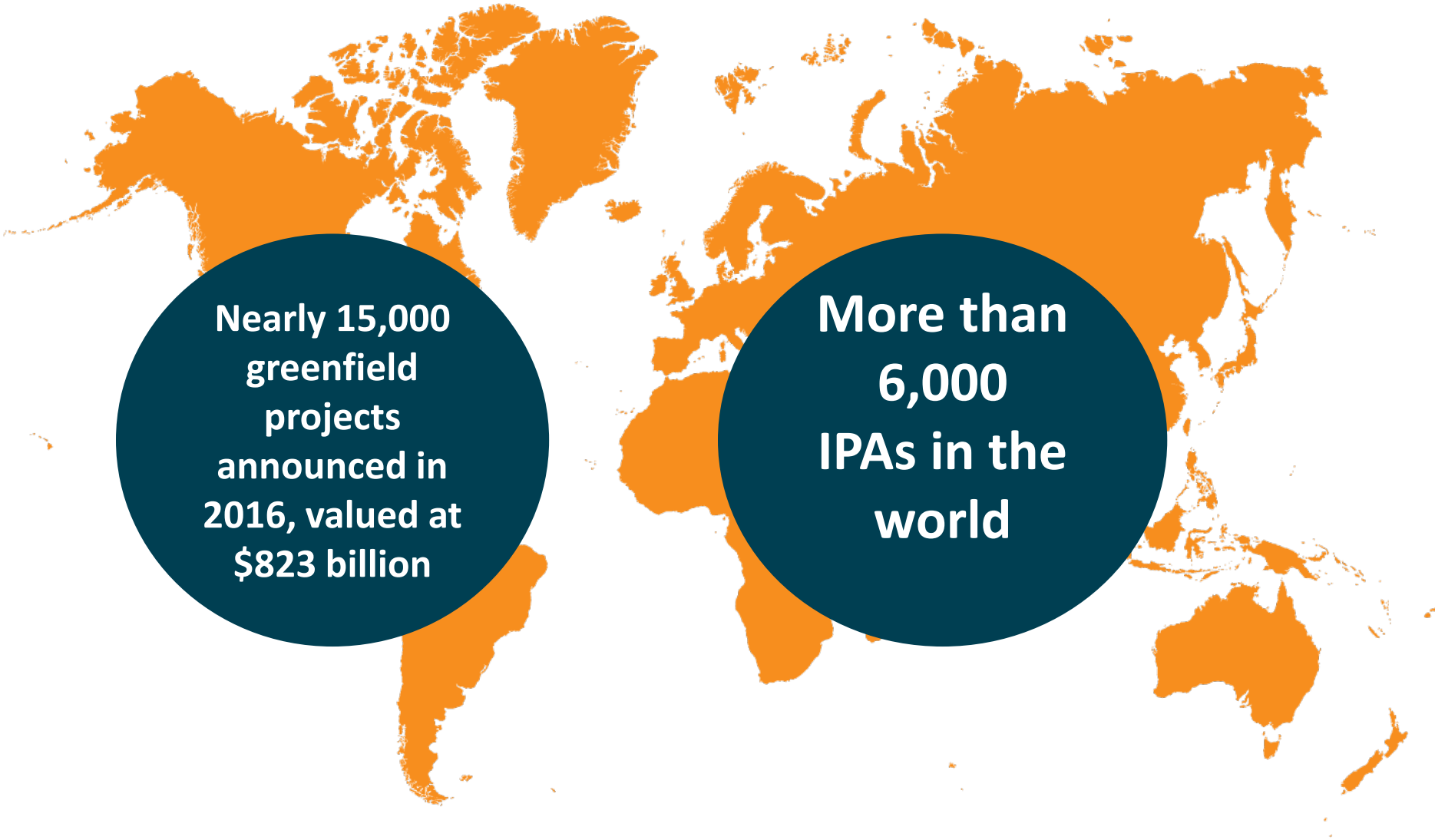




Comparing Agency Performance
FDI International Training Seminar




How
Many
IPA's
In the
World?



Nearly 15,000
greenfield
projects
announced in
2016, valued at
\$823 billion

More than
6,000
IPAs in the
world



**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%

Examples: low labor costs, low utility costs, advantageous exchange rate, etc...

Region	% Making Operating Cost Claims
North America	43%
Latin America & Caribbean	24%
Africa	30%
Middle East	21%
Western Europe	31%
Eastern Europe	40%
Central Asia	60%
South Asia	9%
Australasia	38%

Examples: low inflation, low unemployment, low levels of debt, etc...

Region	% Making Economic Condition Claims
North America	6%
Latin America & Caribbean	1%
Africa	6%
Middle East	4%
Western Europe	8%
Eastern Europe	2%
Central Asia	10%
South Asia	14%
Australasia	25%

Examples: good quality of life,
access to quality healthcare, great
place to live, etc...

Region	% Making Social Condition Claims
North America	69%
Latin America & Caribbean	32%
Africa	19%
Middle East	49%
Western Europe	77%
Eastern Europe	44%
Central Asia	30%
South Asia	18%
Australasia	58%

Examples: grants, workforce development programs, public financing options, etc...

Region	% Making Financial Incentive Claims
North America	75%
Latin America & Caribbean	24%
Africa	9%
Middle East	11%
Western Europe	48%
Eastern Europe	72%
Central Asia	50%
South Asia	36%
Australasia	73%



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

Many agencies are focusing on the same sectors...



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 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

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.



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.

...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?

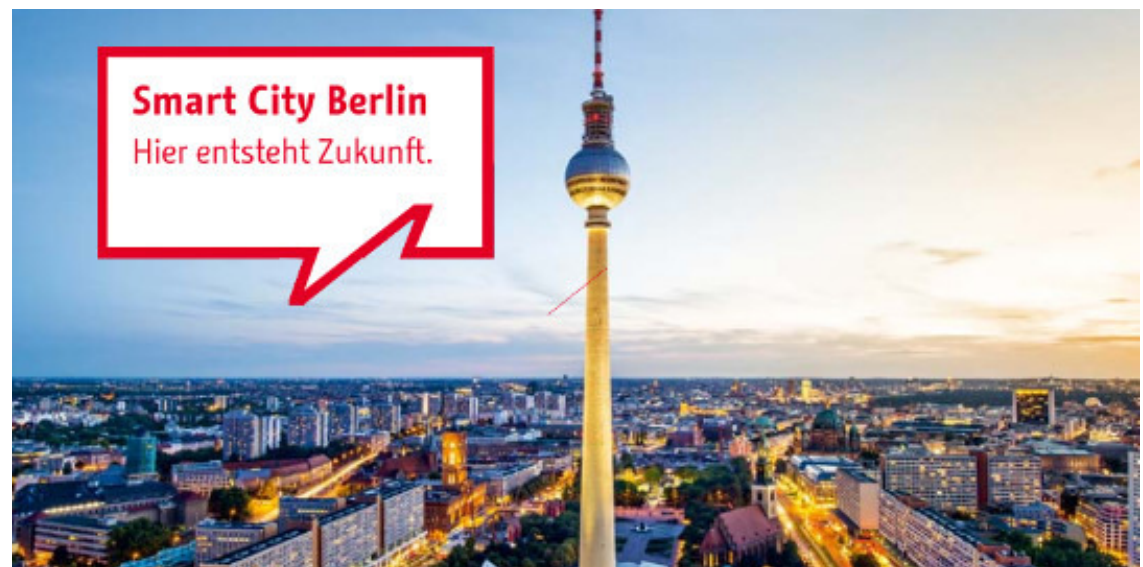
There are seven reasons that make El Salvador an attractive destination for investment:

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



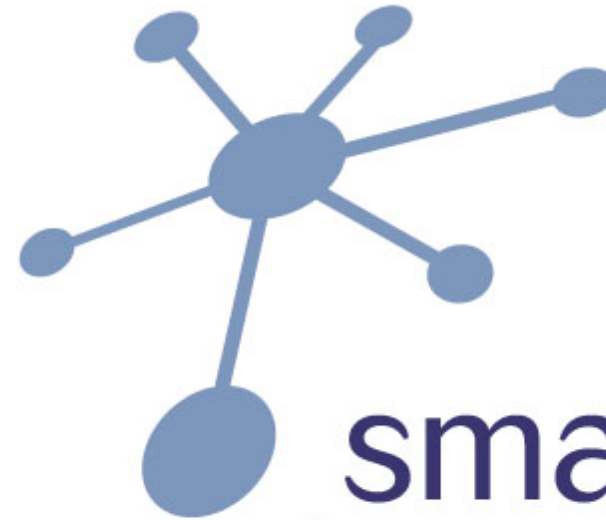
**How
Many
Make the
Same
Claims?**

Industry Buzzwords



Shaikh Mohammad announces Smart City project to transform Dubai

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




smartcity
barcelona

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.



