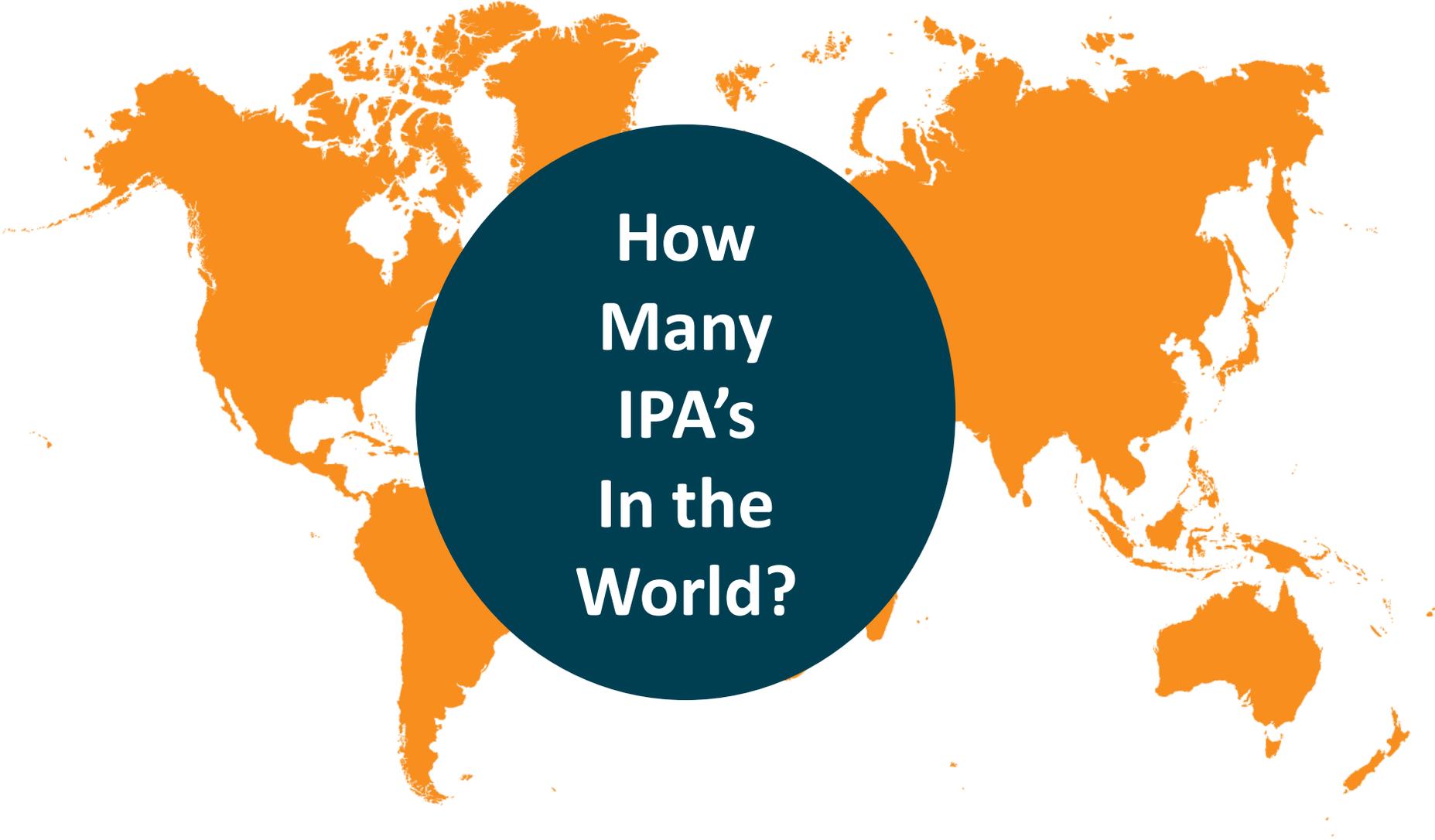




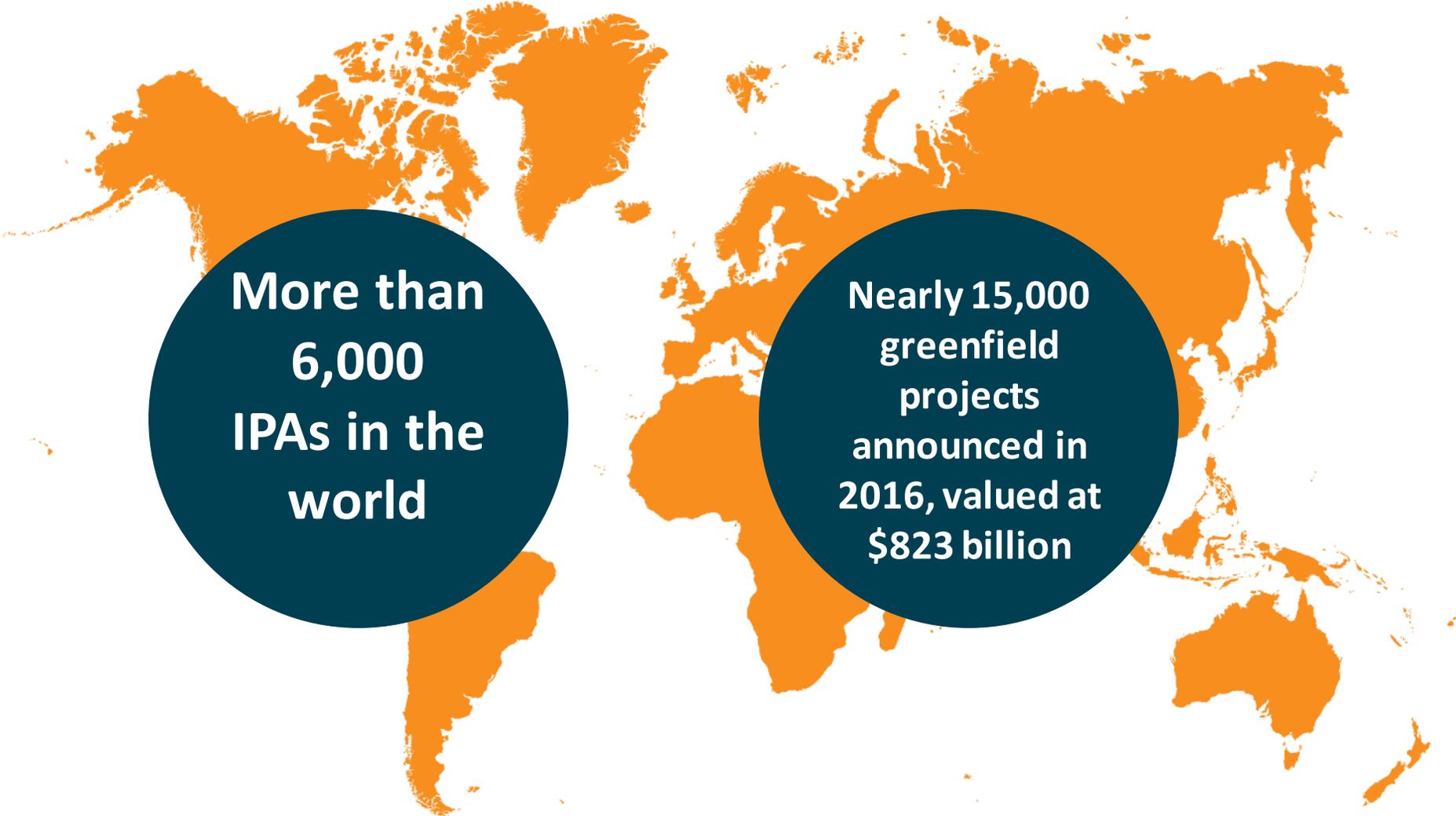
CONWAY



Comparing Agency Performance
FDI International Training Seminar

A world map with a light blue background and dark blue landmasses. A large, dark blue circle is centered over the map, containing white text.

**How
Many
IPA's
In the
World?**



More than
6,000
IPAs in the
world

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

A world map with a light blue background and orange landmasses. A large dark blue circle is centered over the map, containing the text.

**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%

A world map with a textured, orange-brown appearance, centered on the Atlantic Ocean. A large dark blue circle is overlaid on the map, containing white text.

**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\$6.7 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.

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

A world map with a textured, orange-brown appearance, centered on the slide. A dark blue circle is overlaid on the map, containing the text.

