COURSE »
Toward the Next Generation of IPAs
2nd edition

DIRECTION »
Inter-American Development Bank (IDB) (www.iadb.org), through its Integration and Trade Sector.

COLLABORATORS

The Inter-American Institute for Economic and Social Development (INDES) (www.indes.org). Contributes to the pedagogical review of the materials and tutor’s training.

The Center for Distance Foundation for Economic and Technological Development (CEDDET) (www.ceddet.org) works in the academic monitoring of the participants through their virtual learning platform.

OBJECTIVES

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• Increase skills and knowledge in Investment Promotion tools.
• To develop a more focused strategy to bolster their country as a favorable destination for FDI.
• How to create job opportunities in an increasingly challenging global economic environment
• Promote linkages between Indigenous SMEs and Multinationals, which will lead to increased exports and transfer of technologies and business practices.

At the end of the course, the participants will learn to:
• Provide arguments to validate the impact of FDI attraction and its importance for the country’s economic development.
• Understand the investment generation project cycle.
Review institutional best practices; innovative programs and the tools
Design appropriate government policies at the national/regional/municipal/territorial levels to enhance the attraction, facilitate, develop and grow FDI.
Design an appropriate IPA organizational structure
Provide IPA executives of all levels with the new ideas, training, skills development and expertise required to implement competitive investor targeting programmes.
Understand the latest trends in international business.

We anticipate that the participants will be the following organizations from IDB borrowing member countries:

- Investment promotion executives from national- and subnational-level IPAs, city-level organizations and transnational agencies
- Chambers of commerce
- Business associations
- IPAs/ economic development organizations, associations or foundations.
- Embassies/consulates overseas
- Key personnel from ministries and municipalities linked to exports and IED.
- Executives involved in attracting inward investment and the promotion of domestic industry
- Industrials interested in foreign direct investment / joint ventures / cluster zones and business parks
- Personnel from special economic free zones

This program is aimed exclusively to those participants that have been nominated by the Director of the course. A total of **45 participants** will be selected. The program is specially designed for officials and executive staff belong to national, or subnational economic development organizations (EDO) and IPAs in Latin America and the Caribbean, including public-private partnerships working together with other actors to improve the regional economy they focus on.

The participants will at least have a University degree in a related field and a minimum of experience of at least 3 years in FDI attraction, foreign trade, EDOs or/and consulting firms related to exports and investments. Proficiency in English is required. The participants can work for any national/regional/city/territory-based organization in the LAC region.
The price for participants without a grant is USD3,000.

However, in order to contribute to modernization and institution building in Latin America and the Caribbean, the Inter-American Development Bank (IDB) has provided **45 grants** for all Latin American and Caribbean participants who pass the selection process.

The number of participants is 45, and all participants start and finish the course at the same time. During this period, the participants will have to participate in an online discussion forum, answer quizzes and resolve case studies. Furthermore, the participants will be monitored weekly to evaluate their participation in the activities and the level of knowledge acquired.

**COURSE DIRECTOR AND TEACHER:**

**Marian Scheifler** - Ph.D. in Economics, Diplôme d’Etudes Approfondies (DEA), Master in Foreign Trade Techniques and Graduate in Economics specializing in International Studies. Eight years’ experience in FDI management at Investment Promotion Agencies, both national and regional levels, Invest in Spain and Madrid Regional Government. Expertise in public management and building public-private interfaces in international relations, innovation and technology transfer, Madrid Regional Government and Madrid Research Institute. Twelve years teaching and research experience in different universities, publishing numerous papers including two books on fields concerning Industrial and Regional Economics and the Economy of Business Location. International consultant and partner of SIFDI, independent private company proficient in the analysis and design of FDI-attraction policies, the implementation and management of IPAs, and the provision of efficient solutions for foreign investment projects in Spain.
Ashraf Ali Mahate - BSc. (Hons.), MSc.(Econ.), PhD.(Finance), Dip.H.E., MCIM, MInstCM, ACAMS. Chief Economist For Trade and Export Market Development. Dr. Ashraf Mahate is currently the Chief Economist for Trade and Export Market Development at Dubai Exports, which is the trade promotion organization within the Emirate of Dubai and an agency of the Dubai Department of Economic Development part of the Government of Dubai. In his current capacity, Dr. Mahate provides econometric analysis, information and advice to key decision makers that promotes a structured as well as detailed understanding of trade and trade policy’s role in economic growth, diversification and development of Dubai and the United Arab Emirates. Dr. Mahate embarked on his career as an academic initially with Cass City University Business School part of City University in London in 1990. He later moved to Dubai in January 2000 and continued to be an academic commanding senior positions in international universities based in the emirate. With extensive regional experience Dr. Mahate is also a consultant with the International Trade Center which is part of the World Trade Organisation and the United Nations Committee on Trade and Development (UNCTAD) as well as the Inter-American Development Bank. He is currently carrying out joint research with the Inter-American Development Bank and UNCTAD. Dr. Mahate received his doctorate from Cass City University Business School in London (UK). He read Economics at University College London which is one of the principal colleges within the University of London followed by a master’s in international economics and Banking at the University of Wales in Cardiff. Dr. Mahate is a professional educator and received his training at the Institute of Education (University of London). Currently, Dr. Mahate is a member of the Chartered Institute of Managers (UK) and a Member of the Institute of Commercial Management (UK). Additionally, Dr. Mahate is a member of the Association of Certified Anti-Money Laundering Specialists (ACAMS).

