

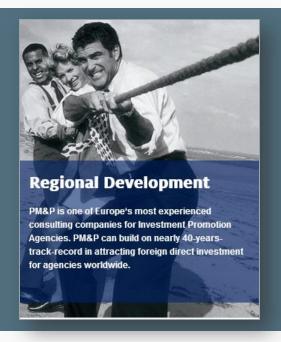
PM & Partner Marketing Consulting GmbH (PM&P)

Frankfurt | Munich | Berlin www.pm-p.de



About PM & Partner Marketing Consulting GmbH

PM&P is divided into 3 areas of activity







Founded: 1974 Professionals: 25

Global Alliance: PM&P partnered with leading independent consulting and market

research companies worldwide.



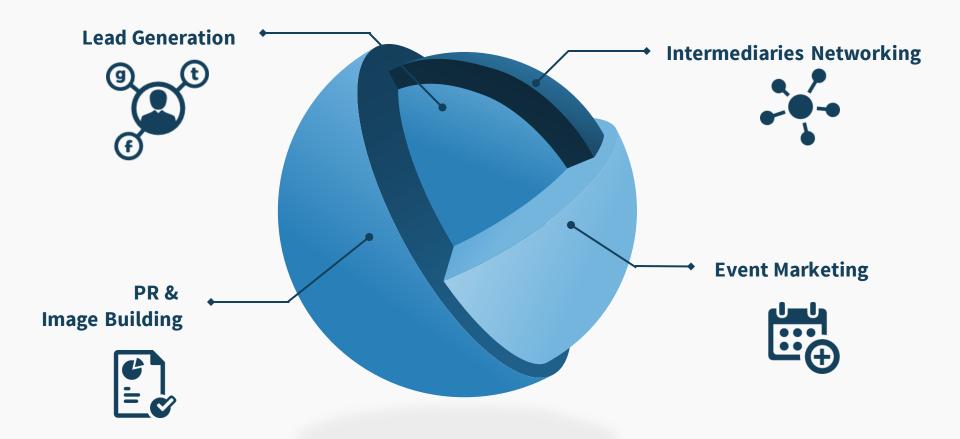








Regional Development Services





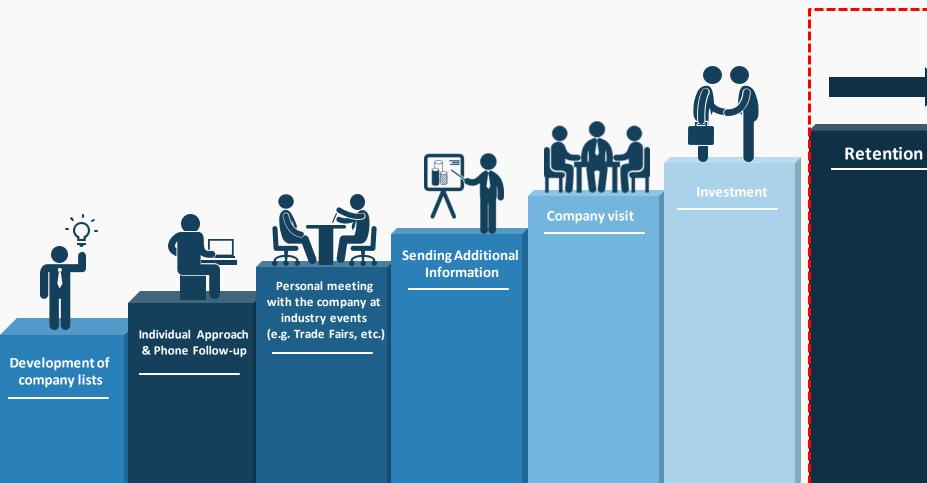
About PM & Partner Marketing Consulting GmbH



"It is easier to keep an existent client, compared with the blood, sweat and tears approach of Lead Generation"



From Lead Generation to Retention



Retention Services

Retention is a key function of an IPA

- > Retention services include **post-establishment facilitation services** to...
 - improve the **implementation rate of investment projects**
 - support follow-up investment to enhance the development impact of the investment
- ➤ There are established methods to generate new, and keep existing investments, cost effective and a great promotional tool
- For locations with a well established Aftercare and Retention program, up to 70% of investments can come from, or be connected to existing investors



