



# Strategy Awards 2018 Winners

INVESTE SÃO PAULO HAS BEEN NAMED **fDi**'S INVESTMENT PROMOTION AGENCY OF THE YEAR, WHILE ORGANISATIONS FROM ACROSS THE GLOBE ARE RECOGNISED FOR THEIR INVESTMENT PROMOTION AND ECONOMIC DEVELOPMENT ACTIVITIES. **CATHY MULLAN** REPORTS

## IPA of the Year

The investment promotion body for São Paulo state employs more than 60 people who are tasked with promoting it as an investment destination, and in 2015 the agency also took responsibility for science park management and export promotion. The organisation is divided into teams, each responsible for a different aspect of the investment process, such as the environmental team (which advises investors on environmental laws, zoning and utilities) and a tax team (which advises on tax structures in each municipality and provides guidance for tax reduction processes). Investe São Paulo is a regular attendee at various events and fairs at home and abroad, identifying and targeting potential investors for the state. A detailed website, which was developed in line with the World Bank's Global Investment Best Practices, provides such companies with investment guides, interactive mapping tools and economic and statistical data on all municipalities in the state to inform their investment decision. The agency works to bridge the gap between the investor and public bodies at all levels from federal to municipality, providing intelligence and information, and encouraging dialogue between investors, taxpayers and the state regarding the introduction of new incentives.

### Highly commended

Catalonia Trade & Investment, Spain  
Coming from a period of political uncertainty following the region's bid for independence from Spain in 2017, Catalonia Trade & Investment (CT&I) has gone some lengths to polish its offering. The agency provides an annual week-long training



Out in front: Investe São Paulo takes the top honours in this year's **fDi** Strategy Awards

course for its team to give them a deep and current sectoral and geographical knowledge to inform potential investors. With a global outlook, CT&I has a dedicated China desk, providing a specialised service for Chinese investors, and takes part in key events in China to grab investors' attention. Its USA Plan targets future technologies and attracting top American unicorn companies. The agency is also focused on the world's top 500 companies, aiming to attract them to the region. Opportunities in emerging sectors such as ICT mobile technologies, video gaming and software development are supported with initiatives such as Mobile World Capital in Barcelona, and events like the Smart City Expo, positioning the region as a hub for digital sectors. Catalonia's move towards digital sectors combined with its historical successes as an industrial hub

are creating a wave of new opportunities in Industry 4.0 and its technologies.

## EDITOR'S CHOICE AWARDS

### Ones to Watch

City of Šabac, Serbia  
A city of fewer than 100,000 people located in northern Serbia, Šabac has set the bar high for government-investor interaction and impressed judges with its ability to adapt to the changing investor landscape. The mayor and head of local economic development commit to visiting every company investing or expanding in the city, and an Investments Monitoring Commission was established in Šabac in 2015. The commission holds weekly meetings, which are open to participation. When a downstream petrochemical complex was shut down in the city, thousands

