



Data Driven Lead Generation

Amsterdam, February 20, 2018



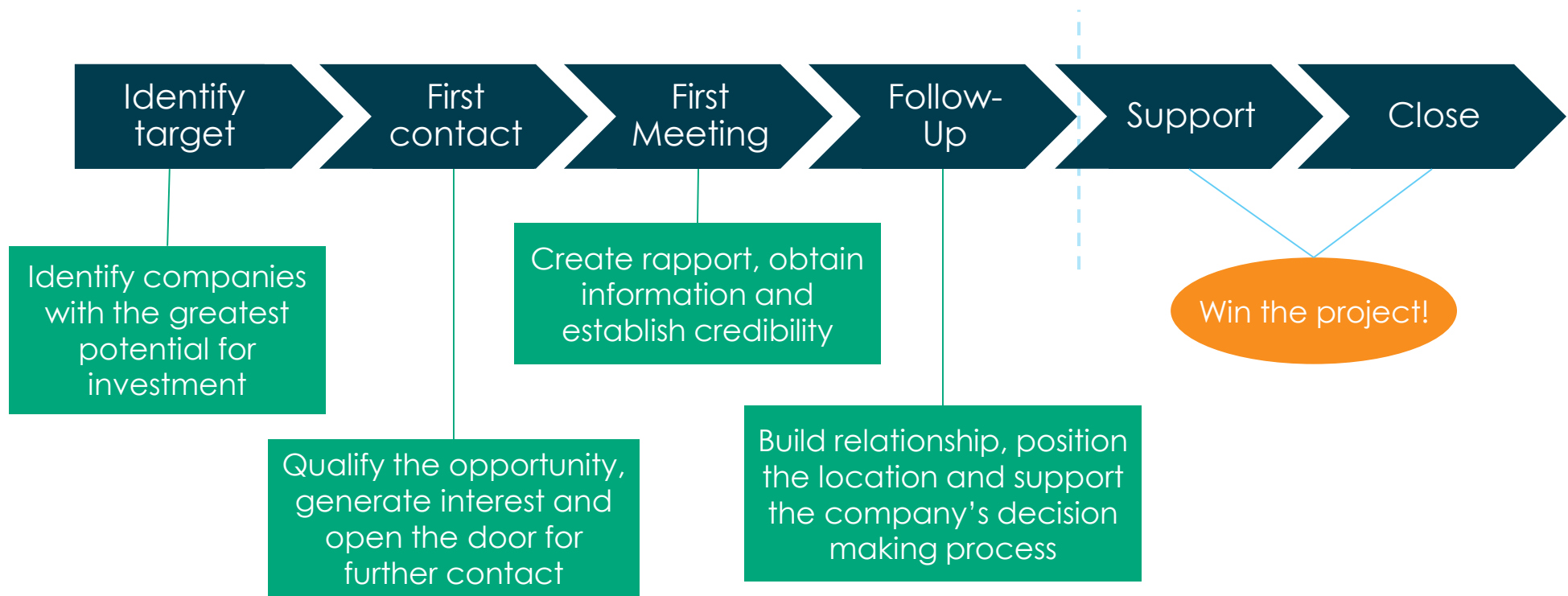


- 1. The Lead Generation Process**
- 2. News-based Targeting**
- 3. Industry-based Targeting**
- 4. Learning through Experience**



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)

China's ecommerce giant JD.com to take on Amazon in Europe

China's ecommerce giant JD.com plans to challenge Amazon in Europe as early as 2019, aiming to be ubiquitous across the continent within "a few years", says the company's chief.

JD will spend at least €1bn over two years to build its logistics network in France. By contrast, Amazon says it has invested €15bn in Europe in six years from 2010.

Mr Liu said he expects sales of British goods on JD to soar from £3bn-£4bn last year to more than £10bn within three years.

“

We built our logistics to be online from day one. Companies like DHL built their systems on decades-old technology, it's very hard for them to overturn their systems overnight

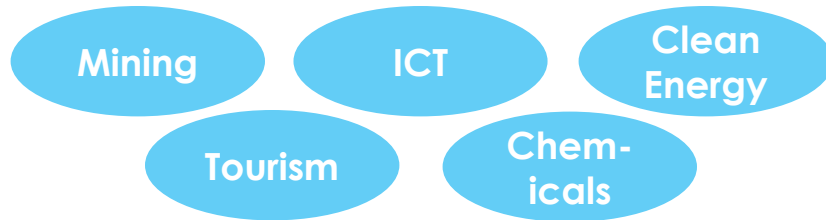
Richard Liu, chief executive

But in Europe, Mr Liu said, it is considering enlisting local partners for last-mile delivery, although it will own its own network of warehouses.

Unlike domestic rival Alibaba and US behemoth Amazon, JD owns and runs its logistics network, which it cites as the reason for its fast deliveries. The company's army of migrant delivery workers means it can deliver a box of cereal within 24 hours in Beijing for less than a dollar.

