

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

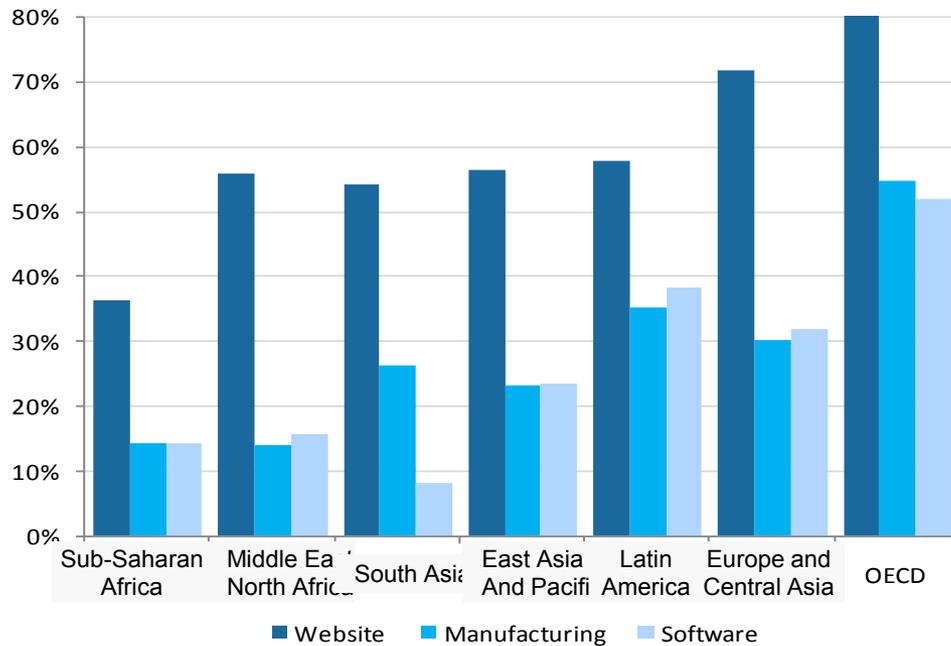


Conducting the investor inquiry survey

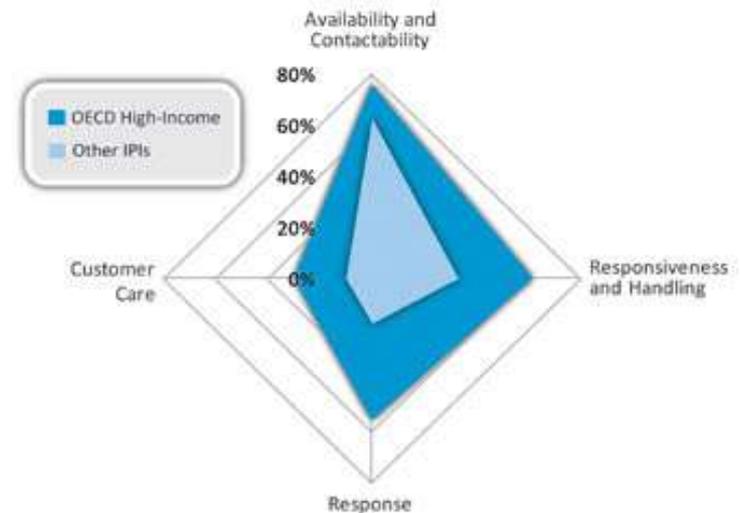
- Mirroring investor location search procedures
 - Based on research of company behaviors
- Two 'mystery shopper' exercises
- Based on 'real' investment projects
 - A soft drinks bottling plant
 - A software development company
- Key assessment 'themes'
 - Availability and contactability
 - Responsiveness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



