

INVESTMENT PROMOTION

BUSINESS SWEDEN
Francisca Herodes & Asli Sungur

Dalarna March 26, 2018

AGENDA 26 MARS, 2018

▶ Start 10.00

- ▶ Check in
- ▶ Dalarna intro
- ▶ Business Sweden update och resultat 2017
- ▶ Value Propositions presentationer och feed back

▶ 12.00- 12.30 Lunch

- ▶ Value Propositions presentationer och feed back
- ▶ Mobilisering kommun, region och övriga- redovisa tankar och diskussion
- ▶ Check-ut

▶ 14.30 Avslutning



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VAD HAR VI WORKSHOPPAT OM?

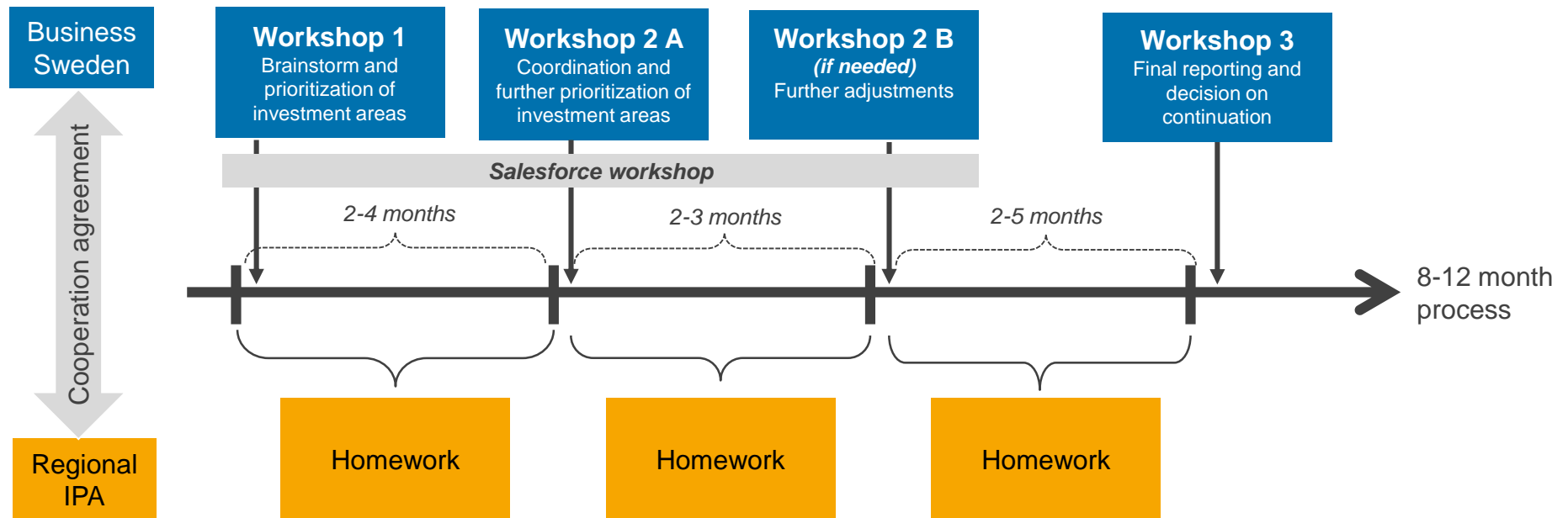


MOT EN INVESTERINGSMOGEN PLATS

**Varför tjänar företaget
mer pengar här än
någon annanstans?**



COMPETENCE ENHANCING ACTIVITIES FOR REGIONAL INVESTMENT PROMOTION AGENCIES - OVERVIEW



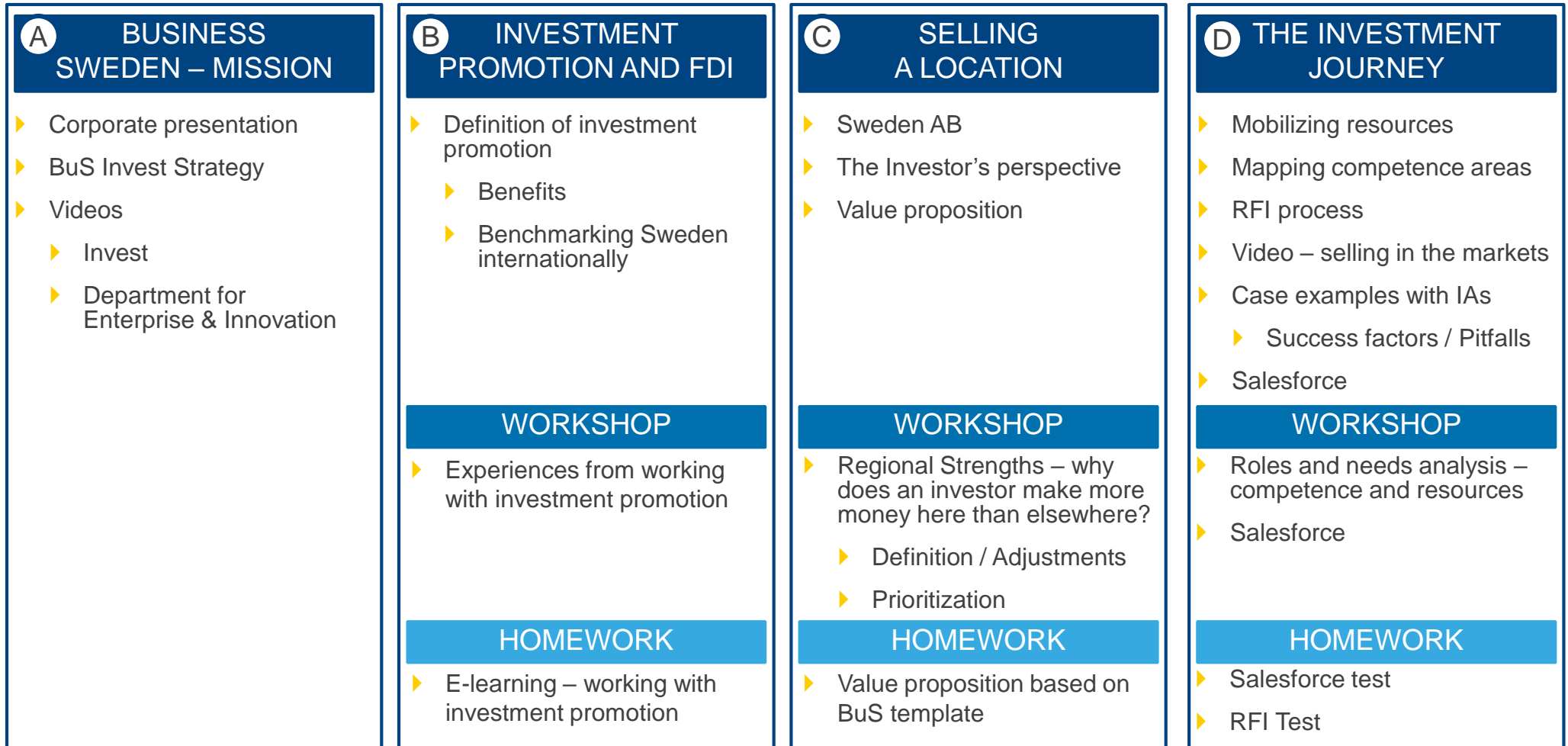
Conditions for workshop process:
Coordinating role in place in the region with responsibility to drive the regional investment promotion and mobilize actors to participate in the process.

