



G Cell, Imperial Park, S Wales

# Workshop: Investment promotion scenarios. How to best prepare one's municipality for attracting investors

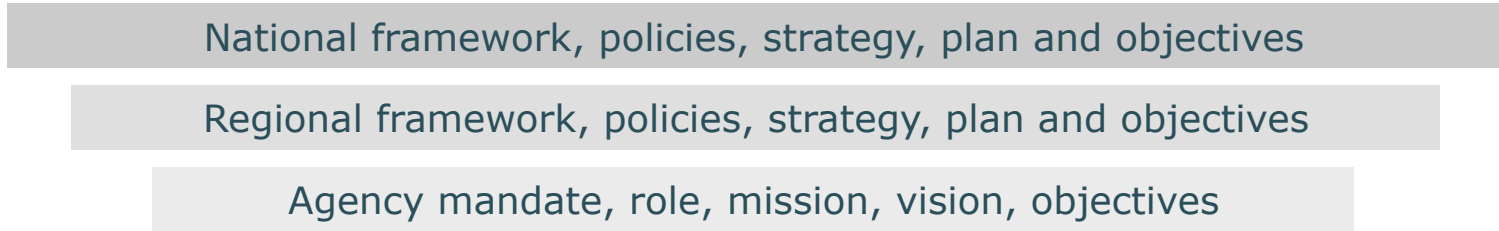
# About this module

This module provides investment promoters with the following:

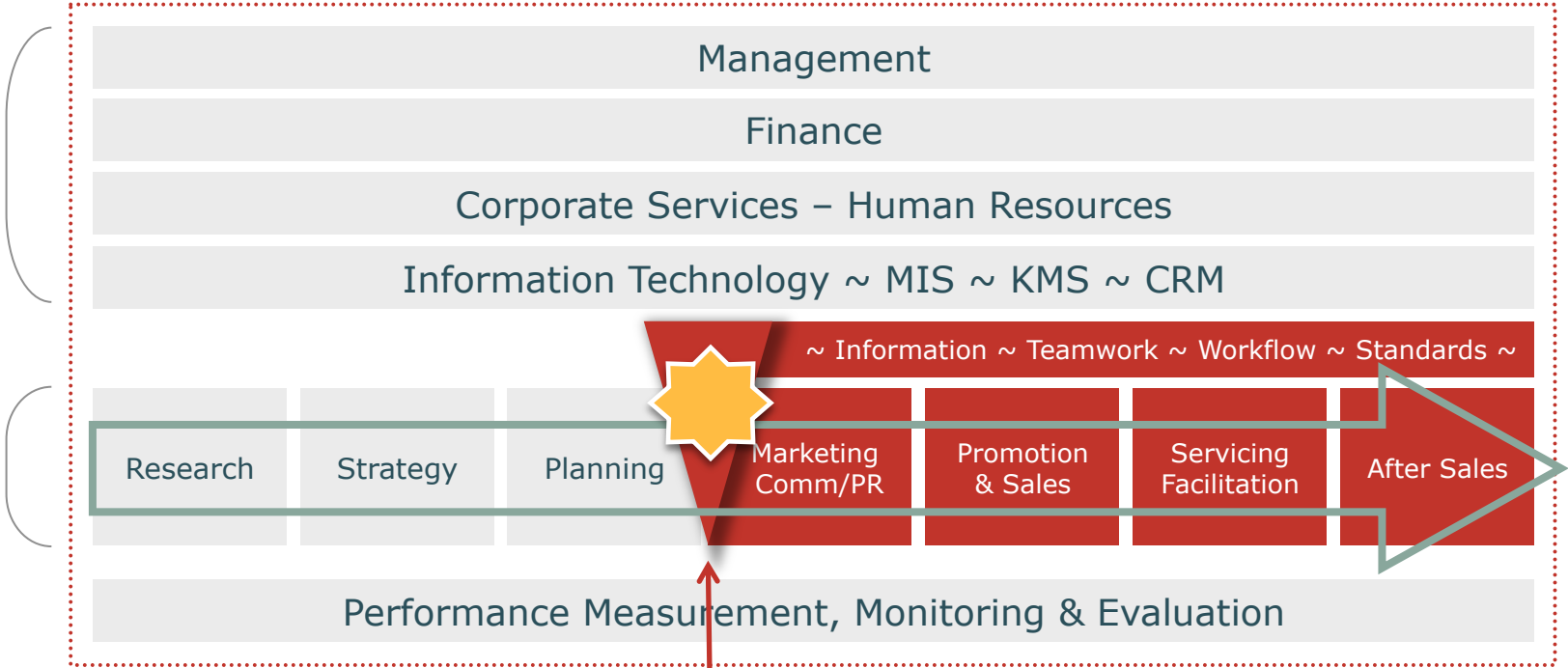
- Sector, technology and cluster presentations
- Focus on individual investment opportunity promotion
- Proposition based marketing, a.k.a. product packaging

# Components of the IPA Value Chain

**To improve overall IPA performance,** make incremental gains in and between each component of the **VALUE CHAIN**



**Support Functions**



**Core Functions**

**The Place Brand**

National and Organisation Culture!