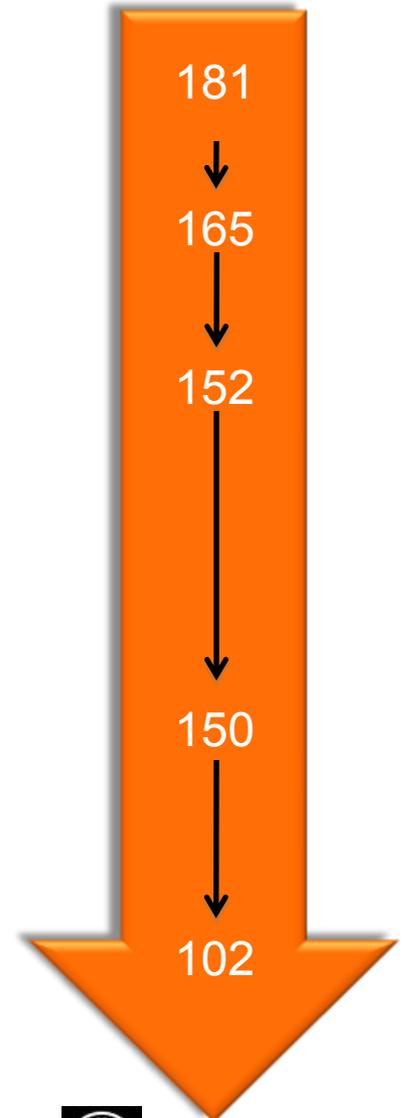
The story of how “investors” fared: Availability and Contactability

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.

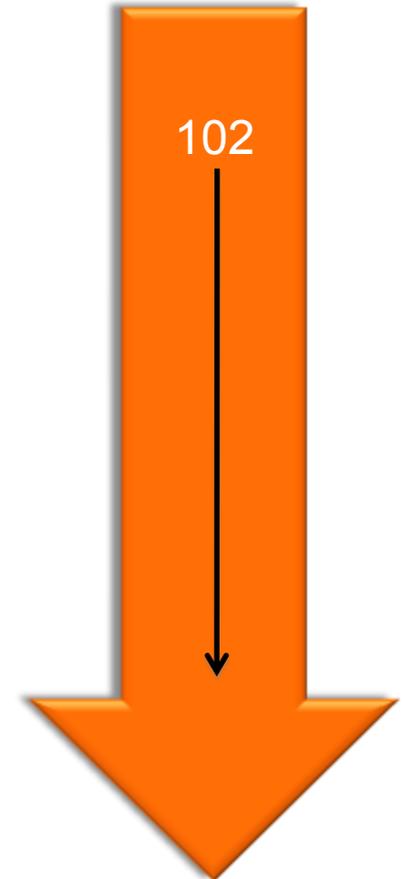
Making contact:

- 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.



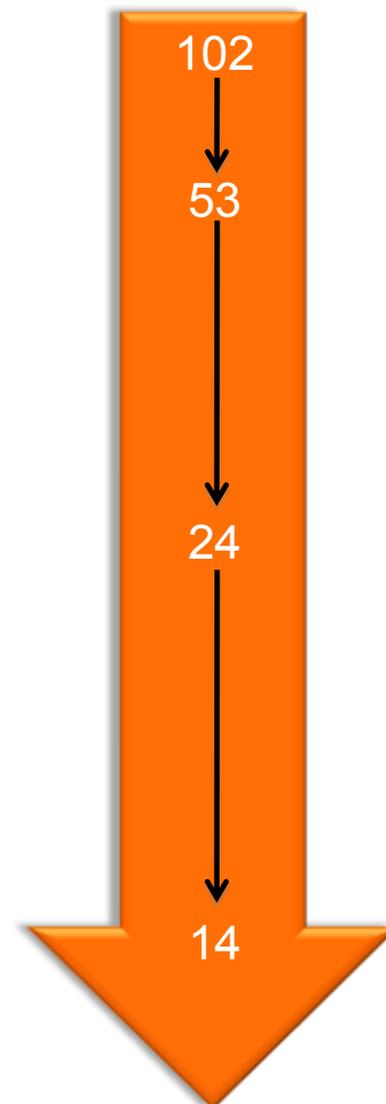
The story of how “investors” fared: Responsiveness and handling

- 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.