Regional and local political anchoring

Regional and local political anchoring

Presentation for regional/local political leadership (if needed)

MODULE CONTENT IN WORKSHOP SERIES



Increasing level of involvement from Investment Advisors



WORKSHOPÖVNINGAR

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MOT EN INVESTERINGSMOGEN PLATS?

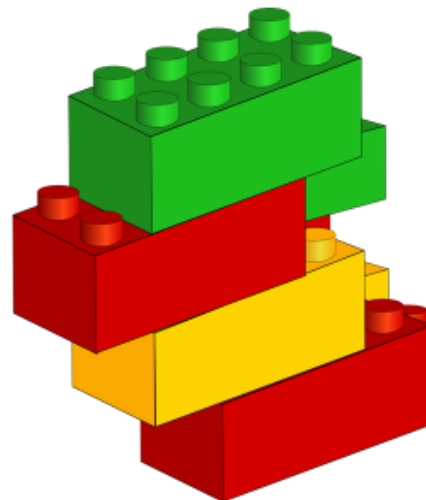
- ▶ Branscher- vilka är de?
- ▶ Resonera kring deras mognadsgrad
- ▶ Har de tillväxtpotential?
- ▶ Vad driver tillväxt i dessa branscher?
- ▶ Finns det överskridande frågor i regionerna som är viktiga för att branscherna ska få tillväxt?
- ▶ Vilka kluster finns?
- ▶ Finns branscher som har potential att bilda kluster
- ▶ Identifiera vad som saknas ?
- ▶ Lista alla aktörer som jobbar med tillväxtfrågorna på platsen: kommun, region, aktörer, företag mfl....)
- ▶ Är de arbetsformerna vi har idag främjande för tillväxten?

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GRUPPÖVNING 2

- ▶ Saknas något område?
- ▶ Ska något tas bort?
- ▶ Förstår man vad som menas med respektive område? (Investerarens glasögon på!)
- ▶ Förändringar och eventuella grupperingar/omgrupperingar?



GRUPPÖVNING 1: KARTLÄGGNING AV PLATSEN

- ▶ Definiera en potentiell investerare – vilka behov har investeraren?
- ▶ Vilket/vilka behov hos investerare kan er plats fylla?
- ▶ 20 min, sedan återsamling



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GRUPPÖVNING 3: PRIORITERA!

Var och en får
fördela
3 pinnar var!



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UPPGIFT: KOMMUNENS/AKTÖRER I REGIONENS OLIKA ROLLER - VEM/HUR? – ERFARENHETER OCH FRAMÅT?

Planering

- ▶ Ansvar för att ta fram leveransklara siter?
- ▶ Snabb hantering av kommunala processer?
- ▶ Resurser för att utveckla infrastruktur?

Marknadsföring

- ▶ Äga och ansvara kommunens/regionens helhetserbjudande?
- ▶ Samverkan med externa aktörer?
- ▶ Det kommunala/regionala erbjudandet inklusive etableringsservice?

**VAD FUNKAR IDAG?
VAD BEHÖVER FÖRBÄTTRAS?**

För

- ▶ Skriva avtal?
- ▶ Ansvar att leverera?
- ▶ Kontaktyta med kunden?

kunden

- ▶ Övrig service till kunden?
- ▶ Vårda för eventuell expansion?

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RESULTS 2017 AND FORWARD



TARGETING LEADING COMPANIES IN KEY AREAS

SCIENCE & TECHNOLOGY DRIVEN

- ▶ ICT
- ▶ Life Science
- ▶ Tech scale-ups and VC



RESOURCE DRIVEN

- ▶ Data Centers
- ▶ Automotive / e-mobility
- ▶ Materials
- ▶ Manufacturing

MARKET DRIVEN

- ▶ Infrastructure & Construction
- ▶ R/etail

Intersecting opportunities:
Health Tech
Smart & Autonomous Vehicles
New Materials
Smart Industry

GREAT ACHIEVEMENTS 2017 – 29 HIGH QUALITY INVESTMENTS

SCIENCE &
TECHNOLOGY DRIVEN

9 HQI



RESOURCE DRIVEN

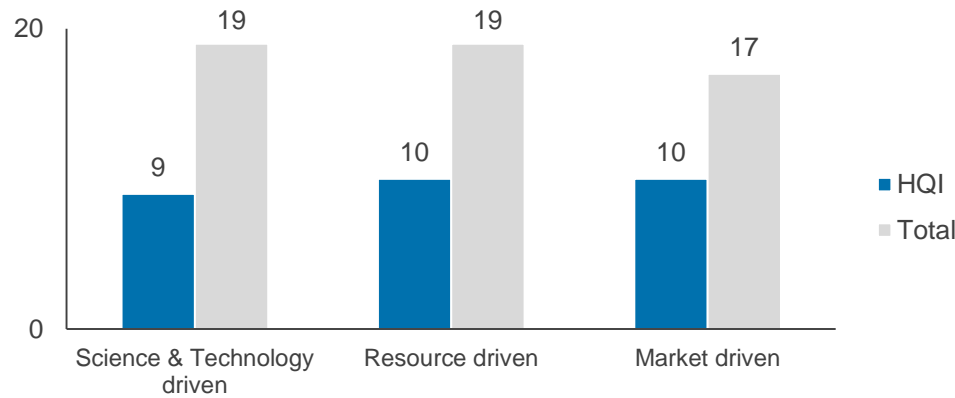
10 HQI

MARKET DRIVEN

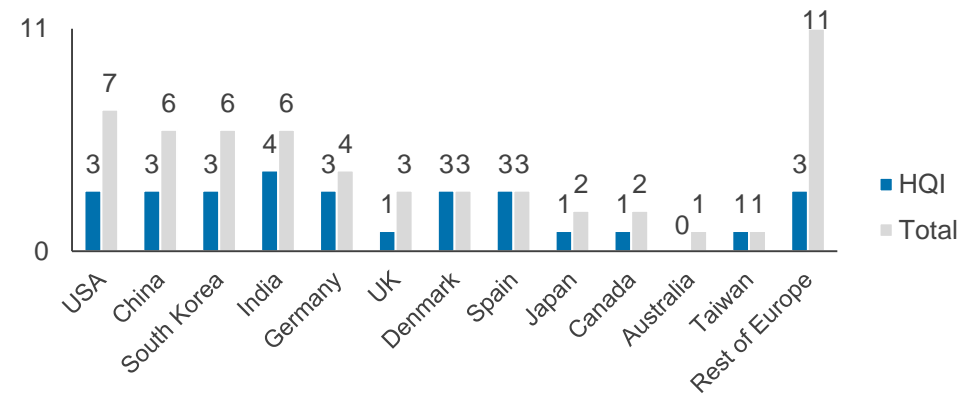
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29 HIGH QUALITY INVESTMENTS AND 55 INVESTMENTS IN TOTAL DURING 2017

