



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 overlaid on the map, centered over the Atlantic Ocean, containing white text.

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

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

**Global flows of  
FDI fell by 16% in  
2017 to an  
estimated \$1.52  
trillion, down  
\$1.81 trillion in  
2016.**

A world map where North America and Europe are highlighted in orange, and the rest of the world is in blue. A large dark blue circle is overlaid on the map, containing white text.

**In 2017 FDI into  
Europe was  
down -27%,  
while  
North America  
dropped -33%.**




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



A world map with a dark blue background and orange landmasses. A large dark blue circle is overlaid on the map, containing white text.

**More than  
6,000  
IPAs in the  
world**

A world map with a light blue background and orange landmasses. A large dark blue circle is overlaid on the map, centered over the Atlantic Ocean, containing the text 'How Many Make the Same Claims?'.

**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

<b>Claims About:</b>	<b>% of IPAs Making Claim</b>
<b>Work Force</b>	<b>70%</b>
<b>Location</b>	<b>76%</b>
<b>Stability</b>	<b>27%</b>
<b>Taxes &amp; Regulations</b>	<b>55%</b>
<b>Infrastructure</b>	<b>71%</b>
<b>Operating Costs</b>	<b>33%</b>
<b>Economic Conditions</b>	<b>7%</b>
<b>Social Conditions</b>	<b>52%</b>
<b>Financial Incentives</b>	<b>47%</b>

**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\$8.7 billion, and employed over 19,800 workers<sup>1</sup>.

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.

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 solution for airlines' maintenance and re

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.



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.



**How  
Many  
Make the  
Same  
Claims?**

## 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
- ⊕ Educated Workforce
- ⊕ Strategic Location
- ⊕ 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

# Same Messaging



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.

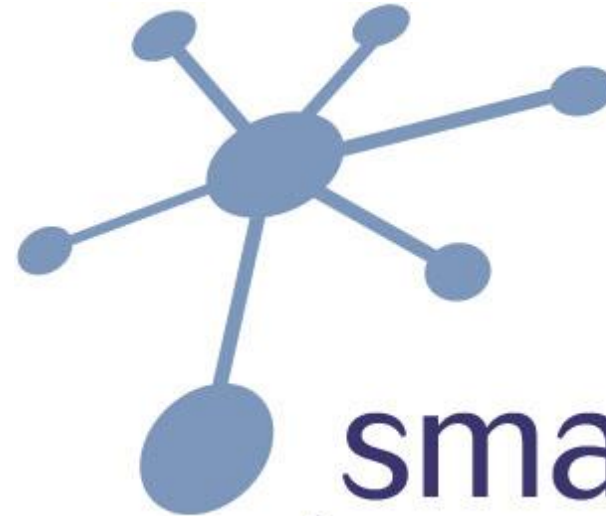
**Everyone  
Jumps On  
The Same  
Industry  
Buzzwords!**



# Industry Buzzwords







**smartcity**  
**barcelona**

## Shaikh Mohammad announces Smart City project to transform Dubai


Project to link city administration, public safety, education and health care sectors

**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 // [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?**



**IPA's Across The  
World Make  
Bold, Often  
Unsubstantiated  
Claims.**

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





**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](http://michiganadvantage.org)

PURE *M*ICHIGAN®





**ADVANTAGE**  
R O S E V I L L E

## COMMUNITY INFORMATION

Roseville, California is a diverse and vibrant community.

Approximately 25% of the population is under the age of 18. Approximately 58% of the city's population is between the ages of 25 and 65.

The median household income in Roseville is \$80,658. A third of all households in Roseville have an annual income of over \$100,000. [CivicDashboards.com]

The average price for a home in Roseville is about \$409,100 with an ownership rate over 65%. [Zillow.com]

Roseville is the perfect community for every company. Our ethnic, racial and educational diversity makes our city a great place to "hang your shingle."

## CLIMATE

The city of Roseville has the perfect climate for business. There is enough precipitation to allow everything to grow, but not interfere with business and shipping.

## LOCATION

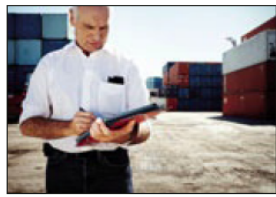
No matter your business needs, you can find them here



## 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

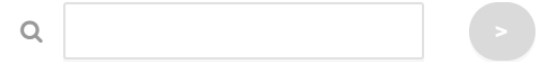


\*As of 2008, 12% in 2007.  
 \*\*FTAs with 27 EU and 13 other European countries.  
 For more information visit: [www.investinmacedonia.com](http://www.investinmacedonia.com)  
 or contact us at: ++389 2 3100 111; fax ++389 2 3100 110  
 e-mail: [fdi@investinmacedonia.com](mailto:fdi@investinmacedonia.com)

**Bold Claims that are patently false.**



AGÊNCIA PARA A PROMOÇÃO  
DE INVESTIMENTO E EXPORTAÇÕES  
DE ANGOLA



HOME APIEX ANGOLA INVESTMENTS EXPORTS LEGISLATION MEDIA CONTACTS 

## 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 2<sup>nd</sup> 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.