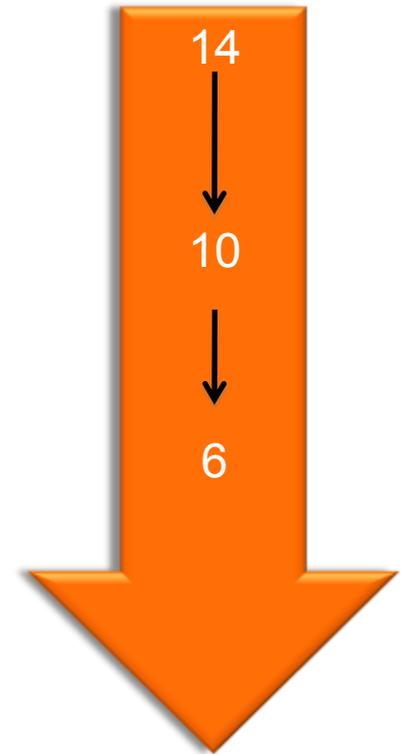
The story of how “investors” fared: Response

- 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

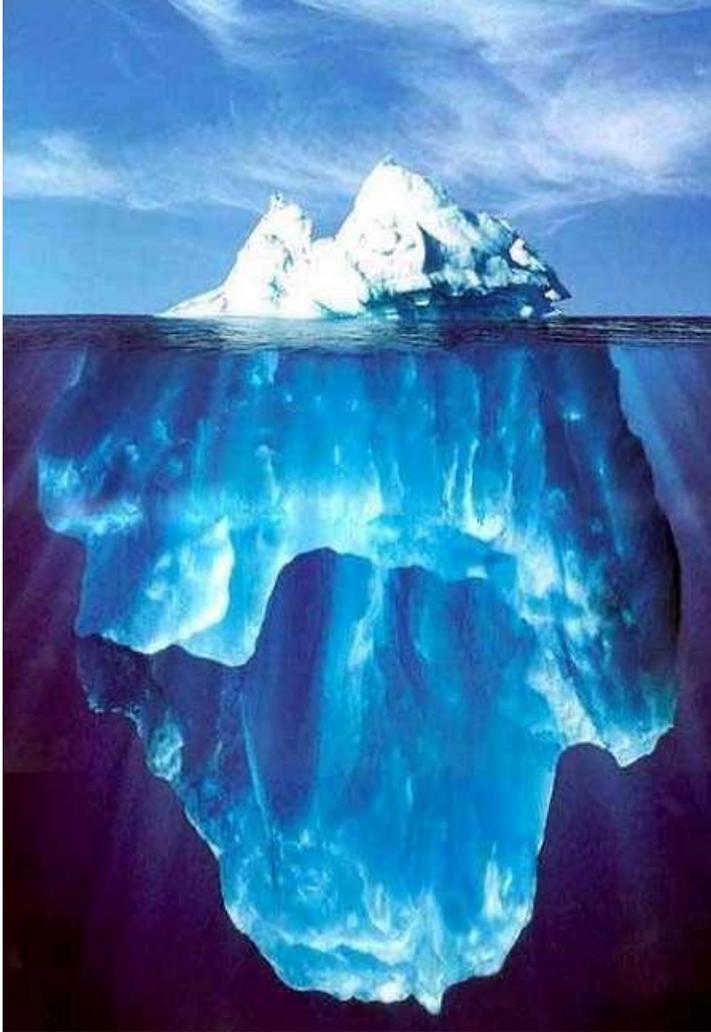
- In terms of customer care, only 10 IPIs checked on both inquiries that responses had been received, and
- Only 6 IPIs asked for the investor’s reaction and inquired about the progress of the project.



