

2018-2019



World Association of
Investment Promotion
Agencies

FDI EXCELLENCE SERIES



FDI EXCELLENCE SERIES INFOGRAPHICS



PARTICIPANTS AND LECTURERS FROM **THE FOLLOWING COUNTRIES**

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Algeria
Angola
Australia
Austria
Bangladesh
Bosnia and Herzegovina
Botswana
Brazil
Brunei
Cabo Verde
Cameroon
Canada
Cayman Islands
Chile
China, People's Republic of
Colombia

Costa Rica
Côte d'Ivoire
Croatia
Cyprus
Denmark
Dominican Republic
Estonia
Eswatini
Finland
French Polynesia
Gambia
Germany
Greece
Guinea
Haiti
Hungary
India
Iran

Iraq
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Lebanon
Macao SAR
Madagascar
Mali
Marshall Islands
Mauritania
Mauritius
Mexico
Netherlands
Niger
Poland
Qatar
Saint Lucia

Saudi Arabia
Sierra Leone
Slovenia
South Africa
South Korea
Spain
Sudan
Switzerland
Thailand
Tunisia
Turkey
Uganda
United Arab Emirates
United Kingdom
Uruguay
Vanuatu



BACKGROUND ON THE FDI EXCELLENCE SERIES

The FDI Excellence Series is a training program that was established in 2018 by the World Association of Investment Promotion Agencies (WAIPA) in collaboration with Andreas Dressler, who is one of the world's leading advisors in the field of foreign direct investment for investment promotion agencies from around the world. Due to demand and success of the Series in the first year we were delighted to continue this series for the second year.

An unpredictable world economy, new technologies and types of investment as well as increasing global competition for investment means that the pressure on investment promotion agencies to adapt and perform is greater than ever.

Therefore, we designed the program for experienced investment promotion professionals as well as for those that are new to the profession, no matter what type of agency they work for.

The FDI Excellence Series provide professionals in the field of investment promotion with the knowledge and skills they need to compete in a dynamic and competitive global environment.

Participants in the trainings gain:

- An understanding of the most important trends in global investment.
- Insight into best practices and successful approaches from around the world.
- Knowledge and professional competencies in all key areas of investment promotion.
- Practical techniques and skills that they can apply to their everyday responsibilities.

The FDI Excellence Series is divided into separate training courses. Participants can choose to attend only one course or any combination of different courses. Each of the courses is covering a key area of investment attraction and promotion to offer the most comprehensive and practical foreign direct investment training available for investment promotion agencies anywhere in the world.

“FDI ESSENTIALS”


TRAINING IN ISTANBUL, TURKEY
 from 16-18 January 2018

Participants from the **EU, South America, MENA** and **Sub-Saharan Africa Steering Committee Regions** convened at the WAIPA Training Center in Istanbul to gain knowledge from Andreas Dressler, who is one of the world's leading advisors in the field of foreign direct investment, as well as from other selected FDI practitioners and professionals, such as *Natalia Guerra* from **UNCTAD**, *David East* from **Bureau van Dijk** and *John Rutherford OBE*.


The course covered following topics:

- ▶ Definitions and types of FDI – what are the key modes of foreign investment? What are the benefits and risks of FDI for host locations?
- ▶ Drivers of FDI and location choices – what drives international investment decisions and how do companies choose where to locate?
- ▶ Global FDI trends – where are companies investing today and why? Where is investment coming from? What factors are influencing global investment flows?
- ▶ National investment policies – what policies can governments put in place to attract more and higher quality investment?
- ▶ International investment regulations and agreements – how do international agreements affect the flow of FDI?
- ▶ Role and functions of IPAs – what are the key functions of IPAs and what they require to be successful? What other stakeholders are important in FDI attraction?
- ▶ The FDI market – who are the key players in the global market for FDI? What opportunities exist for IPAs to position themselves in this market?
- ▶ Competition among locations – how do locations compete with one another? What methods and tools can IPAs use to compete effectively?
- ▶ Key success factors – what are the factors that determine how successfully IPAs and locations can attract investment? What can IPAs do differently from their competitors?
- ▶ Global best practices – who are the most successful locations and IPAs around the world and what makes them the best?

