



EXPERTS IN CORPORATE EXPANSION

Advisory | Analytics | Consulting | Events | Lead Generation | Trade | PR & Marketing | Publishing | FDI Training | Association Management

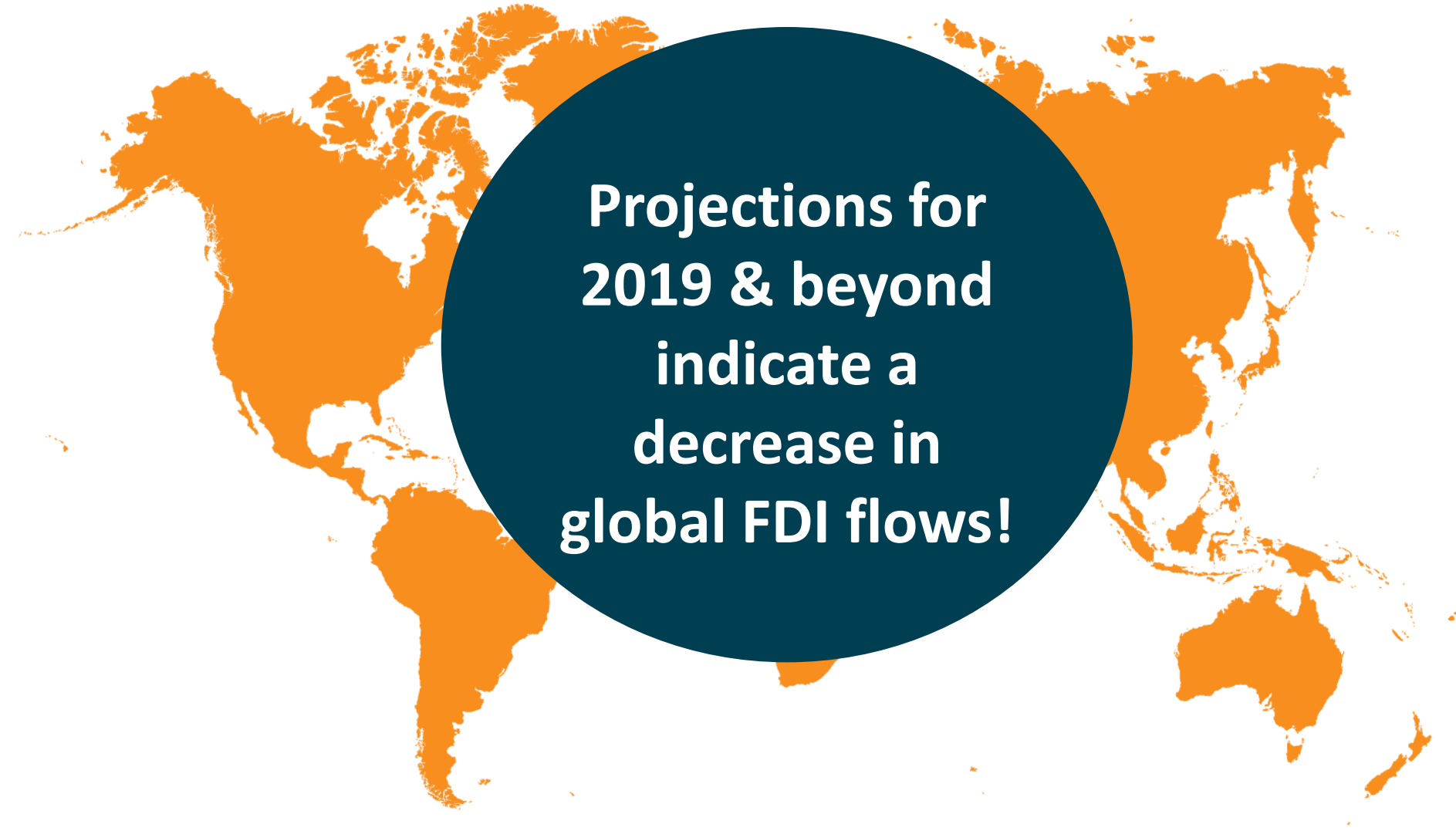
- The Playing Field
- The Lead Generation Process
- Industry Based Targeting
- News Based Targeting
- Learning Through Experience

What are you dealing with?

A stylized world map in orange and white, serving as a background for the central text circles.

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

**Have been
fighting for
no more than
14,000
projects in
2017**

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

**Projections for
2019 & beyond
indicate a
decrease in
global FDI flows!**

How can you beat that?



DATA!

Use data to
determine, find,
support & convert
leads into
investment!

