



introduces

'A New Dynamic Approach to FDI'

A practical in-house training programme for investment promotion teams and their partners / stakeholders



"wonderful and inspiring"
OECD

MSI, one of the world's leading consultancy and training companies in foreign direct investment (FDI), has developed a unique development programme which combines state-of-the-art training in new FDI skills and techniques together with an inspiring leadership and team-building component aimed at achieving peak performance for each team member. The training programmes are delivered by our team of experts who have many years of experience and unparalleled knowledge in their field. The programme represents a fresh approach at a time when the needs and expectations of investors are changing in fundamental ways.

The in-house training programme is designed for investment promotion teams which want to compete more effectively in attracting new investment and, in doing so, to reach new performance levels. Using international FDI and performance experts, we help teams and individuals to acquire the skills required to meet the needs of the new generation of corporate investors and at the same time to facilitate transformational growth in their national or local economies.

The programme is based on a framework of nine modules, which can be delivered separately or combined to form a single programme. The content and duration of each programme can be customised and designed to meet the specific requirements of the team and the individuals. The modules are based on group tuition, assignments and one to one mentoring. The frameworks for each of the modules are described overleaf.

The world of investment promotion is going through a period of tremendous change. The Financial Crisis has hit investment levels; investment patterns are changing as markets and supply chains are being reconfigured. The rapid rise of global 'micro multinationals' is changing the dynamics of the market; these fast growth companies are defined not by their size but by their international reach and speed of establishment. They require customized services from investment promotion agencies (IPAs); and they want these delivered in 'real time'.

There is ever-increasing competition amongst countries and cities seeking to attract investment; the number of IPAs has doubled over the last ten years. Many of their budgets have been cut as a result of the crisis; at the same time, stakeholder expectations have increased. Against this background, investment promotion agencies have to respond in order to meet these challenges. They need to respond quickly and decisively.

How our courses are delivered:

The course has 9 component parts and can either be delivered in its entirety as a concentrated training programme or alternatively a 'pick and mix' approach is possible. Our programmes focus on issues critical to your particular organisation. Therefore, we also work with clients to design and develop fully customised learning and development programmes in order to focus on priority areas. Our programmes can be delivered at your premises - reducing administration, time away from the office and saving travel and accommodation costs. Having your whole team participate in the programme will create focus and discussion on the issues that are important to your organisation. Momentum can only be provided if a large percentage of your employees share the training experience.

Session 1: Understanding the market

- The changing face of FDI
- The new generation of investors
- Through the investors' eyes
- Why companies invest abroad
- Different kinds of FDI
- The location selection process
- How investment decisions are made
- Why investors stay and grow

Session 2: Building IPAs for the future

- Redefining the role of IPAs
- Investment selection not promotion
- New models and fresh approaches
- Structures and staffing
- Value propositions
- Performance measurement
- Best practice examples

Session 3: Strategic Planning

- First step: the assessment
- Preparing the road map
- Deciding who, what, how
- Objectives, goals, timelines
- Budgets and funding
- Linking to the national plan
- How to identify and engage investors

Session 4: Creating the wider team

- The importance of an integrated approach
- The role of partners at national, regional and local levels
- How to engage the private sector
- Building a team
- Techniques for managing partnerships
- The Triple Helix: a 3-dimensional model
- How to create a 'winning' mindset

Team Building Session: Creating a new generation of elite performance teams

There is a common link between all elite performance teams – in sport, business, local or national government. They all have an obsession to achieve excellence and a commitment to continuous development: a need to go beyond expectation. Elite performance organizations are not born – they are created. At a time of crisis they are the engines of growth. This module is based on high levels of engagement and interaction by participants. It is stretching, challenging many of the accepted beliefs about teams and teamwork. It is based on exposing the client to new ideas in the areas of leadership, team building and performance by examining case studies. These come from the world of elite sports, fast growth businesses, the creative industries and public service. The goal of the session is to consider the lessons learned from international best practice and how they can be adapted and applied to your own organisation. We aim to inspire you, but recognize that implementation is more important than inspiration.

Session 5: Communications

- Building the brand
- Influencing investor perceptions
- Designing marketing messages and materials
- How to achieve global reach
- Selecting the right sales channel
- On-line and off-line tools
- Fact-based presentations
- Sales training for public officials

Session 6: Winning the project

- How to make it easy for the investor to say 'yes'
- Writing outstanding proposals
- Preparing for the first meeting
- The perfect presentation
- Building a customized package
- Arranging the site visit
- How to evaluate the project
- The importance of follow-up

Session 7: Retaining the project

- Aftercare
- How to integrate investors into clusters
- Creating local companies out of foreign investors
- Creating local linkages and supply chains
- Growth via expansions
- Growth via reinvestments

Session 8: Monitoring and evaluation

- Performance reviews
- Evaluation systems
- Risk assessment
- Impact assessment of FDI
- National and international benchmarks
- Competitiveness reviews of investment climate



Clive Vokes –Principal

Clive is the founding Director of Market Scoping International established in 1995. He is the former European Director of the Welsh Development Agency (WDA), one of the world's most successful economic development agencies in the 1980s and 1990s. At the WDA Clive was also responsible for EU programmes and funding. He was Chairman of the Wales Euro Info Centre. Clive was also, for several years, European Business Development Director of Ladbroke International/Hilton International in Brussels. His work within the areas of business location strategy, international trade and economic development has been showcased by CNBC TV and at conferences organised by the United Nations, World Bank, Financial Times and the OECD. He is the author of the guide 'Attracting foreign direct investment to your region'. Clive is an experienced coach, trainer and mentor and has delivered over 200 capacity-building workshops and retreats across Europe, Africa and the Middle East.