The training helped IPAs to strengthen foundations of the FDI world, covering the key concepts, trends, investment drivers and success factors that all investment professionals must understand to be effective in a dynamic and competitive global environment.

“FDI ATTRACTION”


TRAINING IN ISTANBUL, TURKEY
from 13-15 March 2018

Participants from 12 countries, **Vanuatu, Hungary, Mauritius, Cote d'Ivoire, South Africa, UAE, Niger, Mauritania, China, Northern Ireland, UK and Turkey** have come together to gain real skills and proven techniques for winning projects and attracting more investment.

The second of these courses – FDI Attraction, which took place at the WAIPA's training center in Istanbul covered following topics:



- How to select target markets and industries
- How to find companies with investment plans
- How to approach potential investors and position your location
- How to develop relationships with corporate decision makers
- How to compete for and win investment projects



Experience sharing is one of the important pillars of WAIPA trainings. Speakers from leading investment promotion agencies provided participants with the insight into their investment attraction strategies and activities. *Peta Conn* from **Invest Northern Ireland** talked about their strategy to open new offices around the world. *Anisa Muhammad Ali* from **Dubai Airport Freezone (DAFZA)** shared her experience on managing a global network of lead generation consultants. *Abbey Heffer* from **Foshan Investment Promotion Agency (FIPA)** presented investment attraction in the Chinese context. Participants had an opportunity to network and learn from the best practices also from *Michel Lemagnen* and *Can Gurlek* from the **Ministry of Economy of Turkey**.



The training provided participants with the know-how knowledge and skills they need to proactively identify, approach and attract investors, as well as to compete successfully for investment projects using different business development methods and tools.



“FDI MARKETING”


TRAINING IN HELSINKI, FINLAND
 from 22-24 May 2018


Participants from **Chile, Cote d'Ivoire, Australia, Greece, Cayman Islands, United Kingdom, Marshall Islands, Germany, Korea** and **Denmark** gathered for the training in Helsinki to learn from marketing and investment promotion specialists as well as from representatives of leading investment promotion agencies how to:



- Select the right target groups and develop effective value propositions as a basis for successful marketing
- Use social media to increase visibility and generate leads
- Develop an overall brand for your location
- Create a website that reflects your location's strengths and contributes to attracting investment
- Find the optimal mix of marketing channels that reflect your budget
- Use cutting-edge digital market tools
- Manage integrated marketing campaigns in key target sectors



This course addressed the full range of marketing techniques and channels that IPAs can use to promote their locations - including websites, social media, advertising and public relations - as well as the development of value propositions for target audiences.

Best practices were shared by *Liisi Toots* from the **Estonian Investment Agency** who presented how to develop and leverage a successful country brand; *Hetta Huittinen* and *James O'Sullivan* from **Business Finland** shared their insights on how positive news about different aspects of a location can be used to raise awareness and enhance the location's image as an investment destination; *Karin Lachner* from **CINDE - Costa Rica Investment Promotion Agency** focused on how to integrate digital assets for enhanced results; *Chris Knight* from **WAVTEQ** shared how to make the most of advertising and *Louise Juhl* from **Copenhagen Capacity** spoke about how to build a leading business hub through digital marketing.



“FDI LEADERSHIP”



TRAINING IN XIAMEN, CHINA
from 6-7 September 2018



This course was designed for agency management, department heads and team leaders and covered the key issues required to create and run an effective investment promotion operation, from integrating FDI with other functions such as trade, developing effective organizational and reporting systems, to building partnerships and engaging with outside stakeholders.

