



CONWAY



**Multipliers**

## Presentation Focus On ...

**Why**

**30%**

**How**

**70%**



## Why Multipliers

**It takes fewer resources to identify projects through a multiplier than it does to identify a project by qualifying companies.**



# Why Multipliers



There are nearly **15,000** IPA's in the world. All competing for an estimated **12,000** projects per year.

In 2017, there were **739** global projects with **500+** employees.

Multipliers can help bring a **HUGE** task down to scale.

**\*source Conway Analytics**



## Why Multipliers

**Having a good relationship with one multiplier is like having a good relationship with 50 or 100 companies.**



## Who are Multipliers

**Business Advisors**

**Tax Consultants**

**Site Consultants**

**Law Firms**

**Business Strategy Consultants**

**Industry Analysts**



# Who are Multipliers

## Business Advisors

### Law Firms

# THE WALL STREET JOURNAL.

[Home](#) [World](#) [U.S.](#) [Politics](#) [Economy](#) [Business](#) [Tech](#) [Markets](#) [Opinion](#) [Life & Arts](#) [Real Estate](#) [WSJ Magazine](#)



Wal-Mart to Raise Minimum U.S. Wage to \$11 an Hour



Why You Won't Stop Getting Junk Mail



U.S. vs. AT&T: A Court Fight Over Future of TV



VIDEO  
Inside Amazon's Quest for Global Domination

### BUSINESS

## Mercedes-Benz Moving U.S. Headquarters to Atlanta

Daimler's U.S. Luxury Car Offices Have Been Based in New Jersey Since 1972



## Who are Multipliers

# Project Support Organizations

**Banks**

**Commercial Real Estate Firms**

**Engineering & Construction Companies**

**Architects**

**Developers**

**Tax Structure**

**Incentives**

**Utilities**

**Regus Offices**





Who are Multipliers

# Project Support Organizations

## Banks





## Who are Multipliers

# Affinity Groups

Industry Groups & Trade Associations

Diaspora Networks

Trade Show Organizers

Chambers of Commerce

Alumni Networks

Embassies & Consulate (Foreign IPA's)



## Who are Multipliers

# Affinity Groups

## Diaspora Networks



**INVEST IN DENMARK**





Multiplier Programs Are About...

# Farming vs. Hunting

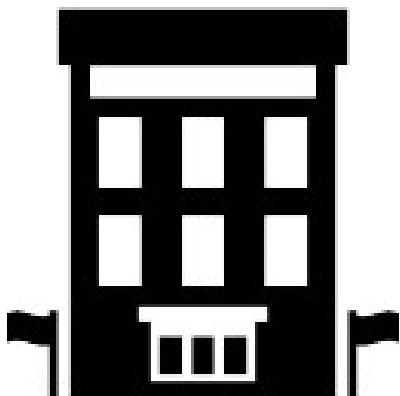


Multiplier Programs Are About...

# Networking & Building Relationships



# Different Approaches and Definitions



# Multiplier Targets



Multipliers such as banks, law firms, and tax consultants.



Multipliers such as banks, law firms, tax consultants, and corporate contacts.

# There is No Cookie Cutter Approach



**Define targets and a program that works for your jurisdiction and your organization's strategic priorities.**



Where to start

# Getting Started

## Where to start



In government, we like to measure the ROI on everything.

**ROI / ROTPI = Return on Tax Payer Investment**





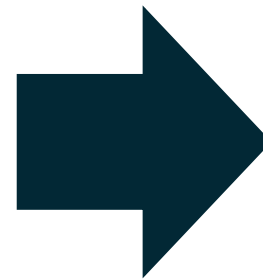
Where to start

# Define Your Multiplier Targets



## Focus on Category of Multipliers

**Deep  
Dive**



**Site  
Location  
Consultants**



## Site Consultants

On average, projects involving a site consultant...

Have **2X** the capital expenditure of projects not involving a multiplier

Have **3X** the number of jobs

Are **greenfield** or **headquarter** projects

**32%** of projects break ground within 1 year

**56%** of projects break ground with 2 years



## Site Consultants

**2017-2018 739 projects with 500+ employees**

**Estimate that between 37% and 45% of them involved a site consultant**

**Site consultants are more prevalent in the North America**

- **Complexity of the incentive and tax structures from state to state**
- **Variables in other location critical factors**

**Site consultants numbers are increasing in Europe, as companies realize the impact on cost savings and long-term value this due diligence brings**

