

A three-year preparatory promotional strategy

Building capacity, preparing for the future and applying good practices today



Bangladesh Economic Zones Authority (BEZA)
Prime Minister's Office

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Executive Summary

Objective

The overall objective of this report is to provide a 3-year medium term preparatory investment promotional strategy for Bangladesh Economic Zone Authority (BEZA) with a realistic implementation work plan. Considering BEZA's current institutional position this strategy will concentrate for the 3-year period on developing the fundamental components of investment promotion. It will focus on four key elements. First, it will provide an assessment of the HR situation in BEZA and suggest areas of personnel strengthening and better HR management according to skills needs. Second, along the 3-year period application, the report will provide a set of tools and templates to guide BEZA management forward and to ensure that its work is in consonance with international best practices. Third, the report will articulate a clear roadmap and promotional strategy for BEZA, which includes intense on-the job training the first year for research, promotional/facilitation and aftercare. On the job consultant's phase-out during the first year (Research) and second year (Promotion/facilitation After care) while the third year will entail self-standing promotional activity among all components. Fourth, the report will provide Bangladeshi policymakers with examples of FDI promotion from other parts of the world.

Context

Bangladesh is a country located in South Asia with a total population of more than 160 million in an area of 147,570 square kilometer. Bangladesh has the advantage of being in a unique strategic geographical position between South and Southeast Asia in close proximity to India and China. In addition, its domestic consumption potential and the wealth of its natural resources make the country a good candidate for investment. The country has been a consistent strong performer during the last several years. On average, the country has reported GDP growth of close to 7%, mainly driven by agriculture and exports of ready-made garments (RMG). Despite this impressive economic performance, Bangladesh ranks 177th out of 189 economies in the World Bank's 2017 Doing Business ranking, indicating short falls on reform initiatives directed at enhancing and making the business environment more attractive and introducing drivers of short-medium and long-term competitiveness beyond competitively priced labor.

BEZA was created through the Bangladesh Economic Zone Act number 42 of 2010 and started operations in 2012. One of its main priorities was to integrate a land bank that quantified the availability of land for Economic Zone (EZ) development. The agency has concentrated on packaging land for EZs covering the following six categories

- EZs under Public Private Partnerships (PPPs)
- Private EZs
- Special EZs
- G2G EZs
- Public zones
- 'EZs in collaboration with other government organizations'

Furthermore, the agency has assumed a goal to develop 100 zones on 30,000 hectares of land and create 10 million jobs. The agency reports to the Prime Minister's Office (PMO) and currently employs a total of staff of about 183 people. The staff is divided into permanent and seconded personnel with the latter serving the organization for a set period and then returning to their respective home agencies.

BEZA's functional roles are made up of three distinct but related areas. The agency's legal functions/mandates indicate BEZA is primarily a development agency responsible for attracting and facilitating investments and job expansion. The second highest mandate area is that of regulator and the third is developer. , The mandate of BEZA focused on both the domestic market and the export market, moves significantly beyond garments to include agribusiness and light manufacturing, and furthermore, the modalities include the PPP models with a strong implication of the private sector. These three functional areas need to be sequenced strategically in order to maximize BEZA's results and establish a clear institutional identity. For example, current world practice in zone authorities is less on development and increasingly higher on attracting investment (individual user and private developers) as well as regulating them under a development aegis.

The current inventory of active EZs designated by BEZA and under development is comprised of a combination of zone types and total site sizes as indicated in the following table:

Type	Number of EZs	Cumulative space under developed by site (Acres)
Government EZs	6	7860
PPP EZs	2	770
Private EZs	17	1205
G2G EZs	4	2300
Total	29	12135

Source: BEZA

An additional 62 zones have been identified as of January 2018, which, added to the developing 17 zones, makes for 79 zones identified. As these figures indicate, BEZA's has been successful in developing a live land bank and is in the process of packaging land for release and development. In fact, figures indicate that the projected 30,000 hectares will probably not be sufficient for all 100 zones. Its major success up to date has been to acquire more than 16,000 acres of land in land-constrained Bangladesh, and it has also been able to motivate xx in investment flows.

As part of its mandate, BEZA's is conducting some promotional programs inside and outside the country. Activities have been conducted in Japan, China, South Korea, Singapore, Thailand, UK, USA and Vietnam. In addition, the agency is inviting investors through emails, fax and letters issued through letters to be delivered by embassies. Promotional materials also have been distributed. Concurrently, BEZA expressed the need for a short-, medium- and long-term investment promotion plan.

The zone activity in Bangladesh is rich and characterized by a number of self-standing agencies, which may play similar roles in developing zones or promoting them with special characteristics. In addition to BEZA, which is responsible for developing zones with build-in incentives and no limitations on local market access, the following agencies play a role in the zone activity:

- BHTPA
- BIDA
- BEPZA

Attracting Foreign Direct Investment (FDI) has become an important element to many countries in both the developed and developing world. The activity has evolved rapidly into one preferred by many nations to reach targeted development levels and thereby meeting desired job creation levels, augmenting local production/export capacity, securing technology transfer and rapidly increasing the national industrial base. In fact, Promotion has become fiercely competitive. Consider that the World Association of Investment Promotion Agencies (WEIPA) estimates that 170 national investment entities (Investment Promotion Agencies-IPAs) and sub-national investment agencies are currently operating in 130 countries.

Recommendations.

The report provides six key recommendations. BEZA should concentrate during the next three years on attracting tenant investors in sectors that are growing in Bangladesh and present opportunity for growth (see Annex 4) First, BEZA should consider incorporating private, PPP and G2G developers (Developers) into their promotional effort – something the agency is already doing, judging from the promotional calendar for the period 2017-2018. Leveraging on the private sector and government developers would provide BEZA with a powerful promotional force.

Second, potential target countries would be: China, India, Japan, Thailand, Sri-Lanka, Singapore, South Korea, Malaysia, United Arab Emirates. Extra regionally countries, like the United States and the United Kingdom, could represent opportunities for individual investors. Many of these countries have a Bangladeshi diaspora representing a cultural comfort that could be converted to investment interest. The other type of investor should be developers, specifically from Asia as the risk levels of this type of investment is higher and it's not likely that extra regional developers would be highly interested in locating to Bangladesh in the immediate to near future.

Third, it is important that BEZA does more in-house market research as a staple of BEZA's promotional activity. First, there is the constant benchmarking to determine Bangladesh's competitive position vis-à-vis competitors, such as Pakistan, Myanmar, Vietnam, and African countries moving forward with new EZ programs such as Ethiopia, which is vying to attract investment from the same target countries (China, India, USA).

Fourth, the promotional group's (Investment Developers) core functions will need to be beefed up in order to generate investment leads, mobilize investors site visits, manage and update the investor pipeline and through the CRM and facilitate investment entry by liaising closely with the One Stop Shop providing assistance to the developer in case of bottlenecks that slow-down entry. They should work closely with private, PPP and G2G developers who, in turn, should have an individual investment promotion officer to participate in the promotional effort.

Fifth,, BEZA will have to strengthen the processes and operational modalities of its work, both during the courtship phase and aftercare phase. when an investor has committed to establishing in the EZ program of Bangladesh, the Investment Promotion officer from BEZA and/or the specific EZ that will house the investment changes follow-up technique from convincing the investor to realize the investment to facilitating entry into the EZ program.

Sixth,, the report recommends that BEZA work more closely with other agencies to strength coordination and avoid overlap. In this regard, it is advisable that a multi-year corporate strategic plan that incorporated key stakeholders, such as BIDA, BEPZA and the BHTPA be developed within the immediate term (six months to one year). It is also important that once the investor is ready to start operations, the Aftercare stage of the investment is started by the same officer who provided facilitation and is familiar with the investor. Aftercare is an important aspect of the promotional activity as it engages and informs the investor about what should be a credible partnership that represents considerable value to generating future re-investment and testimonials, among other values.

Website: An important part of promotion

According to Development Counsellors International Internet usage ranks #1 in terms of most effective marketing techniques influencing investment site selection, particularly for executives of large corporations and location consultants. One key element will be the extent to which the agency website generates interest in the market. Quick and accurate responses to inquiries is an important part of the promotional activity. In fact, with the advent of internet use, the presentation of BEZA to prospective investors is more and more through the website. The World Bank has defined a methodology of evaluating promotional websites as to their effectiveness.