Retention Services

Key success factors

- > An Aftercare and Retention program should take a pro-active, not a reactive approach
- A systematic customer relationship management is required with regular visits and follow-up
- > Services should be **geared towards supporting growth**, not just problem solving
- Aftercare and Retention require substantial manpower resources
- > Aftercare and Retention services require a sector / target group specific approach
- Retention should be planned and implemented in close collaboration with multipliers and sub-regions
- They should be **focused on a well selected number of existing investors** with the best potential for further investment and linkages in the local economy
- > Performance indicators and monitoring form part of a consistent program



Retention Services

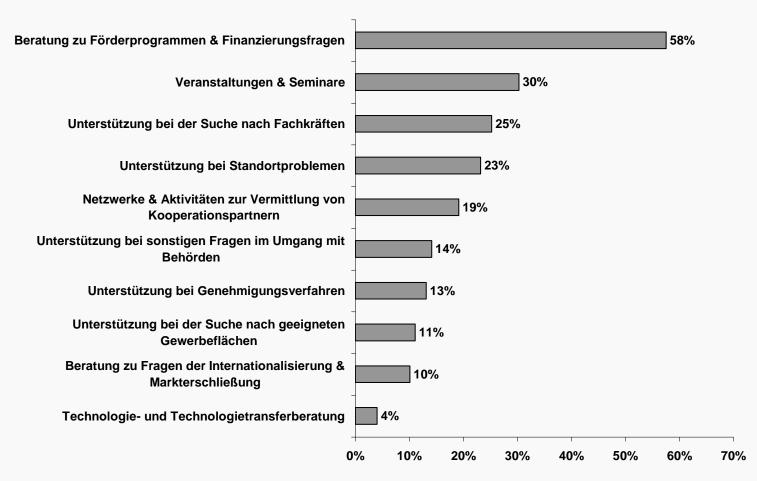
The most important questions of a Retention program are the following:

- 1. What are the real demands of the companies at the locations?
- 2. What is the organizational structure of a program? How to avoid overlapping of services from different organizations?
- 3. One-stop-agency for the program?
- 4. Service packages for the program?
- 5. A-B-C-analysis which companies should be included in the program?
- 6. Which instruments should be used?
- 7. Implementation of a Customer Relationship Management for Aftercare and Retention Services?



