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## TIJARA

Provincial Economic Growth (PEG) Program  
Advancing Private Sector Development in Iraq

# Training Program on Investment Promotion for Iraq

Presented by  
Munther Al Fattal  
Senior Advisor, Investment Promotion Director  
October, 2008



THE **Louis Berger Group**, INC.  
Engineers Planners Scientists Economists



**AECOM**

AECOM International Development

## Structure of Training Program

- **Part 1:** Brochures
- **Part 2:** Other materials
- **Part 3:** IPA presentations
- **Part 4:** Developing and enhancing a web site
- **Part 5:** Developing a database and disseminating it.
- **Part 6:** Prerequisites for successful investment missions and investment forums

## Intro: Which Tools to Choose?

- **Variety of options available for promotional tools and materials:**

- National overview, investment guides, sector profiles, cost benchmarks, project opportunities, newsletters, investment missions, seminars, testimonials, and more.
- Various formats: printed, pdf, html, CD-ROM, videos, etc.

CD- html pdf

ROM

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- **Choice of tools and formats will depend greatly on:**

- Budget.
- In-house capabilities.
- Determining the most effective communication means to reach the target audience.
- Experience (finding out how investors initially become aware of your investment market).

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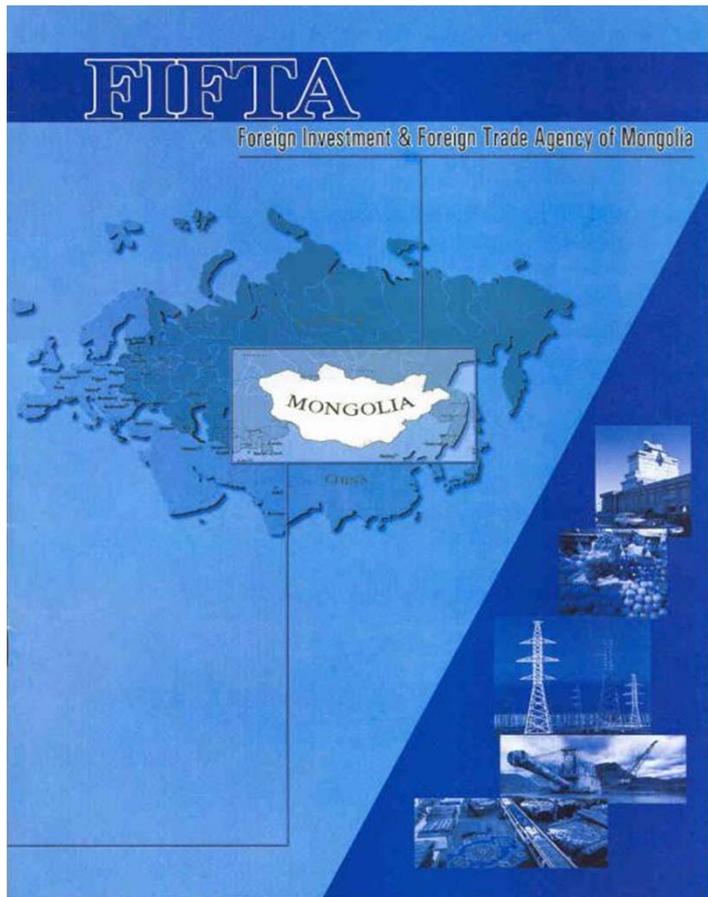
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# Part 1: Brochures

## Developing the Basic Investor Package

The information that no investor can be without



Investment Promotion

## Introductory Brochure

- Despite IT advances, it is still necessary to produce an informative, high quality brochure about your investment market and IPA.
- The introductory brochure is often the first impression of the IPA's professionalism, so it must be accurate, well-written, good layout, and properly edited (i.e., avoid typographical errors).

# Typical Contents of a Brochure

- Outside front cover: IPA logo, title, marketing slogan. •
- Inside front cover: Map of the region with your location in the centre. •
- Page 1: Letter from the head of the IPA or minister of investment. •
- Pages 2-3: Structure and services offered by the IPA. - •
- Pages 4-5: Summarize reasons why firms should invest in your location. Highlight the key benefits and advantages. - •
- Include the costs of doing business (i.e., labour, office and land purchase/lease, costs of utilities per unit). ✓

## Typical Contents of a Brochure (cont.)

- **Pages 6-7: FDI statistics and trends.**
  - Annual figures; by sector; by source; high profile investors located there; etc.
- **Page 8: Quality of life features:\***
  - Education; culture; housing; climate; recreation; etc.
- **Inside back cover: Other basic data such as...\***
  - Population; macroeconomic indicators; tax rates; incentives; etc.
- **Outside back cover: Contact information of the IPA (address, phone, fax, e-mail, web site)\***
- **General rule: be sure to pay attention to the content, not just the graphics.**
  - Make sure content caters to investors' needs and inquiries; it is accurate; and up-to-date.

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\*Drawn from MIGA, "Investment Promotion Toolkit"