Key portions of evaluation methodology and BEZA's standing:

- Availability and provision of contact points: How easy is it to find the BEZA online and contact an officer for inquiries by the investors?
 - BEZA provides a grievances and redress page as well as a contact page. The site has about 4-7 comments basically good but not from prospective investors
- Responsiveness and handling: Do BEZA responsible officers staff engage effectively with the prospective investor over the telephone and by e-mail in case of inquiries what is the turnaround time between inquiry reception and answer?
- There was no indication of inquiry handling by officer of BEZA due to dedicating time to other tasks and activities and not having personnel dedicated to website monitoring and answering inquiries
- Response: Relevance, thorough, and professional are BEZA's responses to specific inquiries?
 - Responses not evident for same reasons as above
- Investment attention: How well does the Investment Promotion Intermediary follow up to convert initial interest of an investor into a firm lead (a further inquiry or site visit)?
 - Activity not evident for same reasons as above
- Information provided: How easy is it to find country and sector-specific information on the Web site?
 - Country and agency information is easy to find and includes key information about BEZA's goals, vision and mission and plans. Also, full publication of Act 42, full information of site identification and a link to the One Stop Shop without information as to status, processes and value to investor. Sector information is not readily available.
- Design: how is information presented to support the online promotion effort?
 - Information is presented as a way to indicate BEZA's ongoing EZ site identification and specific zones approval status. Good information on BEZA's activities highlighting successes but little in the way of promotional message that would orient prospective investors and stimulate their interest

- Content: how relevant and accurate is the country and sector information for targeted foreign investors?
 - Information of potential priority investors are not listed in the site, rather some private sector zones (About 3) list sectors targeted by these sites, in the case of public sector zones one makes a brief mention of sectors and the projected tourism sites includes some information on expected investors. However, none of the factors indicated include a brief explanation of the sector status and the competitive position of Bangladesh/EZs to provide the investor with indications of the value to them in setting-up operations. One significant finding the website does not include a value proposition that indicates BEZA's delivery of benefits to the investor outside of the incentives, which normally do not represent major reasons for investing. See call-out box in Chapter 3 section d) Box 3 for a brief analysis on incentives as investment attraction factors.
- Promotional effectiveness: how well does the site market the location and IPI services?
 - Provides information on location, site sizes, development status with planed infrastructure planning and employment projections. However, the basis for the job creation is not included and there are no statements as to the availability of training facilities in any of the zones, regionally or nationally

Conclusion and recommendations on the BEZA website:

- BEZA needs to introduce website monitoring to identify inquires quickly and answer them within a reasonable time (Normally, an indication of inquiry reception and that answer will be provided within 24 hours). Also, introduce follow-up quotient once inquiries are answered to interest the investor, stimulate further one on one communication and eventually, generate site visits.
- The website contains good information on BEZA's activities, major successes so far, objectives and plans vis-à-vis EZs developments both private and public.
- The number of public zones far outnumber the private zones which does not indicate BEZA's development agency mandates and emphasizes the agencies low number of legal mandates on a developer role.
- The site needs to be revamped to be more indicative of key values to be delivered by the EZ program to the investor, include key sector with brief analysis of why Bangladesh EZs addresses company's goals.

Recommended activity matrix to complete first year of Preparatory Promotional Strategy

Activity	Enabling tool	Priority level	Timing
Recruit international practitioners one in market research and one in promotion, facilitation and aftercare	<ul style="list-style-type: none"> • Launch an international tender based on specific scopes for market research and promotion, facilitation and aftercare • Evaluate CVs for best fit • Call for in-country interviews for final three candidates of each area • Select candidates and agree on contractual terms, including reporting and periodic (Ideally every three months) progress definition 	High	Two (2) to four (4) months
Select and install CRM to follow-up all investment lead and document activity	<ul style="list-style-type: none"> • Select an initial simple and easy to use CRM system • Launch use of CRM by promotional staff • Launch oversight of CRM use by management and specialty 	High	Three (3) months

First Draft: For Internal consultation

Bangladesh Economic Authority (BEZA) : Preparatory Investment Promotion Strategy

Activity	Enabling tool	Priority level	Timing
With participation of international practitioners, Recruit specially personnel to staff-up promotional area in key aspects: Research, promotional and aftercare personnel based on job descriptions, qualifications and experience	<p>practitioners consultants</p> <ul style="list-style-type: none"> • Launch a special recruitment process for promotional area personnel • Document recruitment process • Identify means that allow competitive compensation package • Conduct on boarding process and define on the job training needs and evaluation of training results 	High	Three (3) to Six (6) month
Review promotional material and adjust as needed	<ul style="list-style-type: none"> • Review and adjust: Website • Brochures • Presentation templates to develop one template only for investment promotion presentation and briefing and one for internal reporting 	High	Six (6) months
Formally incorporate private developers into public-private promotional scheme	<ul style="list-style-type: none"> • Agree on scope and role of each partner in the promotional, facilitation and aftercare areas for investors • Execute a Memorandum of Understanding with scope, roles, activities to be covered generically, follow-up activities definition and role and aftercare roles by each partner 	High	Six (6) months
Share promotional activity with sister agencies (BIDA, BEPZA, BHTPA) and jointly plan promotional activities defining each agency role and scope	Memorandum of Understanding with each agency and incorporating into respective plans, activities and mandated through a PM Directive	Mid to high	Six (6) months to a year
Develop a three year corporate strategic plan incorporating each agency above and key private/public stakeholders	<ul style="list-style-type: none"> • Internal consultations, conducting of a two to three day workshop • Consultation with all stakeholders • Preparation of a Three Year Corporate Strategic Plan that's assumed by BEZA and all key stakeholders • Implementation and management by objective based on plan 	Mid to high	One year

Chapter 1- Introduction

The World Bank Private Sector Development Support Project (PSDSP) of Bangladesh contracted José M. Cerón as an Individual International Consultant in the area of Investment Promotion and Facilitation to support the Bangladesh Economic Zones Authority (BEZA) in building its promotional capacity through a medium-term preparatory promotion strategy.

This document is a 3-year medium-term preparatory promotional strategy for BEZA with an implementation work plan. Considering BEZA's current institutional position, this strategy will concentrate for the 3-year period on developing the fundamental components of investment promotion, including the personnel need, job descriptions and basic skill requirements as well as the training needs. Along the 3-year period application, some of the tools-templates provided in the strategy as well as promotional techniques will be applied – the goal being that, at the end of the 3-year period, there will be a clear promotional capacity built into the institution that will allow it to initiate a full and comprehensive promotional activity to identify, attract and provide facilitation and after care to investors within a holistic system.

a) Terms of Reference

The Objective of the Assignment is to provide hands-on technical support to BEZA in developing a medium-term investment promotion, facilitation and aftercare strategies based on global best practices and the competitive advantage of Bangladesh.

b) Scope of Work

The consultant was asked to provide hands-on technical support to BEZA on applicable global best practices in investment promotion and facilitation in economic zones and parks, undertaking the following tasks:

- Provide technical orientation to BEZA on investment promotion approaches in EZs demonstrating global examples.
- Work with BEZA in developing investment promotion, facilitation and aftercare strategies.
- Incorporate sector considerations in the above strategies including structural dimensions such as. PPP, G2G, purely private or public sector owned EZs.
- Assist BEZA in planning and designing effective investment promotion events at home and abroad.
- Help BEZA prepare and adopt effective follow-up mechanism for investment promotion events.
- Provide technical input to BEZA counterparts in order to fill capacity gaps in investment promotion, facilitation and aftercare and/or extend relevant expertise as needed.
- Participate in and provide inputs to project implementation missions.

c) Activities and Outputs

The Consultancy was assigned a total 25 days LoE (abbreviation needed) and it was decided on the ground to divide the assignment into three parts:

- Visit Bangladesh and engage BEZA to assess its current promotion functions, staff dedicated to promotion, facilitation and after care activities, identify the level of investment in EZs from public, private and PPP developers. The visit covered the period of Jan. 10 to 25, 2018 in the city of Dhaka, totaling 15 days.
- Develop a medium-term preparatory promotion strategy to ensure relevancy to BEZA in its current stage of institutional development. The preparation of strategy was scheduled for Jan. 29-Feb. 16, 2018.

