

SBA seminarium

23 april 2020

Ny Retention strategi – Utkast

- Ett initiativ i spåret av Covid 19:s effekter på ekonomin

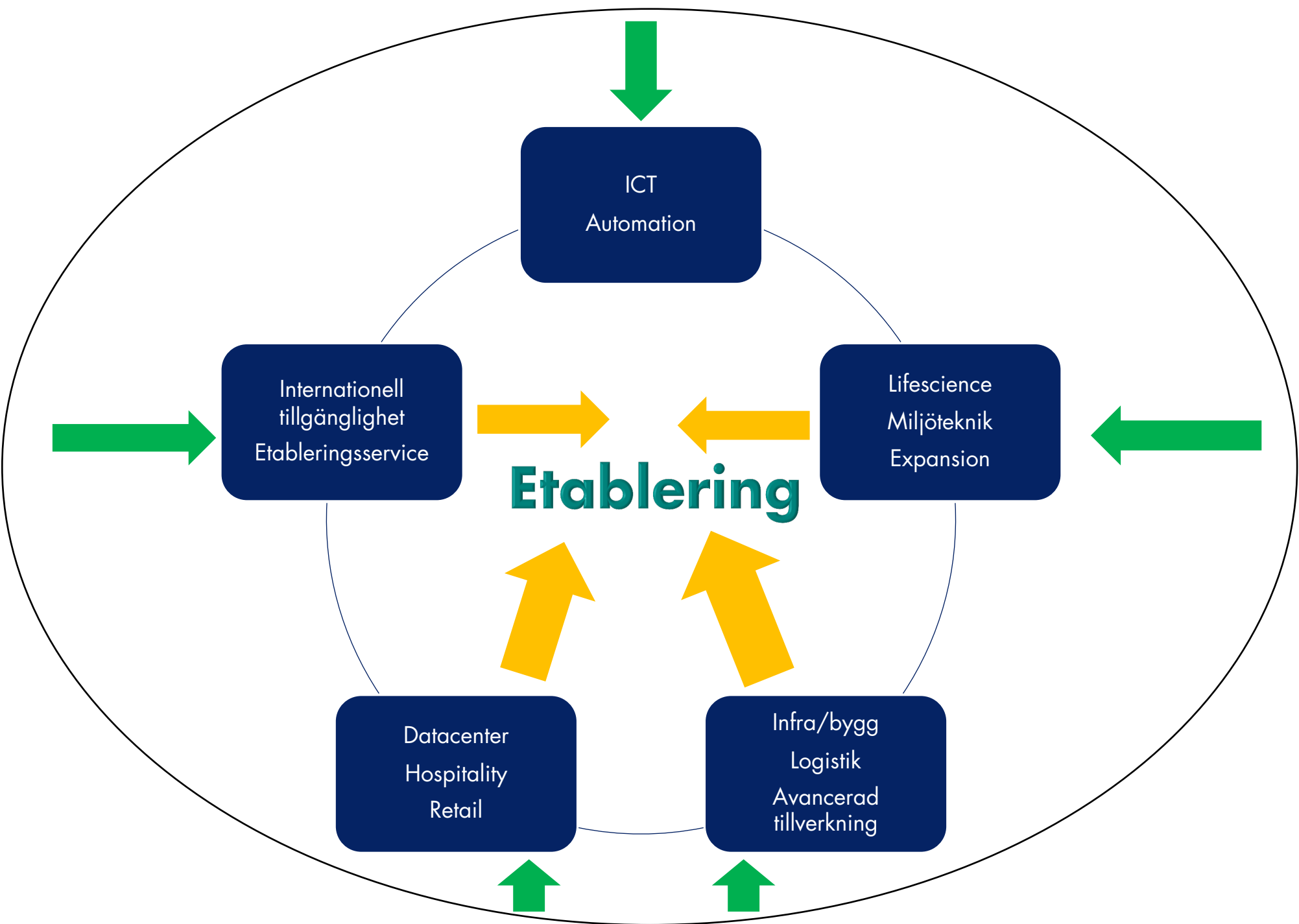
Målet?

