



CONWAY

Comparing Agency Performance

Dallas – December 4th, 2018

A world map with a light blue background and orange landmasses. A large dark blue circle is overlaid on the map, centered over the Atlantic Ocean, containing the text.

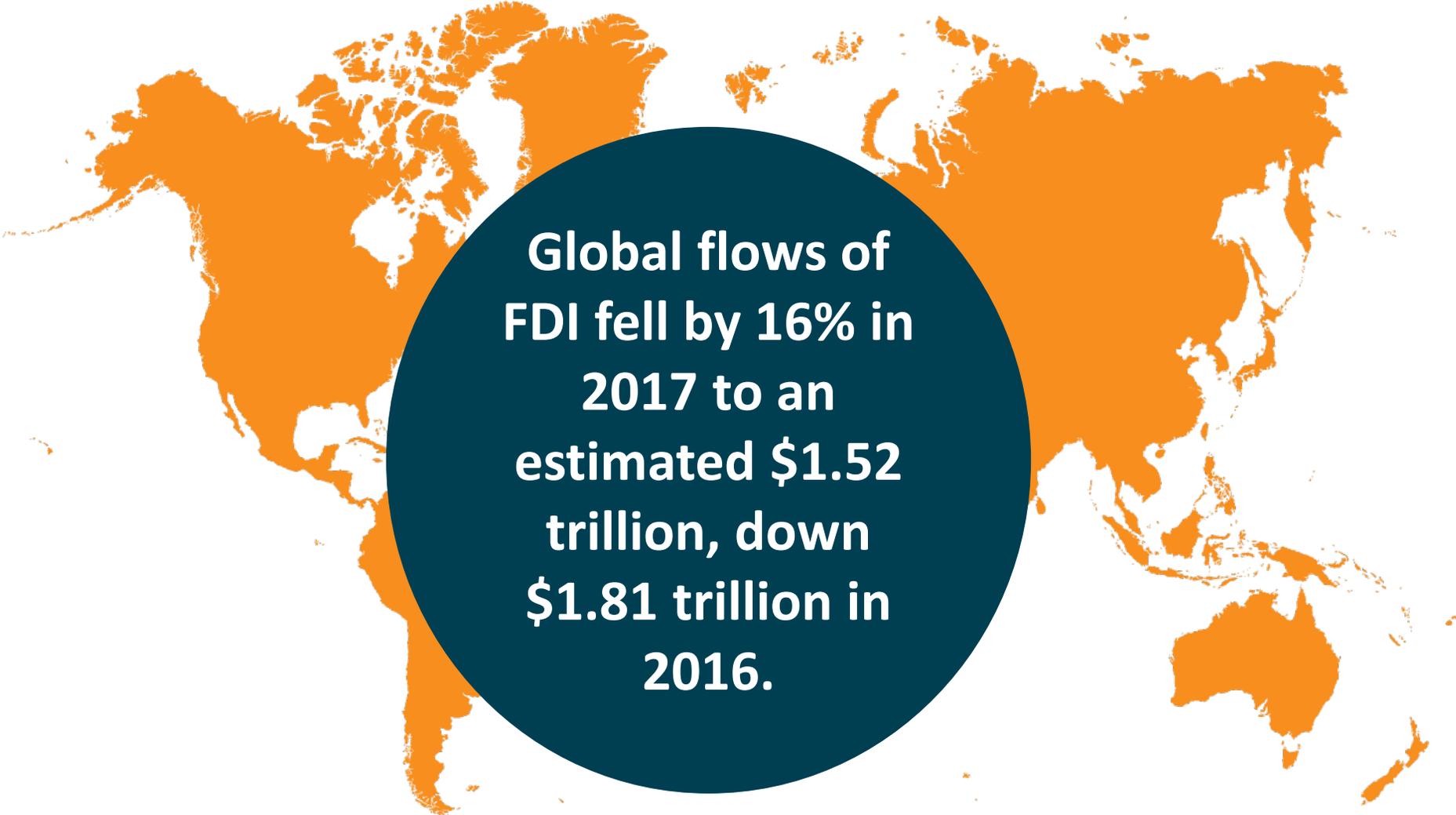
**How
Many
IPA's
In the
World?**

A world map with a dark blue background and orange landmasses. A large dark blue circle is overlaid on the map, containing white text.

