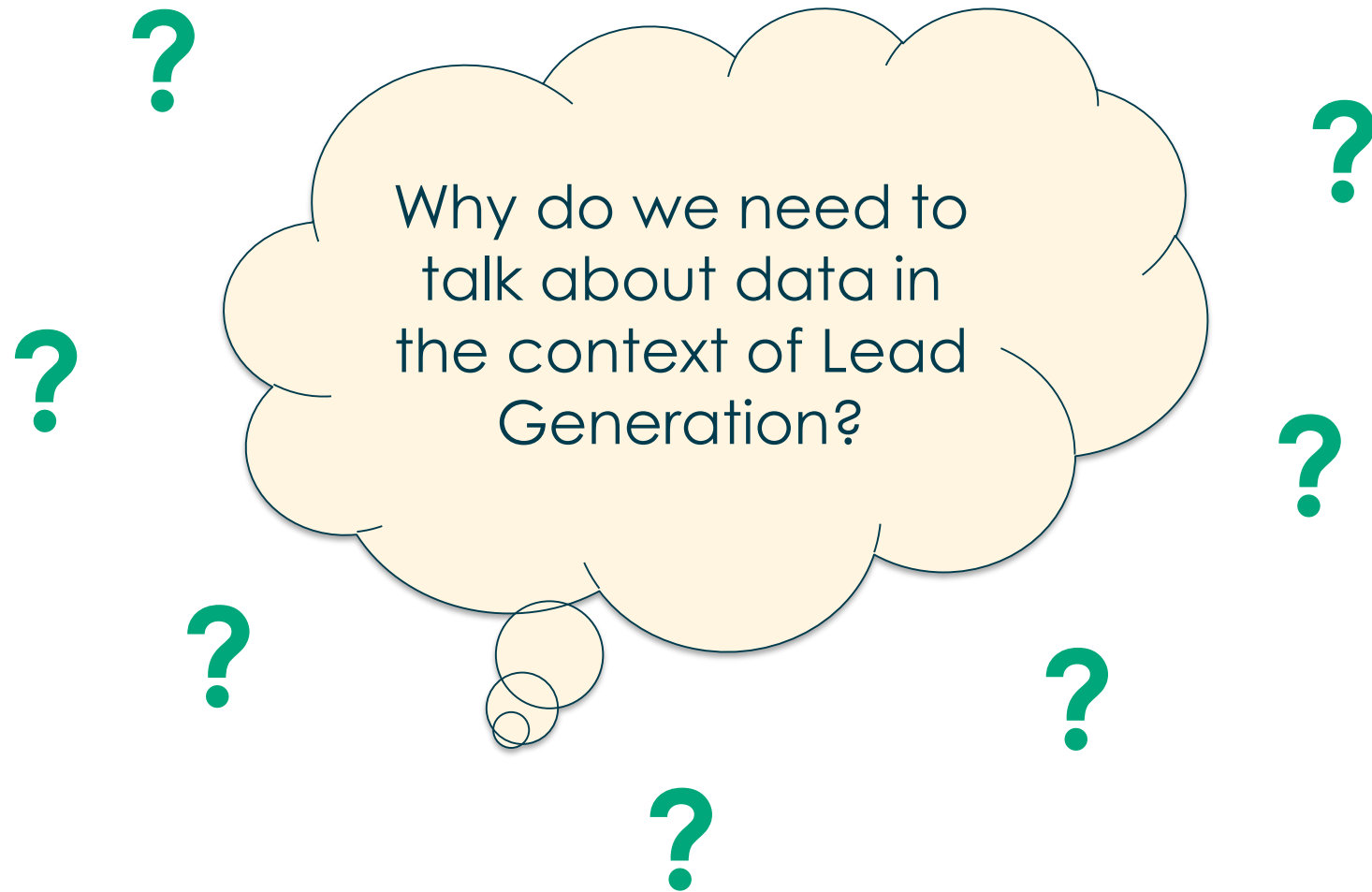




Data Driven Lead Generation

Miami, January 22, 2018

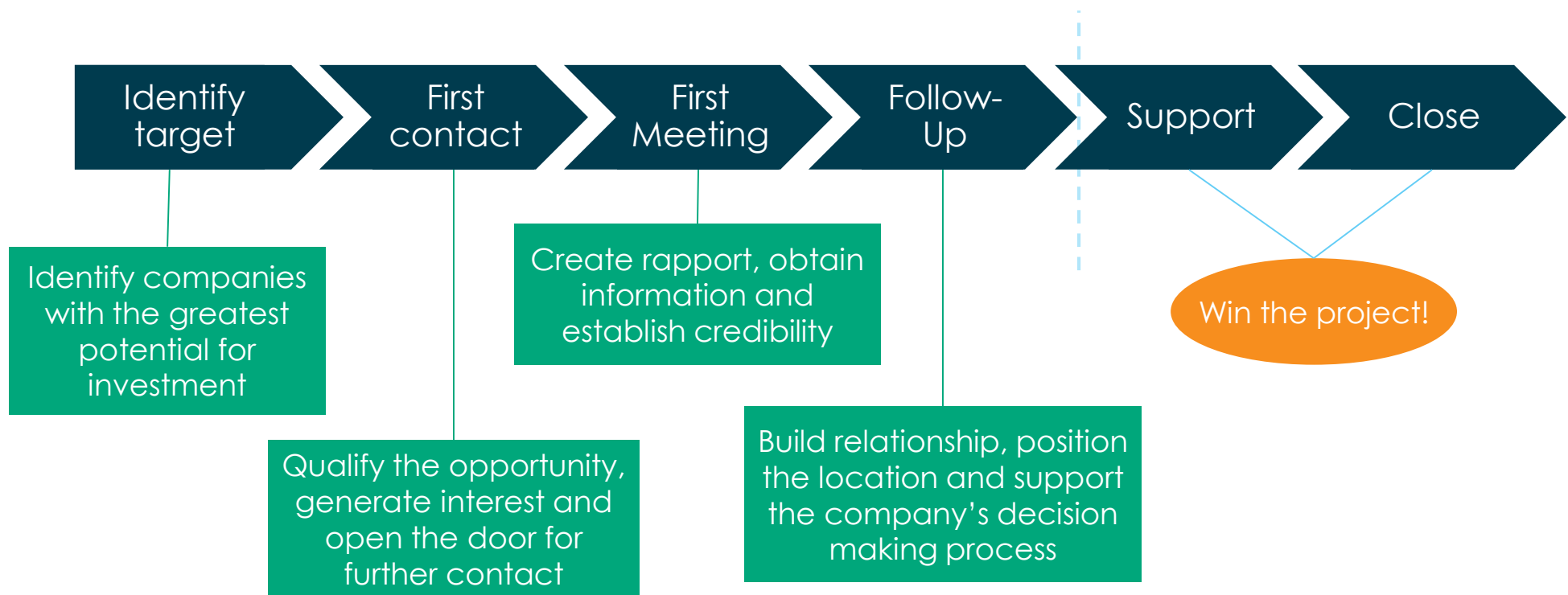


- 1. The Lead Generation Process**
- 2. News-based Targeting**
- 3. Industry-based Targeting**
- 4. Learning through Experience**



1 | The Lead Generation Process

Lead Generation Process



Identify
target

Identify companies
with the greatest
potential for
investment

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?

- Provides focus.
- Effective use of limited resources.
- Get to interesting companies before the competition.
- Provides rationale for contacting a company and facilitates the initial contact through increased credibility.
- Allows matching between company needs and location strengths.
- Increased probability of success.

News-based targeting (examples)

DS Smith plans US expansion after 19% revenue increase DECEMBER 7, 2017

Cardboard box maker DS Smith said it **plans to expand further into the US and open two new factories there**, as it reported an almost one-fifth rise in sales during the six months to October.