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



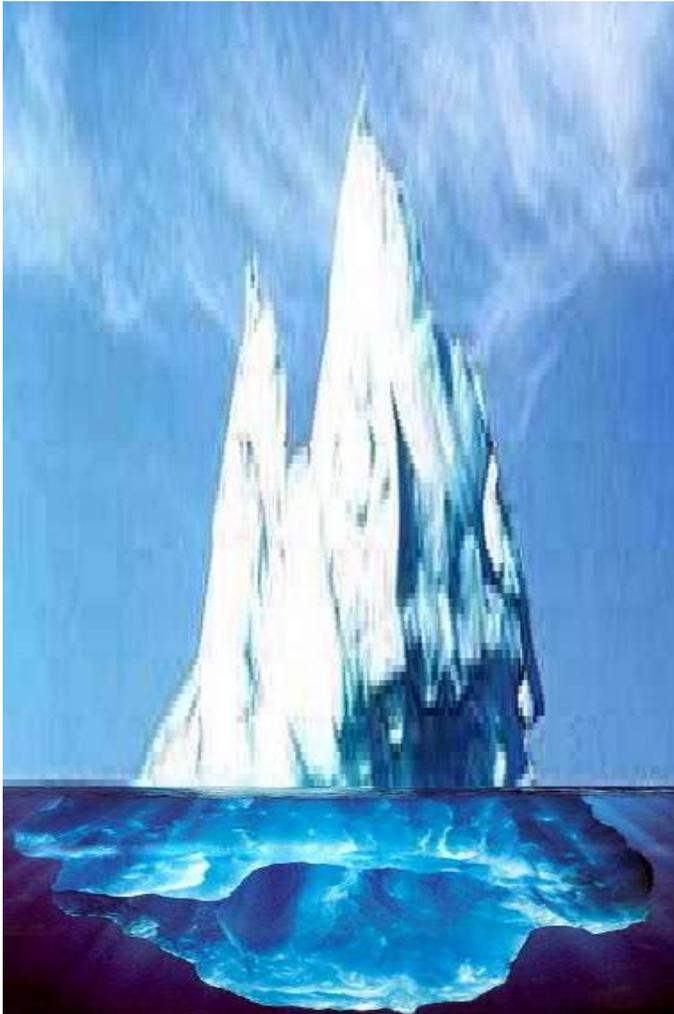
The ultimate aim of IPIs is to attract FDI above and beyond that which the economy could otherwise expect.

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

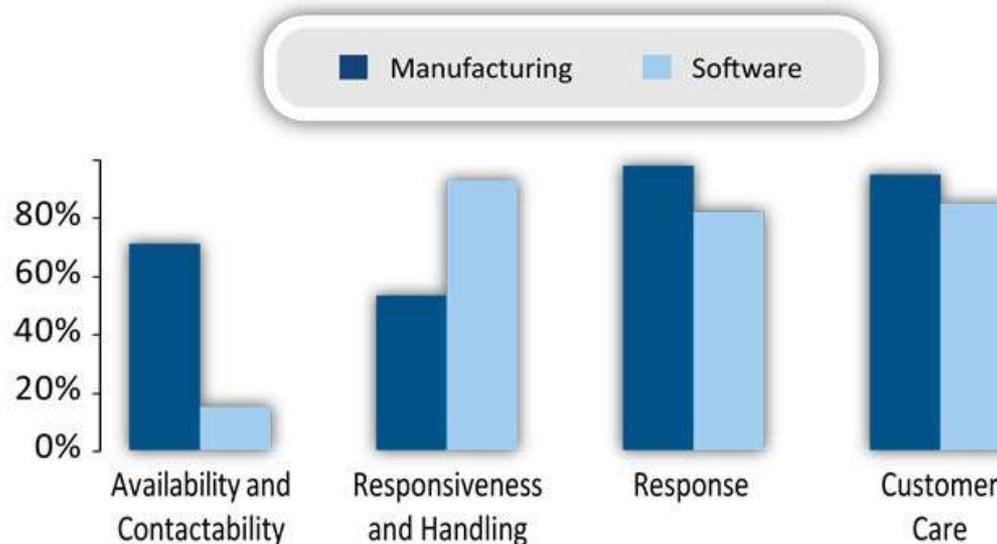
- IPIs need to know their locations priority sectors
- Priority sectors are expected to have comparative advantage, thus are attractive to investors
- Information should be prepared for the website (as well as offline marketing) to reflect this
- Investors are likely to focus on a location's area of 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



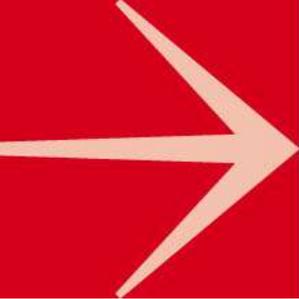
Agenda:

1) Introduction of Invest Hong Kong

2) Our Best Practice in Investor Enquiry Handling

3) Performance tracking

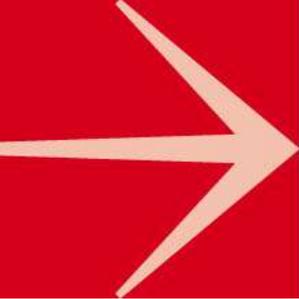
4) Case study



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

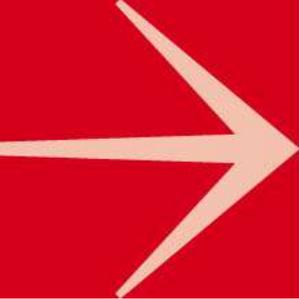


Introduction of Invest Hong Kong

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

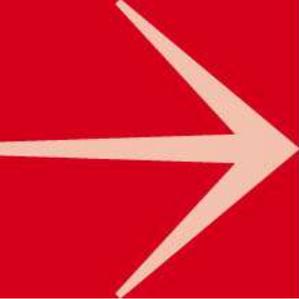
Australia – Sydney
China – Beijing
China – Chengdu
China – Guangzhou
China – Shanghai
India – Mumbai
Japan – Osaka
Japan – Tokyo
Korea – Seoul
New Zealand – Auckland
Singapore
Taiwan - Taipei

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)



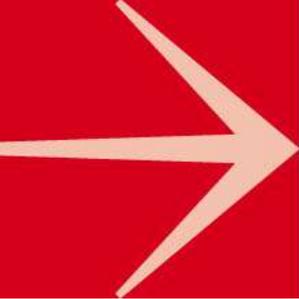
Performance Tracking

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

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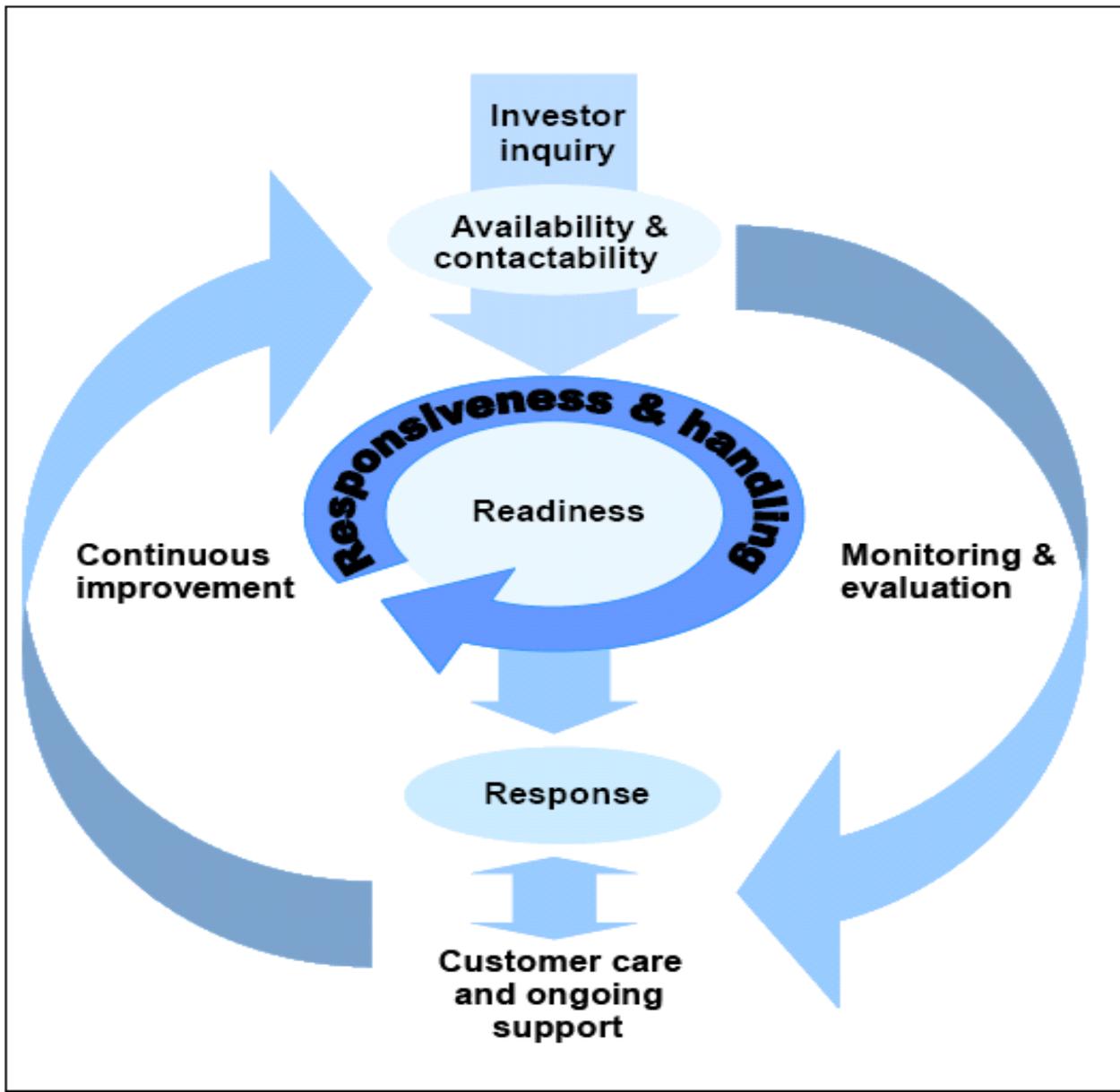
Day 2

