



CONWAY



FDI Attraction : Leveraging Multipliers



What are Multipliers

**For Investment Promotion;
Multipliers or Intermediaries
are individuals or
organizations that increase
the business development
reach of a investment
promotion agency.**



Why Multipliers

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



To Consider

**As you are thinking about
engaging with multipliers...**



We recommend that you use all of the business development channels that you have, especially direct communication with companies.



You still need to have strong relationships with companies.



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**



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

FINANCIAL TIMES

Aon to relocate headquarters to London



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

Site Consultants





Who are Multipliers

Disney

3M

McDonnell Douglas

Nestle

Novartis

Samsung

ThyssenKrupp AG



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

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

**Look for multipliers within
the companies.**

**Directors of Economic Development
Government Relations Executives**



Who are Multipliers



Mike Grella • 1st

Director of Global Economic Development

Amazon • Villanova University

Greater New York City Area • 500+



Message


View in Sales Navigator

More...



Who are Multipliers



David Trebing • 2nd
General Manager at Daimler
Daimler • Wake Forest University School of Business
Washington D.C. Metro Area • 500+ 

[Connect](#) [View in Sales Navigator](#) [More...](#)



Who are Multipliers

Affinity Groups

Diaspora Networks



INVEST IN DENMARK



Who are Multipliers

Universities

Alumni Groups



THE UNIVERSITY OF
CHICAGO





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

BUAN - CONSULTING
INSPIRED SOLUTIONS.

**...they have an off the shelf Sales Force database
with an investment promotion plug-in.**



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

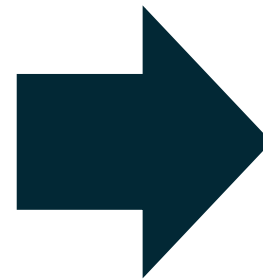
Core Assets and Differentiators

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

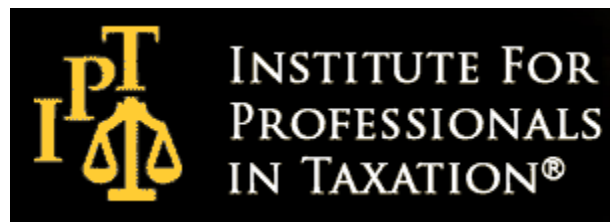
- **Complexity of the incentive and tax structures from state to state**
- **Variables in other location critical factors**

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





Engaging with Site Consultants

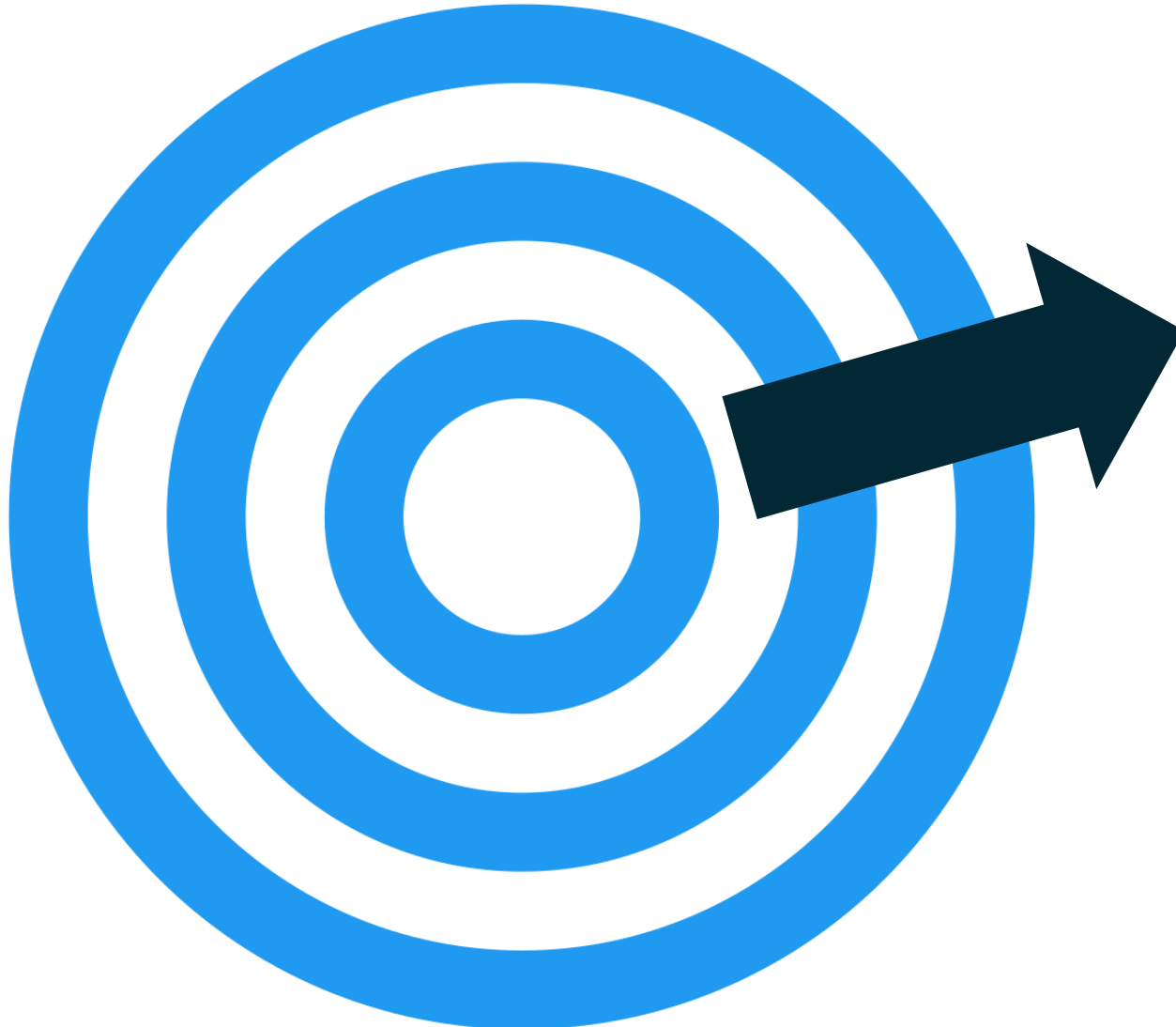
Develop a list of your TOP 200 Site Consultant targets and focus your outreach on these TOP 200 contacts.

