BE NKY Growth Partnership
Target Industry Update

November 2025

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Executive summary

Executive summary

BE NKY Growth Partnership's award-winning accomplishments in economic development on behalf of Northern Kentucky have generated nearly 800 relocation or expansion projects, 77,000 new jobs, and $10 billion in new capital investment in Boone, Kenton and Campbell Counties. Achieving that level of success requires a thorough understanding of where Northern Kentucky is best positioned to compete for opportunities to help existing companies grow, recruit new companies to the region, or help entrepreneurs scale the next generation of firms that will drive growth in the future. Successful economic developers possess the market intelligence needed to allocate time and resources to the right opportunities with the greatest potential return.

BE NKY partnered with EY Economic Development Advisory Services to complete this target industry update, identifying Northern Kentucky's most promising opportunities that will inform BE NKY's business development strategy. The project included the following components:

Background review of studies, reports, and BE NKY internal data related to target industry development;

Stakeholder engagement with BE NKY staff, board members, employers, and others with insight about economic drivers; and

Industry analysis based on BE NKY's existing target industry definitions from 2022, including:

- ▸ Recent BE NKY economic development project performance
- ▸ Alignment with target or key industry definitions used by partners such as REDI Cincinnati, CVG, and the Kentucky Cabinet for Economic Development
- ▸ Cluster analysis of the NKY region, Cincinnati MSA, and Kentucky to refine target industries and identify potential new emerging sectors.

Research findings and stakeholder input informed the selection of **updated target industries** detailed in this report:
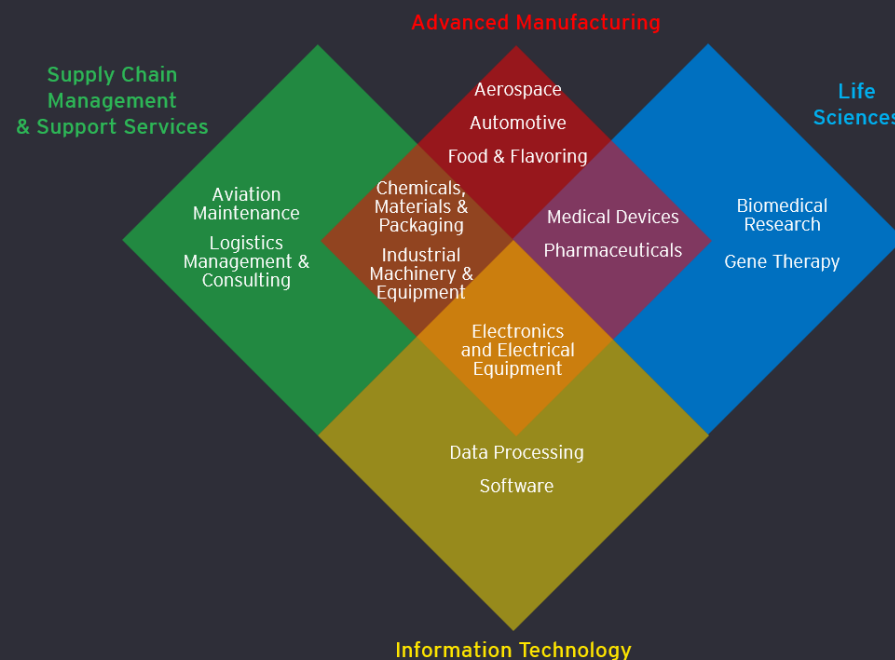
Summary of changes to target industries

Brief descriptions of changes to target industries (yellow text) are overlaid on to the graphic of BE NKY target industries from 2022. For more details on changes, refer to the Appendix on page 32.
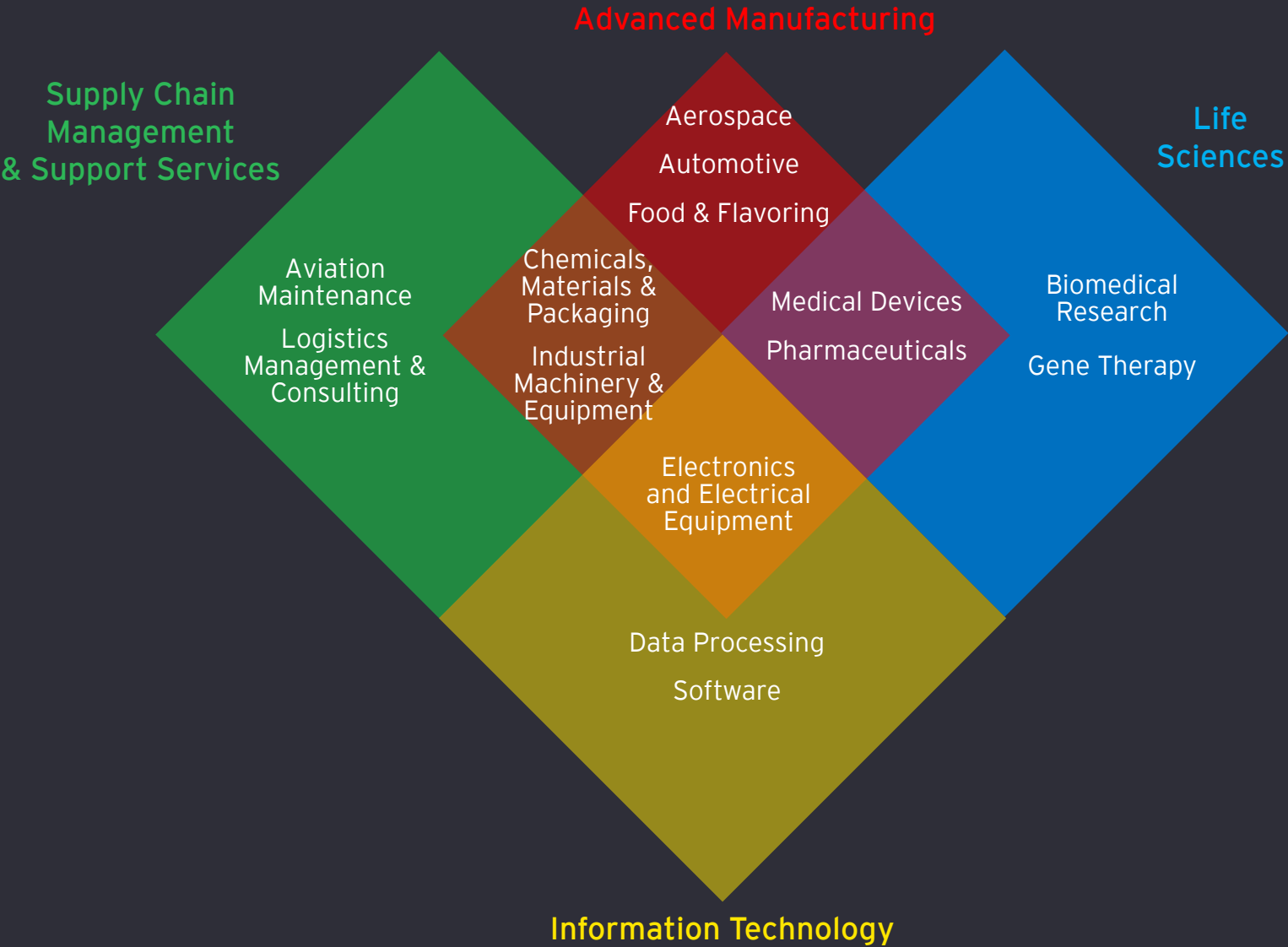

ADVANCED MANUFACTURING

Refinement at sub-industry level

New Advanced Manufacturing sub-industry: **Industrial Machinery and Equipment**

Aerospace
Automotive
Food & Flavoring

Refinement at sub-industry level and renaming of industry to **Chemicals, Materials & Packaging**

Materials & Packaging

Medical Device Mfg.