# Where to start



## Organize yourself

**-Which multiplier groups are you targeting?**

**-Which industry sectors are you targeting?**

**-Identify the core assets in your jurisdiction?**

**-Identify what makes your jurisdiction different?**





# Where to start

## **Industry Sectors**

Will help you with identifying who you should target

## **Core Assets and Differentiators**

What you are going to say to the site consultants



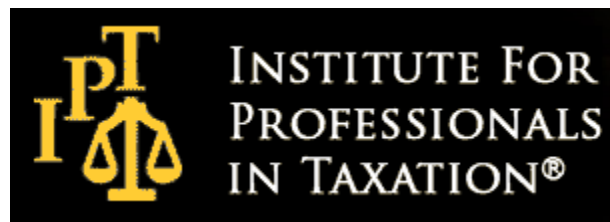
# Finding the Site Consultants

- **Buy a list**
  - EcoDev Directory
  - DCI
  - IEDC
- **Do research**
  - Site Selection Directory
  - Site Selectors Guild
  - Major Commercial Real Estate Firms
  - Industry Publications
    - Site Selection
    - Area Development
  - Location Factor Studies
    - KPMG Competitive Alternatives

# Finding the Site Consultants



Attend trade shows and events they attend



# Recommendation

**Don't move forward without a CRM or a plan to manage your data.**





## Engaging with Site Consultants

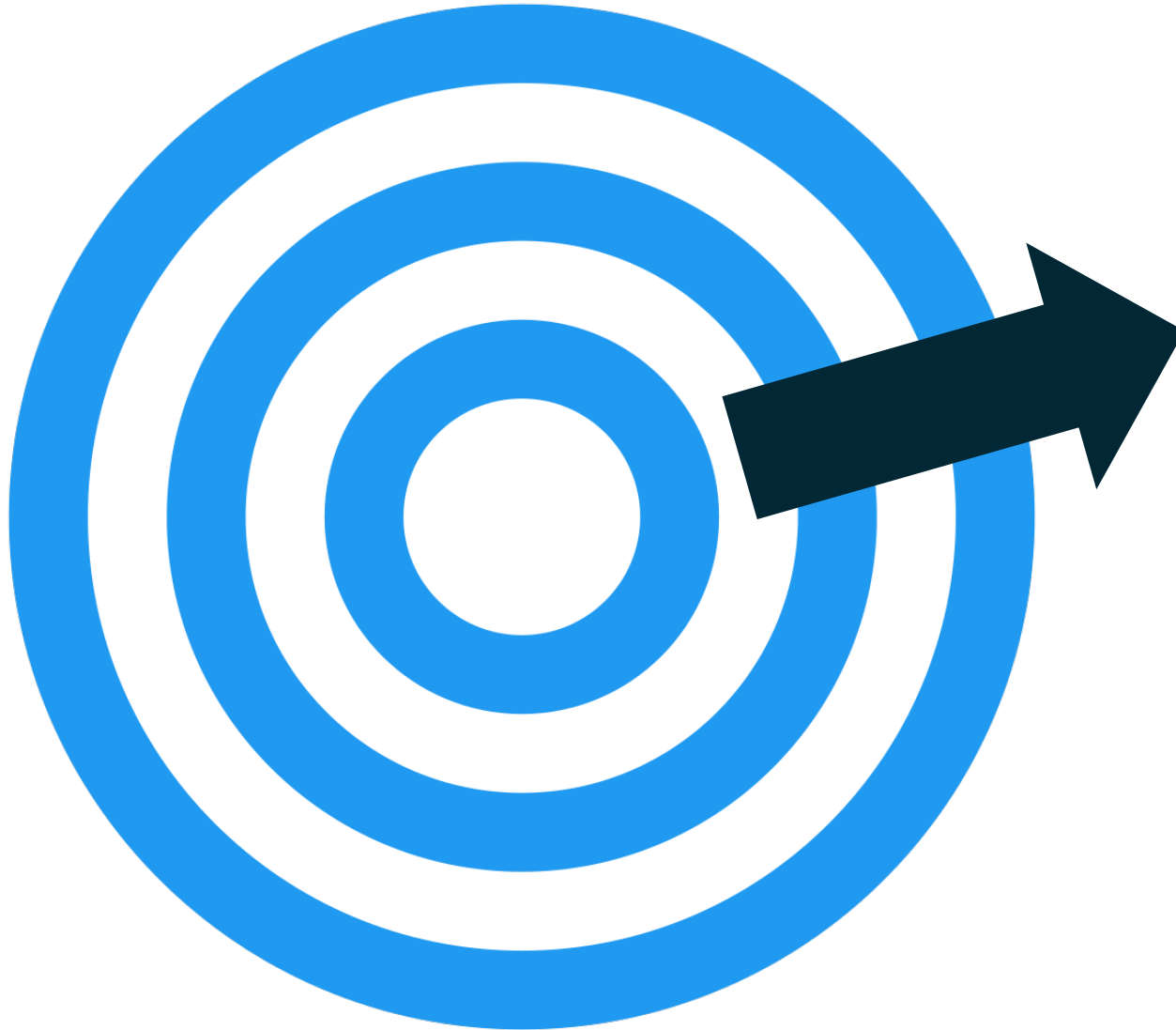
**Develop a list of your TOP 200 Site Consultant targets and focus your outreach on these TOP 200 contacts.**

