



**Asia-Pacific
Economic Cooperation**

**Joint APEC-BOI-IFAS Workshop on Improving
Investment Promotion Performance in Accessibility to
Investors and Information Provision**

**3 – 5 June 2009
Bangkok, Thailand**

Committee on Trade and Investment

July 2009

CTI08/2009T

Produced for
Asia Pacific Economic Cooperation Secretariat
35 Heng Mui Keng Terrace Singapore 119616
Tel: (65) 68919 600 Fax: (65) 68919 690
Email: info@apec.org Website: www.apec.org

© 2009 APEC Secretariat

APEC#209-CT-04.5

Reports and Presentations from:

**Joint APEC-BOI-FIAS Workshop
on Improving Investment Promotion Performance
in Accessibility to Investors and Information Provision**

Bangkok, Thailand

June 3-5, 2009

Four Seasons Hotel

Agenda

Day 1: Wednesday, June 3, 2009

Module 1: What Investors Need and Expect

- *e*

9:30-10:15

Presentation on changing FDI context: Effects of the recession

- *Robert Whyte*
Discussion and Q&A (15 min)

10:30-11:00

Understanding Investor Decision-Making: Overview of the investor's site selection process

- *Robert Whyte*

11:00-11:45

Australia: "The Importance of strategic partnerships for Investment Facilitation"

- *Maurine Lam, Austrade, Senior Trade Commissioner, Bangkok*
Discussion and Q&A (15 min)

11:45-12:30

Overview of Global Investment Promotion Benchmarking 2009 Report

- *Celia Ortega*
Discussion and Q&A (15 min)

13:30-14:15

GIPB results for APEC member ~~Yw~~ ~~bca~~ JYg

- *Robert Whyte*
Discussion and Q&A (15 min)

14:15-15:00

What Makes a Good Facilitator

- *Celia Ortega*
Discussion and Q&A (15 min)

Module 2: Online Promotion: Effectively Using the Web for Investment Promotion

15:15-15:45

Understanding how investors use online information sources

- *Roxanna Faily, Investment Officer, Multilateral Investment Guarantee Agency (MIGA)*

15:45-16:30

Enhancing your content to meet investor needs

- *Roxanna Faily*

Day 2: Thursday, June 4, 2009

9:30-10:15	Board of Investment, Thailand: "Upgrading Web Site Content Strategically" <ul style="list-style-type: none">Ms. <u>Ajarin Pattanapanchai</u>, Deputy Secretary General, Thailand Board of Investment Discussion and Q&A (15 min)
10:30-11:15	Promoting your services and Web site successfully <ul style="list-style-type: none"><i>Roxanna Faily</i> Discussion and Q&A (15 min)
11:15-12:15	Web site clinic <ul style="list-style-type: none"><i>Thomas Tichar</i> Discussion and Q&A (15 min)
13:30-14:15	Invest Korea "Using the Web for Effective Investment Promotion" <ul style="list-style-type: none"><i>Eun Heu Kim</i>, Assistant Manager, Korea Trade-Investment Promotion Agency Discussion and Q&A (15 min)
14:15-15:00	Magnifying your reach and impact with partners: MIGA tools <ul style="list-style-type: none"><i>Roxanna Faily/Thomas Tichar</i> Discussion and Q&A (15 min)
	Module 3: Meeting Investors Information Needs One Investor At A Time
15:15-15:45	Handling Investor Inquiries: The importance of offering a professional service to investors <ul style="list-style-type: none"><i>Robert Whyte</i>
16:45-17:00	Overnight Reading – Instructions <ul style="list-style-type: none"><i>Marta Bruska</i> Case studies on inquiry handling

Day 3: Friday, June 5, 2009

9:30-10:15

Invest Hong Kong "Organizing the IPI services around investors needs"

- *Charles S. K. Ng, Associate Director-General, Invest Hong Kong*
- Discussion and Q&A (15 min)

11:30-12:00

Developing a systemic approach to handling inquiries

- *Celia Ortega*

Summary Report

Summary Report

The joint APEC-BOI-FIAS Workshop on Improving Investment Promotion Performance in Accessibility to Investors and Information Provision was held in Bangkok, Thailand on June 3-5, 2009 at the Four Seasons Hotel. The workshop was attended by representatives of the following APEC member economies: Chile; China; Indonesia; Malaysia; Mexico; Papua New Guinea; Peru; Philippines; Chinese Taipei; Thailand; USA; and Vietnam. Invited as keynote speakers to the workshop were Ms. Maurine Lam from Austrade, Ms. Ajarin Pattanapanchai from the Board of Investment (BOI) of Thailand, Ms. Eun Hee Kim from the Korea Trade-Investment Promotion Agency (KOTRA), and Mr. Charles S. K. Ng from Invest Hong Kong.

Ms. Ajarin Pattanapanchai, Deputy Secretary General of the BOI, Ms. Hiroko Taniguchi, APEC Secretariat, and Robert Whyte, Investment Promotion Product Leader, Investment Climate Advisory Services, World Bank Group, opened the seminar by each presenting welcoming remarks.

Ms. Pattanapanchai commented on the interconnectedness of nations and their economies in the 21st century. Financial events such as the subprime crisis that originated in the United States affect everyone in the world, and even the recent H1N1 outbreak caused global concern.

Ms. Pattanapanchai proceeded to point out that given how small the world has become, investors are now able to choose from amongst nearly every country for their investment destination. Therefore, investment promotion intermediaries (IPIs) need to have a better understanding of how investors choose the location for their investment if they wish to influence an investor's decision making process. IPIs can work both harder and smarter to create a better investment environment and be more user-friendly for prospective investors.

Ms. Taniguchi commented on the timeliness of this much needed workshop and urged the participants to take the lessons they learn and apply them in their own economies.

Mr. Whyte commended APEC for organizing the workshop, noting that times of economic difficulty present governments the opportunity to enact needed change, including improving the performance of their IPI.

The workshop was divided into three modules.

The first module was dedicated to understanding exactly what investors need and expect from an IPI during the investment process, including how the current recession affects investor decision making. The second module examined online promotion and how IPIs can more effectively use their website to promote investment in their country. The final module focused on the importance of providing professional facilitation service to potential investors.

Module 1: What Investors Need and Expect

Session 1

Topic: A Changing FDI Context: Facilitating New Investment in Difficult Market Circumstances

Mr. Robert Whyte was the speaker for this session. Mr. Whyte pointed out that the recession has caused a significant decrease in access to credit across the globe, yet at the same time many corporations are in need of refinancing. Add to this fact falling corporate profits and many companies are being forced to reassess their strategies, including halting investment plans and closing plants.

Mr. Whyte suggested that the combination of these factors is expected to cause global FDI flows to decline by more than 40% between 2008 and 2009. However, we still have no way of knowing what the actual extent and length of the FDI crisis will be, how different regions and countries will be impacted, the relative impacts on Green field and M&A investment, and which sectors will be most affected by the crisis.

With such a large reduction of foreign investment expected, competition for the few remaining investments is at an all-time high. At this point, FDI inflows to developed countries look most likely to be impacted as the largest investors in developed countries are typically financial institutions, many of which are struggling. Moreover, developing countries tend to fare better at attracting FDI than developed countries thanks to their more appealing cost structures. While at this time the effects of the FDI decline are particularly serious in Europe and the US, the worst may be yet to come for many developing and transition economies.

Thus far, Mr. Whyte observed, Green field investment appears to be bearing the crisis better than M&A investment. The reason for this is that Green field FDI is primarily funded from earned profits and internal funding sources, so it is less affected by the external liquidity crunch, at least in the short term. But it is possible that the impact on Green field FDI simply lags behind, and as corporate profits fall, so will their FDI requirements. Regardless, the search for lower cost solutions will continue to propel Green field FDI; the only question is who will be the recipient.

As of now, each sector of industry is responding to the crisis in its own way, but several of the traditionally important industrial sectors are among those that will be hit hardest by the FDI crunch. This includes major employers like the automotive, chemical, electronics, and textile industries. However, several relatively new sectors should continue to fare well, including renewable energy, healthcare, and aerospace.

Therefore, given these trends, who will ultimately be the winners and losers in the battle for FDI? Of course companies will still be drawn by factors such as low labor costs, low taxes, access to incentives, developed infrastructure, etc., but recent research suggests that other 'soft' factors are beginning to take on more importance. These 'soft' factors include IPI responsiveness and professionalism during each phase of the investment process, as well as the provision of lots of high-quality information so that investors can be certain they are making the right decision.

But what does all of this mean for IPIs? For starters, all IPIs should begin paying more attention to aftercare services as it is essential that countries hold on to the FDI they already have. On top of that, IPIs need to reassess their country's investment climate and try to make improvements when possible. The FDI crisis has caused greater competition for fewer projects, so countries need to be able to differentiate themselves from their competitors. One way to do this is through providing quality information and investment facilitation, both of which are relatively cheap. Moreover, IPIs should target their sectors that have high growth potential and in which their country is truly competitive.

Session 2

Topic: Why Good Facilitation Matters

Ms. Maurine Lam, Senior Trade Commissioner of Austrade's Bangkok office, was the guest speaker for this session. She described Austrade's experience of integrating Australia's trade and investment organizations and explained how good investment facilitation can make all the difference in winning an investment.

Prior to 2008, Australia had two separate organizations responsible for handling exports and outward investment (Austrade) and inward investment (Invest Australia). However, in November 2007, there was a change of government in Australia and the two organizations were merged the following year into a single organization known as Austrade. The rationale for the integration was to be able to more effectively exploit the synergies between trade and investment and to better leverage the country's existing resources and networks.

Obviously, the integration presented several challenges, not least of which was that the integration needed to be done as quickly and smoothly as possible. The external structure of the new organization had to be logical and coherent to outsiders, which required the development of a new joint website to serve as the face of Austrade and the integration of the two organizations' IT platforms. Furthermore, staff needed to be retrained and new work flow processes had to be developed.

The decision to integrate has worked out well for Australia.

Austrade fared well in the World Bank's 2009 Global Investment Promotion Benchmarking Report (GIPB), particularly in the inquiry handling portion, where they ranked third. According to the report, Austrade excelled at being accessible as they were easy to find on the web and they responded quickly to the investor's inquiry. Moreover, Austrade remained business oriented throughout the investment process, from inquiry to follow-up, and they maintained their credibility by using only quality, sourced information. Many factors were required in order for the integration to be successful. However, the most important factor was strong commitment from Australian leadership, starting with the Minister.

One area in which Austrade has been particularly successful is at taking a strategic partnership approach when courting investors. When Austrade talks to a prospective investor they first try to understand the investor's underlying business objectives and how Austrade can help them. Then they focus on the investor's key decision points and try to meet their information requirements at each step of the process. Finally, they articulate the value that can be added by working with Austrade and proceed to deliver that value. Moreover, Austrade does not stop after winning the initial investment. They try to leverage that first investment as they continue to follow-up with the investor by seeing what is next on the investor's agenda.

Austrade's ultimate aim is to form a long-term partnership with the company so that they will be more likely to look to Australia again the next time they are considering making an investment.

Session 3

Topic: Understanding Investor Decision-Making: Overview of the Site Selection Process

Mr. Robert Whyte spoke during this session about how investors decide where to invest and the many factors that influence their decision. The investor site selection process can be broken up into three distinct phases: long listing, short listing, and negotiating. During the long listing phase a company creates an initial list that typically consists of a round 8-20 potential locations. Over the course of 2-3 weeks investors gather information about countries' market sizes, labor costs, infrastructures, tax systems, and so forth and then use it to make broad comparisons of countries. If for some reason the investor is unable to find information about a particular location, then that country will typically be removed from the list of possible candidates.

When an investor has gathered all of the necessary information and made their comparisons they can move on to the short listing phase. Companies will trim their initial list down to no more than 4-6 possible locations, then move on to do more in depth research of the remaining candidates. This includes visiting the different countries to confirm that it is a viable option for the company and identifying specific opportunities and risks within each country. During this process an IPI can assist the company by providing detailed information about their location and offering logistics support during the investors site visit.

At this point, companies typically trim their list of candidates down to 2-3 locations to negotiate with. Investors will seek out incentives and investment facilitation services from the IPIs (such as ensuring permits are granted speedily) and ultimately make their decision about where to invest.

The key takeaway from this session is that if IPI's cannot get their country on the long list, they have zero shot at making the short list or ever winning the investment.

There are several ways for an IPI to enhance their country's chances of making it to the long list.

For starters, Mr. Whyte suggested that IPI's should only target those sectors where their country is able to compete effectively. Attempting to attract investors to a sector where the country is not truly competitive is usually not a productive use of resources. Furthermore, IPIs should have quality data readily available to meet the company's informational needs. Lastly, it always enhances a country's chances if the IPI provides international business standards of customer service. Doing this makes the whole country appear more professional, just as failing to provide quality service significantly lowers a country in an investor's eyes.

Mr. Whyte noted that the consulting firm A.T. Kearney did a study in 2007 to determine which countries were the most attractive in terms of making the long list. The study was weighted, with 40% of a country's score being determined by financial costs (labor, infrastructure, taxes), 30% by people skills and availability (IT experience, education level, language skills, attrition rates), and 30% by the country's business environment (infrastructure, cultural adaptability, security of intellectual property). Several APEC members fared well in the index, with China, Malaysia, Thailand, Indonesia, Chile, the Philippines, and Mexico all ranked in the top ten.

Session 4

Topic: Global Investment Promotion Benchmarking 2009 (GIPB)

For this session, Ms. Cecilia Ortega, Investment Promotion Officer from the Investment Climate Advisory Services department of the World Bank Group, presented the results of the World Bank's Global Investment Promotion Benchmarking 2009 (GIPB 2009) Report. The GIPB measures how well a country's investment promotion efforts rank versus its competitors, how competitive a country is in promoting foreign investment, and whether or not a country is achieving its potential to attract investment.

To perform this study, staff of the World Bank Group posed a series of two companies seeking to make an investment; one a manufacturing company and the other a software development company. From there they assessed the information provided on each IPI's website and also how well each IPI performed at handling investment inquiries from the two fictitious companies. Part of the motivation for the GIPB report was a recent survey conducted by DCI Consulting. 64% of the survey's respondents (made up of 3600 large US companies (\$25m+)) said they would use IPI websites during their next location search and 92% said they would contact the IPI during the investment decision process.

The results of the GIPB report were both informative and revealing.

Ms. Ortega noted that virtually every country has an agency mandated to promote FDI and facilitate investor entry, and most of these IPIs can be found online. However, she observed that many IPIs either don't have the skills to develop the kind of information that investors need or do not consider it important.

OECD countries still dominate the top of the rankings, but their dominance is now being more closely challenged by Latin America and Eastern Europe and Central Asia.

Since 2006, nearly every region has improved their GIPB performance, and centers of excellence are emerging in all regions. Most of the gains can be attributed to improvements made to the websites, as there was very little change in how well IPIs handle investor inquiries. Most IPIs still struggle to respond to investors' information needs and are thus unable to influence investors' decisions in their favor. In fact, many of the IPIs failed to even respond to the ghost companies' inquiries. However, it should be noted that both Thailand and Papua New Guinea were recognized as some of the world's top improvers over the past two years.

An interesting finding of the GIPB report was that smaller, sub-national IPIs tended to perform very well. Sub-nationals excel because they are in a position to generate uniquely detailed knowledge of their local area, and because they can focus on providing the absolute best service to their limited number of investors. Sub-national IPIs have proven that, when it comes to investment promotion, small is beautiful.

Session 5

Topics: GIPB 2009: Implications for APEC

Speaking during this session was Mr. Robert Whyte, who pointed out that IPIs are missing out on many investment projects and jobs as a result of poor performance, particularly in the area of inquiry handling, noting that, "When foreign companies knock on the door, IPIs often do not respond."

Mr. Whyte noted that while OECD high-income countries were the top performers in the GIPB report, if you consider APEC to be a 'region', it ranked second.

There were significant discrepancies in the GIPB scores of the different APEC members. While participating economies' scores remained private, they were divided into five performance categories. Of the 21 members, only Canada rated as 'Best Practice' (81-100%) and only Russia fell in the lowest group (0-20%). The rest of APEC fell somewhere in between. In general, APEC IPIs can be classified into one of three broad groups: those already performing competitively, those which have the fundamentals in place but are not performing up to expectations, and those IPIs in which the fundamentals are still lacking.

On the website assessment portion of the GIPB, IPIs' websites were scored according to the following criteria: Information Architecture (10%), Design (10%), Content (50%), and Promotional Effectiveness (30%). Overall, APEC as a group reached best practice in terms of Information Architecture and Design, and eight members (New Zealand, Korea, Peru, China, Hong Kong, Canada, Malaysia, Mexico, and Japan) reached best practice in their website assessment. Moreover, only two APEC members scored within the weak or very weak range. When comparing APEC's OECD and non-OECD members, performance gaps were present in all four scoring criteria, with the largest being in the design (usability) of the different websites. However, content is still an issue for nearly every website.

For inquiry handling, IPIs were evaluated in four different areas: Availability & Contactability (10%), Responsiveness & Handling (15%), Response (55%), and Customer Care (20%). In a very telling and disappointing sign, seven of the 21 APEC IPIs did not even respond to repeated inquiries from the fictitious manufacturing company and eight did not respond to the software company's inquiries. Moreover, 10 IPIs did not follow-up with the investors, resulting in score of 0% on Customer Care. Despite the less than stellar results, APEC as a group actually scored better than the world average. APEC's average was boosted by the performances of Australia and Canada, both of which achieved a score above 80% in both inquiry handling scenarios.

The GIPB revealed a couple of interesting lessons. The first is that an IPI does not need to be big or wealthy to be effective. For instance, Brunei was one of APEC's top performers. Facilitation is one of the cheapest aspects of good investment promotion and providing quality information over the website is relatively cheap as well. The second lesson involves performance consistency. Many agencies are able to provide a high level of service to potential investors, but most fail to do it consistently. Several IPIs received noticeably different scores for their response to the manufacturing inquiry and their response to the software inquiry. For example, had New Zealand performed as well at responding to the manufacturing company as they did to the software company, they would have joined Canada in the best practice group.

Session 6

Topic: What Makes a Good Facilitator?

The speaker for this session was Ms. Celia Ortega. During this session the top 25 G IPB performers were analyzed to find commonalities. Three common practices emerged from the analysis.

First, inquiries are taken very seriously. Of the top 25 performers, 79% utilize key account management, a system where a single person is assigned to handle each lead, and 86% screen and prioritize inquiries according to the potential value of the investment and the priority level of the sector to be invested in.

Second, the majority of the top IPIs are very systematic and clear in their response processes. 92% use Client Tracking Systems, 92% have written staff guidelines on how to respond to inquiries, and 86% have periodic staff meetings to update everyone on the status of potential projects.

Lastly, the best IPIs hire the right staff at the right pay; 76% of the staff of the top 25 performers has private sector experience and 71% are paid at levels greater than the public sector.

Ms. Ortega identified six areas of improvement for IPIs: Strategy, Knowledge Management, Internal Systems, Technology, Monitoring & Evaluation, and the Human Dimension.

Regarding the first aspect, Strategy, IPIs should constantly benchmark their own location to understand the sectors in which they are truly competitive. Furthermore, she noted that it is often wise for IPIs to divide themselves into two teams, an information team and a facilitation team. The information team's job is to understand the critical factors for investment decision making and then generate accurate, relevant, and up-to-date information. Meanwhile, the responsibility of the facilitation team is to respond to investor inquiries by delivering the information while making the IPIs business case and providing customer care.

Secondly, IPIs should focus on Knowledge Management. It is important for each IPI to maintain an investor information system that has general information about its location (macroeconomic, trade, political, taxation, geography, demography, etc.), comparative data versus key competitors for FDI, and up-to-date sectoral information. From such information an IPI can prepare an 'Inquiry Bank', which contains prepared responses to typical inquiries, thus saving the IPI a great deal of trouble. When all of this information is generated efforts should be made to avoid inconsistencies and repetition across departments.

The third key to being a good facilitator is maintaining a sound internal system. It is very important that no investment opportunities fall through the cracks, and to ensure that they do not, an IPI should develop and enforce staff guidelines describing the responsibilities of each officer throughout the inquiry process. Furthermore, it can be helpful for an IPI to prioritize its investor inquiries by ranking them according to sector priority, investment value, the number of jobs created, and so forth. Also, weekly meetings to update staff on the status of potential projects can make it less likely that an inquiry is forgotten. The best IPIs respond to every inquiry!

The fourth factor is Technology. It is essential that investors can, at the very least, find the IPI and its relevant contact information on the web. And, once investors are able to find out the IPIs contact information, they need to be able to reach someone at the IPI, both through a good phone system (individual phones with voicemail function for officers are a must) and email. The bottom line is that IPIs need to use some sort of Client Tracking System, be it high-tech or low-tech.

Fifth, it is imperative that IPIs monitor and evaluate their own work. This is particularly applicable to management level officers, who need track the entire investment generation process, from inquiry to investment, and set performance targets for their staff. The idea is to be able to convert a certain percentage of investor inquiries into actual site visits. Once an investor is in the country, an IPI has a much better opportunity to influence their decision. Another way for an IPI to measure itself is to survey client satisfaction some weeks after the investor has received their response.

Lastly, there is the ever important Human Dimension. Ms. Ortega pointed out that IPIs are typically staffed with government bureaucrats who frequently fail to connect with the business community. She observed that it is important for IPIs to recruit the right skills, which means hiring people with private sector experience in each of their priority sectors. Such people, she observed, are better able to understand the standards and service expectations of investors. It is also useful, she added, to invest in ongoing staff training and soft skills so that all employees reflect the professionalism of the IPI.

In the end, being a good facilitator comes down to one key point — having the will to be a good facilitator. Facilitation is among the cheapest and most cost-effective ways to promote a location to foreign investors, but going the extra step to ensure investor satisfaction requires a commitment to excellence that only the best IPIs can maintain.

Module 2: Online Promotion: Effectively Using the Web for Investment Promotion

Session 7

Topic: Understanding How Investors Use Online Information Sources

Ms. Roxanna Faily, Investment Officer for Multilateral Investment Guarantee Agency (MIGA), was the speaker for this session. She focused on global trends in internet usage, how investors are using the web, and the implications for IPIs.

Ms. Faily observed that more people are going online than ever before; there were an estimated 1.5 billion internet users worldwide in January 2009. Moreover, with developments in mobile technology, people are able to access the internet from almost anywhere.

She noted that virtually every potential investor is now using the internet to assemble their 'short list' of potential investment destinations. In recent years, online sources have moved into the top five primary influencers of corporate executives when they are forming their perceptions about a country's business climate. Moreover, the internet ranks as the most effective marketing technique for influencing site selection.

Investors seek out a wide of range information when researching investment destinations on the web. This includes information about a country's human resources (i.e. average wages, education, etc.), regulatory environment, property, investment incentives, testimonials and/or case studies, and sector specific information. Another key element corporate decision-makers look for when considering an investment are the other companies in their sector who are already operating in that location, meaning both rivals and suppliers.

The increased prevalence of the internet is both positive and negative for IPIs. As the development of a quality website is relatively cheap, more and more countries are able to effectively compete for inclusion on investors' short lists. Moreover, the internet allows IPIs to access a much greater range of potential investors whom the IPI might have never known were evaluating investment opportunities.

However, Ms. Faily pointed out that this leveling of the playing field presents negatives as well. There is now far greater competition over FDI as companies have significantly broadened their horizons with regards to what countries they would consider for their investment. And, as beneficial as it can be for one country's IPI to have a website, if a company cannot find a country's website, it is often never even considered.

Session 8

Topic: Enhancing Your Content to Meet Investor Needs

For this session, Ms. Roxanna Faily spoke about how IPIs can improve the content of their websites. The session began with a breakdown of APEC members' performances in the website content evaluation of the GIPB report. Overall, APEC members outperformed their global counterparts on the website content evaluations, but individual site performance varied significantly and content remains the weakest area of APEC members' websites.

While APEC members largely performed well in the areas of Clarity of Purpose, Currency of Information, and International Accessibility, many of the websites suffered from the same pitfalls.

For starters, there is often inconsistent depth throughout the sites, with some sections, specifically sector-specific sections, having little to no content. Ms. Faily remarked that it is preferable to simply to not have a section if you do not have information to supply. Other common missteps are not using or citing authoritative sources of information and not leveraging existing information from your partners or potential partners.

Ms. Faily commented that when developing their websites, many IPIs seem to have lost sight of the ultimate user of the site — investors. Investors are task-oriented when they visit a n IPI's website, and it is the IPI's job to help them achieve their goals as quickly and effectively as possible. When investors are researching possible investment destinations they are seeking easily accessible, well presented information about a country's human resources (i.e. average wages, education, etc.), regulatory environment, property, investment incentives, testimonials and/or case studies, sector specific information, and so forth.

The next step in improving a site's content is being able to identify and evaluate high-quality content. Ms. Faily pointed out the four main criteria that should be used to evaluate content quality: Relevance, Timeliness, Credibility, and Accessibility.

When evaluating content Relevance, IPIs need to determine if the information is actually facilitating the investor's due diligence process. To serve the needs of investors, IPIs should be providing key data such as sectoral information and information about their location's comparative advantages as an investment destination.

Timeliness is also important as investors want current information and only current information; they should not have to sift through old information determining which reports were the most recently published.

Moreover, the up-to-date information must be Credible. All of the posted information should be factually correct and not conflicting with information found elsewhere on the site. The information should be from authoritative sources and be presented in a professional manner.

Last, evaluate the Accessibility of the site. It can be helpful to have multiple language sites (if the IPI's budget allows them to all be high-quality) that are intuitively organized.

Session 9

Topic: *Overnight Reading: Focus on eFlorida.com*

The facilitator for this session was Mr. Thomas Tichar, Investment Information Analyst for MIGA. He gave the workshop participants an overnight assignment to read a case study about Enterprise Florida's website eFlorida.com. The website is an example of best practices in globalization of web content and marketing messages, utilization of IT tools to increase the site's lead-generation capacity, provision of detailed site selection information to potential investors, provision of multiple avenues of access to finding information, creation of map portals to regional investment promotion intermediaries and companies, and development of partnerships to facilitate content development and collaboration.

In July 1996, the US state of Florida replaced its Department of Commerce with Enterprise Florida Incorporated (EFI), a public-private partnership responsible for leading Florida's statewide economic development, international trade, and statewide business marketing efforts. This model, which was the first of its kind in the United States, requires EFI to employ an efficient and market-oriented approach to doing business and to emphasize partnerships with other public and private sector organizations.

In 2003, EFI completely revamped its brochure-ware web pages and launched eFlorida.com, an easy-to-use, content rich, interactive website. According to EFI management, the rationale behind investing in a state-of-the-art website was simple; a n up-front investment would enable EFI to achieve the broadest possible reach at the lowest cost. EFI staff would also benefit since much of the information and analysis they needed to share would be accessible online. eFlorida.com is one of a small number of websites of US IPIs that stands out in terms of information, architecture, quality of navigation, website design and ease of use, and breadth and depth of content provided. The site provides all of the standard features of a high-quality IPI website, including sector profiles; lists of major investors in the region; background statistics; information on the available workforce, transport, and infrastructure; interactive

maps; news and announcements; and property information. It is also consistent in its marketing messages. Everything on the website reinforces the position of Florida as a global location and as an innovation center.

The workshop participants were asked to read a review of Florida.com's best practices overnight. When the group reconvened in the morning, they held a discussion about the website's best and worst features and reflected on which could be most easily applied to their own website. Moreover, the process by which EFI developed their website was reviewed so that participants could apply many of these same lessons in their own IPI.

Session 10

Topic: *Upgrading Website Content Strategically*

Ms. Ajarin Pattanapanchai, Deputy Secretary General of the Board of Investment (BOI) of Thailand, was the featured guest speaker. The BOI has been applauded for their website, both for the initiative shown in first developing the site and for the commitment they have shown to improving it over the years.

In 1995-1996, the BOI developed and launched its website as a "test project" as a way to gain around-the-clock access to investors and remove the burden of time differences. The 20-page site, the first website for any government agency in Thailand, covered simply the basic policies and measures. All of the content was in English, as the BOI recognized that English is considered the international business language and the majority of its target customers would be English-speaking.

The feedback for this test site was extremely positive, both from investors and from the Thai private sector, so the BOI looked to expand the range of information it offered online. In 1996-1997, the BOI assigned a team to further develop the site, and within one year the number of English-language pages increased from 20 to more than 300. At the same time, some Thai-language content was added.

One of the first obstacles the BOI encountered was keeping the website's content up-to-date. They also recognized that they would need specially trained staff to update the site and add new information. So in 1998, when the website was in need of a no-verhaul, the BOI commissioned consultants to develop a new look for the site and increase the content to 498 pages. One key addition during this time was a 'Search' function.

In 1999, the BOI responded to feedback from investors (as well as their overseas offices) and began to translate pages in Chinese, French, German, and Japanese. Also, to accommodate the rapidly expanding site, the BOI moved it from within Thailand to a "server farm" in the US that could provide greater bandwidth, thus speeding access to the site.

By 2000, many Thai government agencies had their own websites. However, bandwidth limitations made it cumbersome for investors to go from site to site to gather information. To solve the problem, the BOI developed the Thailand Information Database, which incorporated content from key economic websites, thus allowing investors to access all relevant information from single high-speed source.

By 2003, the BOI recognized that manually coding web pages was a laborious process. So, in 2004, the BOI and outside consultants developed an automated front-end system that supported the development of static and interactive pages under the concept “BOI Portal”. The new front-end system facilitated the updating of interactive files not only by the BOI’s Investment Service Center staff, but also by the staff of the BOI’s other divisions.

In 2006, the World Bank’s Multilateral Investment Guarantee Agency (MIGA) produced their first GIBP report and noted several areas where the BOI could improve its site. In response, the BOI added more information about Thailand’s sectors of opportunity, all relevant laws, ISO certification requirements, and the activities of the BOI’s overseas and regional offices. Moreover, they added a site map and linked it to the information on the site, thus making it easier to access the desired information.

The most important lesson the BOI learned while developing its website over the years is the necessity of frequent updates. To ensure the currency of its website, the BOI employs outside consultants to help with the “static pages” and assembled a “website committee” that works to update the interactive pages and check the accuracy of pages before they are uploaded. Now, most pages are updated several times year, some even monthly or daily. Moreover, the BOI has recently added a seventh language, with key content now available in Korean.

For the BOI, the improvement process is ongoing. Over the next 12 months they will be overhauling the website to give it a new and more attractive design. The idea is to add more flavor to the design, but at the same time keep the website simple and easy to navigate. There will be easier access to the BOI’s public relations material, and the website’s security will be enhanced. In addition, the BOI will try to provide more services online so that they can assist investors when they need it, not just during business hours.

Session 11

Topic: Promoting Your Services and Website Successfully

Ms. Roxanna Faily was the speaker for this session. She began by presenting detailed results of the overall promotional effectiveness of the APEC IPI websites from the GIPB report. APEC members outperformed the global average in all aspects of promotional effectiveness, which includes ‘Web Prominence’, ‘Corporate Roles and Support’, ‘Contact Information’, and ‘Promotional Effectiveness’. The area in which APEC IPIs could improve the most was at presenting the competitive advantages of their investment destination.

When evaluating the promotional effectiveness of its website, an IPI should confirm that it is successfully anticipating the majority of an investor’s questions and is answering them with the provided information. This includes listing comprehensive and accurate contact information in the case that the investor’s question is not answered on the site. Another area to be evaluated is the salesmanship of the site, meaning both selling the country as an investment destination and selling the IPI as a partner in facilitating investment. Far too often IPIs simply list information but make no real effort to actually try to influence the investor’s opinion and play an active role in the decision making process.

Many IPIs also need to be more proactive at reaching investors through their websites. There are numerous ways to enhance a website’s visibility on the internet; for starters, effectively using search engines. One way an IPI can enhance its website’s placement amongst search

results through the use of keywords and tags. Another possibility is inviting the site's current users to spread the word about the site by providing a forwarding option or links to message boards or blogs where the user can share their opinion of the site.

IPIs can greatly magnify the reach of their websites by forming partnerships with other related organizations. For instance, an IPI can offer to do a website banner exchange with the likes of foreign embassies, business associations, chambers of commerce, and so forth. The use of other online tools such as Wikipedia and Facebook can be another avenue an IPI uses to reach a larger and wider audience.

Lastly, IPIs should be active in evaluating the effectiveness of their online promotion efforts. A simple way to do this is by monitoring website traffic. Site analysis tools such as Google Analytics can allow an IPI to see how web traffic is arriving at the site, what kind of users are visiting the site, and which areas of the site are the most popular. Analysis of this information can allow an IPI to more effectively target its marketing scheme and optimize its website.

Session 12

Topic: Web Clinic – Invest Ukraine

During this session, Mr. Thomas Tichar facilitated a group discussion involving Invest Ukraine's website. Participants were broken into groups and were then asked to review a series of screenshots from the site. The groups then answered questions to evaluate the effectiveness of the site's different aspects. Invest Ukraine was not chosen as a result of performance but rather as an example because it effectively highlights many of the key issues being discussed in the workshop. The exercises stimulated a great deal of discussion and allowed the participants to practice using some of their critical evaluation skills and learn from the perspectives of their peers.

Session 13

Topic: Invest Korea: Using the Web for Effective Investment Promotion

Ms. Eun Hee Kim, Assistant Manager for Korea Trade-Investment Promotion Agency (KOTRA), was the guest speaker for this session. KOTRA launched its website, Invest Korea, in July 1999. The site, which is currently available in Korean, English, Japanese, and Chinese, had more than 162,000 visitors from 178 countries between May 2008 and May 2009.

KOTRA makes frequent use of site analysis tools such as Google Analytics to optimize Invest Korea. The tool revealed which of the site's contents are most commonly viewed, allowing KOTRA to place them on the site's home page in an effort to minimize the site path investors have to follow to get to the information they want. This included popular features like the Investment Guide, FDI Procedures, and Doing Business in Korea.

While constantly working to improve Invest Korea, KOTRA has three goals in mind. First, they want to be able to provide online support throughout the entirety of the investment process. Part of doing this well is designing an intuitive website. When potential investors visit Invest Korea they are able to follow a logical path, navigating from information about Korea's overall investment environment and target industries to information on the different

regions of Korea, then on to Korea's FDI procedures and administrative information, and lastly to information about the daily living environment in Korea.

KOTRA's second goal is to be able to interact with investors via Invest Korea. Ideally, investors can e-mail officers at KOTRA for different forms of consultation, be it help understanding Korea's labor or tax laws to opinions about the best places to live in Korea. Also, KOTRA would like to be able to provide assistance with grievance resolution should it be needed. KOTRA officers will offer advice to troubled investors and guide them to the Investment Ombudsman website. One important thing to remember when offering these sort of interactive services, however, is that the IPI absolutely must respond to investors. Not responding is a major negative to potential investors and it will go a long way toward steering an investor away from your country.

The last goal is to optimize Invest Korea's online positioning compared to competing FDI destinations. One way in which KOTRA has pursued this is through keyword advertising with Google. Over the course of five months, the KOTRA team invested in selected keywords so that when people use that keyword they will see a placed advertisement for Invest Korea. Another method KOTRA used was doing website banner exchanges with other relevant websites, including chambers of commerce and industrial organizations. Both of these activities effectively increased the visibility of Invest Korea and make it more likely than an investor will visit that site rather than one of Korea's competitors' sites.

In conclusion, as UNCTAD has predicted a 21% decrease in global cross-border FDI in 2009, it is necessary for IPIs to: enhance the promotional effectiveness of their website; make continuous efforts to understand potential investors' needs and reflect them online; and adapt to the fast changing trends of the internet by making use of the latest online tools.

Session 14

Topic: Magnifying Your Reach and Impact with Partners: MIGA Tools

For this session, Mr. Thomas Tichar and Ms. Roxanna Faily spoke about what MIGA does and how the IPIs of APEC can utilize MIGA to their advantage. MIGA (Multilateral Investment Guarantee Agency) is a member of the World Bank Group. It was created in 1988 with a mandate to promote foreign investment in developing countries by providing non-commercial risk insurance for investors and lenders, technical assistance to help countries attract and retain FDI, and online investment information dissemination on business operating conditions and investment opportunities in emerging markets.

MIGA currently serves more than 100,000 investors and FDI practitioners through its two online research and knowledge services FDI.net and PRI-Center. FDI.net is a global knowledge portal for investors to source information on FDI. PRI-Center is an investor oriented information service on political risk management within different countries. An additional 25,000 subscribe to MIGA's monthly newsletter.

There are many ways in which MIGA's research and knowledge services can help IPIs. First, they help IPIs stay abreast of the latest developments in FDI and political risk management. This includes providing reports about the latest FDI trends and country specific pages that shed light on how a country is perceived internationally. Also, MIGA can promote awareness and understanding of a country and its IPI to a targeted audience of investors.

There are three ways for an IPI to work with MIGA, as a general relation, as a content partner, and as a featured partner. As a general relation, MIGA will simply list an IPI's information in its directories. However, as a content partner, MIGA will make sure that users can access the latest information on a country's investment opportunities. Receiving information from a credible organization such as MIGA breeds familiarity and comfort with investors. Lastly, an IPI can become a featured partner by contributing exclusive articles and interviews to MIGA, or using a MIGA site to launch a new sector promotion campaign. This allows the IPI to have their own featured page on the site and participate in regional or sector spotlights.

Best of all, MIGA's services in this area are free of charge. All IPIs have to do is provide MIGA with accurate and up-to-date information and MIGA will do the rest.

Module 3: Meeting Investors' Information Needs One Investor at a Time

Session 15

Topic: *Handling Investor Inquiries: The Importance of Offering Professional Service to Investors and How to Respond*

The speaker for this session was Mr. Robert Whyte. To begin this session participants were asked the following question: Why is it important to offer professional information and facilitation service to investors? The answer: Because if you don't, prospective new investors will simply go elsewhere. This leads one to ask what exactly would cause investors to walk away?

To answer this question, participants were walked through the experiences of the GIPB's two fictitious companies. To begin their search, the companies went to the internet to look for general country information. But they were only able to find IPI websites for 165 of the 181 countries they were considering, and only 152 of the websites provided an email address at which the IPI could be contacted. When the companies sent the IPIs an email, only 9 replied within 24 hours, a typical deadline for busy executives.

The companies then tried to locate phone numbers for each of the IPIs, yet they were only able to find them for 150 of the IPIs. When the companies attempted to call the IPIs, they were only able to reach them immediately in 59 cases. After three days of repeated attempts, only 102 of the 181 had been contacted. If one assumes that the company will attempt to follow the easiest path when choosing an investment destination, then 79 countries had already effectively removed themselves from the list of possible candidates.

Once the company successfully reached an IPI representative from each of the remaining countries, only about one-third knew anything about the investor's previous request for information. In the majority of cases the staff member had not seen the investor's email, and their response was simply to tell the investor to resend the email to the same address where it had previously gone unnoticed. This did not merit removal from the list of candidates, however, though it certainly would not help a country's cause.

Of the 102 agencies successfully contacted, only 53 submitted a response within the 10 working-day deadline set by the "busy investors". Worse, only 24 of them even attempted to

provide answers to all of the questions asked in the two inquiries. With these sorts of results, the fictitious companies found themselves in the same situation as many real investors — lacking the information they need to make a sound investment decision.

When it came time for the IPI to follow-up with the investors, only 14 made an ongoing effort to actually promote their location by providing reasons for the project to go forward; only 10 checked to see if responses had been received for both inquiries; and only 6 asked for the investor's reaction and inquired about the progress of the project. This means that only 6 out of 181 global IPIs saw the process through to the end.

Analysis of these results revealed three common failures on the part of IPIs. The first was a lack of understanding of investment market trends and what drives corporate investment decisions. Second, many IPIs have insufficient knowledge of their own capabilities, which often inhibits dialogue with investors. Moreover, this often deludes IPIs into believing their country has comparative advantages that it does not, which can result in lost investments and wasted resources.

The third common failure relates to a lack of organizational excellence. It is understood that all large organizations have their share of administrative difficulties to deal with like local bureaucracy, but in the world of foreign direct investment, investors should never be privy to these difficulties. All of this 'back office' activity results in a lack of investor confidence, which can scare investors into looking at other locations for their investment.

Several lessons can be learned from examining the results of this study and comparing them to the best practices. The first is simply making your website easy to find and checking to make sure that all contact details listed on the site are accurate. Second, when a company does inquire about investment opportunities, be prepared to reply quickly and accurately. Have a systematic approach to handling investor inquiries in place and follow that system closely. This includes following good business practices and etiquette when communicating with investors, something many IPIs struggle with.

Session 16

Topic: Group Exercise: Building a Compelling Business Case

The facilitator for this session was Ms. Marta Bruska. Participants took part in a group exercise in which they had to dissect and discuss an IPI's response to an investor inquiry. The fictitious prospective investor was Juicy Juice, a multinational soft drinks and consumer products company that is looking to build a new manufacturing plant with some basic research and development capability. The participants analyzed every aspect of the IPI response, systematically naming its strengths and weaknesses and examining to see if the response was missing any important information. This proved to be very useful as many participants recognized a lot of the mistakes members of their IPI frequently make when responding to investor inquiries.

Session 17

Topic: Overnight Reading: Electronics Company Inquiry

The facilitators for this session were Mr. Robert Whyte and Ms. Marta Bruska. The participants were broken up into several small groups and asked to deliver a sales pitch to a fictitious prospective investor. The small groups were assigned one of three countries to emulate while making their pitch: Malaysia, Thailand, or Vietnam.

The participants were asked to evaluate their country's strongest attributes and then develop a short (3 minute) presentation to pitch to the busy investor. One member of each group presented while the rest of the participants looked on. After each group presented they were critiqued by their peers to see which areas they excelled in and which areas they struggled in.

The discussion during this session was quite lively. Participants were excited about having the opportunity to work with each other in a group format as it allowed them to really learn how their peers approach investment facilitation. The feedback each group received was extremely helpful and participants noted on the many useful tips they learned during the session.

Session 18

Topic: Invest Hong Kong: Organizing the IPI Services around Investor Needs

Mr. Charles S. K. Ng, Associate Director-General of Invest Hong Kong, was the featured guest speaker for this session. He began by giving the participants a general overview of Invest Hong Kong, the government department responsible attracting foreign investment, and then went into detail about Invest Hong Kong's inquiry handling procedure, which has been named a best practice.

Invest Hong Kong is very systematic in their approach to responding to investor inquiries. When receiving an inquiry, be it via email, over the phone, or in person, the responsible officer will first check to see if information about the company exists on the Invest Hong Kong database and do preliminary research on the company. Within 24 hours the officer will send the investor an initial response with basic off-the-shelf information while copying their relevant overseas colleague (someone posted in the same country as the investor). In their response, the officer emphasizes the confidentiality of their exchange so as to put the investor at ease in the case that they are trying to keep their business plans secret.

When the officer follows up with the investor they offer to call or have a face-to-face meeting in the investor's home country. They will also offer to send tailor-made information to the investor and check to see if the information is relevant. If the company expresses an interest in investing in Hong Kong, the officer will encourage they come for a site visit. When they come or if they decide to invest, the officer (as well as the rest of Invest Hong Kong) will provide their full support to ensure that all of the investor's needs are met.

Besides being systematic, another reason why Invest Hong Kong has been so successful is their commitment to monitoring their own performance. They regularly ask for feedback from investors and they track how successful they have been at attracting investment. Moreover, the directorate performs random spot checks to ensure the quality of its officers. Those who

perform poorly are promptly released, and those who excel are publicly commended for their good work.

Session 19

Topic: Developing a Systematic Approach to Handling Inquiries

The speaker for this session was Ms. Celia Ortega. She explained what IPIs need to do to ensure they do a good job handling investor inquiries. The process of handling an investor inquiry consists of five components: reception, screening, processing, response, and follow up.

Reception is making sure that all inquiries make it to the IPI. The IPI website should clearly display all relevant contact information, and the information should be listed from the investor's point of view, i.e. phone numbers should include the appropriate country code, contact information should be organized by topic or sector, etc. Moreover, the IPI should have an effective telephone system. All investment officers should have voicemail and they should check it frequently. Lastly, all officers should have working emails, and if for some reason they are away they should make use of automatic replies.

Inquiry screening should be done promptly, fairly, and following established qualification criteria. A useful way to be effective at screening is to develop a 'scorecard' that ranks investor inquiries according to sector priority level, investment value, number of jobs created, and so forth. Once an enquiry has been scored, an officer can be assigned to handle it, with higher level officers taking the most important inquiries and lower level staff taking the less important ones.

Processing relates to the resources allocated to handling a particular inquiry. If it is just a general inquiry about the country's investment climate, FDI procedures, and so on, a junior officer can simply reply with prepared information. However, if it is an inquiry relating to a specific sector, particularly a priority sector, an experienced officer or sector specialist should be assigned to call the investor to find out more information and prepare a detailed reply.

Inquiry response is the point where the IPI actually communicates back to the investor. It is essential that all responses, regardless of their level of importance, be consistent and accurate with all of the information provided. A key to having good inquiry responses is remembering that the IPI is trying to sell their country to the investor. The officer should keep that in mind and attempt to add some sort of promotional value to the information they send to investors.

The last step is following up with the investor as the IPI attempts to convert an inquiry into a legitimate lead. The follow up lasts as long as the investor is interested and ranges from sending a simple follow up email asking if they received the information they requested and if they need anything else to assisting the investor with arranging a site visit.

