



CONWAY

# 7 WINNING STRATEGIES OF A WORLD CLASS FZ PROGRAM

## PREPARING FOR WHAT'S NEXT

AZFA webinar April 3, 2020

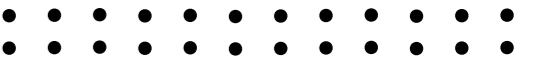
# WELCOME TO OUR WEBINAR

## INTRODUCING YOUR CONWAY SPEAKER



**DOUGLAS VAN DEN BERGHE**

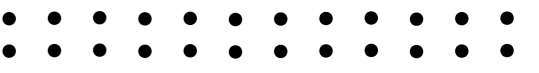
VICE PRESIDENT, ADVISORY



# AGENDA & HOUSEKEEPING

## SHAPING OUR DISCUSSION

1. Housekeeping
2. About Conway
3. The Changing Free Zone Landscape
4. 7 Winning Free Zone Strategies
5. Q&A
6. Introducing Conway's Nxtzones Program
7. Closing



# CONWAY

## ABOUT CONWAY



1

### History of Success

Have worked with thousands of IPA's governments and corporate clients globally with much success over a 65 year period

2

### International Talent

Global team of over 150 employees with in-depth investment promotion experience and knowledge in over 31 offices all over the world.

3

### Research Driven

Leverage proprietary database and data sources to ensure best in class marketing performance

4

### Innovative Approaches

Leads the industry in pioneering new and better ways to support the corporate expansion process with 7 world class divisions

5

### Global Corporate Network

Maintain a global corporate network of over 60,000 corporate executives who invested in over 400 billion dollars in locations all over the world

