Twice as Nice

Eighteen Fortune 500 companies, including some of the country’s most iconic brands, make their home in the hip twin cities of Minneapolis and St. Paul, an urban oasis of business innovators, artists and Minnesota Nice.
The metro today is home to 18 Fortune 500 companies (95 if you include Hormel Foods in Austin). Per capita, only Connecticut has more Fortune 500 headquarters than Minnesota and that’s only a recent development prompted by defense contractor Alliant Technologies’ relocation to Washington, D.C., to be closer to its customers. 3M, Ecolab, Xcel Energy, C.H. Robinson Worldwide, The Mosaic Company and travel and hospitality giant Carlson, all innovators in their respective field, have headquarters in Minneapolis-St. Paul. So do General Mills, Cargill, Supervalu, CHS, Land O’Lakes, Nash Finch Company and the other hometown companies that contribute to the region’s continued dominance as a food and agribusiness center. Target Corporation and Best Buy lead the healthy retail sector, along with the state’s biggest tourist attraction, the Mall of America, which is poised to top its already massive economic contribution thanks to a second million expansion project that’s currently under way.

Tourism is the fifth biggest industry in Minnesota, says Amy Klobuchar, who with Al Franken represents Minnesota in the United States Senate (she’s also a member of the Senate’s aviation subcommittee). “I don’t think people really expect that, except when they find out that there are more visitors to the Mall of America every year than there are people who live in Canada, Iowa, North Dakota and South Dakota combined.”

Medtronic, Boston Scientific, St. Jude Medical and other area med-tech leaders have helped establish Minneapolis-St. Paul as a top manufacturer and developer of medical devices, employing more in the field than any other metro area in the country. Bioscience companies in fields as diverse as materials science, regulatory consulting and health information technology have flocked to the region, complemented by a robust health care delivery and insurance marketplace that includes UnitedHealth Group (the nation’s largest health insurer) and the world-renowned Mayo Clinic, located 90 miles south of the metro.

The banking and finance sector remains strong, with U.S. Bancorp, American Express Financial, Thrivent Financial for Lutherans and Securian Financial Group headquartered in the region and Wells Fargo maintaining a large corporate presence. The metro claims the country’s third-highest concentration of commercial banks as well as eight software companies that rank among the world’s largest in terms of revenue.

The reason for Minneapolis-St. Paul’s success—and the heart of its future promise—is clear, says Michael Langley, CEO of Greater MSP, the region’s new public-private economic development partnership. Minnesota isn’t just nice, as the saying goes. It’s also smart. “Smart people attract smart people, and great companies attract great companies,” Langley says. “We have a symbiotic relationship between great companies and great talent. That is our sustaining strength.”

Thirty-two percent of adult residents in the Minneapolis-St. Paul metro have at least a bachelor’s degree and the region’s higher education magnet, the University of Minnesota, ranks among the nation’s top 10 public research universities with an annual state-wide economic impact of $8.6 billion.

Fueling Recovery

While Minneapolis-St. Paul’s many virtues did not inoculate it from the Great Recession the construction, real estate and manufacturing sectors were hit hard, the region has weathered the storm better than most. In fact, it actually added health care sector
Jobs during the worst of the crisis. By April 2012, there were clear signs of a turnaround. Unemployment in the metro stood at 5.1 percent, according to the U.S. Bureau of Labor Statistics, compared to a national unemployment rate stubbornly stuck at 8.1 percent.

“Layoffs have fallen back to precession levels, a sign of better times to come for the job market,” analyst Jim Glassman wrote of the region in a report for JPMorgan Chase & Co. “The drop in jobless claims implies Minnesota’s economy is firming.”

Business leaders and policymakers are not sitting back and letting economic nature take its course. On the heels of the new state-of-the-art baseball stadium for the Minnesota Twins that opened in 2010, the Minnesota State Legislature recently approved funding for a new $975 million Minnesota Vikings stadium that advocates say will retain a valuable NFL franchise, generate many new construction jobs and draw a raft of new businesses to downtown Minneapolis.

St. Paul Mayor Chris Coleman, who would like a new downtown stadium for the town’s minor league St. Paul Saints franchise, says the value of such amenities cannot be overstated. Major league sports teams give cities a major league allure that is highly attractive to businesses considering a move to a region. “When companies approach him looking to relocate, Coleman says, the first question they ask is about the quality of the local talent pool. Then they ask about the amenities that can help them attract quality talent to the area. That’s where ballparks, theaters and museums come into play.”