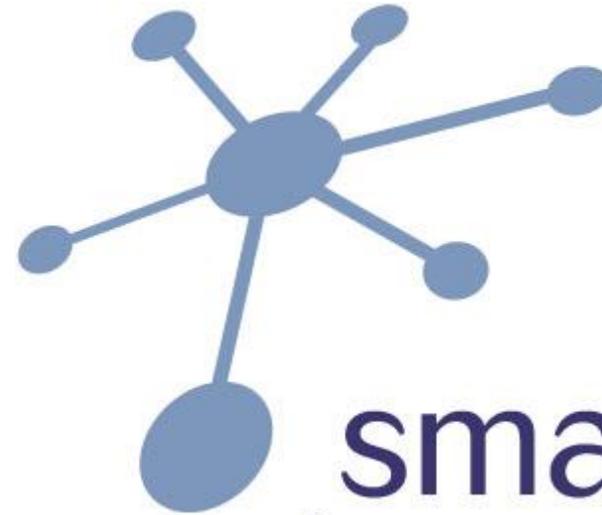
**How
Many
Make the
Same
Claims?**

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.

A world map with a textured, orange-brown appearance, centered on the Atlantic Ocean. A dark blue circle is overlaid on the map, containing the text.

**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?

A world map with a textured, orange-brown appearance, centered on the slide. A large dark blue circle is overlaid on the map, containing the text.

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

A decorative graphic consisting of three overlapping, curved shapes in black, grey, and red, resembling a stylized wave or sail.

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



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.

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



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



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 Conway's 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.

INVEST IN HOLLAND



CONTACT US SEARCH NEWS MENU



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

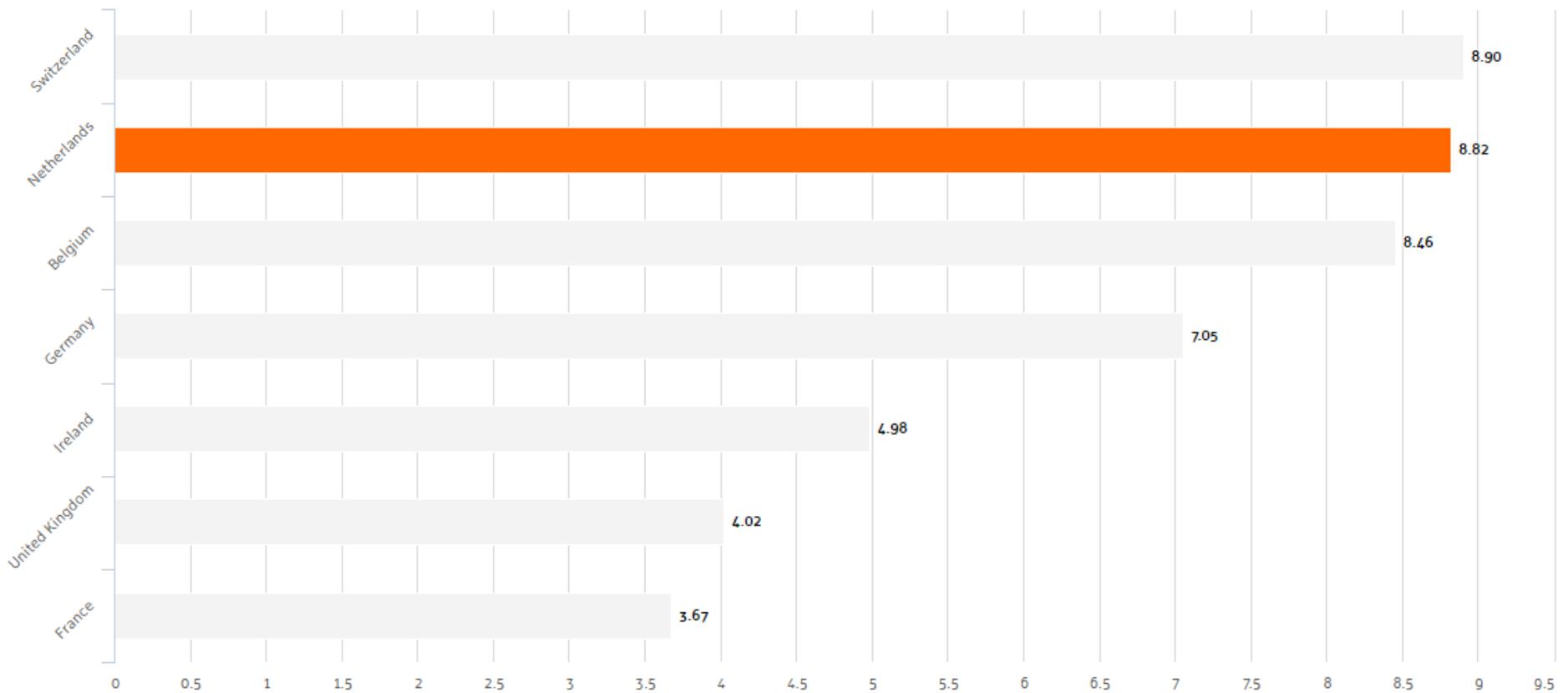
The Dutch labor market is comprised of highly skilled, multilingual, business-savvy workers ready to meet the demands of international business needs.