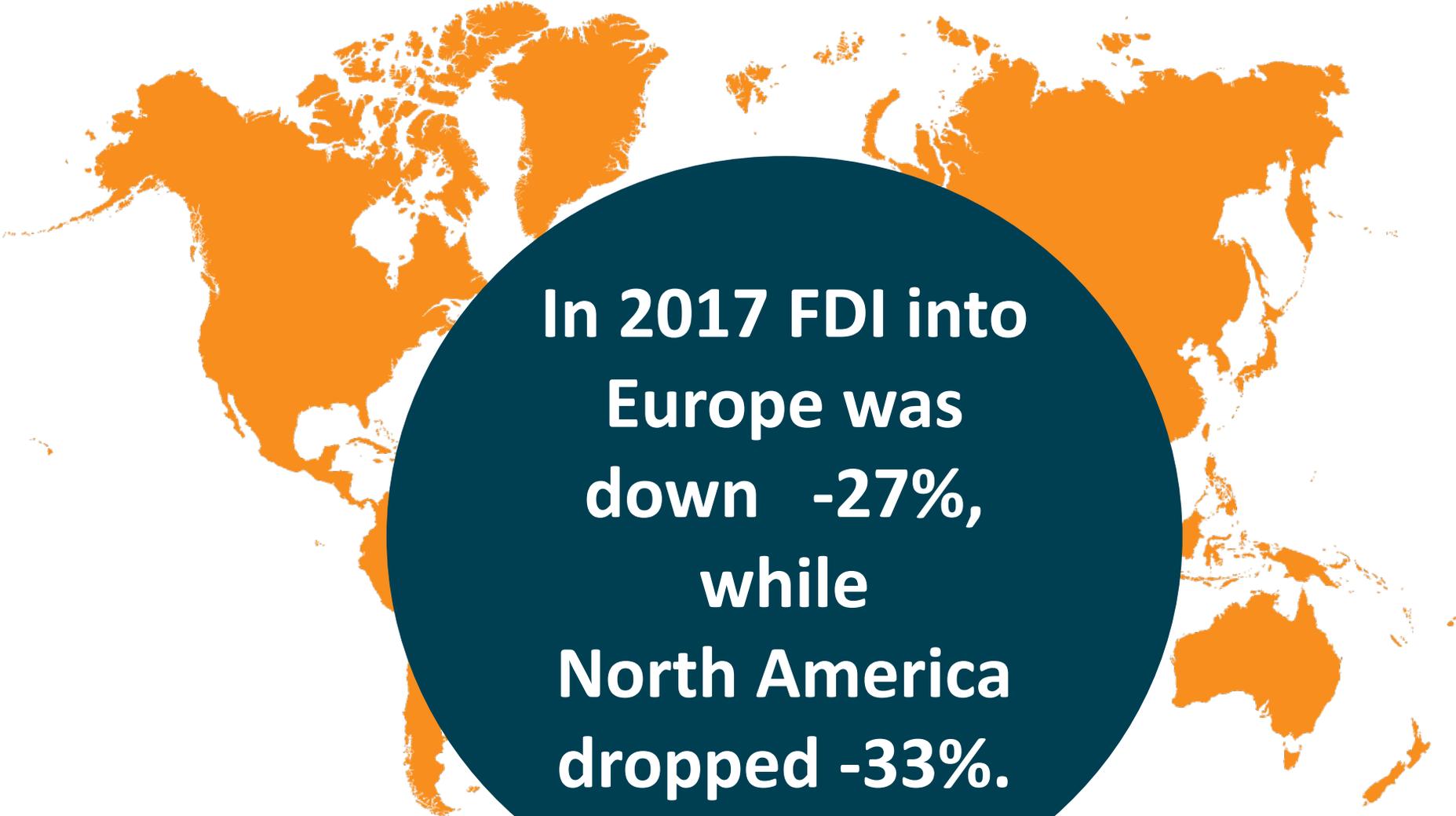
**More than
15,000
IPAs in the
world**

A world map with a dark blue background and orange landmasses. A large dark blue circle is overlaid on the map, centered over the Atlantic Ocean.

**How
many
projects?**



Global flows of FDI fell by 16% in 2017 to an estimated \$1.52 trillion, down \$1.81 trillion in 2016.

A world map with a light blue background and orange landmasses. A large dark blue circle is overlaid on the map, containing white text.

**In 2017 FDI into
Europe was
down -27%,
while
North America
dropped -33%.**

A world map with a light blue background and orange landmasses. A large dark blue circle is overlaid on the map, centered over the Atlantic Ocean, containing the text 'How Many Make the Same Claims?'.

**How
Many
Make the
Same
Claims?**

Conway researchers studied more than 10% of all the IPAs in the world to determine how often they make the same claims about their regions, and to classify the types of claims they make.

A lot of you are saying the same things!

IPAs frequently make the same claims about having “the best”:

- Workforce
- Strategic Locations & Market Access
- Political & Economic Stability
- Tax & Regulatory Environments
- Infrastructure
- Operating Costs
- Economic Conditions
- Social Conditions
- Financial Incentives

Claims About:	% of IPAs Making Claim
Work Force	70%
Location	76%
Stability	27%
Taxes & Regulations	55%
Infrastructure	71%
Operating Costs	33%
Economic Conditions	7%
Social Conditions	52%
Financial Incentives	47%



Examples: educated, skilled, multilingual, large, youthful, etc...

Region	% Making Work Force Claims
North America	78%
Latin America & Caribbean	66%
Africa	49%
Middle East	56%
Western Europe	77%
Eastern Europe	88%
Central Asia	70%
South Asia	64%
Australasia	73%

Examples: strategic location, market access, biodiversity, abundant natural resources, etc...

Region	% Making Location Claims
North America	72%
Latin America & Caribbean	71%
Africa	81%
Middle East	88%
Western Europe	64%
Eastern Europe	79%
Central Asia	80%
South Asia	77%
Australasia	93%

Examples: politically stable,
economically stable, war-free,
etc...

Region	% Making Stability Claims
North America	7%
Latin America & Caribbean	29%
Africa	55%
Middle East	14%
Western Europe	21%
Eastern Europe	28%
Central Asia	60%
South Asia	27%
Australasia	78%

Examples: low taxes, tax incentives provided, member of trade agreement(s), investment friendly regulatory environment, etc...

Region	% Making Tax & Regulation Claims
North America	63%
Latin America & Caribbean	43%
Africa	58%
Middle East	37%
Western Europe	31%
Eastern Europe	70%
Central Asia	100%
South Asia	64%
Australasia	85%

Examples: access to ports, roads, airports, specialized infrastructure, advanced technological infrastructure, etc...

Region	% Making Infrastructure Claims
North America	70%
Latin America & Caribbean	70%
Africa	52%
Middle East	61%
Western Europe	81%
Eastern Europe	81%
Central Asia	60%
South Asia	68%
Australasia	90%

A world map with a textured, orange-to-yellow gradient, centered on the Atlantic Ocean. A dark blue circle is overlaid on the map, containing white text.

**Most
IPA's
Target
The
Same
Sectors**

Many agencies are focusing on the same sectors...



Thailand Emerges as a Leading Regional Aerospace Hub

BANGKOK, Sept. 3, 2013 /PRNewswire/ -- Just 10 years after Thailand's government announced a new investment and incentives policy with the goal to position the nation as a premier aviation hub, the country has quickly become a full-service, high-quality leader in the aerospace industry. Today the aerospace industry contributes approximately \$25.5 billion -- 9 percent of the Thai GDP -- to the economy. The country not only serves major aerospace companies in the areas of aircraft parts production and components manufacturing, but it also provides other functions including maintenance, air transport services, ground-based infrastructure, supply chain activities and other related business areas.

Leading aviation companies such as General Electric Co., Rolls-Royce Co., Michelin, Senior Plc, Triumph Group, Chromalloy, Ducommun Incorporated, Aeroworks, Eurocopter, Driessen and Minebea currently have operations in Thailand, and this sector will continue to grow.

Singapore: Asia's Aerospace Hub

At a Glance

Singapore has achieved a strong reputation as a global air hub. With over 450 accolades, Changi Airport is widely recognised as one of the world's best international airports. Singapore Airlines is also one of the top airlines in the world. Building on our strengths as an air hub, Singapore has developed a leading aerospace industry that includes leading aerospace industry that includes maintenance, repair and overhaul (MRO), manufacturing and other aerospace-related services. In 2013, our industry achieved a record output of over S\$8.7 billion, and employed over 19,800 workers¹.

Today, there are over 100 aerospace companies in Singapore. We possess nose-to-tail capabilities that include airframe maintenance, engine overhaul, structural and avionics systems repair, as well as aircraft modifications and conversion. These core competencies, coupled with our commitment to quality and safety, have made Singapore a recognised one-stop solutions provider for airlines' maintenance and repair needs.

Besides MRO, leading aerospace OEMs and suppliers also carry out a variety of manufacturing activities here. These companies look to Singapore for our focus on science and engineering education and respect for intellectual property. Products manufactured in Singapore include avionics computers, engine fan blades, auxiliary power unit gearboxes, engine casings, engine gears, engine bleed valves, electrical power systems and galley equipment.

Aerospace-related R&D in Singapore has grown significantly over the past few years. The vibrant aerospace R&D landscape in Singapore allows companies to leverage industry-inclined research institutes and universities as well as a growing pool of research talent to enhance their manufacturing and MRO activities through innovation.

¹Source: EDB Research and Statistics Unit



Malaysia to develop Asia's first aerospace hub

BY JOSEPH SIPALAN
DECEMBER 12, 2013



KUALA LUMPUR, Dec 12 — The sky is the new frontier for Malaysia with plans by the Malaysian Investment Development Authority (MIDA) to bring in global expertise to develop the country into Asia's first-ever aerospace hub.