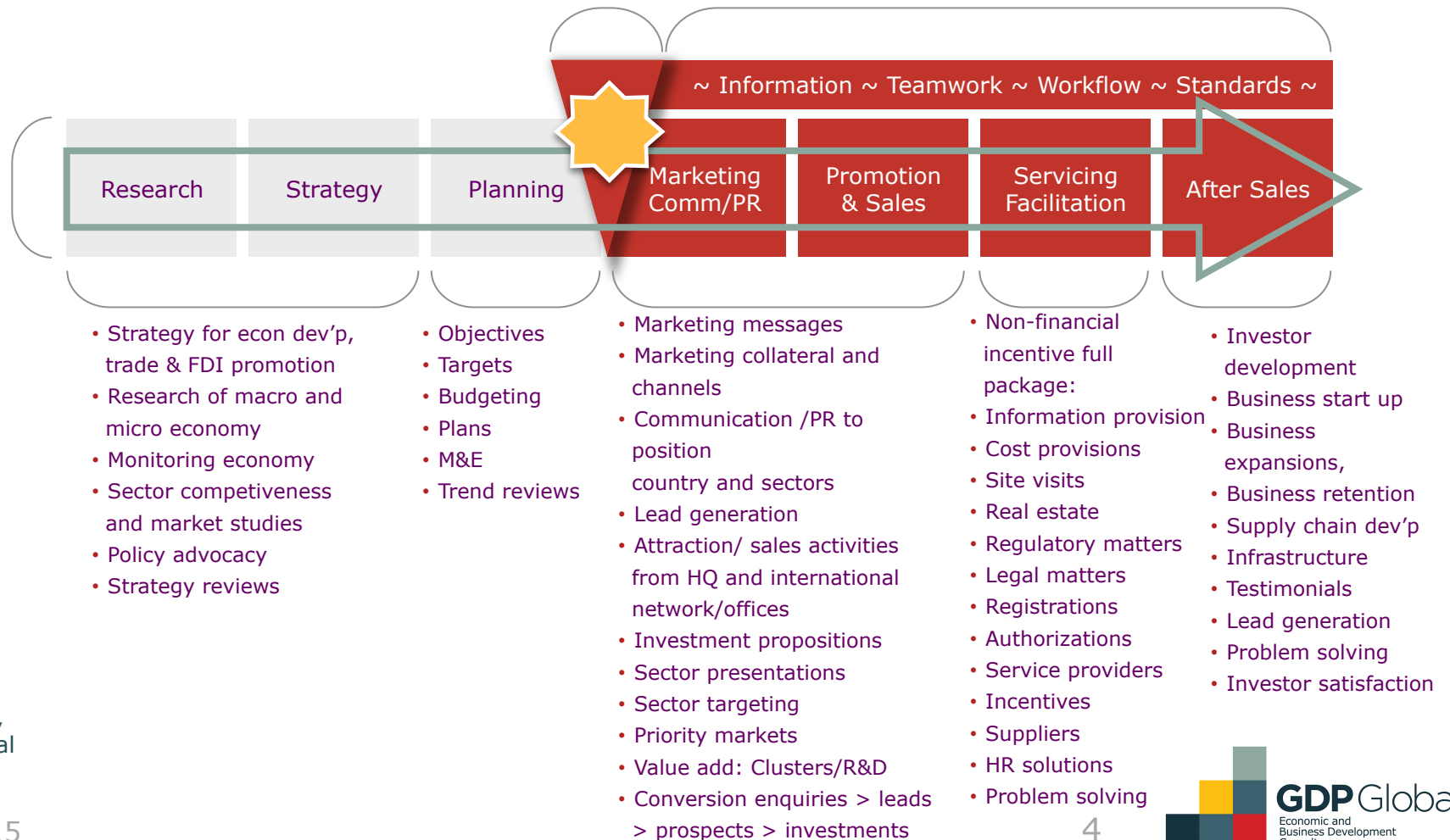
M Porter: Value chain, adapted by GDP Global