# Part 2: Other Materials

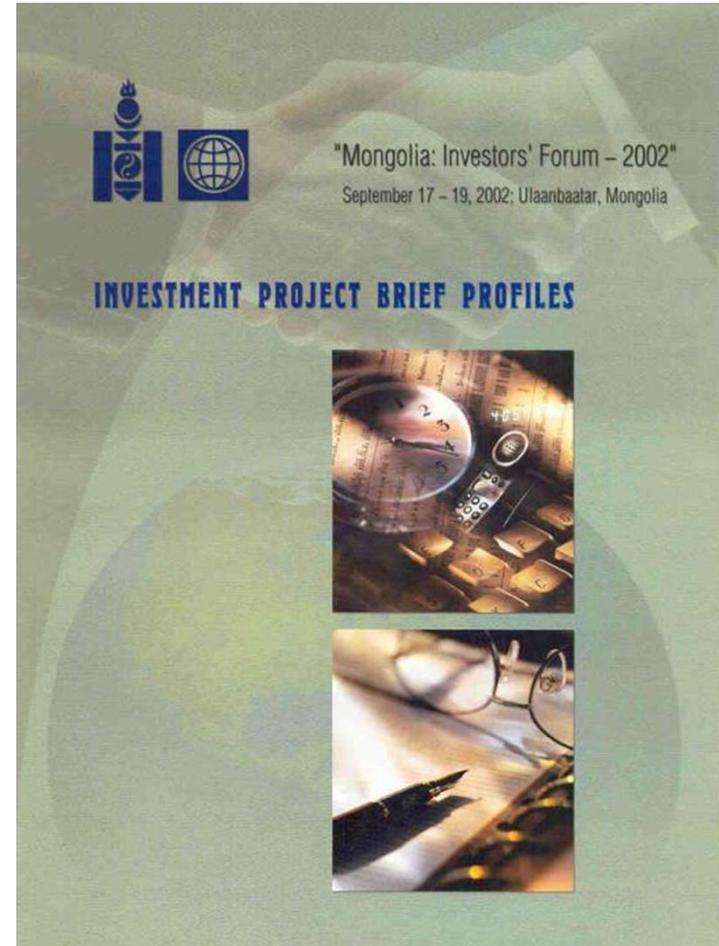
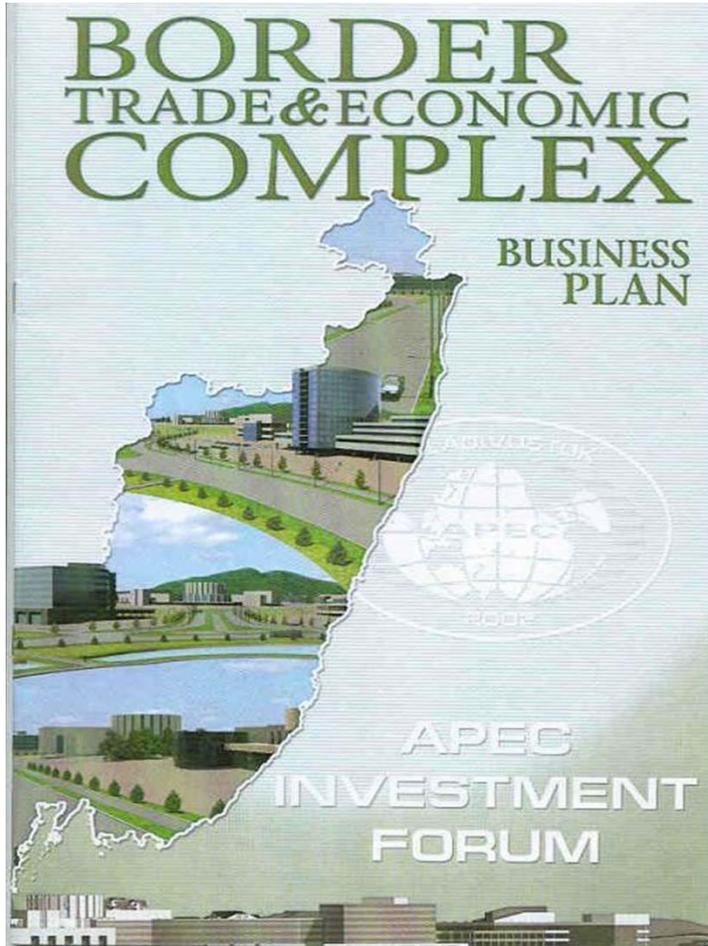
## Sector Profiles

- Descriptions about most competitive sectors in your location.
- Include: basic data about the sector; competitiveness factors; other distinguishing factors; investment opportunities; and key related agencies.



- Information on:
  - opportunities ✓
  - global situation (trends, market potential, etc.) ✓
  - key facts and figures
  - other relevant information ✓

## Samples of Investment Opportunity Profiles



**Investment Promotion**

## Sample project proposal sheet

- **Features:**

- Name and contact information of project initiator. ✓
- Description of the project, including market potential. ✓
- Financing estimates. ✓
- Estimated return on investment, payback period. ✓
- Form of cooperation (lease, joint venture, etc.) ✓
- Incentives, guarantees by government. ✓

# Newsletters

- Useful for maintaining regular contact with investors and updating them on the investment conditions.
- Prepare bi-monthly or quarterly.
- Could have a particular “theme” or sector highlighted in an issue.
- Sample contents/features:
  - Investment developments in \_\_\_\_\_.
  - Sector investment opportunities.
  - Investment policy update.
  - Your IPA’s investment facilitation activities.
  - Success stories of investment and other matters.
  - Updated economic indicators of <country/province>.
  - Investor testimonials.

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## BOI Investment Review

Thailand Board of Investment September 30, 2000 Volume 9, No. 3

### BOI launches policy update

The Board of Investment has begun to introduce its new investment policies, which took effect August 1, to the investor community in Thailand and abroad.

Among the events to introduce the policies, the BOI hosted a seminar, "A Guide to Thai Investment Policy," on July 25 at the Bangkok Convention Center. The daylong seminar included an exhibition and investors' clinic throughout the day and a panel

discussion with an extensive question and answer period in the afternoon. The evening featured a dinner with a keynote address from Prime Minister Chuan Leekpai.

As announced in the previous issue of the *BOI Investment Review* (Volume 9, No. 2, July 15, 2000) the BOI approved new policies on investment promotion privileges during its meeting in May. Full details of the new policies can be found on the "What's New" page of the BOI's website at [www.boi.go.th](http://www.boi.go.th).

More than 2,000 Thai and foreign investors attended the various functions during the July 25 seminar.

During the morning, the BOI held a "clinic" for investors, with senior officials answering questions and offering advice about the investment climate. BOI officers from the four overseas offices were on hand to meet with foreign investors, and throughout the day, BOI staff met individually with both Thai and foreign investors.

