



**Locally Made** BMW manufactures its X3, X5, and X6 models at the Spartanburg County plant.

# Work

Innovators, educators, and international flair create a diverse economy.

**T**HE WORLD IS IN HOT PURSUIT OF greener, safer, and more efficient ways to get from here to there. But in the midst of this amazing race, an unlikely competitor has emerged. Quietly, steadily—much like one of the hybrid vehicles being pioneered in the Upstate—this Appalachian foothills community is winning the innovation race, in the automotive industry and beyond.

The Upstate is fueled by automotive production and research—even the local minor-league baseball team is called the Greenville Drive—and some of the most recognizable names in transportation live here. German automaker BMW employs about 5,000 and produces the brand's X3, X5, and X6 models in its 4 million-square-foot factory in Spartanburg County, near the Greer city limit. French tire-maker Michelin has its North American headquarters in Greenville, plus research and development facilities, a 3,300-acre test track, and several plants throughout the Upstate.

More than 150 automotive-related companies have chosen Upstate locations, and more are on the way. Among the new generation of automotive technology companies to arrive recently is CT&T. This Korean electric-vehicle manufacturer joined forces with Spartanburg's 2AM Group to create an electric vehicle

production facility in Spartanburg County, making it the company's first North American assembly plant.

Another dynamic new addition: Proterra. This startup designs, develops, and assembles all-electric and battery-dominant hybrid commercial vehicles, including transit, school, and commercial buses. After a search that spanned 30 states, the Colorado-based company announced plans to relocate to Greenville last year. And in less than a decade, Proterra is expected to create more than 1,000 new jobs in the Upstate.

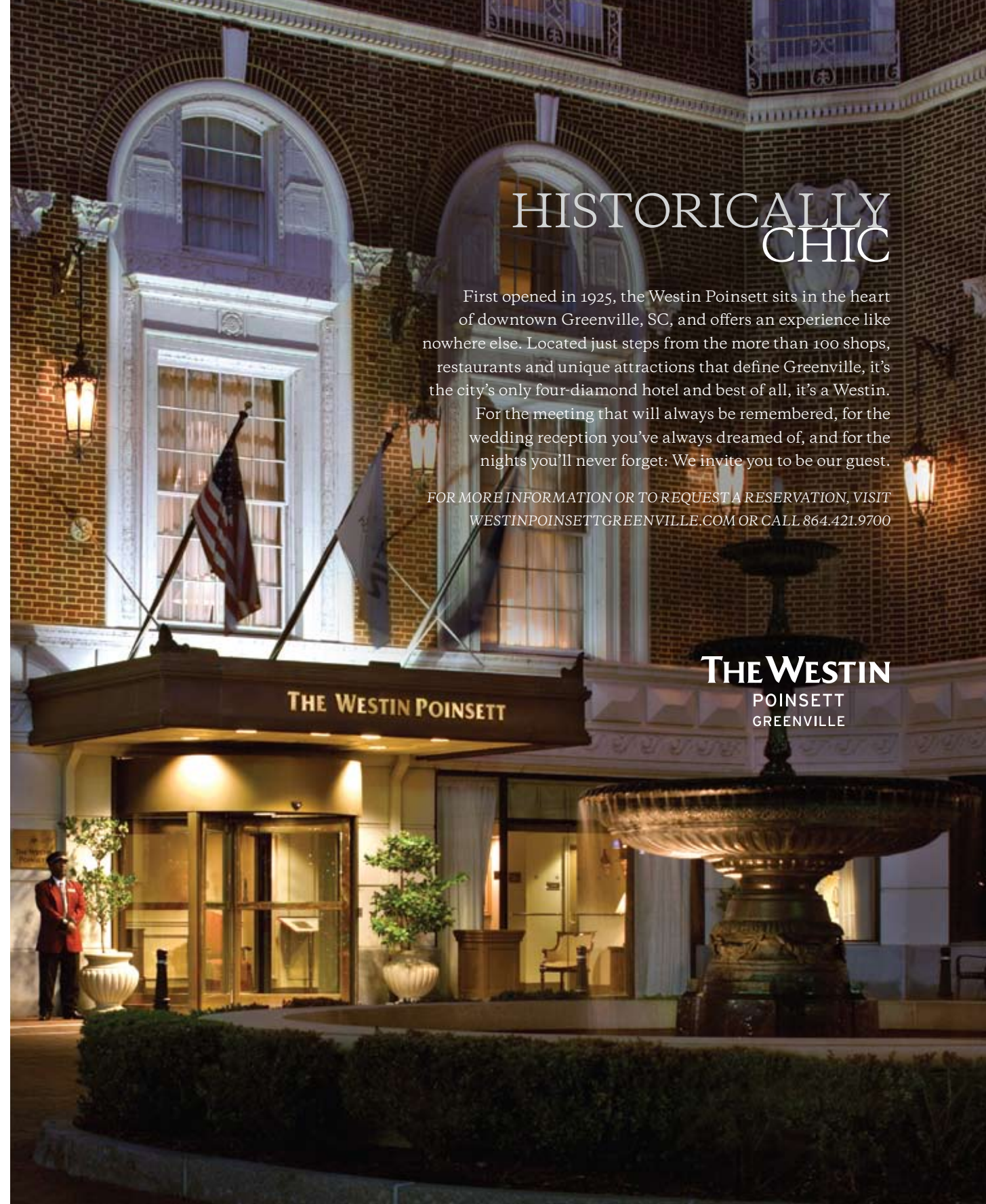
In January, U.S. Transportation Secretary Ray LaHood stood inside Proterra's temporary Greenville plant, where the company is building the world's first fast-charge electric transit bus, and called the assembled workers "an American success story" and the Upstate students who are working with the company "some of the smartest people in America."