Topics included:

- Responding to the global trends that are shaping
- FDI flows and opportunities
- Developing a comprehensive investment attraction strategy
- Integrating investment attraction with other functions such as trade and tourism promotion
- Working successfully with partners from the private and public sector
- Managing key stakeholders
- Generating new sources of funding
- Measuring and communicating results



IPA professionals from 7 different countries has joined us to improve their leadership skills and update their knowledge on how to create and run an effective investment promotion operation. Guest speakers included *Adalberto Netto* from **Parana Development Agency** who provided insight into the APD Brazil's strategy including key areas of focus, targets and activities. The presentation illustrated the importance of a well-defined strategy and the role this has played in APD Brazil's success in attracting and retaining investment. *Dushyant Thakor* from **Invest India** described Invest India's successful approach for engaging with and enhancing the capabilities of the various state agencies in India. Engaging with other investment promotion agencies is critical to ensuring an integrated approach and providing investors with the best possible experience.



“FDI AFTERCARE”


TRAINING IN BUDAPEST, HUNGARY
from 13-14 December 2018

Aftercare is becoming increasingly important as foreign direct investment slows down around the world. In addition to helping investors resolve problems so they can grow, aftercare is also crucial to helping locations move up the value chain by enhancing the activities of existing investors.

This highly practical training was attended by investment promotion professionals from e.g. **Cape Verde, Greece, Finland, Italy, Kuwait, United Kingdom, Bangladesh, Macao, Hungary** and **Slovenia** who learned how to take advantage of their existing base of foreign investors to generate new investment and employment.


Participants in this course also learned how to:

- Select companies for aftercare and determine priority key accounts
- Develop specific services to provide to companies as part of aftercare
- Deal with the main issues faced by investors and the challenges of providing aftercare
- Build relationships with companies that strengthen their ties to the local community
- Coordinate the support of other entities to develop an effective aftercare program
- Monitor existing investors to identify companies at risk
- Proactively identify opportunities for companies to grow or expand the scope of their activities
- Use aftercare to enhance the advocacy role of the IPA



Best practices and experiences were shared by *Dora Dweik* from **Hungarian Investment Promotion Agency (HIPA)** who talked about the Hungarian Investment Promotion Agency's approach to aftercare and *Mariëlle Balk-Haasnoot* from **Netherlands Foreign Investment Agency** who shared the “Investor Relations” system of NFIA in which both the national IPA and its regional partners in the Invest in Holland network collaborate closely to maintain contact and provide services to foreign investors around the country.



“INNOVATION IN INVESTMENT ATTRACTION”



TRAINING IN ISTANBUL, TURKEY from 19 – 20 February 2019

Investment promotion officials from 21 investment promotion agencies including **Albania, Iran, Guinea, Bosnia and Herzegovina, Mali, Lebanon, Niger, Gambia, Kosovo, Sierra Leone, Sudan, Tunisia, Afghanistan, Algeria, Jordan, Cameroon, Uganda, Qatar, Saint Lucia, Brunei and Macao** attended the 2-day program long program, which focused on the latest developments that are shaping foreign direct investment as well as the most exciting advances in the field of investment attraction.



This training course offered a dynamic mix of lectures and interactive sessions. Participants had a chance to learn about:

- Global FDI trends including changes in geographical investment flows and the types of projects locating in different areas of the world.
- Current drivers of FDI and the impact of geopolitical developments.
- Industry trends and the emergence of new sectors that are generating increased investment activity.
- The impact of new technologies such as automation and artificial intelligence on investment and FDI attraction strategies.
- The changing role of investment promotion agencies (IPAs) and new models for investment promotion around the world.
- Innovative approaches and best practices in different areas of investment attraction, including marketing, lead generation and aftercare.
- The growing use of technology in investment attraction and successful cases of IPAs that are applying new technological solutions.