## Winners Strategy Awards 2018

### IPA of the year

Investe São Paulo

*Highly commended*

Catalonia Trade & Investment

### Academic-industry collaboration

Auckland Tourism, Events and Economic Development

Invest Hong Kong

Toronto Global

### Advocacy

Investe São Paulo

### Aftercare

Invest in the Basque Country

Business Birmingham

Invest Pacific

City of Düsseldorf – Office of Economic Development

Montréal International

APD – Agência Paraná de Desenvolvimento,

Invest in Paraná

City of Šabac

Sheffield City Region

Scottish Enterprise

### Ambassadors programme

Leicester and Leicestershire LEP

### Anti-corruption efforts

City of Prijedor

### China engagement

Catalonia Trade & Investment

Midas

### City branding

City Council of Barcelona

### Deconstructing prejudice

Paris Region Entreprises

### Development plan

Limerick City Council

### Education, skills and training

Clúster Aeroespacial de Chihuahua

EDC Debrecen

Guanajuato State Government – Economic

Development Ministry

Limerick City Council

New York City Economic Development

Corporation

Invest in Pereira

Plovdiv Municipality

Poznań City Council

Waterford City & County Council

### Encouraging innovation

Stad Antwerpen

City Council of Barcelona

Invest in Bogotá

City of Brno

Invest in Glasgow

Guanajuato State Government – Economic

Development Ministry

Limerick City Council

NewcastleGateshead Initiative

### Expat support

Go Vilnius

### Expansions

Catalonia Trade & Investment

City of Düsseldorf – Office of Economic

Development/NRW.Invest

### Future industries

Toronto Global

### Growth capital

Marketing Derby

Midas

### Incentives

City Council of Barcelona

Invest in the Basque Country

ProExca – Sociedad Canaria de Fomento

Económico

World Business Chicago

EDC Debrecen

Limerick City Council

Međimurje County – Regional Government

The Miami-Dade Beacon Council

City of Mississauga, Economic Development

Montréal International

City of Niš

Maribor Development Agency

Câmara Municipal do Porto

City of Šabac

Szczecin Municipal Government

Valmiera Development Agency

Vojvodina Development Agency

Wallonia Export-Investment Agency

### India engagement

Midas

### Industrialisation

Invest In Ventspils

### Industry 4.0

Catalonia Trade & Investment

NRW.Invest

### Infrastructure as FDI catalyst

Business Birmingham

### International outreach

Berlin Partner for Business and Technology

World Business Chicago

NRW.Invest

City of Šabac

### Language training

Invest in Pereira

### Project wins

City Council of Barcelona

Invest in the Basque Country

Business Birmingham

Leeds City Region

Leicester and Leicestershire LEP

Limerick City Council

Regione Lombardia and Unioncamere

Lombardia

City of Mechelen

Montréal International

Câmara Municipal do Porto

City of Šabac

### Red tape reduction

City of Kazan

Kyiv Investment Agency

### R&D support

City Council of Barcelona

Berlin Partner for Business and Technology

Hungarian Investment Promotion Agency

Brainport Development

Invest in Glasgow

Invest Hong Kong

Singapore Economic Development Board

Toronto Global

### Retention

Copenhagen Capacity

### Second footprint strategy

Catalonia Trade & Investment

### Staff training and performance management

City Council of Barcelona

EDC Debrecen

Midas

APD – Agência Paraná de Desenvolvimento,

Invest in Paraná

City of Šabac

Scottish Enterprise

Szczecin Municipal Government

Waterford City & County Council

### Soft landing

Berlin Partner for Business and Technology

Business Birmingham

Midas

### Startup and SME support

Invest in the Basque Country

Berlin Partner for Business and Technology

City Düsseldorf – Office of Economic

Development

Invest Hong Kong

New York City Economic Development

Corporation

Rėzekne City Council

### Tech investment strategy

New York City Economic Development

Corporation

### EDITOR'S CHOICE AWARDS

#### Ones to Watch

City of Šabac

EDC Debrecen

Limerick City Council

#### Best marketing slogan

New York City Economic Development

Corporation – 'New York City: Make it here'

### WEB STRATEGY AWARDS

Marketing Derby

*Highly commended*

New York City Economic

Development Corporation

Invest Hong Kong

#### Social media strategy

World Business Chicago

City of Mississauga, Economic Development

Invest in Bogotá

#### Use of new technologies

City of Mechelen

lost their jobs. The gap was filled with foreign investors in the chemical industry, including Germany-based pharmaceutical company Strada and Finnish paint company Tikkurila. The abundance of skilled workers attracted Serbia's largest ever greenfield Japanese investment – 1700 jobs at electronic automotive components company Yazaki's manufacturing facility, which was announced in 2016 and expanded again in 2018.

#### EDC Debrecen, Hungary

Established by the municipality and University of Debrecen in eastern

Hungary, EDC Debrecen acts to attract investors and promote the city to companies across the world. The agency works proactively to create a favourable environment for investors, including initiating and coordinating infrastructure developments (such as a 22,000-square-metre grade A office development) in the city. The body also works with local government, and has seen success in implementing local investment incentive programmes for investors, which includes direct cash incentives in addition to national grants. EDC Debrecen initiated the establishment of the International

School of Debrecen, an English education facility useful for the families of investing foreign companies, and coordinates collaboration between local companies and education institutions regarding talent supply, education and research projects. The result has been large-scale investments coming to the city, in particular in the automotive sector.

#### Limerick City Council, Ireland

Sixty staff are engaged in economic development and attracting inward investment to Limerick, a city in Ireland's Mid-West region. The agency is engaged with the ►

Limerick 2030 plan, a €1bn economic and spatial plan for attracting investment and developing the city, which is targeting 12,000 new jobs. As part of the plan, Limerick 2030 Strategic Development body was created, the first of its kind to be created by a local authority in the country. The initiative aims to deliver a city- and county-wide programme for investment. The council established Innovate Limerick, an initiative to drive innovation in the city, which attracted Troy International Film Studio – a 3250-square-metre innovation hub, shared workspace and production and digital skills hub, and a completely new industry for the city.

**Best IPA web strategy**

Marketing Derby, UK

Marketing Derby employs the latest technology to attract investors to the city and provide intelligent information on its investment sites and offerings, from a virtual reality map giving the user a complete view of the city's key development sites and a tour of Derby to a GIS-enabled web platform providing data, analytics and property information for potential investors. Outreach efforts receive support from active social media accounts – more than 11,600 followers on Twitter, live streaming on Periscope and videos with the latest news on YouTube. Traffic to the agency's website, which operates as a news feed for prospective investors, increased by 55% between 2017 and 2018. Two newsletters (one biweekly and one monthly) give subscribers an in-depth view into the latest local business developments.