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

Marcel Smits
CFO, Cargill

Language Skills

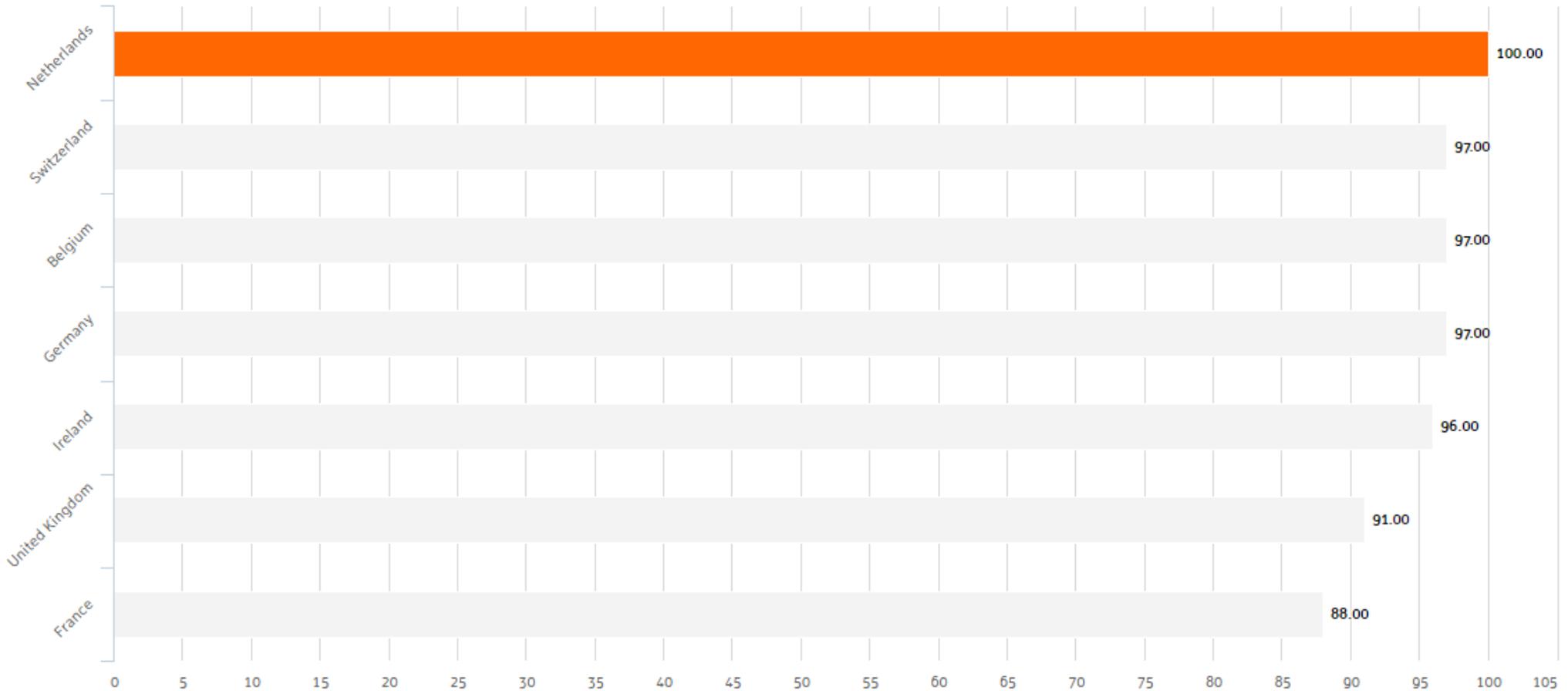
Language skills are meeting the needs of the enterprises



