

Monday, April 4
Manchester Grand Hyatt
Marina Room

2016 FDI INTERNATIONAL TRAINING SEMINAR

8:15AM Registration and Refreshments

8:45AM Welcome and Introduction from Conway Events

9:00AM World Overview of Foreign Direct Investment (FDI)

SPEAKER **John Evans**, Managing Director, Tractus Asia

A candid look at what's driving global FDI today, and what's likely to change in the coming years?

Key topics addressed in the session include:

- What are global and regional trends and what does this mean for world regions and cities competing for investment?
- Facts and figures
- FDI from up-and-coming markets
- New entrants for FDI: What are the significant trends?
- What does this all mean for you?
- What are the challenges and key success factors in attracting these projects?

10:00AM Comparing Economic Development Agency Performance

SPEAKER **Andreas Dressler**, Managing Director, Conway Advisory

Competition among locations is intense. This makes it difficult for economic development agencies to differentiate themselves. This session looks at the activities of agencies from around the world and highlights innovative ideas and best practices.

Key topics addressed in the session include:

- How are agencies around the world reacting to current FDI trends?
- Which agencies are the most successful and why?
- What are some of the best practices around the world, and how can they be replicated?
- What kind of innovations are being brought into the world of FDI?
- Where should agencies focus their energies and resources?
- What is the significance of mergers and acquisitions?

11:00AM Refreshments and Networking Break

11:30AM Site Selection and the Corporate Decision-Making Process from the Companies' Point of View

SPEAKER **Christopher Steele**, COO & President of North America, Investment Consulting Associates

A site selection consultant with direct experience advising companies on their location decisions shares practical, actionable advice on how to react appropriately to the typical steps a company will go through.

Key topics addressed in the session include:

- Strategic drivers and objectives for location decision-making
- Typical steps that companies go through
- Factors considered throughout the process and methodologies used for evaluation
- Difference between strategic drivers and tactical factors
- When is input and assistance from regional investment agencies required?
- Typical mistakes and learning lessons

12:30PM Aftercare and Retaining Investment

SPEAKERS **Christopher Steele**, COO & President of North America, Investment Consulting Associates

A consistent, attentive aftercare policy is critical to the retention of growing businesses. We hear from a consultant who assists companies manage their expansion and know how to anticipate what they'll need at each stage of their growth.

Key topics addressed in the session include:

- How quickly can the dynamics of businesses change?
- How often should a local government agency contact the company?
- What are the services and products that smaller businesses most appreciate as they grow?
- What programmes can local governments provide that are simple and cost-effective to run but of substantial help to small businesses?
- How different are the needs of medium-sized companies?
- How do you staff and resource your aftercare programmes?



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1:15PM Lunch and Networking

2:15PM External Communication, Marketing and Social Media

SPEAKER **Shirar O'Connor**, Principal, **Conway PR & Marketing**

In this session we look at ways to improve marketing plans with all the components of promoting a location for investment.

Key topics addressed in the session include:

- New perspectives on marketing's role in FDI
- Marketing's role in developing sector propositions
- Strategies marketers can leverage to build perception and market-share.
- A mix of tools, strategies, and resources
- Using the right marketing channels, instruments and social media
- The reality of the social media phenomenon: facts and figures
- Dispelling some myths – is social media worth it?
- Investment Promotion Agencies and their use of social media
- Which should you be using?
- Who is using it well and what can we learn from them?

3:15PM Best Practices Session: A Panel of Economic Development Agencies

MODERATOR **Andreas Dressler**, Managing Director, **Conway Advisory**

SPEAKERS **Páirc Hayes**, SVP West Coast US, **IDA Ireland**

Aylwin Tan, Chief Customer Solutions Officer, **Ascendas-Singbridge Pte Ltd**

Buddy Rizer, CECD, Executive Director, **Loudoun County, Virginia Economic Development**

At Conway Events, the questions we get most frequently asked are: "Who does it well? How do we benchmark our work? How can we compare and discuss best practices?"

With this in mind we selected panelists from economic development agencies to answer specific questions pre-prepared and set by you in this session. This is your chance to discuss and compare best practices on attracting and retaining FDI.