The UK-based group has been on an acquisition spree. This year it made its entry into the US with a \$920m deal for a majority stake in Interstate Resources. This was followed by a proposed €208m purchase of EcoPack and EcoPaper in Romania.

Chief executive Miles Roberts hinted there might be more deals to come in the US, saying he wanted “to build a big position there”.

“We very much hope to expand and grow in the States. Whether that’s double, treble the size, I don’t know at the moment,” he said.

His comments came after DS Smith, which is also Europe’s largest paper recycling company, reported a 19 per cent increase in revenue to £2.8bn during

Press release: Client wins drive rapid growth 15 Jun 2017

A raft of client wins at a Manchester PowerPoint presentation design agency has fuelled rapid growth at the business.

Buffalo 7 has been appointed by award-winning media company UKTV, British Olympics Authority (Team GB), Old Mutual plc and Kyocera. Other new wins include insurance tech start-up Buzzmove and mobile messaging business OpenMarket, as well as JD Sports.

In just two years, the number of staff at Buffalo 7 has increased from eight to 31, with turnover for 2017 forecast to hit £1.6m, 40% above 2016.

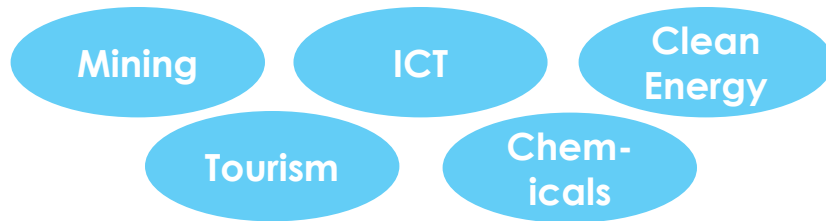
To accommodate this growth, the agency is set to relocate its growing creative team to larger premises in Manchester this summer and has recently opened a commercial centre in Yorkshire, in addition to its base in London.

Buffalo 7 CEO Lyndon Nicholson said: “In the space of few years, it’s been fantastic to see the business transform into the successful creative agency it is today. We believe this is down to the fact we’re genuinely focused on presentations and have expert knowledge in PowerPoint in particular.

Buffalo 7 **has plans to open an office in the US in 2018** and in Asia in 2019 to enable it to become a 24-hour operation.

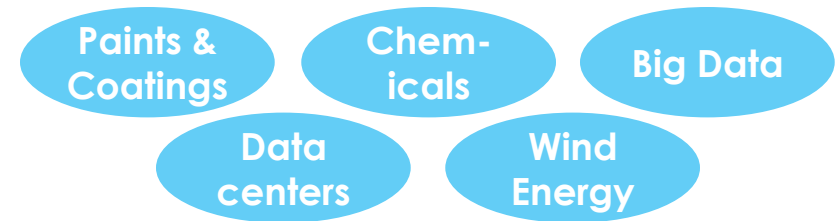
Industry-based targeting

The location



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

The market



- Which sectors are experiencing growth?
- Are companies in those sectors expanding internationally?
- 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?



Target
sector 1

Target
sector 2

A collage of various global landmarks and architectural structures. In the foreground, there's a large, ornate building with many arches, possibly a historical market or a modern shopping center. Behind it, a variety of famous buildings are visible: the Burj Khalifa, the Burj Dubai, the Space Needle, the Taj Mahal, the Petronas Towers, the Eiffel Tower, and the Taipei 101. The sky is blue with some clouds.

2 | 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.

Target identification (Keywords)

The “motives” and future intentions for investments are often indirectly or directly communicated by companies in the press through the use of specific 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 contract in Europe
- **Growing demand:** growing demand in Europe; sees strong demand in Europe

Target identification (Keywords)

Europe is sprouting electric-car battery megafactories

6 June 2017 | By GCR Staff



0 Comments

A number of the world's largest battery manufacturers have announced plans to build megafactories in Europe to supply the world's fastest growing market for electric vehicles (EVs).

Korean manufacturer LG Chem announced on 3 June that it will build a \$356m plant in Wroclaw, Poland that will cover the area of **five football fields**. The company says that despite its scale, it will be finished and in operation by the end of the year.

It will be followed by another Korean firm, SK Innovation, which last week announced plans to build a plant to supply batteries to automotive company Daimler. Last February, the company signed a contract to supply lithium-ion cells to Mercedes-Benz.

Kim Jun, SK Innovation's chief executive, said Eastern Europe was the most probable location for the plant. He said: "We're considering building a plant in Hungary or the Czech Republic. Eastern Europe offers cheap and quality labour forces. Germany is too expensive to build."

Target identification (Information Sources)

Web search engines

The Google logo, consisting of the word 'Google' in its multi-colored font.The Bing logo, consisting of the word 'bing' in a blue, lowercase, sans-serif font.The Google Alerts logo, featuring the word 'Google' in its multi-colored font with 'Alerts' in red below it.

Sector specific portals

The Automotive News Europe logo, consisting of the text 'Automotive News Europe' in a dark blue, serif font.The MDDI logo, featuring the letters 'MDDI' in a bold, blue, sans-serif font, with a small orange plus sign between the 'D's, and the text 'MEDICAL DEVICE AND DIAGNOSTIC INDUSTRY' in a smaller, blue, sans-serif font below it.The EPR logo, featuring the letters 'EPR' in a bold, blue, sans-serif font, with a small green and white pill icon above the 'P', and the text 'EUROPEAN PHARMACEUTICAL REVIEW' in a smaller, blue, sans-serif font below it.

Business press

The Forbes.com logo, featuring the word 'Forbes' in a large, blue, serif font, with '.com' in a smaller, blue, sans-serif font below it.The Business Insider logo, consisting of the words 'BUSINESS INSIDER' in a white, sans-serif font, centered within a dark blue square.The SITE SELECTION MAGAZINE logo, featuring the word 'SITE' in a large, white, sans-serif font, with 'SELECTION' in a smaller, white, sans-serif font below it, and 'MAGAZINE' in a smaller, white, sans-serif font at the bottom, all centered within a dark blue square.

News-based Targeting



WISE

SEARCHESCREATE SEARCHTERMS MANAGEMENTSOURCES MANAGEMENTUSERS 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

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 Valinge Group to owners of LEGO

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

SectorsAerospaceAutomotiveBPO & Call CenterChemicalsConstruction & Building

ViewedAll

FilterClear

WISE (Worldwide Investment Search Engine) is a research tool that we created to find early indicators of corporate investment plans

14

Conway Analytics

East Asia & Australasia Highlights



- A Adelaide, South Australia, Australia**
Northline is investing \$23 million to build a new transport and logistics facility in Regency Park, in Adelaide's inner north. The new 10,440 square metre under cover facility will give Northline direct access to Pacific National's Adelaide terminal.
- B Beijing, Beijing, China**
Tencent Technology (Beijing) Co., Ltd. is constructing its new Beijing Headquarter. This new building has 7 floors and each floor has an area of 28,000 m2. Start of operation is scheduled in 2017.
- C Taizhou, Zhejiang, China**
China Lesso Group Holdings Limited held a ground breaking ceremony for its new plastics plant in Taizhou, Zhejiang province, China. This new plant has a total investment of 1.5 billion RMB and a land area of 191,330 m2.
- D Wulong, Chongqing, China**
Lingfeng Paper Co., Ltd. signed a MoU with Wulong County government to set up a paper mill in Chongqing, China. A total of 486 RMB is to be invested. 80,000 m2 factory will be constructed, and 300 full time jobs are to be created.
- E --, Xinjiang Uygur Zizhiqu, China**
Wuhan Xiaolong Automobile Technology invested 2 billion RMB in constructing a new automobile production base in Urumqi, Xinjiang Zizhiqu, China. The ground breaking ceremony was held in September 2016.
- F Gresik, Jawa Timur, Indonesia**
Barry Callebaut AG has its first chocolate plant in Indonesia. Located in Gresik, the 4,1 metre plant will supply at tons of compound chocolate. The plant will initially employ 100 people.
- G Christchurch, Canterbury, New Zealand**
The sweet scent of Kiwi resilience and success wafts from the new \$10m manufacturing Original Foods Baking Co plant has a built-up area of 1,000 m2.
- H Hanoi, Thanh Pho, Vietnam**
TOTO Ltd. announce to invest 1.5 billion VND in setting up a new factory in Hanoi, Vietnam. This new plant will produce ceramic products for full demand.
- I Manila, National Capital Region, Philippine**
Deutsche Lufthansa has new service centre in Manila Metro Manila, the Philippine square metre centre will employ 450 employees. The centre will eventually employ 450 employees.
- J --, Chiba-ken, Japan**
Coil Group SA has begun data centre in Inzai, Chiba Japan. The data centre is open in Q4 2017. The centre will have a total of 15MW of critical IT load and 15,000 square metres of server space.



