



Final Results Delivered to:

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Thursday, December 17th, 2009



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Rationale for Questionnaire:

The results presented here are drawn from an online questionnaire surveying the needs assessment of regional Investment Promotion Agencies (IPA). The goal of the questionnaire is to generate baseline data on: immediate needs of IPAs; future educational and training requirements; and to identify areas of market research, investment marketing and targeting required for assistance that will allow Caribbean Export on behalf of CAIPA to better focus on servicing the needs of IPAs.

Section 1 – Background

Snap Shot of Survey Sample - Background

Response Rate	Completed	70%
Gender	Male	31%
	Female	69%
Promotion Strategy?	Yes	19%
	No	81%
Foreign promotions office¹?	Yes	75%
	No	19%
	Don't know	6%
Success rate in last 5 years? Currency USD	\$1 mill or <	14%
	\$ 1 mill or >	14%
	\$ 5 mill or >	65%
	Don't know	7%

Respondents were asked if they currently have an overall investment promotion strategy. Eighty-one percent reported that they do not have a strategy.

As a follow up respondents were also asked to indicate which sectors they do actively promote from a list provided. Results suggest a need for continuing to broaden the investment

¹ See Appendix 1 for verbatim responses summarized by country of origin.

promotion net, as many IPAs report little or no active promotion in many important sectors.

Over half surveyed do not promote: arts and culture sectors (56%); chemicals sector (100%); e-commerce (75%); education (81%); energy (81%); entertainment (75%); or out-bound call centres (69%)².

Tourism Results

As CARIFORUM continues to focus on tourism services within the single market and economy, we note that 69% of those surveyed indicate they actively promote the industry. Just half report promoting eco-tourism and 37.5% reported health tourism as an actively promoted sector.

Success and Obstacles

Respondents were asked to name (by verbatim response) what is (are) their three most recent successes in the last three years and identify in which sector.

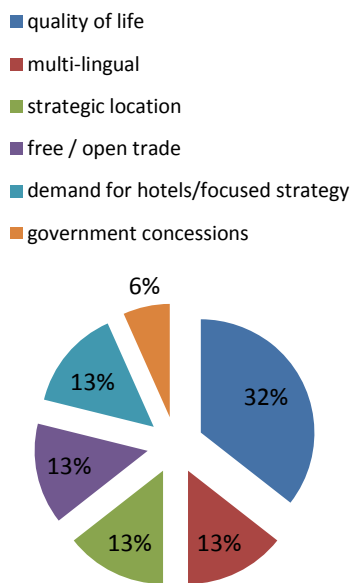
IPAs pointed to a wide range of projects, some still in the commitment or development stages, such as: the attraction of IKEA and Barrick Gold (Dominican Republic); 23 Foreign Direct Investment (FDI) projects (Antigua and Barbuda); hotel and real-estate development (Dominica, Curacao, Trinidad & Tobago, Turks & Caicos and Grenada); the establishment of a composite roofing tile factory (Montserrat); financial services, ICT (Barbados); Harlequin Properties and SKR Beverages (Saint Vincent and the Grenadines); and the development of calcium chloride and polypropylene projects (Trinidad & Tobago).

Sectors included IT (call centres), mining, real-estate, tourism, energy, manufacturing, health, agro-processing, and energy.

² See Appendix 2 for full breakdown by sector.

When asked what the most successful factors in “your promotion” were, IPAs cite a range of factors, from location to quality of life to the price of natural gas. Summarizing these responses, Chart 1.0 provides an overview of these factors³:

Chart 1.0
Most successful factor in promotion:



As a follow up to the previous question, the survey asked respondents to rank the biggest obstacles to success from a provided list of options (*from 1-3 with 1 being the biggest obstacle*). The ‘other’ category was ranked first most often (38%), yet each respondent provided a separate and different answer to what they considered the biggest obstacle to their success⁴. No clear picture emerged from this question, yet we note that ‘lack of technical capacity’ and ‘lack of human resources’ were

