



EXPERTS IN CORPORATE EXPANSION

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

FIRST CONTACT

Keys to success in the corporate investment project cycle

Session Overview



1. Background
2. Corporate Approach
3. Amazon HQ2 Factor
4. Staying in the Game
5. Key Take Aways
6. Q&A





1 | BACKGROUND

1990's Investment Promotion



More than
15,000
IPAs in the
world

- More knowledgeable
- More information
- Points of differentiation
- Competition
- Pace
- Increased Transparency
- Site Selection Consultants

Data!



2 | CORPORATE PROJECT APPROACH

Motives For Business Expansion

**Resource-
Seeking**



**Market-
Seeking**



**Asset-
Seeking**



**Efficiency-
Seeking**



Different drivers – different approaches

Different Approaches

- Company
 - Size
 - Sector
 - Activity
 - Project
- Project Managers
 - Sales
 - Divisional
 - Manufacturing
 - Research & Development
 - Logistics
- Corporate Real Estate
- Site Selection Consultants



Key Information Requirements



Overview

- Overview of location
- Geographical position

Infrastructure

- Transport/logistics connections
- Reals Estate
- Population/demographics
- Labor
- Education/training
- Utilities
- Taxes
- Supply Chain

Support

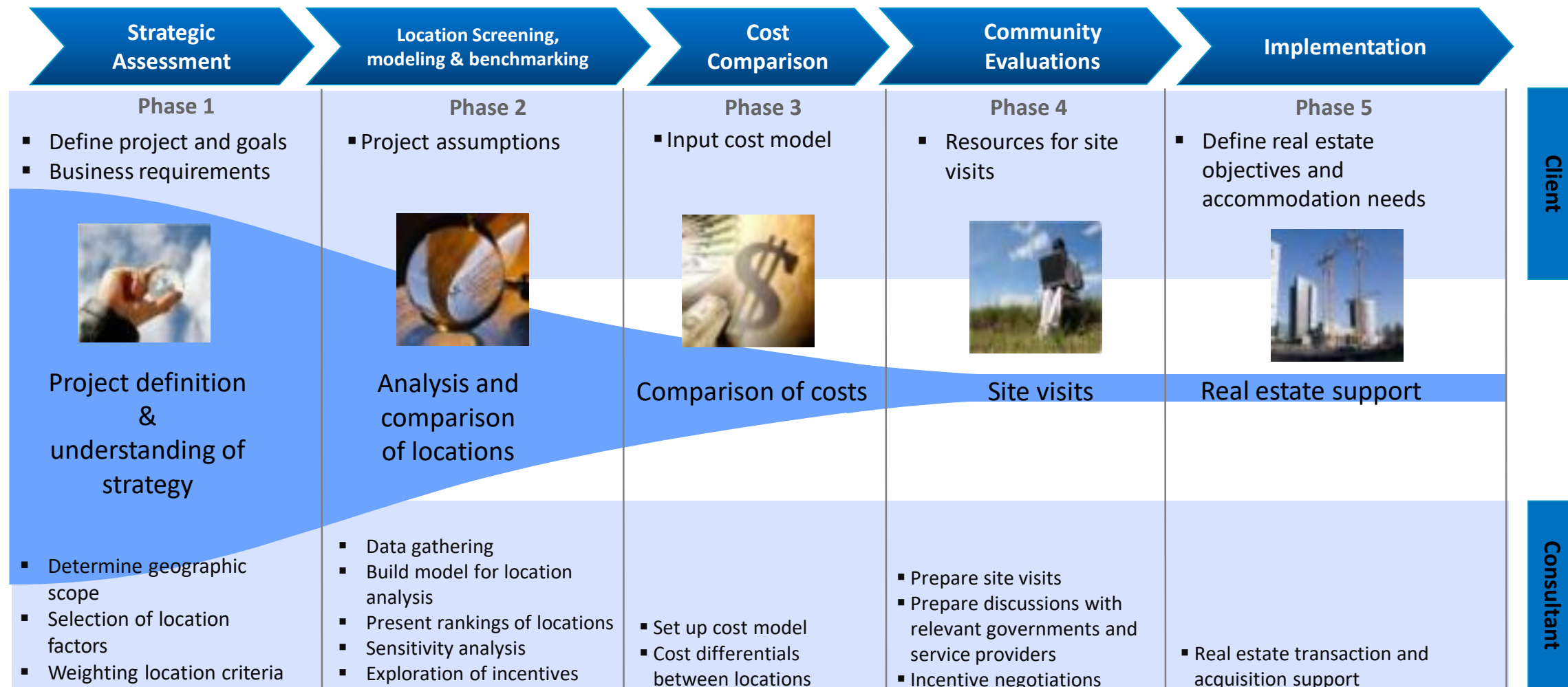
- Regulatory
- Financing
- Government support
- Incentives