The BOI also showcased the ASEAN Supporting Industry Database (ASID) and the BOI Home Page ([boi.go.th](http://boi.go.th)), recently named the 5th best investment promotion agency website in the world. (See story, page 10)



Prime Minister Chuan Leekpai presented the keynote address at the evening session of the BOI investment seminar on July 25.

In addition, the BOI also invited public sector agencies and industrial estate operators to set up booths, and agencies such as the One-Stop Service Center for Visas and Work Permits, the Industrial Estate Authority of Thailand, and the Ministry of Labor all participated, as did many industrial estate operators.

The afternoon panel discussion

Continued on Page 2

#### INSIDE

Taiwan mission	4
AIA meeting	6
Money laundering controls	7
BOI Home Page tops ASEAN 10	
Promotion activities revised 14	
BOI Fair book	16



A colorful promotion for the BOI Fair coffee table book. See Page 16

September 30, 2001

Volume 10, No. 3

#### Property

### Land ownership and foreign investors

BY  
WANPEN RHUJITTAIWAT

To set up an office in Thailand a foreign investor can either acquire land ownership or lease land. A foreigner can acquire land ownership in accordance with four laws – the Land Code, the Investment Promotion Act B.E. 2520 (A.D. 1977), the Industrial Estate Authority of Thailand Act B.E. 2522 (A.D. 1979), and the Petroleum Act B.E. 2514 (A.D. 1971).

The term "foreigner" under the Land Code Sections 97 and 98 means a company or public company in which foreigners hold more than 49 percent of the registered capital, or where more than half of all shareholders are foreign.

This definition also covers a company or public company in which the shares are held by juristic persons. If the shareholding ratio or the number of shareholders of those juristic persons falls within the above-mentioned criteria, all of the shares of those legal persons in the limited company or the public limited company will be

deemed to be held by foreigners, and such a juristic person will be deemed a foreigner.

On the other hand, if the juristic person does not fall within the definition of those regulations, such juristic person will be considered Thai. Bearer certificate shares of a limited company are considered shares owned by foreigners.

#### Land Code

The Land Code Amendment Act (No. 8) B.E. 2542 (A.D. 1999) allows a foreigner who brings in a minimum investment of not less than 40 million baht (US\$888,888 at current rates) to acquire land of not more than one rai (1 rai = 0.4 acres) for residential purposes. Such acquisition must be made in accordance with the procedures and conditions as prescribed in Ministerial Regulations.

These regulations require that the business must be of a type that is beneficial to the Thai economy and Thai society, and that the investment must remain in Thailand for at least three years. In addition, the land to be acquired must be located in the Bangkok Metropolitan, Pattaya, or such other municipality or other residential area as specified in the Town Planning Act.

#### Investment Promotion Act

Under Section 27, a promoted person is permitted to own land for carrying on the promoted activity to the extent that the Board of Investment deems appropriate, regardless of whether it is in excess of the permissible limit under other laws. If the promoted person is a foreign national under the

Land Code and dissolves the promoted activity or transfers it to another person, the promoted person must dispose of the land within one year of the date of the dissolution or transfer. Otherwise, the Director-General of the Land Department has the power to dispose of it under the Land Code.

To help foreign-promoted people in doing business in Thailand, they are able to apply for permission to own land not only for the promoted project, but also for office and residence.

Permission to own land is granted to a promoted person on a case-by-case basis. In considering whether or not to grant permission, the reasons, appropriateness and necessity of ownership will be taken into consideration, and it will be granted in terms of Board of Investment Announcement No. 4/2544 (4/2001), effective from June 15, 2001 onwards.

Under this announcement, a foreign promoted juristic entity may be permitted to own land for his office, but not more than five rai; for an executive or expert resident no more than one rai; and for a labor resident no more than 20 rai.

The land for the office and residence can be located in the same area as the promoted project. If a promoted person loses his status, the land must be disposed of within one year of the date of dissolution. This announcement is valid for applications submitted up to December 31, 2002.

#### Industrial Estate Authority of Thailand Act

Under Section 44 export-oriented manufacturers and traders are allowed to own land in an industrial estate or in an industrial zone for carrying out

Continued on Page 7

## Fact Sheets

- Designed to provide concise, useful information to investors.
- Brief (1-3 pages).
- Can produce a variety of fact sheets, depending on needs and interests.
- Easily updated and produced in-house.

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- Economic, monetary, and industrial policies.
- Main sectors.
- Stock of FDI and trends.
- Trade statistics.
- Macroeconomic data (GDP growth, inflation, exchange rate, debt level, unemployment, etc.)
- Investment incentives.
- Employment and hiring data.

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## Sample Topics for Fact Sheets (continued)

- Education system, enrollments, graduation rates, etc. •
- Customs procedures. •
- Tax regime (corporate, VAT, personal tax rates, property, etc.) •
- Partnerships. •
- Infrastructure networks. •
- Utilities costs. •
- Industrial estates. •

Drawn mainly from MIGA, "Investment Promotion Toolkit"

## Additional Tools

- **CD-ROMs:**
  - Can contain large amounts of data, including other promotional materials. ✓ •
  - Can have document and graphic content or “video style” promotional CD-ROM. ✓
  - Cost of producing video style is expensive. ✓
- **Videos:**
  - Not recommended unless IPA has sufficient financial resources. ✓ •
  - Difficult and expensive to keep up-to-date. ✓
- **Media tools** as discussed in Module 3. •

# Part 3. IPA Presentations

# Preparing Presentations

- **Think carefully about your target audience.**
  - Make your message appropriate to them.
- **What is the purpose of the presentation?**
  - Again, tailor the message accordingly.
- **How much time is allotted to the IPA representative?**
  - This greatly determines the amount of content that can be included.
  - May need to prioritize and leave out certain information or messages. This is influenced by the target audience, objective of the presentation, and time-frame.

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## Preparing Presentations (Cont.)