“Målet är att förebygga och minimera antal varsel och arbetstillfällen som går förlorade i SBA:s utlandsägda företag”

Hur har vår
organisation sett ut
innan krisen i stort?

Internationella marknaden

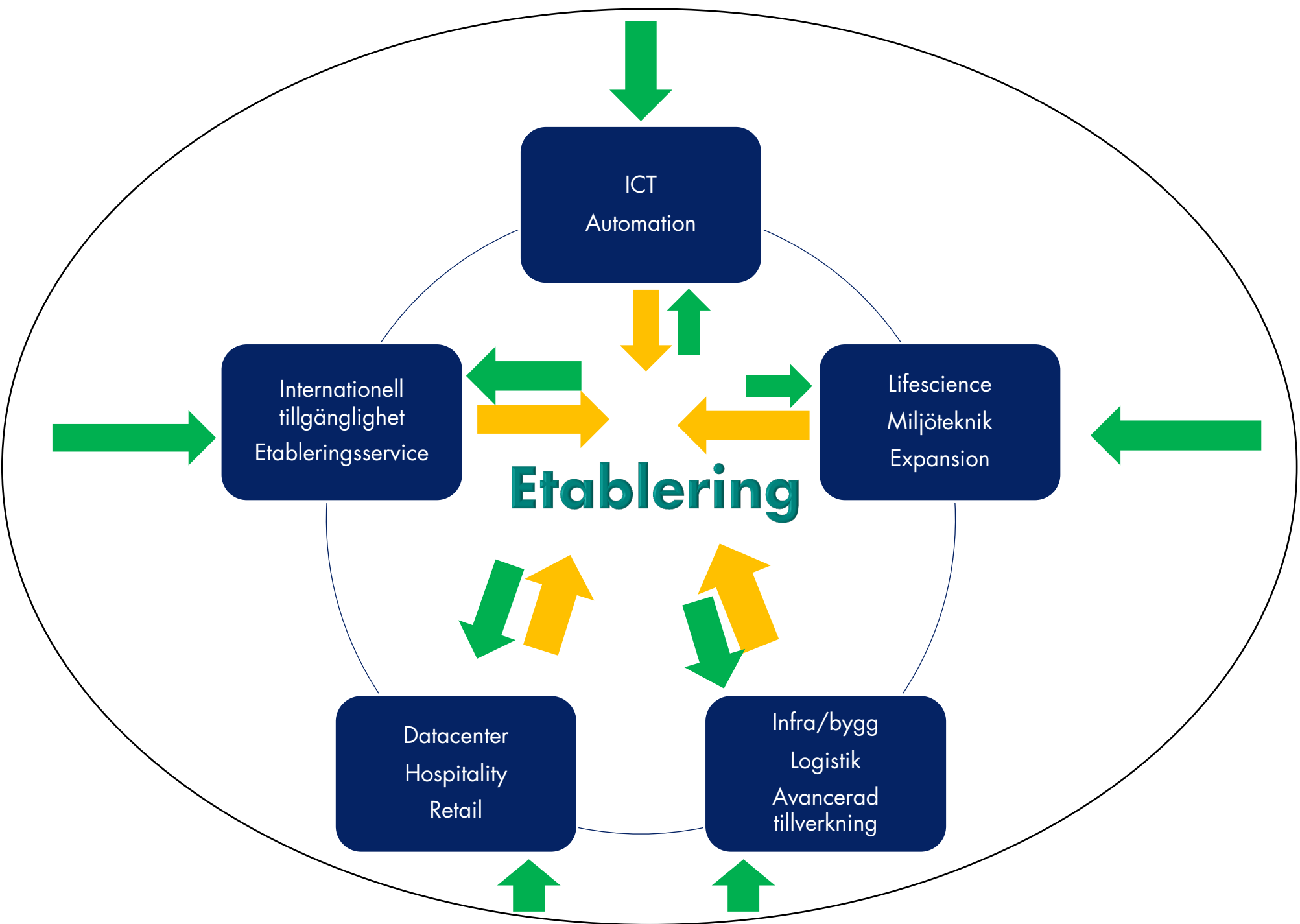
Internationella marknaden



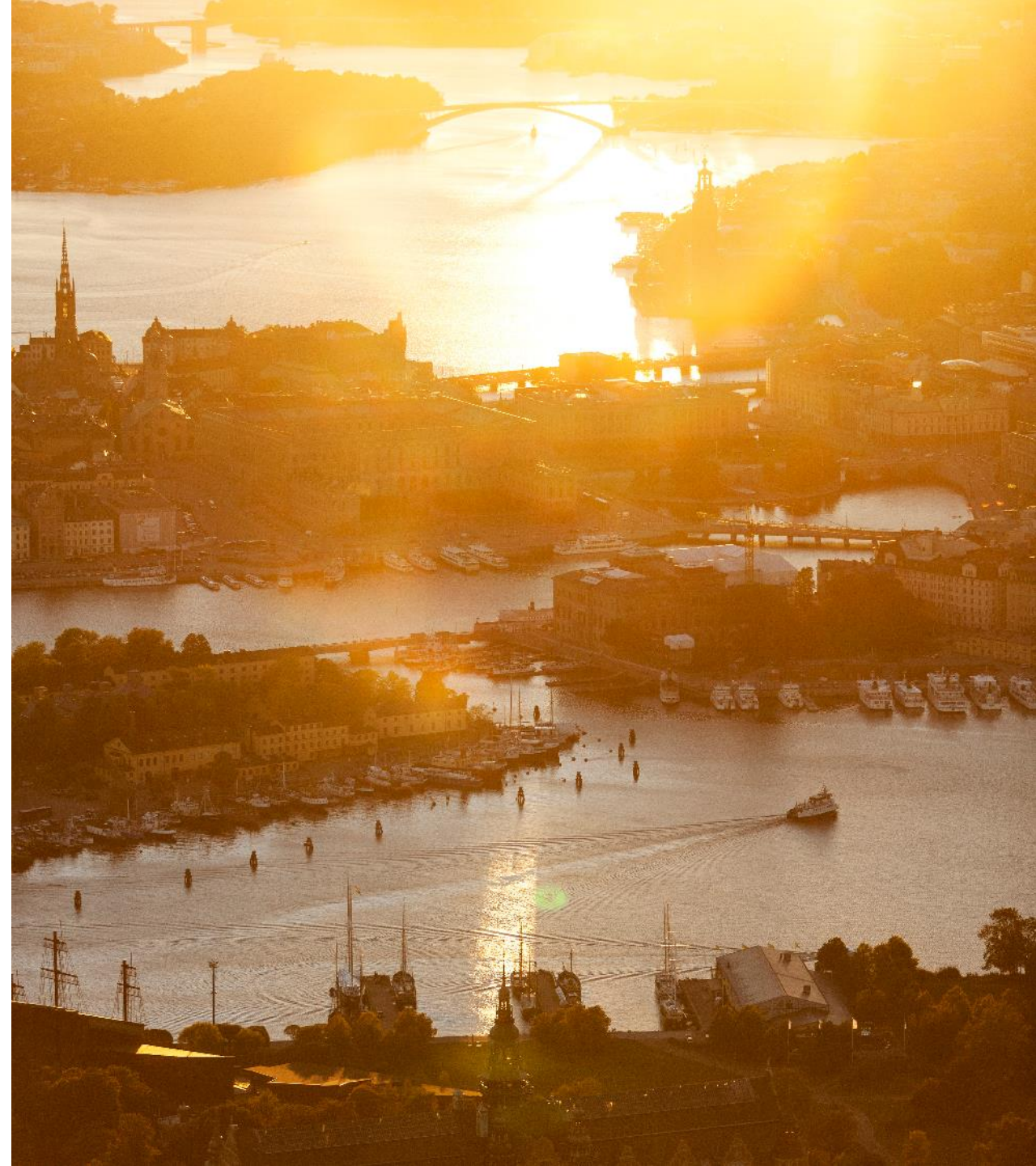
Hur behöver vi
arbeta i detta nya
läge?