Patrick Daly - Ireland. Master’s in Business Administration. Has over 25 years’ experience working in investment promotion, economic and enterprise development, trade and export promotion and investment banking. Worked for a number of years with the Irish state IPA IDA Ireland, as Nordic Director based in Stockholm and was for 16 years the Irish and UK representative of the Norwegian state enterprise promotion organization, Innovation Norway. He has worked with IPAs and economic ministries in Europe, Africa, Central and South East Asia and the Caribbean on developing strategies and structures for investment and enterprise development, and with international organizations including BID, UNCTAD, EU, GIZ, USAID etc.

Camilla Sharp - With over 20 years of experience in foreign direct investment, Camilla has worked for regional and central government in Spain (IMADE, PromoMadrid and Invest), local government in the UK and for Conway Events, a specialist manager of FDI conferences and training programmes. Prior to these roles, she worked as a journalist, a venture capitalist and a management consultant for KPMG. She holds a BA in Classics from the University of Exeter and a Postgraduate Diploma in Marketing from the Chartered Institute of Marketing, both in the UK. She speaks English, Spanish and passable French.
Carolina Arriagada Peters - Managing director, Cities & Collaboration Ltd. With extensive experience in international trade & investment acquired during her time at London & Partners, the official promotional organization for the British capital, and its predecessor Think London, Carolina Arriagada Peters designed and delivered ambitious Foreign Direct Investment plans. She set up and led a talented team attracting high quality companies into London from Europe, the Middle East, Africa and Latin America, delivering over 10,000 jobs for the Capital. Her work ranged from developing value propositions for new and existing investors to managing complex pipelines from over 80 countries and working with a wide range of stakeholders to join forces and raise London’s reputation. A systemic thinker with extensive knowledge of how ecosystems and clusters function, she developed new aftercare services and organized regular round tables with Development Agencies to exchange best practice, facilitate peer-to-peer learning and publish insights into the future of FDI. Carolina spearheaded an innovative paid-for consultancy service. This was a first in class international commercial venture sharing London’s economic development know-how with other international locations. She undertook an extensive c-suite consultation to assess the feasibility of developing a London-wide innovation service portfolio and put a variety of international programs in place. Carolina established Cities & Collaboration in 2015 to bring her experience in international trade and economic development to a wider audience. Focusing on collaboration as a means to strengthen location attractiveness, she regularly advises and trains locations on how to engage in dialogues that secure investment, maximize international outreach, and create new opportunities for all sectors of society. She holds a degree in communications, an MBA from Universidad Adolfo Ibanez and a Masters in Corporate Communication from University of Westminster. She sits at several boards and regularly speaks at events.

Katharina Arnold - Katharina Arnold, founder of Kaliber Services is a consultant active in the field of FDI and international expansion. During the last 10 years she supported companies from different industries performing international expansion, market entry and communication strategies, as well as site selection projects. She also consulted investment promotion agencies on their foreign direct investment attraction, promotion and trade activities, as well as develop communication and marketing strategies. She provides expert analysis on investment trends across multiple sectors and has hands-on experience with investment promotion agencies from Europe, Asia, UAE and US. Since 2018 Ms. Arnold is also an advisor on Google Campus, supporting startups in scaling their business internationally and VCs in investing in the ecosystem. Prior to creating Kaliber in 2017, Ms. Arnold worked for Conway Advisory, a leading FDI consulting firm, where she advised worldwide enterprises supporting their site selection process, through market entry studies, location analysis and incentives support. She also managed worldwide lead generation projects, developed industry strategies, delivered trainings and marketing campaigns for countries, regions, cities and industrial parks. In 2011 she developed the international communication campaign for the city of Warsaw and in 2009 she worked for the London government, managing investment projects expanding to London. Ms. Arnold also worked in a social media agency in Barcelona and the European Parliament in Brussels. MS. Arnold is a Bilingual native German and Polish speaker and also speaks English, Spanish and French fluently. She has a bachelor’s in public Relations and Advertisement from the Communication Department of the Universidad de Navarra in Pamplona, Spain and a Young Entrepreneurs Business certificate from the European Business School (EBS), in London.
MODULE 1

