



FDI Attraction : Leveraging Multipliers

Presentation Focus On ...

Why

30%

How

70%

Why Multipliers

It takes fewer resources to identify projects through a multiplier than it does to identify a project by qualifying companies.

Why Multipliers



There are nearly 6,000 IPA's in the world. All competing for an estimated 12,000 - 15,000 projects per year.

From 2016 – 2017, there were 739 global projects with 500+ employees.

Multipliers can help bring a HUGE task down to scale.

***source Conway Analytics**

Why Multipliers

Having a good relationship with one multiplier is like having a good relationship with 50 or 100 companies.



Who are Multipliers

Business Advisors

Tax Consultants

Site Consultants

Law Firms

Business Strategy Consultants

Industry Analysts

Who are Multipliers

Business Advisors

Law Firms

THE WALL STREET JOURNAL.

[Home](#) [World](#) [U.S.](#) [Politics](#) [Economy](#) **[Business](#)** [Tech](#) [Markets](#) [Opinion](#) [Life & Arts](#) [Real Estate](#) [WSJ. Magazine](#)



Wal-Mart to
Raise Minimum U.S.
Wage to \$11 an Hour



Why You Won't
Stop Getting Junk
Mail



U.S. vs. AT&T: A
Court Fight Over
Future of TV



VIDEO
Inside Amazon's
Quest for Global
Domination

BUSINESS

Mercedes-Benz Moving U.S. Headquarters to Atlanta

Daimler's U.S. Luxury Car Offices Have Been Based in New Jersey Since 1972



Who are Multipliers

Project Support Organizations

Banks

Commercial Real Estate Firms

Engineering & Construction Companies

Architects

Developers

Tax Structure

Incentives

Utilities

Regus Offices

Who are Multipliers

Project Support Organizations

Banks



Who are Multipliers

Affinity Groups

Industry Groups & Trade Associations

Diaspora Networks

Trade Show Organizers

Chambers of Commerce

Alumni Networks

Embassies & Consulate (Foreign IPA's)

Who are Multipliers



Affinity Groups

Diaspora Networks



INVEST IN DENMARK





Multiplier Programs Are About...

Farming vs. Hunting



Multiplier Programs Are About...

Networking & Building Relationships

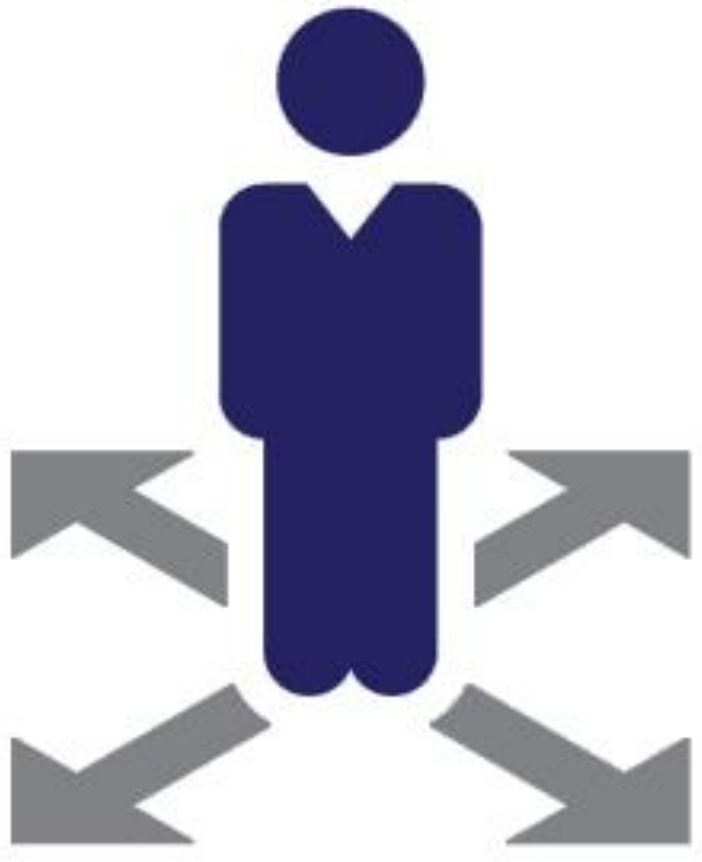
Experience Working with Multipliers



Experience Working with Multipliers



Different Approaches and Definitions



Multiplier Targets

The 'Invest in Holland' logo, consisting of an orange rectangle with the text 'INVEST IN HOLLAND' in white capital letters.

INVEST IN
HOLLAND



Multipliers such as banks, law firms, and tax consultants.



Multipliers such as banks, law firms, tax consultants, and corporate contacts.

There is No Cookie Cutter Approach



Define targets and a program that works for your jurisdiction and your organization's strategic priorities.



