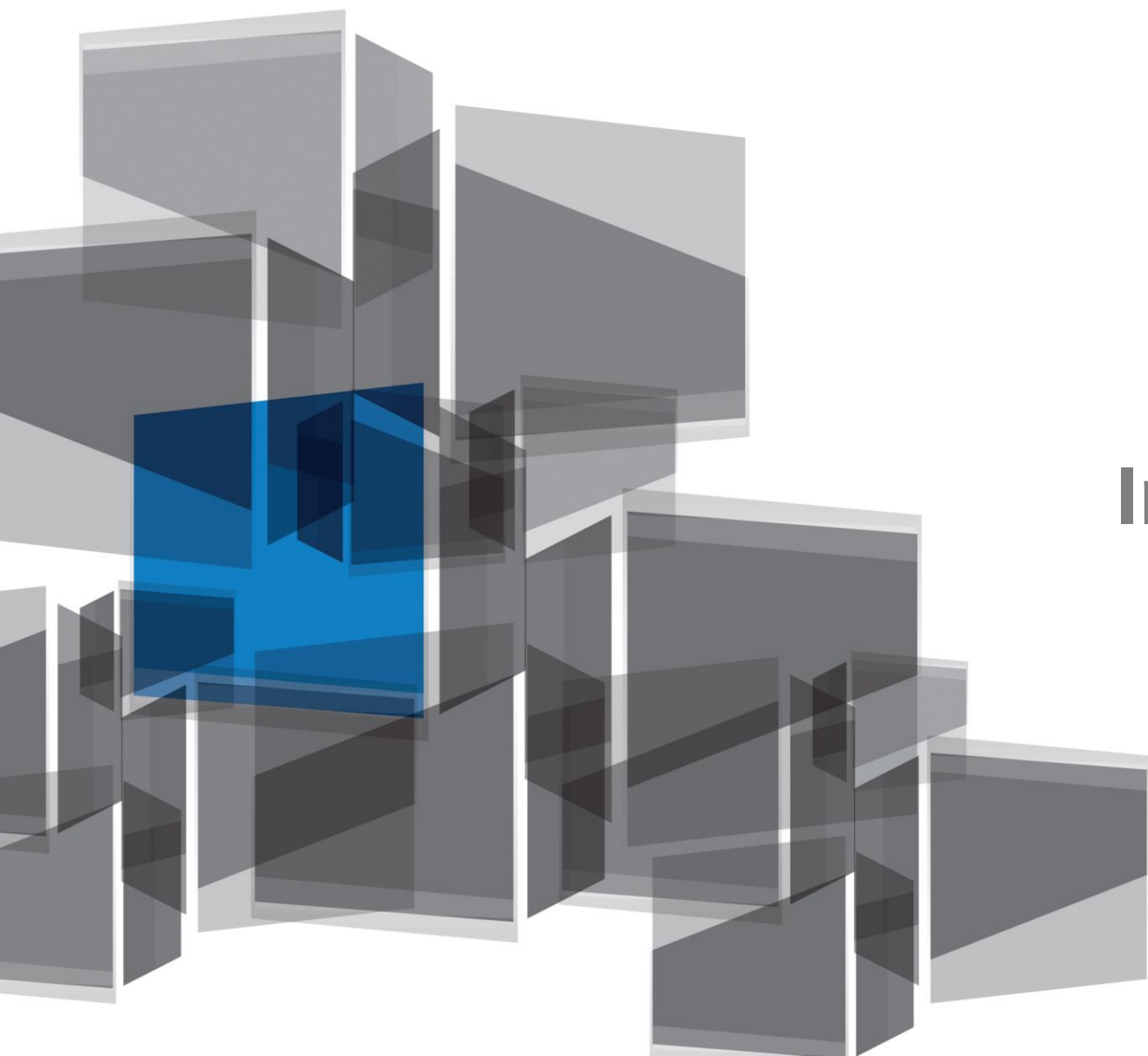




# UNCTAD Workshop on Investment Promotion Investor Targeting

22 November 2016  
Amman, Jordan

- Investment Attraction & Lead Generation Process

- Selecting Target Companies
- Targeting technique
- Best practices

# Investment Attraction & Lead Generation Process



- Investment Attraction & Lead Generation Process
- Selecting Target Companies
- Targeting technique
- Best Practices