# Core functions of the IPA Value Chain

To improve overall IPA performance, make incremental gains in and between each component of the **VALUE CHAIN**

- Place marketing
- Location brand/values
- Addressing perceptions
- Delivering the brand
- Work flows and processes
- Internal communication flows
- Information sharing
- Well-functioning support systems
- Agency standards, Work ethics

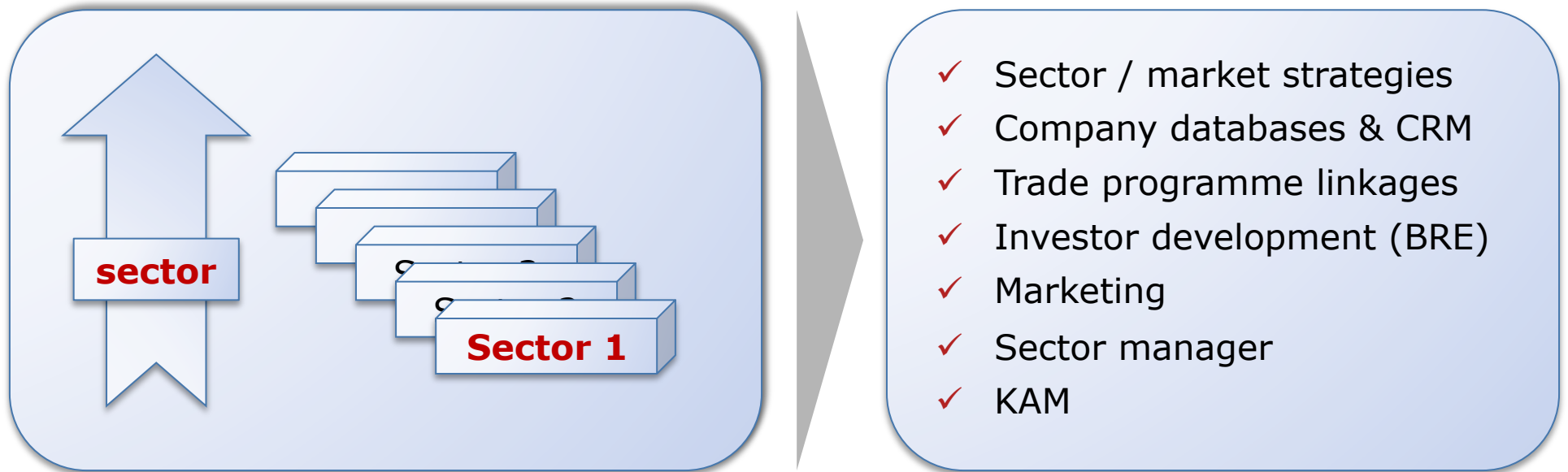
## Core Functions



# 15 promotion strategies to choose from

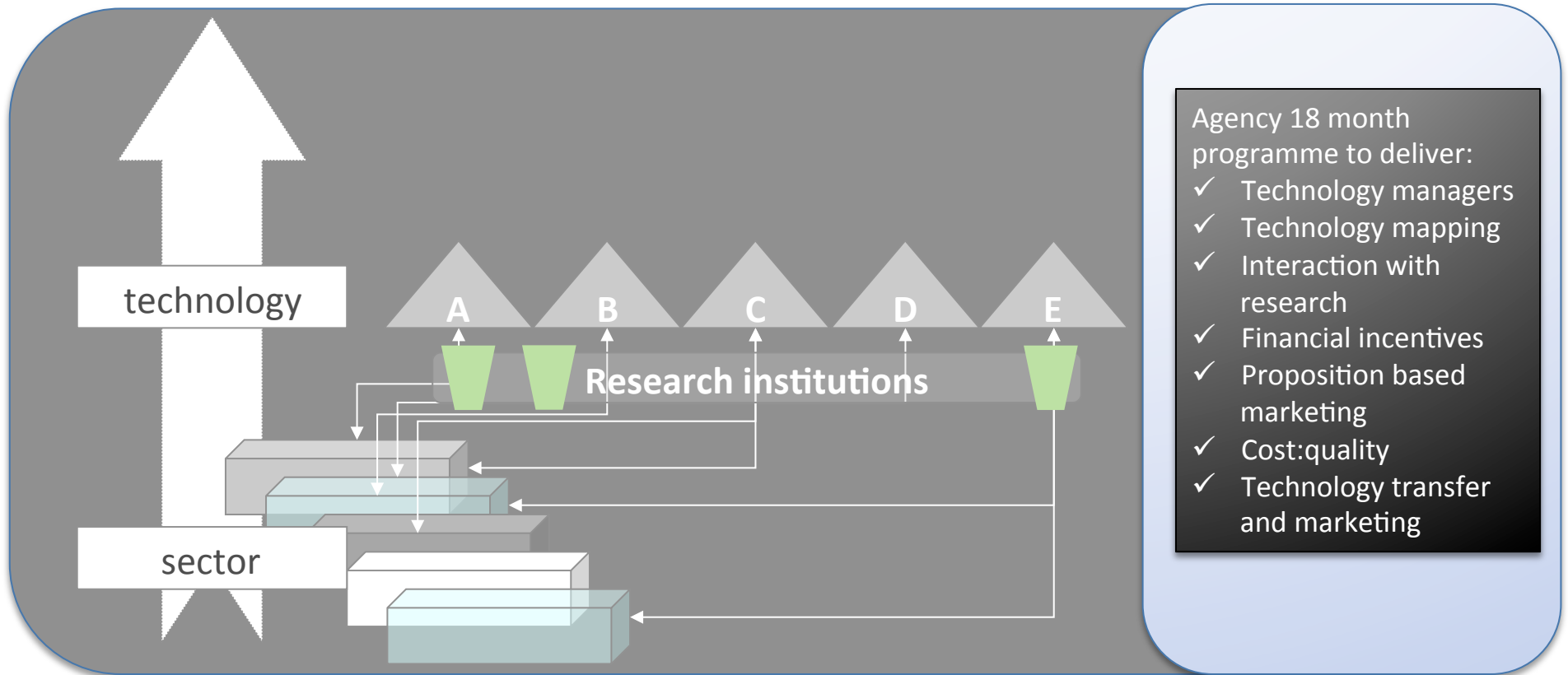
1. Sector targeting, and proposition based marketing
2. Technology marketing
3. Cluster promotion
4. FDI Plus
  - International networks
  - Financial incentives
- FDI Plus
  - 4. International networks
  - 5. Financial incentives
  - 6. Non-financial incentives
  - 7. Trade and export promotion, and outward investment promotion
  - 8. Strategic alliances
- Flexibility
  - 9. Support for smaller investors
  - 10. Business partnering
- Cost/Quality
  - 11. Performance measurement and reporting
  - 12. Reality over cost / quality
13. Investor Development/business retention and expansion (BRE)
14. Knowledge Management
15. Policy advocacy