Where to start

Getting Started

Where to start



In government, we like to measure the ROI on everything.

**ROI / ROTPI = Return
on Tax Payer
Investment**



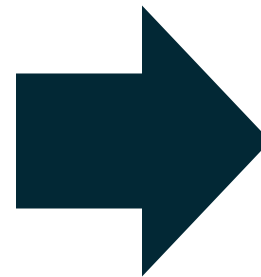
Where to start

Define Your Multiplier Targets

Focus on Category of Multipliers



**Deep
Dive**



**Site
Location
Consultants**

Site Consultants

On average, projects involving a multiplier ...

Have **2X** the capital expenditure of projects not involving a multiplier

Have **3X** the number of jobs

Are **greenfield** or **headquarter** projects

32% of projects break ground within 1 year

56% of projects break ground with 2 years



Site Consultants

2016-2017 739 projects with 500+ employees

Estimate that between 37% and 45% of them involved a site consultant

Site consultants are more prevalent in the North America

- **Complexity of the incentive and tax structures from state to state**
- **Variables in other location critical factors**

Site consultants numbers are increasing in Europe, as companies realize the impact on cost savings and long-term value this due diligence brings

Where to start

Organize yourself

-Which multiplier groups are you targeting?

-Which industry sectors are you targeting?

-Identify the core assets in your jurisdiction?

-Identify what makes your jurisdiction different?



Where to start

Industry Sectors

Will help you with identifying who you should target

Core Assets and Differentiators

What you are going to say to the site consultants

Finding the Site Consultants

- **Buy a list**
 - EcoDev Directory
 - DCI
 - IEDC
- **Do research**
 - Site Selection Directory
 - Site Selectors Guild
 - Major Commercial Real Estate Firms
 - Industry Publications
 - Site Selection
 - Area Development
 - Location Factor Studies
 - KPMG Competitive Alternatives

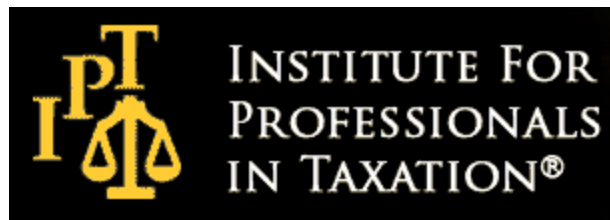
Finding the Site Consultants



Attend trade shows and events they attend



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL



Recommendation



**Don't move forward
without a CRM or a
plan to manage your
data.**





Engaging with Site Consultants

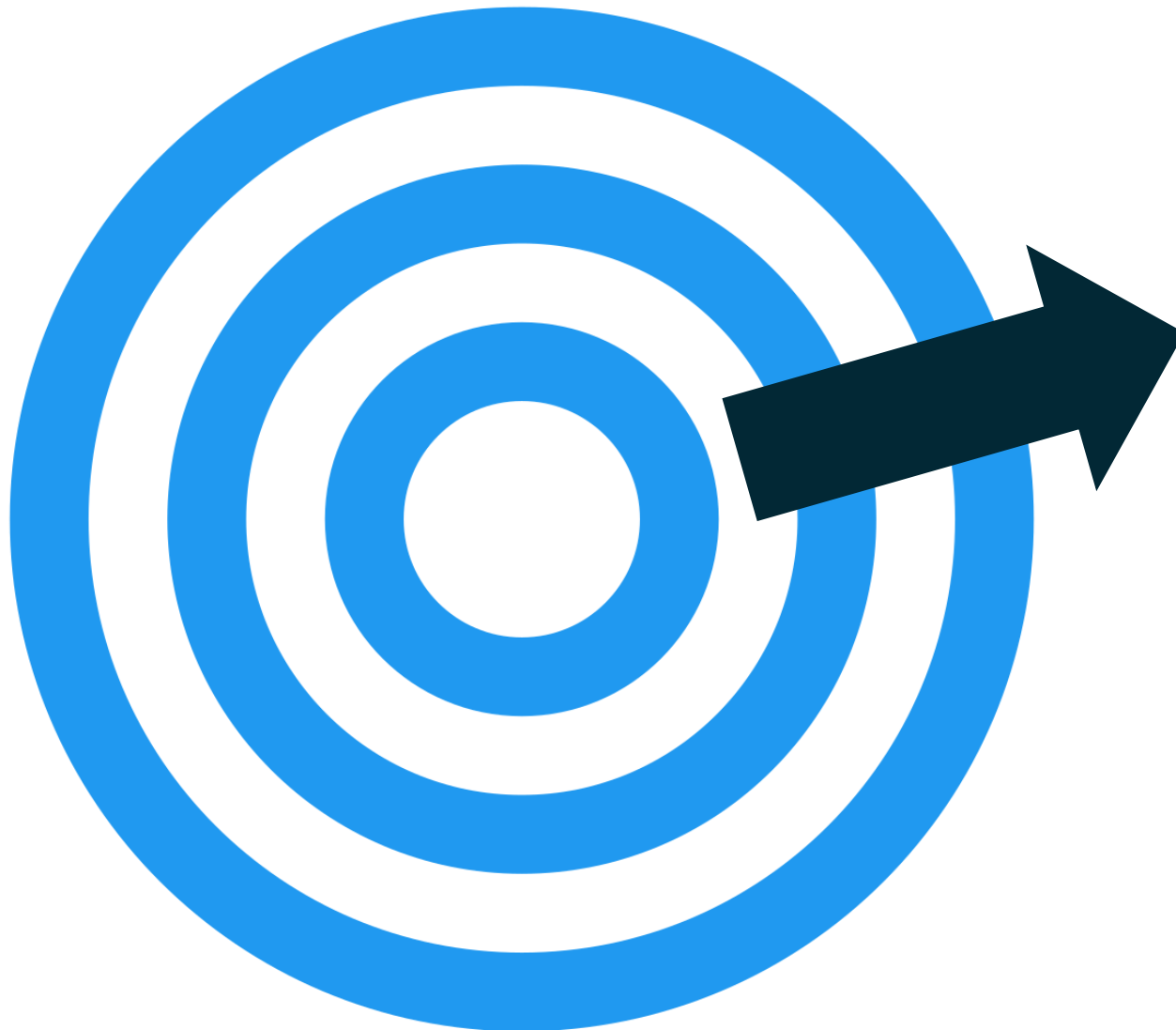
Develop a list of your TOP 200 Site Consultant targets and focus your outreach on these TOP 200 contacts.