Day 1: Wednesday, June 3, 2009

Module 1: What Investors Need and Expect

9:30-10:15

**Presentation on changing FDI context:
Effects of the recession**

Robert Whyte

A CHANGING FDI CONTEXT

FACILITATING NEW INVESTMENT IN DIFFICULT MARKET CIRCUMSTANCES

Robert Whyte
Bangkok, Thailand

June, 2009

Understanding the changing nature of FDI and the importance of investor facilitation

Day 1

Module 1 -- Understanding the Context

- Implications of recession for FDI
- Responding to investors' needs
- What constitutes good facilitation
- Facilitation in APEC

Module 2

Online Investment Promotion

- Understanding how investors use online information sources
- Enhancing your content to meet investor needs
- Promoting your services and Web site effectively
- Magnifying your reach and impact with partnerships and other tools

Module 3

Building relationships with investors

- Understanding how and when investors get in contact with IPIs
- Understanding the role of direct investor contacts
- Learning how to handle and build on first contacts from investors
- Building and implementing professional facilitation services
- Developing systematic approaches to handling investor inquiries

- Summing up
- Event debriefing and participant evaluation
- Certificate awards

Day 2

Day 2

Day 3

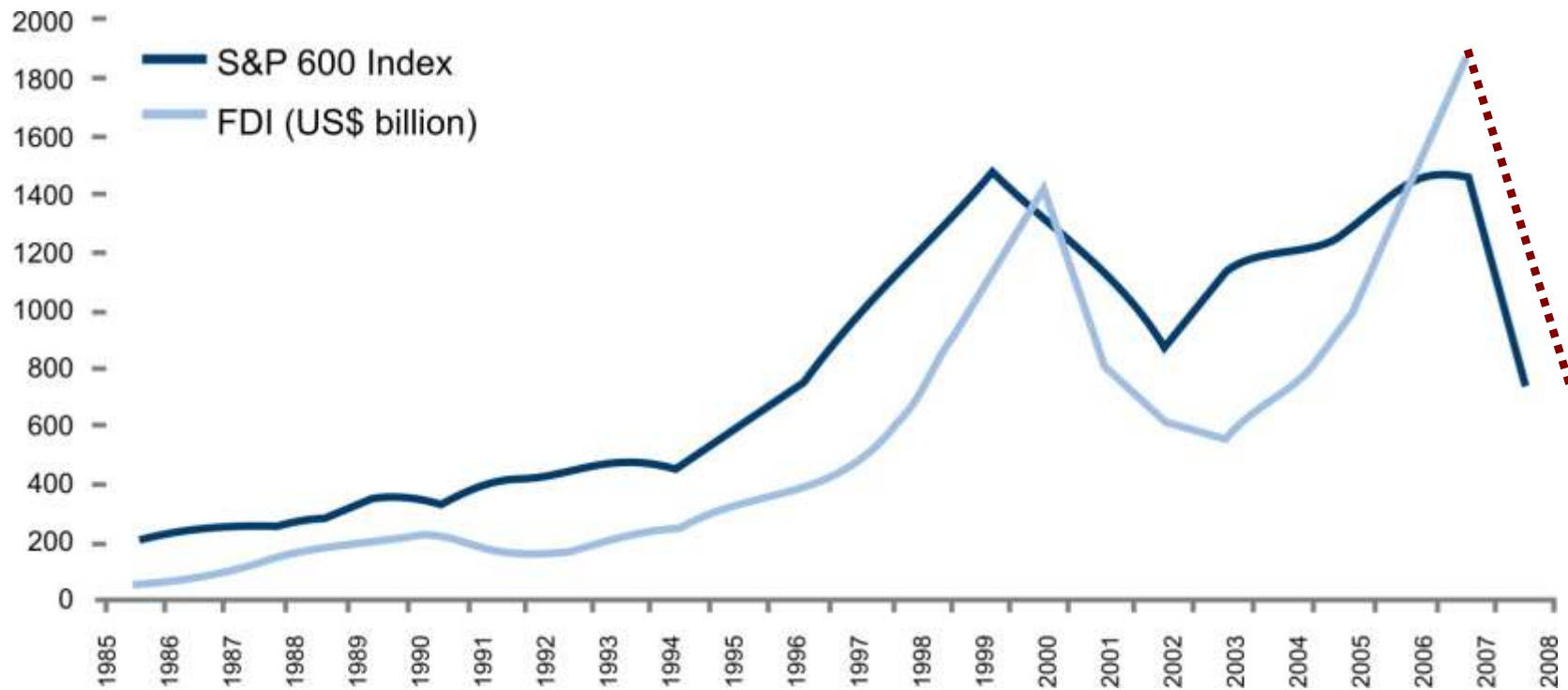
Close

FDI in the Current Economic Recession

What we already know:

- Significant decrease in access to credit
- Corporate debt in emerging markets coming up for re-financing is near \$1.5 trillion (late 2008 estimate)
- Re-capitalization of banks is taking place in many countries
- Lower corporate profits
- Significant decrease in FDI flows likely - 40%+ drop in global FDI flows between 2008 and 2009 is not an unlikely scenario
- Companies will be restructuring to deal with crisis
 - Investment plans frozen or discarded
 - De-locations and outright plant closures
- Leading site selection firms have already seen a slowdown and postponement of investment projects.

FDI in the Current Economic Recession



How far will it fall?

FDI in the Current Economic Recession

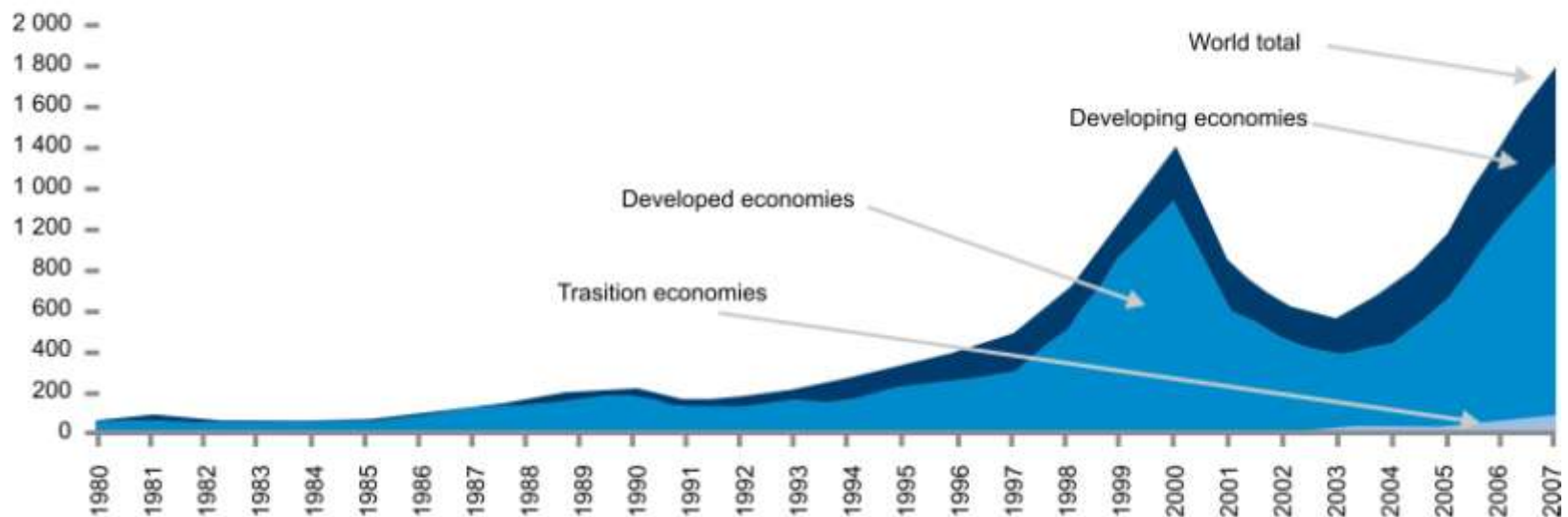
What we don't know yet:

- The actual extent of FDI decline
- The relative impact between green field and M&A investment
- The geographical impact by region and country
- How long this crisis will last or how deep it will be?
- The extent to which the crisis will affect different sectors?

The FDI data we have -- Investment flows – 2007 [latest available WIR data]

- Global FDI at \$1.8 trillion [Green field and M&A]
 - 4th consecutive year of growth
 - \$ 400 billion more than 2000 record levels
 - Share of developing countries rising to \$500 billion

Figure I.1. FDI inflows: global and by groups of economies, 1980-2007
(Billions of dollars)



Source: UNCTAD FDI/TNC database (www.untad.org/fdistatistics) and annex table B.1.

The FDI data we have -- Investment flows – 2007 [latest available WIR data]

- Inflows into developing economies
 - \$283 billion in 2004
 - \$500 billion in 2007, record level (21% increase over 2006)
- Developing countries received 27% of global FDI
 - Relative decline from 38% in 2004 – mainly because developing countries fared relatively better in last recession
- LDC: \$13 billion in 2007 (a record high)

The FDI data we have -- Investment flows – 2007 [latest available WIR data]

- Other recent trends:
 - South-South FDI flows: TNCs from developing and transition economies, mainly from Asia
 - Reinvested profits: 30% of FDI
- High FDI concentration:
 - 75% is concentrated in top 10 countries
- FDI is cyclical:
 - 2001-2003: decline
 - 2004-2007: growth

So what has happened to FDI in 2008 and early 2009?

- WIR to be published soon – 2008 data
- UNCTAD preliminary estimates:
 - FDI down by 20% or more in 2008 – from \$1.8 trillion to an estimated \$1.4 trillion
 - Further decline in 2009 – may be steeper.
 - Most severe recession since 1929
 - Trans-nationals revising global investment plans
 - Cross-border projects being cancelled or postponed
 - Wide spread by sector and geography

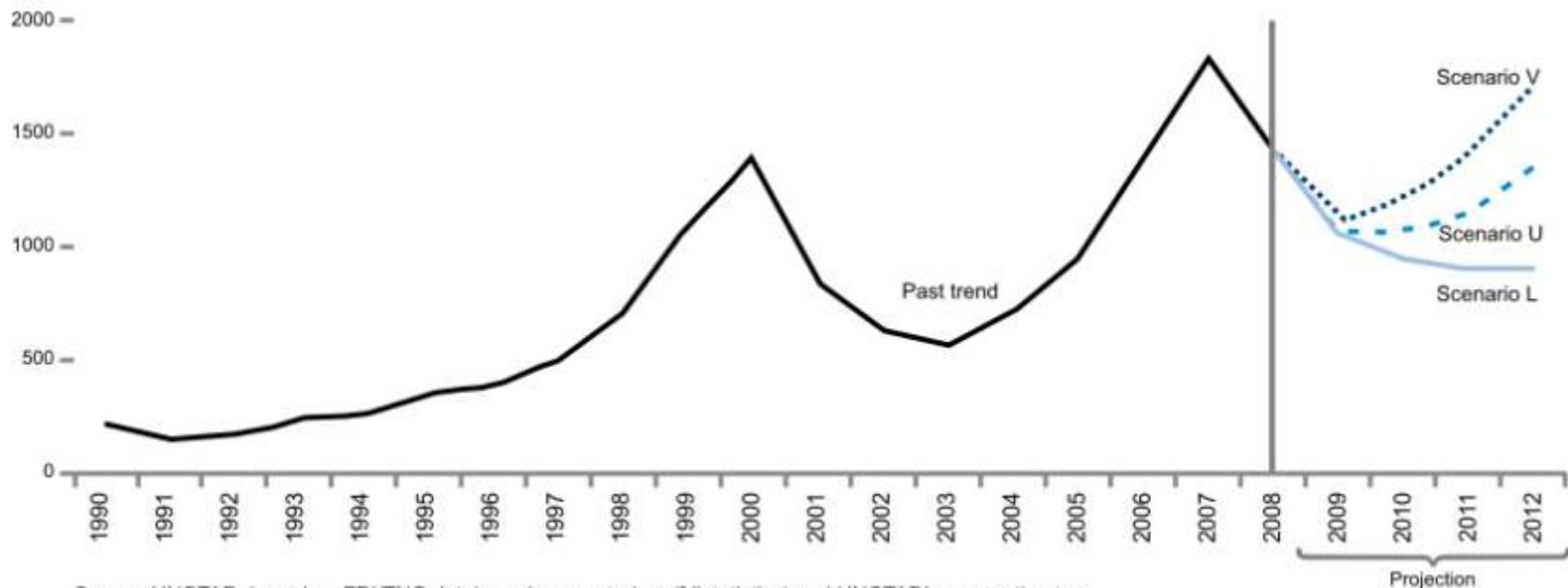
Impact of recession on FDI?

- FDI Inflows to developed countries look likely to be most impacted
 - Greater dependency of financial institutions
- Decline particularly serious in France, Germany, UK, Italy – drops of 33% or more anticipated in 2008
- However for developing and transition countries, the worst may be yet to come
 - FDI growth in 2008 might have remained positive
 - Decline in developed markets will adversely impact FDI inflows in 2009 and beyond

UNCTAD scenarios for FDI: 2009 - 2012

- For illustration only – wide variation in possible outcomes
- Dependent on:
 - Financial sector liquidity and willingness to fund new projects
 - Government response policies – e.g. extent of protectionism

Global FDI inflows, 1990-2008, and three scenarios for the period 2009-2012

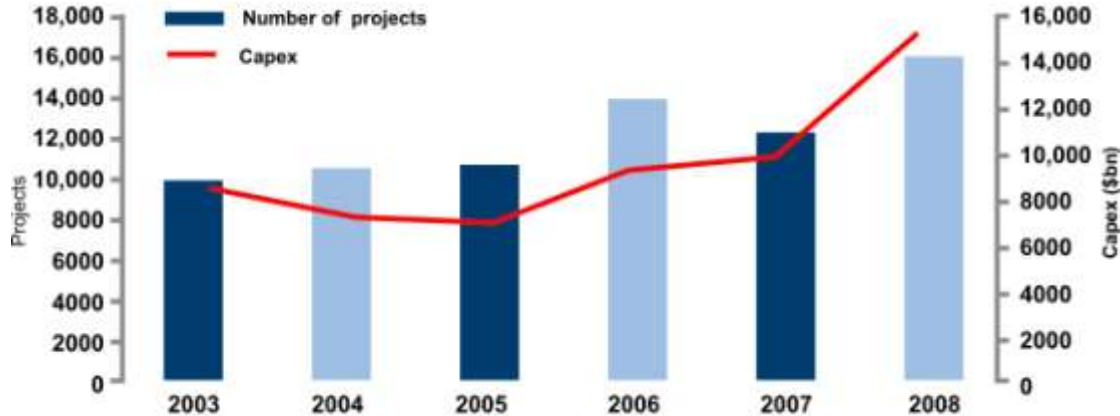


Source: UNCTAD, based on FDI/TNC database (www.unctad.org/fdistatistics) and UNCTAD's own estimates.

Note: The shapes of V, U and L scenarios are for illustrative purposes only and not based on any statistical methods.

Green field v. M & A

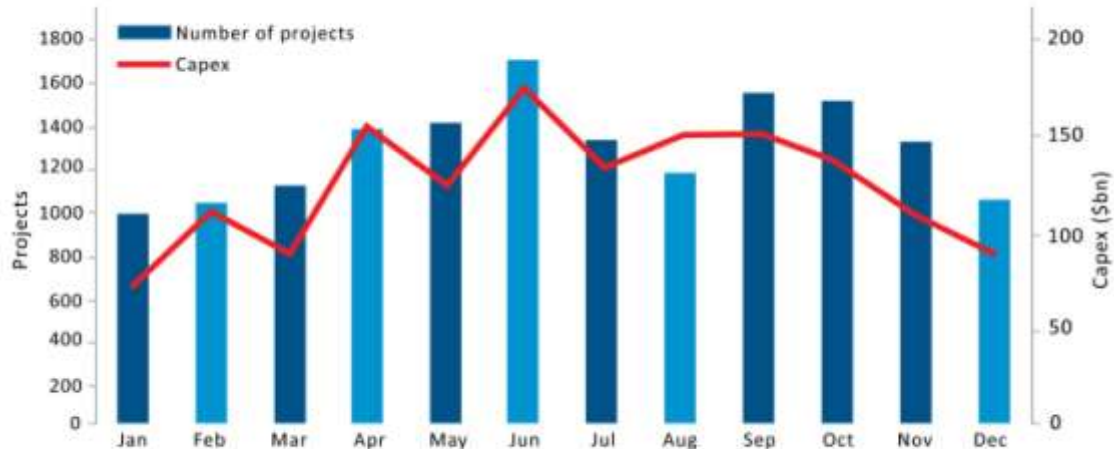
GLOBAL FDI BY NUMBER OF PROJECTS AND CAPEX, 2003-2008



Note: Includes estimates
Source: FDI Markets

- Data based on project FDI announcements
- Green field FDI appears to be holding up better

GLOBAL FDI BY NUMBER OF PROJECTS AND CAPEX, 2008



Note: Includes estimates
Source: FDI Markets

Source: FdiMarkets, Financial Times

Green field v. M & A

- Greenfield FDI funded more from earned profits and internals funding sources
- Thus in short term less affected by external liquidity crunch
- Impact on greenfield FDI may lag - as corporate profits fall so will FDI requirements
- But search for lower cost solutions will keep greenfield FDI moving – but some winners and some losers.

What impact on Sectors?

Impact of Recession and Financial Crisis on FDI Sectors, 2009 Forecast

RESILIENT SECTORS

Renewable energy
Healthcare
Food and beverages
Aerospace
Professional services
Coal, oil, natural gas
Headquarters

DECLINING SECTORS

Automotive
Chemicals
Electronics
Textiles
Communications
Real estate
Plastics and rubber

Driven by :

- Growth/contraction in demand
- Extent and source of capitalization

Source: fDi Markets

What will drive FDI in the recession and subsequent recovery?

- Drive to lower cost and more flexible solutions:
 - Outsourcing to lower cost locations
 - Rationalisation and consolidation of existing operations
 - Search for government support and funding
 - Shift to flexible work patterns
- Drive to greater market relevance and growth
 - Regionalisation and globalisation rather than localisation
 - Search for growing markets

Which locations will do better?

- Lower costs but balanced by need for lower risks
- Low taxes
- Access to incentives
- Flexible labour markets
- More conducive investment climate – e.g. ease of establishing and running a business
- Logistics, infrastructure & accessibility
- Language skills

Implications for attracting FDI

- Holding on to the FDI you already have:
 - Aftercare – especially investors in declining sectors – and to win consolidation projects – servicing existing investor needs
- Re-examining your investment climate – now is the time to take stock and make improvements
- Greater competition for fewer projects - countries need to differentiate their location in a buyers market
- Focus on securing whatever opportunities that come your way
 - Information and facilitation
 - Reduces investor location costs and signals lower risks

Implications for attracting FDI

- Responsiveness to investors needs will be critical
 - During location and start up phases
 - Ongoing operational support
- Investors seeking:
 - Good professional information and facilitation services
 - Responsiveness and understanding of business needs
- Information and facilitation is a low cost function for IPIs
- For promotion, greater emphasis is needed on the new location determinants
- Targets need to be re-aligned around growth sectors and source countries, where the location is competitive

Thank you.

Questions

Day 1: Wednesday, June 3, 2009

Module 1: What Investors Need and Expect

10:30-11:00

**Understanding Investor Decision-Making:
Overview of the investor's site selection process**

Robert Whyte

Understanding Investor Decision-Making: Overview of the Site Selection Process

Celia Ortega
Bangkok, Thailand
June 2009

Understanding the changing nature of FDI and the importance of investor facilitation

Day 1

Workshop: Session 1 -- Understanding the Context

- Implications of recession for FDI
- Responding to investors' needs
- What constitutes good facilitation
- Facilitation in APEC

Workshop: Session 2 Online Investment Promotion

- Understanding how investors use online information sources
- Enhancing your content to meet investor needs
- Promoting your services and Web site effectively
- Magnifying your reach and impact with partnerships and other tools
- Tools and techniques of online investment promotion

Workshop: Session 3 Building relationships with investors

- How and when investors get in contact with IPIs
- Importance of direct investor contacts
- How to handle and build on first contacts from investors
- Building and implementing professional facilitation services
- Systematic approaches to handling investor inquiries

- Summing up
- Event debriefing and participant evaluation
- Certificate awards

Day 2

Day 2

Day 3

Close

Drivers of Location Decisions

Most important factors influencing location of companies in 2007-2009 (% of TNC responses)

- 1. Size of market (21%)**
- 2. Growth of local market (20%)**
- 3. Access to international/regional market (10%)**
- 4. Stable investment environment (10%)**
- 5. Availability of skilled labor force (9%)**

Source: UNCTAD World Investment Prospects Survey 2007-09

Overall performance (out of 100%)

What Investors Expect?

Economic reasons/motivations to invest

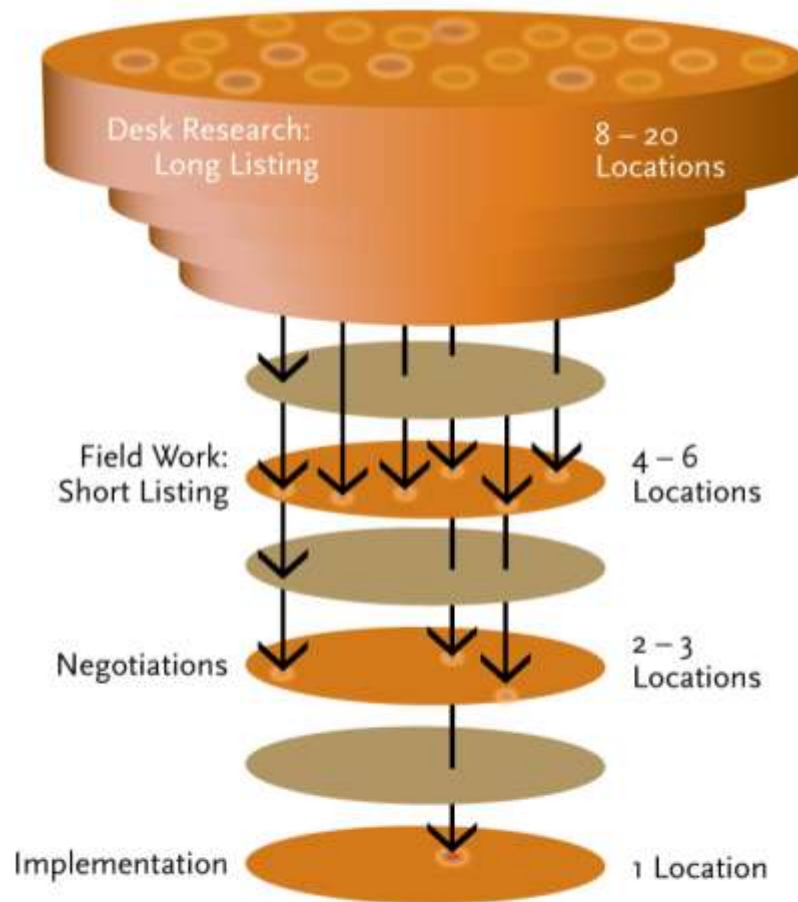
- 1. Market**
- 2. Resources**
- 3. Efficiencies**
- 4. Strategic assets**

Good business climate for FDI and....Business facilitation

Screening Criteria



The Site Selection Process



If a country does not make it into the long list...

What is the Long-Listing Process Like?

Define projects needs...

- **Select long list of countries**
- **Broad data comparison >>> Labor Cost, Taxation, Infrastructure**
- **Research without moving (Desk Research) >>> Number of locations too long to visit, too expensive!!**
- **2-3 weeks to gather information and move to short list >>> If information not available location will most likely to fall out the list**
- **Very often long-listing is outsourced to site location consultants >>> with few exceptions some few specialized consultants manage long listings and sometimes they also do short-listing too**
- **Information sources are mostly online >>> often site location consultants use their own existing data from other projects**
- **Limited contact (telephone/email) with IPI >>> only when specific information needed**

The Site Selection Process: It's all about Information

Long listing

- Project drivers
- Success factors
- Project specifications
- Search Area
- Countries/ regions
- Fatal flaw analysis
- Compare costs and conditions

IPI provides country and sector information

Short listing

- Field investigations
- Verify screening and process-drill down
- Identify specific opportunities and risks

IPI provides detailed information and field logistics support (site visit)

Negotiations

- Risk analysis
 - Real estate
 - Incentives
 - Permitting
- IPI provides quality contacts, prepares development packages and ensures permits are granted speedily**

Implementation

- Transition planning
- Facilities plan
- Vendor selection
- Construction ramp-up

IPI services investor to fast-track project implementation

Who Makes Decisions?

Initiate Need

- 1) Vice President
- 2) Operations Manager
- 3) Director of Corporate Real Estate
- 4) President
- 5) COO

Suggest Locations (Long List)

- 1) Director of Corporate Real Estate
- 2) Consultant
- 3) Operations Manager
- 4) Vice President
- 5) Logistics

Evaluate Locations (Short List)

- 1) Director of Corporate Real Estate
- 2) CFO
- 3) Vice President
- 4) Engineering
- 5) Logistics

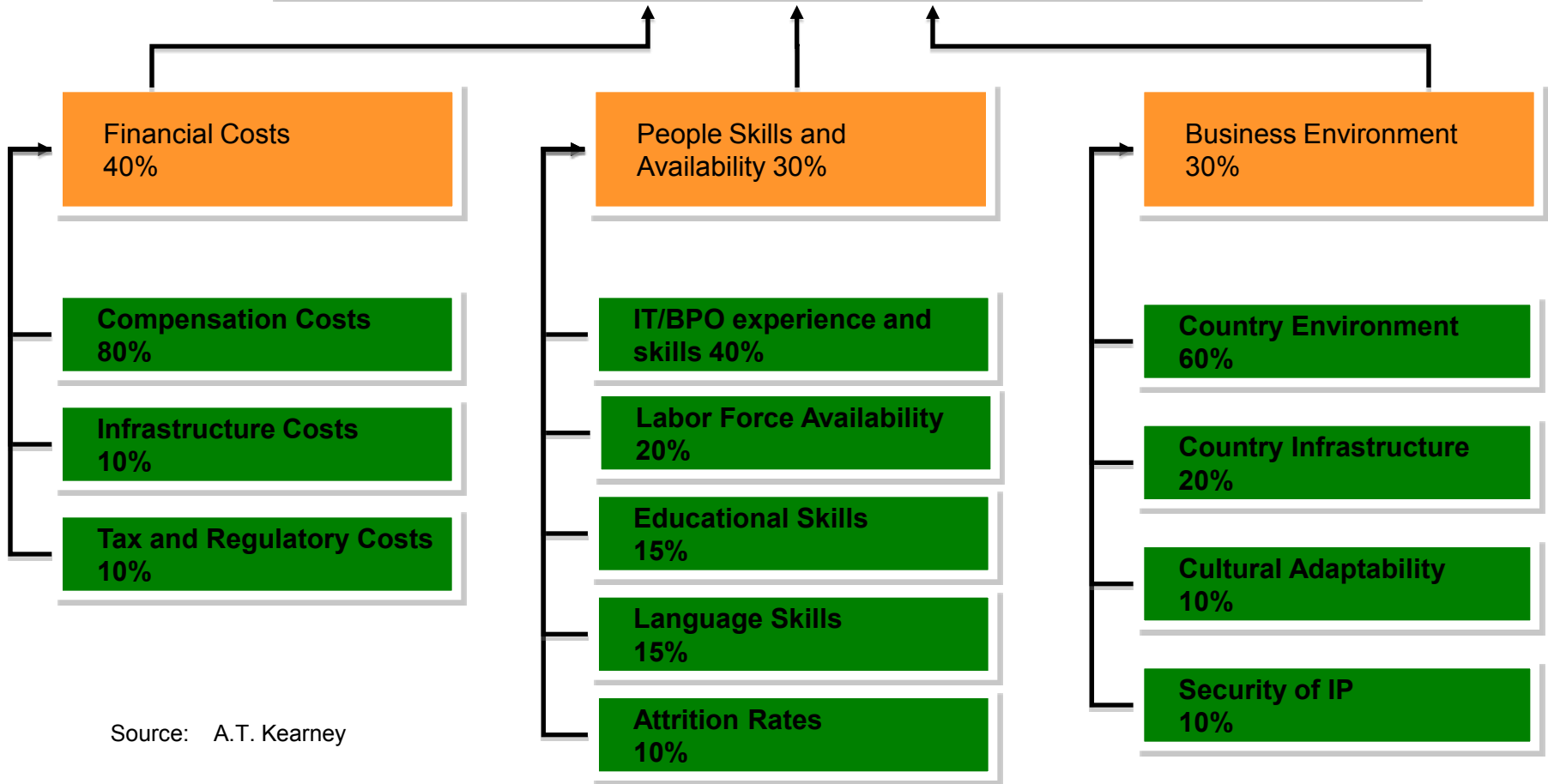
Make Decision

- 1) President
- 2) CEO
- 3) Chairman
- 4) COO
- 5) CFO

From the 1997 Fortune Magazine / Fantus Consulting Survey

Business Outsourcing Long-Listing Process: Costs, People, and Business Environment

A T Kearney Global Services Location Index score

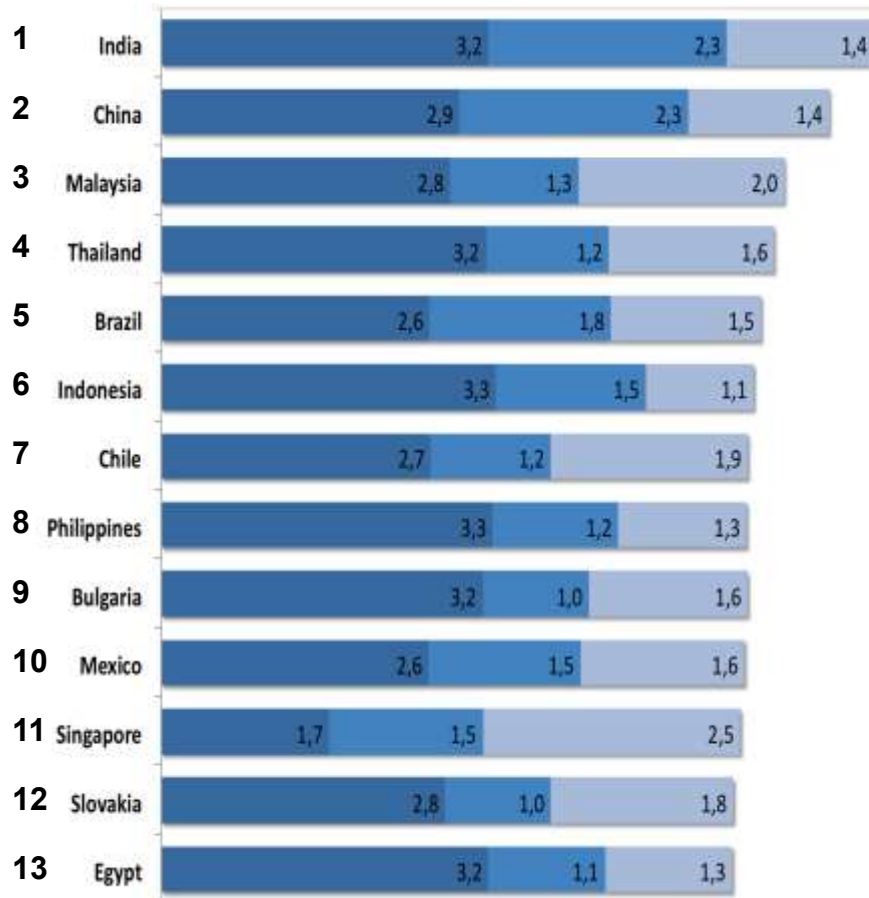


Source: A.T. Kearney

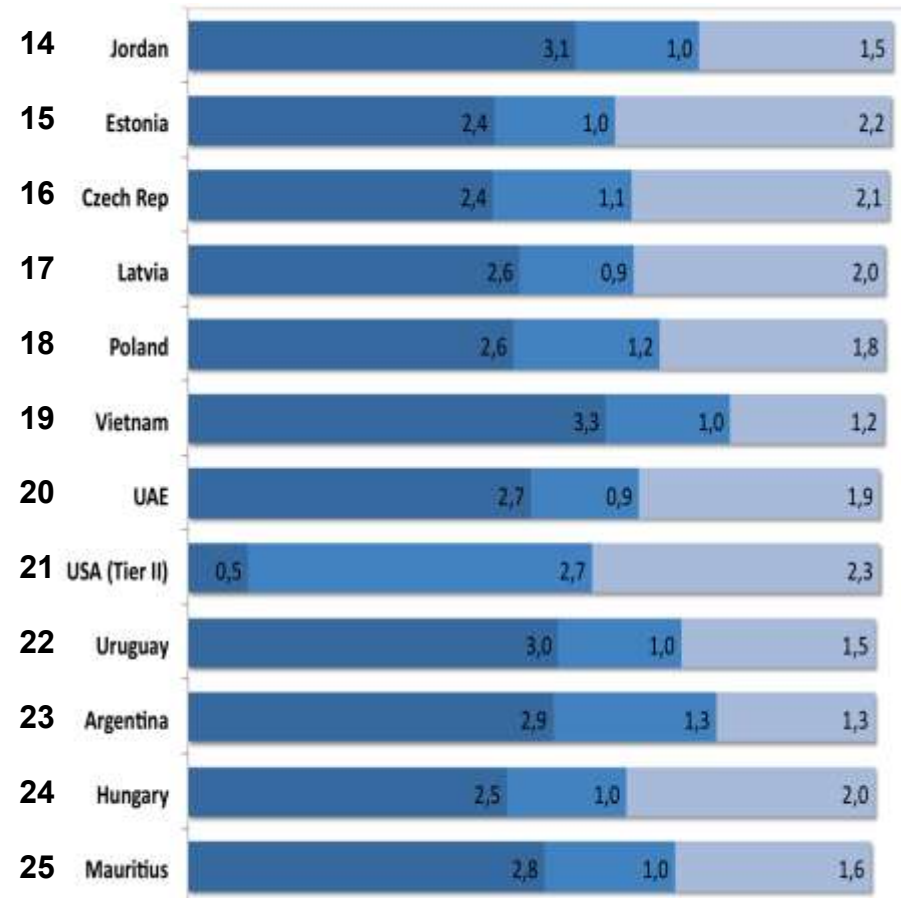
The Long List for Business Outsourcing...

A.T. Kearney Global Services Location Index 2007

Ranks 1-13



Ranks 14-25



Country score: **Financial** **People** **Environment**

Source: A.T. Kearney Global Services Location Index 2007

What can the IPI do to Influence Investors?

Make it into The Long List!!

- Understand companies motivations in each sector
- Target only those sectors where country is able to compete (benchmark your location again and again)
- Have quality information available to meet company needs at long-listing stage
- Be able to source more detailed information for the company at the short-listing stage
- Provide international business standards of customer service
- Understand who makes decisions
- Multipliers (site location consultants) are an IPI best friend!

Thank You!

Day 1: Wednesday, June 3, 2009

Module 1: What Investors Need and Expect

11:00-11:45

**Australia: “The Importance of strategic partnerships
for Investment Facilitation”**

Maurine Lam, Austrade, Senior Trade Commissioner, Bangkok



Australian Government
Australian Trade Commission



Maurine Lam
Senior Trade and Investment Commissioner
Austrade Bangkok

Integration of Trade and Investment

- Prior to 2008
 - Austrade – export & outward investment facilitation
 - Invest Australia – Inward investment attraction
- November 2007 – change of Government in Australia
- 1 July 2008 – integration of trade and inward investment



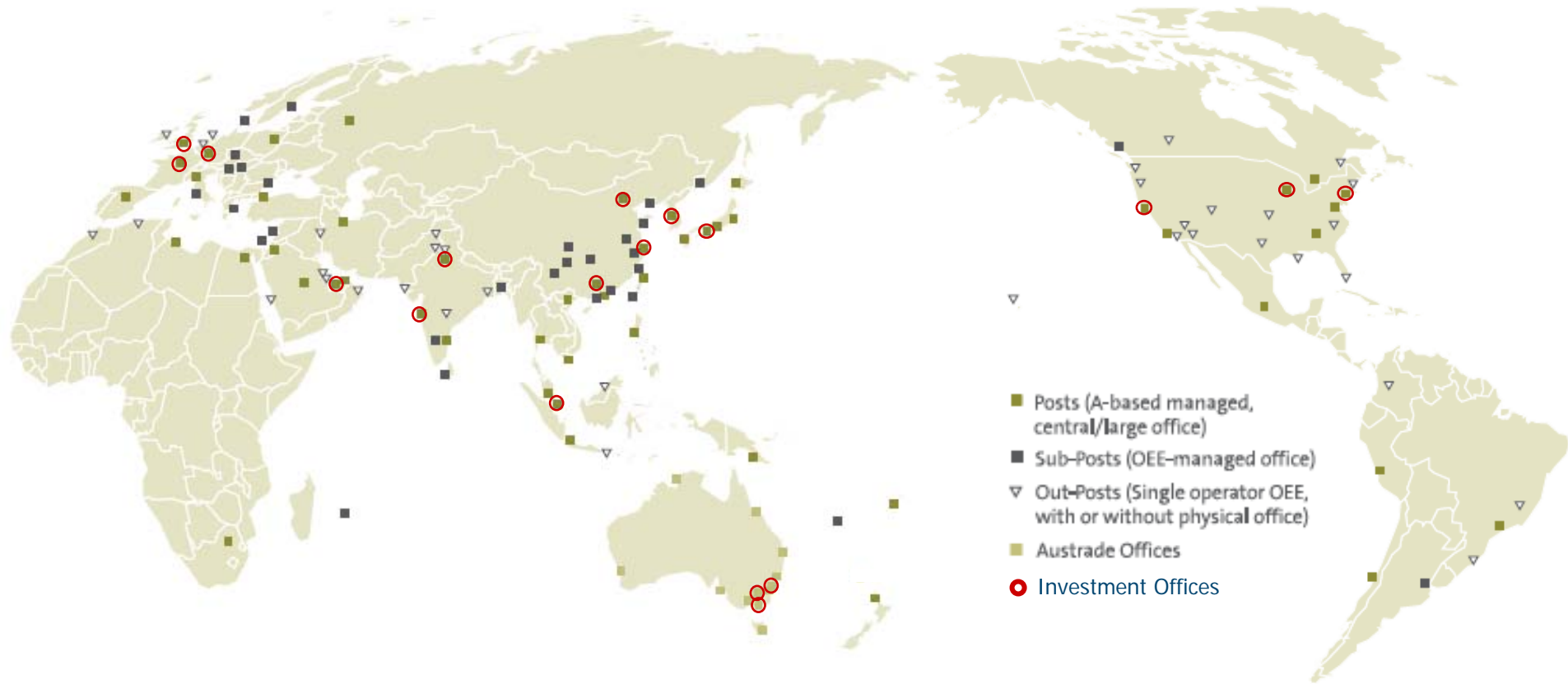
Rationale for Integration

1. To exploit synergies between trade and investment
2. To leverage existing resources and networks



Leveraging existing resources

AUSTRADE'S OVERSEAS AND DOMESTIC NETWORK



Measures taken - Building investment capability

- Comprehensive training
- Updated industry capability information
- Refreshed website
- Global Investment Network
- Corporate Partnership program
- National Investment Advisory Board
- Priority sectors



Australia's major FDI target sectors

Knowledge intensive industries

Financial Services, ICT, Biotech,
Business Services, R&D



Clean technology
renewable energy,
low carbon, energy
efficiency, water,
waste management

Asset deficit sectors

Infrastructure (transport,
social, utilities),
Agribusiness (food security)



Resources

Minerals, oil & gas,
mining equipment &
services



Key success factors

- Leadership commitment – from Minister down
- Comprehensive training
- Shared IT platform
- Marketing materials
- Re-designed website



GIPB feedback – what are we good at?

- Accessibility
- Business orientation
- Credibility



The Strategic Partnership Approach

1. Understand investor's underlying business objectives
2. Understand key decision points and information requirements
3. Understand and articulate Austrade's value proposition
4. Deliver that value
5. Leverage the initial investment – what is next on the investor's agenda?



Investment Activity Offshore

Reactive activities

- Respond to enquiries
- Qualify companies

Proactive targeting

- Research to identify potential investors
- Networking to find right contacts
- Develop Australian value proposition
- Make initial investment pitch

Managing Investor Relations

- Develop investor relationship to influence investment decision



Role of Industry Teams Onshore

- Develop inward investment strategy for target sectors
- Develop Industry Capability Reports
- Provide content for Austrade website
- Coordinate information for investment leads
- Support site visits in conjunction with states
- Respond to onshore re-investment inquiries
- Respond to Australian investment opportunities



Refreshing our Web interface



Find your nearest Austrade office

Please select...

Australian Businesses Global Markets

Export from Australia

- ▶ Export markets
- ▶ Grants and assistance
- ▶ Expanding your business outside Australia

Export from Australia ▶

Buy from Australia

- ▶ Finding a supplier or product
- ▶ Australian industry capabilities
- ▶ Austrade services for international buyers

Buy from Australia ▶

Invest in Australia

- ▶ Opportunities in Australia
- ▶ Doing business in Australia
- ▶ Austrade services for international investors

Invest in Australia ▶

Latest News



Global Financial Crisis
10 survival tips

Budget 2009-10

Are these the first signs of The Great Recovery?

ASEAN-Australia-NZ Trade Area (AANZFTA)

More news
Subscribe with RSS

Interested in expanding your business *outside Australia*?

Find out about establishing an overseas office, subsidiary and joint ventures.



Industries and Sectors Market Opportunities and Capability

Media | Video



Women in Export
Lisa Rowntree, Olives SA





Opportunities by Sector

As a sophisticated, modern economy, Australia offers overseas investors diverse business opportunities across a broad range of world-class industry sectors. Avenues for investment range from traditional industries – such as agribusiness and mining, where Australia's

competitive advantages are well established – to fast-evolving technology and service sectors. Select any of the links below to view some of the Australian economy's key sectors, where vitality and innovation have created a fertile domain for foreign investment.

Financial Services

A sophisticated hub for the Asia-Pacific



Clean Energy

A wealth of renewable energy resources



Advanced Manufacturing

Bringing innovation and originality to global supply chains



Biotechnology

A powerhouse for science and innovation



Infrastructure

High levels of infrastructure activity



Agribusiness

Diversity on Asia's doorstep



Contact an Austrade Investment Specialist



Investor Update



Australian researchers develop Parkinson's wristwatch monitor

Australian scientists use nanotechnology to boost DVD storage

Australian scientists develop new HIV test

Integrated logistics operator continues expansion in Australia

US Data Recovery provider invests in Australia





Why Australia

Australia offers a wealth of opportunity for businesses to succeed. Businesses can expect a stable and efficient regulatory environment, a highly skilled and multi-lingual workforce and a culture of innovation. Our unparalleled economic record, world-class industry

capabilities and unique cultural and geographic advantages in the world's fastest growing region all form part of Australia's impressive reputation as an investment destination. For more information about Australia's advantages, select any of the links below.

Contact an Austrade Investment Specialist



Growing foreign investment



Strong economic credentials



Strategic location



Democratic and politically stable



Business friendly regulatory environment



Highly skilled and multilingual workforce



Cost competitive location



Innovative culture with excellent



Investor Update



Australian researchers develop Parkinson's wristwatch monitor

Australian scientists use nanotechnology to boost DVD storage

Australian scientists develop new HIV test

Integrated logistics operator continues expansion in Australia

US Data Recovery provider invests in Australia





Doing business in Australia



Fact Sheets

Australia is a globally competitive location for business. Strong institutions, flexible markets and effective and well-targeted economic policies provide a solid platform for business and political stability and a sound regulatory climate strongly support business growth.

Download our informative fact sheets (PDFs) covering specific aspects of Australia's business environment:

- ▶ [Regulation of foreign investment \(PDF\)](#)
- ▶ [Corporate regulation in Australia \(PDF\)](#)
- ▶ [Taxation \(PDF\)](#)
- ▶ [Commerical property in Australia \(PDF\)](#)

Investor updates

Regions of Australia



Under Australia's federal system, power is divided between the federal, or Commonwealth, government, and the six state and two territory governments:

- Australian Capital Territory (ACT)
- New South Wales (NSW)
- Northern Territory (NT)
- Queensland (QLD)
- South Australia (SA)
- Tasmania (TAS)
- Victoria (VIC)
- Western Australia (WA)

Investor



How Austrade can help

The Australian Trade Commission (Austrade) is responsible for the facilitation of foreign direct investment into Australia and for the promotion of Australia as an internationally competitive place to do business.

Austrade helps international companies establish and build their business in Australia. We are the first national point-of-contact for all investment inquiries and offer free, comprehensive and confidential assistance.

Austrade understands the challenges of investing. We seek to provide the information required to make a good investment decision and to provide a coordinated approach that saves investors time and money.

We have investment advisory specialists in locations around the world including New York, San Francisco, Chicago London, Paris, Frankfurt, Singapore, Tokyo, Shanghai, Beijing, Guangzhou, Seoul, Mumbai, New Delhi, Dubai, Canberra, Sydney and Melbourne.

What we provide:

- **Information on the business environment:** covering issues such as business costs, the taxation regime, investment regulations, skills availability and immigration.
- **Market intelligence reports/Executive briefs:** specific information on Australia's capabilities across a wide range of industry sectors.
- **Site visits:** assistance to identify the most suitable location and potential partners in Australia for your business, in conjunction with relevant State and Territory investment agencies and industry groups.
- **Australian Government programs:** advice on the Government's industry development programs that may be applicable to your business, including support for research, development, innovation and export activities.
- **Government approval processes:** advice on government approvals required for your business and help to streamline the relevant processes.

Contact an Austrade Investment Specialist



Investor Update



Australian researchers develop Parkinson's wristwatch monitor

Australian scientists use nanotechnology to boost DVD storage

Australian scientists develop new HIV test

Integrated logistics operator continues expansion in Australia

US Data Recovery provider invests in Australia





Australian Government
Australian Trade Commission

Questions?



Day 1: Wednesday, June 3, 2009

Module 1: What Investors Need and Expect

11:45-12:30

**Overview of Global Investment Promotion
Benchmarking 2009 Report**

Celia Ortega



World Bank Group
Multilateral Investment
Guarantee Agency



THE WORLD BANK

Global Investment Promotion Benchmarking 2009 (GIPB)

A Survey of Countries' Effectiveness in Facilitating FDI

Celia Ortega
Bangkok, Thailand
June 2009

Understanding the changing nature of FDI and the importance of investor facilitation

Day 1

Workshop: Session 1 -- Understanding the Context

- Implications of recession for FDI
- Responding to investors' needs
- What constitutes good facilitation
- Facilitation in APEC

Workshop: Session 2 Online Investment Promotion

- Understanding how investors use online information sources
- Enhancing your content to meet investor needs
- Promoting your services and Web site effectively
- Magnifying your reach and impact with partnerships and other tools
- Tools and techniques of online investment promotion

Workshop: Session 3 Building relationships with investors

- How and when investors get in contact with IPIs
- Importance of direct investor contacts
- How to handle and build on first contacts from investors
- Building and implementing professional facilitation services
- Systematic approaches to handling investor inquiries

- Summing up
- Event debriefing and participant evaluation
- Certificate awards

Day 2

Day 2

Day 3

Close

GIPB Overview

Results

Challenges Ahead

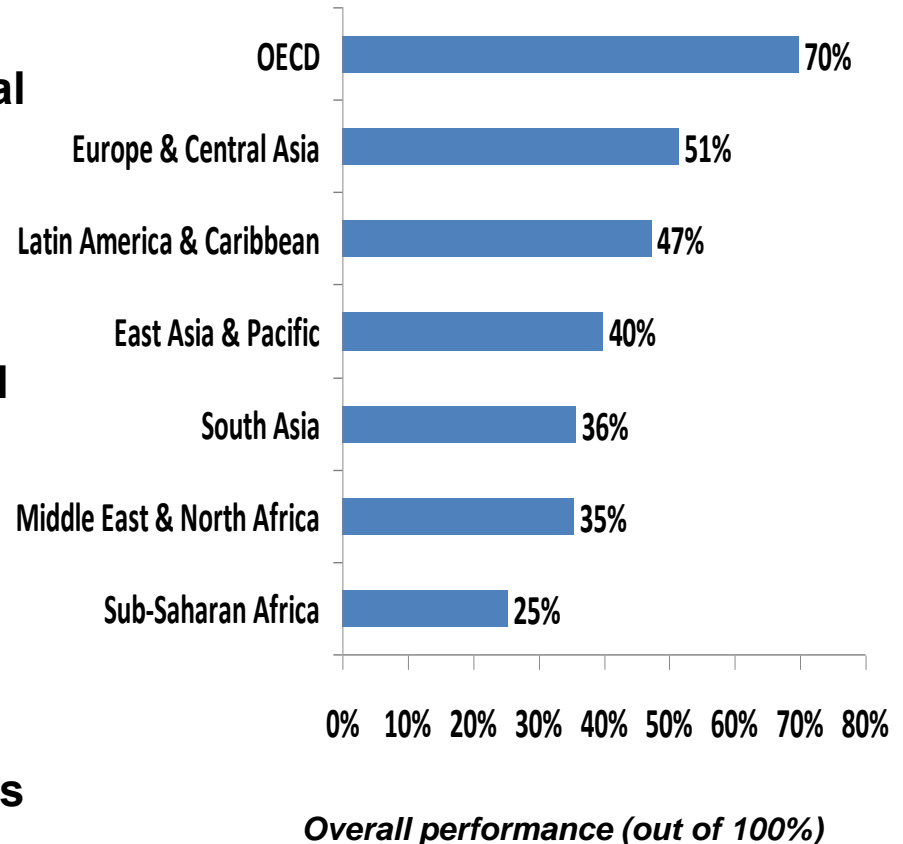
What is GIPB?