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Day 3

Close

Investor Inquiry Handling: In and Out, Looks Simple!



Components of IPI system

Reception

Screening

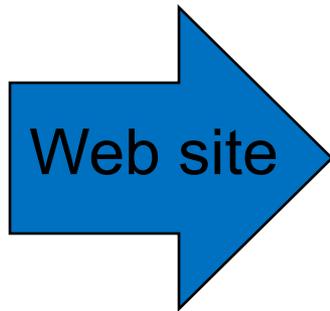
Processing

Response

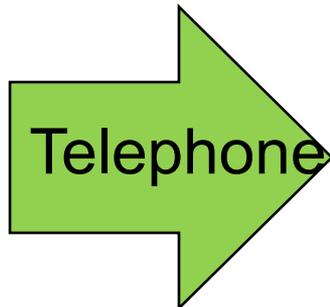
Follow up

Reception: Making Sure Inquiries Get To Us

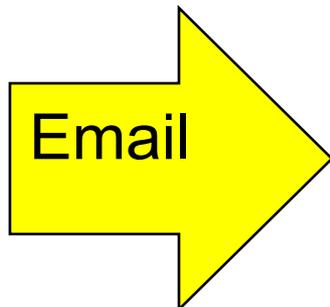
Inquiry reception must be handled under the principles of **Availability and Contactability**



- 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.