6

### Results Oriented

Evaluate consulting value and assign agreed upon ROI measures to client projects



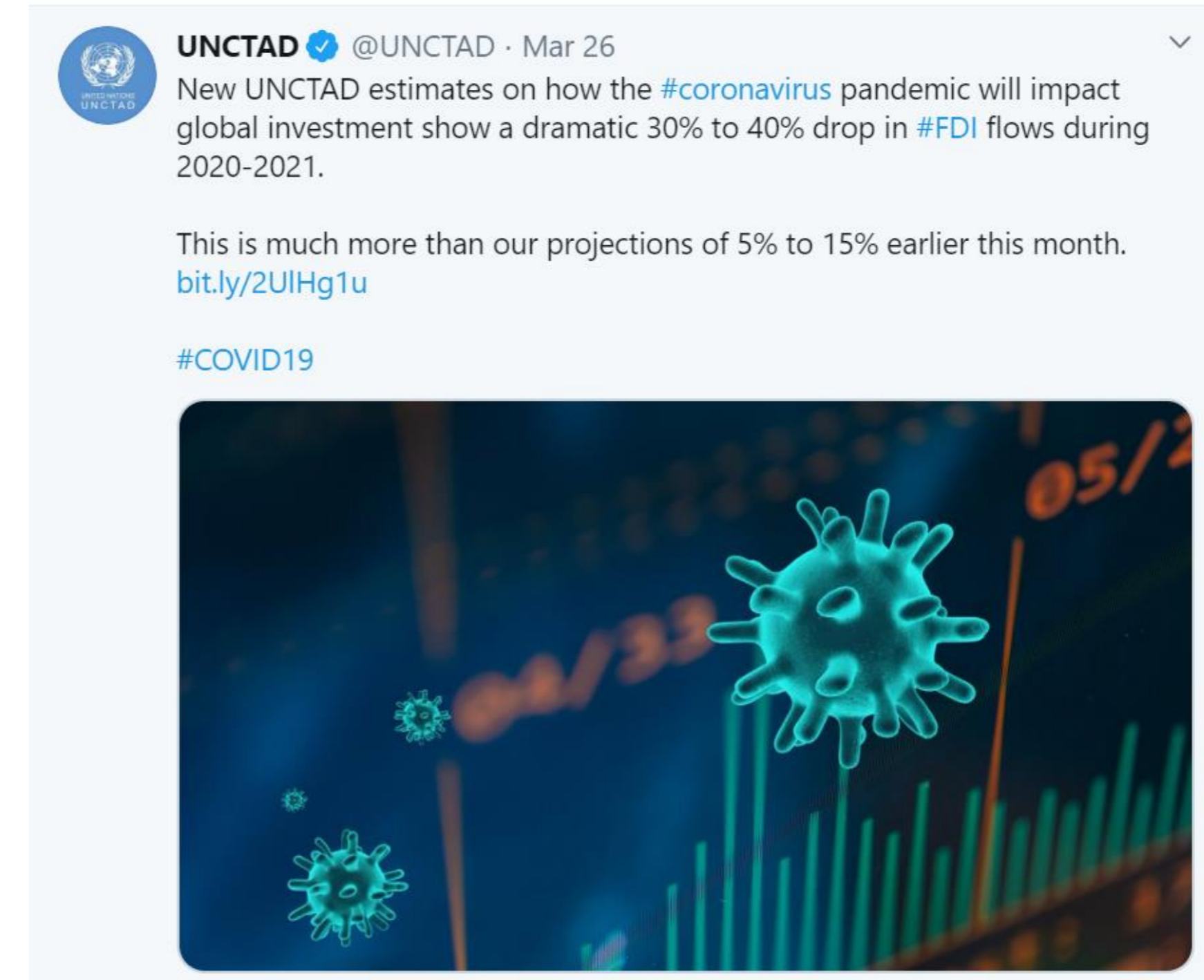
THE FUTURE FOR FZs

IMPACT OF COVID 19 & A CHANGING LANDSCAPE FOR FZs



# COVID 19

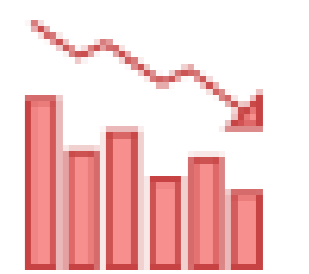
Projected Impact on FDI



# The impact of COVID19 pandemic

## FDI Decline

- UNCTAD projects that the pandemic could lower FDI flows to their lowest levels since the 2008-2009 financial crisis
- Earlier in the year, UNCTAD projected a stable level of global FDI inflows in 2020 – 2021, with a potential increase of 5%.
- A report published on the 26<sup>th</sup> of March shows how the outbreak could cause global foreign direct investment (FDI) to dramatically shrink by 30-40%.
- COVID-19’s negative impact on investments will be felt strongest in:
  - Energy industry (-208% with the additional shock decline of oil & gas prices)
  - Automotive industry (-43%)
  - Airlines industry (-108%)
- **Corporate: supply chain risks, near shoring (short term), but automation, advanced manufacturing in i.e. R 4.0 in the long term (e.g. healthcare and pharma: regional or domestic production and more storages (less dependence on foreign markets like China and India)**
- **Government: stimulus and recovery packages = less appetite for revenue foregone = less space and budgets for financial and fiscal incentives**



# FREE ZONES A GROWING TREND

## MORE CHANGES ARE COMING

The total number of Free Zones (FZs) around the world has grown to more than 4,500 and over the next decade more than 500 new FZ will be established across Africa alone. Many of the existing FZ do not operate efficiently or need support in attracting investors, training staff or further developing their operations. In addition, many zones will be affected by changes in policies, perceptions and global developments like industry 4.0, sustainability and move towards hubs of innovation, entrepreneurship and economic diversification.



# FREE ZONE CHALLENGES

## ARE YOU ASKING THE RIGHT QUESTIONS?

- Is your Free Zone organization well-equipped to professionally deal with [investor enquiries](#), complaints and applications?
- Does your Free Zone attract investments that provide high-quality [employment opportunities](#) and [technology transfer](#)?
- Are your [incentives](#) aligned with the exact needs and requirements of foreign investors and are they effective?
- Has your Free Zone an [attractive marketing](#) and [investment promotion strategy](#) that communicates the benefits of your Free Zone?
- Does your Free Zone comply with international [labor](#) and [environmental standards](#) and does it comply with WTO requirements?
- Is your Free Zone flexible in terms of [eligible industries](#) and [ownership](#) and does it focus on the [most competitive industries](#)?
- Is your Free Zone a [sustainable tool](#) for future trade and investment promotion given the current dynamic economic context?

# INDUSTRY 4.0

## IS YOUR FREE ZONE READY?

Industry 4.0 (IR 4.0), the trend towards automation and data exchange in manufacturing technologies and processes, continuous to revolutionize the way we live, work and do business.

Industry 4.0 changes the ways businesses make location decisions by:

- Motivating companies to locate in regions where highly skilled talent want to live or work, rather than places where local labour is cheap
- Companies also become more interested in R&D spending support, credit support for training and talent development
- Companies look for adequate networks to build strategic partnerships and collaboration agreements





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THE FUTURE FOR FZs  
**7 WINNING STRATEGIES**  
OF A WORLD CLASS FREE ZONE PROGRAM

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# OUR 7 WINNING STRATEGIES

## OVERVIEW



# 7 WINNING STRATEGIES TO A WORLD-CLASS

## FREE ZONE PROGRAM

### 7 Components to a World-Class Free Zone Program



LEADERSHIP  
& TRAINING



RESEARCH



PLANNING  
& STRATEGY



MARKETING &  
AWARENESS



STAKEHOLDER  
ENGAGEMENT



KNOWLEDGE  
MANAGEMENT



BUSINESS PROCESS,  
INTELLIGENCE & PERFORMANCE



# STRATEGY 1

Leadership & Training



# LEADERSHIP & TRAINING

## CONTEXT & SOLUTIONS

Effective leadership is critical for anticipating industry trends and executing on strategy in the new industrial era.