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?



**IPA's across the
world make
bold, often
unsubstantiated
claims.**



ARIZONA
COMMERCE AUTHORITY

From an unsurpassed number of sunny days to snow skiing, Arizona's quality of life is second to none.

[LEARN MORE »](#)

Why Nebraska?



Employees have an unmatched work ethic.



Central location offers an integrated system of interstates, mainline railroads and airports.



Industrial sites and buildings are ready for immediate occupancy.



A 100% public electrical power system offers some of the lowest rates in the nation.



ADVANTAGE
R O S E V I L L E

COMMUNITY INFORMATION

Roseville, California is a diverse and vibrant community.

Approximately 25% of the population is under the age of 18. Approximately 58% of the city's population is between the ages of 25 and 65.

The median household income in Roseville is \$80,658. A third of all households in Roseville have an annual income of over \$100,000. [CivicDashboards.com]

The average price for a home in Roseville is about \$409,100 with an ownership rate over 65%. [Zillow.com]

Roseville is the perfect community for every company. Our ethnic, racial and educational diversity makes our city a great place to "hang your shingle."

CLIMATE

The city of Roseville has the perfect climate for business. There is enough precipitation to allow everything to grow, but not interfere with business and shipping.

LOCATION

No matter your business needs, you can find them here

Invest in Bogota!

Because of its **location, workforce, market access, costs, business climate, operating environment, quality of life,** and many more reasons, **Bogota is the best place for your business.**

The perfect business climate.

Choosing where to relocate or expand a company usually involves compromise. That is, unless, the choice is Michigan. With an estimated 86% reduction in business taxes, a deep pool of tech-skilled talent, \$16.7 billion in annual R&D and an unsurpassed quality of life, business comes naturally in Pure Michigan.

michiganadvantage.org

PURE  MICHIGAN®

FLORIDA®
The Perfect Climate For Business.



INVESTE **SÃO PAULO**

*Agência Paulista de Promoção de
Investimentos e Competitividade*

- 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 in Funding Sources
- Number 1 in Incentive Policies
- Number 1 in Tourism and Events



Flanders: Europe's best business location

Eight good reasons to invest in Flanders

"Flanders has a ready-to-hand, skilled and motivated pool of talent."



Flanders boasts a strategic location in Europe

The region of Flanders, the northern part of Belgium, provides you with a uniquely central location at the hub of the wealthiest and most populated area of Europe. Our immediate neighbors are France, Germany, Luxembourg, the Netherlands and the UK. Flanders, therefore, sits right at the crossroads of the three major European cultures – Latin, Germanic and Anglo-Saxon. In addition, the region's capital, Brussels, is headquarters to the European Union, NATO as well as a host of international governmental and non-governmental organizations.

Excellent infrastructure, connectivity and market access

Flanders has the required transport and communications infrastructure to make the most of its central location. In transport, our region is home to four ports,

The Netherlands ~ Europe's best business location

Are you interested in exploring the opportunities to expand and set up your operations in the Netherlands? How to reach the European marketplace?

"Excellent infrastructure, connectivity and market access"

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

If you are looking for a business location in the European Union, why not consider the **most competitive country in Europe?**

IMPRESSIVE TRACK RECORD

Ireland's performance as a hub for Foreign Direct Investment is unrivalled.



**BEST COUNTRY IN WESTERN
EUROPE**

to invest in



1ST

for flexibility and adaptability of
people



1ST IN THE WORLD

for inward investment by quality
and value



1ST IN THE WORLD

for investment incentives



IN THE TOP 10

most innovative countries in the
world



IDA Ireland

GERMANY
AT ITS
BEST



NORDRHEIN-WESTFALEN

Bold Claims that are patently false.



AGÊNCIA PARA A PROMOÇÃO
DE INVESTIMENTO E EXPORTAÇÕES
DE ANGOLA



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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.

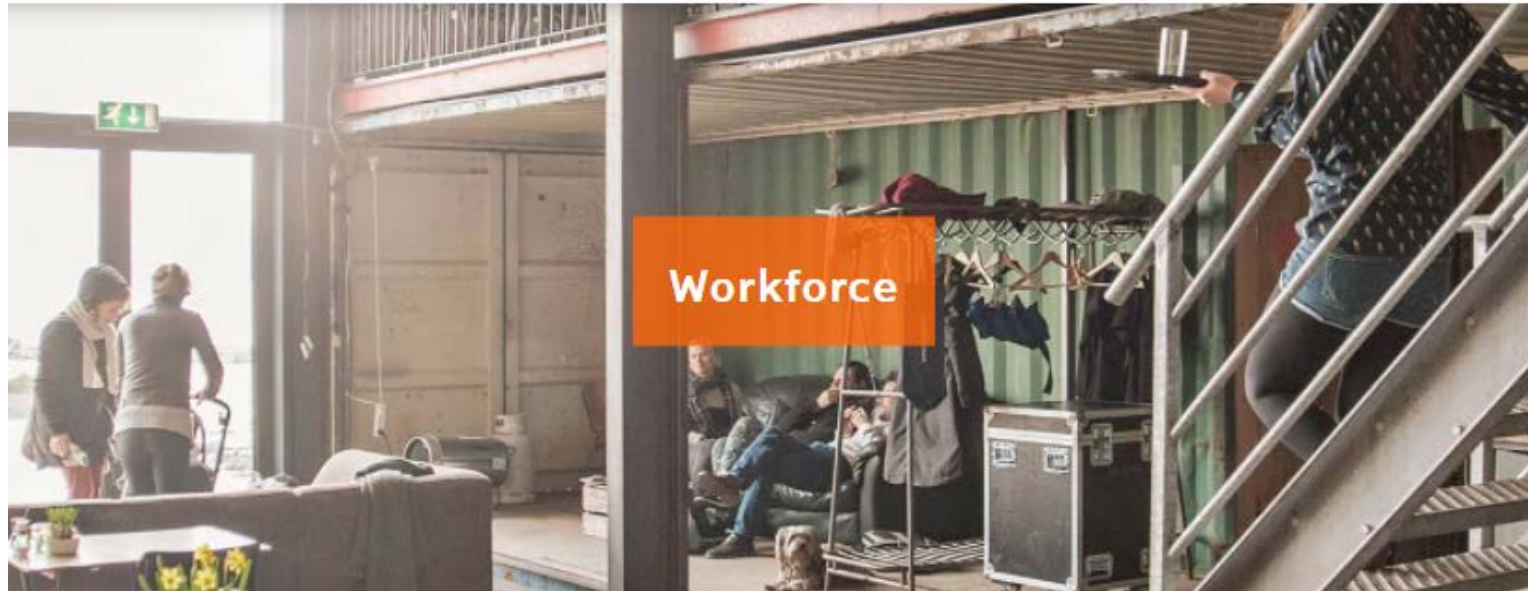
The Angolan government acts through 33 ministries organized into four main lines of action: State administration, infrastructure, Production and Social Sector.

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.