# Company targeting in 3 steps

## Why target companies proactively?

Helps to ensure a pipeline of investment leads

Puts you in the driving seat: you can choose the investors *you* would like to have

Helps to build good sales and marketing capabilities

### STEP 1: Develop a road map

- Define objectives for company targeting and set key performance indicators (number of projects, jobs, quality and type of projects etc.)
- Define target audience (sector, geographies etc.)

### STEP 2: Preparation

- Identify information sources
- Selecting target companies
- Define your message(s)

### STEP 3: Prospecting

- First contact
- Meeting or call
- Missions
- Follow-up



# Select Target companies

Target companies can be identified based on the following information:

1. **A general target sector/sub-sector fit with focus on dynamic companies** including key information on sector, products/technology, activity, location, size, financial results
2. **Investment Scenario** – by identifying the most compelling “investment scenarios” within each sector and matching the key players in these fields
3. **“Strong signals”** – clearly indicating a company’s interest or intention to invest overseas based on coherent motives and subject to location’s attributes matching company’s requirements.
4. **“Weak signals”** – more subtle indications of a company’s ability and willingness expand overseas.



# Researching Companies



# Researching Companies

## Research target list

What is the **types of targeted companies**?

- present, near or far future players
- size: large, medium, small

Selection of **levels of targeted companies**

- location / geographic level of responsibility
- Is this the headquarters in the country of origin, "regional" headquarters

# Researching Companies

Look for the one in the list that are displaying “**Strong signals**”

**Filter to  
qualified list**

## Yellow Cab to expand in Middle East

Philippine Daily Inquirer / 11:03 AM November 07, 2016

Leading local casual dining chain operator Max's Group Inc. (MGI) has signed a deal to expand the footprint of its pizza brand Yellow Cab in the Middle East....

Yellow Cab Pizza currently operates a network of 145 branches including seven franchised outlets located in Qatar, one in United Arab Emirates and two in China. Plans are **underway to open flagship stores in Singapore, Hawaii, Jordan and Egypt.**

## Rotana Launches Second Hotel in Amman, Jordan

Dubai, UAE -- Further consolidating its position as one of the leading hotel management companies in the Middle East, Africa, South Asia and Eastern Europe, Rotana has launched its second hotel in Amman with a total investment of approximately \$280 million. Deputizing for His Majesty King Abdullah II, Jordan's Prime Minister Hani Al-Mulki patronized the official opening of 'Rotana Amman', which brings the group's combined inventory in Amman to 803 rooms, suites and hotel apartments, making Rotana the largest hotel operator in the Kingdom employing 900 Jordanians.

# Researching Companies

Filter to  
qualified list

More often “**weak signals**” are identified based on:

- **Growth and evolution** (sales, headcount, awards)
- **Financial performance** (profitability, availability of liquidity, recent stock market listing, sale of non-strategic assets, etc.)
- **Innovation** (patents, growing R&D expenditure, new technologies/products, innovation/quality awards)
- **Internationalization dynamics** (track record in international expansion, exporting, presence of strategic partners, raising international visibility, strengthening international business development team)

## Example Soft Business Development Signal

Africa and Middle East proves lucrative for Brazilian Goz Cosméticos

November 17, 2016 Written by Louise Prance Miles

Brazilian cosmetic's company Goz Cosméticos is reporting a solid performance in the Middle East and Africa, with a growth of around 30 – 40 percent year on year.

This performance is said to be increasing in 2016, with the company having dealing with 11 Middle East and African country.

Goz has an office, storage space and technical centre in Dubai and sells its products in Egypt, Tunisia, Saudi Arabia, Oman, Kuwait, Bahrain, Qatar, Morocco, Jordan, Lebanon and the UAE.

