger city than Greenville, but with similar urban concerns. Its North Tryon Corridor, although much longer than Pleasantburg Drive, has similarities as described below.

- 7-mile long commercial corridor with the University of North Carolina at Charlotte at the northern end, and Center City at the southern end with an expressway running across
- 3 distinct segments. The middle segment is characterized by an unrelated hodgepodge of businesses. The southern segment is part of the old industrial sector next to the downtown and the northern sector is seeing new development for commercial uses (new automobile dealerships)
- Organization of Tryon North Development Corporation. This is an association of businesses that markets image, has a database and a newsletter. It applied considerable political pressure to have a light rail study include this corridor
- City invested in a combined library/police station strategically placed in front of Charter School (converted from a former Kmart building)
- Expect the private development in the downtown to push toward the freeway area of the Corridor

The implications for Pleasantburg include the identity of separate sub-markets within a long corridor; City investments have been well planned and an active, well-informed business organization is critical to success.

**APPENDIX. TARGET INDUSTRIES**

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Aeronautical Radio Inc	4812	Radiotelephone communication
Amsc Subsidiary Corp	4812	Radiotelephone communication
Nextel Communications Inc	4812	Radiotelephone communication
Southwestern Bell MBL Systems	4812	Radiotelephone communication
Teligent Inc	4812	Radiotelephone communication
The Nextel Communications of	4812	Radiotelephone communication
United States Cellular	4812	Radiotelephone communication
Airtouch Cellular	4812	Cellular telephone services
Bell Atlantic Corporation	4812	Cellular telephone services
Boston Communications Group	4812	Cellular telephone services
Cellular One	4812	Cellular telephone services
Cincinnati Bell Wireless Co	4812	Cellular telephone services
Comcast Cellular Communications	4812	Cellular telephone services
Custom Business Ameritech	4812	Cellular telephone services
Cybertel	4812	Cellular telephone services
Digital Brdband Communications	4812	Cellular telephone services
Earl Industries Llc	4812	Cellular telephone services
Lets Talk Cellular & Wire	4812	Cellular telephone services
McSi	4812	Cellular telephone services
Mobile Cmmunications Corp Amer	4812	Cellular telephone services
Motorola Cellular Service Inc	4812	Cellular telephone services
Rochester Telephone	4812	Cellular telephone services
U S Cellular	4812	Cellular telephone services
Verizon	4812	Cellular telephone services
Voicestream Wireless Corp	4812	Cellular telephone services
MCI Worldcom Network Services	4812	Radio pager (beeper) communication services
Mtel	4812	Radio pager (beeper) communication services
Skytel Communications Inc	4812	Radio pager (beeper) communication services
Affina Corporation	4813	Telephone communication, except radio
Allegiance Telecom Inc	4813	Telephone communication, except radio
Alltel Communications Inc	4813	Telephone communication, except radio
Ameritech	4813	Telephone communication, except radio
Area Managers Office	4813	Telephone communication, except radio
Asi	4813	Telephone communication, except radio
C & P Telephone	4813	Telephone communication, except radio
Cable & Wireless Usa Inc	4813	Telephone communication, except radio
Century Telephone of Ohio	4813	Telephone communication, except radio
Cincinnati Bell Telephone Co	4813	Telephone communication, except radio
Citizens Communications	4813	Telephone communication, except radio
Civic Development Group Llc	4813	Telephone communication, except radio
Community Telephone	4813	Telephone communication, except radio
Data Networking Center	4813	Telephone communication, except radio
Delmarva Power & Light Co	4813	Telephone communication, except radio
Emery Worldwide Airline	4813	Telephone communication, except radio
Gabriel Communications Inc	4813	Telephone communication, except radio
General Telephone	4813	Telephone communication, except radio
Global Crssing N Amer Networks	4813	Telephone communication, except radio
GTS Carrier Services Inc	4813	Telephone communication, except radio
Id3/Bns/Cards	4813	Telephone communication, except radio
Illinois Wisconsin	4813	Telephone communication, except radio
Javanet Co	4813	Telephone communication, except radio
Journal Communications Inc	4813	Telephone communication, except radio
Lehigh Valley Health Services	4813	Telephone communication, except radio
Level 3 Communications Llc	4813	Telephone communication, except radio
Mc Leod USA Publishing Company	4813	Telephone communication, except radio

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Milcom Systems Corporation	4813	Telephone communication, except radio
National Tele-Communications	4813	Telephone communication, except radio
Nortel Networks Inc	4813	Telephone communication, except radio
Nortel Networks Inc	4813	Telephone communication, except radio
NTL Incorporated	4813	Telephone communication, except radio
Nynex	4813	Telephone communication, except radio
Nynex Corporation	4813	Telephone communication, except radio
Nynex New England Telephone Co	4813	Telephone communication, except radio
Otis	4813	Telephone communication, except radio
Primary Network Communications	4813	Telephone communication, except radio
SNET Custum Bus Group	4813	Telephone communication, except radio
Southwstern Bell Freedom Phone	4813	Telephone communication, except radio
Stg Inc	4813	Telephone communication, except radio
Synetics Inc	4813	Telephone communication, except radio
Telecorp Communications Inc	4813	Telephone communication, except radio
Telephone Oprations/North Area	4813	Telephone communication, except radio
Teleport Communications	4813	Telephone communication, except radio
Telergy Network Services Inc	4813	Telephone communication, except radio
The Southern Neng Tele Co	4813	Telephone communication, except radio
Uunet Worldcom Inc	4813	Telephone communication, except radio
Winstar For Business Inc	4813	Telephone communication, except radio
Worldcom Inc	4813	Telephone communication, except radio
Xo Communications	4813	Telephone communication, except radio
Bellsouth Telecommunications	4813	Local and long distance telephone communications
C&P Telephone Co	4813	Local and long distance telephone communications
Citizens Telecom Co of NY	4813	Local and long distance telephone communications
Electric Lightwave Inc	4813	Local and long distance telephone communications
Frontier Advanced Service Tech	4813	Local and long distance telephone communications
Frontier Tele of Rochester	4813	Local and long distance telephone communications
MCI Communications Corporation	4813	Local and long distance telephone communications
Ne Telephone Co	4813	Local and long distance telephone communications
North Amrcn Long Distance Corp	4813	Local and long distance telephone communications
Southern Neng Telecom Corp	4813	Local and long distance telephone communications
Talkcom	4813	Local and long distance telephone communications
Westell Technologies Inc	4813	Local and long distance telephone communications
Global Crossing Telecom	4813	Data telephone communications
Metro One Telecommunications	4813	Data telephone communications
Net2phone Inc	4813	Data telephone communications
Adelphia Communications Corp	4813	Local telephone communications
Ameriteck	4813	Local telephone communications
Business Services	4813	Local telephone communications
Central Tele Co of Virginia	4813	Local telephone communications
Central Telephone Co of Ill	4813	Local telephone communications
Customer Relations	4813	Local telephone communications
Focal Communications Corp	4813	Local telephone communications
Illinois Consolidated Tele Co	4813	Local telephone communications
Mc Leod USA Telecom Svcs	4813	Local telephone communications
North Pittsburgh Telephone Co	4813	Local telephone communications
Qwest Corporation	4813	Local telephone communications
Sprint	4813	Local telephone communications
A T&T Easylink Services	4813	Long distance telephone communications
Abacus Communications Lc	4813	Long distance telephone communications
Alpha Products MCI	4813	Long distance telephone communications
Customer Communication Svcs	4813	Long distance telephone communications
Econophone	4813	Long distance telephone communications