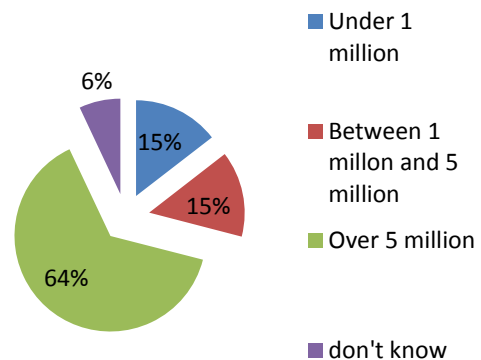
³ See Appendix 3 for verbatim responses to second and third answers.

⁴ Answers included: Air-lift capacity; budget and financial constrains; depressed global market; financing for investment promotion; lack of access to international development aid; lack of funds; and office accommodations.

each *not* selected by 68.8% of respondents (i.e. they did not rank either choice). This suggests IPAs feel the biggest obstacles to success are structural. ‘Land’ as an obstacle to success, for instance, was identified by 19% of respondents as the number 1 obstacle to success, while another 19% rated it as the second biggest obstacle to success. While few rated government as the number one obstacle (just 12.5%), 43% choose it as the third obstacle to success. Of the respondents who choose ‘infrastructure’, 19% felt it was the number one obstacle, while 44% ranked it as the second biggest obstacle to success (see Appendix 5 for a full summary of results).

Finally, Chart 2.0 documents the self-provided success rates within the last 5 years of individual IPAs. Respondents were given four options to choose from – just one respondent noted that they do not currently know this figure.

Chart 2.0
Success rate with the last 5 years of IPAs in attracting investment to their country:
Currency USD



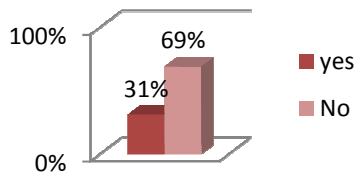
Section 2 – Promotions and Marketing Strategy

The majority of IPAs surveyed do not conduct marketing campaigns (69%). Not surprisingly, newsletters are predominately not used by the surveyed respondents, with just a third reporting using either electronic (31%) or print newsletters (19%) for promotion purposes. Electronic pamphlets are also not widely used, while print pamphlets are used (75%). Most IPAs (80%) do not use local newspaper advertising. All IPAs except Suriname report using a website for promotion purposes, while every IPA reported 'having' a website. One respondent noted their IPA uses conference hand-outs and another noted the use of industry publications.

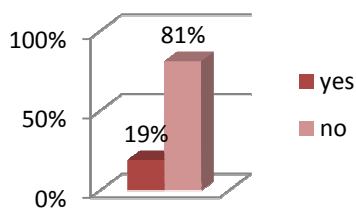
Chart 3.0

Summary of types of promotional materials used:

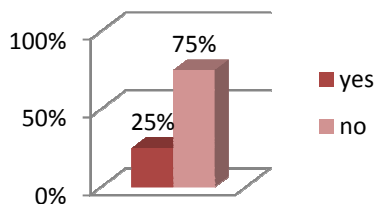
Electronic Newsletters



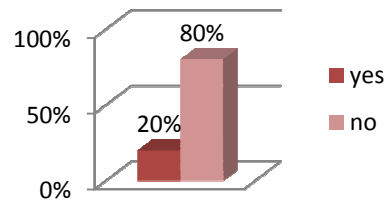
Print Newsletters



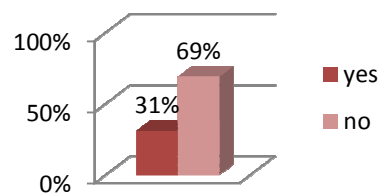
Electronic Pamphlets



Local Newspaper Advertising



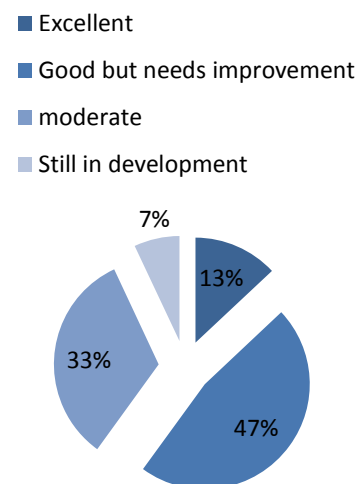
Marketing Campaigns



Respondents were also asked to rank (from 1 to 5, with 1 being 'excellent' and 5 being 'still-in-development') their existing promotions material. If we collapse the 'good but needs improvement' ranking category with 'moderate' the two categories comprise a full 80% of those surveyed (see Chart 4.0).

Chart 4.0

Summary of promotional material ranking:

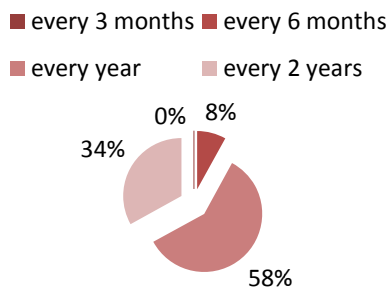


Doing Business Guide / Promotions

Sixty-two percent of respondents indicate they do have a 'recent Doing Business Guide.' Of those who do have a Guide, a majority updates it either annually (58%) or bi-annually (34%) - a total of 92%. No one (0%) reported updating their guide every 3 months, while 8% reported updating it every 6 months (see Chart 5.0).

Chart 5.0

How often do you update your 'Doing Business Guide'?



More generally, 57% of respondents report they update their overall promotions material every year, while 21% update their promotions material either every 3 months (14%) or every 6 months (7%) respectively; 21% report updating their material just every two-years.

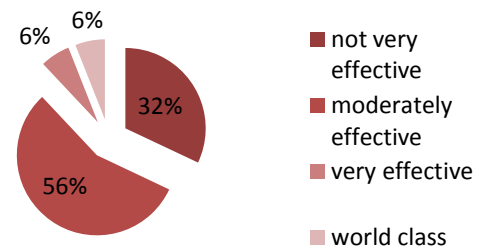
In terms of what activities IPAs are using to target investors using different delivery methods and mediums, results overall tend to suggest a focus on 'investment missions' (75% reported 'yes') and 'industry events or exhibitions' (75% - 'yes') as promotion strategies. IPAs also report 'referrals' (62% - 'yes') as a popular promotional strategy. Nineteen percent of IPAs report having an advertisement campaign in place as a target strategy; and 44% aftercare. Other strategies listed by IPAs included making direct contact with investors, online searching for investors and networking and market research.

Websites

Notably, just 44% of IPAs report deploying 'website marketing' as a means to target investors. Perhaps not surprisingly, IPAs overall are not confident in the effectiveness of their websites. Just one respondent deemed their website 'world class', while a full 88% rated their website as either 'moderately' or 'not very effective'. Chart 6.0 summarizes responses overall:

Chart 6.0

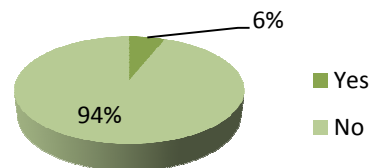
How would you rate the effectiveness of your website for attracting investment?



When asked how often "their" website is updated we get a glimpse into how some IPAs view their website as a tool for promotion. For instance, nearly a third either 'do not know' (25%) or 'never' (6%) update their website. A quarter of the sample (25%) report that they update it annually. Just 19% update their website monthly, while another 19% update their website weekly. Just one person reported that their IPA updates the site daily. Again, perhaps not surprisingly, 94% of those surveyed reported not having a comprehensive internet marketing strategy (see Chart 7.0).

Chart 7.0

Do you have a comprehensive internet marketing strategy?



Only two respondents indicate their IPAs have a means to actually monitor and evaluate their internet marketing strategy.

Table 1.0 summarizes responses (yes / no) on what kind of information is presented on IPA websites.