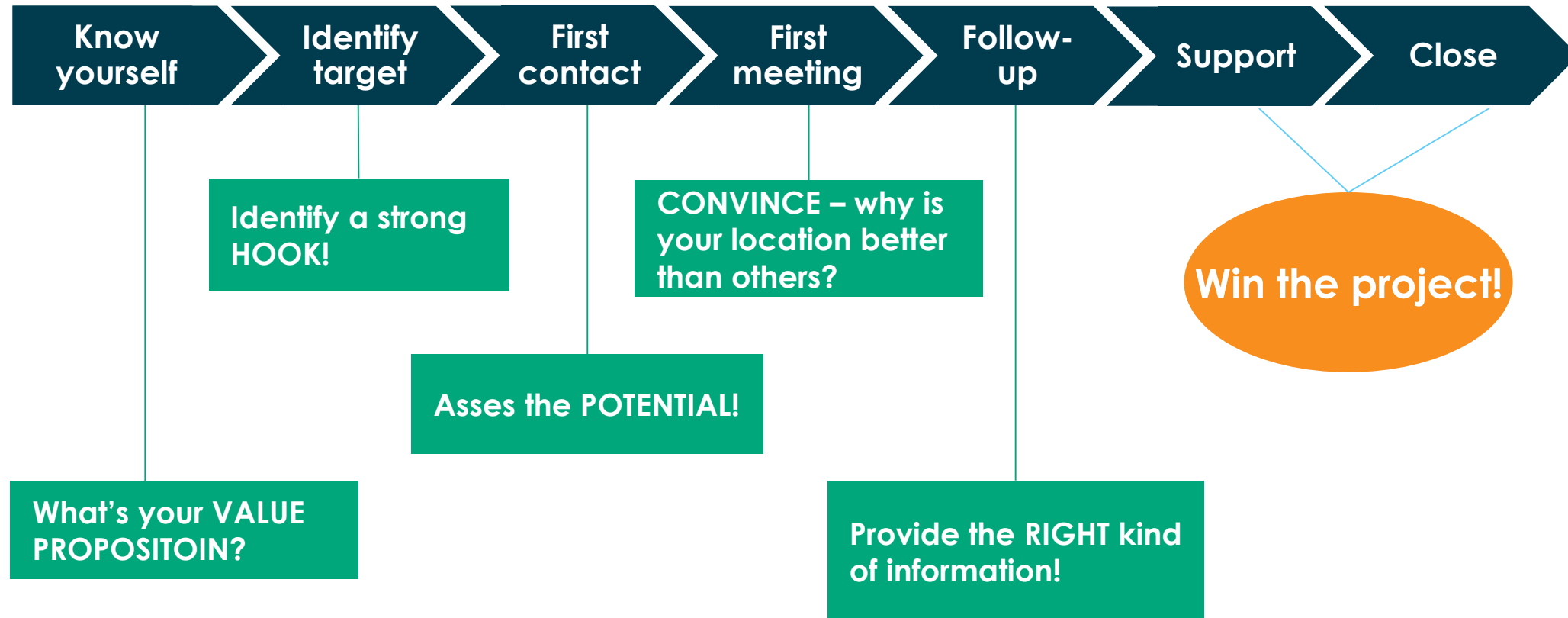


1 | THE LEAD GENERATION PROCESS

Lead Generation Process



6 months - 3 years



Identify your targets



What is a target?

- **A target is a company with the greatest assumed potential for investing in my region**
- This potential is based on an understanding of the company's situation and characteristics
- **A target is not necessarily a "lead" (i.e. a company with a defined and active location project)**
- Initial contact with the company is necessary to determine whether it is a lead

Why is targeting important?

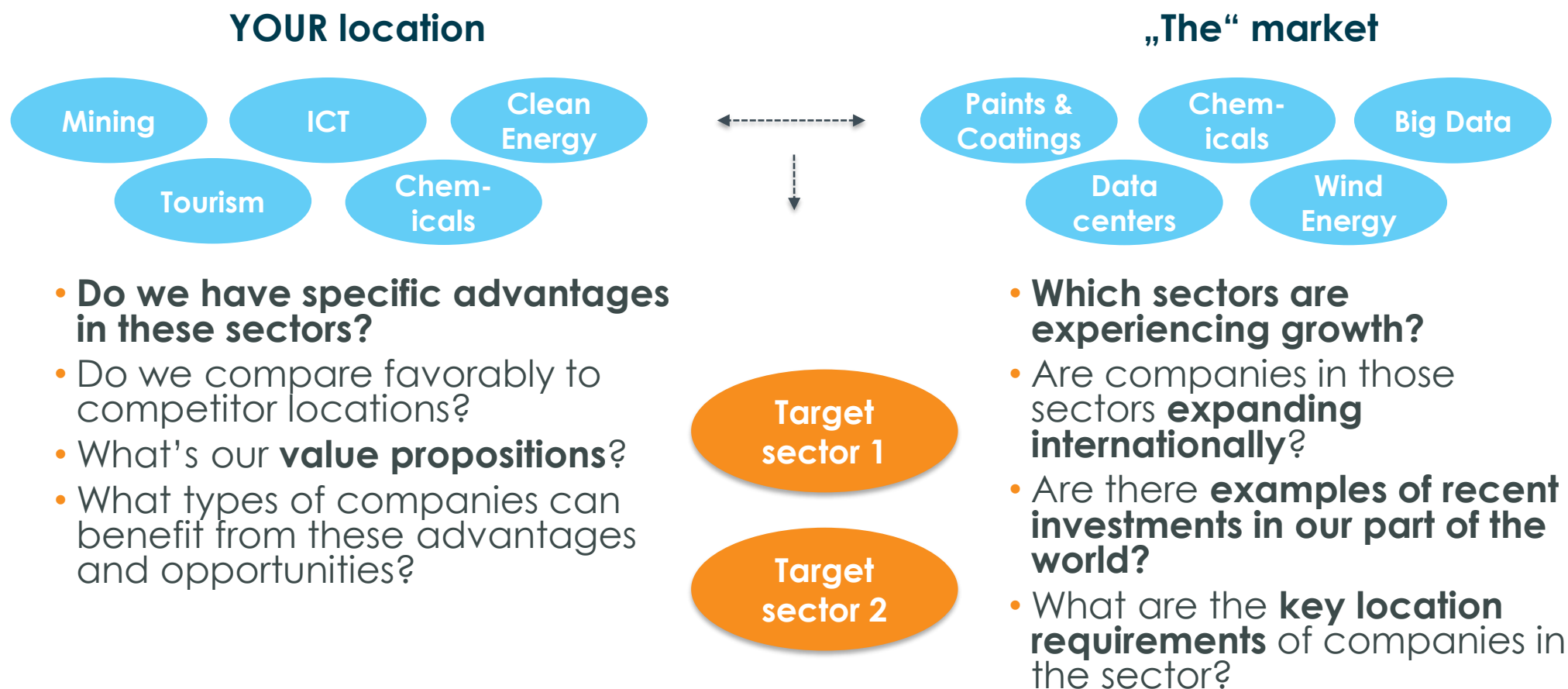
1. **Provides FOCUS.**
2. Effective use of limited **resources**
3. **Get to interesting companies before the competition**
4. **Provides HOOK for contacting a company** and facilitates the initial contact through increased **credibility**
5. Allows **MATCHING between company needs and your location strengths**
6. **Increased probability of SUCCESS**

1. **Industry**
2. **News**
3. **Events**
4. **Regional**



2 | INDUSTRY BASED TARGETING

Determine the sectors & target groups that seem most promising for FDI into your region