Source: IMD WCY 2016 (Western European countries)

English Proficiency - TOEFL

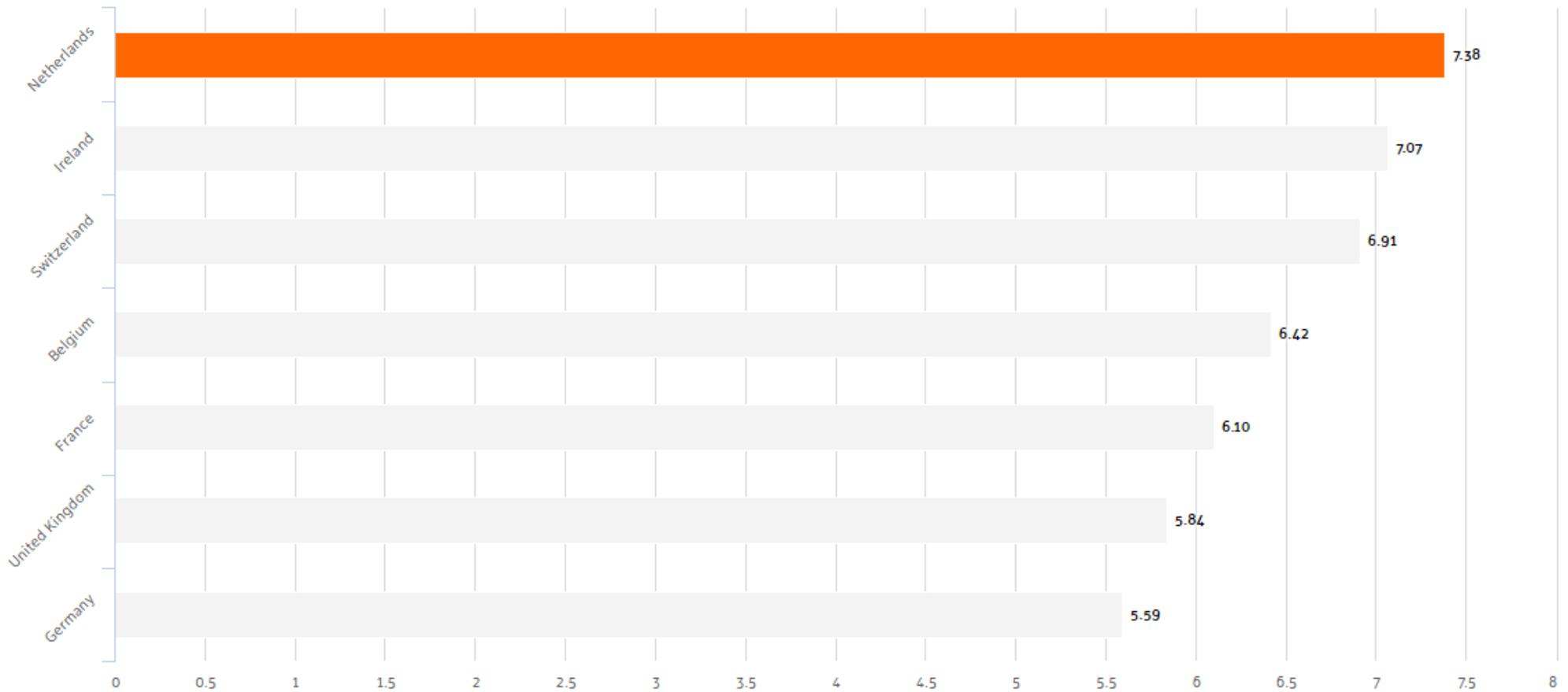
TOEFL scores



Source: IMD WCY 2014

Skilled Labor

Skilled labor is readily available



Source: IMD WCY 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

WDES **YEAR = 2018** NOTE: Amounts are listed in end of year dollars

Annual Labor Force Report
Helping Mississippi Grow Jobs

DE SOTO	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Annual Average
Nonfarm Resident Inwards													
Local Labor Force	86,000	82,280	81,880	81,210	84,860	81,390	86,440	84,330	84,110	81,310	88,690	86,370	85,130
Unemployed	4,450	3,810	3,680	3,190	3,640	4,330	3,640	3,440	3,640	3,630	3,250	3,330	3,680
Rate	5.1	4.5	4.1	3.7	4.3	5.0	4.2	4.1	4.3	4.2	3.7	4.0	4.3
Employed	81,550	78,470	78,200	78,020	81,220	77,060	82,800	80,890	80,470	77,680	85,440	83,040	81,450
Establishment Resident Inwards													
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
Nonmanufacturing	86,010	82,080	81,880	81,210	84,820	81,190	82,600	80,430	80,110	81,110	84,650	82,370	81,130
Ag, Forestry, Fishing & Hunting	80	80	80	110	110	110	120	120	120	130	120	100	110
Mining	30	30	30	30	30	30	30	30	30	30	30	30	30
Utilities	180	180	180	180	180	180	180	180	180	180	180	180	180
Construction	1,600	1,300	1,600	1,310	1,600	1,410	1,600	1,400	1,600	1,400	1,600	1,300	1,510
Wholesale Trade	3,850	3,900	3,850	3,900	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850	3,850
Retail Trade	6,480	6,480	6,470	6,470	6,470	6,470	6,470	6,470	6,470	6,470	6,470	6,470	6,470
Transport & Warehousing	7,850	7,700	7,850	7,710	7,850	7,710	7,850	7,710	7,850	7,710	7,850	7,710	7,780
Information	350	350	350	350	350	350	350	350	350	350	350	350	350
Finance & Insurance	520	510	510	520	520	520	520	520	520	520	520	520	520