# Most agencies focus on sector promotion



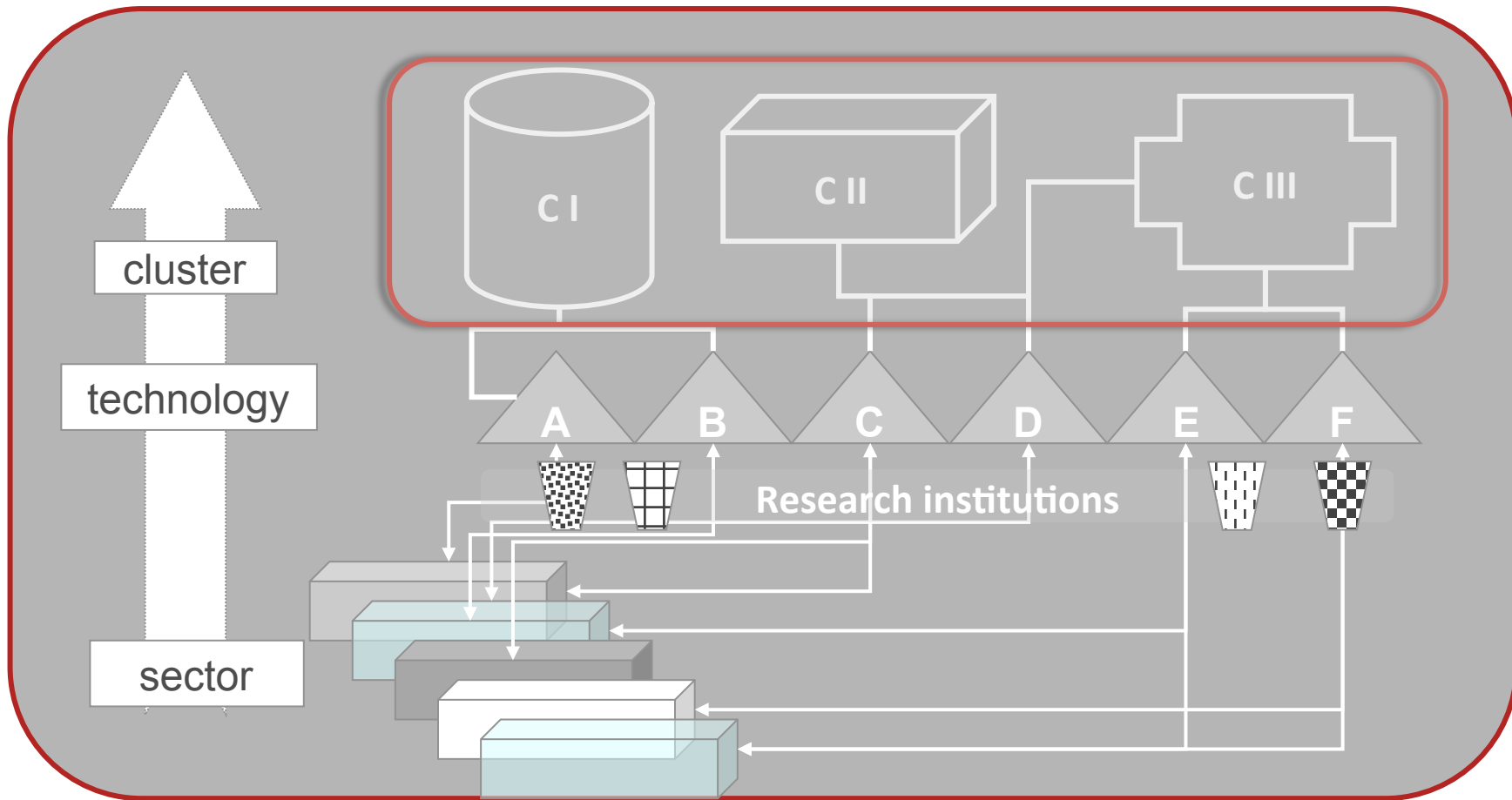
Alert: There are many sector competitors

# Promoting technology competence



Competition: market access and selective technology zones

# Cluster development best practice



Competition: the industry ecosystem is the opportunity



# Sector targeting best practice

- EFI Enterprise Florida :  
“...to create 20 percent of new employment opportunities from business start-up expansion and investment retention in Florida’s target sectors...”
- Turkey ISPAT  
“...sector competitiveness combined with market access....”
- IQ Quebec  
“....sector focus is placed on competitive skills availability, training facilities, strong government financial support...”



# Invest Stockholm

ABOUT US

PRESS

OUR WEBSITES

 **Stockholm**  
The Capital of Scandinavia



## » STOCKHOLM: THE **UNICORN** FACTORY

**Financial Times**  
**March 2015**

 **Stockholm**  
The Capital of Scandinavia

10

 **GDP Global**  
Economic and  
Business Development  
Consultancy

# Invest in Stockholm

## Investment opportunities

Stockholm is one of the most knowledge-intensive and innovative regions in the world. The core investment opportunities are founded on innovation and tech, and our experts will provide information and assistance in making investments within each sector.



# Sector targeting: Invest Stockholm

## A pioneer of clean and green

Stockholm is one of the world's leading tech startup cities and one of Europe's fastest growing cities. Add the region's tradition of tackling environmental issues and the fact that Stockholm is decreasing emissions at the same time, and you get the foundation for one of Europe's most vibrant cleantech clusters.

The reasons behind the success of the Stockholm cleantech sector are often cited as: integrated and holistic city planning, close ties between public institutions and private enterprise in combination with stringent regulation. An example of the latter is Stockholm's official target to make the region CO2 free by 2040 (previously 2050). This drives a dynamic market for alternative fuels and renewable energy. Stockholm is where tech meets sustainability – and the city manages to grow its GDP and decrease emissions at the same time.



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# Invest Stockholm



The Stockholm Cleantech Hotlist features a carefully selected list of some of the most interesting Cleantech companies in one of the world's leading tech regions. Curated by Stockholm Business Region Development, the list is a useful tool for investors who seek an up-to-date overview of the Cleantech sector in Stockholm.