*Highly commended*

New York City Economic Development Corporation, US

New York City Economic Development Corporation enjoys an online audience in excess of 250,000 people from its social media channels and online and email marketing campaigns. The agency's website is a trove of information, including interactive maps, economic data reports, podcasts, photo galleries and a blog. Users are kept up to date with key economic development topics in the city.

*Highly commended*

Invest Hong Kong, Hong Kong

Invest Hong Kong has an integrated approach to its online marketing and communications activities, which includes advertising, social media, public relations activities and publications across two main websites (one for its StartmeupHK initiative). A brand revamp saw the release of a new website and corporate video, and a more contemporary look across all its collaterals. A

mobile app will be launched by the end of 2018. The agency is engaged across all social media platforms to boost its digital marketing efforts, including YouTube, WeChat and Facebook.

**Social Media Strategy**

World Business Chicago, US

With accounts across all the main social media platforms, World Business Chicago uses its social media presence to drive traffic to its main website. Between its 5100 followers on Facebook, its 13,300 followers on Twitter and 6300 followers on LinkedIn, the agency's monthly social media activity reaches more than 1.7 million impressions.

City of Mississauga, Economic Development, Canada

Mississauga's Economic Development team includes video testimonials and blogging entries on its microsite, showing the appeal of the city for the aerospace sector. The city's Twitter profile is active in informing users of developments in the city and, particularly, around the airport and in its aerospace sector.

Invest in Bogotá, Colombia

Invest in Bogotá recognises the value of 'digital influencers' in promoting the city's message, ensuring it reaches a large audience. This understanding of the nuances and opportunities in today's social media environment, and its strategy to exploit these opportunities, impressed the judging panel.

**Use of new technologies**

City of Mechelen, Belgium

In June 2017, the city of Mechelen launched a virtual reality tour of the city, a first for Belgium. Viewers of the tour can get an eagle-eye view of the city and can zoom in on various locations, getting the feeling of actually visiting. The city aims to use this to attract more companies and trade, and make the decision-making process easier for investors.

**Best Marketing Slogan**

New York City Economic Development Corporation, US

'New York City. Make it here'

**SPECIALISMS**

**Advanced manufacturing**

Sheffield City Region, UK

Sheffield, located in the English county of South Yorkshire, has a proven track record in advanced manufacturing operations, with specific expertise in component manufacturing in high-performance alloys such as stainless steel and tungsten. The city's Advanced

Manufacturing Research Centre, set up in conjunction with a faculty of the University of Sheffield, undertakes market research for its members (including Airbus, BAE Systems and Rolls Royce) on composites and light weighting.

**Aerospace**

Municipality of São José dos Campos, Brazil  
Located just east of São Paulo, São José dos Campos is home to the Brazilian Aerospace Cluster, a co-operation of more than 100 large companies and SMEs from the aeronautical and space sectors. The cluster boasts five major original equipment manufacturers, 10 research companies, 200 manufacturing companies, 30 engineering companies, two technology parks, seven aerospace institutes and more than 300 aerospace supplier companies.

**Cybersecurity**

New York City Economic Development Corporation, US

The world's largest banks, media companies and healthcare businesses call New York City home, and as such it has become something of a leader in cybersecurity, with companies spending big sums to make sure they get it right for their customers. The city received more than \$1bn in funding for cybersecurity alone in 2017, and is investing \$30m in its Cyber Center, boasting a dedicated cybersecurity accelerator and learning initiative to expand the talent base.

**Data centres**

Invest Hong Kong, Hong Kong

A data technology hub measuring 27,000 square metres is under construction to be completed in 2020 in Hong Kong's Tseung Kwan O Industrial Estate, and will provide facilities for local and overseas ICT companies. A cluster of 11 high-tier data centres already exists in the zone, the largest cluster of its kind in east Asia.

**E-mobility**

Berlin Partner for Business and Technology, Germany

Berlin forms part of the German government's Electro Mobility Showcase initiative, as part of the city's aim to become Europe's leading electro mobility metropolis. A proximity to the region's leading automobile manufacturers makes Berlin an important market for the automotive and logistics sectors.

**Fintech**

Go Vilnius, Lithuania

More than 40 local and foreign fintech companies are based in Vilnius, the capital city of Lithuania. Both local and national governments are working to ►





# SET OUT ON YOUR JOURNEY WITH THE STATE OF SÃO PAULO

Find out what makes São Paulo the best investment destination in Latin America

**The economy of the State of São Paulo is comparable in size to that of many other countries, and this can help understand why fDi Intelligence ranked São Paulo the top Latin American State of the Future 2018/19 for both economic potential and business friendliness.**

São Paulo City is the world's fourth largest metropolis and one of the most dynamic places in the world. The state capital is where many multinationals chose to establish their South American headquarters, in addition to being the financial centre of Brazil. Once an industrial city, it is now mainly focused on service provision.