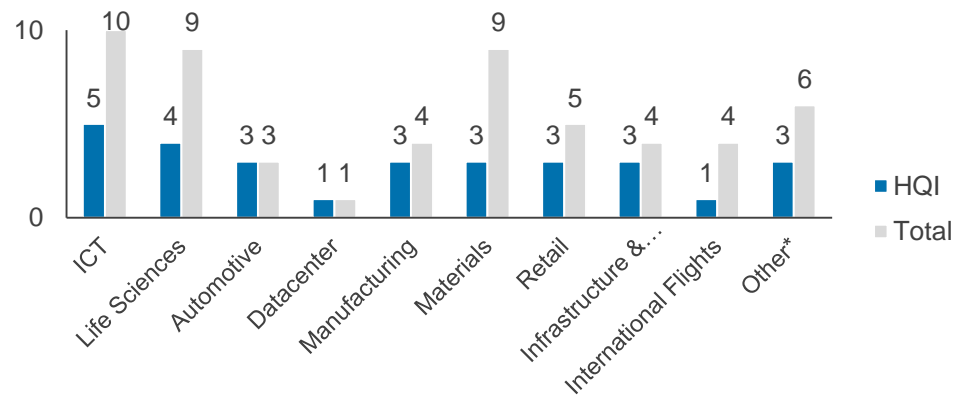
WON INVESTMENTS PER TEAM



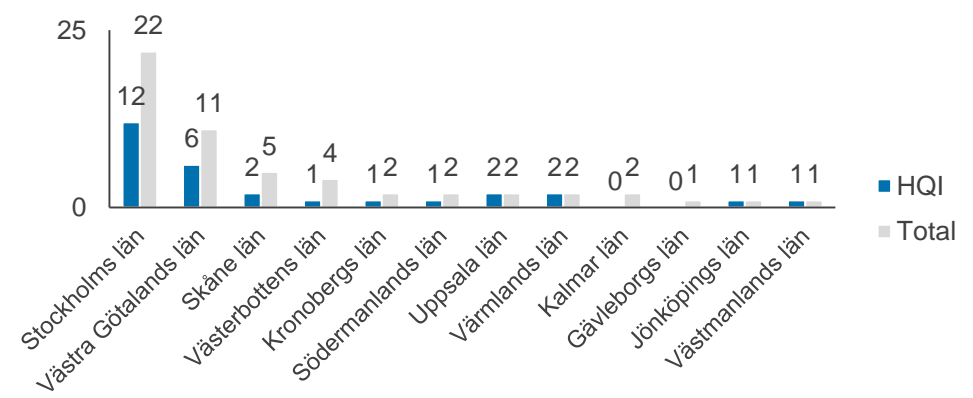
WON INVESTMENTS PER COUNTRY OF ORIGIN



WON INVESTMENTS PER INVESTMENT AREA



WON INVESTMENTS PER ESTABLISHMENT REGION





GREAT ACHIEVEMENTS 2017 – 29 HIGH QUALITY INVESTMENTS

SCIENCE & TECHNOLOGY DRIVEN

HCL Technologies

Global Center of Excellence for Mainframe tech in Gothenburg

RESOURCE DRIVEN

Amazon Web Services

Nordic data center region in Mälardalen

Geely

Innovation Centre in Gothenburg

Shanying Paper

Acquiring Nordic Paper

MARKET DRIVEN

Zalando

Distribution Center for the Nordics in Stockholm

Uniqlo

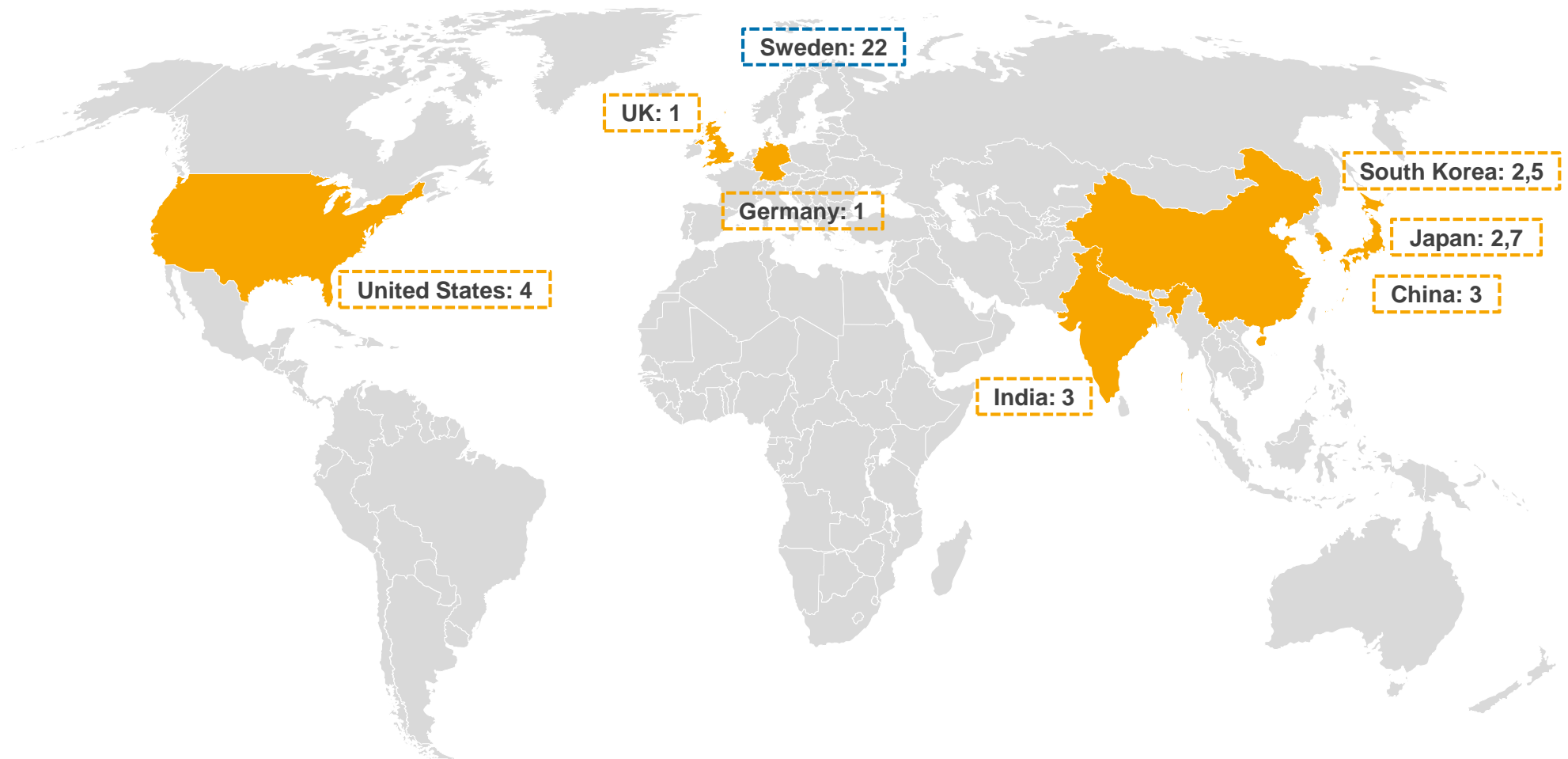
Stockholm Flagship Store





40 FTE'S IN SWEDEN AND 7 PRIORITISED MARKETS

2018 FOCUS



STRATEGIC DIRECTION 2018 – 2020

INVESTMENT PROMOTION

Strategic objective 2020

Priorities 2018

34 HQI 2018

1. We attract high quality investments (HQI) in vital areas for Sweden

KPI: 50 HQI's per year in 2020

1. Enhance Impact
 - ▶ High Potential Investments (HPIs)
2. Elevate Invest

2. We are a world class partner of choice for international companies as they explore to invest and expand in Sweden

KPIs: CSI >90%, international IPA benchmark

3. Marketing & sales excellence – www, packaged solutions, insight articles
4. Digital service offering

3. We lead a structured approach for investment promotion in Sweden and globally for Sweden