Investments

\$19.91Bn



Projects

226



Jobs

20,860

The Conway Analytics report provides lead signals that reflect a company's intent and readiness to enter or expand its presence in new markets

Target qualification

What do we need to find out in order to determine whether a company should be contacted?

1. Company's business

- Basic understanding of the industry and the company business model

Data Source:
company website

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?

Data Sources:
company's history;
annual/quarterly reports;
investor presentations;
press releases and
articles; interviews with
company executives

4. Potential needs and key requirements

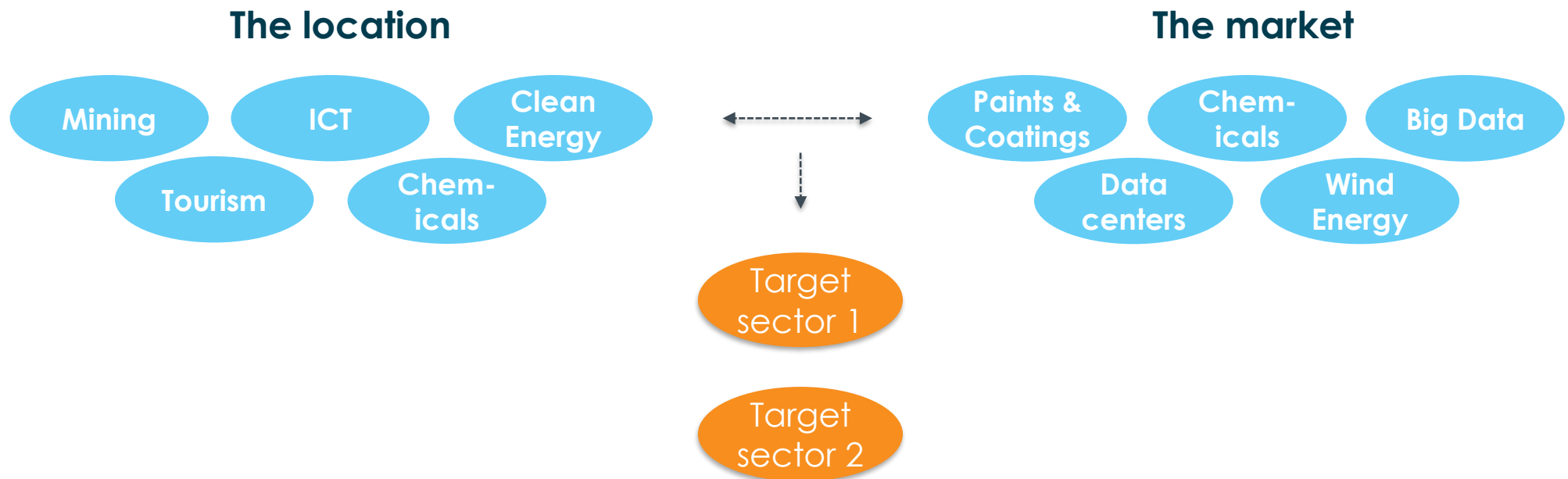
- (e.g. workforce needs, proximity to customers)

Data Source:
company press releases;
news articles

The background of the slide is a collage of various global landmarks. On the left, there's a classical building with arches. In the center, the Burj Khalifa and Burj Dubai are prominent. To their right is the Space Needle, followed by the Taj Mahal. Further right are the Petronas Towers, the Eiffel Tower, and the Taipei 101. The sky is a deep blue with some clouds.

3 | Industry-based targeting

Determine the sectors/subsectors that seem most promising for attracting FDI into your region and discover the investment motives and location drivers of companies from these (sub-) sectors



Location research

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

Economic
data

Education
related data

Resources

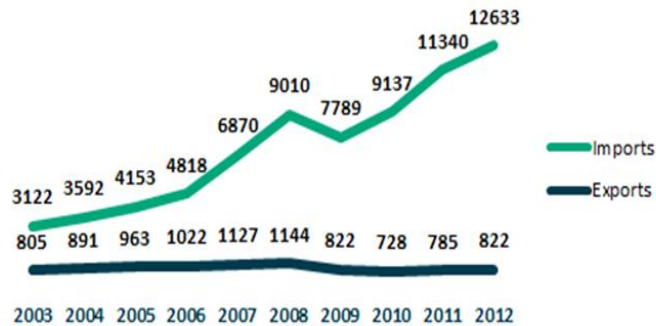
...

Interviews
with local
experts

Location research (examples)

3. Panama: Economic & trade profile

Trade flows in Panama
(Millions of US dollars)

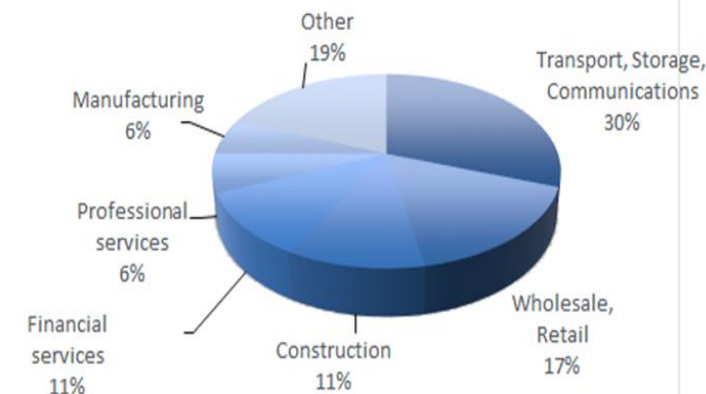


Key observations

- 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		Top exports	Share		Top re-exports ¹	Share	
Fuels & oils	20%		Fresh foods	20%		Medicaments	32%	
Medicines	2%		Raw gold	14%		Perfumes	4%	
Vehicles	2%		Iron scrap	4%		Whisky	1%	
Bars & rods	1%		Sugar cane	4%		Airconditioning	0.7%	
Telephones	1%		Fish	3%		Tires	0.6%	
Corn	1%		Palm oil	3%		Jewelry	0.5%	
Other	73%		Frozen meat	3%		Cigarettes	0.4%	
CIF value 2012: \$12.6 billion			Medicines	3%		Other	61%	
			Other	46%		FOB value 2012: \$16.1 billion		
			FOB value 2012: \$822 million					

Source: ProInVex

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

Location research (extend your view)