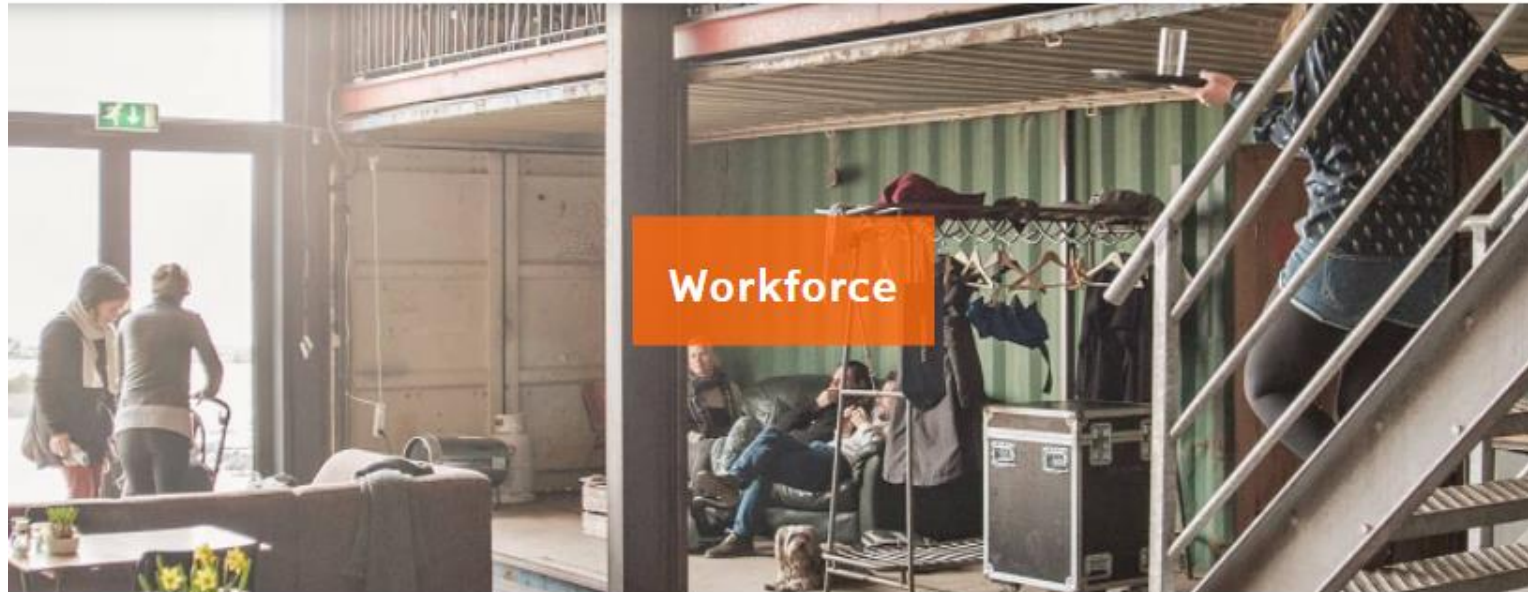
The World Bank continues to rank Angola in the **bottom 1/3** for political stability and absence of violence/terrorism, and *The Economist* has labeled them a “**very high risk**” country for political instability and social unrest.

**In our 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.





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

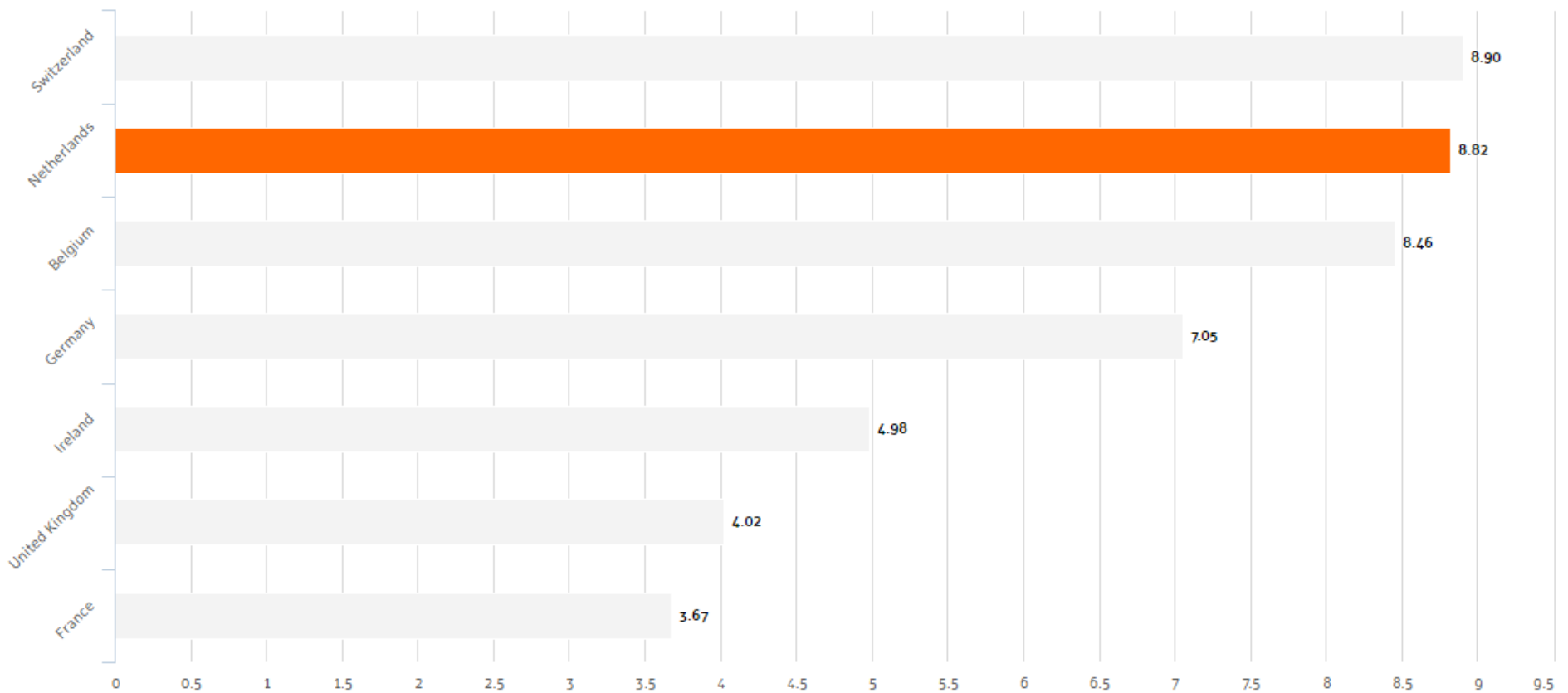
The Dutch labor market is comprised of highly skilled, multilingual, business-savvy workers ready to meet the demands of international business needs.