SUPPLY CHAIN MANAGEMENT & SUPPORT SERVICES

Aviation Maintenance

Logistics Management & Consulting

BE nky TARGET CLUSTERS

Biomedical Research

Gene Therapy

LIFE SCIENCES

Refinement at sub-industry level

Logistics Technology

Health Informatics

Software/IT
Electronics Manufacturing

Combined with Electrical Equipment and moved under Advanced Manufacturing

INFORMATION TECHNOLOGY

Sources: BE NKY 2022

Northern Kentucky's new target clusters

This graphic of the updated target industries recognizes IT – and technologies such as AI – as a foundational element with applications spanning the other industries.

Advanced Manufacturing

Supply Chain Management & Support Services

Life Sciences

Aerospace

Automotive

Food & Flavoring

Aviation Maintenance

Chemicals, Materials & Packaging

Medical Devices

Biomedical Research

Logistics Management & Consulting

Industrial Machinery & Equipment

Pharmaceuticals

Gene Therapy

Electronics and Electrical Equipment

Data Processing

Software

Information Technology

Target industry background

Importance of target industries

Why does BE NKY have target industries?

| Focus limited resources	Leverage existing strengths and supply chains	Enhance global competitiveness	Recognize macro drivers and opportunities	Drive overall economic growth
Instead of spreading efforts across industries, targeting allows for a more focused and efficient allocation of economic development activities, services, and incentives	Targeting can build on regional industry and innovation networks, talent, infrastructure, and other assets	By building on existing strengths, the region and its target industry firms can better compete in the global marketplace for trade and investment	Targeting helps distinguish industries on the rise versus those in decline, driven by global economic, geopolitical, and technological trends	A focus on target industries encompasses traded sectors that bring wealth into the region, in turn supporting other activities that serve the local economy, such as retail and restaurants

Importance of target industries

Target industry identification process

Targeted industry selection is an iterative process that integrates quantitative and qualitative information. Through a combination of data analysis and local insights, targeted industries and supporting niche sectors were identified that are tailored to Northern Kentucky's needs and opportunities. Quantitative data examined includes industry and occupational performance in Northern Kentucky, the Cincinnati metro, and Kentucky. Qualitative data examined includes Northern Kentucky's observations from stakeholders on economic development activity, opportunities, and assets.

Which targeted industries are **growing** or projected to grow, in terms of employment?
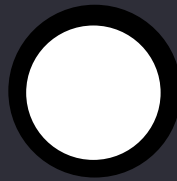
Which targeted industries have an **existing presence** in the NKY region?

Which targeted industries are best suited to NKY's **assets**?

Which targeted industries align with NKY's **goals and values**?

# Macro drivers and trends affecting NKY target industries

Technology	Technological advances have applications across target industries	- AI and machine learning - Robotics and automation - IoT, connected systems - Digital twins, AR/VR - Real-time data - Predictive maintenance
Customer expectations	Expectations and the competitive landscape are heightened by technological advances. Business customers increasingly have consumer-like expectations in terms of customization, responsiveness, and digitalization.	
Workforce	Workforce challenges persist due to demographic factors (aging), skilled labor shortages, and potential reductions in immigration. Efficiencies from AI and automation involve adapting legacy systems and re-skilling existing workforce, with a humans-at-center model.	
Geopolitical and regulatory	Volatility in tariffs and from other trade interventions create a need for supply chain agility, including segmented networks and multi-sourcing rather than linear models. Multi-sourcing includes not just reshoring but also nearshoring and overall diversification of sourcing.	
Sustainability	Despite federal policy shifts in the US, sustainability requirements and priorities remain on a global basis and deliver ROI with cost savings	

Source: EY analysis and knowledge resources

Intersection of IT and other target industries

Manufacturing, supply chain and logistics

Northern Kentucky's assets and target industries offer the potential to operate at every layer of the advanced manufacturing and logistics stack, connecting talent, information technology, and hardware from management to front-line operations.

The availability of real-time data from connected systems provides insights on usage and predictive maintenance, which in turn can support agility in the supply chain.

SMART FACTORY DECISION PYRAMID
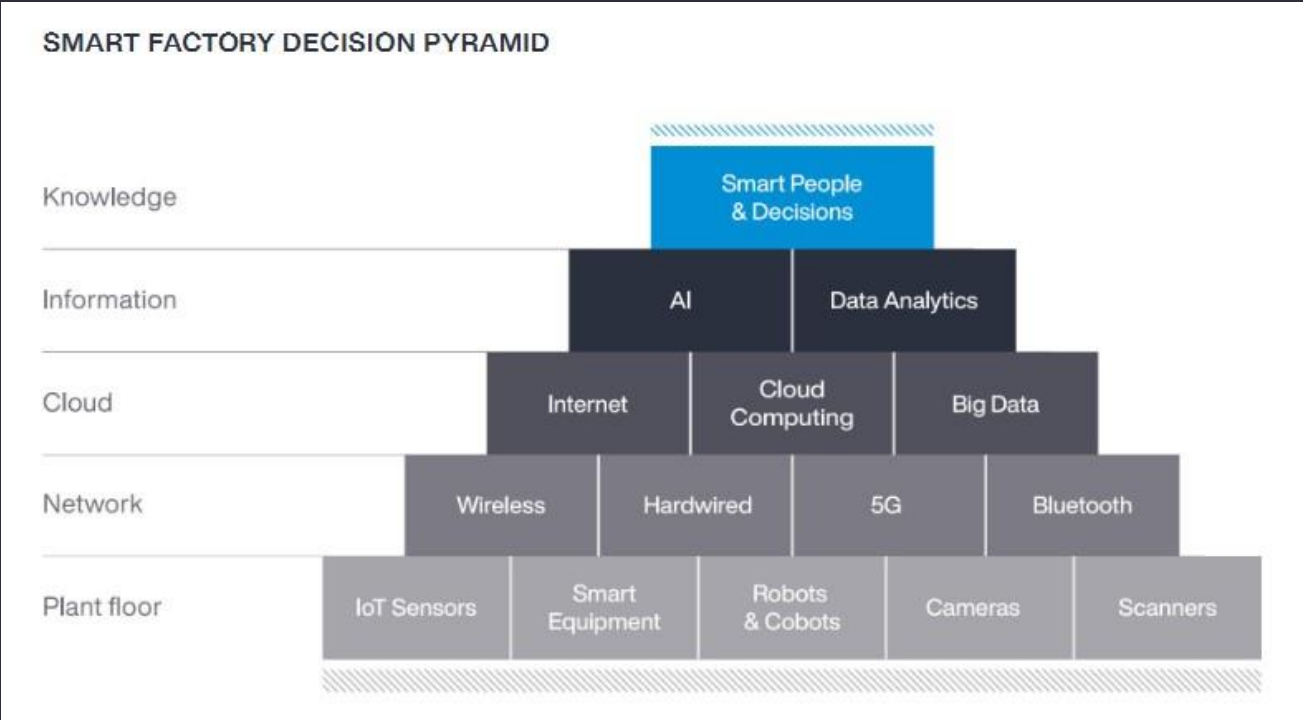
Source: State of US Manufacturing 2024, US Center for Advanced Manufacturing

Life sciences

Data processing capabilities support biotech advances and more patient-centric precision medicine. Connected medical devices have monitoring capabilities for healthcare providers and consumers.

Stakeholder engagement insights

Stakeholder engagement insights

EY consulted with BE NKY board members, industry representatives, and partner organizations to gather qualitative perspective on the region's economy and target industries that complemented the quantitative data analyzed. Participants provided valuable input on the current state of the economy, strategic opportunities for business development, industry linkages across the region's primary clusters, and a variety of other topics germane to the target industry update.