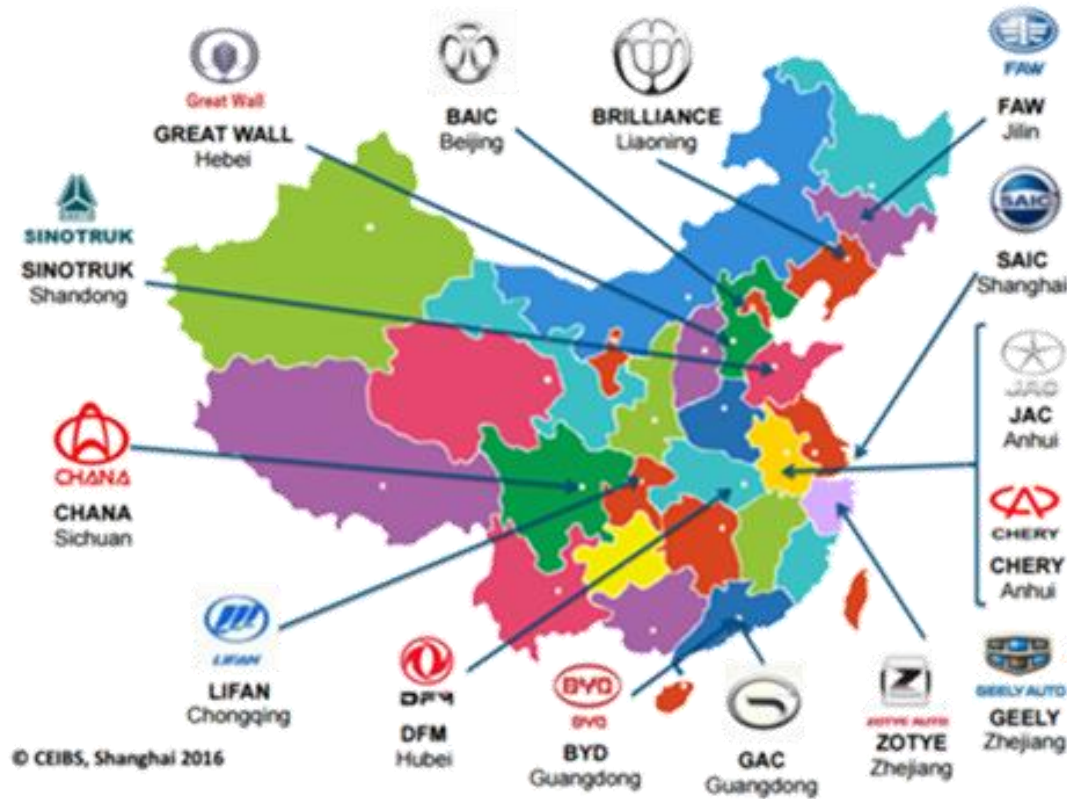


Fig 3: 22 Major Automotive OEM locations in China

Location research (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

Market research

Determine which sectors have the strongest FDI potential in your region, understand their structure and decide on which countries/regions to focus your activities

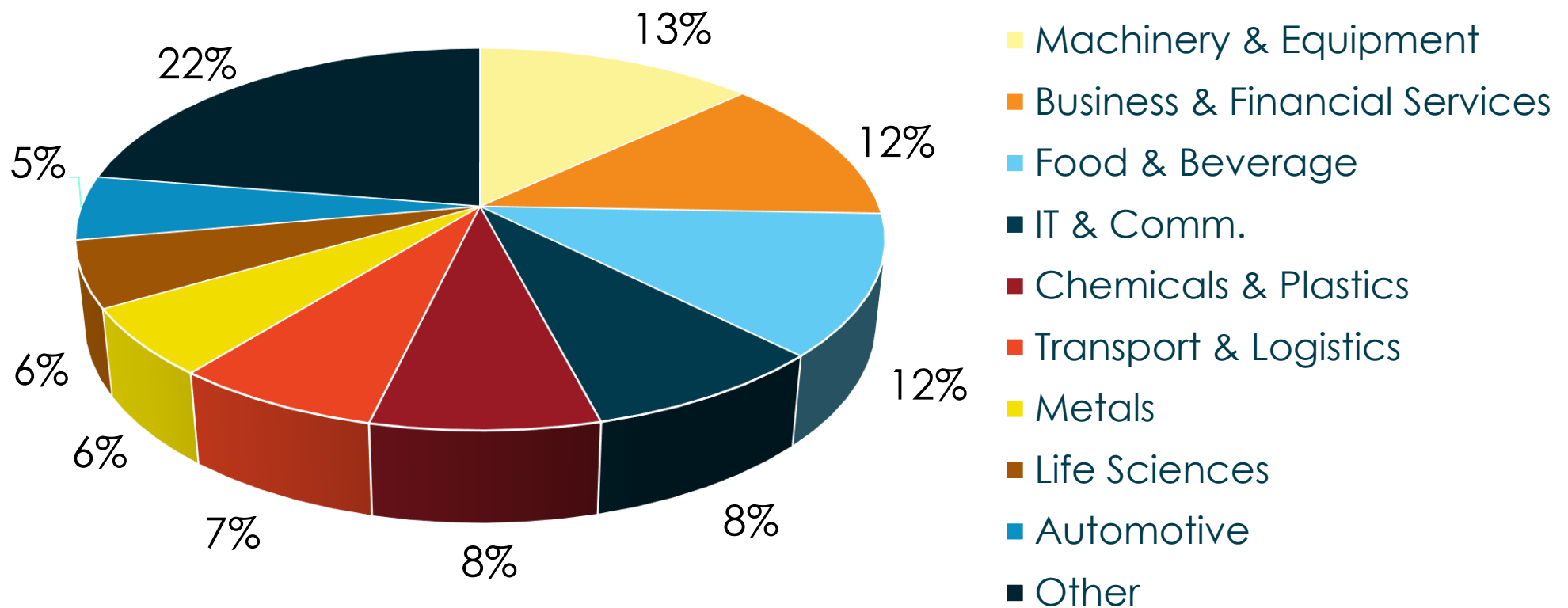
FDI data

Sector-
specific report

Sector-
specific news

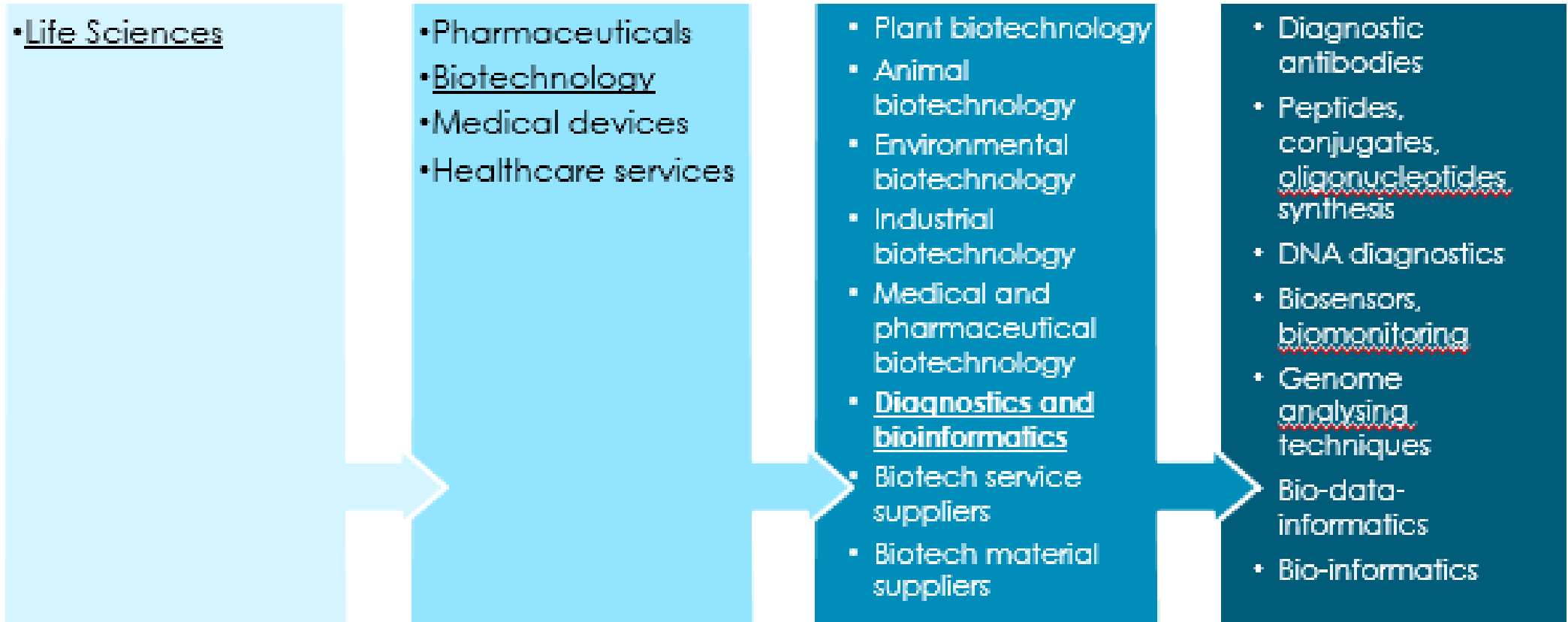
Market research (top sectors)