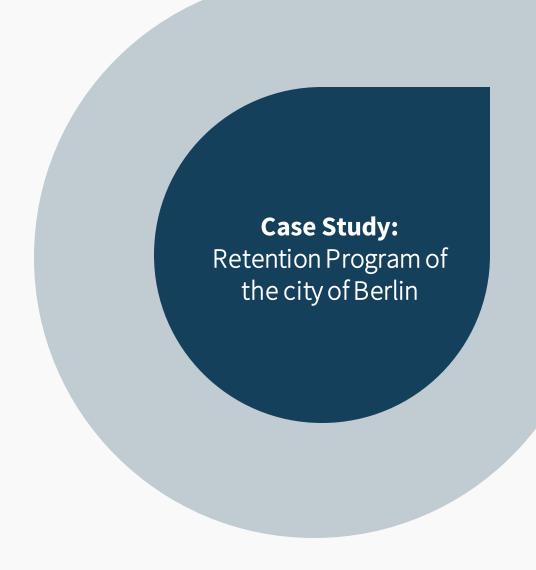
Demand of companies

Most important demand is the advise in finance and incentives



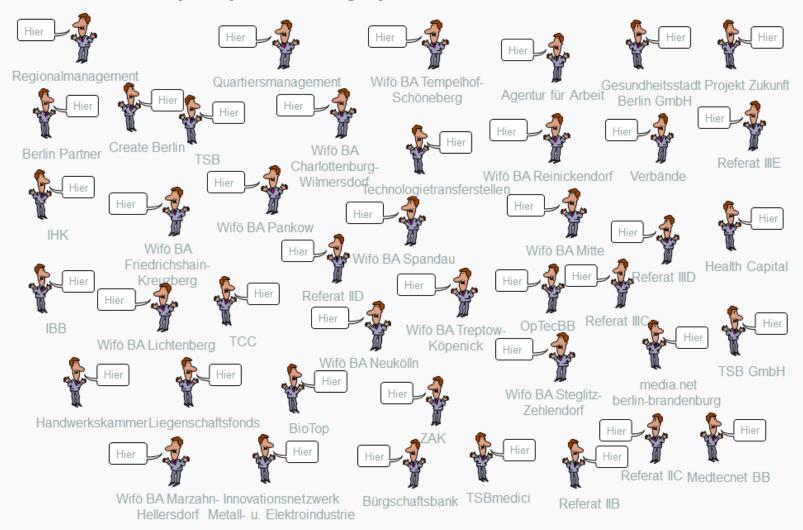
Source: PM&P







Analysis of the existing Aftercare and Retention activities



Analysis of the existing company base

Die Kundensicht – Ergebnisse der Unternehmensinterviews Transparenz

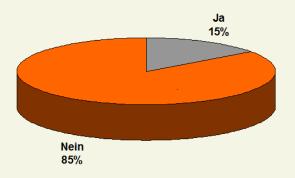
Die Transparenz des Service-Angebots der Wirtschaftsförderung wird von den UnterBeurteilung der Transparenz des Service-Angebots der Wirtschaftsförderung in Berlin

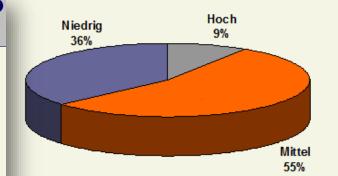
Die Kundensicht – Ergebnisse der Unternehmensinterviews Transparenz

Allerdings berichten nur 15% der Unternehmen von konkreten Problemen bei der Suche nach dem zuständigen Ansprechpartner in der Wirtschaftsförderung.

Das Spektrum der genannten Fälle ist sehr breit und umfasst u.a. Förderprogramme, Ausschreibungen im Zusammenhang mit dem Hauptstadt-Airport BBI oder die Suche nach Fachkräften.

Schwierigkeiten in den letzten zwei Jahren, bei einer Fragestellung oder einem Problem den zuständigen Ansprechpartner in der Wirtschaftsförderung zu finden













Development of the Aftercare and Retention concept

The Overall Target

Create and secure jobs

and support of expansions

Support of Cluster-development

Using synergies with Investment Promotion

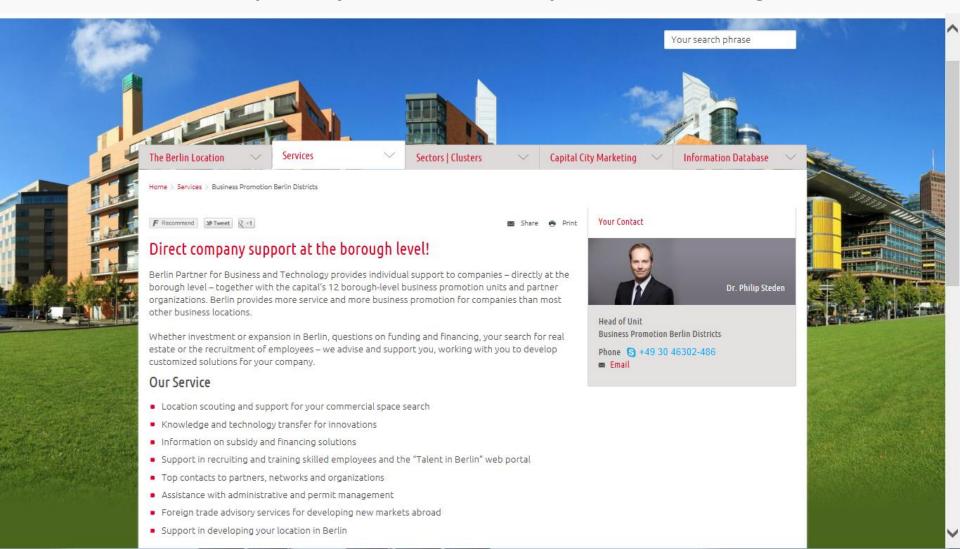
Using synergies with Trade Support

Reduce the risk of relocation outside of the own region

Strenghten the local economy



Development of the Retention concept and Service Packages



Development of the Retention concept and Service Packages

Example: Investment Facilitation Service Packages (Berlin, Germany)

Welcome Package

- · Office, incl. infrastructure
- Apartment
- Public transport pass
- Consulting services (legal, tax, communications)

Locating Package

- Online real estate portal
- Identification of sites & premises according to specifications
- Presentation of sites and location tours