*“Labor relations and government relations are constructive and pragmatic in the Netherlands.”*

Marcel Smits  
CFO, Cargill

## Language Skills

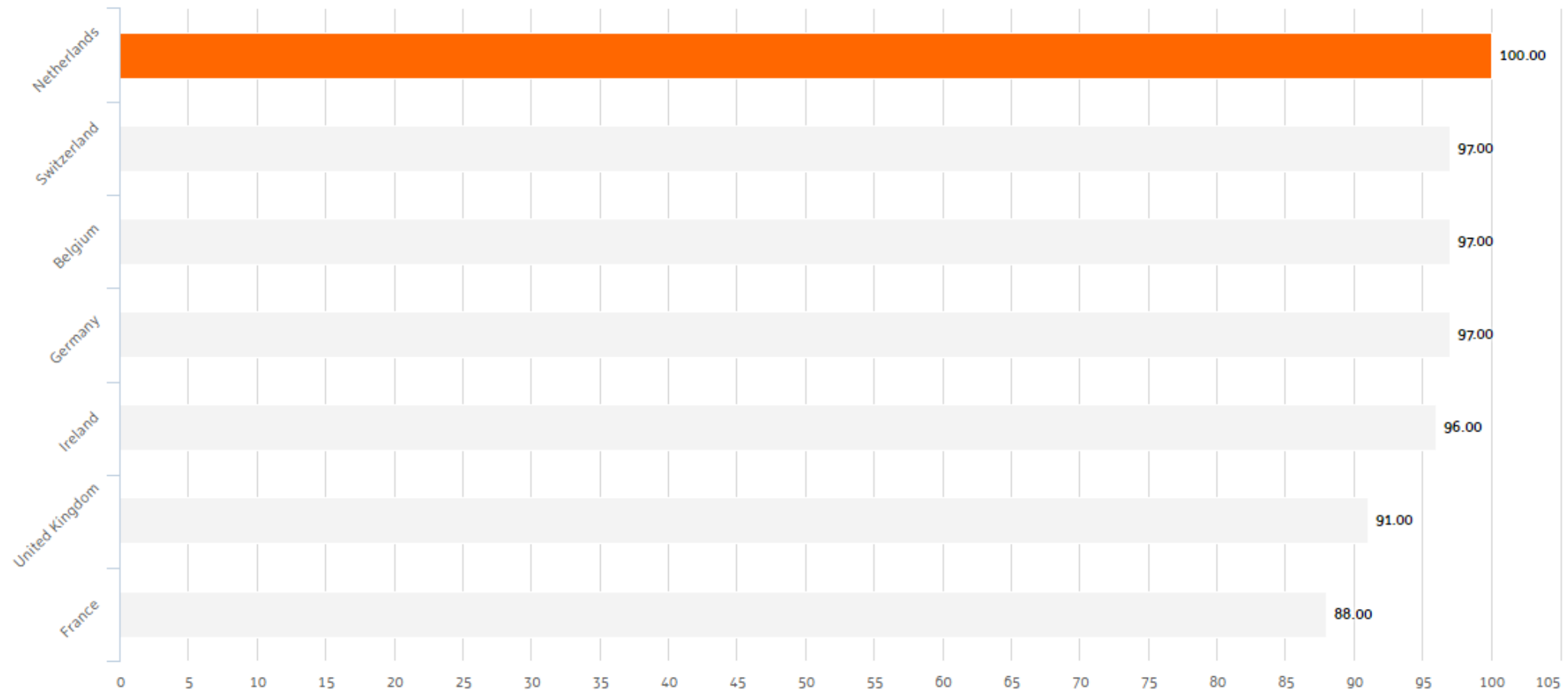
Language skills are meeting the needs of the enterprises



Source: IMD WCY 2016 (Western European countries)