- **How will the presentation be delivered?**
  - Prepared “script” or extemporaneous (rehearsed but not memorized or read)? ✓
  - PowerPoint slides; other visual aids ✓
  
- **As you prepare the presentation, keep in mind the main theme(s) or key points you want the audience to take away with them.**
  - Organize your main points. Have a purpose! ✓
  - Make these explicit and clear in the presentation. ✓

## Preparing Presentations (Cont.)

- Ensure that the “supporting” content is relevant to and consistent with those themes/key points. ✓
- Organize the supporting content around the key points. ✓
- Do not promise what you cannot deliver. ✓
- **Selectively choose only the most interesting and relevant facts to support your key points.** •
- Do not overwhelm the audience with numerous statistics that they won’t remember anyway. ✓
- Once again, make sure the information is accurate and up-to-date. ✓
- Avoid using needless background facts. (Determined by your audience.) ✓

# Delivering the Presentation

- **Know what you plan to say (requires practice).**
  - Remember, you do not have a second chance to make a good first impression!
- **State main points clearly. Illustrate and emphasize the points you want remembered.**
- **Be enthusiastic!**
  - If you appear uninterested, why should your audience be interested?
- **Keep good eye contact with the audience.**
- **Use voice inflection, pauses, and gestures to vary the delivery.**
- **Have a strong finish. Usually that's what the audience will remember when they leave.**
  - Restate the main points.
  - Call the investors to "action": make a site visit, ask for more information, compare your site with competitors.



## Part 4. Developing and enhancing a web site

## Design Principles for an IPA Web Site

- **Keep the web site fairly simple so that information is easy to find and accessible quickly.**
  - Avoid animation (visitors will be businesspeople, not kids)
  - Minimize graphics (to make it faster to download)
  - Easy to navigate from section to section, page to page
  - Consistent over time (so that repeat visitors can find information again)
  
- **Professional, relevant, and quality content is much more important than the web page graphics.**
- **Plan carefully before proceeding.**
  - Think through the design of the web site.
  - Look at other IPA's web sites to get ideas.
  - The extra time in designing the site will save money and efforts in the future.

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Welcome



to  
the new Business Frontier  
**PAKISTAN**



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■ Home

- ▶ Investment Policies
- ▶ Sector Policies
- ▶ Doing Business
- ▶ Matchmaking
- ▶ Economic Policies
- ▶ FAQs
- ▶ Biz Links
- ▶ About BOI
- ▶ Land & People
- ▶ Feedback
- ▶ Site Map

### Pakistan - the New Business Frontier!

This web site on Doing Business in Pakistan brings to you, the investing entrepreneur, all the facts and contacts and links that you need to explore the untapped investment opportunities of Pakistan.

What ever your business information needs - from details of investment and sector policies, to descriptions of the Board of Investment's matchmaking and facilitation services, frequently asked questions, and all the contacts that the investor needs to build a business network in Pakistan - all is presented here at your fingertips.

The Board of Investment, Pakistan aims to promote domestic and foreign investment and to enhance the business and industry climate in Pakistan.

We welcome all existing and potential investors to explore our home on the web, and use the Feedback option to let us know your specific information needs, your comments on our web site, and anything else that we can do to help you explore **Pakistan: The New Business Frontier**.

Invitation from the  
Chairman

Pakistan Business  
in the News

TEPI Policy Reform  
Project

*Invest in  
Pakistan*

Business Success  
Stories

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[Investment Policies](#) | [Sector Policies](#) | [Doing Business](#) | [Matchmaking](#) | [Economic Policies](#) |  
[FAQs](#) | [Biz Links](#) | [About BOI](#) | [Land & People](#) | [Feedback](#) | [Web Site Map](#) | [Business in the News](#) |  
[Invest Pakistan](#) | [TEPI Policy Reform Project](#) | [Business Success Stories](#) | [Home](#)

Updated: April 19, 2001

© 2001, Board of Investment, Pakistan. All rights reserved.  
 Web Site Designed and Managed by the Pakistan Board of Investment  
 Web Site Hosted by: COMSATS, Pakistan

## Key Features of the Web Site

- Information About the Investment Commission, and a Feedback option to obtain additional information or address problems through IC's facilitation services.
- Profiles of Business Success Stories in Iraq.
- Updates on business-related policy reforms and links to the key players in the Iraq's Policy Reform Project.
- The IC investment quarterly – invest.Iraq
- A comprehensive interactive Matchmaking service (to be launched in due course).
- A FAQs (frequently asked questions) page to facilitate investors in getting quick responses to their queries about doing business in Iraq.

(FAQs)

Investment Promotion



Address: <http://www.investaustralia.gov.au/> Go Links »

Jobs Invest Ask Us Newsletter

**AUSTRALIA**  
→ A WEALTH OF OPPORTUNITY

**INVEST AUSTRALIA**

SEARCH

**Investor Services**  
Welcome to Investor Services  
Invest Australia's Services  
Business Environment  
Global Networks  
Investor Guides  
Investor Links  
State Agencies

**The Australian Advantage**  
Provides investors with the business case for investing in Australia, including our economic strengths, cultural diversity and security in the region.

**Industry Strengths**  
Provides information on Australia's industry sectors - our high growth, high value industries that range from biotech, IT and communications to clean energy and minerals.

**Facts about South Australia**  
South Australia and its capital Adelaide offer exceptional value and advantages to business:  
  
Business climate - industrial harmony; government assistance to potential investors; fast-tracking of major projects; collaboration between industry, government and community leaders.

[ more > ]

**AXISS AUSTRALIA**  
Axis Australia, positioning Australia as a global financial services centre, merges with Invest Australia.