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

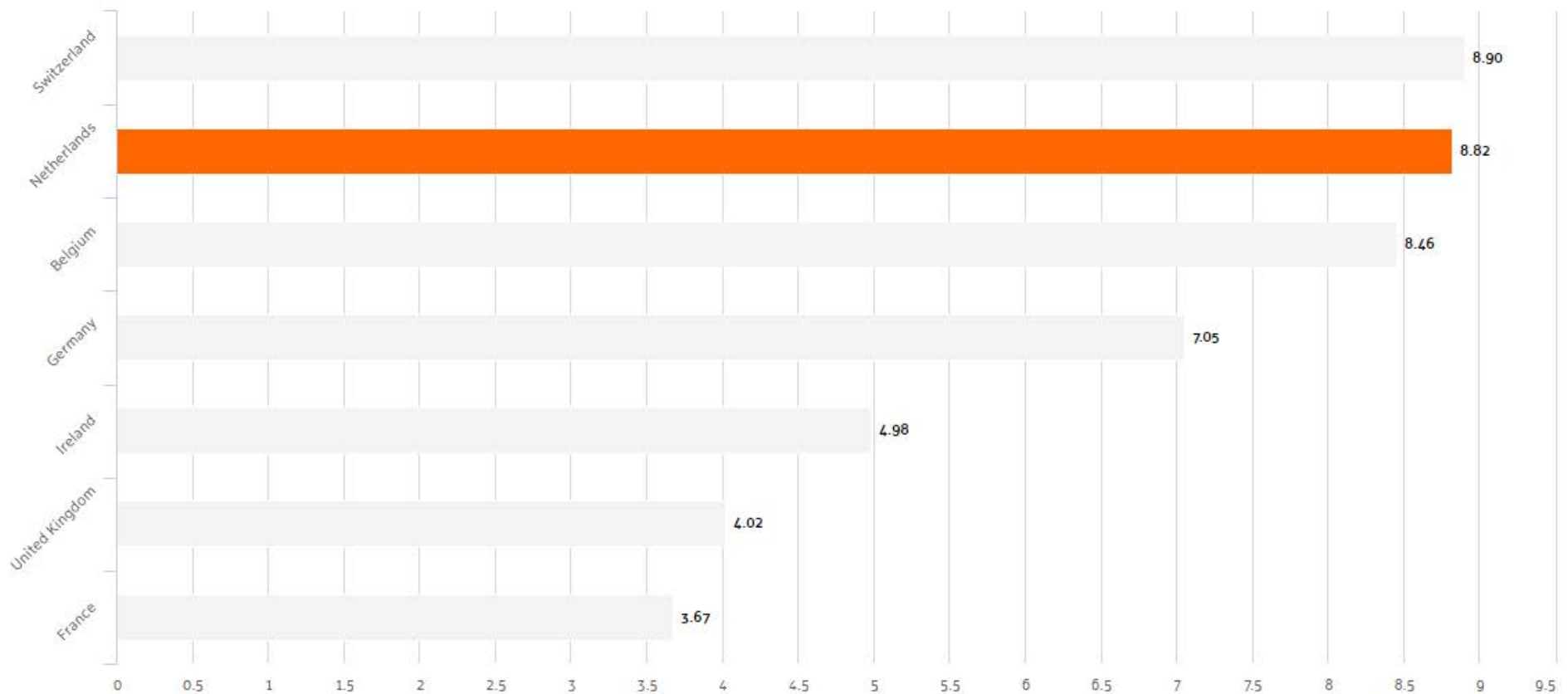
The Dutch labor market is comprised of highly skilled, multilingual, business-savvy workers ready to meet the demands of international business needs.

"Labor relations and government relations are constructive and pragmatic in the Netherlands."

Marcel Smits
CFO, Cargill

Language Skills

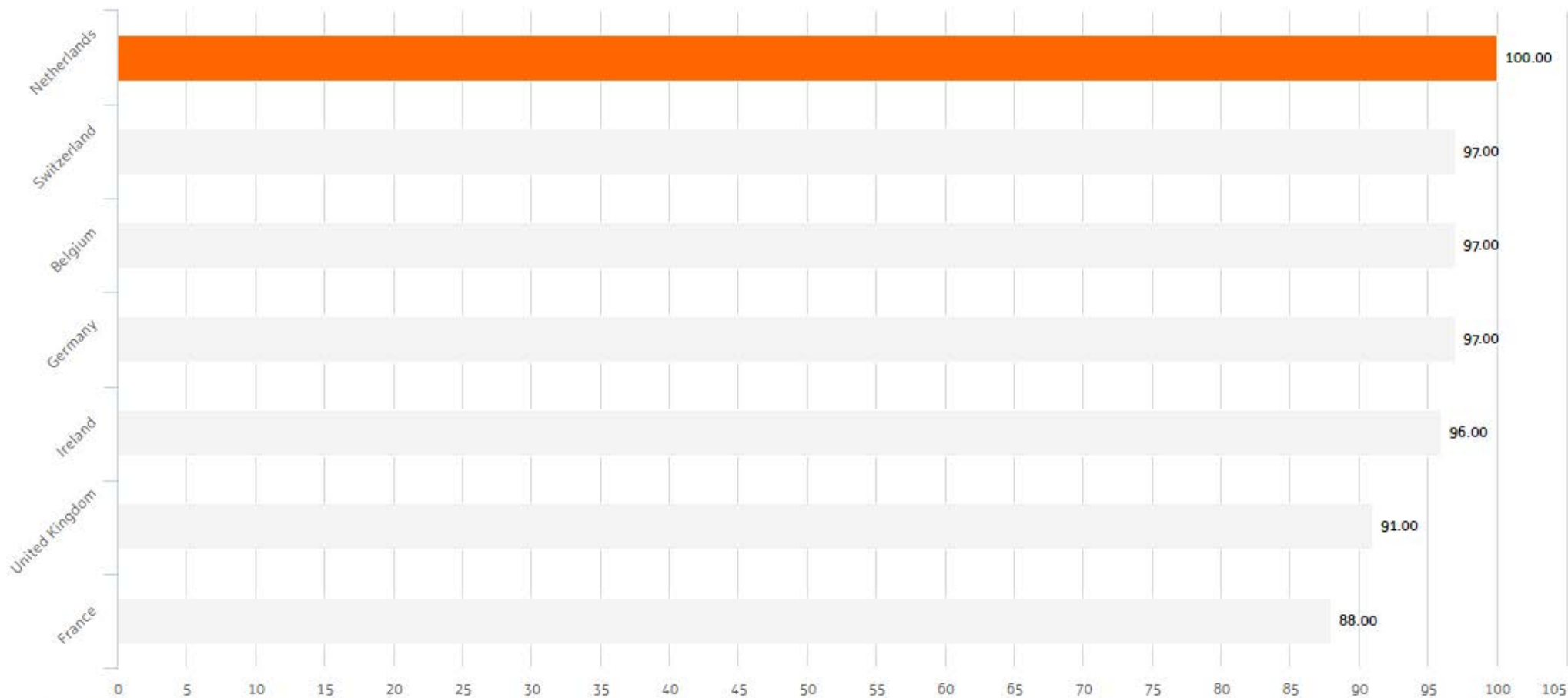
Language skills are meeting the needs of the enterprises



Source: IMD WCY 2016 (Western European countries)

English Proficiency - TOEFL

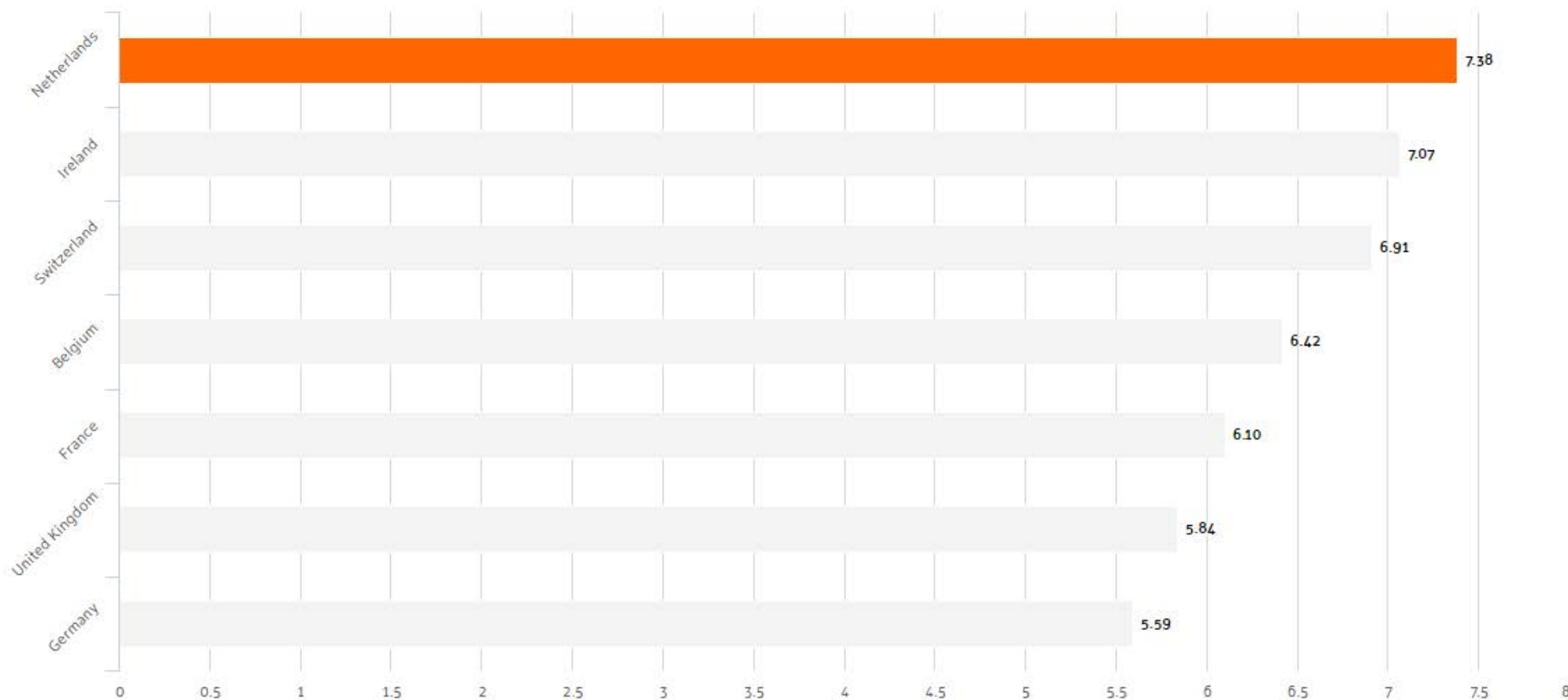
TOEFL scores



Source: IMD WCY 2014

Skilled Labor

Skilled labor is readily available



Source: IMD WCI 2016 (Western European countries)

