NORTHEAST INDIANA
REGIONAL PARTNERSHIP

TARGETED INDUSTRY AND MANUFACTURING BUSINESS DYNAMICS REPORT 2014

FOR NORTHEAST INDIANA

Released February, 2015

Prepared by The Community Research Institute at Indiana University-Purdue University Fort Wayne
Funded by the Northeast Indiana Fund, the supporting foundation of the
Northeast Indiana Regional Partnership

INTRODUCTION, BACKGROUND, AND INFORMATION ABOUT THE BUSINESS DYNAMICS PROCESS

The Community Research Institute at Indiana University-Purdue University (CRI) presents its seventh annual report of business events in the 10-county northeast Indiana region (NEI)[1]. This report presents a *regional* overview associated with known events that are monitored: companies new to the region, expansions and downsizings, closings, and acquisitions. CRI monitors those events associated with the major employers, the targeted industries, as well as data related to manufacturing establishments regardless of size. Targeted industries are those which have been given additional review and interest because those are industries in which our region has some expertise. The targeted industries are those related to Vehicle Manufacturing, Food Processing, Medical Devices, Insurance, Logistics and Warehousing, and Defense.

As has been the case for the past seven years, CRI has compiled the business dynamic information from published reports, including media, county, and state sources, with specific assistance from the county economic development organizations. We only report an activity that coincides with an event, such as an abatement approval, ground-breaking, or building permit and therefore it is possible that some announcements will not be identified in this report because an associated activity has not yet taken place. CRI does not possess perfect information. There are many events which are not known, especially downsizing and expansion events which can occur without any notice by the media or the county economic development office. There are also changes made to the best-laid plans; for example, a business may announce a three-year hiring plan which may become either be smaller or larger than originally planned due to changing business conditions. Revisions are made as we become aware of the changes.

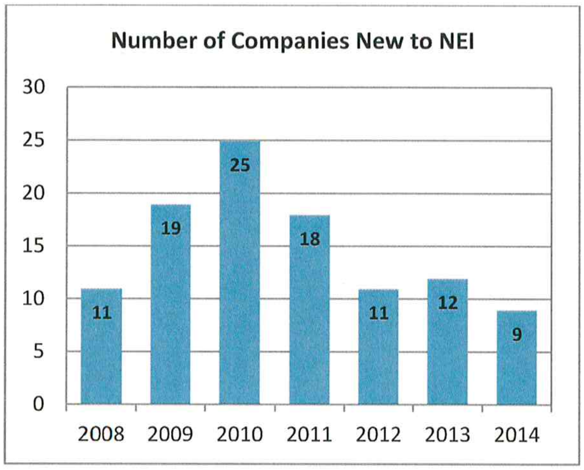
CRI does not monitor changes in some sectors, notably retail, accommodation, and food services, although these are very important sectors in this region. CRI focuses on the targeted industries as well as the major employers in order to provide a historical time series of the changes in our region. We will again stress the fact that this is a *dynamic* process, and CRI is continually updating our database. If an event that occurred last year has just become known to us, there will be an update made to last year's data. Data from past years incorporates these revisions.

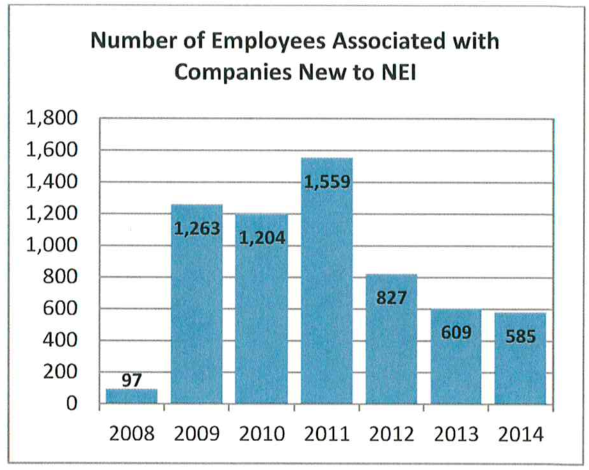
EVENT SUMMARY

NEW COMPANIES: Nine companies were new to NEI in 2014. These nine events are expected to bring 585 new jobs to the region, plus $78.8 million in building and capital equipment investment. Some of this investment will flow through other regional businesses such as construction or purchasing needs and will therefore make additional contributions to the northeast Indiana economy through the multiplier effect as these expenditures trickle through the economy.