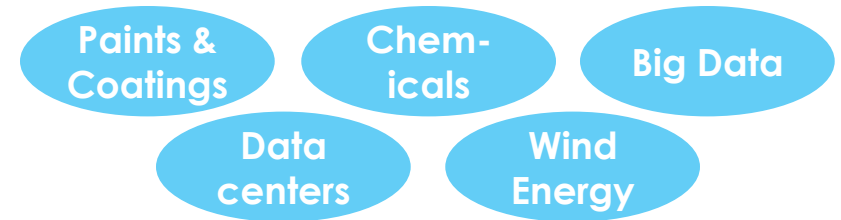
Industry-based targeting

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





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

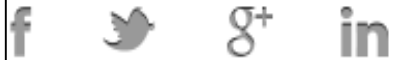
Secondary Keywords

- **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-megafactories

6 June 2017 | By GCR Staff



A number of the world's largest battery makers plan to build megafactories in Europe to supply for electric vehicles (EVs).

Korean manufacturer LG Chem announced on 3 June that it will build a battery plant in Poland that will cover the area of five football fields. The plant is to be finished and in operation by the end of the year.

It will be followed by another Korean firm, SK Innovation, which has a plant to supply batteries to automotive company Daimler. SK Innovation also has a contract to supply lithium-ion cells to Mercedes-Benz.

Kim Jun, SK Innovation's chief executive, said Eastern Europe is a good place to build a plant. He said: "We're considering building a plant in Hungary. It offers cheap and quality labour forces. Germany is too

Canopy Growth enters German marijuana market by buying distribution network MedCann

Canopy Growth Corp. is solidifying its international growth agenda with its all-stock acquisition of German-based MedCann, giving it a distribution network in Europe's largest economy.

MedCann has navigated the complex regulatory environment for import and distribution, putting Tweed-branded cannabis strains into pharmacies in Germany — where the burgeoning industry relies on imports. Germany legalized access to medical cannabis in 2005, but no domestic production currently exists.

The all-stock deal is initially worth about \$7.2 million based on Canopy Growth's Friday's closing price of \$10.60 a share, plus the addition of new stock to be issued upon hitting certain milestones. That would give MedCann a potential 1.6 million shares in the company, about one per cent of its outstanding stock.

"Germany has begun a process of enabling medical access to cannabis and through a policy that recognized Canopy as the first legal supply source from North America," said Bruce Linton, chairman and CEO of Canopy Growth.

Target identification (Information Sources)

Web search engines



Sector specific portals

Automotive News Europe



MDD+DI
MEDICAL DEVICE AND DIAGNOSTIC INDUSTRY



EPR
EUROPEAN PHARMACEUTICAL REVIEW

Business press



News-based Targeting



WISE

Worldwide Investment Search Engine

WISE

SEARCHES CREATE SEARCH TERMS MANAGEMENT SOURCES MANAGEMENT USERS MANAGEMENT

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

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](#) Add to Bookmarks

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](#) Add to Bookmarks

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:

Sectors:

- Aerospace
- Automotive
- BPO & Call Center
- Chemicals
- Construction & Building

Viewed:

Filter Clear

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 Goldings 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 least 10,000 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 in Christchurch. The plant has a built-up area of 1,000 m2.
- H** Hanoi, Thanh Pho, Vietnam
TOTO Ltd. announced its investment in Vietnam in setting up a new plant in Hanoi. This new plant will produce ceramic products for full demand.
- I** Manila, National Capital Region, Philippine
Deutsche Lufthansa has a new service centre in Manila. The new 1,000 square metre centre will employ 450 staff. The centre will eventually employ 450 employees.
- J** --, Chiba-ken, Japan
Coil Group SA has begun construction of a new 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 1,000 square metres of server space.

		
Investments	Projects	Jobs
\$19.91Bn	226	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