## English Proficiency - TOEFL

TOEFL scores

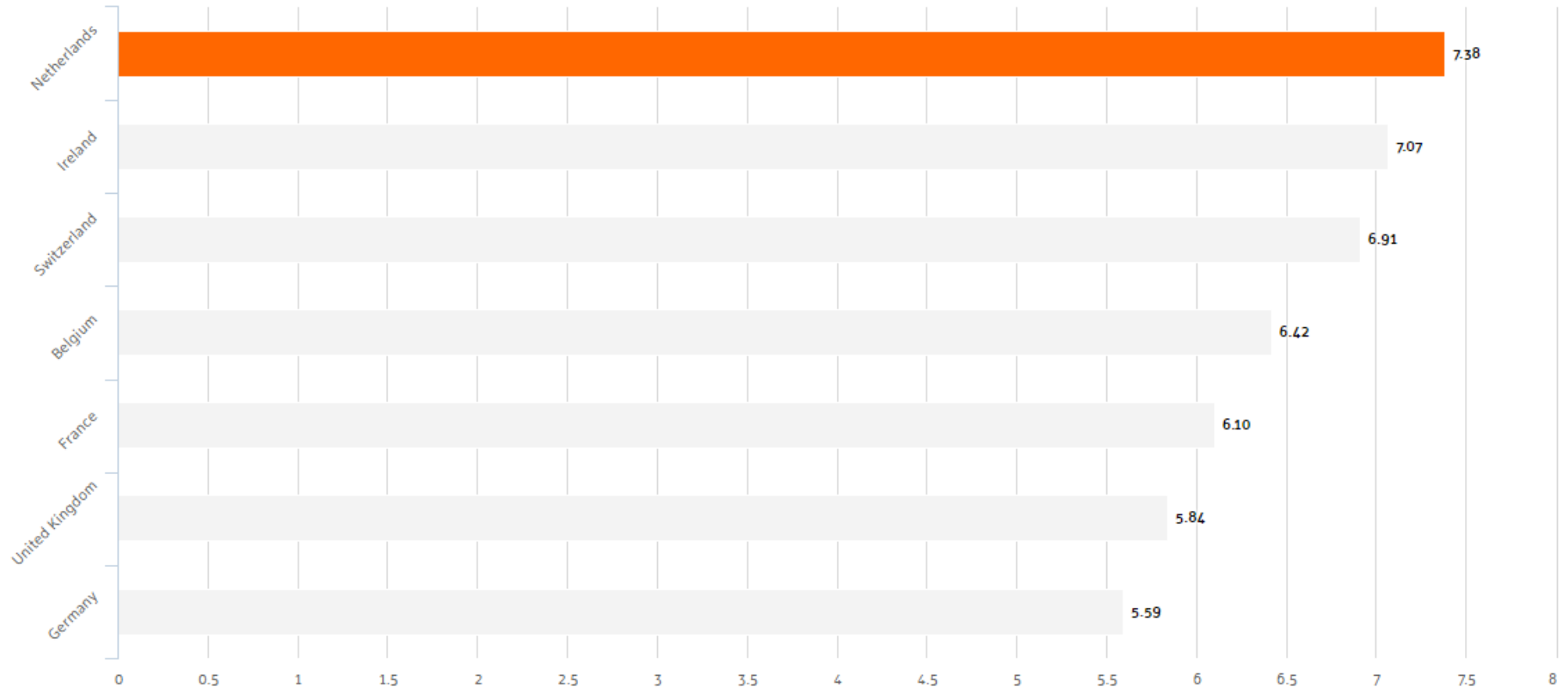


Source: IMD WCY 2014



## Skilled Labor

Skilled labor is readily available



Source: IMD WCY 2016 (Western European countries)

# Highlight Independent Rankings



## Best Small Cities to Start a Business – WalletHub

April 18 2017 - 1:45 pm



Utah has 5 cities in the top 30! Size matters when choosing a city in which to launch a startup. As many veteran entrepreneurs – and failed startups – understand well, bigger is not always better. A city with a smaller population can offer a greater chance of success, depending on an entrepreneur's type of...



## Utah #1 Economic Outlook – Rich States, Poor States

April 18 2017 - 1:38 pm



Utah is currently ranked 1st in the United States for its economic outlook. This is a forward-looking forecast based on the state's standing (equal-weighted average) in 15 important state policy variables. Data reflect state and local rates and revenues and any effect of federal deductibility.



## Utah #1 Best State for Employment – U.S. News

March 13 2017 - 4:58 pm



Employment holds 30 percent of the weight in ranking the Best States for economy. This subcategory evaluates three major metrics: unemployment rate, job growth and labor force participation rate. While the labor force participation rate measures the percentage that is either employed or actively looking for a job, the unemployment rate delves deeper to measure...



## Utah No. 1 State for Business – 24/7 Wall Street

February 17 2017 - 8:51 am



Utah is this year's best state for business. The state's labor market and regulatory climate are particularly business friendly compared to other states. Utah's working-age population is projected to grow by more than 20% between 2010 and 2020, far greater than the comparable projected growth nationwide of less than 5%. Businesses are constantly looking for...



DOWNLOAD | PRINT | SHARE



## Performance Highlights



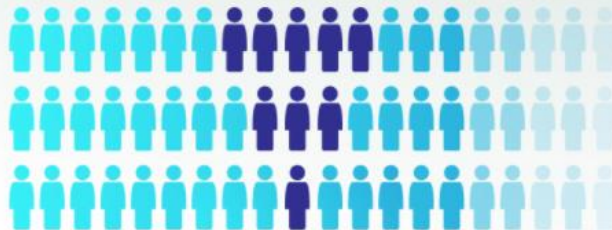
### Recent Employment Growth

**18,627**  
Job Gains

**(6,785)**  
Job Losses

**11,842**  
Net Jobs

**199,877** up 6.6%  
Total Employment



Employment in IDA Ireland client companies at highest level on record. 2016 marks **second** year of record growth.