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Global Crossing Conferencing	4813	Long distance telephone communications
Global Crossing North America	4813	Long distance telephone communications
Lightyear Communications Inc	4813	Long distance telephone communications
Mclt	4813	Long distance telephone communications
One Call Communications Inc	4813	Long distance telephone communications
One Long Distance	4813	Long distance telephone communications
Onestar Long Distance Inc	4813	Long distance telephone communications
Primus Telecom Group	4813	Long distance telephone communications
Qwest Communications Intl	4813	Long distance telephone communications
Trans World Airlines Inc	4813	Long distance telephone communications
West Dial Technologies Inc	4813	Voice telephone communications
America Online Inc	4813	Online service providers
Digex Incorporated	4813	Online service providers
Digex Sales	4813	Online service providers
GE Global Exchange Services	4813	Online service providers
Herald Times	4813	Online service providers
Internet Global Ltd	4813	Online service providers
MCI Worldcom	4813	Online service providers
The Hartford Courant Co	4813	Online service providers
Washingtonpostnewsweek Intera	4813	Online service providers
Factiva	4813	Internet connectivity services
Gointernetnet	4813	Internet connectivity services
Juno Online Services Inc	4813	Internet connectivity services
Madgeweb Inc	4813	Internet connectivity services
Viperlink	4813	Internet connectivity services
Applied Theory Communications	4813	Internet host services
Cool Savings	4813	Internet host services
Freemarkets Inc	4813	Internet host services
Future Source Bridge Llc	4813	Internet host services
Tc Advertising	4813	Internet host services
Voyagernet Inc	4813	Internet host services
Wine Todaycom	4813	Internet host services
Prodigy Communications Inc	4813	Proprietary online service networks
Calltech Communications Inc	4813	Telephone/video communications
Ansys Inc	7372	Prepackaged software
Computer Associates Intl	7372	Prepackaged software
Delaware Computing Services	7372	Prepackaged software
Domain Solutions Corporation	7372	Prepackaged software
Emc2	7372	Prepackaged software
Geac Computers	7372	Prepackaged software
Idx Systems Corporation	7372	Prepackaged software
Kronos Incorporated	7372	Prepackaged software
Lotus Development Corporation	7372	Prepackaged software
Macola Software	7372	Prepackaged software
Michigan Consolidated Gas Co	7372	Prepackaged software
Netrex Holdings LLC	7372	Prepackaged software
Ontario Systems Corporation	7372	Prepackaged software
Oracle Corporation	7372	Prepackaged software
Paragon Computer Professionals	7372	Prepackaged software
Rational Software Corporation	7372	Prepackaged software
Roseville Plant	7372	Prepackaged software
Siebel Systems Inc	7372	Prepackaged software
Software House	7372	Prepackaged software
Vjil Consulting Ltd	7372	Prepackaged software
Aspen Technology Inc	7372	Application computer software

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Catalyst International Inc	7372	Application computer software
Data Whse Decision Support	7372	Application computer software
Eastman Software Inc	7372	Application computer software
Eaton Corporation	7372	Application computer software
Health Management Systems Inc	7372	Application computer software
Infinium Software Inc	7372	Application computer software
Matlab	7372	Application computer software
P T C	7372	Application computer software
Parametric Technology Corp	7372	Application computer software
Periphonics Corporation	7372	Application computer software
S G I	7372	Application computer software
Saga Software Inc	7372	Application computer software
Cerner Corporation	7372	Business oriented computer software
Cyborg Holdings Inc	7372	Business oriented computer software
Dow Jones & Company Inc	7372	Business oriented computer software
E-Funds Corporation	7372	Business oriented computer software
Henry Schein Inc	7372	Business oriented computer software
I2 Technologies Inc	7372	Business oriented computer software
Mapinfo Corporation	7372	Business oriented computer software
ME & S Services Group	7372	Business oriented computer software
Medstat Holdings Inc	7372	Business oriented computer software
Merant	7372	Business oriented computer software
Micros Systems Inc	7372	Business oriented computer software
Micros Systems/Fidelio	7372	Business oriented computer software
Nationl Bsns Cntr-Offc Fed Sys	7372	Business oriented computer software
Parsons Child & Family Center	7372	Business oriented computer software
Platinum Technology Intl	7372	Business oriented computer software
Spss Inc	7372	Business oriented computer software
Sterling Software	7372	Business oriented computer software
Vertex Inc	7372	Business oriented computer software
Advantage Learning Systems Inc	7372	Educational computer software
CSC Professional Svcs Group	7372	Educational computer software
L & H Holdings Usa Inc	7372	Educational computer software
Majestic Star Casino	7372	Educational computer software
Majestic Star Casino Llc The	7372	Educational computer software
Scholastic Inc	7372	Educational computer software
Brooks Automation Inc	7372	Operating systems computer software
Cisco Systems Inc	7372	Operating systems computer software
A P C C	7372	Utility computer software
3COM Corporation	7373	Computer integrated systems design
Acuity Technology Service	7373	Computer integrated systems design
ADS	7373	Computer integrated systems design
Anixter Inc	7373	Computer integrated systems design
Arti	7373	Computer integrated systems design
C S C Consulting Inc	7373	Computer integrated systems design
Caci Field Services Inc	7373	Computer integrated systems design
Caei	7373	Computer integrated systems design
Cardinal Health Inc	7373	Computer integrated systems design
Cgs	7373	Computer integrated systems design
Cincom Systems Inc	7373	Computer integrated systems design
Compuware Corporation	7373	Computer integrated systems design
Consolidated Electric Services	7373	Computer integrated systems design
Convergys Corporation	7373	Computer integrated systems design
Dynamics Research Corporation	7373	Computer integrated systems design
Dyncorp Info Systems Llc	7373	Computer integrated systems design

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Ejiva Inc	7373	Computer integrated systems design
Emplifi Inc	7373	Computer integrated systems design
Federal Data Corporation	7373	Computer integrated systems design
Frontier Information Tech	7373	Computer integrated systems design
Harris Data Services Corp	7373	Computer integrated systems design
HBO & Company	7373	Computer integrated systems design
Info Systems Inc	7373	Computer integrated systems design
ISSC	7373	Computer integrated systems design
K Element Corporation	7373	Computer integrated systems design
Koontz-Wagner Electric Company	7373	Computer integrated systems design
L T X Corporation	7373	Computer integrated systems design
Lante Corporation	7373	Computer integrated systems design
Lockheed Martin Corporation	7373	Computer integrated systems design
Logicon Eagle Technology Inc	7373	Computer integrated systems design
Matcom International Corp	7373	Computer integrated systems design
Netplex Group Inc	7373	Computer integrated systems design
Nortel Networks NA Inc	7373	Computer integrated systems design
Open Market Inc	7373	Computer integrated systems design
Partech Inc	7373	Computer integrated systems design
Pomeroy Computer Resources Inc	7373	Computer integrated systems design
Professional & Technical Svcs	7373	Computer integrated systems design
Psinet Inc	7373	Computer integrated systems design
Razorfish Inc	7373	Computer integrated systems design
Rit	7373	Computer integrated systems design
Spawar Systems Center	7373	Computer integrated systems design
System Support & Training Svcs	7373	Computer integrated systems design
T C S	7373	Computer integrated systems design
Techmatics Inc	7373	Computer integrated systems design
The Revere Group Ltd	7373	Computer integrated systems design
Unisys Corp	7373	Computer integrated systems design
Vistronix Inc	7373	Computer integrated systems design
Zygo Corporation	7373	Computer integrated systems design
Corporate Software & Tech	7373	Systems software development services
Datatel Mini Computer Co	7373	Systems software development services
Dyncorp	7373	Systems software development services
Edwards JD Inc	7373	Systems software development services
Epl Software Corp	7373	Systems software development services
Hartford Steam Boiler Inspect	7373	Systems software development services
Ils Industrial & Fincl Systems	7373	Systems software development services
Immigrtion Naturalization Svcs	7373	Systems software development services
Integrated Systems Consulting	7373	Systems software development services
Levi Ray & Shoup Inc	7373	Systems software development services
Logicon Space & Information	7373	Systems software development services
Metiom Inc	7373	Systems software development services
Sct	7373	Systems software development services
Software Research Group Inc	7373	Systems software development services
Stg	7373	Systems software development services
Stream International Inc	7373	Systems software development services
Symx	7373	Systems software development services
Vision International	7373	Systems software development services
Applied Technologies Services	7373	Computer systems analysis and design
Boundless Technologies Inc	7373	Computer systems analysis and design
Computer People The	7373	Computer systems analysis and design
Computer Technology Associates	7373	Computer systems analysis and design
Federal Systems	7373	Computer systems analysis and design