“When you have those kinds of assets to sell,” Coleman says, “those are critical factors to attracting first-class companies that are looking to attract first-class talent.”

There has been significant investment in infrastructure in the Minneapolis-St. Paul metro over the last few years, particularly in transportation. The Hiawatha light-rail transit line that connects downtown Minneapolis, the Mall of America and Minneapolis-St. Paul International Airport will be joined in 2014 by a second spur, the Central Corridor line, connecting Minneapolis with St. Paul. Also, St. Paul’s historic Union Depot, which fell into disuse in recent decades, is being renovated as a key regional transportation hub.

Aveda, the Blaine beauty giant opened its first domestic airport store at MSP this fall.

**Where you’ll Find Him:**
- The pedestrian and bike paths of the city lakes and Mississippi River. “They are really safe, user-friendly and offer great scenery, especially in the spring and the fall. My wife and I run or bike on those paths 365 days a year.”

**Recommendations:**
- Wild Rumpus bookstore, pizzeria and Russian art (“breathtaking, both online and on its walls”).
- St. Paul’s historic Union Depot, which fell into disuse in recent decades, is being renovated as a key regional transportation hub.

**Did You Know?**
- Microsoft founder Bill Gates is the largest shareholder in St. Paul-based Ecolab.
- General Mills’ Cheerios is an American morning staple and the museum of its kind in the region, and Governor Mark Dayton calls it “crucially important.”

**The Quarterback**
Launched in October of 2011, Greater MSP has gone straight to work. CEO Langley reports that the organization has closed 16 deals to either expand existing businesses or attract new ones from outside the region.

**Recommen_Dations:**
- Geek Squad
  A U of M alum started tech support, now part of Best Buy.
- Blu Dot
  Chic, affordable furniture from a Minneapolis design firm.
- Dairy Queen
  Now you know why it’s called a Blizzard.
- Cheeries
  American morning staple and General Mills’ branch.

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**PHOENIX/SCOTTSDALE, ARIZONA  |  ROCHESTER, MINNESOTA  |  JACKSONVILLE, FLORIDA**
Advocacy group comprising more than 100 regional corporate CEOs—shares much of its membership with Greater MSP and will operate under the Greater MSP umbrella.

But sometimes economic development happens organically and deals don’t need to be sweetened. The Brazilian company Gerdau Steel, for example, announced recently it would spend $50 million to expand its small St. Paul steel mill. It did so despite turning down an $8 million funding offer from the St. Paul Port Authority, opting instead to fund the expansion internally.

“They said that very competitive electricity rates were a major factor,” Coleman says. “That and abundant natural resources and access to water and just the amenities of a metropolitan area—being a place where people want to live.”

A Partner to Business

Academic research is a key priority going forward. “The University of Minnesota is our one research university in the state, so it is vitally important,” Dayton says. “We need to give it attention, emphasis and resources to bring it up as the source of the new ideas, new entrepreneurs and the new businesses that we need.”

Naturally, University of Minnesota President Eric Kaler would like that, too, but he says that it’s not enough to rely on government to invest in the university. Kaler, who took the job in July 2011, is networking hard with business leaders to tear down what he calls the “illusory wall” between business and academia.

The ties between the towns and the gowns have always been important, Kaler says. The region’s medical device industry, for instance, was born when U of M engineering graduate Earl Bakken fashioned a pacemaker for university heart surgeon C. Walton Lillehei. Bakken went on to create global medical device

Among Greater MSP’s achievements:

» Working with the city of Eagan and the Minnesota Department of Employment and Economic Development to help consulting and research firm Five 9s develop and take ownership of The Connexion, a multi-tenant carrier-neutral data center, resulting in 25 to 50 new jobs and capital investment of $50 million to $75 million.

» Helping retain recreational vehicle manufacturer Polaris Industries by aiding its site search for consolidated administrative and showroom space in Plymouth. It created 80 jobs. Capital investment: $300,000.

» Working with the city of Bloomington to allow Polar Semiconductor to double production at its Bloomington facility by acquiring sewer access credits, saving time and expense, and allowing for the timely acquisition of building permits.