Though the industry is still relatively small - contributing some RM2.8 billion in approved investments over the first nine months of 2013 - the investment authority believes Malaysia is well positioned to pursue the lofty goal.

MIDA chief executive Datuk Noharuddin Nordin said there is currently no country in Asia that can claim to be an aerospace hub despite increased air traffic in the region due to strong growth in international tourist arrivals in recent years.

"Malaysia is very strong in MRO (maintenance, repair and overhaul). We are among the strongest in Asia in the sub-sector," he said today at a press conference.

"For MRO, we've got a lot of major players who have set up operations at Subang airport's old runway. We have GE, Airbus, everyone is here. What we want to do is complete the ecosystem," he added.

A world map with a textured, orange-brown color scheme, centered on the Atlantic Ocean. A dark blue circle is overlaid on the map, containing the text.

**Most Use
the Same
Messaging!**

...with the same messages



Strategic Business Location Between Europe, the Middle East and Russia



Why Bahrain?

A strategic location

Bahrain is the natural gateway to the Gulf

Invest in MALAYSIA



Strategic located

at the heart of ASEAN, Malaysia offers a gateway to a regional market of over 600 million people



WHY INVEST IN BELARUS



1. **Strategically** advantageous location

Possibility to efficiently serve the most high-capacity and quick growing target markets

...with the same messages



FIVE REASONS TO INVEST IN BRAZIL



Booming consumer's market



Strategic geographical position



Good reception of foreigners / Quality of life



Biodiversity



Incentive policies

Why Iraq

- ▶ **Superb strategic location** — a gateway to the region
- ▶ Numerous green and brownfield opportunities across multiple sectors
- ▶ Unmet needs of a diverse domestic market

Why Yemen?

- ⊕ Overview of Yemen
- ⊕ **Strategic Location**
- ⊕ Educated Workforce
- ⊕ Infrastructure

Why invest in El Salvador?

There are seven reasons that make El Salvador an attractive destination for investment:

- Monetary Stability
- **Strategic Location**
- Preferential Access to international markets

Same Messaging



UKRAINE

OPEN FOR BUSINESS



Same Messaging

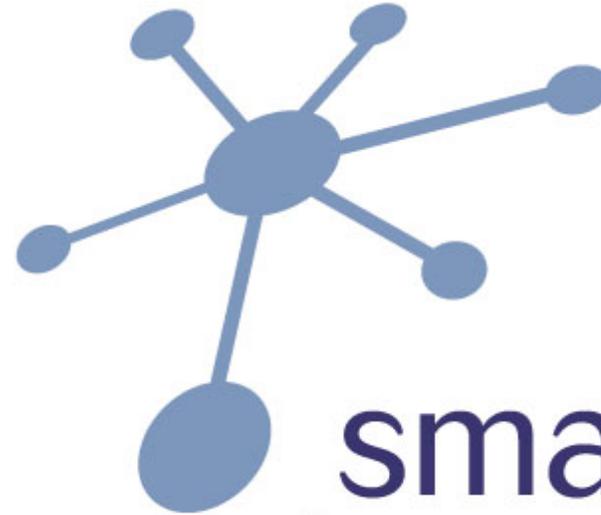


A world map with a textured, orange-to-yellow gradient, centered on the Atlantic Ocean. A large dark blue circle is overlaid on the map, containing white text.

**Everyone
Jumps On
The Same
Industry
Buzzwords!**

Industry Buzzwords





smartcity
barcelona

Shaikh Mohammad announces Smart City project to transform Dubai

Project to link city administration, public safety, education and health care sectors

amsterdam
smart
city

India's push for 100 smart cities has tech firms scrambling for contracts

By Saritha Rai July 31, 2014, 3:20 PM PST // [Twitter](#) SarithaRai

As India looks to build smart cities to boost economic development, global tech firms, including IBM and Cisco, vie for a slice of the action.

China is keen to build **Smart Cities** and the industry will enjoy more policy and investment support

China has about 500 smart city pilot projects, the highest in the world. The country aims to nurture 100 new smart cities from 2016 to 2020

Updated: Feb 20, 2018, 04.44 PM IST



Bulgaria Backs New Chinese **'Smart City'** Near Sofia

The large-scale Saint Sofia development which is being implemented by Chinese-owned company Bulgarian Development Holdings Limited, BDHL., will benefit from a number of state-guaranteed incentives for a three-year-project. The total amount of investment is planned to reach around (around 750 million euros), creating 1,850 new jobs.

August 9, 2017, Wednesday

A world map with a dark blue background and orange landmasses. A dark blue circle is overlaid on the map, containing the text 'Does This Matter to Investors?'.

**Does
This
Matter
to
Investors?**

Conway surveyed hundreds of corporate investors and site consultants.

- **0% said a “Smart City” designation was a “critical” location factor.**
- **Only 9% said “Smart City” was an “important” location factor.**

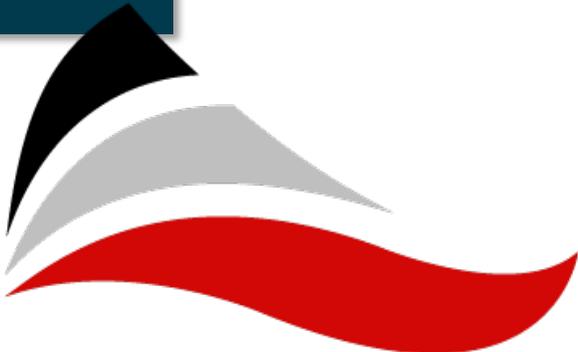
There is no universally accepted definition of a smart city. It means different things to different people, and varies from city to city and country to country.

A smart city would have a different connotation in India than, say, Europe. Even just within India, there is no one way of defining a smart city.

So what are you advertising?

A stylized world map in orange and white, centered behind a large dark blue circle containing text.

**IPA's Across The
World Make
Bold, Often
Unsubstantiated
Claims.**

A decorative graphic consisting of three curved, overlapping shapes in black, grey, and red, resembling a stylized flag or sail.

INVESTE **SÃO PAULO**

*Agência Paulista de Promoção de
Investimentos e Competitividade*

Number 1 state in Brazil

Number 1 in economic development

Number 1 in consumer market

Number 1 in strategic location

Number 1 in infrastructure

Number 1 in human capital

Number 1 in innovation

Number 1 in quality of life

Number 1 for funding sources

Number 1 in incentive policies

Number 1 in tourism and events

Bold Claims: Best Place for Business



Bold Claims: Business Heaven



North Rhine-Westphalia



THE BEST INVESTMENT LOCATION IN GERMANY!