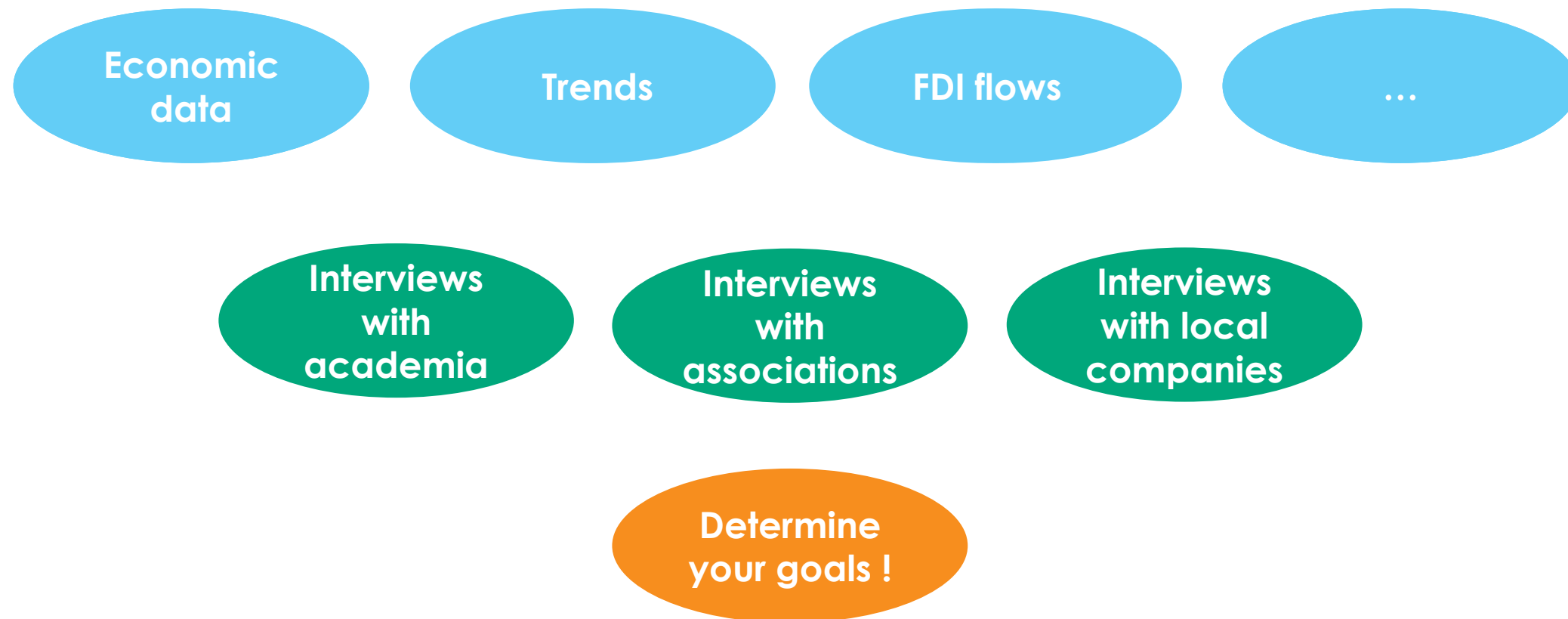


Step 1: Location research (what you need to know about yourself - location factors)

Data categories	Sub-categories
Cost Factors	Labor Costs
	Energy Prices
	Real Estate Prices
	Transportation or Logistics Costs
	Price of Resources
Availability of Resources	Natural Resources
	Skilled Labor
	R&D Expertise
Quality of Infrastructure	Road Infrastructure
	Access to Ports
	Airport Infrastructure
	Multi-Modal Transport Infrastructure
Regulatory	Product Approval Process
	Regulatory Changes

Step 2: Develop your value proposition

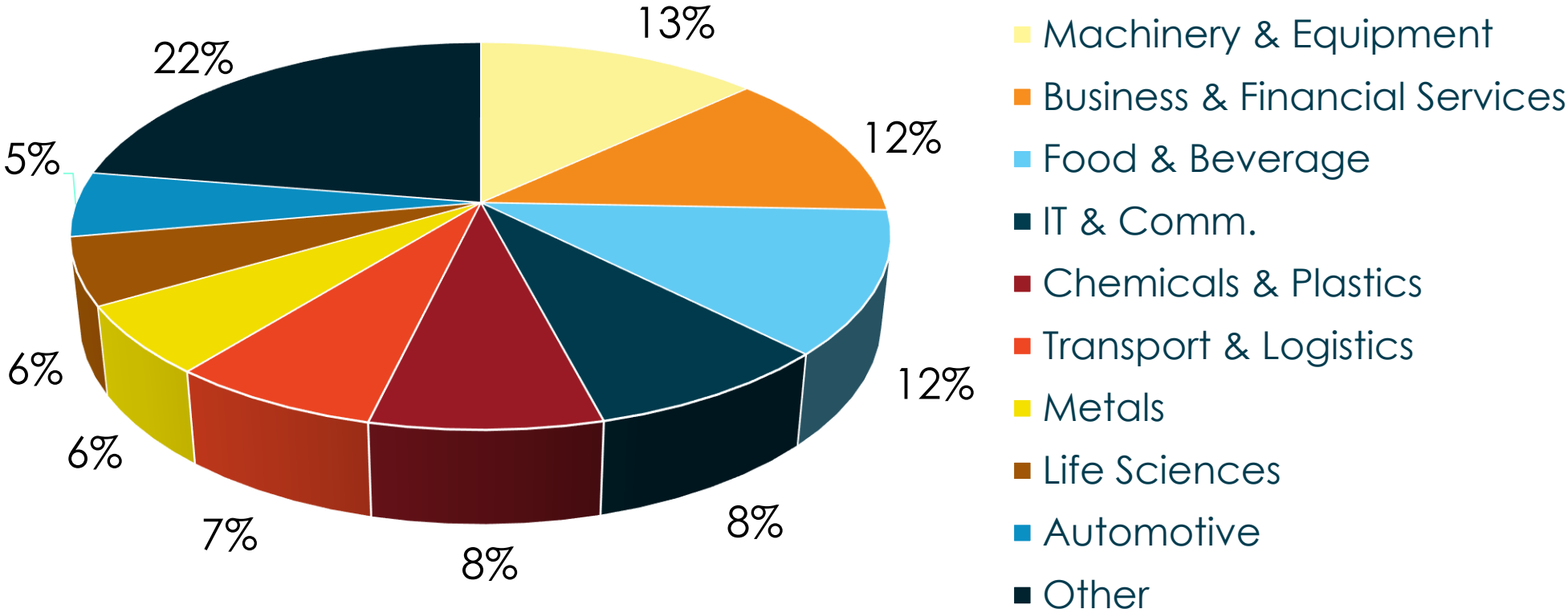
Determine which are the strongest sectors in your region and discover new emerging sectors at and around your location