Commercial Director Leandro Tavitian spoke to ANBA to state that revenues from sales to these areas would rise from USD 400,000 in 2015 to USD 600,000 this year. Tavitian said, “The market is in full-fledged expansion. It's opening up.” Goz creates a range of personal care products such as shampoo, conditioner and hair straighteners.

## Example Soft Expansion Pattern Signal

2002 Establishment of Hirschmann Czech s.r.o.

2007 Establishment of Hirschmann Romania S.R.L.

2011 Extension of Hirschmann Romania S.R.L.

2012 Establishment of Hirschmann Kenitra in Morocco

2013 Foundation of Hirschmann (Nantong) Automotive Co., Ltd. in China

2015 Foundation of Hirschmann Automotive Mexico S. de R.L. de C.V.;

# Researching companies

## Find contact details

- “Find contact details” - No simple answer to this question
- Companies have **different people** ultimately responsible for investment decisions and it also depends on the **type of project**.
- Common broad audience categories for company targeting efforts are the following :



CEO / COO\*

VP International  
Operations

Regional Director

Business Development  
Director

Head of International  
Strategy

Chief Innovation  
Officer

# Summary of available information sources

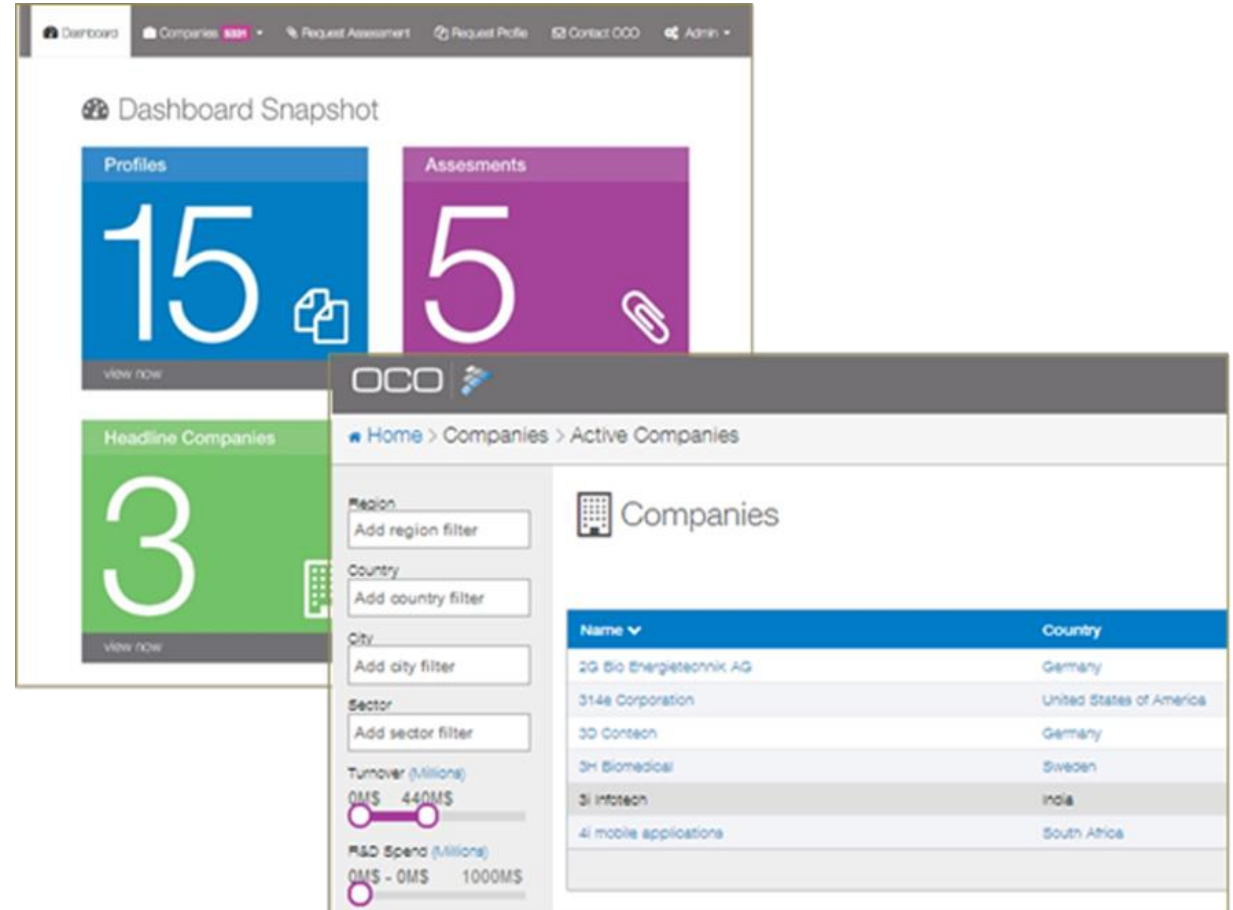
## – 3 broad categories

|                      | NETWORKS OF EXPERTS                                                                                                                                                                                                                                                              | INDUSTRY-LEVEL BUSINESS INTELLIGENCE                                                                                                                                                                                                                                          | COMPANY-LEVEL BUSINESS INTELLIGENCE                                                                                                                                                                                                                   |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Types of Sources     | <ul style="list-style-type: none"> <li>▪ Business leaders and corporate executives</li> <li>▪ Company advisors (consultants, banks, lawyers, etc.)