The countryside is home to modern urban centres with consumers that purchase over half of the goods sold in the State. The population of the State of São Paulo is more than 45 million inhabitants, larger than many countries, such as Argentina and Canada. All these people live in 645 municipalities which cover an area of 248,000 sq km, larger than the UK's 242,000.

With a well-developed supply chain, the industrial sector in the State of São Paulo stands out, having generated a GDP of \$646bn in 2017. Concerning the agribusiness industry, the State is the largest producer of sugar cane ethanol in the world. The production of finished industrial goods is another strong feature. Last year, 1.2 million automobiles were made in the many plants established across the state, which is also home to the factories of Embraer, the largest manufacturer of commercial jet airliners with up to 130 seats.

Modern logistics and infrastructure are available for companies established in the State: the best roads in the country, the largest

seaport in the continent, railroads and airports connecting producers to their end markets in Brazil and abroad. Business with other countries was responsible for a trade flow of \$105bn in 2017.

Local culture holds hard work in high regard, and in order to prepare its citizens, São Paulo invests in a free, public education structure that shows impressive numbers. There are three top ranked State universities: USP, Unesp, and Unicamp, with campuses located in several different towns, from which 16,000 students graduate every year. The State also maintains 221 technical schools and 68 technology colleges, training young people to rapidly enter the workforce.

After graduating, many of these students start their own companies and join a rich network of suppliers, which ensure high industrial productivity all over the State. With the introduction of digital economy, entrepreneurs in the State of São Paulo have developed countless new businesses, such as the 99 and Nubank apps, which prices on the market exceed \$1bn each.

São Paulo's startup ecosystem is coming into full bloom. According to the Latin American Private Equity & Venture Capital Association, Brazil accounted for 45.4% of the total amount invested in Latin America in 2017. Overall, Brazilian startups received \$859m in investments, \$564.5m of which were in São Paulo alone.

Innovation here runs on clean energy: over 61% of the power grid comes from renewable sources. Concern for the environment is a characteristic of the State of São Paulo, which presents advanced laws so that the economic development takes place in a sustainable way

and conserving its natural resources.

This is the scenario you will find in São Paulo: a place where new business initiatives are encouraged and supported. The São Paulo State Government, through Investe São Paulo, welcomes foreign investors planning to start doing business in South America. As an investment promotion agency, Investe São Paulo offers free-of-charge support for companies in search of investment sites, providing tailored assistance to investment projects.

Each client is provided specific consulting services to suit their needs. The team of technicians from Investe São Paulo uses geolocation tools to help investors find the ideal place to set up a plant and connect investors to the government and regulation bodies to ensure projects are delivered on schedule.

The State of São Paulo is the starting point for doing business in Latin America. Investe São Paulo is here for you. We will show you the safest path to start or expand your business.

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[www.investe.sp.gov.br](http://www.investe.sp.gov.br)

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make the city the main fintech centre for the country. E-payment and e-money licences can be granted in less than a month, while 30,000 young IT specialists offer investors a well-qualified talent pool.

**Gaming**

Go Vilnius, Lithuania

A close community of international developers is based in Vilnius, where more than 40 gaming developers have offices. The city boasts super-fast broadband and wi-fi infrastructure, low set-up costs for developers, and local universities offer courses in the discipline.

**Insurance**

City of Cologne – Office of Economic Development, Germany

Cologne was awarded the title of ‘Digital Insurance Hub’ in April 2017 by Germany’s Federal Ministry for Economic Affairs and Energy, following the decision of Zurich Insurance Group to expand its presence in the city.

**Life sciences**

New York City Economic Development Corporation, US

LifeSci NYC is a \$500m initiative spanning 10 years to make New York the leading destination for the life sciences industry, connecting research and industry, unlocking space for companies to grow and building the talent pool. The city is aiming to establish a world-class hub for the sector, and plans to spend \$300m to unlock private sector sites for life science use.

**Logistics**

Ventspils, Latvia

The Freeport of Ventspils Authority has invested heavily to diversify the port’s offering and developing port-related businesses. As a result, six new port terminals have been launched since 2000, which are engaged in the shipment of coal, grain, specialised liquid cargo, dry and universal cargos. A ferry line to Sweden has also been introduced.

**BESPOKE AWARDS**

**Academic-industry collaboration**

Auckland Tourism, Events and Economic Development, New Zealand

A high level of co-operation between hi-tech business, government, universities and other research organisations exists in the city of Auckland. The four innovation advisers in Auckland’s Tourism, Events and Economic Development agency have active relationships with local universities, and connect tech companies with experts and research being undertaken at these institutions. This has the dual effect of bringing research and

potential products to market, while also allowing companies to access research that might expand their offering.

Invest Hong Kong, Hong Kong

Local universities are active in conducting research and bringing products to market in Hong Kong, with the commercialisation of any such research managed by the dedicated Technology Transfer Office within the respective university. The commercial arm of the University of Hong Kong, for example, has brought several products to market globally stemming from research in the university.