Where to start



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

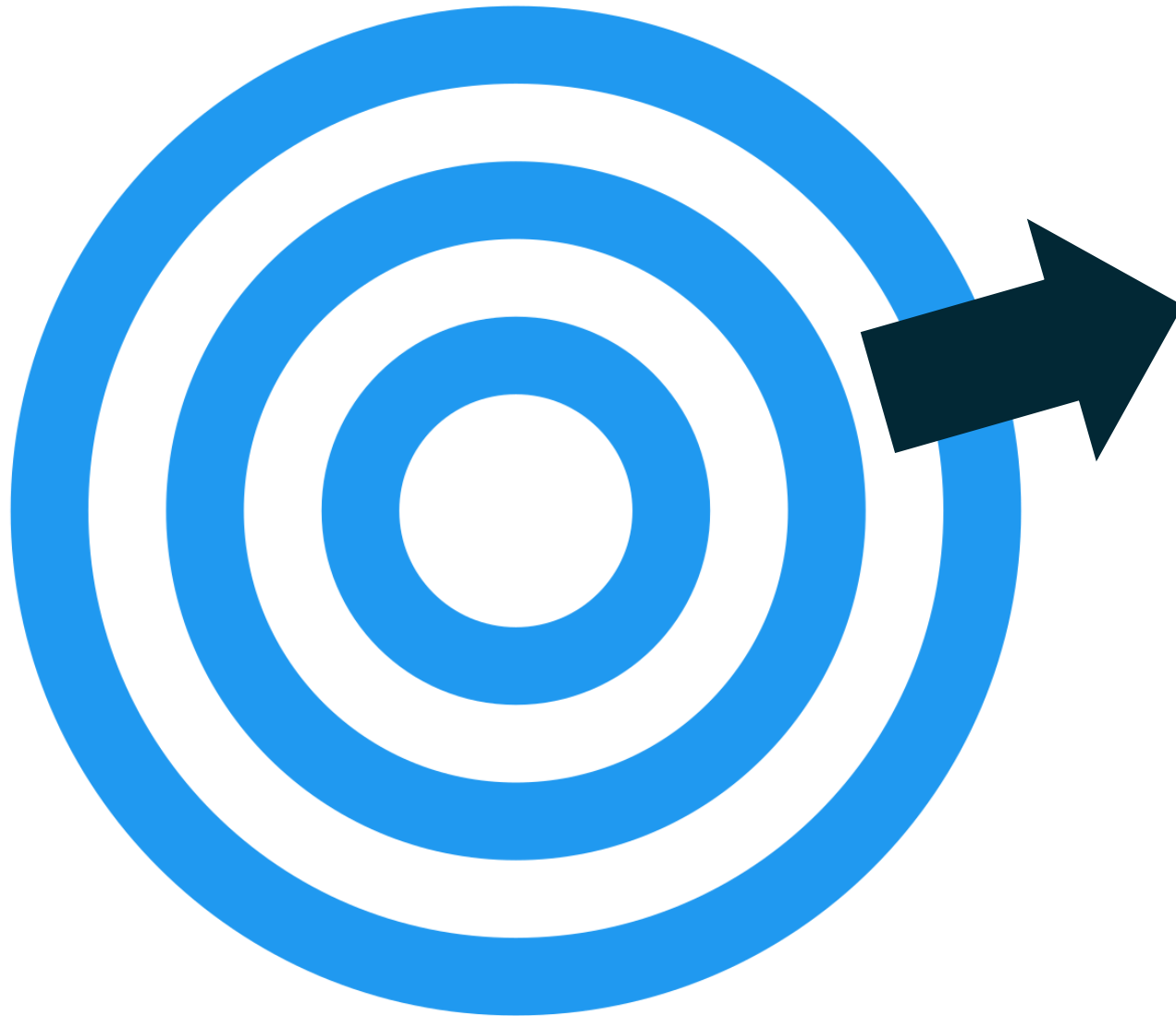
Where to start



**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>



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12 | Chamber releases 2018 legislative agenda
18 | Register to vote for important OKC elections

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MidCareer Execs | Initiate & M
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More
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Brochure.
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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.





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Aaron Rosland

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

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



Canadian AI Superclusters

Universities | Machine Learning Researchers | Labs & Institutions

University of Alberta

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

University of Toronto University of Waterloo

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

Edmonton

Toronto-Waterloo

Montreal

Université de Montréal McGill University

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

Engaging With Site Consultants



Dennis J. Meseroll
Executive Director, Tractus Asia Limited
1d



Tractus **Tractus Asia**

+ Follow

Vietnam has experienced rapid per capita income growth over the past ten years along with a major inflow of foreign investment, enabling the reduction of poverty and improvement of human development indicators inclu ...see more





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**

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BIRMINGHAM IN THE NEWS

SEPTEMBER 2012

www.businessbirmingham.com
Phone: +44 (0) 121 503 2002

UNLIMITED BUSINESS POTENTIAL

Birmingham and its city region have unlimited business potential - investing billions into transport and infrastructure. And as the announcements below demonstrate Birmingham and its surroundings, including Black Country and Solihull, are quickly becoming the region to beat. No longer viewed as just a UK city, Birmingham has taken its place as one of Europe's world-class business destinations.

MIDLANDS LEADS IN THE UK IN JOB CREATION FROM FOREIGN DIRECT INVESTMENT

The Midlands created more employment from foreign direct investment (FDI) than any other region in the UK in 2011, according to Ernst & Young's latest UK attractiveness survey.