</li> <li>▪ Observers, experts, journalists</li> <li>▪ Leaders of professional networks &amp; industry associations</li> </ul> | <ul style="list-style-type: none"> <li>▪ Observatories and relevant public organisations (Ministries, Authorities etc.)</li> <li>▪ Chambers of commerce and industry associations</li> <li>▪ Media and specialized consultants</li> <li>▪ Professional directories</li> </ul> | <ul style="list-style-type: none"> <li>▪ Company databases (e.g. Velociti, Dun &amp; Bradstreet, Hoovers, biznode, FDI markets etc.)</li> <li>▪ Newsfeeds on individual target companies</li> <li>▪ Signal tracking (e.g. KnowIT)</li> </ul>          |
| Types of Information | <ul style="list-style-type: none"> <li>▪ General and sector trends</li> <li>▪ Knowledge on Corporate developments</li> <li>▪ Contacts to decision-makers facilitated</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>▪ Sector news and reports</li> <li>▪ News on new technological developments &amp; key industry players</li> </ul>                                                                                                                      | <ul style="list-style-type: none"> <li>▪ Various company information including: scope of activities, financial performance, organisation, news etc.</li> </ul>                                                                                        |
| Access to Sources    | <ul style="list-style-type: none"> <li>▪ Regular contacts through online and traditional channels</li> <li>▪ Networking events</li> <li>▪ Newsletters subscriptions</li> <li>▪ Social media (specialized groups and networks)</li> </ul>                                         | <ul style="list-style-type: none"> <li>▪ White Papers &amp; Published industry reports</li> <li>▪ Industry association websites</li> <li>▪ Newsletter subscriptions</li> <li>▪ Industry conference and event reports</li> <li>▪ Trade Show attendance (walk up)</li> </ul>    | <ul style="list-style-type: none"> <li>▪ Research on companies' profiles</li> <li>▪ Promotional materials</li> <li>▪ Annual reports</li> <li>▪ Financial statements and stock market performance</li> <li>▪ Prepared trade show attendance</li> </ul> |

# Research sources

There are also software solutions that focus their data on trends in companies' previous expansion activity:

- **Velociti software:** provide a “score” to companies between 0-100% on their propensity to invest (as well as export and innovate).