In the seven years of monitoring the business dynamics for the region, there have been 105 companies joining NEI in the monitored sectors areas. These 105 companies have announced plans for new 6,144 jobs during these years. The total investment in plant and equipment from new companies over these years has exceeded $5 billion dollars. The following charts summarize the number of new companies and expected employees since 2008:

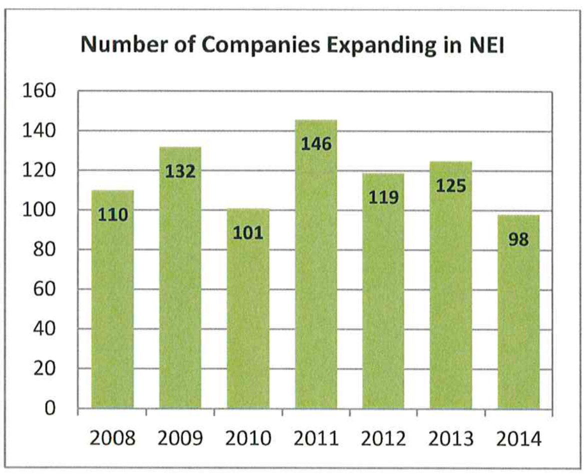
[1] Northeast Indiana is defined as the following 10 counties: Adams, Allen, DeKalb, Huntington, LaGrange, Noble, Steuben, Wabash, Wells, and Whitley.

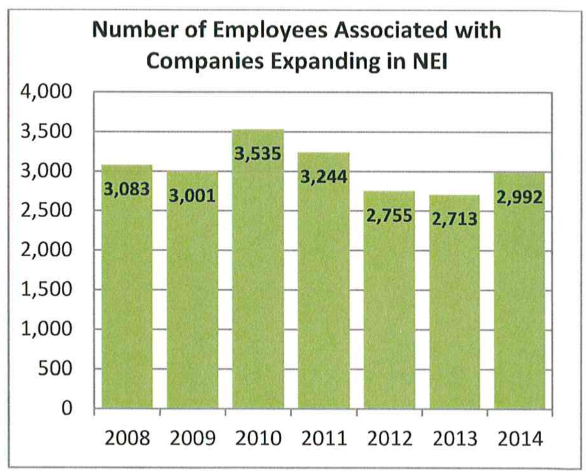




Additional observations on the companies new to the region in 2014 include the following. These nine companies announced plans to use 307,250 square feet for their establishments. The average number of new employees per new announcement was 65; the median was 75; the low was 5 and there were three reporting 100 new employees.

EXPANSIONS: There were 98 expansions reported in NEI in 2014 which will add an expected 2,992 jobs, as well as $457 million in capital and plant expansions. In addition, there were 1,900,590 square feet in planned space usage to NEI targeted industries, major employers, and manufacturers in 2014 through these expansions. The following charts summarize the number of announced expansions and the expected number of additional employees in the NEI region since 2008:

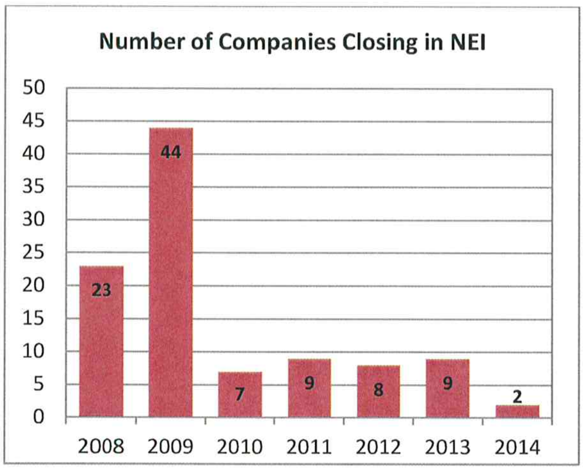


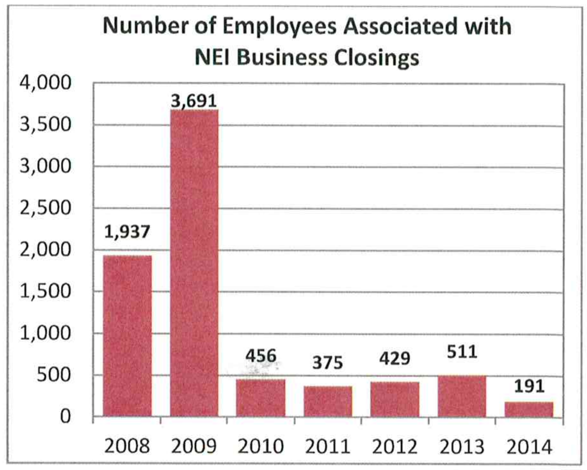


Expansions can consist of the following, or any combination of these: 1) an expanded work base, i.e. additional employees; 2) an investment in expanding space; 3) an investment in capital equipment. Approximately 22 percent of all expansions in 2014 were plant and capital expansions only (i.e. no new employees expected), and this is in line with the percentage of non-employee expansions in NEI since 2010.