Top Sectors for FDI into the US 2016 - 2017

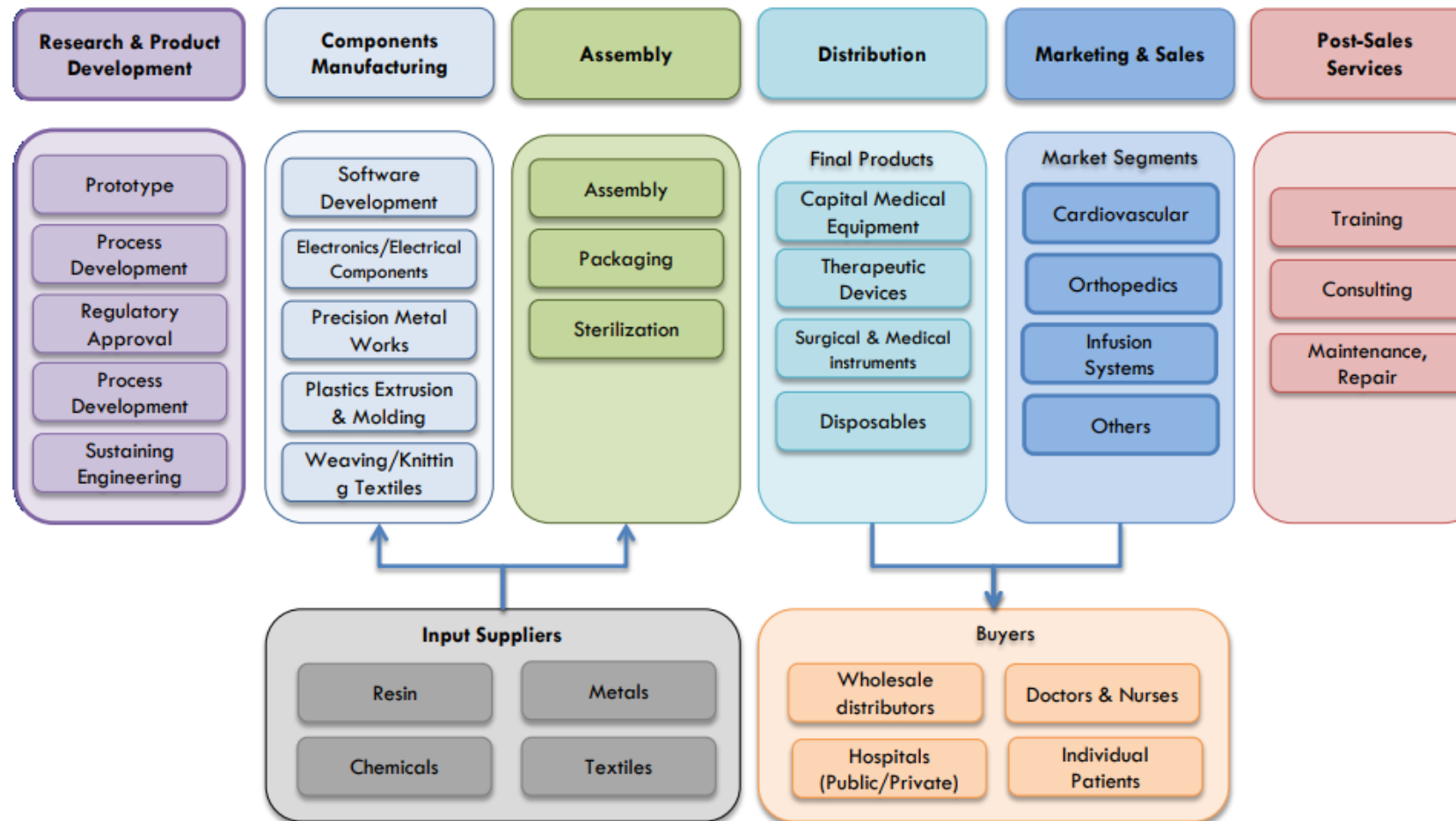


Source: Conway Analytics

Market research (sector segmentation)



Market research (value chain)



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

Market research (sub-sector screening)

Five key criteria for determining whether a sub-sector is suitable for targeting purposes

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 region

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

Meeting potential investors' requirements

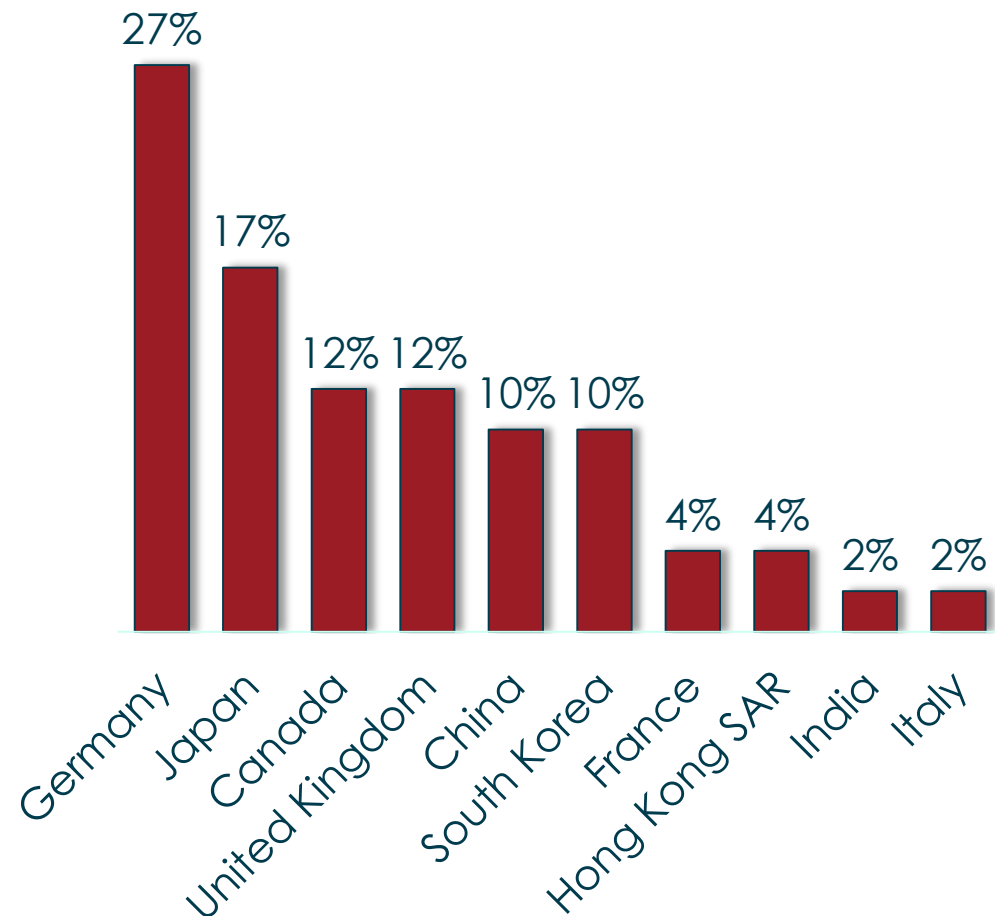
My region needs to meet sector-specific investment motives (e.g. market growth, regulations) and location factors (e.g. specific skills, infrastructure).