What does GIPB measure?

- How does **your country's promotional effort rank** versus competitors?
- How **competitive** is your country in **promoting foreign investment**?
- Is your country **achieving its potential** to attract investment?

What does GIPB NOT measure?

- Countries' overall **FDI competitiveness**
- Countries' **business climates**
- IPIs' **effectiveness in other functions**



GIPB Mirrors Companies' Site Selection Process

- Stepping in the shoes of two companies (manufacturing and software) a site location consultant assessed:
 - **IPI Websites**-- The extent to which IPIs offer country and sector information suitable to assist potential investors in their location search.
 - **Inquiry handling** -- A mystery shopper approach tested each IPI's ability to interact with and manage two distinct investment inquiries, provide relevant information and make a business case for investment.

A recent survey of 3,600 US large companies (\$25m+) conducted by *DCI Consulting* reveals that:

- **64% of respondents would use the IPI website** in their next location search.
- **Only 8% of respondents say they would not contact the IPI** during the investment decision process
- **Site location consultants are more likely to use the IPI services** for information in the screening process.

Why IPIs Should Bridge the Corporate Information Gap?

- Information markets do not work perfectly. As a result, **companies often limit options** to those locations they are familiar with.

>>> IPIs' effective marketing can **encourage companies to look at new countries and open new opportunities.**

- Current financial instability may **make companies more cautious** about their medium-term foreign expansions.

>>> Making investment-relevant information easily available **lessens investors' risk perceptions.**

- Provision of relevant, accurate and up-to-date information **diminishes companies' transaction costs** during the site selection process.

>>> thereby making **destinations more competitive.**

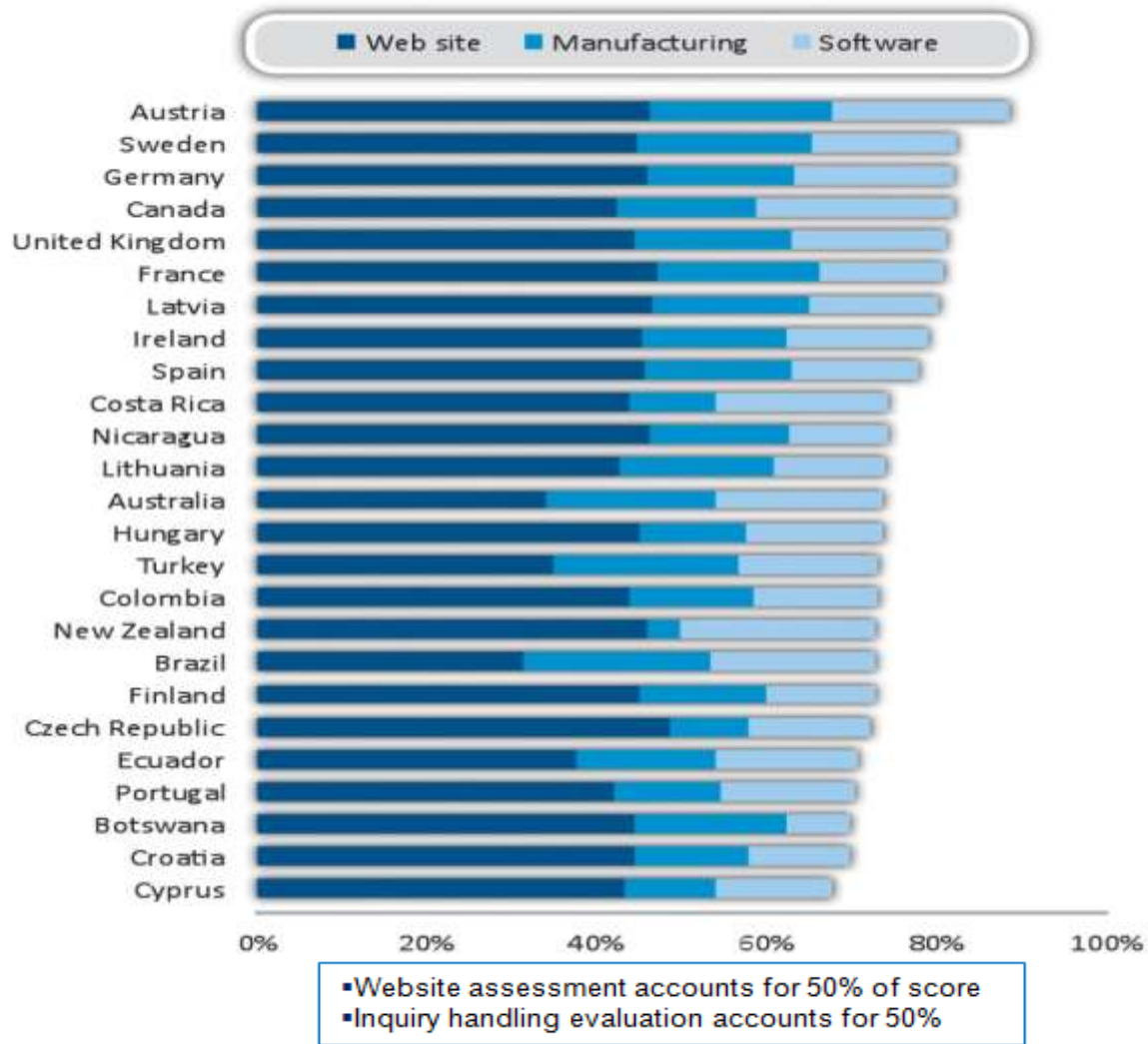
GIPB Overview

Results

Challenges Ahead

GIPB 2008: Global Top Performers

■ **OECD countries still dominate the top of the Investment Promotion Intermediary (IPI) performance league table, but their dominance is now being more closely challenged by Latin America (LAC) and Eastern Europe and Central Asia (ECA).**



IPIs have mastered the basics but fail to deliver what investors need

Good news...

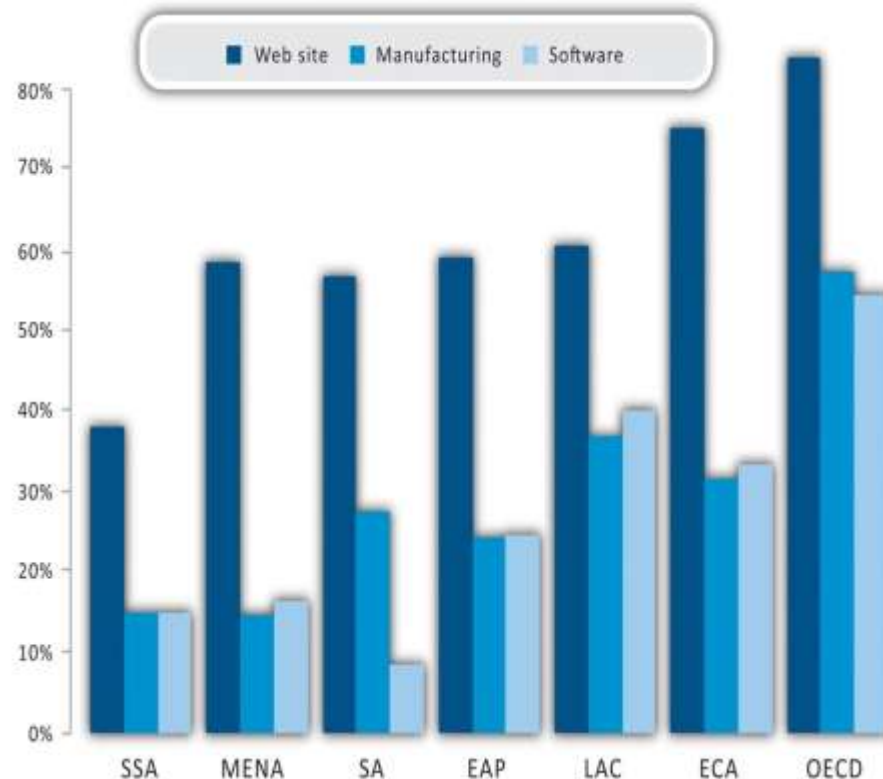
Virtually every country has an agency mandated to promote FDI and facilitate investors' entry.

Good news...

You can find virtually every IPI online and contact them.

Not so Good News...

IPIs do not consider important, or don't have the skills to develop the kind of information that investors need.



Regional performance in each GIPB assessment category
(Scores for each category calculated over 100%)

Trends 2006-2008

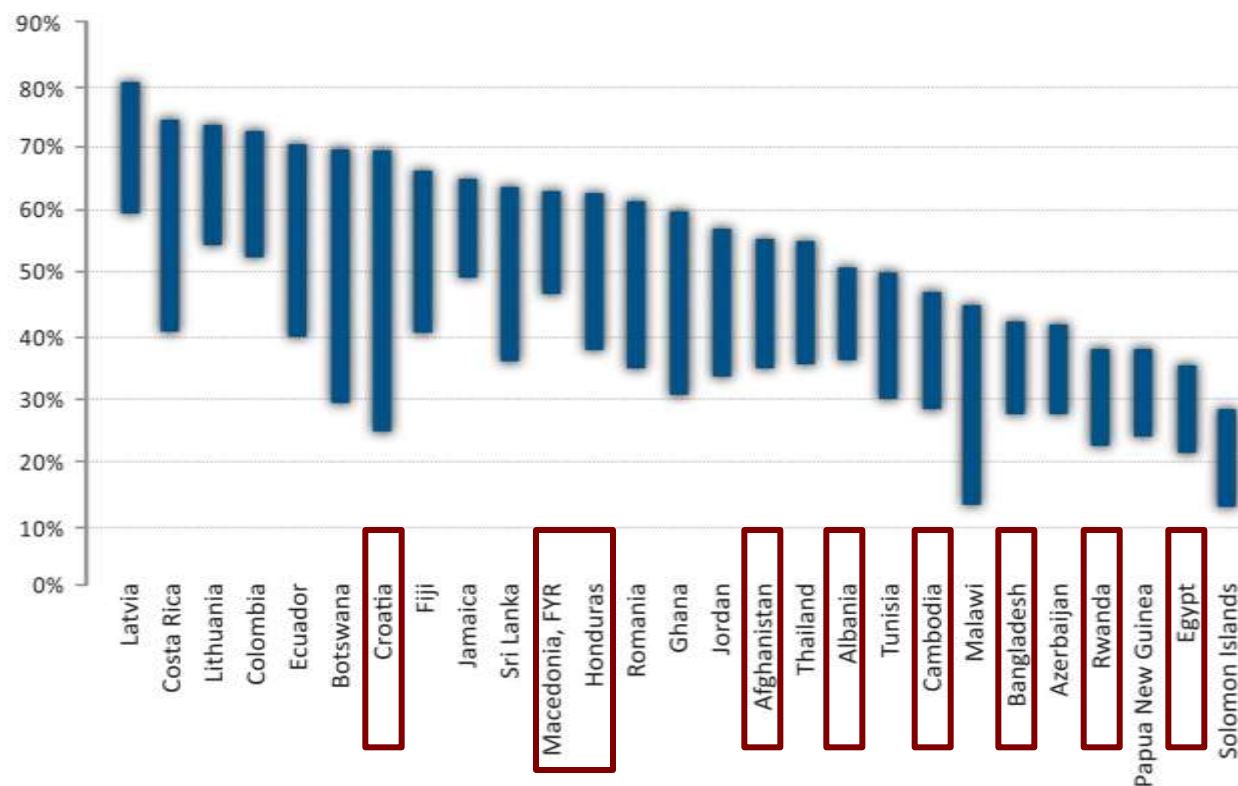
- IPIs have improved since 2006 but this is down to the **'shop window'**- the websites. There is no real change in the investor assistance on the **'shop floor'**- improvements in inquiry handling have been moderate at best and in most cases the levels of service remain very low.
- Improvements are recorded for most regions. However, in the region **where according to Doing Business it is most difficult to operate, Africa, it seems that investors can expect less help from the IPIs to navigate the system.**

Regional comparison between 2006 and 2008



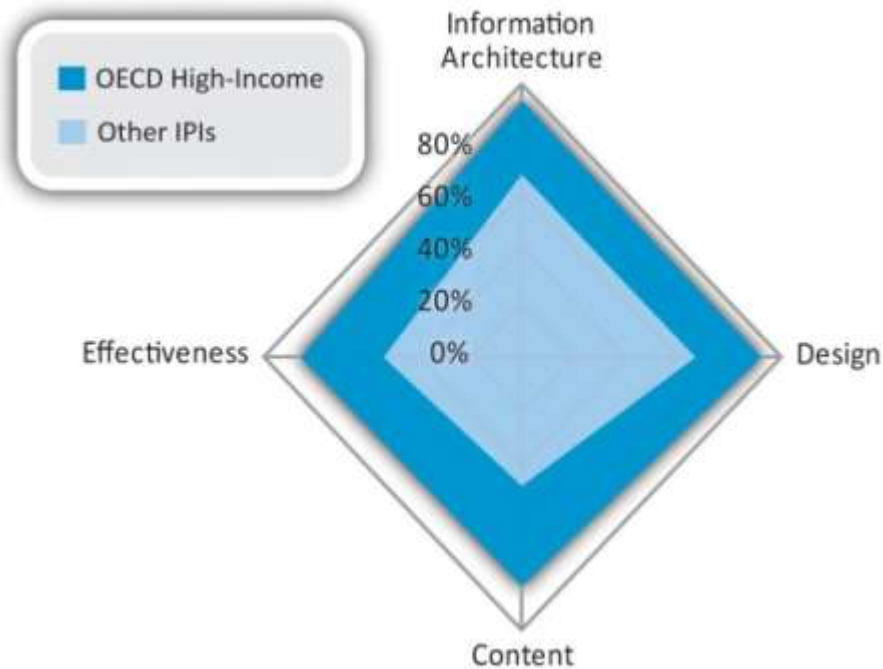
Major Improvers since 2006

- Out of the top 25 improvers, 9 have been our clients over the last two years.



Website Assessment

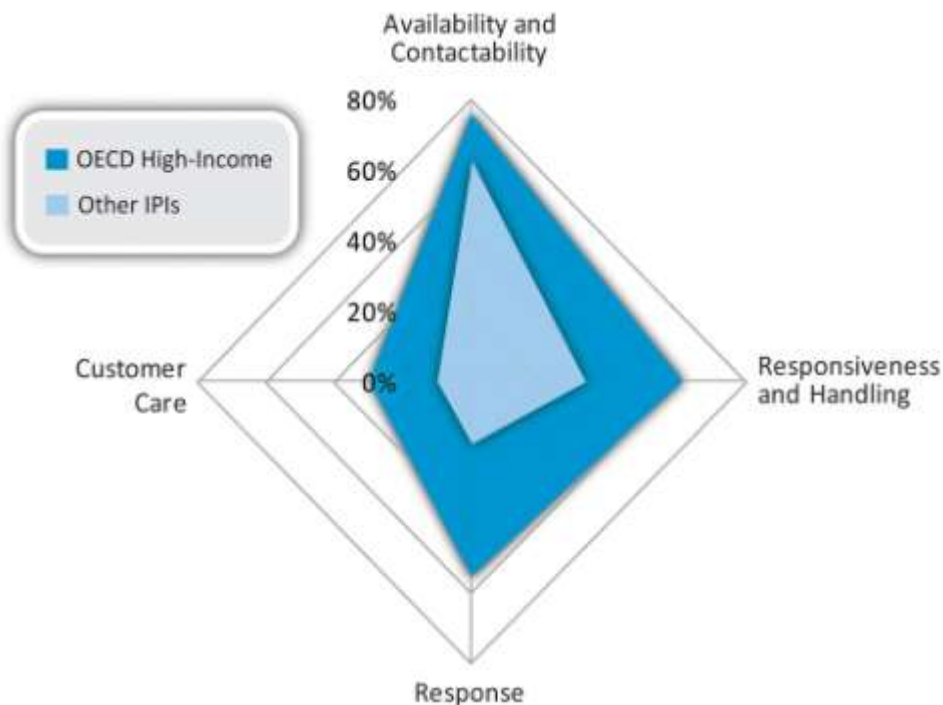
IPI websites were assessed against 4 key dimensions



- Almost all regions had at least one IPI in the Top 25, yet a **substantial performance gap remains between OECD and other regions.**
- This gap is most striking with respect to **the country and sector information offered in websites.**
- Since 2006, there has been a **worldwide improvement of 22%**. IPIs seem to understand the **importance of promoting online.** However IPIs **don't maximize their web site investment...**

Investor Inquiry Handling

Inquiry handling capability was assessed against 4 key dimensions:



- World performance was weak.
- OECD IPIs achieved an average score of 53%.
- Most regions **suffered a decline** in inquiry handling scores since 2006.
- Some best performers:
 - Austria in the OECD with 85%
 - Brazil in Latin America and the Caribbean with 83%
 - Turkey in Europe and Central Asia with 77%

Most IPIs **struggle** to respond to investors' information needs, and 'win' projects.

This means that IPIs **cannot provide companies with the basic data they need** to make an informed location decision. IPIs are **unable to influence** the decision in their favor.

GIPB & Subnational Investment Promotion

Overall Score



- Sub national IPIs have proved that when it comes to investment promotion, small is beautiful.
- Many of the world's most innovative and customer focused IPIs are sub national IPIs.
- Sub nationals excel because they are in a position to generate uniquely detailed knowledge of their local area: its assets and advantages.
- Also most subnationals are a recent creation, with good resources and staff, and shaped around the consultancy type of business.

GIPB Overview

Results

Challenges Ahead

Implications for investment promotion & challenges ahead

- Investors seeking information online in non-OECD countries and contacting IPIs for assistance may be frustrated with the official sources.
- Global improvement since 2006, and centers of excellence are emerging in all regions.
- Most developing country IPIs have functional websites but most fail to maximize the use of their online window for investment promotion.
- Many IPIs fail to deliver relevant answers to investors' questions.
- In short, a majority of IPIs offer an attractive **shop window** but service levels **inside the store** are seriously lacking. Investors may look but are unlikely to 'buy'... and IPIs will miss out on FDI knocking on their doors.

Thank You!

Full GIPB report downloadable from
www.fias.net

Questions? fias@ifc.org

Day 1: Wednesday, June 3, 2009

Module 1: What Investors Need and Expect

13:30-14:15

GIPB results for APEC member YWbca JYg

Robert Whyte



Global Investment Promotion Benchmarking (GIPB 2009): Implications for APEC

Robert Whyte
June 2009

Contents

2009 APEC Results vs World

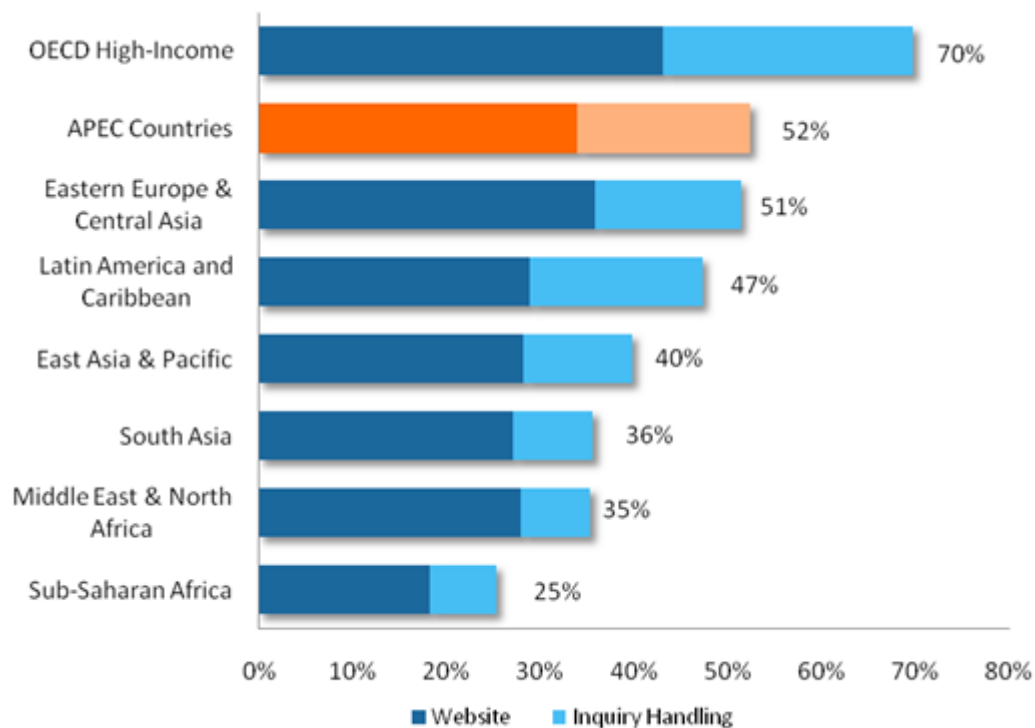
2009 APEC Results in Detail

2009 APEC Results: Some Implications

GIPB 2009 Findings: Countries are Missing Investment Projects and Jobs

When foreign companies knock on the door IPIs often do not respond...

World Results 2009



IPIs have mastered the basics but fail to deliver what investors need

PEC economies still do relatively well

in comparison to other countries:

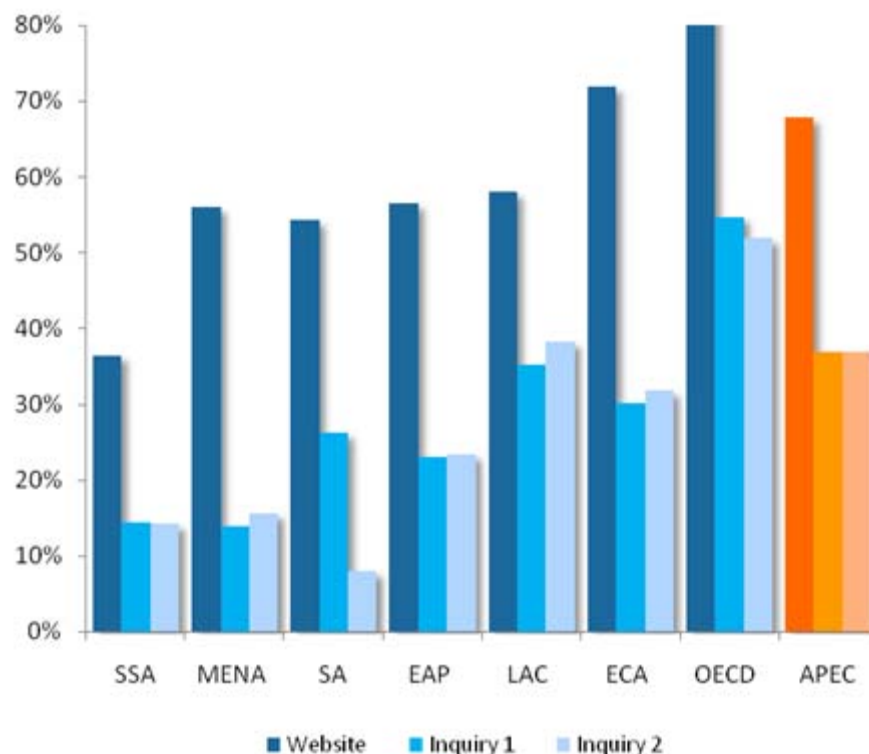
- > Websites (#3 after OECD and Europe and Central Asia)
- > and Inquiry handling (#3 after OECD and Latin America)

Best Improvers 2006 – 2009:

- > Thailand by 20%
- > PNG by 14%

Mainly due to the improvement of their Web sites

Regional performance in each GIPB assessment category (Scores for each category calculated over 100%)



Contents

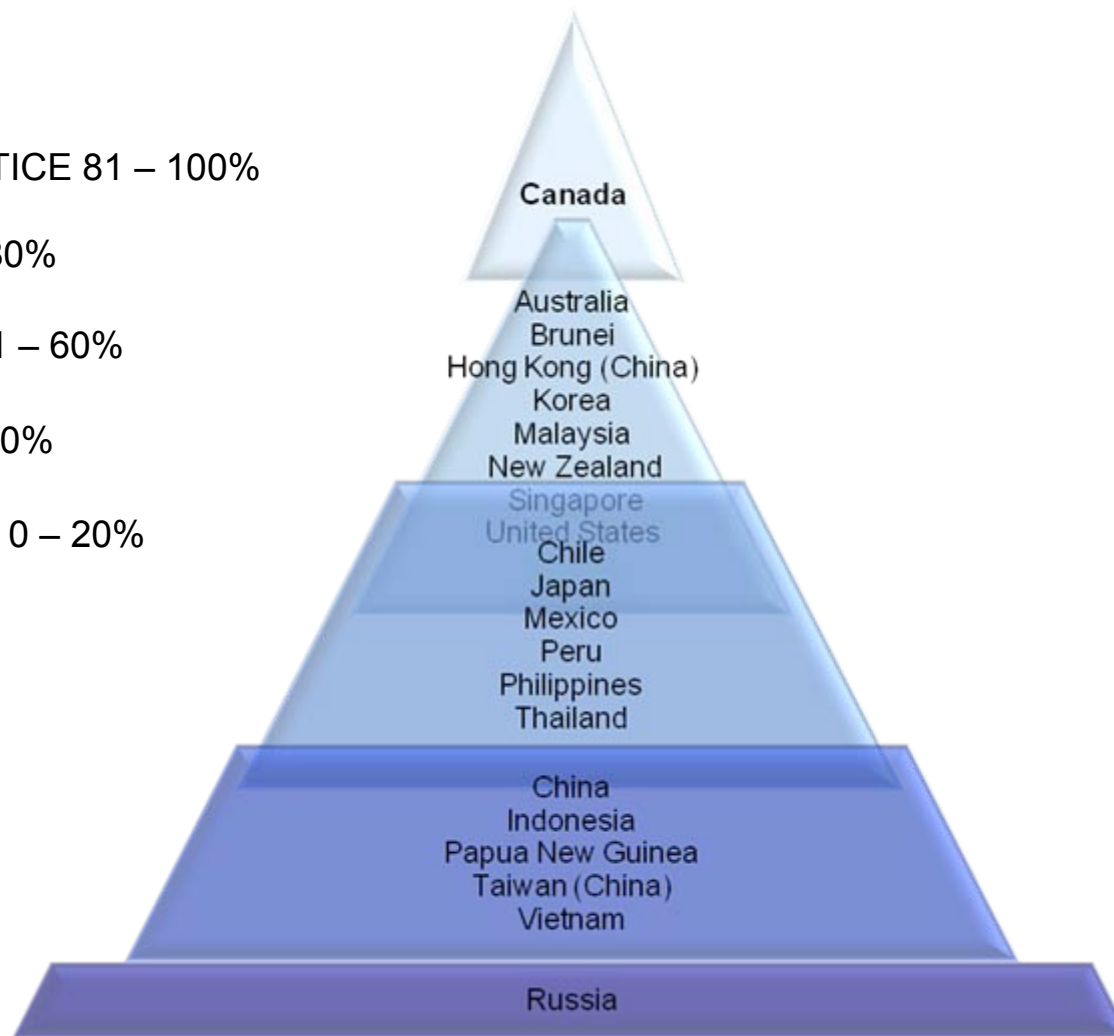
2009 APEC Results vs World

2009 APEC Results in Detail

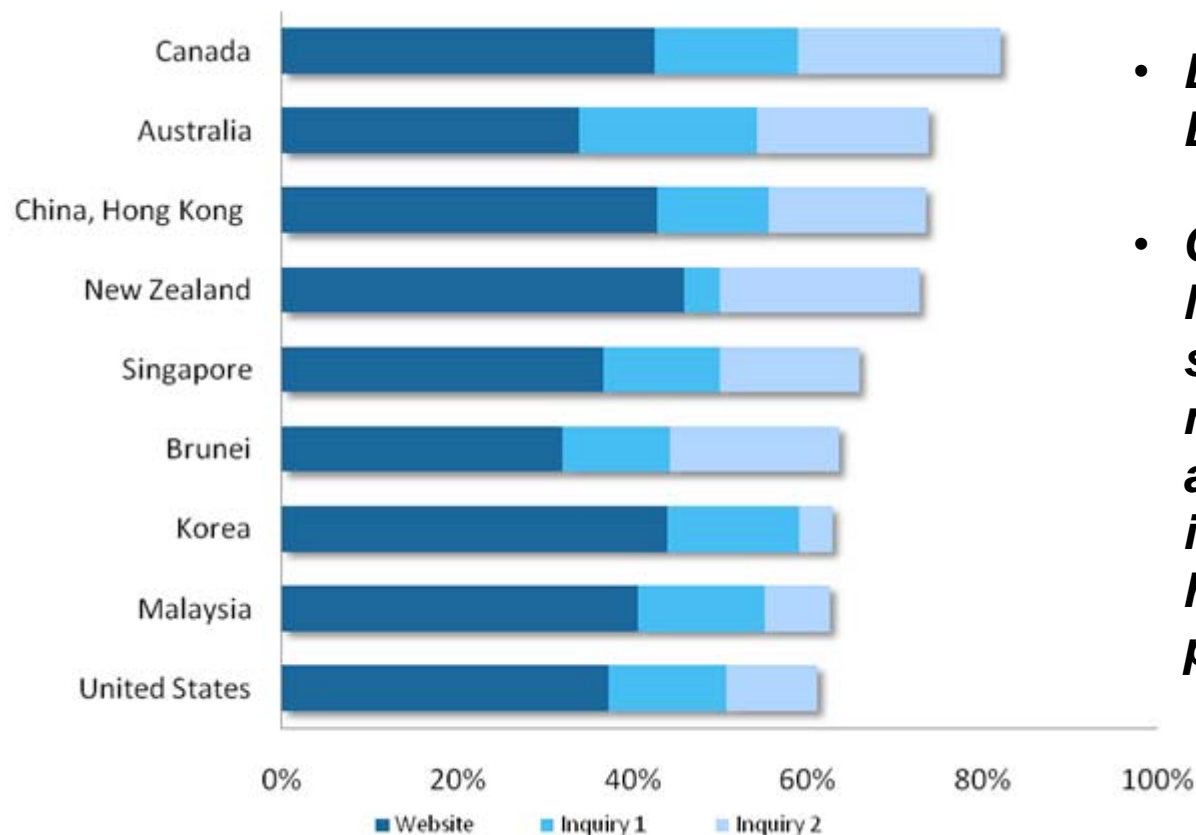
2009 APEC Results: Some Implications

GIPB 2009: APEC Spread of performance (by tier)

- BEST PRACTICE 81 – 100%
- GOOD 61 – 80%
- AVERAGE 41 – 60%
- WEAK 21 – 40%
- VERY WEAK 0 – 20%

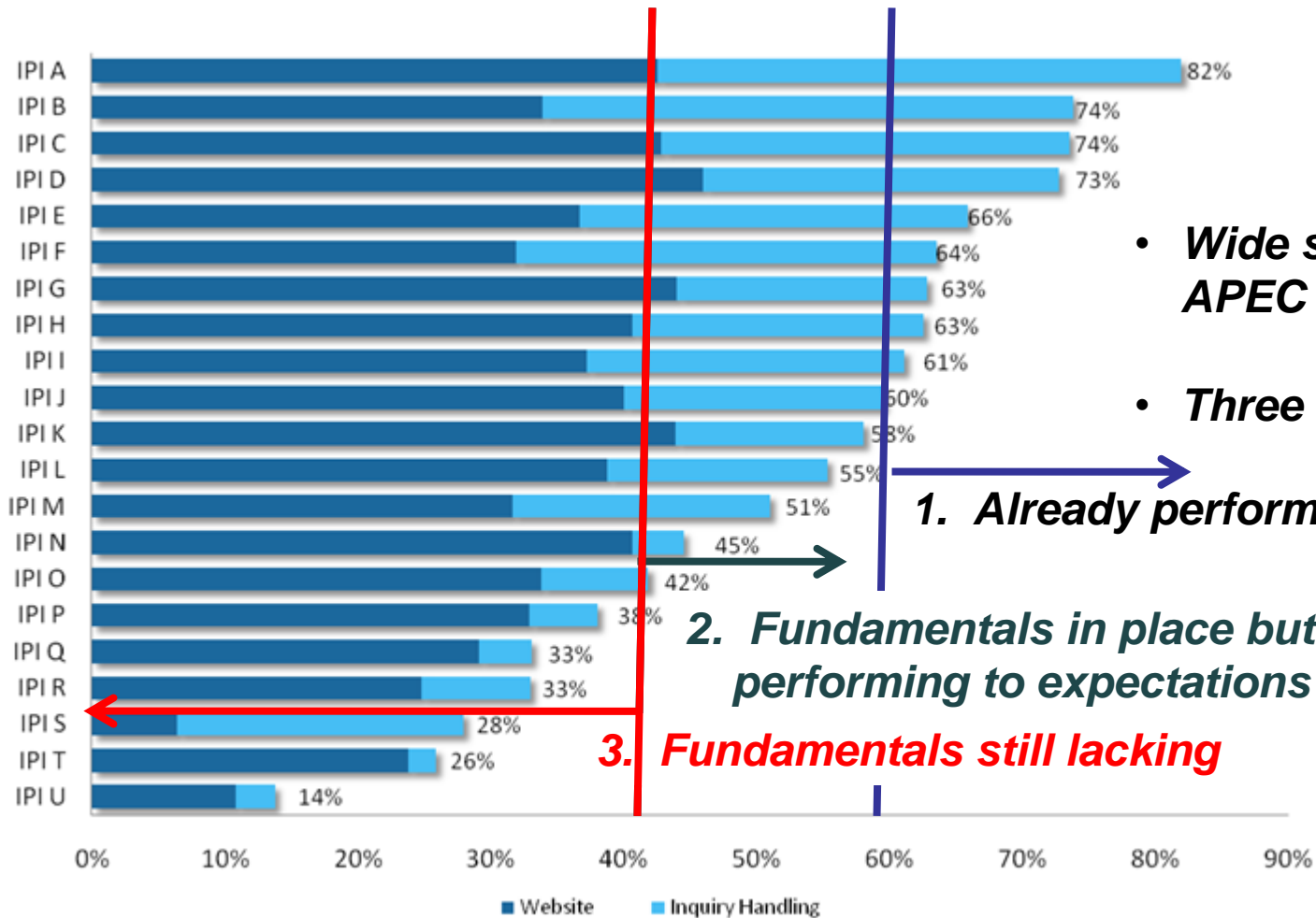


GIPB 2008: Top APEC Performers



- **Canada - best practice**
- **Don't need to be big - Brunei**
- **Consistency – e.g. if New Zealand had scored as well on their manufacturing inquiry as in their service inquiry they would have been in best practice group**

APEC Performance



- *Wide spread within APEC*

- *Three broad groups:*

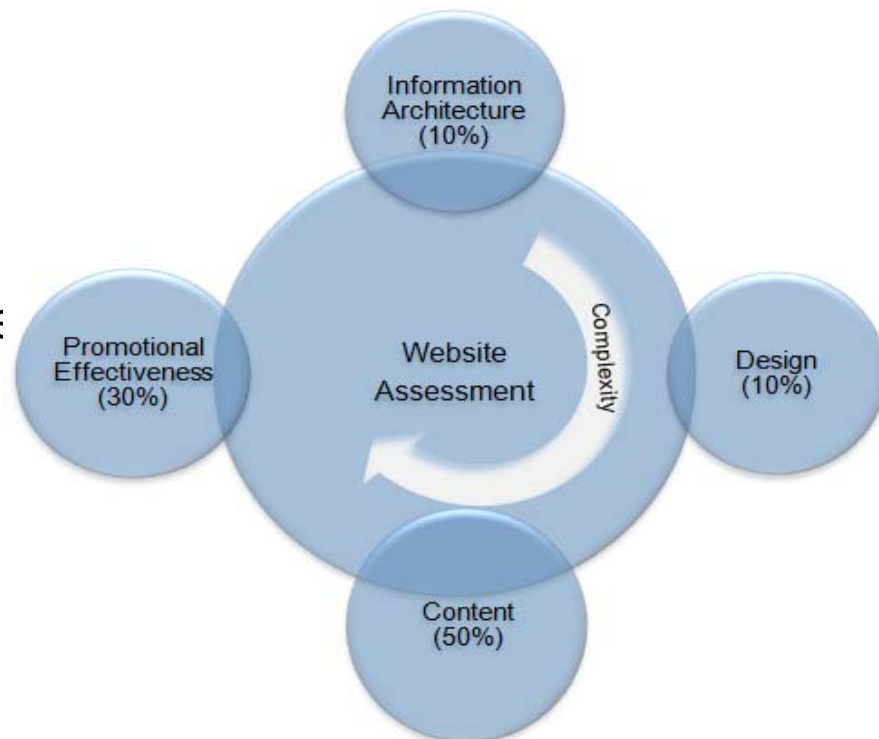
1. Already performing competitively

2. Fundamentals in place but not performing to expectations

3. Fundamentals still lacking

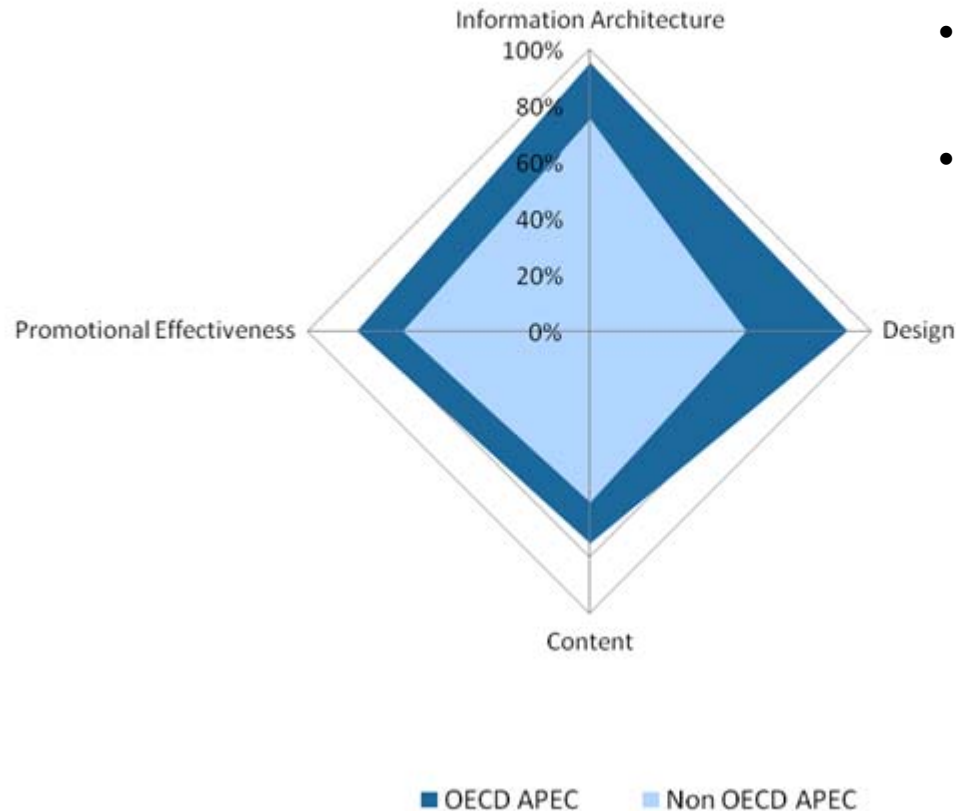
Website Assessment

- Overall, APEC as a group reached best practice in terms of Information Architecture and Design (82% respectively)
- Only 1 economy scores within the very weak range and 1 economy scored within the weak range
- 8 economies (New Zealand, Korea, Peru, China Hong Kong, Canada, Malaysia, Mexico, Japan) reached best practice in the Web site assessment



Website Assessment: OECD APEC vs. OECD Non-APEC

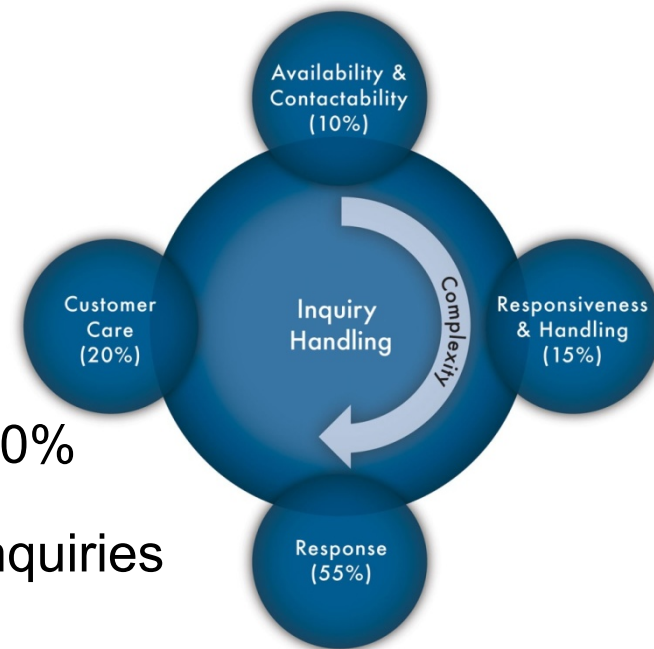
IPI websites assessed against 4 key dimensions



- Gaps in all four dimensions
- Biggest gaps in usability of websites
- Content still an issue

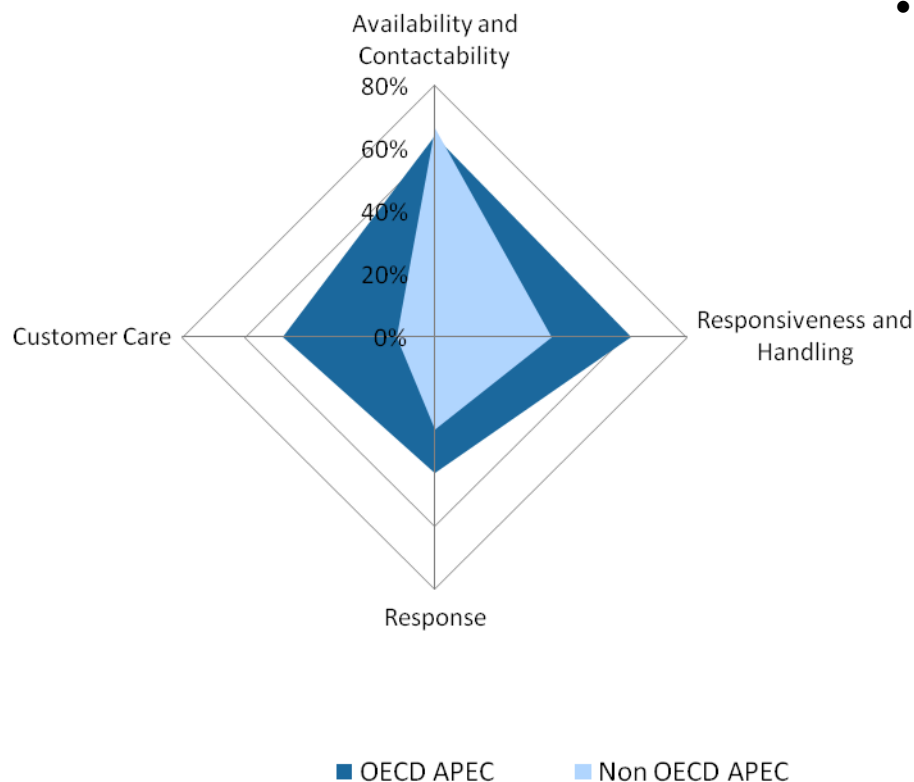
Investor Inquiry Handling: Response

- Out of 21 IPIs surveyed:
 - 7 IPIs did NOT respond to investors' manufacturing inquiry
 - 8 did not respond to the software inquiry
- Australia and Canada achieved a score above 80% in the response dimension to BOTH investors' inquiries which ranked them in the best performance tier
- 10 IPIs did not follow-up with investors interested in investing in the manufacturing sector achieving 0% score on customer care
- Similarly, 10 IPIs did not follow-up with investors interested in investing in software business



Inquiry Handling: : OECD APEC vs. OECD Non-APEC

Inquiry handling capability was assessed against 4 key dimensions:



- ***APEC as a group scored better than the World Average:***
 - ***Availability and Contactability: 66% vs 62%***
 - ***Responsiveness and Handling 46% vs 38%***
 - ***Response 34% vs 24%***
 - ***Customer care 24% vs 28%***
- ***Total: APEC 37% vs World 28%***

Contents

2009 APEC Results vs World

2009 APEC Results in Detail

2009 APEC Results: Some Implications

Get the Basics Right Facilitation, Facilitation, Facilitation

- IPIs underestimate what's needed
 - Without proper Facilitation no investment promotion effort will pay off
- The smaller the IPI budget the more sense Facilitation makes
 - Focus on the basics: Walk before you run
- Countries where doing business is more challenging
 - Bigger role for the IPI to inform and facilitate foreign investors
- Lesser known countries
 - Bridge the information gap through the work of the IPI to attract investment
- The Web allows all IPIs to promote cost-effectively

Thank you.

Questions

Day 1: Wednesday, June 3, 2009

Module 1: What Investors Need and Expect

14:15-15:00

What Makes a Good Facilitator

Celia Ortega

What Makes a Good Facilitator?