Financing Package

- Assessment of incentive schemes
- Financing concept with Development Finance Institutions
- · Contacts to commercial banks
- Assistance incentives applications

Recruiting Package

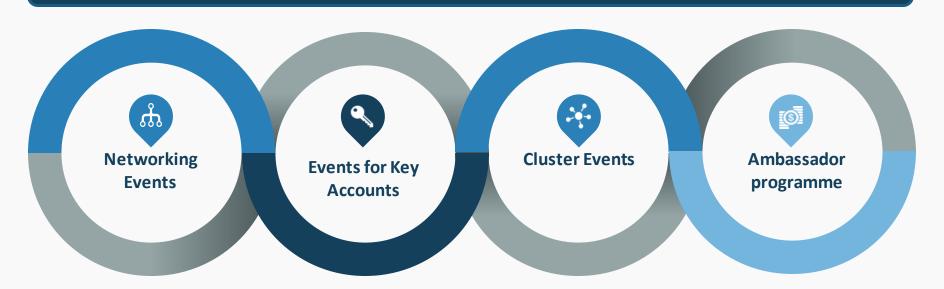
- · Job description & announcement
- Pre-selection/Assessment Center
- Training measures
- Application for support schemes
- · Residential and work permits



Development of the Retention concept and Service Packages

Instruments

<u>Most important</u>: Systematic direct contacts with the companies (company visits)





Retention Through Trade Support Services

- 1. Initial information through trips to fairs as well as visits of potential customers and Trade Associations.
- 2. Market assessment/competitive intelligence/legal environment/norms/key sectors for success/positioning of own products in foreign countries.
- 3. General decision on go/no-go concerning the market entry.
- 4. Decision on market(s) to be approached.
- 5. Decision on the product-/market segment to be targeted, as well as the preferred distribution channel/-approach.
- 6. If necessary: Adaptation of products/development of sample products.
- 7. Calculation of export pricing and margins.
- 8. Systematic search for business-/distribution partner/sales agents/own representative, etc.



Retention Through Trade Support Services

Phase 1: Research Phase 2: Evaluate Understanding the client and the target market Phase 3: Target **Long Listing Defining partner criteria** Phase 4: Perform **Short Listing Definition of USP** Multi-Channel Approach **Creating company** Using PM&P's market (Phone, Email, Fax) profiles intelligence **Scheduling meetings Meetings/Networking** Procedure Planning/ Using PM&P's data base **Trade Shows Supporting negotiations Scheduling** Follow-Up **Key Account Relationship Building Documentation** Management Final documentation



Distribution of Tasks

Nutzung der verschiedenen Service-Angebote und -Anbieter durch die befragten Unternehmen in den letzten zwei Jahren

Service-Angebote	Service-Anbieter												
	Bezirkliche Wifö	ZAK	SenWTF übrige Stellen	Berlin Partner	TSB	Kompetenz- feld-Initiativ.	IBB	Liegen- schaftsf.	IHK	HWK	Verbände	Agentur für Arbeit	Sonstige
Unterstützung bei Genehmigungsverfahren													
Unterstützung bei sonstigen Fragen im Umgang mit Behörden													
Unterstützung bei Standortproblemen													
Unterstützung bei der Suche nach geeigneten Gewerbeflächen													
Beratung zu Förderprogrammen & Finanzierungsfragen													
Unterstützung bei der Suche nach Fachkräften													
Beratung zu Fragen der Internationalisierung & Markterschließung													
Technologie- und Technologietransferberatung													
Netzwerke & Aktivitäten zur Vermittlung von Kooperationspartnern													
Veranstaltungen & Seminare													
Sonstige													
	1-3 Fälle			4-5 Fälle			>5 Fälle						



Implementation of the concept

Key Account Management of the central IPA

Agreement with multipliers and sub-regions who is doing what

Aftercare and Retention Guidebook

Service brochures

Criteria for the selection process in the framework of the A-B-C-analysis

- Company size
- Sales figures
- Growth potential
- Importance of the company
- > Opinion leaders / image carriers / testimonials

Detailed Action Plan

Monitoring and Controlling

- > Annual interviews with target companies
- Adaptation of the program according to the results



"Each IPA claims to do Aftercare and Retention Services.

According to our experience, only about 20% do it in a systematic way and properly.

The others ignore the potential of 70% of the investment in their region."

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