**Prime Minister Appoints Senior Investment Commissioners**

**CeBIT australia**  
Australia's premier Information and Communications Technology exhibition

NEWS AND EVENTS

SITE MAP | CONTACT US | DISCLAIMER | COPYRIGHT | PRIVACY

<http://www.investaustralia.gov.au/index.cfm?menuid=DF258378-C04D-635E-9F8298C18CB3F47B> Internet



**InvestHK**  
The government department which welcomes international companies to Hong Kong - Asia's World City.

>ENG TEXT >简体 >繁體 >純文字 >日本語 <SEARCH >

- About InvestHK <
- HK Advantages <
- Key Business Sectors <
- Setting up in HK <
- Key Statistics <
- Useful Links <
- News & Events <

**HK Advantages**  
Thousands of international enterprises have benefited from establishing in Hong Kong. We are the world's freest economy. Hong Kong is located at the heart of East Asia and is the gateway to China. The Hong Kong Advantages are well known. They include our excellent infrastructure, rule of law, low taxes and a skilled workforce. These are all compelling reasons why companies all over the world have chosen Hong Kong as a base

**EVENTS**  
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[Rugby Sevens](#)  
[Canadian Community Programme](#)

**LATEST NEWS**  
[The Chief Executive meets newly established foreign companies](#)  
[Invest Hong Kong named Best Managed Investment Promotion Agency in Asia Pacific](#)  
[Renowned British men's innerwear label selects Hong Kong as global HQ](#)

**HK Looking Ahead**  
 >> Download Screen Saver  
 >> Download Corporate TV Commercial  
 >> Download Rugby

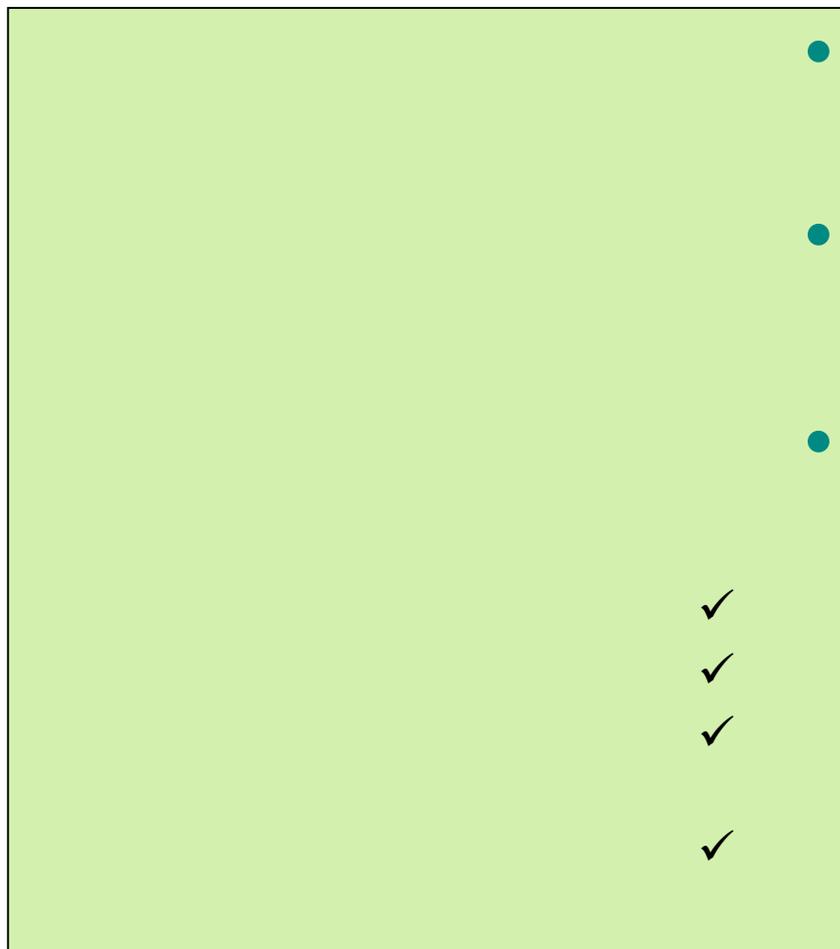
# Operating the Web Site

- **Incorporate existing and new promotional materials, statistics, costs of operating, regulatory changes, etc. into the web site.**
  - Prepare content in HTML or PDF formats to be posted on the Internet for downloading by potential investors.
  - Possible statistics and cost data: Foreign Direct Investment; Business Expenses; Living Costs; Industry and Trade; Economic Environment; Population; Labour Force.
- **Regularly upgrade the web site.**
  - Avoid having: “Last date modified: June 1999” to show that you are constantly updating the site.
  - Replace old information with updates.
- **Check periodically to ensure links to other web sites are still current.**
- **When changes are made to the site, test it before posting on the WWW. Retest after uploading.**

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WWW

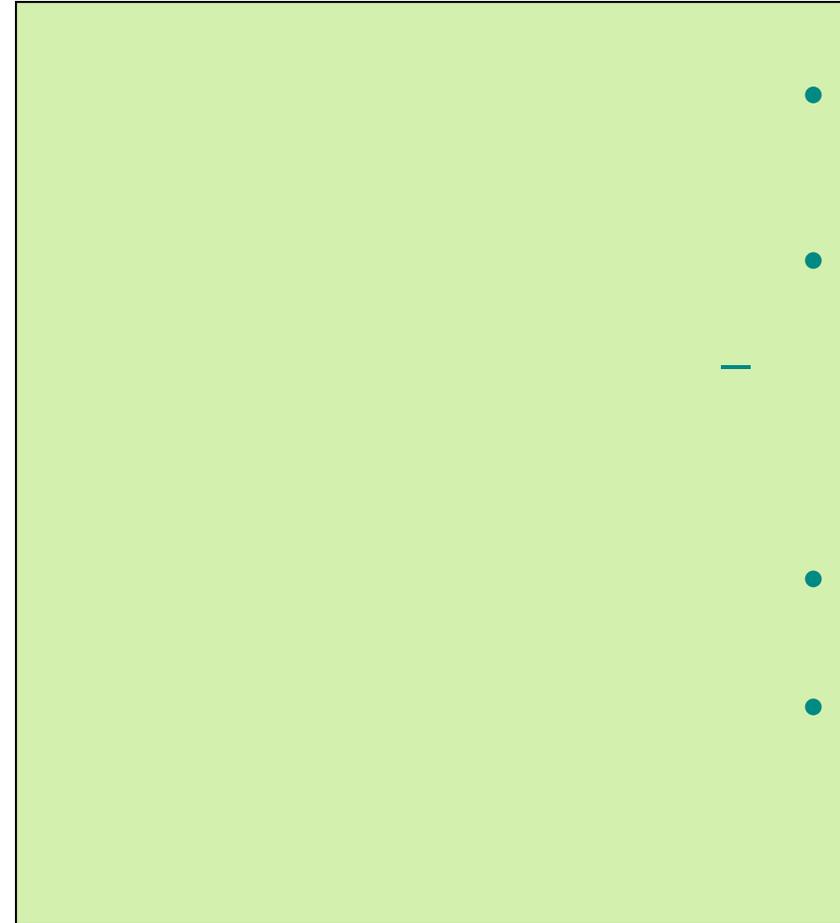
- Register the web site with leading search engines.
- Issue a press release when it is launched or revamped.
- Reciprocal links between your site and others.
  - National/local tourism board
  - Embassies and consulates
  - Chambers of commerce or other business associations
  - Government ministries/agencies