Participants

- Amazon – Stephanie Mahaffey
- Ancra Cargo – Larry Bethel
- Atlas Air – Leisa Spears Snyder
- Balluf – Rob Yurjevich
- Blue North – Dave Knox
- Boone County – Gary Moore
- Camco Chemicals – Adrian Hothem
- Campbell County – Steve Pendery
- CVG – Larisa Sims
- Ferrero – Donna Massey
- Gateway Community & Technical College – Fernando Figueroa

- Gravity Diagnostics – Molly Wheeler
- Kenton County – Kris Knochelmann
- Kentucky Cabinet for Economic Development – Jeff Noel
- Mazak – Dan Janka
- meetNKY – Julie Kirkpatrick
- Northern Kentucky Area Development District – Correy Eimer
- Northern Kentucky Chamber of Commerce – Brent Cooper
- Northern Kentucky University – Cady Short-Thompson
- Safran Landing Systems – Philippe Garnier
- SWECO – Brian Carr
- Verst Logistics – Paul Verst

Stakeholder engagement insights

The following themes emerged from stakeholder input:

▸ Stakeholders are generally optimistic about the region's future growth prospects, pointing to BE NKY's successful track record and the energy generated from the opening of new assets, such as OneNKY Center, LifeSciKY, SparkHaus, and others. Stakeholders recognize that these are regional assets that strengthen connectivity to the Cincinnati metro area but are also strategically important for NKY in terms of establishing a differentiated identity of its own.

▸ Stakeholders view transportation, distribution, and logistics (or "supply chain"), manufacturing (aerospace, automotive, aviation, pharmaceuticals), and agricultural technology as key economic drivers and target industry candidates. Most recognize life sciences as a potential emerging opportunity but are uncertain about its near-term impacts in terms of job creation and capital investment.

▸ Stakeholders understand that NKY can compete as a lower-cost alternative to many other locations vying for jobs and capital investment in the region's target industries. However, many stakeholders emphasize that "low cost" should not be top-line messaging for business development. Rather, they suggest that NKY's economic development has positioned

the region – "it has earned the right" – to compete for the higher-wage jobs found at innovation-driven companies operating at more advanced levels of the value chain.

▸ Stakeholder input is mixed about including technology as a target industry. Some people support including it simply as a marketing strategy, recognizing that NKY may not have a "right to win" projects today in terms of being able to point to existing scalable companies, but may be able to leverage the activity that is happening to recruit tech entrepreneurs to NKY. Others contend that "technology" is not a suitable target for NKY because, outside of a few select regions in the U.S., technology is not a stand-alone industry, like the other targets for NKY. Technology, like AI, is better viewed as an application across target industries.

▸ CVG is the most frequently mentioned asset in terms of how NKY is differentiated from other regions competing for jobs and investment from companies needing transportation and logistics infrastructure. Opportunities for investing in cargo enhancements at the airport appear to have a considerable amount of support among stakeholders.

Current target industry definitions and performance

Findings based on a comparison of EDO target or key industry definitions

BE NKY and its economic development partners such as the Kentucky Cabinet for Economic Development (KCED), REDI Cincinnati, and the Cincinnati & Northern Kentucky International Airport (CVG) are in general alignment on industry targets or priorities. However, there were two notable variations worth acknowledging but ultimately not applied to BE NKY's new target industries.

1. BE NKY's economic development partners at the state and regional levels prioritize industries in different ways, not necessarily as targets per se:

▸ REDI Cincinnati has a wide array of "core industries," within which a smaller subset are economic development strategy targets more internal and specific to the organization's business development activities. This two-level distinction helps to acknowledge the presence of major industries and employers in sectors where economic development opportunities are currently more limited, while focusing proactive targeting on industries with stronger prospects for growth. An example is Business and Professional Services, which is a core industry for REDI but not a strategy target.

▸ At the state level, the Kentucky Cabinet for Economic Development has "major industries" for which it is unclear the extent to which different industries are targeted. Unlike REDI and the Cincinnati region, a single tier of industries may be more suitable for a larger geography like Kentucky that encompasses regions with varying industry priorities and levels of economic development, opportunities, and needs.

2. The transportation and logistics sector varies most in how EDOs target or prioritize:

▸ CVG applies a broad definition of the sector as a target for its economic development strategy, including front-line functions such as trucking and warehousing. This contrasts with BE NKY's focus on more technical and higher-wage activities. CVG's definition for targeting also extends into related manufacturing, such as the industrial machinery and equipment that support logistics operations.

▸ REDI pairs Aerospace & Aviation as a core industry and target

Current target industries alignment: Manufacturing

BE NKY current targets	REDI core industries (*=strategy target)	KCED KY major industries	CVG Regional Aviation Strategy
Aerospace	Aerospace & Aviation*	Aerospace	Aerospace
Automotive	Automotive	Automotive	
Food & Flavoring	Food, Flavoring & Beverage*	Food & Beverage	
Materials & Packaging	Chemicals and Materials*		
Medical Device Manufacturing	Medical Device Manufacturing (as part of Life Sciences)		
		Manufacturing	
		Chemicals	
		Plastics & Rubber	
		Primary Metals	Fabricated metals, metal containers
			Industrial transp. equip. and machinery

Current target industries alignment: Life Sciences and IT

BE NKY current targets	REDI core industries (*=strategy target)	KCED KY major industries	CVG Regional Aviation Strategy
Life Sciences			
Biomedical Research	Biomedical Research & Technology*		
Gene Therapy			
Health Informatics			
Medical Device Manufacturing	Medical Device Manufacturing		
	Pharmaceutical Manufacturing		
		Health Care	
Information Technology			
Software / IT			
Electronics Manufacturing			
Health Informatics			
Logistics Technology	Smart Supply Chain Tech		
	Cybersecurity		
	Data Analytics		
		AgriTech	

Current target industries alignment: Supply Chain Management

BE NKY current targets	REDI core industries	KCED KY major industries	CVG Regional Aviation Strategy
Supply Chain Management & Support Services			
Aviation Maintenance			Various transportation and warehousing
Logistics Management & Consulting		Distribution & Logistics	Logistics management and consulting
Logistics Technology	Smart Supply Chain Tech (as part of Technology)		
Materials & Packaging			
Industries of other EDOs: REDI Business and Professional Services			
	Consumer Insights		
	Financial Services		
	Back Office Support		

Target industries performance based on current NAICS definitions

Definition	Industry	2024 Jobs	2024 Jobs Concentration	2019 - 2024 Change	2024 Average Wage
NKY Labor Shed Identification & Target Industry Analysis, 2022	Advanced Manufacturing	10,942	2.13	-2.5%	$83,328
	Life Sciences	1,673	0.60	66.5%	$104,719
	Supply Chain Support Services	2,709	6.59	3.7%	$114,716
	Information Technology	3,315	0.54	48.9%	$109,898
REDI Cincinnati 2024-2028 Strategy	Biomedical	2,156	0.51	24.7%	$108,086
	Food, Flavoring, and Beverages	6,033	1.50	24.7%	$83,527
	Chemicals and materials	5,587	1.76	-9.6%	$79,368
	Aviation and aerospace	9,362	1.36	31.6%	$99,251
CVG Regional Aviation Strategy, 2025	[No industry groupings]	34,043	3.11	37.0%	$67,363
NKU CEAD - Cincinnati MSA Industry Clusters in Context, 2022	Aerospace and Aviation	4,641	2.42	49.7%	$81,647
	Wholesale Trade	11,752	1.43	3.8%	$86,954
	Transportation and Logistics	32,978	3.54	37.0%	$65,999
	Advanced MFG	22,427	1.30	0.0%	$80,973
	Life Sciences	2,454	0.52	21.7%	$105,333

Industry cluster analysis findings

The cluster analysis shows that Northern Kentucky's greatest strengths in terms of employment concentration and growth include Transportation & Logistics (39% job growth from 2019 to 2024 with job concentration at 3.8X the US average), followed by Agribusiness and Food (24% job growth and job concentration at 1.4X the US average).