All of these accomplishments however pale in comparison to Greater MSP’s grander vision: supporting the creation of 100,000 new jobs in the Greater MSP region by 2016. It will do this, Langley says, by spearheading the creation of a long-term economic development strategy and by leading marketing and rebranding of the region for the world stage (it already has an iPhone app for that).

“Within the Upper Midwest, we know that the Twin Cities is quite a well-known commodity,” Langley says. “But if you go to Shanghai, China, and say ‘Twin Cities,’ nobody knows what you are talking about. If you are going to compete in a global economy, you need to be more proactive.”

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“I DON’T THINK THERE IS A BETTER PLACE IN THE COUNTRY IN TERMS OF QUALITY OF LIFE. THIS IS ONE PLACE WHERE YOU DON’T HAVE TO SACRIFICE SOMETHING TO GET SOMETHING ELSE.”
— ST. PAUL MAYOR CHRIS COLEMAN

“AS A MAJOR DELTA AIR LINES HUB, PEOPLE DON’T FLY OVER MINNEAPOLIS, THEY FLY TO IT. THEY TALK ABOUT MINNEAPOLIS AS FLYOVER TERRITORY, BUT GUESS WHAT? THE PLANE STOPS HERE.”
— MINNEAPOLIS MAYOR R. T. RYBAK
manufacturer Medtronic, which still has its headquarters in Minneapolis.

Today the U of M has key partnerships with the Mayo Clinic, 3M and Cargill, among many others. Kaler wants to make it easier for other business leaders to feel comfortable approaching the university. One step in that direction was the launch of the Office for Technology Commercialization.

“It’s a really sincere effort by the university to help faculty move those good ideas out into the marketplace,” Kaler says. “We’ve been able to do a lot. We’ve been able to grow the number of start-up companies, grow our licensing and just become an overall better partner with the local business community and, of course, regionally, nationally and internationally, also.”

Tim Muklavy is the vice president of research at the University of Minnesota. Although he is retiring at the end of this year, he sees big things for the U’s partnerships. While the occasional blockbuster invention might lead to big licensing fees for the university, the reality, he says, is that patents often don’t lead to big revenue streams. Certainly not enough to fund ongoing research. Muklavy’s answer? To coax corporations to directly fund key industrial research at the university. He notes that between 2010 and 2011 there was a 3.4 percent increase in research funded by business and industry. Not much of that has been directed to academia, he says, but he hopes that will change, noting that the continued economic success of Minneapolis-St. Paul requires research and development innovations in the medical device, agriculture, manufacturing, health and wellness industries for which the region is so well known.

MSP’s Fortune 500

- UnitedHealth Group
- Target
- Best Buy
- Supervalu
- CHS
- 3M
- U.S. Bancorp
- Medtronic
- General Mills
- Land O’Lakes
- Xcel Energy
- Ameriprise Financial
- C.H. Robinson Worldwide
- The Mosaic Company
- Thrivent Financial for Lutherans
- Ecolab
- St. Jude Medical
- Nash Finch Company

Get a taste of the Twin Cities at Minneapolis-St. Paul International Airport with more than a dozen local restaurants, shops and services!

EAT

- Surdyk’s Flights Wine Market & Bar
- Axel’s Bonfire
- French Meadow Bakery & Café
- Ike’s Food & Cocktails
- O’Gara’s Bar & Grill
- Caribou Coffee
- Dunn Bros. Coffee
- D’Amico & Son’s Café

SHOP

Creative Kidstuff
Minneapolis
Red Balloon Bookshop
Sports Minnesota
Aveda (Coming Soon)

RELAX

MSP Tours of the City
Regis Salon
Mukalhy anticipates resistance from some academics, who value—perhaps sometimes overvalue—he says—the purity of their work. But he says that if such bonds are forged, they will pay dividends that go well beyond the simple matter of funding research. They will result in long-lasting partnerships between academia and industry that can only serve to strengthen both, while also enhancing the area’s economic development prospects.

“There are plenty of reasons to work closer with business and industry that is independent of viewing them solely as an independent funding source,” Mukalhy says. “If we can’t have a good partnership with business and industry when it comes to moving from an innovation to a product, then we are not living up to the full potential of the research we have done.”