## Meet us at!

**26**  
OCT  
**VERGE - Where tech meets sustainability**  
October 26 - October 29 , San José, CA, USA

**29**  
OCT  
**Cleantech Venture Day**  
October 29 , Lahti, Finland

# Enterprise Florida

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- [Financial & Professional Services](#)
- [Logistics & Distribution](#)
- [Cleantech](#)
- [Headquarters](#)

**Top 5 Reasons**

Here's why your company should be in Florida, too:

- Plug Into Both Networks**
- Benefit Your Bottom Line**
- Access to Talent**
- Reduce Risk**
- Improve Efficiency**

**Energy** Size: 400+ companies\*

Area of Excellence: wind, solar technologies and electronics, hydrogen technologies, batteries, fuel cells, bioenergy, robotics, and aerospace and aerospace

Area of Excellence: LED and OLED, advanced material coating, nanotechnology, coating, optics, and energy, green architecture, building controls and automation, energy modeling

Area of Excellence: solar systems and distribution technologies, water remediation, nanotechnology, water treatment technologies

**Efficiency** Size: 1,200+ companies\*

Area of Excellence: LED and OLED, advanced material coating, nanotechnology, coating, optics, and energy, green architecture, building controls and automation, energy modeling

Area of Excellence: solar systems and distribution technologies, water remediation, nanotechnology, water treatment technologies

**Environment** Size: 4,000+ companies\*

Area of Excellence: solar systems and distribution technologies, water remediation, nanotechnology, water treatment technologies

Area of Excellence: LED and OLED, advanced material coating, nanotechnology, coating, optics, and energy, green architecture, building controls and automation, energy modeling

Download: Industry in Brief

Learn more about Florida's Cleantech industry

**RECENT NEWS**

July 1, 2015

**Florida Power & Light's Solar Panels Power Up Clean Technology at Daytona International Speedway**

October 27, 2014

**Enterprise Florida to lead trade mission to Peru**

September 30, 2014

**Enterprise Florida board meeting focuses on competitiveness and fiscal year 2013-14 success**

**INDUSTRY OVERVIEW**

Cleantech

Floridians understand the undeniable link between the sustainability and the economy, and are building a robust cleantech industry, with particular strength in energy, efficiency, and environmental technologies. Florida is already home to industry innovators from Mitsubishi Power Systems Americas, to Siemens Energy, to Saft.

**CLEANTECH INDUSTRY**

VIEW EXISTING COMPANIES

SEARCH PROPERTY DATABASE

**EFI ASSISTANCE**

How can we help? Contact:

**Joel Gunter**  
 Director, Business Development  
 407-956-5621

# Enterprise Florida

## Florida's Cleantech Cluster

Select a category below to view companies.

- View Companies  
*(Certain companies highlighted)*
- Infrastructure
- Energy
- Efficiency
- Environmental
- Florida Energy Systems Consortium (FESC) University Members

MAP KEY

- Interstate Highways
- Railways
- ☆ State Capital
- Florida's Largest Cities *(by population)*
- 🚢 Deepwater Seaports (15)
- 🚢 Inland Ports
- ✈️ Commercial Airports (19)
- 🚀 Spaceports (2)

The map displays the state of Florida with numerous green dots representing companies in the cleantech cluster. Major cities are marked with white circles and labeled: TALLAHASSEE, JACKSONVILLE, ORLANDO, TAMPA, ST. PETERSBURG, and MIAMI. The state capital, Tallahassee, is marked with a star. Several universities are labeled with blue lines pointing to their locations: University of West Florida, Florida Agricultural & Mechanical University, Florida State University, University of North Florida, University of Florida, University of Central Florida, University of South Florida, New College of Florida, Florida Gulf Coast University, Florida Atlantic University, and Florida International University. The Florida Solar Energy Center is also labeled. Major interstate highways (10, 75, 95, 75) and a railway line are shown. A search icon and a close button (X) are visible in the top right corner of the map area.

# Technology marketing best practice

- IID Denmark is a long standing technology promoter.
  - Life sciences - proteomics, stem cells, biologics, system biology
  - ICT – wireless, pervasive computing, mechatronics, robotics,
  - Renewables – biomass, waste and wind energy
- EDB Singapore works with A\*star, a governmental agency that seeks to track technology trends and needs in Singapore.