GHANA

Investment Haven

The **best place** to do business in West Africa

INVEST IN MACEDONIA New Business Heaven in Europe

- ✓ LOWEST FLAT TAX ON PROFIT 10%*
- ✓ LOWEST FLAT TAX ON INCOME 10%*
- ✓ TAX ON REINVESTED PROFIT 0%
- ✓ FAST COMPANY REGISTRATION 4 hours
- ✓ ABUNDANT & COMPETITIVE LABOR €370/mo average gross salary
- ✓ FREE ACCESS TO LARGE MARKET 650 million customers**
- ✓ MACROECONOMIC STABILITY 3.1% inflation
- ✓ EXCELLENT INFRASTRUCTURE Wi-Fi country
- ✓ EU & NATO CANDIDATE COUNTRY



INCENTIVES IN FREE ECONOMIC ZONES AND TECHNOLOGY PARKS:

- 10 year tax holiday
- 50% reduction on personal income tax
- VAT and customs duty exempt
- Infrastructure benefits
- Special incentives for global brands



*As of 2008, 12% in 2007.
**FTAs with 27 EU and 13 other European countries.

For more information visit: www.investinmacedonia.com
or contact us at: ++389 2 3100 111; fax ++389 2 3100 110
e-mail: fdi@investinmacedonia.com

Bold Claims that are patently false.



AGÊNCIA PARA A PROMOÇÃO
DE INVESTIMENTO E EXPORTAÇÕES
DE ANGOLA



HOME APIEX ANGOLA INVESTMENTS EXPORTS LEGISLATION MEDIA CONTACTS 

GOVERNMENT

The Republic of Angola is governed by a multi-party democracy.

The first Constitution of the country was drawn up in 1975, when the country became an independent state and was first reviewed in 1992. The official document of the Constitution was updated in 2010.

After about 30 years of civil war that ended in April 2002, Angola is now one of the States of the African continent with more political stability. The country was ranked by the Business Monitor International, among 10 countries evaluated, as the 2nd African state with the best political risk index.

The Angolan government acts through 33 ministries organized into four main lines of action: State administration, infrastructure, Production and Social Sector.

The World Bank continues to rank Angola in the **bottom 1/3** for political stability and absence of violence/terrorism, and *The Economist* has labeled them a “**very high risk**” country for political instability and social unrest.

In our survey of corporate decision-makers and site consultants, the one key thing they said they looked for over and over again is:

DATA!

Nearly every one said they paid little attention to the bold claims if there wasn't easily accessible data to back them up.

INVEST IN HOLLAND



CONTACT US SEARCH NEWS MENU



Home • Workforce

Highly Skilled, Productive and Multilingual Workforce

Very few places in Europe compare to the Netherlands for sheer volume of highly educated and skilled workers. The Dutch higher education system graduates a steady stream of quality candidates with the skills and attitudes to meet today's business demands. Plus, 90% of the Dutch population is fluent in English—the primary business language in the Netherlands—and a higher percentage speaks German and French than their counterparts elsewhere.

A model of efficiency and dedication, the Dutch workforce sets the pace for European productivity in a wide range of capabilities—from entry level to senior executive. Very little time is lost to labor disputes or labor relations compared with Europe as a whole and the cost of labor is highly competitive.

Labor Market

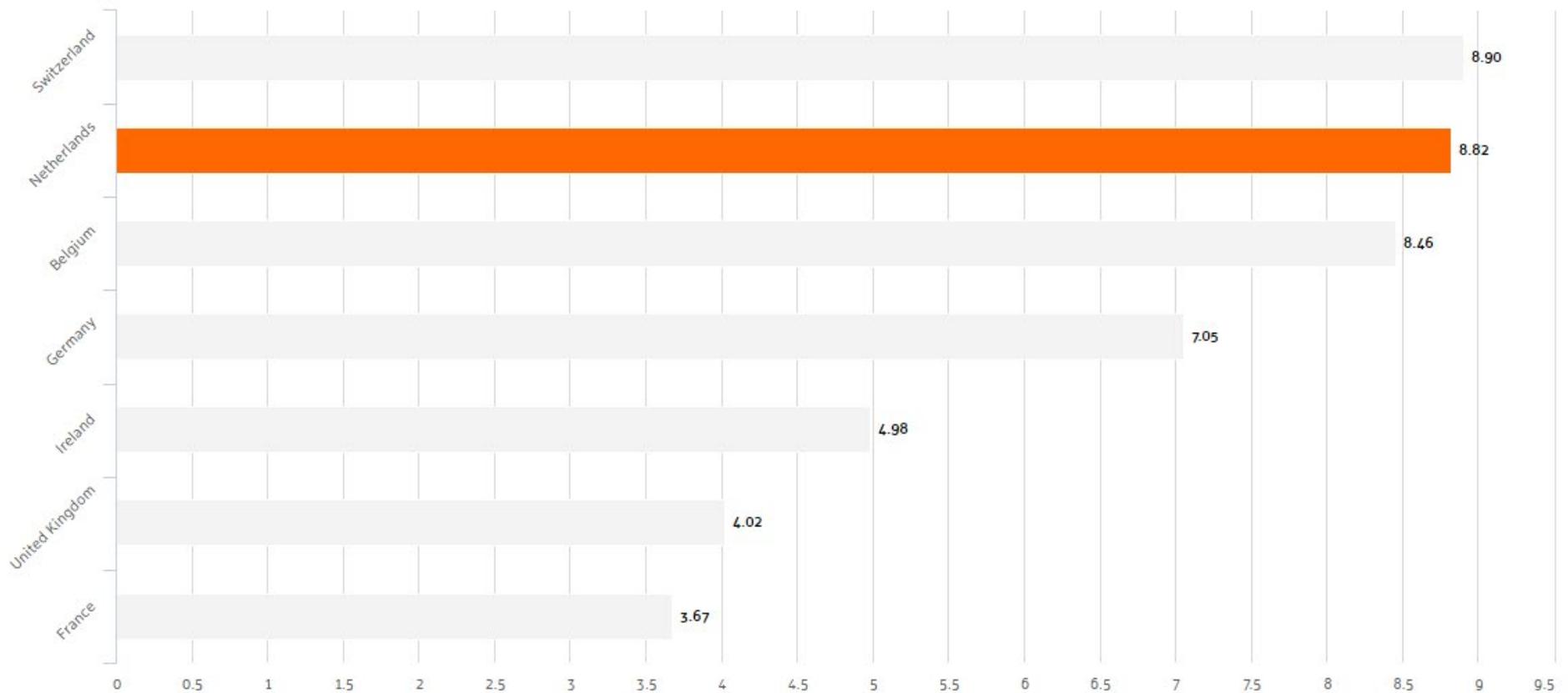
The Dutch labor market is comprised of highly skilled, multilingual, business-savvy workers ready to meet the demands of international business needs.

“Labor relations and government relations are constructive and pragmatic in the Netherlands.”