A Place You Don’t Want to Leave

It’s true that historically it’s been tough to recruit talent to Minneapolis-St. Paul—mostly because of the supposedly scary-cold winters—but a lot has changed in recent years, including the weather. Since 1970, Minnesota’s average minimum temperatures have risen faster than any other state’s. And when it does snow, the locals tend to find creative ways to celebrate.

“The first weekend of February, 10,000 people come out to frozen Lake of the Isles for the Luminary Loppet, a cross-country skiing festival around the lake with two-story-high ice globes, fire jugglers and dogsled races,” says Minneapolis Mayor R. T. Rybak. “We’re not going to change winter, but we’ve changed the perception of winter.”

For many residents, the change of the seasons is part of the charm. Rybak calls it a “theater of seasons where the set changes...”
Collaboration leads to innovation in Minneapolis-St. Paul’s unique health marketplace.

By Kevin Featherly

Mall of America has a lot to offer the American shopper, including organ transplant consultations. This service is the latest offered by Mayo Clinic Healthy Living, which opened in the mall in 2011. It sells self-help health books, small pieces of exercise gear and Mayo Clinic merchandise and also offers consultations (by appointment) on diet plans, injury assessments and potential transplants.

Women’s preventative health services are coming soon, says David Hayes, medical director of Mayo Clinic’s Mall of America project, who says that the “organizational experiment” aligns with Mayo’s mission of offering world-class health care services far beyond its hospital campuses.

Minneapolis-St. Paul has always been a unique health care market. Home to UnitedHealth Group, the nation’s largest for-profit insurer, Minnesota requires that HMOs that operate in the state be to every major health plan and care

plans and also operates a network of clinics as well as Regions, St. Paul’s teaching hospital. “In a multispecialty group practice,” Walsh says, “your whole philosophy around care is coordination and coordination takes collaboration. If you don’t have a specialty or a subspecialty and your patient needs that level of care, you facilitate coordination across systems.”

Local providers, including HealthPartners, Fairview and Allina Health, have dedicated care coordinators to steer patients to proper treatment and prevention within or outside their own networks.

Other national models: Mayo Clinic, which put its surgeons on salary, reducing the fee-for-service treatments that have contributed to runaway health care costs, and also the new University of Minnesota Biomedical Discovery District, a state-of-the-art home for biomedical researchers. Several buildings are already up and running; others are still under construction. “It already is home to the most sophisticated imaging center in the country,” says U of M President Eric Kaler. “It puts us right at the forefront.”

every few months, from extraordinary colored leaves to snow-filled parks to incredible spring to the most beautiful summer anywhere.” He adds, “If you want a one-act kabuki weather play, go to San Diego.”

Another surprise to some newcomers is the region’s cultural diversity. While Minnesota’s modest, staid Scandinavian-Germanic heritage is still a mighty cultural force, the metro is home to the second-largest Somali population outside of Mogadishu, as well as one of the nation’s largest Hmong populations. Minneapolis-St. Paul also has a reputation for being one of the most gay-friendly places in the country. (Census data indicates that the number of gay couples living in Minneapolis’ Hennepin County nearly equals that of Sonoma County, north of San Francisco.)

Once people are here, they can’t imagine living anywhere else. “A lot of times people who are transferred here for work never want to leave,” says Senator Klobuchar. “Even if their company moves out, they’ll move to a different local company. They’ll stay.”

Mayor Coleman has witnessed the same phenomenon. “It is automatic that it is difficult for businesses to recruit executive here,” he says. “But it is impossible to get them to leave.”

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Vincent Kartheiser

Actor, AMC’s Mad Men

MSP ROOTS: Born and raised in Minneapolis, a set of the Children’s Theatre Company and Guthrie Theater. Returns often to visit family.

LOCAL HAUNTS: Marvel Bar for drinks and Bryant Lake Bowl for fun.

FAVORITE INDIGENOUS FOOD: Judy Lucy burger at the 5-8 Club or Matt’s Bar in Minneapolis.

TRAVEL ADVICE: “If you’re young, First Avenue is a great place for music. Everybody should see some theater while they’re here, and the new Minnesota Twins stadium is wonderful. Stillwater is a lovely little town just east of the city, definitely worth a day trip. And walks along Minnehaha Creek are fantastic.”