Workforce Statistics



Building For The Future



About Us

Economic Development

Buildings & Sites

Living In DeSoto

Contact Us

Demographics

Logistics & Transportation

Planning & Zoning

Business Incentives

Taxes

Utilities

Workforce

Target Industries

Major Employers

MOES Annual Labor Force Report Hoping, Mississippi Gov Job

YEAR = 2016

NOTE: Amounts are rounded to end of year totals

DE SOTO

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Average
Residence Based Income													
Unemployed	66,000	63,280	60,880	61,310	64,860	61,500	66,440	64,300	64,110	61,310	66,680	66,570	65,130
Employed	4,510	4,500	3,680	3,100	3,860	4,500	3,840	3,940	3,840	3,680	3,200	3,300	3,680
Total	71,510	67,780	64,560	64,410	68,720	66,000	70,280	68,240	67,950	64,990	69,880	70,870	68,810

Establishment Based Income

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Average
Manufacturing	4,000	4,200	4,000	4,210	4,040	4,200	3,840	3,900	4,000	4,200	4,040	4,000	4,000
Wholesale/Retail	60,000	58,000	56,000	58,000	60,000	58,000	60,000	58,000	58,000	56,000	60,000	58,000	58,000
Agri., Forestry, Fishing & Hunting	80	80	80	80	80	80	80	80	80	80	80	80	80
Mining	100	100	100	100	100	100	100	100	100	100	100	100	100
Utilities	100	100	100	100	100	100	100	100	100	100	100	100	100
Construction	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Wholesale Trade	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Retail Trade	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Transport & Warehousing	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Information	800	800	800	800	800	800	800	800	800	800	800	800	800
Finance & Insurance	900	900	900	900	900	900	900	900	900	900	900	900	900
Real Estate, Rental & Leasing	400	400	400	400	400	400	400	400	400	400	400	400	400
Professional and Business Services	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Management of Companies & Enterprises	80	80	80	80	80	80	80	80	80	80	80	80	80
Administrative and Support Services	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Educational Services	200	200	200	200	200	200	200	200	200	200	200	200	200
Health Care & Social Assistance	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Arts, Entertainment & Recreation	600	600	600	600	600	600	600	600	600	600	600	600	600
Accommodation & Food Services	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Other Services (except Public Administration)	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Government	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Education	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Total Nonagriculture Employment	66,000	63,280	60,880	61,310	64,860	61,500	66,440	64,300	64,110	61,310	66,680	66,570	65,130

NOTE: Establishments based income are estimates and do not include self-employed individuals, religious organizations, and 1099s. Annual totals are a summary of monthly employment.

10 of 100

MAJOR EMPLOYERS

COUNTY COMPARISONS

PREVIOUS YEARS COMPARISON



EMPLOYMENT

Employment 2016

Employment (2016)	Index
Labour Force ('000)	3,672.8
Unemployment rate* (% of labour force)	2.1
Labour force participation rate** (%)	68.0
Males	76.2
Females	60.4

Source: Department of Statistics Singapore

* Seasonally adjusted (quarterly)

** As at June, based on the population aged 15 and above

Central Provident Fund (CPF)

The Central Provident Fund is a compulsory social security savings scheme that employers and employees contribute to. It is applicable only to Singapore citizens and Permanent Residents.

CPF is meant to take care of workers' financial needs at retirement as well as other areas such as healthcare, home ownership, investment and medical insurance. There are 3.80 million CPF members and the CPF balance stood at \$345,711.5 million (as of June 2017).
(source: Central Provident Fund Board)



Wage Policies

The National Wages Council was set up to formulate wage guidelines to be in line with long-term economic growth for the Singapore government.

The National Wages Council is made up of representatives from the government, employers groups & trade unions. The council advises the government on wage policies, and issues guidelines that are in line with long term economic objectives. There are 70 registered employees'





WORKFORCE STATS

Regardless of where you choose to locate your business, it will be the quality of those who work there that directly corresponds with the quality of the business, its products and its ability to attract and retain profits. Businesses find that those they hire in the C3 Northwest Alabama region are ready, willing and able to learn and to earn. Ours is a strong manufacturing economy, both in heritage and current environment. The abundance of available workers makes finding and hiring the best much easier than in many other places. Expect to be delighted with the caliber of those you find and employ.

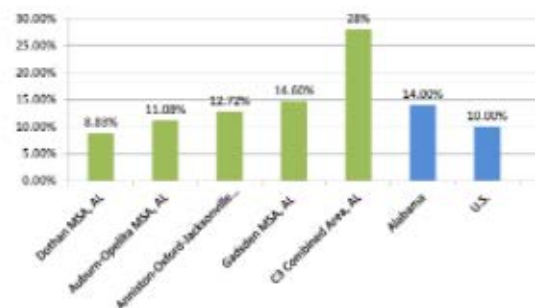
C3 REGION WORKFORCE AVAILABILITY STATISTICS

C3 REGION EMPLOYMENT CLUSTERS

MANUFACTURING BREAKDOWN

C3 region Workers KNOW Manufacturing!

Percentage of Workforce Employed in Manufacturing



CURRENT WORKFORCE STATISTICS

AREA	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	UNEMPLOYMENT RATE
FAYETTE	6,137	5,732	405	6.6%
LAMAR	5,419	5,077	342	6.3%
MARION	11,774	10,960	814	6.9%

Source: Alabama Department of Labor. Based on February 2016 data.

REGIONAL WORKFORCE STATISTICS

AREA	LABOR FORCE	EMPLOYMENT	UNEMPLOYMENT	UNEMPLOYMENT RATE	UNDER-EMPLOYMENT RATE	AVAILABLE LABOR POOL
FAYETTE	6,584	6,150	434	6.6%	7,201	7,725
LAMAR	5,763	5,419	344	5.9%	7,223	2,027
MARION	12,348	11,715	633	5.1%	7,545	7,803

Invest In Flanders



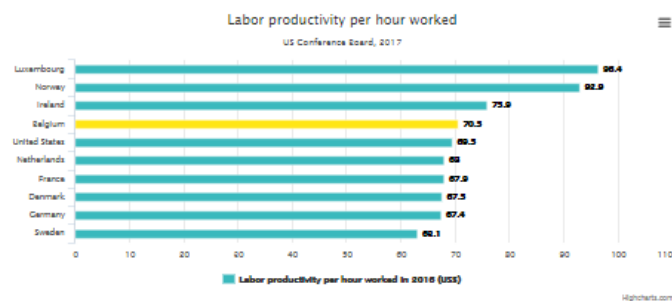
Home > Investing In Flanders > Workforce > Flanders has one of the world's most productive workforces

Flanders has one of the world's most productive workforces

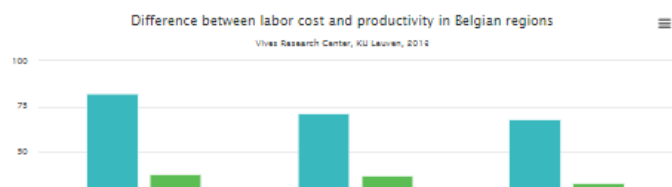
Why are the workers of Flanders among the most productive in the world? Well, they're provided with the perfect environment for productivity.

What makes our workforce excel?

- A superior business environment
- Excellent infrastructure
- A high standard of living
- Close industry clustering
- A high level of available labor
- A fantastic educational system



Among the regions of Belgium, Flanders' workforce is the most productive, with the largest difference between labor cost and productivity.



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

A Focused Approach is Essential to FDI Attraction

Three Areas of Focus are Most Important

1. Focus on target sectors
2. Focus on geographic target markets
3. Focus on individual target companies

Focusing on These Areas Allows IPAs to:

1. Direct valuable resources to areas and activities where they have the greatest impact
2. Define target groups and develop an understanding of their requirements
3. Tailor FDI attraction activities and value propositions more closely to those requirements

Selecting Target Sectors

What is a Target Sector?