Celia Ortega
Bangkok, Thailand
June 2009

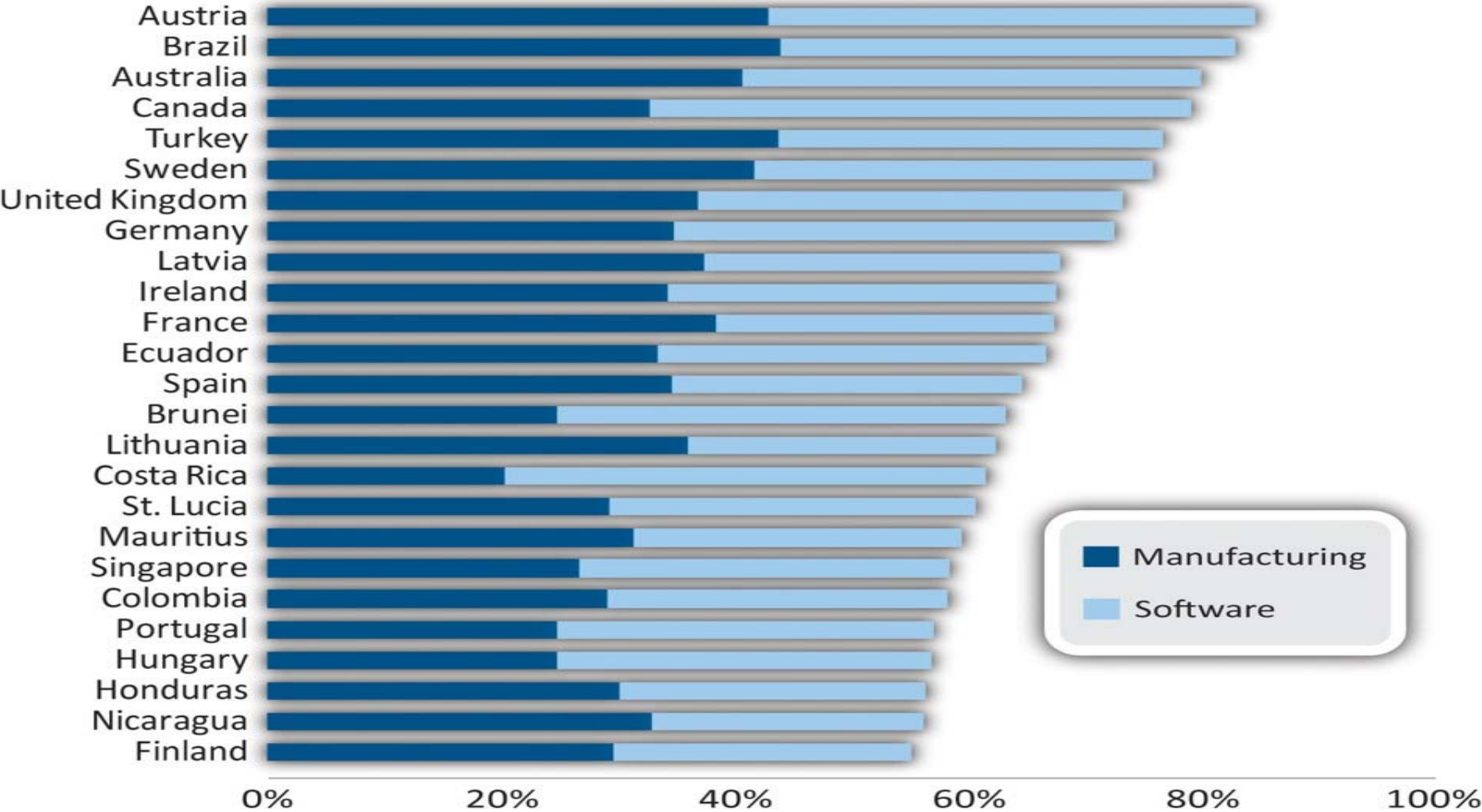
Ecuador Case Study: Facilitation as Strategy

Political instability and deteriorating country image led CORPEI to emphasize efforts to attract and hold on to potential investors knocking on their doors

- High-skilled but small 5-people team (400 enquiries/year)
- Generation of information became top priority
- Reporting directly to top management
- Staff with sector specialization
- Key account management (pre-investment and post-investment)

Results: Top 12 position worldwide

GIPB Top Performers in Inquiry Handling



What Do Top 25 Performers Have in Common?

1. Inquiries are taken very seriously
 - 79% have key account management: a single person to handle each lead
 - 86% screen and prioritize inquiries according to potential value of investment and sector priority
2. Internal systems are robust and processes are clear
 - 92% use Client Tracking Systems
 - 92% have written staff guidelines on how to respond to inquiries
 - 57% establish fixed time parameters for responding to inquiries
 - 86% have periodic staff meetings to update the pipeline
3. The right staff at the right pay
 - 76% of staff has private sector experience
 - 71% of successful IPIs pays staff at over public sector levels
 - 76% staff stays a maximum of 5 years on the job

What Does it Take to Become a Good Facilitator?

Strategy

Technology

Human
Dimension

Internal
Systems

Knowledge
Management

Monitoring &
Evaluation

Strategy: Impact on Readiness to Reply and Influence Investors

- Benchmark your location and prioritize facilitation for those sectors where there is relative competitiveness
- Quality research as a key IPI activity: That is, create a devoted intelligence department and allocate resources
- Translate IPI strategy in a consistent organization structure
 - A. Generation of information (*Information Team*)
 - List and understand critical decision factors
 - Gather information, Analyze, Synthesize, and Update systematically
 - B. Delivery (*Facilitation/Promotion Team*)
 - Respond to inquiries with **sales skills**: promotional value, make business case and customer care

Human Dimension: Impact Inquiry Handling and Response with Added Value

Recruit the **right skills**:

- Bring in experience from priority sectors
- Private sector experience helps understand business standards and service expectations

Invest on-going in **staff training and soft skills**: sales skills, customer service, telephone techniques, e-mail netiquette, etc

Avoid bureaucratic mentality: What can I do for you today?

Reward performance and best practice to motivate staff

Cooperation between departments is key: flat structures

Knowledge Management: Timely, Reliable and Consistent Information

Put in place an **Investor Information System**:

- **General information** about your location (macroeconomic, trade, political, taxation, geographic and demographics...)
- **Comparative data** with your competitors
- **Sectoral information** (sectors, subsectors, segments)
- **IPI services (Client Chart)**

Prepare an **Inquiry Bank**: Ready-to-respond typical inquiries: FAQs, outlines, guides, saved inquiries, etc

Formalize **Internal Communications**: Information across departments to avoid inconsistencies and duplicities, with weekly team meetings, centralized networks, intranet and the internet

Internal Systems: Systematically Document Actions and Follow Up Steps...

No Investment Opportunity Should Fall through the Cracks!

Develop and enforce **Staff Guidelines** describing to-dos for each officer in the process: from inquiry entry point until inquiry is responded and followed up on. Who does what? When? Deadlines? Protocol? Reporting?

Prioritize workload with **Score Cards** and classify inquiries by sector, value, number of jobs, etc

Get into the habit of weekly updating **Leads Pipelines**: Where do we stand? What the status of...?

Monitoring & Evaluation: What Gets Measured Gets done

- **Track the whole investment generation process:** Responding to inquiries is the entry point of the lead pipeline, the IPI as a whole should measure its effectiveness in generating investment from this point on until establishment.
- **Performance Targets for Staff:** converting X inquiries into Y actual leads (site visit) Objective: follow up to develop relationship with investor with a view to influencing the investment decision
- **Management Oversight** is important to ensure quality control
- **Survey client satisfaction** some weeks after inquiry reply submitted

Technology: Contactability, Response and Follow-Up

- Can investors easily find you and get in touch with the appropriate project manager at your IPI? **Web site** should display who does what and contact (email/telephone)
- Are you reachable? **Good phone system** (individual phones for officers with voice mail function are a MUST)
- **Client Tracking Systems** are **necessary**, low-tech or high-tech what matters is top management involvement
- Good **Internet Access/Email** is a basic investment. Faxes are from the past.
- **Computer Equipment** equals basic infrastructure

Take Away: What Does it Take to Become a Good Facilitator?

The **Will** to Become a Facilitator:

1. Facilitation is the **lowest-cost activity** in promotion, and the most **cost-effective!**
2. Budget is not an excuse: top IPI performers with small budget in low-income countries.
3. When opportunity knocks, make sure you open the door

Tools available to IPIs to implement a facilitation strategy

Visit FDI Center at www.fdipromotion.com

Questions

Day 1: Wednesday, June 3, 2009

**Module 2: Online Promotion: Effectively
Using the Web for Investment Promotion**

15:15-15:45

**Understanding how investors
use online information sources**

*Roxanna Faily, Investment Officer,
Multilateral Investment Guarantee Agency*

UNDERSTANDING HOW INVESTORS USE ONLINE INFORMATION SOURCES

BANGKOK, THAILAND
JUNE 2009



Agenda

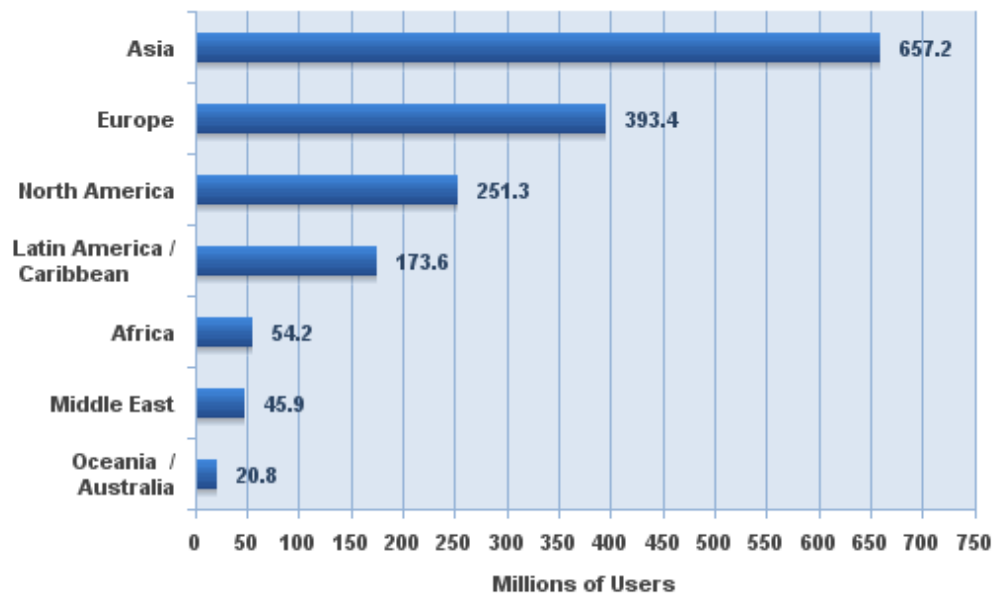
- I. Global Trends in Internet Usage**
- II. How Investors Are Using the Web**
- III. Implications for IPIs**
- IV. GIPB Criteria and APEC Country Performance**



More people on online than ever

- Today, Internet users are estimated to be 1.5 billion (Jan. 2009)
- The number of Internet users is growing globally with Asia, Europe, and North America leading the
- Internet penetration rates are also increasing - Estimates show North America at 74%, Europe at 49%, LAC at 30% and Asia at 17%

Internet Users in the World
by Geographic Regions



Source: Internet World Stats - www.internetworldstats.com/stats.htm

The Internet plays a significant role

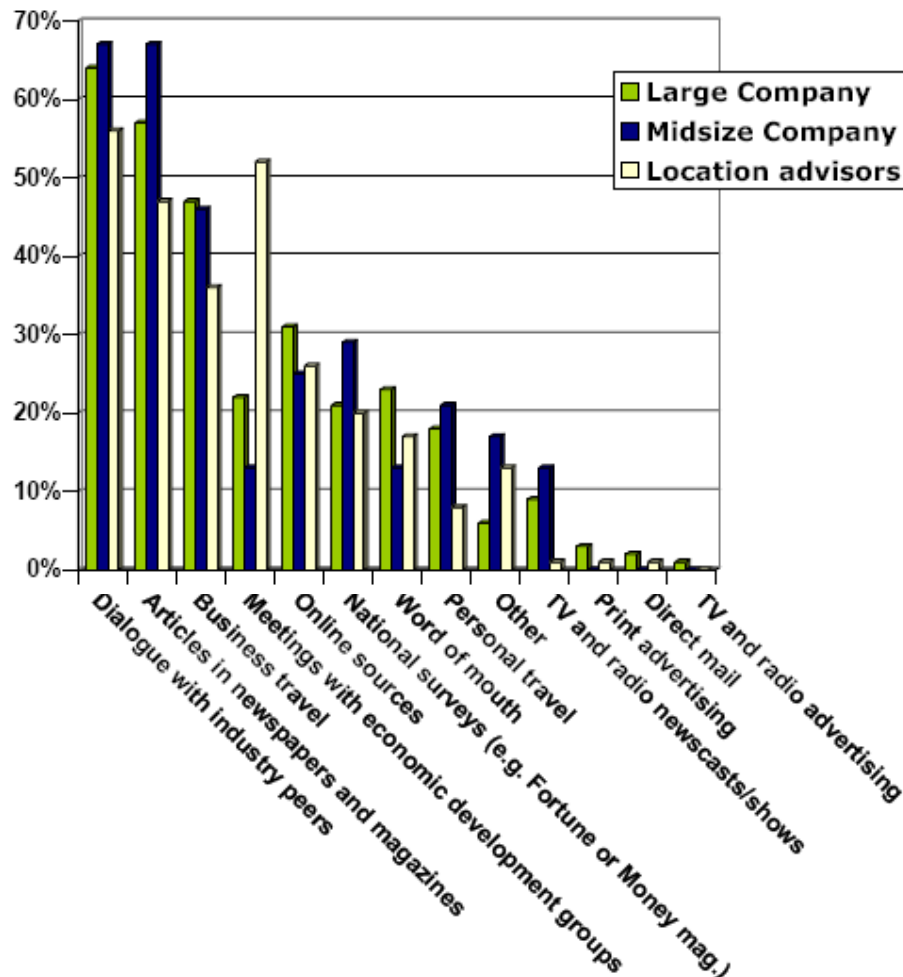
- **“With the growth of the Internet as a site selection tool, today’s prospects often conduct the early stages of a search without contacting the [locations] they are considering. Locations with lower-quality web offerings may be missing opportunities without even realizing it”**
 - Steve Stackhouse (investment promotion practitioner)
- **“Companies will create a shortlist of potential sites using information obtained from the Internet. On the other hand, companies won’t even consider a site if the information is not there.”**
 - Kate McEnroe (investment promotion consultant)



Online sources do influence perceptions

- Online sources rank in the top 5 of the influencers of corporate executives with respect to perceptions of business climate
- The importance of online sources in assessing business environment has grown to 28% in 2008 from just 9% in 2002

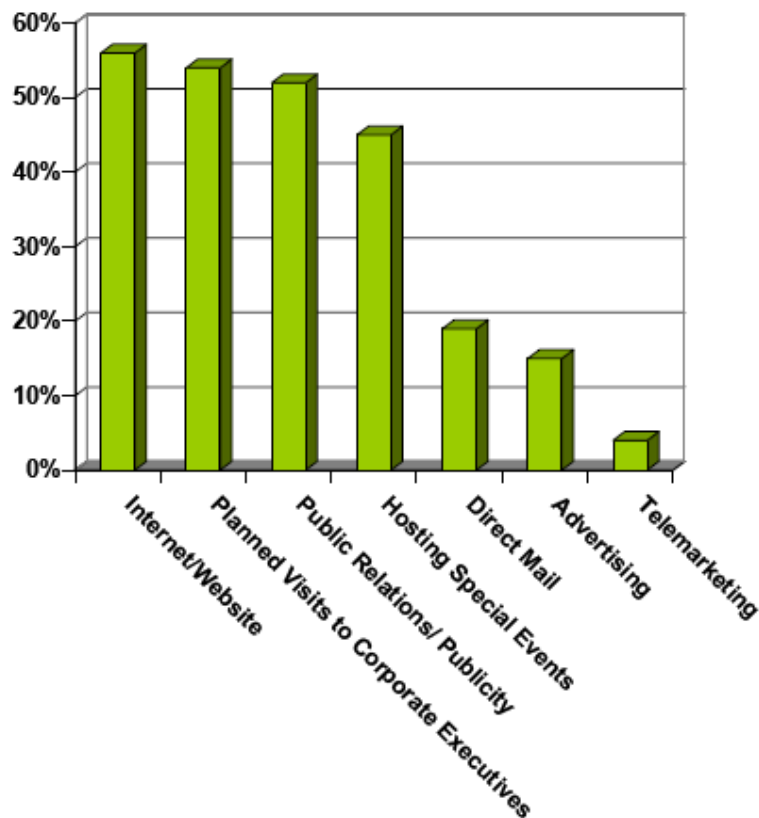
Leading Sources of Information Influencing Executive Perceptions of an Area's Business Climate (Response based on respondent type)



Source: Development Counsellors International

An effective marketing tool for investment promotion

Most Effective Marketing Techniques
(% Rating 4 or 5 on a 5-point scale, 2008)



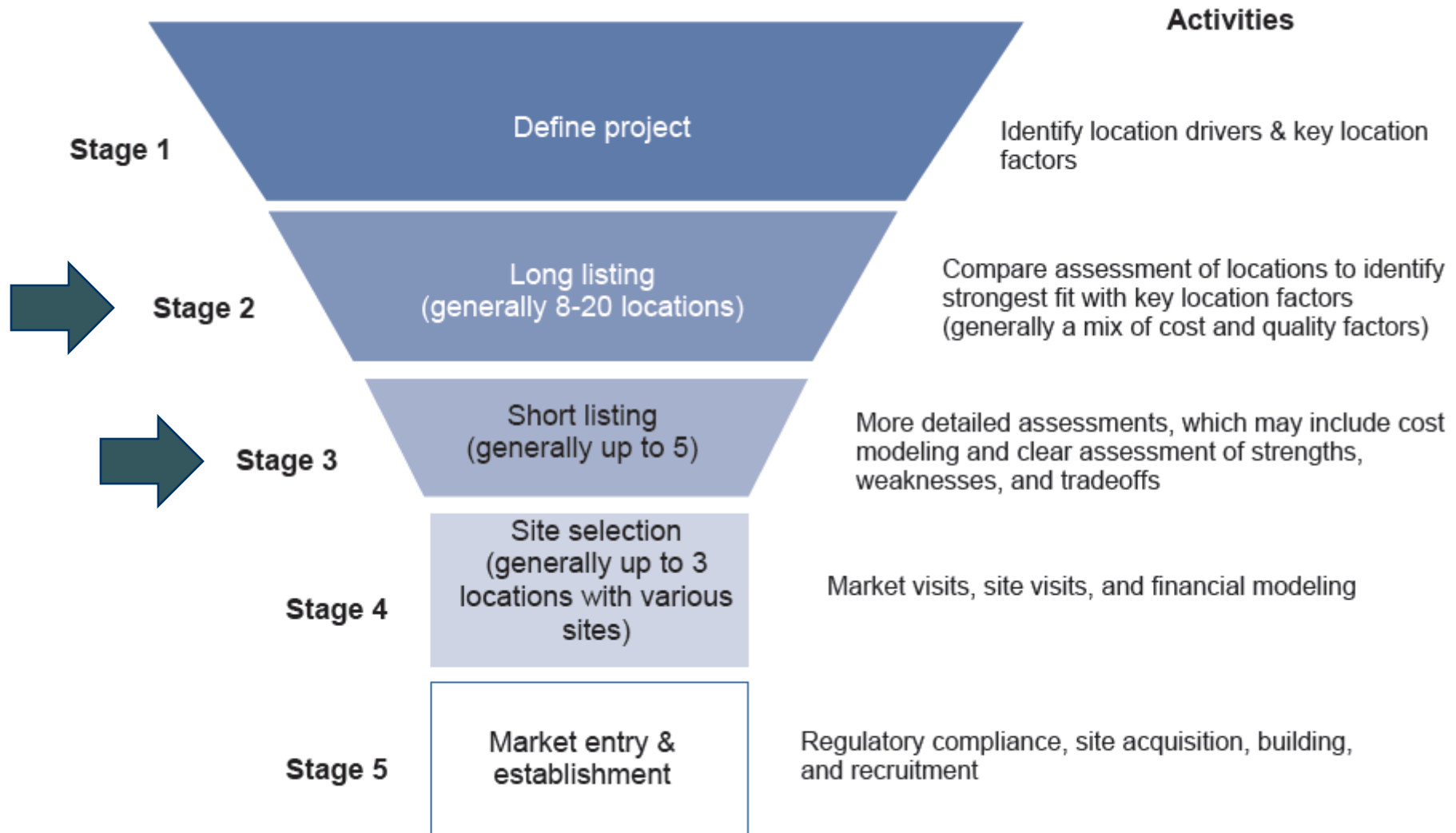
- Internet usage ranks #1 in terms of most effective marketing techniques influencing site selection, particularly for executives of large corporations and location consultants
- The influence of the Internet as a marketing tool has grown from 34% in 2002 to 56% in 2008

Investors finding the perfect location...at their desk

- More content access points - allowing for laptop and even mobile research as you go
- Broader range of communications tools – lowering the barriers to accessing information and increasing ease of doing business with developing world
- Access content instantly with abundance of subscription and free content
- Increased efficiency in due diligence requiring less people, less time, in particular from long list to short list
- Ability to access more investment opportunities – leading to extended market pool and more competition for investment



Selecting an FDI project location: investor process



The Internet – Spurring Changes for the IPIs

- Eliminates unnecessary paper trail for information searches and inquiries as well as bureaucratic delays
- Allows IPIs to compete more effectively and successfully for much needed FDI
- Broadens market as online tools help IPIs get in front of investors that they did not even know were evaluating investment opportunities
- Supports IPIs in proactive engagement - through online provision of content to meet most critical initial screening information requirements
- IPIs can compete effectively with larger, more developed economies to take full advantage of globalization and free trade



The Internet – Spurring Changes for the IPIs

- Opportunity to remove uncertainty and increase transparency through sharing information on business environment and administrative regulations
- Increased effectiveness of targeted promotion activities and greater ability to track investor interests and concerns
- Reduced cost of engaging with potential investors no matter where they are located globally
- Minimizing effect of time zones and being able to be more efficient in providing information and responses
- Key government services online with user-friendly interface offering information and accommodating feedback
 - Handling and response time for inquiries
 - Customized follow-up
 - Online tools for clients



Virtual Site Selection – pointers for IPIs

- The most meaningful economic development agency [or IPI Web] sites are those that never lose sight of the end user: the corporate investor.
- A key element corporate decision-makers look for when considering an investment are other companies in that sector already operating in that location - both rivals and suppliers. They go first to the Internet...

Site Selection Magazine



What we get from the research on FDI

- Lack of clear unambiguous information is clearly cited as an obstacle to investment
- Information gap raised primarily in relation to sector laws and regulatory procedures – “change frequently and non-transparently”
- Property – lack of information provided by authorities on availability of land sites, buildings and premises , property rights
- Infrastructure – concession procedures are non-transparent, specific sector regulations in contradiction with stated policy in other laws or special approvals required for a specific sector



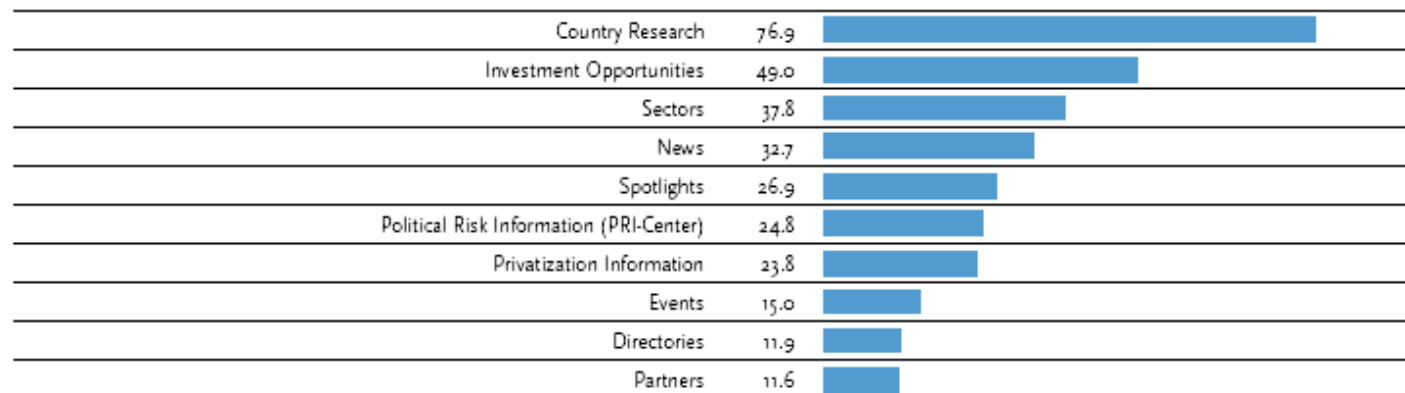
Type of information typically sought by investors

- Sector information
- Human resources and labor data
- Property information
- Quality, price and access to infrastructure
- Regulatory environment and requirements
- Foreign investment laws and international agreements
- Ease of doing business – key international indicators
- Incentives
- Testimonials and/or case studies of foreign investors
- Investment opportunities

Key content areas (MIGA client survey 2008)

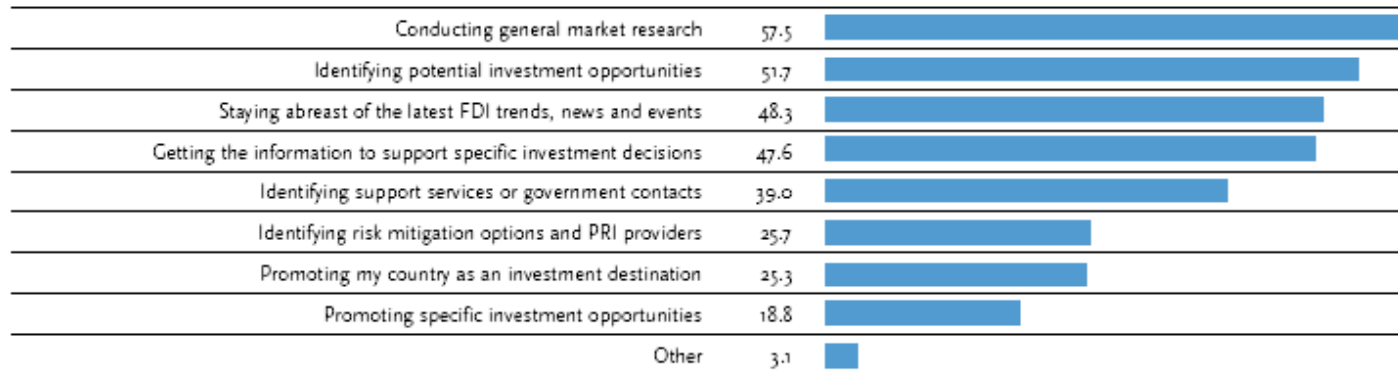
Information Topics Most Frequently Used

In percent



Most Frequently Conducted User Tasks

In percent



Overall Web site performance of APEC IPIs

- APEC non-OECD countries outperformed the global average for Non-OECD countries in their overall Web site evaluations with APEC OECD closely mirroring their global peers
- Opportunities for improvement remain strong in the areas of content and promotional effectiveness for all APEC member. c
- However, among APEC non-OECD there remains a need to strengthen fundamentals

	WORLD		APEC	
	OECD AVG	Non-OECD AVG	OECD AVG	Non-OECD AVG
Overall Performance	89%	59%	87%	69%
<i>Information Architecture</i>	94%	67%	95%	77%
<i>Design</i>	93%	68%	93%	78%
<i>Content</i>	84%	47%	75%	57%
<i>Promotional Effectiveness</i>	86%	54%	84%	62%

Day 1: Wednesday, June 3, 2009

**Module 2: Online Promotion: Effectively
Using the Web for Investment Promotion**

15:45-16:30

Enhancing your content to meet investor needs

Roxanna Faily



ENHANCING YOUR CONTENT TO MEET INVESTOR NEEDS

BANGKOK, THAILAND
JUNE 2009



Agenda

- I. APEC Economies Performance**
- II. Focusing on User Needs**
- III. Evaluating Content Quality**
- IV. Developing Content**
- V. Managing and Maintaining Content**



Overall performance of APEC IPIs

- APEC members overall outperform the global averages in all aspects of content evaluations. However, individual site performance varies.
- Content represents the greatest opportunity for improvement for the overall APEC community
- Key strength in clarity of purpose, currency of information, and international accessibility

	WORLD		APEC	
	OECD AVG	Non-OECD AVG	OECD AVG	Non-OECD AVG
Overall Content	84%	47%	75%	57%
<i>Clarity of Purpose</i>	98%	67%	97%	79%
<i>Core Information Provision</i>	91%	56%	84%	63%
<i>Sector Information Provision</i>	71%	33%	59%	37%
<i>Credibility of Information</i>	71%	34%	54%	45%
<i>Currency of Information</i>	96%	54%	88%	85%
<i>Downloads</i>	91%	44%	75%	50%
<i>International Accessibility</i>	95%	69%	93%	81%

Typical pitfalls in area of content

- Inconsistent depth of content throughout site, with sections either blank or with minimal content
- Not using or citing authoritative information sources or presenting content professionally
- Not leveraging already existing information from local and global potential partners
- Sector information that is weak or that does not present comprehensive data/testimonials
- Not making information exportable and readily usable for investors

Strong foundations for content strategy

- Understanding your users = key to developing a strong and effective content
- Prioritize users (investors, site selection advisors, media, etc.) and focus on helping your target audience achieve their goals when visiting your web site
- According to a recent MIGA survey, the top types of information sought by investors include:
 - Sector-specific reports
 - Regional FDI analysis
 - FDI and trade statistics
 - Political risk analysis
 - Investor case studies and testimonials
 - Funding/financial/risk services
 - Full text and summaries of laws
 - Potential partners, suppliers in local market
 - Business contacts, including investment promotion, privatization & other agencies



Help users achieve their goals

- Remember that users are task-oriented when they visit your site
- It is your job to help them achieve their goals as quickly and effectively as possible

Examples of tasks

Research investment environment in your country

Conduct sector research and identify investment opportunities

Learn about facilitation services and administrative requirements

General monitoring and staying abreast of country information



Relevant content

Country research, information on incentives, free zones, BITS/IAs

Testimonials, sector research, comparative advantages of your country, specific opportunities

Investment guides, services, contact information, related links

Events, news, press releases



Evaluating Content Quality

- The next step in improving your site's content is being able to identify and evaluate high-quality content
- These skills will be critical throughout your content development and partnership management processes
- Start with the content that you already have

Four main criteria can be used to evaluate content quality:

RELEVANCE

TIMELINESS

CREDIBILITY

ACCESSIBILITY

Key questions – content quality

RELEVANCE

- **Are you truly facilitating the investor due diligence and origination process?**
- **Are you providing key data to investors, such as sector information?**
- **Are you communicating comparative advantages of your country as an investment destination (and showing data)?**
- **Are you using keywords to highlight the relevance of your content?**

TIMELINESS

- **Is your information current and fresh?**
- **Have you archived or removed all out-of-date information?**
- **Do you have published dates and deadlines/expiration dates where necessary or relevant (tender opportunities, research reports, interviews, ...)**
- **Do you effectively highlight current activities and post information on recent (or upcoming) trends, articles, speeches, press releases, events?**

Key questions – content quality

CREDIBILITY

- **Do you communicate conflicting messages or claims or is your content consistent?**
- **Is the information on your site factually correct?**
- **Do you use authoritative sources for information and do you cite them?**
- **Do you communicate professionally? Is there a unified tone to your content and have you proofed for language, spelling, and punctuation mistakes?**

ACCESSIBILITY

- **Do you have multiple language sites?**
- **Is the language-style of your site clear, concise, and consistent?**
- **Is your navigation intuitive with relevant links and jumps in your content and is your content professionally presented?**
- **Is information easy to access and do you avoid complicated navigation paths to information and burdensome file formats/heavy downloads?**



Content development

- **Now that you can evaluate quality of your content, you need to focus on building and sourcing it!!**
- **Gathering and creating Web content involves a series of tasks:**
 - Perform an audit and assign responsibility
 - Collect your information in all formats
 - Identify relevant information and information gaps
 - Identify what information can be developed internally, externally or through partnerships
 - Establish a style guide for presentation of the information
 - Convert to appropriate formats and styles



Don't underestimate the power of partnerships and value of contextual links

Content development resources

- **Devote adequate resources, including staff time, to processes including:**
 - Developing a content strategy, including prioritization and directions for content plan
 - Creating, sourcing, and updating content
 - Commissioning new content to fill gaps (ex. targeted sector reports)
 - Managing partnerships and linking content and marketing goals

Use reliable sources of content

- **Official government documents (e.g. full text of laws as they appear in official publications)**
- **Authoritative national organizations, such as business associations, think tanks, chambers of commerce, academic institutions**
- **Reputable international organizations, such as international agencies, multilateral development banks and institutions, DFIs, academic community**
- **Private sector reports, such as accounting firms, consulting firms, investment banks and financial firms**

Other sources of content

- **‘All points bulletin’ within the IPA, the ministry, other sector ministries, chambers of commerce**
- **Make contact with the National Statistics Bureau, Central Bank, academic research institutions, private sector monitoring bodies (think-tanks)**
- **Free (or low marginal cost) resources or services**
 - **Newspapers, magazines, journals, industry newsletters, radio and television broadcasts, Web sites (consulting firms, investment banks)**

Top global sources

- **World Bank Group**
 - World Bank, MIGA, IFC, FDIInet, PRI-center, Rapid Response Unit (RRU)
- **Regional Development Banks**
 - IsDB, AfDB, DBSA
- **Other Multilateral Development Agencies**
 - UNCTAD, UNIDO, ITC
- **Private Sector Companies**
 - EIU, AT Kearney, McKinsey, Business Monitor International, OCO Consulting, Oxford Intelligence



Vetting content remains key

Key questions to ask yourself when vetting project opportunities:

- **What are the ways that you currently receive FDI opportunities?**
 - **Ministries, project developers, SME support agencies**
- **What are you expected to do with these?**
- **How do you follow-up to validate opportunities?**
- **When they are out of your reach, can you call on partner institutions – provincial IPIs, government branch offices?**
- **When vetted, how do you disseminate them?**

Leveraging partnerships



- Actively manage partnerships
- Evaluate the credibility of potential partners and content
- Review and vet all content received, keeping in mind your quality standards

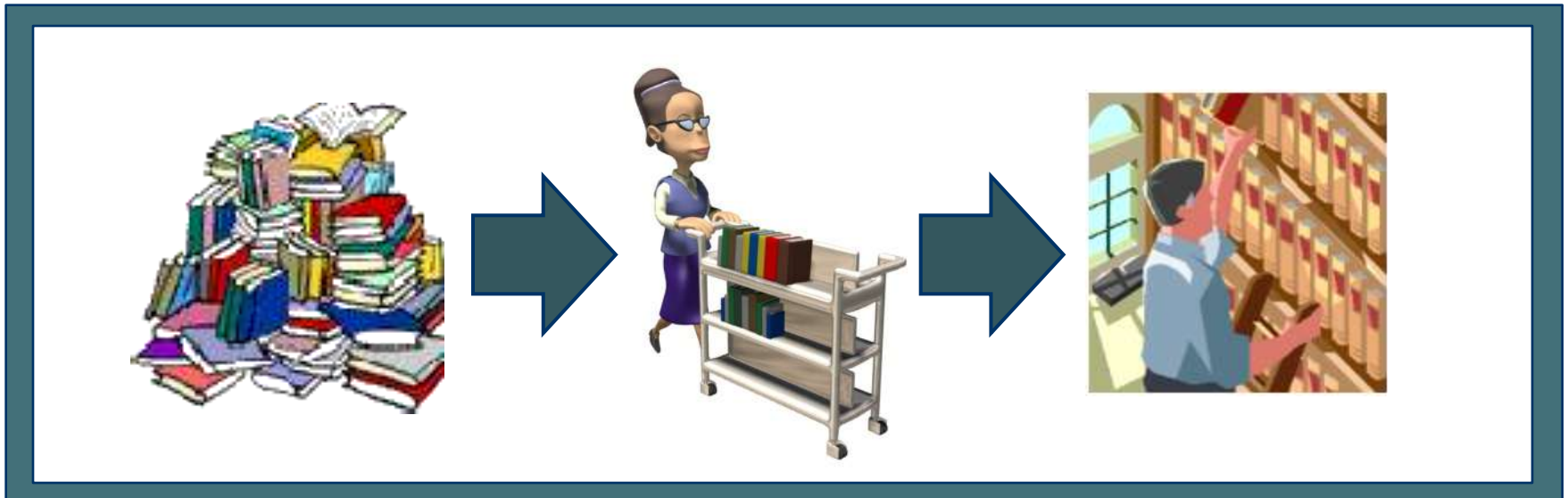
Leveraging partnerships

- Assign individual responsibility for managing a partnership
- Will succeed if (and only if) all participants buy-in
- Make objective (generating investor-oriented information) clearly known
- Be specific about the information you wish to produce/publish
- Be clear about your expectations (if possible, have it in writing)
- Try to offer them something in return
 - Examples: a report compiled out of various sources, cite them or link to their Web site

Importance of content management



Content management systems



- **CMS is the glue that links content to information architecture**
- **CMS is critical in helping you:**
 - Identify,
 - Manage,
 - Retrieve, and
 - Deliver your content

Content and information architecture

- Main content categories should naturally link to your information architecture
- It is critical for users to intuitively be able to navigate to the information for which they are searching
- Key words play a useful role in grabbing the attention of users and guiding them
- Remember to keep your users' goals in mind when building your content and information architecture

Typical Structure of IPI Sites

About us | Contact us | Site map | FAQs

IPA services

Key sectors

Legal information

Existing investors

Business news & trends

Economic indicators

Project information

Investment events

Disclaimers | Usage terms

Factors governing the success of a CMS

- Identifying who will oversee the CMS and who will use it to retrieve information (content manager vs. users)
- Assigning individual responsibility to information groups
- Making sure to have a back-up staff plan
- Ensuring all staff are appropriately trained
- Knowing what data is essential in the system
- Learning how to weed out superfluous data
- Understanding how processes are applied to manage (create, review, and approve) the data
- Knowing how the data will be used

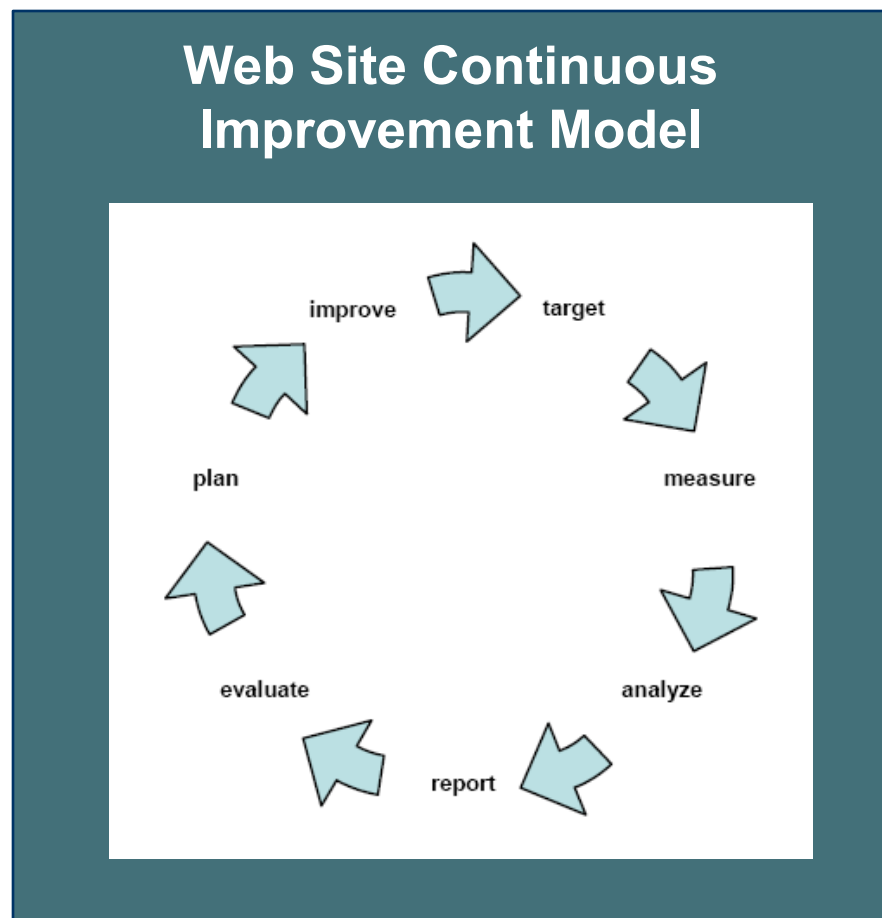
Content maintenance

Tips for keeping your site current and relevant

- ✓ Don't forget that this is an ongoing process! You must maintain your content once you post it
- ✓ Stay abreast of latest developments in your own country and internationally
- ✓ Maintain ongoing communications with sources and partners
- ✓ Schedule reviews of content posted on your site, especially for key information such as laws, sector descriptions, macroeconomic indicators, etc.)
- ✓ Update content with expiration dates (investment opportunities, concessions, privatization announcements, news items)
- ✓ Latest dates should be visible and most current information should be most prominent

Monitoring and Evaluations

- User feedback should help you develop your site strategy and focus your content efforts
- Consider different tools for evaluating user preferences
 - Online survey
 - Feedback form
 - Search terms
 - User tracking
- Results will help you improve your site content by showing your most sought after content and information gaps



Day 2: Thursday, June 4, 2009

**Module 2: Online Promotion: Effectively
Using the Web for Investment Promotion**

9:30-10:15

**Board of Investment, Thailand:
“Upgrading Web Site Content Strategically”**

Ms. Ajarin Pattanapanchai, Deputy Secretary General,
Thailand Board of Investment

Case Study:
Upgrading Website Content
Strategically

Ms. Ajarin Pattanapanchai
Deputy Secretary General
Board of Investment of Thailand

www.boi.go.th

04 June 2009



Thailand's First Government Website

- In 1995-1996, the Board of Investment developed and launched its Home Page as a “test project.”
 - This 20-page website, which was the first website for a government agency in Thailand, covered simply the basic policies and measures
 - All content was in English, as the BOI recognized that English was the language of business and what the majority of its target customers would understand

From 20 to 300 in One Year

- **Feedback was extremely positive, both from investors and the Thai private sector, and the BOI looked to expand the range of information offered.**
- **In 1996-1997, the BOI set up a project team to add content, with the number of English-language pages increasing to more than 300**
- **At the same time, Thai-language content was added**

Keeping the Site Up-to-Date

- **The BOI recognized the need to keep the website fresh and assigned staff to update the site and add new information**
- **Consultants were engaged to train staff to code .html pages and to provide technical expertise**
- **By 1998, the website was in need of an overhaul and the BOI commissioned consultants to develop a new look for the site, including a site search**
- **Content was also increased to 498 pages**



Support for Other Languages

- In 1999, the BOI responded to feedback from investors (and the BOI's overseas offices) and began to translate pages into Chinese, French, German, and Japanese
- To accommodate the rapidly-expanding site, the BOI moved the site from within Thailand to a “server farm” in the US that could provide greater bandwidth, thus speeding access to the site

Award-Winning Website

- In *Corporate Location* magazine's 3rd annual review of national and state economic development agency websites (2000), the Board of Investment's website ranked #1 in ASEAN and #5 in the world
 - Corporate Location praised the BOI for the Doing Business section of the website, saying that “the Doing Business overview and separate links cover every possible concern of foreign investors”
 - They also praised boi.go.th for “statistics that are current and comprehensive” and “links to domestic and international associations that are staggering in their comprehension”

Thailand Information Database

- **By 2000, many Thai government agencies had their own websites**
 - **However, bandwidth limitations made it cumbersome for investors to go from site to site to gather information**
- **To solve the problem, the BOI developed the Thailand Information Database, which incorporated content from key economic websites**
- **This database allowed investors to access all relevant information from a single high-speed source**

Automating the Process

- **By 2003, the BOI recognized that manually coding web pages was a laborious process**
- **In 2004, the BOI and outside consultants developed an automated front-end system that supported the development of static and interactive pages under concept “BOI Portal”**
 - **The new front-end system facilitated the updating of interactive files not only by the Investment Service Center, but also by staff of other divisions**

[FAQ](#)
[Site map](#)
[User Survey](#)
[Contact us](#)
 Language English



[Home](#)
[Why Thailand](#)
[About BOI](#)
[How to do business](#)
[Online Services](#)
[Links](#)

THAILAND
Search:

- Thailand's advantages
- Reasons to invest here
- Infrastructure
- Human Resources
- Sectors of Opportunity


Board of Investment Adopts Measures to Stimulate Investment


Board of Investment Adopts Measures to Stimulate Investment

Click here to subscribe to the monthly e-version of the BOI Investment Review.

ShortCuts

- 
BOI Project Approval
- 
BOI Statistics
- 
BOI Eligible Activities

THAILAND OF INVESTMENT
 The Perfect Opportunity



THAILAND BOARD OF INVESTMENT
www.boi.go.th

What's New MORE>>

- 
 Seminar "Business Visa & Work Permit for Foreign Investor" on June 25, 09 : 9.00-12.00 at Sofitel Centara Grand Bangkok
- 
 Seminar "All Executives Need to know about BOI" June 29, 09: 9.00-15.30 at Sofitel Centara Grand Bangkok
- 
 Presentation on "Opportunities Thailand" by Assistant Secretary General Duangjai Asawachintachit (April 29, 2009), Brisbane, Australia
- 
 Presentation on "Thailand Means Business" by Secretary General Atchaka Brimble, Sydney, Australia (April 30, 2009)
- 
 "Thailand International Logistics Fair 2009" September 9-13, 2009 at Bangkok International Trade & Exhibition Center (BITEC)

BOI Events MORE>>

Hot Topics MORE>>

- 
 BOI Confident in Thailand's Fundamentals and Long-Term Opportunities New Office Opens in Australia
- 
 BOI Approves New Incentives to Encourage Production Efficiency Enhancement
- 
 BOI Boosts Investment: Import Duty exemption Period for Mould and Die Extended until 2012
- 
 Bangkok: Back to Business:
- 
 ASEAN integration opens new investment opportunities BOI to complete concept paper on Joint ASEAN Ministerial Investment Roadshow by July

Thailand Investment Year 2008 - 2009
 Policy and news


ASEAN COMPREHENSIVE INVESTMENT AGREEMENT (ACIA)


China Information Center

[FAQ](#)
[Site map](#)
[User Survey](#)
[Contact us](#)
 Language English



[Home](#)
[Why Thailand](#)
[About BOI](#)
[How to do business](#)
[Online Services](#)
[Links](#)

THAILAND

Search:



Board of Investment Adopts Measures to Stimulate Investment

Click here to subscribe to the monthly e-version of the BOI Investment Review.

ShortCuts

-  **BOI Project Approval**
-  **BOI Statistics**
-  **BOI Eligible Activities**

- Board of Investment
- Introducing the BOI
- BOI Policies
- BOI Promotion Procedure
- Eligible Activities
- Incentives
- Law & Regulations
- Statistics
- BOI Promoted Companies Database
- Investment Services
- BOI Address

THAILAND BOARD OF INVESTMENT

What's New MORE>>

- 📌 Seminar "Business Visa & Work Permit for Foreign Investor" on June 25,09 : 9.00-12.00 at Sofitel Centara Grand Bangkok
- 📌 Seminar "All Executives Need to know about BOI" June 29,09: 9.00-15.30 at Sofitel Centara Grand Bangkok
- 📌 Presentation on "Opportunities Thailand" by Assistant Secretary General Duangjai Asawachintachit (April 29, 2009), Brisbane, Australia
- 📌 Presentation on "Thailand Means Business" by Secretary General Atchaka Brimble, Sydney, Australia (April 30, 2009)
- 📌 "Thailand International Logistics Fair 2009" September 9-13, 2009 at Bangkok International Trade & Exhibition Center (BITEC)

BOI Events MORE>>

Hot Topics MORE>>

- 📌 BOI Confident in Thailand's Fundamentals and Long-Term Opportunities New Office Opens in Australia
- 📌 BOI Approves New Incentives to Encourage Production Efficiency Enhancement
- 📌 BOI Boosts Investment: Import Duty exemption Period for Mould and Die Extended until 2012
- 📌 Bangkok: Back to Business:
- 📌 ASEAN integration opens new investment opportunities BOI to complete concept paper on Joint ASEAN Ministerial Investment Roadshow by July

Thailand Investment Year 2008 - 2009

Policy and news



ASEAN COMPREHENSIVE INVESTMENT AGREEMENT (ACIA)



China Information Center





- [Home](#)
- [Why Thailand](#)
- [About BOI](#)
- [How to do business](#)
- [Online Services](#)
- [Links](#)

THAILAND Search:

Board of Investment Adopts Measures to Stimulate Investment

Click here to subscribe to the monthly e-version of the BOI Investment Review.