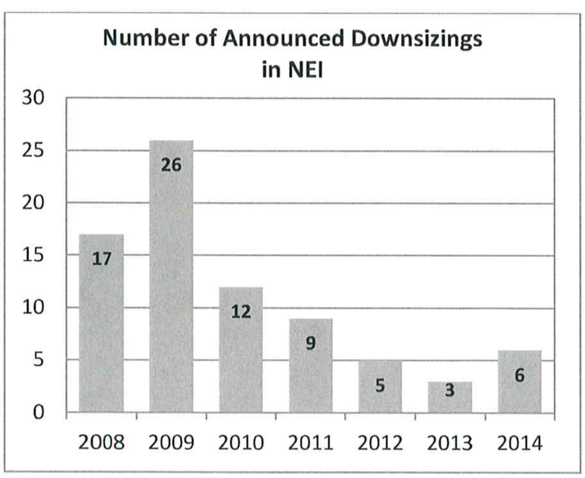
The average job expansion, including all expansions with plant or capital investment expansions only, was 30, and the median was 12. The largest expansion was 320 new employees and this was in the hospital industry, followed by two expansions which announced 150 new employees each. One of these was also in the hospital industry, and the other was in the communications industry. Over two-thirds of the new jobs are in the manufacturing sector.

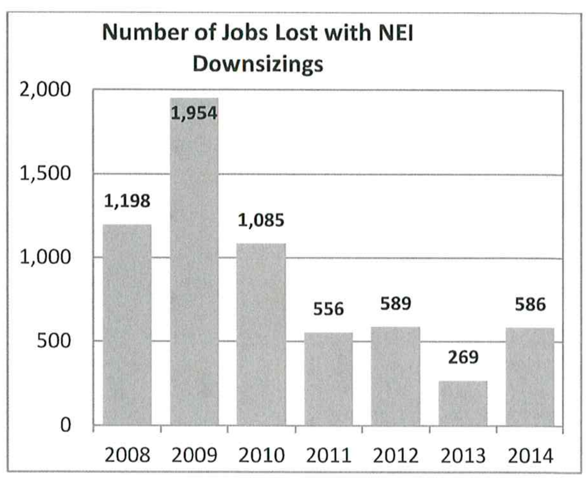
CLOSINGS: In 2014, there were two announced closings with a combined loss of 191 jobs in NEI, both vehicle parts manufacturers. The reduced number of both the number of closings and the number of lost jobs involved has broken the trend seen in the last four years after the Great Recession. There have been approximately eight closings with approximately 500 jobs lost each year after the Great Recession. Although a myriad of reasons could exist for closings, churn in employment and business establishments can provide some beneficial results. By promoting churn, new techniques and processes are developed, and workers are exposed to different efficiencies and methods as they change jobs. The following charts identify the losses through closings in NEI since 2008:





DOWNSIZINGS AND LAY-OFFS: CRI makes a distinction between downsizings and lay-offs, with downsizings indicating an intent of a permanent nature. Downsizings and lay-offs may be more difficult to monitor than expansions and new businesses. Although there are state regulations regarding announcements of mass employee termination (that is, WARN notices), there are many downsizings which do not require notification via a WARN notice. As the economy has improved, we suspect that not only has the rate of downsizing slowed, but that these do not receive the same media attention as they once did. The following charts identifying the losses through downsizings in NEI since 2008:



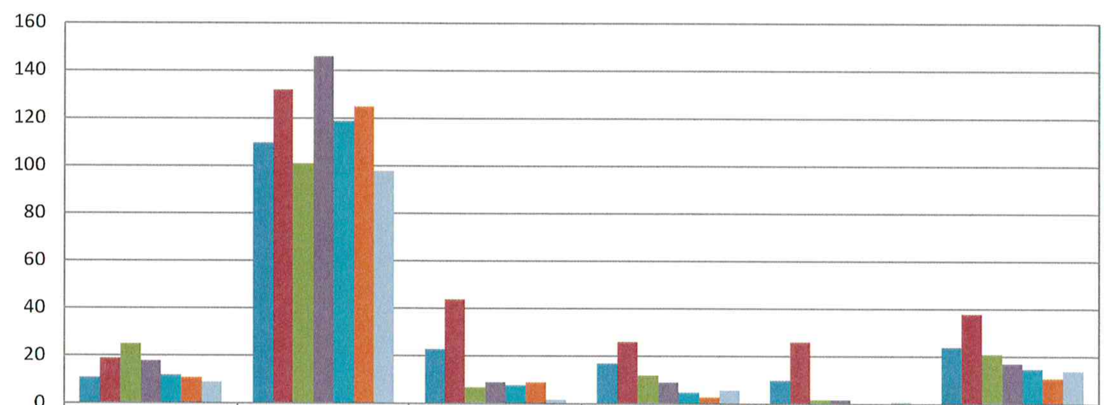


Lay-offs, at least lay-offs which are announced or known, are small in number and we no longer prepare a separate set of charts for them. Lay-offs are, however, summarized in the overall event section which follows this section. During the recession when lay-offs were more frequent, we often found call-backs associated with these events, but due to the infrequency of these events, we no longer identify call-backs other than as a footnote in the summary charts section.