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# Targeting with a precise message

Every target company must understand why it was contacted. There is a need to signal clearly that :

- It was not contacted randomly
- Initial research has been conducted to understand the company's business and its needs
- A business proposal can be made with regards to the needs identified

The content of the message should be structured as follows:

1. Motivation for the contact with the company (and the specific executive)
2. Presentation of the organisation, its nature and mission
3. Presentation of value proposition/business solution
4. Proposal of next steps to go further in the analysis of the offer



# Differing Channels to engage require different level of preparation

## Introduction via Phone

- Keep your objective in mind & express yourself clearly and concisely
- Try to make the best impression possible – conduct thorough background research and rehearse messaging
- Messages that focus on the individual company
- Messaging also needs to focus on showing why the location is interesting for the company
- Next steps need to be clearly defined at the end of the call
- Be prepared to deal with rejections

## Inward mission

- Coordinate with investor or mission organizers to understand what they want out of the mission & who they want to meet
- Appoint key contact points in the agency to meet the investors
- Consider meetings with:
  - Chamber of Commerce and Ministry of Economy,
  - Domestic enterprises in the same sector(s) (1-on-1 meetings with successful local companies)
  - Existing foreign investors
  - Investor associations...
- Organise site visits to give an impression of available property solutions

## Face to Face meetings

- Start the meeting by introducing yourself, state the reason for being there and explain what you would like to achieve
- Never come unprepared to a meeting
- Listen and take good notes
- Prepare good questions
- Focus your presentation on benefits to the company
- Make your conclusion concrete

# Keeping the momentum going

- Inbound missions, particularly involving multiple companies, can be a big demand on a small agency's resources
- After a successful visit, it's often easy – and tempting – to sit back and relax
- But if this was an initial exploratory visit involving various potential investors, your job has only just begun!
- Follow-up with companies to maintain interest and keep momentum going on discussions:
  - Do additional introductions need to be made?
  - What follow-up information has the potential investor requested / what can you proactively provide?
  - Is a follow-up visit worth proposing?
- The company could be included on a newsletter



# Development Tailored proposals

- Preparing a winning proposal requires a combination of creativity, inspiration and facts.
- It is essential that the proposal development process includes the following elements:
  1. A good brief from the client
  2. Relevant and available data on the market / business opportunity
  3. Comparable data on the competition
  4. A clear commitment from the agency in delivering the project

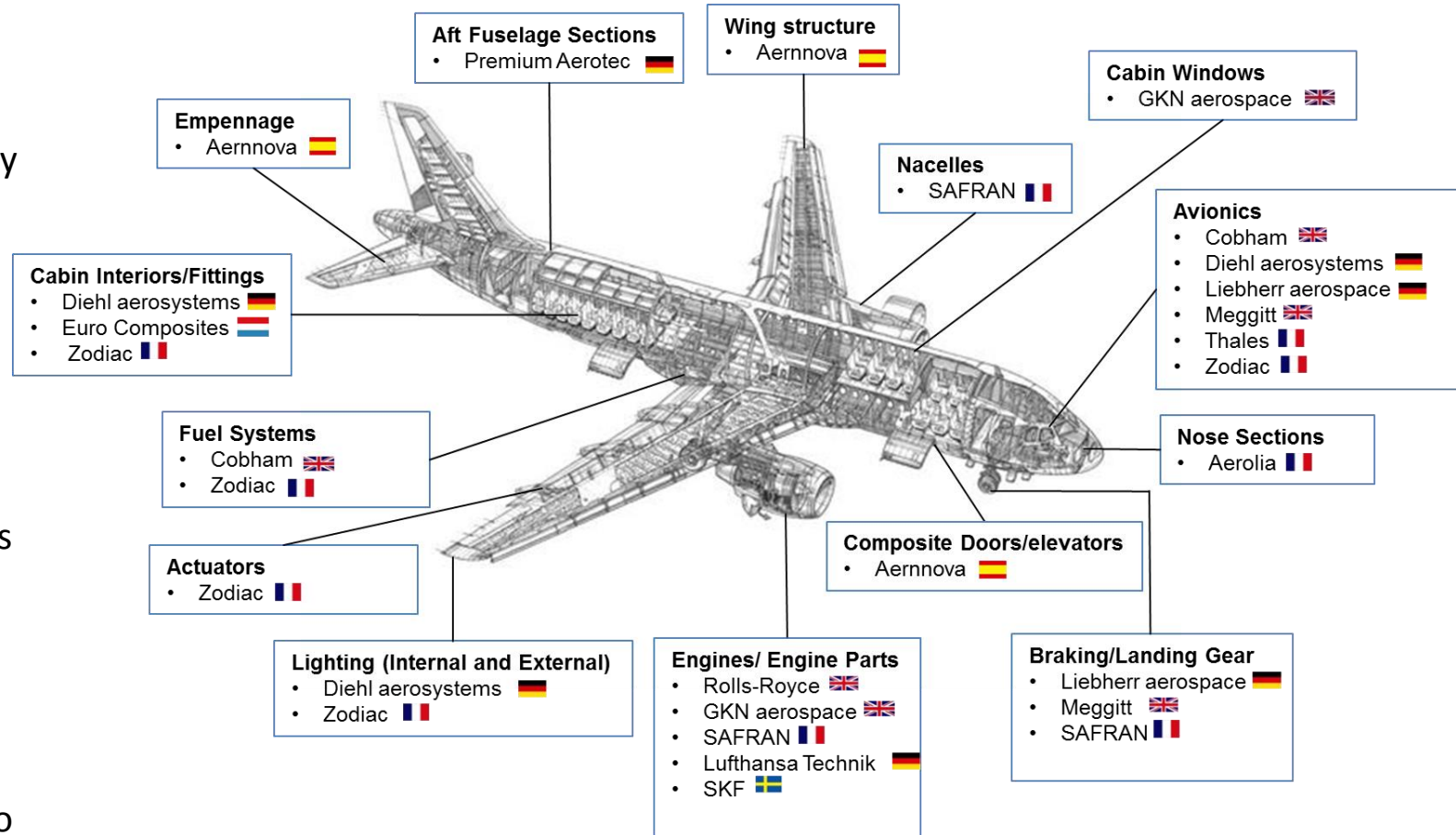
## SUGGESTED CONTENT :