## Where to start



**Start locally –  
assess which  
assets you have  
within a 3-hour  
drive radius**

## Where to start

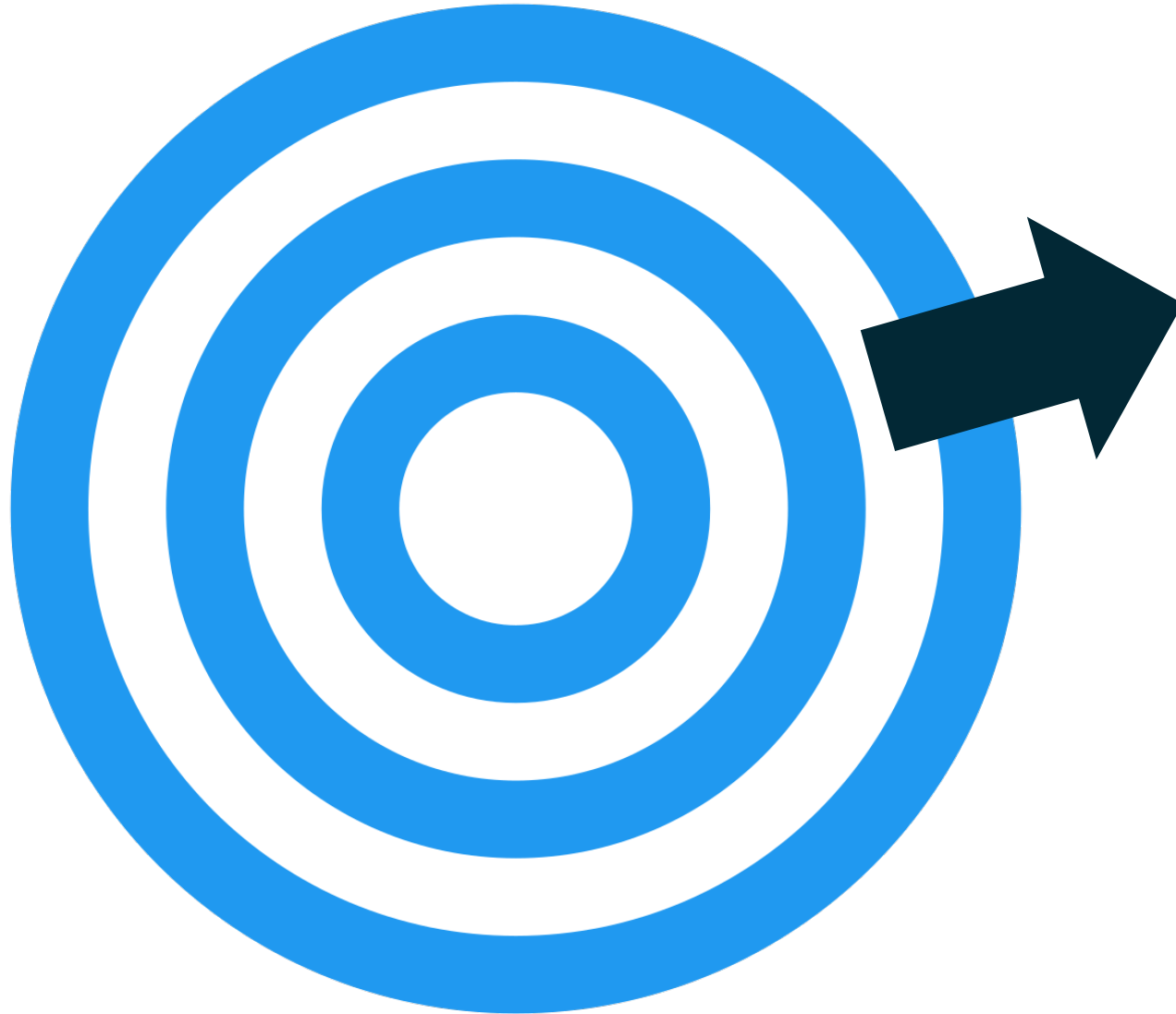


**Expand to look  
within your  
macro market:**

**Europe  
North America  
Latin America**



## Where to start



**Expand to look internationally**

**Europe**  
**North America**  
**Latin America**





## Where to start

What you are going to say to the site consultants, knowing that these are some of the core factors they evaluate...