Continuous training and skills development are critical for any business.

### **Solutions:**

- Perform self-assessment of your organization to see which skills are most needed, then prioritize the top 5 and find experts in that field to support your team's growth.
- Develop training programs and collaborate with universities and education programs. Provide access to these knowledge institutions both for staff and tenants.



# EXAMPLE

## Zona Franca Santander (Colombia)

- For the third year in a row, Colombia's Zona Franca Santander has been recognised for its efforts in education and training.
- The Zone's conviction to **the importance of the human value for the sustainable development of the region** was Zona Franca Santander's motivation to build an environment for public and private organizations, with the purpose of generating opportunities of decent, quality and stable jobs where workers can grow personally and professionally.

### Key Features of the Zone That Focus on Leadership & Training

- **On-site Universities & Collaboration with Universities:** Two on-site universities are situated within the park that support the development of workforce requirements within the zone. An alliance exists with six universities in the region, offering 35 training programmes to provide suitable staff for investors
- **Strategic Training:**
  - **Professional Development Programmes:** As part of its "Doing Well by Doing Good" campaign, Zona Franca Santander offers training programmes to boost professional development of employees of firms situated within the zone.
  - **Bilingualism Programme:** The bilingualism programme on offer at Zona Franca de Bogotá in Colombia trains about 500 people annually and offers BPO investors a large pool of talented and trained workers.
- **Networking Events:** All employees of companies based in the zone have access to networking events





# STRATEGY 2

Research & Advocacy





# RESEARCH & ADVOCACY

## CONTEXT & SOLUTIONS

Zones need to invest in learning about companies in their target industries and why they invest in specific markets. This will help zones improve their service offering to cater specifically to the needs of the companies they wish to attract.

Financial incentives are not the main reasons why companies invest in specific markets

### Solutions:

- Your free zones should thus tailor incentives to the needs and requirements of companies in a specific target sector
- Move beyond traditional financial incentives and offer alternative incentives like good infrastructure, facility, HR, corporate growth services



## EXAMPLE

### Dubai Multi Commodities Center (DMCC)

- **Transition to online process to facilitate company needs:** In 2016, DMCC transitioned into a complete online and **paperless digital process** for all member companies to improve efficiency and enhance connectivity. Since then, more than 8000 contracts have been delivered using e-signatures.
- **Online administrative process to facilitate company needs:** The zone works through an **online portal that streamlines all Free Zone services including registration and licensing**. Investors can also use the DMCC Business Apps Manager, which offers a range of connected apps for SMEs to ensure compliance with UAE regulations. The app manager includes tools for accounting, human resources, customer relationship management and scheduling.
- **Partnerships with relevant innovation-focused stakeholders to advocate for companies**
  - DMCC is a member of the Global Block-chain Council with various government agencies, international companies and banks, to discuss and implement the use of block chain for the future of business throughout Dubai.
  - The zone, in partnership with Google, **provides a tech-centre**, with high-speed Internet, multiple screen-setups for serious programming, a mobile-device lab training programs in digital disciplines such as analytics, big data, digital marketing and programming.



# EXAMPLE

## Tanger Med Free Zone

- **Key Industry Cluster development as a Location Advantage**
  - Tanger Med is a **logistics and industrial hub** with areas dedicated to automotive, aviation, textile, food, logistics and service activities, a logistics platform for the export of parts as well as infrastructure for vehicle export.
  - The presence of major players, especially in industries that typically benefit from setting up in existing clusters like (Automotive) benefit from the established Automotive ecosystem in Tanger Med
    - Renault Tanger Med hosts the largest car plant in Africa
- **Port Service Digitization Programmes In Response to Company Needs**
  - Due to Tanger Med's Free Zone's proximity to the Tanger Med Port, the Free Zone stands to gain from port improvement policies
  - As part of its service digitization program dedicated to the logistics community, Tanger Med has set up a new **multichannel payment service, allowing operators to pay their bills in dirham for the crossing of the zone's Freight port.**
  - This new payment method offers operators the possibility to pay their bills through the following various channels:
    - E-banking (payment on the bank's website)
    - M-banking (mobile payment)
    - GAB (Automated Teller Machine)



# STRATEGY 3

Future FZ Strategy



# FUTURE FZ STRATEGY

## CONTEXT & SOLUTIONS

To remain relevant, free zones should keep up to date with trends in sustainability, Industry 4.0 and Innovation.