1. A sector with significant potential for international expansion due to recent and ongoing industry developments, and a sector that will benefit from the location and market access of the IPA's region. A Target Sector should never be something local politicians decide you should suddenly “develop.”

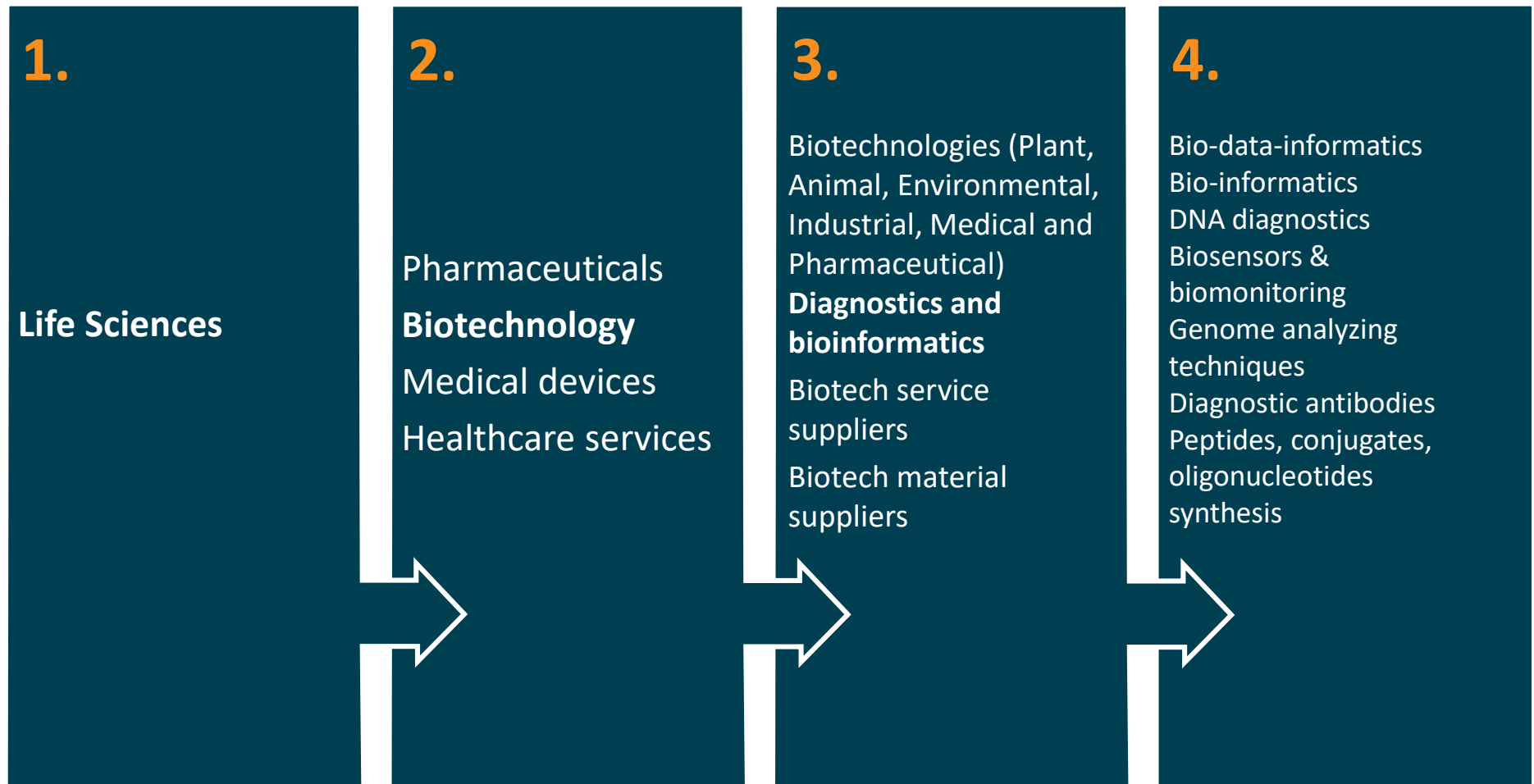
Focusing on Target Sectors Allows IPAs to Gain:

1. An understanding of how companies in the sector make investment decisions
2. The ability to develop better-tailored messages
3. Greater credibility and differentiation

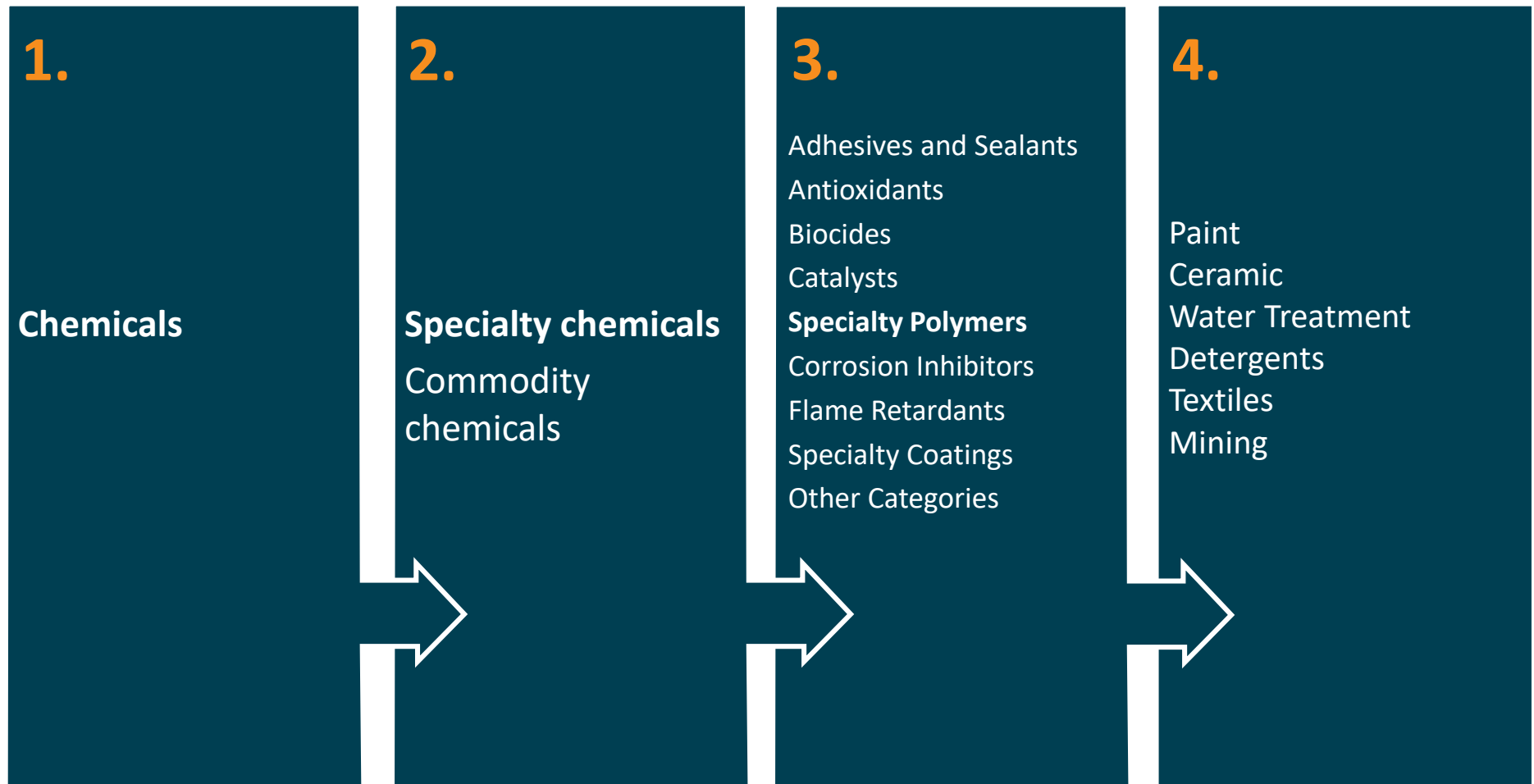
Focusing on Target Sectors can Provide Additional Benefits

1. Selecting target sectors does not bar investment from other sectors
2. Keep in mind that target sectors should be neither too broad nor too narrow

Target Sector Segmentation



Target Sector Segmentation



Target Sector Selection

Location Questions

Mining

ICT

Clean
Energy

Oil & Gas

Plastics

- Do we have specific advantages in these sectors?
- Do we compare favorably to competitor locations?
- What are the specific opportunities for companies from these sectors in our location?
- Can we articulate specific value propositions?
- What types of companies can benefit from these advantages and opportunities?
- Do the advantages/opportunities of our location match the requirements of potential investors?