Marcel Smits
CFO, Cargill

Language Skills

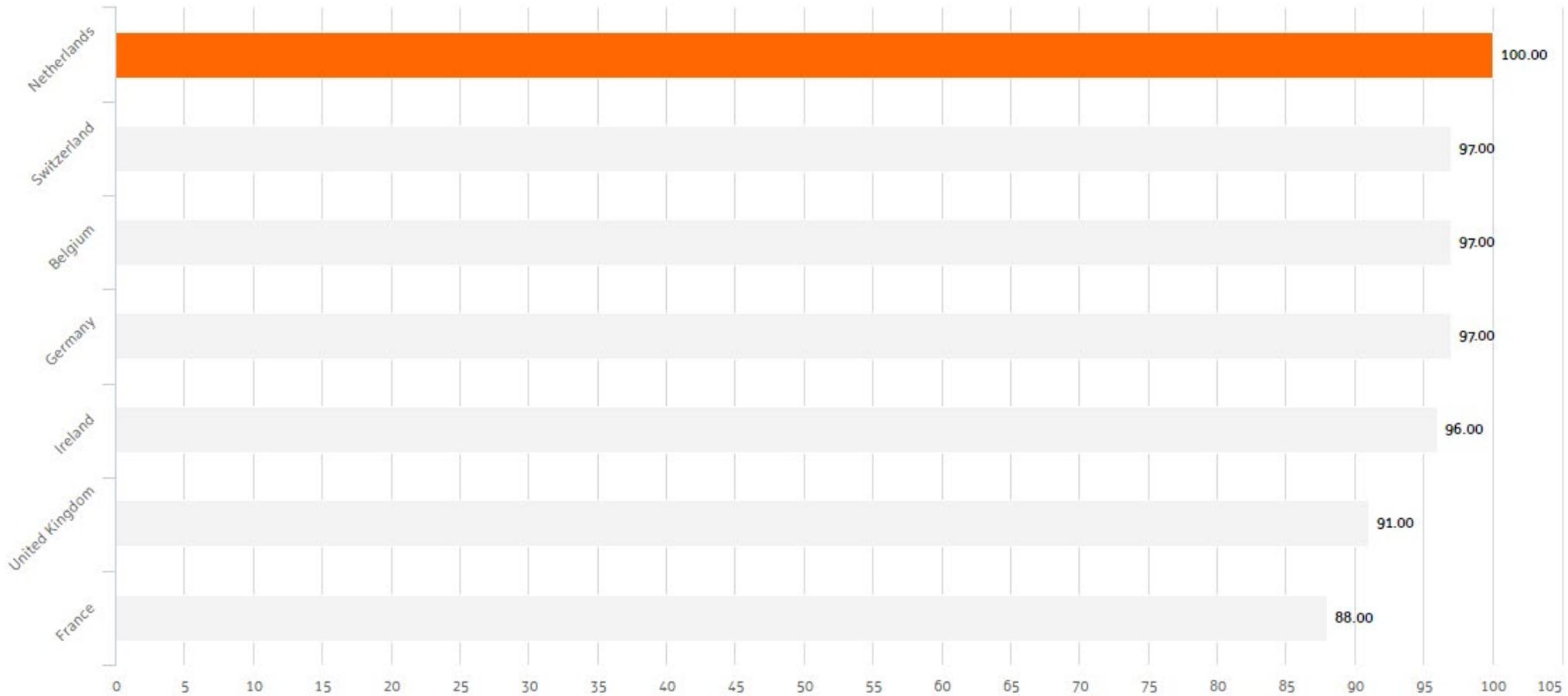
Language skills are meeting the needs of the enterprises



Source: IMD WCY 2016 (Western European countries)

English Proficiency - TOEFL

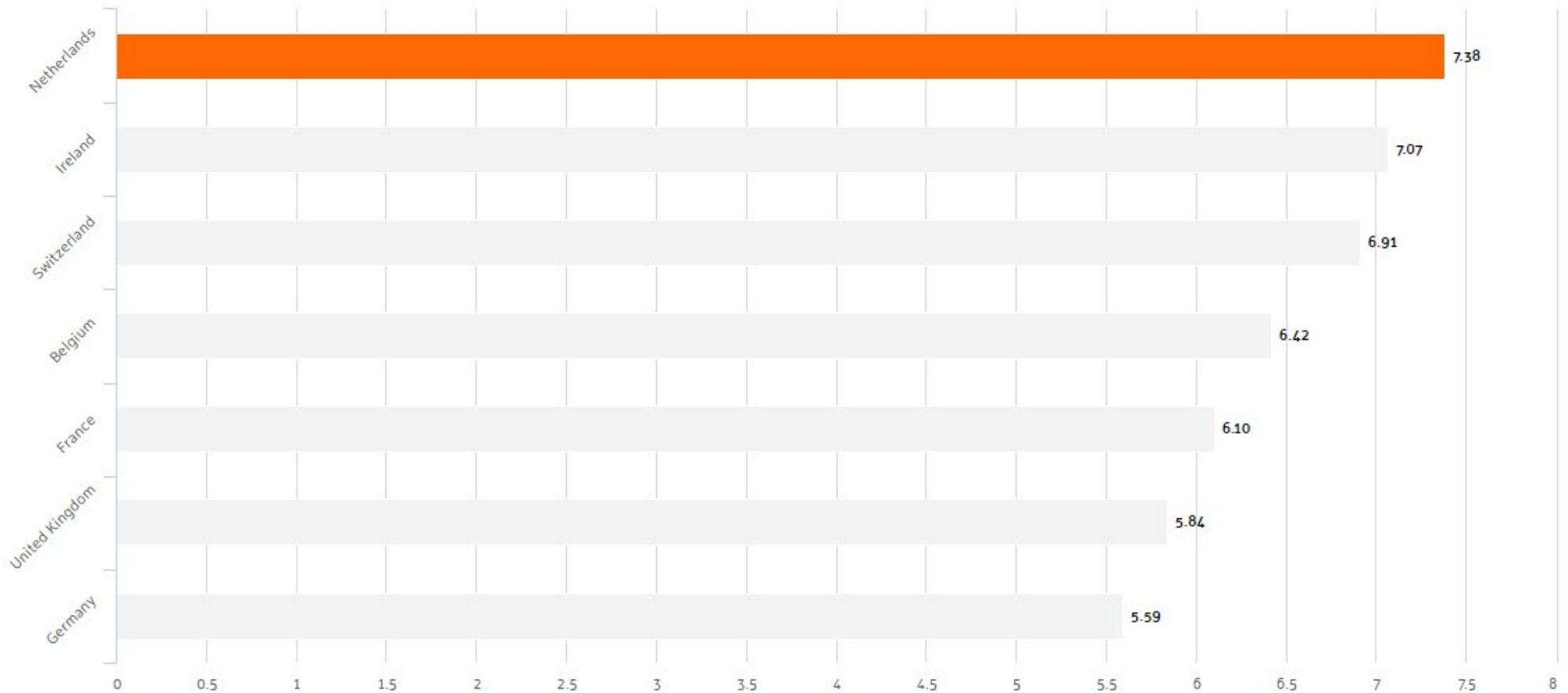
TOEFL scores



Source: IMD WCY 2014

Skilled Labor

Skilled labor is readily available



Source: IMD WCY 2016 (Western European countries)



Best Small Cities to Start a Business – WalletHub

April 18 2017 - 1:45 pm



Utah has 5 cities in the top 30! Size matters when choosing a city in which to launch a startup. As many veteran entrepreneurs – and failed startups – understand well, bigger is not always better. A city with a smaller population can offer a greater chance of success, depending on an entrepreneur's type of...