Lifestyle

- Local residential infrastructure
- Recreational/Quality of Life
- Climate
- Fit



Corporate Investment Process





3 | AMAZON HQ2 FACTOR

The Amazon Factor



- 8 pages
- 5.5 weeks to respond
- 50,000 jobs – avg total comp >\$100,000
- 8 million square feet
- \$5 billion in CapEx

Amazon Seattle HQ					
Direct ¹	Number of buildings	33	Indirect ²	Additional jobs created in the city as a result of Amazon's direct investments	53,000
	Square feet	8.1 million		Additional investments in the local economy as a result of Amazon's direct investments	\$38 billion
	Local retail within Amazon headquarters	24 restaurants/cafes + 8 other services		Increase in personal income by non-Amazon employees as a result of Amazon's direct investments	\$17 billion
	Amazon Employees	40,000+		Other	Increase in Fortune 500 companies with engineering/R&D centers in Seattle
	Capital investment (buildings & infrastructure)	\$3.7 billion			
	Operational expenditures (utilities & maintenance)	\$1.4 billion			
	Compensation to employees	\$25.7 billion			
	Number of annual hotel nights by visiting Amazonians and guests	233,000 (2016)			
	Amount paid into the city's public transportation system as employees' transportation benefit	\$43 million			

¹From 2010 (when Amazon moved its headquarters to downtown Seattle) to June 2017.

²From 2010-2016. Calculated using Input-Output methodology and multipliers developed by the U.S. Bureau of Economic Analysis.

Boston- Amazon HQ2 Response



[HOME](#) [INTRODUCTION](#) [OUR PROPOSAL](#)

Boston – Amazon HQ2 Proposal Outline



City of Boston
Mayor Martin J. Walsh

Amazon HQ2

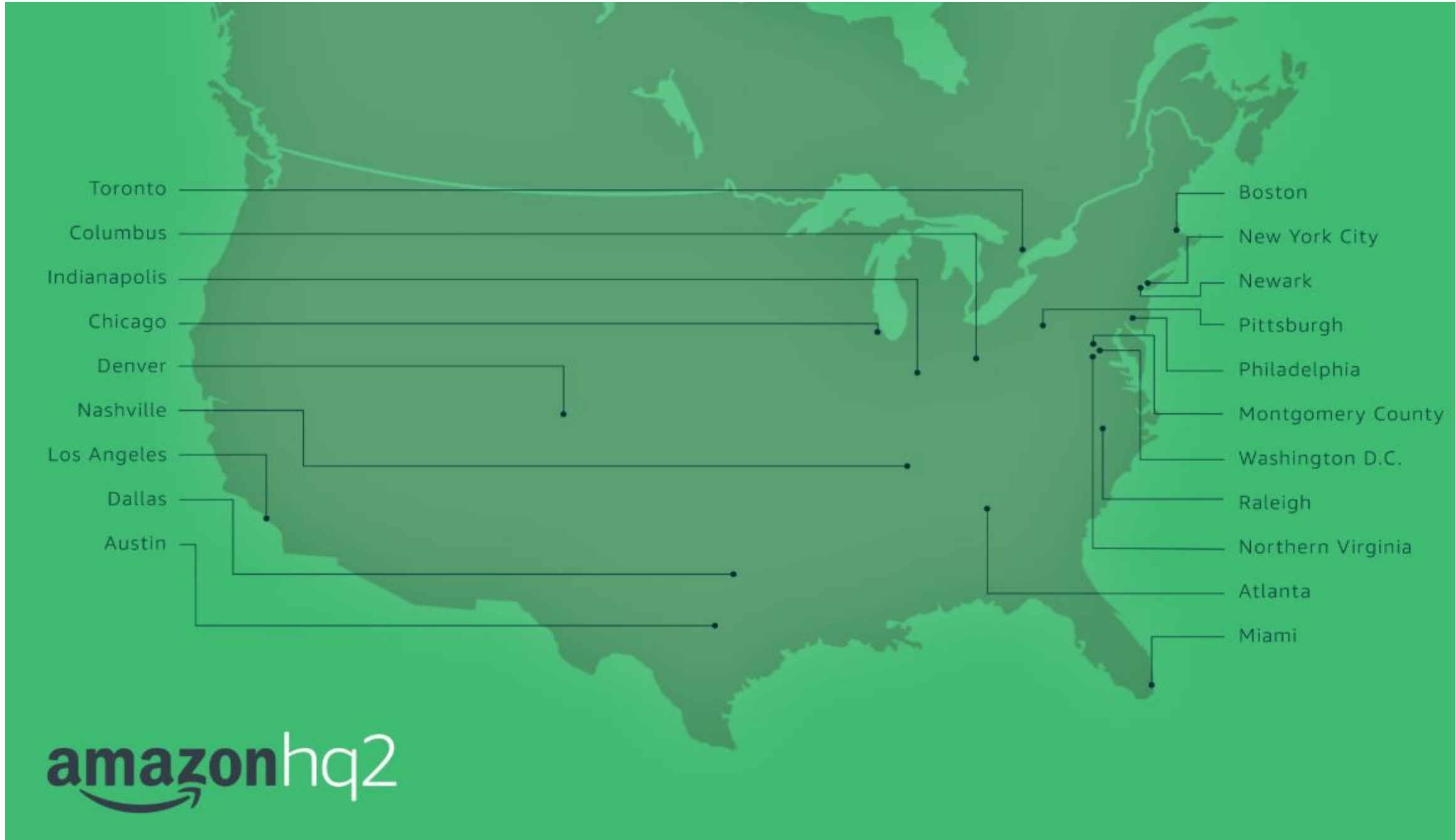
Request for Proposal Response
October 2017