Market Questions

Mining
Chemicals

Data
Centers

Wind
Energy

Steel
Components

Food
Packaging

- Which sectors are experiencing growth?
- Are companies in those sectors expanding internationally?
- Where are they investing and why?
- Are there examples of recent investments in our part of the world?
- How big is the pool of potential investors?
- What are the key location requirements of companies in the sector?

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

-Albert Einstein

What are your unique Value Propositions?

Value Propositions:

- Describe the 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

How to Create a Value Proposition

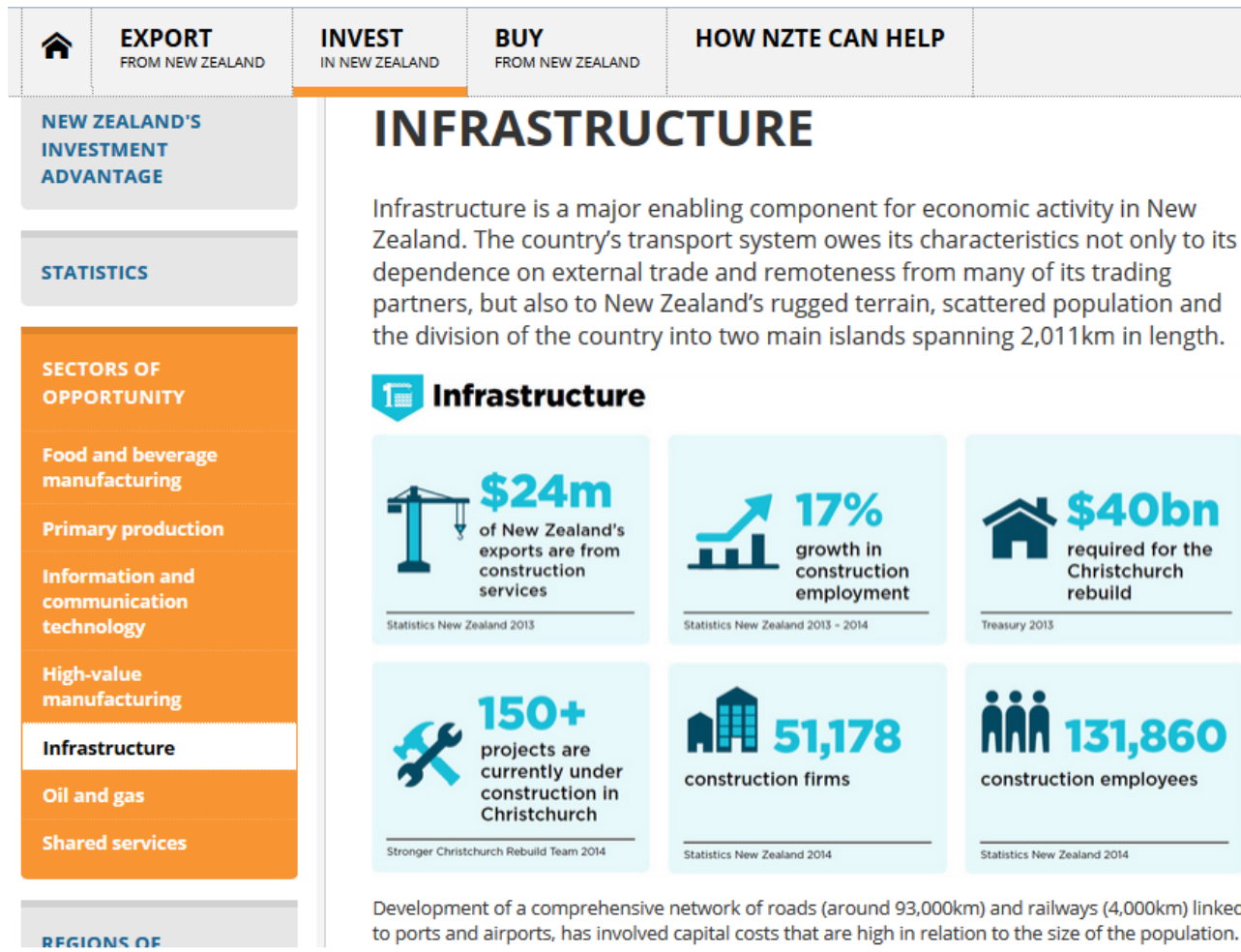
Section 1: A Focused Approach

Section 2: Target Sector Selection

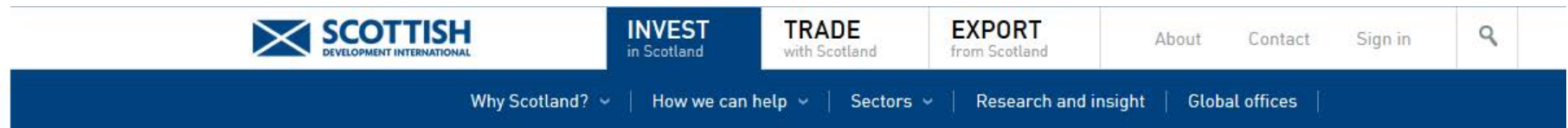
Section 3: Defining Value Propositions

Section 4: Examples

Emphasize Market Opportunities



Emphasize Skills and Innovation



HOME / INVEST IN SCOTLAND / SECTORS /

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The quality of Scotland's research and development is a key reason why companies choose to locate in Scotland. Find out how we helped Toshiba open a key global R&D centre here.



Emphasize Market Testing

MINISTRY OF FOREIGN AFFAIRS OF DENMARK

INVEST IN DENMARK

中文

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Cleantech	Tech/ICT	Life Sciences	Maritime	Design	Food			
	Robotics	Big Data	Sound Technology	Wireless and Mobile Technology	Software Development			



How can we help you?

Denmark is the World's Best Test Market

Using Denmark as a test market gives international corporations the advantage of quickly being able to adjust and improve a product at low costs before releasing it on the world market.

Users often play an active part in developing new technology, thus enabling developers to create highly user-friendly products. The fact that Denmark is a small, highly integrated and homogenous society, with consumers who are quick at adapting new technologies also contributes to making Denmark the world's best test market.

International companies can benefit from the Danish approach to test markets

Software companies located in Denmark are not only able to profit from the high level of education in Denmark, but also from the long-standing tradition of user-driven innovation and close relationship with customers.

Danish scientists, designers and workers are renowned for their aesthetic sensitivity and ability to design appealing models and particularly for thinking in totalities. Hence, a wide range of ICT companies use Denmark as a test market before releasing their products on the global market.

Next step



Explore business cases

Contact



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+45 3392 0819

henson@um.dk

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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

WHY INVEST

Access to Global Markets

Low Business Costs

Investment Climate

Ideal Location

People & Diverse Culture

WHY INVEST IN T&T

Low Business Costs

Trinidad and Tobago's success in energy has fueled its rapid development into one of the most industrialized and cost-effective nations in the Caribbean and Central America.

Find out more →

WHY INVEST IN T&T

Ideal Location

Trinidad and Tobago is a twin island republic situated below the hurricane belt, at the southern-most end of the Caribbean archipelago.

Find out more →

When you invest in Trinidad and Tobago you are not just setting up a business, you are building a partnership with us. That's how we help companies from around the globe succeed in their ambitions.

THE COLUMBUS[★] REGION



Columbus 2020



Doing Business



Market Research



Industries



Moving Here



News & Events

MANUFACTURING

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OFFICE

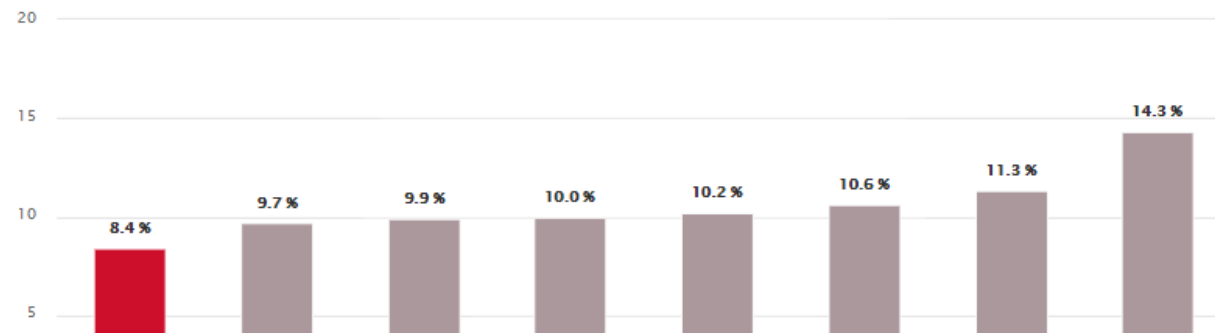
Manufacturing

Manufacturing Operating Costs

Project parameters: 50 jobs (production: SOC 51), 50,000 square feet, \$25M land and building value, \$50M tangible property (30% depreciation), \$30M revenue, \$1.5M in-state gross receipts, \$3M profit. Chart displays cost as % of Revenue