### Solutions:

- Your free zone should also start to look at these trends and integrate this in its growth and development strategy. Some FZs for instance have started to implement IR 4.0 technologies in their services. In addition, your free zone can be an incubator center for start-ups and entrepreneurship.
- Define the top 3 technologies mostly likely to impact your current industries. Which ones have the highest positive impact potential?....



# EXAMPLE

## DSO & DAFZA

### Set up of Facilities that Foster Innovation Ecosystems

- Dubai Silicon Oasis (DSO) is home to Dtec, an integrated entrepreneurial ecosystem and the largest co-working space in the Middle East that provides everything you need to set up a new business in Dubai.
- Dtec hosts industry-focused programmes that support early-stage UAE start-ups and beyond.
- Dtec has a venture capital arm, Dtec Ventures, which invests in early-stage technology business ideas in the MENA region that are disrupting or enabling traditional industries

### Strategic Transformation of Traditional Operations Through Future-Oriented Technologies

- The Dubai Airport Free Zone Authority (DAFZA) has built a strategy that is focused on transforming its operations at the free zone to become more digital in line with the UAE's long-term plan to create smarter industries.
- As part of the plan, DAFZA will introduce new mechanisms and different touchpoints along its customer journeys to deliver the best services for sustaining a seamless customer experience.
- It is conducting detailed studies on the possibility of providing all internal and external services through an intelligent and smart management centre that will use smart phones and many other channels.



# EXAMPLE

## JAFZA

- **Implement Future-Oriented Processes for Operations and Customer Experience Journeys**
  - **Customer Experience Improvement through Industry 4.0:** Jafza is a new service provided on the **JAFZA Mobile App for incident reporting** within the free zone to improve the Community. Customers, employees, residents and visitors can now report environment, maintenance and security incidents through the app that is equipped to upload pictures, track locations etc. for incidents.
- **Operations Improvement through Industry 4.0:** JAFZA has also recently begun using **drones to supervise construction** sites to oversee work progress and technical accuracy. This helps JAFZA to confirm with safety norms of the structure aligned with the health and safety regulations. The free zone has also is planning to implement the Automatic Plate Recognition System (APRS), a long-range card reader with access control and high definition CCTV to register the vehicles passing through JAFZA gates while creating a comprehensive database by logging the entry and exit of vehicles to the free zone.





# EXAMPLE

## SINGAPORE & Industry 4.0

- Singapore has sought to promote Industry 4.0 (i4.0) technologies to build new technical capabilities, develop new technologies and products, and increase productivity and manufacturing competitiveness
- Selected Singaporean i4.0 government initiatives and programmes (non-financial):
  - Smart Industry Readiness Index: Identifies areas of process and technology improvement for manufacturing firms
  - Industry Transformation Maps: Outlines government strategies to develop skills, innovation and productivity within selected sectors
- Singapore's **tailored** tax and financial-grant incentives to support companies that will undertake substantial business activities in their city-state:
  - **R&D tax deductions** at 2.5 times the expenditure
  - **200% tax allowances** on qualifying IP registration and in-licensing costs
  - **Concessionary tax rate** incentives ranging from 0 percent to 10 percent on qualifying income for i4.0 and advanced manufacturing investment in Singapore



# STRATEGY 4

Awareness, Marketing  
& Promotion



# AWARENESS, MARKETING & PROMOTION

## CONTEXT & SOLUTIONS

Your free zone is located within a country, so it very much depends on the competitiveness of your country. Investors may know your country but may not always know your free zone.

### Solutions:

- Make sure you have a well-developed marketing strategy (incl. Investment promotion activities) and work with other stakeholders in your country to promote your country as an investment location but also make sure other stakeholders are aware of the opportunities of your free zone



## EXAMPLE

### Dominican Republic Free Zones (DRFZ) & La Lima Free Zones Authority (Costa Rica)

- **Collaboration with national investment promotion agency for raising awareness and marketing zones**
  - The La Lima Free Zone in Costa Rica collaborates frequently with the Costa Rica's investment promotion agency (CINDE).
  - The organisations share prospects with the Free Zone receiving incoming projects from the national IPA, and also referring projects that are a better fit in region in Costa Rica
- **Capitalise on country location advantages to strengthen and promote the free zone offering**
  - The Dominican Republic Free Zones market themselves through the Dominican Republic's location offerings and infrastructural assets
  - The Zones list economic and political stability of the Dominican Republic, special tax incentives and the island's global connectivity as the most attractive features for companies looking to expand or relocate to the zones



# STRATEGY 5

Stakeholder Engagement





# STAKEHOLDER ENGAGEMENT

## CONTEXT & SOLUTIONS

Attracting investment has become a highly competitive business given the number of free zones around the world. Attracting FDI has become a team effort.

