



Attrattività paese per gli investitori esteri: benchmark internazionale e confronto con l'Italia

20 giugno 2011

Investitori
Esteri
Confindustria

Principali attività svolte

Incontri di condivisione/ coinvolgimento

- Comitato strategico per l'internazionalizzazione di Confindustria (VP Paolo Zegna)
- Domenico Arcuri – AD Invitalia, Agenzia nazionale per l'attrazione degli investimenti e lo sviluppo d'impresa
- Senato incontro informale, Gruppo PD

Benchmarking internazionale

- Analisi di benchmarking dei Paesi best practices nelle politiche di attrazione degli investimenti diretti esteri (McKinsey & Company - completata)

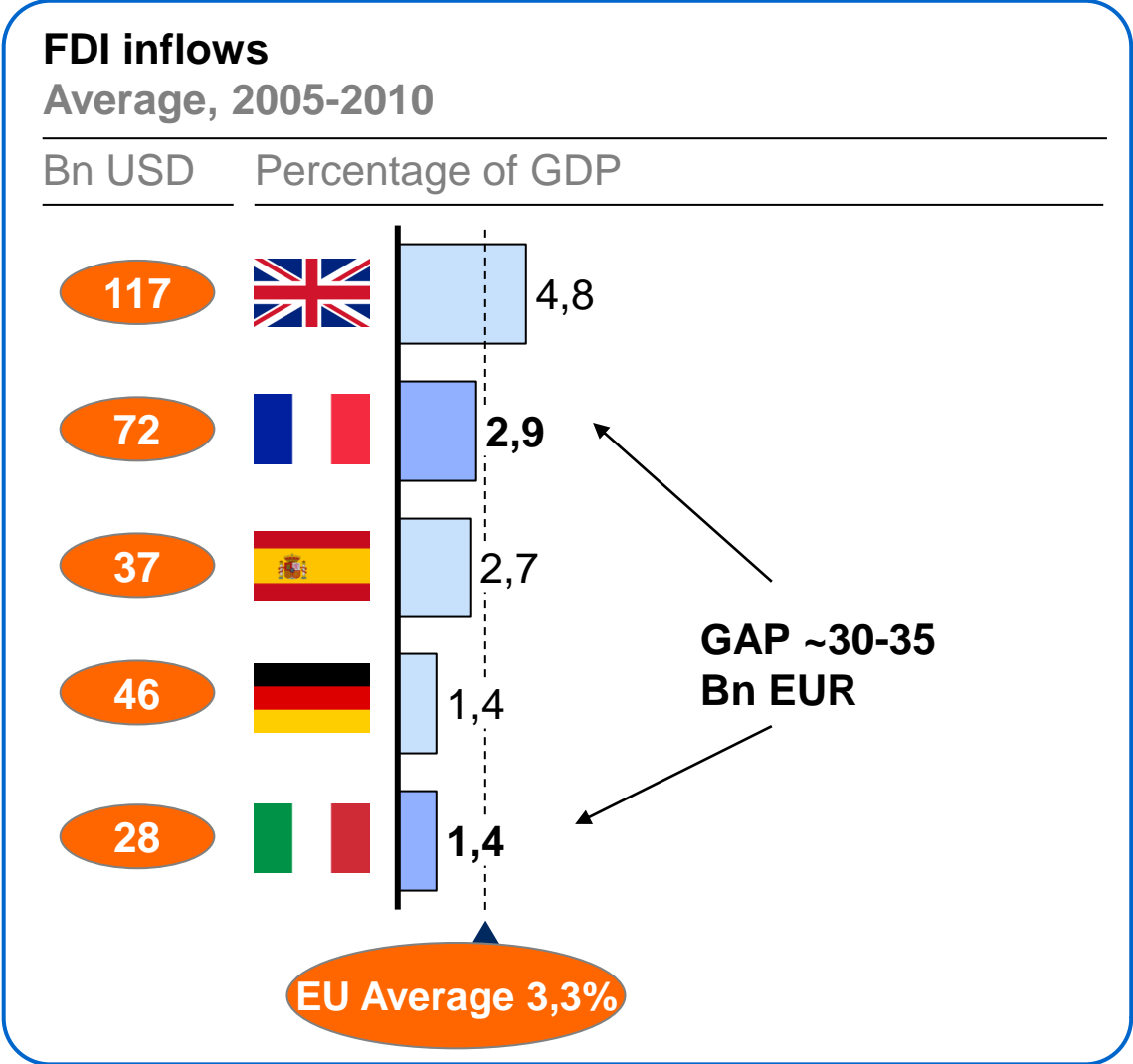
Analisi sistema di attrazione italiano

- Avvio di un'analisi delle politiche di attrazione degli investimenti diretti esteri a livello nazionale, regionale e locale, attraverso contatti con i principali attori istituzionali (McKinsey & Company – in corso)

Fact sheets

- Elaborati due factsheets
 - Multinazionali in Italia – dati chiave
 - Attrattività dell' Italia per gli investimenti esteri – dati chiave

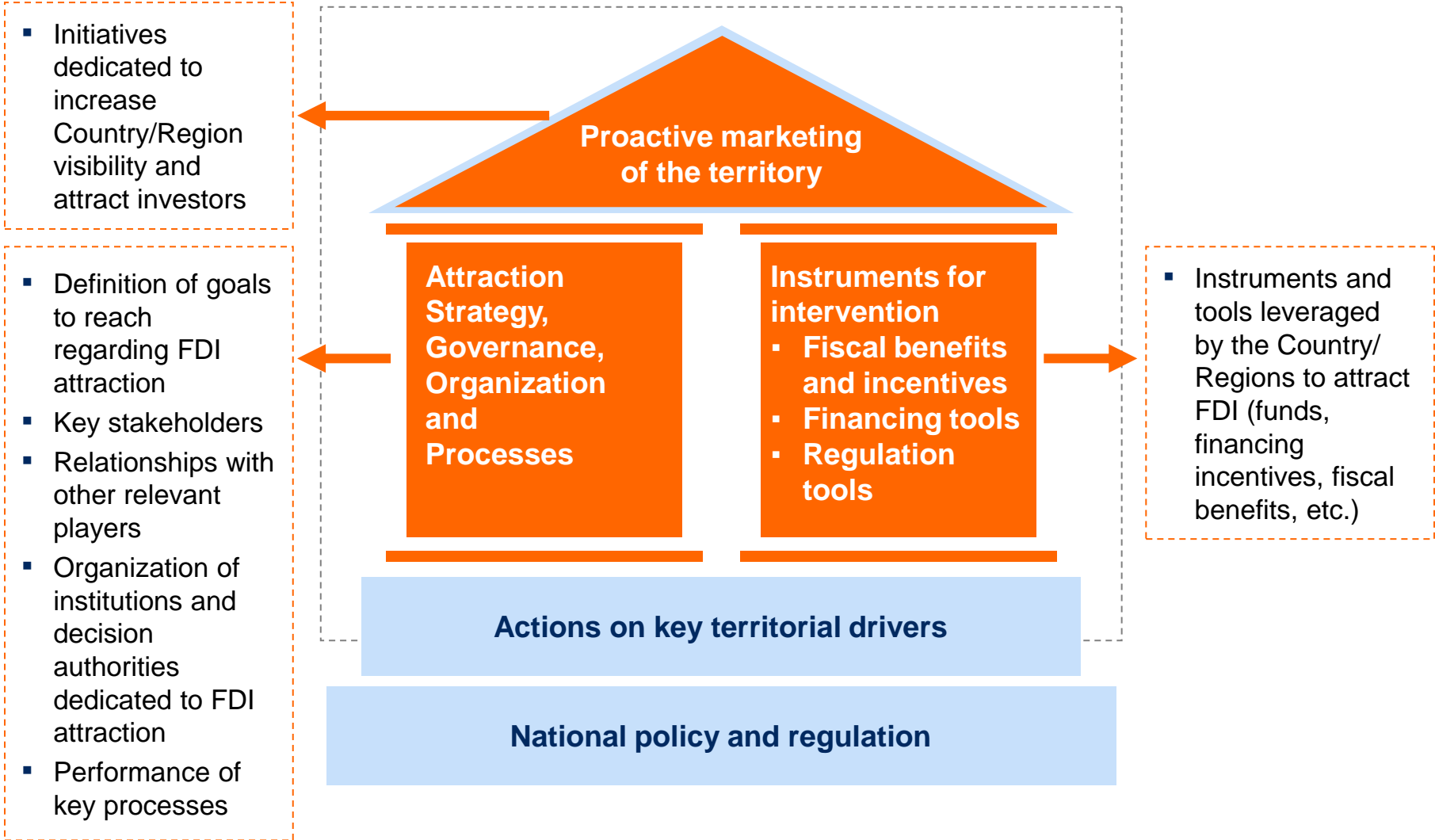
Italy attracts relatively few Foreign Direct Investments