- Participating in a promotional workshop based on the strategy to key members of BEZA. This is scheduled during March 2018 for a total of 5 days.

d) Outputs while in Dhaka

- Prepared and submitted for comments to BEZA a draft strategy outline.
- Presented to BEZA key personnel components of the strategy.
- Prepared a brief presentation on the mission for the BEZA Executive Chairman.
- Prepared a debrief presentation for Project Director/DPD
- Prepared talking points for IFC mission debrief.
- Prepared first draft of external promotional mission, preparation of event write-up and excel sheet event organization template and conducting inward mission.

e) Structure of This Report

- This report includes a distilled part as an executive summary indicating main findings and recommendations.
- Chapter 1: Introduces the assignment, with a background section, explains the terms of references of the effort and includes activities and outputs.
- Chapter 2: Includes references to Bangladesh economic performance and illustrates the Bangladesh Economic Zones Authority (BEZA) current performance, promotional activities and references the crowded institutional promotion internal landscape in the Bangladesh zone activity.
- Chapter 3: Presents the genesis of EZs and current development approaches
- Chapter 4: Introduces options to the preparatory promotional strategy. Indicates BEZA's Promotional challenge of developing the demand side to its concentration on supplied land in EZ, includes key success factors of the organization, potential transformation impact of Sumitomo Corporation potential investor as a flagship private developers under a G2G arrangement between Japan and Bangladesh and the advantages of formalizing a promotional partnership with private developers.
- Chapter 5: The Preparatory Investment Promotion Strategy staffing requirement over the life of the strategy based on two options and details the Research unit role and job description.
- Chapter 6: Refers to the core promotional activities of the strategy, evaluation of BEZA's promotional materials, activities to participate, need to follow-up, developing an investment pipeline, introducing the use of a Customer Relation Management (CRM) system, job description of the Investment Development officers.
- Chapter 7: Illustrated the importance of Facilitation and Aftercare in the promotional activity.
- Chapter 8: Conclusions.
- 12 Annexes are included:
 - Annex 1: Documents reviewed while in Dhaka
 - Annex 2: Meetings held and officers met during mission.
 - Annex 3: Meeting notes during mission.
 - Annex 4: Salient opportunity sectors for Bangladesh EZs.
 - Annex 5: Investment promotion a dynamic and competitive landscape
 - Annex 6: Far Eastern Developers.
 - Annex 7: Setting-up a One Stop Shop service.
 - Annex 8: Basic Content Customer Relation Management (CRM) System.
 - Annex 9: Job descriptions and qualifications for promotional staff
 - Annex 10: Templates and tools.
 - Annex 11: Event and mission preparation framework
 - Annex 12: Three-year work plan for the preparatory promotional strategy

Chapter 2: Bangladesh Economic Zones Authority (BEZA): A modern concept in zone development looking to the future

The main investors in the country are China, Japan, South Korea, India, Egypt, the United Kingdom, the United Arab Emirates and Malaysia. Bangladesh signed 22 agreements with India in April 2017. China also signed 27 development agreements with Bangladesh valued at USD 25 billion. The country has advantageous access to large markets of consumers: Privileged market access to the EU, Japan, China and India with duty-free quotas and free access to approximately 3 billion people in the region. Opportunities sectors for EZs are included in Annex 3: Salient opportunities sectors to invest in EZs. Source: <https://en.portal.santandertrade.com/establish-overseas/bangladesh/investing>

BEZA was created through the Bangladesh Economic Zones, Act, 2010 and started operations in 2012. One of its main priority activities was to integrate a land bank that quantified the availability of land for Economic Zone (EZ) development. The agency has concentrated on packaging land for EZs covering the following categories:

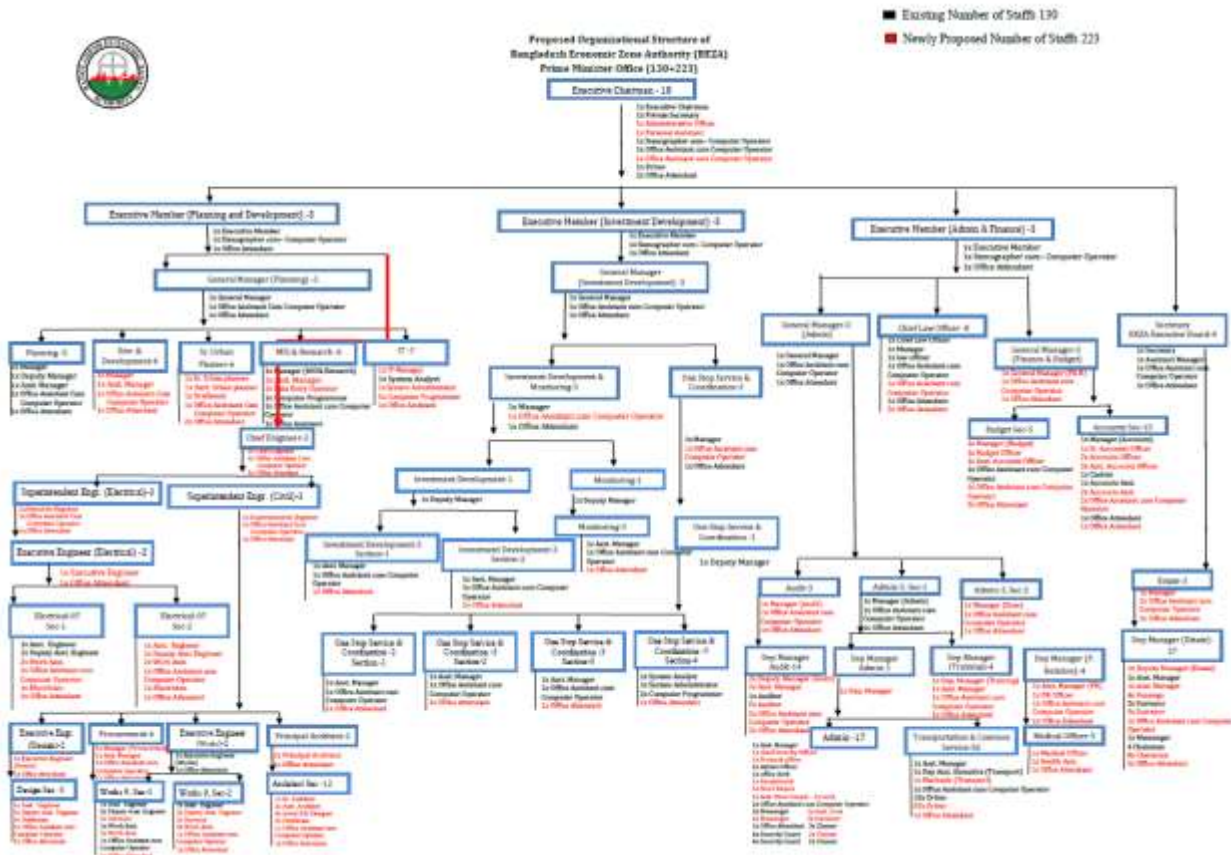
- EZs under Public Private Partnership (PPP)
- Private EZs
- Special EZs
- G2G EZs
- Government EZs
- EZs

Furthermore, the agency has assumed a goal to develop 100 zones on 30,000 hectares of land and create 10 million jobs. The agency reports to the Prime Minister's Office (PMO) and currently employs a total of staff of about 183 people. The staff is divided into permanent and seconded personnel with the latter serving the organization for a set period and then returning to their respective home agencies.

a) HR and institutional Challenges

BEZA is a young and developing entity engaged in delivering on its goals, currently operating on a task-oriented base, driven by the dynamic of quickly identifying EZ sites. This situation causes a shortfall in some functions not being tied to property identification such as: Promotion, property management, strategy setting, electronic enablement, contract management of private developers and facilitating private developers in on-going development activities. (Facilitating private partner's development work in zones is particularly essential during the first three years of zone development.)