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Ford Motor Company	7373	Computer systems analysis and design
Information Builders Inc	7373	Computer systems analysis and design
Mar Incorporated	7373	Computer systems analysis and design
McHugh Software International	7373	Computer systems analysis and design
Metamor Technologies Ltd	7373	Computer systems analysis and design
SYSTEMS SOFTWARE STANDARDS	7373	Computer systems analysis and design
American Communication	7373	Systems engineering, computer related
IPC Communications Inc	7373	Systems engineering, computer related
M R J Technology Solutions	7373	Systems engineering, computer related
Seta Corp	7373	Systems engineering, computer related
Sonalysts Inc	7373	Systems engineering, computer related
Alphanet Solutions Inc	7373	Systems integration services
Bbn Systems & Technology	7373	Systems integration services
California Microwave Systems	7373	Systems integration services
Computer Horizons Corp	7373	Systems integration services
Defense Systems	7373	Systems integration services
EDS	7373	Systems integration services
Enterprise Systems Inc	7373	Systems integration services
I P C Technologies Inc	7373	Systems integration services
IMC	7373	Systems integration services
Logicon	7373	Systems integration services
Midwest Micro Peripherals	7373	Systems integration services
Pricelinecom Incorporated	7373	Systems integration services
PTG	7373	Systems integration services
Qualxserv Llc	7373	Systems integration services
Saic Info Svcs Sector Co	7373	Systems integration services
Scan-Optics Inc	7373	Systems integration services
Tasc	7373	Systems integration services
Telos Corporation (maryland)	7373	Systems integration services
The Boeing Company	7373	Systems integration services
The Boeing Company	7373	Systems integration services
Universal Power Now Inc	7373	Systems integration services
Wang Government Services Inc	7373	Systems integration services
Wang Government Services Inc	7373	Systems integration services
Clover Technologies Inc	7373	Local area network (LAN) systems integrator
Cybertech Systems Inc	7373	Local area network (LAN) systems integrator
Onesystem Group Llc	7373	Local area network (LAN) systems integrator
Robert Huggins	7373	Local area network (LAN) systems integrator
SMS	7373	Local area network (LAN) systems integrator
Ashland Services Inc	7373	Office computer automation systems integration
Andover Controls Corporation	7373	Turnkey vendors, computer systems
Bank Link	7373	Turnkey vendors, computer systems
New York Life Insurance Co	7373	Turnkey vendors, computer systems
Prophet 21 Inc	7373	Turnkey vendors, computer systems
U S Filter/Envirex	7373	Turnkey vendors, computer systems
Entex Information Services	7373	Value-added resellers, computer systems
Richardson Electronics Ltd	7373	Value-added resellers, computer systems
Bentley Systems Incorporated	7373	Computer-aided system services
Gerber Technology Inc	7373	Computer-aided design (CAD) systems service
Assisant SEC Admin and Mgt	7373	Computer-aided engineering (CAE) systems service
Applied Systems Inc	7378	Computer maintenance and repair
Cdti	7378	Computer maintenance and repair
Comdisco Continuity Services	7378	Computer maintenance and repair
Commonwealth Edison	7378	Computer maintenance and repair
Compaq Computer Corporation	7378	Computer maintenance and repair

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Corporation Communication Dept	7378	Computer maintenance and repair
Decisionone Corporation	7378	Computer maintenance and repair
Diebold Incorporated	7378	Computer maintenance and repair
Fiserv Solutions Inc	7378	Computer maintenance and repair
G T S I	7378	Computer maintenance and repair
General Electric Company Inc	7378	Computer maintenance and repair
Hewlett-Packard Company	7378	Computer maintenance and repair
Information Systems Support	7378	Computer maintenance and repair
Jabil Global Services Inc	7378	Computer maintenance and repair
Jack Henry & Associates Inc	7378	Computer maintenance and repair
Maintech	7378	Computer maintenance and repair
Management Information Systems	7378	Computer maintenance and repair
Marketing and Service	7378	Computer maintenance and repair
Meditech	7378	Computer maintenance and repair
National Support Center Llc	7378	Computer maintenance and repair
New York Commercial Field Svc	7378	Computer maintenance and repair
Wang Labs Inc	7378	Computer maintenance and repair
Xerox Corporation	7378	Computer maintenance and repair
Ats	7378	Computer and data processing equipment repair/maintenance
Document Co Xerox The	7378	Computer and data processing equipment repair/maintenance
Integris	7378	Computer and data processing equipment repair/maintenance
PC Lan Pmo	7378	Computer and data processing equipment repair/maintenance
Siemens Business Services Llc	7378	Computer and data processing equipment repair/maintenance
Solectron Corporation	7378	Computer and data processing equipment repair/maintenance
Vital Network Services Inc	7378	Computer and data processing equipment repair/maintenance
Xyplex Networks	7378	Computer and data processing equipment repair/maintenance
Xerox Business Services	7378	Computer peripheral equipment repair and maintenance
C T A	7379	Computer related services, nec
Coast Gard Operation Center	7379	Computer related services, nec
Milvets Systems Technologies	7379	Computer related services, nec
Client/Server Technology Svcs	7379	Computer related maintenance services
Computing & Communication Svcs	7379	Computer related maintenance services
Concentrix Corp	7379	Computer related maintenance services
Fms	7379	Computer related maintenance services
Instinet Corporation	7379	Computer related maintenance services
NCR Corporation	7379	Computer related maintenance services
Sears Home Central	7379	Computer related maintenance services
Staceys Bookstores	7379	Computer related maintenance services
Sun Microsystems	7379	Computer related maintenance services
Usinternetworking	7379	Computer related maintenance services
Globalware Solutions Inc	7379	Disk and diskette conversion service
ABN Amro Info Tech Svcs Co	7379	Computer related consulting services
ACS Gvrnment Sltions Group Inc	7379	Computer related consulting services
Aetea Info Technology Inc	7379	Computer related consulting services
Ajilon Llc	7379	Computer related consulting services
Aquidneck Mgt Assoc Ltd	7379	Computer related consulting services
Associates Commerce Solutions	7379	Computer related consulting services
Austin Busuyi Corporation	7379	Computer related consulting services
Boxboro Mid-Range Systems	7379	Computer related consulting services
C E S	7379	Computer related consulting services
Cap Gemini America Inc	7379	Computer related consulting services
Cdp	7379	Computer related consulting services
Computer Sciences Corporation	7379	Computer related consulting services
Copley Fax Varied Press	7379	Computer related consulting services
CSC	7379	Computer related consulting services

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
CSC Consulting Sys Integrated	7379	Computer related consulting services
Deltek Systems Inc	7379	Computer related consulting services
Dominion Holdings Inc	7379	Computer related consulting services
E B Networks Inc	7379	Computer related consulting services
E D S	7379	Computer related consulting services
Erunway Inc	7379	Computer related consulting services
Espeed Inc	7379	Computer related consulting services
Executive Word Processing	7379	Computer related consulting services
Forrester Research Inc	7379	Computer related consulting services
Grantwood Area Education Agcy	7379	Computer related consulting services
Guidance Group Inc	7379	Computer related consulting services
In Terminal Services	7379	Computer related consulting services
Indotronix International Corp	7379	Computer related consulting services
Its Computing Center	7379	Computer related consulting services
Kenan Systems Corporation	7379	Computer related consulting services
Manugistics Group Inc	7379	Computer related consulting services
Motorola Corp Mis & Telecom	7379	Computer related consulting services
National Techteam Inc	7379	Computer related consulting services
New Jersey Computer Horzn Co	7379	Computer related consulting services
New York Institute of Tech	7379	Computer related consulting services
Newark Data Center	7379	Computer related consulting services
Odnr Computer Communication	7379	Computer related consulting services
Optimos Incorporated	7379	Computer related consulting services
Pegasystems Inc	7379	Computer related consulting services
Perot Systems Corporation	7379	Computer related consulting services
Philip Morris Incorporated	7379	Computer related consulting services
Plural Inc	7379	Computer related consulting services
Predictive Systems (de Corp)	7379	Computer related consulting services
Quality Information Systems	7379	Computer related consulting services
Rightech Inc	7379	Computer related consulting services
RKC Development	7379	Computer related consulting services
Rs Information Systems Inc	7379	Computer related consulting services
Seranova Inc	7379	Computer related consulting services
T T C	7379	Computer related consulting services
Techrx Incorporated	7379	Computer related consulting services
Tekmark Global Solutions Llc	7379	Computer related consulting services
Teksystems Inc	7379	Computer related consulting services
Telesector Resources Group	7379	Computer related consulting services
Teltech International Corp	7379	Computer related consulting services
Transarc	7379	Computer related consulting services
Triad Management Systems Inc	7379	Computer related consulting services
Ubonet	7379	Computer related consulting services
University Tech Service	7379	Computer related consulting services
Vips Healthcare Info Solutions	7379	Computer related consulting services
Visalign L L C	7379	Computer related consulting services
Vistarms	7379	Computer related consulting services
World Wide Trade Resource	7379	Computer related consulting services
Xpedior Inc	7379	Computer related consulting services
Aic	7379	Data processing consultant
Computers Assistance	7379	Data processing consultant
I B S	7379	Data processing consultant
Personnel Group of America	7379	Data processing consultant
I X L Inc	7379	Online services technology consultants
Imetris Corp	7379	Online services technology consultants
Information Processing Di	7379	Online services technology consultants