Toronto Global, Canada

Work-integrated learning programmes are popular in Toronto, with some of the city’s most high-profile universities offering students two years of field-specific work experiences while also earning degrees. Siemens runs a post-secondary education programme, the Siemens Canada Engineering & Technology Academy, to bring a qualified workforce to market for themselves and other companies.

**Advocacy**

Investe São Paulo, Brazil

The state investment agency for São Paulo is actively engaged in policy advocacy, keeping detailed records of difficulties companies may face that impede their competitiveness. The agency works with the state and investors to overcome these difficulties, and then aims to grant new incentives for the improvement of the tax system.

**Aftercare**

Invest in the Basque Country, Spain

Investors in the region receive a satisfaction questionnaire as part of Invest in the Basque Country’s aftercare programme, which also includes an annual aftercare meeting (for companies to network and inform local government of their needs and wishes), other networking events and vocational training services. The agency maintains a database of existing foreign companies in the region, and monitors and keeps in touch with those likely to need assistance with expansion.

Business Birmingham UK

Business Birmingham helps investing companies to settle into the business community and get established, and offers a relocation service as ongoing support. The agency works to integrate the new investors into existing business networks and provides links to regional universities and further education institutions. Help with property and site-selection advice is provided to companies wishing to expand.

Invest Pacific, Colombia

After identifying established companies with the most potential for reinvestment, 15 ‘key accounts’ are chosen by Invest Pacific in Colombia’s Valle de Cauca department. The agency develops a deep relationship with these companies, and a customised programme is created to support expansion goals.

Office of Economic Development, City of Düsseldorf, Germany

Sector or country specialists in Düsseldorf’s economic development team are responsible for the aftercare of companies investing in the city, and a joint customer relationship management system provides a coordinated approach to aftercare. The team is also working to increase co-operation between local universities and companies.

Montréal International, Canada

Montréal International provided aftercare support to more than 260 companies in 2017 as part of an aftercare programme that seeks to support business needs to ensure they grow in the area. An annual satisfaction survey is completed to assess companies’ requirements.

Invest in Paraná, Brazil

Each investor in Brazil’s southern Paraná state is contacted by the team at Invest in Paraná three times a year on average. This allows the agency to strengthen its relationship with the investor, and to collect market intelligence to identify future opportunities.

City of Šabac, Serbia

The local business council was established by the forward-thinking local economic department, and gives investors in the area a chance to voice their needs and opinions at one of the regular meetings. The city’s development strategy is then based on the outcomes of these meetings.

Sheffield City Region, UK

Sheffield City Region prides itself on the relationship it upholds with its investors. A key account manager ensures that companies investing in the region are supported, providing links to relevant trade bodies and assistance with knowledge transfer opportunities. The University of Sheffield’s Advanced Manufacturing Research Centre is a lasting embodiment of such a partnership. Established jointly with Boeing in 2002, the partnership has resulted in direct employment and investment.

Scottish Enterprise, UK

More than 140 account managers in Scottish Enterprise are on hand to offer

support to companies that have invested in the country, helping to realise business expansion plans. The agency also offers guidance on innovation (the Innovation Support Service), manufacturing (the Scottish Manufacturing Advisory Service) and talent attraction (Talent Scotland) to make companies' investments as successful as possible.

**Ambassador programme**

Leicester and Leicestershire LEP, UK  
A team of 30 local businesses have formed the region's private sector ambassador's team, which was created to encourage and attract the investment of more companies. In 2017, 500 additional jobs were created through the programme. The ambassador companies work closely with new investors to answer any questions they may have.

**Anti-corruption efforts**

City of Prijedor, Bosnia-Herzegovina  
Prijedor has been recognised for its awareness of the importance of increased transparency in providing a business-friendly environment for incoming investors and of its efforts towards reducing corruption.

**China engagement**

Catalonia Trade & Investment, Spain  
Catalonia Trade & Investment's China desk forms part of its international strategy for attracting investment. With an office in Shanghai, the agency can provide tailored and relevant support to Chinese companies interested in investing in the region and regularly attends Chinese events.

**Midas, UK**

In 2003, the Manchester Investment Development Agency Service (Midas) launched the Manchester-China forum to help attract significant investments into the city-region. Results include a joint venture between Beijing Construction Engineering Group and Manchester Airport Group to develop the £800m (\$1.02bn) Airport City. The agency also employs people in China to develop interest in Manchester and establish relationships with Chinese companies.

**City branding**

City Council of Barcelona, Spain  
Barcelona's city council launched a 'City Branding' project to integrate key public and private stakeholders into the promotion and branding strategy for the city, which will boost Barcelona's international reputation and identity.

**Deconstructing prejudice**

Paris Region Entreprises, France  
A new digital promotion campaign was

launched by Paris Region Entreprises – 'You think...' – intended to challenge any negative preconceptions business leaders, decision makers and investors may have had about doing business in France. The campaign ran in the UK, the US, China and South Korea in native languages.