Figure 1



The organization requires clear definition on functions with corresponding job descriptions and authority tables. The agency requires right staffing key areas mentioned above. In the promotional aspect the organization chart defines an Executive Member as the head of promotion consigned as Investment Promotion A General Manager reporting to that position and areas of Investment Promotion and One Stop Service (OSS) Coordination. This promotional structure, theoretically, includes key promotion efforts such as facilitation (OSS) and promotion (Investment ‘development’). However, on the ground observation indicates a lack of promotional specialization and task assignments that take away from hardcore promotional activities and concentrate on other non-promotional activities. In addition, the MIS and research areas does not concentrate in such key areas such as:

- Market research,
- On going research on EZ program competitiveness positioning
- Key sectors behavior and pull factors for attracting investments in priority areas
- Identifying new potential sectors

In addition, there's no facilitation provisions in the org chart geared towards facilitating investment entry and providing support to private developers and no aftercare functions clearly identified. These areas are important to address the institutional promotional activities.

An area which should be included is a coordinating unit with agencies such as BEPZA, BHTPA and BIDA to ensure effective promotional sharing within a segmented but well articulated activity framework. The latter is of significant strategic value as it provides for a cohesive promotional message, maximizes core institutional skills and minimizes duplication in government budget support.

Needing further attention and development is contract management. BEZA's mandates clearly identifies the agency as primarily a development agency. Attracting private developers under PPP or straight ownership scheme is currently one of the agency's key functions and being able to properly manage development/operational contracts is of particular importance to ensure compliance with the performance conditions stipulated in the development/operational contracts. Recruitment is a challenge due to civil service status of the agency and the slow process of hiring personnel. The Executive Chairman noted this issue indicating that a way through this situation is hiring "consultants" instead of staff members on a permanent basis. Another challenge to institution and capacity building is the number of seconded personnel recruited as a way to launch the organization. This personnel are subject to a limited time in BEZA at the end of which they will be transferred to their respective mother agencies. The agency is attached to the Prime Minister's Office (PMO) providing a relative advantage. Another shortcoming is the ability to offer competitive salaries/compensation package in order to attract high quality personnel due to the Civil Service tie-in of BEZA. A particular challenge to further building the promotional area of the agency in order to meet best international practice conditions.

Box 1

Agencies with overseas offices often have a bonus system based on specific performance indicators, which pay up to an additional 20% of base pay for meeting promotional performance targets. For example, The Irish Development Agency provides incentives to personnel reaching pre-established investment target attraction levels. The Aqaba Special Economic Zone Authority introduced a special salary level to recruit promotional personnel with good skill levels

Historically the majority of investment promotion intermediaries have been financed either directly or indirectly by governments and are linked or controlled by them, while having some levels of private sector participation. Examples include: Costa Rica, Ireland, the Dominican Republic, Malaysia, and the Aqaba Special Economic Zone. In general, the predominate types of promotional institutions that reflect the differing levels of government and private sector participation:

- **Governmental Organizations:** Public institutions are probably the most common, even though not necessarily the most efficient in terms of promoting and attracting FDI. Public institutions tend to use civil service employees and normally operate as direct organs of government. These institutions may be within a ministry as departments or divisions. They can also be housed directly under the President and in some countries under the Prime Minister. Many of these public entities have a history of being responsible for the revision / approval of investment applications – a control function. The promotional activities tend to be secondary and implemented abroad by means of embassies or consulates. Examples: Senegal, Egypt, Jordan-Development Zone Commission-
- **Autonomous Organizations:** Mixed organizations include the participation of the public and private sectors and are normally autonomous in their operation while functioning outside of the rules and regulations of the civil service system (without the hiring, firing and salary restrictions). As a result, salaries are usually higher than those of the public sector, which permits competitive recruitment from the private sector. Independent offices instead of embassies and consulates carry out foreign marketing. In addition, these institutions tend to have their own boards of directors, which incorporate members of the private sector. The relationship between these organizations and government is in the form of a report or periodic evaluation together with financing that comes from the national budget. Costa Rica, the Dominican Republic, Malaysia, Mauritius and Jordan- the Aqaba Special Economic Zone Authority

- b) Bangladesh has an excellent experience in promoting & protecting foreign investment in 8 EPZs establishment and EPZ Authority has been enjoying the advantage of working under PMO and it has been getting all support from PMO in working the new EZ ahead. *BEZA's Vision, Mission, Objectives and Core Values: Inspirational living by these elements*

The stated areas of vision, mission, objective and core values are elements that should guide an organization to higher performance and should also be known and incorporated into its day-to-day operations. Usually these elements are clearly stated and shown through the agency. BEZA should consider developing a corporate strategic plan exercise and preparation and ensure the personnel buy-in to these critically important parts of the institution that set the way to capacity-building through the agency. The role of the Strategic Plan is to indicate the different target areas of the institution over a multi-year period and to actually manage the institution to achieve those targets/goals. Unlike plans identifying tasks and expected result, the strategic plan is an articulation of where the organization expect to be at different stages of the plan implementation and, specifically, at the end of plan period. Normally, these plans are developed as a comprehensive and inclusive effort that includes not only internal personnel but also key external stakeholders.

BEZA's vision is "Aspire to become a sustainable development driving force and a world class investment promoter and service provider." It provides a clear commitment to promoting investors and services to its client base covering two crucial areas.

Equally, the institutional Mission, Objectives and Core Values are as follows:

Mission: BEZA's mission is to persistently create value for the investors by establishing attractive investment facilities in the economic zones through One-Stop Service and competitive incentive packages. This is an effective message for investors setting the bases to a value proposition.

Objectives: BEZA wants to establish 100 Economic Zones on 30,000 hectares of land in the next 15 years (from 2015 to 2030) with an employment generation for 10 million people. This is a clear statement of what the organization is pursuing.

Core Values: BEZA will strive to instill the following core values to reach and realize its vision and mission:

- Customer satisfaction
- Team building
- Free flow of information
- Participation and involvement; Never stop learning
- Networking
- Effective Public Private Partnership (PPP)

These core values are centered on the delivery of outstanding services, integrating with stakeholders, providing information on progress, training and incorporating private developers in PPP arrangement.

c) *BEZA's Mandate: A clear path to a development agency*

As indicated above, BEZA's functional roles are made up of three distinct areas. The agency's legal functions/mandates indicate BEZA is primarily a development agency responsible for facilitating investments and job expansion. The latter entails the establishment of the overall framework for EZ development by the private sector, attracting private developers, managing private developers contracts or assignment of the EZ regime to private sector entities owning or acquiring land, introducing business based backward linkages initiatives between EZ entities and local businesses, evaluating private developer's performance reports and determining potential land for EZs development, defining the criteria for public or private sector EZ development. The second highest mandate area is that of regulator whereby BEZA is responsible for providing competitive regulatory services at the point of entry and subsequent operations of EZ entities and ensuring a OSS service that's streamlined, transparent and predictable. And the third is that of a developer which includes building EZ hard infrastructure on and off-site development, strategically reducing risk levels for private developers by providing limited EZ infrastructure (Below and above ground), addressing development of EZs in areas where the private sector will not have investment appetite to do so. These three functional areas need to be sequenced strategically in order to maximize BEZA's results and establish a clear institutional identity. For example, current world practice in zone authorities is less on development and increasingly higher on attracting investment (individual user and private developers) as well as regulating them under a development aegis.

