



World Association of Investment Promotion Agencies

**WAIPA REGIONAL WORKSHOP MIDDLE EAST
CUSTOMER SERVICES AND INVESTOR AFTERCARE**

Ras Al Khaimah, 22-23 June 2007

FDI by existing investors is often neglected as an important source of FDI in any location. In some countries more than 50% of FDI is conducted by existing investors through re-investments, diversification or expansion projects. In fact organic growth by multinational corporations is one of the most common strategies in international business.

If set up correctly aftercare strategies or investor servicing strategies – the equivalent of Customer Relation Management (CRM) practices in marketing - can play an important role in generating more FDI in a specific country or region. In addition, it is not only more cost effective to increase the existing level of FDI, existing investors are often used as 'testimonials' or 'ambassadors' in the last phase of site selection projects by new potential investors.

The overall objective of this workshop is to further develop and enhance aftercare strategies and CRM practices for IPAs and IPIs. Participants will be provided with conceptual frameworks as well as some illustrations of investment promotion strategies and case studies that can be used to inform the design and management of their own aftercare strategies. At the end of the workshop, participants will be able to further develop investment promotion strategies for attracting FDI and tap into the market of existing investors. The workshop requires active participation as well as preparation.



Friday June 22

8:30 - 9:00 Registration

9:00 - 9:30 Welcome address by organizing agency

9:30 - 10:00 Introduction to workshop and its participants: objectives and expectations

10:00 - 10:30 Coffee break

10:30 - 11:30 The new world of FDI: changing context of investment promotion

11:30 - 12:30 Investor servicing and targeting strategies: your location value proposition

12:30 - 14:00 Lunch

14:00 - 16:00 Case study

16:00 - 16:30 Coffee break

16:30 - 17:00 Q&A, day closing

Saturday June 23

9:00 - 11:00 Investor aftercare strategies and CRM: retaining FDI

11:00 - 11:30 Coffee break

11:30 - 12:30 Case study introduction and preparation

12:30 - 14:00 Lunch

14:00 - 16:00 Case study on aftercare

16:00 - 16:30 Workshop closing



Dr. Douglas van den Berghe

Douglas van den Berghe (PhD) was until recently the Director of Ernst & Young – International Location Advisory Services (ILAS) part of REAS B.V. in the Netherlands. He is currently an independent consultant for many corporate clients and investment promotion agencies and intermediaries. In addition he holds a visiting professor of International Management position at Erasmus University Rotterdam – Rotterdam School of Management (RSM).

He is specialized in:

- Investment and location strategies by multinational corporations;
- Investment acquisition, promotion and retaining investment;
- International competitiveness and regional economic development strategies.

Douglas holds a PhD in Business Administration/Economics, a M.A. in Political Science (major in International Political Economy) and B.Sc. in Economics. As a consultant he previously worked for KPMG and Graydon Credit Management Services. In 1997 he became the director and founder of the SCOPE (Studies and Competence Center on Organizational and Policy Research in European Business) expert center on international strategy by multinational corporations at the Rotterdam School of Management (RSM), Erasmus University where he also completed his PhD. In 2000 Douglas joined the United Nations (UNCTAD) for two years where he worked as an Economic Advisor on several projects in investment servicing, investment policy reviews and economic analysis in various countries around the world. In 2003 he joined Ernst & Young – International Location Advisory Services (ILAS) part of REAS B.V. in the Netherlands and became the director of the ILAS team.

As a management and strategy consultant he assisted many corporate clients in making their global investment decisions. Most recently he worked for the following corporate clients: John Deere, Shell, Element Six, Electrolux, ING Real Estate, HB Fuller, Johnson Controls, Philips, Vege Industrial. As an Economic Advisor and consultant he worked on issues related to FDI, international strategy, relocation, investment promotion, competitiveness and foreign direct investment and development for various organizations: United Nations Conference on Trade and Development (UNCTAD), Organisation for Economic Co-operation and Development (OECD), European Commission, Economist Intelligence Unit (EIU), Transfer Pricing Associates (TPA), the Rabobank, the Dutch tax authority, the Dutch Ministry of Development Assistance and the Ministry of Economic Affairs. He provided trainings to investment promotion and economic development agencies on investment promotion, after care, account management and investor relations in many countries in Europe, Africa, Latin America and Asia.

He has taught courses in international business and international strategy, European management and, European integration at the Rotterdam School of Management (Erasmus University Rotterdam) and given guest lectures at several universities across Europe (ESSEC, Universidad Complutense de Madrid and ESADE). He has published in various academic and managerial journals including *International Business Review*, *Transnational Corporations*, and the *Journal of International Business and Economy*, *Business Strategy Review*, as well as in publications of international organization including: UNCTAD's *World Investment Report* and the Economist Intelligence Unit's (EIU) *World Investment Prospects* and EIU's *Regional Overviews*.