### SOLUTIONS:

- Your free zone should be part of the wider economic development strategy of your country. Buy in of the many stakeholders involved in this process is critical.
- Host a partner workshop facilitated by an objective party to understand partner objectives and reduce redundancies. Your free zone should be part of the wider economic development strategy of your country. Buy in of the many stakeholders involved in this process is critical.



## EXAMPLE

### Coyol Free Zones Authority (Costa Rica)

- **Collaboration with national IPA for raising awareness on the Zone and connecting with key stakeholders**
  - The Coyol Free Zones Authority Costa Rica collaborates frequently with the Costa Rica's investment promotion agency (CINDE).
  - The organisations share prospects with the Free Zone receiving incoming projects from the national IPA, and referring projects that are a better fit in region in Costa Rica
  - The investment promotion agency also includes Coyol in its marketing materials, so the Free Zone receives greater visibility from a larger audience



# STRATEGY 6

Knowledge Management & Aftercare







# KNOWLEDGE MANAGEMENT & AFTERCARE

## CONTEXT & SOLUTIONS

Do not treat the companies (your clients) that have invested in your FZ as mere tenants. They want to be part of a growing FZ and meet other investors and be part of your growth strategy and development. Make them part of your business case (after care strategy).

### SOLUTIONS:

- Avoid investors seeing your free zone as just a real estate solution. Develop programs that engage investors as well
- Clearly define your FZ knowledge management process and BRE methodology. List out key outcomes foreach.



# EXAMPLE

## Dubai Airport Free Zone Authority (DAFZA)

- **Implementing a Customer Relationship Management System (CRM) to manage prospect information, existing customer information and schedule aftercare activities**
  - DAFZA has a CRM system to manage customers pre and post foundation in the zone
  - **A structured approach to lead generation**
    - The system allows Free Zone marketing staff to track prospective leads or companies that are interested in establishing in the zone, and approach lead generation in a rigorous manner
  - **Management of customer information & aftercare activities**
    - The system is characterized by high automation of services, rapid service delivery, and the ability to anticipate and solve any problem affecting the experiences and happiness of DAFZA's customers.
    - It also provides electronic payment services linked to other government services associated with business establishment and other relevant processes



# STRATEGY 7

Business, Intelligence & Perform



# BUSINESS INTELLIGENCE

## CONTEXT & SOLUTIONS

Ease of doing business companies and setting up a facility or office is one of the main reasons why companies invest in FZs.

### Solutions:

- Make sure you are able to provide the one-stop-shop services effectively and not just make promises on paper
- Monitor your progress on a monthly and quarterly basis. Plan to do a competitive and perception analysis yearly. Remember that the metrics that you use to define success will drive activities so try to your business intelligence and performance to the actions and inputs that will most influence change on a short, medium and long term.



## EXAMPLE

### Qatar Free Zones Authority (QFZA)

- **Provision of one-stop shop services from first point of contact through establishment**
  - QFZA provides a wide range of business set-up and administrative services to prospective and existing clients from location analysis and real estate searches to recruitment support
  - Provision of workforce support when it comes to visa applications, legal and regulatory issues and licensing
  - The process of liaising with companies, both prospective and existing, facilitates business intelligence gathering.

# ONE STOP SHOP

## EXAMPLES OF SERVICES

Stage(s) of Investment Life Cycle	Type of Service
<b>Decision-Making Stage</b> <b>Pre-Investment Stage</b> <b>Pre-Expansion Stage</b>	<ul style="list-style-type: none"><li>▪ Information on markets</li><li>▪ Information on availability of supporting infrastructure</li><li>▪ Information on corporate taxation and incentives</li><li>▪ Information on local strategic partners and other relevant information relevant to the industry or sector (e.g. legal, distribution, recruitment)</li></ul>
<b>Entry Stage</b>	<ul style="list-style-type: none"><li>▪ Information on doing business procedures and regulations (e.g. company registration, permits, customs, labour regulations, etc.)</li><li>▪ Introduction to legal, accounting and other professional services</li><li>▪ Facilitation of company registration and licensing</li><li>▪ Soft landing services (e.g. schools, healthcare, safety, housing)</li></ul>
<b>Implementation Stage</b>	<ul style="list-style-type: none"><li>▪ Finding suitable site within zone</li><li>▪ Facilitating building construction</li><li>▪ Access to utilities and infrastructure</li><li>▪ Finding key staff</li></ul>
<b>Operation Stage</b> <b>After-Care Stage</b>	<ul style="list-style-type: none"><li>▪ Complaint resolution (e.g. issues concerning tax, labour, customs, immigration, utilities)</li><li>▪ Matchmaking services</li><li>▪ Assistance in upgrading</li><li>▪ Information on finance</li></ul>