Where to start



**Start locally –
assess which
assets you have
within a 3-hour
drive radius**

Where to start



**Expand to look
within your
macro market:**

**Europe
North America
Latin America**

Where to start



**Expand to look
internationally**

**Europe
North America
Latin America**

Where to start

What you are going to say to the site consultants, knowing that these are some of the core factors they evaluate...

WORKFORCE

TRANSPORTATION AND INFRASTRUCTURE

AVAILABLE BUILDINGS AND SITES

STATE AND LOCAL TAX STRUCTURE

INCENTIVES

UTILITIES

REGULATORY ENVIRONMENT

UNIVERSITY ASSETS

COST OF REAL ESTATE

Example



- Port City
- Industrial
- Focus on the Energy Sector
- Focus on Logistics

Example



John Porter
CB Richard Ellis
Executive Vice President-CBRE
Infrastructure



Jay Alexander Managing
Jones Lang LaSalle
Director-Industrial & Logistics

Lee Allen
Jones Lang LaSalle
Senior Vice President-Industrial &
Logistics; Port, Airport & Global
Infrastructure

Example



John Porter
CB Richard Ellis
Executive Vice President-CBRE
Infrastructure



Jay Alexander Managing
Jones Lang LaSalle
Director-Industrial & Logistics

Lee Allen
Jones Lang LaSalle
Senior Vice President-Industrial &
Logistics; Port, Airport & Global
Infrastructure

Example

Exxon Mobil, SABIC prefer site near Corpus Christi for massive plant

Posted by [Jordan Blum](#) Date: January 05, 2017



Exxon Mobil and Saudi Arabia's top chemical company confirmed they are advancing plans to build a massive new petrochemical plant north of Corpus Christi in San Patricio County.

Plans for the multibillion-dollar project at the preferred site, which is being opposed by some local communities, are moving forward for the joint venture between Exxon and the Saudi Basic Industries Corp., known as SABIC.

If the plans fall through, Exxon and SABIC could still select from three other sites they were considering — one near Victoria and two in Louisiana.

"San Patricio County is the preferred site," said SABIC spokeswoman Susan LeBourdais. "However, the three other potential locations are still under consideration." The companies also added, "The project is advancing

Engaging with Site Consultants

Objectives:

- Meet with them at least one time per year
- Send them at least 4 **MEANINGFUL** communications per year
- Send them one promotional item or “gift” per year
- Host at least one inbound familiarization tour per year
- Host at least one outbound event per year

Recommendation



Do fewer things and do them exceptionally well.

Engaging With Site Consultants

Marketing

- **Digital Direct Marketing**
- **Social Media**
- **Direct Mail Marketing**

Engaging With Site Consultants

Marketing

- **Digital Direct Marketing**
 - **Target “Front Office” and “Back Office”**
 - **Direct emails with specific information that gets to the point – KEEP IT SHORT**
 - **Specifics on new sites coming online**
 - **Incentives**
 - **New investors coming to your community**
 - **Reports with data**
 - **Infrastructure updates**
- **DO NOT recommend newsletters**

Engaging With Site Consultants

Marketing

- **Social Media**
 - **Most of the European and North American multipliers are on LinkedIn and Twitter**
 - **When you establish strong relationships with them, you can move to more personal channels such as FaceBook, SnapChat, and Instagram**

Engaging With Site Consultants



Linked





Engaging With Site Consultants

LinkedIn

Recommend you purchase the SALES package for LinkedIn for about \$89 per month.