- **Cover:** Title should describe the contents of proposal
- **Introduction:** Put the proposal and company in context
- **Key issues:** Demonstrate understanding of the sector and the industry issues
- **The project brief:** Revisit your understanding of the project objectives
- **The solution:** demonstrate the business case (technologies, people and skills, infrastructure, market access, sites, costs, return on investment)
- **Project plan:** The phases and milestones
- **Project team and resources**
- **Evidence** of cluster and other investors/references
- **Conclusions**
- **Why us?** – 5 good reasons
- **Contacts**
- **Appendix:** Supporting documents and data as appropriate

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# Best Practice Supply chain analysis

- Targeting supply chains of large companies to attract investment. OCO has successfully mapped the supply chains of companies including JLR and Airbus.
- On behalf of Enterprise Florida OCO mapped the Supply Chain of the Airbus 320 which is manufactured in Alabama.
- Based on the identification of the Airbus Supplier network OCO built targeted relationships with key accounts that were likely to win additional contracts with Airbus and ultimately having the necessity to relocate manufacturing to the US. This provided the opportunity to pro-actively pitch the Florida proposition at an early stage.



# JOBS OHIO, USA

## Strengths & Opportunity

### Additive Manufacturing

- Double-digit growth, 20-40% yr./yr.
- America Makes, EWI, GE Aviation, Cincinnati, Incorporated, MakerGear, RP+M key leading edge Ohio assets.

### Sensors/Automation/IOT/ Autonomy

- Industry 4.0, IoT, key to productivity and sustainable advanced mfg'g.
- Advanced sensors enabling technology
- Ohio assets include UDRI Advanced Sensor Center, Ohio UAS Center, 300+ sensor, machine tool and automation companies.

## Strategy

### **Ohio Strategy:**

- Establish Ohio as a COE for Additive Mfg'g, lead in 3D design, material and process development.
- Attract equipment manufacturers, expand service bureau network.

### **Ohio Strategy:**

- Leverage Ohio's sensor innovation infrastructure to develop/attract machine manufacturers and autonomous vehicle (UAS) component and system producers.
- Support adoption of smart factory innovations to grow machine shops and gain market share.