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Meta Group	7379	Online services technology consultants
Neuvis Inc	7379	Online services technology consultants
Office Information Technology	7379	Online services technology consultants
Realm	7379	Online services technology consultants
Administrative Svcs Ohio Dept	8741	Management services
Advertising Distrs of Amer	8741	Management services
Akron General Hospital	8741	Management services
Allied Digital Inc	8741	Management services
AMC Entertainment Inc	8741	Management services
American Lisure Facilities Mgt	8741	Management services
Aramark Services Inc	8741	Management services
Ascension Health	8741	Management services
Asifco	8741	Management services
Atlanticare Medical Center	8741	Management services
Avery Manor	8741	Management services
Beaumont Services Company Llc	8741	Management services
Boston Marroitt Hotel	8741	Management services
Bostoncoach Corp	8741	Management services
Bsbw	8741	Management services
Bullit Courier Services Inc	8741	Management services
Bwxt of Ohio Inc	8741	Management services
C P M P	8741	Management services
C R Associates Inc	8741	Management services
Capital Group Companies Inc	8741	Management services
Cendant Corporation	8741	Management services
Ceridian Performance Partners	8741	Management services
Charter Professional Svc Corp	8741	Management services
Chubb & Son Inc	8741	Management services
Cincinnati Museum Center Inc	8741	Management services
Civigenics Inc	8741	Management services
Cleveland Clinic Health System	8741	Management services
Cofreth American Corporation	8741	Management services
Community Hospital Health Svcs	8741	Management services
County of Waukesha	8741	Management services
Ctca	8741	Management services
D L C Management Inc	8741	Management services
Deaconess Associations Inc	8741	Management services
Delmar Gardens West	8741	Management services
Discover Novus Network	8741	Management services
Dominion	8741	Management services
Dominion Resources Inc	8741	Management services
Douglas Elliman-Gibbons & Ives	8741	Management services
Ebi Companies Inc	8741	Management services
Edec	8741	Management services
ELOTTERY	8741	Management services
Emerson Health System Inc	8741	Management services
Employer Group Insurance	8741	Management services
ERIE INSURANCE GROUP	8741	Management services
Everett Management Corp	8741	Management services
Farmers Automobile Management	8741	Management services
Farmers Insurance of Columbus	8741	Management services
First Union National Bank	8741	Management services
Fort Hmltn-Hghes Hlthcare Corp	8741	Management services
Four Flags Health Ventures	8741	Management services
Franciscan Services Corp	8741	Management services

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
General Motors Corporation	8741	Management services
Gsi	8741	Management services
GTE Cnsmer Communications Pdts	8741	Management services
Health Alliance Greater Cincin	8741	Management services
Helixcare	8741	Management services
High Tech Valet	8741	Management services
Hmo Blue	8741	Management services
Hospital Central Services Inc	8741	Management services
Hotel Carlyle Management Corp	8741	Management services
Innovative Services of America	8741	Management services
International Mgt Svcs Co	8741	Management services
Interntional Consmr Pdts Group	8741	Management services
Jacobs Facilities Inc	8741	Management services
Jameson Health System Inc	8741	Management services
Jefferson Rehabilitation Ctr	8741	Management services
Johns Hopkins Health Sys Corp	8741	Management services
Johnson Memorial Corporation	8741	Management services
Kcac Administrative Center	8741	Management services
Kennedy Krieger Institute Inc	8741	Management services
Kewanee Healthcare Corporation	8741	Management services
Kidspace Hospital	8741	Management services
L M S I	8741	Management services
Lifefridge Health Systems	8741	Management services
Lifestart Wellness Network	8741	Management services
Linchris Hotel Corp	8741	Management services
LSI	8741	Management services
Madison Health Associates Inc	8741	Management services
Manugistics Inc	8741	Management services
Marduk Holding Corp	8741	Management services
Maritz Motivation Co	8741	Management services
Mark II Prod Lvstk & Ntrtn Lic	8741	Management services
Mary Free Bed Hospital	8741	Management services
Med America Hlth Systems Corp	8741	Management services
Mediq Incorporated	8741	Management services
Meridian Pr-Dmission Tstg Info	8741	Management services
MHS Title Corporation	8741	Management services
Midwest Community Health Svcs	8741	Management services
Ministry Health Care	8741	Management services
MTI Vacations Inc Del	8741	Management services
Mvp Service Corp	8741	Management services
Nabisci Bisuit Co	8741	Management services
Nabisco Holdings Corp	8741	Management services
Nationwide Distribution Svcs	8741	Management services
Nco Financial Systems Inc	8741	Management services
New York University Med Ctr	8741	Management services
Newton Memorial Hospital	8741	Management services
North Central Health Services	8741	Management services
North Central Ohio Health Sys	8741	Management services
Northeast Utilities Svc Co	8741	Management services
Novamed Eyecare Management Llc	8741	Management services
Novo Nordisk Pharmaceuticals	8741	Management services
Nucon Adm & Technical Svcs	8741	Management services
Omnisec International	8741	Management services
ONCENTER	8741	Management services
Orion Capital Companies Inc	8741	Management services

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Oswego Industries Inc	8741	Management services
Oxford Health Plans Inc	8741	Management services
Paradise Casino and Hotel	8741	Management services
Park Quick Garage Corp	8741	Management services
Patient First Corporation	8741	Management services
Patient First Physicians Group	8741	Management services
Phelps Community Corporation	8741	Management services
Philadelphia Airport Marriott	8741	Management services
Philadelphia Stock Exchange	8741	Management services
Phoenix Group	8741	Management services
Phycor-Lafayette Llc	8741	Management services
Private Healthcare Systems	8741	Management services
Progressive Insurance	8741	Management services
Raytheon Company	8741	Management services
Related Residential Co Inc	8741	Management services
RITE AID HDQTRS CORP	8741	Management services
Rouse Company of Georgia Inc	8741	Management services
Royal Imperial Group Inc	8741	Management services
Sacred Heart Health Care Sys	8741	Management services
Scanticon International Inc	8741	Management services
Schreiber Foods Inc	8741	Management services
Servicemaster Company (inc)	8741	Management services
Shopko Stores Inc	8741	Management services
Siemens Building Technologies	8741	Management services
Sinai Hospital	8741	Management services
Sls	8741	Management services
South Jersey Hospital System	8741	Management services
Southern Ohio Medical Center	8741	Management services
Southwestern Ohio Medical Mgt	8741	Management services
St Luke Health System Inc	8741	Management services
Stauffer Management Company	8741	Management services
Sungard Shareholder Systems	8741	Management services
Teng & Associates Inc	8741	Management services
The Institute of Peabody	8741	Management services
Tidewater Health Care Inc	8741	Management services
Trinity Medical Center East	8741	Management services
Unique Restaurant Corporation	8741	Management services
United Amercn Healthcare Corp	8741	Management services
United Hlthcare of The Midwest	8741	Management services
Vanguard Services Inc	8741	Management services
Village At Manor Park Inc	8741	Management services
Virginia Physicians Inc	8741	Management services
Western PA Healthcare Sys	8741	Management services
Wyman Park Medical Ctr	8741	Management services
Xerox Security	8741	Management services
AARP Health Care Opitons	8741	Business management
Allegiance Corporation	8741	Business management
Blue Cross Blue Shield of Del	8741	Business management
Day & Zimmermann Wipp Llc	8741	Business management
Emron	8741	Business management
Enterpises Services Copr	8741	Business management
Facilities Management	8741	Business management
Family Health Systems Inc	8741	Business management
Gallagher Bassett Services Inc	8741	Business management
Giant Eagle/Retail Markets	8741	Business management