### INTERNATIONAL FLAIR

BMW and CT&T are just two of hundreds of businesses from all across the globe that call the Upstate home. With more than 240 international businesses represented throughout the area, the Upstate has the highest international investment per capita of any region in

### TEXTILE ROOTS

The Upstate's textile industry dates back to the late 1800s, and some of those companies are still going strong. For example, Kentwool is one of the nation's longest-running family-owned textile companies. Headquartered in Greenville since 1954, this local institution makes premium merino-wool golf socks with air-infused technology, worn by pros such as Bubba Watson.



## HISTORICALLY CHIC

First opened in 1925, the Westin Poinsett sits in the heart of downtown Greenville, SC, and offers an experience like nowhere else. Located just steps from the more than 100 shops, restaurants and unique attractions that define Greenville, it's the city's only four-diamond hotel and best of all, it's a Westin.

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International newcomers find assistance at the International Center of the Upstate.

*With more than 240 international businesses represented throughout the area, the Upstate has the highest international investment per capita of any region in the country.*

the country.

Other international players include: Fujifilm (the company's North American Manufacturing and Research and Development headquarters are in Greenwood); Greer-based Mitsubishi Polyester

Film (lids for yogurt containers, electrical tape, laminate for maps); Bosch (home appliances, power tools, and automotive technology parts); Milliken and Company (the world's largest textile research center is located in Spartanburg); Hubbell Lighting

(one of the largest lighting-fixture manufacturers in North America, with 22 brands); and Greenville's GE Energy facility (housing the world's largest gas turbine manufacturing plant).

"The influence of international companies moving here is exciting and evident from the many ethnic restaurants, the diverse architecture, and new services cropping up every day to accommodate a growing population of newcomers," says Hal Johnson, president and CEO of Upstate SC Alliance, an economic development organization representing the 10-county area. One service tailored to international newcomers is the Michelin French School, the only full-time educational institution in the Southeast with full accreditation for grade-school French students.

"Our businesspeople tell us that the quality of life in the Upstate is incredible. Often, when they come

here, they want to stay—and not just in the United States. They want to stay in the Upstate," says Wendy Anthony, executive director of the International Center of the Upstate, a nonprofit designed to welcome and assist international newcomers. The center offers everything from language classes and relocation services to a book club, networking groups, and industry seminars.

Although the makeup of the international population changes every year, the sentiment is always the same, whether folks are coming from India or Mexico.

"People love it," Anthony says. "The weather is great. The affordability—both to bring business here and to live here—is so much better. It's the perfect combination."