## Key Features of the Web Site

### Key features in the website include:

- Complete information on Investment Policies, Economic Policies, and critical Sector Policies in Iraq.
- All the information and data on Doing Business in Iraq that the investor will need – on industrial estates, on costs of doing business, on overall economic and investment statistics, on investment opportunities, on the regulatory framework, and more.
- The latest in Iraq's business environment.
- Background information on Iraq's land and people, and useful Biz Links to many other valuable sources of information and insights.



## Part 5. Developing a database and disseminating it

- **Facilitate targeting activities.**
- **Benchmarking how your location compares to other locations in the region and countries competing for investment (for investment promotional materials).**
- **Support decision-making of senior officials, based on data.**
- **Establish credibility that your location is the best source of data and information on investment and other related topics in your location (part of image building).**
- **Support the investor facilitation process by providing requested information quickly.**
- **Help users (especially researchers) find information quickly and easily.**

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# Content Requirements

- **Collection of quantitative data:**
  - On your location’s FDI and competitiveness indicators.
  - On a few benchmark countries that are leading competitors.
  - On general international trends in investment and trade.
- **Collection of qualitative data:**
  - Investor surveys (e.g., their perceptions of your location’s investment environment).
  - Qualitative competitiveness indicators (e.g., WEF’s rankings on quality of infrastructure)
- **Investment reports/studies of major emerging issues.**

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- **Business environment**
- **Export performance**
- **General economic competitiveness**
- **Human capital**
- **ICT infrastructure**
- **Investment (domestic and foreign; inflows and outflows)**
- **Taxes and tariffs**

- **Operating cost comparisons**
- **Industrial competitiveness**
- **Legal and regulatory frameworks related to investment**
- **Productivity performance**
- **Trade regime**
- **Others**

- **Many of these categories can contain information on other countries, including main competitors.**
- **Some categories may contain sub-categories.**



Issue	Measure	Unit	Sources of data
Investment trends	FDI applications	Number	Your IPA and other IPAs, UNCTAD
	FDI approvals	Number	
	Start ups	Number	Your IPA and other IPAs, UNCTAD
	Value	Currency	
	FDI by sector	Number and currency	
	Outflows	Number and value of investment	Your IPA and other IPAs, UNCTAD

# Investment



**Investment Promotion**

# Trade Regime

Issue	Measure	Unit	Sources of data
Trade regime	1. Nominal rates of protection	Percentage tariff rates by main categories	World Bank, WTO, APEC at <a href="http://www.apectariff.org">www.apectariff.org</a>
	2. Effective rates of protection	Percentage (protection offered to local value added)	World Bank (country reports)
	3. Shares of trade (exports plus imports) in GDP	Percentages	World Bank World Development Indicators

# Trade Regime

<a href="http://www.apectariff.org">www.apectariff.org</a>		.1	
		.2	
		.3	

**Investment Promotion**

## Trade Competitiveness

Issue	Measure	Unit	Sources of data
Competitive performance	Export growth and world market shares, for country, product, and technological levels. Changes in shares over time. Ability to shift from stagnant to dynamic export products	Percentages	UNIDO, Industrial Development Report 2002/2003, at <a href="http://www.unido.org/idr">www.unido.org/idr</a> . International Trade Centre, at <a href="http://www.intracen.org">www.intracen.org</a> . Calculations from UN Comtrade database or from its published Annual Trade Statistics.

<p><b>UNIDO</b></p> <p><a href="http://www.unido.org/idr">www.unido.org/idr</a> .</p> <p><a href="http://www.intracen.org">www.intracen.org</a> .</p>			

## Physical Infrastructure / Information Communication Technology (ICT)

Issue	Measure	Unit	Sources of data
ICT infrastructure	Telephones, mobiles, PCs, Internet hosts	Per capita	<ul style="list-style-type: none"> <li>•International Telecommunications Union</li> <li>•UNCTAD</li> <li>•Various industry sources</li> <li>•US National Science Foundation</li> </ul>