Table 1.0:
What information is available on your website?

Information?	No	Yes
Company profile	50%	50%
Economic data	38%	62%
Economic country profile	31%	69%
Third party endorsement	88%	12%
Research	69%	31%
Photos	31%	69%
Videos	81%	19%
Contact info	19%	81%
Real-time investment opportunities	69%	31%
Regional news	100%	0%
Regional info	100%	0%
Success stories	50%	50%
Blog	88%	12%
Other	88%	12%
Verbatim Responses	<ul style="list-style-type: none"> - Info on target sectors - Info on Ministry of Trade - Target sector profiles - Incentives info - Doing Business Guide 	

Section 3 – Capacity Building

The vast majority of IPAs (81%) report having no overall investment promotion strategy, suggesting a critical need for coordinated capacity building.

The self-identified experience level of respondents coalesced in the ‘experienced’ (mid-range) level, with 69% of respondents deeming themselves as experienced working with investment promotion. A full quarter (25%) of respondents responded that their experience level was only at the level of ‘learning’, while just one respondent self-identified as being ‘advanced’.

Table 2.0 presents the verbatim responses of IPAs, when asked to identify the number one area in which they feel training is required (for themselves) to be more effective.⁵

Table 2.0
Area in which training is required
Verbatim Responses

Aftercare (2)
Communication
Investment packaging
Investment Promotion Strategy Development
Investor targeting
IPA Best Practice
Lead generation and follow-up
Market Research/Marketing
Policy advocacy
Promotion strategies
Strategy formulation

⁵ For second and third verbatim responses see Appendix 4.

Targeting investors

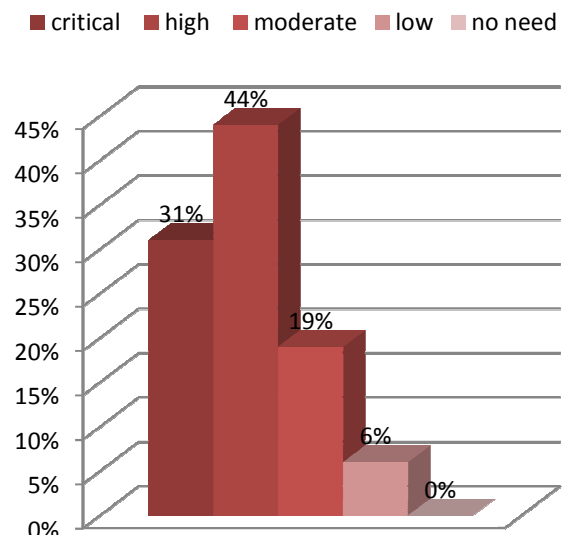
Tools for setting up a structure for an IPA

Training in specific investment promotion

Total Responses – 15 (1 missing)

Turning to the training needs inherent in capacity building, Chart 8.0 displays responses on how respondents would rate their need for hands-on training to attract either a future investment or for assistance with a current project. If we combine the responses of “critical” and “high”, a full 75% of respondents indicate an immediate need for assistance with capacity building at the executive level of IPAs. Notably not a single respondent selected ‘no need’ (for hands-on training).

Chart 8.0
How would you rate your need for hands-on training to attract either a future investment or for assistance with a current project?



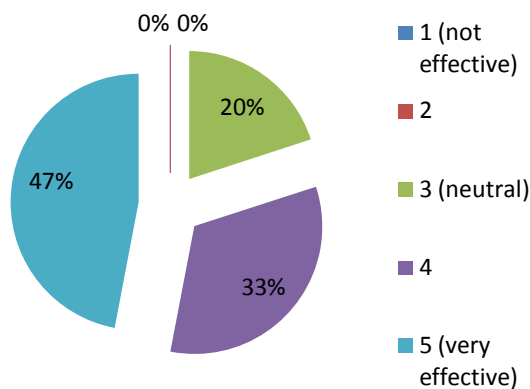
In terms of types of capacity building exercises and learning methods IPAs might find useful, respondents were provided four typical methods used to build capacity: workshops, lectures, role playing and case studies. They

were asked to rank each one from 1 ('not effective') to 5 ('very effective').