Italy suffers a high delocalization risk, even within the EU

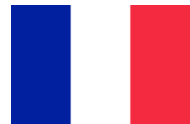
In order to increase the flow of FDI in a country it is possible to intervene on multiple levers

■ Focus of the deep dive



Where we looked

Main European countries ("peer group")



France



Germany



UK



Switzerland



Czech
Republic

Other countries



Costa Rica



Israel



Sweden



Ireland



Finland



Singapore



Taiwan









US States

Across the peer-group case studies, we found six emerging themes

Themes	Description	Examples
1 Clear priority	<ul style="list-style-type: none"> Clear strategy and focus of institutions and policy making on FDI attraction 	<ul style="list-style-type: none"> UK: ministry for Trade and Investment is explicitly in charge of boosting UK reputation as an attractive location for international business investment and increase inward FDI flows FRANCE: regular meetings between ministers and industry leaders to discuss future industrial policies
2 Single institutional owner	<ul style="list-style-type: none"> Single institutional entity with whom investors can interact directly 	<ul style="list-style-type: none"> ALL COUNTRIES: government agencies dedicated to FDI attraction, acting as first intermediaries between central and local authorities and foreign investors
3 Focus on high value added	<ul style="list-style-type: none"> Focus on attracting FDI in high value added sectors relying on nation specific comparative advantages 	<ul style="list-style-type: none"> FRANCE: strong focus on attracting FDI in R&D, given its high labor productivity (20% higher than European average). In particular France offers the best research tax credit in Europe
4 Geographic focus	<ul style="list-style-type: none"> Identification of fast growing markets and development of investments guides specifically targeted to those main potential foreign investors 	<ul style="list-style-type: none"> SWITZERLAND: specific targets on Asian investors and on FDIs from other emerging markets such as Brazil and Russia, as well as on traditional countries such as USA, offering them specific guidance
5 Help on the ground	<ul style="list-style-type: none"> High performing investment agencies that follow the investors during and after the establishment of the firms 	<ul style="list-style-type: none"> UK: its Agency carries out continued work with established investors to provide new business opportunities FRANCE: the Centre de Formalités des Entreprises helps firms in carrying out all necessary procedures
6 Hard hitting promotion activities	<ul style="list-style-type: none"> Wide variety of promotion activities within the country and in main partner countries, fostering interaction between authorities and potential investors also exploiting unconventional channels 	<ul style="list-style-type: none"> FRANCE: annual meetings among emerging markets' business communities in Paris and innovation clusters' networks UK: exploitation of LinkedIn, Twitter and YouTube to create contacts and promote UK economy worldwide