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Harrington R E Inc	8741	Business management
Hon Company The	8741	Business management
Hospital Housekeepers	8741	Business management
IMS America Ltd	8741	Business management
Industrial Computers/Cmnctns	8741	Business management
K-C West Office	8741	Business management
Lehigh Vly Opttent Rgistration	8741	Business management
Lorain Products	8741	Business management
Nestle USA Inc	8741	Business management
North America Car Group	8741	Business management
Pressley Rdge Schols Fndation	8741	Business management
Rolls-Royce North Amer Holdg	8741	Business management
Rosenthal Associates	8741	Business management
Saint Michaels Medical Center	8741	Business management
St Margaret Admitting Office	8741	Business management
Student Union	8741	Business management
Synergis Tech Group Corp	8741	Business management
Tate & Lyle North America	8741	Business management
The Longaberger Company	8741	Business management
The Westford Group Inc	8741	Business management
Union Fidelity Life Insur Co	8741	Business management
USA Group Inc	8741	Business management
W W Grainger Inc	8741	Business management
A T & T	8741	Administrative management
Abbott Laboratories	8741	Administrative management
Ablest Inc	8741	Administrative management
Accounts Pyable Dept Jersey Cy	8741	Administrative management
Accounts Pyble Vndor Relations	8741	Administrative management
Allstate Insurance Company	8741	Administrative management
American Century Services Corp	8741	Administrative management
American Family Mutl Insur Co	8741	Administrative management
Amtrak Personnel	8741	Administrative management
Ashland Distribution Co	8741	Administrative management
Associates Corporate Services	8741	Administrative management
Aventis Cropsciences	8741	Administrative management
Bayer Corporation	8741	Administrative management
Cac	8741	Administrative management
Cardiac Management Systems	8741	Administrative management
Charming Shoppes of Delaware	8741	Administrative management
Chase-Pitkin	8741	Administrative management
CIT Group (nj) Inc	8741	Administrative management
Citibank Credit Corp	8741	Administrative management
Civilian Personnel Office	8741	Administrative management
College of Pharmacy	8741	Administrative management
Commonwlth Edson Humn Rsources	8741	Administrative management
Compass Group USA Inc	8741	Administrative management
Consolidated Rail Corporation	8741	Administrative management
CSX Transportation Inc	8741	Administrative management
Cvs Revco DS Inc	8741	Administrative management
Delaware Valley Financial Svcs	8741	Administrative management
Delphi Interior Systems	8741	Administrative management
Dupage Building Maintenance	8741	Administrative management
Duracell Inc	8741	Administrative management
Electronics Group	8741	Administrative management
Famous-Barr Department Store	8741	Administrative management

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Federated Investors Inc	8741	Administrative management
Filenes Department Store 50	8741	Administrative management
Frontier Communications	8741	Administrative management
Government Services Group	8741	Administrative management
Hamilton Management Ltd	8741	Administrative management
Hamot Health Foundation Inc	8741	Administrative management
Hospital	8741	Administrative management
Humana Health Care	8741	Administrative management
Ingram Micro Inc	8741	Administrative management
International Paper Comapny	8741	Administrative management
Isp Management Company Inc	8741	Administrative management
Kaiser Permanente	8741	Administrative management
Kraft Foods Inc	8741	Administrative management
Little Brown & Company	8741	Administrative management
Main Line Health System	8741	Administrative management
MAMSI	8741	Administrative management
Meijer 983	8741	Administrative management
Meijer 985	8741	Administrative management
Metlife	8741	Administrative management
Metroplitan St Louis Sewer Dst	8741	Administrative management
Mid Atlantic Region	8741	Administrative management
Nao	8741	Administrative management
National Customer Adm Ctr	8741	Administrative management
Navisys	8741	Administrative management
Nelson Industries Inc	8741	Administrative management
Nestle Frozen Refrigerated	8741	Administrative management
North American Administrators	8741	Administrative management
Oki Data	8741	Administrative management
Output Technologies	8741	Administrative management
Outsourcing Solutions Inc	8741	Administrative management
Owens Corning	8741	Administrative management
Owens-Illinois General Inc	8741	Administrative management
Parker De Puerto Rico Inc	8741	Administrative management
Path Corporation	8741	Administrative management
Penn State Geisinger Sys Svcs	8741	Administrative management
Phillips-Van Heusen Corp	8741	Administrative management
Ppl Electric Utilities Corp	8741	Administrative management
Presbyterian Villages of Mich	8741	Administrative management
Purchasing & Supply Staff	8741	Administrative management
Rob Building	8741	Administrative management
Selectcare Ppo	8741	Administrative management
Septa	8741	Administrative management
Shufelt Inc	8741	Administrative management
State Farm Mutl Auto Insur Co	8741	Administrative management
Sykes Healthplan Svc Bur Inc	8741	Administrative management
Synertech Health Sys Solutions	8741	Administrative management
Synertech Health Sys Solutions	8741	Administrative management
Technical & Trnsp Svcs	8741	Administrative management
Textron Automotive Co	8741	Administrative management
The Sherwin-Williams Company	8741	Administrative management
The Travelers Insurance Co	8741	Administrative management
TRW Inc	8741	Administrative management
TRW Systems Integration Group	8741	Administrative management
Tyco International (us) Inc	8741	Administrative management
United Technologies Intl	8741	Administrative management

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Van Metre A G Associates Inc	8741	Administrative management
Veterinary Centers of America	8741	Administrative management
VSI Communications	8741	Administrative management
VSI Holdings Inc	8741	Administrative management
Wakefern Food Corporation	8741	Administrative management
Wakefern Personnel	8741	Administrative management
Waldbaums	8741	Administrative management
Waterfield Financial Corp	8741	Administrative management
Wilmington Trust Company	8741	Administrative management
Btm Information Services Inc	8741	Financial management for business
Citicash Management	8741	Financial management for business
Costumer Service	8741	Financial management for business
Credit Swiss Managment	8741	Financial management for business
Estee Lauder Inc	8741	Financial management for business
Henry Ford Health System	8741	Financial management for business
Lear Corporation	8741	Financial management for business
Loans For Education	8741	Financial management for business
Logs Financial Services Inc	8741	Financial management for business
Mweds Joint Venture Partnr	8741	Financial management for business
Operation Center	8741	Financial management for business
Premier Fncl Services-Texas LP	8741	Financial management for business
Prudential Insur Fincl Svcs	8741	Financial management for business
United Distlrs Vinters N Amer	8741	Financial management for business
Valley Health Systems Inc	8741	Financial management for business
Western Union Fincl Svcs Inc	8741	Financial management for business
Armstrong World Industries	8741	Office management
Lg & E Building	8741	Office management
McCormick & Company Inc	8741	Office management
Plymouth Meeting Service Bldg	8741	Office management
Smurfit Recycling Company	8741	Office management
The Dow Chemical Company	8741	Office management
White Castle System	8741	Office management
61st Street Service Corp	8741	Personnel management
American General Fin Mgt Corp	8741	Personnel management
E M C	8741	Personnel management
Human Resources	8741	Personnel management
Spectrum Healthcare Resources	8741	Personnel management
Spectrum Healthcare Services	8741	Personnel management
J J White Inc	8741	Circuit management for motion picture theaters
R C Theatres	8741	Circuit management for motion picture theaters
ABB Lummus Global Inc	8741	Construction management
Bast Hatfield Inc	8741	Construction management
Black & Veatch Holding Company	8741	Construction management
Butler Manufacturing Company	8741	Construction management
Datascan	8741	Construction management
Engineering Department 1056	8741	Construction management
Gaylor Electric	8741	Construction management
H L Yoh Company	8741	Construction management
Hrh Construction Interiors	8741	Construction management
International Cnstr Mgt Svcs	8741	Construction management
J H Findorff & Son Inc	8741	Construction management
Jacobs Engrg Group of Ohio	8741	Construction management
Kci/Mbp Joint Ventr Partnr Llc	8741	Construction management
Michnery Aparatus Operation	8741	Construction management
Movenpick Projects	8741	Construction management