ACQUISITIONS: CRI has monitored acquisitions because there are often future events which occur as a result of the acquisition, such as a future expansion or a closing. For that reason, the number of acquisitions gives a hint of future activity. As an example, Shiloh Industries acquired Contech in 2013. In 2014, over four million dollars was invested in the newly named Shiloh Die Cast with plans to hire an additional 77 employees. A similar situation occurred with Metaldyne, acquired in 2012and expanded in 2014. There were 14 known acquisitions in 2014.

SUMMARY: Business events as well as the number of jobs affected are shown in the following summary charts.

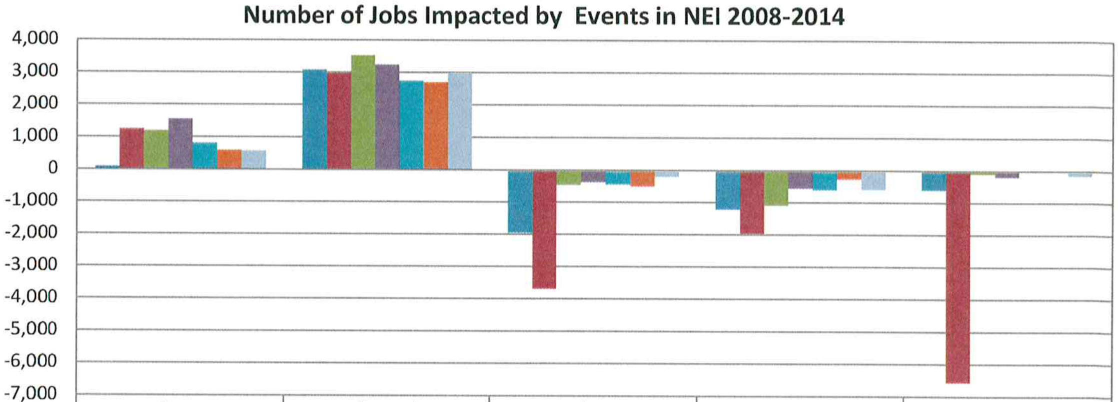
Number of Business Events in NEI 2008-2014



	New	Expand	Close	Downsize	Layoff*	Acquired
2008	11	110	23	17	10	24
2009	19	132	44	26	26	38
2010	25	101	7	12	2	21
2011	18	146	9	9	2	17
2012	12	119	8	5	0	15
2013	11	125	9	3	0	11
2014	9	98	2	6	1	14

Call-backs are often associated with Lay-offs, but often these events this can occur in a different year or can be spread out through more than one year. So, while not shown, note that CRI was aware of 15 call backs in 2009 and 2010. Also, re-openings are recorded as "new" events because often, more than a few years can separate the two events.

Number of Jobs Impacted by Events in NEI 2008-2014



	New	Expand	Close	Downsize	Layoff*
2008	97	3,083	-1,937	-1,198	-589
2009	1,263	3,001	-3,691	-1,954	-6,559
2010	1,204	3,535	-456	-1,085	-95
2011	1,559	3,244	-375	-556	-182
2012	827	2,755	-429	-589	0
2013	609	2,713	-511	-269	0
2014	585	2,992	-191	-586	-143

*Call-backs are often associated with Layoffs, but often these events this can occur in a different year or be spread out through more than one year. So, while not shown, note that CRI was aware of 5,745 jobs being "called back" in 2009 and 2010. The majority of layoffs in the 2009 were related to two layoffs announced by General Motors, and these jobs were called back and filled.

NAICS SUMMARY AND OBSERVATIONS

This section incorporates the use of NAICS codes, or North American Industry Classification System. This is a system developed under the auspices of the Office of Management and Budget as well as comparable agencies in Canada and Mexico to provide a high level of comparability in business statistics.

NEW: Of the nine new events, four were in targeted industries, and these were spread over Food Processing, Logistics, and Medical Devices (two events). Five of the ten counties in the NEI region recorded at least one business new to the NEI region in 2014 (in the industries which are tracked).