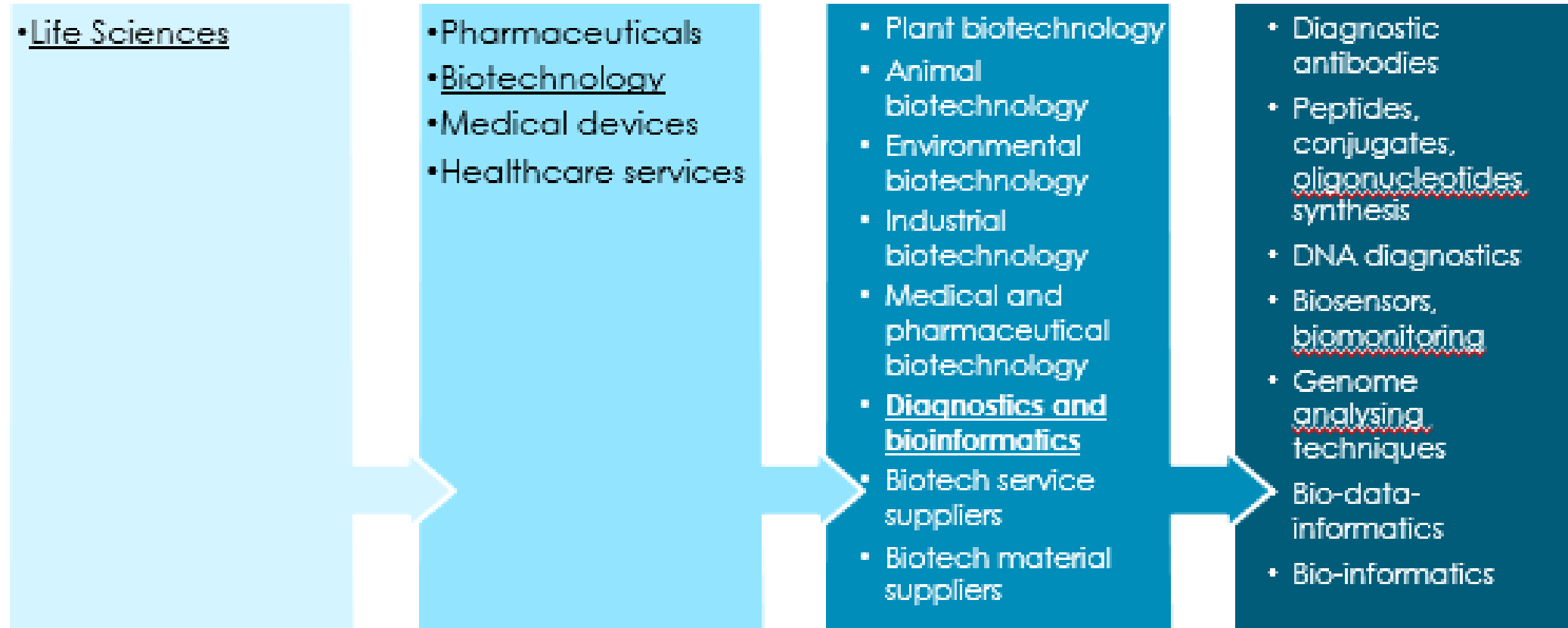
Market research (top sectors)

Top Sectors for FDI into the US 2016 - 2017

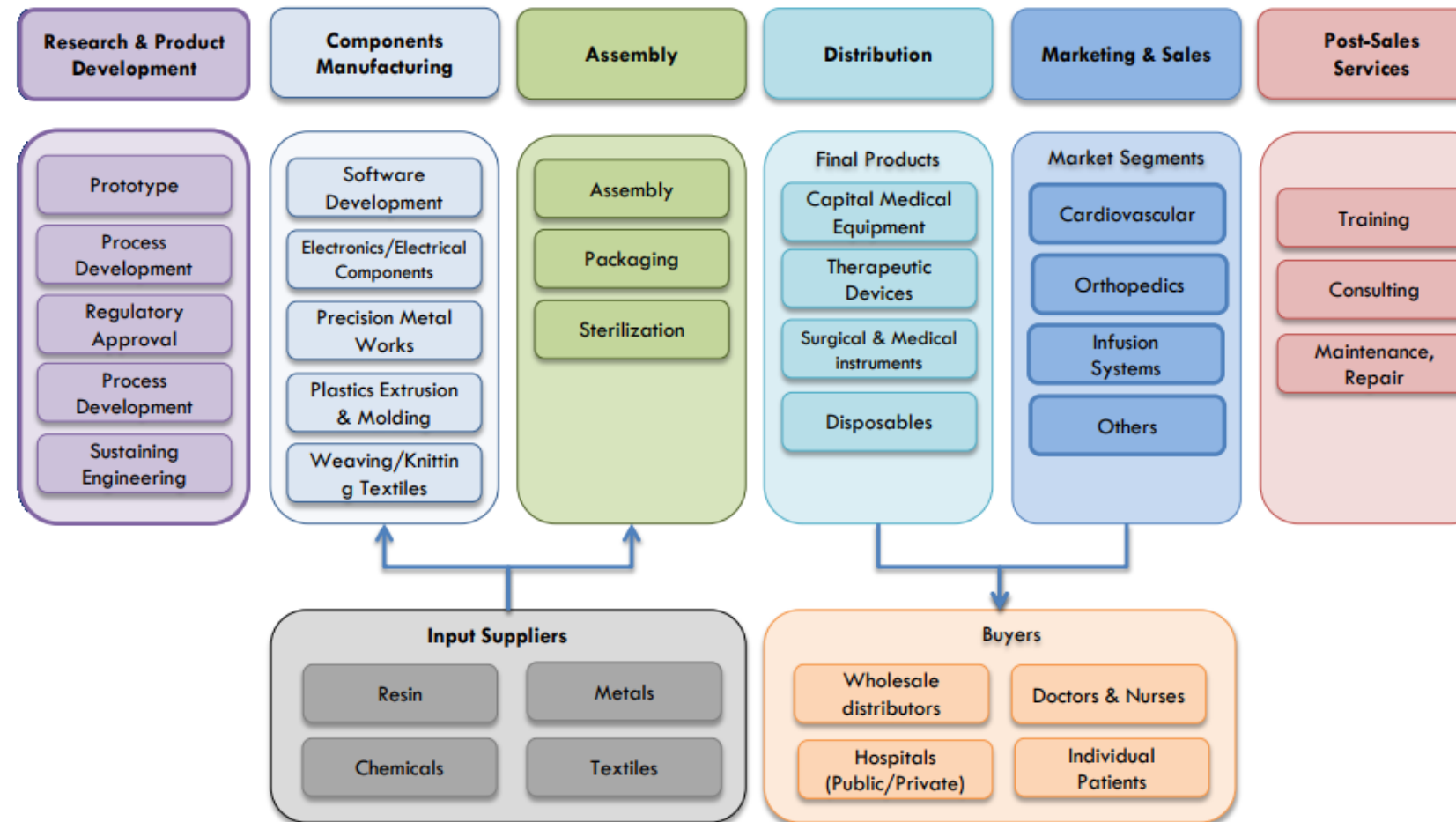


Source: Conway Analytics

Market research (sector segmentation)



Market research (value chain → what's your target ?)



Source: Bamber, Penny and Gary Gereffi. (2013). *Costa Rica in the Medical Devices Global Value Chain*

IN SUM: Based on your research – these are a few questions you should be able to answer positively

Sector growth

A key driver of FDI – refers to growth both globally and in my region

Distinctive target group

Some sectors are highly diversified/fragmented in terms of products or services, making it hard to define a clear group of target companies.

Sufficiently large pool of potential investors

Some sectors are dominated by few large players, others consist mainly of small companies that do not have the resources for international expansion.