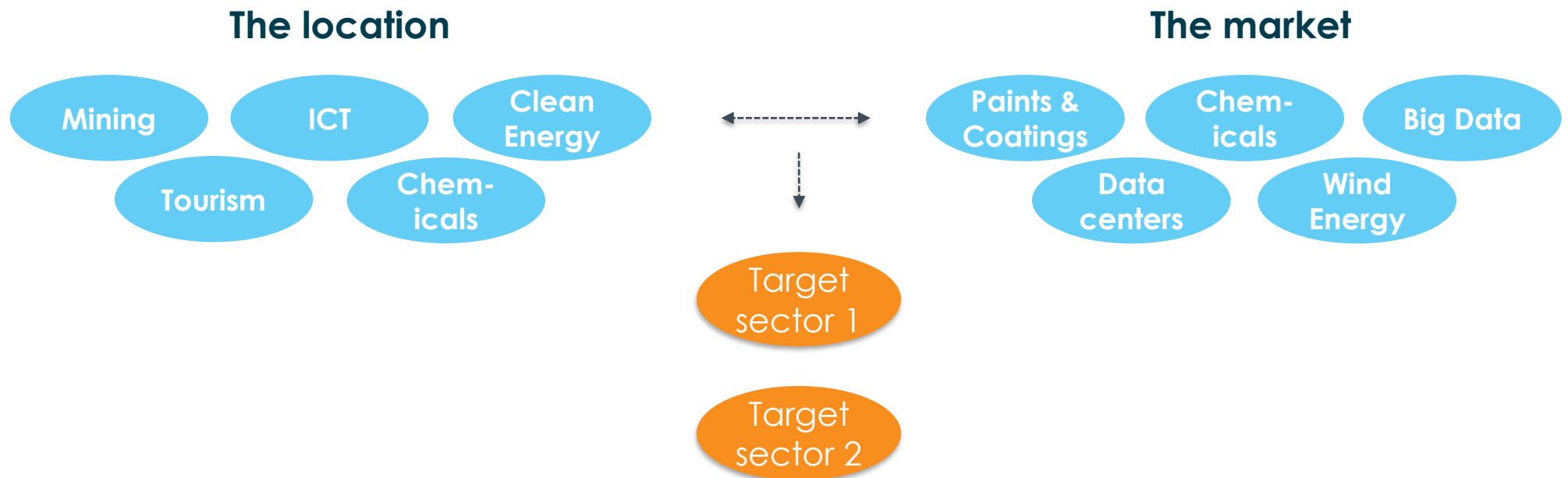
- (e.g. workforce needs, proximity to customers)

Data Source:
company press releases;
news articles



3 | Industry-based targeting

Determine the sectors/subsectors that seem most promising for attracting FDI into your region and discover opportunities within them



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

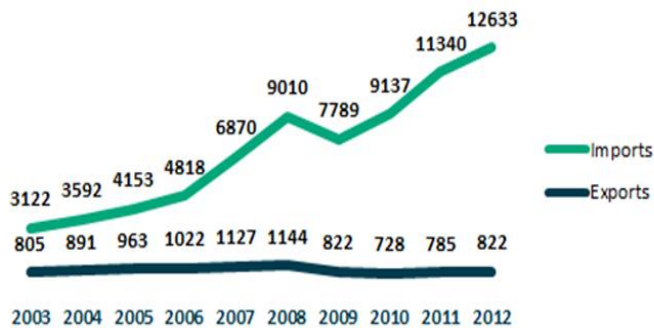
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Interviews
with local
experts

Location research (examples)

3. Panama: Economic & trade profile

Trade flows in Panama
(Millions of US dollars)

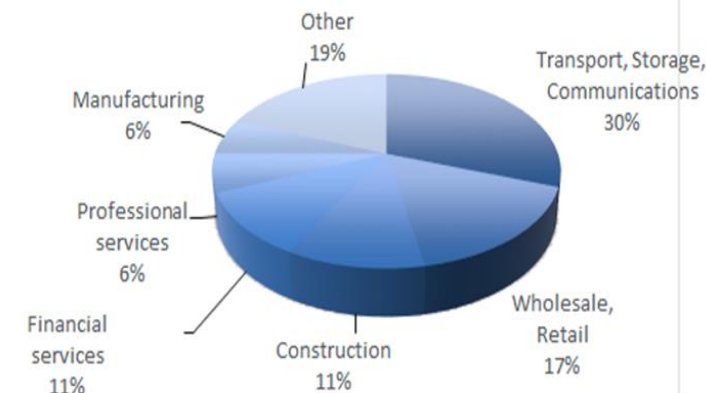


Key observations

- 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
Fuels & oils	20%
Medicines	2%
Vehicles	2%
Bars & rods	1%
Telephones	1%
Corn	1%
Other	73%

 USA (23%)
 China (6%)
 Costa Rica (5%)
 Mexico (5%)
 Colombia (4%)

Top exports	Share
Fresh foods	20%
Raw gold	14%
Iron scrap	4%
Sugar cane	4%
Fish	3%
Palm oil	3%
Frozen meat	3%
Medicines	3%
Other	46%

 USA (20%)
 Canada (15%)
 Costa Rica (7%)
 Netherlands (6%)
 Sweden (5%)

Top re-exports ¹	Share
Medicaments	32%
Perfumes	4%
Whisky	1%
Air conditioning	0.7%
Tires	0.6%
Jewelry	0.5%
Cigarettes	0.4%
Other	61%

 Puerto Rico (22%)
 Venezuela (20%)
 Colombia (11%)
 Costa Rica ² (4%)
 Ecuador (3%)

Source: ProInVex

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

Industry-based Targeting



Location research (extend your view)