The UK remains Europe's leading FDI destination, the number of jobs created in the Midlands has nearly doubled - to 4,736 from 24 projects, compared with 3,749 from 41 projects in 2010. [more...](#)

ENTERPRISE ZONE RECOGNISED

Birmingham's city centre Enterprise Zone (EZ) has been ranked amongst the world's leading free economic zones by industry bible *CFR* magazine.

The magazine's prestigious Global Free Zones of the Future 2012-13 survey listed the EZ in 46th place overall. [more...](#)

TOP TEAM OF 136 PARTNERS STRENGTHENING BIRMINGHAM'S OFFER

Birmingham assembled a top team of business advisers and service providers to offer investors comprehensive support.

Companies that have joined forces with the city's strategic marketing partnership since the start of April 2012, include international law firm Wragge & Co, leading construction group Skanska, public services provider Unipol, executive recruitment providers Codges and recent investors in the city US architects Genesler. [more...](#)

BIRMINGHAM NOW EMPLOYS 24% OF THE UK'S GAME DEVELOPMENT WORKFORCE

Digital roundtable: Talent generation and retention is key as Birmingham looks to exploit digital industry success. [more...](#)

143 direct destinations from Birmingham Airport, including cities in Europe, North America and Asia. **DO YOU KNOW?**

Contact: [Business Birmingham](#) for more key facts about one of Europe's top business locations.

www.businessbirmingham.com Phone: +44 (0) 121 503 2002

Like what you're reading? [Subscribe here](#) to receive the **Business Birmingham Bulletin**.

investing in your future
Economic growth, employment and Europe's future

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Regional Growth
Partnership

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Be Different

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

Build in relaxation and a few fun activities.



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Expensive isn't necessarily best.

Authentic and Unique Experiences will be more memorable.

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





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Direct Marketing



Traveled to Scotland





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



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**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



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.

DEDICATE RESOURCES



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 !