# Conclusion & NxtZones Program



# FREE ZONE DIAGNOSTIC ASSESSMENT

## UNDERSTANDING FZ CAPABILITY

### 7 Components to a World-Class Free Zone Program



LEADERSHIP & TRAINING



RESEARCH



PLANNING & STRATEGY



MARKETING & AWARENESS



STAKEHOLDER ENGAGEMENT



KNOWLEDGE MANAGEMENT

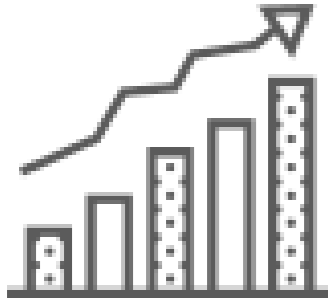


BUSINESS PROCESS, INTELLIGENCE & PERFORMANCE



# NXTZONE PROGRAM

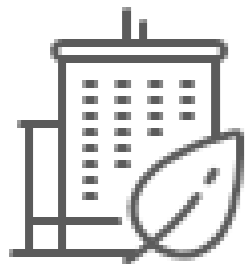
## PROGRAM COMPONENTS



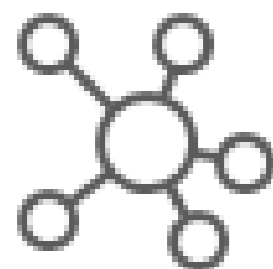
**Feasibility & Competitive Analyses** – Ensure the FZ strategy is based on strategic planning, which requires realistic assessments and analyses of strengths, weaknesses, market demand, local comparative advantages, local sources of competitiveness, and opportunities that collectively constitute the local value proposition.



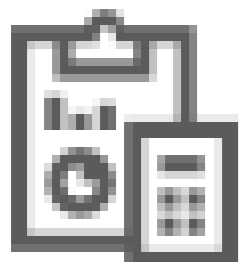
**Master planning & Real Estate Planning (with partner firm)** - a solid master plan is the foundation of any free zone or industrial park. A good master plan also takes into account the investors' real estate preferences of companies a free zone would like to attract and the industry in which they operate.



**Strategy & Organizational Development** – We have been engaged to support the development of SEZ organizations and agencies responsible for investment promotion and attraction, from defining the vision and mission to implementing monitoring and evaluation mechanisms as well as building organizations that manage free zones.



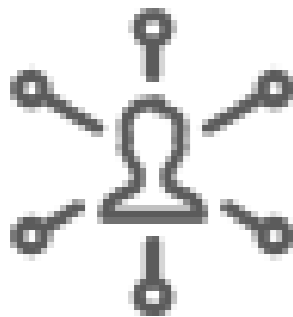
**Legislative & (Tax) Incentives Services (with partner firm)** – Support on whether SEZ Laws provide clarity for investors and improving and aligning incentive regimes with investors' needs and requirements.



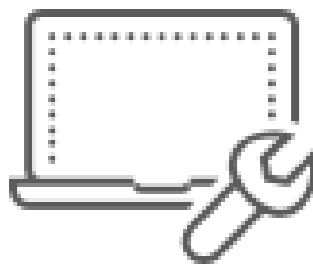
**Cost-Benefit Analysis** – Conducting an in-depth cost-benefit analysis is a necessary pre-requisite to evaluate the SEZ's performance and demonstrate how taxpayers' money has been used to realize economic development.

# NXTZONE PROGRAM

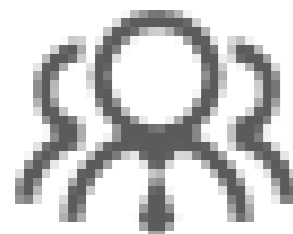
## PROGRAM COMPONENTS



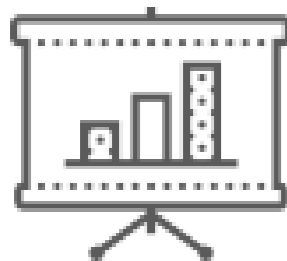
**Marketing Strategy Development** – Assist with developing image building strategies and the promotion of the local value proposition by ensuring marketing and promotion efforts are targeted, timely, professionalized, up-to-date and responding to current social media requirements. Many free zones need a tailored marketing strategy and tactical execution elements ranging from logo and brand development and digital marketing to tradeshow support, lead generation, and staff training solutions that can successfully position a free zone among potential investors abroad.



**Marketing Support and Implementation:** FZ Editorial Coverage via Site Selection Magazine: Investor Profiles and Advertising and annual Rankings.



**Investor Attraction & Lead Generation Services** - Support the design of investor targeting strategies as well as investor facilitation services, which go beyond the set-up phase and address daily bureaucratic constraints through business development services and innovative regulatory incentives. Our lead generation services are delivered with a partner firm. These services aim to successfully attract investors to a free zone.