Key topics addressed in the session include:

- How are investment and economic development agencies aligning their investment strategies with other areas of economic development?
- Talent, workforce and training
- How are they reviewing their approach to foreign investment attraction while ensuring an efficient and effective use of limited resources?
- Internal account management tools and techniques (Customer Relationship Management Systems)
- How is their organisation structured?
- How can they compete on a worldwide scale?
- What is their value proposition and how are they getting this message across?
- Pitfalls, challenges and successes
- Lead generation options
- Setting agency objectives and measuring results

4:10PM Break for refreshments and networking

4:30PM Data-Driven Lead Generation

SPEAKER **Max Bouchet**, Chief Analyst, **Conway**

Conway's expert research analyst explains how the use of data is vital in effective economic development. With data-driven lead generation, Investment Promotion Agencies gain a significant competitive advantage when targeting prospective investors.

Key topics:

- How to collect and exploit economic data to enhance investment attraction programs
- Uncover the investment strategies of companies you want to target and gain a deep understanding of their needs and past challenges
- Stay on top of new industry trends with real-time data analysis
- Identify prospective investors early in their site selection process by assessing their readiness to expand
- Leverage research techniques and open sources to target certain geographic regions and industry sectors
- Learn sales techniques and closing the deal

5:15PM Training Close



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John Evans, Managing Director, **Tractus Asia**

Mr. Evans is one of the founding partners and the Managing Director of Tractus Asia. During his nearly two decades in Asia, Mr. Evans has advised and assisted numerous public organizations with their economic development strategies. In addition to his extensive work with public sector clients, he has assisted hundreds of companies in site selection throughout Asia. Mr. Evans is the author of several chapters in the Key Media Publication, *2003 Handbook for Setting Up Business in China*. He frequently writes articles, gives lectures, is interviewed and conducts workshops around the world on foreign direct investment. The venues for his articles and presentations have included: the Economist, CNBC Squawk Box, the United Nations Conference on Trade and Development, Minnesota Trade Office, Washington State's Department of Commerce, The Pacific Northwest Aerospace Association, the Asia Business Forum and the World Freezones Organization's annual investment attraction conferences.

Andreas Dressler, Managing Director, **Conway Advisory**

Andreas Dressler has been active in foreign direct investment (FDI) for 20 years. He assists companies from different industries to develop international expansion strategies, select the best locations for their operations, and negotiate favorable conditions for their investments. He also works with countries, regions and cities to implement investment promotion and attraction strategies and secure new FDI projects. Andreas' areas of expertise include location analysis and site selection.

Prior to starting Conway Advisory, Andreas spent 13 years with KPMG, where he created a specialized FDI practice (Global Location & Expansion Services) and managed a global network of over 100 location advisory and economic development consultants. After eight years with KPMG in the USA (Washington DC and New York) he moved to Germany in 2003 to build a market-leading FDI advisory group for KPMG in Europe while continuing to coordinate the firm's global FDI activities.

Christopher Steele, COO & President of North America, **Investment Consulting Associates**

Chris Steele is President, North America for Investment Consulting Associates. His over 20 years of experience in location consulting, site selection and economic development have resulted in a unique perspective on how the concept of place impacts business and community success around the globe. Past clients include The Boeing Company, BlueCross Blue Shield of Massachusetts, Lenovo, Morgan Stanley, Club Med, Becton Dickinson, the Transportation Research Board, Olympus and Biogen IDEC. He also frequently advises governments and public sector agencies on business attraction and economic development efforts. Chris has written on location strategy and real estate topics for Area Development, Business Expansion Journal, Site Selection Online Insider, and the Journal of Corporate Real Estate; served as an editor for Ernst & Young's United States Investment Monitor; and is a frequent presenter at CoreNet's global summits.