**Development plan**

Limerick City Council, Ireland  
Limerick City Council's ambitious €1bn Limerick 2030 economic and spatial plan provides a clear economic strategy, towards which each of the 1000-plus employees in the city and county council works. The council is targeting the creation of more than 12,000 jobs and between 2013 and 2016, €1.4bn in investment projects were announced.

**Education, skills and training**

Clúster Aeroespacial de Chihuahua, Mexico  
EDC Debrecen, Hungary  
Guanajuato State Government – Economic Development Ministry, Mexico  
Limerick City Council, Ireland  
New York City Economic Development Corporation, US  
Invest in Pereira, Colombia  
Plovdiv Municipality, Bulgaria  
Poznań City Council, Poland  
Waterford City & County Council, Ireland

**Encouraging innovation**

Stad Antwerpen, Belgium  
The city of Antwerp runs a StartupVillage initiative that provides growth space and incubators for local start-ups for up to three years. Research institute Imec, along with the University of Antwerp, the Port of Antwerp and the city, has developed a city-wide Internet-of-Things (IoT) living lab. In 2018, an IoT house will be opened where start-ups and other companies can develop new solutions.

City Council of Barcelona, Spain  
Barcelona has been announced as the first World Mobile Capital, becoming a permanent hub for the mobile industry. The city acts as an urban laboratory and is supported by public and private institutions.

Invest in Bogotá, Colombia  
Bogotá boasts 35% of all research groups in biotechnology in Colombia and is home to two of the top 10 universities in Latin America. Incentives are geared towards enhancing this activity even further, including a 100% deduction on R&D and innovation projects over the income tax discount of 25% of the investment on R&D or innovation over the income tax.

City of Brno, Czech Republic  
The city of Brno is one of the investors in the Czech Technology Park Brno, which

is located next to the Brno University of Technology, the Central European Institute of Technology research centre and the Advanced Materials, Structures and Technologies research centre. The park offers investors the advantage of a skilled workforce of graduates and opportunities for collaboration among other companies in the park.

**Invest in Glasgow, UK**

Scotland's first two innovation districts are located in the West End and Merchant City areas of Glasgow, encouraging the growth of business clusters in the life sciences and higher education sectors. Other planned ventures in the city include the Tontine Business Acceleration Space & Innovation hub, a high-growth innovation hub supporting 153 companies over five years, and the Imaging Centre of Excellence, a £32m (\$40.7m) facility to bring together research, cutting-edge technology and international investment.

Guanajuato State Government - Economic Development Ministry, Mexico  
Through the state government's Innovation, Science and Superior Education Ministry, seven technological parks and eight research centres have been created in Guanajuato and are home to more than 940 researchers. This creates a culture of innovation for prospective investors.

Limerick City Council, Ireland  
'Innovate Limerick' was established in 2013, complete with a 3250-square-metre innovation hub in the Roxboro area. 'The Engine' facility will co-locate FDI companies, providing shared workspace and a production and skills hub to develop the fledgling film production industry in the city.

NewcastleGateshead Initiative, UK  
A new Urban Science building has been opened in the north-eastern English city of Newcastle, which is also home to Newcastle Science Central, one of the largest city-centre innovation parks in Europe. The park measures 9.7 hectares and is forecast to have 46,500 square metres of commercial space.

**Expat support**

Go Vilnius, Lithuania  
Go Vilnius is working to establish a dedicated helpdesk for foreigners, in collaboration with local healthcare institutions. The project aims to provide information on healthcare to newcomers in their native language and would be the first project of its kind in central and eastern Europe. ▶



**Expansions**

Catalonia Trade & Investment, Spain – Amazon  
Office of Economic Development, City of Düsseldorf, Germany – Trivago

**Future industries**

Toronto Global, Canada  
Toronto’s capabilities in artificial intelligence (AI) were boosted by the launch of the Vector Institute for Artificial Intelligence at the University of Toronto, which attracted more than \$120m in funding from public and corporate bodies. Samsung and LG are among the companies to have recently opened AI research centres in the city.

**Growth capital**

Marketing Derby, UK  
Capital is available to companies wishing to invest and grow in Derby through several channels. Through the Derby Enterprise Growth Fund, businesses that demonstrate job creation and growth can apply for part of a £32m (\$40.7m) grant and loan scheme. Invest to Grow is a £16m fund which helps companies to grow, and is facilitated by the University of Derby. The institution not only provides financial backing but supports companies with technological and academic knowledge.

**Midas, UK**

A range of funds and initiatives are available to companies investing in Manchester, including the Co-Angel GM Investment Fund, which is a joint initiative between the Growth Company and the British Business Bank, providing access to finance for companies struggling to find any. The Northern Powerhouse Investment Fund provides commercially focused finance of up to £2m (\$2.54m) in collaboration with the British Business Bank and 10 local enterprise partnerships in the region.