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Parsons Power Group	8741	Construction management
Process Facilities Inc	8741	Construction management
Raytheon Engineers & Constrs	8741	Construction management
Raytheon Infrastructure Servic	8741	Construction management
Structure-Tone Inc	8741	Construction management
Taubman Company Ltd Partnr	8741	Construction management
Warren State Hospital	8741	Construction management
Washington Group International	8741	Construction management
Whiting-Turner Contg Co Inc	8741	Construction management
Environmental Systems	8741	Industrial management
Fiat USA Inc	8741	Industrial management
Havens Steel Company	8741	Industrial management
MPW Industrial Services Inc	8741	Industrial management
Upper Chesapeake Health System	8741	Industrial management
Boutique Hg	8741	Hotel or motel management
Broadway Services Inc	8741	Hotel or motel management
Copley Plaza Hotel	8741	Hotel or motel management
Csmc of Kalamazoo Inc	8741	Hotel or motel management
First Hospitality Group Inc	8741	Hotel or motel management
Forum Home Care Services Inc	8741	Hotel or motel management
Great Lakes Companies Inc	8741	Hotel or motel management
Helmsley Center Reservations	8741	Hotel or motel management
Hersha Hospitality Mgt LP	8741	Hotel or motel management
Holiday Inn	8741	Hotel or motel management
Hyatt-Regency Buffalo	8741	Hotel or motel management
I T T Sheraton Corporation	8741	Hotel or motel management
Ltd Management Company Inc	8741	Hotel or motel management
Maryland Hospitality Inc	8741	Hotel or motel management
Meditrust Operating Co Del	8741	Hotel or motel management
Merrill & Lynch Conference	8741	Hotel or motel management
Norfolk Airport Hilton	8741	Hotel or motel management
Parker Affiliated Companies	8741	Hotel or motel management
Radisson Hotel	8741	Hotel or motel management
Raphael Hotel Group	8741	Hotel or motel management
Regis Hotel Corp	8741	Hotel or motel management
Snowshoe Mountain Inc	8741	Hotel or motel management
Virginia Bch Rst Cnf Htl	8741	Hotel or motel management
Westford Rgncy Inn Cnfrnce Ctr	8741	Hotel or motel management
Westin Crown Center The	8741	Hotel or motel management
Fazolis Co	8741	Restaurant management
Host International Inc	8741	Restaurant management
Normich Inc	8741	Restaurant management
Ohio Valley Bistros Inc	8741	Restaurant management
Palm Management Co	8741	Restaurant management
Pizza Hut of Suthern Wisconsin	8741	Restaurant management
Advocate Health Care Network	8741	Hospital management
Alternative Behavioral Svcs	8741	Hospital management
Aurora Health Care Inc	8741	Hospital management
Backus Corporation	8741	Hospital management
Bayshore Community Health Svcs	8741	Hospital management
Bjc Health System	8741	Hospital management
Blanchard Valley Health Assn	8741	Hospital management
Brookville Regional Hlth Svcs	8741	Hospital management
Cambridge Hospital The	8741	Hospital management
Caritas Christi Health Systems	8741	Hospital management

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Carlisle Hospital & Hlth Svcs	8741	Hospital management
Central Neng Healthalliance	8741	Hospital management
Centrastate Healthcare System	8741	Hospital management
Childrens Health System Inc	8741	Hospital management
Childrens Hospital	8741	Hospital management
Clearfield Area Hlth Svcs Corp	8741	Hospital management
Clevelan Clinic Health System	8741	Hospital management
Columbia Hospital Lexington	8741	Hospital management
Community Providers Inc	8741	Hospital management
Crittenton Hospital	8741	Hospital management
Danbury Health Systems Inc	8741	Hospital management
Delnor Community Health Sys	8741	Hospital management
Doctors Hospital	8741	Hospital management
Essex Valley Healthcare Inc	8741	Hospital management
F F Thompson Health System	8741	Hospital management
Faulkner Corporation	8741	Hospital management
Forum Health	8741	Hospital management
Four Courts	8741	Hospital management
Frances Schervier Home & Hosp	8741	Hospital management
Francscan Hlth Sys of Ohio Vly	8741	Hospital management
Freeman Hospitals Hlth Systems	8741	Hospital management
Freeport Regional Health	8741	Hospital management
Hastings Health Systems Inc	8741	Hospital management
Health Affairs	8741	Hospital management
Health Midwest	8741	Hospital management
Health Midwest Dev Group	8741	Hospital management
Healthnet of New England Inc	8741	Hospital management
Hlth Ohio Vly Svcs Edcatn Corp	8741	Hospital management
HUBBARD REGIONAL HOSPITAL	8741	Hospital management
Hunterdon Healthcare System	8741	Hospital management
Illinois Valley Community Hosp	8741	Hospital management
Independence Regional Health C	8741	Hospital management
Indiana Healthcare Corporation	8741	Hospital management
Ingalls Health System	8741	Hospital management
INOVA HEALTH SYSTEM	8741	Hospital management
Iowa Health System	8741	Hospital management
Kessler Rehabilitation Corp	8741	Hospital management
Lakeland Regional Health Sys	8741	Hospital management
Las	8741	Hospital management
Lenawee Health Systems	8741	Hospital management
Licking Memorial Hlth Systems	8741	Hospital management
Lifespan Corporation	8741	Hospital management
MAPLEGROVE HOSPITAL	8741	Hospital management
Maryland General Hospital	8741	Hospital management
Mc Cready Foundation Inc	8741	Hospital management
Medicorp Health System	8741	Hospital management
Memorial Health System	8741	Hospital management
Mercy Health Partners	8741	Hospital management
Mercy Hlth Corp Suttheastern PA	8741	Hospital management
Mercy Hospital	8741	Hospital management
Mercycare Service Corporation	8741	Hospital management
New Milford Hospital Holding	8741	Hospital management
Noble Health Systems Inc	8741	Hospital management
Northwest Cmnty Hlth Care Corp	8741	Hospital management
Norton Healthcare Inc	8741	Hospital management

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Nrhmc Inc	8741	Hospital management
Ottumwa Regional Health Center	8741	Hospital management
Parkview Health System Inc	8741	Hospital management
Pinnacle Health System Inc	8741	Hospital management
Pittsburgh Mercy Health Sys	8741	Hospital management
Presbyterian Ltc-1 Inc	8741	Hospital management
Riverside Health System	8741	Hospital management
Rockford Health Systems Inc	8741	Hospital management
Saratoga Care Inc	8741	Hospital management
Shore Health Systems	8741	Hospital management
South Suburban Health Systems	8741	Hospital management
St John Health System	8741	Hospital management
St Joseph Hospital Holdg Corp	8741	Hospital management
St Louis Health Care Network	8741	Hospital management
St Mary Health Corporation	8741	Hospital management
Swedish American Hospital	8741	Hospital management
Tawas St Joseph Hospital	8741	Hospital management
The Detroit Medical Center	8741	Hospital management
Thedacare Inc	8741	Hospital management
Trihealth Inc	8741	Hospital management
Valley Regional Health System	8741	Hospital management
Washington Hospital Center	8741	Hospital management
Western MD Hlth Systems Inc	8741	Hospital management
Wing Health System Inc	8741	Hospital management
Brandywine Senior Care Inc	8741	Nursing and personal care facility management
Chandler Hall Health Center	8741	Nursing and personal care facility management
Ephrata Cmnty Hosp Foundation	8741	Nursing and personal care facility management
Episcopal Long Term Care	8741	Nursing and personal care facility management
Fairview Extended Care Svcs	8741	Nursing and personal care facility management
Genesis Health Ventures of Ind	8741	Nursing and personal care facility management
Green Acres Health Systems	8741	Nursing and personal care facility management
Lechase Facility Mgmt	8741	Nursing and personal care facility management
Linroc Community Services Corp	8741	Nursing and personal care facility management
National Nurses Service	8741	Nursing and personal care facility management
Northwest Health System	8741	Nursing and personal care facility management
Nursing Administration	8741	Nursing and personal care facility management
Presbyterian Seniorcare	8741	Nursing and personal care facility management
Priority Partners Managed Care	8741	Nursing and personal care facility management
Scenic View Skilled Care	8741	Nursing and personal care facility management
Sisters Charity Medical Center	8741	Nursing and personal care facility management
St Augustine Corporation	8741	Nursing and personal care facility management
Tns Nursing Homes Inc	8741	Nursing and personal care facility management
Virginia Mnnnite Rtrment Cmnty	8741	Nursing and personal care facility management
A B S G	8742	Management consulting services
Accs	8742	Management consulting services
Aegis Research Corp	8742	Management consulting services
American Funds Group	8742	Management consulting services
Americo Services Inc	8742	Management consulting services
Arbella Service Company Inc	8742	Management consulting services
Bain & Company	8742	Management consulting services
Bird In Hand Corporation	8742	Management consulting services
Booz Allen & Hamilton Inc	8742	Management consulting services
Boston Consulting Group Inc	8742	Management consulting services
Brick Bodies Fitness Service	8742	Management consulting services
Brook Michael	8742	Management consulting services