### 2016 Client Employment

Job Gains

18,983

18,627

Job Losses

-7,150

-6,785

Net Jobs

11,833

11,842

Total Employment

**187,056**

**199,877**

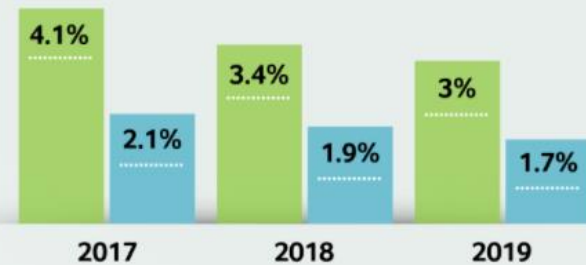
Results 2015

Results 2016

spending between 2017 and 2021.

## Real GDP Growth Rate

National and International forecasts predict continued strong GDP growth into 2018.



Source: IMF World Economic Outlook, October 2017

Ireland EuroArea

## FDI Continues to Grow Strongly

- + In the face of global economic & political uncertainty Ireland remains a stable, competitive, secure, pro-business economy.
- + Same **high level of investments** secured as this time last year at 114.
- + Multinationals make a significant contribution to the Irish Economy;

**10%**  
of total  
Employment  
in Ireland  
(2016)

**64%**  
of Exports  
(2016)

**80%**  
of Corporation Tax  
(2015)

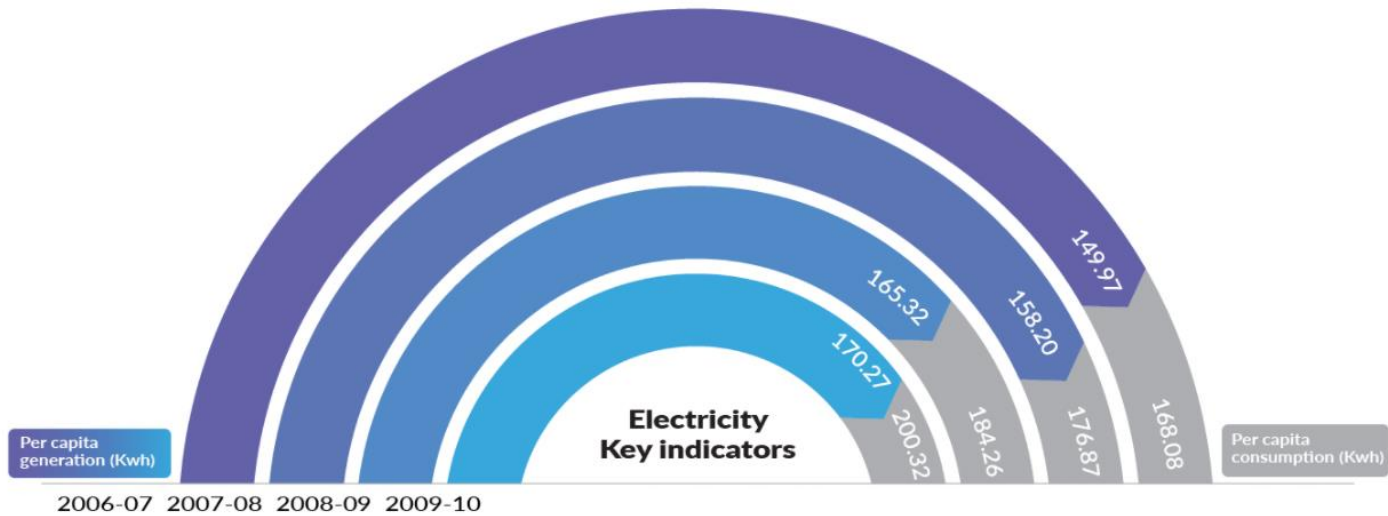
**65%**  
of R&D  
Investment  
+ 14,000 R&D staff  
(2015 & 2016)

**€18.7bn**  
annual spend in Irish  
Economy on payroll,  
materials and services  
(2015)

**€5.5bn**  
invested annually  
in capital projects  
(2015)

## Annual report 2009-10

### Bangladesh Power Development Board





- **Growing competition for all types of projects**
- **New and increasingly professional competitors**
- **Difficult to differentiate your location**
- **Strong stakeholder pressure to perform**
- **Greater demands from companies**



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

**-Albert Einstein**

## What are your unique Value Propositions

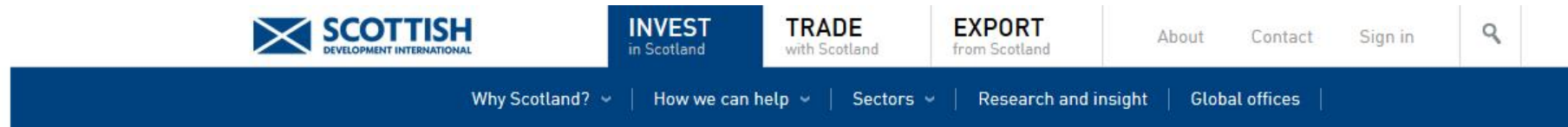
### Value Propositions:

- Describe your location's advantages to a potential investor from a particular sector.
- Differentiate the location and position it relative to its competitors.
- Provide a clear benefit to the company.
- Need to be clearly articulated, convincing and credible.
- Should ideally also contain a unique selling point (USP).
- Require in-depth knowledge of both target sectors and the location itself.

