



Regional Workshop on Strategic Marketing

8-9 October 2003
Dubai, United Arab Emirates

Programme

This workshop is sponsored by



Plant Location International

Day 1
Wednesday, 8 October 2003

09:00-09:30 **Opening Ceremony**

- Words of welcome by Mr. Salem Bin Dasmal, Deputy Director General, Dubai Development and Investment Authority (DDIA)
- Brief remarks by Mr. Roel Spee, Director, IBM –Plant Location International– (IBM-PLI)
- Words of thanks on behalf of WAIPA by Mrs. Haleh Daneshvar Alavi, Senior Officer, Organization for Investment, Economic and Technical Assistance of Iran (OIETAI)

09:30-10:45 **Introduction**

Objective: **To set the overall stage for the workshop**

- Present the workshop objectives and outline
- Present the "Strategic Marketing" concept

Coffee Break (10:45 – 11:00)

11:00-12:45 **Module 1: The Demand-Side Approach in the Investment Promotion Strategy**

Objective: **To understand the importance of investors' viewpoint as a basis for fulfilling the investors' needs.**

- The dynamics of the overall FDI Market in the Arab countries
- Understanding the TNCs decision-making process for strategic marketing
- The objectives of the IPA: pro-active and reactive investment promotion, internal marketing

Lunch Break (12:45 – 13:45)

13:45-14:30 **Group Exercise 1: Understanding Investor's Location Decision-Making**

Objective: **To challenge participants about their level of understanding of investor's behaviour by raising issues that will be answered in groups and presented afterwards to the audience.**

14:30-16:00 **Module 2: Designing the Marketing Strategy**

Objective: **To create awareness of all different elements, which need to be considered when designing a pro-active marketing strategy.**

- Key elements to be considered: Target: sector/subsector, type of investment, business activities and source countries
- Location as a product: The competitive positioning of the location
- IPA resource allocation strategy

Coffee Break (16:00 – 16:15)

16:15-17:30 **Group Exercise 2: Defining the Marketing Plan of Country X**

Objective: **Participants will take decisions on the following issues:**

- Which sectors to target, which source countries to focus on
- Defining simple, measurable and realistic objectives

Participants will be provided with information on recent FDI trends and competitive positioning of a country. Expected outcome would be one or two paragraphs where participants describe the vision of marketing strategy for country X for the next 5 years.

18:00 ***Welcome Reception at the Emirates Towers Hotel offered by the Dubai Development and Investment Authority (DDIA)***

Day 2
Thursday, 9 October 2003

09:00-9:15 **Revision of Day 1**

09:15-10:45 **Module 3: Implementing the Marketing Strategy:**

Objective: **To review and evaluate different marketing tools to be used in the implementation of a marketing strategy and to identify good and bad practices in sales-related activities**

- Traditional marketing tools (Public relations, advertising...)
- The high potential of the websites
- Non-core marketing tools (during interactions with prospects, "Happy Investors")
- Marketing tools in lead generation: Identifying unique selling points, aftercare as a tool
- Evaluation of marketing tools
- The sales approach
- Promoting the country vs promoting the IPA's services

Coffee Break (10:45 – 11:00)

11:00-12:30 **Group Exercise 3: Selling Your Location**

Objective: **Participants will prepare in groups and to present their sales pitch to a hypothetical investor based on information that will be provided to them as input**

Lunch Break (12:30 – 13:30)

13:30-14:00 **Module 4: Implementing the Marketing Strategy : The Overseas Strategy**

Objective: **To evaluate the various possibilities of an IPA's overseas presence**

- Different types of overseas presence (structure, location, staffing, etc.)
- Case Study: Sector-based overseas presence
- Group discussion and feedback

14:00-15:00 **Group Exercise 4: Designing the IPA's Overseas Strategy**

Objective: **Participants will have to decide on their overseas strategy given the marketing plan developed the day before and resources constraints that will be provided to them as input.**

15:00-15:45 **UNCTAD's Investment Compass (Part I)**

Objective: **To examine the methodology of the Compass, its different areas and indicators. To review possible benchmarking tax variables and incentives**

15:45-16:30 **UNCTAD's Investment Compass (Part II): Interactive Session**

Objective **To show how IPA professionals can benefit from the Investment Compass**

Coffee Break (16:30 – 16:45)

16:30-17:00 **Workshop Wrap-Up and Evaluation**

17:00-17:30 **Closing Ceremony and Award of Certificates**

- Representatives of DDIA, IBM –PLI- and WAIPA make closing remarks
- Distribution of certificates

Bionotes

Mr. Roel Spee

Director, IBM-Plant Location International

Mr. Spee is Director at IBM-Plant Location International with 16 years of location consulting experience. He has assisted a large number of multinational companies in a broad range of industries with their location decisions for international expansion and consolidation projects. Based on this experience he also assists investment promotion agencies around the world with improving their marketing strategies as well as the business environment in order to attract new foreign direct investment. His client list includes companies such as ABN-AMRO, AlliedSignal, American Express, Amgen, Bayer, BF Goodrich, Caterpillar, Compaq, Daikin, Dow Chemical, Ericsson, Ford, Gillette, Hoogovens Steel, IBM, JVC, Mattel, Medtronic, National Instruments, Netscape, Parker Hannifin, Procter & Gamble, Rohm & Haas, Samsung, Siemens, Sony, Sun Microsystems, Telxon, Toyota, Tyco Toys, Voest-Alpine, Westvaco. Based on his broad experience with international companies' location behavior, Mr. Spee has developed considerable experience in working with economic development and investment promotion agencies in Europe, Asia-Pacific and the Americas.

Mrs. Amaya Manrique

Senior Consultant, IBM-Plant Location International

Mrs. Manrique has developed most of her professional career within Plant Location International (now part of IBM Business Consulting Services). As a location consultant she has been involved in a range of strategic location studies for major corporate clients, covering investment projects both in the manufacturing and in the service sectors. She has gained experience in location analysis covering all different geographical areas (Americas, Asia-Pacific, Eastern and Western Europe, Africa). Some of her clients include Astrazeneca, Citibank, Diageo, Gillette, Ingersoll Rand, Sony, Sun Microsystems and Tenneco Automotive. As a result of this expertise Manrique has also advised a wide range of Investment Promotion Agencies in strategic assignments with a focus on international investment and economic development. She has particular expertise in FDI market analysis, competitiveness benchmarking and marketing & promotion strategies. She has worked for agencies such as CINDE, Costa Rica's IPA, Enterprise Ireland, Le Havre Development, Malawi Investment Promotion Agency, Maryland DBED, Montreal International, and Welsh Development Agency.

Mrs. Fiorina Mugione

Economic Affairs Officer

Economist with MBA in international trade has more than ten years experience in international organizations, but also had the opportunity to work in the private sector at the international level in marketing and export management functions. Worked primarily in the areas of research and analysis in investment and development issues at ESCAP, OECD and UNCTAD. In charge of investment policy reviews at UNCTAD since 1996, earned concrete experience in policy analysis and programme management (Egypt, Ecuador, Peru, Ghana, Colombia). Published a number of articles in international journals and contributed chapters to different economic publications.

Mr. Sharafat Ahmad

Consultant

Analyst with an MSc in Environmental Assessment has worked in the private sector and in international organizations in international market analysis and project management functions. He worked mainly in research and analysis projects in ICT for ILO (World Employment Report), CPGMarket.com (Internet alliances), ITC (e-procurement) and is presently managing the Investment Compass in UNCTAD. Sharafat has previously worked as consultant in corporate environmental analysis and international market intelligence.