Additional emerging themes were found analyzing non-peer countries

Themes	Description	Examples	
7 Clear and informed strategy	<ul style="list-style-type: none"> FDI attraction strategy based on detailed understanding of current and emerging trends and relative strengths and weaknesses 	<ul style="list-style-type: none"> Taiwan's market intelligence body examines global trends in technology and analyses implications for competitive advantage and policy 	
8 Ensuring strong leadership	<ul style="list-style-type: none"> Vision and strategic priorities have prominent private and public sector "champions" 	<ul style="list-style-type: none"> Irish Prime Minister actively involved in securing prominent FDI deals 	
9 Making doing business easy	<ul style="list-style-type: none"> Obsessive focus on creating high quality business environment for all firms Strong engagement with private sector to understand issues 	<ul style="list-style-type: none"> Singapore, currently ranked 1st in World Bank Doing Business survey, has obsessive focus on improving ranking on business environment indices 	
10 Creating a high performance culture	<ul style="list-style-type: none"> High performing investment agencies have cultures that are responsive, fast-moving and work to overcome bureaucracy 	<ul style="list-style-type: none"> To "seal the deal" with Intel and address its concern not to find sufficient qualified engineers, the IDA provided Intel with a list of 85 Irish engineers working abroad with relevant qualifications willing to move to Ireland if hired by Intel 	
11 Embedding anchor institutions	<ul style="list-style-type: none"> Successful regions place intense focus on attracting, retaining and embedding anchor institutions 	<ul style="list-style-type: none"> Effort in retaining and embedding Intel was undertaken, e.g., through establishing partnerships with universities (Intel-Associates) to develop skilled workforce 	
12 Offering practical support	<ul style="list-style-type: none"> Practical support to make connections and build skills and knowledge has allowed regions to differentiate themselves from others with similar financial schemes 	<ul style="list-style-type: none"> Finland's award-winning export-promotion agency FINPRO has succeeded by focusing entirely on providing exporting firms with practical support, including partner searches 	

France - Clear Strategy and hard hitting promotion activities make France the best European player in attracting inward FDI in 2009



Strategy

- **Clear focus in attracting FDI in research centers** (foreign companies in France conduct more than 20% of their R&D locally)
- Attention drew on the **strengths of the territory: 20% higher labor productivity** than European average, high quality of the public school system, **best research tax credit in Europe**
- **Steering groups** – Ministers, Industry Leaders, Journalists – collaborate to create **buy in on ‘Plans Sectoriels’** and general alignment on future policies



Organization and Process

- **Invest in France Agency (IFA)** provides support for foreign companies setting operations in the country and promotes the country reputation worldwide
- Dedicated intermediaries between foreign investors and Gvt authorities help companies in carrying out all necessary procedures (**Centre de Formalités des Entreprises, CFE**)
- Significant rationalization of administrative formalities and possibility of completing all of them online, making it possible to register a company in a matter of hours



Proactive Territorial Marketing

- IFA is active in:
 - coordination of a **network of partners aimed at increasing visibility of France worldwide** (Ubifrance; Atout-France; Union of French Chambers of Commerce and Industry Abroad; National Committee of French Foreign Trade Advisors; firms providing advice to investors- “Invest in France Agency Partners Network”)
 - annual meetings in Paris for Japanese, Indian, Chinese, Korean and Brazilian business communities in France and organization of **clubs for business leaders in a number of countries outside France for business trading promotion**
 - organization of a **71 innovation clusters’ network in France**, i.e., centers of dialogue and partnership between private businesses, public-sector research laboratories, universities and academic institutes

Czech Republic - A database that includes available Business Properties allows foreign investors to better identify the location for their investments



1. Libušín – Former Schoeller Mine

General Information	
Total area of brownfield (in m ²)	190 390
Location	Region: Central Bohemia District: Kladno Town: Kladno Address: Kladno – bývalý důl Schoeller
Land ownership	<input checked="" type="checkbox"/> private <input checked="" type="checkbox"/> public Paličkový kombinát Ustí, s.p., Karbonia Kladno, a.s. and Czech Union of Gardeners
Zoning	<input checked="" type="checkbox"/> Industry <input type="checkbox"/> logistic <input type="checkbox"/> service <input type="checkbox"/> commerce
Area for further expansion	Industry, business, services.

Site specification
 Site of the former Schoeller coal mine, which dates from 1899. There are currently 30 structures and two former hoisting shafts in which are expected to be covered in the future. The area is fenced and guarded.