ShortCuts

- BOI Project Approval**
- BOI Statistics**
- BOI Eligible Activities**

- Thailand in Brief
- Company Establishment
- Setting up a Business
- Cost of Doing Business in Thailand
- Industrial Estates
- Legal Issues for Investors
- Business Statistics
- Business Focus
- Thailand Information Database

THAILAND BOARD OF INVESTMENT
www.boi.go.th

What's New MORE>>

- Seminar "Business Visa & Work Permit for Foreign Investor" on June 25,09 : 9.00-12.00 at Sofitel Centara Grand Bangkok
- Seminar "All Executives Need to know about BOI" June 29,09: 9.00-15.30 at Sofitel Centara Grand Bangkok
- Presentation on " Opportunities Thailand" by Assistant Secretary General Duangjai Asawachintachit (April29,2009),Brisbane, Australia
- Presentation on " Thailand Means Business" by Secretary General Atchaka Brimble,Sydney, Australia(April 30,2009)
- "Thailand International Logistics Fair 2009" September 9-13, 2009 at Bangkok International Trade & Exhibition Center (BITEC)

BOI Events MORE>>

Hot Topics MORE>>

- BOI Confident in Thailand's Fundamentals and Long-Term Opportunities New Office Opens in Australia
- BOI Approves New Incentives to Encourage Production Efficiency Enhancement
- BOI Boosts Investment: Import Duty exemption Period for Mould and Die Extended until 2012
- Bangkok: Back to Business:
- ASEAN integration opens new investment opportunities BOI to complete concept paper on Joint ASEAN Ministerial Investment Roadshow by July

Thailand Investment Year 2008 - 2009
Policy and news

ASEAN COMPREHENSIVE INVESTMENT AGREEMENT (ACIA)

China Information Center



THAILAND BOARD OF INVESTMENT

- [Home](#)
- [Why Thailand](#)
- [About BOI](#)
- [How to do business](#)
- [Online Services](#)
 - Online Services
 - Download
 - Publications
- [Links](#)

THAILAND



Board of Investment Adopts Measures to Stimulate Investment

Click here to subscribe to the monthly e-version of the BOI Investment Review.

ShortCuts

- BOI Project Approval**
- BOI Statistics**
- BOI Eligible Activities**

THAILAND OF INVESTMENT
The Perfect Opportunity



THAILAND BOARD OF INVESTMENT
www.boi.go.th

What's New

- Seminar "Business Visa & Work Permit for Foreign Investor" on June 25,09 : 9.00-12.00 at Sofitel Centara Grand Bangkok
- Seminar "All Executives Need to know about BOI" June 29,09: 9.00-15.30 at Sofitel Centara Grand Bangkok
- Presentation on "Opportunities Thailand" by Assistant Secretary General Duangjai Asawachintachit (April29,2009),Brisbane, Australia
- Presentation on "Thailand Means Business" by Secretary General Atchaka Brimble,Sydney, Australia(April 30,2009)
- "Thailand International Logistics Fair 2009" September 9-13, 2009 at Bangkok International Trade & Exhibition Center (BITEC)

BOI Events

Hot Topics

- BOI Confident in Thailand's Fundamentals and Long-Term Opportunities New Office Opens in Australia
- BOI Approves New Incentives to Encourage Production Efficiency Enhancement
- BOI Boosts Investment: Import Duty exemption Period for Mould and Die Extended until 2012
- Bangkok: Back to Business:
- ASEAN integration opens new investment opportunitiesBOI to complete concept paper on Joint ASEAN Ministerial Investment Roadshow by July



[FAQ](#) [Site map](#) [User Survey](#) [Contact us](#) | Language English



[Home](#) | [Why Thailand](#) | [About BOI](#) | [How to do business](#) | [Online Services](#) | [Links](#)

THAILAND Search:

Links

-  BOI-related Links
-  Thai Government
-  Investment Promotion Agencies
-  Organizations
-  Media
-  Banks
-  Diplomatic
-  Chambers of Commerce
-  Miscellaneous Links



Categories of Links:

 BOI-related Links	 Thai Government	 Investment Promotion Agencies
 Organizations	 Media	 Banks
 Diplomatic	 Chambers of Commerce	 Miscellaneous Links

BOI-related Links

BUILD	BOI Unit for Industrial Linkage Development	http://build.boi.go.th
ASID	ASEAN Supporting Industry Database	http://www.asidnet.org
Subcon Thailand	Subcon Thailand 2008	http://www.subconthailand.com
BOI News	BOI's Official News Website	http://www.boinews.net
	CHIANG MAI (Northern Region) Northern Region Investment and Economic Center 1	http://chiangmai.boi.go.th
	SONGKHLA (Southern Region) Southern Region Investment and Economic Center 1	http://www.geocities.com/boihatyai
	SURAT THANI (Southern Region) Southern Region Investment and Economic Center 2	http://surat.boi.go.th

Responding to Competitive Challenges

- **The BOI responded to the 2006 Investment Promotion Agency Performance Review conducted by MIGA and has made several improvements**
 - **We added information about sectors of opportunity, all relevant laws, ISO requirements, and the activities of our overseas and regional offices**
 - **We added a site map and linked it to information on the site, thus making it easy to access the information**

Update, Update, Update

- **The BOI has always understood the importance of keeping the website up-to-date**
 - **Outside consultants help with the “static pages,” while there is a “website committee” that works to update the interactive pages and check the accuracy of pages before they are uploaded**
- **In recent years, the BOI has increased the frequency of updates, with most pages updates several times a year**
 - **Some pages are updated monthly; others daily**

More Improvements on the Way (1 of 2)

- **Over the next 12 months, we will be overhauling the website to give it a new and more attractive design**
 - **We will change the design (skin) to add more flavor, but still keep the website simple and easy to navigate**
 - **We will provide easy access to PR material (e.g. *Thailand Investment Review*), and will make our PR material easily printable**
 - **We will make sure that all pages have the same look, that pictures are optimized for the web, and that statistics and information are updated more regularly**
 - **We will also enhance security on the site**



More Improvements on the Way (2 of 2)

- **In addition**
 - **We recognize the need to provide investors with the information they want, rather than what we want them to know**
 - **Accordingly, we will be looking to provide more services online so investors can obtain service when they need it, not just during business hours**
 - **We will also be expanding the range of content, especially in languages other than English and Thai, and will have more promotional and interactive pages**

• BOI • BOI • BOI •



**THAILAND
INVESTMENT YEAR
2008-2009**

THAILAND BOARD OF INVESTMENT

www.boi.go.th

Day 2: Thursday, June 4, 2009

**Module 2: Online Promotion: Effectively
Using the Web for Investment Promotion**

10:30-11:15

Promoting your services and Web site successfully

Roxanna Faily



PROMOTING YOUR SERVICES AND WEB SITE SUCCESSFULLY

BANGKOK, THAILAND
JUNE 2009



Agenda

- I. APEC Economies Performance**
- II. Evaluating Promotional Effectiveness of Content**
- III. Proactively Reaching Your Target Audience**
- IV. Magnifying Your Reach**
- V. Tracking Your Effectiveness**



Overall performance of APEC IPIs

- **APEC members overall outperform the global averages in all aspects of promotional effectiveness**
- **The greatest area for improvement overall remains in the area of presenting the competitive advantages of the investment destination and comparative data**
- **Performance on remaining indicators varied significantly from case to case**

	WORLD		APEC	
	OECD AVG	Non-OECD AVG	OECD AVG	Non-OECD AVG
<i>Overall Promotional Effectiveness</i>	86%	54%	84%	62%
<i>Web Prominence</i>	87%	63%	88%	64%
<i>Corporate Roles and Support</i>	78%	57%	88%	62%
<i>Contact Information</i>	82%	63%	85%	74%
<i>Promotional Effectiveness</i>	90%	45%	81%	54%

Typical pitfalls in area of promotion

- **Providing minimal ways for investors to contact someone and follow up with questions**
- **Not clearly identifying the role the IPI plays in investment process or specific services available to investors**
- **Presenting information flatly and not making a clear argument for your country as an investment destination**
- **Not using keywords or structuring pages for easy search engine categorization and listing**
- **Not being proactive about marketing opportunities such as using RSS feeds or other viral marketing tools**

Evaluating promotional effectiveness

- **Anticipate and answer investor concerns and questions**
 - Are you providing the key information that investors are looking for?
 - Does your site succeed in meaningful engagement with investors?
 - Are you able to anticipate concerns and provide potential solutions?

- **Make the case for your country!**
 - Does your content highlight the key strategic and comparative advantages of investing in your country?
 - Do you provide potential investors with data and information that support your argument?
 - Are there case studies or testimonials that would be effective for you to use?

Evaluating promotional effectiveness

- **Clear branding and communication of your services**
 - Is your organization and your role in the investment process clearly described?
 - Is your branding and communications strategy clear and consistent?
 - Can investors quickly and easily understand the services that you provide?

- **Comprehensive and accurate contact information and links**
 - Can investors quickly and easily understand who to contact with their inquiries?
 - Are there links to related and relevant organizations?

Key points for content and marketing

- Content should complement and support marketing messages
- Find suitable places to post marketing material without doing a “hard sell”
- Be aware of the indirect link between content and marketing
- Make sure that you have a process in place for coordinating marketing activities and goals with content development and management

How to proactively reach investors

Once you have focused on establishing an effective online presence, it becomes important to market your Web site.

- Promote site with an effective search engine marketing strategy and optimize your pages for search
- Use other strategies such as viral marketing, cross-linking, partnerships and blogs to extend your reach even further
- Monitor traffic and user profiles and incorporate this data in your content development and marketing activities
- Other Web marketing recommendations: newsletters, client servicing

Search engines: the players

- US Search Engine – Popularity (April 2009)
 - Google – 72%
 - Yahoo – 16%
 - MSN/Live – 5%
 - Ask – 4%
- Google continues to dominate internationally
- Know the relevant search engines for your target audience and don't forget local search engines as well
 - Ex. Baidu in China, NHN in South Korea, Yandex in Russia, Voila in France, Netsprint in Poland



Effectively using search engines

- **Know your search engines and their ranking criteria**
 - Ex. Google likes cross-linking from reputable sources and hybrid search engines like Web sites they have reviewed
- **Monitor your placement and listings**
 - *Links pointing to your site:* go to Google and type `link:insertyoursitehere.org`
 - *Number of pages indexed in Google:* go to Google and type the following command in the search box `site: insertyoursitehere.org`
- **Enhance your visibility**
 - Go beyond automated bots, consider human edited directories and resource listings (Yahoo directories, Wikipedia, etc.)
 - Be proactive and submit your sitemap to Google

Optimizing for search engines

■ Keywords

- Research search terms and carefully select relevant keywords (Use Google Adword's Keyword Tool → www.google.com/sktool)
- Typical keywords include: country name, sector, invest in/doing business in, FDI, incentives, investment laws/regulations
- Use them!!! (meta tags, page titles, page text, image titles)

■ Design

- Be careful using frames, graphics, images, and splash pages.
- Minimize your click path

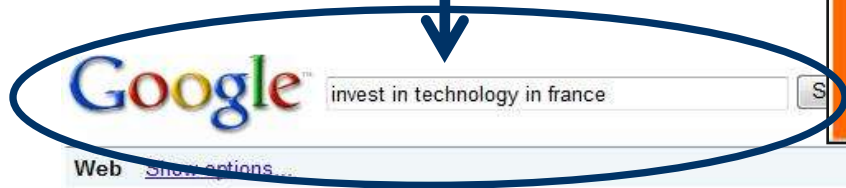
■ Other issues

- Do not password protect your site
- Obtain simple and logical URLs that relate to site and organization
- Build the number of links that lead to your site

Paid listings

- You must first determine your budget and the effectiveness of your free search engine placement to be able to decide whether paid listing services make sense for you
- *Paid Inclusion*: can speed up process and guarantees pages will be mixed into free listing results and regularly reviewed; but does not guarantee rank
- *Paid Placement or Advertising*: Buy your way to the top of the advertised listings on a Cost per Click (CPC) or Pay per Click (PPC) basis
- *Key Players*:
 - Google Adwords
 - Yahoo Search Marketing

Search example



Web Shortcuts

Results 1 - 10 of about 5,420,000 for [invest in technology in france](#). (0.20 seconds)

[Invest in France](#)

This is a newsletter published by the **Invest in France** Agency Nordic countries – The ... Information **technology** employs 47% of **France's** ICT workforce. ...
[news.investinfrance-nordic.org/ - 62k - Cached - Similar pages](#)

[IFA: Investing in France in ICT Industry - Development of ICT ...](#)

With its international clusters specialized in microelectronics, software and telecommunications **technology**, **France** offers excellent business opportunities ...
[www.invest-in-france.org/international/en/ict-information-communication-technology-sector.html - 30k - Cached - Similar pages](#)

[IFA: Sector Publications - International Investment Opportunities ...](#)

With major **investment** and R&D projects, **France** has launched leading research and ... in the communications **technology** industry: **France** Télécom/Orange, ...
[www.invest-in-france.org/international/en/print/sector-publications.html - 38k - Cached - Similar pages](#)
[More results from www.invest-in-france.org »](#)

Sponsored Links

[Technology Investment](#)

Get Independent Advice and Analysis of Your Favorite Mutual Funds
[www.morningstar.com/](#)

[Investing In Europe](#)

Expert advice on choosing the right European business location.
[www.locationeurope.com](#)

Viral marketing

Invite your users to spread the word about your site:

- Provide an “email this page to a colleague” on key pages and documents
- Include your Web site address on all email communications
- Provide a link to your newsletter sign-up page in your newsletter
- Use RSS feeds

Talk to your users:

- Identify groups, sites, discussion boards, listservs and blogs able to reach your users
- Use a search engine to identify them and then run an “alexa check” (alexa.com) to determine which ones have the more traffic
- Subscribe or post on the relevant pages when your site has new content or any major update
- Use Web 2.0 tools to help you get the word out and manage perceptions

Magnify your reach through partners

- Establish and cultivate partnerships with related Web sites
- Identify all possible ways a user might reach your site, contact those sites and ask them to establish reciprocal links
 - Top referring sites
 - Other reputable sites that link to you
 - Sites with whom you would like to establish reciprocal links
- Ideas for partners:
 - Trade or tourism promotion agencies
 - Sectoral sites
 - Regional sites
 - Business Associations
 - Embassies abroad
 - Related information portals



Offering an e-mail newsletter

- Why offer an e-mail newsletter?
 - To inform potential investors about latest developments
 - To support existing investors with on-going information
 - To enhance the country's reputation
 - To refer users back to your Web site
 - To build a user base to which you can market
- Some guidelines
 - Offer permission-based newsletter (post newsletter on your site as well)
 - Clearly state your privacy policy
 - Content of the newsletter is key: how-to information, industry information, case studies of FDI
 - Link articles back to Web site
 - Provide unsubscribe link
- Online archives - newsletters are useful sources of reference
- Newsletter text posted on the site can be searched by search engines

Other tools...

- The Wikipedia Phenomenon
 - Check to see what is listed on your country and under your keywords
 - Submit entries and send in your site's links
- Social Networks and Blogs
 - Fast becoming a cost-effective way to reach a broad audience... but are investors there yet
 - Consider your resources
 - Ex. Facebook, twitter
- Podcasts and Video
 - Potentially useful for interviews and country or sector promotion videos

Examples: Wikipedia

[Make a donation](#) to Wikipedia and give the gift of knowledge!

[Log in](#) / [create account](#)

[article](#) [discussion](#) [edit this page](#) [history](#)

NRW.INVEST

From Wikipedia, the free encyclopedia
(Redirected from [Invest in North Rhine-Westphalia](#))

This article is an **orphan**, as few or no other articles link to it. Please introduce links to this page from other articles related to it. *(February 2009)*


NRW.INVEST is the economic development agency of the German State of [North Rhine-Westphalia](#) (NRW). It deals with the acquisition of and support for foreign investors and the international marketing for [NRW](#) as a business location. ^[1] As One-Stop-Agency for foreign investors, NRW.INVEST supports mainly international companies with their investment projects and settlements in [NRW](#) throughout the entire settlement process. ^[2] ^[3] NRW.INVEST maintains two **subsidiaries** in [Japan](#) and the [USA](#) as well as six **representative offices** in [China](#), [India](#), [Korea](#) and [Turkey](#). The sole shareholder of NRW.INVEST is the State of [North Rhine-Westphalia](#).


Contents [\[hide\]](#)

- 1 The Mission
- 2 Activities / Service
- 3 Activities Abroad
- 4 Foreign Direct Investments in NRW
- 5 References
- 6 External links

The Mission [\[edit\]](#)

As business location [North Rhine-Westphalia](#) (NRW) is in direct competition with the major European metropolitan regions [Greater London](#), [Île-de-France](#), and [West-Nederland](#) as well as other strong business locations worldwide. ^[4] ^[5] Acknowledging the importance of foreign investments in times of [globalization](#), NRW.INVEST aims to boost the location of foreign companies in NRW. ^[6]





WIKIPEDIA
The Free Encyclopedia

navigation

- [Main page](#)
- [Contents](#)
- [Featured content](#)
- [Current events](#)
- [Random article](#)

search

interaction

- [About Wikipedia](#)
- [Community portal](#)
- [Recent changes](#)
- [Contact Wikipedia](#)
- [Donate to Wikipedia](#)
- [Help](#)

toolbox

- [What links here](#)
- [Related changes](#)
- [Upload file](#)
- [Special pages](#)

Examples: Facebook Page



Doing Business

Wall | Info | Photos | Boxes | Featured Links

Become a Fan
View Updates

Fans

6 of 5,577 fans [See All](#)



Darek Kryczka



Amin Jamal



Leila F. Search



Medea Ioseliani



Pablo Halkyard



Naim Vrezezi

Events

2 past events [See All](#)

Doing Business in Second Life
<http://slurl.com/secondlife/This%20...>
Thursday, October 30 at 2:00pm

Release of Doing Business 2009
The World Bank Group
Tuesday, September 9 at 8:05pm

Doing Business

Doing Business 2009 -- Full report now available for download!
Azerbaijan was the top reformer in doing business, while Eastern Europe and Central Asia led the world's regions in regulatory reforms, according to Doing Business 2009. Download the entire 211-page report to learn more about reforms and other changes to the business environment in 181 economies...

February 17 at 11:50am · Share

Doing Business

Paying Taxes 2009 - The Global Picture
This is the third Paying Taxes publication based on the "paying taxes" indicator from the Doing Business project. The project assesses the ease of paying taxes as part of a broader analysis of regulations relevant to domestic, small- to medium-sized companies in 181 economies around the world...

December 19, 2008 at 9:49am · Share

Doing Business

Doing Business in Small Island Developing States 2009
A new report from Doing Business finds that a third of small island developing states introduced regulatory reform to make doing business easier last year...

Examples: Video

The screenshot shows a YouTube video player interface. At the top left is the YouTube logo with the text "Broadcast Yourself™ Worldwide | English". To the right are links for "Sign Up", "QuickList (0)", "Help", and "Sign In". Below this is a navigation bar with tabs for "Home", "Videos", "Shows", "Channels", and "Community". A search bar contains the text "invest in macedonia" and a "Search" button. To the right of the search bar is an "Upload" button with a dropdown arrow. The video title is "INVEST IN REPUBLIC OF MACEDONIA". The video player shows a white screen with a red and yellow sun-like logo and the text "Invest in the MACEDONIA" and "www.investinmacedonia.com". Below the video player is a yellow caption: "This is a video response to Macedonia - Timeless (Russian version)". To the right of the video player is a user profile for "miloradBG" with a "Subscribe" button, a bio, a URL, and an embed code. Below the profile are sections for "More From: miloradBG" and "Related Videos" with a list of video thumbnails and titles.

You Tube Broadcast Yourself™
Worldwide | English

Sign Up | QuickList (0) | Help | Sign In

Home Videos Shows Channels Community

invest in macedonia Search Upload

INVEST IN REPUBLIC OF MACEDONIA


www.investinmacedonia.com

0:03 / 0:38 HQ

This is a video response to [Macedonia - Timeless \(Russian version \)](#)

miloradBG April 08, 2009
(more info) [Subscribe](#)

Macedonia prides itself with its educated, highly-qualified, and ethical workforce that is available to foreign investors. The average gross monthly salary is €430. Educational standards at technic...

URL: <http://www.youtube.com/watch?v=510ufJxU>

Embed: `<object width="425" height="344"><param`

More From: miloradBG

Related Videos

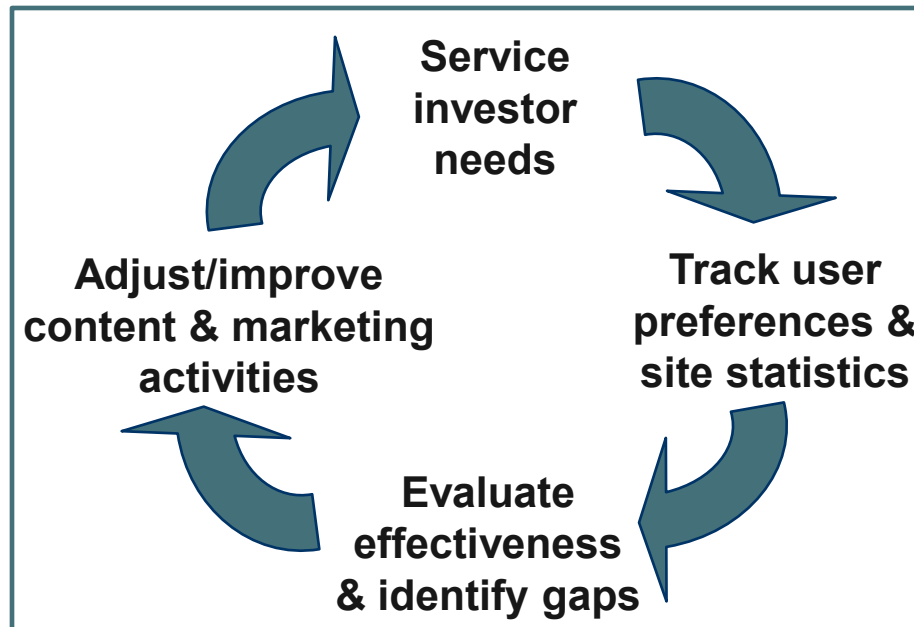
- [Macedonia - Timeless \(Russian version \)](#)
3,576 views
miloradBG
1:01
- [MACEDONIA - Euro Baeuties](#)
224 views
propertyinmacedonia
9:41
- [Vasil Iljov govori za Antickite Makedonci 2/2](#)
95 views

Monitoring your Web site traffic

- It is important to know if your Web site is working (quantitative analysis) as well as who is visiting your site (qualitative analysis)
- Website traffic analysis is about collecting, analyzing, and interpreting the following data:
 - How the traffic arrives at your site
 - Which users make up the traffic
 - How users interact with your site
 - What the results were of the visits
 - Most popular areas of your site
- Choose a web site monitoring system that is in line with your needs (Google Analytics, WebTrends, Omniture SiteCatalyst)
- Some are free...

User tracking and marketing

- **Web analytics enable marketers to effectively target prospects or customers**
- **It shows the source of potential customers**
- **It allows them to examine click path analysis, hence optimize traffic to specific pages**
- **It provides data on what kind of content users request**
- **Feeds back into the continuous improvement process to develop those aspects which need focus**



Web analytics – what can be measured?

Basics

- Unique visitors
- # of visits
- User's time spent on site
- Page views
- % increase from period to period
- #s increase from period to period
- Cumulative data over period
- Searched terms

Web analytics – what can be measured?

Geographical statistics

- Visitors from top countries
- % of visitors from each country

More complex information

- Search engines and entry/exit pages
- Unique v. return visits
- Key words used to search
- Documents downloaded
- Other feedback mechanisms

References

Web sites devoted to online marketing strategies

- Searchenginewatch.com
- Marketingprofs.com
- Searchenginestrategies.com
- Search engine forum: top25web.com/bbs/index.php
- Seochat.com
- Blogs: John Battelle (battellemedia.com)

Day 2: Thursday, June 4, 2009

**Module 2: Online Promotion: Effectively
Using the Web for Investment Promotion**

11:15-12:15

Web site clinic

Thomas Tichar

Web Clinic - Invest Ukraine

During this website clinic you will be asked to look at a series of screen shots and answer related questions. You will be evaluating the effectiveness of InvestUkraine and will be asked to draw upon some of the lessons learned during both Module 1 and 2 of the workshop. There is no single right answer; rather, the aim is to stimulate discussion, practice using some of your critical evaluation skills, and to learn from the perspectives of your peers.

InvestUkraine was not chosen as a result of performance but rather as an example because it effectively highlights key issues that have been discussed during the past sessions.

The screenshot shows the InvestUkraine website homepage. At the top, there is a search bar and a navigation menu with links for RU and UA. The main banner features the InvestUkraine logo and the slogan "INVEST IN EASTERN EUROPE'S GREATEST MARKET!". Below the banner, the main content area is divided into three columns. The left column contains a navigation menu with links such as "Main page", "Welcoming Words from Director", "About Ukraine", "Investment Opportunities", "About InvestUkraine", "Publications", "Partners", "News", "Events", "Press Center", "Site Map", "Useful Links", and "Contacts". The middle column is titled "REASONS TO INVEST IN UKRAINE:" and "UKRAINE'S COMPETITIVE ADVANTAGES". It lists several advantages, including a large market of 47 million consumers, a highly competitive workforce, strategic location, extensive transport infrastructure, and dynamic economic growth. The right column contains an "INVESTMENT REQUEST" section with a link to the "Investor's Inquiry Form", a "CALENDAR" for June 2009, and "LATEST NEWS" with a link to a news article about Euro-2012 preparation.

search...

InvestUkraine
UKRAINIAN CENTER FOR FOREIGN INVESTMENT PROMOTION

INVEST IN EASTERN EUROPE'S GREATEST MARKET!

RU UA

currency weather

Main page
Welcoming Words from Director
About Ukraine
Investment Opportunities
About InvestUkraine
Publications
Partners
News
Events
Press Center
Site Map
Useful Links
Contacts

Welcome to our new website!

Kyiv 17:00:06

REASONS TO INVEST IN UKRAINE:
UKRAINE'S COMPETITIVE ADVANTAGES

- 47 million consumers – the greatest market in Eastern Europe
- Highly competitive, well-educated, skilled workforce
- Strategic location at the crossroads of East-West and North-South trade routes
- Ideal platform for manufacturing and exporting both to Russia and to the EU
- Extensive transport infrastructure with railroad system, Black Sea ports, and PanEuropean Transport Corridor roadways
- Dynamic economic growth in the past five years—one of the highest in Europe
- Developed value-added industries with strong technical capabilities
- Concentration of specialized knowledge, network of universities and scientific research centers
- Many investor success stories including such companies as

Investor's Inquiry Form

CALENDAR

June 2009

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

LATEST NEWS

- Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине
- Всемирный банк увидел свет в конце украинского туннеля

Jun. 19, 2009, Kyiv

1. Imagine that you are doing an evaluation of the Ukraine as a possible investment destination. Your research brings you to the InvestUkraine website where you are able to look at some key web pages (see screen shots below).

- What key messages do you get from their site?

.....
.....
.....
.....
.....

- Are you convinced by the value proposition?

.....
.....
.....
.....
.....

- Do you have the country –specific information that you need? If not, then what type of information would be useful?

.....
.....
.....
.....
.....

InvestUkraine homepage:



InvestUkraine
UKRAINIAN CENTER FOR FOREIGN INVESTMENT PROMOTION



INVEST IN EASTERN EUROPE'S GREATEST MARKET!

RU UA
% currencies
weather

- [Main page](#)
- [Welcoming Words from Director](#)
- [About Ukraine](#)
- [Investment Opportunities](#)
- [About InvestUkraine](#)
- [Publications](#)
- [Partners](#)
- [News](#)
- [Events](#)
- [Press Center](#)
- [Site Map](#)
- [Useful Links](#)
- [Contacts](#)

Jun. 19, 2009, Kyiv

**Round Table
Energy maintenance of enterprises:
not only gas?**



Welcome to our new website!

REASONS TO INVEST IN UKRAINE:

UKRAINE'S COMPETITIVE ADVANTAGES





- 47 million consumers – the greatest market in Eastern Europe
- Highly competitive, well-educated, skilled workforce
- Strategic location at the crossroads of East-West and North-South trade routes
- Ideal platform for manufacturing and exporting both to Russia and to the EU
- Extensive transport infrastructure with railroad system, Black Sea ports, and PanEuropean Transport Corridor roadways
- Dynamic economic growth in the past five years—one of the highest in Europe
- Developed value-added industries with strong technical capabilities
- Concentration of specialized knowledge, network of universities and scientific research centers
- Many investor success stories including such companies as Kraft Foods, Coca-Cola, Hewlett Packard, Cargill, Knauť, Yazaki, McDonalds and Raiffeisen Bank

ABOUT INVESTUKRAINE

- InvestUkraine is a "one-stop shop" state budget investment promotion agency of Ukraine.
- We are an independent non-profit organization, a liaison between the Government and prospective and current investors.
- We also promote Ukraine as an investment destination worldwide through networking, conferences and events, media relations, Ukraine's diplomatic missions abroad, and creative leadership.
- InvestUkraine, located in Ukraine's capital Kyiv, features a multilingual staff, and reports to an external Supervisory Board composed of members from the public and private sectors.
- Our Mission is to help Ukrainian economy become more productive and globally competitive by increasing the inflow of strategic foreign direct investments.

[More about InvestUkraine](#)

Kyiv 17:00:06

INVESTMENT REQUEST

 [Investor's Inquiry Form](#)

CALENDAR

<< JUNE 2009 >>

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

LATEST NEWS

- [Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине](#)
- [Всемирный банк увидел свет в конце украинского туннеля](#)
- [ЕБРР хочет инвестировать в Украину 1 млрд. евро](#)

LATEST EVENTS



- [Round Table Energy maintenance of enterprises: not only gas?](#)
- [The 4th International Investment Forum \(Тернопіль\)](#)
- [F.I.A.S.P.A. 2009 – Международный Форум услуг и оборудования для городских администраций](#)

PHOTO OF THE DAY




The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"

InvestUkraine About Page - General

<ul style="list-style-type: none"> ▢ Main page ▢ Welcoming Words from Director ▢ About Ukraine <ul style="list-style-type: none"> ▢ Regions ▢ History ▢ Culture ▢ Interesting Facts about Ukraine ▢ Investment Opportunities ▢ About InvestUkraine ▢ Publications ▢ Partners ▢ News ▢ Events ▢ Press Center ▢ Site Map ▢ Useful Links ▢ Contacts 	<p>Welcome to our new website!</p> <p>GENERAL INFORMATION</p> <p>Geographical Location: Central-East Europe</p> <p>Our Neighbors:</p> <ul style="list-style-type: none"> • Hungary (EU Member) • Poland (EU Member) • Romania (EU Member) • Slovakia (EU Member) • Russia • Belarus • Moldova <p>Sea Access: the Sea of Azov, the Black Sea</p> <p>Area: 603 700 km²</p> <p>Population: 48 457 000 (2001)</p> <p>Labor Force: 20 500 000</p> <p>Capital: Kyiv (Soviet version: Kiev)</p> <p>Ethnic Groups</p> <ul style="list-style-type: none"> • Ukrainians 77,8% • Russians 17,3% • Poles, Romanians, Greeks, Byelorussians, Moldovans, Jews, Crimean Tatars, Armenians and others 5% <p>Language: Ukrainian</p> <p>Religion:</p> <ul style="list-style-type: none"> • Orthodox 76% • Greek Catholic 13, 5% • Muslims 8, 2% • Other 2,3% <p>Time Zone: GMT + 2 hours</p> <p>Currency: Hryvnya (UAH)</p> <p>Holidays:</p> <ul style="list-style-type: none"> • <u>New Year's Day</u> – January 1 • <u>Christmas</u> – January 7 • <u>Women's Day</u> – March 8 • <u>Labor Day</u> – May 1 • <u>Easter</u> • <u>Trinity Day</u> • <u>Victory Day</u> – May 9 • <u>Mother's Day</u> – second Saturday of May • <u>Constitution Day</u> – June 28 • <u>Independence Day</u> – August 24 <p>NOTE: If any of the above official holidays falls on Saturday or Sunday, it is customary for the following Monday to be an official day off. The Cabinet of Ministers of Ukraine may also transfer Monday or Friday working days on a preceding or following Saturday if any of the above holidays fall on correspondingly Tuesday and Thursday.</p> <p>Sources: Ukrainian State Statistics Committee</p>	<p>Kyiv 17:13:07</p> <p>INVESTMENT REQUEST</p> <p> Investor's Inquiry Form</p> <p>CALENDAR</p> <p style="text-align: center;"><< JUNE 2009 >></p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>LATEST NEWS</p> <ul style="list-style-type: none"> • Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине • Всемирный банк увидел свет в конце украинского туннеля • ЕБРР хочет инвестировать в Украину 1 млрд. евро <p>LATEST EVENTS</p> <ul style="list-style-type: none"> • Round Table Energy maintenance of enterprises: not only gas? • The 4th International Investment Forum (Ternopil) • F.I.A.S.P.A. 2009 – Международный Форум услуг и оборудования для городских администраций <p>PHOTO OF THE DAY</p>  <p>The director of InvestUkraine Ihor Nikolaenko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
	1	2	3	4	5	6																																						
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										

Jun. 19, 2009, Kyiv

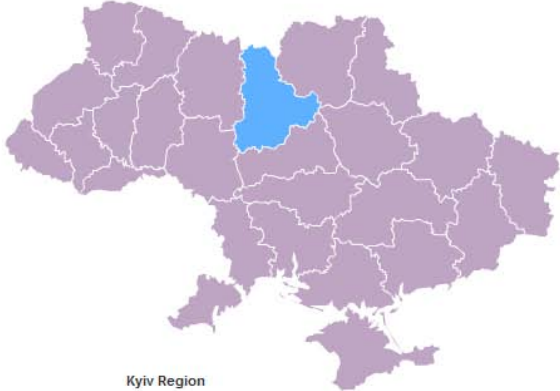
**Round Table
Energy maintenance of enterprises:
not only gas?**



- ▢ Main page
- ▢ Welcoming Words from Director
- ▢ About Ukraine
 - ▢ Regions
 - ▢ History
 - ▢ Culture
 - ▢ Interesting Facts about Ukraine
- ▢ Investment Opportunities
- ▢ About InvestUkraine
- ▢ Publications
- ▢ Partners
- ▢ News
- ▢ Events
- ▢ Press Center
- ▢ Site Map
- ▢ Useful Links
- ▢ Contacts

🏠 Welcome to our new website!


MAP OF REGIONS



Kyiv Region

🕒 Kyiv 17:19:09

INVESTMENT REQUEST

 [Investor's Inquiry Form](#)

CALENDAR

<< JUNE 2009 >>

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

LATEST NEWS

- [Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине](#)
- [Всемирный банк увидел свет в конце украинского туннеля](#)
- [ЕБРР хочет инвестировать в Украину 1 млрд евро](#)

InvestUkraine About Page – Regions

InvestUkraine About Page – History

- ▢ Main page
- ▢ Welcoming Words from Director
- ▢ About Ukraine
 - ▢ Regions
 - ▢ History
 - ▢ Culture
 - ▢ Interesting Facts about Ukraine
- ▢ Investment Opportunities
- ▢ About InvestUkraine
- ▢ Publications
- ▢ Partners
- ▢ News
- ▢ Events
- ▢ Press Center
- ▢ Site Map
- ▢ Useful Links
- ▢ Contacts

🏠 Welcome to our new website!

HISTORY

In the end of the 9th century, the largest princedoms of Kyiv and Novgorod were united in one state – Rus'. It became the basis for formation of the uniform Old Russian nationality which brought about three east-Slavic peoples - Russian, Ukrainian, and Byelorussian.

In the period of feudal dissociation which began in the 12th century, Russia broke up on three parts - Northeastern, Southwestern and Western. The Southwestern Russia was referred as Ukraine. Neighboring states as Lithuania, Poland, Hungary, and Turkey aspired to impose their authority on the Ukrainian territory. And the basic part of the Ukrainian grounds was divided between these states before the middle of the 16th century.


As a result of Liberation war of Ukrainian people (1648-1654) led by Bohdan Khmelnytskyi the left bank and partially the right bank of Ukraine were set free. The reunion of Ukraine with Russia has been proclaimed on Pereyaslavka Rada (council) in 1654. The war between Russia and Ukraine on one side against Rich Pospolyta led to the conclusion of Andrusivskiy treaty in 1667 and Eternal peace in 1686. According to these treaties the left bank of Ukraine and Kyiv were attached to Russia. Zaporizhzhia was under the authority of two states. Western territories of Ukraine remained under the rule of Poland and than Austria (East Halychyna, Bukovyna) and under the rule of Hungary (Zakarpattia).

In December 1917, the Soviet rule was established in Ukraine and the Ukrainian Soviet Socialist Republic became a member of the USSR on the 30th of December, 1922. In September 1939 Ukraine regained the regions of the former Halychyna and Volyn'. In June 1940 it regained the region of North Bukovyna and after the World War II (1941-1945) – Zakarpattia.

In February 1954 the Russian Soviet Federal Socialist Republic ceded the Crimean region to the Ukrainian Soviet Socialist Republic. On the 16th of June, 1990, the Verkhovna Rada of Ukraine adopted the Declaration of Sovereignty of Ukraine and on the 24th of August, 1991- the Act of Independence of Ukraine. In December 1991, after the collapse of the USSR, Ukraine became a member of the CIS (the Commonwealth of Independent States). The new Constitution of Ukraine was adopted on the 28th of June, 1996. Independence Day - the national holiday of Ukraine is celebrated on the 24th of August.

🕒 Kyiv 17:23:09

INVESTMENT REQUEST

 [Investor's Inquiry Form](#)

CALENDAR

<< JUNE 2009 >>

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

LATEST NEWS

- [Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине](#)
- [Всемирный банк увидел свет в конце украинского туннеля](#)
- [ЕБРР хочет инвестировать в Украину 1 млрд евро](#)

LATEST EVENTS


- [Round Table Energy maintenance of enterprises: not only gas?](#)

Jun. 19, 2009, Kyiv


InvestUkraine About Page – Culture

<ul style="list-style-type: none"> Main page Welcoming Words from Director About Ukraine <ul style="list-style-type: none"> Regions History Culture Interesting Facts about Ukraine Investment Opportunities About InvestUkraine Publications Partners News Events Press Center Site Map Useful Links Contacts 	<p>Welcome to our new website!</p>	<p>Kyiv 17:26:34</p>																																										
<div style="background-color: #f0f0f0; padding: 5px; border: 1px solid #ccc;"> <p style="text-align: center; font-weight: bold; color: #0056b3;">Jun. 19, 2009, Kyiv</p> <p style="text-align: center; font-weight: bold; color: #0056b3;">Round Table Energy maintenance of enterprises: not only gas?</p>  </div>	<p>CULTURE</p>	<p>INVESTMENT REQUEST</p>																																										
<p>The original culture of Ukrainians was created with the formation of the Ukrainian nationality in the 14-15 centuries. Many elements of traditional culture which were preserved in national architecture - oral poetic creativity, family ceremonialism and art crafts, wedding ceremonial and the fine arts are acceptable nowadays.</p>	<p> Investor's Inquiry Form</p>	<p>CALENDAR</p>																																										
<p>In various areas of Ukraine traditional means of decoration were developed in dwelling design (color decor, wall paintings, woodcarving and stone carving) and new national crafts (plastic processing of architectural details, relief ornament).</p>	<p style="text-align: center;"><< JUNE 2009 >></p> <table border="1" style="width: 100%; text-align: center;"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> <td></td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Sun	Mon	Tue	Wed	Thu	Fri	Sat	1	2	3	4	5	6		7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30					<p>LATEST NEWS</p>
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
1	2	3	4	5	6																																							
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										
<p>The interior of a modern Ukrainian dwelling is characterized by using household ceramics, embroidered towels, mats, carpets, etc. Various kinds of national graphic art develop on the basis of a centuries-old national life. The Ukrainian decorative art (pattern fabrics and embroideries, colorful carpets, wooden products, ceramics, wall paintings, stamping etc.) is very popular and widespread in Ukraine and abroad.</p>	<ul style="list-style-type: none"> • Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине • Всемирный банк увидел свет в конце украинского туннеля • ЕБРР хочет инвестировать в Украину 1 млрд. евро 	<p>LATEST EVENTS</p>																																										
<p>Traces of several cultural-historical epochs were preserved on the territory of Ukraine. From times of primitive-communal system we got the unique remains of dwellings made of bones, remains of the Stone Tomb (near the village Terpinnya in Zaporizhzhya region), the most ancient stone sculptures. The culture of Scythians and Sarmatians left numerous barrows and sites of ancient settlement. The ruins of the Greek settlements were found on the Crimean peninsula. The Old Russian culture was reflected in outstanding architectural monuments of Kiev and Chernihiv. The culture of actually Ukrainian ethnops was generated in the 14-15 centuries. Kyiv, the capital of Ukraine, is considered to be one of the most beautiful cities of the world. Numerous architectural monuments - the remains of the Golden Gates, the Sofia cathedral, the building of Lavra, the church of Spas on Berestov (where the founder of Moscow Yury Dolgoruky was buried in 1157), and also bustling Khreshchatyk, the main street of the capital, old quarters of the city, numerous theatres and museums leave unforgettable impression.</p>	<ul style="list-style-type: none"> • Round Table Energy maintenance of enterprises: not only gas? • The 4th International Investment Forum (Тернопіль) • F.I.A.S.P.A. 2009 – Международный Форум услуг и оборудования для городских администраций 	<p>PHOTO OF THE DAY</p>																																										
<p>Алегорична пам'ятка "всесвітньої історії" знаходиться на території давньоримського поселення "Гіберні" біля села Ільківці. Монумент середньовічної військової архітектури - меморіальна споруда турецької фортеці стоїть в Кам'янець-Подільському. Місто Львів, одне з найбільш красивих міст Закарпаття, знаходиться між Дністером і Західним Бугем. Це місце повне старих будівель, соборів, веж і старих ринків. Старі містечка Чернівці і Ужгород також мальовничі. В старому Луцьку заснованому князем Володимиром, можна побачити багато церков і замок Лубарського, побудований в XIV столітті. Одеса, яка знаходиться на узбережжі Чорного моря, є одним з найбільш мальовничих міст південної України; центральна частина міста представлена будівлями в стилі класицизму.</p>		<p>The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>																																										
<p>The Crimean peninsula is a special natural and cultural area of Ukraine where the range of magnificent landscapes, resorts, and the most beautiful cities - Sevastopol, Yalta, Alushta, Feodosiya, Sudak, Simferopol, Kerch are situated.</p>	<p>PHOTO OF THE DAY</p>	<p>The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>																																										
<p>The southwest part of the country where the Carpathians are located is interesting in the natural and cultural aspects. The cities of Dnipropetrovsk, Poltava and Kharkiv are the most fascinating and captivating in the northeast part of the country.</p>	<p>PHOTO OF THE DAY</p>	<p>The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>																																										
<p>Among the architectural monuments of Dnipropetrovsk (founded in 1776) one can see the palace of prince Potyomkin (18 century) and the Preobrazhenskiy cathedral (19 century). Poltava, one of the most ancient cities of Ukraine, that witnessed the defeat of Swedish army by Peter I is famous for the column of Glory built in honor of this event.</p>	<p>PHOTO OF THE DAY</p>	<p>The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>																																										
<p>Kharkiv which was created as a defensive base from attacks of the Crimean Tatars on the place of three rivers merge, used to be the capital of the USSR from 1919 till 1934. Among its architectural monuments there are Pokrovskiy and Uspenskiy cathedrals (17-19 centuries), Katerynivskiy palace (18 century), etc.</p>	<p>PHOTO OF THE DAY</p>	<p>The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>																																										
<p>Ukraine is also known by the great city Zaporizhzhya with the island of Khortytsya (the cossacks' capital).</p>	<p>PHOTO OF THE DAY</p>	<p>The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>																																										
<p>267 museums and 126 theatres operate in Ukraine. The large theatrical centers are Kyiv, Lviv, Odesa, Kharkiv, Dnipropetrovsk.</p>	<p>PHOTO OF THE DAY</p>	<p>The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>																																										
<p>The largest libraries represent the unique assemblies of books and magazines. They are: the Central scientific library of I.Vernadskiy of the Academy of sciences of Ukraine (Kyiv), the Central scientific library of Korolenko (Kharkiv), the Central scientific library of S.Stefanyk (Lviv).</p>	<p>PHOTO OF THE DAY</p>	<p>The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"</p>																																										

InvestUkraine About Page – Interesting Facts About Ukraine

<ul style="list-style-type: none"> ▢ Main page ▢ Welcoming Words from Director ▢ About Ukraine <ul style="list-style-type: none"> ↳ Regions ↳ History ↳ Culture ↳ Interesting Facts about Ukraine ▢ Investment Opportunities ▢ About InvestUkraine ▢ Publications ▢ Partners ▢ News ▢ Events ▢ Press Center ▢ Site Map ▢ Useful Links ▢ Contacts 	<p>Welcome to our new website!</p> <h3>INTERESTING FACTS ABOUT UKRAINE</h3> <p>THE INTERNATIONAL FESTIVAL "TERRA HEROICA 2007"</p> <p>On October 5-7, 2007 in Kamyanets-Podilsky the III International military-historical festival "Terra Heroica 2007" took place. The organizers of the festival were the Festival Agency "Town hall", Kamyanets-Podilsky city council and Department of military-cultural anthropology.</p> <p>Read more...</p> <p>UKRAINE'S ORIGINAL CONSTITUTION WAS AMONG THE FIRST IN EUROPE</p> <p>The document "Pact and Constitution of the Rights and Freedoms of the Zaporizhyan Cossack Forces" prepared by Hetman Pylyp Orlyk in 1710 is considered the first Ukrainian constitution.</p> <p>Read more...</p>	<p>Kyiv 17:36:39</p> <p>INVESTMENT REQUEST</p> <p> Investor's Inquiry Form</p> <p>CALENDAR</p> <p style="text-align: center;"><< JUNE 2009 >></p> <table border="1"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>LATEST NEWS</p> <ul style="list-style-type: none"> • Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине • Всемирный банк увидел свет в конце украинского туннеля • ЕБРР хочет инвестировать в Украину 1 млрд евро <p>LATEST EVENTS</p>	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
	1	2	3	4	5	6																																						
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										

InvestUkraine Publications

<ul style="list-style-type: none"> ▢ Main page ▢ Welcoming Words from Director ▢ About Ukraine ▢ Investment Opportunities ▢ About InvestUkraine ▢ Publications <ul style="list-style-type: none"> ↳ Newsletters ↳ Presentations ↳ Expert's opinion ↳ Brochures & Leaflets ↳ Joint publications ▢ Partners 	<p>Welcome to our new website!</p> <h3>PUBLICATIONS</h3> <p>"InvestUkraine: the country's "One-Step Shop" for foreign investors"</p> <p>Ihor Nikolaiko's Interview in the Ukrainian Market Review # 7-8 July-August 2007</p>	<p>Kyiv 17:40:33</p> <p>INVESTMENT REQUEST</p> <p> Investor's Inquiry Form</p> <p>CALENDAR</p> <p style="text-align: center;"><< JUNE 2009 >></p> <table border="1"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>LATEST NEWS</p>	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
	1	2	3	4	5	6																																						
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										

Инвестиции
СОТРУДНИЧЕСТВО

В режиме привлечения иностранных инвестиций



Украинский центр содействия иностранному инвестированию, известный инвесторам под брендом InvestUkraine, был основан в 2005 году постановлением Кабинета Министров Украины от 2 августа 2005 года №666. Фактическая его деятельность началась в марте 2006 года. 31 мая 2006 года InvestUkraine был передан в сферу управления Государственного Агентства по вопросам инвестиций и инноваций. О работе InvestUkraine, основной целью которого является улучшение инвестиционного имиджа Украины, создание благоприятных экономических, правовых и организационных условий для успешной работы иностранных инвесторов, рассказывает его директор Игорь НИКОЛАЙКО.