Recent greenfield investments in my or a competitor region

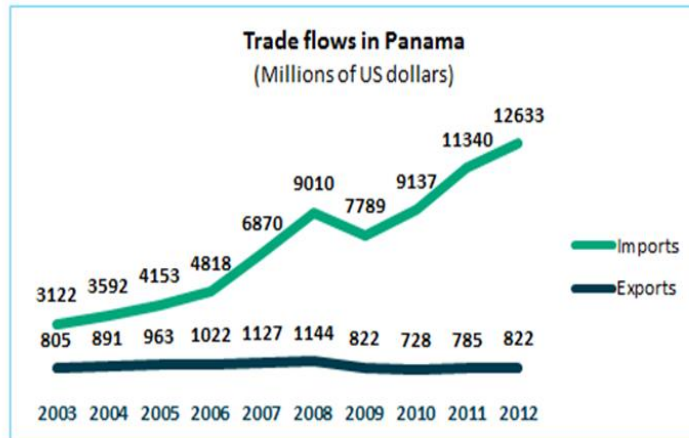
A growing market may not necessarily be an indicator of foreign investment activity (e.g. companies expanding existing operations or via M&A).

Am I meeting potential investors' requirements

My region needs to meet sector-specific investment motives (e.g. market growth, regulations) and location factors (e.g. specific skills, infrastructure).

Step 3: Understand your competition's value proposition

3. Panama: Economic & trade profile

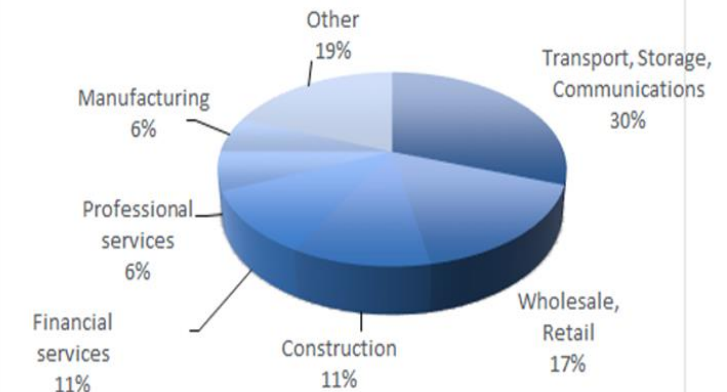


Key observations

- Total trade volumes in Panama reached record highs both in 2011 and 2012. However, the country runs an enormous trade deficit which has been increasing since the global downturn of 2008-09.
- Exports consist mainly of unprocessed food and raw materials, while imports are mostly intermediate or finished goods.
- Panama has free trade agreements (FTAs) with many countries in the Americas, Europe, Taiwan, and Singapore and is currently negotiating FTAs with countries such as Mexico or South Korea.
- The FTA with the USA, which came into effect in 2011, is expected to have the strongest impact on Panama's future trade flows.

Key sectors

GDP composition 2013



- Panama's economy is dominated by the logistics sector, which is seen as the main growth driver for the country's economy.
- This prevalence may further increase in the medium term, due to the expansion of the Panama Canal and continued investment into transport infrastructure, also benefitting the construction sector.
- Trade, financial, and professional services (e.g. real estate) are other key sectors of Panama's service-dominated economy, of which manufacturing activities represent only a 5% share.

Top imports	Share
Fuels & oils	20%
Medicines	2%
Vehicles	2%
Bars & rods	1%
Telephones	1%
Corn	1%
Other	73%
CIF value 2012: \$12.6 billion	

USA (23%)
China (6%)
Costa Rica (5%)
Mexico (5%)
Colombia (4%)

Top exports	Share
Fresh foods	20%
Raw gold	14%
Iron scrap	4%
Sugar cane	4%
Fish	3%
Palm oil	3%
Frozen meat	3%
Medicines	3%
Other	46%
FOB value 2012: \$822 million	

USA (20%)
Canada (15%)
Costa Rica (7%)
Netherlands (6%)
Sweden (5%)

Top re-exports ¹	Share
Medicaments	32%
Perfumes	4%
Whisky	1%
Air conditioning	0.7%
Tires	0.6%
Jewelry	0.5%
Cigarettes	0.4%
Other	61%
FOB value 2012: \$16.1 billion	

Puerto Rico (22%)
Venezuela (20%)
Colombia (11%)
Costa Rica ² (4%)
Ecuador (3%)

Source: ProInVex
Notes: ¹ from Colón Free Zone; ² Panama: 8%

Step 4: Document your findings

Screened sectors	Growing sector?	Greenfied FDI examples?	Sufficient companies?	Definable target group?	Region a good fit?
Recycling (plastics, aluminum, electronics)	✓	✓	✓	✓	✓
E-Commerce logistics	✓	✓	✓	✓	✓
IT Outsourcing	➤	✓	✓	✓	✓
Automotive suppliers of lightweight materials and parts	✓	✓	✓	✓	✓
3D printing	✓	➤	➤	✓	✓
Data Centers	✓	✓	➤	✓	✗
Big data software and analytics	✓	✓	➤	✓	✗
Cloud computing	✓	✓	➤	✗	✗
eHealth	✓	✗	✗	➤	➤
Call centers	➤	✓	✓	✓	✓
Bioplastics	➤	➤	➤	✓	➤
Organic & gluten free food processing	✓	✗	✗	✓	✓
Contract Manufacturing & Biosimilars	✓	✗	➤	✓	✓
Bioanalytics & CRO	✓	✗	✗	✓	✓
Medical devices	➤	✗	➤	✓	✓
Food packaging	➤	✗	✓	✓	✓
Machine engineering	✗	✗	✓	✓	✓
Material handling equipment	➤	➤	➤	✓	✓
Agricultural machinery	✗	✗	➤	✓	✓
Automotive electronics & IT	✓	✗	➤	➤	✓



3 | NEWS BASED TARGETING

Target identification (Investment motives)

A target has a clear business reason for establishing a new facility and investing in a certain geographic area. This is the “**motive**” for the investment


- New products, markets, clients or contracts
- Growth
- Market access
- Customer proximity
- Cost reduction (e.g. energy, transportation costs)
- Restructuring/Reorganization
- Constraints in existing location
- Access to specific knowledge, skills or resources
- Supply chain considerations

 **Investment drivers can differ between sectors, companies and even divisions of the same company.**

 **Understanding investment drivers is key to all aspects of FDI attraction – from identifying targets to approaching companies and winning investments.**

What is news-based targeting ?

Germany announces \$1 billion investment in local battery cell production to support EV growth

Fred Lambert - Nov. 13th 2018 4:30 pm ET  @FredericLambert

For example, BMW signed a \$1 billion battery supply contract with CATL, China's biggest battery cell manufacturer who in return is expected to establish production in Germany.