## Identification & Targeting

Materials manufacturers

Software/service providers

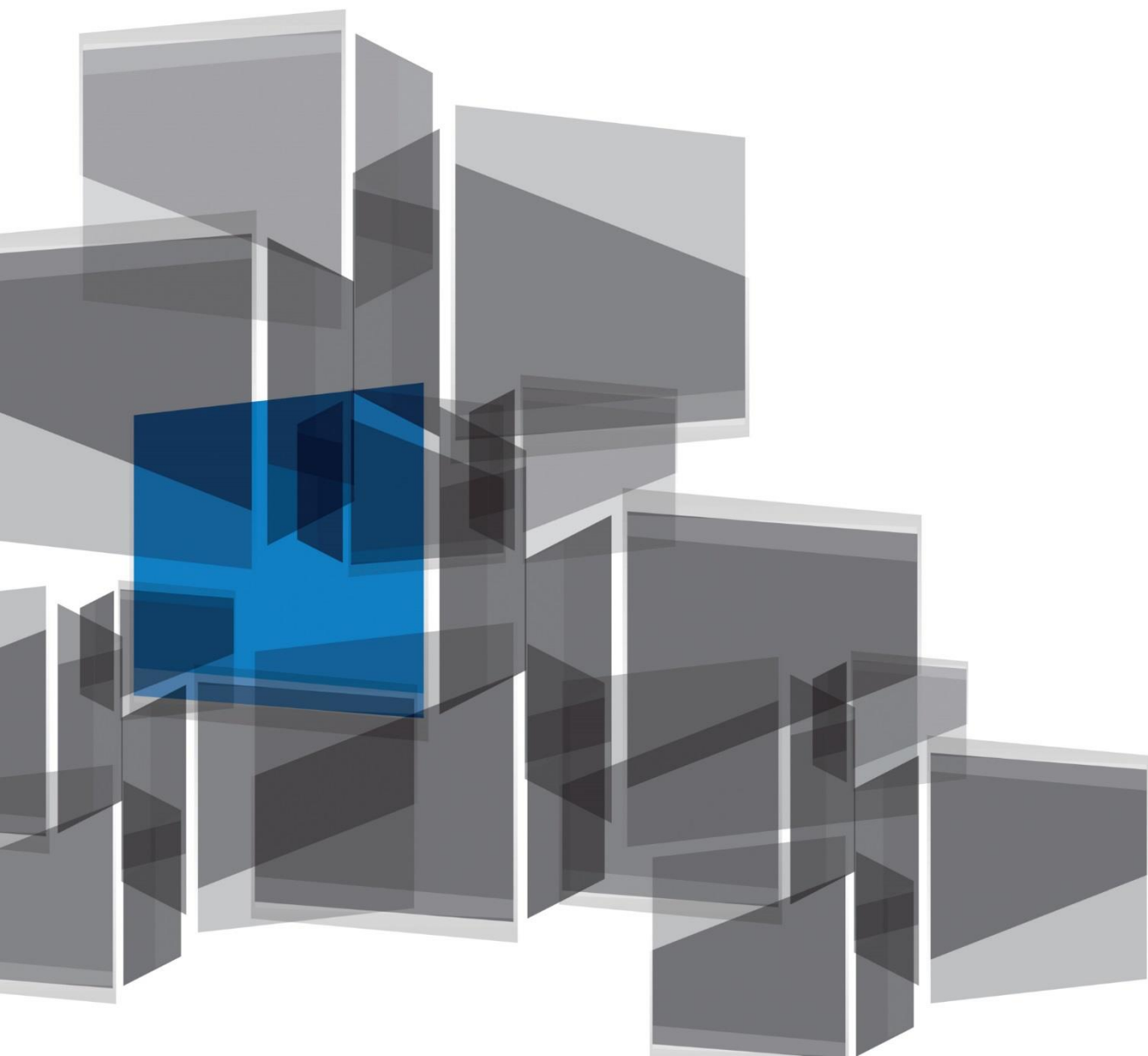
3D-printer manufacturers

End Users



Norsk Titanium





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