Outcome after matching

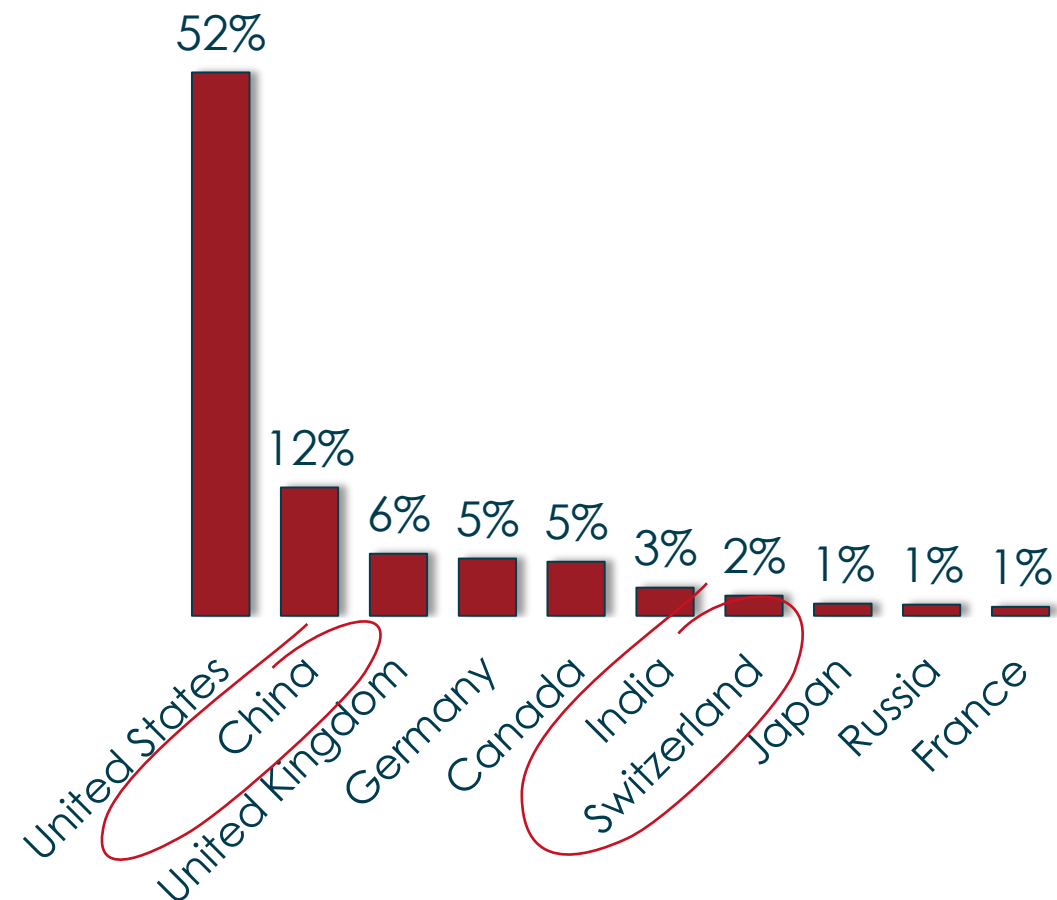
Screened sectors	Growing sector?	Greenfied FDI examples?	Sufficient companies?	Definable target group?	Region a good fit?
Recycling (plastics, aluminum, electronics)	✓	✓	✓	✓	✓
E-Commerce logistics	✓	✓	✓	✓	✓
IT Outsourcing	➤	✓	✓	✓	✓
Automotive suppliers of lightweight materials and parts	✓	✓	✓	✓	✓
3D 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	✓	✗	➤	➤	✓

Target countries (Example Life Science)