EXPANSIONS: Of the 98 expansions, 35.7 percent were in targeted industries with Vehicle Manufacturing and Food Processing Manufacturing leading with the way with 13 and 11 expansions respectively; 54.1 percent were in "manufacturing not specified as a targeted industry", and 10.2 percent were in "non-manufacturing non-targeted industries". All NEI counties experienced expansions. The table below identifies more information regarding these expansions:

Major Classifications for NEI Expansions:

Events in Targeted Industries:	
Defense	2
Combination of Targeted Industries	2
Food, Food Processing	9+
Insurance	1
Logistics and Warehousing	2+
Medical Devices	6+
Vehicle	13

Note the "+" indicates an additional expansion was classified in multiple targeted industries, for example one company could appropriately be described as both Food and Medical Devices. The total in this table add to 35, the number of expansions which occurred in targeted industries.

Events in Major Industries in Manufacturing in Non-Targeted Industries:		
NAICS 326	Plastic & Rubber Product Mfg	5
NAICS 331	Primary Metal Mfg	7
NAICS 332	Fabricated Metal Product Mfg	8
NAICS 333	Machinery Mfg	13
NAICS 339	Miscellaneous Mfg	5

Note that Primary Metal, Fabricated Metal Product, and Machinery Mfg were all listed in last year's report as industries with a significant number of expansions.

CLOSINGS: Both of the closings announced in NEI were in the Motor Vehicle Manufacturing targeted ilndustry.

DOWNSIZE: With six downsizings announced, half were in targeted industries. Defense companies had two downsizings, which, given the defense budget situation, is not unexpected. The industries which experienced downsizings were spread over the wide range of sectors: Transportation, Administrative Services, Hospital/Healthcare, Communications Equipment Manufacturing, Professional /Scientific/Technical Services, and Textile, Luggage and Related Manufacturing.

ACQUISITIONS: Of the 14 acquisitions, six were in the Vehicle Targeted Industry; with two of those in Glass Product Manufacturing, and two in the RV industry, and two in vehicle parts manufacturing. Also acquired were two additional companies in the targeted industries: one in freight transportation/Logistics (which was the major area of acquisitions last year) and one in the Medical Devices Targeted Industry. The remaining acquisitions were spread over a variety of manufacturing industries, Professional /Scientific/Technical Services, and Healthcare offices.

FINAL OBSERVATIONS

Although the final employment numbers for 2014 for the 10-county region are not officially released, preliminary estimates indicate that payroll jobs across all sectors increased by three percent from 2013. If this estimate holds up, this is the best percentage increase since at least the early 1990s. Preliminary data currently indicates that the number of jobs increased by 9,072 to 310,134 in 2014. This 3.0 percent increase in outpacing the state and the nation (both with an increase of 2.0 percent).

Other preliminary data for the region indicates an increase in the labor force in 2014 that is 2.6 percent higher than in 2013. NEI's labor force has not seen this type of increase in almost twenty years. With the Baby Boomers reaching retirement age, labor force in most of Indiana was projected be stable at best, so this increase is welcome news. More analysis will need to be done to research whether this is related to an increased participation rate, how much is population based (for example, if the area is experiencing in-migration or a change in its projected out-migration), if the Boomers are continuing to work beyond the traditional retirement age, or a number of other variables which may have contributed to the area's remarkable labor force increase.

Part of this could of course be due to more jobs. As mentioned earlier, payroll jobs (i.e. those which provide unemployment insurance) have experienced a higher rate of growth. There appears to also be a good increase in the number of jobs which are not included in the typical definition of payroll employment. Those who are self-employed, railroad jobs, some jobs in the non-profit and religious areas, student employment, are examples of this other type of employment. The unemployment rate is down to 5.4 (this is a preliminary 2014 annual rate) from 7.2 in 2013.

There is not going to be an exact match with these payroll numbers and the business dynamics numbers, for numerous reasons. For one, announcements of expansions can take up to three years or so to reach their potential. Additionally, as stressed throughout this document, this report excludes some sectors that have seen substantial changes in employment. For example, temporary employment services, even those who work in production occupations, would not be monitored or included in this report. Yet, there were over new 1,000 jobs in the temporary employment services in NEI in 2014. When companies hire additional new employees but yet neither the local economic development officials nor the county offices are aware of these activities, our report would be missing this information. There has always been some of this "quiet" growth occurring in our economy.

The same is true for downsizings, as was mentioned earlier, although some of the decrease in downsizing reporting may be that it is simply just not the news that it used to be.

The 2014 Data Addendum is also available. This identifies the impact of events by NAICS, or by industry sector. For more information on any part of this annual report of for additional information, please contact the Northeast Regional Partnership, Courtney Tritch, Vice President of Marketing.