Real Estate, Rental & Leasing	450	450	450	450	450	450	450	450	450	450	450	450	450
Professional and Business Services	1,010	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020
Management of Companies & Enterprises	80	80	80	80	80	80	80	80	80	80	80	80	80
Admin Support & Waste Mgmt	6,440	6,440	6,440	6,440	6,440	6,440	6,440	6,440	6,440	6,440	6,440	6,440	6,440
Educational Services	370	380	380	380	370	380	380	370	380	380	380	380	370
Health Care & Social Assn	6,660	6,660	6,660	6,660	6,660	6,660	6,660	6,660	6,660	6,660	6,660	6,660	6,660
Arts, Entertainment & Recreation	650	670	680	710	740	700	770	700	740	730	720	710	700
Accommodation & Food Serv	7,410	7,430	7,430	7,430	7,430	7,430	7,430	7,430	7,430	7,430	7,430	7,430	7,430
Other Services (except Public Admin)	1,000	1,040	1,070	1,100	1,060	1,100	1,080	1,100	1,080	1,080	1,070	1,080	1,070
Government	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240	1,240
Education	4,750	4,730	4,750	4,730	4,750	4,730	4,750	4,730	4,750	4,730	4,750	4,730	4,730
Total Nonagricultural Employment	86,010	82,080	81,880	81,210	84,820	81,190	82,600	80,430	80,110	81,110	84,650	82,370	81,130

NOTE: Establishments are measured and reported on an annual basis. All figures are in thousands of dollars. Annual averages are shown in boldface type.

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'





Invest In Flanders

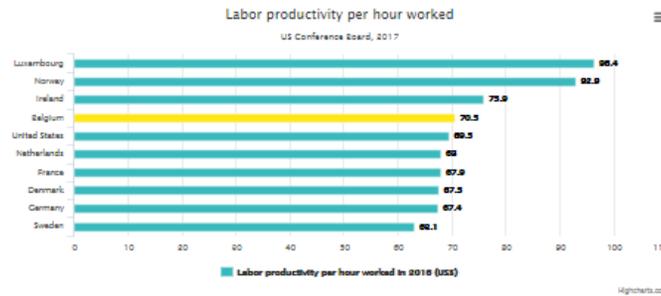
Home > Investing In Flanders > Workforce > Flanders has one of the world's most productive workforces

Flanders has one of the world's most productive workforces

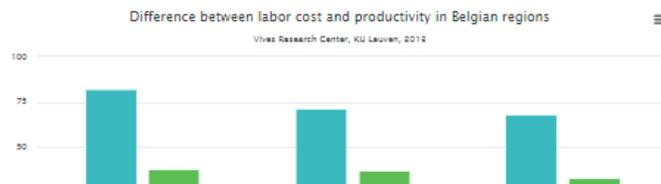
Why are the workers of Flanders among the most productive in the world? Well, they're provided with the perfect environment for productivity.