Boston. Yes.

1	Your Perfect Match	8
	A Thriving MSA. Yes.	10
	Cultural Fit. Yes.	12
	Quality of Life. Yes.	22
	Connectivity. Yes.	28
	Sustainability. Yes.	34
	Housing. Yes.	36
	Liveable City. Yes.	38
	Committed to Public Safety. Yes.	40
2	Your Hub of Skilled Talent	42
	Labor Force. Yes.	44
	Higher Education. Yes.	50
	K-12 Computer Science. Yes.	58
3	Boston, Your Home	60
	Logistics. Yes.	62
	Community. Yes.	66
	Site. Yes.	74
	Building. Yes.	90
	Additional Sites. Yes.	94
4	Boston, Your Community Partner	108
	Investments, Incentives, and Initiatives. Yes.	110
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	RFP Response Directory: Information Requested	120
	Testimonial from Elected Officials	166
	Testimonials from Higher Education Institutions	168
	Testimonials from Boston-based Businesses	192
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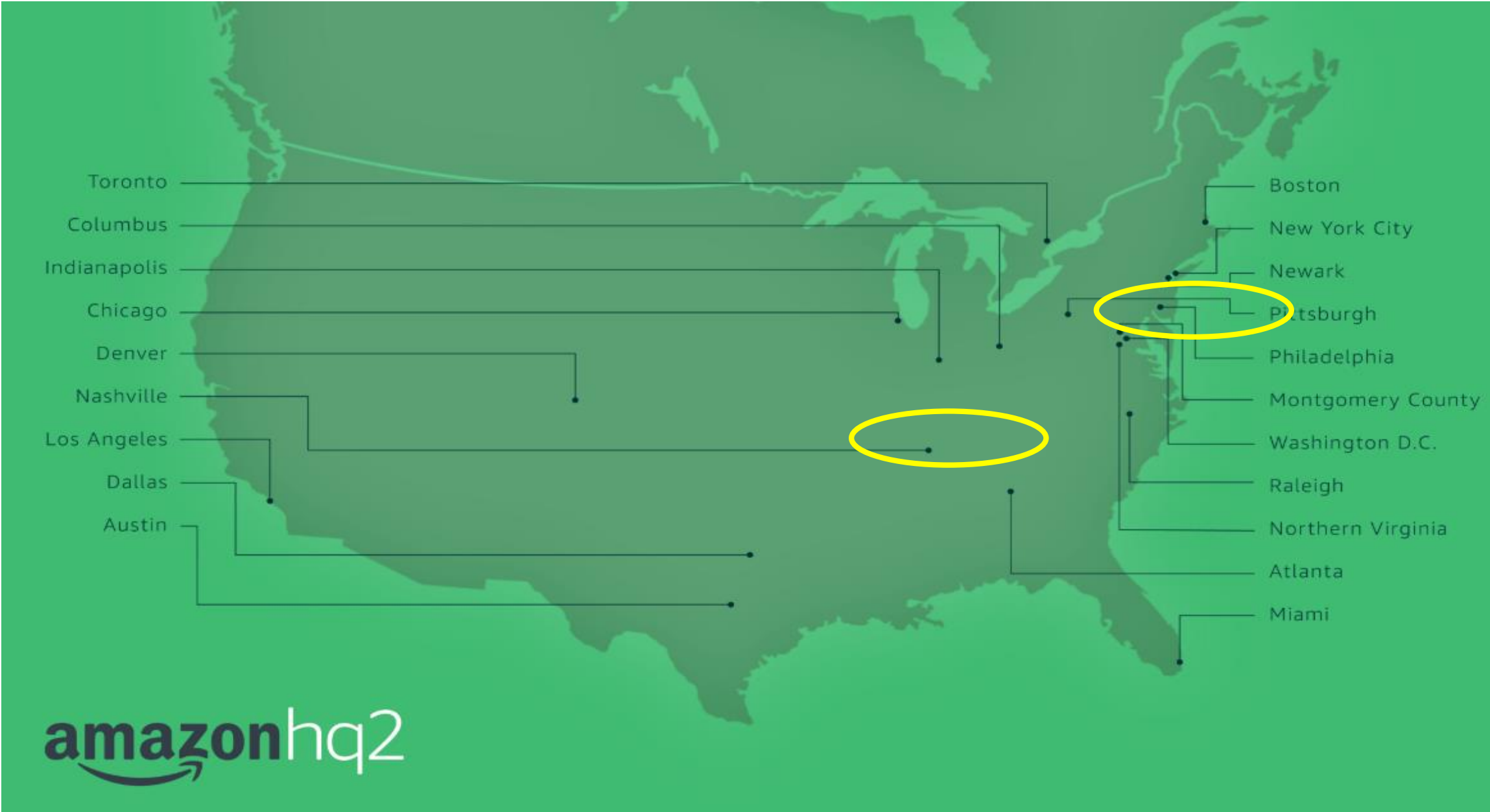
HQ2 Final 20 out of 238