BUSINESS DYNAMICS DATA 2014

Addendum to the Executive Summary 2014

Released February, 2015

Prepared by the Community Research Institute at Indiana University-Purdue University Fort Wayne

The following tables identify the type of impact in NEI in 2014 by the events monitored. These are listed in order of NAICS subsectors.

SUBSECTOR AND NAICS	EVENT	TOTAL (Net)	New	Expansion	Closing	Downsizing	Layoff	Acquisitions
Crop Production NAICS 111	Jobs Impacted	5	5					
	Events	2	1	1				
	Dollar Investment, $M	$4.35	$0.35	$4.0				
	New Space (Ft^2)	44,000		44,000				
Food Manufacturing NAICS 311	Jobs Impacted	102	100	2				
	Events	4	1	3				
	Dollar Investment, $M	$57.08	$19.88	$37.20				
	New Space (Ft^2)	110,000	110,000	0				
Beverage Manufacturing NAICS 312	Jobs Impacted	17		17				
	Events	2		2				
	Dollar Investment, $M	$2.41		$2.41				
	New Space (Ft^2)	0						
Leather & Allied Product Manufacturing NAICS 316	Jobs Impacted	-150				-150		
	Events	1				1		
	Dollar Investment, $M	0						
	New Space (Ft^2)	0						
Wood Product Manufacturing NAICS 321	Jobs Impacted	35		35				
	Events	2		2				
	Dollar Investment, $M	$0.00		$0.00				
	New Space (Ft^2)	65,000		65,000				
Paper Manufacturing NAICS 322	Jobs Impacted	0		0				
	Events	1		1				
	Dollar Investment, $M	$0.15		$0.15				
	New Space (Ft^2)	0		0				
Printing & Related Support Activities NAICS 323	Jobs Impacted	20		20				
	Events	2		2				
	Dollar Investment, $M	$3.5		$3.5				
	New Space (Ft^2)	10,000		10,000				

SUBSECTOR AND NAICS	EVENT	TOTAL (Net)	New	Expansion	Closing	Downsizing	Layoff	Acquisitions
Petroleum and Coal Products Manufacturing NAICS 324	Jobs Impacted	0		0				
	Events	2		2				
	Dollar Investment, $M	$1.75		$1.75				
	New Space (Ft^2)	0		0				
Chemical Manufacturing NAICS 325	Jobs Impacted	16		16				
	Events	2		2				
	Dollar Investment, $M	$4.45		$4.45				
	New Space (Ft^2)	4,000		4,000				
Plastics and Rubber Product Manufacturing NAICS 326	Jobs Impacted	167		167				
	Events	7		7				
	Dollar Investment, $M	$24.88		$24.88				
	New Space (Ft^2)	16,400		16,400				
Nonmetallic Mineral Product Manufacturing NAICS 327	Jobs Impacted	3		3				na
	Events	3		1				2
	Dollar Investment, $M	$0.10		$0.10				na
	New Space (Ft^2)	0		0				na
Primary Metal Manufacturing NAICS 331	Jobs Impacted	147		290			-143	
	Events	10		9			1	
	Dollar Investment, $M	$104.76		$104.76			na	
	New Space (Ft^2)	496,400		496,400			na	
Fabricated Metal Product Manufacturing NAICS 332	Jobs Impacted	309	120	189				na
	Events	12	2	9				1
	Dollar Investment, $M	$24.419	$5.20	$19.219				na
	New Space (Ft^2)	135,030	60,250	74,780				na
Machinery Manufacturing NAICS 333	Jobs Impacted	390	110	280				na
	Events	18	2	15				1
	Dollar Investment, $M	$46.047	$20.27	$25.777				na
	New Space (Ft^2)	187,000	41,000	146,000				na
Computer & Electronic Product Manufacturing NAICS 334	Jobs Impacted	-121		136		-257		na
	Events	7		5		1		1
	Dollar Investment, $M	$51.90		$51.90		na		na
	New Space (Ft^2)	334,000		334,000		na		na
Electrical Equipment, Appliance, and Component Manufacturing NAICS 335	Jobs Impacted	75		75				
	Events	2		2				
	Dollar Investment, $M	$4.60		$4.60				
	New Space (Ft^2)	25,540		25,540				