However, more concentrated manufacturing clusters such as Automotive and Materials have faced challenges in recent years with negative job growth, at -18% and -2%, respectively. In contrast to these trends within Northern Kentucky, the Automotive cluster has continued to perform well at the state level with 4% growth from 2019 to 2024.
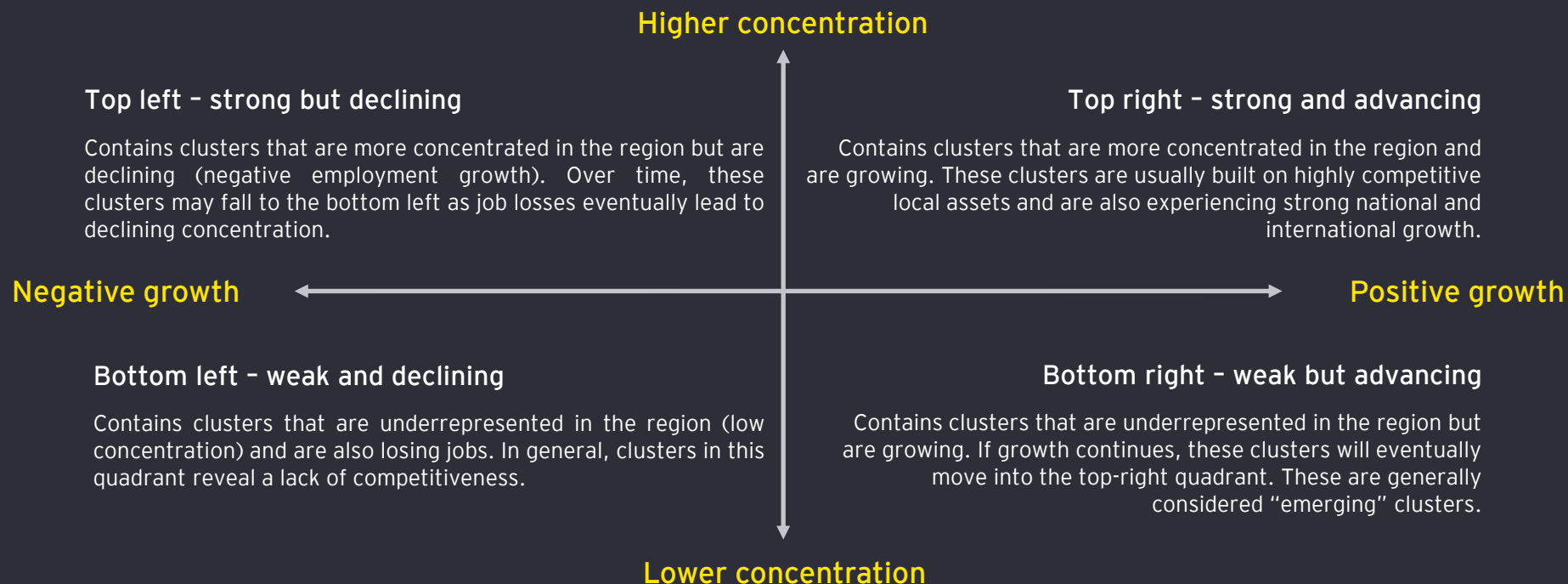
Beyond the NKY region's traditional industry strengths, less concentrated but fast-growing clusters include Software & IT (+63%), Electronics (+24%), and Research (+12%).

Among clusters not part of the 2022 target industry definitions, Industrial Machinery (+7%, 1.5X) stood out in terms of performance and as a potential new target.

Industry cluster analysis chart description

The following analysis provides a detailed examination of industry trends and composition in Northern Kentucky. The analysis examines recent employment trends – including cluster size, growth rates and relative concentration to the US average (or location quotient). Location quotients (LQs) represent the relative density of a specific cluster in a region compared to the US average. For example, a 1.5 LQ indicates that the cluster has 50% more jobs as a share of the local economy than the US average. This usually indicates local competitive strengths supporting that industry cluster.

In the "bubble chart", the horizontal axis displays employment growth of each cluster from 2019 to 2024; the vertical axis shows the employment concentration or location quotient; and the size of each bubble indicates the number of local jobs in the cluster. Clusters can generally be grouped in four categories, as described in the map below.

Higher concentration

Top left – strong but declining

Contains clusters that are more concentrated in the region but are declining (negative employment growth). Over time, these clusters may fall to the bottom left as job losses eventually lead to declining concentration.

Top right – strong and advancing

Contains clusters that are more concentrated in the region and are growing. These clusters are usually built on highly competitive local assets and are also experiencing strong national and international growth.

Negative growth ←   → **Positive growth**

Bottom left – weak and declining

Contains clusters that are underrepresented in the region (low concentration) and are also losing jobs. In general, clusters in this quadrant reveal a lack of competitiveness.

Bottom right – weak but advancing

Contains clusters that are underrepresented in the region but are growing. If growth continues, these clusters will eventually move into the top-right quadrant. These are generally considered "emerging" clusters.

Lower concentration

Industry cluster analysis

Industry cluster chart for NKY region

Size of bubble indicates size of employment base (range: 560-68,000)

Overlap with BE NKY target industries

Vertical position shows employment concentration

Horizontal position shows employment growth
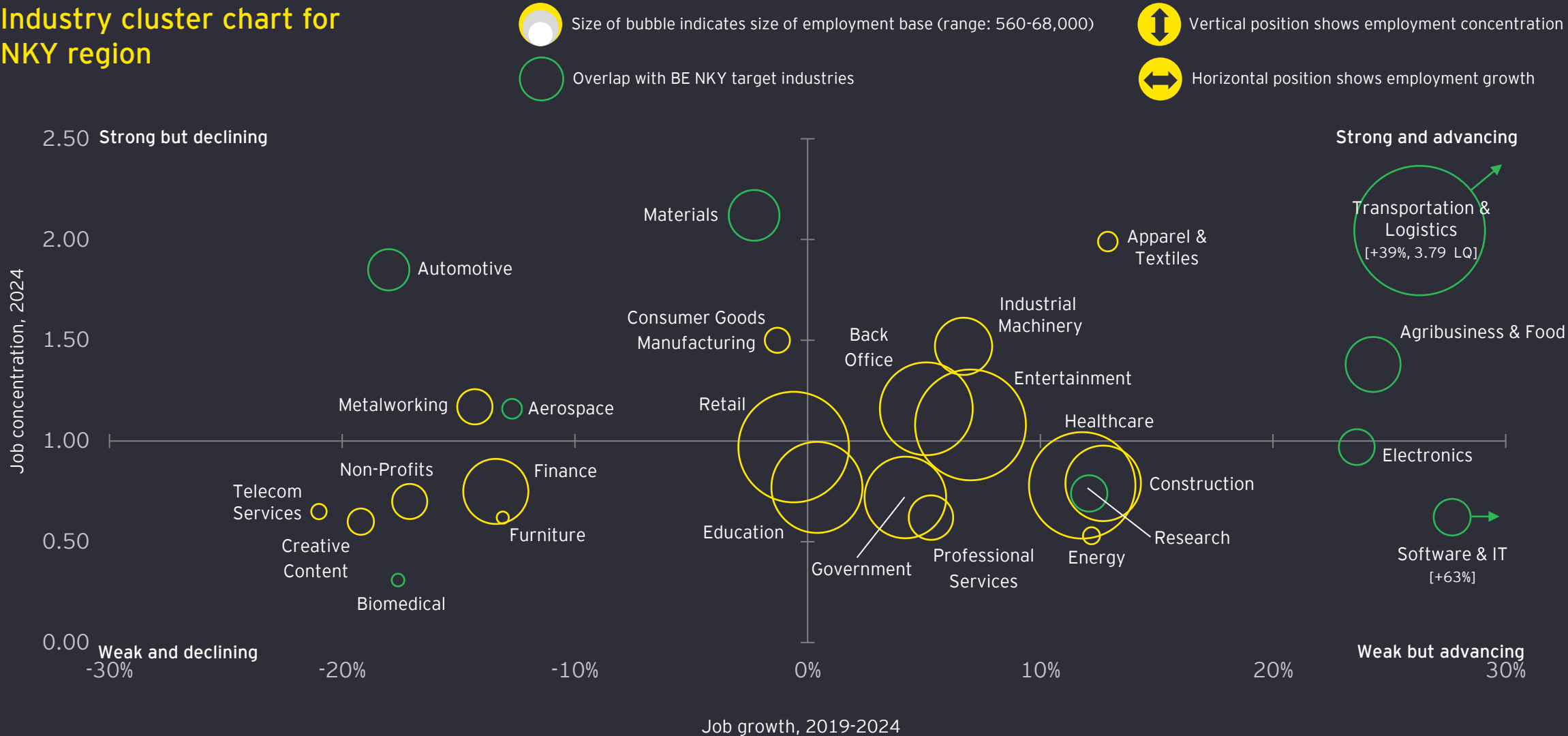
Source: Lightcast. Clusters with <100 jobs: Mining & Logging, Shipbuilding.