## Physical Infrastructure / Information Communication Technology (ICT)

<ul style="list-style-type: none"><li>•</li><li>•</li><li>•</li><li>•</li></ul>			

## Useful Websites for Investment Promoters

- IPANet (comparative country information, commercial guides, information on competing investment locations, 260+ national and subnational IPAs)  
<http://www.ipanet.net>
- FDI Xchange: <http://www.fdxchange.com/index.cfm>
- Foreign Investment Advisory Service: <http://www.fias.net/>
- UNCTAD FDI statistics  
<http://stats.unctad.org/fdi/eng/ReportFolders/Rfview/explorererp.asp>
- UNCTAD World Investment Reports  
<http://www.unctad.org/wir/index.htm>
- UNCTAD Investment Policy Reviews  
<http://www.unctad.org/ipr/>
- UNCTAD FDI statistics:  
[http://r0.unctad.org/en/subsites/dite/fdistats\\_files/fdistats.htm](http://r0.unctad.org/en/subsites/dite/fdistats_files/fdistats.htm)
- UNCTAD Investment Guides:  
<http://www.unctad.org/en/pub/investguide.en.htm>
- ASEAN Foreign Direct Investment statistics 2002:  
<http://www.aseansec.org/14549.htm>
- Site Selection Online: <http://www.siteselection.com/>

### IPANet

- <http://www.ipanet.net>
- FDI Xchange: <http://www.fdxchange.com/index.cfm>
- <http://www.fias.net/>
- <http://stats.unctad.org/fdi/eng/ReportFolders/Rfview/explorererp.asp>
- <http://www.unctad.org/wir/index.htm>
- <http://www.unctad.org/ipr/>
- [http://r0.unctad.org/en/subsites/dite/fdistats\\_files/fdistats.htm](http://r0.unctad.org/en/subsites/dite/fdistats_files/fdistats.htm)
- <http://www.unctad.org/en/pub/investguide.en.htm>
- <http://www.aseansec.org/14549.htm>
- [http://www.siteselection.com](http://www.siteselection.com/)

## Useful Websites for Investment Promoters

- ASEAN Trade Data: <http://202.154.12.3/trade/> •
- Trade Compass (country commercial guides, product market research, trade statistics) <http://202.154.12.3/trade/> •
- <http://www2.tradecompass.com/partners/ipanet> •
- International Trade Center <http://www2.tradecompass.com/partners/ipanet> •
- <http://www.intracen.org/menus/countries.htm> •
- APEC tariff database <http://www.apectariff.org> •
- National Statistics Offices (several countries): <http://www.apectariff.org> •
- [http://unstats.un.org/unsd/methods/internationallinks/sd\\_natstat.htm](http://unstats.un.org/unsd/methods/internationallinks/sd_natstat.htm) •
- World Trade Organization 2002 Trade Statistics: [http://unstats.un.org/unsd/methods/internationallinks/sd\\_natstat.htm](http://unstats.un.org/unsd/methods/internationallinks/sd_natstat.htm) •
- [http://www.wto.org/english/res\\_e/statis\\_e/its2002\\_e/its02\\_bysubject\\_e.htm](http://www.wto.org/english/res_e/statis_e/its2002_e/its02_bysubject_e.htm) •
- UNIDO Industrial Development Report 2002-03 [http://www.wto.org/english/res\\_e/statis\\_e/its2002\\_e/its02\\_bysubject\\_e.htm](http://www.wto.org/english/res_e/statis_e/its2002_e/its02_bysubject_e.htm) •
- [www.unido.org/idr](http://www.unido.org/idr) •
- World Economic Forum (competitiveness) [www.unido.org/idr](http://www.unido.org/idr) - •
- <http://www.wef.org> •
- Heritage Foundation (competitiveness indicators) <http://www.wef.org> •
- <http://www.heritage.org/research/features/index/index.html> •
- Heritage Foundation <http://www.heritage.org/research/features/index/index.html> •

## Some Key Points about Databases

- Database development is a dynamic, ongoing process...
  - Requires continuous additions to the content
  - Maintenance and updating
- Some categories require specific surveys and studies to obtain the requisite data.
  - i.e., Benchmarking exercises for target industries
- Content should be selective and with a clear rationale for inclusion.
  - It should not become a dumping ground for every file/document obtained.

## Database Set Up

- Assign project team and leader.
- Develop the plan for the database (i.e., content, search functions, etc.).
- Determine index server platform for database (Windows, phpMySearch, etc.).
- Set up necessary hardware and administrative controls.
- Create folders (categories in the database); place files in the folders; index the files.

PHP

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- Recruit (or outsource to) a competent website manager who can handle all aspects of managing and updating the website.
- Back up all directories on the web server in case of a system crash or other type of failure.
- Appoint one person along with an alternate who will be responsible for the uploading of documents into the proper categories.

- Maintain a catalogue system for all documents uploaded.
  - The catalogue should record the document filename, type, location, source, etc.
  - The reason for this is to make quarterly reviews much easier for database updating and clean-up. These reviews should update all information, remove old data and files, etc.
- All HTML files containing links to other web sites should be verified and updated if necessary during the quarterly reviews, as occasionally the URL for a particular web site changes.

HTML

URL

## Dissemination Strategy

- Ideally, the database would be available to other agencies/ministries & even the private sector, although the primary purpose is to support your location's investment promotion activities.
- Helps to establish your location as the premier source of investment and other vital information.
- To get other agencies/ministries to use it and contribute, need to create awareness among them about the database.

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- After launch, notify other ministries/agencies about database.
  - Objectives, content, how to use it, contact person, etc.
- Periodically disseminate selected new data and indicators to appropriate ministries/agencies.
  - Send only relevant and important documents/data.
  - Type(s) of document/data may vary from agency to agency.
  - Generate continued interest in database.

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- Provide specific ideas to each network partner about the role(s) it can serve in the database. •
- Disseminate key indicators/data to other investment agencies. •
  - Increase international collaboration.
  - Acquire useful data & benchmarks from other agencies.

## Part 6. Prerequisites for successful investment missions and investment forums

## What are Investment Missions?

- Well-prepared and executed investment missions present opportunities to win new investment for your location which would not otherwise have been created.
- They are amongst the most effective as well as expensive forms of investment promotion.

