



CONWAY



FDI Attraction : Leveraging Multipliers



Recommend that you use all of the marketing and business development tools in your tool kit.



Disclaimers

You still need to have strong relationships with companies, so Multiplier Programs should only represent about 15-20% of your resources. (time and budget)

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 & cold calling 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.



Business Services Multipliers

On average, projects involving a multiplier from an international business services firm.

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



Who are Multipliers

Business Advisors

Tax Consultants

Site Consultants

Law Firms

Business Strategy Consultants

Industry Analysts



Who are Multipliers

Tax Consultants



Annual Credits and Incentives Symposium
Ernst & Young – Team/Company Meetings

Who are Multipliers

Site Consultants





Who are Multipliers

Site Consultants





Who are Multipliers

Site Consultants





Who are Multipliers

EveningStandard.

**Facebook to open new London HQ
bringing 500 jobs to UK**



Who are Multipliers

Site Consultants





Who are Multipliers

ATLANTA
BUSINESS CHRONICLE

Baxter announces Covington manufacturing plant, 1,500 jobs

Healthcare conglomerate [Baxter International Inc.](#) plans to open a plasma-based treatments manufacturing plant on metro Atlanta's Eastside – a project that will bring more than 1,500 jobs.

The \$1 billion plant will be built in Stanton Springs, [a 1,600-acre, a master-planned development east of Interstate 285](#) near Covington, Ga. Construction will begin this year with commercial production scheduled to begin in 2018. The 1 million square-foot facility will include operations supporting plasma fractionation, purification, fill-finish and a testing lab.



Who are Multipliers

Law Firms





Who are Multipliers

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

Law Firms

BAKER & MCKENZIE

CLIFFOR
CHANCE

Linklaters

C/M/S

Law . Tax

DENTONS



Who are Multipliers

Project Support Organizations

Banks

Commercial Real Estate Firms

Engineering & Construction Companies

Architects

Developers

Tax Structure

Incentives

Utilities

Who are Multipliers

Developers & Development Banks





Who are Multipliers

Developers

China's CFLD to finalize new Egyptian capital deal by year-end



CFLD
华夏幸福

Eric Knecht, Nadine Awadalla

4 MIN READ



CAIRO (Reuters) - China Fortune Land Development Company (CFLD) ([600340.SS](#)) expects to finalize its \$20 billion deal to develop part of Egypt's new capital by the end of 2016 and break ground early next year, a partner on the project told Reuters.

Egypt's ambitious plan to construct a new metropolis 45 km (28 miles) east of Cairo made a big splash when it was announced in March 2015 at a Sharm el-Sheikh summit meant to lure back foreign investors who fled after the 2011 revolt.

The project, one of several announced by President Abdel Fattah al-Sisi to develop the economy and create jobs for a growing population of 91 million, appeared to stall when the Emirati developer leading it pulled out.

But two Chinese state construction companies. China State Construction Engineering



Who are Multipliers

Commercial Real Estate

The logo for CBRE, consisting of the letters 'CBRE' in a bold, green, sans-serif font.

CBRE

The logo for JLL, featuring a red and white striped circular icon to the left of the letters 'JLL' in a bold, black, serif font.

JLL

The logo for Cushman & Wakefield, featuring a red graphic of vertical bars of varying heights to the left of the text 'CUSHMAN & WAKEFIELD' in a bold, black, sans-serif font.

**CUSHMAN &
WAKEFIELD**

Who are Multipliers

Utilities



Who are Multipliers



Landsvirkjun

REYKJAVIK, Iceland--(BUSINESS WIRE)--Landsvirkjun, the National Power Company of Iceland, today announced that it has signed a new power purchase agreement (PPA) with PCC Bakki Silicon hf. Under this agreement, Landsvirkjun will provide electricity to power a metallurgical grade silicon metal production plant being built by PCC Bakki Silicon in Bakki near Husavik on Iceland's north-east coast. The 32,000 ton facility is scheduled to commence operations in early 2017 and will require 58 megawatts (MW) of power which will be derived entirely from the renewable energy sources of hydro and geothermal power in Iceland.

"We are also very pleased that our long-standing collaboration with PCC Bakki Silicon is progressing in a significant way and we look forward to taking on this new stage of our partnership."