5. Cooperation
 - ▶ Regions, Embassies/Trade Org's, Team Sweden Invest (RISE, Node Pole, SISP, Swedish Institute)
6. FDI intelligence and government relations

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CREATION OF VALUE PROPOSITIONS

Invest



AFFÄRSMÖJLIGHET, MÅLGRUPP OCH SÄLJPITCH ÄR AVGÖRANDE VID UTVECKLING AV VÄRDEERBJUDANDET

ATT BESVARAS AV REGIONEN INNAN PROJEKTSTART

Affärsmöjlighet

- Vad är det som gör erbjudandet till en affärsmöjlighet? Finns det ett genuint **affärscase**?
- Sätt Sverige i ett internationellt perspektiv, hur ser **konkurrensen** ut? Är möjligheten lika **unik** i detta perspektiv?
- Underbygg möjligheten med **fakta** (statistik, studier, rapporter, kundcase)
- **Vilka delar av regionen har det bästa erbjudandet?** Tänk kluster, kompetens, partner

Målgrupp

- Vilken är målgruppen?
 - Finns det **fler än en målgrupp**? Rikta erbjudandet därefter
- Vad är deras **förväntansgrad**?
 - Är de välinformerade och upptagna eller saknar de kunskap? Undvik lättillgänglig fakta och fokusera på att rikta erbjudandet till målgruppen

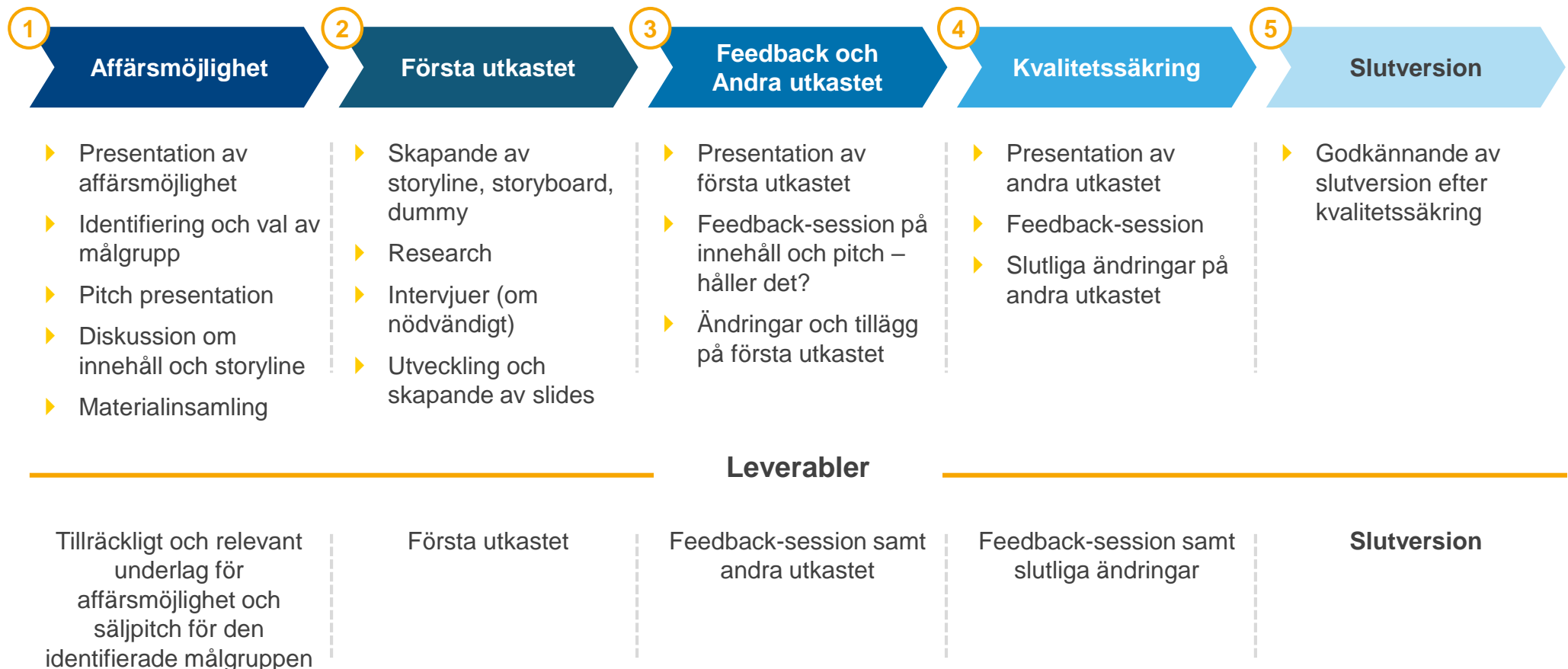
Säljpitch

- Hur säljer man affärsmöjligheten till målgruppen?
 - Tänk **storytelling**, följ en **röd tråd för att kommunicera budskapet** från början till slut
- Finns det **vittnesmål från tidigare kunder** som kan stärka värdeerbjudandet?
 - Tänk på sk. "one-liners" som fastnar på investerarens näthinna