The agency's legal functions/mandates as established in The Act, falls under the three distinct areas referred to above and as defined by Article 19 of the Act and distributed into corresponding functional institutional areas as follows:

- 11 are under development agency functions
- 4 are under the regulator role
- 2 fall under zone developer function

Box -2--

Examples of good practice EZ authorities

- Philippines Economic Zone Authority (PEFZ)
The Industrial Estate Authority of Thailand (IEAT)
- The Aqaba Special Economic Zones Authority (ASEZA) of Jordan
- The National Free Zone Council (CNZFE)
The Dominican Republic (
- Morocco Tanger Zones

It is important to indicate that core functions of zone authorities have experienced a change, divesting public zone development and facilitating private development. Modern functions of zone authorities (are incorporating development agency functions and giving way from public zone development. New functions include:

- Investment promotion
- Designation of private zones
- Off-site infrastructure provision
- Investment approvals
- Special regulator
- Minimizing risk to private zone development
- Customs/security services (sometimes)

Contrary to best practice. BEZA is concentrated in the role of developer and allocating land to itself while having an institutional structure needing attention to sequence functions to adequately support these activities and not keeping a proportional relation between its primary mandate of a development agency and that of developer. This functional interpretation also provides BEZA with a double function that is no longer desired in the EZ activity in international best practice:: That of developer and regulator which are incompatible functions that tends to create a conflicting and poor framework for EZs.

d) *Progressing the EZ: Designation and development*

The current inventory of active EZs designated by BEZA and under development is comprised of a combination of zone type and total site sizes as indicated in the following table:

Table one: Current inventory of EZs designated by BEZA
Source: BEZA

Type	Number of EZs	Cumulative space under developed by site (Acres)
Government EZs	6	7860
PPP EZs	2	770
Private EZs	17	1205
G2G EZs	4	2300
Total	29	12135

As of January 2018, an additional 62 zones have been identified, which, added to the developing 17 zones, makes for 79 zones identified. As these figures indicate, BEZA has been successful in developing a live land bank and is in the process of packaging land for release and development. In fact, these figures indicate that the projected 30,000 hectares will probably not be sufficient for all 100 zones.

e) *Current promotional activities*

BEZA's is organizing some promotional programs inside and outside the country. Activities have been conducted in Japan, China, Thailand, South Korea, India, Singapore, UK, USA and Vietnam. In addition, the agency is inviting investors through emails, fax and letters to be delivered by embassies. Also, promotional materials have been distributed. Concurrently, BEZA has expressed the need for a short-, medium- and long-term investment promotion plan.

The activities reported by BEZA concentrate on promoting the EZs to prospective countries but with no clear sense of investment "fit" with the Bangladesh EZs. No market assessment was evident to identify key investment magnets and compatibilities. The promotional message reviewed from the investment attraction material is centered on the following:

- Growing economy
- Low-cost work force
- Low-cost energy
- Strategic location of EZs
- Competitive incentives

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None of the promotional material contains a value proposition by which BEZA makes a clear statement of the values it brings to potential investors that encompass the advantages to be derived from the EZ program to investors and BEZA's commitment to deliver benefits (not incentives) to prospective investors. BEZA should strive to define why it's better to invest in Bangladesh based on building a competitive business environment to built on its key attributes/differentiators such as being located between the two countries with the largest population in the world, its abundant, productive and trainable labor force competitively priced, attractive operational costs, its port infrastructure and government's commitment to the EZ program. The agency's planned promotional activities are included in an Investment Promotion Calendar for the period covering 2017-2018 as indicated in the following:

Table two Investment Promotion *Roadshow in Bangladesh 2017-2018*

Nature of Promotional Activities	Objectives	Participants	Date	Event target	probable
Investment promotion Roadshow on Tourism Parks in Cox's Bazar	Investment Promotion Roadshow	300 Persons	February 2018	Potential Promotion to investors	
Export Promotion Fair, Organized by EPB/BEZA	Display scope of investment in EZs and motivate them to produce in them	FBCCI, BGMEA, BKMEA, EPB, BEZA	Dec. 2017	PR event to demonstrate the production capacity in EZs	
Investment Promotion Roadshow: Organized by BOI, Venue Dhaka	-----	150 Persons	Feb. 2018	Not clear as there's no objective identified	
1 EZs Inauguration in Dhaka	16 EZs Inaugurated by Honorable Prime Minister	1,500 Persons	1 st week of October 2018	Promotional Program/ About 200 foreign investors will come	
International Investment Promotion Seminar in Dhaka	Seminar	300 Persons	November 2018	Appears to be potential investment attraction event if agenda is well structured	
Meeting with Japanese Investors	Seminar	200 Person	August 19 2018	Potential investment attraction event specially for Japanese Investors. Sojit Corporation's(Japan) Program	
Land Lease Agreement Signing Ceremony	Seminar	300 Person	August 05 2018	Potential investment attraction event specially for Private Sector. H.E	

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				Ambassador of Thailand was present the program
Signing Ceremony of Strategic Cooperation Agreement between the Meghna Group and CIMC Group of China	Signing Ceremony	250 Person	August 2 2018	Investors from China including Commercial Councilors of China was present in the meeting
Meeting with Sichuan Chamber, China	Meeting	60 Participants	July 29 2018	About 40 investors was present from the Sichuan Chamber, China
Workshop for explore Singapore Investment in Bangladesh	Workshop	150 Persons	July 9	About 27 investors from Singapore Business Federation was present
Business Conference : Investment Opportunities in Bangladesh	Business Conference	100 Persons	July 4	About 70 investors was present from the China in leather sectors
Seminar on Investment Opportunities in the Jamalpur Economic Zone	Seminar	200 Persons	June 4	About 70 investors was present from different organization
Business discussion with Thailand	Meeting	100 Persons	May 2 2018	About 20 investors participate in the meeting. H. E. Mr Kobsak Pootrakool, Minister at the Thai PMO led the Thai Delegation. Ms Duangjai Asawachinthachit, Secretary General, Thai BOI was also in the Delegation.
Land Lease Agreement signing ceremony with SPCL and SKG Korea	Seminar	200 Person	April 22	Director General, KOTRA and Head of the Commercial Wing of the South Korean Embassy including 5 investors from South Korea was resented
Land Lease MoU signing ceremony with BGMEA	Seminar	220 Person	March 21 2018	About 100 investors from garments sectors was present
Bangladesh-Singapore Business Forum	Seminar	300 Person	March 13	HPM was chief Guest

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2018 held in Singapore				
Developer Agreement with SBG Economic Zone Ltd	Seminar	150 Person	December 26, 2017	Developer and Investors gathering
Economic Zones-Transforming Bangladesh into a Manufacturing Hub: Key Policy & Regulatory Issues.	Seminar	80 Person	December 18 2017	Researcher and Banker was participants
MoU with Kunming Iron & Steel and Star Alliance- a Consortium of 17 leading Local Companies	Seminar	220 Persons	November 27 2017	Kunming Iron & Steel and Star Alliance- a Consortium of 17 leading Local Companies. About 30 investors from China including H.E Ambassador of China was present
Groundbreaking Ceremony of establishing Honda Manufacturing Plant	Seminar	400 Person	November 5 2017	Japanese ambassador including high official for Japan government was present Abdul Monem EZ
Seminar on Investment Opportunities in Bangladesh held in Tokyo, Japan	Seminar	150 Person	November 1 2017	JETRO organized this event
Sirajganj Economic Zone : Developing the largest private Economic Zone	Seminar	230 Person	June 20 2017	A large number of local investors was present
Seminar on Investment Opportunities in Shreehatta EZ at UK	Seminar	100 Person	May 10 2017	NRB , Bangladesh Caterers Association UK and British-Bangladesh Chamber of Commerce and Industry
MoU signed with Sumitomo Corporation to develop Japanese EZ	Meeting	130 Person	May 2017	Japanese investors was present
Investment Promotion Seminar organized	Seminar	300 Person	March 15 2017	Local and Foreign investors

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by BEZA				
Investment Promotion Seminar at Radisson Blu Chittagong	Seminar	230	January 17 2017	Local and Foreign investors

Table three: Investment Promotion Roadshow Abroad 2017-2018

Nature of Promotional Activities	Objectives	Participants	Date	Event Probable target
2030 water seminar in Sweden	Learning Industrial water waste treatment approach & Environment	BEZA official and Sr. Secretary LPA	August 2017	Water and waster water treatment: Intelligence on market practices
Investment Promotion roadshow in China	None given	10 persons (3 persons from BEZA)	Oct. 2017	Appears to be targeted to individual investors
Investment Promotion Roadshow in SA/Canada	Appraise USA investors and non-resident Bangladeshis and motivate them to invest in EZs	Private EZ developer, PPP, developers, BEZA officials (10 Persons, 3 persons from BEZA)	Nov. 2017 (10 days)	A private developer-public partnership answer primarily targeted to the Bangladeshi diaspora
Investment Promotion Roadshow in Japan/Korea	"	:	Dec. 2017	"
Investment promotion Roadshow in Singapore/Malaysia	Promote opportunities for Singaporean and Malaysian investors	"	January 2018 (7 days)	Partnership promotion private developers-BEZA
Investment promotion Roadshow in UAE and KSA	Promote opportunities to Bangladeshi, UAE and KSA investors	"	Feb. 2018 (7 days)	"
Investment promotion roadshow to Indonesia and Philippines	Investment promotion Roadshow	8 Persons	May 2018 (10 days)	Pure investment promotion activity to investors

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Investment Promotion roadshow in China and Hong Kong	Promote opportunities in China and Hong Kong	EZ in Hong Kong	Private developers, PPP and BEZA officials (10 persons)	Jun. 2018 (10 days)	Partnership promotion private developers-BEZA
-------------------------------------------------------------	----------------------------------------------	-----------------	---------------------------------------------------------	---------------------	-----------------------------------------------

The calendar mixes Promotional Roadshow (PR), political, market intelligence and promotional events under the promotional activity. In reality, PR internal events are to build the institution image in-country; political events are focused on accomplishments and local dissemination while promotion activities target investment attraction. These events are a part of an organization such as BEZA, but they should be clearly identified under their respective categories. Also, there needs to be follow up on all events. For example, PR events should be followed thorough and monitored to determine their impacts. Political events should be reviewed to determine their impact on internal and external decision makers, market intelligence activities should be reported on and followed-up to determine their applicability. Promotional events have the key purpose of generating investment leads, which should be part of an on-going investment pipeline in order to ensure follow-up in an effort to turn leads into investments.