Michael Price – Expert

Michael Price is an economic development professional with over 35 years of experience in foreign investment promotion and private sector development. He spent seventeen years with the Welsh Development Agency (WDA) in the UK. During the time that he was Director of the international division, Wales secured well over \$3 billion of foreign direct investment. Since then he has worked in Russia, Asia, the Middle East, Africa and the Caribbean. Recent assignments have included work on a survey of Investment Promotion Agencies (IPAs) in developing countries carried out on behalf of MIGA, a restructuring of the Sierra Leone IPA, support to the Moldovan IPA and lead generation amongst UK companies on behalf of European IPAs. Training assignments have included training and mentoring with the Bosnian IPA, a specific training program for overseas based staff for the Moldovan IPA and a workshop on investment servicing for the COMESA IPAs in Africa.



Christine Warwick – Expert

Christine is a journalist, public relations and marketing specialist with worldwide experience of advising on and implementing campaigns for international investment promotion. She has run innumerable training courses and workshops for the public sector and other organizations in communication skills, advocacy and campaign planning. Christine was PR Director at the Welsh Development Agency from 1989-1994 – a time when Wales attained worldwide recognition for its success in investment attraction. In that role, she was responsible for promoting Wales internationally to help the country win more FDI. She subsequently worked as a consultant to national and regional governments and agencies, advising on and implementing communications strategies for FDI as well as mentoring IPA staff to help them improve their practical skills.



Santosh Hejmadi - Expert

Dubai based Santosh has 36 years of international work experience in marketing and communications, sales, business development and consultancy with eighteen years of successful marketing of locations, destinations and zones for tourism, investment promotion and foreign direct investment (FDI). He is a specialist in developing and implementing investment promotion strategies, creating distinctive and effective marketing and advertising campaigns for tourism destinations, free zones, special economic zones, new product /services and identifying new business opportunities. He has special competency in strategic analysis and vision development, e-enabled services and the innovative use of people, processes and technology in marketing and communications.



Mike Delaney - Training and Peak Performance Expert

Mike has enjoyed a long and successful career of sporting excellence, firstly as an international athlete and more recently as manager and mentor of elite-performance teams. Mike was a key member of the Great Britain management team at two Olympic Games. In 2010 he was manager of the successful Welsh athletics team at the Commonwealth Games in India. Mike is an expert in mentoring individuals and teams to fulfill their potential. He is a member of the MSI Experts team and a contributor to MSI's training programmes.

Case Study. Location: Scandinavia

Our client, a regional government organisation, wished to create a *virtual* investment promotion agency based on a public sector partnership between different local government bodies; they did not want to create a single institution preferring to opt for a flexible, but highly customized, virtual model which could be adapted to deliver specific investment promotion campaigns and to support individual investment projects. As a start-up, there was a need for intensive early-stage training in how to create a new, high performance investment promotion platform; these were typically in the form of 2-3 day retreats for the 10 nominated individuals who formed the core team of the virtual agency; this was followed by regular workshops both for the core team and other stakeholder organizations drawn from the private as well as the public sector. The programme lasted for 12 months and later became the subject of a guide book of FDI attraction which in turn led to over 70 other national workshops.

Case Study. Location: Caribbean Basin

Our client was a national economic development agency, whose activities included responsibility for investment promotion. As a result of structural changes within the national and regional economies and in particular the decline of one of their main traditional industries, our client was keen to increase their focus on investment promotion within the services sector. We were asked to design and deliver a training programme to help the agency staff to work more specifically within the services sector, looking at all stages of the business development cycle from development of their value proposition, creation of marketing materials and a new website through to lead generation and investor-targeting. Training took the form of coaching and mentoring of executives carrying out real-life tasks. It was a practical and 'hands-on' assignment. Within 12 months the agency had secured a major investment from North America which is today one of the biggest projects of its kind in the region.

Case Study. Location: Africa

Our client was a well-established national investment promotion agency which had achieved considerable success over a period of years. They wished to move to a new performance level based around a strategic shift which placed emphasis not on structural change but on increasing and aligning the FDI skills levels and attitudes across the entire organisation, including board members, senior management and professional staff. The customised training and mentoring programme took the form of retreats, workshops, task-setting and one-to-one tuition which was delivered over an initial 3 month period. A short refresher training programme took place 18 months later. The IPA is today widely regarded as an example of international best-practice.

The next step:

All you need to do is to provide us with the training requirements of your organisation and we will provide you with a course proposal along with the cost.

Our fees include email/telephone support post-programme, with MSI Experts providing personal advice and tips during your implementation period.

For further information about our training programme Please contact:

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