**WORKFORCE**

**TRANSPORTATION AND INFRASTRUCTURE**

**AVAILABLE BUILDINGS AND SITES**

**STATE AND LOCAL TAX STRUCTURE**

**INCENTIVES**

**UTILITIES**

**REGULATORY ENVIRONMENT**

**UNIVERSITY ASSETS**

**COST OF REAL ESTATE**

# Example



- **Port City**
- **Industrial**
- **Focus on the Energy Sector**
- **Focus on Logistics**

# Example



**John Porter**  
**CB Richard Ellis**  
**Executive Vice President-CBRE**  
**Infrastructure**



**Jay Alexander Managing**  
**Jones Lang LaSalle**  
**Director-Industrial & Logistics**

**Lee Allen**  
**Jones Lang LaSalle**  
**Senior Vice President-Industrial &**  
**Logistics; Port, Airport & Global**  
**Infrastructure**

# Example



**John Porter**  
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**Logistics; Port, Airport & Global**  
**Infrastructure**



## Example

# Exxon Mobil, SABIC prefer site near Corpus Christi for massive plant

Posted by [Jordan Blum](#) Date: January 05, 2017



Exxon Mobil and Saudi Arabia's top chemical company confirmed they are advancing plans to build a massive new petrochemical plant north of Corpus Christi in San Patricio County.

Plans for the multibillion-dollar project at the preferred site, which is being opposed by some local communities, are moving forward for the joint venture between Exxon and the Saudi Basic Industries Corp., known as SABIC.

If the plans fall through, Exxon and SABIC could still select from three other sites they were considering – one near Victoria and two in Louisiana.

"San Patricio County is the preferred site," said SABIC spokeswoman Susan LeBourdais. "However, the three other potential locations are still under consideration." The companies also added, "The project is advancing



## Engaging with Site Consultants

### Objectives:

- **Meet with them at least one time per year**
- **Send them at least 4 MEANINGFUL communications per year**
- **Send them one promotional item or “gift” per year**
- **Host at least one inbound familiarization tour per year**
- **Host at least one outbound event per year**



# Recommendation

**Do fewer things and do them exceptionally well.**



# Engaging With Site Consultants

## Marketing

- **Digital Direct Marketing**
- **Social Media**
- **Direct Mail Marketing**





# Engaging With Site Consultants

## Marketing

- **Digital Direct Marketing**
  - **Target “Front Office” and “Back Office”**
  - **Direct emails with specific information that gets to the point – KEEP IT SHORT**
    - **Specifics on new sites coming online**
    - **Incentives**
    - **New investors coming to your community**
    - **Reports with data**
    - **Infrastructure updates**
- **DO NOT recommend newsletters**



# Engaging With Site Consultants

## Marketing

- **Social Media**
  - **Most of the European and North American multipliers are on LinkedIn and Twitter**
  - **When you establish strong relationships with them, you can move to more personal channels such as FaceBook, SnapChat, and Instagram**

# Engaging With Site Consultants



**Linked** 



## Engaging With Site Consultants

### **LinkedIn**

**Recommend you purchase the SALES package for LinkedIn for about \$89 per month.**

**Take the list of site consultants you have created and send link requests to all of them.**

**Look at what they post and like – get a sense of what their interests are.**

**Set up alerts within LinkedIn on specific people and organizations.**



# Engaging With Site Consultants

## Social Media is a Visual Medium

- **Use LOTS of pictures – even in LinkedIn**
- **If you want to grab their attention, do not repost content, post original content**
- **Use LinkedIn to BRAND, and create awareness, not necessarily convey information**



# Engaging With Site Consultants



**Shirar O'Connor-Mugler**  
Vice President at Conway, Inc.

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96  
Who's viewed your profile

---

454  
Views of your post

---

See all Premium features

 **Greater Oklahoma City Chamber**  
at Greater Oklahoma City Chamber  
1h

The goal for our latest membership levels? To provide greater value for Chamber members while fostering a stronger business community. Learn how you can take advantage by upgrading today: <https://lnkd.in/eiNwxVn>