### How to Create a Value Proposition:

- Avoid generic formulations
- Focus on “benefits” rather than “features”
- Put statistics into context
- Highlight success stories and real examples
- Reflect sector knowledge and understanding of investment drivers

## Emphasize Skills and Innovation



HOME / INVEST IN SCOTLAND / SECTORS /

### Benefit from world-leading life sciences research

"Our access to top talent, universities and research collaborators, coupled with the terrific support and vision of the Scottish Government has been outstanding."

Scotland has 19 universities and higher education institutions, and our life sciences researchers are among the most productive in the world as measured by the number of publications and citations.

Plus we have Health Innovation Partnerships that facilitate collaboration between industry, academia and clinicians to develop products for future healthcare needs.

The quality of Scotland's research and development is a key reason why companies choose to locate in Scotland. Find out how we helped Toshiba open a key global R&D centre here.





## Best Practice

### DATA CENTER SITE PORTFOLIO



Greenfield >10 ha

Greenfield <10 ha

Brownfield

Rockshelter

### NATIONAL INVESTMENT ASPECTS

#### POWER



#### CONNECTIVITY



### WHY SWEDEN?

1. Low and reliable electricity prices
2. Power supply is 100% green
3. Extremely robust electricity grid & infrastructure
4. Power production surplus
5. Excellent communications infrastructure
6. Attractive corporate, real estate and investment tax schemes
7. Outstanding engineering and ICT skills
8. Favorable climate for free cooling
9. Accelerated due diligence and site selection
10. Security & stability - political, economical, physical

### Highlights

- The proposition is tailored to the needs of a clearly defined sector
- It reflects an understanding of that sector's requirements
- It covers several points
- It includes at least one USP

## Creating Value: Copenhagen Capacity and Cisco

Nov. 2012



Copenhagen Capacity finds article on Cisco's activities in the area of smart parking applications. Agency contacts company directly to set up a meeting.

January 2013



Copenhagen Capacity visits Cisco in San Jose, CA with the Mayor of Copenhagen. Targeted meeting with the head of a specific parking project.

March 2013



5 people from Cisco Global Smart City team visit Copenhagen for 2 days, meet all relevant stakeholders and develop a list of potential projects.

Sept. – Dec. 2013



Two test projects are rolled out in Copenhagen (airport and central rail station).

Jan. – May. 2014



Copenhagen Capacity supports Cisco to negotiate MoU with three municipalities and other stakeholders. MoU signed in May 2013.

May & Oct. 2014



Cisco's Chief Global Globalisation Officer visits Copenhagen to sign MoU and speak at Green Growth Forum (invited by Copenhagen Capacity).

December 2014



Cisco features Copenhagen (and Copenhagen Capacity) in its 30th anniversary promotional video.

Ongoing

COPENHAGEN  
CAPACITY

Discussions about expanding Cisco's presence in Copenhagen and relationship with Copenhagen Capacity (e.g. joint events).

- Results:**
- New highly skilled jobs (4 in 2013, 20 in 2014, 40 expected over the coming 2 years)
  - Potential new investments by Cisco's partner companies
  - Promotion for Copenhagen as leading Smart City
  - Support for Copenhagen Capacity's activities

- Success Factors:**
- Targeted investment attraction in defined sector
  - Creation of a focused and compelling value proposition
  - Continuous, proactive engagement with multiple contacts and search for mutual benefit
  - Long-term, relationship-based approach

In Conway's survey of of corporate investors and site consultants, these were the top five ways they said an IPA should get there 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.**

- ❖ **Be ready in advance with comprehensive and current data**
  - **Inventory of sites and buildings**
  - **Clearly defined process for getting a project up and running**
    - **All requirements at every level of government (federal, state/provincial, local)**
      - **Permits, meetings, approvals, certificates, etc.**
    - **Have relevant case studies available for different types of facilities**

## ➤ Clear explanation of infrastructure

- **Transportation – road, rail, water, air, ports, intermodals, etc.**
- **Utilities–gas, electric (including renewable source options), water, sewer, telecommunications - capacities and costs, including tap-in fees or other one-time costs.**
- **Comprehensive and clear guidance on all types of taxes or fees – have resources available such as local service providers who can answer questions about tax regimes and structures.**
- **Current and trend labor market data**
  - **Labor force size, participation, skills, demographics, etc.**
  - **Labor draw areas by wage level**
  - **Labor productivity by industry**
  - **Rates of turnover, tardiness, absenteeism by industry and occupation**
  - **Workforce development resources**

## ❖ Incentives

- **Easy to understand information about all types of assistance/inducements that may be available**
  - **Tax, financial, grants, workforce development, accelerated permitting, infrastructure, wage or other subsidies.**
  - **Note which programs are formula driven and which may be discretionary or negotiable.**
  - **Clear guidance on minimum project requirements and every step of the process required for each program and the likely timeline.**
  - **Clawback provisions**
  - **Compliance reporting requirements**
- **Provide examples of a variety of projects and how programs were structured and the true value to the company.**