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Business Response Inc	8742	Management consulting services
C C C I	8742	Management consulting services
Chemonics International Inc	8742	Management consulting services
Chesapeake Network Solutions	8742	Management consulting services
Cigna Retirement & Inv Svcs	8742	Management consulting services
Colonial Wllmsburg Fndtion Inc	8742	Management consulting services
Computerpeople Consulting Svcs	8742	Management consulting services
D M R Consulting Group Inc	8742	Management consulting services
Deloitte & Touche Llp	8742	Management consulting services
Deloitte Consulting	8742	Management consulting services
Dollar General Corporation	8742	Management consulting services
Dunkin Donuts	8742	Management consulting services
Eisner Richard A & Company Llp	8742	Management consulting services
Electronic Tabulating Co Inc	8742	Management consulting services
Exact Telesolutions Inc	8742	Management consulting services
First International Exchange	8742	Management consulting services
Founders Health Care Inc	8742	Management consulting services
Frank Gates Service Company	8742	Management consulting services
George S May Intl Co Del	8742	Management consulting services
Georgson Shrhlder Cmmnications	8742	Management consulting services
Glatfelter Insurance Group	8742	Management consulting services
Grant Thornton Llp	8742	Management consulting services
H C R Consulting Group Inc	8742	Management consulting services
H R S I	8742	Management consulting services
Ha Lomarketing & Promotio	8742	Management consulting services
Hamilton Group Fleet Services	8742	Management consulting services
Heller Financial	8742	Management consulting services
Hewitt Associates Llc	8742	Management consulting services
Holiday Organization Inc	8742	Management consulting services
Horizons Consulting	8742	Management consulting services
Independent Health Association	8742	Management consulting services
Indiana Medical Management	8742	Management consulting services
John Sexton & Co	8742	Management consulting services
Keane Inc	8742	Management consulting services
Kendle International Inc	8742	Management consulting services
Kmpg Peat Marwick Llp 181	8742	Management consulting services
Krms Natlsco Inc	8742	Management consulting services
Kwasha Hr Solutions	8742	Management consulting services
L J Gonzer Associates Inc	8742	Management consulting services
L M I	8742	Management consulting services
Labat-Anderson Inc	8742	Management consulting services
Lenox Hotels Inc	8742	Management consulting services
Leona Group Llc	8742	Management consulting services
Lssi	8742	Management consulting services
Macmanus Group Inc	8742	Management consulting services
Mancon	8742	Management consulting services
Maximus Inc	8742	Management consulting services
McKinsey & Company Inc	8742	Management consulting services
McLeod USA Incorporated	8742	Management consulting services
Medcor Inc	8742	Management consulting services
Mercy Information Systems	8742	Management consulting services
Microsoft Project Users Group	8742	Management consulting services
Midwest Regional Office	8742	Management consulting services
Monitor Group Inc	8742	Management consulting services
N R C Holding Corporation	8742	Management consulting services

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
National Ind Statistical Svc	8742	Management consulting services
Navigant Consulting Inc	8742	Management consulting services
Nhr	8742	Management consulting services
Oakwood Charitable Foundation	8742	Management consulting services
Paramount Management Assoc Llc	8742	Management consulting services
Pb	8742	Management consulting services
Perkins Eastman Architects PC	8742	Management consulting services
PRC Inc	8742	Management consulting services
Prc Inc	8742	Management consulting services
Pricewaterhousecoopers	8742	Management consulting services
Prism Partners	8742	Management consulting services
Quintiles Inc	8742	Management consulting services
Radianz Inc	8742	Management consulting services
Resource Consultants Inc	8742	Management consulting services
S A I C	8742	Management consulting services
Sangamon Inc	8742	Management consulting services
Sbm Services Inc	8742	Management consulting services
Smith Bucklin & Associates Inc	8742	Management consulting services
Snyder Healthcare Sales Inc	8742	Management consulting services
Sovereign Management Corp	8742	Management consulting services
Soza & Company Ltd	8742	Management consulting services
St Lukes School of Nursing	8742	Management consulting services
Stanley Consultant Intl	8742	Management consulting services
Startech	8742	Management consulting services
Stone Webster Envmtl Tech Svcs	8742	Management consulting services
T I S Worldwide Inc	8742	Management consulting services
Telesector Resources Group Inc	8742	Management consulting services
Temple Barker & Sloane/Stra	8742	Management consulting services
The Hess Management Company	8742	Management consulting services
Towers Perrin	8742	Management consulting services
Tracor Inc	8742	Management consulting services
Vms Inc	8742	Management consulting services
WESTON DESIGNER/CONSULTANTS	8742	Management consulting services
Whitsons Fabulous Foods	8742	Management consulting services
Wood Company of Maryland Inc	8742	Management consulting services
Xceed Inc	8742	Management consulting services
Acheson Colloids Intl Svcs	8742	Industrial and labor consulting services
Broadreach Consulting Inc	8742	Industrial and labor consulting services
Tma	8742	Industrial and labor consulting services
Pitney Bowes Office Systems	8742	Automation and robotics consultant
American Mgt Systems Inc	8742	Industrial consultant
BNP Paribas	8742	Industrial consultant
Dan D Services Llc	8742	Industrial consultant
Walker Digital Corporation	8742	Industrial consultant
Knight Facilities Mgt Inc	8742	Maintenance management consultant
Bwx Technologies Inc	8742	Management engineering
Metcalf & Eddy Inc	8742	Management engineering
Bae Systems Enterprise System	8742	Quality assurance consultant
Liz Claiborne Foreign Holdings	8742	Quality assurance consultant
Adecco Inc	8742	Human resource consulting services
Assessment Solutions Inc	8742	Human resource consulting services
Caroline Group Inc	8742	Human resource consulting services
Clarion Mktg & Communications	8742	Human resource consulting services
Employco Inc	8742	Human resource consulting services
F H C Health Systems	8742	Human resource consulting services

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Group Management Services Inc	8742	Human resource consulting services
Hr Tech Llc	8742	Human resource consulting services
Kingsmill Resort	8742	Human resource consulting services
L & T Health & Fitness	8742	Human resource consulting services
Novapro Temp Services	8742	Human resource consulting services
Personal Performance Cons	8742	Human resource consulting services
Citistreet Llc	8742	Compensation and benefits planning consultant
MMC	8742	Compensation and benefits planning consultant
The Frick Company	8742	Compensation and benefits planning consultant
The Segal Company	8742	Compensation and benefits planning consultant
Watson Wyatt Worldwide	8742	Compensation and benefits planning consultant
William M Mercer Incorporated	8742	Compensation and benefits planning consultant
Ita Group Inc	8742	Incentive or award program consultant
Compsych Corporation	8742	Personnel management consultant
Onondaga Crtland Madison Boces	8742	Programmed instruction service
Alta Resources Corporation	8742	Training and development consultant
Analysis & Technology Inc	8742	Training and development consultant
Ddi	8742	Training and development consultant
General Physics Federal System	8742	Training and development consultant
Mpri Inc	8742	Training and development consultant
Oc Inc	8742	Training and development consultant
Orc Macro	8742	Training and development consultant
Pioneer Work Camp	8742	Training and development consultant
Technical Training Inc	8742	Training and development consultant
Training Center	8742	Training and development consultant
A T Kearney Inc	8742	Marketing consulting services
Advanstar Inc	8742	Marketing consulting services
Asfcme Local 674	8742	Marketing consulting services
Caterpillar SARL Llc	8742	Marketing consulting services
Comac Inc	8742	Marketing consulting services
Cube Corporation	8742	Marketing consulting services
DARcy Msius Benton Bowles Inc	8742	Marketing consulting services
Data Bank USA	8742	Marketing consulting services
Dotspot Divine	8742	Marketing consulting services
Dun & Bradstreet Inc	8742	Marketing consulting services
Electronic Data Systems Corp	8742	Marketing consulting services
Federated Distributors	8742	Marketing consulting services
Film Development Partners	8742	Marketing consulting services
Fuel Container Company LP	8742	Marketing consulting services
GARDEN STATE NUTRITIONALS	8742	Marketing consulting services
HA-LO ADVERTISING SPECIALTIES	8742	Marketing consulting services
Healthcare Promotions Llc	8742	Marketing consulting services
Honeywell International Inc	8742	Marketing consulting services
Madison Square Garden LP	8742	Marketing consulting services
Modem Media Inc	8742	Marketing consulting services
Mullen	8742	Marketing consulting services
Nahb	8742	Marketing consulting services
Ogilvy & Mather Worldwide Inc	8742	Marketing consulting services
Professional Detailing Network	8742	Marketing consulting services
RMH Teleservices Inc	8742	Marketing consulting services
Scott-Levin Inc	8742	Marketing consulting services
Sgl Technologies	8742	Marketing consulting services
Shugoll Research Inc	8742	Marketing consulting services
Tecna New Jersey Corporation	8742	Marketing consulting services
Telatron Marketing Group Inc	8742	Marketing consulting services