A clear trend emerges when we look at the overall results. Case studies and workshops are rated most effective overall, with role playing and lectures identified as less effective. Chart(s) 9.0 summarizes these results:

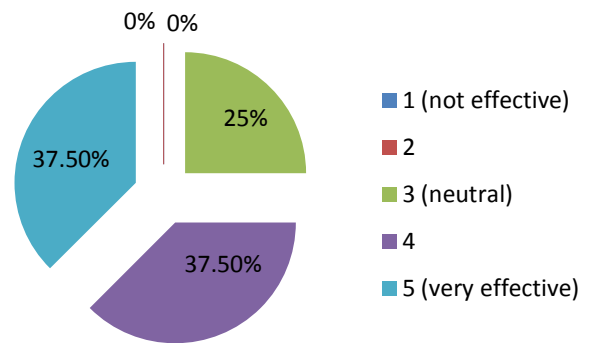
Chart(s) 9.0
Rate the usefulness of the following training techniques for your learning requirements.

Case Studies



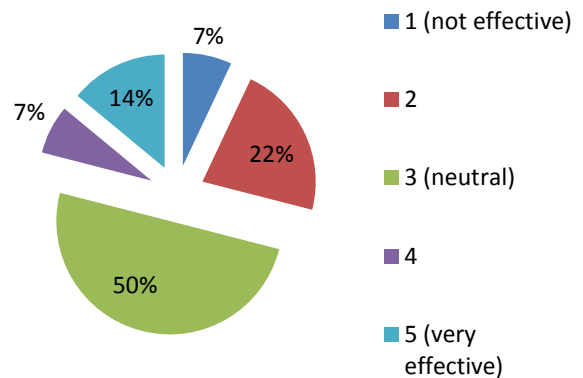
All respondents indicate cases studies are an effective capacity building training technique. Forty-seven percent rate it as a 'very effective' training technique, the highest of the four options.

Workshops



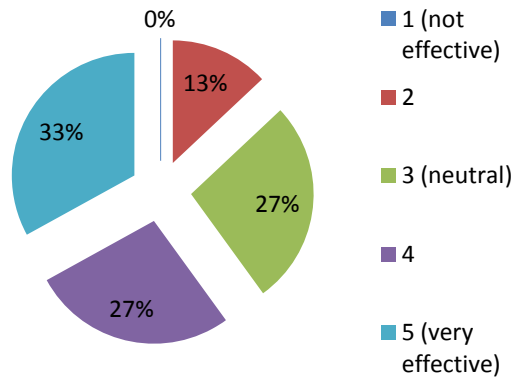
Respondents are also positive about workshops, as not a single respondent rated the technique as 'not effective'; 75% of respondents rated workshops as either 'very effective' (5) or just below 'very effective' (4).

Lectures



As a training technique respondents appear largely ambivalent about lectures, with 50% giving it a 'neutral' rating and an additional 22% just below 'neutral' (2).

Role Playing



Role playing is well regarded by the survey sample as a viable and useful training technique for building capacity among IPAs. A full 60% rate it as either 'very effective' (5) or just below that rating (4). No one rated the technique as 'not effective'.

Finally, a total of 5 respondents were compelled to note some additional training techniques, with 3 of the respondents feeling that additional techniques that are 'very effective' include: study tours (2 responses) and having technical experts reside for a period of time within a given IPA organization.

Additionally those respondents explain that "going to successful IPA(s) and spending time to see how the job is done" would be useful. Another similarly notes that "real life exposure to how the process works" would be a beneficial training opportunity. Finally, one respondent observes that workshops and lectures provide "an opportunity to understand theoretical concepts and issues."