Like Tesla's deal with Panasonic for Gigafactory 1 in Nevada, where they produce cells and also use cells imported from Asia, CATL is expected to start by exporting its Chinese batteries to Germany for local EV production and gradually ramp up local cell production.

The German government wants to encourage more local production of the critical component for electric vehicle production.

Reuters reported:

"Altmayer said that the sites for battery cell output would be decided on with the consortiums and that there would be more than one. The first production lines could be available from 2021 and each consortium is likely to provide 1,000 to 2,000 jobs at first, he said."

He expects the first project to be announced during the first quarter of 2019.

Some other projects are currently underway in the country.

For example, Terra E Holding GmbH announced plans for a massive new battery factory with a planned capacity of 34 GWh at full production.

Tesla is also planning to soon announce a Gigafactory for both electric vehicle and battery production in Europe. The California-based automaker has been looking at Germany for a new Gigafactory.

Target identification (Keywords)

The “**motive**” and future intentions for investments are often indirectly or directly communicated by companies in news through keywords OR keyword combinations

Primary Keywords

- **New Location:** plans to build a plant; plans to establish a subsidiary; new plant in Europe; further facilities planned;
- **Expansion:** plans to expand in Europe; announces Europe expansion
- **Increase Presence: expand its footprint in Europe; strengthen its presence in Europe**
- **Market Entry:** to enter the market in Europe; eyes new markets in Europe
- **Production capacities:** plans to double production; increase production capacity
- **New Funding or IPO:** raises financing; receives funding; files for IPO

Secondary Keywords

- **Growth:** plans further growth in Europe; eyes growth in Europe
- **New Executive Appointment:** appoints Managing Director EMEA
- **New product or product approval:** receives CE mark; receives product approval in Europe
- **New order, contract or client:** receives new order in Europe; wins contact in Europe
- **Growing demand:** growing demand in Europe; sees strong demand in Europe

Target identification (Information Sources)

Web search engines



Sector specific portals

Automotive News Europe



MEDICAL DEVICE AND DIAGNOSTIC INDUSTRY



EUROPEAN PHARMACEUTICAL REVIEW

Business press



News-based Targeting



WISE

Worldwide Investment Search Engine
WISE

SEARCHES CREATE SEARCH TERMS MANAGEMENT SOURCES MANAGEMENT USERS MANAGEMENT

RESULTS FROM: New Location Europe/Benelux

Date Specificity

Title: [Wacker Expands to Support Silicone Growth and Demand](#)

Queries: "to open * plant" "in Europe" "looking at" "products" "company"
"plans * expansion" "in Europe" "looking at" "products" "company"

Publish Date: 10/01/2018 **Viewed:**

Link: <http://www.qcimagazine.com/business/suppliers/announcements/Wacker-Expands-to-S>

Resume: Wacker Chemical Corporation is working on a number of concurrent expansion projects to support regional growth and demand for silicones and HDK pyrogenic silica. The plans on an expansion strategy to add capacity in Europe and in Asia to

Title: [Brew York is set for big expansion](#) Add to Bookmarks

Queries: "plans * expansion" "to Europe" "looking to" "produces" "company"
"plans * expansion" "into Europe" "looking to" "produces" "company"
"plans * expansion" "to Europe" "plans to" "produces" "company"

Publish Date: 09/01/2018 **Viewed:**

Link: http://www.yorkpress.co.uk/news/15814613.Brew_York_is_set_for_big_expansion/

Resume: A CRAFT brewery and tap room triple its production, create an open-plan street kitchen and 11 new jobs by hopping into the building next door. Brew York, located in a warehouse off Walmgate, has recently put a planning permission application into

Title: [KKR to sell a 49.8 percent stake in Välinge Group to owners of LEGO](#) Add to Bookmarks

Queries: "to build * factories" "in Europe" "plans to" "products" "company"
"plans * expansion" "in Europe" "plans to" "products" "company"
"plans * expansion" "in Europe" "plans to" "producer" "company"

Publish Date: 08/01/2018 **Viewed:**

Link: <https://www.woodworkingnetwork.com/news/woodworking-industry-news/kkr-sell-498-p>

Filter by

Include keyword:

Exclude keyword:

Publish Date From To

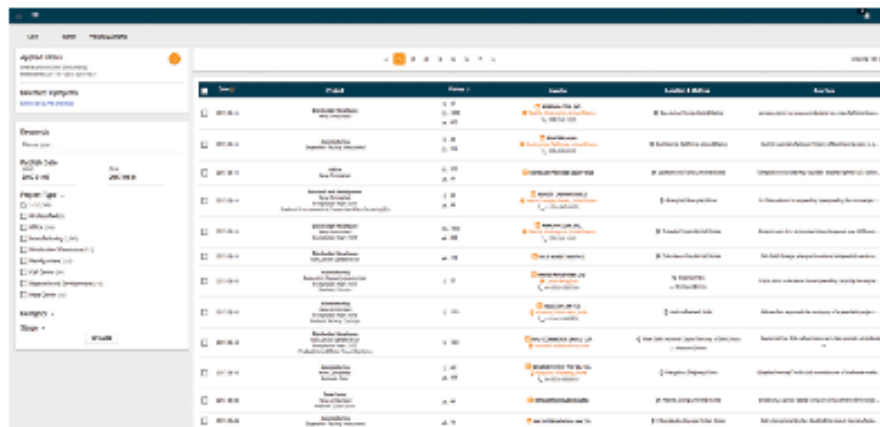
Sectors
Aerospace
Automotive
BPO & Call Center
Chemicals
Construction & Building

Viewed:



Filter Clear


Conway Analytics

A cutting-edge, user-friendly way to explore and download our data based on your needs.




Item	Title	Date	Status	Location & Status	Notes
2017-08-11	Amazon.com, Inc. announced plans for a new fulfillment center in Opa-locka, Florida, United States	2017-08-11	Announced	Opa-locka, Florida, United States	Amazon.com, Inc. announced plans for a new fulfillment center in Opa-locka, Florida, United States
2017-08-11	Amazon.com, Inc. announced plans for a new fulfillment center in Opa-locka, Florida, United States	2017-08-11	Announced	Opa-locka, Florida, United States	Amazon.com, Inc. announced plans for a new fulfillment center in Opa-locka, Florida, United States
2017-08-11	Amazon.com, Inc. announced plans for a new fulfillment center in Opa-locka, Florida, United States	2017-08-11	Announced	Opa-locka, Florida, United States	Amazon.com, Inc. announced plans for a new fulfillment center in Opa-locka, Florida, United States


 **AMAZON.COM, INC.** 






2017-08-11
Publish Date




Distribution Warehouse
Type of Project




\$ 51  **1000**  **800**
Values




Announced
Stage




New
Category



Opa-locka, Florida, United States
Target Location



Amazon.com, Inc. announced plans for a new fulfillment cen... 