- ❖ **Be honest about strengths and weaknesses. Be prepared to clearly explain how weaknesses are being addressed and when the problems will be fixed.**
- ❖ **Be available and responsive. Follow up on requests for additional info as soon as possible, but ideally always within 24 hours.**
- **Be culturally aware. Provide information in the style the audience will likely be most comfortable with. E.g., don't round numbers for Japanese owned companies, don't miss deadlines for German owned companies, don't trust Google Translate!**



# Be Culturally Aware





CONWAY



Best Practices -- Advertising

**“Good advertising  
doesn’t just circulate  
information. It  
penetrates the public  
mind with desires  
and belief.”**

**-Leo Burnett**





## 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](mailto:claudia@invest-in-germany.com) [www.invest-in-germany.com](http://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](mailto:claudia@invest-in-germany.com) [www.invest-in-germany.com](http://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](mailto:claudia@invest-in-germany.com) [www.invest-in-germany.com](http://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**



# 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**



# Touch the Future

**Invest in Korea**  
**Where technology leads.**

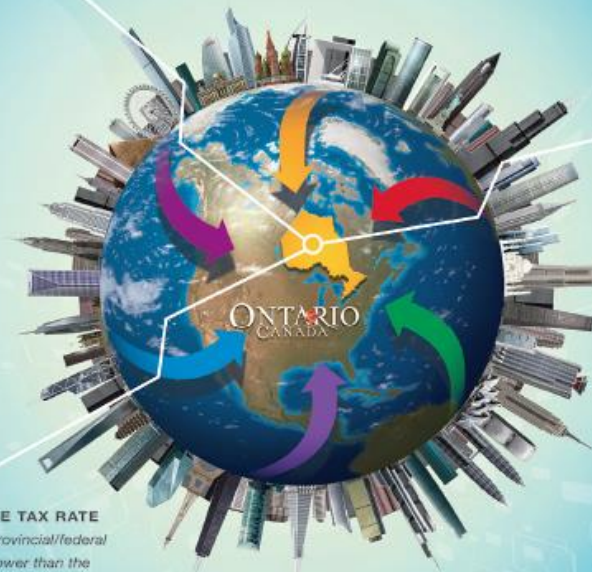
**1 Korea is World's No.1 in**  
DRAM and Flash Memory market share  
LCD, PDP and OLED display production and market share  
Introducing commercial WiBro, s-DMB, t-DMB services  
The Digital Opportunity Index for 3 consecutive years  
[www.investkorea.org](http://www.investkorea.org)

## — HERE'S — YOUR NEXT BIG IDEA

**62% OF ONTARIO'S WORKERS HAVE  
A POST-SECONDARY EDUCATION**  
*The highest percentage in the G7*

**50% REDUCTION  
IN R&D COSTS**  
*Ontario's R&D incentives  
are among the most  
generous in the world*

**26.5% CORPORATE TAX RATE**  
*Ontario's combined provincial/federal  
corporate tax rate is lower than the  
U.S. federal/state average. Since 2010,  
it's dropped 5.5 points to 26.5%*



Ontario, Canada is a dynamic growth engine where new thinking and ideas flourish, with pioneering and creative people who are tackling today's challenges. You need to be where growth is happening. Make Ontario your next big idea.

[YourNextBigIdea.ca](http://YourNextBigIdea.ca)



## ONE NATURAL RESOURCE IN

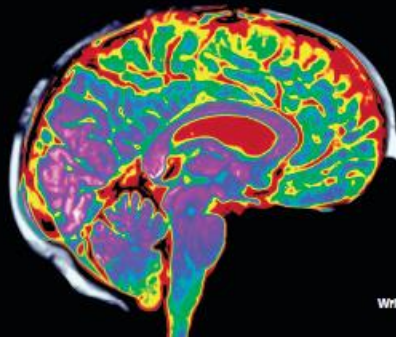
### ONTARIO'S NORTH IS MINED MORE THAN ANY OTHER.

Innovative industries have been unearthing talent in Ontario's North for decades, and have polished it into a highly skilled workforce – over 55% has a post-secondary education. In fact, the 2009 World Competitiveness Yearbook ranks our education system ahead of Japan and the U.S. in its ability to meet the needs of a competitive economy. And competitive we are, in fields as diverse as IT, aerospace, biotechnology and alternative energy. Brainpower is a renewable resource too, as the three universities and six colleges of Ontario's North produce a steady supply of graduates every year in mathematics, engineering and sciences. Put our minds to work for you. **The world works here.**




ONTARIO  
CANADA

[investinontario.com/education](http://investinontario.com/education)



Write in #79 for free info.

 Ontario Paid for by the Government of Ontario.

# Nottingham

A top European city for science technology, innovation and creativity.

Be radical, be bold, dare to be different.

Nottingham's inward investment team has the experience and expertise to deliver the perfect solution to your business requirements.

## 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



Invest in Nottingham  
T +44 (0)115 915 5381  
E [enquiries@investinnottingham.co.uk](mailto:enquiries@investinnottingham.co.uk)  
[www.investinnottingham.co.uk](http://www.investinnottingham.co.uk)



## HubstartParis®

GATEWAY TO BUSINESS, LINK TO THE WORLD

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

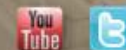
- Unique location just 15 miles north of Paris
- World leading Paris-Charles de Gaulle and Paris-Le Bourget airports
- Europe's largest hub with Air France-KLM, FedEx and Air Post
- The most affordable and accessible real estate of all the airport regions in Europe
- Impressive list of business parks 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.