Internationella marknaden

Internationella marknaden



- Vi behöver utöka fokuset från att huvudsakligen få leads internationellt, till att bygga upp en pipeline av leads från kommunala kontakter och bolag i kommunerna
- Skapa ett Key Account Management system, där varje sektoransvarige/projektledare ansvarar för kontakten med 5-6 kommuner
- Vi behöver engagera oss i nära dialog med kommunerna och tillsammans med kommunerna ta en kontakt med utlands ägda bolag där vi kan kommunicera vårt erbjudande inom Retention – På sätt bygga relationen med kommunen och deras företag



Vad erbjuder vi
inom Retention?



Erbjudande - USPar

- Kompetensfördelar (I regionen finns viktig kompetens)
- Hög forskning & utvecklings verksamhet
- Finansieringsmöjligheter
- Utbildningsfördelar
- Starka partners, såsom Business Sweden och andra regionala partners, ex Almi
- Jämförelse med lönenivåer i andra länder
- Låga energikostnader
- Politiskt stöd (regionalt och nationellt)

Hur samarbetar vi med Business Sweden?

- Invest Stockholm arbetar aktivt i Business Swedens specialuppdrag Invest Task Force: Expand & Retain
- Arbeta i nära samarbete med Business Sweden under deras specialuppdrag och nyttja deras resurser, material/information, webinarer
- Koordinering i alla leads och case med SBA kommunerna sker via Invest Stockholm i samarbete med Business Sweden

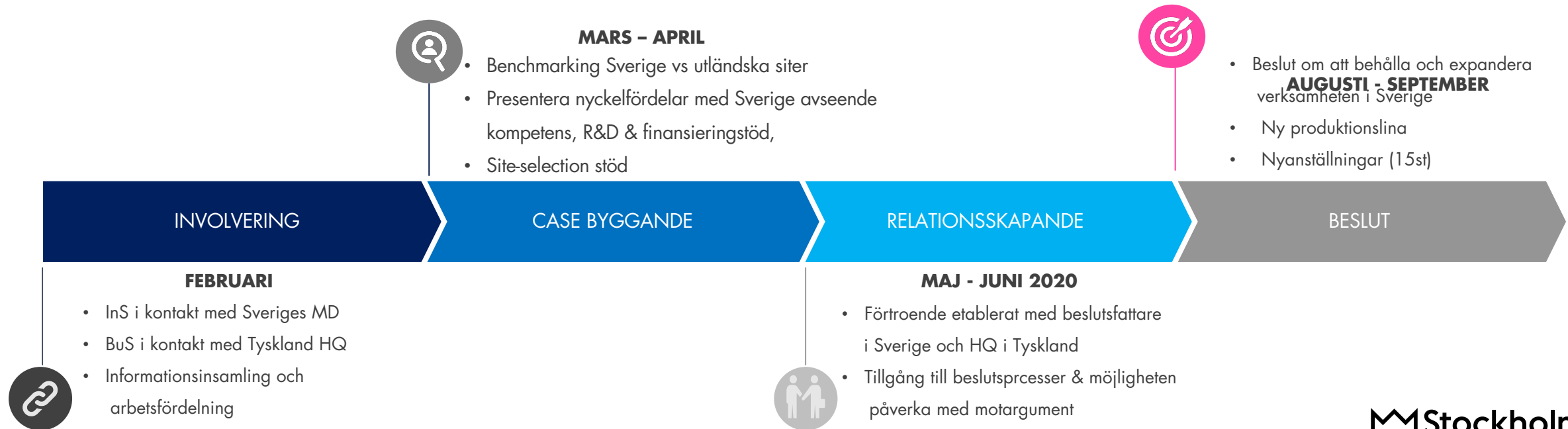


CASE EXEMPEL: RETENTION

Om kunden & omfattningen av projektet

- Multinationellt företag som utvecklar och tillverkar lösningar för tillverkningsindustrin
- Efterfrågat affärsstöd avseende underlag/argument till beslutsprocesser för att kunna expandera svenska siten (100 anställda) och förhindra förflyttning av site till Tyskland (HQ)
- Projektteam: Invest Stockholm, Business Sweden (BuS), berörd kommun. Arbetsprocess etablerad i enlighet med Invest Manufacturing Initiative