Target qualification

How can you determine if the target is a good target?

1. Company's business

- Get a basic understanding of the industry and the company business model

2. Company's locations and patterns of expansion

3. Recent developments

- Investments in new locations (last 2-3 years)?
- Financing for expansion?
- Growth in my region?
- New order or a new customer in my region?

4. Potential needs and key requirements

- (e.g. workforce needs, proximity to customers)

- **Company's website**
- **annual/quarterly reports**
- **investor presentations**
- **press releases**
- **interviews with company executives**
- **News articles**

Do you think you have a shot with Terra Holding?

Germany announces \$1 billion investment in local battery cell production to support EV growth

Fred Lambert - Nov. 13th 2018 4:30 pm ET [@FredericLambert](#)

For example, BMW signed a \$1 billion battery supply contract with CATL, China's biggest battery cell manufacturer who in return is expected to establish production in Germany.

Like Tesla's deal with Panasonic for Gigafactory 1 in Nevada, where they produce cells and also use cells imported from Asia, CATL is expected to start by exporting its Chinese batteries to Germany for local EV production and gradually ramp up local cell production.

The German government wants to encourage more local production of the critical component for electric vehicle production.

Reuters reported:

"Altmaier said that the sites for battery cell output would be decided on with the consortiums and that there would be more than one. The first production lines could be available from 2021 and each consortium is likely to provide 1,000 to 2,000 jobs at first, he said."

He expects the first project to be announced during the first quarter of 2019.

Some other projects are currently underway in the country.

For example, Terra E Holding GmbH announced plans for a massive new battery factory with a planned capacity of 34 GWh at full production.

Tesla is also planning to soon announce a Gigafactory for both electric vehicle and battery production in Europe. The California-based automaker has been looking at Germany for a new Gigafactory.