Metro Area	Payroll	Rent	Taxes	Total Cost	Cost as a Percent of Revenue
Columbus	\$1.80M	\$0.15M	\$0.57M	\$2.53M	8.4%
Detroit	\$1.87M	\$0.21M	\$0.85M	\$2.92M	9.7%
Louisville	\$1.74M	\$0.19M	\$1.03M	\$2.96M	9.9%
Los Angeles	\$1.53M	\$0.32M	\$1.15M	\$2.99M	10%
Chicago	\$1.70M	\$0.22M	\$1.08M	\$3.00M	10.2%
Dallas	\$1.62M	\$0.18M	\$1.40M	\$3.19M	10.6%
Indianapolis	\$1.61M	\$0.18M	\$1.61M	\$3.40M	11.3%
Charleston	\$2.05M	\$0.24M	\$1.98M	\$4.28M	14.3%

Manufacturing Operating Costs, as Percent of Revenue



Best Practice



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Where to Invest

Our Key Sectors are grouped into six investment themes

Key sectors

[Check out the sectors' incentives →](#)

- > Water & Sewage
- > Waste Management

Needs Work



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You are here: Home | Country Profile | Reasons to Invest in Dominica



Reasons to Invest in Dominica

Why not Make Dominica Your next Investment Destination



- * Dominica ranked #6 by FDI Intelligence for cost effectiveness in the Caribbean & Latin America
- * "Gateway to Europe" 15 minutes by air to the French Overseas Departments of Martinique and Guadeloupe and less than 2 hours to the nearest US port.
- * Free movement of profit and dividends with no capital gains, estate or death taxes
- * An English speaking, educated, and trainable workforce with 95% literacy.

SUB MENU

- > Location & Physical Description
- > Government
- > Other Country Facts
- > Ports of Entry
- > Travel Requirements
- > Public Holidays
- < Reasons to Invest in Dominica

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Aruba Economic Affairs

Department of Economic Affairs, Commerce & Industry of Aruba

12th of January 2018

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Investing in Aruba

One of the responsibilities of the Department is advising and contributing to investment policy formulation and monitoring international investment developments, for the purpose of a positive investment climate.

A. SECTORS being PROMOTED






B. WHY INVEST IN ARUBA?

A. Sectors being promoted

Creating Value

- Most value propositions are “abstract” from an investor’s perspective
- Creating value means generating an investment driver where previously none existed
- Can be applied to both new and existing investors
- Creating value can be a continuous process
- Success factors for creating value:
 - Understanding of the company’s requirements
 - Sector knowledge
 - Real propositions
 - Strong local partners
 - Long-term approach

Creating Value: Copenhagen Capacity and Cisco

Nov. 2012	January 2013	March 2013	Sept. – Dec. 2013	Jan. – May. 2014	May & Oct. 2014	December 2014	Ongoing
 <p>Copenhagen Capacity finds article on Cisco's activities in the area of smart parking applications. Agency contacts company directly to set up a meeting.</p>	 <p>Copenhagen Capacity visits Cisco in San Jose, CA with the Mayor of Copenhagen. Targeted meeting with the head of a specific parking project.</p>	 <p>5 people from Cisco Global Smart City team visit Copenhagen for 2 days, meet all relevant stakeholders and develop a list of potential projects.</p>	 <p>Two test projects are rolled out in Copenhagen (airport and central rail station).</p>	 <p>Copenhagen Capacity supports Cisco to negotiate MoU with three municipalities and other stakeholders. MoU signed in May 2013.</p>	 <p>Cisco's Chief Global Globalisation Officer visits Copenhagen to sign MoU and speak at Green Growth Forum (invited by Copenhagen Capacity).</p>	 <p>Cisco features Copenhagen (and Copenhagen Capacity) in its 30th anniversary promotional video.</p>	 <p>Discussions about expanding Cisco's presence in Copenhagen and relationship with Copenhagen Capacity (e.g. joint events).</p>

- 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

- Political support – *do we want to attract investment?*
- Clear definition of goals – *what do we want to attract?*
- Focus on specific sectors and markets – *who do we want to attract?*
- Compelling value propositions – *why are we the best location for them?*
- Services that truly provide a benefit – *what value do we provide as an agency?*
- Adequate resources – *do we have the people and funding required to compete?*
- Strong partners – *who can we work with to be more effective?*
- Integrated approach – *are all parts of our organization working towards the same goal?*
- Relevant performance measures – *how can we assess our achievements?*
- Ability to shape the product – *can we make our location more attractive?*

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



Best Practices -- Advertising

**“Good advertising
does not just
circulate
information. It
penetrates the public
mind with desires
and belief.”**

-Leo Burnett

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Follow your instincts:



Come on over to my place.

Locations Spend Money on Promotion & Branding





“This new country brand, well positioned and managed, will allow us to express a consistent and articulate central idea, of the country, differentiating it from its competitors. This is key to enhance the management [of] attracting foreign direct investment, promoting exports and tourism”.

-Foreign Trade Minister Anabel González



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



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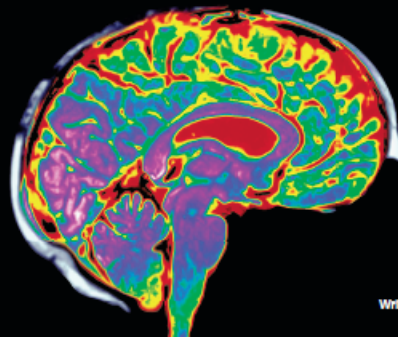
ONTARIO'S NORTH IS MINED MORE THAN ANY OTHER.

Innovative industries have been unearthing talent in Ontario's North for decades, and have polished it into a highly skilled workforce – over 55% has a post-secondary education. In fact, the 2009 World Competitiveness Yearbook ranks our education system ahead of Japan and the U.S. in its ability to meet the needs of a competitive economy. And competitive we are, in fields as diverse as IT, aerospace, biotechnology and alternative energy. Brainpower is a renewable resource too, as the three universities and six colleges of Ontario's North produce a steady supply of graduates every year in mathematics, engineering and sciences. Put our minds to work for you. **The world works here.**




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CANADA

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Nottingham

A top European city for science technology, innovation and creativity.

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Nottingham's inward investment team has the experience and expertise to deliver the perfect solution to your business requirements.