**Implementation & Management Support** – Developing FZ strategies is one step but we go one step further and provide action plans and actionable initiatives that truly support our clients with implementing their SEZ strategies. A dedicated team can be put in place to manage the free zone. Fee range depending upon length of interim management support.

# NXTZONE PROGRAM

## PROGRAM COMPONENTS



**Training & Seminar for Free Zone Professionals** – Support the skills-base of SEZ staff and professionals to be well-equipped to promote the SEZ value proposition, communicate with foreign investors and optimize marketing and promotion efforts. Trainings can be customized to meet capacity needs of your staff or subsidized to support regional partners.



**Aftercare Strategy Development & Services** – Support in setting up aftercare services to maintain investors and facilitate re-investments by existing investors. Developing new services focused on services for existing investors.

# VALUE ADDED SERVICES

## INCREASING GLOBAL RECOGNITION

Should your FZ chose to work with benefits that Conway clients can receive. Value added services through Conway global FZ practice it will have access to a variety of value-added services and additional the Conway network depend on the client's level of commitment, client history and various factors and may include:

- Additional training modules
- Access to Conway Analytics – AI-enabled database predicting corporate behavior and delivering lead signals
- VIP event access
- VIP sponsorship access
- Enhanced advertising opportunities
- Access to Conway network
- Access to Conway's senior marketing and strategy team
- Free Webinar and Whitepaper access

# OUR FREE ZONE TRAINING PROGRAM

## INCREASING GLOBAL RECOGNITION

Conway's Training Seminars aim to provide Free Zone and SEZ executives, management and staff an insight in the organizational and practical pre-requisites for running a successful operation. In addition, the trainings elaborate on the day- today staff Topics include:

- Investor attraction, industry targeting and lead generation
- Business development and aftercare
- Marketing strategy
- Management and organizational structure
- Managing effective site visits
- Innovation, moving up the value chain, attracting high end investors
- Environmental challenges
- Financial analysis, master planning,
- Stakeholder management
- Incentives policy design
- Business intelligence and tools

# OUR TEAM

## DEDICATED FREE ZONE & FDI SPECIALISTS

At Conway, we customize our project teams just for you. Whether you need more international support or data analysis the team we'll assign to your account will be of the highest caliber. Here is a sample Conway team that could be assigned to your project.



Douglas Van der Bergh,  
Vice President Advisory  
Amsterdam



Guillermo Mazier, Vice President  
Global Innovation  
Phoenix



Laura Martin,  
Training Expert  
Amsterdam



Andrew Clutz  
Director, Analytics  
Boston



Polly Townsend-Rose  
Marketing Support  
South Africa



Collin Perciballi  
Senior Analyst  
Boston



Joy Priya  
Senior Analyst  
Berlin



Ghinwa Moujaes  
Analyst  
Berlin

# WEBINAR: HOW AMERICA WILL LEAD **THE GLOBAL RECOVERY**



GUILLERMO MAZIER  
**MODERATOR**



ADAM JONES-KELLEY  
**PANELIST**



RON STARNER  
**PANELIST**



PETER ZEIHAN  
**PANELIST**



**Friday, April 3rd, 2020**

**11:00 AM, EST**

**Cost: Free**

Join Conway experts and world-renowned Geopolitical Strategist, Peter Zeihan to discuss the current global economic crisis surrounding Covid-19 and America's role in the global recovery.

For registration please go to: [https://zoom.us/webinar/register/2315858638433/WN\\_yapIU1dsQt-heg5x1YBaNg](https://zoom.us/webinar/register/2315858638433/WN_yapIU1dsQt-heg5x1YBaNg)

**Thank you**

**Contact information or  
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[Douglas@Conway.com](mailto:Douglas@Conway.com)

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[Andrew.Clutz@Conway.com](mailto:Andrew.Clutz@Conway.com)





# CONWAY CASE STUDIES

## FREE ZONE PROGRAM EXPERIENCE



### **Dominican Free Zones**

#### *Investment Attraction Strategy + Marketing Execution*

Conway was hired by the national government of the Dominican Republic to create a comprehensive investment attraction strategy, investment identity, campaign and execute a program to overcome perception issues and drive project opportunities for the country.

With 12 diverse industries to target Conway has set out to create key value propositions that support targeted marketing, outreach and corporate investor connections. Serving as their global FDI marketing and advisory firm, Conway works to shape stories, plan familiarization tours, drive FDI project opportunities. Conway manages the press for all of the Country's official visits to North America, coordinating interviews for Corporate executives' officials. Since Conway's involvement with the Dominican Republic the program has generated thousands of dollars in Advertising Value Equivalent and landed a project investment which resulted in the creation of 150 new jobs for the country.