– Игорь Владимирович, возглавляемый Вами InvestUkraine действует уже более полутора лет. За это время проделана большая работа по формированию инфраструктуры, налаживанию партнерских отношений с профильными организациями в других странах. Какое место в общей государственной системе работы с иностранными инвестициями на сегодняшний день занимает InvestUkraine?

– InvestUkraine является "единым окном" для инвестора по вопросам предоставления информации и помощи в проблемных вопросах процесса регистра-

InvestUkraine – Press releases

<ul style="list-style-type: none">Main pageWelcoming Words from DirectorAbout UkraineInvestment OpportunitiesAbout InvestUkrainePublicationsPartnersNewsEventsPress Center<ul style="list-style-type: none">Press ReleasesIU Press ClubSite MapUseful LinksContacts	<p>Welcome to our new website!</p> <h2>PRESS RELEASES</h2> <p>INVESTUKRAINE PRESENTED ITS CONCEPT OF INVESTMENT DISPUTES SETTLEMENT</p> <p>SEOUL - Novemeber 12-13, 2007 InvestUkraine presented its conception of the work of the Bureau of appeals and pre-court settlement of investment disputes between investors and state authorities at the international seminar "Investment agreements and international investment disputes in the global trade era: features and opportunities." The seminar was organized by the Ministry of Justice of South Korea. Delegates from USA, Pakistan, India and Chile were also present at the seminar.</p> <p>INVESTUKRAINE HONORED GRADUATES OF LED'S TRAINING PROGRAM FOR FDI PROFESSIONALS</p> <p>KYIV - InvestUkraine in partnership with the United States Agency for International Development (USAID) Local Economic Development Project (LED) honored the graduates of the third cycle of LED's Training Program for Foreign Direct Investment ("FDI") Professionals.</p> <p>UKRAINE-NORTH AMERICA INVESTMENT FORUM TO BE HELD IN NEW YORK AT THE BEGINNING OF JUNE 2007</p> <p>The Ukraine-North America Investment Forum will be held at the New York Marriott Marquis Times Square from June 4-6, 2007. The event is expected to be the largest investment conference in North America this year specifically focused on the Ukrainian market.</p> <p>Read more...</p>	<p>Kyiv 19:45:12</p> <h2>INVESTMENT REQUEST</h2> <p> Investor's Inquiry Form</p> <h2>CALENDAR</h2> <p><< JUNE 2009 >></p> <table border="1"><thead><tr><th>Sun</th><th>Mon</th><th>Tue</th><th>Wed</th><th>Thu</th><th>Fri</th><th>Sat</th></tr></thead><tbody><tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td></tr><tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr><tr><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr><tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr><tr><td>28</td><td>29</td><td>30</td><td></td><td></td><td></td><td></td></tr></tbody></table> <h2>LATEST NEWS</h2> <ul style="list-style-type: none">Подготовка к Евро-2012: Европейский инвестиционный банк поможет УкраинеВсемирный банк увидел свет в конце украинского туннеляЕБРР хочет инвестировать в Украину 1 млрд. евро <h2>LATEST EVENTS</h2>	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
	1	2	3	4	5	6																																						
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										

2. InvestUkraine highlights investment opportunities and priority sectors. Take a moment to look at the structure and content of these pages (see screenshots below and from previous question). As an investor interested in the information technology sector...

- Do you find the information that you need?

.....
.....
.....
.....
.....

- Are you convinced of Ukraine’s comparative advantage in this sector?

.....
.....
.....
.....
.....


- What is useful and what is missing?

.....
.....
.....
.....
.....






- Does this section of the site provide user-friendly and intuitive navigation?

.....
.....
.....
.....
.....

InvestUkraine Investment opportunities

<ul style="list-style-type: none"> ▢ Main page ▢ Welcoming Words from Director ▢ About Ukraine ▢ Investment Opportunities ▢ Priority Sectors ▢ About InvestUkraine ▢ Publications ▢ Partners ▢ News ▢ Events ▢ Press Center 	<p>Welcome to our new website!</p> <p>WHY INVEST IN UKRAINE</p> <ul style="list-style-type: none"> • 47 million consumers – the greatest market in Eastern Europe • Highly competitive, well-educated, skilled workforce • Strategic location at the crossroads of East-West and North-South trade routes • Ideal platform for manufacturing and exporting both to Russia and to the EU • Extensive transport infrastructure with railroad system, Black Sea ports, and PanEuropean Transport Corridor roadways • Dynamic economic growth in the past five years—one of the highest in Europe • Developed value-added industries with strong technical capabilities • Concentration of specialized knowledge, network of universities and scientific research centers • Many investor success stories including such companies as Kraft Foods, Coca-Cola, Hewlett Packard, Cargill, Knauф, Yazaki, McDonalds and Raiffeisen Bank 	<p>Kyiv 18:08:31</p> <p>INVESTMENT REQUEST</p> <p> Investor's Inquiry Form</p> <p>CALENDAR</p> <p><< JUNE 2009 >></p> <table border="1"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
	1	2	3	4	5	6																																						
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										

InvestUkraine Priority sectors

<ul style="list-style-type: none"> ▢ Main page ▢ Welcoming Words from Director ▢ About Ukraine ▢ Investment Opportunities ▢ Priority Sectors ▢ About InvestUkraine ▢ Publications ▢ Partners ▢ News ▢ Events ▢ Press Center ▢ Site Map ▢ Useful Links ▢ Contacts 	<p>Welcome to our new website!</p> <p>PRIORITY SECTORS</p> <p>Ukraine's Key Value Chains / Strategic Sectors</p> <p>InvestUkraine has developed the final draft of the proactive FDI Attraction Strategy, a 3-year plan (2007-2010) that focuses its work on the following key value chains / strategic sectors which will bring long-term economic development of Ukraine</p>  <ul style="list-style-type: none"> • Machinery / Automotive • Consumer electronics • ICT/High Tech • Agriculture / Food processing • Aerospace / aircraft • Alternative energy • Tourism and development of hotel infrastructure  <p>Given that increased prosperity is the ultimate measure of economic performance, InvestUkraine's core goal is to maximize the flow of the type of FDI needed to most positively impact on sustaining increased prosperity for the regions of Ukraine.</p> <p>A key priority for InvestUkraine is to bridge the gaps in the economic disparities between the regions of Ukraine. Consequently, InvestUkraine through strong regional partnerships is committed to accelerating regional development through effective investment promotion and product development.</p>  <p>Strategic project selection / evaluation criteria:</p> <ul style="list-style-type: none"> • Potential to strengthen key Ukrainian value-chains • Export potential • Value-added potential • Employment potential • Technology and innovative potential • Local input / sourcing potential • Local strategic linkages potential • Upgrade potential 	<p>Kyiv 18:10:40</p> <p>INVESTMENT REQUEST</p> <p> Investor's Inquiry Form</p> <p>CALENDAR</p> <p><< JUNE 2009 >></p> <table border="1"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>LATEST NEWS</p> <ul style="list-style-type: none"> • Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине • Всемирный банк увидел свет в конце украинского туннеля • ЕБРР хочет инвестировать в Украину 1 млрд евро <p>LATEST EVENTS</p> <ul style="list-style-type: none"> • Round Table Energy maintenance of enterprises: not only gas? • The 4th International Investment Forum (Тернопіль) • F.I.A.S.P.A. 2009 – Международный Форум услуг и оборудования для городских администраций <p>PHOTO OF THE DAY</p> 	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
	1	2	3	4	5	6																																						
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										

InvestUkraine – search results

- ▢ Main page
- ▢ Welcoming Words from Director
- ▢ About Ukraine
- ▢ Investment Opportunities
- ▢ About InvestUkraine
- ▢ Publications
- ▢ Partners
- ▢ News
- ▢ Events
- ▢ Press Center
- ▢ Site Map
- ▢ Useful Links
- ▢ Contacts

Jun. 19, 2009, Kyiv

**Round Table
Energy maintenance of enterprises:
not only gas?**

Welcome to our new website!

SEARCH

Search Keyword:

Any words
 All words
 Exact phrase

Ordering: **Newest first** ▼

Search Keyword information technolo
Total 47 results found. Search for [information technolo] with

Results 1 - 30 of 47 ▼

1. [Round Table Energy maintenance of enterprises: not only gas?](#)
(События/События - English)
19.06.2009
2. [Ukraine-Italy within the framework of «FIASPA 2009»](#)
(Новости/Новости центра - English)
On May 14-15th in a conference hall of the Ukrainian Chamber of Commerce and Industry the International forum of services and the equipment for city administrations «FIASPA 2009» took plac
3. [Baltic Business Forum – 2009](#)
(События/События - English)
22.04.2009
4. [Development of Ukrainian-Belgium relations](#)
(Новости/Новости центра - English)
Despite decrease in rates of foreign investments inflow in Ukraine, 2009 remains favorable for improvement international economic relations, adoption of foreign investment experience, establishment of
5. [More than 10 billion dollars of FDI were invested in Ukrainian economy in 2008](#)
(Новости/Новости инвестиций - English)
In 2008 foreign investors invested 10 billion and 991,1 million dollars of foreign direct investments in the economy of Ukraine, which is by 25,3% more than in 2007, according to the State statistics
6. [Attraction of Japanese investments](#)
(Новости/Новости инвестиций - English)
Ukraine is interested in attraction of Japanese investments in energy, transport and agrarian industries.
7. [German company is investing more than 100 million Euros in Ukrainian real estate](#)
(Новости/Новости инвестиций - English)
The holding company Schmidt Investors (Germany) is planning to invest more than 100 million Euros in buying objects of real estate in Ukraine.
8. [Cooperation of InvestUkraine with the regions](#)
(Новости/Новости центра - English)
On the 27-28th of November 2008, the third seminar, which the Center organizes for specialists on investment attraction of regional and municipal state administrations, took place in the conferenc
9. [Ukrainian Association of Investor Relations. \(UAIR\) was registered in Kyiv](#)
(Новости/Новости инвестиций - English)
The initiators of the creation were managing partners of the companies AvantCapital and Investor Relations Agency. That was reported to the UNIAN by the Association.
10. [Ilyva Shevlyak headed the Coordination office on preparation and holding Euro-2012](#)
(Новости/Евро-2012 - English)
According to the JeyNews's information got from the department of cooperation with mass media of the secretariat of the Cabinet of Ministers, the Cabinet of Ministers created the Coordination of

Kyiv 18:31:26

INVESTMENT REQUEST

[Investor's Inquiry Form](#)

CALENDAR

<< JUNE 2009 >>

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

LATEST NEWS

- [Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине](#)
- [Всемирный банк увидел свет в конце украинского туннеля](#)
- [ЕБРР хочет инвестировать в Украину 1 млрд. евро](#)

LATEST EVENTS

- [Round Table Energy maintenance of enterprises: not only gas?](#)
- [The 4th International Investment Forum \(Тернопіль\)](#)
- [F.I.A.S.P.A. 2009 – Международный Форум услуг и оборудования для городских администраций](#)


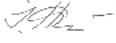

PHOTO OF THE DAY

The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"

3. Take on the role of an investor in the process of considering the Ukraine as an investment destination for a specific project. Your work leads you to the InvestUkraine site where you are evaluating whether or not to engage InvestUkraine.

- Does the site compel you to contact InvestUkraine?
.....
.....
.....
.....
.....
- Do you understand how the agency can help you?
.....
.....
.....
.....
.....
- Do you know how to contact or who to turn to for inquiries?
.....
.....
.....
.....
.....
- What works well and what could cause confusion for users?
.....
.....
.....
.....
.....




InvestUkraine Welcoming words from the director

<ul style="list-style-type: none"> Main page Welcoming Words from Director About Ukraine Investment Opportunities About InvestUkraine Publications Partners News Events Press Center Site Map Useful Links Contacts 	<p>Welcome to our new website!</p> <p>JOIN EUROPE'S MOST DYNAMIC MARKET!</p>  <p>We want you to consider investing in Ukraine, Eastern Europe's <u>largest and fastest-growing market</u>. Whether you wish to establish a production facility, find highly skilled human capital, expand into new markets, or seek new business opportunities, Ukraine is one of Europe's most exciting and promising locations. InvestUkraine is ready to help you start your business and to expedite your path to success.</p> <p><u>My team and I</u> look forward to meeting you in Ukraine.</p> <p>Sincerely,</p>  <p>Director</p> <p>InvestUkraine</p>	<p>Kyiv 18:05:48</p> <p>INVESTMENT REQUEST</p> <p> Investor's Inquiry Form</p> <p>CALENDAR</p> <p><< JUNE 2009 >></p> <table border="1"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>LATEST NEWS</p> <ul style="list-style-type: none"> • Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине 	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
	1	2	3	4	5	6																																						
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										

About InvestUkraine


<ul style="list-style-type: none"> Main page Welcoming Words from Director About Ukraine Investment Opportunities About InvestUkraine <ul style="list-style-type: none"> → Our Team → Membership → Investor Testimonials Publications Partners News Events Press Center Site Map Useful Links Contacts <div style="background-color: #f08080; padding: 5px; margin-top: 10px;"> <p style="text-align: center;">Jun. 19, 2009, Kyiv</p> <p style="text-align: center;">Round Table Energy maintenance of enterprises: not only gas?</p>  </div>	<p>Welcome to our new website!</p> <p>ABOUT INVESTUKRAINE</p> <p>Who We Are</p> <p><u>Founded with the support of the Government of Ukraine</u> (Ukrainian version) in August 2005, InvestUkraine is an independent non-profit investment agency of Ukraine. We are a liaison between the Government and prospective and current investors.</p> <p>We also promote Ukraine as an investment destination worldwide through networking, conferences and events, media relations, Ukraine's diplomatic missions abroad, and creative leadership. InvestUkraine, located in Ukraine's capital Kyiv, features a multilingual staff, and reports to an external Supervisory Board composed of members from the public and private sectors.</p> <p>Our Mission</p> <p>to help Ukrainian economy become more productive and globally competitive by increasing the inflow of strategic foreign direct investments</p> <p>Our services</p> <p>InvestUkraine provides professional services to prospective and current investors free of charge.</p> <p>Our team is ready to:</p> <ul style="list-style-type: none"> • Provide information about investment opportunities • Assist with identifying and locating project sites, vendors, service providers, and other resources • Initiate contact with potential investment partners and maintain investment projects database • Liaise with government agencies and officials • Link investors with regional and local community leaders • Bureau of appeals and pre-Court settlement of disputes  <p style="text-align: center;">About InvestUkraine's Services</p>	<p>Kyiv 18:10:38</p> <p>INVESTMENT REQUEST</p> <p> Investor's Inquiry Form</p> <p>CALENDAR</p> <p><< JUNE 2009 >></p> <table border="1"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>LATEST NEWS</p> <ul style="list-style-type: none"> • Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине • Всемирный банк увидел свет в конце украинского туннеля • ЕБРР хочет инвестировать в Украину 1 млрд. евро <p>LATEST EVENTS</p> <ul style="list-style-type: none"> • Round Table Energy maintenance of enterprises: not only gas? • The 4th International Investment Forum (Ternopil) 	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
	1	2	3	4	5	6																																						
7	8	9	10	11	12	13																																						
14	15	16	17	18	19	20																																						
21	22	23	24	25	26	27																																						
28	29	30																																										

About InvestUkraine – Our Team

<ul style="list-style-type: none">Welcoming Words from DirectorAbout UkraineInvestment OpportunitiesAbout InvestUkraine→ Our Team→ Membership→ Investor TestimonialsPublicationsPartnersNewsEventsPress CenterSite MapUseful LinksContacts	<h3>OUR TEAM</h3> <h4>MANAGEMENT</h4> <p><!--[if !vml]--><!--[endif]--> <!--[if !vml]--><!--[endif]--> <!--[if !vml]--><!--[endif]--> ><!--[endif]--> <!--[if !vml]--><!--[endif]--> <!--[if !vml]--><!--[endif]--></p> <div data-bbox="610 520 865 821"></div> <div data-bbox="870 552 1015 600"><p>NIKOLAIKO Ihor Director</p></div> <div data-bbox="870 632 1104 680"><p>+380 44 537 7313 inikolaiko@investukraine.org</p></div> <div data-bbox="870 711 1409 785"><p>Director is in charge of the general management of InvestUkraine, coordinates the work of deputies, and manages the work of the legal department.</p></div> <div data-bbox="600 835 855 1150"></div> <div data-bbox="860 856 1047 884"><p>KHOPERSKYY Serhiy</p></div> <div data-bbox="860 915 1377 1010"><p>Deputy Director for investor services and regional cooperation +380 44 537 7318 khoperskyy@investukraine.org</p></div> <div data-bbox="860 1041 1352 1089"><p>Deputy Director manages the work of the Investor Services Department and the Department of Regional Cooperation.</p></div> <div data-bbox="600 1201 849 1560"></div> <div data-bbox="854 1201 1088 1228"><p>HANTSYAK-KASKIV Olena</p></div> <div data-bbox="854 1260 1159 1394"><p>Deputy Director for marketing +380 44 537 7318 ohantsyak-kaskiv@investukraine.org</p></div> <div data-bbox="854 1425 1393 1474"><p>Deputy Director for marketing manages the work of the Marketing Department.</p></div>
--	--

Jun. 19, 2009, Kyiv

Round Table
Energy maintenance of enterprises:
not only gas?



About InvestUkraine – Testimonials

<ul style="list-style-type: none"> Main page Welcoming Words from Director About Ukraine Investment Opportunities About InvestUkraine Our Team Membership Investor Testimonials Publications Partners 	 <i>Welcome to our new website!</i>	 <i>Kyiv 18:31:31</i>																																											
	<p>INVESTOR TESTIMONIALS</p> <p>PHILIPPE COSTEMALE SPEAKING FAVORABLY OF THE UKRAINIAN EXPERIENCE</p>		<p>"We strongly believe that this region [Zakarpatska oblast] can become a kind of Silicon Valley of electronic manufacturing in Europe. It could be the powerhouse of electronic manufacturing serving the European market. All the investors are monitoring our experience in this country."</p> <p>—Philippe Costemale, General Director of Jabil Circuit Ukraine</p> <p>BBC News</p>																																										
	<p>Companies like Jabil are bringing hi-tech jobs to the region</p>	<p>INVESTMENT REQUEST</p> <p> Investor's Inquiry Form</p>	<p>CALENDAR</p> <p style="text-align: center;"><< JUNE 2009 >></p> <table border="1"> <thead> <tr> <th>Sun</th> <th>Mon</th> <th>Tue</th> <th>Wed</th> <th>Thu</th> <th>Fri</th> <th>Sat</th> </tr> </thead> <tbody> <tr> <td></td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>6</td> </tr> <tr> <td>7</td> <td>8</td> <td>9</td> <td>10</td> <td>11</td> <td>12</td> <td>13</td> </tr> <tr> <td>14</td> <td>15</td> <td>16</td> <td>17</td> <td>18</td> <td>19</td> <td>20</td> </tr> <tr> <td>21</td> <td>22</td> <td>23</td> <td>24</td> <td>25</td> <td>26</td> <td>27</td> </tr> <tr> <td>28</td> <td>29</td> <td>30</td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	Sun	Mon	Tue	Wed	Thu	Fri	Sat		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30				
	Sun	Mon	Tue	Wed	Thu	Fri	Sat																																						
		1	2	3	4	5	6																																						
	7	8	9	10	11	12	13																																						
	14	15	16	17	18	19	20																																						
	21	22	23	24	25	26	27																																						
	28	29	30																																										

InvestUkraine Contact Us

<ul style="list-style-type: none"> Main page Welcoming Words from Director About Ukraine Investment Opportunities About InvestUkraine Publications Partners News 	 <i>Welcome to our new website!</i>
	<p>INVESTUKRAINE'S NEW OFFICE</p>
	
	<p>WELCOME! InvestUkraine (Ukrainian Center for Foreign Investment Promotion) 36, Rayevskoho Str. Kyiv 01042 Ukraine Tel: +380 44 537 7313 Fax: + 380 44 537 7311 email: info@investukraine.org website: www.investukraine.org</p>

Potential Investor Inquiry Form

F-mail:	info@investukraine.org
E-mail:	dkryshenko@investukraine.org
Web:	www.investukraine.org
General Info	
Parent company and country of origin (if not confidential)	
Industry	
Short description of the company product(s)	
Short description of the project planned to be located in Ukraine	
Export Orientation (% of the product export expected)	
Is it a new investment in Ukraine? (if not, please indicate it is an expansion or co-location)	
Amount planned to be invested. Euro (range approximation)	
Investment location criteria	
Size of site needed	
Greenfield/ Brownfield Preference	
Preferred region (Names of the Regions considered, or East/ West/ South/ North, or Proximity to Capital/ Large Cities, or other characteristics)	
Infrastructure on (near) site needed (e.g. major transportation routes/ highways/ railways, natural gas pipelines, powerlines, etc. Please, list all the infrastructure needed)	
Target number of employees	
Workers/ labor qualification needed (please, indicate special qualification criteria when/if needed)	
Additional Info	
How did you get information about InvestUkraine?	
Preferred Language of Communication with IU contacts (only English and German are the options at this point)	
Legal form of a future Ukrainian entity LLC/ JSC/ Other (if decided)	
Partners in Ukraine (if any, if not confidential)	
Additional comments (if any)	
Contacts	
Contact person	
Position of the contact person	
Telephone	
Fax	
E-mail	
Web-site	
Date of Inquiry	

ntial Investor

Inquiry Form

4. Please find below a series of screen shots of searches conducted using Google. Take a moment to look at the search results, search terms and related pages...

- What does InvestUkraine do well here?

.....

.....

.....

.....

.....

- What could they improve?

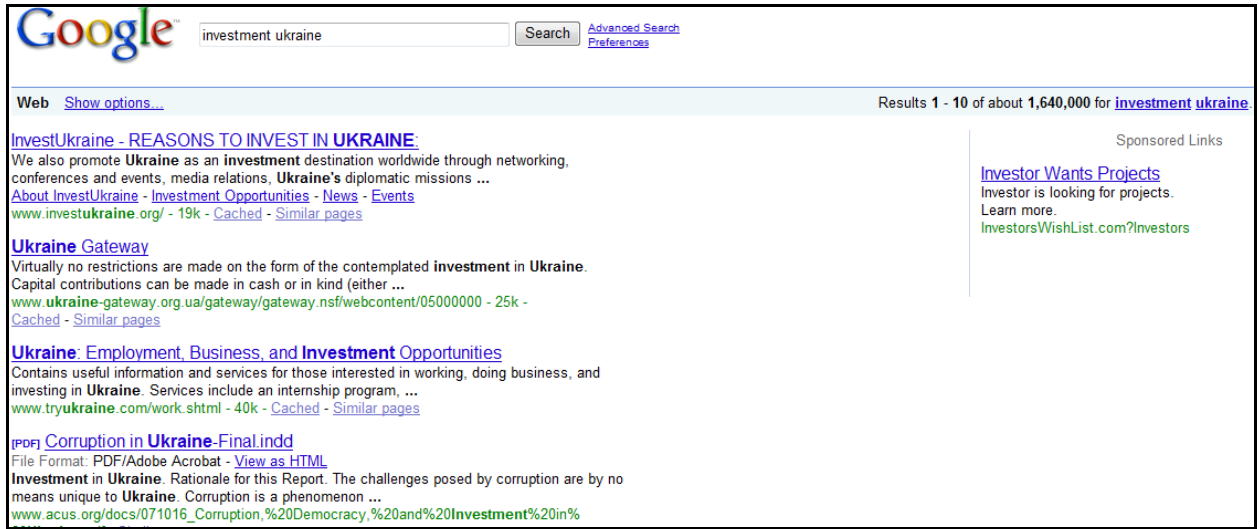
.....

.....

.....

.....

.....



Google [Advanced Search](#) [Preferences](#)

Web [Show options...](#) Results 1 - 10 of about 15,800,000 for **agriculture+ukraine**

Ukraine: An Agricultural Overview
 16 Dec 2004 ... Ukraine agriculture has been evolving since it achieved independence in 1991, following the breakup of the Soviet Union. ...
www.fas.usda.gov/pecad/highlights/2004/12/Ukraine%20Ag%20Overview/index.htm - 27k - [Cached](#) - [Similar pages](#)

National agricultural university of Ukraine
 On March 11, 2009 (building #12, room 400) the educational workshop «Problems and perspectives of agricultural sector in Ukraine» was held. ...
eng.nauu.kiev.ua/ - 38k - [Cached](#) - [Similar pages](#)

Ukraine Agriculture. Information about Agriculture in Ukraine
 A new policy and direction for Ukraine's agricultural sector is necessary. Agriculture poses the greatest challenge to the survival of Ukraine's political ...
www.nationsencyclopedia.com/economies/Europe/Ukraine-AGRICULTURE.html - 5k - [Cached](#) - [Similar pages](#)

Agriculture - Ukraine
 Ukraine's famous humus-rich black soil accounts for one-third of the world's black soil and holds great potential for agricultural production. ...
www.nationsencyclopedia.com/Europe/Ukraine-AGRICULTURE.html - 13k - [Cached](#) - [Similar pages](#)

Sponsored Links

Zimbabwean Agriculture
 Zimbabwean farmers need your aid
 Find out how you can help here!
www.Zawt.org

Odessa Ukraine Apartments
 All Central - Free Airport Pickup
 Avoid Expensive Odessa Hotels
www.OdessaApts.com

Russian Agriculture
 Ag markets, production, farmland
 information, research & consulting
www.sovecon.ru

Google [Advanced Search](#) [Preferences](#)

Web [Show options...](#) Results 1 - 10 of about 49,400,000 for **technology+ukraine**

Category: Science and technology in Ukraine - Wikipedia, the free ...
 The main article for this category is Science and technology in Ukraine. Sister project - Wikimedia Commons has media related to: Science and technology in ...
en.wikipedia.org/wiki/Category:Science_and_technology_in_Ukraine - 28k - [Cached](#) - [Similar pages](#)

Ukraine Technology News - Media Monitoring Service by EIN News
 20 May 2009 ... Ukraine Technology News. Service for global professionals. Constantly updated news and information about Ukraine.
www.einnews.com/ukraine/newsfeed-ukraine-technology - 91k - [Cached](#) - [Similar pages](#)

Technology - Ukraine - Latest Press Releases [Page 1]
 Technology - Ukraine - Latest Breaking News/Press Releases - [Page 1]
www.prlog.org/cat-technology/ua/ - 21k - [Cached](#) - [Similar pages](#)

Technology Industry: Ukraine Reports Search - Snapdata@
 Ukraine Reports Search. Technology Market Industry Data. Reports are designed to support your analysis of market potential for new business. ...
www.snapdata.com/index.php?module=country&industry=20&country=ua - 37k - [Cached](#) - [Similar pages](#)

Sponsored Links

Odessa Ukraine Apartments
 All Central - Free Airport Pickup
 Avoid Expensive Odessa Hotels
www.OdessaApts.com

Google [Advanced Search](#) [Preferences](#)

Web [Show options...](#) Results 1 - 10 of about 679,000 for **how to invest in ukraine**

InvestUkraine - REASONS TO INVEST IN UKRAINE:
 Joomla - the dynamic portal engine and content management system.
www.investukraine.org/ - 19k - [Cached](#) - [Similar pages](#)

Six Ways to Invest in the Ukraine -- Seeking Alpha
 Mobile TeleSystems (MBT) provides cellular telecommunications services in Russia, Ukraine, Uzbekistan, and Turkmenistan. ...
seekingalpha.com/article/54295-six-ways-to-invest-in-the-ukraine - 60k - [Cached](#) - [Similar pages](#)

Invest in Ukraine | Investment opportunities in Ukraine ...
 Investing in Ukraine into growing business sectors. Investment opportunities in Ukrainian banking, agriculture, real estate, tv & media and more.
www.investukraine.net/ - 17k - [Cached](#) - [Similar pages](#)

The crisis is a good time to invest into Ukraine / M&A - Ukrainian ...
 Dear Sirs, the following information give you some answers why the crisis is a good time to invest into Ukraine. Why? Please see my commentaries below.
blogs.wallstreet-online.de/692-ukrainian-equities-and-fixed-income.../4332-the-crisis-is-a-good-time-to-invest-into-ukraine-m-a.html - [Similar pages](#)

Sponsored Links

High Interest Savings
 With Barclays International
 Get 0.6% AER (0.6% Gross) p.a.
www.secure.barclays.co.uk/hisa/

Odessa Ukraine Apartments
 All Central - Free Airport Pickup
 Avoid Expensive Odessa Hotels
www.OdessaApts.com

Investor Wants Projects
 Investor is looking for projects.
 Learn more.
InvestorsWishList.com?Investors

Flights to Ukraine
 Cheap Air Travel Flights
 from Thailand Worldwide!
www.FlightsFromThailand.net

InvestUkraine homepage:



InvestUkraine
UKRAINIAN CENTER FOR FOREIGN INVESTMENT PROMOTION



INVEST IN EASTERN EUROPE'S GREATEST MARKET!

RU UA
% currencies
weather

- [Main page](#)
- [Welcoming Words from Director](#)
- [About Ukraine](#)
- [Investment Opportunities](#)
- [About InvestUkraine](#)
- [Publications](#)
- [Partners](#)
- [News](#)
- [Events](#)
- [Press Center](#)
- [Site Map](#)
- [Useful Links](#)
- [Contacts](#)

Jun. 19, 2009, Kyiv

**Round Table
Energy maintenance of enterprises:
not only gas?**



Welcome to our new website!

REASONS TO INVEST IN UKRAINE:
UKRAINE'S COMPETITIVE ADVANTAGES





- 47 million consumers – the greatest market in Eastern Europe
- Highly competitive, well-educated, skilled workforce
- Strategic location at the crossroads of East-West and North-South trade routes

- Ideal platform for manufacturing and exporting both to Russia and to the EU
- Extensive transport infrastructure with railroad system, Black Sea ports, and PanEuropean Transport Corridor roadways
- Dynamic economic growth in the past five years—one of the highest in Europe

- Developed value-added industries with strong technical capabilities
- Concentration of specialized knowledge, network of universities and scientific research centers
- Many investor success stories including such companies as Kraft Foods, Coca-Cola, Hewlett Packard, Cargill, KnauT, Yazaki, McDonalds and Raiffeisen Bank

ABOUT INVESTUKRAINE

- InvestUkraine is a "one-stop shop" state budget investment promotion agency of Ukraine.
- We are an independent non-profit organization, a liaison between the Government and prospective and current investors.
- We also promote Ukraine as an investment destination worldwide through networking, conferences and events, media relations, Ukraine's diplomatic missions abroad, and creative leadership.
- InvestUkraine, located in Ukraine's capital Kyiv, features a multilingual staff, and reports to an external Supervisory Board composed of members from the public and private sectors.
- Our Mission is to help Ukrainian economy become more productive and globally competitive by increasing the inflow of strategic foreign direct investments.

[More about InvestUkraine](#)

Kyiv 17:00:06

INVESTMENT REQUEST

[Investor's Inquiry Form](#)

CALENDAR

<< JUNE 2009 >>

Sun	Mon	Tue	Wed	Thu	Fri	Sat
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

LATEST NEWS

- [Подготовка к Евро-2012: Европейский инвестиционный банк поможет Украине](#)
- [Всемирный банк увидел свет в конце украинского туннеля](#)
- [ЕБРР хочет инвестировать в Украину 1 млрд. евро](#)

LATEST EVENTS

- [Round Table Energy maintenance of enterprises: not only gas?](#)
- [The 4th International Investment Forum \(Ternopil\)](#)
- [F.I.A.S.P.A. 2009 – Международный Форум услуг и оборудования для городских администраций](#)

PHOTO OF THE DAY



The director of InvestUkraine Ihor Nikolaiko is making a speech at the investment business-forum "Investments in real estate and construction-2009"

Day 2: Thursday, June 4, 2009

**Module 2: Online Promotion: Effectively
Using the Web for Investment Promotion**

13:30-14:15

**Invest Korea "Using the Web
for Effective Investment Promotion"**

*Eun Heu Kim, Assistant Manager,
Korea Trade-Investment Promotion Agency*



Invest KOREA's Online Goals & Strategic Use of the Website

June 4, 2009
Bangkok, Thailand

Contents

01_ Introduction

02_ Invest KOREA's Goals

- a) Online support throughout the investment process
- b) Online interaction
- c) Online positioning

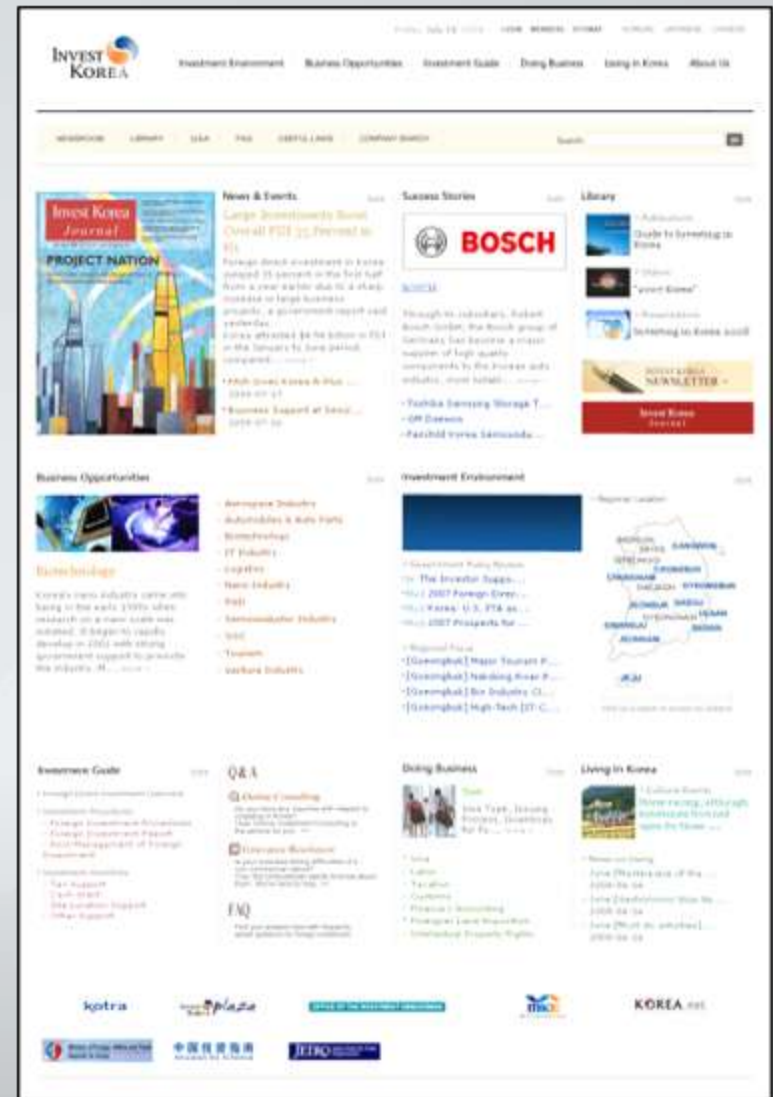
03_ Conclusion

1. Introduction

- Launched: July 1999
- URL: www.investkorea.org
- KISC (Korea Investment Service Center) → Invest KOREA (2003)
- Languages: Korean, English, Japanese, Chinese

- Total page views: 667,562
- Visits: 162,889
- Avg. time on site: 3 min. 57 sec.
- New visits: 62.46%
- Repeat visits: 37.45%
- Registered members: 1,054 (Q&A)
- Bounce rate: 48.98%
- Visitor countries: 178

(S. Korea > Japan > U.S.A. > China)



•Source: Google Analytics (May 10, 2008-May 10, 2009)



- 1) Using the visitor analysis, the most viewed contents were selected to be placed on the main page of the Web site (Ex: Investment Guide, FDI Procedures, Doing Business)
- 2) Using the traffic source, the agency carried out an advertisement strategy utilizing search engines
 - Direct traffic (51.88%), Referring sites (34.31%), Search engines (13.81%)

Online support throughout the investment process

- ➡ Detailed and comprehensive information detailing the entire investment decision-making process

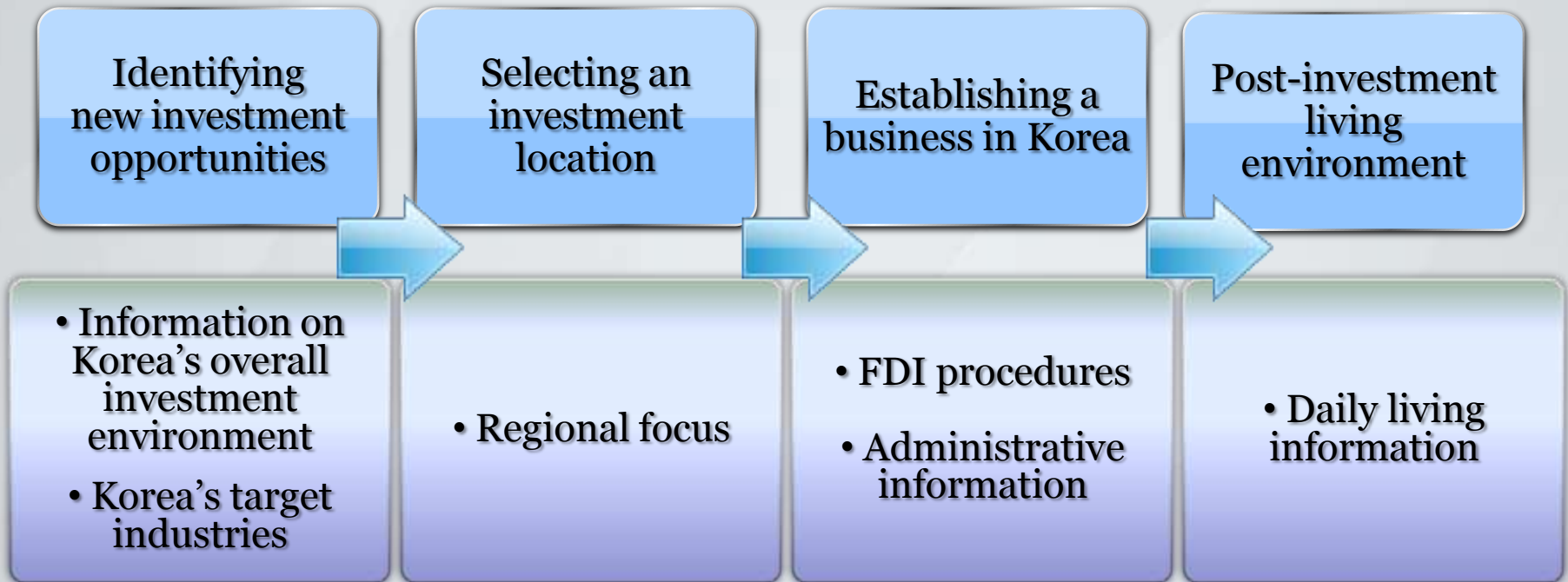
Online interaction

- ➡ On-line consultation and grievance resolution

Online positioning among competing FDI destinations

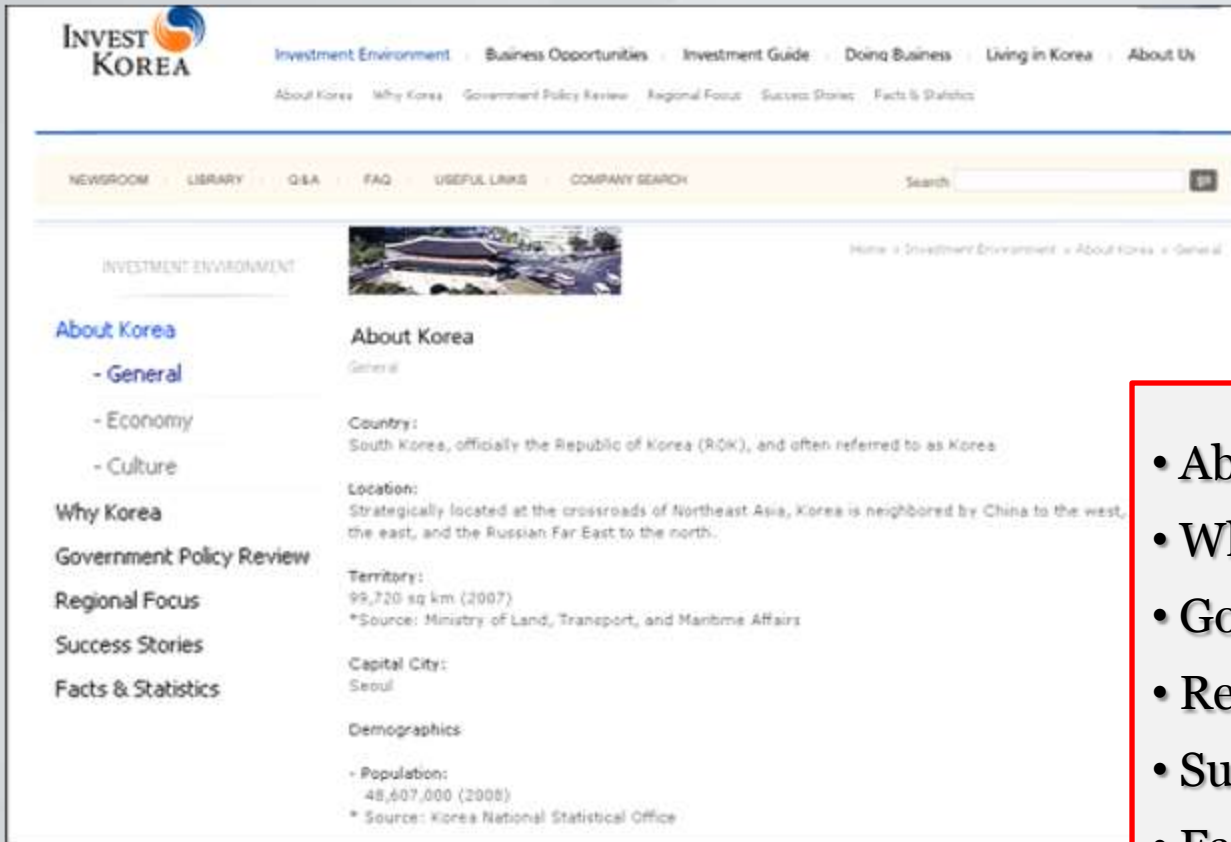
- ➡ Google keyword advertising, Web site banner exchanges

Menu selections follow each step of the investment process for the benefit of foreign companies



Up-to-date news on the Korean economy and Korea's investment environment

Information on Korea's Investment Environment



The screenshot shows the Invest Korea website's 'About Korea' page. The navigation menu includes 'Investment Environment', 'Business Opportunities', 'Investment Guide', 'Doing Business', 'Living in Korea', and 'About Us'. Below the menu, there are links for 'About Korea', 'Why Korea', 'Government Policy Review', 'Regional Focus', 'Success Stories', and 'Facts & Statistics'. The main content area features a photo of a modern building and the following text:

About Korea
General

Country:
South Korea, officially the Republic of Korea (ROK), and often referred to as Korea

Location:
Strategically located at the crossroads of Northeast Asia, Korea is neighbored by China to the west, the east, and the Russian Far East to the north.