Utah #1 Economic Outlook – Rich States, Poor States

April 18 2017 - 1:38 pm



Utah is currently ranked 1st in the United States for its economic outlook. This is a forward-looking forecast based on the state's standing (equal-weighted average) in 15 important state policy variables. Data reflect state and local rates and revenues and any effect of federal deductibility.



Utah #1 Best State for Employment – U.S. News

March 13 2017 - 4:58 pm



Employment holds 30 percent of the weight in ranking the Best States for economy. This subcategory evaluates three major metrics: unemployment rate, job growth and labor force participation rate. While the labor force participation rate measures the percentage that is either employed or actively looking for a job, the unemployment rate delves deeper to measure...



Utah No. 1 State for Business – 24/7 Wall Street

February 17 2017 - 8:51 am



Utah is this year's best state for business. The state's labor market and regulatory climate are particularly business friendly compared to other states. Utah's working-age population is projected to grow by more than 20% between 2010 and 2020, far greater than the comparable projected growth nationwide of less than 5%. Businesses are constantly looking for...

DOWNLOAD | PRINT | SHARE



Performance Highlights



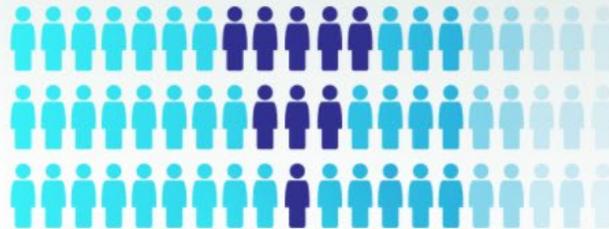
Recent Employment Growth

199,877 up 6.6%
Total Employment

18,627
Job Gains

(6,785)
Job Losses

11,842
Net Jobs



Employment in IDA Ireland client companies at highest level on record. 2016 marks **second** year of record growth.

2016 Client Employment

Job Gains

18,983

18,627

Job Losses

-7,150

-6,785

Net Jobs

11,833

11,842

Total Employment

187,056

199,877

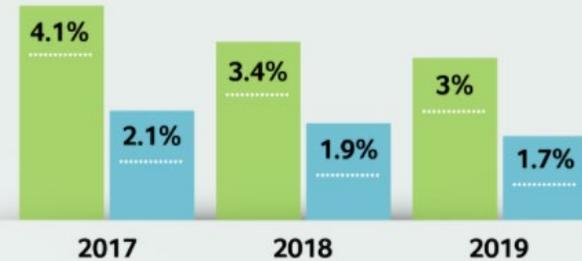
Results 2015

Results 2016

spending between 2017 and 2021.

Real GDP Growth Rate

National and International forecasts predict continued strong GDP growth into 2018.



Source: IMF World Economic Outlook, October 2017

Ireland EuroArea

FDI Continues to Grow Strongly

- + In the face of global economic & political uncertainty Ireland remains a stable, competitive, secure, pro-business economy.
- + Same **high level of investments** secured as this time last year at 114.
- + Multinationals make a significant contribution to the Irish Economy;

10%
of total
Employment
in Ireland
(2016)

64%
of Exports
(2016)

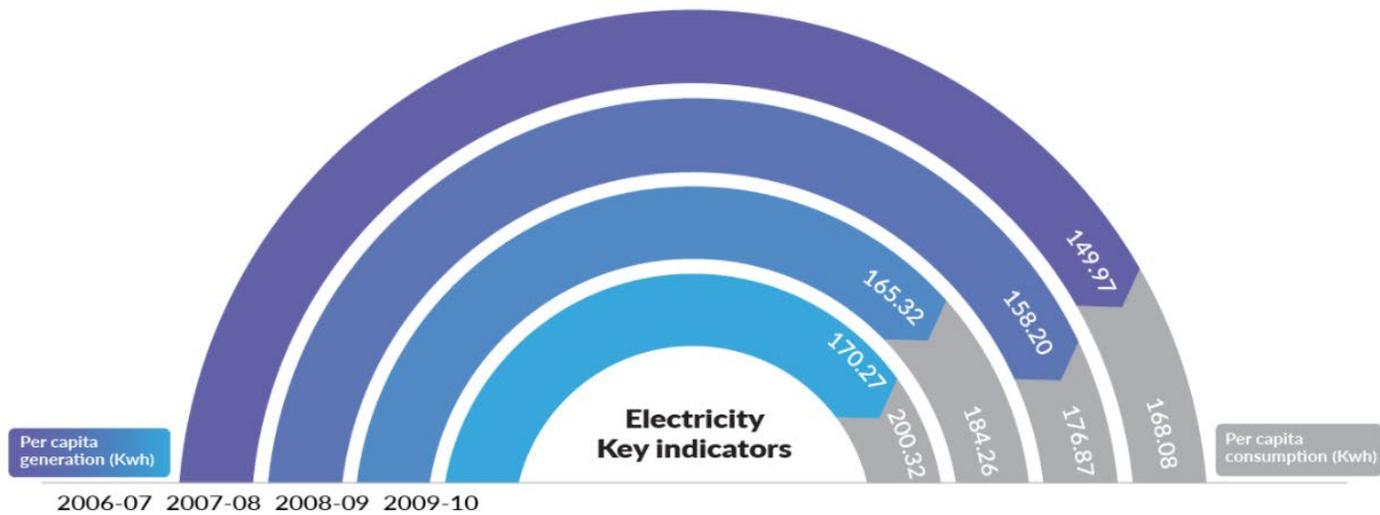
80%
of Corporation Tax
(2015)

65%
of R&D
Investment
+ 14,000 R&D staff
(2015 & 2016)

€18.7bn
annual spend in Irish
Economy on payroll,
materials and services
(2015)

€5.5bn
invested annually
in capital projects
(2015)

Annual report 2009-10
Bangladesh Power Development Board



- **Growing competition for all types of projects**
- **New and increasingly professional competitors**
- **Difficult to differentiate your location**
- **Strong stakeholder pressure to perform**
- **Greater demands from companies**

**“If you can’t explain
it simply, you don’t
understand it
well enough.”**

-Albert Einstein

**“The essence of
genius is
simplicity.”**

-Stan Richards

What are your unique Value Propositions

Value Propositions:

- Describe your location's advantages to a potential investor from a particular sector.
- Differentiate the location and position it relative to its competitors.
- Provide a clear benefit to the company.
- Need to be clearly articulated, convincing and credible.
- Should ideally also contain a unique selling point (USP).
- Require in-depth knowledge of both target sectors and the location itself.