A good aspect of this promotional calendar is the inclusion of private and PPP developers in promotional trips. Many countries practice this promotional partnership, which can be very effective as it includes the government to provide a clear support role to the EZs and the private sector as a key player of the program. Malaysia, the Philippines, Jordan, Thailand and Mauritius a country that includes a public-private sector oversee mission are just a few examples of countries that have applied this technique to their investment promotion activities.

Box 3

An example of proper template application for branding promotional material is the Aqaba Special Economic Zone (ASEZ). Launched in 2001, the Aqaba Special Economic Zone Authority (ASEZA) designed and developed templates to apply to promotional materials, presentations, videos and website which are still in use today.

Designing and applying these templates to all communication tools was a fundamental part of the branding strategy of the ASEZ

On the other hand, there are ample opportunities to develop in BEZA's promotional materials which are very important tools to the investors. There are scopes of improving information, attractive and relevant promotional concepts and value proposition. It is pertinent to use a uniform template. A consistent template enriched in color and design can help for a successful branding.

One general rule to follow is not to offer products that are unavailable, like the One Stop Service (OSS). The system is under preparation and will probably not be ready until April of 2018, according to JICA's (JICA is providing assistance to BEZA in a number of institution building areas. One of these is the development of a OSS under the G2G EZ project, which is expected to highlight Sumitomo Corporation as BEZA is the private developer partner under a PPP arrangement). Estimates of completing the system is April of this year , OSS final rollout will depend on the incorporation of external agencies under specific MOUs or Service Level Agreements (SLA).

BEZA has not acquired a Customer Relation Management (CRM) system to develop a characterized investor pipeline. See Annex 6: Basic information of a CRM, which includes a brief write-up for a scope of a basic CRM that could be the starting point of this system.

f) *A crowded promotional field*

The zone activity in Bangladesh is characterized by a number of self-standing agencies that may play similar roles in developing zones with special characteristics. In addition to BEZA, which is responsible for developing zones with build-in incentives and no limitations on local market access, the following agencies play a role in the zone activity:

The Bangladesh Hi-Tech Park Authority (BHTPA). Created in 2010 through the Bangladesh Hi-Tech Park Authority Act, 2010 (Act No. 8 of 2010) is mandated to establishing Hi-Tech parks in different areas within the country for setting up and developing high-tech industries in Bangladesh. BHTPA offers incentives to its park users, allows for local market access while maintain a 1% tax-to- goods commercialized in this market as well as export-related incentives (export dependent incentives is contrary to WTO practices and Bangladesh is a member of this organization.) Like BEZA, this agency's areas of operations is divided into that of a development agency, regulator and developer. There are four types of parks currently in BHTPA's portfolio:

- Pubic developed and managed zones by BHTPA
- Private developed and managed
- Mixed development by land extension
- Developed by BHTPA and assigned to a local private property management company under a concession of 15 years.

BHTP's Vision is: To create and flourish the IT/Hi-Tech Industry in Bangladesh

Mission of BHTPA: To create international standards facilities in software technology park, IT Park, IT Village, IT hub and establishment of research and development center in the IT sector.

Of all zone-related agencies, BHTPA is concentrated on developing specialty zones based on an upgraded production level and integrated into Bangladesh's Digital Bangladesh program as well as following the development strategy Vision 2010-2021.

Bangladesh Export Zone Authority (BEPZA).

Created in 1980 by the Bangladesh Export Processing Zones Authority Act, 1980, the Act is mandated to foster economic development of Bangladesh by promotion Foreign and local investment inflows for its zones, diversify sources of foreign exchange by increasing exports, encourage the establishment and development of industries and generate employment and increase labor and management skills. This agency heads the traditional free zones providing incentives based on 8 publicly-developed and managed EPZs with approximately 500,000 jobs, mostly in the ready-made garment activity and predominately by female employees.

Box 4

According to the International Labor Organization (ILO), two cases of highlighting application of low labor to attract investment and introducing policies to upgrade FDI attraction can be found in Malaysia and Singapore.

Growth in the Asian Tiger economies was fuelled by zones. For three decades, the state of Penang in Malaysia proved highly effective in attracting quality investment in hi-tech manufacturing, with the number of plants increasing from 31 in 1970 to 743 in 1997 and the number of employees rising from around 3,000 to nearly 200,000 during the same period. Similarly, much of the growth in technological and financial prowess in Singapore developed on the basis of investments and steady productivity increases in zones, which succeeded both in raising the quantity and quality of jobs offered and in building the necessary linkages between the domestic and international economies.

Bangladesh Investment Development Authority (BIDA). This is the national investment promotion agency (IPA). Created by the Bangladesh Investment Development Authority (BIDA) Act, 2016, BIDA is the principal private investment promotion and facilitation agency of Bangladesh and reports to the Prime Minister's office. Its stated functions are:

- Investment promotion: responsible for attracting FDI into the country
- Local support: Provision of key information of interest to the investor
- Post-establishment support: Aftercare to existing investors
- Policy Advocacy: Identifying areas that affect competitiveness and providing government with potential solutions to raise competitiveness

These areas are normally considered core functions of modern IPAs. BIDA with the assistance of PSDSP will develop a corporate strategic plan without participation of external stakeholders like BEZA and BHTPA. There is little formal link between these agencies except for an agreement to develop an EZ by BEPZA. No current plans exist to link their promotional activities and develop a promotional partnership where each would concentrate in their specialty but linked among each other and specially with BIDA's policy advocacy efforts. Promotion is an expensive proposition and needs to be carefully structured to ensure the efficiency of the promotional dollars spent. There is also the question of delivering a cohesive promotional message to the market and avoiding multi-faceted messages from different sources, which will tend to confuse the prospective investor.

Box 5

Good examples of agency promotional coordination are found in;

- Singapore's Economic Development Board (EDB), found at <https://www.edb.gov.sg>. This is an example of an institution that gave birth to other specialty agencies in the investor attraction activity and yet this country has been able to integrate the promotional messages and apply resources efficiencies.
- The Irish Development Authority (IDA), found at <https://www.idaireland.com> started the modern free zone activity in the 1960s with the Shannon Free Zone and is currently one of the best promotional agencies in the world combining zones with the national promotion message.
- Jebel Ali Free Zone (JAFZA) found at <http://jafza.ae> has successfully branded and promoted its free zone but also incorporated the Dubai Emirate into its successful promotion activity.
- Jordan's IPA, the Jordan Investment Commission (JIC) found at <https://jic.gov.jo/portal> incorporates the country's promotional effort working with the development zones as one of the key attraction areas of the country.