E-mail: [contact@hubstart-paris.com](mailto:contact@hubstart-paris.com)  
web: [www.hubstart-paris.com](http://www.hubstart-paris.com)





# 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.**



**FLORIDA**<sup>SM</sup>  
The Perfect Climate For Business.  
perfectbusinessclimate.com 877.YES.FLORIDA





know-how • innovation • productivity • major decision centre • connectivity

## BELGIUM: YOUR BUSINESS POWERHOUSE IN EUROPE

### BE IN BELGIUM! FOR REASONS FROM A TO Z

If you dare to be ambitious, brave, creative, decisive, entrepreneurial, focused, genuine, happy, innovative, just, kaleidoscopic, leading, managerial, non-restrictive, open, productive, quality-driven, realistic, successful, to-the-point, universal, victorious, wise, XL, yielding, or zealous, then you'd better move your company to Belgium: the commercial and organisational powerhouse for Europe.

Belgium is always open for business and welcomes starters as well as established firms looking for expansion. With the commitment that you can always rely on tailor-made support from the great variety of investment experts at our federal and regional authorities.

For more information feel free to contact your Belgian Embassy or your Belgian Consulate.

### FEDERAL PUBLIC SERVICE ECONOMY SERVICE FOR FOREIGN INVESTMENTS

Vooruitgangsstraat 50 Rue du Progrès  
B-1210 Brussels - Belgium  
Phone: ++ 32 - 2 - 277 78 08  
Fax: ++ 32 - 2 - 277 53 06  
[www.investinbelgium.fgov.be](http://www.investinbelgium.fgov.be)  
[invest.belgium@economie.fgov.be](mailto:invest.belgium@economie.fgov.be)



So what about **your** next move?

**BELGIUM:**

*Small*  
**COUNTRY**

**BIG**  
**OPPORTUNITIES**



**THERE!**



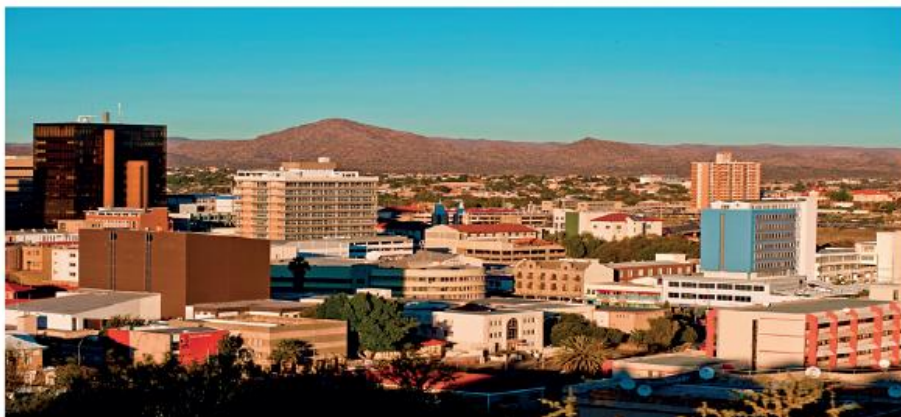
*City of  
many faces*

## City of Windhoek

Vision: To enhance the quality of life of all our people



# INVEST WINDHOEK



Windhoek, the city that works for investors, is one of the most competitive cities in Africa. The city is the centre of government and industries and the commercial hub for most of the main economic activities in the country.

It's Namibia's financial centre, and hosts head offices of all commercial banks and insurance companies including all foreign missions.

Its strategic location makes it the gateway to all regions in Namibia and beyond, which also offers access to the Southern Africa Development Community member countries. Windhoek is the home to the University of Namibia, University of Science and Technology, and International University of Management.

The city furthermore hosts many multi-national companies such as Coca Cola, Hilton Hotel, Walmart, BMW, Bidvest, Toyota, Volkswagen Ford, Mercedes, Barloworld, FedEx, DHL, EY, PriceWaterHouse, Toshiba, Samsung, etc.

### Windhoek Demographics

- 3rd largest city in the world by area : 5,133.4 km<sup>2</sup>
- Population : 330 000 (NPC, 2011)
- Population growth : 4.3% (Namibia 2.6%)
- Households : 90 000 (NPC, 2011)
- Windhoek contributes 45% to national GDP
- CCTV Camera system in place in Central Business District
- Most populous city in the country
- Property rights protection
- Trainable and ample supply of labor
- Cleanest City in Africa
- Most youth in the country live in Windhoek

### Windhoek Economic Sectors

- Agra-Meat Processing
- Conferencing
- Mining and Construction
- Wholesale & Retail
- Financial & Postal Services
- Manufacturing
- Professional Services
- Tourism and Entertainment
- Transportation

### For all investment queries:

Manager: Economic Development  
City of Windhoek  
PO Box 59, Windhoek, Namibia  
Email: [Zurilea.Steenkamp@windhoekcc.org.na](mailto:Zurilea.Steenkamp@windhoekcc.org.na)





CONWAY



In Summation

## What are the key takeaways from this session?

1. Don't be like every other IPA. Know your strengths, and don't 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. Remember – companies don't make decisions – people make decisions. Make it personal for them!





CONWAY



Thank you!