How to Create a Value Proposition:

- Avoid generic formulations
- Focus on “benefits” rather than “features”
- Put statistics into context
- Highlight success stories and real examples
- Reflect sector knowledge and understanding of investment drivers

Best Practice

DATA CENTER SITE PORTFOLIO



[Greenfield >10 ha](#)



[Greenfield <10 ha](#)



[Brownfield](#)



[Rockshelter](#)

NATIONAL INVESTMENT ASPECTS

POWER



CONNECTIVITY



WHY SWEDEN?

1. Low and reliable electricity prices
2. Power supply is 100% green
3. Extremely robust electricity grid & infrastructure
4. Power production surplus
5. Excellent communications infrastructure
6. Attractive corporate, real estate and investment tax schemes
7. Outstanding engineering and ICT skills
8. Favorable climate for free cooling
9. Accelerated due diligence and site selection
10. Security & stability - political, economical, physical

Highlights

- The proposition is tailored to the needs of a clearly defined sector
- It reflects an understanding of that sector's requirements
- It covers several points
- It includes at least one USP

Creating Value: Copenhagen Capacity and Cisco

Nov. 2012



Copenhagen Capacity finds article on Cisco's activities in the area of smart parking applications. Agency contacts company directly to set up a meeting.

January 2013



Copenhagen Capacity visits Cisco in San Jose, CA with the Mayor of Copenhagen. Targeted meeting with the head of a specific parking project.

March 2013



5 people from Cisco Global Smart City team visit Copenhagen for 2 days, meet all relevant stakeholders and develop a list of potential projects.

Sept. – Dec. 2013



Two test projects are rolled out in Copenhagen (airport and central rail station).

Jan. – May. 2014



Copenhagen Capacity supports Cisco to negotiate MoU with three municipalities and other stakeholders. MoU signed in May 2013.

May & Oct. 2014



Cisco's Chief Global Globalisation Officer visits Copenhagen to sign MoU and speak at Green Growth Forum (invited by Copenhagen Capacity).

December 2014



Cisco features Copenhagen (and Copenhagen Capacity) in its 30th anniversary promotional video.

Ongoing

COPENHAGEN
CAPACITY

Discussions about expanding Cisco's presence in Copenhagen and relationship with Copenhagen Capacity (e.g. joint events).

- Results:**
- New highly skilled jobs (4 in 2013, 20 in 2014, 40 expected over the coming 2 years)
 - Potential new investments by Cisco's partner companies
 - Promotion for Copenhagen as leading Smart City
 - Support for Copenhagen Capacity's activities

- Success Factors:**
- Targeted investment attraction in defined sector
 - Creation of a focused and compelling value proposition
 - Continuous, proactive engagement with multiple contacts and search for mutual benefit
 - Long-term, relationship-based approach

In Conway's survey of of corporate investors and site consultants, these were the top five ways they said an IPA should get there attention:

- 1. A face-to-face meeting, either in their offices or at an event.**
- 2. Invitation to a site tour.**
- 3. Creative advertising/ promotional outreach.**
- 4. A scheduled phone call with a clear agenda.**
- 5. Engage the research team.**

In Conway's survey of of corporate investors and site consultants, these were the least effective ways get their attention:

- 1. Unsolicited email blast.**
- 2. Unscheduled cold call(s).**
- 3. Mailings of standard promotional material.**

Be ready in advance with comprehensive and current data

- **Inventory of sites and buildings**
- **Clearly defined process for getting a project up and running**
 - **All requirements at every level of government (federal, state/provincial, local)**
 - **Have relevant case studies available for different types of facilities**

Clear explanation of infrastructure

- **Transportation – road, rail, water, air, ports, intermodals, etc.**
- **Utilities—gas, electric (including renewable source options), water, sewer, telecommunications - capacities and costs, including tap-in fees or other one-time costs.**
- **Comprehensive and clear guidance on all types of taxes or fees – have resources available such as local service providers who can answer questions about tax regimes and structures.**
- **Current and trend labor market data**
 - **Labor force size, participation, skills, demographics, etc.**
 - **Labor draw areas by wage level**
 - **Labor productivity by industry**
 - **Rates of turnover, tardiness, absenteeism by industry and occupation**
 - **Workforce development resources**

Incentives

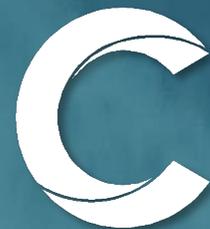
- **Easy to understand information about all types of assistance/inducements that may be available**
 - Tax, financial, grants, workforce development, accelerated permitting, infrastructure, wage or other subsidies.
 - Note which programs are formula driven and which may be discretionary or negotiable.
 - Clear guidance on minimum project requirements and every step of the process required for each program and the likely timeline.
 - Clawback provisions
 - Compliance reporting requirements
- **Provide examples of a variety of projects and how programs were structured and the true value to the company.**

Be honest about strengths and weaknesses. Be prepared to clearly explain how weaknesses are being addressed and when the problems will be fixed.

Be available and responsive. Follow up on requests for additional info as soon as possible, but ideally always within 24 hours.

- **Be culturally aware. Provide information in the style the audience will likely be most comfortable with. E.g., don't round numbers for Japanese owned companies, don't miss deadlines for German owned companies, don't trust Google Translate!**





CONWAY

Best Practices -- Advertising

**“Good advertising
doesn’t just circulate
information. It
penetrates the public
mind with desires
and belief.”**

-Leo Burnett

*From Mediaspace Solutions

- 1. Use a Powerful Headline**
- 2. Don't Get Fancy**
- 3. Your Ad Must Have a Unique Selling Proposition**
- 4. Get to the Point Fast**
- 5. Get Over Yourself**
- 6. Tell The Reader What to Do**



Follow your instincts:
Invest in Germany.

Home to the father of the Quantum Theory, the inventors of the automobile, and the MP3 format - and the creator of your next big product? Germany's system of universities and innovation centers is the largest in Europe. Want to learn more about the Land of Ideas? claudia@invest-in-germany.com www.invest-in-germany.com

Invest in Germany,
boys!

With one of the world's most secure business climates, a highly educated workforce, and a commitment to innovation, Germany provides you with the perfect climate for a successful business. Learn more about the Land of Ideas. claudia@invest-in-germany.com www.invest-in-germany.com



Invest in
Germany
●●●●●●●●
Land of Ideas



Invest in
Germany
●●●●●●●●
Land of Ideas



Come on over to my place.

With one of the world's most improved business climates, Germany is the world champion in exports and Europe's leader in patenting new technologies. And yes, we'll make you breakfast in the morning. Want to learn more about the Land of Ideas? claudia@invest-in-germany.com www.invest-in-germany.com

Invest in
Germany
●●●●●●●●
Land of Ideas

Follow your instincts:



Come on over to my place.







THE G-SPOT OF EUROPE

* st. Anne's church







Come on down and look us over



★ Come on down and look Memphis over. See President's Island in the amazing new Memphis Harbor and Industrial Area. This \$50,000,000 development, within the city limits, is providing Memphis with a flood-free, current-free harbor on the Mississippi River with approximately 7,800 acres of level industrial sites having direct access to low-cost water transportation. All sites served directly by main line trackage. A modern Public River-Rail-Truck Terminal provides for transfer of cargo directly from barge to rail or truck. This is by far the greatest development of its kind on the entire Mississippi River. It is part of the tremendous industrial development of Memphis—which is now the largest distribution center in the South, and 10th largest in the nation. Write for full information to our Industrial Department.