VÄRDEERBJUDANDETS BUDSKAP BYGGS UPP AV OLIKA KOMPONENTER SOM FÖLJER EN RÖD TRÅD



EN FEMSTEGSPROCESS REKOMMENDERAS VID UTVECKLING AV VÄRDEERBJUDANDET



ETT TÄTT SAMARBETE MELLAN INBLANDADE PARTER ÄR ETT KRAV FÖR EN FÖLJSAM PROCESS

FÖRSLAG PÅ INNEHÅLL I ETT VÄRDEERBJUDANDE – ANPASSAS EFTER MÅLGRUPP(ER)

- ▶ Industriell överblick
 - ▶ Expertisområden (tänk “less is more”)
 - ▶ Regionala kluster och kompetens
 - ▶ Existerande konkurrens / företagsnärvaro (både inhemsk och internationell)
- ▶ Industriinitiativ och regionala incitament
 - ▶ Relevanta myndigheter, organisationer, partner
 - ▶ Viktiga projekt, efterfrågad kompetens eller strategiska partnerskap
 - ▶ Tillgängliga stipendier eller övriga finansiella incitament
- ▶ Kundcase / Vittnesmål
- ▶ Sammanfattande slide om affärsmöjligheten

Tänk genomgående på hur budskapet lyser igenom underlaget likt en röd tråd så att det är glasklart för investeraren om varför er region är det självklara valet!

JU MER VÄLINFORMERAD MÅLGRUPP, DESTO SNÄVARE VÄRDEERBJUDANDE REKOMMENDERAS

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MOBILISERING



LÄXA: KOMMUNENS/AKTÖRER I REGIONENS OLIKA ROLLER - VEM/HUR? – ERFARENHETER OCH FRAMÅT?

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Marknadsföring

- ▶ Äga och ansvara kommunens/regionens helhetserbjudande?
- ▶ Samverkan med externa aktörer?
- ▶ Det kommunala/regionala erbjudandet inklusive etableringsservice?
- ▶ Ta emot företag som gör besök?

Försäljning

- ▶ Skriva avtal?
- ▶ Ansvar att leverera?
- ▶ Kontaktyta med kunden?

Implementera och vårda kunden

- ▶ Övrig service till kunden?
- ▶ Vårda för eventuell expansion?

VAD FUNKAR IDAG?

VAD BEHÖVER FÖRBÄTTRAS?

Diskutera med kollegor/relevant personal på din kommun!

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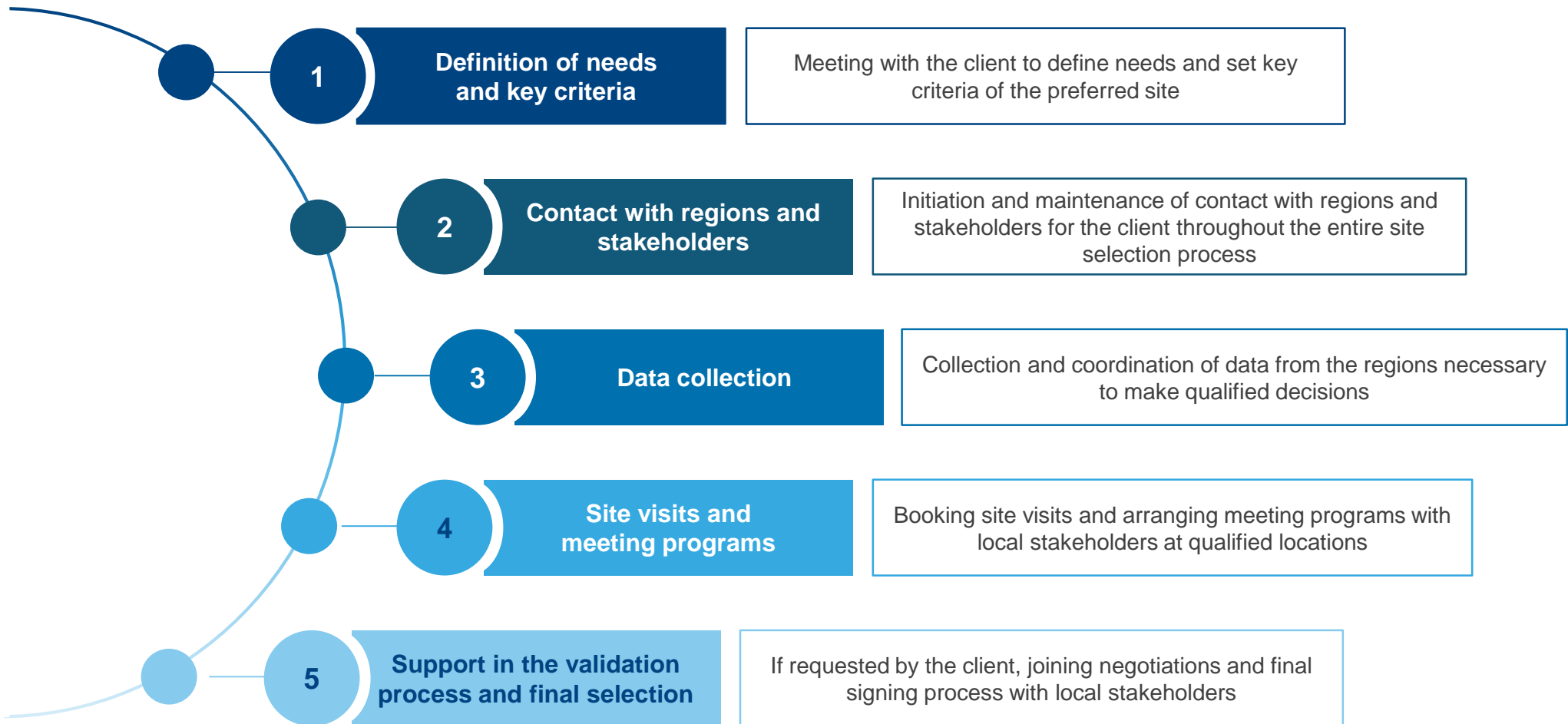