HQ2 Final – East Coast



And then there were two!





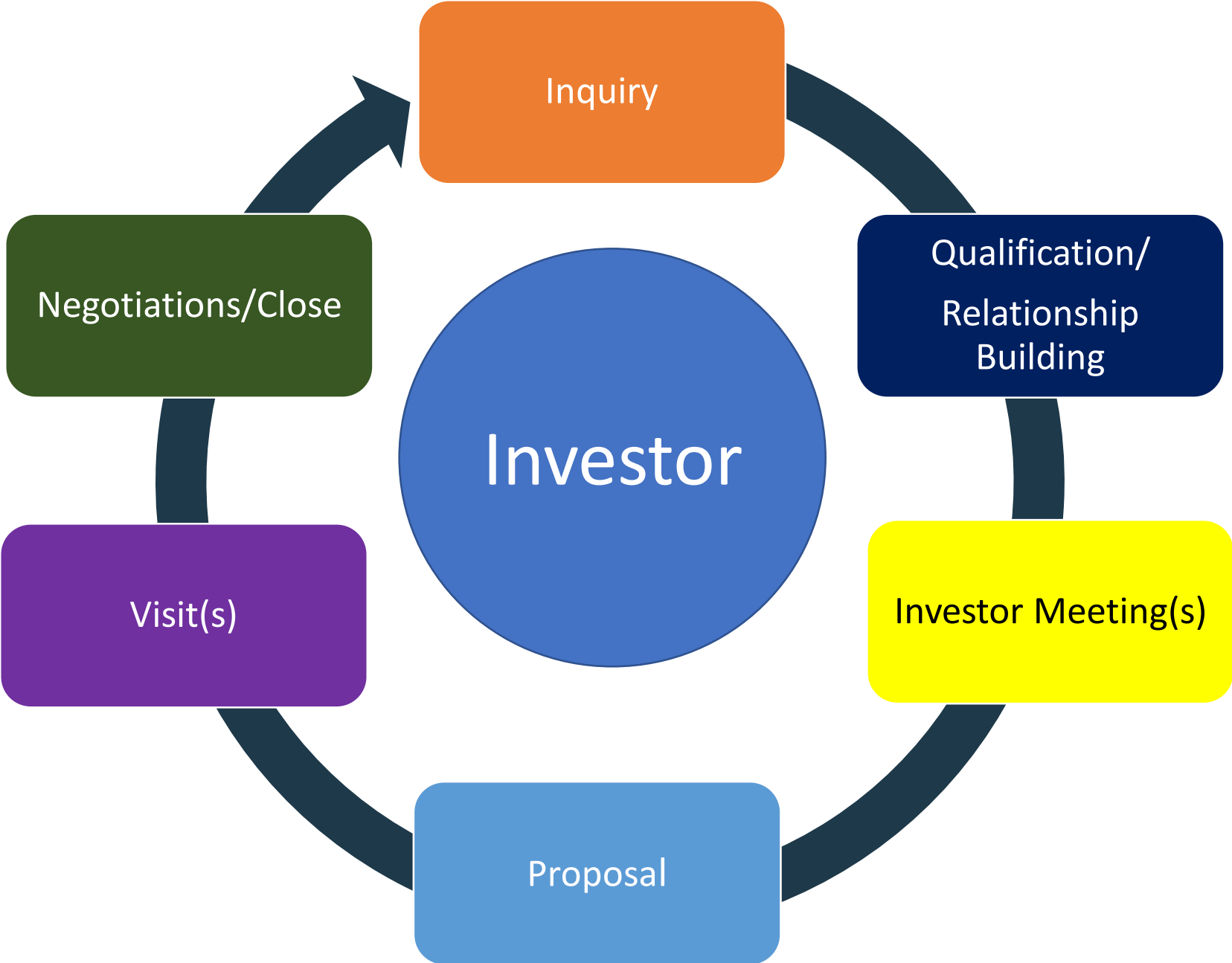
4 | STAYING IN THE GAME

Are you ready?

- Complete and up to date **location analysis**
- Understand your **strengths and weaknesses**
- **Developed investment promotion strategy** – key sectors & markets
- Organized around the **key sectors**
- Mapped the **ecosystem**
- Recruited/engaged key **stakeholders/experts**
- Are the **political leaders on board?**
- Identified, gathered and organized data
- **Created materials** to communicate benefits
- Identified **project leaders**



Project Management Cycle



Initial Contact/Inquiry

- Who is making the inquiry – Company, Site Selector?
- How did the inquiry come in?
- How detailed is the requirement?
- Is it in your target sectors? Qualified?
- Questions? – engage to clarify
- Analyze - What is the EDA response?
- How does the information get collected and shared?



Initial Contact/Inquiry

- Assign the right people and produce a response
- Address the client need
- Personalized
- Do not send standard marketing brochures
- Use data to answer questions – graphics & pictures!
- Leverage existing investor cases
- Tell & Show
- High quality communications
- Response within 5 days
- Follow-up one week later to field questions and begin the dialogue
- Build the relationship



Qualification/Relationship Building



- Follow-up and continue to qualify the project
- Collect additional information about the project
- Deliver additional personalized information
- Begin to scope size and timing of project
- Study the business and new project plans
- Identify key drivers to the projects
 - Market
 - Skills
 - Taxes/Incentives
 - Supply chain
 - Logistics
 - Costs



Qualification/Relationship Building



- Assess fit in local community
- Identify critical contributing assets and resources
 - Strengths
 - Weaknesses
- Competition/ comparative assessment
- Get to know the key executives and influencers
- Leverage network to gather additional intelligence/influence
- **Push for a meeting at the company**



Investor Meeting(s)