Shirar O'Connor, Principal, **Conway PR & Marketing**

Shirar has 20 years of experience providing strategic integrated marketing communications and business development counsel to public and private sector organizations. She has particular expertise in economic development with concentration in inward investment, trade promotion and tourism. Shirar's government-to-business experience includes positions as the U.S. Marketing Director for UK Trade & Investment and Public Relations Manager for the Netherlands Foreign Investment Agency. With UK Trade & Investment, she led the development and implementation of the UK Government's inward investment and trade promotion strategy in one of the UK's most important global markets, the United States. Her business-to-business experience includes a position as the Americas Marketing Manager for Regus plc., and as European Manager of IDRC Europe (now known as CoreNet Global). For IDRC, Shirar was based in the Netherlands for seven years and worked with over 30 economic development organizations.

Páirc Hayes, SVP West Coast US, **IDA Ireland**

Páirc Hayes heads U.S. West Coast operations at IDA Ireland, the investment promotion agency of the government of Ireland. He has spent 10 years advising leading Technology and Lifesciences companies from across the U.S. on global expansion projects. Over 1,200 international companies currently use Ireland as their international hub, including most of the world's most innovative and successful companies across Technology, Life Sciences and Engineering. Ireland is also the go-to location for fast-growing emerging companies internationalizing for the first time. Prior to joining IDA, Páirc was part of the Irish team of a leading German Financial Services company. He also spent eight years in marketing and consultancy roles within the Technology, Financial, and Software Services sectors across Europe.



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Aylwin Tan, Chief Customer Solutions Officer,
Ascendas-Singbridge Pte Ltd

Mr. Aylwin Tan is the Chief Customer Solutions Officer, responsible for formulating and executing marketing and customer engagement strategies for the Ascendas Group. Aylwin has extensive marketing and industry cluster development experience in Europe and Asia for more than 15 years, contributing to many successful government-to-government initiatives as well as private-sector projects in Singapore and in the region. Prior to joining Ascendas, Aylwin was with the Economic Development Board (EDB), Singapore's lead government agency for planning and executing economic strategies, for more than 13 years. He was a key member of EDB's team involved in charting Singapore's regionalization strategies for Indochina that culminated in the creation of Vietnam-Singapore Industrial Park. He was also actively involved in the marketing and seeding of industry clusters for the China-Singapore Suzhou Industrial Park. Subsequently, Aylwin spent 6 years at EDB's centre in Frankfurt, Germany, where he led a team that successfully attracted key companies and projects from Germany, France, Italy, Switzerland and Austria to Singapore. His last position in EDB was as its International Director (Asia Pacific). He has also served as EDB's Executive Director for Communications, Chief Information Officer, as well as Head of Electronics in Singapore. From 1992 to 1994, Aylwin was with Singapore Trade Development Board, now International Enterprise Singapore, where he was the Secretary of the Singapore-Shandong Business Council. Aylwin is Singapore's representative to the East Asia Business Council since 2009.



Buddy Rizer, CEO, Executive Director, Loudoun County, Virginia
Economic Development

Buddy Rizer is the executive director for economic development in Loudoun County, Virginia, one of the fastest-growing and wealthiest counties in the nation. He manages the team responsible for encouraging growth and developing relationships with the county's business community. His personal focus is on the technology arena, including Loudoun's thriving data center cluster. Rizer has been a speaker at many regional and national data center events, and was the founding co-chair of the Northern Virginia Technology Council's Data Center and Cloud Infrastructure Committee. He now serves on the NVTC Board of Directors. Rizer works with a stable of companies that include Digital Realty Trust, DuPont Fabros, Equinix, Amazon, Verizon Business, AOL, Orbital Sciences ATK, Neustar and the Washington Redskins. He also works to market the benefits of Loudoun County and its business offerings nationally, and has extensive international business development experience in Germany, Russia, China, Taiwan, Japan, South Korea, Finland, France and the U.K. He is a Certified Economic Developer.



Max Bouchet, Chief Analyst, Conway

Max Bouchet is Chief Analyst at Conway. He manages the statistical analysis related to economic development and global rankings, including the annual World's Most Competitive Cities Report. In his previous role as Director of Research, Max oversaw the global expansion of Conway's investment projects database and the development of the Conway Analytics Report, a monthly report on global investment activity. He speaks French, Spanish, and is an assiduous student of Chinese. Max has lived in several countries (France, China, Thailand) and currently resides in Atlanta, Georgia, where he works at Conway's global headquarters.



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