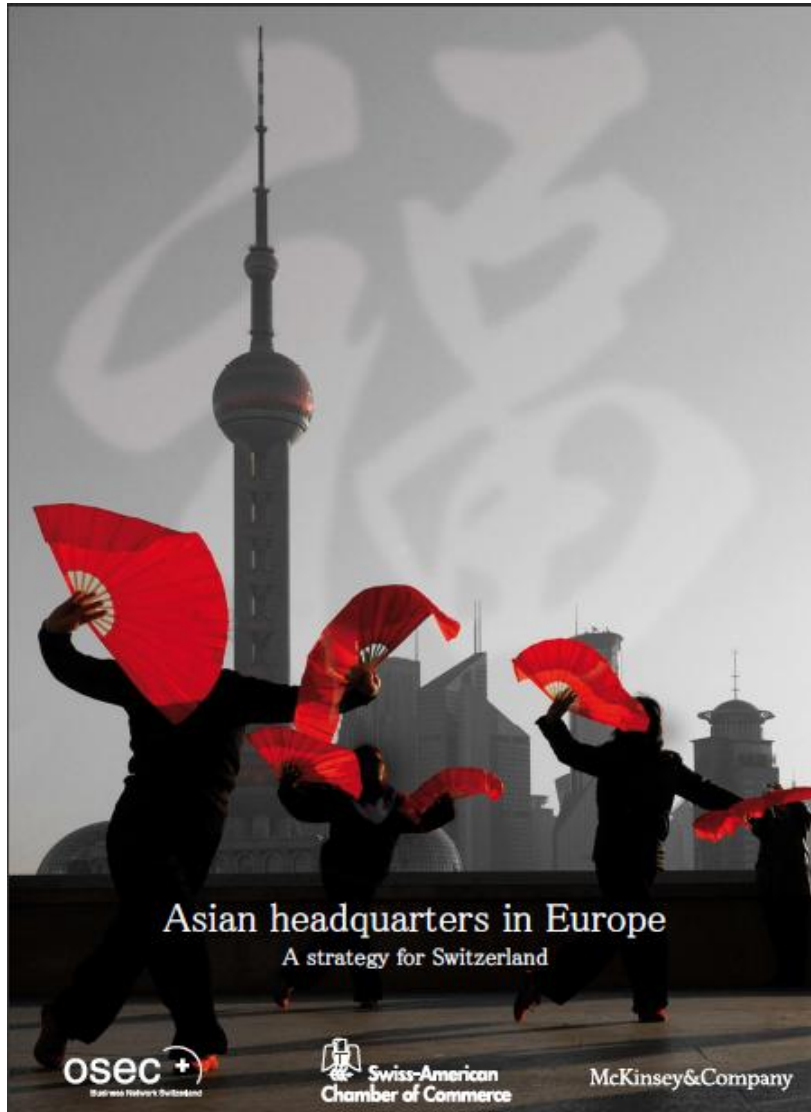
2. Pardubice - Semtín

General Information	
Total area of brownfield (in m ²)	460 000
Location	Region: Pardubice District: Pardubice Town: Pardubice – Rybitví Address: Pardubice – Rybitví, Podebradská street
Land ownership	<input checked="" type="checkbox"/> private <input type="checkbox"/> public 1 private owner – Allachem, a.s.
Zoning	<input checked="" type="checkbox"/> Industry <input type="checkbox"/> logistic <input type="checkbox"/> service <input type="checkbox"/> commerce Production with technologies that are not allowed in other functional areas, production, services, warehousing.

Site specification
 Plots of land in the area of Allachem, a.s. – branch office of Synthesia chemical works. Mostly without structures. Accessibility of all sites is satisfactory.





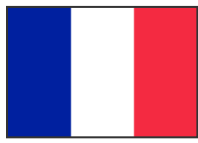





























Switzerland – excellent example of focused marketing strategy creation



- OSEC, the Swiss Agency for FDI, issued a strategic plan in 2008 on how to attract Asian investments in the country
- The report identifies the scale of this opportunity, describes the decision-making process and develops recommendations

In other countries, more sophisticated initiatives and promotion structures seems correlated to better results in terms of FDI attraction