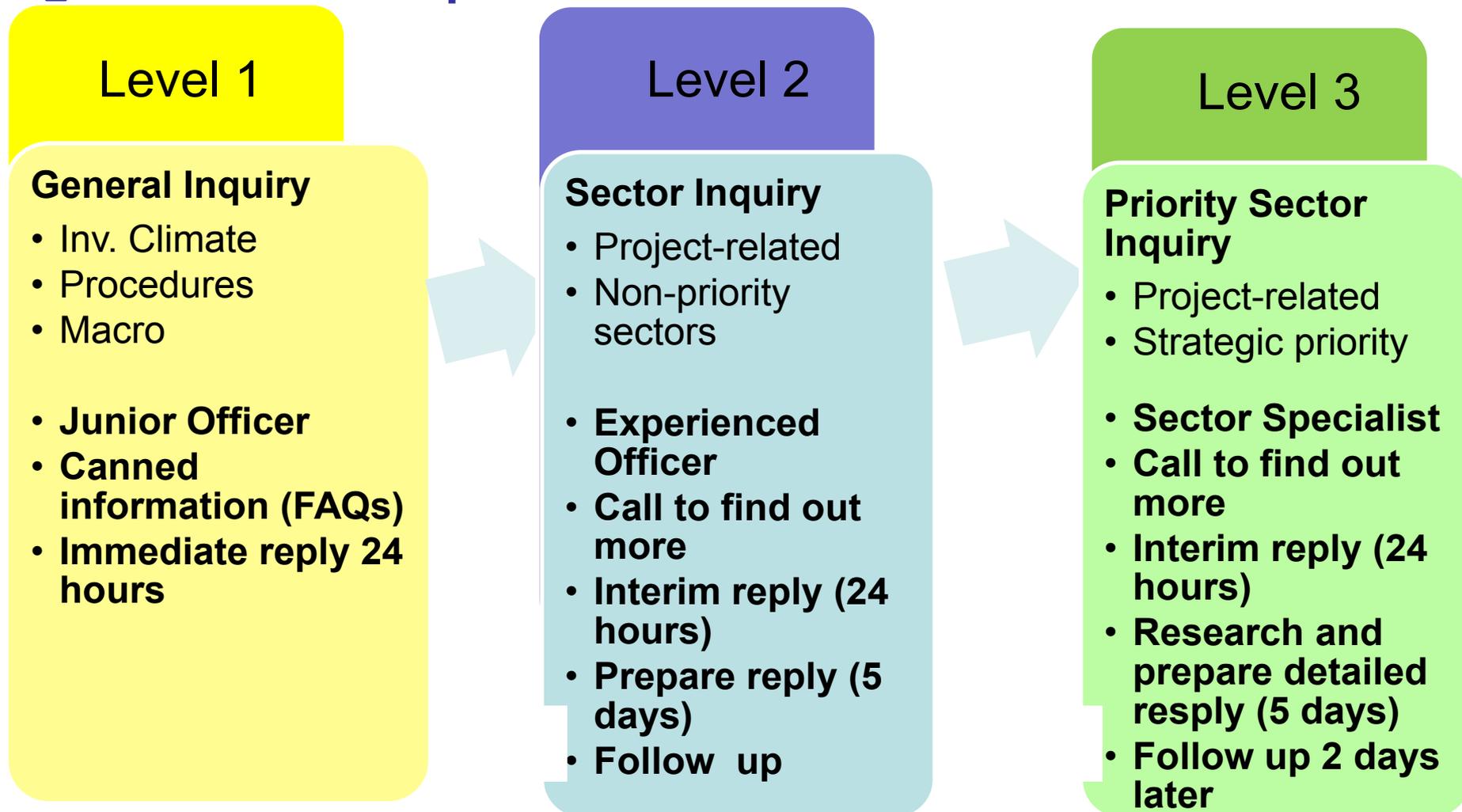
Screening: Setting Up Priorities

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



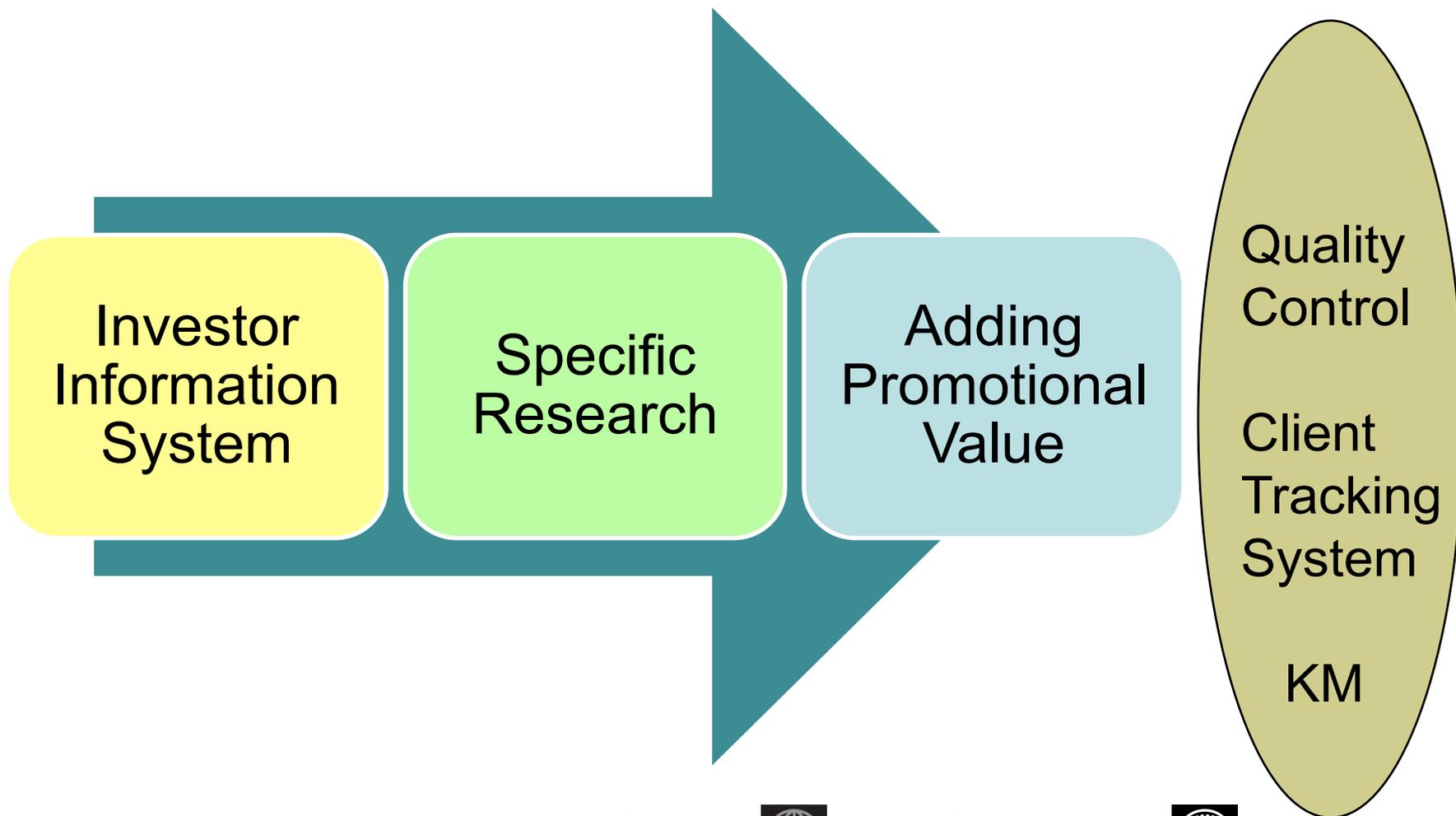
Processing: Allocating Resources