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**
- **Strong stakeholder pressure to perform**
- **Greater demands from companies**
- **Difficult to differentiate the location**

A Focused Approach is Essential to FDI Attraction

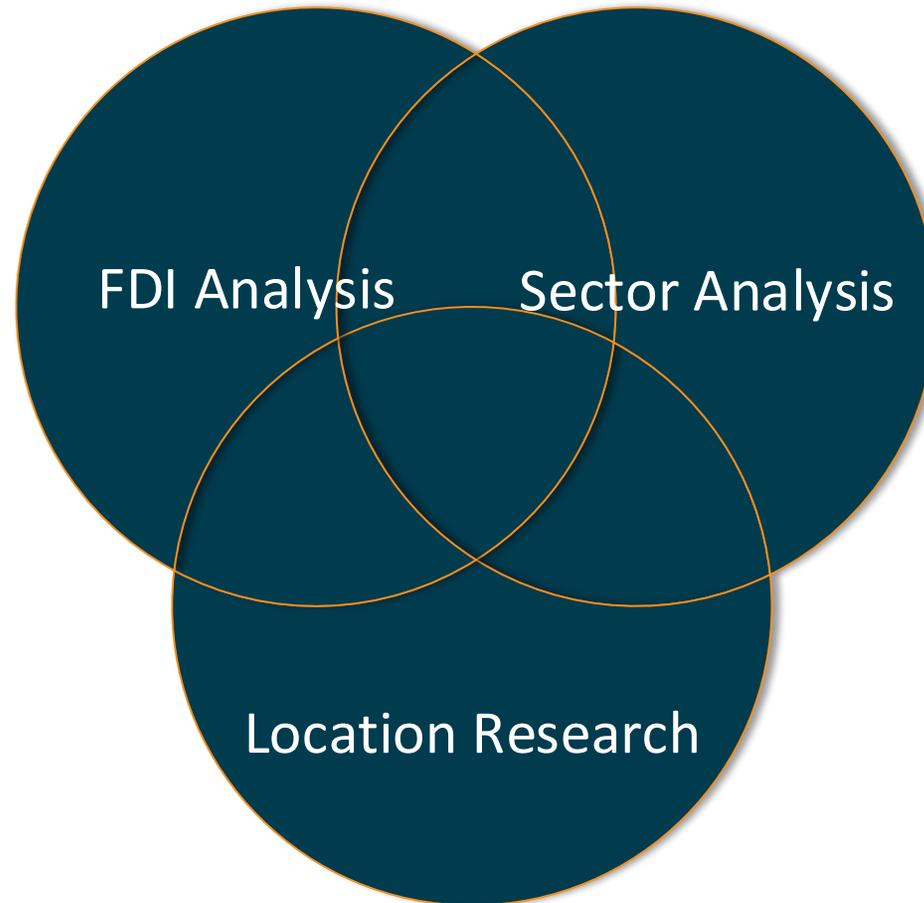
Three Areas of Focus are Most Important

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

- Which sectors attracted the highest number of greenfield FDI projects into my region?
- Which are the top sub-sectors within each of those sectors?

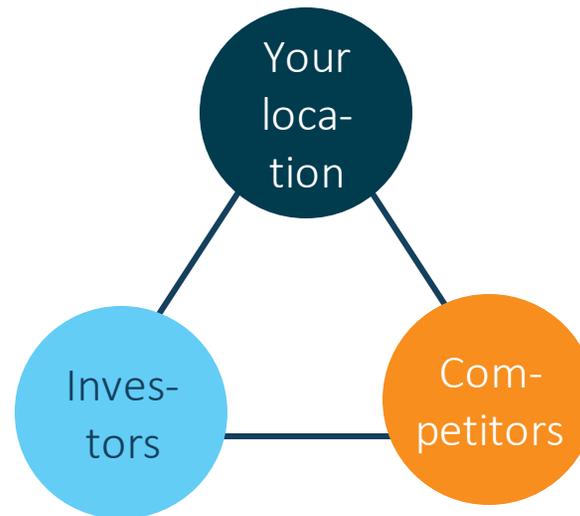


- Which are the fastest growing sectors in my region?
- How are these sectors structured?
- What key trends could indicate (future) FDI potential?