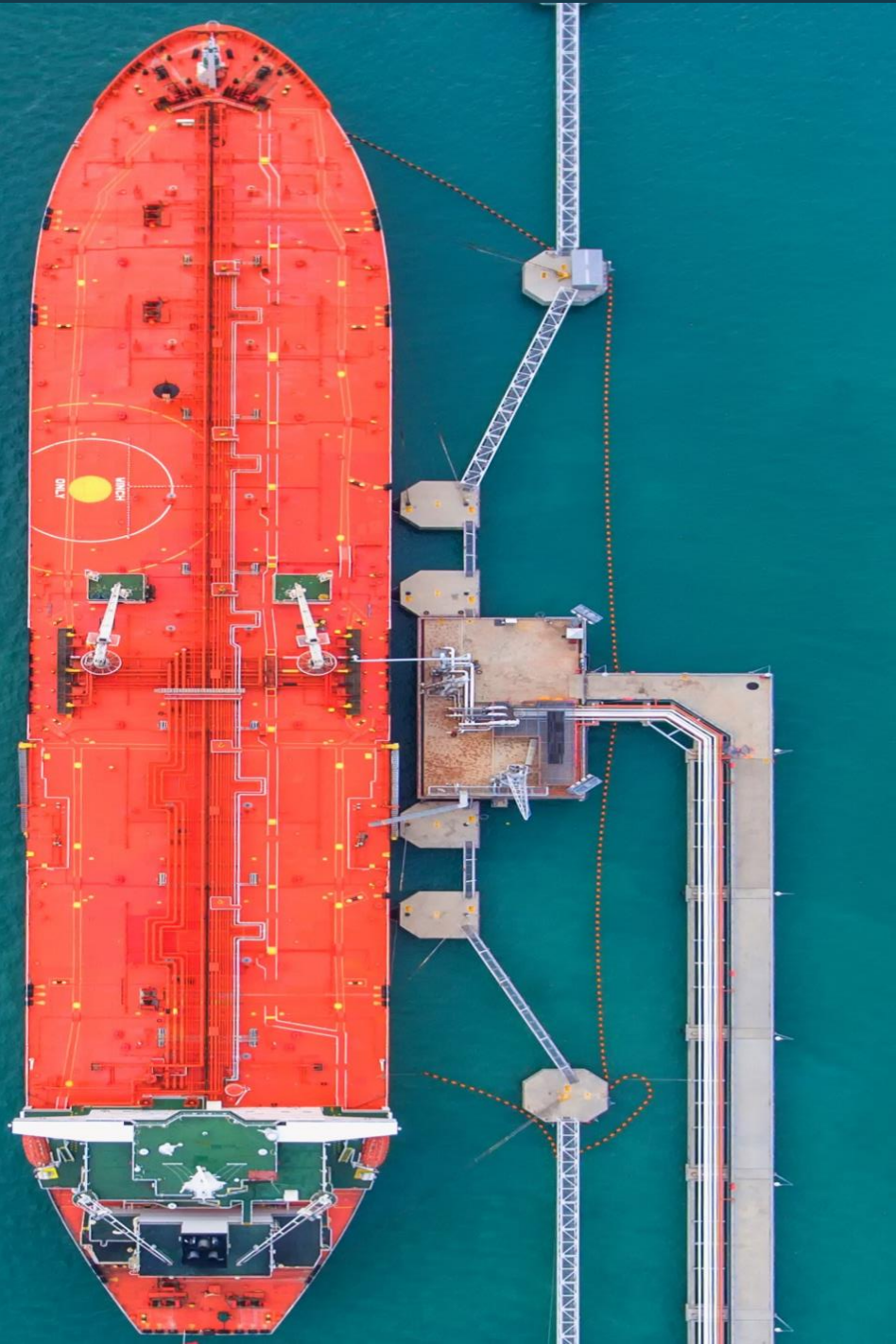


- You are on the right track!
- Opportunity to build the relationship
- Understand who will attend from their side
- What are their agenda items
- Select the right attendees
- Identify the leader
- Plan and develop your agenda
- Prepare the right materials

Investor Meeting(s)