Top Source Countries for Life Science FDI into the US 2016 - 2017

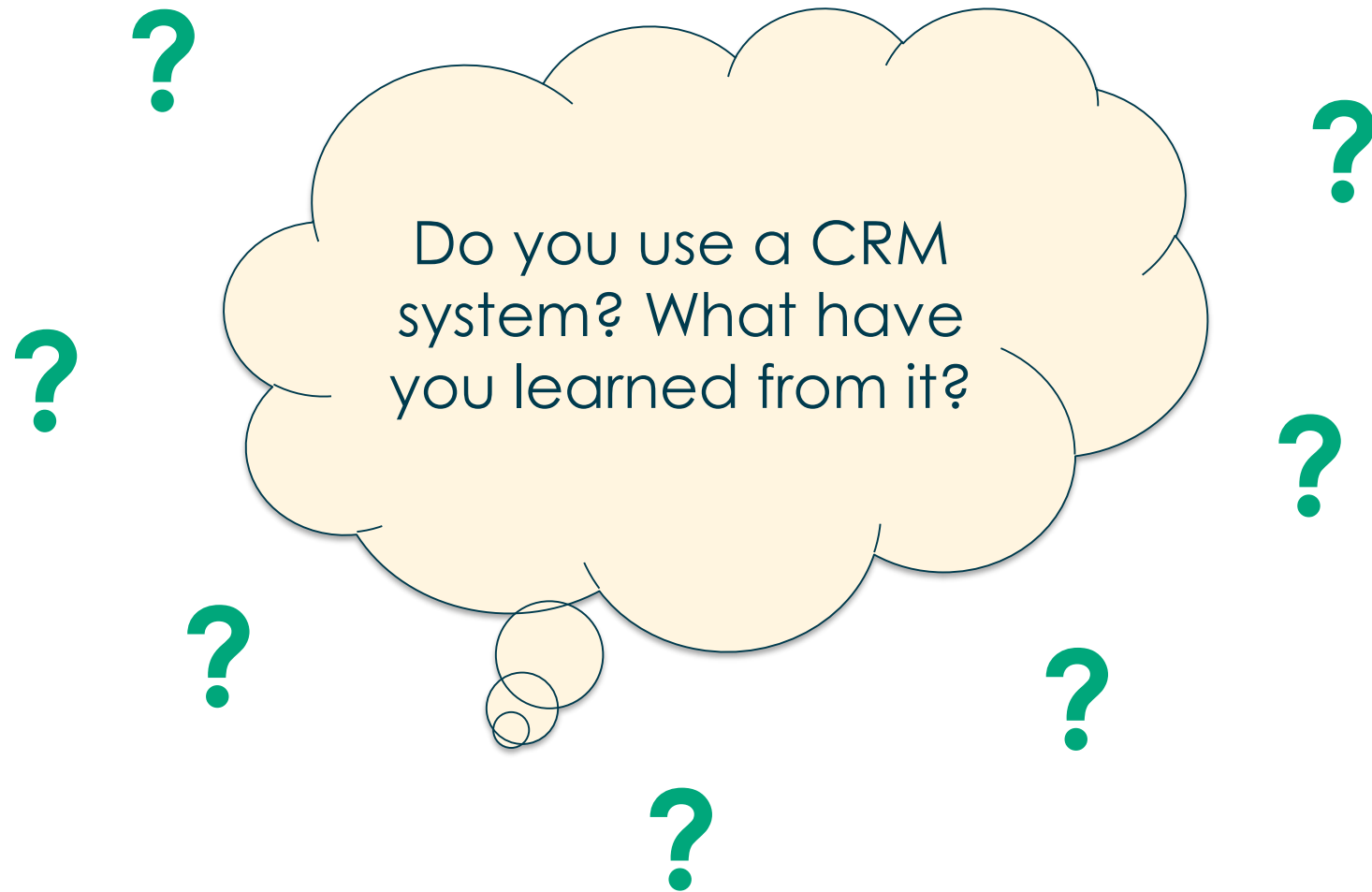


Top Source Countries for Life Science FDI worldwide 2016 - 2017



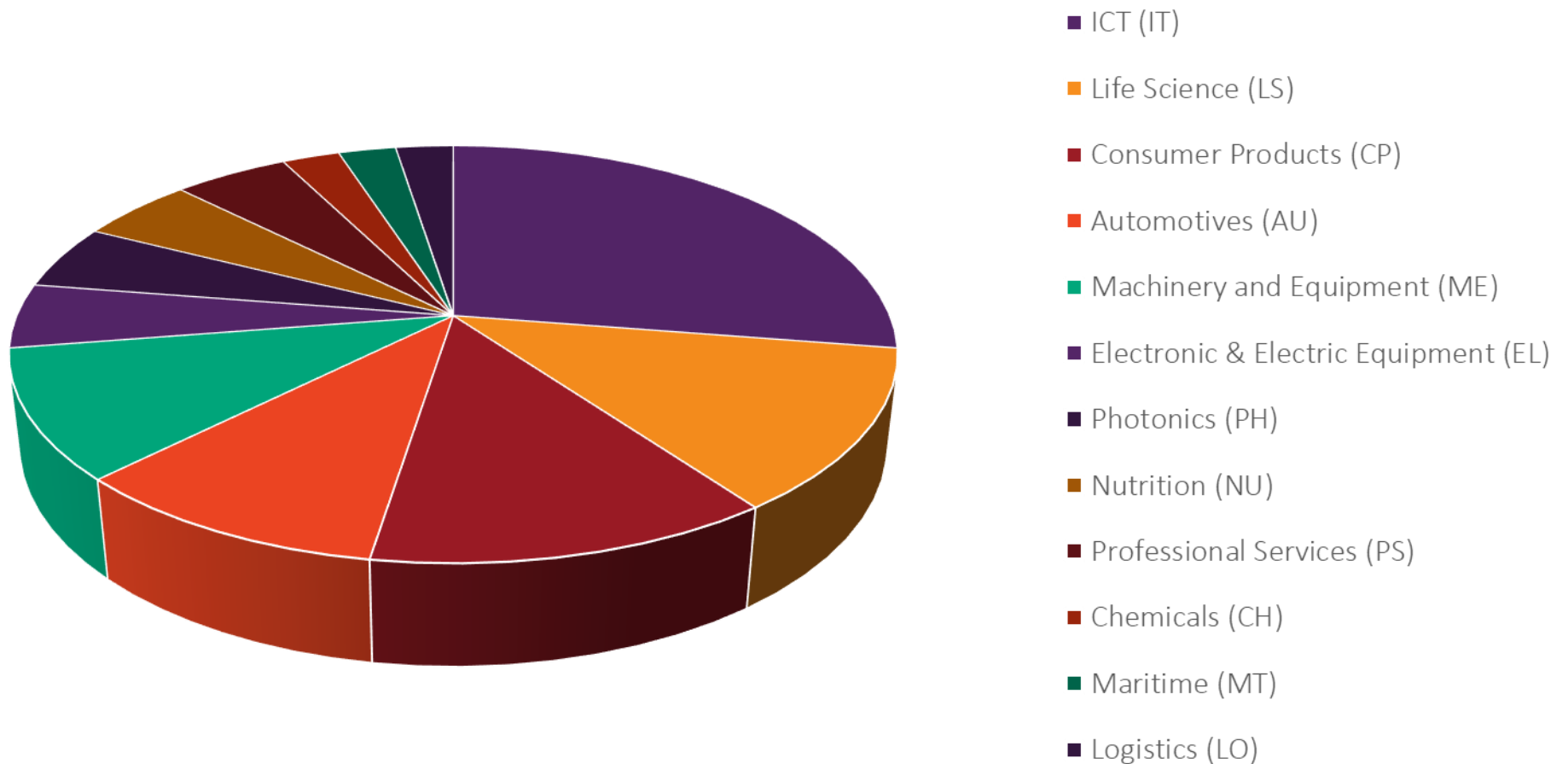


4 | Learning through experience

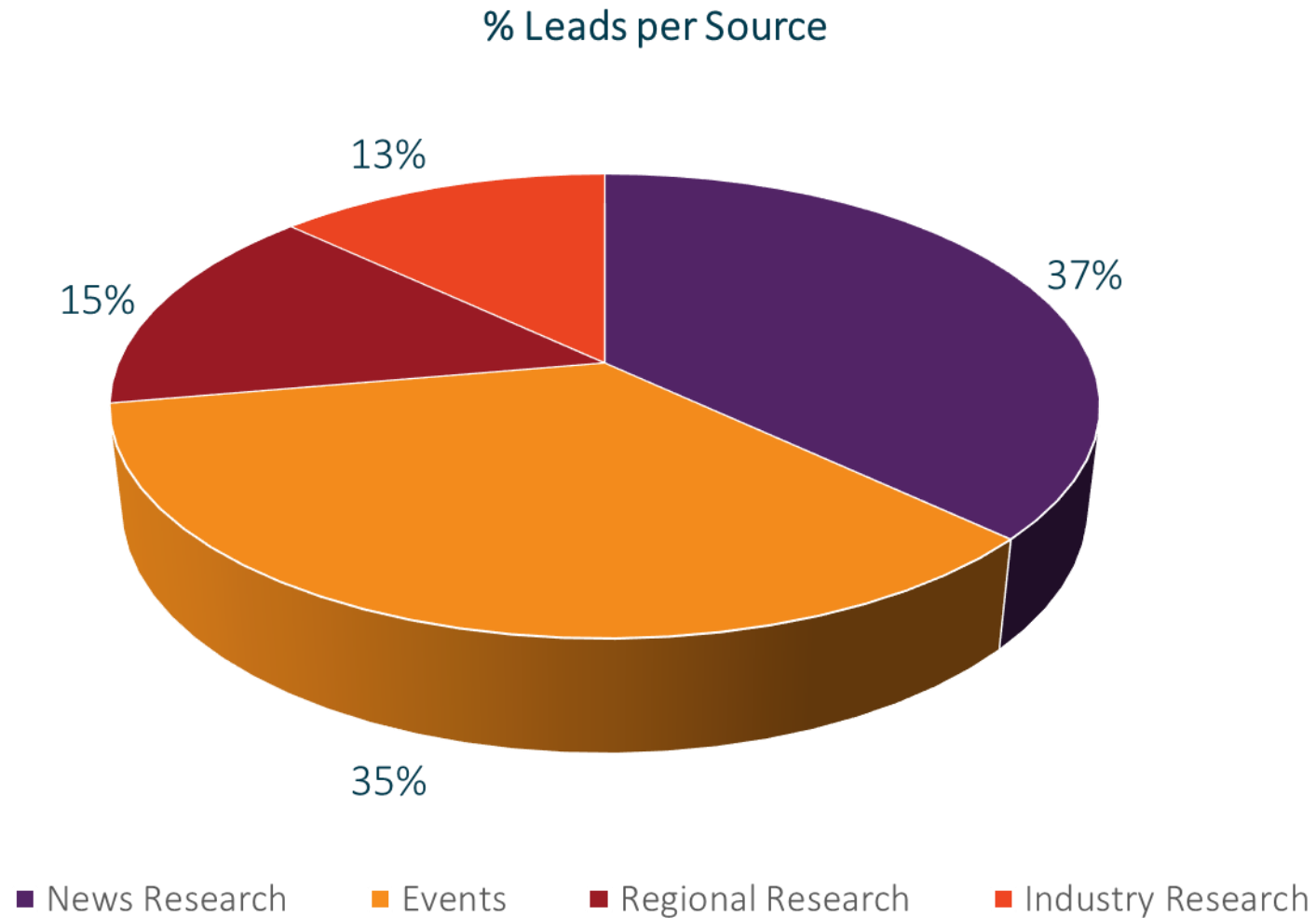


What sectors do our leads come from

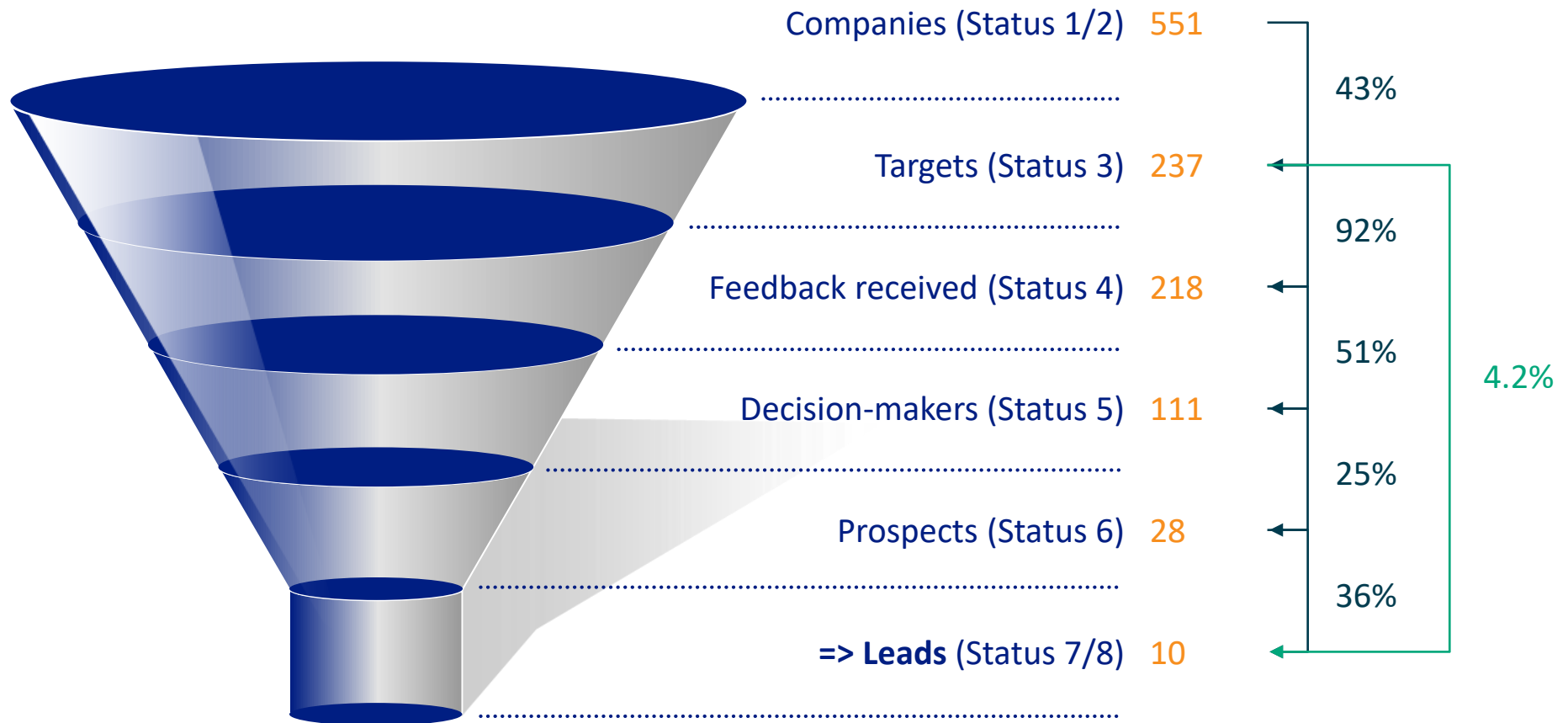
Leads per Industry %



What are the main sources of our leads