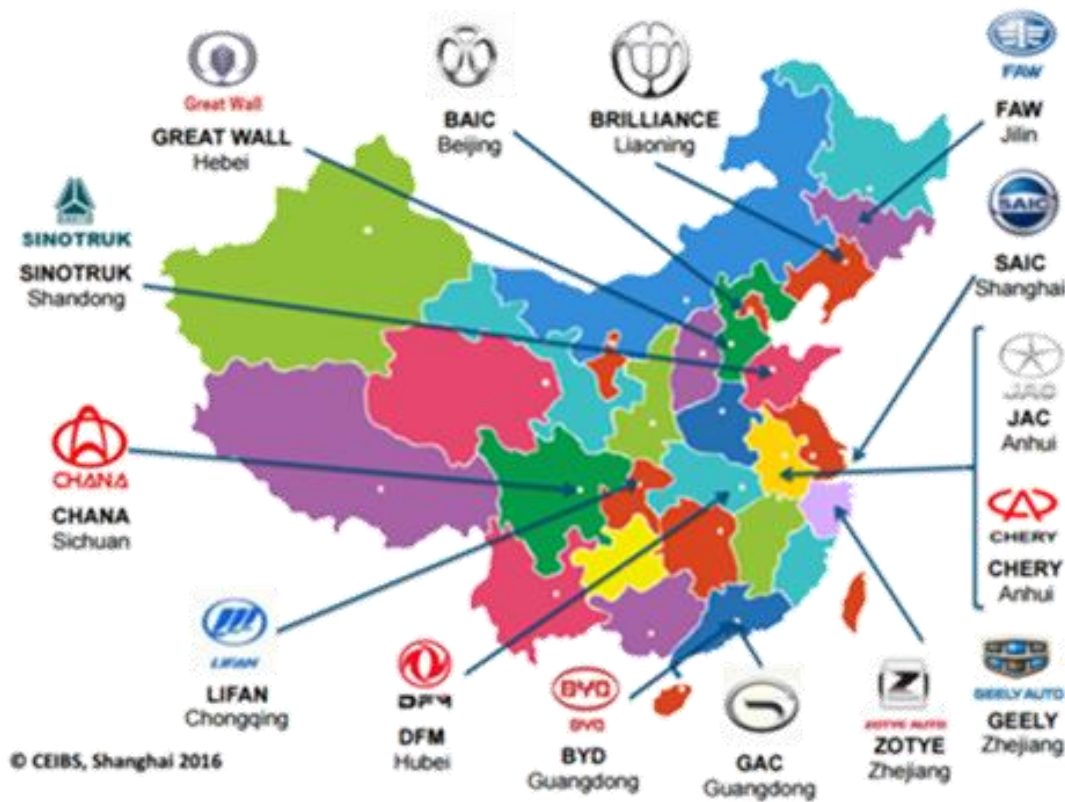


Fig 3: 22 Major Automotive OEM locations in China

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

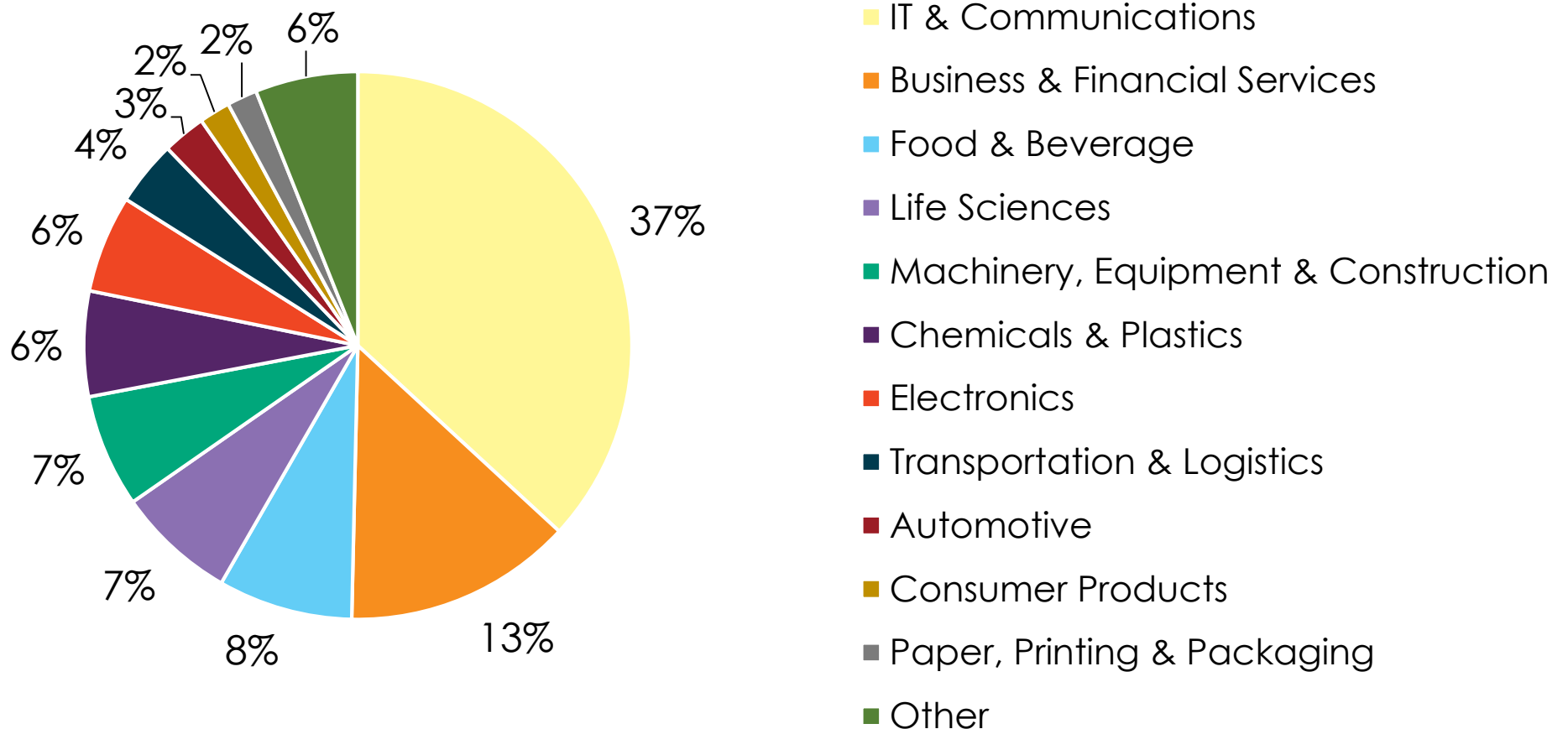
Market research

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



Market research (top sectors)

Top Sectors for FDI into Europe (2015-2017)



Source: Conway Analytics

Market research (sector segmentation)