SITE SELECTION SWEDEN

HOW BUSINESS SWEDEN CAN SUPPORT YOU IN FINDING THE RIGHT LOCATION

Business Sweden

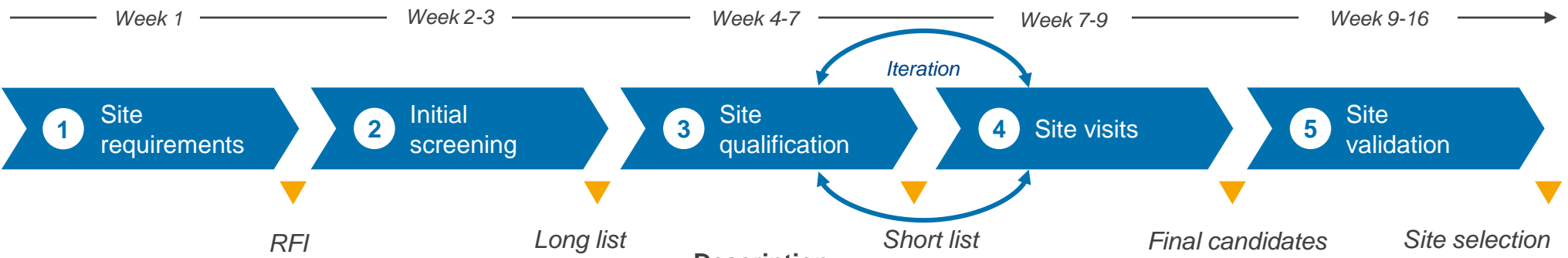
BUSINESS SWEDEN'S SITE SELECTION SERVICE OFFERS A VARIETY OF BENEFITS TO CLIENTS



OUR SUPPORT AND LOCAL NETWORKS SHORTEN THE CLIENT'S TIME TO MARKET

A FIVE STEP APPROACH IS USED FOR SITE LOCATION AND QUALIFICATION, FINALIZED BY SITE SELECTION

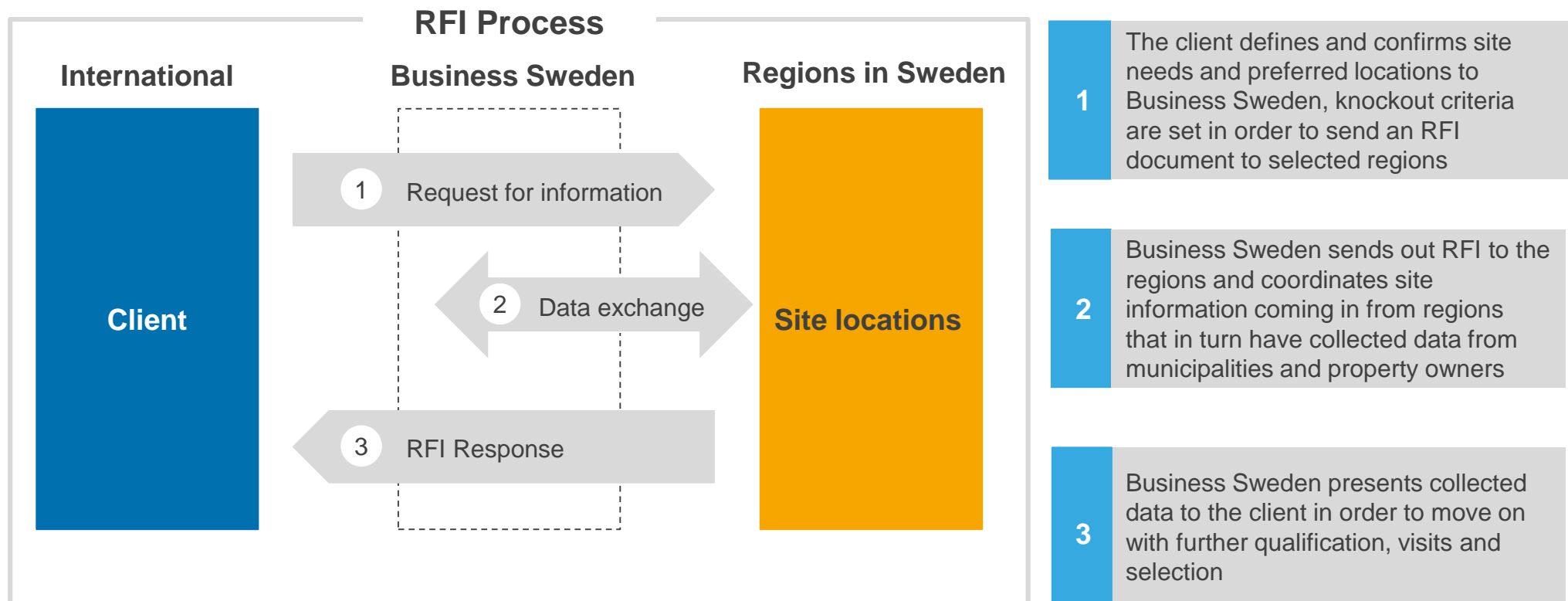
Estimated timeframe



	RFI	Long list	Description	Short list	Final candidates	Site selection
	<ul style="list-style-type: none"> • First meeting with client to define and confirm site needs and preferred locations • Knockout criteria formulated • Initial reach out to regions 	<ul style="list-style-type: none"> • RFI document sent to preferred regions • BuS coordinates the data collection process • Initial long list screened based on knockout criteria 	<ul style="list-style-type: none"> • Meeting with client to go through RFI documents and long list • Gathering of additional information needed 	<ul style="list-style-type: none"> • Performing first site visits • Meetings with regions/municipalities and property owners • Gathering of additional information • Further ranking of short listed sites 	<ul style="list-style-type: none"> • Follow up site visits • Meetings with stakeholders and property owners • Negotiations initiated • Additional information gathered 	
	<ul style="list-style-type: none"> • Mapping of preferred regions/areas • Regional network grouped • RFI document 	<ul style="list-style-type: none"> • Long list of locations • Site location map 	<ul style="list-style-type: none"> • Short list for further screening • Selection of preferred sites for first location visits 	<ul style="list-style-type: none"> • First site visits • Stakeholder meetings • List of final candidates 	<ul style="list-style-type: none"> • Site selection • Site purchase 	
			Deliverables			