**DIVERSITY WORKS**

In addition to the Upstate's strong international presence and thriving automotive industry, other sectors

are fueling the region's economy. The 2,600-acre campus of South Carolina Technology and Aviation Center (SCTAC) serves more than 80 tenants, including Lockheed Martin, 3M, and IBM. Jointly owned by Greenville County and the city of Greenville, the center generates more than 3,300 jobs, \$218 million in payroll, and nearly \$929 million in economic output.

The Upstate has also earned a reputation as one of the top five metropolitan areas in the world for engineering talent per capita, attracting leading engineering firms such as CH2M Hill, Fluor, and O'Neal.

And that reputation shows no sign of fading. Each year, the region's colleges and universities usher hundreds of skilled, new professionals into the work force. Clemson University offers two research facilities that foster the kind of public-private partnerships that are crucial to job creation and retention.

Some of the world's brightest researchers work at Clemson's Advanced Materials Center, a campus and technology park in Anderson. The center teaches students and corporations across the Upstate to make the products that consumers use each day faster, smarter, and better. Think brighter computer screens and finer surgical fiber-optic instruments.

On the transportation front, the Clemson University International Center for Automotive Research (CU-ICAR) is a 250-acre complex where research and design gurus work hand in hand with academia and government to pioneer new auto technologies, from biofuel to building a car from recycled parts.

**ENTREPRENEURIAL SPIRIT**

All that innovation seems to have triggered a trickle-down effect, and now all kinds of entrepreneurs are discovering the Upstate.

PHOTOGRAPHY BY JOSH JONES

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BON SECOURS  
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Brazil native Ricardo Pereira attended Bob Jones University and fell in love with the area, prompting him to found his coffee-importing business in Greenville.

“Most importers are at a major port or port city,” Pereira explains. “I decided I didn’t want to do huge volumes; I just wanted to do quality ... And I didn’t want to move away.”

Entrepreneurs can find a home at the NEXT Innovation Center, located in downtown Greenville. This cutting-edge, 60,000-square-foot facility leases office space to tech start-ups and encourages idea-sharing and collaboration among businesses. (Other perks? Two Wii rooms, a community cafe, and hallways lined with dry-erase boards to scribble down great ideas.)

Melinda Lehman, founder of Happen North America, a market research and innovation insight company, expanded her Toronto-based firm to the Upstate in 2010, just one year after she first visited Greenville. She came to town for



Greenville's NEXT Innovation Center offers a home for high-tech start-ups.

the USA Pro Cycling Championships and walked away convinced that the Upstate was the place her employees and their clients—folks like Revlon, TD Bank, and Inter-Continental Hotels and Resorts—would want to be.

“Doing great work has a lot to do with *where* you work,” explains Lehman, a cycling enthusiast who flies into Greenville-Spartanburg

International Airport about twice a month from Toronto to do business and to bike the trails at Paris Mountain State Park. “We work collaboratively around the world. The fact that Greenville is a nice place to go makes it really attractive for any of our team members to travel here,” she says. “When you combine the work part with the love of the actual place you’re in ... that’s the perfect mix.”



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## Dick Wilkerson, chairman and president, Michelin North America



A quarter century after Michelin established its North American headquarters in the Upstate, the French tire maker and its workers still take great pride in the region’s distinction as a leader in automotive technology.

Chief among them is chairman and president Dick Wilkerson. In his nearly 30 years with the company, he’s held positions throughout the United States, France, and Scotland. But to him, it’s difficult to compare Greenville and its surrounding areas to any other place, given the Upstate’s small-town flavor and international flair, plus great restaurants and plenty of golf courses—his favorite places to unwind.

“It’s a business community committed to innovation and progress; a vibrant, diverse, international population; and a clear vision for the future,”

Wilkerson says. “I believe we are fortunate to have a truly unique setting.”

Throughout Michelin’s global network of employees, the Upstate is known as an exceptional place. For those who’ve never visited the area, “a verbal description doesn’t do it justice,” Wilkerson says. A meal at a downtown Greenville restaurant and a stay at one of its top-quality hotels is how most visits begin, before out-of-town employees venture into some of the area’s more scenic settings—always allowing time to enjoy authentic Southern barbecue. The result? A legion of Michelin ambassadors who regularly sing the Upstate’s praises.