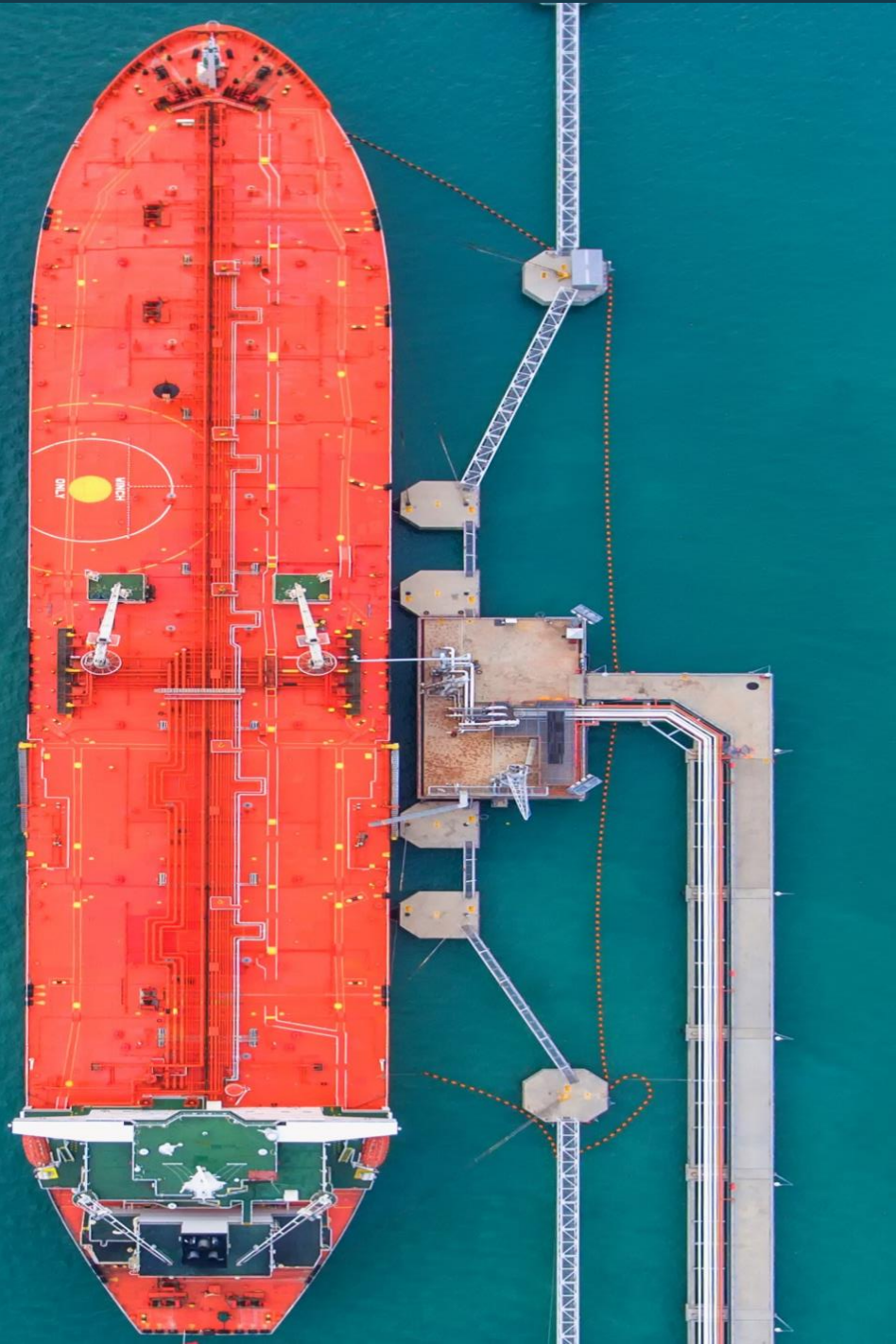


- Gifts – yes/no – what?
- Cultural implications – local twists
- Dress
- Ensure your questions are answered
- Listen to what and how they are saying.....
- **Secure an opportunity to send a proposal and follow-up with the site visit**
- **Summarize and follow-up**



Making Progress!

- Format?
- Demonstrate **your understanding of the company & the project requirements**
- Restate the **client project objectives**
- **Customized business case** as to why your location is the best
- Outline **project support from EDA and ecosystem**



Making Progress!

- Clear information about **support for this project** - maximize graphics!
- Site **existing investors** in the sector and supply chain
- Provide **relevant supporting data, maps, site and regulatory information**
- **Clear/simple communications – no jargon**
- **Speak to the company – use their language**

Site Visit

- Most critical component
- Serious commitment by the investor
- Plan & customize the visit
- Get investor to approval on itinerary
- Investors need to see what you are selling
- Now is the time to involve **your best resources:**
 - government, companies etc. – be strategic!
- Add other relevant investors and supply chain