FDI AND THE IPA: DEFINITION, FUNCTION, STRATEGY DEVELOPMENT AND ORGANIZATIONAL SERVICES • 7 days
• What is FDI? How does it impact local economies? • Relationship between FDI / exports / productivity / country development and poverty reduction. The relation between the 3Ts (Tourism, Transport and Trade) • Business ecosystem surrounding FDI • Role of multinational companies and other investors. • Structure, mission, goals and capabilities of IPAs. Investment and trade promotion under the same umbrella: pros and cons • How to organize cooperation models with regional government.

MODULE 2

STRATEGIC INWARD INVESTMENT ATTRACTION • Patrick Daly • 7 days
• How to determine a country-specific FDI attraction strategy? • Long- vs. short-term strategy. • How to develop a sector-based inward attraction strategy built on the country’s relative strengths • Strategies to approach worldwide industry/sector leaders, geographical regions of interest • Developing a framework for infrastructure improvement to attract inward investment • Examine the importance of incentives and special schemes to attract key inward investment • How to design appropriate incentive level for investors and how to keep balance of incentives given by various

MODULE 3

IPA’S SERVICES CATALOGUE • Camilla Sharp • 7 days
• Different kind of services expected from the IPA? • Developing streamlined, administrative and regulatory investor servicing framework • Institutional coordination • Conducting cost-benefit analysis for tailor-made incentive programs • Producing metrics on performance and benchmarking with regional and global examples

MID-COURSE CATCH-UP (ONE WEEK)
MODULE 4

COMMUNICATIONS STRATEGY • Katharina Arnold • 7 days

- Understanding different investment promotion strategies
- Private financing
- The role of the country’s diplomatic/commercial network
- The important role of intermediaries and multiplier agents
- Joining international/regional investment promotion networks
- Building a “Country Image”
- Worldwide (and regional) most innovative programs in investment promotion
- Understanding the importance of continual innovations to attract and grow companies
- The communicational effect of having foreign business leaders as advisors/members of the board
- The latest digital approaches to place marketing and lead generation
- Best practices; successful stories; innovative approaches

MODULE 5

AFTERCARE AND POLICY ADVOCACY • Carolina Arriagada • 7 days

- The importance of investor aftercare and how it affects reinvestment
- Developing sector and customized size based after care systems
- Institutional linkages between inward investment and local businesses (Ministers council, public-private councils and role of the IPA)
- Programs design to assist the inward investment to grow
- Creating feedback mechanisms whereby impediments
- Detection and analysis of gaps between the needs from the investors and the offer of the country
- Analysis of country value chains, and its impact in investment attraction
- The importance of policy dialogue/advocacy and the role of the IPA in business climate

MODULE 6

ORGANIZATIONAL AND MANAGEMENT TOOLS • 7 days

- Using the cyberspace as a marketing tool
- How to properly online track investor inquires
- Customer Relationship Management (CRM) systems
- The importance of databases and information
- Different internal systems supporting the operation of the IPA (Intranet, management software, etc.)
- Georeferencing of investment opportunities

MODULE 7

PRACTICAL EXERCISE • 7 days

- Benchmark the IPA to the best-in-class regional and international IPAs
- Use the benchmark to design and conduct a gap analysis for their IPA
- To prioritize the key changes and needs to be addressed in terms of strategies, services, products etc. in order to fill the gaps
- Select and develop the most important and feasible change
- Deliver the internal change or product development as per the proposal and write an accompanying report (i.e. the project report)
The Inter-American Development Bank (IADB), through its Integration and Trade Sector in collaboration with the Inter-American Institute for Economic and Social Development Bank (INDES) and their Learning and Knowledge Sector, will issue a certificate of achievement to all participants who fulfill the aims of the course and pass the corresponding assessment tests. The Directing Body, based on each tutor’s assessment of participation in the proposed activities, will be responsible for deciding if the participant meets the minimum criteria for receiving the diploma.

Inter-American Development Bank (IDB) (www.iadb.org), through its Integration and Trade Sector in collaboration with The Institute for the Integration of Latin America and the Caribbean (INTAL) (www.iadb.org/es/intal).