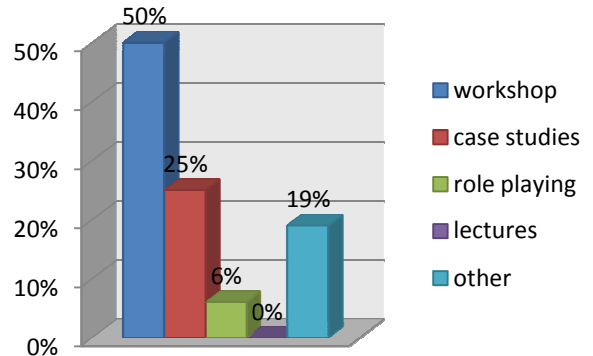
The follow up question – 'which training do you prefer (workshop, lectures, role playing and case studies)' – confirms the results reported here, though they were slightly different.

When asked directly which training "do you prefer," 50% report they prefer workshops, 25%

report they prefer case studies, 6% report they prefer role playing. Not a single respondent chose lectures as their preferred training method (See Chart 10.0).

Chart 10.0

Which of the following training techniques do you prefer to engage in (select favourite).

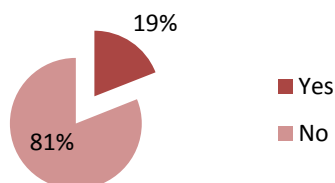


Again, the "other" in this case mirrored those responses from the previous question. Study tours and having a technical expert reside within a host organization are identified as the respondents 'preferred' method of training for those respondents who chose 'other'.

Next Steps – Conclusions

As reported, each IPA representative from each country was asked if they have an investment strategy? Table 11.0 shows the results (below):

Chart 11.0
IPAs with Investment Strategy



We conclude with this result because it emphasizes the potential need for an integrated and collaborative training approach encompassing the full need of current IPAs.

Notably, Table 3.0 summarizes the answers respondents provided when they were asked to identify the specific areas of regional support that would be of interest to them, and to their investment attraction strategies. Overall, one might tentatively detect some reluctance on behalf of IPAs to support, or potentially recognize, the need for a more integrated approach to capacity building broadly speaking.

Table 3.0
Specific issues of regional support of interest to your investment attraction.

Type of Support?	No	Yes
Training	56%	44%
Advocacy	69%	31%
Policy	69%	31%
Research	69%	31%
Seminars	62%	38%
Conference	62%	38%
Industry trends	62%	38%
Other	100%	0%

While Table 3.0 suggests some reluctance to enthusiastically support various types of support (at least the ones provided) at the more general level, Table 4.0 yields some potentially more useful data on training needs, broken down here by country based on responses.

Respondents were asked, “Ideally, what kind of skill training would you seek immediately for yourself or your staff?” (See Table 4.0). The results suggest specific avenues that might benefit IPAs across the CARIFORUM membership.

Table 4.0
Training needs by country (verbatim responses).

Country	Training Needs?
Antigua and Barbuda	Promotional techniques in attracting investors. Aftercare services.
Barbados	FDI Strategies to meet changing global environment
Belize	Build capabilities for Market Research/Marketing. Developing Effective Promotion strategies
Curacao, Netherlands Antilles	Investment Promotion and Strategy Development
Dominica	Training in investment promotion
Dominican Republic	Training programme with representatives abroad and local staff (case studies: Colombia, Chile, Ireland)
Grenada	Marketing intelligence. Due diligence.
Guyana	Research
Jamaica	Investment Packaging
Montserrat	No answer
Saint Vincent and the Grenadines	Targeting and marketing. Facilitation and policy advocacy
Suriname	All about investment policy and promotion
Trinidad & Tobago	Due diligence training / Lead generation, contact management strategy / Development and Execution / Marketing

Notes

Respondents noted just two comments on any concerns with the survey. Suriname noted that, “Most questions in the survey I am not able to answer because Suriname is just starting to put in place investment promotion structures and policies.”

Another respondent added that, “Some of the questions could have been a bit clearer in specifying what was expected. Some questions had choices which did not necessarily reflect your scenario/answer.”