Site Visit

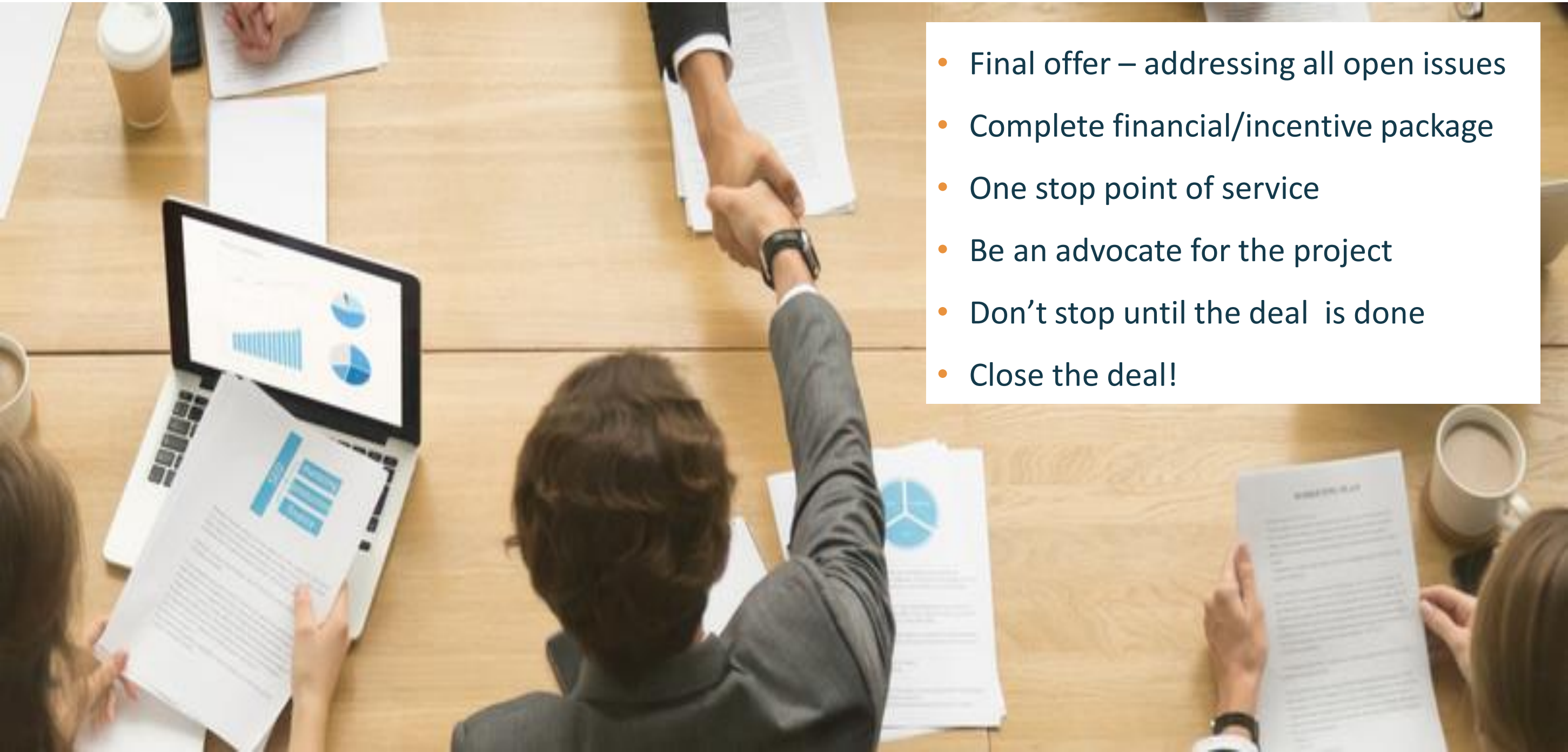
- Complete visit plan 8AM – 5 PM or 11PM each day
- Meals – include strategic partners
- All aspects business, residential, quality of life
 - Sites
 - Infrastructure
 - Educational aspects
 - Housing
 - Retail – restaurants, shopping
 - Cultural
 - Health Club, Golf, tennis skiing, boating etc.
- All visit logistics must be covered
- Handhold the investor from A-Z
- Hold a debriefing meeting at the end
- Follow-up and respond to questions from the visit the following week



Negotiations/Close



- Final offer – addressing all open issues
- Complete financial/incentive package
- One stop point of service
- Be an advocate for the project
- Don't stop until the deal is done
- Close the deal!





5 | KEY TAKE AWAYS

Key Take Aways

- **Know your offering** and focus on this
- Organize around your offer
- **Understand what your targets** are seeking
- **Build a robust information center** with a mix of hard data and compelling marketing pieces
- **Articulate your solution** in a clear manner
- **Data, Data, Data, Data** to support the solution
- **Leverage technology** to develop and present your pitch
- **Build a network locally and globally** to support your focus
- **Do not chase non-core projects!**



Key Take Aways



- **Study the project** and company inside & out
- **Do you have the assets** to compete?
- **Build a team of experts** to address - ecosystem
- **Build a relationship** with the company
- **Be equipped to deliver at every phase**
- **Understand weaknesses** and be prepared to address
- Location decisions are business decisions
- **People run businesses**
- Be flexible
- Win projects and learn from the losses





5 | QUESTIONS



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