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Industry cluster analysis

Industry cluster chart for Cincinnati MSA

Size of bubble indicates size of employment base (range: 560-68,000)

Overlap with BE NKY target industries

Vertical position shows employment concentration

Horizontal position shows employment growth

Job concentration, 2024

2.50 — Strong but declining

Strong and advancing

2.00

1.50

1.00

0.50

0.00 — Weak and declining

Weak but advancing

Aerospace [2.97 LQ]

Materials

Finance

Industrial Machinery

Metalworking

Back Office

Entertainment

Healthcare

Transportation & Logistics

Automotive

Retail

Construction

Telecom Services

Creative Content

Agribusiness & Food

Apparel & Textiles

Electronics

Research

Furniture

Non-Profits

Prof. Svcs.

Energy

Software & IT

Government

Biomedical

Education

Consumer Goods Manufacturing

Job growth, 2019-2024

-30%   -20%   -10%   0%   10%   20%   30%

Source: Lightcast. Clusters with <1,000 jobs: Mining & Logging, Shipbuilding.

Industry cluster analysis

Industry cluster chart for Kentucky

Size of bubble indicates size of employment base (range: 560-68,000)

Overlap with BE NKY target industries

Vertical position shows employment concentration

Horizontal position shows employment growth

Job concentration, 2024

Strong but declining

Strong and advancing

2.00

Automotive [3.74 LQ]

Consumer Goods Manufacturing

Materials

1.50

Metalworking

Agribusiness & Food

Transportation & Logistics

Education

Government

Healthcare

Apparel & Textiles

Industrial Machinery

Mining

1.00

Furniture

Construction

Energy

Telecom Services

Back Office

Retail

Entertainment

Finance

Software & IT [+25%]

Creative Content

Non-Profits

Aerospace

Electronics

Professional Services

Biomedical

Research

0.50

0.00

Weak and declining

Weak but advancing

-20%   -15%   -10%   -5%   0%   5%   10%   15%   20%

Job growth, 2019-2024

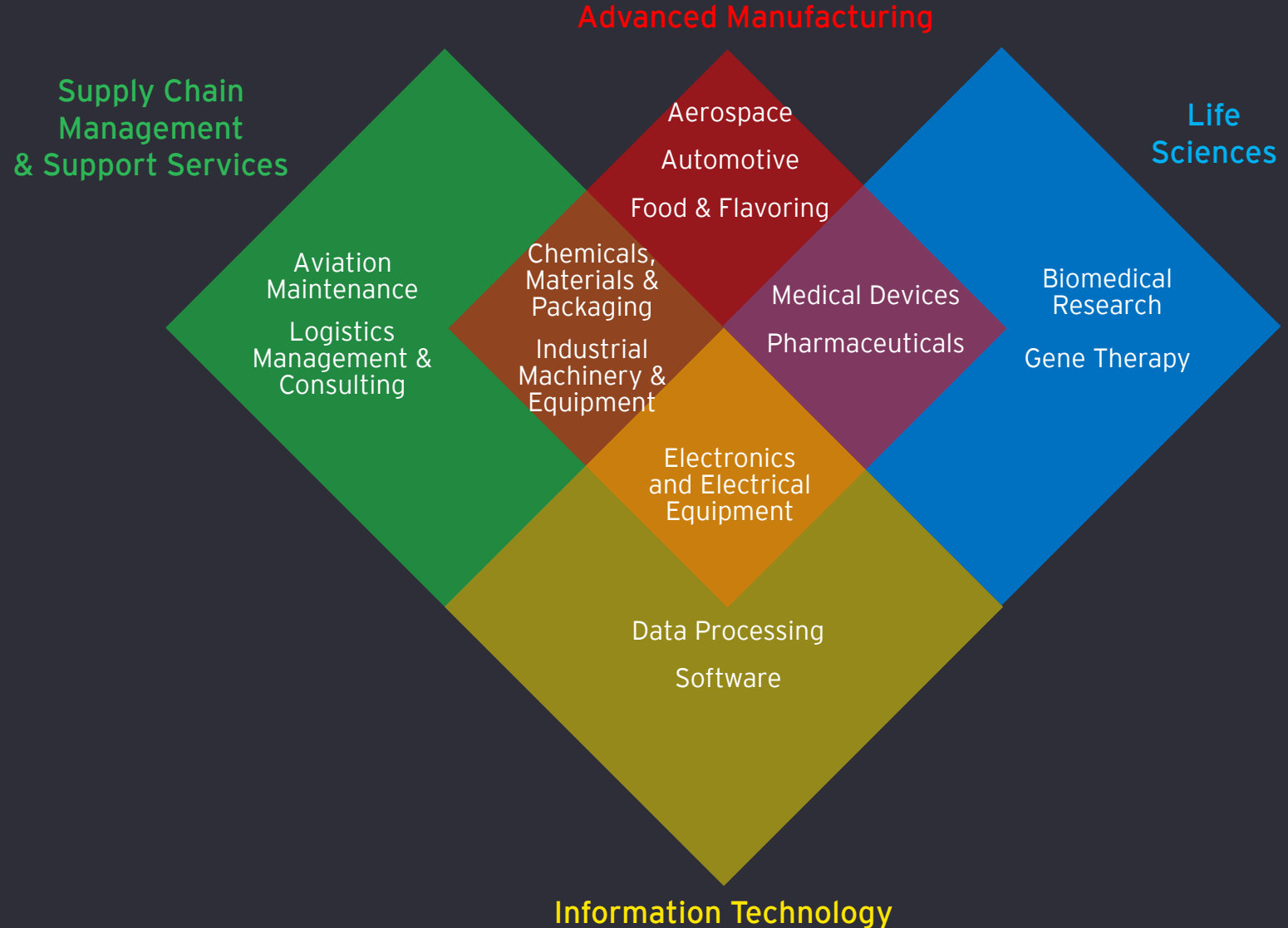Source: Lightcast. Clusters with <1,000 jobs: Shipbuilding.

Proposed new target industries

Northern Kentucky's new target clusters

This graphic of the updated target industries recognizes IT – and technologies such as AI – as a foundational element with applications spanning the other industries.

Information on each of the four main clusters – Advanced Manufacturing, Information Technology, Life Sciences, and Supply Chain Management & Support Services – follow on pages 28-31 and further detailed in an Appendix.
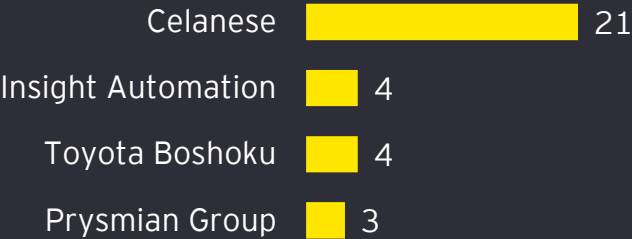
Advanced Manufacturing