Converting contacts into leads

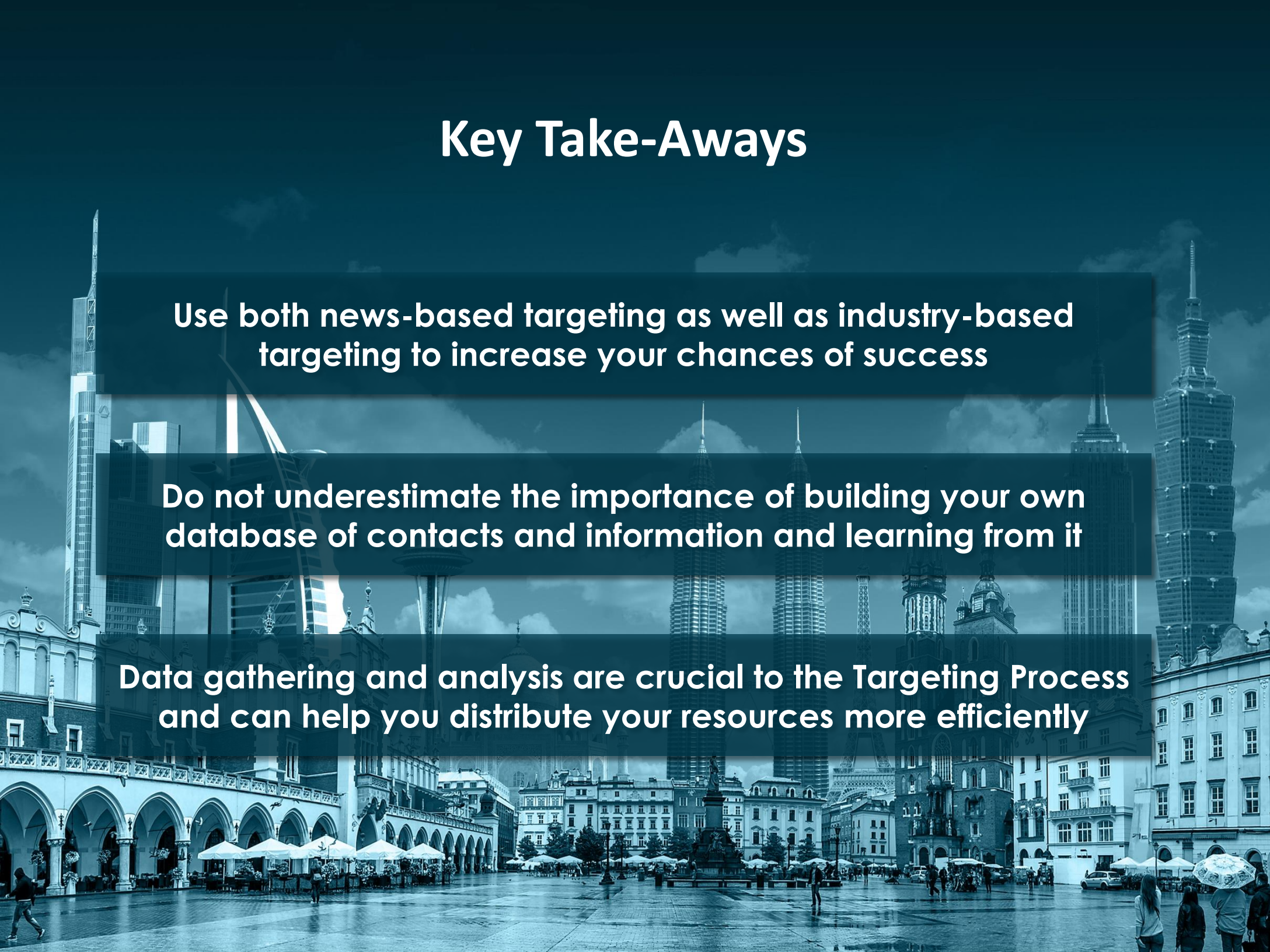


Key Take-Aways

Use both news-based targeting as well as industry-based targeting to increase your chances of success

Do not underestimate the importance of building your own database of contacts and information and learning from it

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



Thank you for your attention!



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