 Best Practice
 Opportunity for improvement

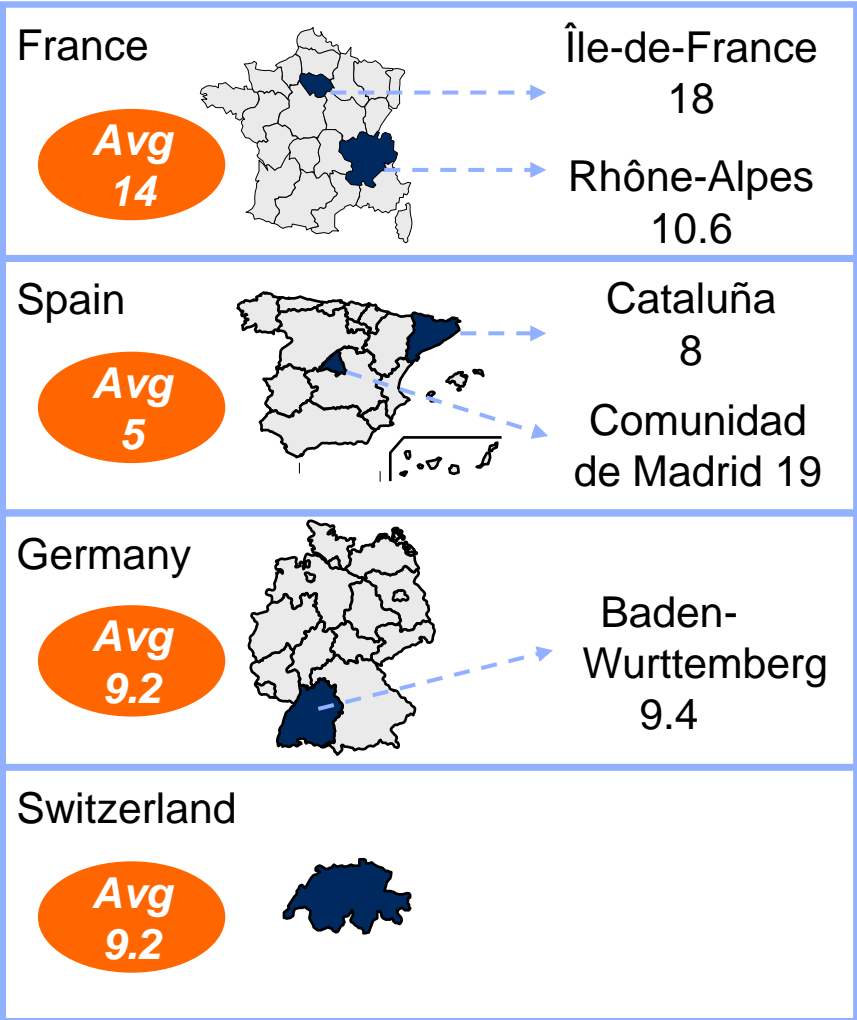
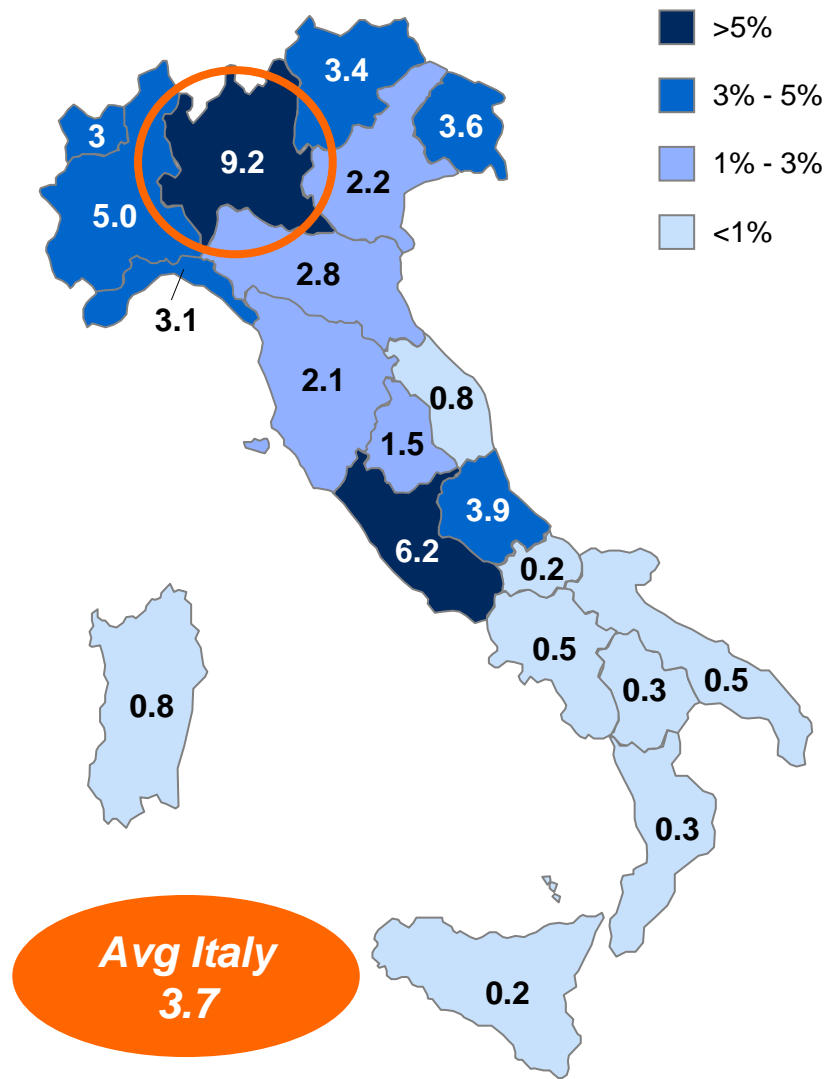
	Strategy	Governance	Organization and processes	Proactive Territorial Marketing	Instruments
					