- What are my location's key assets and how do they fit companies' sector-specific requirements?

- ✓ Image and awareness of your location
- ✓ Strengths and weaknesses of your location
- ✓ Competitive position of your location
- ✓ Development potential of your location
- ✓ Investment opportunities at your location

- ✓ Current global footprint
- ✓ Global expansion strategies
- ✓ Investment demand
- ✓ Location preferences
- ✓ Site Selection criteria



- ✓ Competitors' strengths and weaknesses
- ✓ Competitors' positioning
- ✓ Competitors' target groups
- ✓ Competitors' promotion strategy

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 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.

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

-Albert Einstein



Follow your instincts:
Invest in Germany.

Home to the father of the Quantum Theory, the inventors of the automobile, and the MP3 format - and the creator of your next big product? Germany's system of universities and innovation centers is the largest in Europe. Want to learn more about the Land of Ideas? claudia@invest-in-germany.com www.invest-in-germany.com

Invest in Germany,
boys!

With one of the world's most secure business climates, a highly educated workforce, and a commitment to innovation, Germany provides you with the perfect climate for a successful business. Learn more about the Land of Ideas. claudia@invest-in-germany.com www.invest-in-germany.com



Invest in
Germany
●●●●●●●●
Land of Ideas



Invest in
Germany
●●●●●●●●
Land of Ideas



Come on over to my place.

With one of the world's most improved business climates, Germany is the world champion in exports and Europe's leader in patenting new technologies. And yes, we'll make you breakfast in the morning. Want to learn more about the Land of Ideas? claudia@invest-in-germany.com www.invest-in-germany.com

Invest in
Germany
●●●●●●●●
Land of Ideas

Follow your instincts:



Come on over to my place.





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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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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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

HubstartParis®

GATEWAY TO BUSINESS, LINK TO THE WORLD

WELCOME TO THE GREATER ROISSY AREA,
the most vibrant and fastest growing regional economy in Europe

- Unique location just 15 miles north of Paris
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- Europe's largest hub with Air France-KLM, FedEx and Air Post
- The most affordable and accessible real estate of all the airport regions in Europe
- Impressive list of business parks and real estate investment projects
- International renowned trade shows, etc.

HUBSTART PARIS®, THE ALLIANCE TO MARKET GREATER ROISSY AND TO WELCOME INTERNATIONAL INVESTORS

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.

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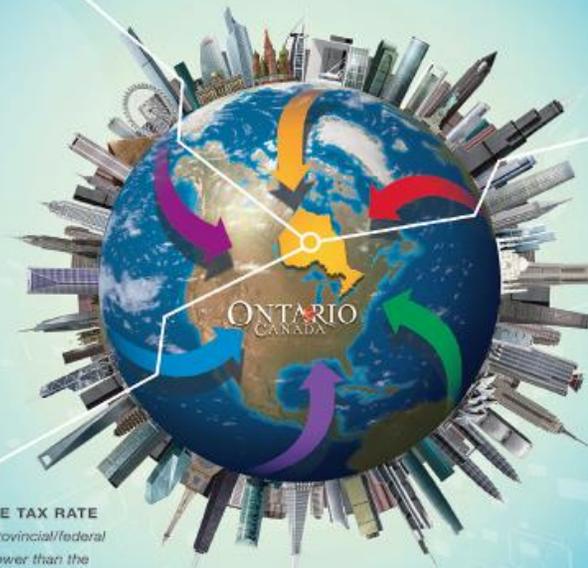


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The highest percentage in the G7

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U.S. federal/state average. Since 2010,
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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 THESE 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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What are the key takeaways from this session?

- 1. Don't be like every other IPA. Know your strengths, and don't make 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.**

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



CONWAY

Q&A