BUSINESS SWEDEN SUPPORTS THE CLIENT DURING THE RFI PROCESS WITH DATA COLLECTION



AT THE END OF THE RFI PROCESS, THE CLIENT WILL BE ABLE TO ANALYZE COMPARABLE DATA FOR THE SITE LOCATIONS



THE RFI DOCUMENT IS DEVELOPED BASED ON KEY CRITERIA DEFINED DURING PROJECT KICKOFF

REQUEST FOR INFORMATION

Establishment of production unit and storage

General site information

To be filled in by site owner

Comments

Property name	Specify the name of the property
Property address	Postal address
Municipality	Name of the municipality where the property is located
GPS coordinates	Specify exact GPS coordinates
Property owner	Name of property owner
Contact person	Contact person for the property
Date when property is available	Date from which a property purchasing agreement will be valid
Ground work condition	State if ground works have been done or not
Earliest start date for ground works if it hasn't been done	State earliest start date
Ownership nature of the property owner	Is the ultimate owner of the property public or private
Property purchasing conditions	State availability to purchase, lease, rent etc.
Asking price	(SEK/sqm) If price depends on different factors, please indicate a price
Property size	State property size (square meters)
Property dimensions	Length and width (meters)
Buildable area	Portion of the property that can be used for buildings/parking etc (percent)
Site topography	Specify height variations (meters), rough terrain, flat land etc
Property zoning	Is the property zoned for industrial purposes?
Height restrictions in actual zoning plan	What are the height restrictions of the zoning plan?
Previous use of property	State the previous use of the property (virgin land/previous industry etc.)
Possible extraordinary environmental conditions of the property that may have implications on construction	Eg. sensitive environment, proximity to Natura 2000 area etc
Possible extraordinary restrictions to chemical use	I.e. restrictions above the general industrial zoning
Distance to the closest residential area	[Meters], relevant for noise considerations
List immediate neighbours to the property and the general activity of the neighbours	List by name and activity/ies and if any property is unoccupied

Utilities and logistics

Distance to available access/connection point to water and sewage	I.e., the distance to where connections to water/sewage can be made (meters)
Water and sewage capacity enough for general industrial activity	Yes/No
Distance to available electricity connection point	I.e., the distance to where connections to electricity can be made (meters)
Available capacity at electricity connection point	(Mv)
Line size at connection point	(kV)
Available district heating network	Yes/No
Distance to district heating network (connection point or possible connection point)	I.e., the distance to where connections to district heating can be made (meters)
Does the district heating network have a surplus capacity in heat? If yes, how much?	(kWh)
Distance to main roads from the property	(meters), relevant for noise considerations
Is the connecting road prepared for heavy transportations?	Yes/No
Distance to national road (highway)	(km)
Distance from property to railway access for goods traffic	(km)
Travel time from property to international airport	(hours)

General information

Population in municipality	(in thousands)
Unemployment in municipality	(percent)
Distance from property to technical universities	(km)
University disciplines	State main academic discipline concentration areas

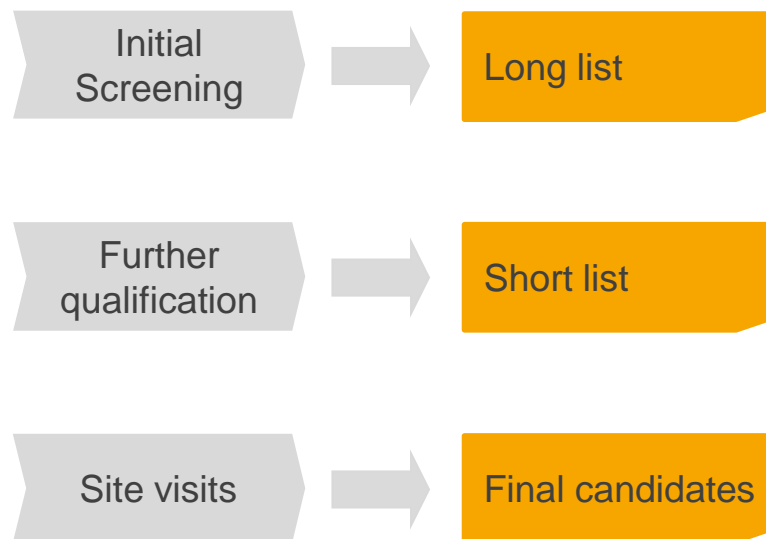
- ▶ The RFI document is created by the client and Business Sweden at the start of the project
- ▶ The **key criteria set the scope of the project** for the Business Sweden site selection team
- ▶ Business Sweden can support the client with non-site specific inquiries as well but may have to allocate other resources within the organization
- ▶ **It is the client's responsibility to ensure that the site criteria is aligned with corporate strategy and management**

IT IS IMPERATIVE THAT THE CLIENT IS AS DETAILED AS POSSIBLE AT THE BEGINNING OF THE PROCESS, ESPECIALLY IF TIME IS LIMITED



THE SCREENING, QUALIFICATION AND SITE VISIT STEPS FURTHER REFINE THE LOCATION CANDIDATES

OVERVIEW OF THE SCREENING, QUALIFICATION AND SITE VISIT STEPS



- ▶ The initial **screening** process leads to a **long list** of candidates based on available site locations and how they check the knockout criteria
- ▶ In the data collection process, further information is added from the regions in addition to knockout criteria, in turn helping the client in the **qualification process**
- ▶ Business Sweden meets with the client to go through the collected RFI results in order to generate the **short list** of site locations that will be visited
- ▶ The first **site visits** are performed where more information is gathered, **meetings** are performed with regions, municipalities, property owners and other stakeholders
- ▶ The outcome of the visits and meetings lead to the list of **final candidates**

SITE VISITS TO THE SHORT LISTED CANDIDATES AND MEETINGS WITH RELEVANT STAKEHOLDERS ARE SET UP FOR THE CLIENT



5

THE FINAL SELECTION PROCESS CONSISTS OF SEVERAL STEPS BEFORE A LOCATION IS SELECTED

OVERVIEW OF THE FINAL SELECTION PROCESS

	Schedule Additional Site Visits and Meetings	Collect Additional Information	Evaluate Site Locations	Select Site Location	Negotiate and Sign	Follow Up with Final Candidates
Business Sweden	✓	✓	✗		✗	✓
Client			✓	✓	✓	
Regions	✗	✗	✗		✗	

▶ Business Sweden

- ▶ Will schedule additional site visits to the final locations as well as meetings with related stakeholders
- ▶ Will collect additional information that will facilitate the decision making process for the client
- ▶ Can assist in the evaluation of final site locations
- ▶ Can participate in the negotiation and signature process phases
- ▶ Will handle the follow up with all the final candidates during the site selection process