Memphis
*New Harbor
and
Industrial
Area*

MEMPHIS CHAMBER OF COMMERCE, Memphis, Tennessee

“It is not the critic who counts; not the one who point out how the bold stumble. The glory belongs to those, who, at the worst, if they fail, at least fail while daring greatly.”

-Teddy Roosevelt





**“The definition of
genius is taking the
complex and
making it simple.”**

-Albert Einstein



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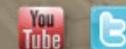
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FLORIDA – THE PERFECT CLIMATE FOR BUSINESS.



PEOPLE POWER

The strength of Florida's workforce lies not just in numbers, but also in depth and diversity. Florida's nationally renowned universities are producing some of the best-prepared graduates in the country and high-tech industries continue to attract educated, innovative talent. **So the future of Florida's workforce looks even brighter.**

As the **4th largest economy in the U.S.** with a highly skilled workforce of 9 million, **Florida is an economic super-state.** Hot on the heels of California, Texas and New York in terms of size. And gaining. Fast. In fact, Florida's **\$777-billion GDP** ranks higher than that of Switzerland, Saudi Arabia and Argentina. Florida has been known for its wonderful weather and thrilling theme parks. But what business opinion leaders and corporate executives across the country are already discovering is what the rest of the world is about to find out.

Florida is powerful, diverse and business-friendly.

And the momentum is building. Florida's population now tops **19 million residents**, with four metropolitan areas home to more than one million residents — more than New York.

Florida has the **#1 infrastructure in America** and one of the **top talent pipelines.** And yes, Florida is still a tourism powerhouse, with 90 million visitors drawn to the ideal weather, natural beauty and exciting attractions every year.

Net result, when you combine business and lifestyle factors, Florida ranks **#1 as the best place to live, work and visit.** Ahead of California. Ahead of Texas. Ahead of New York.

AMERICA'S #1 INFRASTRUCTURE.

With 15 deepwater seaports, 19 commercial airports, nearly 3,000 miles of freight rail track, 12,000 miles of highway and even two spaceports, Florida has the unique ability to **get your products and services ANYWHERE** they need to go. Fast.

YOUR GATEWAY TO WORLD COMMERCE.

Surrounded mostly by water, Florida seems borderless — as open to the rest of the world as it is to neighboring states. In fact, Florida is the 2nd largest foreign trade zone in the U.S. and ranks 3rd in high-tech exports.

And one out of every five U.S. companies exporting products abroad is based in Florida.

GROW YOUR BUSINESS IN THE SUN.

Chief Executive Magazine ranked Florida the **#2 best state for business.** The Tax Foundation named Florida the **#1 tax climate in the Southeast.** Consider that Florida also has the country's 3rd lowest private sector unionization rate and is working to reduce burdensome regulations. It's clear that it just **costs less to do business in Florida.** A lot less.



MORE THAN THESE PARKS.

Florida's red-hot tourism industry brings in \$70+ billion each year. With no decline in sight. A fact that businesses love. But Florida is far from being a one-trick pony.

Florida ranks 3rd in the U.S. for the number of high-tech companies, with nearly **26,000 high-tech businesses** calling the state home. These companies employ **280,000 high-tech workers**, ranking Florida 5th in the nation. And in 2012, Florida exported more than \$16 billion in high-technology products.

MOVE TO THE PERFECT CLIMATE FOR BUSINESS AND LIFESTYLE.

No matter what products you sell or what services you offer, Florida has a secure economy you can build your business on. Whether it's the **educated and ambitious workforce, easy access to international markets** or the **impressive consumer base** — business leaders worldwide are noticing great things about Florida.

Like Florida's **0% personal income tax** and how moving to Florida is like giving yourself and every employee a raise — without spending a dime.

"Working in Florida is like finding two hours a day," said one recent transplant. It's that amazing lifestyle — paired with an ideal business climate — that makes Florida the perfect location to expand your business.

Florida is the only place you can start the day watching the sunrise over the Atlantic and wrap it up admiring the sunset over the Gulf — with plenty of time to do business in between.

"People work their whole lives to end up in Florida," said one out-of-state executive, **"Why wait?"**

There's never been a better time to take advantage of everything that Florida has to offer. Your business can further succeed in the Sunshine State. **Consider Florida. The perfect climate for business.**



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INVEST WINDHOEK



Windhoek, the city that works for investors, is one of the most competitive cities in Africa. The city is the centre of government and industries and the commercial hub for most of the main economic activities in the country.

It's Namibia's financial centre, and hosts head offices of all commercial banks and insurance companies including all foreign missions.

Its strategic location makes it the gateway to all regions in Namibia and beyond, which also offers access to the Southern Africa Development Community member countries. Windhoek is the home to the University of Namibia, University of Science and Technology, and International University of Management.

The city furthermore hosts many multi-national companies such as Coca Cola, Hilton Hotel, Walmart, BMW, Bidvest, Toyota, Volkswagen Ford, Mercedes, Barloworld, FedEx, DHL, EY, PriceWaterHouse, Toshiba, Samsung, etc.

Windhoek Demographics

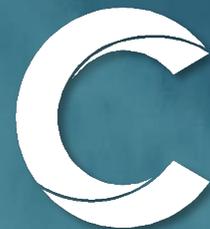
- 3rd largest city in the world by area : 5,133.4 km²
- Population : 330 000 (NPC, 2011)
- Population growth : 4.3% (Namibia 2.6%)
- Households : 90 000 (NPC, 2011)
- Windhoek contributes 45% to national GDP
- CCTV Camera system in place in Central Business District
- Most populous city in the country
- Property rights protection
- Trainable and ample supply of labor
- Cleanest City in Africa
- Most youth in the country live in Windhoek

Windhoek Economic Sectors

- Agra-Meat Processing
- Conferencing
- Mining and Construction
- Wholesale & Retail
- Financial & Postal Services
- Manufacturing
- Professional Services
- Tourism and Entertainment
- Transportation

For all investment queries:

Manager: Economic Development
City of Windhoek
PO Box 59, Windhoek, Namibia
Email: Zurilea.Steenkamp@windhoekcc.org.na



CONWAY



In Summation

What are the key takeaways from this session?

1. Don't be like every other IPA. Know your strengths, and don't bold claims you can't back up.
2. Know the sectors in which you're truly competitive, and don't waste time chasing others. Remember – the industry doesn't judge you by the deals you failed to land. They judge you by the ones you landed and failed to support.
3. Have the data, all of it, and allow your prospects to access it confidentially.
4. Create your brand, and ensure all your advertising and marketing is consistent and unique.
5. Get out and meet your prospects!! There is no substitute for meeting the people you want to do business with face to face. Remember – companies don't make decisions – people make decisions. Make it personal for them!

Thank you for your attention!



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