### **Qatar Free Zones Authority**

#### *Investment Attraction Strategy + lead generation*

In anticipation of the 2022 world cup, The Qatar Free Zones Authority was launched to showcase the country's robust economic assets to the world. In 2018, Conway was hired by the Qatar Free Zones Authority to develop comprehensive industry value propositions, FDI attraction strategy and marketing plan to position the new organization to more effectively attract Foreign Investment. In addition, Conway was tasked with designing and developing its new CRM and marketing automation platform. Over the course of this project, Conway developed customized messaging, new industry narratives based on deep research, deal flowcharts and a way to organize lead management for the QFZA team.

# CONWAY CASE STUDIES

## FREE ZONE PROGRAM EXPERIENCE



### **MENA – OECD Investment Programme**

*Preparing the OECD handbook on Special Economic Zones in MENA*

In the context of the MENA-OECD Investment Programme an initiative to support investment policy reforms for growth and employment in the MENA region - the OECD commissioned Conway (then ICA) to complete and edit the OECD handbook on Special Economic Zones (SEZ) in the Middle East and North African (MENA) region.

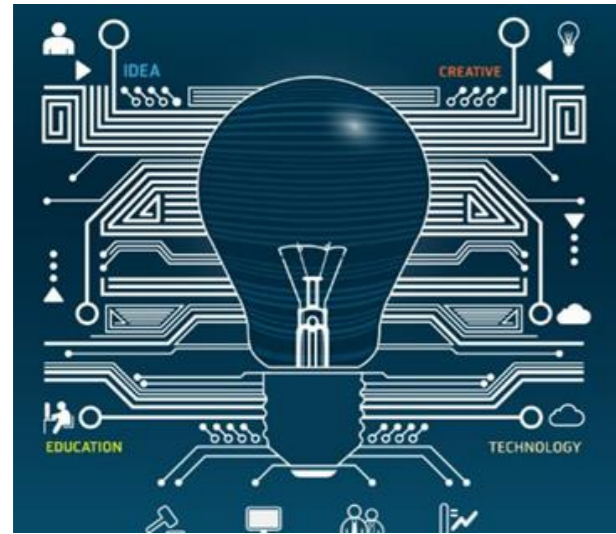
### **Ras Al-Khaimah Free Trade Zone - UAE**

*Training Program for RAK FTZ Staff*

To maintain its existing investors and expand the activities of existing investors Ras Al-Khaimah Free Trade Zone (RAK FTZ) asked Conway (then ICA) to develop a tailored training program focused on aftercare strategies and the establishment of an aftercare department within the RAK organization.

# CONWAY CASE STUDIES

## FREE ZONE PROGRAM EXPERIENCE



### Confidential Free Zone – Latin America

*Support New Airport Free Zone with Impact Assessment Study & Recommendations*

Conway worked on a report for a confidential Free Zone in Latin America focused on:

- Assessment of Free Zone's performance
- Recommendations on how to enhance Free Zone performance and innovation in professional services, marketing, business development and investor attraction



### World Free Zone Organization

*Develop Knowledge Department and Free Zone Competitiveness Tool*

Conway (then ICA) developed two tools available for World FZO's members only:

- FreeZoneMonitor: a tool that allows to benchmark the competitiveness of Free Zones based on data collected for more than 130 Free Zone indicators and over 60 indicators measured at country level. Users can simulate an investment case to identify the strengths and weaknesses of different Free Zones.
- IncentivesMap: an overview of incentives that have been awarded to corporate investments into Free Zones across the globe.

Conway was then commissioned again by the World FZO to continue to provide support on the establishment of its knowledge department and creation of the Free Zone intelligence.

# CONWAY CASE STUDIES

## FREE ZONE PROGRAM EXPERIENCE



### **Confidential Airport Free Zone**

*Support New Airport Free Zone with Pre-Feasibility Study*

Located in Central Asia, Conway (then ICA) supported a future Airport Free Zone with conducting an in-depth pre-feasibility study to underpin its strategy, investment promotion & attraction efforts and marketing study. The project included Free Zone benchmarking, FDI and market analysis, trade analysis, trade agreements and policy evaluations, and analysis of legal framework and incentives.



### **REMAAR GROUP –KING ABDULLAH ECONOMIC CITY – SAUDI ARABIA**

*Master lead generation strategy*

Developed by Emaar Economic City, with SAGIA (Saudi Arabian General Investment Authority) as the prime facilitator, King Abdullah Economic City (KAEC) has emerged as one of the global Free Zone hotspot investment destinations in a range of industries. KAEC looked to attract FDI into the Free Zone in a number of primary target sectors including chemicals, plastics, port and logistics, real estate and construction. To fast track the investment attraction process, KAEC sought the assistance of leading international consultants to assist in raising awareness of KAEC and bringing companies to the city. Engaged by the business development council of KAEC, Conway executed a master Lead Generation strategy to promote and to attract foreign investors.