**THE POINT**  
GREATER OKLAHOMA CITY CHAMBER  
January 2018  
[www.okcchamber.com](http://www.okcchamber.com)

**NEW YEAR, NEW BENEFITS**  
In 2018, the Greater Oklahoma City Chamber is launching many new products and services to better serve its members.  
CLICK FOR ENTIRE STORY

**IN THIS ISSUE:**  
12 | Chamber releases 2018 legislative agenda  
18 | Register to vote for important OKC elections



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# Engaging With Site Consultants

## Convey information in short and concise bursts



**Monika Šerėnienė**

HR Manager at Invest Lithuania

14h

Strong [#investlithuania](#) HR has become even stronger! Please welcome my new colleague [Indre Tamole](#) who will take care of attracting talents to our agency.





# Engaging With Site Consultants



**Aaron Rosland**

Counsellor (Commercial-Ontario) / Diplomat with extensive international experience.

Check out [www.canada.ai](http://www.canada.ai). It includes a **#startup** resource directory for Canadian **#AI** groups and major **#AI** news items categorized as: **#EdTech**, **#Fintech**, **#Healthcare**, Food & Agriculture, **#Transportation**, and **#** ...see more



## Canadian AI Superclusters

Universities | Machine Learning Researchers | Labs & Institutions

**University of Alberta**  
 Richard Sutton  
 Alberta Machine Intelligence Institute (AMII)  
 Reinforcement learning and artificial intelligence group (RLAI)  
 Bionic Limbs for Improved Natural Control (BLINC)

**University of Toronto**  
**University of Waterloo**  
 Geoffrey Hinton  
 Russ Salakhutdinov  
 Vector Institute  
 UofT Machine Learning Group  
 Canadian Institute for Advanced Research (CIFAR)

**Edmonton**  
**Toronto-Waterloo**  
**Montreal**

**Université de Montréal**  
 McGill University  
 Yoshua Bengio  
 Ian Goodfellow  
 Institut de Valorisation des Données (IVADO)  
 Montreal Institute for Learning Algorithms (MILA)







# Engaging With Site Consultants

## Networking

- **Meet at third-party events**
- **Desk-side chats / go to them**
- **Familiarization tours / bring them to you**
- **Host events in other cities – sporting events/lunches**

# Engaging With Site Consultants



# Landsvirkjun



# Engaging With Site Consultants





# Engaging With Site Consultants



Regional Growth  
Partnership



# Engaging with Site Consultants

## **Be Different**

**Most jurisdictions run PACKED schedules of visiting companies and site inspections.**

**Build in relaxation and a few fun activities.**

# Engaging with Site Consultants

**Expensive isn't necessarily best.**

**Authentic and Unique Experiences will be more memorable.**

**Good local, authentic food beats a Michelin Star restaurants any day.**





# Engaging with Site Consultants

## Direct Marketing



Traveled to Scotland





## Engaging with Site Consultants

**Leverage local products, things your jurisdiction is known for. Make sure it is authentic, and unique to your country/region.**





## Engaging with Site Consultants

**Doesn't have to be expensive,  
just clever or quality.**



## Engaging with Site Consultants

**“I was impressed by their consistency and attention to detail.”**



## Engaging with Consultants

**Be professional and be prepared.**

**-They will not introduce you to their clients if they are concerned.**



## Engaging with Consultants

**Don't over promise.**

**-If you can't deliver on what you have agreed to, you will lose all credibility.**



## Engaging with Consultants

**When they come to town...**

**-Bring your partners to the table with you, i.e. Utilities, Developers, Local Partners**



## Engaging with Consultants

**Introduce them to high-ranking officials, such as Governors. It gives them the feeling that there is support from the top.**

## Engaging with Consultants

**Don't give them too many brochures and materials.**

**-Send PDF's as follow-up.**





## Experience Working with Multipliers

**There is a lot of competition for their attention.  
Develop campaigns and programs that break  
through the “noise”.**

**BE DIFFERENT**





## Experience Working with Multipliers

**You will meet their client facing staff, but remember there are teams behind them that crunch the data and do the work.**

**TARGET THE ANALYSTS**



## Recommendation

**If you have the resources, it makes sense to have one or two people dedicated to developing and managing your organization's multiplier program.**



## Recommendation

**Don't only focus on multipliers – use your entire tool-kit.**

**Use about 20-30% of your resources targeting multipliers and 80-70% engaging directly with companies.**

**-You will need the corporate contacts.**



CONWAY

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**THANK YOU !**