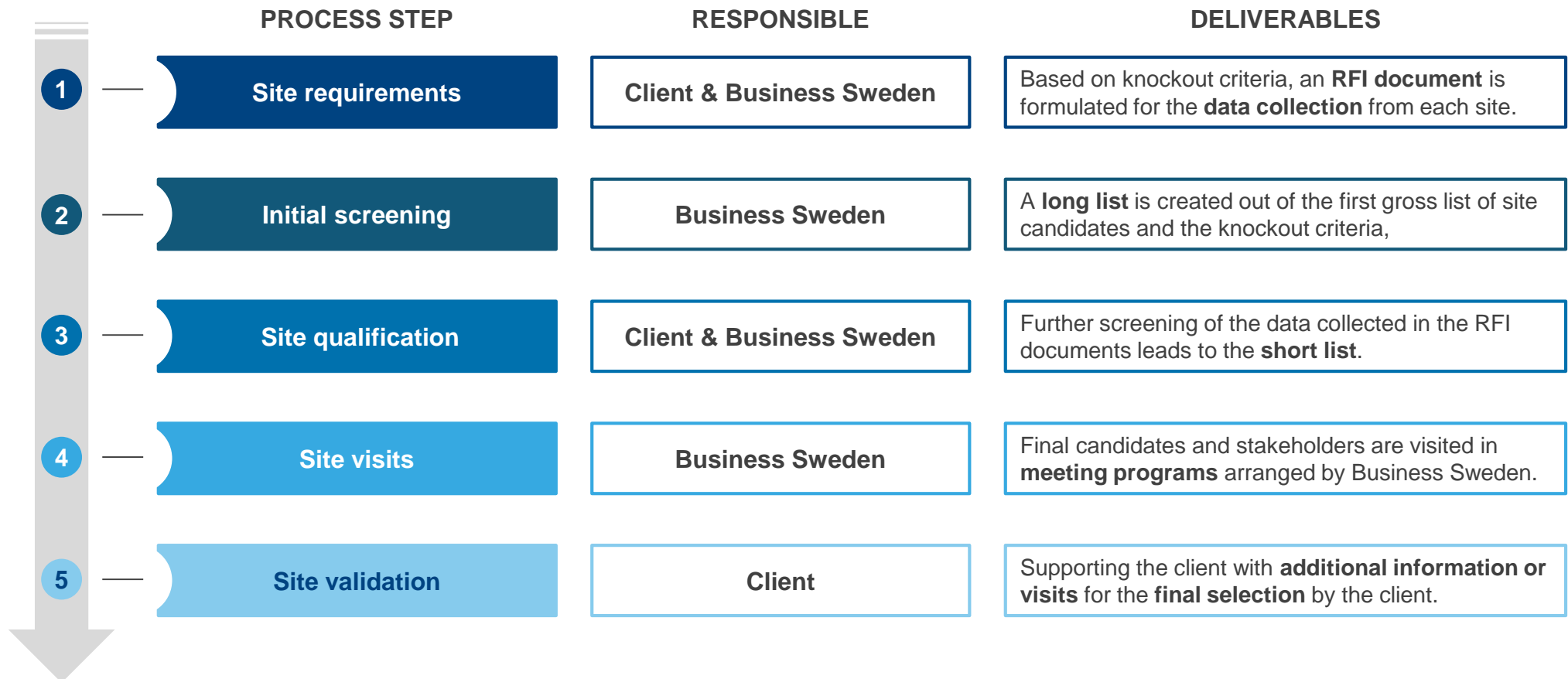
Primary role

Supporting role
if requested

BUSINESS SWEDEN AND THE CLIENT SHARE RESPONSIBILITIES DURING THE SITE SELECTION PROCESS

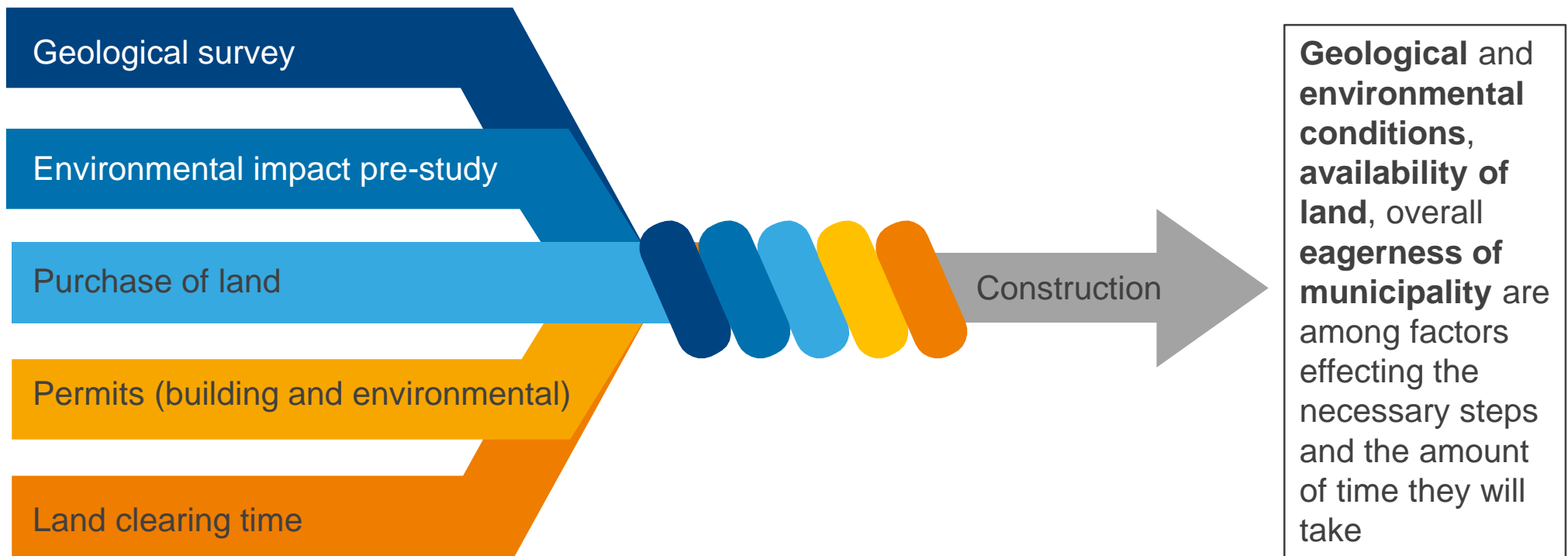


THE CLIENT WILL RECEIVE SEVERAL DELIVERABLES THROUGHOUT THE ENTIRE SELECTION PROCESS



BUSINESS SWEDEN WILL SUPPORT THROUGHOUT THE PROCESS AND MANAGE ALL CONTACTS WITH STAKEHOLDERS

THERE ARE A NUMBER OF STEPS TO IMPLEMENT BEFORE THE SITE CONSTRUCTION CAN BE INITIATED



BUSINESS SWEDEN AND THE REGIONS SUPPORT THE CLIENT TO SECURE THE TIMELINE OF THIS PROCESS



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