Process, leveranser & beslut





Berlin

Mission: *"We work for innovation and growth"* - very focused, selective

Updated: *"Aid Organisation"* - for all businesses: flower sellers, MNCs

Team: 200 working remote answering pandemic response queries

Structure: Group A in office in week one
Group B in office in week two and vice-versa

Teams never mix or interface in person

Result: Dealt with 60,000 companies in Berlin via home hotline service

Scenarios:

- 1) Short sharp collapse of economy but not lasting for very long
- 2) Slow drying out of the economy with longer recover

Key Insight: IT training to use Microsoft Teams for two years without success. On the first day lockdown everyone using Teams without issue.



Copenhagen

Mission: *"Assist international investors and companies in identifying and exploiting business opportunities"*

Updated: *"Retaining current jobs"*

Team: Inform the world that Denmark will cover losses and costs
Currently reaching out to all FDI contacts
Working with them to maintain HQs and jobs in Denmark
Converting everything to English so they know their entitlements

Structure: Entire team is on lockdown and working remotely

Strategy:

Launched a Talent Campaign, despite lockdown
Very soft approach, aware no movement within six months
Goal is to attract new and retain current international talent

Scenarios:

“Hack the crisis” is currently running
Already their biggest Hackathon and the most successful

Key Insight:

Whilst ensuring retention, see crisis as an opportunity to project a forward-thinking approach that's attractive to international talent



Looking ahead

Most international companies are responding with urgency **now**, preparing for **next**, and then thinking **beyond**

Key findings from EY's Capital Confidence Barometer 2020 *

Executives have had to reassess their outlook for growth and are having to reconfigure operations as a response to COVID-19 **now**.

At a time when margins and cash flows were already pressured the C-suite still has ambitious transformation plans, with some of them on hold as execs anticipate what's **next**.

When the situation becomes clearer, they will make faster moves than ever before to reimagine, reshape and reinvent their business.

And despite boardrooms focusing on an unprecedented global health emergency, executives are also planning their future **beyond** the crisis.

73%

expect the COVID-19 outbreak to have a severe impact on the global economy.

52%

are taking steps to change their supply chains.

49%

have profit margins the same or lower than two years ago.

72%

are undergoing a significant transformation program.

72%

are conducting more frequent strategic and portfolio reviews.

56%

will actively pursue acquisitions in the next 12 months.

* Source: Capital Confidence Barometer – EY, March 2020 - Survey of 2,900 senior executives in February and March 2020, in 46 countries and 14 industries



Europe's attractiveness for foreign investment in the context of COVID-19

1

Solving the
Now

immediate - 3 months

Corporate Priorities

- Responding to immediate challenges

FDI Challenges

- Impact of emergency and recovery plans
- Realisation of FDI projects announced in 2019
- Pipeline of FDI projects in 2020 / 2021

Europe's attractiveness for foreign investment in the context of COVID-19

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Exploring the
Next

H2 2020 - H1 2021

Corporate Priorities

- Responding to medium-term challenges
- Opportunities from disruptions in markets

FDI Challenges

- Pace of recovery
- Distressed / dynamic sectors
- Assessment of the economic demand liquidity
- FDI-friendly measures (R&D credits, cash incentives, training programs, infrastructure...)