Supply Chain Management & Support Services

Life Sciences

Aerospace

Automotive

Food & Flavoring

Aviation Maintenance

Chemicals, Materials & Packaging

Medical Devices

Biomedical Research

Logistics Management & Consulting

Industrial Machinery & Equipment

Pharmaceuticals

Gene Therapy

Electronics and Electrical Equipment

Data Processing

Software

Information Technology

Advanced Manufacturing

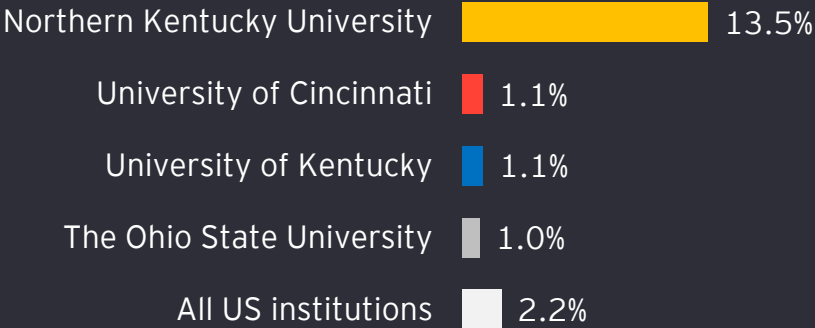| Industry	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
Advanced Manufacturing	**18,167**	**1.92**	**2%**	**$81,716**	**$193,522**	**44%**
Aerospace	869	1.16	-13%	$94,005	$198,907	23%
Automotive	1,944	1.43	-25%	$72,422	$122,955	-25%
Chemicals, Materials & Packaging	4,674	2.43	2%	$80,196	$249,307	53%
Electronics and Electrical Equipment	851	0.52	-6%	$75,338	$153,642	22%
Food & Flavoring	5,759	2.44	24%	$85,522	$197,923	90%
Industrial Machinery and Equipment	4,070	2.86	2%	$81,222	$170,366	31%

Assets and opportunities noted by stakeholders

- ❑ Kentucky Product Development Initiative
- ❑ Alignment with state targets in agribusiness & food manufacturing
- ❑ Array of niche categories, especially related to machinery and equipment, not replicable in many regions

NKY region companies by number of patents assigned in 2023

- Celanese: 21
- Insight Automation: 4
- Toyota Boshoku: 4
- Prysmian Group: 3

Share of university R&D expenditure in chemistry, 2021-2023

- Northern Kentucky University: 13.5%
- University of Cincinnati: 1.1%
- University of Kentucky: 1.1%
- The Ohio State University: 1.0%
- All US institutions: 2.2%

Source: USPTO, NSF

Information Technology

Industry	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
Information Technology	**2,957**	**0.59**	**62%**	**$113,097**	**$207,053**	**121%**
Software Design and Publishing	2,396	0.56	52%	$117,952	$211,800	107%
Data Center and Computing Facilities	560	0.74	129%	$92,333	$186,751	221%

Assets and opportunities noted by stakeholders
- ❑ SparkHaus
- ❑ Technologies such as AI apply across many other industries, including targets. "Every industry is tech now. Focus on founders and building out the ecosystem."

Tech industry verticals* by VC funding raised by NKY-headquartered startups since 2020

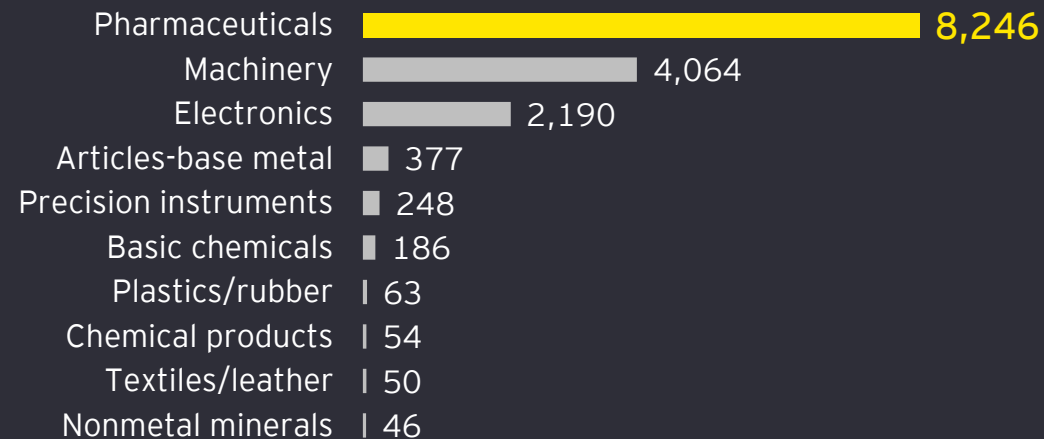| Industry vertical	Number of deals	VC funding raised ($ millions)
Mobile	9	40.8
AI & Machine Learning	16	15.3
Big Data	7	10.5
SaaS	7	7.2
FinTech	4	7.2
Supply Chain Tech	3	6.8
CleanTech	8	5.6

Life Sciences

Industry	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
Life Sciences	**1,673**	**0.60**	**67%**	**$104,719**	**$200,334**	**103%**
Pharmaceutical Manufacturing	70	0.15	-37%	$140,666	$624,575	15%
Medical Device Manufacturing	130	0.30	11%	$84,008	$204,620	102%
R&D and Scientific and Technical Services	683	0.47	69%	$121,640	$184,512	87%
Medical Laboratories	790	1.89	111%	$90,308	$175,736	196%

Assets and opportunities noted by stakeholders

- ❑ LifeSciKY/wet lab space
- ❑ Pharmaceutical manufacturing reshoring – NKY is better positioned than Cincinnati
- ❑ NKU Science Center – hub for STEM & P3 partnerships

Value of imports ($ millions) entering northern Kentucky* via air, 2024

Pharmaceuticals	8,246
Machinery	4,064
Electronics	2,190
Articles-base metal	377
Precision instruments	248
Basic chemicals	186
Plastics/rubber	63
Chemical products	54
Textiles/leather	50
Nonmetal minerals	46

Source: Lightcast, Bureau of Transportation Statistics. *Data covers Kentucky portion of Cincinnati MSA, which includes additional counties beyond BE NKY region.

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Supply Chain Management and Support Services

Industry	2024 Jobs	2024 Jobs Concentration	2019-2024 Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
Supply Chain Management & Support Services	**4,194**	**5.44**	**12%**	**$104,188**	**$146,357**	**43%**
Aviation Maintenance	2,355	12.28	14%	$119,929	$168,072	42%
Logistics Management & Consulting	1,839	3.17	10%	$84,030	$118,550	47%

Assets and opportunities noted by stakeholders

- ❑ CVG-MRO connection is viewed as best in class
- ❑ MRO-related parts manufacturing
- ❑ Workforce training (e.g., Epic Flight Academy)
- ❑ "Advanced logistics" with value-adding activities such as assembly and kitting

Top 10 counties in the US by concentration of jobs in Supply Chain Management and Support Services, 2024
(counties with 1,000+ jobs in industry)

County	Jobs	Jobs Concentration
Iosco, MI	1,402	49.68
Webb, TX	8,389	21.52
Boone, IN	3,077	18.60
Clermont, OH	2,459	10.82
Clayton, GA	4,514	9.49
Maury, TN	1,298	8.37
Wilson, TN	1,726	7.21
Platte, MO	1,248	7.00
Kenton, KY	**1,815**	**6.63**
Boone, KY	**2,171**	**5.74**

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Appendix: Target industries detailed data and definitions

Advanced Manufacturing: Aerospace

No change from the current definition was necessary for the aerospace sub-category. Stakeholders noted opportunities in connection with MRO (Maintenance, Repair and Operations) in and around Cincinnati/Northern Kentucky International Airport (CVG), namely the value of producing needed parts closer to customers as well as a major cargo hub for distribution elsewhere.

While the definition of aerospace is limited to NAICS 3364, other relevant manufacturing industries should be noted. NAICS 3336 (Engine, Turbine, and Power Transmission Equipment) may have capabilities that overlap with the manufacturing of aerospace engines within NAICS 3364. Based on its range of applications, however, NAICS 3336 is part of a new Industrial Machinery and Equipment target (page 38).

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
Aerospace	Total	869	1.16	-13%	$94,005	$198,907	23%
3364	Aerospace Product and Parts Manufacturing	869	1.16	-13%	$94,005	$198,907	23%

Source: Lightcast

Advanced Manufacturing: Automotive

No change from the current definition was necessary for the automotive sub-category. As with aerospace, the automotive sub-category has connections to other industries that should be noted:

- While automotive engines are within NAICS 3363 (both NAICS codes listed in the below table), overlapping capabilities may be in NAICS 3336 (Engine, Turbine, and Power Transmission Equipment Manufacturing), which is part of a new Industrial Machinery and Equipment target (page 38).