Territory:
99,720 sq km (2007)
*Source: Ministry of Land, Transport, and Maritime Affairs

Capital City:
Seoul

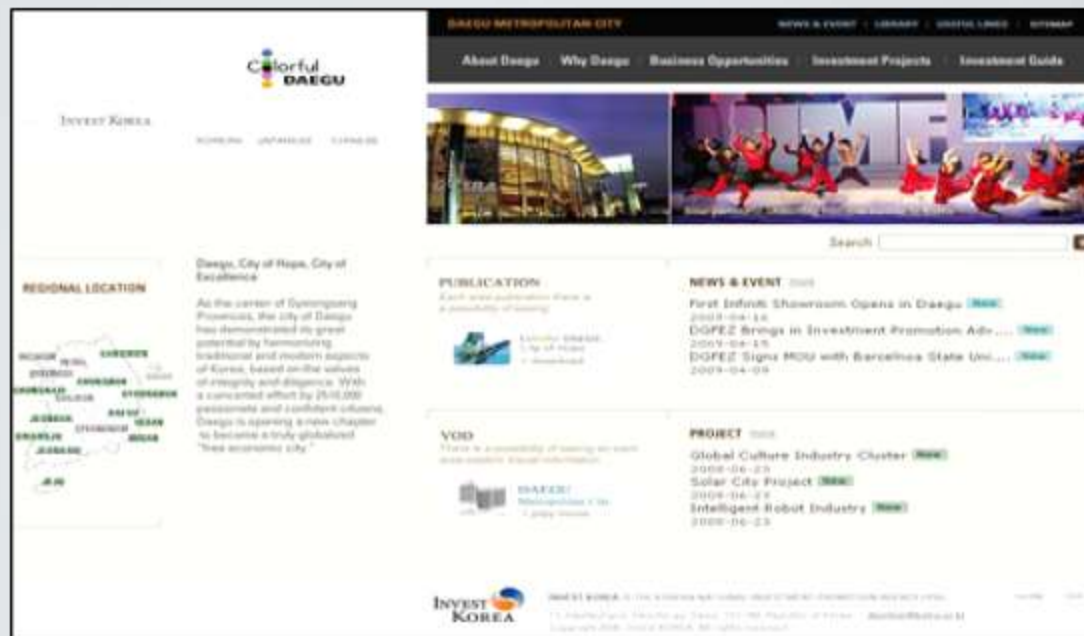
Demographics:

- Population: 48,607,000 (2008)
- * Source: Korea National Statistical Office

- About Korea
- Why Korea
- Government Policy Review
- Regional Focus
- Success Stories
- Facts & Statistics

Information on Investment Projects in Korea

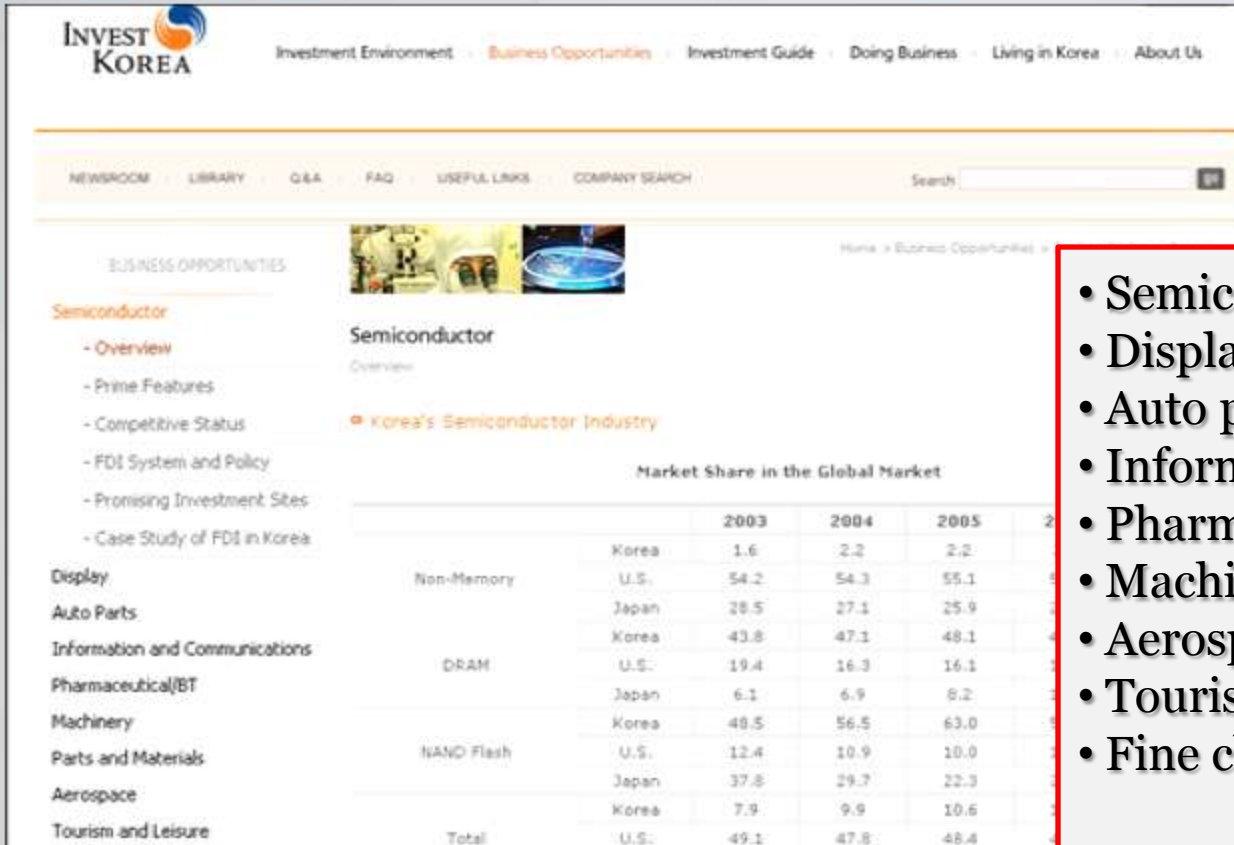
Regional Focus



- Information on Korea's 16 provinces and cities (via links to their Web sites)
- Invest KOREA supports the Web sites of 11 provinces and cities (business opportunities, investment projects, investment guides by region)

☞ **Effects:** Provision of individual regions' investment related information through one channel

Creating New Business Opportunities



INVEST KOREA
Investment Environment · Business Opportunities · Investment Guide · Doing Business · Living in Korea · About Us

NEWSROOM · LIBRARY · Q&A · FAQ · USEFUL LINKS · COMPANY SEARCH

SEARCH

BUSINESS OPPORTUNITIES

Semiconductor

- Overview
- Prime Features
- Competitive Status
- FDI System and Policy
- Promising Investment Sites
- Case Study of FDI in Korea

Display

Auto Parts

Information and Communications

Pharmaceutical/BT

Machinery

Parts and Materials

Aerospace

Tourism and Leisure

Semiconductor
Overview

Korea's Semiconductor Industry

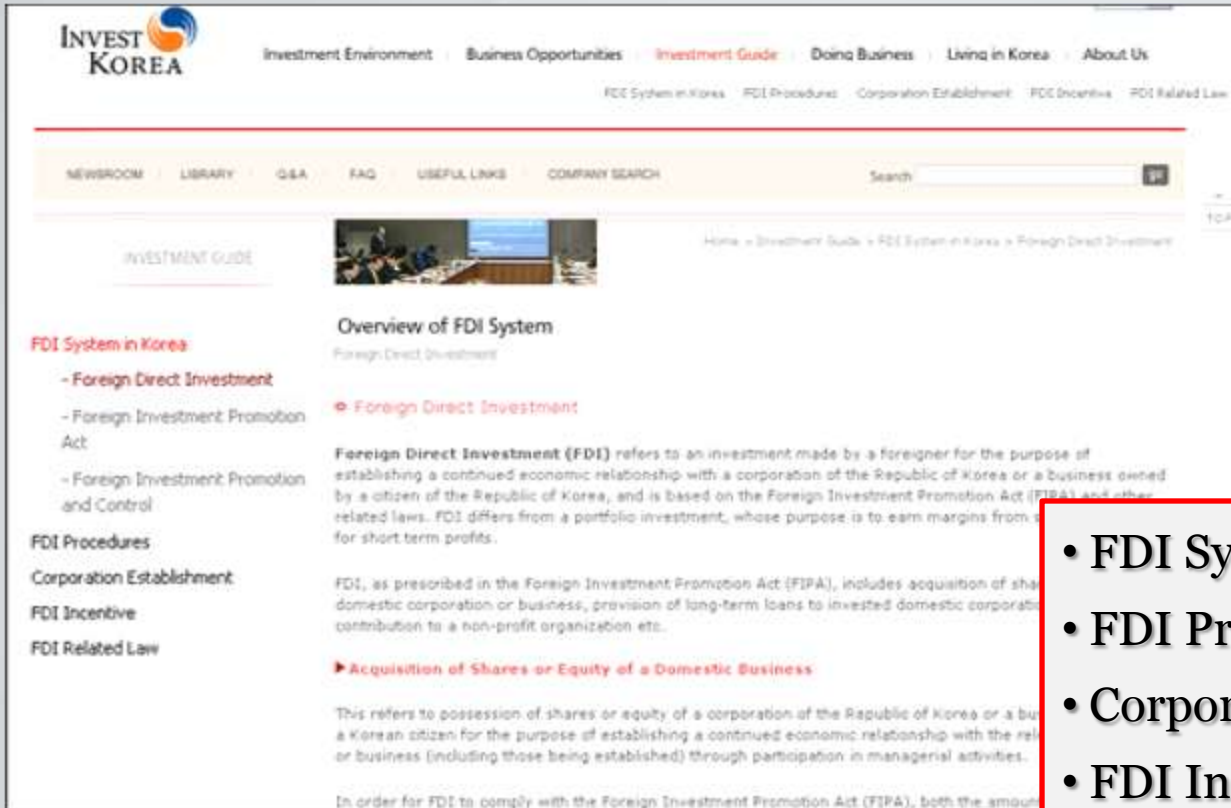
Market Share in the Global Market

		2003	2004	2005	2006
Non-Memory	Korea	1.6	2.2	2.2	2.2
	U.S.	54.2	54.3	55.1	55.1
	Japan	28.5	27.1	25.9	25.9
DRAM	Korea	43.8	47.1	48.1	48.1
	U.S.	19.4	16.3	16.1	16.1
	Japan	6.1	6.9	6.2	6.2
NAND Flash	Korea	48.5	56.5	63.0	63.0
	U.S.	12.4	10.9	10.0	10.0
	Japan	37.8	29.7	22.3	22.3
Total	Korea	7.9	9.9	10.6	10.6
	U.S.	49.1	47.8	48.4	48.4

- Semiconductors
- Displays
- Auto parts
- Information & Communications
- Pharmaceutical/BT
- Machinery
- Aerospace
- Tourism and Leisure
- Fine chemicals

- + FDI System and Policy
- + Case Study of FDI in Korea by industry

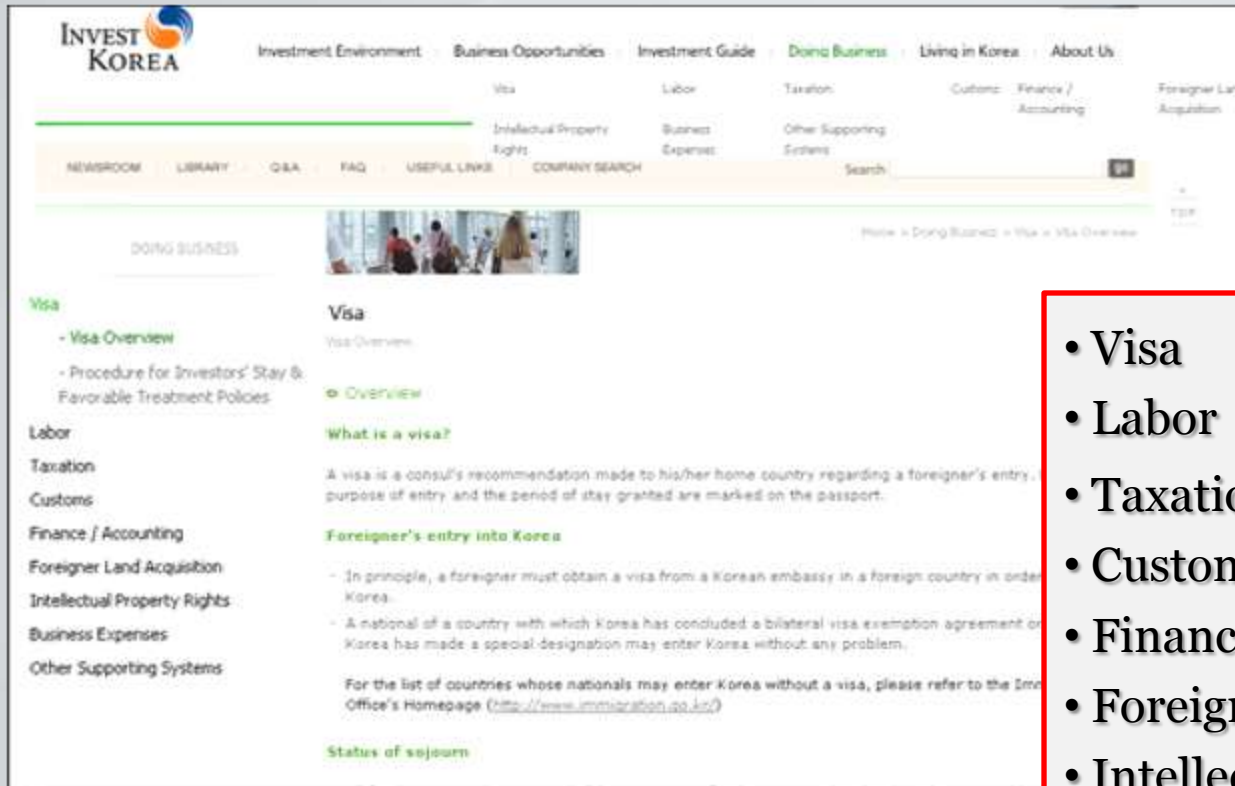
Understanding Korea's FDI System



The screenshot shows the Invest Korea website's 'Investment Guide' section. The main heading is 'Overview of FDI System'. Below it, there is a sub-heading 'Foreign Direct Investment' and a list of links: 'Foreign Direct Investment', 'Foreign Investment Promotion Act', and 'Foreign Investment Promotion and Control'. The main content area defines FDI as an investment made by a foreigner for the purpose of establishing a continued economic relationship with a corporation of the Republic of Korea or a business owned by a citizen of the Republic of Korea, based on the Foreign Investment Promotion Act (FIPA) and other related laws. It also mentions 'Acquisition of Shares or Equity of a Domestic Business' and provides a brief definition of this term. The page includes a navigation menu at the top with links like 'Investment Environment', 'Business Opportunities', 'Investment Guide', 'Doing Business', 'Living in Korea', and 'About Us'. There is also a search bar and a sidebar with links to 'FDI System in Korea', 'FDI Procedures', 'Corporation Establishment', 'FDI Incentive', and 'FDI Related Law'.

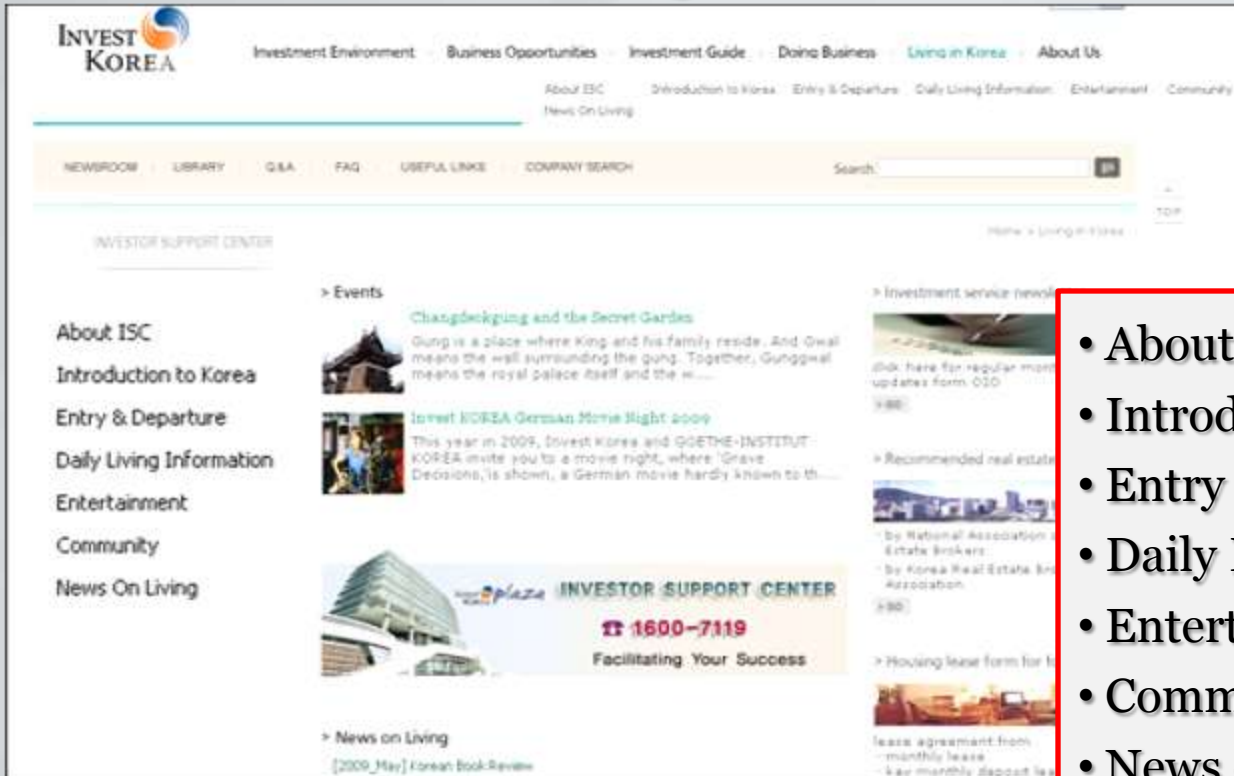
- FDI System in Korea
- FDI Procedures
- Corporation Establishment
- FDI Incentives
- FDI Related Laws

Investment-related Procedures



- Visa
- Labor
- Taxation
- Customs
- Finance/Accounting
- Foreigner Land Acquisition
- Intellectual Property Rights
- Business Expenses
- Other Supporting Systems

Post-investment Living Environment



- About ISC (Investor Support Center)
- Introduction to Korea
- Entry & Departure
- Daily Living Information
- Entertainment
- Community
- News on Living

+ Up-to-date news on events and festivals in Korea, restaurants, cultural heritage sites and sites of interest, Korean film review

Issues at Hand:

- Weak Information Design

“Too much information and difficulty regarding how and where to find it”

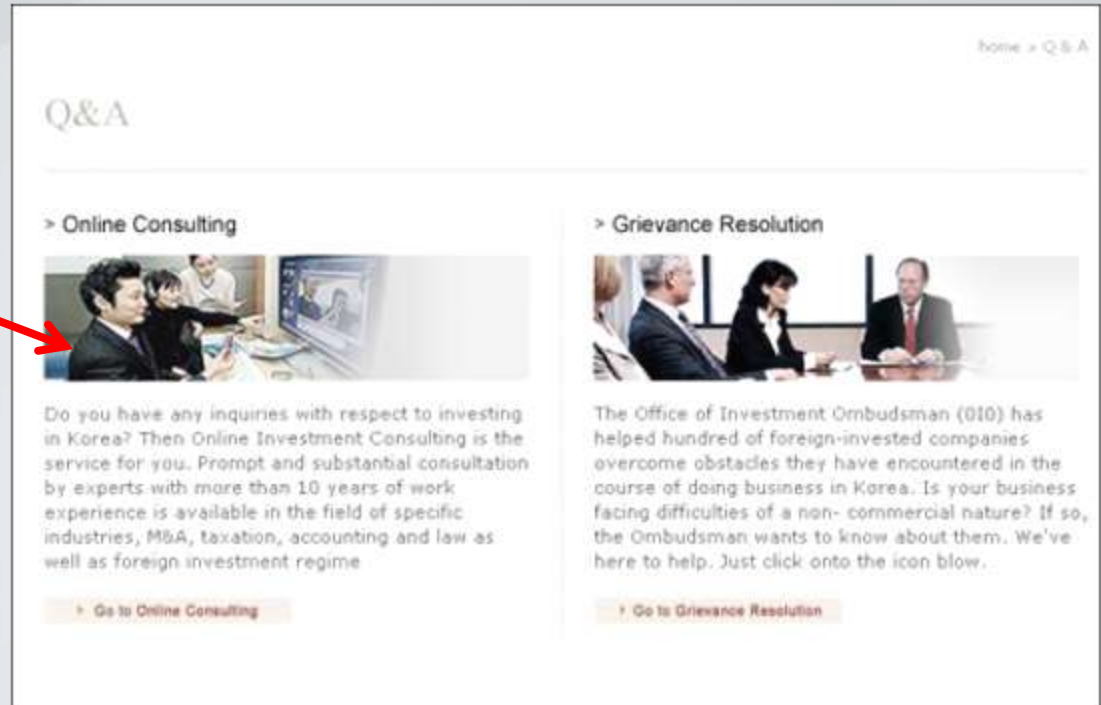
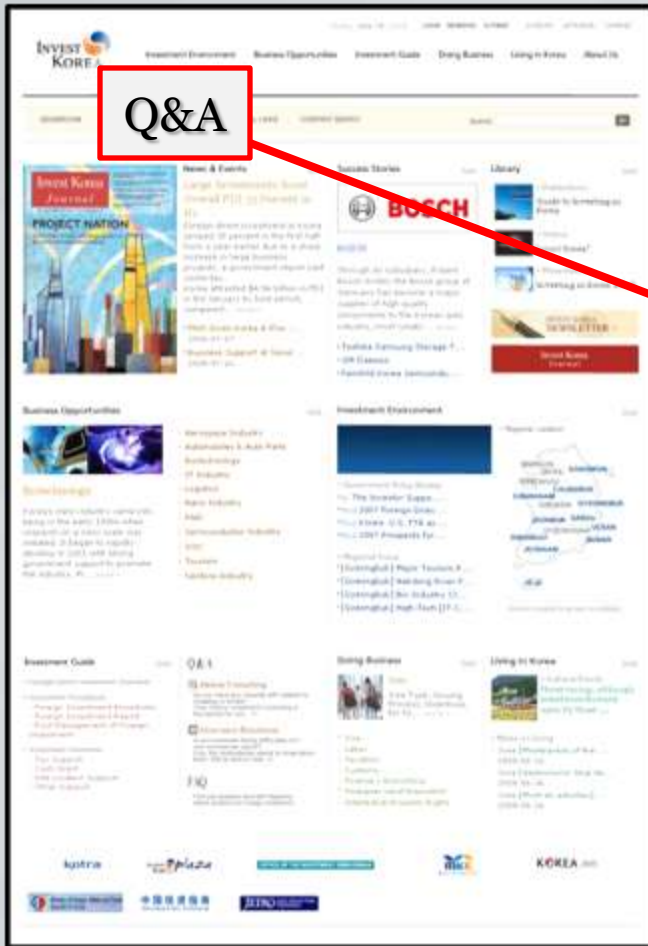
- Poor readability

“No emphasis on important information, blurred text and images”

- Not User-Friendly

“Difficult to download large-size documents/files”

2.2 Tools for Online Interaction



Online Consulting: Accounting, SOC, Legal, Labor, Tax, Banking & Finance, Stock & Real Estate, FDI procedures, Research & Development, Legislation & Disputes, Industrial complexes, Immigration, Customs clearance, Environment

Grievance Resolution → Link to the Investment Ombudsman Web site

Issues at Hand:

- Lack of user-friendly instructions

“Difficult to access because of too much information”

- Availability and contactability of relevant project managers still need to be ameliorated

“Contacting a knowledgeable project manager remains a challenge”

2.1 Online Support throughout the Investment Process

Thursday, February 19 2009 LOGIN MEMBERS SITEMAP KOREAN JAPANESE CHINESE

[INVESTMENT ENVIRONMENT](#) [BUSINESS OPPORTUNITIES](#) [INVESTMENT GUIDE](#) [DOING BUSINESS](#) [LIVING IN KOREA](#) [ABOUT US](#)

[NEWSROOM](#) [LIBRARY](#) [OKA](#) [FAQ](#) [USEFUL LINKS](#) [COMPANY SEARCH](#)

SEARCH

NEWS & EVENTS

Retail Sales Figures for January 2009
* Released by the Distribution and Logistics Division * Attached document

09/02/23

- Retail Sales Figures for January 2009 09/02/23
- Korea to Build World's First Robot Theme Park 09/02/23
- Foreign Investors to Enjoy More Convenient Travel 09/02/23

INVESTMENT GUIDE ?

ANY QUESTION ?

- 01 FDI System in Korea
- 02 FDI Procedures
- 03 Corporation Establishment
- 04 FDI Incentive
- 05 FDI Related Law

ASK FOR MORE ONLINE CONSULTING!!

TOP EXPERTS WITH EXCELLENT COMPETENCE AND AMPLE EXPERIENCES

- [GO TO ONLINE CONSULTING](#)
- [GO TO GRIEVANCE RESOLUTION](#)

FOREX RATES

기준국	SWER	달러
1USD	1450.33	1500.31
1EUR	1600.27	1627.35
100Y	1600.27	1627.35
10NY	107.24	175.13

SUCCESS STORIES

Novartis Korea Ltd.
Novartis Korea has evolved considerably since predecessor ... [more](#)

Invest Korea Journal
The Korean economy, culture, and success stories of foreign company CEOs
[GO TO JOURNAL](#)

REGIONAL LINK

Click on each province for detailed web pages

[제주도 방문하기](#)

[경제자유구역 방문하기](#)

1600-7119

13, Heolleungri, Seocho-gu, Seoul, 137-749, Republic of Korea jkonline@kotra.or.kr
 (Postal Address: 369-9, Yeongdeung-dong, Seocho-gu, Seoul, 137-749, Republic of Korea)
 Copyright 2008, Invest KOREA. All rights reserved.

[Privacy Statement](#) [Copyright Protection](#)

[HOME](#) [TOP](#)

2.3 Online Positioning among Competing FDI Destinations

1) Google Keyword Advertisement

- Purpose: Raise the brand awareness of Invest KOREA
- Project duration: Aug. 1-Dec. 31, 2008 (5 months)
- Selected keywords:
 - 1st: Invest, investment, Korea, South Korea
 - 2nd: Business opportunities, investment guide, living in Korea
 - 3rd: FDI incentives, visa
 - 4th: Name of region in Korea (Busan, Busan Metropolitan City, etc.)

2) Web site banner exchange with relevant agencies (chambers of commerce, etc.)



As UNCTAD has predicted a 21% decrease in global cross-border FDI for 2009, it is necessary to:

- ✓ **Enhance the promotional effectiveness of the IPA's website**
“From investment process support to active investment attraction”
- ✓ **Make continuous efforts to understand potential investors' needs and reflect them online.**
“Done through a questionnaire completed by potential investors
(Investment Promotion Booths 2008, Foreign Investment Forum March 2009)”
- ✓ **Adapt to the fast changing trends of the Internet** by making full use of Web site analysis tools like “Google Analytics”

Day 2: Thursday, June 4, 2009

**Module 2: Online Promotion: Effectively
Using the Web for Investment Promotion**

14:15-15:00

**Magnifying your reach and impact
with partners: MIGA tools**

Roxanna Faily/Thomas Tichar



MAGNIFYING YOUR REACH AND IMPACT THROUGH PARTNERS: MIGA TOOLS

BANGKOK, THAILAND
JUNE 2009



Background - MIGA

- Created in 1988 with a mandate to promote foreign investments into developing countries by providing:
 - Non-commercial risk insurance for investors and lenders
 - Technical assistance to help countries attract and retain FDI (since 2006 part of FIAS)
 - Online investment information dissemination on business operating conditions and investment opportunities in emerging markets



MIGA's Research & Knowledge Services

- Together serving some 100,000 investors and FDI practitioners, as well as reaching out to over 25,000 newsletter subscribers, on a monthly basis
- MIGA maintains two award-winning online Research & Knowledge services:
 - **FDI.net**, a global knowledge portal for investors to source information on foreign direct investment
 - **PRI-Center**, an information service on political risk management



MIGA's R&K Services helps *IPIs*...

- **Research:** To stay abreast of the latest developments in FDI and political risk management
- **Marketing and Awareness:** To increase awareness and understanding of a country as an investment destination as well as your organization
- **Targeted Outreach:** To actively promote investment in your country and conduct targeted outreach to investment community
- **Monitoring Investment Risk:** To keep up-to-date on country risk ratings and investment risk perceptions



Helping you stay abreast of the latest information

Monitor the latest investment trends

- Thematic and regional reports on trends in FDI
- Latest FDI news and investment-related events/conferences



The screenshot shows the FDI.net homepage with a featured article titled "Public-Private Partnerships: The Road Ahead". The article discusses the role of PPPs in infrastructure development and highlights various sectors like energy, water, and transport. It also mentions the importance of PPPs in emerging markets and provides links to related resources and news.

Know how your country is perceived

- Country specific pages with macro-economic and business reports, business environment information, legal resources, and more



The screenshot shows the FDI.net country page for China. It features a bar chart of GDP per capita growth from 2001 to 2009, showing a steady increase. Below the chart, there are sections for "Latest Information" and "Business", which include a table of business environment indicators such as "Ease of Doing Business" and "Foreign Investment Inflow".

Title	Type	Sector
Commitment for Foreign Investment in The Guangdong-Fujian Economic Zone (Apr-01-2009)	Business: Investment guides	Transport
Asia Economic Monitor (December 2008) (Mar-20-2009)	Business: Economic overview	Non-sector Specific
Investment Trends in China (March 2009) (Mar-17-2009)	Business: FDI trends	Other Services

Research the competitive landscape

- Latest global investment opportunities
- Database searchable by sector, country, and investment



The screenshot shows the FDI.net search results page for "Information Resources". It displays a table of search results with columns for Title, Information Type, Status, and Sector. The results include various reports and articles related to investment opportunities and business environment.

Title	Information Type	Status	Sector
2008 Comprehensive Investment Statistics (Apr-24-2009)	Legal: Trade & Investment treaties	Searchable by South Asia Region Sector (SARS)	Non-sector Specific
Special Database on Business Environment (Feb-2008-09) (Mar-24-2009)	Legal: Foreign investment	Search of Investment: Standard	Non-sector Specific
PPP Approval: Key Approvals in Business Environment (Mar-20-2009)	Legal: Investment	Search of Investment: Standard	Non-sector Specific
Asia Economic Monitor (December 2008) (Mar-20-2009)	Business: Economic overview	ASIA Investment: SARS-ASIA	Non-sector Specific
Canada - CIDA's Industrial Development Program (Feb-23-2009)	N/A	Canadian International Development Program (CIDA)	Non-sector Specific
Investment - Economic Development Bank (EDB) (Feb-23-2009)	N/A	Business Economic Development Bank (EDB)	Non-sector Specific
The World Bank Group (Feb-23-2009)	Business: Economic overview	The World Bank Group	Non-sector Specific
2008 Economic Survey (Feb-23-2009)	Business: Economic overview	World of Business: Standard	Non-sector Specific

Helping you to increase awareness

- Promote your country's strengths with greater content dissemination
- Promote your organization's services through our directories, partner pages, and focused spotlights

The image displays several screenshots from the FDI.net website, illustrating its content and features:

- China Investment Overview:** A screenshot showing a bar chart of GDP per capita growth and FDI inflows in China from 2001 to 2009. Below the chart is a table of investment opportunities in China, with one entry circled in green:

Title	Type	Sector
Opportunities for Foreign Investment in The Qinghai Salt Lake in Northwest China (Apr-01-2009)	Business: Investment guides	Transport
Asia Economic Monitor (December 2008) (Mar-20-2009)	Business: Economic overview	Non-sector specific
Shanghai Economic in China (March 2009) (Mar-17-2009)	Business: FDI trends	Other Services
- Tourism in Sub-Saharan Africa:** A screenshot of a news article titled "Tourism in Sub-Saharan Africa" with a photo of an elephant. The article discusses the growing tourism sector in the region and its potential for investment. A green circle highlights the article's title.
- Featured Partner:** A screenshot of the "Featured partner" section, which includes a logo for "Roundless Southern Africa TradeInvestAfrica". A green circle highlights this logo.

Helping you monitor investment risk perceptions

- Risk management is a part of any investment decision
- Globally, perceptions of risk are increasing
- Address investor needs and concerns by:
 - Increasing information on country locations
 - Facilitating the investment process by understanding key players in the financing and risk management side

pri-center.com
POLITICAL RISK INSURANCE CENTER

A risk management information service

pri essentials **country analyses** research and tools news and events directories about

Home > Country Analysis > Montenegro

Montenegro

Country Snapshot	
GNI per capita (US\$)	3,860
Starting a Business (number of days)	24
Starting a Business (number of procedures)	15
Investor Protection Index	6.2
0 lowest	
Enforcing C (number)	
Closing a B (recovery)	

Source: Do...

Risk Ratings	Risk Analysis
>> BB+ (S&P)	>> Risk Assessment
>> Baa2 (Moody's)	(ONDD)
>> N/A (Fitch)	

Regional Information

MULTILATERAL INVESTMENT GUARANTEE AGENCY WORLD BANK GROUP

pri-center.com
POLITICAL RISK INSURANCE CENTER

A risk management information service for investors and practitioners

pri essentials country analyses research and tools news and events directories about

contact us site map

Research and...
List of the la...
studies and t...
overall enviro...
framework a...
risk.
>> [Doing Bus...](#)
>> [Freedom H...](#)
[Montenegro](#)
>> [Freedom H...](#)
[Montenegro](#)

More Features

More Features

ATI's view on Africa and the financial crisis >> more

Country Analysts: -- Select a Country --

What's new in PRI

RiskMap 2009
In this report, [ControlRisk](#) discusses the looming effect of the global credit crisis on political stability and goes in depth on its country ratings. [RiskMap 2009](#) highlights a general increase in political risk

The Financial Crisis and Political Risk
The financial and economic turmoil being felt globally has placed a strain on both developed and emerging economies. The global pressure on liquidity may result in potential payment defaults by sovereigns and increased risk of transfer restrictions. In this feature, Business Monitor International looks at the sovereign risk ratings in Latin America and assesses the situation in Ecuador. Control Risks foresees that investors will reassess their perceptions of political risk and will consider ways to manage risks upfront - whether through assessment and monitoring or by using mitigation tools.

My PRI-Center

- [PRI Jobsites: Customized alerts](#)
- [PRI-Center Briefing](#)
- [newsletter](#)
- [Sign up or login](#)

PRI Essentials

- [What is Political Risk Insurance?](#)
- [Using PRI](#)
- [Who provides PRI?](#)

Working with members of the berneunion

LLOYD'S



FDI.net case study: Partnering with Serbia Privatization Agency

- **Content partner: Republic of Serbia Privatization Agency**
- Since 2002 provided almost 180 links to investment opportunities in the country:
 - FDI.net promotes these on the site and through FDI Xchange
 - Agency ensures high quality and detailed description of opportunities
 - ✓ Magnifies reach of opportunities already listed on Agency's own site
 - ✓ Promotes agency as a continuous and reliable source of information
 - ✓ Listed among FDI.net content partners page

Filter by:

Sector: All | Region or Country: Serbia | Information Type: Opportunities: Privatization

results 1-15 of 178 [Next 15>](#) [Print Page](#) [» Show all](#)

<u>Title</u>	<u>Information Type</u>	<u>Source</u>	<u>Sector</u>
Privatization by Auction - Serbia (May-07-2009)	Opportunities: Privatization	Republic of Serbia Privatization Agency	Non-sector Specific
Strategic Partner for RTB Bor Group - Serbia (May-06-2009)	Opportunities: Privatization	Republic of Serbia Privatization Agency	Mining & Quarrying
Public Auction - Serbia (Jan-09-2009)	Opportunities: Privatization	Republic of Serbia Privatization Agency	Agriculture Food & Beverages Heavy machinery Textiles & Leather Transport

FDI.net case study: Spotlight on Brazil

- Launched in December 2008, highlighting country and sector, investment opportunities and latest reports.

Feature partner: Firjan

- Spotlight highlights strength of country's economic growth and interest for investors
- Links to reports, regulatory laws and investment opportunities, including 34 opportunities supplied by partner.

- ✓ Over 1600 page views of spotlight
- ✓ Over 300 page views of partner page
- ✓ Almost 200 click-throughs on Firjan-submitted investment opportunities

The image displays two screenshots of the FDI.net website. The top screenshot shows the 'Spotlight' page for Brazil, featuring a headline 'Brazil: Infrastructure Investment Key for Sustaining Economic Growth' and a table of investment opportunities. The bottom screenshot shows the 'Partner' page for Firjan, detailing its role as a business association and listing its submitted investment opportunities.

Title	Type	Sector
Operation and Modernization of the... (over 24, 2008)	Operational: Non-productive	Other Manufacturing
Study of Energy Storage... (over 22, 2008)	Operational: Service	Mining & Quarrying
Strategic Study Number 24... (over 11, 2008)	Operational: Production	Non-sector Specific

Title	Type	Sector	Updated
Study of Energy Storage... (over 24, 2008)	Operational: Non-productive	Energy	Dec 22, 2008
Operation and Modernization of the... (over 22, 2008)	Operational: Service	Manufacturing	Dec 22, 2008
Strategic Study Number 24... (over 11, 2008)	Operational: Production	Manufacturing & Engineering	Dec 22, 2008

How to work with MIGA

General relationship

Make sure that users can access information on you



- Ensure that your organization is listed in our directories and that information is correct

Content partner

Make sure that users can access the latest information investment opportunities in your country

Benefit from targeted email outreach

Build familiarity and credibility with users



- Submit the latest information on your investment destination
 - Country-specific research and sector data
 - Specific investment opportunities

Featured partner

Participate in regional or sector spotlights

Have your organization featured in-depth with your own partner page

Participate in user communities



- Contribute exclusive articles and interviews
- Launch a new sector promotion campaign
- Cooperate with cross-linking and promotion



Type of content that you can submit

■ Investment opportunities

- Sector-specific
- PPPs
- Privatizations
- Joint ventures
- Green field investments
- Concessions
- Tender opportunities

■ Latest news and upcoming events

- Topical and region-specific news
- Investment-related meetings and conferences

■ Business and legal reports

- Government regulations
- Investment guides and factor information
- FDI and country research (including investment climate assessments)
- Sector/industry reports
- Investment laws
- BITs and international investment agreements
- Political risk analysis

Requirements for content submission

Step 1: Initiation of content partner relationship

- Fill out content partner form...
- Define type of partnership program (ex. featured partners)
- Identify timeline and contact people

Step 2: Ensure quality standards

- Must be up-to-date with expiration dates and regular updating
- Information to be vetted and from credible and reliable sources
- Complete descriptions with contact information and sources cited

Step 3: Submitting content in appropriate formats

- Must be hosted online by partners
- Links with appropriate description and related information to be forwarded to identified content coordinator



Thank You!

Please fill in our partnership program form.

For more information, visit:

www.fdi.net

www.pri-center.com

www.miga.org

Questions?



Day 2: Thursday, June 4, 2009

**Module 3: Meeting Investors Information Needs
One Investor At A Time**

15:15-15:45

**Handling Investor Inquiries: The importance
of offering a professional service to investors**

Robert Whyte

HANDLING INVESTOR INQUIRIES

**The Importance of offering a professional service to
investors and how to respond**

Robert Whyte
Bangkok, Thailand

June, 2009



Question:

Why is it important to offering a professional information and facilitation service to investors?



Answer:

Because if you don't, prospective new investors will go elsewhere.

Understanding the changing nature of FDI and the importance of investor facilitation

Day 1

Workshop: Session 1 -- Understanding the Context

- Implications of recession for FDI
- Responding to investors' needs
- What constitutes good facilitation
- Facilitation in APEC

Workshop: Session 2 Online Investment Promotion

- Understanding how investors use online information sources
- Enhancing your content to meet investor needs
- Promoting your services and Web site effectively
- Magnifying your reach and impact with partnerships and other tools
- Tools and techniques of online investment promotion

Workshop: Session 3 Building relationships with investors

- How and when investors get in contact with IPIs
- Importance of direct investor contacts
- How to handle and build on first contacts from investors
- Building and implementing professional facilitation services
- Systematic approaches to handling investor inquiries

- Summing up
- Event debriefing and participant evaluation
- Certificate awards

Day 2

Day 2

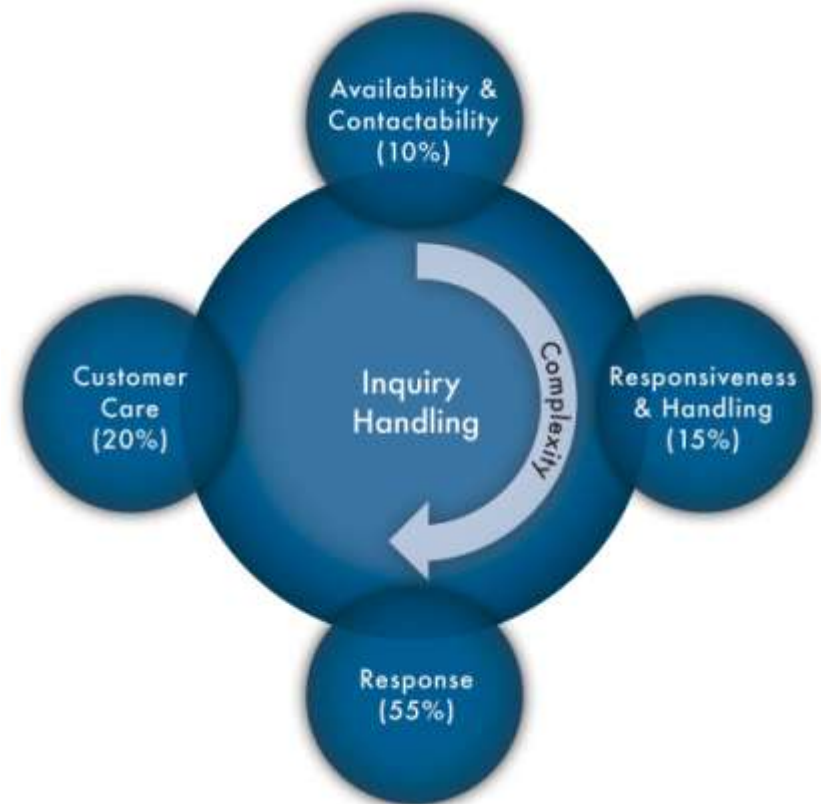
Day 3

Close

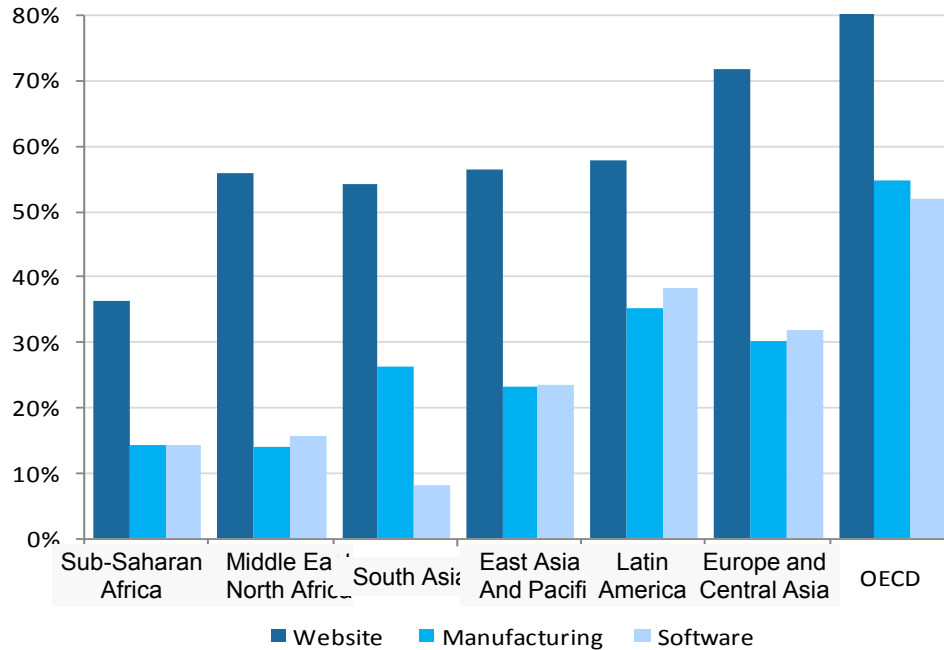


Conducting the investor inquiry survey

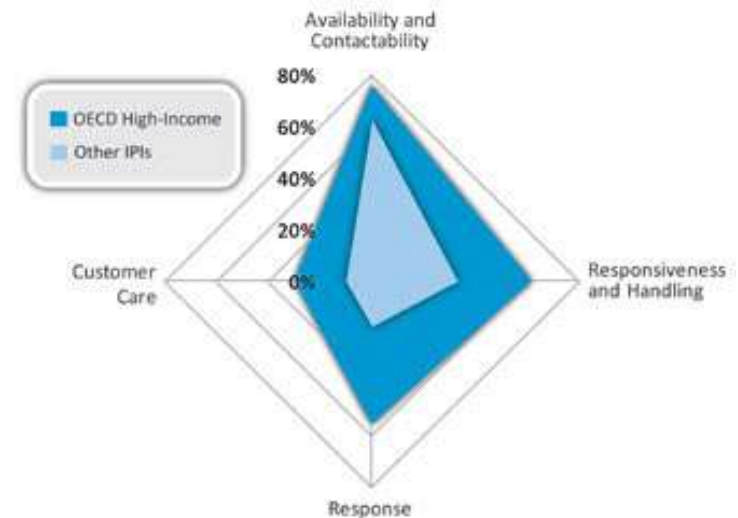
- Mirroring investor location search procedures
 - Based on research of company behaviors
- Two 'mystery shopper' exercises
- Based on 'real' investment projects
 - A soft drinks bottling plant
 - A software development company
- Key assessment 'themes'
 - Availability and contactability
 - Responsiveness and handling
 - Response
 - Customer care [follow up]



GIPB09 – inquiry handling results by region



- Inquiry results poorer than website
- Even OECD scoring only 50%
- Performance consistent between the two inquiries (except South Asia)
- Significant gaps in all areas



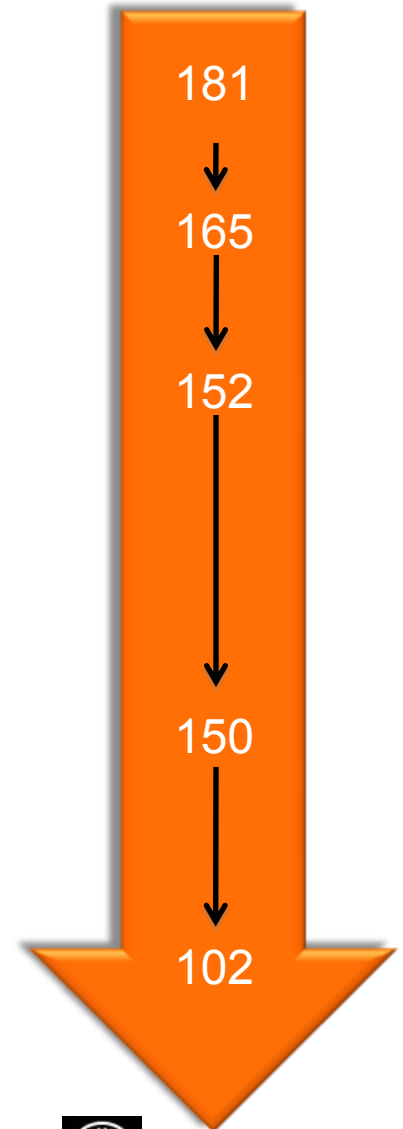
The story of how “investors” fared: Availability and Contactability

Where to start looking for information: The country’s IP website.

- In making direct contact, the web is usually the starting place
 - > But only 165 of the 181 target IPIs could be researched online
 - > And only 152 of the Web sites (84%) provided an e-mail address at which the IPI could be contacted.

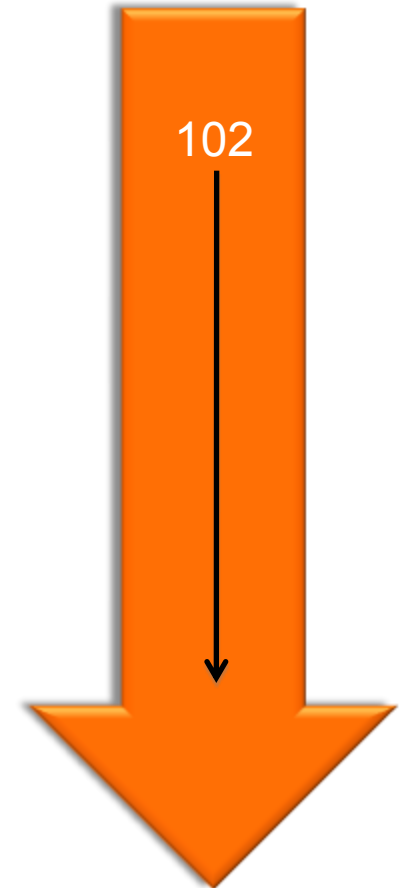
Making contact:

- When our companies sent them an e-mail, only 9 IPIs (5 percent) replied within 24 hours - a typical deadline for busy executives.
- We then found (from other sources) telephone numbers for 150 of the 181 IPIs.
- We reached IPIs immediately in only 59 cases [39 percent]
- After three days of repeated attempts, only 102 of the 181 had been contacted.