“Those who have spent time here, either on an expatriate assignment or a short-term visit, come back time and again,” Wilkerson says. “Sometimes purely for vacation!”



FROM TOP: ERIC PECKMAN, COURTESY OF MICHELIN NORTH AMERICA



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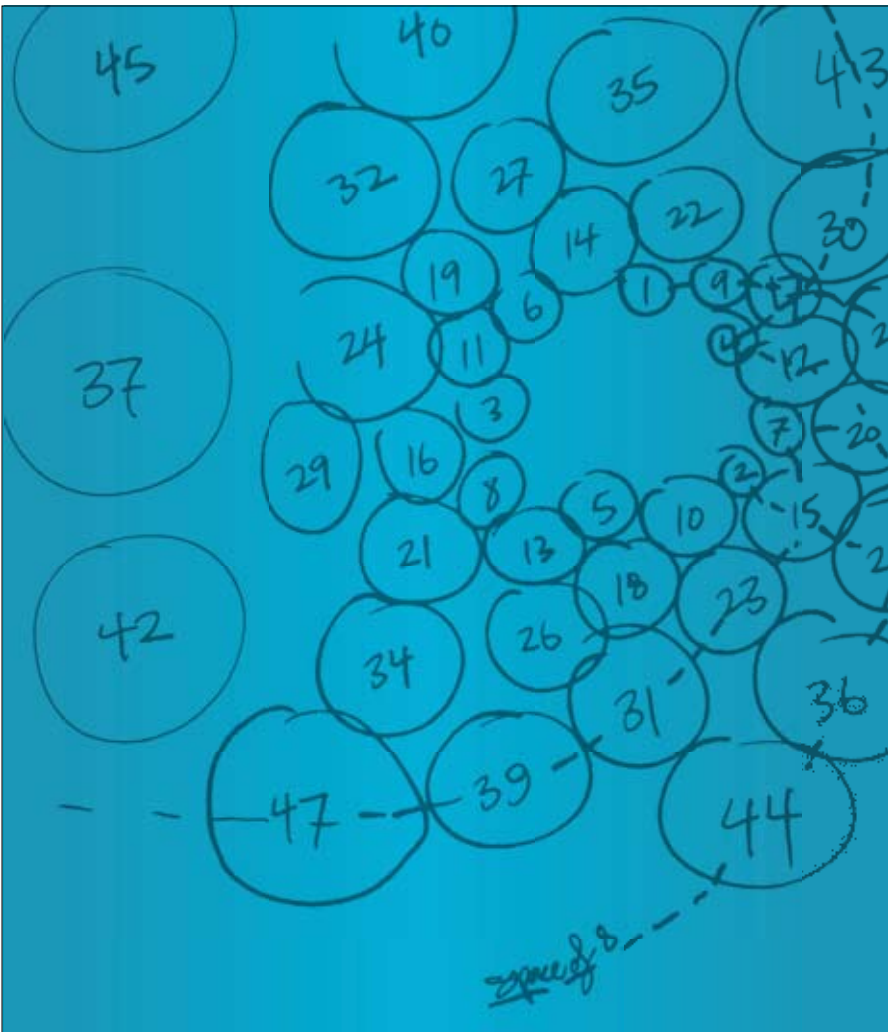
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**Healthy Living** Play area at GHS Children's Hospital (left); Bon Secours St. Francis



## Thrive

Treating the mind, body, and spirit of the Upstate.

**A**cupuncture, massage, music therapy, and birthing balls. When it comes to health care, the Upstate is on the cutting edge of combining traditional medicine with holistic and preventive services.

In Anderson County, AnMed Health offers an Integrative Medicine program that combines conventional and evidence-based practices and therapies. This means their services include vitamin and herbal therapy, stress management, and referrals for acupuncture and massage.

"We've made it a priority to bring state-of-the-art care close to home," says John Miller, AnMed president and chief executive officer. "As a result, our friends, family members, and neighbors can get the best care available without ever leaving town."