Appendix 1

Locations of Foreign Offices* – Verbatim Responses

Locations of Foreign Offices – Verbatim Responses	Country (Respondent)
Canada, U.S.A, U.K., EU, CARICOM, China, India, Brazil, Venezuela	Guyana
Diplomatic Offices in USA, Europe, Central America	Belize
Embassies - USA; UK; Nigeria; South Africa; India; Miami, Cuba, Belgium, Brazil, Venezuela, Canada, India, Jamaica, Nigeria, Uganda, UK, New York, Washington	Trinidad & Tobago
London, New York, Toronto, Shanghai	Barbados
New York & London	Turks & Caicos
Puerto Rico, Miami, NY, London, Dublin, Other representations in Embassies	Dominican Republic
UK, North America	Jamaica
UK, USA, Canada	Saint Vincent and the Grenadines
USA, Europe	Grenada
USA, UK, Canada, Europe	Antigua & Barbuda

*4 missing responses by Country of Origin:

- Curacao, Netherlands Antilles
- Dominica
- Montserrat
- Suriname

Appendix 2

Which of the following sectors do you actively promote?

Sector	No	Yes
Arts and culture	56%	44%
Agriculture	62%	38%
In-bound call centres	50%	50%
Out-bound-call centres	69%	31%
Chemicals	100%	0%
E-commerce	75%	25%
Education	81%	19%
Energy	81%	19%
Entertainment	75%	25%
Renewable energy	50%	50%
Financial services	56%	44%
IT	38%	62%
Light manufacturing	31%	69%
Real estate	75%	25%
Tourism	31%	69%
Eco tourism	50%	50%
Health tourism	62%	38%
Services	56%	44%
Other	81%	19%
Verbatim responses	<ul style="list-style-type: none"> • Agro-processing (value added production) • Agro processing and manufacturing • Logistics • Mining 	

Appendix 3

Second answers – most successful factors (competitive advantages) in your promotion?
Attendance at key promotional events
Competitive cost
Ease of doing business
Emerging investment location
Fiscal incentives
Geo-political position (trade agreements)
Infrastructure
Legal System (Transparency)
Low crime rate
Low energy rates
Pristine physical environment
Proactive Government with good business climate
Proven destination track record
Stability

Third answers – most successful factors (competitive advantages) in your promotion?
A robust real estate market
Available commercial land
Capital and operating cost structure
Collaboration with key public agencies & ministries
Competitive labour rates
Educated labour force
Fertile soil, and history in agriculture
Greenfield opportunities in eco-friendly country
Infrastructure
Labor force
Natural and distinctive tourism offerings such as spas, hiking, dive
Skills Base
Stock of FDI as percent of GDP

Appendix 4

Second answers – areas in which you feel you require more training to be more effective?
Developing business propositions
Economic Analysis (Identification of potential opportunities; Research and Measurement
Internet marketing
Investment Promotion and Targeting
Policy advocacy
Preparation of investment documents
Promotional strategies
Promotional tools
Research
Strategies in investment promotion
Strategy Development
Targeting
Trade Show strategies and Tactics
Website marketing
Working with Stakeholders for environment transformation

Third answers – areas in which you feel you require more training to be more effective?
Due diligence
Effective networking
Identifying investors
Information development
Investment promotion strategy
Investor aftercare
Market Intelligence and Research
Market Intelligence gathering
Planning/Business Cases
Project management
Promotion and presentation techniques
Research & Due diligence
Use of social media (facebook, myspace, etc)

Appendix 5

Biggest obstacles to success (to future or immediate) in your promotion (rank obstacles from 1 – 3 with 1 being the biggest obstacle).

Obstacle	First	Second	Third	Not-selected
Land	19%	19%	6%	56%
Government	12%	0%	44%	44%
Infrastructure	19%	44%	6%	31%
Technical capacity	12%	6%	13%	69%
Human resources	6%	19%	6%	69%
Other	38%	12%	0%	50%