MINISTRY OF FOREIGN AFFAIRS OF DENMARK

INVEST IN DENMARK

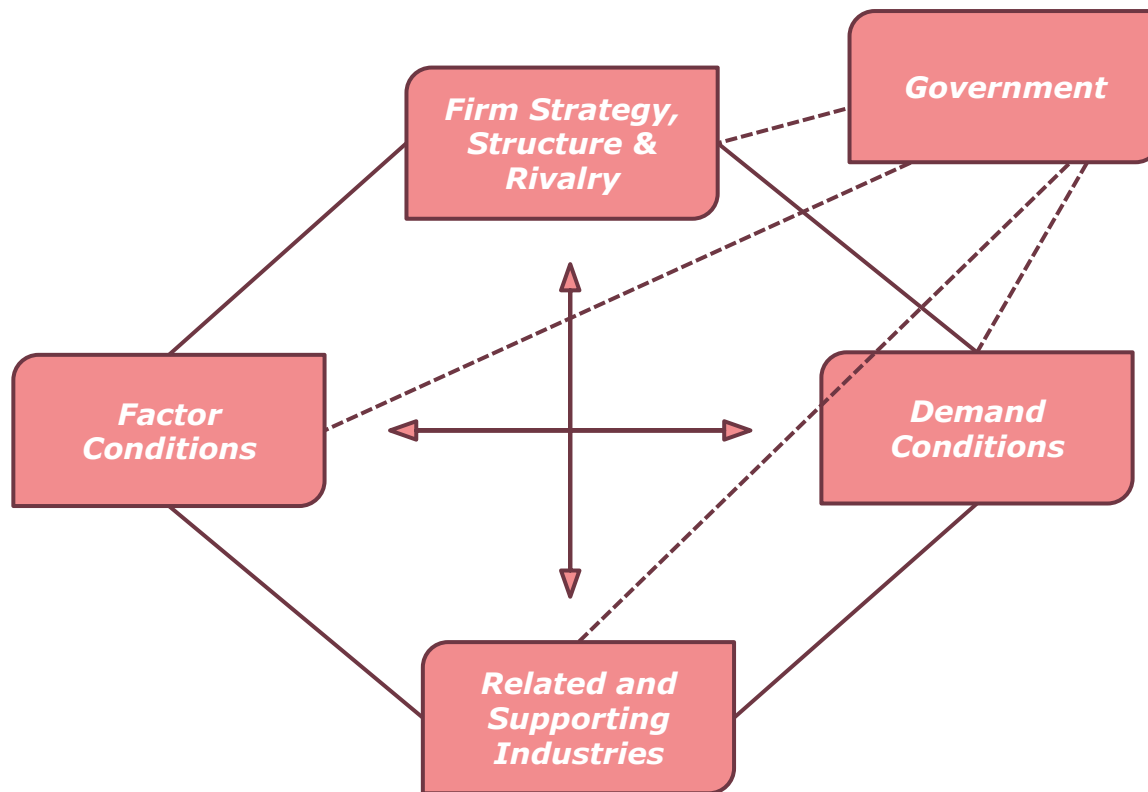
 **Stockholm**  
The Capital of Scandinavia

FUTURE READY  
**singapore** 



# Cluster development best practice

*"....Government role is to act as a catalyst and challenger: to encourage/ push companies to raise their aspirations and move to higher levels of competitive performance..."*



- ✓ Cluster mapping
- ✓ National & international alliances
- ✓ Private:public partnerships
- ✓ World leading infrastructure
- ✓ Cluster investment
- ✓ Cluster marketing
- ✓ Cluster champions

# Cluster development

## Objectives and key promotion programmes

3-5 years to implement a cluster program, 10 to see it established:

- To research new cluster potential
- To stimulate interactions within the cluster
- To provide essential inputs to develop critical input factors: infrastructure, finance, skilled labour, research/innovation competence

**Cluster mapping**, national & international alliances, private:public, world leading, infrastructure, cluster investment, cluster marketing

**Promotion**: conferences, alliances, investment opportunities

**Facilitation**: networking, policy advocacy, occasional financial support



# Cluster development best practice

- Noted IPA/other agency cluster/micro cluster development initiatives
  - IID Denmark Medicon Valley, Food Valley, ICT (Bluetooth and optical)
  - EDB Singapore Biosciences
  - AFII France Several large technopoles, R&D Sophia Antipolis, e.g. aviation Toulouse
  - Switzerland Global Enterprise
  - GTAI Germany 10 priority sectors, plus large market
  - Michigan Opportunities from automotive technologies, in new energy, cleantech
- Region supported private sector initiatives in
  - Florida (Bioscience Scripps Institute)
  - Maryland (Chesapeake Bay Nanotech Initiative)
  - Poland – medical tourism
  - Florida – retirement tourism