Take the list of site consultants you have created and send link requests to all of them.

Look at what they post and like – get a sense of what their interests are.

Set up alerts within LinkedIn on specific people and organizations.

Engaging With Site Consultants

Social Media is a Visual Medium

- Use LOTS of pictures – even in LinkedIn
- If you want to grab their attention, do not repost content, post original content
- Use LinkedIn to BRAND, and create awareness, not necessarily convey information

Engaging With Site Consultants





Shirar O'Connor-Mugler
Vice President at Conway, Inc.

96
Who's viewed your profile

454
Views of your post

See all Premium features

Greater Oklahoma City Chamber
at Greater Oklahoma City Chamber
1h

The goal for our latest membership levels? To provide greater value for Chamber members while fostering a stronger business community. Learn how you can take advantage by upgrading today: <https://lnkd.in/eiNwxVn>



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18 | Register to vote for important OKC elections



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Restaurant/ Medical/ High Risi
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Engaging With Site Consultants

Convey information in short and concise bursts



Monika Šerėnienė

HR Manager at Invest Lithuania

14h

Strong [#investlithuania](#) HR has become even stronger! Please welcome my new colleague [Indre Tamole](#) who will take care of attracting talents to our agency.



Engaging With Site Consultants



Aaron Rosland

Counsellor (Commercial-Ontario) / Diplomat with extensive international experience

Check out www.canada.ai. It includes a **#startup** resource directory for Canadian **#AI** groups and major **#AI** news items categorized as: **#EdTech**, **#Fintech**, **#Healthcare**, Food & Agriculture, **#Transportation**, and **#...**see more



Canadian AI Superclusters

Universities | Machine Learning Researchers | Labs & Institutions

University of Alberta

Richard Sutton
 Alberta Machine Intelligence Institute (AMII)
 Reinforcement learning and artificial intelligence group (RLAI)
 Bionic Limbs for Improved Natural Control (BLINC)

University of Toronto University of Waterloo

Geoffrey Hinton
 Russ Salakhutdinov
 Vector Institute
 UofT Machine Learning Group
 Canadian Institute for Advanced Research (CIFAR)

Edmonton

Toronto-Waterloo

Montreal

Université de Montréal McGill University

Yoshua Bengio
 Ian Goodfellow
 Institut de Valorisation des Données (IVADO)
 Montreal Institute for Learning Algorithms (MILA)

Engaging With Site Consultants

Networking

- Meet at third-party events
- Desk-side chats / go to them
- Familiarization tours / bring them to you
- Host events in other cities – sporting events/lunches

Engaging With Site Consultants



Landsvirkjun



Engaging With Site Consultants



RIEDC
Rhode Island
Economic Development
Corporation



Engaging With Site Consultants



Regional Growth
Partnership

Engaging with Site Consultants

Be Different

Most jurisdictions run
PACKED schedules of
visiting companies
and site inspections.

Build in relaxation
and a few fun
activities.



Engaging with Site Consultants

Expensive isn't necessarily best.

Authentic and Unique Experiences will be more memorable.

Good food beats fancy.



Engaging with Site Consultants



Direct Marketing



Traveled to Scotland



Engaging with Site Consultants

Leverage local products, things your jurisdiction is known for. Make sure it is authentic, and unique to your country/region.



Engaging with Site Consultants

**Doesn't have to be expensive,
just clever or quality.**

Engaging with Site Consultants





Engaging with Site Consultants

**“I was impressed by
their consistency and
attention to detail.”**

Engaging with Consultants

Be professional and be prepared.

-They will not introduce you to their clients if they are concerned.

Engaging with Consultants

Don't over promise.

-If you can't deliver on what you have agreed to, you will lose all credibility.



Engaging with Consultants

When they come to town...

-Bring your partners to the table with you, i.e. Utilities, Developers, Local Partners

Engaging with Consultants

Introduce them to high-ranking officials, such as Governors. It gives them the feeling that there is support from the top.

Engaging with Consultants

Don't give them too many brochures and materials.

-Send PDF's as follow-up.



Experience Working with Multipliers



**There is a lot of competition for their attention.
Develop campaigns and programs that break
through the “noise”.**

BE DIFFERENT

Recommendation



If you have the resources, it makes sense to have one or two people dedicated to developing and managing your organization's multiplier program.

Recommendation



Don't only focus on multipliers – use your entire tool-kit.

Use about 20-30% of your resources targeting multipliers and 80-70% engaging directly with companies.

-You will need the corporate contacts.



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THANK YOU !