City of Lakes Luncheon Loppet; University of Minnesota; President Eric Kaler and students.
PROFILE: MINNEAPOLIS-ST. PAUL

Family-friendly Minneapolis-St. Paul is an artist’s mecca without the attitude. By Stephanie Wilbur Ash

There’s no debate about the quality of life in Minneapolis-St. Paul, nor about the quality of the arts scene. Life here is good, very good, and particularly good for those who make, perform and enjoy great art.

Consider Deb Girdwood, who came to the region by way of New England and Seattle and now raises two daughters here with her husband. Girdwood is the program manager for the Children’s Theatre Company. She also curates an international film series for kids at the Minneapolis Public Library. Like many transplants to Minneapolis-St. Paul, she’s been pleasantly surprised.

“I have never been a part of a more supportive arts scene,” she says. “You don’t get a lot of attitude.”

Art without Angst

With a decades-long career playing with some of Minnesota-St. Paul’s biggest breakout bands (Trip Shakespeare, Semisonic, The New Standards), rocker John Munson could live anywhere, but he chooses to make his home in Northeast Minneapolis, where he and his wife raise two elementary-aged, hockey-playing daughters.

“The music scene is a big part of what I find attractive about the city,” Munson says. “The reason the scene has stayed strong is due to a populace that is interested, opinionated, curious and willing to shell out a few bucks to see things that tweak their minds.”

Hip-hop artists Doomtree and Brother Ali, rock groups The Replacements, The Suburbs, Soul Asylum, The Hold Steady and a guy named prince have all emerged from Minneapolis-St. Paul. So have dozens of other nationally and internationally recognized ensembles, including the Minnesota Orchestra, St. Paul Chamber Orchestra, as well as the 20- dance and performing arts organizations that reside in the new Cowles Center for Dance and the Performing Arts on Minneapolis’ theater-filled Hennepin Avenue.

The Guthrie Theater, whose recent musical production of Roman Holiday is now headed for Broadway, has long been considered one of the best regional theaters in the country. Its Jean Nouvel-designed building on the Minneapolis riverfront is what Time magazine called “a 21st Century dream factory,” an apt description. The three-theater complex where playwright Tony Kushner staged the world premiere of his latest opus includes restaurants, bars and a cantilevered “Endless Bridge” with spectacular views of the Mississippi River.

Across the river in the capital city of St. Paul, arts and entertainment take the stage at the Ordway Center for the Performing Arts (home of the Minnesota Opera), Minnesota History Theatre, Science Museum of Minnesota, Minnesota Children’s Museum and Minnesota Public Radio’s historic Fitzgerald Theater. In addition to Garrison Keillor’s A Prairie Home Companion, the Fitzgerald also hosts the seat-of-your-pants radio show Wits (co-hosted by Munson and John Moe), plus the community-wide book club Talking Volumes.

“The way people value storytelling makes the Twin Cities region culturally unique,” says the man who runs the Fitz, Minneapolis-St. Paul native Tony Bol. “It’s not just Garrison Keillor and A Prairie Home Companion, it’s the stories told all over town. I love both the raw and the refined. The Twin Cities has no shortage of cultural ranges.

There’s plenty of range every August at the Minnesota Fringe Festival, when the performance community shines with one of the largest fringe theater festivals in the world, staging more than 150 productions, each less than 60 minutes. Shows are chosen via lottery, so it’s luck of the draw for audiences as well as artists. Something’s working though: 48,000 tickets were sold in 2011.

Masters of Their Arts

A leader in audience engagement, the Walker Art Center showcases visual art, but it is also a powerhouse for cutting-edge multimedia and performance art. It underwent a Herzog & De Meuron–designed expansion in 2005, adding a 400-seat theater and communal space inside and out of its Minneapolis home. Internationally revered, it’s one of the most visited modern art museums in the country, and Claes Oldenburg’s “Spoonbridge and Cherry” sculpture in the adjacent Minneapolis Sculpture Garden has long been the unofficial symbol of the Twin Cities.