Patients enjoy meditation and guided imagery as part of their care at Spartanburg Regional Healthcare System's Center for Health and Healing, which marries modern medicine with established practices. And at Bon Secours St. Francis Health System, the idea that excellent results come from treating the patient's mind, body, and spirit is widely embraced. A board-

certified music therapist visits rooms at St. Francis Downtown and St. Francis Eastside, providing interventions that decrease patient confusion, lessen anxiety and pain, enhance memory, and improve motivation for treatment.

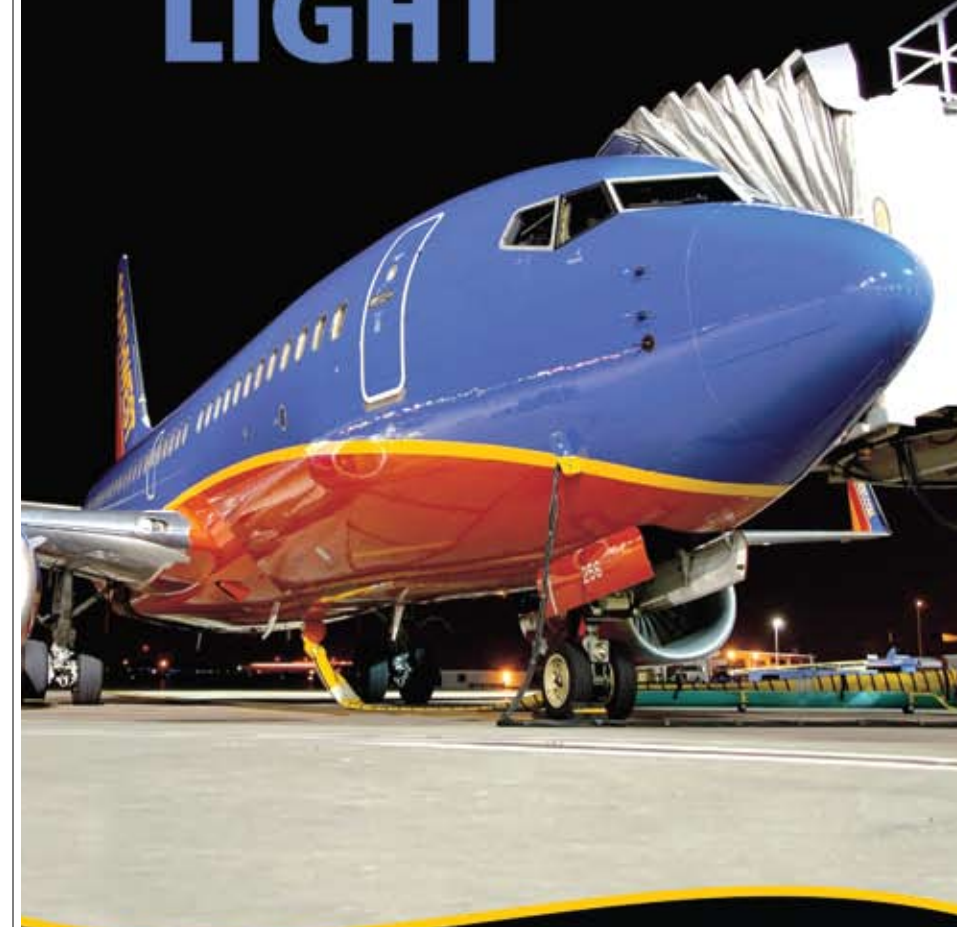
Greenville Hospital System University Medical Center (GHS), the second-largest employer in the Upstate with approximately 10,000 employees, is best known for its collaborative clinical trials and research projects that have led to major breakthroughs in everything from cancer research and oncology to cardiology and women's health.

But it's GHS's advances in maternal care that have gained recent attention. The Women's Hospital, located on the Greenville Memorial Medical Campus, delivers about 5,000 babies each year, and its family-centered maternity care now includes nurse-offered massages, water therapy, and birthing balls. (Birthing tubs are used at the new Greer Memorial Hospital, another GHS location.)

These holistic approaches are allowing happier and healthier parents to welcome the next generation of health-minded Upstate residents into the world.

FROM LEFT, COURTESY OF GHS, COURTESY OF BON SECOURS ST. FRANCIS HEALTH SYSTEM

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