Inquiry processing, with timely responsiveness and staff guidelines of response



Response: Ensuring Quality

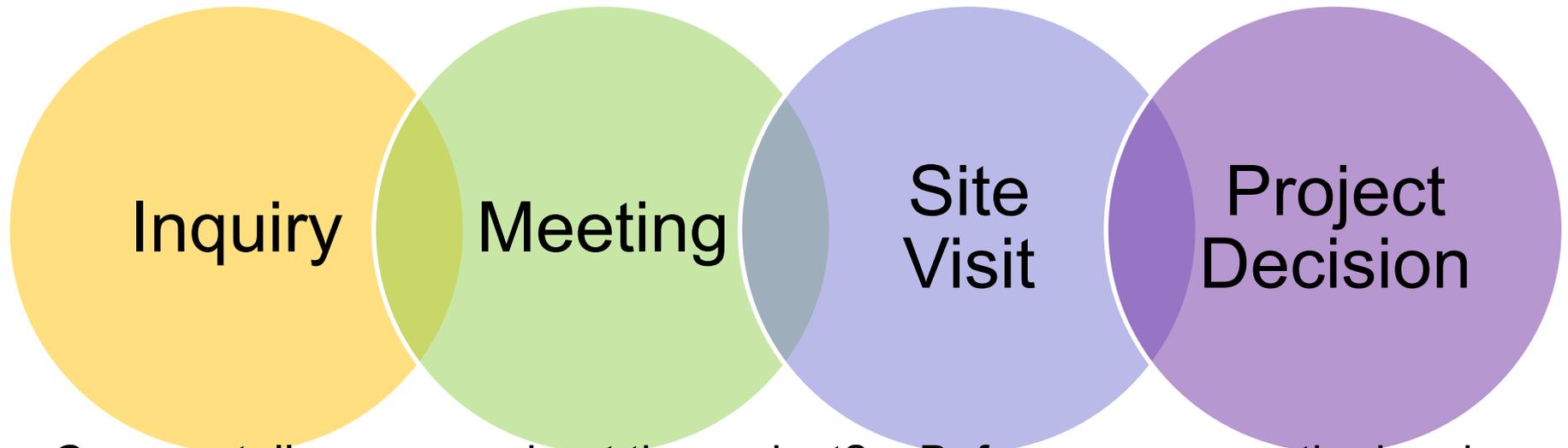
Keys: Consistent, Accurate and Making a Business Case



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