- Electrical vehicle battery manufacturing is within NAICS 335 (Electrical Equipment, Appliance, and Component Manufacturing), which is part of a new Electronics and Electrical Equipment target (page 36). However, Northern Kentucky currently has limited employment in battery manufacturing.

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
Automotive	Total	1,944	1.43	-25%	$72,422	$122,955	-25%
3361	Motor Vehicle Manufacturing	165	0.42	-69%	$103,477	$320,810	-58%
3362	Motor Vehicle Body and Trailer Manufacturing	229	1.04	-2%	$81,322	$107,860	22%
3363	Motor Vehicle Parts Manufacturing	1,550	2.07	-16%	$67,800	$104,100	-8%

Advanced Manufacturing: Chemicals, Materials & Packaging

The Materials & Packaging sub-category is renamed to Chemicals, Materials & Packaging to recognize Northern Kentucky's strengths across chemical manufacturing, supported by the addition of several detailed industry categories. The additions also improve alignment with the Cincinnati MSA's industry strengths and REDI targets.

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
CURRENT	Current Total	3,428	2.44	-5%	$80,241	$196,189	29%
3221	Pulp, Paper, and Paperboard Mills	181	1.55	-7%	$73,743	$285,237	10%
3222	Converted Paper Product Manufacturing	1,695	4.61	7%	$74,265	$148,384	51%
3252	Resin, Synthetic Rubber, and Artificial and Synthetic Fibers and Filaments Manufacturing	377	2.96	-19%	$107,543	$513,048	34%
3261	Plastics Product Manufacturing	1,175	1.49	-13%	$81,112	$149,835	7%
ADD							
3255	Paint, Coating, and Adhesive Manufacturing	161	1.83	19%	$99,506	$396,680	110%
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing	757	4.93	41%	$78,351	$501,683	119%
3262	Rubber Product Manufacturing	225	1.27	12%	$76,460	$146,959	73%
3272	Glass and Glass Product Manufacturing	104	0.99	-22%	$70,244	$156,294	5%
	New Total	4,674	2.43	2%	$80,196	$249,307	53%

Advanced Manufacturing: Electronics and Electrical Equipment

Electronics and Electrical Equipment is a new sub-category, separating Electronics Manufacturing from Information Technology and combining with Electrical Equipment Manufacturing. This realignment follows on BE NKY data entry practices for clients and projects in its CRM, which suggest a more natural grouping between electronics and electrical equipment than between electronics and software & IT.

Electronics and Electrical Equipment is notable for potential applications of AI and automation, such as NAICS 3345 (Navigational, Measuring, Electromedical, and Control Instruments Manufacturing) in monitoring and adjusting industrial, medical, and other processes.

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
NEW	Total	851	0.52	-6%	$75,338	$153,642	22%
3344	Semiconductor and Other Electronic Component Manufacturing	236	0.45	-10%	$75,792	$131,127	2%
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	122	0.22	-14%	$98,385	$179,093	19%
335	Electrical Equipment, Appliance, and Component Manufacturing	493	0.86	-1%	$69,402	$158,102	33%

Advanced Manufacturing: Food & Flavoring

The Food & Flavoring sub-category will add NAICS 3116 (Meat Processing), due to the industry's presence and growth in Northern Kentucky.

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
CURRENT	Current Total	4,701	2.92	16%	$88,114	$210,757	82%
3113	Sugar and Confectionery Product Manufacturing	517	4.66	83%	$81,033	$175,628	136%
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing	793	3.38	-5%	$74,500	$138,461	14%
3118	Bakeries and Tortilla Manufacturing	880	1.88	43%	$65,894	$110,425	35%
3119	Other Food Manufacturing	2,229	6.19	8%	$108,103	$293,647	109%
3121	Beverage Manufacturing	283	0.65	18%	$50,833	$136,594	56%
ADD							
3116	Meat Processing	1,058	1.41	76%	$74,007	$140,900	169%
	New Total	5,759	2.44	24%	$85,522	$197,923	90%

Advanced Manufacturing: Industrial Machinery and Equipment

Industrial Machinery and Equipment is a new sub-category, supported by the industry cluster analysis, which indicated that this was possibly the most significant cluster with strong regional growth and concentration that was not strategically targeted. Stakeholder input affirmed opportunities for Industrial Machinery and Equipment. The new target is a common denominator that supports other manufacturing and supply chain activity in Northern Kentucky, including the industrial automation and AI capabilities that can be built into the machinery and equipment it offers to customers.

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
NEW	Total	4,070	2.86	2%	$81,222	$164,124	31%
3325	Hardware Manufacturing	106	3.54	3%	$70,702	$128,949	32%
3326	Spring and Wire Product Manufacturing	382	7.30	-33%	$80,148	$127,814	-16%
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	689	1.54	-19%	$70,717	$163,462	4%
3332	Industrial Machinery Manufacturing	1,031	5.86	38%	$69,191	$127,118	27%
3335	Metalworking Machinery Manufacturing	604	2.87	-7%	$83,926	$114,543	3%
3336	Engine, Turbine, and Power Transmission Equipment Manufacturing	138	1.11	36%	$96,065	$254,029	183%
3339	Other General Purpose Machinery Manufacturing	1,120	2.93	14%	$96,849	$230,029	72%

Information Technology

IT employment continues to grow in Northern Kentucky, despite challenges to the office market due to the ability to work remotely. Based on stakeholder feedback, place-building and a focus on local startups with growth potential may offer stronger and more realistic pathways for continued growth rather than attempting to pursue large office projects. Additional opportunities may arise from recognizing IT, and specific technologies such as AI, as a core function in the operations of other targets (manufacturing, supply chain, life sciences).

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
CURRENT	Current Total	3,315	0.54	49%	$109,898	$200,617	104%
3344	Semiconductor and Other Electronic Component Manufacturing	236	0.45	-10%	$75,792	$131,127	2%
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	122	0.22	-14%	$98,385	$179,093	19%
5132	Software Publishers	423	0.49	83%	$107,284	$286,413	102%
5182	Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	226	0.35	7%	$83,056	$246,857	94%
5192	Web Search Portals, Libraries, Archives, and Other Information Services	22	0.09	450%	$172,065	$458,950	615%
5415	Computer Systems Design and Related Services	2,286	0.69	66%	$116,578	$186,055	127%
SUBTRACT ELECTRONICS MANUFACTURING (NAICS 3334 and 3345)							
	New Total	2,957	0.59	62%	$113,097	$207,053	121%

Source: Lightcast

Life Sciences

No change from the current definition was necessary for the Life Sciences target industry. Northern Kentucky has seen strong job growth in recent years, led by medical labs and R&D and consulting. High salaries also support continued focus on the industry. The tariff situation, at least as of October 2025, offers onshoring opportunities in pharmaceuticals manufacturing. Stakeholders noted assets such as LifeSciKY and wet lab space and the NKU Science Center as a hub for STEM & public-private partnerships.

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
CURRENT	Current Total	1,673	0.60	67%	$104,719	$200,334	103%
3254	Pharmaceutical and Medicine Manufacturing	70	0.15	-37%	$140,666	$159,694	15%
3391	Medical Equipment and Supplies Manufacturing	130	0.30	11%	$84,008	$190,228	102%
541690	Other Scientific and Technical Consulting Services	128	0.44	173%	$95,926	$175,736	84%
54171	Research and Development in the Physical, Engineering, and Life Sciences	555	0.48	55%	$127,563	$204,620	88%
6215	Medical and Diagnostic Laboratories	790	1.89	111%	$90,308	$624,575	196%

Source: Lightcast

Supply Chain Management & Support Services

The Supply Chain Management & Support Services target industry adds Freight Transportation (NAICS 4885), which includes handling customs and regulatory requirements and arranging transportation by leveraging logistics networks and the ability to consolidate cargo. This addition boosts the consulting and management services portion of the overall target industry and reflects potential demand from companies navigating tariffs and other trade regulations. These services can leverage assets such as CVG and the Northern Kentucky Foreign Trade Zone (FTZ 47).