[Tweet this](#)

"We are very pleased to sign this contract as Landsvirkjun moves towards a more diverse customer base and we welcome PCC Bakki Silicon and the silicon metal industry into our growing group of customers. We are confident that silicon metal production will thrive in Iceland for the long term, where power is generated from 100% renewable energy sources. Conditions are excellent for power-intensive industries to grow in Iceland and to gain a valuable competitive advantage in Europe and globally," commented Dr. Hordur Arnarson, CEO of Landsvirkjun. *"We are also very pleased that our long-standing collaboration with PCC Bakki Silicon is progressing in a significant way and we look forward to taking on this new stage of our partnership."*

"During the past few years, PCC Bakki Silicon has been working diligently to develop our silicon metal plant project in Bakki where we believe first-rate conditions exist to build and operate a silicon metal plant. We have enjoyed strong commitment and support from our Icelandic partners as well as local and national authorities. Our cooperation with Landsvirkjun has been professional and trustworthy and today's signature of the power contract constitutes a highly important milestone in our project," commented Peter



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



Who are Multipliers

Universities

Alumni Groups



Erasmus
University
Rotterdam

Erasmus



LUND UNIVERSITY



THE AMERICAN
UNIVERSITY IN CAIRO
الجامعة الأمريكية بالقاهرة



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



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

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

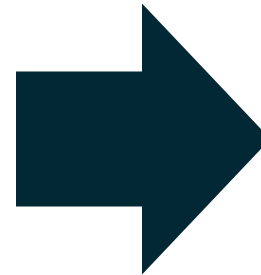
Core Assets and Differentiators

What you are going to say to the multipliers



Focus on Category of Multipliers

**Deep
Dive**



**Site
Location
Consultants**



Business Services Multipliers

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

Finding the Site Consultants



Attend trade shows and events they attend



Recommendation

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





Engaging with Site Consultants

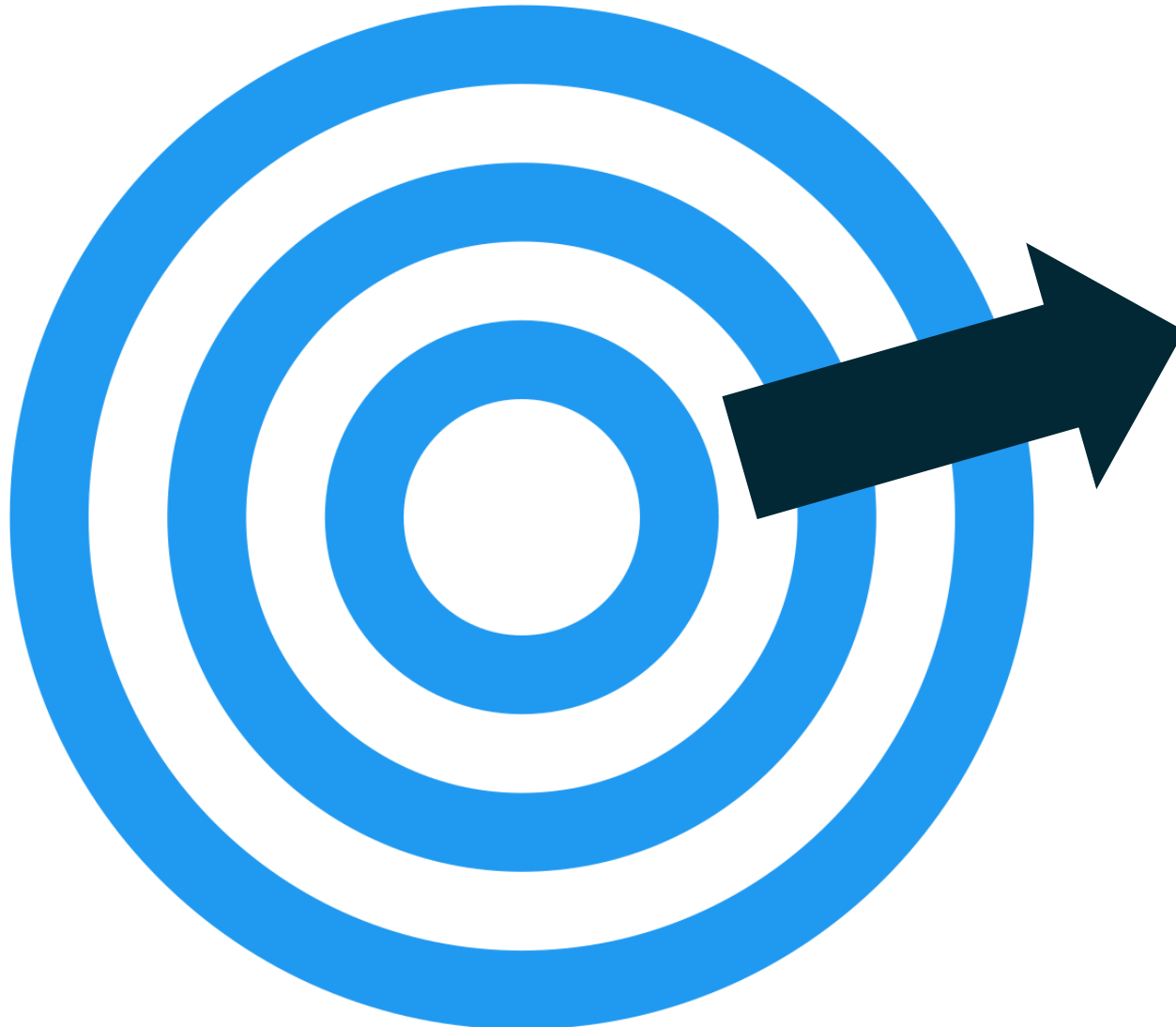
Develop a list of your TOP 200 Site Consultant targets and focus your outreach on these TOP 200 contacts.