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Telerox	8742	Marketing consulting services
U S T Marketing Communications	8742	Marketing consulting services
Yankaelovich Partners Inc	8742	Marketing consulting services
Credit Strategy Seminars	8742	Distribution channels consultant
The Commercial Traffic Co	8742	Distribution channels consultant
Daymon Associates Inc	8742	Merchandising consultant
Impact Merchandising Services	8742	Merchandising consultant
May Merchandising	8742	Merchandising consultant
Premium Retail Services Inc	8742	Merchandising consultant
Spar Marketing Force Inc	8742	Merchandising consultant
Infoscan	8742	New products and services consultants
Macys East Inc	8742	New products and services consultants
Dontech	8742	Sales (including sales management) consultant
Motorola Customer Response Ctr	8742	Sales (including sales management) consultant
ABT Associates Inc	8742	Industry specialist consultants
Bank of America	8742	Industry specialist consultants
Bill Communications Inc	8742	Industry specialist consultants
Corning Besselaar Inc	8742	Industry specialist consultants
Etensity Inc	8742	Industry specialist consultants
I S S	8742	Industry specialist consultants
KKR 1996 Fund LP	8742	Industry specialist consultants
Metrocenter Security	8742	Industry specialist consultants
Vanteon Corporation	8742	Industry specialist consultants
Bowne Business Sol Desi 2	8742	Banking and finance consultant
Isitc - loa	8742	Banking and finance consultant
Haden Maclellan Inc	8742	Construction project management consultant
Project Mgmt Control	8742	Construction project management consultant
Raytheon Constructors Intl	8742	Construction project management consultant
Foodtemps	8742	Food and beverage consultant
Aperture Credentialing Inc	8742	Hospital and health services consultant
Cvs Corporation	8742	Hospital and health services consultant
Ecri	8742	Hospital and health services consultant
Environ International	8742	Hospital and health services consultant
Express Scripts Inc	8742	Hospital and health services consultant
First Health Group Corp	8742	Hospital and health services consultant
Great River Health Systems	8742	Hospital and health services consultant
Greater Steast Healthcare Sys	8742	Hospital and health services consultant
H C R	8742	Hospital and health services consultant
Health Research Inc	8742	Hospital and health services consultant
Health Research Inc	8742	Hospital and health services consultant
Healthcare Staffing and Cons	8742	Hospital and health services consultant
Intracorp	8742	Hospital and health services consultant
Intracorp	8742	Hospital and health services consultant
Memorial Medical Center	8742	Hospital and health services consultant
Monoc	8742	Hospital and health services consultant
NGS American Inc	8742	Hospital and health services consultant
Pgoc Lc	8742	Hospital and health services consultant
Pharmstaff Ltd	8742	Hospital and health services consultant
Pro/Com International	8742	Hospital and health services consultant
TBG Development Llc	8742	Hospital and health services consultant
Vmt Long Term Care Management	8742	Hospital and health services consultant
Wayne Memorial Health Systems	8742	Hospital and health services consultant
Wisconsin Hospitality Group	8742	Hospital and health services consultant
Bge Home Products and Svcs Inc	8742	Public utilities consultant
Cushman & Wakefield Holdings	8742	Real estate consultant

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Insign/Dward S Gordon Del Corp	8742	Real estate consultant
La Salle Advisors Limited	8742	Real estate consultant
Rreef America Llc	8742	Real estate consultant
Thomas S Bozzuto	8742	Real estate consultant
Aramark Corporation	8742	Restaurant and food services consultants
Food Service Consultants Inc	8742	Restaurant and food services consultants
Giordanos	8742	Restaurant and food services consultants
New England Sportservice Corp	8742	Restaurant and food services consultants
Sentry Services Inc	8742	Restaurant and food services consultants
Strouthers Food Service	8742	Restaurant and food services consultants
Lemans Corporation	8742	School, college, univeristy consultant
Phil Plant Mgmt Office	8742	School, college, univeristy consultant
American Railcar Industries	8742	Transportation consultant
Eje Services Inc	8742	Transportation consultant
Fedex Logistics	8742	Transportation consultant
Jetson Direct Mail Services	8742	Transportation consultant
Schneider National Inc	8742	Transportation consultant
Anderson Financial Network	8742	Business planning and organizing services
Hearst Magazines Enterprises	8742	Business planning and organizing services
Heartland Health Systems Inc	8742	Business planning and organizing services
Madison Sq Grdn Fd & Bev Mdsg	8742	Business planning and organizing services
Ocean Spray International Svcs	8742	Business planning and organizing services
Material Services	8742	Materials mgmt. (purchasing, handling, inventory) consultant
Materials Managemetn Dept	8742	Materials mgmt. (purchasing, handling, inventory) consultant
Public Service Elc & Gas Co	8742	Materials mgmt. (purchasing, handling, inventory) consultant
Beth-Anne Foundation	8742	New business start-up consultant
Centerior Service Company	8742	Planning consultant
Euroney Inc	8742	Planning consultant
Hellmuth Obata & Kassabaum	8742	Planning consultant
I B M	8742	Planning consultant
Imm-St Louis	8742	Planning consultant
Bay Medical Center	8742	Administrative services consultant
Family & Childrens Center	8742	Administrative services consultant
Michigan Dmb	8742	Administrative services consultant
Pennsylvania Blue Shield	8742	Administrative services consultant
Plumbing Co Inc	8742	Administrative services consultant
Smithkline Beecham Corporation	8742	Administrative services consultant
Aics	8742	Business management consultant
Ameritech Publishing Intl	8742	Business management consultant
Andersen Consulting Llp	8742	Business management consultant
Arthur Andersen	8742	Business management consultant
Boston Floating Hospital	8742	Business management consultant
Carney Management Co Inc	8742	Business management consultant
Crowe Chizek & Company Llp	8742	Business management consultant
Entertainment Management Corp	8742	Business management consultant
Ernst & Young Llp	8742	Business management consultant
First Consulting Group	8742	Business management consultant
Gartner Group Inc	8742	Business management consultant
Icf Consulting Group Inc	8742	Business management consultant
John Nuveen & Co Inc Del	8742	Business management consultant
L Pricewaterhousecoopers L P	8742	Business management consultant
Lilly Eli Asia	8742	Business management consultant
Plante & Moran LLP	8742	Business management consultant
Polygram Holding Inc	8742	Business management consultant
Stamford Resource	8742	Business management consultant

<b>BusName</b>	<b>SIC4</b>	<b>SIC8Name</b>
Technology Knowldege Organization	8742	Business management consultant
Transora	8742	Business management consultant
Virginia Metalcrafters Inc	8742	Business management consultant
Washington National Tax Svcs	8742	Business management consultant
Care Choices	8742	General management consultant
Family Arena The	8742	General management consultant
Fayette Companies	8742	General management consultant
Grc International Inc	8742	General management consultant
Hay/Mcber	8742	General management consultant
Kpmg Consulting Llc	8742	General management consultant
Kpmg Llp	8742	General management consultant
Mercer Mgt Consulting Inc	8742	General management consultant
Complete Business Solutions	8742	Management information systems consultant
Isg Aquisition Corp	8742	Management information systems consultant
Laser Materials Services Inc	8742	Productivity improvement consultant
Clan Donnachaidh Society	8742	Site location consultant
Affiliated Computer Services	8742	Financial consultant
BSC America Inc	8742	Financial consultant
Calloways Financial Service	8742	Financial consultant
Polo Ralph Lauren Corporation	8742	Financial consultant
Primerica Financial Services	8742	Financial consultant
Professional Receivables MGT	8742	Financial consultant
Prohealth Care Inc	8742	Financial consultant