In the case of Bangladesh, although in the immediate term the institutional diversity does not represent a major issue, considering that zones are at the developing stage in both BEZA and BHTPA as well as the continuous activities of BEPZA in attracting export-oriented activities predominantly in the RMG sector. It's strongly recommended that before launching a country- wide promotional campaign for the zones, it is advisable that a formula of inter-agency collaboration is defined. For example, BIDA will promote the entire country and cover investments outside of zones. Nevertheless, it would not keep with its overall defined responsibilities if it did not include the zones as one of the key attraction points of Bangladesh. Indeed, an approach of this nature would strengthen the overall positioning and attractiveness of the zones and further advance their development goals. In fact, zones house key investors promotional partners in key areas including, individual private, private zones/PPP/G2G based developers and users representing a major advantage in articulating a strong serviced and competitive structure in the investment attraction message. Consequently, it is advisable that a multi-year corporate strategic plan that incorporates key stakeholders, such as BIDA, BEPZA and the BHTPA be developed within the immediate term (One year) to establish targets, activities and role into an integrated promotional group with complementing messages and following a combination country branding activity. Annex 5 includes key components of investment promotion and its evolution to today's systemic approach to the activity

Chapter 3 The Case of EZs: Combining two parts to raise competitiveness

Zones consist of two equally important aspects to attract investment. One is the set-up on proper infrastructure. This entails the provision of both off-site and on-site infrastructures, which include the following salient services:

- Electricity
- Water
- Water treatment
- Gas
- Telecommunication
- Access roads and connecting roads to ports, airports, markets

As zones normally accommodate multi-sectors and activities, the master planning and land use plan is critically important to ensure compatibility of activities in the site and avoid creating a physical plan that becomes an obstacle to investment. Zone development usually occurs by phases to better address development costs and provide proper land uptake by investors along a smooth and efficient process that allows for faster revenue generation.

The second part of the zone equation is the provision of soft-infrastructure that provides for a friendly business environment while protecting the public good. Usually zones provide for a specialty institutional framework exclusively dedicated to oversee the zones. Provision of One Stop Service whereby government regulatory service are delivered to the investor in a single point of contact is normal and the legal set-up of an exceptional regulatory and customs regime is provided for, or coordinated by, the zone authority. In fact, this allows for the development of an exclusive business environment applicable to the zones as opposed to that existing in the national territory. Another element of the soft-infrastructure is the special incentives for zone investors and private developers.

Box 6 Incentives in investment promotion

The package of incentives offered by zones is increasingly similar around the world. Over the years, this package has expanded from simple import duty exemptions to a combination of corporate income tax reductions or holidays, exemptions from most indirect and local taxes, unrestricted repatriation of capital and profit, as well as unrestricted management of foreign exchange earnings.

For example, zones in the Middle East, North Africa, Sub-Saharan Africa in many cases go further, offering personal income tax exemptions for expatriate workers and zero corporate income taxation in perpetuity.

Experience shows that the use of generous incentives packages to offset other disadvantages (such as poor location and facilities, unfriendly business environment) is ineffective in terms of overall zone performance, due in large part to the increasing common elements of zones

International evidence indicates that a tax exemption is of little benefit if the company is not making profits, which is usually the case in the initial years of operation. Firms that are profitable from the outset might not have needed incentives.

However, experience also shows that in such countries as Malaysia, Thailand, Singapore, Ireland, Mauritius and part of the Caribbean navigated a first stage of development based on a policy concentrated on creating massive jobs levels. As such, they introduced incentive packages that were meant to attract mobile investment; primarily in the light manufacturing sectors (e.g., Garment, textiles, shoe manufacturing) by providing mechanisms to reduce investors costs and positively impact their respective ROIs.

The successful articulation of these two aspects plus the availability of a large cost effective and trainable labor force, good education, closeness to urban centers and availability of quality of life aspects in the health, education and leisure activities as well as availability of attractive free access agreements are key aspects of competitiveness, an important part of the promotional aspect. Indeed, the zone promotional aspect depends on these elements.

a) Public or private zones: Spectacular growth of private zones

The Zones genesis has experienced massive growth. For example, in the 1970s, the International Labor Organization (ILO) estimated the following regarding zones around the world:

- 30 countries with zone programs
- 80 zone projects world-wide
- No private zones
- Total trade generated by zones: \$10 billion
- Total jobs created by zones: 1 million

In contrast, in today's world, the estimates have amassed a substantial change as indicated by the following zone results:

- 100+ countries with zones
- 1000+ free zone projects
- 80% private/PPP zones
- Total trade: \$400 billion
- Total jobs: 50 million

The difference in public and private zone numbers is due to a number of factors. In the early stage of zone development, the government took all the risk in an untried activity that the private sector did not have an appetite in engaging. With the advent of free trade as lead by the World Trade Organization, bi-lateral, regional and multilateral trade agreements and the introduction of liberal development policies, zone development became a good real estate business for the private sector combines with the provision of optional and compulsive service provision to a captive audience in the zones.

Undoubtedly, successful public zones exist today, such as Jebel Ali Free Zone, a project that has adopted private sector principles and processes to develop one of the most successful zones in the world. Nevertheless, governments throughout the world have opted to provide the required regulatory services in zones while decoupling from its functions the development function assigning to private developers. Governments around the world are leveraging on private sector zone development know-how to still have zones creating jobs and providing other benefits to their respective economies. New development companies have been created with the purpose of developing zones around the world.

PPP have also become a mainstream of zone development with countries with government land. Developers are usually attracted by good arrangement of land access at long-term conditions without experiencing a large outlay of cash in the immediate term.

b) Why EZs fail

EZs failures have been known to occur in Latin America, Africa and other parts of the world. In these cases, the overall conclusion generated by international experience in these programs points toward the following as the predominant reasons for failure:

Public Sector Development of Zones

- Lack of promotional support
- Physical development not phased
- Subsidized/non-commercially-based pricing policies or over-designed facilities
- Poor locations (Growth pole)
- Politically-driven decision-making process
- Poor maintenance and lack of support services

Uncompetitive Policies

- Rigid eligibility requirements
- Ownership restrictions and controls
- Excessive performance requirements

Lack of Partnership Approach

- Reliance on public sector funding, no private sector participation

Chapter 4: BEZA's Promotional challenge: Need to meet supply with demand.

Box 7

Private developers current promotional activities

During a focus group session conducted in BEZA's office with private developers to ascertain their promotional activities, it was clear they did not include a dedicated promotional efforts in their current activities. One clear statement addressed the need to introduce the One Stop Shop service quickly to address some of the pitfalls in the regulatory system.

In some case, developers were targeting related companies within their own corporate structures while in others they indicated passive promotion. All developers present were local businesses and they appeared to not be very experienced in the EZ development business.

It's advisable that BEZA concentrate in building capacity in this group of developers with particular attention to promotion and after care.

A total of about 10 private developers participated in the focus group discussion.

BEZA's initial years had been affected by leadership change. Current leadership is dynamic and involved in making EZs a proactive participant in the country's goal of becoming a middle-income economy by 2021. The agency has successfully embarked on identifying EZ sites throughout the national territory and developed a land bank with site locations and size as a first step. The next step is to determine which of these sites should be assigned to the private sector and which to the public sector. The Act, allows for both private (owned by private sector or under PPP arrangements) and public zones, G2G enabled zones and special single factory zones. This provides the EZs regime with best practice conditions that will provide BEZA with a starting competitive position that should be maximized to strengthen its promotional activity.

As indicated in Chapter 2 Section d) BEZA has assigned licenses to develop private zones as well as PPP enabled zones. There are currently four G2G zone projects with main potential markets to attract investment, such as: Japan, China and India (2 EZs). The agency is also developing public zones, making the EZ population varied and needing strong partnerships to achieve the goals of developing 100 zones and generating 10 million jobs. Indeed, the current priority of the organization is to address the supply side of investment attraction.

Undoubtedly, the organization's efforts on this front have been impressive. Now the time calls for a transformation into balancing the institutional priority levels to the demand side of the equation and building the systems to attract investment through this preparatory investment promotion strategy. BEZA should have two clear investment targets: individual investors from the sectors identified in Annex 3 and private developers, primarily from Asia. Annex 4 includes a listing of Far East-based developers who should be considered by BEZA as a first stage target group.

Immediate Reforms

One of the key steps BEZA should take in the immediate term is the formal integration of the private and G2G developers into their promotional effort. The promotional calendar of 2017-2018 indicates clear participation of private developers in external promotional visits, which is a good measure. Now that the private developers are participating in promotional activity in conjunction with BEZA, it would seem timely to incorporate them into a formal promotion partnership to strengthen efforts. This could be accomplished by combining the presence and positive message to investors of the private sector participation in the EZ program as developers showing that are confident in Bangladesh and drives them to assume the risks of developing EZ based on mid-to long-term return. On BEZA's part, it clearly shows the government's commitment to private sector led growth.