Guest lecturers included *Dr. Ratchanee Wattanawisitporn* from **Thailand Board of Investment** who spoke about how BOI's investment attraction efforts reflect Thailand's overall innovation and diversification goals and the important role of FDI in contributing to these goals. Furthermore, *Prof. Ronald Wall* from the **University of the Witwatersrand (WITS)** revealed pioneering work on the geography of FDI flows from world cities to African cities and presented various concepts and techniques to measure urban and regional competitiveness for attraction FDI. *Christian Kollinsky* from **WAVTEQ** addressed the practical implications of sustainability for the day-to-day business of investment attraction. Moreover, *Guvenc Sozen* from **İTÜ Çekirdek** provided advice for how locations can build a successful innovation ecosystem. And last but not least, *Ilker Sahin* from **AVL Turkey** shared his insight into how corporate investors select locations for innovative centers and what they look for in terms of investment environment and government support.



“INVESTMENT ATTRACTION AND FACILITATION”



TRAINING IN DUBAI- UNITED ARAB EMIRATES from 5-6 April 2019

The course which focused on practical aspects of identifying, contacting and engaging with potential investors brought together 22 participants from across **Europe, Africa, Asia and Middle East** who had a chance to learn from the leading investment promotion agencies and FDI experts and hear on the first hand experiences and best practices.

The course covered key aspects of successful investment attraction and facilitation, including:

- Developing a go-to market strategy focused on specific target sectors and geographic markets.
- Different channels for reaching investors, from setting up international offices to organizing roadshows, and their relative effectiveness.
- Identifying potential investors based on research, industry contacts and other sources.
- Approaching investors for the first time and building a relationship with decision makers.
- Conducting due diligence on potential foreign investors as part of a thorough qualification process.
- Providing support to investors at different stages of their decision-making process.
- Using IPA's services and support to differentiate the location and win investments.



Hassan Mohalal, Director of Investment Development at **Dubai FDI** showcased how Dubai FDI provides support to potential investors and works closely with other government agencies to ensure a comprehensive and coordinated approach to investor facilitation. *Said Haddad*, Vice President, EMEA Ethicon at **Johnson & Johnson** shared his insight into J&J's activities in the Middle East, the company's decision to invest in Dubai and the role of governments in supporting the company's investments.

Furthermore *Simon Lacey*, Global Government Affairs- International Trade and Investment Risk Mitigation Lead at **Huawei Technologies** shared his valuable insight into how one of the world's largest technology companies makes location decisions for new corporate facilities, including R&D centers and assembly plants. In this session participants were able to explore the link between Huawei's strategy and global location footprint as well as the company's views on what IPA's should – and should not – do to attract investment.

Karen Fernandes Jones, Chief Operating Officer and *Ludmilla Figueiredo*, Senior Investment Analyst at **Apex Brasil** talked about how Apex-Brasil approaches FDI attraction, including the agency's overall strategy, interaction with other ministries and the role of its foreign offices and the step-by-step process once a potential investor is identified. Lastly, *Federico Tabja*, Chief of Staff at **InvestChile** discussed the agency's approach to attracting new investments to Chile. This includes the selection of target industries and priority geographic markets as well as the different methods that the agency employs to generate results, including foreign offices, roadshows, participation in specialized industry events and the Investment Forum in Chile.



“LEADERSHIP AND ADVOCACY”



TRAINING IN WARSAW, POLAND
from 9 - 10 October 2019



This session addressed a range of issues that are critical to the success of an IPA, including:

- Developing a comprehensive strategy to cover all aspects of investment attraction.
- Successful integration of investment attraction with other promotional activities such as trade, tourism or innovation.
- Structuring investment attraction activities organizationally to make the most of existing resources.
- Building organizational capability and ensuring the right mix of skills in the IPA's staff.
- Collaborating effectively with partners including IPAs at different geographic levels, other government agencies, universities and the private sector.
- Managing key stakeholders to ensure their support for investment attraction and the IPA.
- Measuring the IPA's performance and communicating the impact of FDI and the role of the IPA.
- Working through government to enhance the investment environment and strengthen the role of the IPA.