SUBSECTOR AND NAICS	EVENT	TOTAL (Net)	New	Expansion	Closing	Downsizing	Layoff	Acquisitions
Transportation Equipment Manufacturing NAICS 336	Jobs Impacted	439		630	-191			na
	Events	19		13	2			4
	Dollar Investment, $M	$42.179		$42.179				na
	New Space (Ft^2)	228,750		228,750				na
Furniture & Related Product Manufacturing NAICS 337	Jobs Impacted	25		25				
	Events	1		1				
	Dollar Investment, $M	0		0				
	New Space (Ft^2)	0		0				
Miscellaneous Manufacturing NAICS 339	Jobs Impacted	366	75	291				na
	Events	10	1	7				2
	Dollar Investment, $M	$27.067	$5.0	$22.067				na
	New Space (Ft^2)	242,280	unk	242,280				na
Truck Transportation NAICS 484	Jobs Impacted	-88		12		-100		na
	Events	3		1		1		1
	Dollar Investment, $M	$1.55		$1.55		na		na
	New Space (Ft^2)	33,440		33,440		na		na
Warehousing and Storage NAICS 493	Jobs Impacted	80	75	5				
	Events	3	1	2				
	Dollar Investment, $M	$31.31	$28.1	$3.21				
	New Space (Ft^2)	96,000	96,000	0				
Telecommunications NAICS 517	Jobs Impacted	150		150				
	Events	1		1				
	Dollar Investment, $M	0		0				
	New Space (Ft^2)	0		0				
Insurance Carriers & Related Activities NAICS 524	Jobs Impacted	115		115				
	Events	1*		1				
	Dollar Investment, $M	$29.00		$29.00				
	New Space (Ft^2)	95,000		95,000				
	*Note that there was an additional event but it was a move between NEI counties and did not involve any increase in employees, plant or equipment investment, or new space.							
Professional, Scientific, and Technical Services NAICS 541	Jobs Impacted	<46		46		unknown		na
	Events	4		2		1		1
	Dollar Investment, $M	$2.975		$2.975		na		na
	New Space (Ft^2)	8,000		8,000		na		na
Administrative and Support Services NAICS 561	Jobs Impacted	393	100	320		-27		
	Events	3	1	1		1		
	Dollar Investment, $M	$6.831	0	$6.831		na		
	New Space (Ft^2)	65,000	0	65,000		na		

SUBSECTOR AND NAICS	EVENT	TOTAL (Net)	New	Expansion	Closing	Downsizing	Layoff	Acquisitions
Ambulatory Health Care Services NAICS 621	Jobs Impacted	18		18				na
	Events	3		2				1
	Dollar Investment, $M	$0		0				na
	New Space (Ft^2)	3,400		3,400				na
Hospitals NAICS 622	Jobs Impacted	98		150		-52		
	Events	5		4		1		
	Dollar Investment, $M	$64.20		$64.20		na		
	New Space (Ft^2)	8,600		8,600		na		
TOTAL	Jobs Impacted (NET)	2,657	585	2,992	-191	-586	-143	na
	Events	130	9	98	2	6	1	14
	Dollar Investment, $M	$535.51	$78.8M	$456.71M				na
	New Space (Ft^2)	2,207,840	307,250	1,900,590				na

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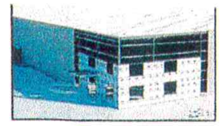
Business Weekly



Space race
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February 13-19, 2015 Daily updates at FWBusiness.com $1.00

A dynamic change for the better

BY LINDA LIPP
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PATRICK REDMOND

Clarissa Sheely packs baits for shipping at LureCraft's facility in LaGrange. The company announced last year it would move to Orland and expand its bait making operations.

Expansions of existing companies are driving both investment and job growth in the 10-county northeast Indiana region.

The new Business Dynamics report, prepared for the Northeast Indiana Regional Partnership by the Community Research Institute of Indiana University - Purdue University Fort Wayne, cataloged plans for 98 expansions of current businesses and nine new businesses that were announced in 2014. The total investment for both is estimated at $535.8 million.

The expansions are projected to bring 2,992 new jobs to the region over the next few years, two-thirds of them in manufacturing. The companies new to the region said they would create another 585 jobs.

That means that more than 84 percent of the new jobs are being created by companies already in the region, noted John Sampson, the partnership's president and CEO.

"As much as we love to attract new companies, I'm always compelled by how profitable and productive existing companies are when they are expanding," Sampson said.

That's a key factor in how the partnership allocates its time and resources to assist development in the region. It's also the rationale behind Vision 2020, launched by the partnership in 2010 to bring the region together around five key areas for economic growth: 21st century talent, competitive business climate, entrepreneurship, infrastructure and quality of life.

"That's why Vision 2020 is important to the region," Sampson said. "Existing companies are pleased with the business climate and the opportunity to expand. If they can find the talent and all those kinds of things then we can sell the fact that existing companies are pleased.