**Incentives**

City Council of Barcelona, Spain  
Invest in the Basque Country, Spain  
ProExca - Sociedad Canaria de Fomento Económico, Spain  
World Business Chicago, US  
EDC Debrecen, Hungary  
Limerick City Council, Ireland  
Međimurje County Regional Government, Croatia  
The Miami-Dade Beacon Council, US  
City of Mississauga, Economic Development, Canada  
Montréal International, Canada  
City of Niš, Serbia  
Maribor Development Agency, Slovenia  
Câmara Municipal do Porto, Portugal  
City of Šabac, Serbia  
Szczecin Municipal Government, Poland  
Valmiera Development Agency, Latvia

Vojvodina Development Agency, Serbia  
Wallonia Export-Investment Agency, Belgium

**India Engagement**

Midas, UK  
The Manchester India Partnership is a public-private initiative that launched early in 2018 and aims to increase global investment, tourism and academic opportunities between the two locations. Tech Mahindra, one of India’s largest IT service providers, established its headquarters in Manchester, and have signed a memorandum of understanding with one of the region’s universities. Flight routes between the two destinations have been launched, which will increase ties.

**Industrialisation**

Invest In Ventspils, Latvia  
Ventspils has been pursuing an industrialisation policy, which saw manufacturing output increase by more than 1700% between 2002 and 2016. The annual manufacturing export volume has increased more than 3550% in the same time.

**Industry 4.0**

Catalonia Trade & Investment, Spain  
Catalonia has been a hotbed for the Industry 4.0 sector and its technologies, thanks to the strong industrial history in the region meeting the emerging ICT sector to create opportunities. Technology and software company HP has established a global 3D printing business in the region, while Volkswagen has opened a new data analysis centre in Barcelona.

**NRW.Invest, Germany**

North Rhine Westphalia is a state with an industrial heritage and tradition, and perfect for a transition to the new wave of industrialisation. A unique technology platform is being created with the aim of securing production and increasing job creation in the region.

**Infrastructure as an FDI catalyst**

Business Birmingham, UK  
The HS2 project, a high-speed rail line due to connect Birmingham with London, is expected to be a major driver for investment. Regeneration and connectivity projects have already started in light of the project, including the £1bn (\$1.27bn) Curzon city centre investment plan.

**International outreach**

Berlin Partner for Business and Technology, Germany  
Alongside its worldwide marketing campaigns to attract investment to Berlin from around the world, Berlin Partner for Business and Technology takes its

pop-up store ‘Pop into Berlin’ to various international cities for one week to present Berlin’s offering to investors.

**World Business Chicago, US**

World Business Chicago has a host of international initiatives, each of which aim to strengthen ties and increase investment between the city and other global locations, including China, Japan and the UK. The city’s mayor often leads and hosts delegations, while also putting in concrete measures such as the Chicago Gateway City memorandum of understanding, which makes Chicago the gateway US city for investment from China. This then evolved into an accelerator memorandum of understanding, which serves as an agreement between Chicago and eight Chinese cities to foster a trade and business-friendly relationship.

**NRW.Invest, Germany**

NRW.Invest operates a network of overseas offices, with subsidiaries in Japan, the US, China, Russia, South Korea, India, Israel and Turkey. The offices work to promote the region as an investment destination by identifying investors and expanding local political and commercial networks. A special focus on start-up companies was boosted with the opening of offices in Silicon Valley and Tel Aviv.

**City of Šabac, Serbia**

To promote the area and attract investors from across the globe, the city of Šabac prepares quarterly newsletters that are sent to business chambers, embassies, ministries and consulting companies across the EU. The city also has close links with international business support organisations, including the Japan External Trade Organisation and AHK Serbien in Germany.

**Invest in Pereira, Colombia**

The agency has been pushing an initiative to increase bilingualism in the region, offering training for new companies entering and those already installed. Efforts are under way to boost public schools to train their students in foreign languages.

**Project wins**

City Council of Barcelona, Spain – Volkswagen  
Invest in the Basque Country, Spain – Viralgen Project  
Business Birmingham, UK – Guhring  
Leeds City Region, UK – Burberry  
Leicester and Leicestershire LEP, UK – energy-related investment  
Limerick City Council, Ireland – Troy Studios  
Regione Lombardia and Unioncamere Lombardia, Italy – a Turkish biotech firm ▶

City of Mechelen, Belgium – Nipro Corporation  
Montréal International, Canada – Câmara Municipal do Porto, Portugal – Vestas  
City of Šabac, Serbia – Yazaki

**Red tape reduction**

City of Kazan, Russia  
A standard of local government employed across all municipalities in Tatarstan ensures an improved investment climate, with an online investment passport programme in place to simplify the process of completing projects and reducing costs.