# Types of Investment Missions

- Outward missions (road shows):
  - Representatives of the IPA, other key government agencies, and private sector travel outward to other countries promoting your location to interested or potentially interested foreign investors.
  - The outward mission usually forms an important part of an aggressive investment promotion strategy.
- Inward missions:
  - Receiving foreign firms/investors into your location.
  - Foreign companies' representatives travel to your location to meet with IPA officials, other government agencies, potential joint venture (JV) partners, companies owned by fellow nationals, and the business community.

road shows

JV

Outward Missions Procedures Manual

- Based on "Outward Missions Procedures Manual," Capacity Building for Investment Generation in GIPC and GFZB
- Under Ghana Trade and Investment Gateway Project

- Types of road shows:
  - General mission: presenting overall “package” of what your location offers.
    - Useful for image building.
    - Typically not as effective.
  - Sector-specific mission: Focusing on (a) specific sector(s).
    - Intended for generating investments.
    - More effective, especially if there is a sub-sectoral focus.
- Impact of roadshows is usually lead-generation, not firm commitments.

# Preparing the Road Show

- The key to successful preparation is methodical desk research, internet research, and imaginative accessing of the formal and informal networks available in the target countries.
- Should use similar techniques as those used in investor targeting.
  - Good preparations are essential to avoid wasting time on companies that are not a good “fit” for your location.
- The initial approach: send a fax to the selected companies for an appointment (visit by the IPA team). This enables the first contact to be sent on IPA/government letterhead.
  - Limit the fax to one page.
  - Address the executive by name (calling the target company’s switchboard first if you do not know it, are unsure of the spelling, or the person’s title.
  - Offer to call back instead of expecting a reply fax.
  - Make follow-up call within 48 hours.

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➤ Based on “Outward Missions Procedures Manual,” Capacity Building for Investment Generation in GIPC and GFZB Under Ghana Trade and Investment Gateway Project

## Preparing the Road Show (continued)

- A road show with a target of 12-16 meetings may involve a few hundred calls being made.
- Encountering an executive's voice mail:
  - The secret is to have prepared the voice mail message before dialing. This enables the caller to make an effective statement of why it is going to be to the company's potential interest to hear what your IPA has to say. Make it sound natural, though.
  - Offer to call again or request a fax or e-mail from the executive.

Outward Missions Procedures Manual



- Based on "Outward Missions Procedures Manual," Capacity Building for Investment Generation in GIPC and GFZB Under Ghana Trade and Investment Gateway Project

- Create a contact database for the outward mission which provides the relevant information about the company:
  - Contact name
  - Telephone number, fax, email address
  - Action 1 (date first fax sent)
  - Action 2 (date of follow-up call)
  - Outcome of calls
  - Initials of the officer/logistics consultant making the contact

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## The Planning Phase

- Any Outward Mission needs a Mission Leader and a Mission Coordinator.
- A typical Outward Mission team will consist of 4-6 members. For example, a Team Leader (from the IPA), a Team Coordinator (from IPA), a representative from another (relevant) government agency, an embassy official, and, if necessary, a local coordinator in that country.

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## What to Bring?

- Extra business cards.
- Sufficient stock of promotion materials.
- Sector-specific information relevant to the companies you will meet.
- Lists of major companies in your location.
- Reasons why your location is best for the companies you are visiting.
- Cost data on wages, utilities, land and buildings, etc.

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- IPA has a choice of formal presentation (PowerPoint slides) or conducting a dialogue with the company. Advantages and disadvantages of both.
- Assume the meeting will last 45-60 minutes.
- Limit the presentation about your location and agency to a maximum of 25 minutes.
  - General information about your location.
  - Roles of your IPA.
  - Roles of other key agencies involved in investment promotion or business.

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## The Presentation in a Road Show (continued)

- When you are not sure how to answer a point, say “that’s a very interesting question. Let’s come back to it at the end of the presentation.” This will give you and the other members of the roadshow team time to work out how to respond.
- If, on the other hand, you and other team members don’t know the answer to a factual question, admit it right away and tell the executive you will have to let him/her know the answer by e-mail or fax.
- Ensure that you come away from the meeting with at least the following:
  - An understanding of the company’s business strategy in relation to Middle East.
  - A “hook” - that is, a reason or excuse for your IPA to contact the company in the future (e.g., providing added information, possible site visit, etc.)

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## Post-Road Show Activities

- Send thank you note to companies.
- Ensure that all the promised additional information is sent to the companies that asked for it.
  - If the information request will take time, be sure to send back a note informing the executive that it is being gathered and give an approximate time for when it will be sent.
- Review other specific action points for each of the companies met.

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- A well-prepared road show to an existing source of investment should normally lead to 2 or more return visits by companies, provided the follow-up is effective.
- For a new source market, the results may be less or not immediately apparent.

# Investment Forums

- Key objectives in hosting an investment forum:
  - To generate leads and eventually actual investments.
  - To direct investors to specific opportunities in your location. Unlike investment/trade fairs, which are normally very general.
- Can be held in your location or abroad.
- Organized by the IPA or an event managing company.
- Require huge amounts of careful planning.
  - A poorly organized investment forum can actually do more damage than benefits.

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# Planning an Investment Forum

- Similar steps to investor targeting and road shows.
- Focused, sectoral forums are more effective.
- Requires the development of professional-looking project profiles in each sector (prepared by the IPA and the domestic partners).
- Getting the right audience is critical.
  - Decision makers from companies that have an interest in your location. Otherwise, you have “rent-a-crowd”.
- Select credible speakers who can make quality presentations and say positive things about your location.
  - Ensure that their presentations are focused and relevant.
  - Representatives from high-profile companies in your location are effective.

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## Planning an Investment Forum (continued)

- Get ministers involved in the forum.
  - Demonstrates strong commitment from the government.
- Prepare a proper public relations plan for before and after the forum. Have press releases and press kits.
- Arrange small meeting rooms for one-to-one meetings between IPA officers and prospective investors.
  - To give investors a chance to discuss their interests or projects and to **secure leads**).
- Plan on following up with participants.
  - A forum is not effective if the IPA doesn't follow up afterwards.

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**Thank you!**

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