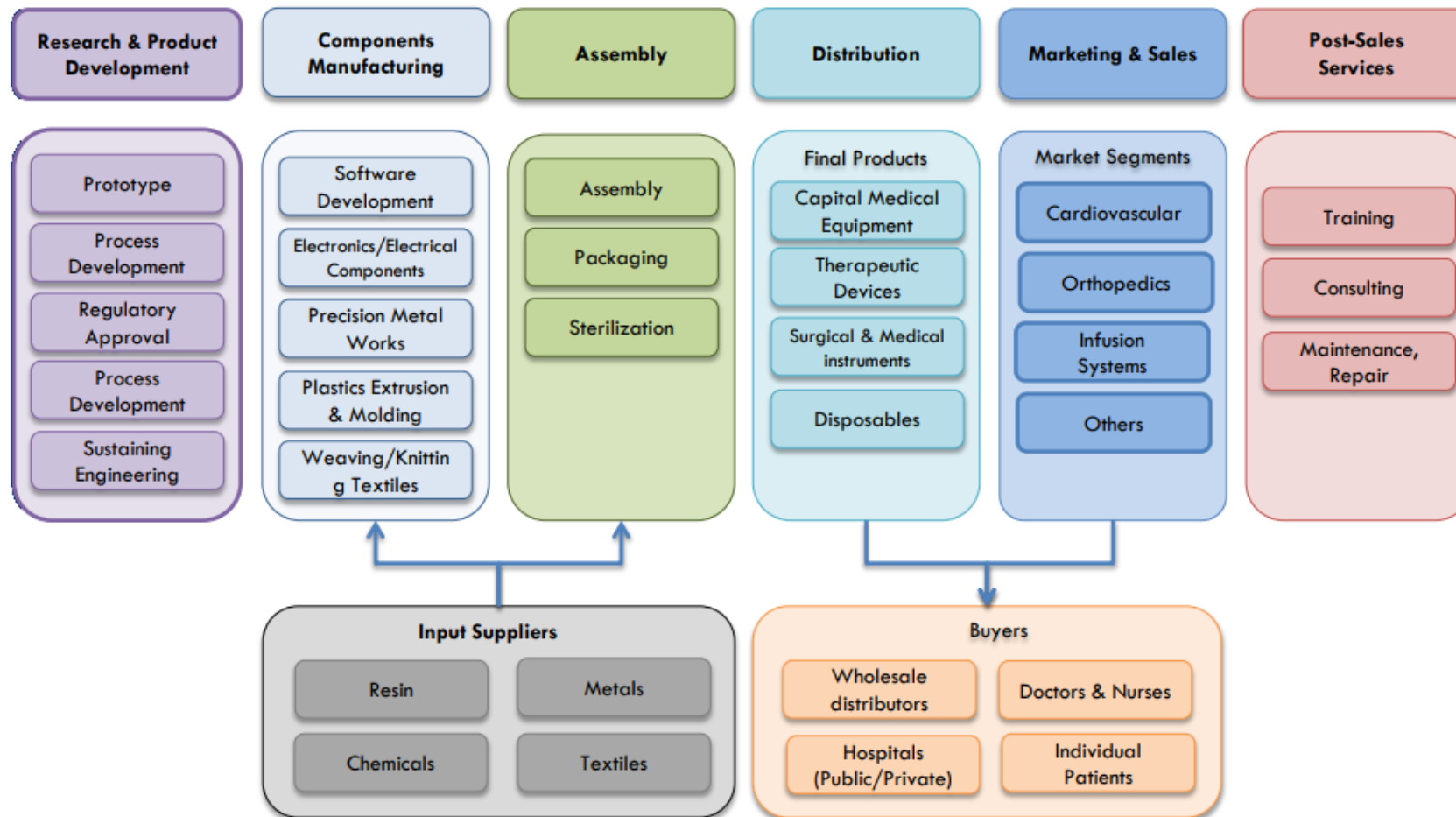
• Life Sciences

- Pharmaceuticals
- Biotechnology
- Medical devices
- Healthcare services

- Plant biotechnology
- Animal biotechnology
- Environmental biotechnology
- Industrial biotechnology
- Medical and pharmaceutical biotechnology
- Diagnostics and bioinformatics
- Biotech service suppliers
- Biotech material suppliers