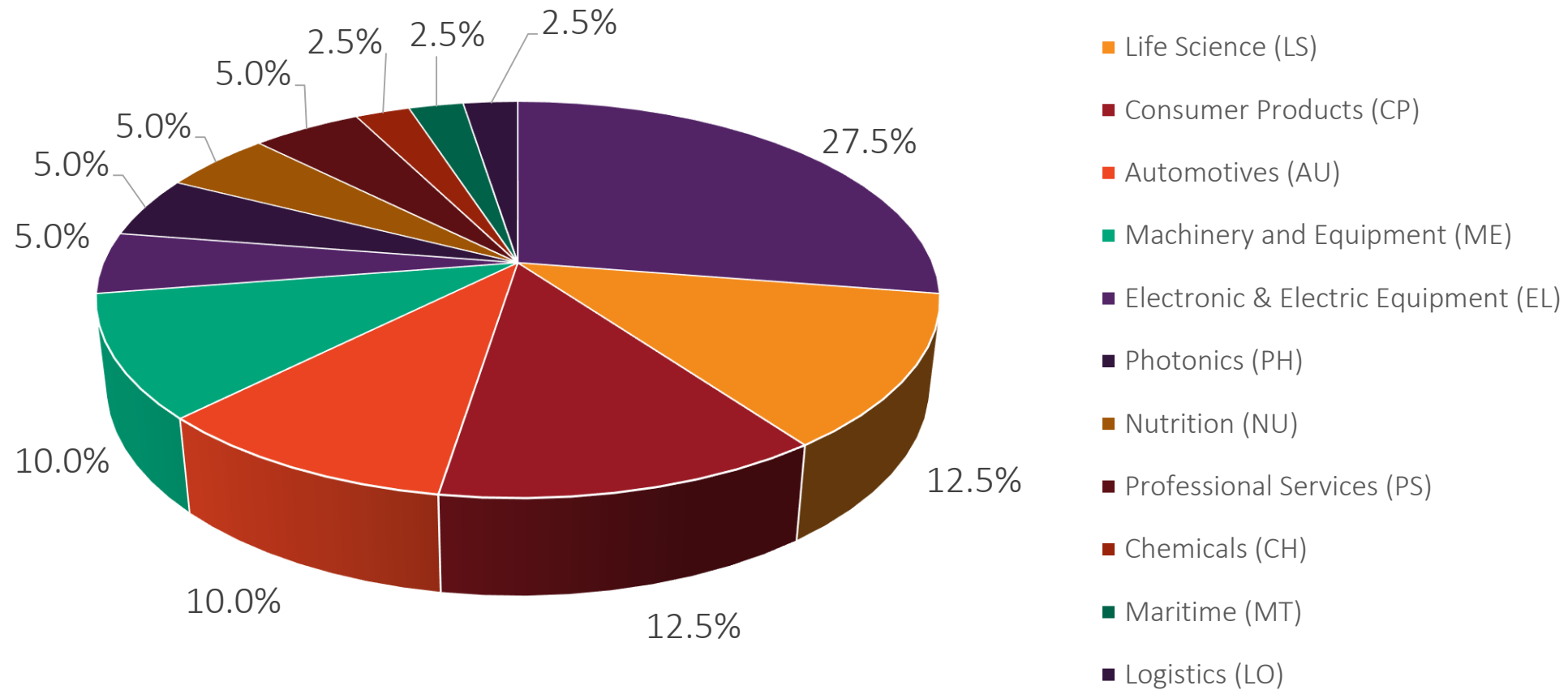


4 | LEARNING THROUGH EXPERIENCE



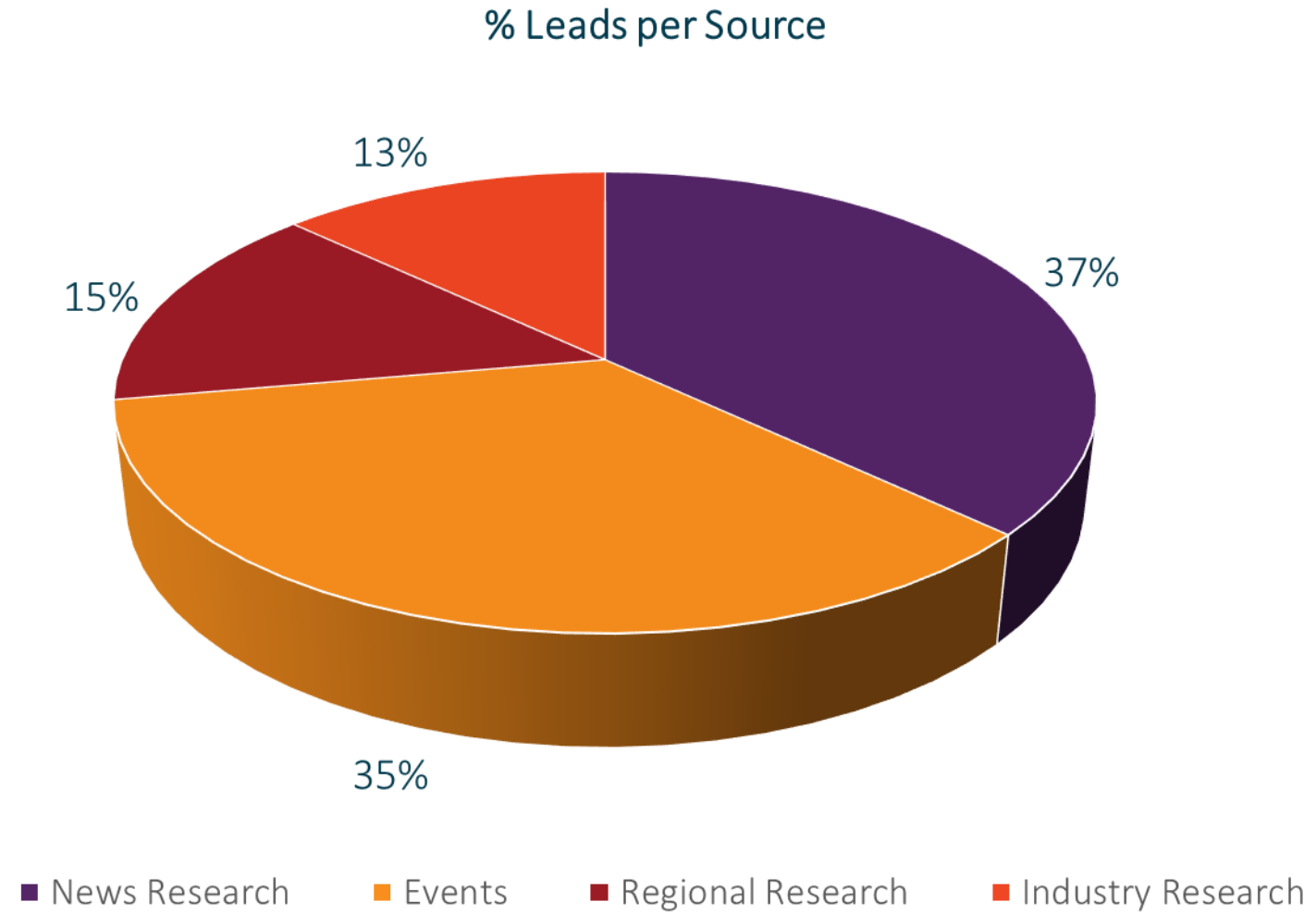
What sectors do our leads come from

Leads per Industry %

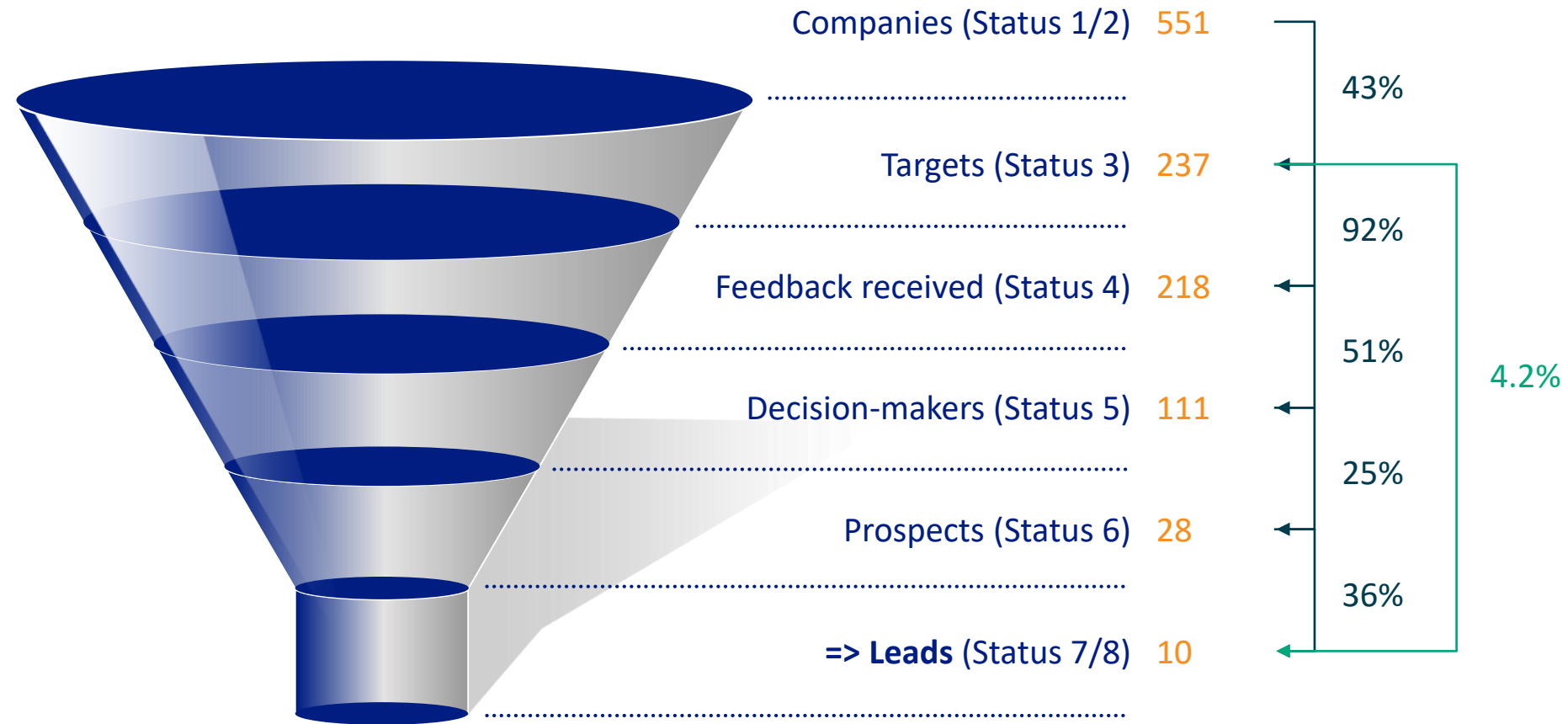




What are the main sources of our leads



Converting contacts into leads



Key Take-Aways

Use multiple approaches of targeting to increase your chances of success

Data gathering and analysis are crucial to the targeting process and can help you distribute your resources more efficiently

Do not underestimate the importance of building your own database of contacts and information and learn from it to improve & be successful



Conway, Inc.

6625 The Corners Pkwy, Suite 200

Peachtree Corners, GA 30092

770.446.6996 (main office)

www.conway.com