Värtahamnen  
TTS Group passenger walkways

## Product packaging:

How to best prepare one's municipality for attracting investors

# What is product packaging?

*"...The presentation of a complete business and investment case for a specific investment opportunity...."*

# How is product packaging different from sector marketing?

- It's an investment proposition for an individual investment, not a presentation of an industry sector or cluster
- It's tangible e.g. the development of a conference centre, a waste to energy investment, research laboratory
- or can be intangible, such as an available workforce, a business concept

# When to use product packaging?

- When a region or kommun has a limited offering to investors, e.g. workforce, local market
- When a unique opportunity exists, e.g. unique local inputs
- When investment promotion financial and/or human resources are limited

# Examples of packaged product opportunities

- **Industry cluster**
  - Specialised industry supplier
  - Logistics facility
- **Service sector**
  - Hotel/conference centre
  - University campus
- **Specialised inputs**
  - Available skills
  - Available energy
  - Special infrastructure
  - Unique environment



# Examples of packaged product opportunities

- **Industry cluster**
  - Specialised industry supplier
  - Logistics facility



# Examples of packaged product opportunities

- **Service sector**
  - Hotel/conference centre
  - University campus

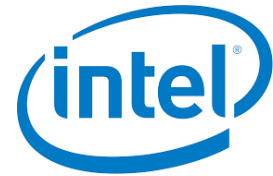
# Examples of packaged product opportunities

- Specialised inputs for Facebook Luleå Data Center 2009, opened in 2013
  - High standard of Technical competence University of Luleå
  - A natural climate that can provide fresh air cooling all year round
  - Reliable electricity grid
  - Low electricity prices
  - Supportive clean energy policy
- 84,000 m<sup>2</sup>, investment, jobs
- Further related investment
  - 21 October Hydro66 opens worlds first 100% hydro-powered colocation data centre



# Examples of packaged product opportunities

- Specialised inputs – skills
- Intel invests in two new R&D sites in 2012
  - Attraction: country's engineering talent
  - A ready ecosystem for research and innovation
  - Intel expands its business in Finland
  - Hiring more than 260 engineers in Tampere and Espoo.



# Examples of packaged product opportunities

- Strategic site at Athenry, Galway, within minutes reach of bustling Galway City.
- 97 hectare (240 acre) land bank
- Suitable for major biotech firm
  - office and research based activities

*"..Ireland now has over 5,000 jobs in biotech manufacturing, with an average salary of €43k (equating to over €200m in annual payroll)*



# Examples of packaged product opportunities



- **G Cell: Dye-sensitized Solar Cells.**
  - Professor Graetzel's invention from the laboratory and created the world's first large-scale mass production facility for DSSC.
  - 7 years of extensive know-how.
- HQ located in Newport, UK
- 89,000 sqm, 500,000 metres of large GCell modules per year.
- Value chain includes
  - R&D laboratory in Lausanne
  - Product development and integration team in Dongguan, China.
  - licensing agreement with École Polytechnique Fédérale de Lausanne (EPFL)

# How to package product opportunities

1

- Clearly define and articulate the current strongest and most comprehensive proposition for the selected sector/activity.

2

- Conduct critical gap analysis – current proposition versus investor needs – be brutal.
- Develop clear action plan to address proposition gaps - timeline, finance and allocated actions across all stakeholders.

3

- Proposition includes: FDI, Indigenous, services, property, Government etc.
- Create a detailed investment plan, with cost inputs and revenue projections
- Engage existing investors to help develop new, “world class” proposition.



**No Go – Strong Aspiration V Weak Delivery**



**Go – Strong Delivery: Progress to Next Phase**

# How to package product opportunities

1

- Create a comprehensive Proposition and market messaging
- Generate specific target investor listings – company, size, location/s, names

2

- Devise action plan to reach targets in market – O/S network, email, marketing programmes, consultants, etc. – resources and finance
- Implement Pilot Programme – test market, review & adjust

3

- Align, and directly involve stakeholders - locally and in market
- Use media to promote projects, strategy, progress and early wins



**Go – Launch &  
Normalise within the  
Agency**



# Product packaging: 7 step summary

1. Packaged projects - every region, municipality, should have some projects
2. Kommuner and the local/regional IPA drive the investment proposition
  - ✓ Conduct in cycles of e.g. six months:
  - ✓ Concept/research, promote, evaluate
3. Make the credible business investment case
4. Understand the target investor
5. Use third parties
6. Select the strongest and most appropriate products
7. Educate and involve all relevant stakeholders

# Workshop: Project Packaging in Stockholm municipalities