- Diagnostic antibodies
- Peptides, conjugates, oligonucleotides synthesis
- DNA diagnostics
- Biosensors, biomonitoring
- Genome analysing techniques
- Bio-data-informatics
- Bio-informatics

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

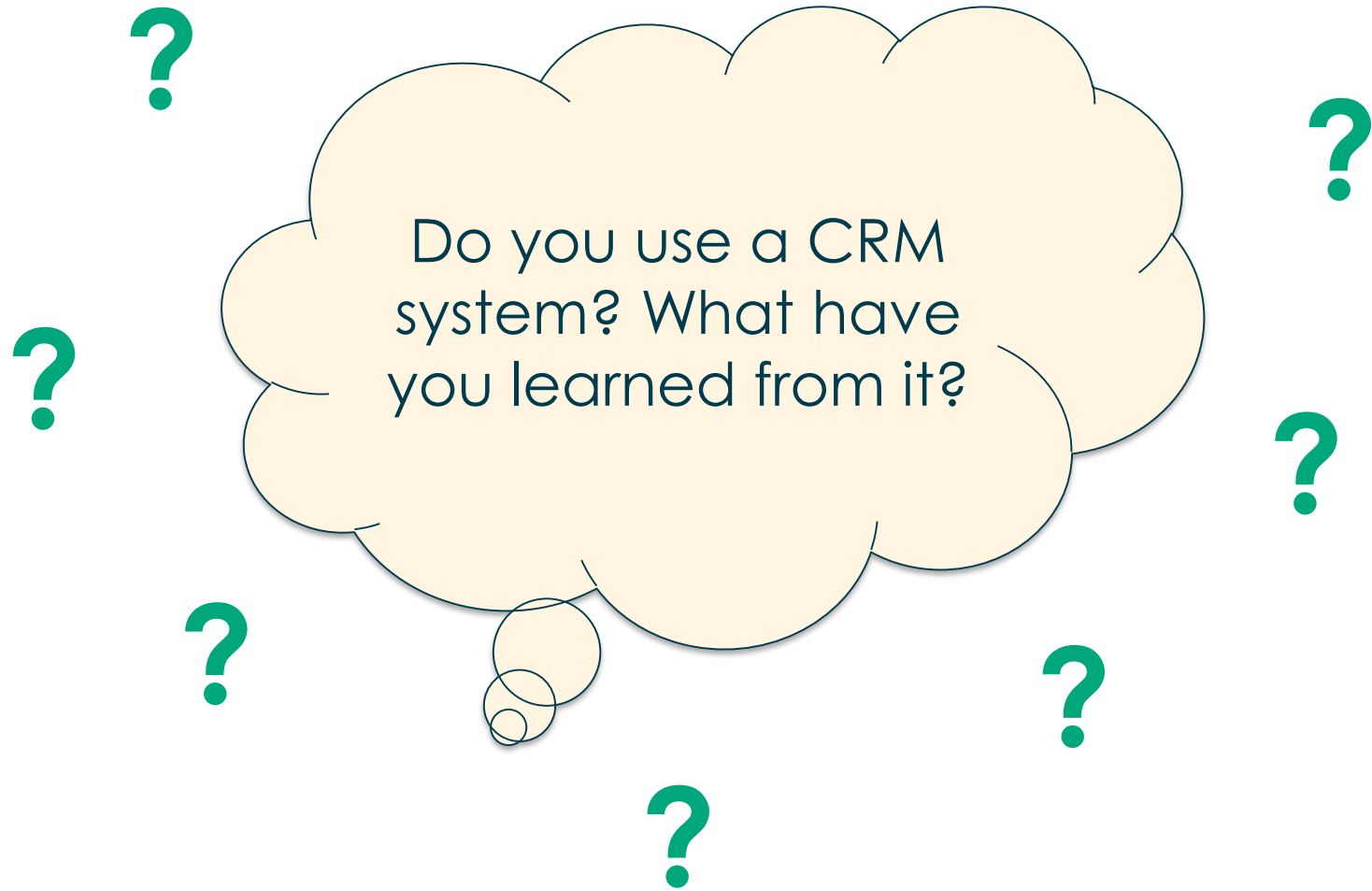
My region needs to meet sector-specific investment motives (e.g. market growth, regulations) and location factors (e.g. specific skills, infrastructure).