Generally, Northern Kentucky continues to see job growth and higher wages in Supply Chain Management & Support Services. While this target definition focuses on services, stakeholders acknowledged the importance of the larger transportation and warehousing industry in the region. In addition to general support of transportation and warehousing, targeting can concentrate on value-add functions that may occur in distribution centers, such as assembly.

NAICS	Description	2024 Jobs	2024 Jobs Concentration	2019-2024 Jobs Change	2024 Average Wage	2024 GRP per Job	2019-2024 GRP Growth
CURRENT	Current Total	2,709	6.59	4%	$114,716	$160,706	35%
48819	Other Support Activities for Air Transportation	2,355	12.28	14%	$119,929	$168,072	42%
541614	Process, Physical Distribution, and Logistics Consulting Services	354	1.62	-35%	$80,080	$111,768	-6%
ADD							
4885	Freight Transportation Arrangement	1,484	4.12	31%	$84,974	$120,169	67%
	New Total	4,194	5.44	12%	$104,188	$146,357	43%

Appendix: Project data

Project data*

Total Business Development Activity

Tracking Category	2022	2023	2024	2025	Total
Active	2	1	17	34	54
Active Hot			1	2	3
BSSC Award - BE NKY		1	2		3
BSSC Award - Regional			4	2	6
Inactive	71	61	41	13	186
Lost	25	13	14	7	59
On Hold	5	11	4	1	21
Project Announced	4	1	5		10
Project Retained		1			1
Project Won	12	24	10	1	47
Regional Win	12	8	4		24
Retention Win		2			2
Total	131	123	102	60	416

Win Rate

Projects (Confirmed)**	2022	2023	2024	2025	Total
Won***	16	27	15	1	59
Lost	25	13	14	7	59
Total	41	40	29	8	118
Win Rate	39%	68%	52%	13%	50%

Conversion Rate

Projects (All)****	2022	2023	2024	2025	Total
Total Pipeline	119	113	92	58	382
Won	16	27	15	1	59
Conversion Rate	13%	24%	16%	2%	15%

💡 54% of biz dev projects resulted in Inactive/On Hold.

Sources: BE NKY. *As of 07/29/25. **Confirmed investments. ***Project Announced + Project Won + Retention Win. ****Active + Active Hot + Inactive + Lost + On Hold + Project Announced + Project Won + Retention Win.

Project data*

Current Targets
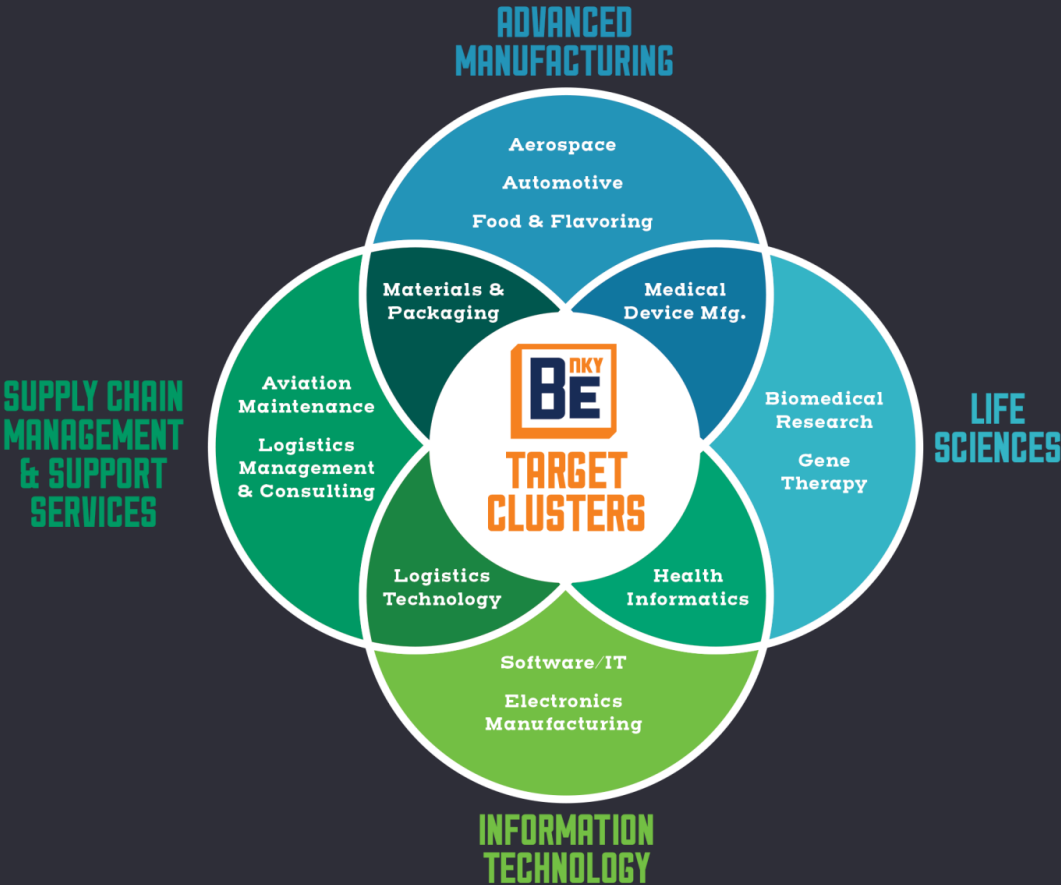
35 of 59 (59%) wins were in non-target industries.

Wins – Clusters	Projects	CapEx ($M)	Jobs	Win Rate
Non-Target	35	$503.18	1,501	43.75%
Advanced Manufacturing	10	$385.21	733	50.00%
Supply Chain Mgt.	10	$81.69	1,360	83.33%
Information Technology	3	$7.50	95	60.00%
Life Sciences	1	$48.80	252	100.00%
Total	59	$1,026.36	3,941	50.00%

Wins – Subclusters	Projects	CapEx ($M)	Jobs	Win Rate
Non-Target	35	$503.18	1,501	43.75%
Food & Flavoring	6	$287.32	525	60.00%
Logistics Mgt. & Consulting	6	$21.59	966	100.00%
Aerospace	3	$73.58	106	100.00%
Aviation Maintenance	3	$12.20	250	100.00%
Electronics Manufacturing	2	$3.15	20	50.00%
Automotive	1	$24.30	102	14.29%
Biomedical Research	1	$48.80	252	100.00%
Materials & Packaging	1	$47.90	144	33.33%
Software/IT	1	$4.35	75	100.00%
Total	59	$1,026.36	3,941	50.00%

Sources: BE NKY. *As of 07/29/25.

Project data*

Target Cluster	Projects (All)	Confirmed	Wins	CR	WR	CVR
Supply Chain	16	12	10	75%	83%	63%
Life Sciences	4	1	1	25%	100%	25%
Info Tech	13	5	3	39%	60%	23%
Adv Manuf.	58	20	10	35%	50%	17%
Non-Target	283	80	35	28%	44%	12%
Multiple	8	0	0	0%	0%	0%
Total	382	118	59	31%	50%	16%

CR   Confirmed (verified investments)
WR   Win Rate (wins/confirmed)
CVR   Conversion Rate (wins/projects)

Target Subcluster	Projects (All)	Confirmed	Wins	CR	WR	CVR
Aviation Maintenance	3	3	3	100%	100%	100%
Logistics Mgt. & Consulting	8	6	6	75%	100%	75%
Aerospace	7	3	3	43%	100%	43%
Food & Flavoring	22	10	6	46%	60%	27%
Biomedical Research	4	1	1	25%	100%	25%
Software/IT	4	1	1	25%	100%	25%
Electronics Manufacturing	9	4	2	44%	50%	22%
Materials & Packaging	5	3	1	60%	33%	20%
Non-Target	283	80	35	28%	44%	12%
Automotive	27	7	1	26%	14%	4%
Multiple	9	0	0	0%	0%	0%
Medical Device Manuf.	1	0	0	0%	0%	0%
Total	382	118	59	31%	50%	16%

Non-target industries were 68% of confirmed projects and 59% of wins, distributed across 6 clusters and 22 subclusters that could overlap targets despite differences in assigned NAICS.

Sources: BE NKY. *As of 07/29/25.

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