Guest speakers included *Eva Rytter Sunesen*, Head of Trade and FDI from **Copenhagen Economic**, who presented broader approaches and models for measuring the impact of FDI. *James Turner*, Head of Marketing at **MIDAS** provided insight into the agency's strategy focusing on new target markets and engaging with key stakeholders. Furthermore, Louise Juhl, Director of Marketing & Communications at **Copenhagen Capacity** talked about the system that digitalizes large parts of both investment and talent attraction. *Adem Malecki and Dariusz Duda* from **Polish Investment and Trade Agency (PAIH)** shared their experiences on how to integrate trade promotion and investment attraction to derive synergies and obtain the greatest benefit from combination of these activities.

Last guest presentation was done by *Fahad Al Gergawi*, CEO of **Dubai FDI** and **WAIPA President** and *Hassan Mohalal*, Director of Investment Development at Dubai FDI sharing valuable insights on using advocacy to create opportunities for investors.



This training course was held on the sidelines of the WAIPA's flagship event the 24th WAIPA World Investment Conference 2019. Participants who joined us from **Botswana, Dominican Republic, Haiti, Madagascar, Spain, United Arab Emirates, Chile, Kuwait, Croatia, French Polynesia** and **Saint Lucia** got an insight on developing an effective FDI attraction strategy as well as at the different options for structuring an IPA and organizing key investment promotion functions.



“MARKETING AND PROMOTION”



TRAINING IN ROME, ITALY from 3-4 December 2019



WAIPA had a pleasure to welcome investment promotion professionals from **Australia, Brazil, Canada, Costa Rica, Estonia, Finland, Germany, Mauritius, South Africa, Switzerland, Tunisia, and Uruguay** who have joined us in Rome to update their marketing and promotion skills.



The sessions focused on the promotional activities that an IPA conducts to raise awareness of the location and communicate its advantages to potential investors. Topics that were covered include:

- Integrating marketing effectively with investment attraction and the IPA's other activities.
- Developing and leveraging a location brand. Positioning the location through persuasive “story-telling”
- The effectiveness of different marketing channels and creating the optimal marketing mix
- Using social media to achieve maximum impact.
- Raising awareness of the location through public relations and communications.
- Employing the latest digital marketing tools and techniques to drive results.

Guest speakers included *Stefano Nigro*, Director of the FDI Department at **Italian Trade Agency** who spoke about the structure and activities to attract FDI to Italy with emphasis on the role of marketing to position the country as an attractive investment location in different international markets.

Julia Sakas, Director of Marketing and Communication at **Toronto Global** who touched on the social media marketing and addressed how can social media be used to promote awareness of the region and act as a lead generator for the sales team.

Furthermore, *Ardi Eleveld* the founder of **The Place Project** presented a user-centered approach in FDI Marketing and looked at different marketing channels to explore the benefits of user experience and design thinking techniques.

Claus Lønborg, CEO of **Copenhagen Capacity** spoke about how to build a leading business hub through digital marketing and described the costs and benefits of a digital approach.



TESTIMONIALS FROM PARTICIPANTS

“ The quality of the content and presenters made this an invaluable experience for me. The stated objectives of the course were exceeded. Well done WAIPA. -By Roderick Cherry, CEO, Invest Saint Lucia ”

“ Great opportunity to learn about FDI Marketing trends and be in touch with other colleagues abroad. -By Carlos Morales, Communications Lead, CINDE ”

“ A very useful course to understand the big picture. It was inspiring and useful to hear the best practices from other countries. Also this course was an excellent opportunity to network with people from all over the world. -By Maarit Klein, International Marketing, Business Finland ”

“ This training course was the best training I had during my work experience. The knowledge of the trainers and up-to-date information impressed us. Thank you. -By Ali Hussein Qussairy, Senior Investment Promotion Officer, Jordan Investment Commission ”

“ An amazing opportunity to connect with like-minded professionals. -By Wendy Pritchard, Senior Director Market Engagement, Australia's NT Government ”

“ The training was highly insightful and tailor-made for investment promotion. -By Haliima Soreefan, Communication Executive, EDB Mauritius ”



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