"We're not having to bring in a bunch of new companies to replace existing companies. The real engine of growth in the future is the expansion of existing companies. We want to make sure that our environment, our communities, our region has the right kind of talent, the supply chain, all those kind of capabilities to allow existing companies grow. And then other companies will want to be a part of that."

The partnership has targeted key area industries – including automotive, defense, medical devices, insurance, health care and food processing – that are strong in the region and have a good potential

■ See DYNAMIC on PAGE 19

■ DYNAMIC: Labor force growth best in 20 years

Continued from PAGE 1

for growth.

There were very few jobs lost in 2014 to plant closures or downsizings, but two of the larger job cutbacks came in target industries: Federal Mogul, an Avilla auto supplier that shut down, eliminating 95 jobs; and Exelis, a Fort Wayne defense contractor that downsized its local work force by 257 people.

Per capita income in the region, which has fallen further and further compared to the nation over several decades, dipped again. Sampson believes that is in part attributable to the loss of some better-paying defense jobs. Cuts in defense spending have prompted a number of defense contractors to reduce their head counts.

"We know that replacing those jobs with lower impact jobs is not the answer," he said. "We've got to pay attention to higher technology jobs."

Although not a part of the Business Dynamics research, the Community Research Institute also has been tracking what appears to be very promising growth in the labor force.

From December 2013 to December 2014, the labor force in the region grew from 329,730 people to 341,664 people, an increase of about 3.6 percent, noted Ellen Cutter, CRI's director.

"You've got to go back to 1994 to get one-year labor force growth that surpasses 3.6 percent," she said. "So this is the best year for labor force growth that we've had in 20 years."

The new labor force participants probably come from several sources, including new residents and people who may have given up looking for work during the recession but have returned to the work force.

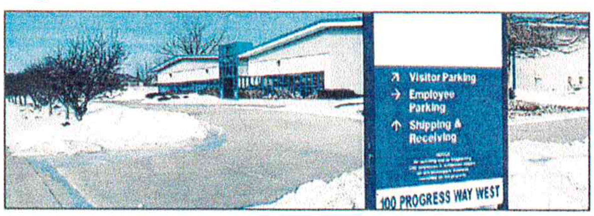
"That's almost back to pre-recession levels," Sampson noted.

The Business Dynamics report does not track the entire regional economy, most notably omitting retail, accommodation and food services. And the events it chronicles tend to be larger ones covered by the media and associated with activities such as building permits, tax abatements and ground-breakings. Smaller job additions or cuts that don't garner public attention are often missed.

All that said, CRI also looks each month at job growth across the entire region's economy, using a private data source. The preliminary 2014 numbers indicate a 2.8 percent increase in jobs in the region over the year, faster than the 2-percent pace of Indiana and the U.S.

"We're optimistic about what these numbers are showing," Cutter said. "There's a real indication that the economy is picking up steam and there are significant new opportunities for the labor force."

The full Business Dynamics report can be found in the resource center on the Regional Partnership's Vision 2020 website, neindiana.com/vision



BARRY ROCHFORD

The shutdown of the Federal Mogul operation in Avilla was one of few closings and downsizings in the region in 2014.

Jobs and investments

County	Jobs created	Investment $$	Jobs cut
Adams	239	$25.32 million	0
Allen	1,625	$301.2 million	630
DeKalb	273	$48.2 million	16
Huntington	517	$54.1 million	60
LaGrange	135	$9.8 million	4
Noble	87	$16.3 million	95
Steuben	222	$11.5 million	0
Wabash	22	$3.2 million	143
Wells	362	$47.2 million	0
Whitley	175	$18.7 million	52

Includes jobs moved within region

Source: Community Research Institute, Business Dynamics report

Notable gains and losses

There were many job gains, mostly due to expansions, and relatively few losses across the northeast Indiana region in 2014. Among the most notable were:

- Allied Recreation Group (formerly Fleetwood) announced the addition of 148 jobs in Decatur
- Lutheran Health's shared services center added 320 jobs in Fort Wayne
- Deister Machine announced 110 new jobs in Fort Wayne
- Janus International is creating 100 jobs at a new plant in Butler
- United Technologies is adding 116 jobs in Huntington
- K-Z Inc. is creating 125 jobs in Shipshewana
- Federal Mogul closed its Avilla plant, eliminating 95 jobs
- Exelis cut 257 jobs from its Fort Wayne operations
- Vera Bradley eliminated 150 positions at its New Haven plant
- Harvey Industries layed off 143 workers in Wabash

There were also some intra-region moves:

- Lure-Craft left LaGrange County to expand with a move to Steuben County that added 95 jobs there.
- American Specialty left Roanoke for new digs in Allen County, moving 60 jobs out of Huntington County