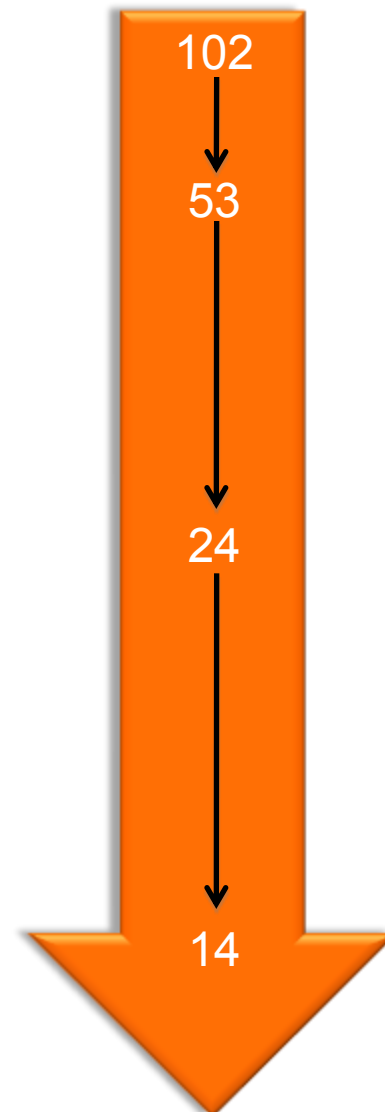
The story of how “investors” fared: Responsiveness and handling

- Only 32, or about a third, of the 102 agencies knew anything about the investor’s request for information.
- In the majority of cases the staff member had not seen the investor’s e-mail
 - Usually asking the investor to re-send the e-mail—often to the same address that had produced no reply in the first place.
- More positively, the IPIs usually seemed keen to assist.



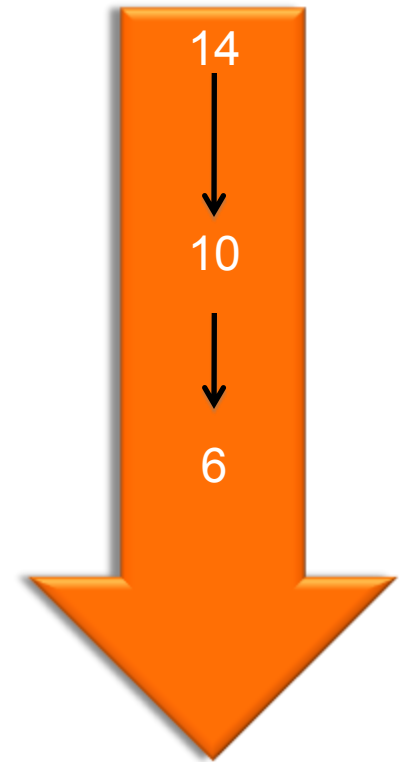
The story of how “investors” fared: Response

- Only 53 of the 102 agencies contacted submitted a response within the 10 working-day deadline set by our busy investors.
 - Investors received information for only 29% of the 181 countries
 - So only 53 countries remained in the competition for the investment
- Worse, only 24 IPIs (13 percent) attempted to provide answers to all questions asked in both inquiries.
- With an average global score of 27 percent for the quality of answers received, in most cases the foreign company would lack the information they needed to make an investment decision.
- Only 14 IPIs (8%) made ongoing efforts to actually promote their location by providing reasons for the project to go forward.



The story of how “investors” fared: Customer Care-Follow Up

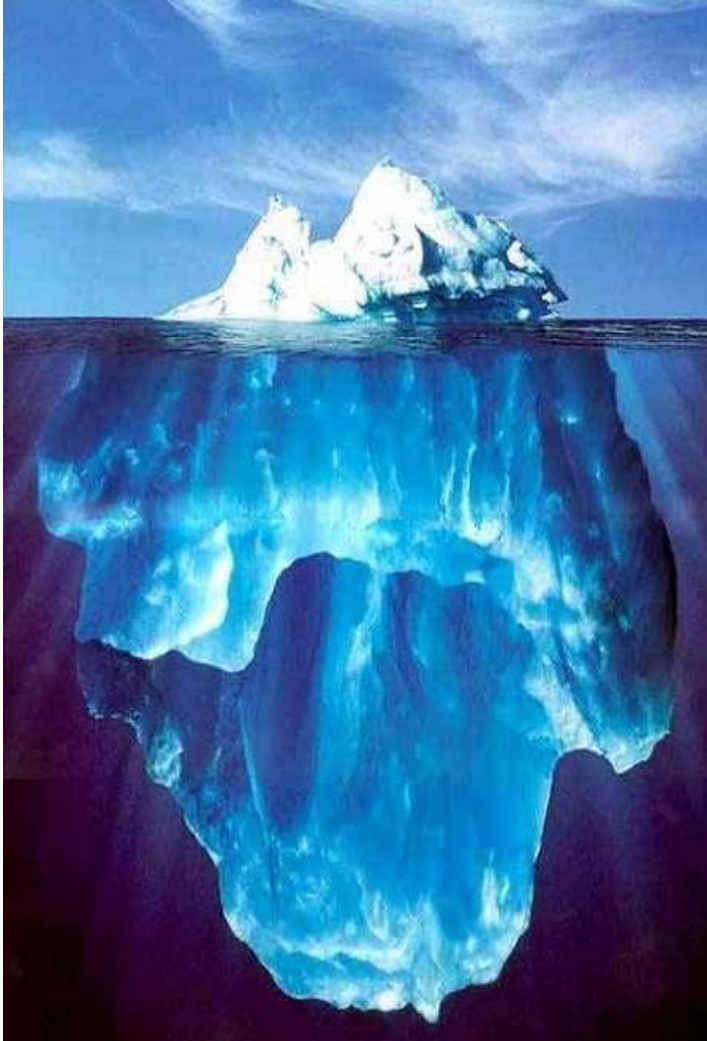
- In terms of customer care, only 10 IPIs checked on both inquiries that responses had been received, and
- Only 6 IPIs asked for the investor’s reaction and inquired about the progress of the project.



Only 3 percent of IPIs globally can be seen to provide consistently excellent service.

At what point do you think the investor would have dropped out?

What the investor should see



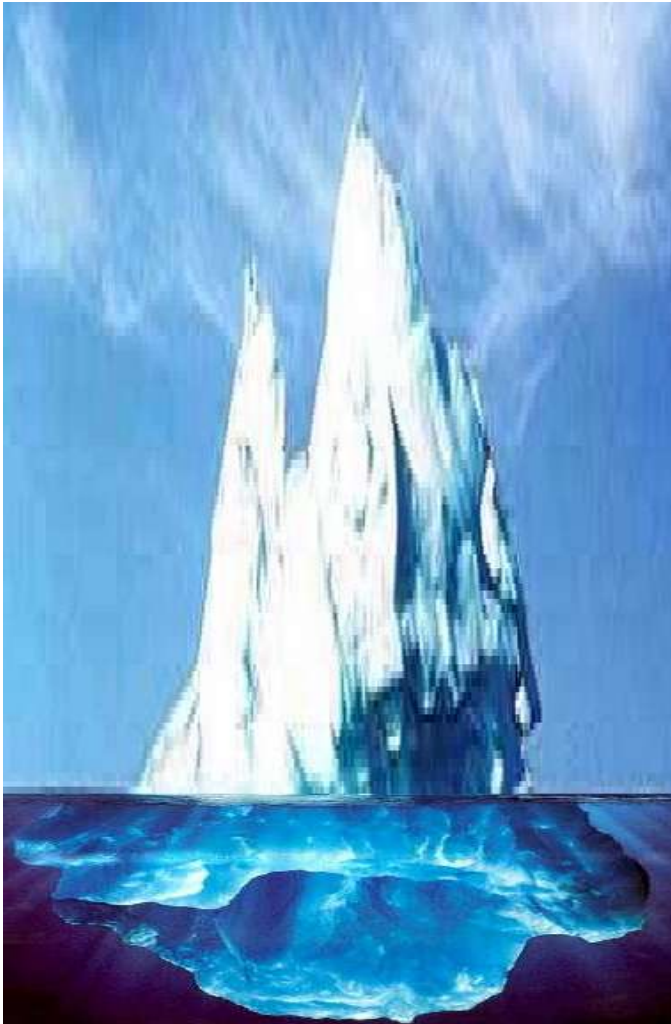
The ultimate aim of IPIs is to attract FDI above and beyond that which the economy could otherwise expect.

To do this the IPI has to be client-facing & responsive to the market as well as being active in the market.

However up to 80% of an IPI's effort can go into other activities:

- Internal organization, procedures and systems
- Responsibilities to Ministers, Parliament etc.
 - The political can be very distracting.
- Other functions – investment approvals, incentives, etc.
- Policy responsibilities & role across govt for FDI

What the investor too often sees



- Can't get hold of IPIs, poor contactability – extra effort needed
- Bureaucracy – too many hurdles for investors
- IPIs not aware that the role is to sell the location
- 'Invest in Anywhere' marketing lack of detail in response
- Lack of finesse in communicating with clients
- Lack of drive for customer service
- Front line staff unable to answer basic questions

- Too much 'back office' activity evident to clients.
- IPIs assuming that clients have limited choice.

Inquiry handling in reality- Lack of client focus & awareness

Common failures include

Lack of understanding of investment market trends and what drives company investment decisions.

Inability to match local assets with company need.



Shallow knowledge of local capabilities- inhibits dialogue with investors.

Lack of comparative awareness of local capability- think that what they have is fine but in reality it is not nearly as good as competitor location.

Focus on IPAs own needs – not client. Make investors fill forms and comply with regulations. Too early and often through laziness.

Overall:

Lack of customer focus and understanding of customer needs. Limited marketing & selling capability.

Ways to shorten IPI response time

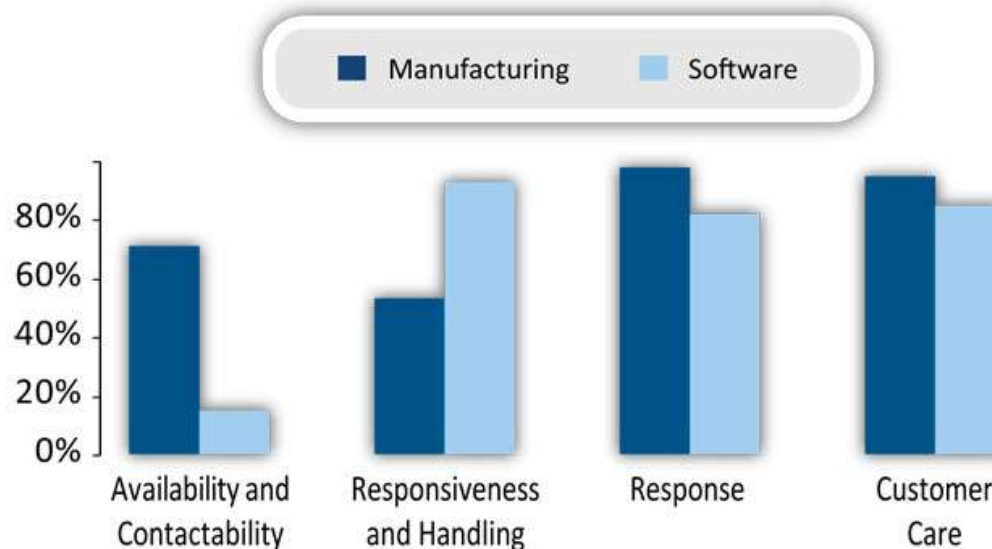
- IPIs need to know their locations priority sectors
- Priority sectors are expected to have comparative advantage, thus are attractive to investors
- Information should be prepared for the website (as well as offline marketing) to reflect this
- Investors are likely to focus on a location's area of comparative advantage
- 'Canned presentations', sector reports and updated market analysis (including opportunity for foreign participation) can be developed in advance of inquiries
- These information packages can then be tailored specifically (quickly) according to investor's need

Best practice inquiry handling...

- Contact details accurately presented on website, emails, letters, brochures...
- Follow good business practices and etiquette in communicating with investors (manners, acknowledgment, confirmation, follow-up, sticking to commitments, avoid forwarding of inquiry...)
- Be ready to handle an inquiry – they should not come as a surprise!
- Response time and enthusiasm are key
- Customized responses are best
- Always use third party reference to validate claims – sourced data, news sources, investor testimonials, etc.
- Try to become an advisor and a partner

Best practice case study: APEX Brazil

- *Agência Brasileira de Promoção de Exportações e Investimentos (APEX)*
 - inquiry average score = 82.7%, ranked 2nd overall in the world.



- Excelled in the quality of its responses - 90% - and its level of customer care after the response was submitted - 90%.
- Both submissions highlighted key industry players, labor availability and costs, and where graduates are trained.
- Some variability in score between the two inquiries

Best practice case study: APEX Brazil

- APEX manufacturing inquiry was the world's top score – 88%
 - Response included an excellent conclusion, summarizing all previous information and clearly showing how would meet any beverage manufacturer requirements.
 - Responded specifically to the questions asked.
 - Provided relevant, comprehensive, and substantiated statistical and industry trend data to support its claims.
 - Even provided beverage consumption patterns by industry segment along with forecasts at the sub-regional or state level.
 - Displayed organizational professionalism by meeting deadlines and providing a well-constructed report.
 - Exemplified promotional sophistication with its inclusion of a business case justifying why an investor would thrive in .

Thank you.

Questions

Day 2: Thursday, June 4, 2009

**Module 3: Meeting Investors Information Needs
One Investor At A Time**

16:45-17:00

Overnight Reading – Instructions

Marta Bruska

Building a Compelling Business Case

INSTRUCTIONS

MARTA BRUSKA
Bangkok, Thailand

June 4, 2009

INSTRUCTIONS

Objectives: participants will work in teams to assess the quality of the response of the Board of Investment Dreamland (BOI Dreamland) to an investor's (*Juicy Juice*) investment inquiry.

Time allocation: 30 minutes

Materials provided:

Part 1: contains the original investment inquiry posed by *Juicy Juice*. This part contains core project information related to the company's objectives.

Part 2: is the response of the BOI Dreamland that provides answers to the investor's inquiry.

JUICY JUICE'S PROFILE AND INQUIRY

1. *Juicy Juice's* profile
2. Project details
3. *Juicy Juice's* inquiry:
 - competitive landscape of the local beverage industry
 - relevant agricultural production of fruits and dairy
 - consumers' preferences
 - labor cost and labor availability
 - employment regulations
 - suggestions for location (including land cost)
 - availability of industrial facilities for rent

KEY QUESTIONS

Select a note taker and on flipchart make notes on the following:

What are the response's:

- Strengths?
- Weaknesses?
- Gaps in information provided?

Do you think that the BOI Dreamland made a strong business case for *Juicy Juice* to invest in Dreamland?

Instructions for Participants

Day 2: Brainstorming session 16:00 – 16:45

The goal of this exercise is to give participants an opportunity to assess the quality of the response of the Board of Investment Dreamland (BOI Dreamland) to an investor's investment inquiry. Participants should pay particular attention to the following aspects:

- response format
- response branding
- response structure
- answer quality

Participants should discuss within groups the strengths and weaknesses of the response and agree on whether the BOI Dreamland made a good business case for an investor called *Juicy Juice* to invest in their country. Participants have 30 min to complete this exercise.

The exercise is composed of two parts. Part 1 contains the original investment inquiry posed by *Juicy Juice*. This part contains core project information related to the company's objectives. Part 2 is the response of the BOI Dreamland that provides answers to the investor's inquiry. BOI Dreamland had 12 days to respond to the inquiry after the initial e-mail was sent and 10 days after the telephone call with *Juicy Juice*.

Part 1

Juicy Juice – new pilot plant & development centre

Project

Juicy Juice - a multinational soft drinks and consumer products company is seeking a new manufacturing plant, with some basic research and development capability. Within this new plant, *Juicy Juice* wants to investigate new flavors and look at local beverages, flavors and produce with a view to assessing the potential for international marketing or regional development.

Company Background

Juicy Juice is a growing international soft drinks brand. It currently has operations in 40 locations with 7 manufacturing plants in their established markets. It had a global turnover in 2006/07 in the order of \$8 billion.

Project Details

Juicy Juice aims to have the pilot plant fully operational by the third quarter 2009. The plant itself will be around 50,000 sq ft/5,000 sq meters with an additional 20,000-30,000 sq ft/2,000 sq m of office and lab space. The sizes stipulated are only indicative at this stage- as the project details become more defined and plans are finalized, the scale of the plant may change. Depending on the short-listed locations, and the options available to *Juicy Juice* it may elect to configure the plant differently, locate the plant at an existing facility with the local activity to be contained to some R&D as well as a marketing office. Although this is not the preferred option, *Juicy Juice* may look at splitting the plant and the R&D functions, depending on what is most practical in their short-listed location. Initial staff estimates are at approximately 75 staff by Q4 2009, but we expect that staff numbers may double over following three years, depending on success and the availability and cost of labor. Local staff requirements will be as follows:

- 1 HR manager.
- 1 financial controller (5 years Financial Director experience with an international firm or food and beverage experience).
- 10 experienced R&D technicians (experienced in new product development, food testing, quality control).
- 15 graduate technicians (graduates with food science, chemistry qualifications). Some language capability.
- 1 computer technician (university qualified graduate or qualified with around 3 years work experience).
- 1 mechanical engineer (university qualified with food production experience).
- 1 electrical engineer (university qualified with industrial plant/ production line experience).
- 1 health & safety manager (5+ years experience having held similar health and safety roles).
- 20 general plant staff (secondary school graduates with factory experience, preferably in a food environment).
- 14 marketing and market testing staff (university qualified social science graduates responsible for undertaking market surveys and conducting blind tasting and testing with local panels).
- 7 administrative staff (trained secretarial staff or graduates able to work common office computer system such as Word, Outlook and Excel).

Juicy Juice would like to request information on Dreamland's competitive landscape of the local beverage industry as well as details of any relevant agricultural produce (e.g. fruits and dairy). Moreover, *Juicy Juice* would like to learn more about the consumers' preferences, labor cost and labor availability, employment regulations. Could you give us advice on the most suitable location of appropriately zoned industrial sites with convenient logistics, low land costs and availability of existing industrial facilities for rent?

Part 2

Dear Mr. Whyte,

Our apologies for delaying our reply to your request, we are working close with several visits, so Ms. Ortega requested me to send you these tips about the sector.

The Government of Dreamland has recently introduced the new tax incentives (the lowest in the region): 10% corporate tax and 10% personal income tax, however, within the Free Economic Zone those taxes are as follow:

0% Corporate Tax for first 10 years, after 10 years is 10%

5% Personal Income Tax for first 5 years, 10% after

0% Tax on reinvested profit at all the time

VAT exempt

Feel free to contact me if you need any clarification.

Moreover, Dreamland is a producer of various fruits that you could use for your products (please see table below).

We have a growing work force of young English speaking workers, so it enriches the chance to have an availability of bilingual managers, engineers and administrative staff. The access to the work market for foreign people is FREE so it makes easily possible to have foreign professionals as trainers of local people. During 2000-2005 period, on average 21% of active labor force in Dreamland was employed in the agricultural sector. In 2005, the percentage was 19.5%, of which 93% on private farms and the remaining were employed by agricultural enterprises. Total income from agricultural activities of all agricultural households and companies shows constant annual growth in the 1998-2004 period. In the same year, the net salaries of labor involved in agriculture amounted to about \$10 per day.

Establishing a company takes around 60 days, we have experiences of a 30 days process.

Rent of offices are the lowest in the region having access to Class A buildings by paying US\$10 per square meter/month. Please see picture attached for reference (Attachment 2: Citicenter in the capital).

Let me draw your attention to the fact that we can organize on site visits to Dreamland, where *Juicy Juice* will be able to have a first-hand knowledge about potential locations in Dreamland. We would then serve you as a focal point for you to meet local authorities and potential business partners.

Best regards,

Marta Bruska

Board of Investment of Dreamland

Attachment 1:

Fruits	DREAMLAND TOTAL HARVEST (metric tons)		
	2003	2004	2005
Orange	18.313.717	17.847.393	18.032.020
Guava	408.292	345.533	328.392
Lemon	985.624	1.030.531	1.031.292
Apple	980.203	850.403	863.43
Mango	949.619	1.002.235	1.217.331
Passion Fruit	949.619	1.002.235	1.217.331
Grape	1.283.234	1.232.356	1.257.294

Attachment 2:



Day 3: Friday, June 5, 2009

**Module 3: Meeting Investors Information Needs
One Investor At A Time**

9:30-10:15

**Invest Hong Kong "Organizing the IPI services
around investors needs"**

Charles S. K. Ng, Associate Director-General, Invest Hong Kong



Welcome to Hong Kong



Invest Hong Kong Presentation for the APEC Workshop 3rd – 5th June 2009 Bangkok



Agenda:

1) Introduction of Invest Hong Kong

2) Our Best Practice in Investor Enquiry Handling

3) Performance tracking

4) Case study



Introduction of Invest Hong Kong

www.InvestHK.gov.hk

- Hong Kong SAR Government department for foreign direct investment
- Responsible for attracting, retaining and growing overseas, Taiwanese & Mainland investment in Hong Kong
- We support businesses to set up and expand in Hong Kong
- We partner with clients on a long term basis. Ready to help at any stage of their business development strategy
- We provide free and effective services to all clients (large MNCs & SMEs from around the world)
- Our network of 28 overseas offices and sector experts in Hong Kong work seamlessly to support our clients and exceed their expectations



Introduction of Invest Hong Kong

www.InvestHK.gov.hk

Our Business Sectors

- Business and Professional Services
- Consumer Retail and Sourcing
- Environment & Renewable Energy
- Food & Beverage
- Financial Services
- Industry related
- Information Technology
- Media and Multimedia
- Technology
- Telecommunications
- Tourism and Entertainment
- Transportation



Introduction of Invest Hong Kong

www.InvestHK.gov.hk

Number of completed projects breakdown by sector

	BPS	CRS	FS	IT	SP	Tech	T&E	TMM	Tran	Total
2006	29	40.5	23	22	30.5	27.5	26	24.5	23	246
2007	35	36	28	22	30	32	25	19	26	253
2008	37	33	26.5	25.5	32	35	25	21	22	257



Introduction of Invest Hong Kong

www.InvestHK.gov.hk

Completed projects

Number of First-time Projects vs Number of Expansion Projects

	First time Projects	Expansion Projects	Total
2006	183 (74% of total)	63 (16% of total)	246
2007	212 (84% of total)	41 (16% of total)	253
2008	209 (81% of total)	48 (19% of total)	257



Introduction of Invest Hong Kong

www.InvestHK.gov.hk

Completed projects

First contact on company's initiative vs by InvestHK

	First contact on company's initiative	First contact initiated by InvestHK	Total
2006	136 (55% of total)	110 (45% of total)	246
2007	138 (55% of total)	115 (45% of total)	253
2008	128 (50% of total)	129 (50% of total)	257



Introduction of Invest Hong Kong

www.InvestHK.gov.hk

Completed projects from Mainland China

	Completed projects from Mainland	% of completed project from Mainland	Total number of completed projects
2006	41	16.67%	246
2007	47	18.58%	253
2008	50	19.46%	257



Introduction of Invest Hong Kong

www.InvestHK.gov.hk

Our Offices in the Mainland and Overseas

Asia – Pacific

Australia – Sydney
China – Beijing
China – Chengdu
China – Guangzhou
China – Shanghai
India – Mumbai
Japan – Osaka
Japan – Tokyo
Korea – Seoul
New Zealand – Auckland
Singapore
Taiwan - Taipei

Americas

Canada – Toronto
United States – Chicago
United States – New York
United States – San Francisco
South America – Sao Paolo

Europe and Middle East

Belgium – Brussels
France – Paris
Germany – Hamburg
- Berlin (to be fully operational soon)
Italy – Milan
Sweden – Gothenburg
Turkey – Istanbul
United Kingdom – London
Israel – Tel Aviv
United Arab Emirates - Dubai



Introduction of Invest Hong Kong

www.InvestHK.gov.hk

One Stop Service & Support before, during and after new companies set up in Hong Kong

- Providing the latest information on Hong Kong's business environment and investment regime;
- Assisting investors in matters like business incorporation, business registration, licenses, trade mark registration, visa application, manpower recruitment and choice of office location;
- Assisting investors in liaising with government departments, regulatory bodies, chambers of commerce and other relevant organizations;
- Identifying and matching potential investors with business partners in Hong Kong and overseas;
- Public relations and publicity for new investments;
- Aftercare



Our Best Practice in Investor Enquiry Handling

When receiving an enquiry via email, from our website, from walk-in customers and by phone:

- Check on CRM and do preliminary research on the company
- Send an initial response asap in the same language as the enquiry
- Copy relevant colleague overseas
- Introduce other sector team colleagues when / if required
- Emphasise “confidentiality” factor to client
- Get the key facts from the enquirer
- Provide reply and basic off-the-shelf information



Our Best Practice in Investor Enquiry Handling

Follow up Actions:

- Offer to call and request a face-to-face meeting at the client's convenience.
- Offer to mail or courier a tailor-made information pack to client
- Follow up with client to ensure information sent is relevant
- Answer any further questions & encourage client to visit Hong Kong
- Provide facilitation and assistance when client visits Hong Kong
- Provide full support to help client set up or expand their operation in Hong Kong



Our Best Practice in Investor Enquiry Handling

Other Issues for Attention:

- Use “ out of office autoreply” when essential
- Overseas officers should ensure enquiry lines, voicemail and email addresses are functioning properly
- Check inbox for messages on daily basis
- Ensure enquiries are forward to concerned officers effectively
- Ensure to “add value” when passing on an enquiry (not simply acting as a messenger or mail box)



Performance Tracking

External

- Client Proforma – performance indicators
- Get regular feedback from clients on IHK referral on service providers

Internal

- Quality Control Random Spot Check by the directorate
- DGIP commendation
- Oscar Award



Performance Tracking

Performance Indicators

- IHK Services received from InvestHK
- Customer feedback
 - Quality of IHK services (above, meet, or below expectation)
- Overview
 - Investment amount
 - Number of job created

Case Study

Savannah College of Art and Design's new Hong Kong campus set to become the pre-eminent site for the study of digital media in Asia.

Hong Kong a natural fit for SCAD

“We determined that the ideal location for another SCAD campus was a sophisticated international city with a significant, ongoing need for creative talent,” said Ms Paula Wallace, President, Savannah College of Art & Design. “We believe Hong Kong is that city – a place where SCAD students and professors can partner with cultural and business organisations and where our graduates can pursue professional careers.”

Working with InvestHK hand-in-hand

“InvestHK was instrumental in SCAD's choice of Hong Kong for a campus in Asia. We have worked on his project hand-in-hand, and felt that InvestHK opened many doors. We encourage other organisations that might be considering Hong Kong to first reach out to InvestHK,” says Ms Wallace.



Case Study

8th Estate Winery ; brings people to the wine' As the first winery in Hong Kong

Hong Kong is a great place to do business

“Hong Kong is a great place to do business, everyone has been very supportive making it much easier to set-up the winery,” says Ms Lysanne Tusar, Director & Chief Marketing Officer, The 8th Estate Winery.

There were some issues because 8th Estate Winery was first in the market and there wasn't a precedent on which to base some decisions. For example

how to collect wine duty which was resolved when wine duty was cut to zero. InvestHK also provided help at all levels from advice with medical insurance to connecting the winery into the right networks and help with publicising the business. Ms Tusar was also pleasantly surprised by how open and encouraging other businesses in the wine sector were towards the new enterprise.





Get in touch !

Mr Charles Ng
Associate Director-General

Tel: (852) 3107-1002, E-mail: cng@investhk.gov.hk

Mr Philip Kung
Head, Business and Professional Services

Tel: (852) 3107-1091, Email: pkung@investhk.gov.hk

Day 3: Friday, June 5, 2009

**Module 3: Meeting Investors Information Needs
One Investor At A Time**

11:30-12:00

Developing a systemic approach to handling inquiries

Celia Ortega

Developing a Systematic Approach to Dealing with Investor Inquiries

Celia Ortega
Bangkok, Thailand
June 2009

Understanding the changing nature of FDI and the importance of investor facilitation

Day 1

Workshop: Session 1 -- Understanding the Context

- Implications of recession for FDI
- Responding to investors' needs
- What constitutes good facilitation
- Facilitation in APEC

Workshop: Session 2 Online Investment Promotion

- Understanding how investors use online information sources
- Enhancing your content to meet investor needs
- Promoting your services and Web site effectively
- Magnifying your reach and impact with partnerships and other tools
- Tools and techniques of online investment promotion

Workshop: Session 3 Building relationships with investors

- How and when investors get in contact with IPIs
- Importance of direct investor contacts
- How to handle and build on first contacts from investors
- Building and implementing professional facilitation services
- Systematic approaches to handling investor inquiries

- Summing up
- Event debriefing and participant evaluation
- Certificate awards

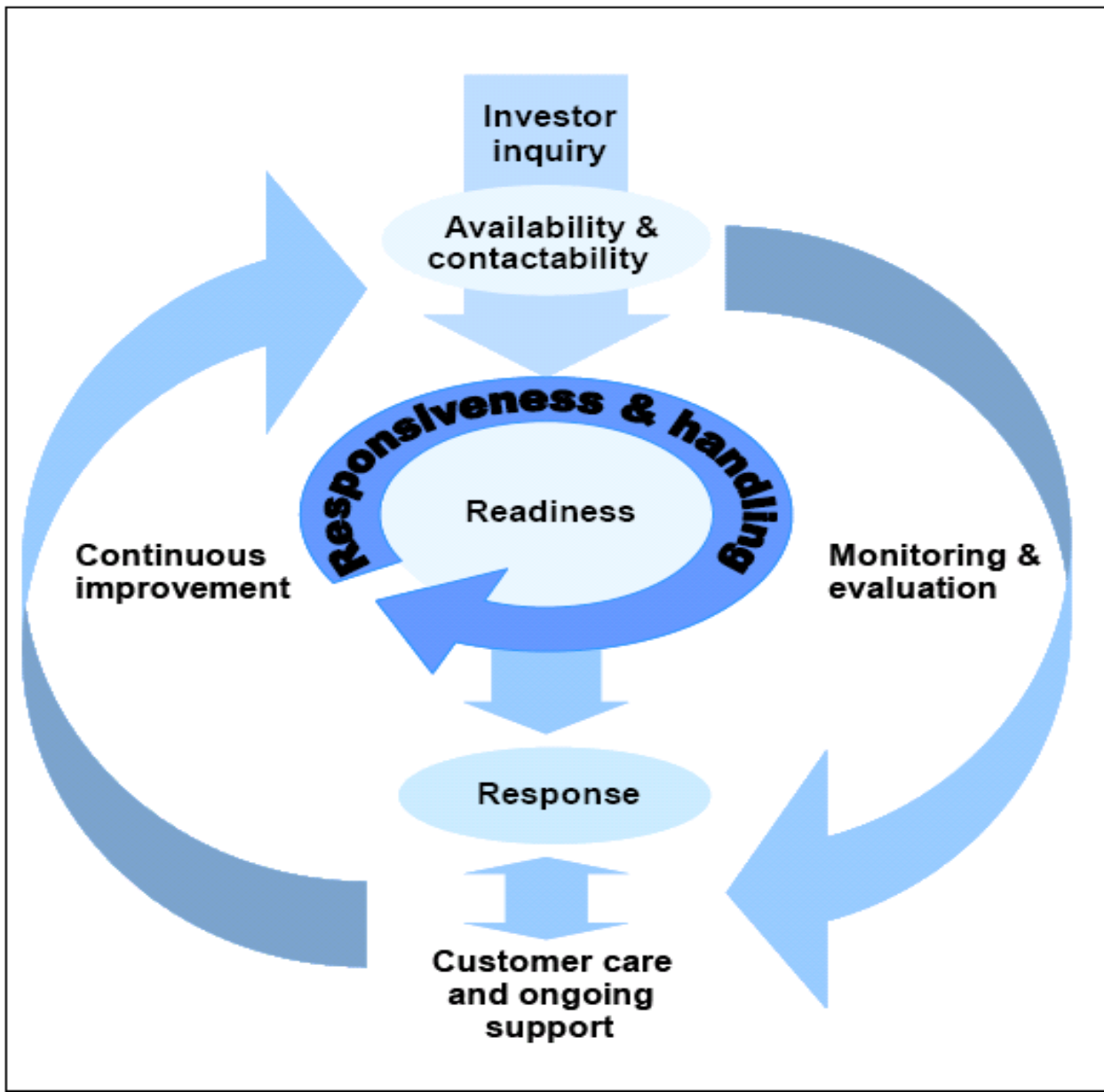
Day 2

Day 2

Day 3

Close

Investor Inquiry Handling: In and Out, Looks Simple!



Components of IPI system

Reception

Screening

Processing

Response

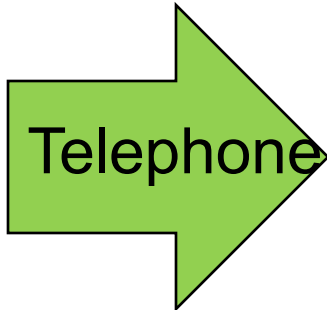
Follow up

Reception: Making Sure Inquiries Get To Us

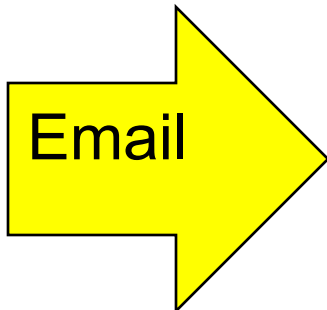
Inquiry reception must be handled under the principles of **Availability and Contactability**



- Display clearly IPI contacts *From Abroad!!*
- Display contacts from the investors' need perspective: by topic or sector



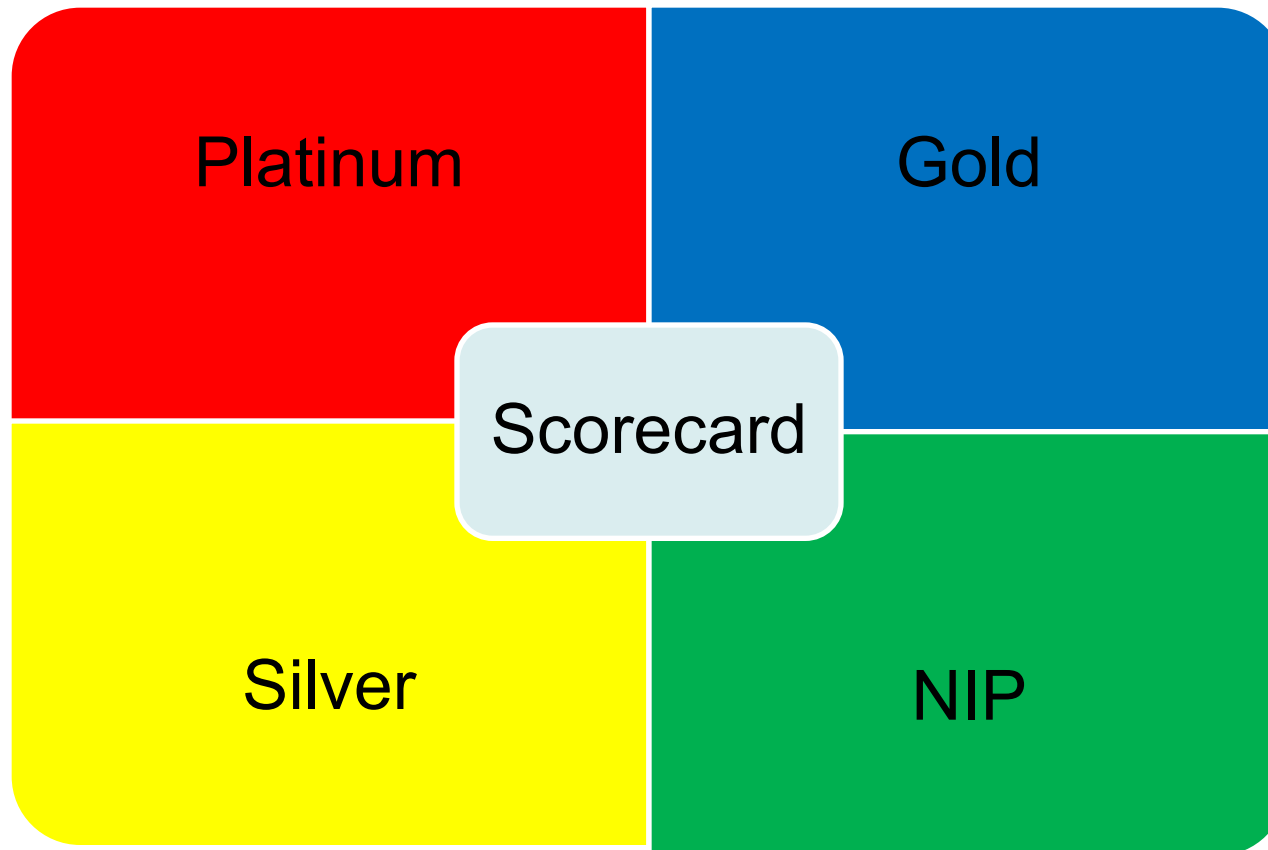
- Make sure telephone works at all times!
- Promotion staff should have own phone line
- Voice Mail to allow prompt call-back



- Working emails with adequate spam filters
- Individual emails for each promoter
- Automatic replies.

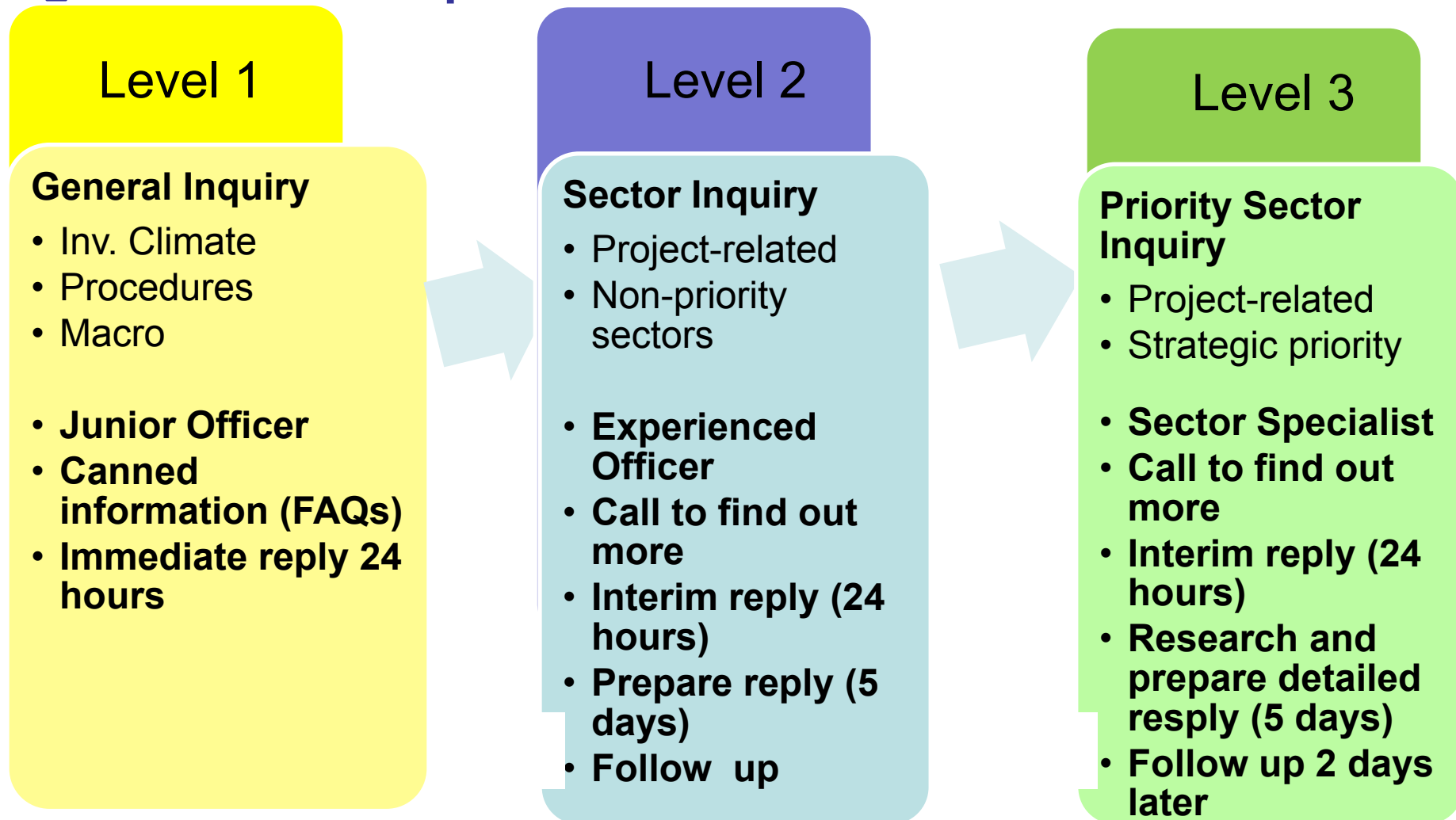
Screening: Setting Up Priorities

Inquire screening should be done promptly, fairly and following established qualification criteria



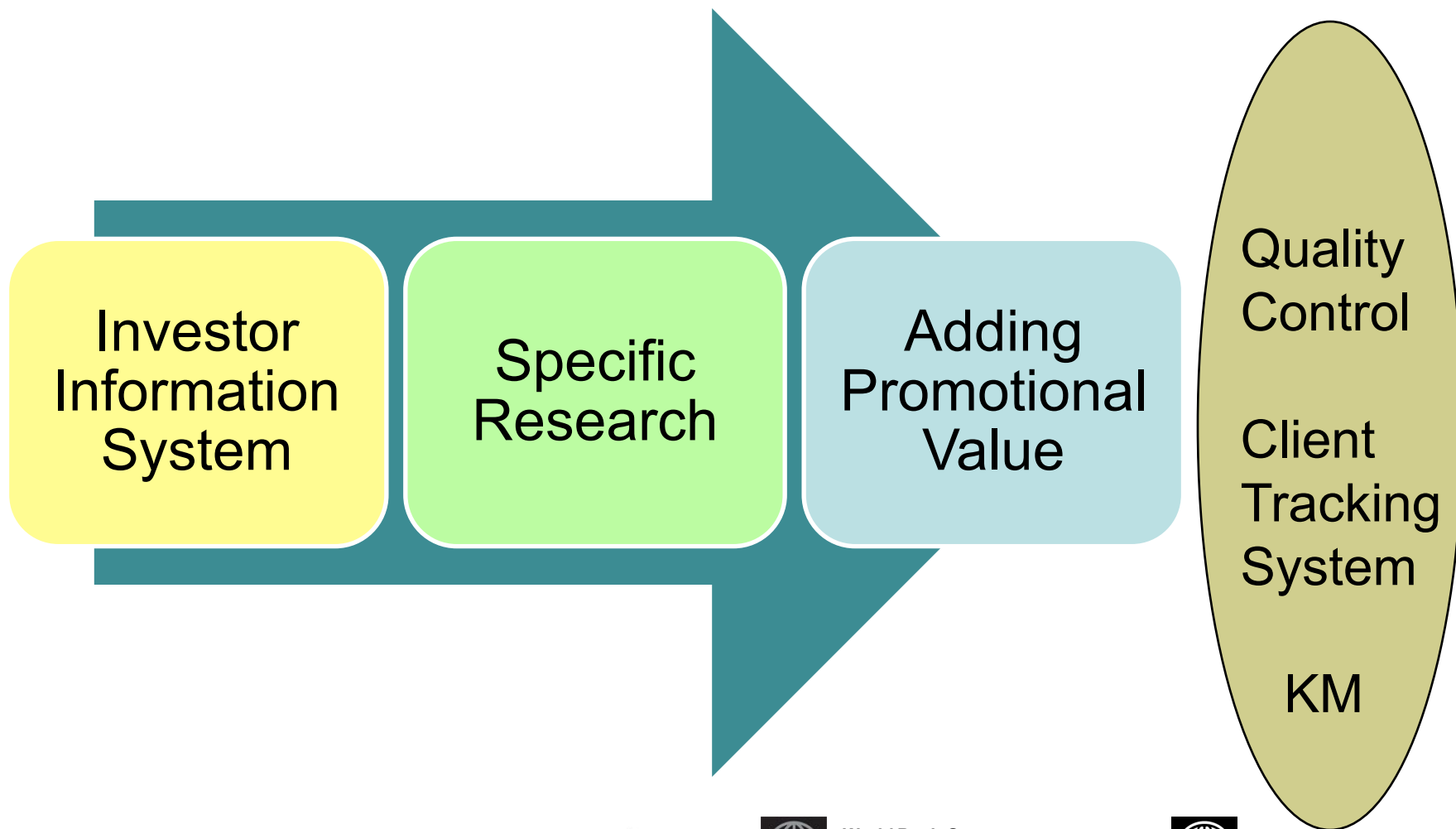
Processing: Allocating Resources

Inquiry processing, with timely responsiveness and staff guidelines of response



Response: Ensuring Quality

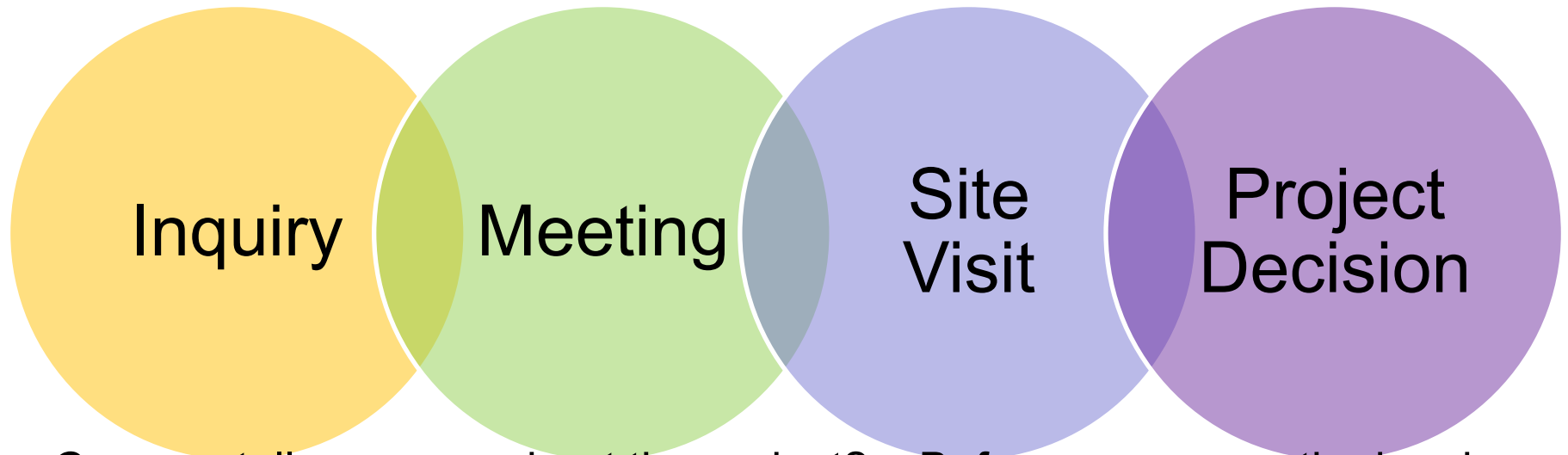
Keys: Consistent, Accurate and Making a Business Case



Follow-Up: Converting Inquiries into Leads

By providing **ongoing customer care** to the interested investor

Follow up and Build the Relationship with the Company



- Can you tell me more about the project? – Before we answer the inquiry
- Have you received the information we sent you? --2 days after response
- Do you need anything else? – 1 week after response to inquiry
- How is the selection process going? – 1 week after inquiry deadline
- Can I come to meet you in your office? – Any time!!!

What will set your IPI apart from other IPIs?

Speed, quality, accuracy and follow-up!

For Tools available to IPIs to implement a facilitation strategy (score cards, sample reply, best practice examples, etc)

Visit FDI Center at www.fdipromotion.com