Where to start



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

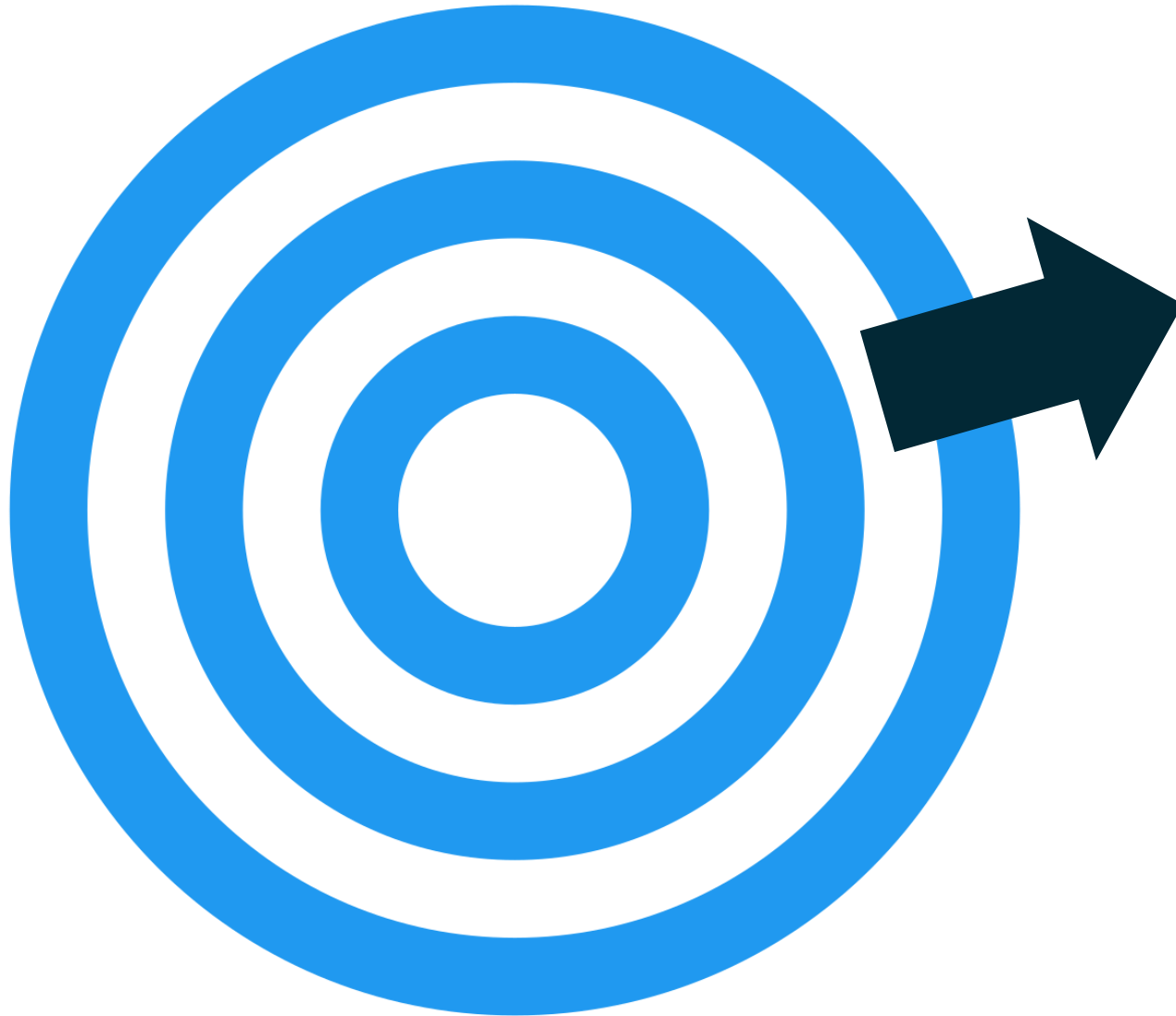
Where to start



**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 or geographic mission 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>



IN THIS ISSUE:
12 | Chamber releases 2018 legislative agenda
18 | Register to vote for important OKC elections

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Restaurant/ Medical/ High Rise
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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)

Edmonton

Montreal

Toronto-Waterloo

University of Toronto
University of Waterloo
Geoffrey Hinton
Yusuf Saifullah
Vector Institute
UofT Machine Learning Group
Canadian Institute for Advanced Research (CIFAR)

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



Engaging With Site Consultants



Regional Growth
Partnership

CONWAY 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 local, authentic food beats a Michelin Star restaurants any day.





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





“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



Experience Working with Multipliers

You will meet their client facing staff, but remember there are teams behind them that crunch the data and do the work.

TARGET THE ANALYSTS



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.



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



CONWAY

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THANK YOU !