Roles should be defined for the promotional partnership as depicted in Figure three:

Figure two: Promotional partnership



- a) Sumitomo Corporation: An early opportunity with potential big payoffs

One major flagship investor-developer is the Sumitomo Corporation, which is currently at the due process stage of defining a go/no-go decision to be the private partner of the Japan EZ. This arrangement represents an excellent opportunity to trigger investment inflows from Japan from specific sectors. Having Sumitomo as an EZ developer in Bangladesh serves a two-fold purpose: 1) It provides the country in general and BEZA in particular with a flagship investor that will strengthen the promotional message and equally important, and 2) provides BEZA with an automatic credible promotional arm in the important market of Japan that can provide investment attraction based on Sumitomo's network capabilities.

Box 8

Sumitomo Corporation

One of the largest worldwide general trading companies. The company was incorporated in 1919, and is a member company of the Sumitomo Group. Today, the company is one of the top three general trading company in the world. And is involved in diverse businesses throughout the world. The groups states its strength as:

“Its integrated Corporate Strength, which enables it to capitalize on strong business foundation and diverse, high-level functions and thereby create new value by transcending existing frameworks.. Growing together with business partners around the world by constantly staying a step ahead in dealing with change and creating new value- this is what the Sumitomo corporation Group aims at”

Sumitomo is a strong economic zone developer through its Oversea Industrial Park Department with operations in the following locations:

- Indonesia
- Philippines
- Vietnam (2)
- Thailand

The corporate philosophy of this company combined with its cumulative experience in zone development and operation makes it a flagship investor both as a developer and as a strong testimonial source able to move investment from its own businesses as well as encouraging investment inflows from other entities.

The site is currently under preparation with BEZA providing land-fill to avoid flooding. JICA is working with BEZA to develop one of the precedents of the arrangement as an OSS for the Japanese EZ that will be used by all zones.

Land preparation normally takes from one to two years before the site is ready for occupancy, however, it is usual to initiate slow promotional activity from break ground stage to introduce the project to the perspective market. In fact, JICA has conducted a survey to potential Japanese investors to gauge interest with positive results. BEZA's Chairman expects the signature of the PPP arrangement through a Special Purpose Vehicle (SPV) in April 2018. This investment should be viewed by BEZA as a major step and, as such, upon the signature of the PPP arrangement a BEZA-empowered official should be physically assigned to Sumitomo to provide facilitation support and aftercare when investment inflow to the EZ starts. It is important that the BEZA is strategic about this arrangement as it brings to the table the following:

- An experienced developer with strong network capabilities in an important market.
- An opportunity for BEZA to incorporate good practices from Sumitomo's development, managing, operational and promotional model to apply to other EZs.

- A competitive window as Sumitomo is currently engaged in developing and managing a zone in the Philippines, Vietnam and Myanmar, among other countries that, in some cases, (Vietnam and Myanmar) are potential competitors to Bangladesh's EZ program. Under these circumstances, a Sumitomo testimonial of success in Bangladesh would have a strong impact in the market with potential investors.

This strategy was applied successfully by the Philippines Subic Bay Freeport when it concentrated attracting developers from the target market of Japan to electronic component manufacturing. The Dominican Republic zone program was initiated by an investment of the Gulf and Western corporation as a developer with the objective of attractive subsidiary companies in the textile/apparel sector.

b) Strategic consideration: The value of promotion in partnership
BEZA should consider incorporating private, PPP and G2G developers (Developers) into its promotional effort, something the agency is already doing judging from the promotional calendar for the period 2017-2018. Leveraging on the private sector and government developers would provide BEZA with a powerful promotional force that would deliver the following elements based on high to low importance:

- Reduce BEZA budgetary needs for promotion without reducing efforts.
- Reduce the need of greater numbers of promotion personnel in BEZA without experiencing short-falls in this area.
- Provide the conditions to create faster job creation by sensibly raising the investor land-uptake.
- Develop shared activities and provide facilitation and aftercare under one public-private umbrella.
- Work external markets with the private sector as a partner opening-up deal making opportunities to the private developers.
- Combine the public and private sectors in attracting investment to EZs – a proven effective strategy practiced in Asia, the Middle East, Latin America and many other regions.
- Increase the Bangladesh promotional coverage in the external market as developers and BEZA would combine efforts with a credible message of private-public active participation in the EZ activity of Bangladesh.

Considering the benefits of the promotional partnership, BEZA should formalize the partnership with Developers emphasizing its role as a development agency and regulator/facilitator. The agency's developer role should primarily in zone that are not of interest to the private sector and primarily developed for social upgrading. In addition the agency's developer role should be applied strategically as a way to lower risk for private developers within PPPs.

The developer role for BEZA is not very pronounced Act 42 as they represent 2 of the total of 17 mandates, as follows:

- Allocate lease or rent land, building or site, on competitive commercial basis in prescribed manner, to investors applied for establishing industrial units, businesses or service providers in EZs for implementation and management of their establishment.
- Convert the areas declared as EZs into economic centers by developing industrial cities, agro-based industrial zones, trade zones and tourism zones through investment of banking sectors and facilitate availability of skilled labor and efficient service provisions.
 - Can be accomplished with development/promotional participation of the private, PPP and G2G developers without BEZA carrying the full budgetary weight of these potential projects.

In the case of EZs with a large extension of land such as Mirsharai EZ and proximity to major ports, which purports to develop a multi-sector industrial hub that will cover 30,000 acres at full development stage BEZA should consider introducing a master developer – an entity that would mobilize Sub-developers and Third-Party Service Providers to developing and promoting large-scale, mixed-use zone. This option would not only bring knowledgeable and well-networked partners in the promotional area, but also leverage the financial and knowledge resources of specialized sub-developers and third-party service providers and diversify the developer's risk. This approach has been adopted by both public and private developers to lower their investment risk and ensure the provision of world-class infrastructure, facilities, and services. See Box 5 for examples.

The indicated approach of intensely incorporating more private participation in the zone development and their promotion activity would bring BEZA into the current international framework of EZ development where private developers predominate. A well-defined legal framework between public and private sector that defines legal rules and fiscal risks will also be imperative.

Box 9
Master developer examples

Master Developer examples with promotional functions have proved successful internationally:

- **China:** In 1994 a G2G arrangement was signed between China and Singapore for the development of 80Km² EZ within the jurisdiction of the city of Suzhou in China (The Suzhou Industrial Park (SIP). The Partners were the Chinese Consortium/Suzhou)) and Singapore-Suzhou Township Development Co., Ltd. (Singapore Consortium/made up of approximately 20 + Singaporean and other nationality companies) signed the General Agreement on Suzhou Industrial Park , which laid a foundation for the establishment of China-Singapore Suzhou Industrial Park Development Co., Ltd. (CSSD). The partnership has successfully developed a high-tech park creating over 400,000 (<http://www.sipac.gov.cn/english/>)
- **Kazakhstan:** FEZ Khorgos is comprises an area of almost 6,000 Hectares in the Almaty region, the country's capital. The government contracted DP World the largest port operator in the world and home corporation of the Jebel Ali Free Zone to a ten year contract to provide development and promotional assistance to the government. The brand name of DOP World and its involvement with the Jebel Ali Free Zone provides this project with a very credible partner to when going to market. (<https://www.forbes.com/sites/wadeshepard/2016/02/28/will>)

Box 10
EZ success formula

Successful EZs throughout the world have sequenced a series of components in their package that includes proper level of market tested hard infrastructure development and a comprehensive soft infrastructure competitively enable business environment. Through a customer service ethos. Examples of EZs that have practiced these elements:

- Jebel Ali Free Zone
- Irish Shannon Free Zone
- Morocco's Tanger Med Zone
- Malaysia's Zone Program

Lessons learned from these experience is that there's no single component that drives success of EZs but the proper combination of the component mentioned above driven by a pro-active and consistent promotion effort that includes:

- Research
- Promotion
- Facilitation

c) Identifying investment targets

It is suggested that BEZA concentrate during the next five years on attracting tenant investors in sectors that are growing in Bangladesh and present opportunities for growth as listed in Annex 4 of this document. Potential target countries would be: China, India, Japan, South Korea, Malaysia, and the United Arab Emirates. