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BUILDING A SALES STRATEGY
The essentials of the business attraction sales process

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1 | Background

Key elements of the Sales Process

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Market Intelligence

Building a Team

Sales Channels

Targeting Investors

Measuring Success

Ongoing Support

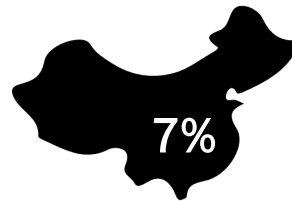# 2 | Market Intelligence

Historic Source of FDI Projects

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Primary targets

29%

USA

18%

GERMANY

14%
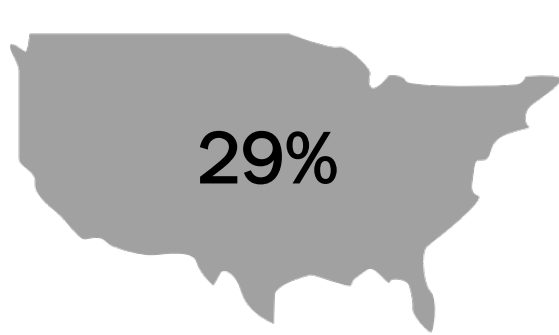
INDIA

Secondary targets

7%

CHINA

5%

AUSTRALIA

4%
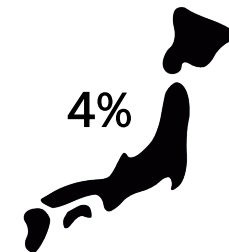
JAPAN

Historic Investments by Sector

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IT
17%

Business Professional and Financial Services
23%

Advanced Engineering
27%

Life Sciences
9%

Digital Media
4%

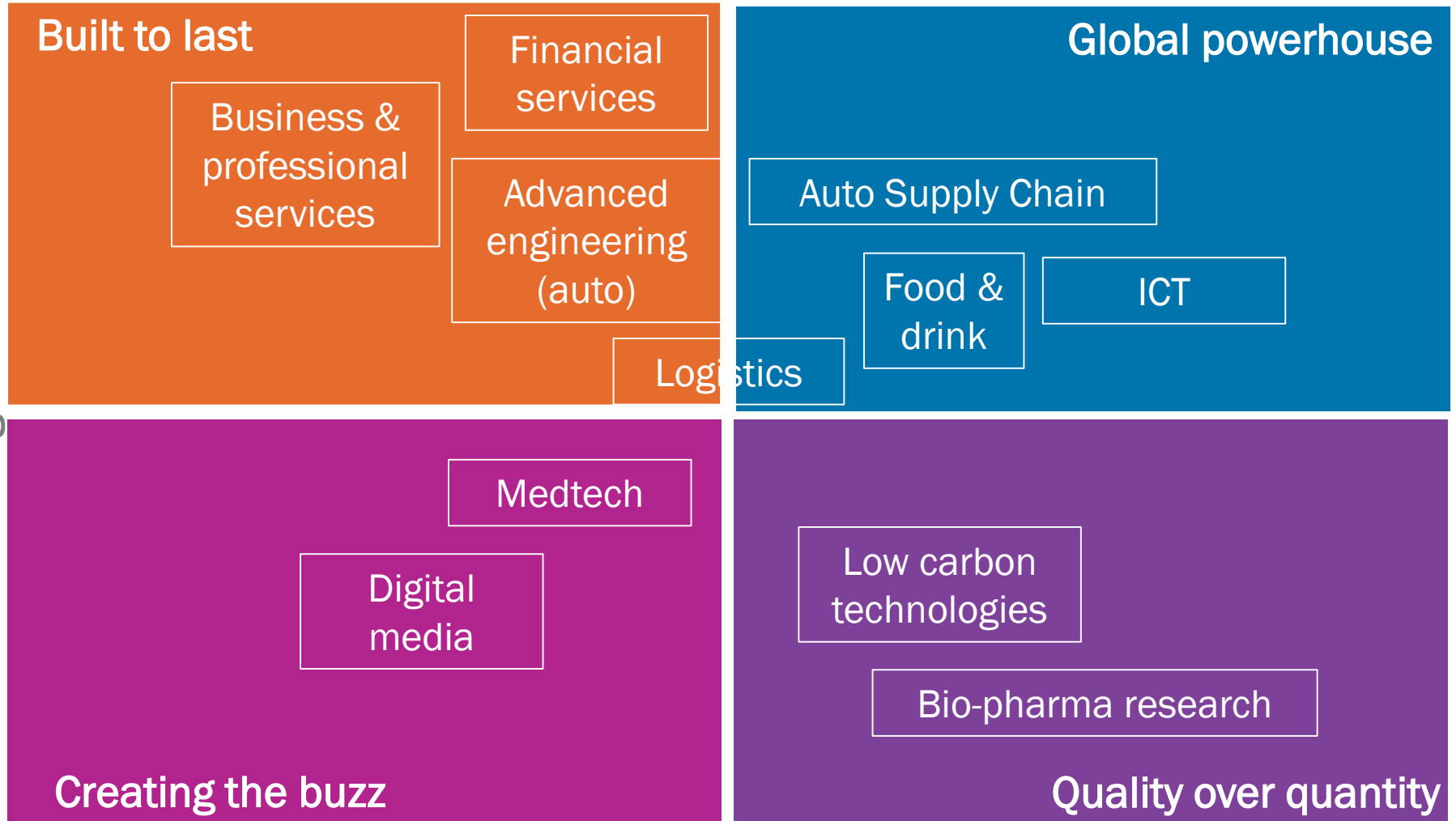**Food and Drink**
10%

Sector Roadmap

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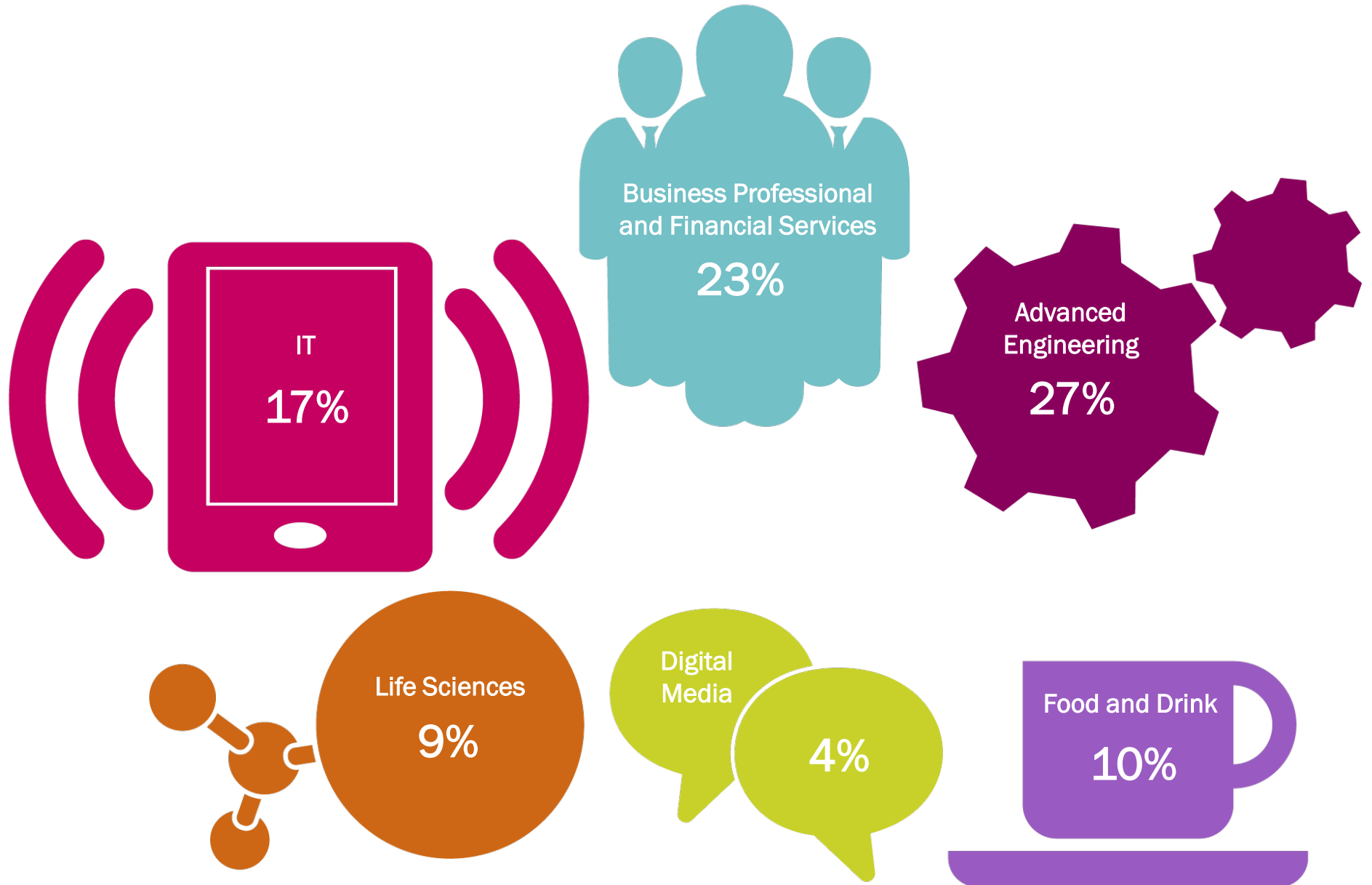
Economic impact (short to medium term)

Higher

Source of investment opportunities

Indigenous

Inward

Built to last

- Financial services
- Business & professional services
- Advanced engineering (auto)
- Logistics

Global powerhouse

- Auto Supply Chain
- Food & drink
- ICT

Creating the buzz

- Medtech
- Digital media

Quality over quantity

- Low carbon technologies
- Bio-pharma research

Lower

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3 | The Team

Team Structure

The team structure should reflect your internal KPIs

- Domestic investment and FDI
- SME and Multinational
- Greenfield and Business Growth
- Sector focus and Job creation

Functional expertise
- R&D
- Supply chain
- Logistics
- Tax
- Real estate
- Incentives

Does resource available reflect the aspirations?

If not, innovative to build additional resource at low cost.

- Sector champions (private sector)
- International networks
- Lead generation agents (lead nurturing)

Respond to changes in the marketplace

- Don't be afraid to flex and change the structure
- Make the case internally for additional resource
- Be clear in your business case as to the incremental gains
- Understand implications of your ask on rest of the business

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Sales team capabilities

- Recruit staff with a background in the target sectors
- Bring in a balance of skills across sales, relationship management and execution
- Language capabilities and international outlook
- Ensure fit with the public/private or public sector model

Building the right culture

- Engender a culture of responsiveness
- Proactive versus reactive approaches
- Get junior staff in front of investors as much as possible
- If you are senior member of staff, get in the trenches

4 | Sales Channels

The Extended Salesforce

Who are your multipliers?

- National/Regional T&I agency
- Private sector partners
- Lead generation agencies
- Site consultants
- Existing investors
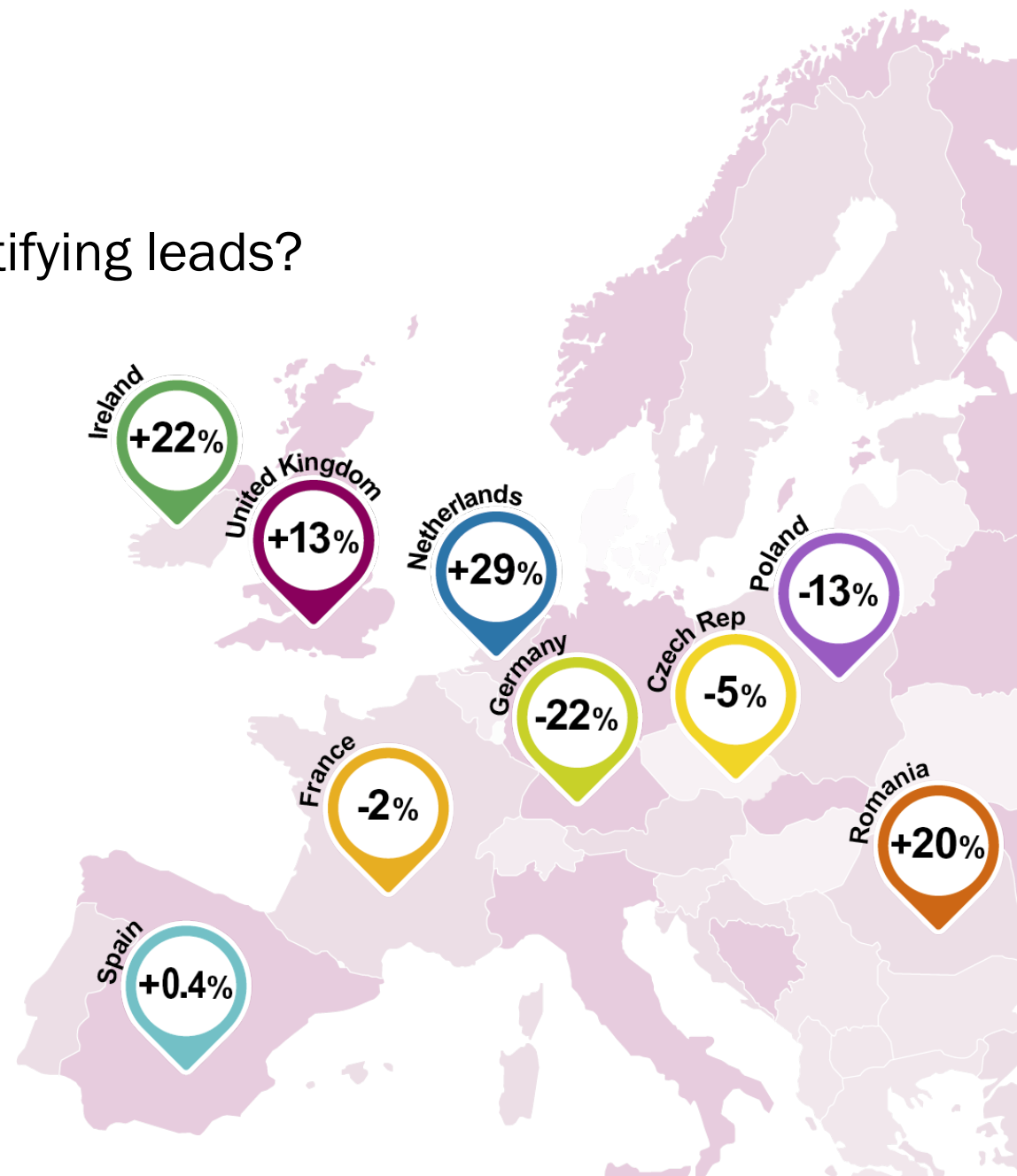
What is your engagement strategy?

- Familiarization tours
- Information webinars and presentations
- In-market visits
- Advocacy
- Commercial platforms

Market Signals

Prospect identification

Do you have a system for identifying leads?

Are you maximizing database subscriptions?

How is qualification and research to deliver sales ready leads handled?

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Ireland **+22%**

United Kingdom **+13%**

Netherlands **+29%**

Poland **-13%**

Czech Rep **-5%**

Germany **-22%**

Romania **+20%**

France **-2%**

Spain **+0.4%**

Sales and Marketing Integration

Links to marketing

Is the sales team following up on the campaign work and social media activity of the marketing department?

Do they link together seamlessly?

Sales targets (markets, sectors, companies) should drive marketing efforts, but also requires direct follow up.

Are you tracking which events and sales activities
Are bringing you the best ROI?

5 | Targeting Investors

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The reality check

- Evaluate whether you can deliver against the requirement or not. Aspirations alone rarely win the business.

- If delivering the funding, buildings and talent pool is beyond your location, consider dropping the pursuit. Not many do.

- There are benefits of bid experience and knowledge, but also an opportunity cost of overloading the team.

- Goodwill with local partners can also be negatively impacted.

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Do you listen or sell?

Are you guilty of listing all the really great things about your agency support and location to prospective investors?

Build a relationship based on mutual value add.

- Provide targeted information
- Use peer power whenever its available (testimonials, investor endorsement)
- Be assured in your area of expertise
- Highlight unique benefits and exclusive information for limited opportunities

Gauge the right approach for each opportunity

- Always ensure you communicate and agree an agenda and deliverables for senior executives.

- Executives can be hierarchical and require reciprocal seniority. This is more important in some cultures and industries.

- Develop an engagement strategy for key accounts and target. Involve the Board, CEO and Investors as appropriate.

Developing Local Labor Profiles

Capture and vet local labor data

- Identify targeted industries and skill requirements core to the community and in immediate and long-term need of business

- Partner with existing employers and academic institutions to understand the real-time picture on the ground

- Establish programs to support and develop a talent pipeline

- Benchmark location on salaries vs cost of living by industry

Don't have the skills required for prospective businesses?

Establish programs to support workforce development
- Training programs
- Academic partnerships
- Technical credential development
- Curriculum development
- Workforce recruitment fairs

Evaluate the overall community profile
- Commute patterns / challenges
- Quality of life
- Proximity to other communities – recruitment
- Workplace environment

HSBC UK Retail Relocation

Project Insights

- 1500 jobs
- HQ functions
- 500 families relocated

The offer

- Bespoke relocation support
- £2m support package
- 2-year concierge service
- Coordination of develop offers
- Recruitment strategies

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6 | Measuring Success

Key Performance Indicators

Sales funnel targets
New enquiries and projects generated as well as completed projects required to deliver job targets.

Sector contributions
Job targets required from each sector based broken down to Greenfield investment and Expansion jobs.

Marketing and PR support
An overlay of requirements in terms of leads generated by contact points.

Are your KPIs driving the right behaviors?

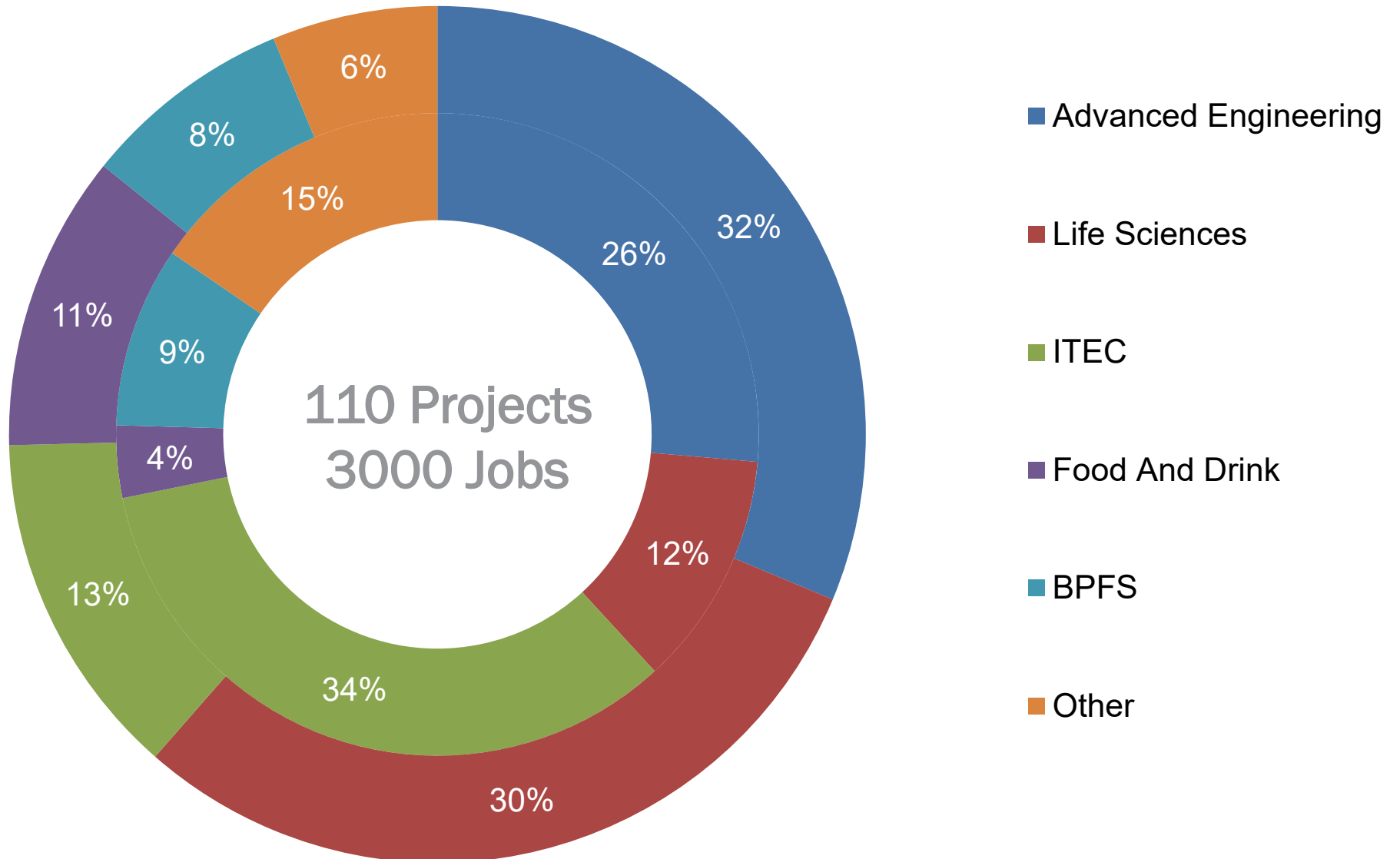# Customer Relationship Management

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How are you tracking and reporting progress?

- Track sales channel productivity
- Implement bridging plans and optimization strategies
- Log all activities in CRM with detailed profile tags
- Weighting opportunities based on probability and importance

Are you maximizing your data or simply recording?

- IPAs are in a unique position with intelligence from inward investors, government and the private sector
- Package and commercialize data for developers and stakeholders to guide planning

Pipeline Analysis

110 Projects
3000 Jobs

Inner ring: 26%, 12%, 34%, 4%, 9%, 15%

Outer ring: 32%, 30%, 13%, 11%, 8%, 6%

Legend:
- Advanced Engineering
- Life Sciences
- ITEC
- Food And Drink
- BPFS
- Other

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6 |Ongoing Support

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Steps to Developing an Aftercare Program

1. Develop objectives and identify partners;
2. Assess resources and develop organizational options;
3. Segment, target and design the aftercare program; and
4. Deliver services, monitor and evaluate the results.

On average, it is estimated that the expansion of existing operations accounts for upwards of 32% of new FDI.

Some studies estimate that there these numbers are higher in developed countries, with up to 70 per cent of investment is linked to the existing investment base.

Investor Development

Key account management

Use account management software to target major investors and get early signals for potential growth or downsizing/closure.

Sector taskforces

Bring key individuals from major investors into the development of sector taskforces.

Commercial partner engagement

Private sector supported supply chain/cluster support programs.

Marketing and PR support

Develop tailored marketing and PR support services for existing investors to help business development and profile.

7 | Questions

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