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	✓	✗	➤	➤	✓

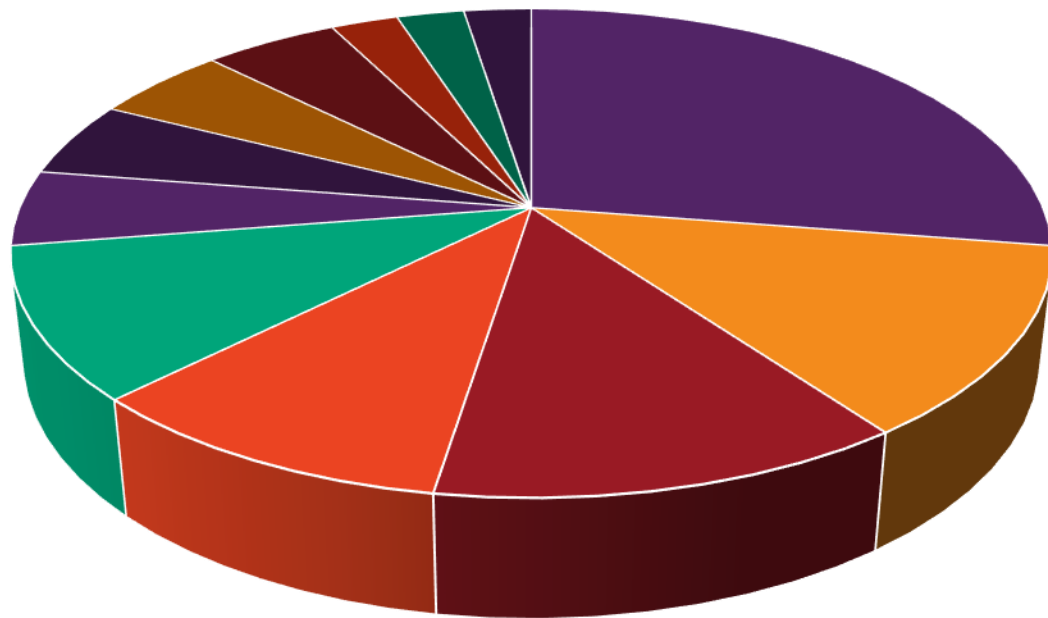


4 | Learning through experience



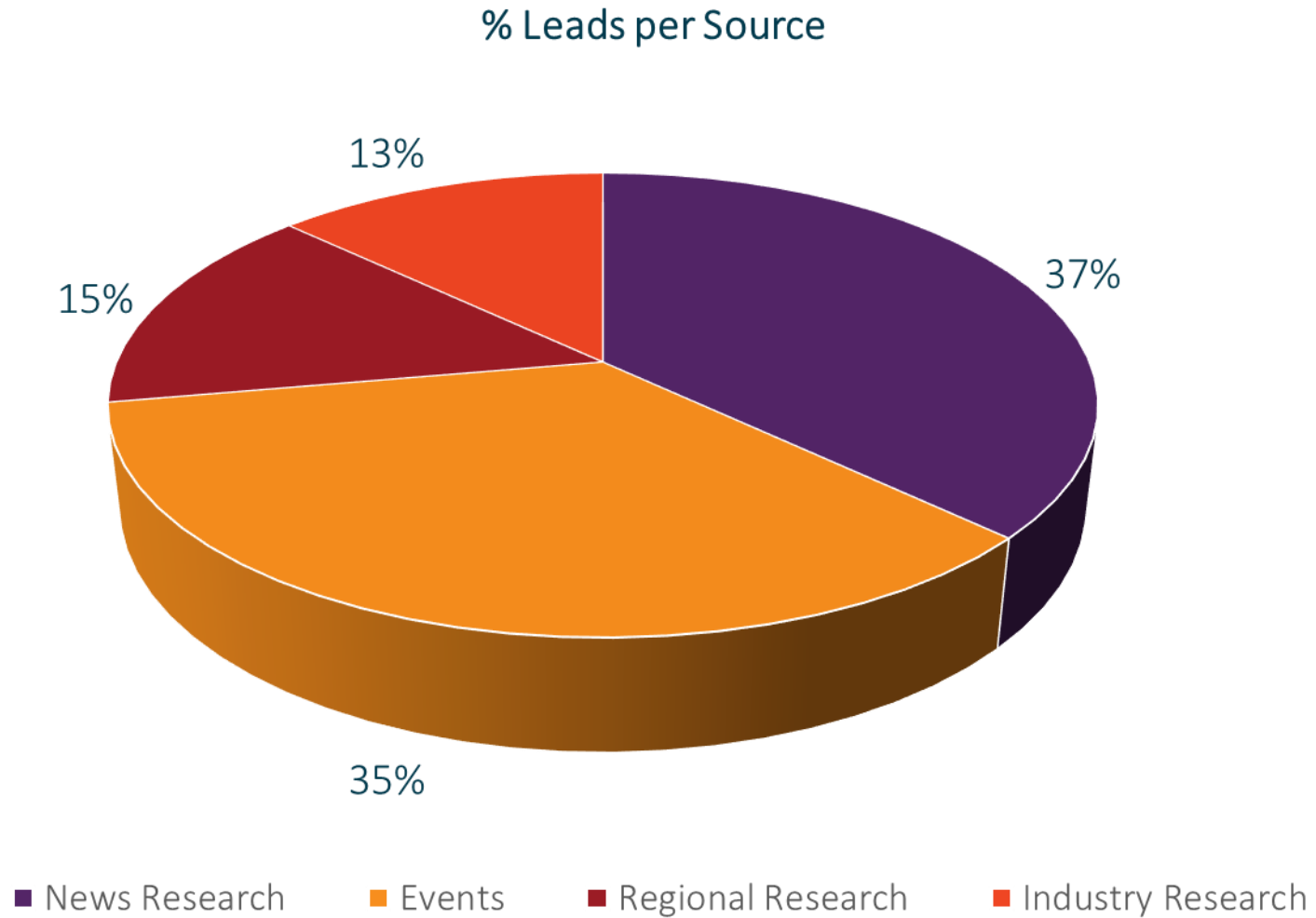
What sectors do our leads come from

Leads per Industry %

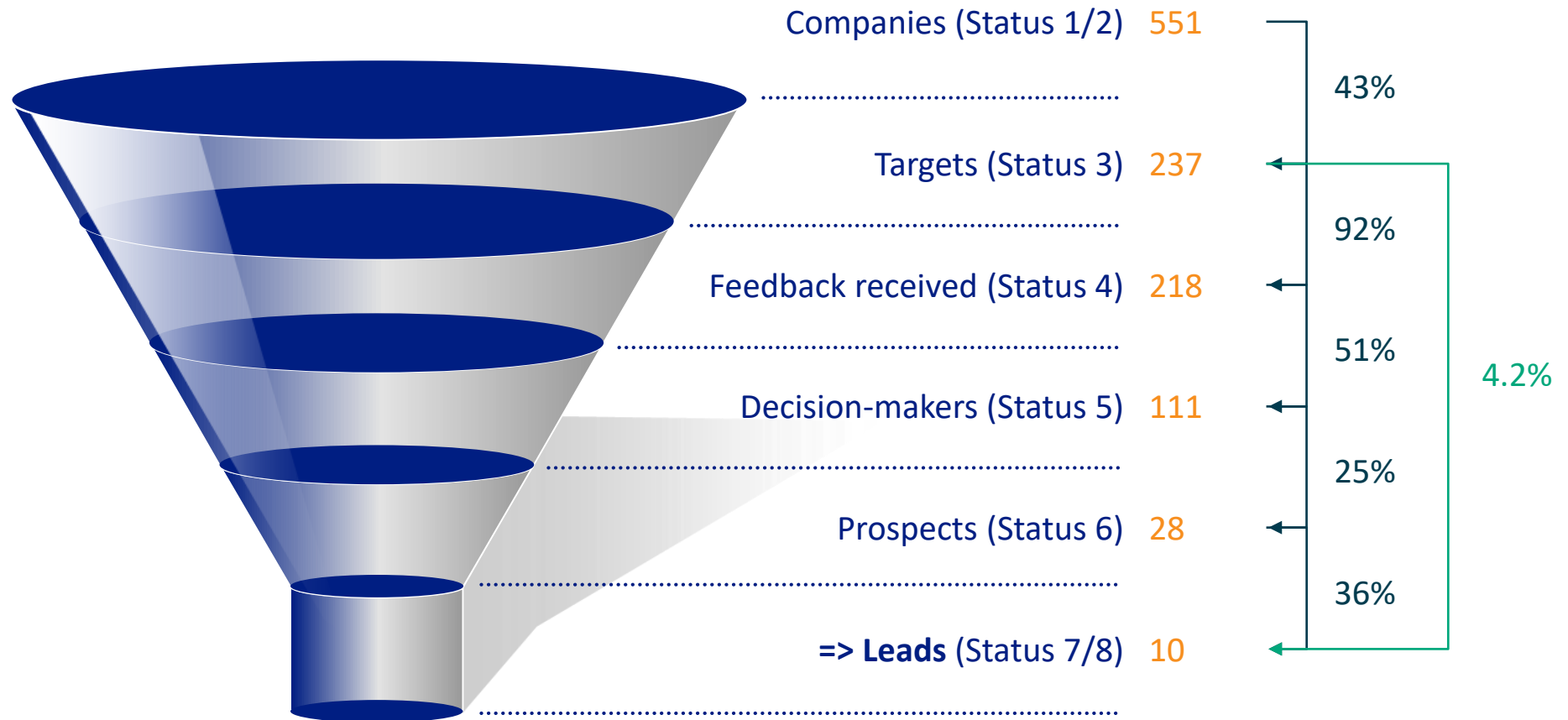


- ICT (IT)
- Life Science (LS)
- Consumer Products (CP)
- Automotives (AU)
- Machinery and Equipment (ME)
- Electronic & Electric Equipment (EL)
- Photonics (PH)
- Nutrition (NU)
- Professional Services (PS)
- Chemicals (CH)
- Maritime (MT)
- Logistics (LO)

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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