The Walker’s 550,000-square-foot campus includes the Weisman Art Museum on the University of Minnesota campus, an expansion of the Ordway Center for the Performing Arts opened in 1954 and today covers nearly 10 acres with an impressive collection that includes European masterworks by Rembrandt and van Gogh and modern and contemporary painting and sculpture by Picasso and Matisse. At the eye-catching Frank Gehry-designed Weisman Art Museum on the University of Minnesota campus, an expansion last year nearly doubled gallery space for a 20,000-piece collection that includes works by Andy Warhol and Georgia O’Keeffe. In the artist galleries and workshops of Northeast Minneapolis and the Lowertown neighborhood in St. Paul, art-making is a daily activity. Northeast’s Art-A-Whirl is the

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DIID YOU KNOW?
Tine 2:10: pitched Perfect League Baseball’s only career no-hitter in 2003.

Clockwise from top left: American Art Museum at the University of Minnesota, Orpheum Theatre, Lake Harriet Bandshell, Dakota Jazz Club & Restaurant, Performer at the Minnesota ArtCar Parade, Red Bull Crashed Ice World Championship in St. Paul.
WheRe he ShopS:

The arts scene, lots of theater and travel advice: so i get back at least twice a year.”

MSp love:
to do in the summer. and i always cities that’s special. it’s also very ful architecture in the kenwood neighborhood of minneapolis.”

What it’s LearneD FrOm the neWcOmers:
round fitness and recreation activities, vibrant restaurants, well-educated and diverse population and an atmosphere

WHY it staYs:
and is widely admired for its marketing genius.

The NAtive:
LOCATION: Target Corporation’s headquarters are in downtown Minneapolis.

WHAT IT DOES: The trend-forward retailer known for its innovative partnerships with well-known designers sells food, furniture, clothing and other household goods at more than 1,700 retail stores in the United States and on its website. It also offers interior design services and products through Target Commercial Interiors and operates a credit card segment of branded proprietary credit card products. Over the next 18 months, it will open seven smaller-footprint CityTarget stores catering to urban customers. The company also recently acquired retail real estate that will allow it to launch its brand in Canada, opening 125 to 135 stores in 2013 across all Canadian provinces.

HOW IT’S GROWN: “Target has grown up with the Twin Cities,” says Target Corporation CEO Gregg Steinhafel. “Target Corporation was established as the Dayton Company in the heart of downtown Minneapolis in the first decades of the 20th century, and we opened the first Target store in 1962, outside of St. Paul. Now a $70 billion publicly traded company, Target employs 365,000 people worldwide, including more than 25,000 in the Twin Cities area, and is the nation’s second-largest general merchandise retailer and is widely admired for its marketing genius.

WHAT IT STAYS: “There’s a great, innovative energy in the Twin Cities,” Steinhafel says. “We have a talented, well-educated and diverse population and an atmosphere of open-mindedness and continuous improvement. The cities are home to great colleges and universities, year-round fitness and recreation activities, vibrant restaurants, hospitality and tourism, renowned art and music scenes, and pro and Big 10 sports teams.”

WHAT IT’S LEARNED FROM THE NEWCOMERS: “Because we believe we have to always learn and improve, we constantly seek out fresh ideas and diverse points of view,” Steinhafel says.

THE native:
Target corporation
TARGET.com

WHAT IT’S LEARNED FROM THE NEWCOMERS:
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WHAT IT STAYS: “In three hours or less, you can get from the Twin Cities to just about anywhere in the country and vice versa,” Emerson says. “That’s important when you collaborate with physicians, researchers and other companies around the country. He also points to the region’s “incredibly well-developed” medical device infrastructure. “It’s easy to find nearby lawyers, accountants, suppliers, vendors and other professionals with a wealth of experience in the medical device industry,” he says.

WHAT IT’S LEARNED FROM THE NATIVES: Collaboration. “The Twin Cities’ medical device community is highly collaborative,” Emerson says. “We have been able to participate in multiple industry initiatives, including legislative proposals and education.”

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Hospitals using Galil products include Johns Hopkins and Vanderbilt University Medical Center.

HOW IT’S GROWN: It was founded in Israel in 1999 as a spinoff of Rafael Development Corporation, a technology transfer company for commercial applications of Israeli defense technologies for the medical device industry and others. Galil expanded to the United States in 2000 and now sells its products around the world. Emerson estimates that more than 7,000 kidney cryotherapy procedures are performed in the United States each year. Hospitals using Galil products include Johns Hopkins and Vanderbilt University Medical Center.

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