Europe's attractiveness for foreign investment in the context of COVID-19

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Imagining the
Beyond

2021-2025

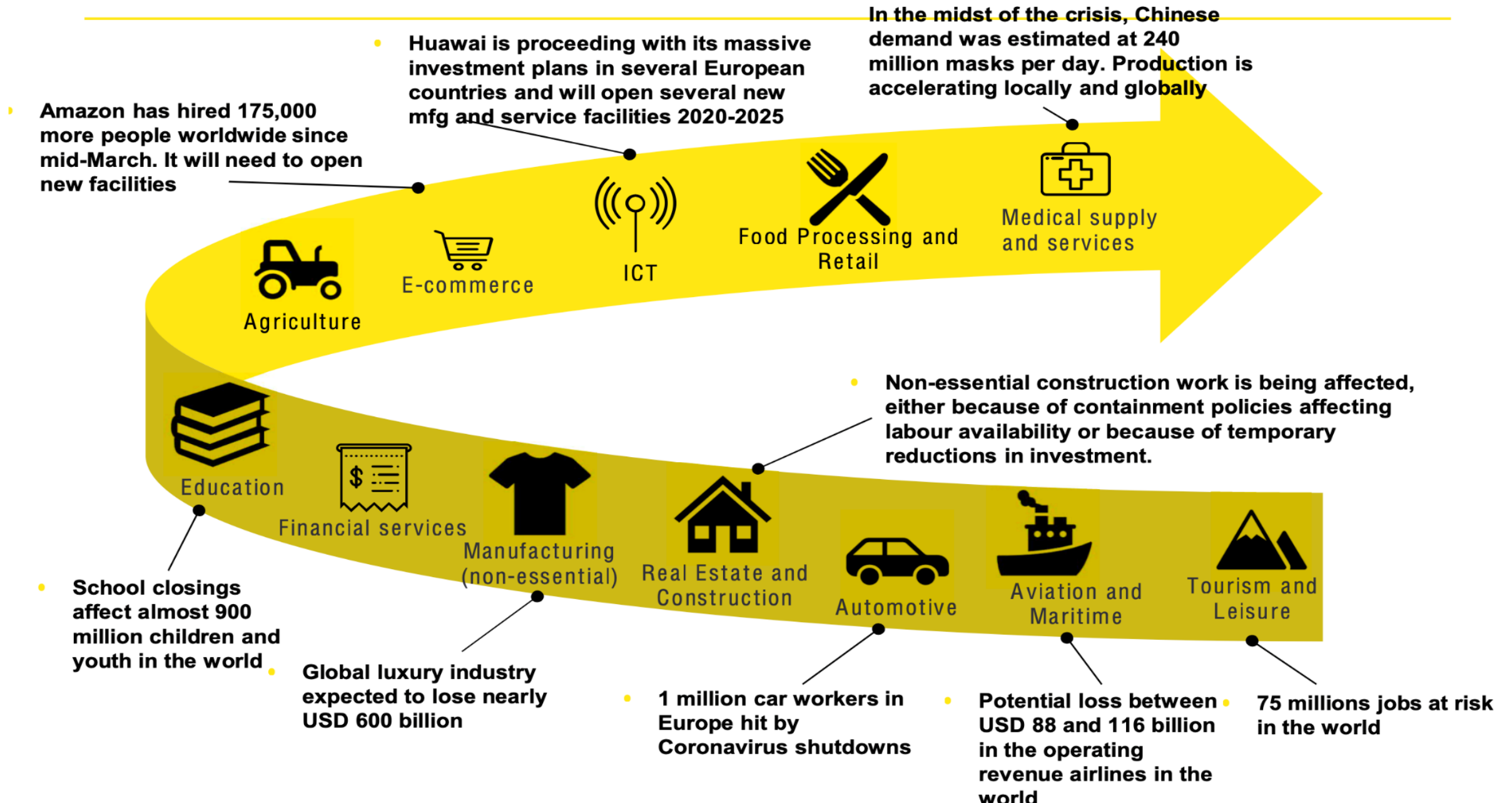
Corporate Priorities

- Anticipating transformative, long-term challenges and opportunities
- Identifying global, cross-sector megatrends

FDI Challenges

- Reconfiguration of supply chains
- Impact of technology, distant working
- Reshoring potential
- Value proposition of Europe

Decoding the economies of Covid-19: Potential FDI winners and losers in the short-term



 Stockholm

The Capital of Scandinavia