Nottingham

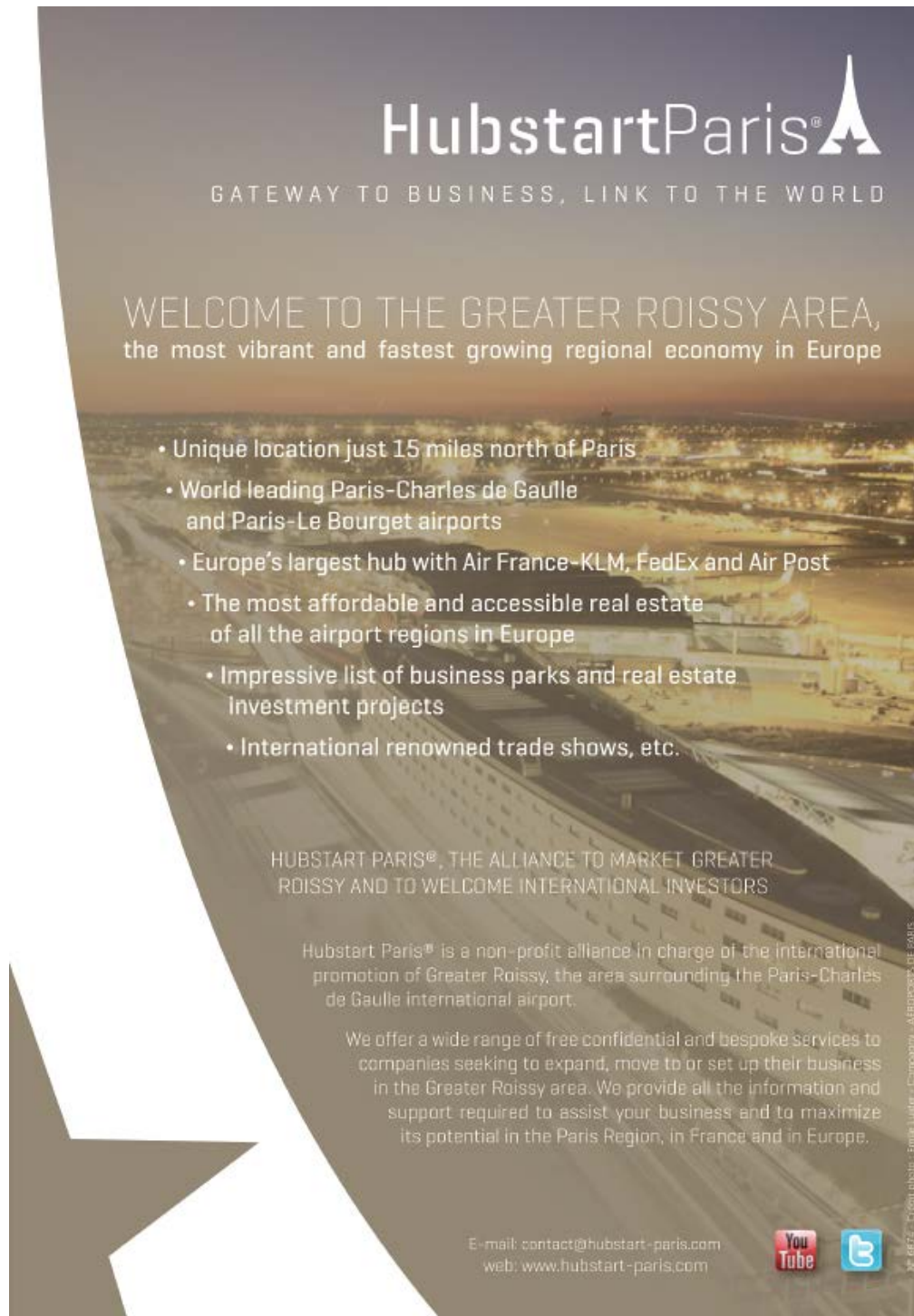
- Is one of England's eight Core Cities
- Has an economy worth £11.2 billion
- Is home to over 50 regional and national business headquarters
- Is one of the UK's six Science Cities
- Will see 3.5 billion invested in ambitious developments over the next 10 years
- Just 90 minutes to London by train and under 5 hours to Paris
- More than three million people live within an hours drive of the city

- Prime location
- Cost effective business premises
- Competitive labour costs
- Coveted universities
- World-class public transport



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Hubstart Paris® is a non-profit alliance in charge of the international promotion of Greater Roissy, the area surrounding the Paris-Charles de Gaulle international airport.

We offer a wide range of free confidential and bespoke services to companies seeking to expand, move to or set up their business in the Greater Roissy area. We provide all the information and support required to assist your business and to maximize its potential in the Paris Region, in France and in Europe.

E-mail: contact@hubstart-paris.com
web: www.hubstart-paris.com

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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 THEME 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

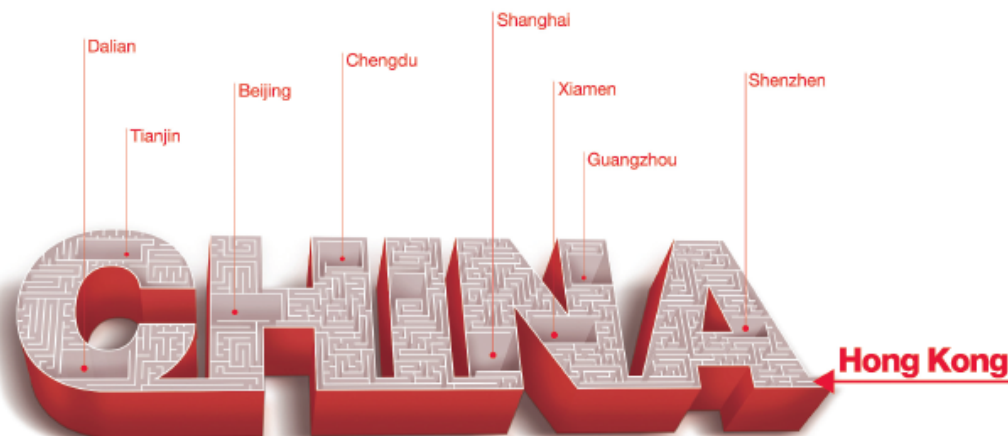
- Agra-Meat Processing
- Conferencing
- Mining and Construction
- Wholesale & Retail
- Financial & Postal Services
- Manufacturing
- Professional Services
- Tourism and Entertainment
- Transportation

For all investment queries:

Manager: Economic Development
City of Windhoek

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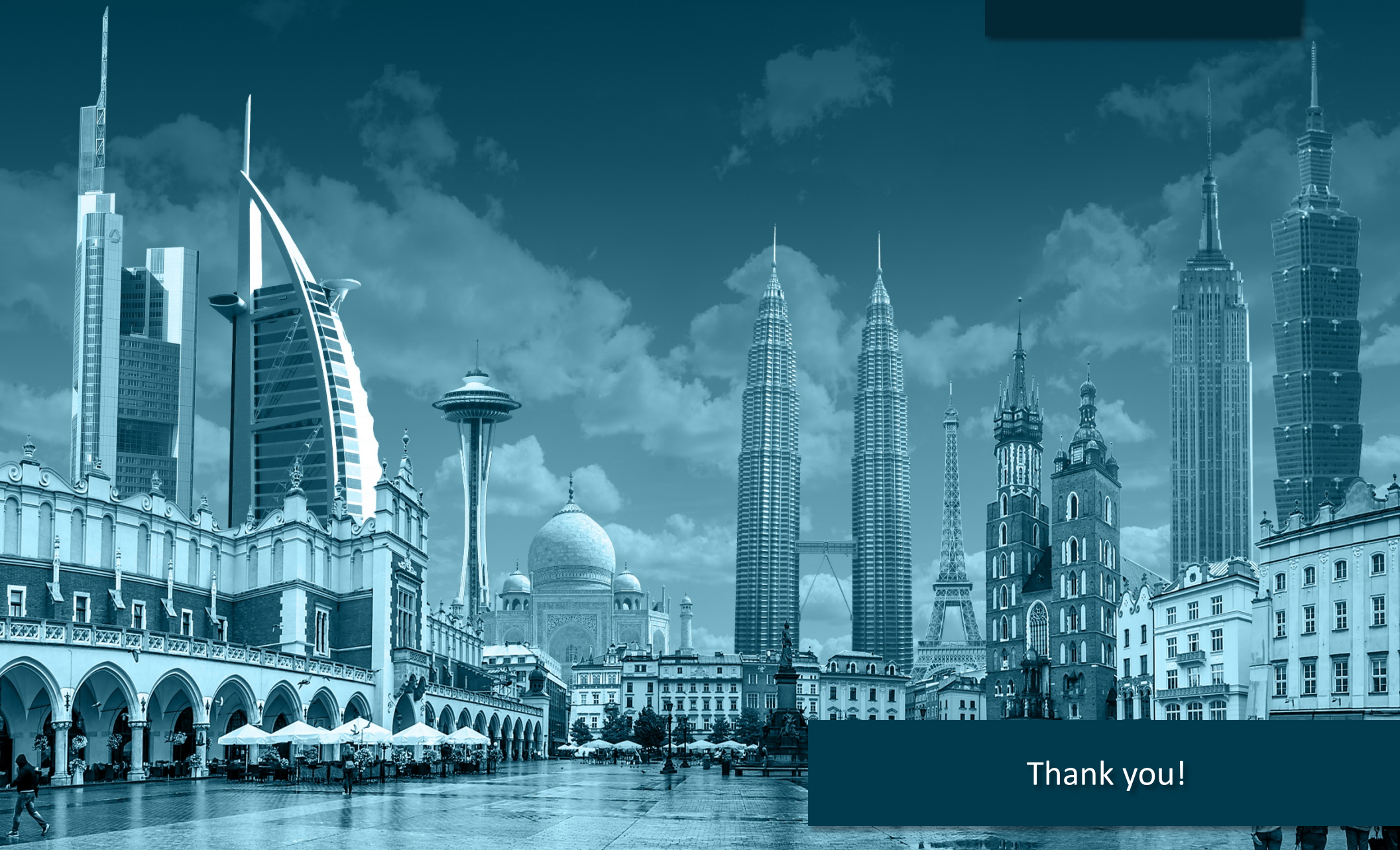


In Summation

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.**

- 4. Have the data, all of it, and allow your prospects to access it confidentially.**
- 5. Create your brand, and ensure all your advertising and marketing is consistent and unique.**
- 6. Get out and meet your prospects!! There is no substitute for meeting the people you want to do business with face to face.**



Thank you!