Kyiv Investment Agency, Ukraine  
Kyiv Investment Agency provides investors with a one-stop-shop service for assisting investors. The agency facilitates co-operation between the investor and local authorities, and it also builds links between public and private sectors and financial institutions.

**R&D support**

City Council of Barcelona, Spain  
Berlin Partner for Business and Technology, Germany  
Hungarian Investment Promotion Agency, Hungary  
Brainport Development, Netherlands  
Invest in Glasgow, UK  
Invest Hong Kong, Hong Kong  
Singapore Economic Development Board, Singapore  
Toronto Global, Canada

**Retention**

Copenhagen Capacity, Denmark  
Copenhagen Capacity worked actively to retain a production unit of a medical technology company when it was considering moving the operation to a lower cost base. The agency gathered market intelligence and benchmarking economic data for competing locations, as well as regulatory and employment information, and the result was the retention of the operation in Copenhagen.

**Second footprint strategy**

Catalonia Trade & Investment, Spain  
Catalonia Trade & Investment actively targets reinvestment projects from companies that are already based somewhere in Europe and are looking for expansion opportunities in the region. US-based online retailer Amazon, car manufacturer Tesla and UK-based supermarket Ocado have all invested in Catalonia as a result of this policy.

**Staff training and performance management**

City Council of Barcelona, Spain  
EDC Debrecen, Hungary

Midas, UK  
Agência Paraná de Desenvolvimento, Invest in Paraná, Brazil  
City of Šabac, Serbia  
Scottish Enterprise, UK  
Szczecin Municipal Government, Poland  
Waterford City & County Council, Ireland

**Soft landing**

Berlin Partner for Business and Technology, Germany  
Business Birmingham, UK  
Midas, UK

**Start-up and SME support**

Invest in the Basque Country, Spain  
The Basque Country's Bind 4.0 is a start-up accelerator that gives the investor access to Industry 4.0 customers. The accelerator is focused on companies in big data, additive manufacturing, artificial vision, cloud computing and robotics, among others.

Berlin Partner for Business and Technology, Germany  
Incentives on offer for start-up companies in Berlin include the ProFIT early-stage financing programme, which provides funding for new tech start-ups to recruit staff and to cover operation costs. The city's Joint Task Programme offers cash incentives in the form of non-repayable grants.

Office of Economic Development, City of Düsseldorf  
Düsseldorf established a Startup Unit and Innovation Initiative launched in late 2014, which in 2016 launched the digihub Düsseldorf/Rhineland as a platform for corporations, SMEs, universities and start-up companies to engage with each other.

Invest Hong Kong, Hong Kong  
Start-up companies are a large focus of Invest Hong Kong's investment attraction offering. In 2015, the Hong Kong Science and Technology Parks Corporation launched a HK\$50m (\$6.39m) fund that co-invests in start-up companies, with the aim of plugging the funding gap often encountered in the early stages of a technology start-up company. A support scheme offers HK\$200,000 in financial assistance to start-ups conducting market research and promotion, such as trade fairs and exhibitions, outside of Hong Kong.

New York City Economic Development Corporation, US  
A \$150m life sciences fund supports the development of fast-growing companies in the sector, while the Entrepreneurship Lab provides support to those starting new biotech and health tech ventures,

providing them with connections to venture capitalists, medical clinics and non-profit foundations. Co-working and accelerator facilities, such as the BioLabs@NYULangone and Alexandria Center office and laboratory facility, supplement the support on offer. Similar support is given to other sectors, including finance, blockchain, real estate, healthcare and industrial sectors, and results are monitored by the New York City Economic Development Corporation.

Rēzekne City Council, Latvia  
Companies from high-growth sectors investing in Rēzekne can access the Baltic Innovation fund and innovation voucher programmes, while offering finance from non-traditional investors on account of the higher risk nature of the investment. The innovation voucher programme encourages co-operation between business and science, giving financial support for the development of innovative products and technologies.

**Tech investment strategy**

New York City Economic Development Corporation, US  
More than 360,000 people are employed in the tech sector in New York City, which has more than \$70bn in start-up valuations and exits annually. The New York City Economic Development Corporation boasts several initiatives for attracting investment in a range of tech sectors, including Digital Health Marketplace to attract healthcare companies, and CyberNYC, a \$30m investment in the cybersecurity ecosystem of the city. ■

**Methodology**

For these awards, the fDi Intelligence division of the Financial Times considered all the submissions we have ranked between October 2017 and October 2018 in the FDI Strategy category of fDi Rankings. This totalled 112 locations.

**IPA of the Year and Bespoke Awards**

The judging panel reviewed all the submissions to establish a list of bespoke awards and the IPA of the Year.

**Best IPA Web Strategy**

For these awards, the judging panel reviewed any information on the FDI Strategy surveys pertaining to web promotion activities.

**Marketing Slogan**

For these awards, the judging panel reviewed the marketing slogans of the 112 locations.