					
					
					
					

Key priorities emerged

- Clear institutional priority
- Single “owner”
- Focus on high value added activities (for example R&S)
- Geographic focus
- On-the-ground support
- Direct active promotion

In Italy the presence of foreign firms is concentrated in very few regions

Percentage of employees of firms with foreign participation on total regional workforce



SOURCE: Rapporto "Italia Multinazionale 2010" – National institute for Foreign Trade (ICE - Istituto nazionale per il Commercio Estero)

FDI attraction policies in Italy are highly fragmented..

Main activities

Potential issues



- **Invitalia is the national agency** that acts on behalf of the government to attract FDI inflows
- **Invitalia is active in missions abroad**, workshops and business to business initiatives both in target countries and in Italy

- Actual missions are mainly addressed to ambassadors and **less targeted to potential investors** (companies)
- Actually FTEs are less than 15 people, clearly **understaffed** for implementing aggressive strategies



- Owing to its high territorial and economic heterogeneity, **Italy has different strategies in different regions**, with some Regions at the forefront of FDI attraction strategy (e.g. Invest in Milan) and other regions that lack a comprehensive awareness of foreign investment importance
- Almost all regions have internal offices or specialized local agencies (SPRINT¹ offices), that act for the internationalization of the territory (**supporting local firms that want to invest abroad and in some cases also working for FDI attraction**)

- **Heterogeneity** of strategies and initiatives
- **Fragmentation** of entities
- **Dispersion of resources**
- **Limited resources**

1 SPRINT – Sportello per l’Internazionalizzazione (Internationalization office)

...with some Regions implementing interesting initiatives

Lombardia

- **Invest in Milan**, the service of Promos dedicated to inward FDI attraction is active in:
 - Constantly monitoring and analyzing FDI trends in order to anticipate and influence foreign investors choices
 - Assisting foreign investors in all the process of establishment
 - Assisting the local authorities in formulating initiatives to ameliorate administrative, local and fiscal environment

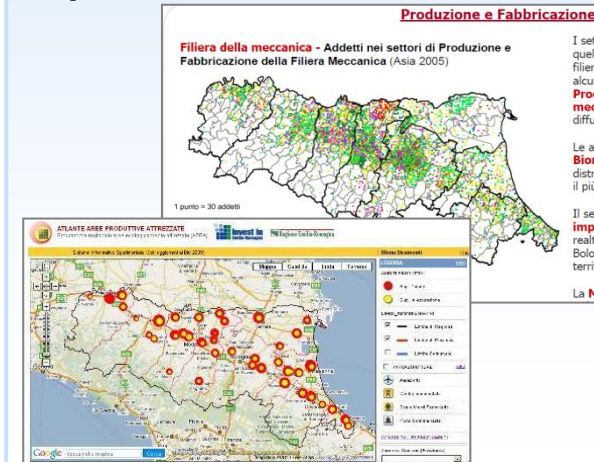
Toscana

- **English guide for foreign investors** with overview of relevant laws and detailed description of local opportunities and regional strengths
- **Invest in Tuscany**
 - Supports investors in evaluating investment opportunities
 - Helps foreign investors in creating and develop a network of local partners
 - Enhance contacts between investors and local institutions



Emilia Romagna

- **English guide for foreign investors**
- **Atlante Aree produttive Attrezzate** that shows on the territory different productive areas that could be of interest for investors and their position w/r to infrastructure network
- **Productive specialization profiles**



Back up

Czech Republic – A small country that leverages a wide portfolio of proactive initiatives



Governance

- **CzechInvest** (Investment and Business Development Agency that acts under the Ministry of Industry and Trades) is a **one-stop-shop** and **unique intermediary** between potential investors and EU institutions/ Gvt bodies. It also **mediates negotiations** with local authorities , state administration and public institutions.
- One of its main objectives is to **support foreign investors** to enter or expand in Czech Republic



Proactive Territorial Marketing

- **Association for Foreign Investments** is a group of companies with local experience that support the entry of foreign investors with a wide range of professional services. All stable companies on the Czech market interested in supporting foreign direct investment can become partner
- Initiatives of CzechInvest
 - **CzechLink**, a service aimed at finding financial or strategic investors for Czech entities of manufacturing industry and directed at pre-selected potential partners
 - **Database of companies** in the Czech Republic, organized in order to enable potential investors to search easily by sector, modules or locations
 - **Focused initiatives on target investors** (e.g. agreement signed in 2009 with the **China Council for the Promotion of International Trade** to attract new Chinese investors to the Czech Republic)



Instruments for intervention

- For the period 2007-2013 an allocation of **EUR 3,041.31 million** has been prepared for the **Operational Program Enterprise and Innovation (OPEI)**, which is **funded for 85% by EU structural funds** and by 15% by Czech Gvt **aimed at increasing competitiveness of Czech economy** and bring the country innovation performance closer to European leaders in this regard.

The Sector Database represent an efficient tool for searching and ranking partners and suppliers in the Czech Republic

The screenshot displays the 'ICT' sector database interface. On the left, a vertical menu lists various sectors, with 'ICT' highlighted in blue. The main content area is divided into three sections: a header with the 'CZECHINVEST' logo and 'ICT' title; a 'Selection criteria' sidebar with filters for Nature, Module, and Region; and a 'Search results' table. A blue arrow points from the 'ICT' menu item to the 'Selection criteria' sidebar.

Selection criteria

Nature: All

- Application services
- Data center
- Consulting services
- Outsourcing

Module: All

- Accounting
- Billing and e-Billing
- Business Intelligence
- CAD/CAM/ CAE/EDA
- CRM
- Commerce Suites
- Communications
- Content Management
- CRM
- Data Warehouse Management
- DRM
- Enterprise Application Integration
- ERP

Region: All

- Hlavní město Praha
- Jihočeský kraj
- Jihomoravský kraj
- Karlovarský kraj

Search results

Companies identified: **663**

Company name	Nature	Module	www
2Pnet s.r.o.	Software support and installation	Security	www.2pnet.cz
3 E Praha Engineering a.s.	Application services, Computer graphics and animation		www.3epraha.cz
6K spol. s r.o.	Software support and installation, Solution provider		www.6k.cz
7FX s.r.o.	Computer graphics and animation	Entertainment	www.7fx.com
A&L soft s.r.o.	Consulting services, Custom development of applications, Solution provider	ERP, VOIP	www.alsoft.cz
ALIS spol. s r.o.	Application services, Software support and installation	Accounting	www.alis.cz
A&E.L s.r.o.	Custom development of applications, Software support and installation	Accounting, Human Resources	www.aael.cz
Aaron Group s.r.o.	Custom development of	Content Management	www.aaargroup.cz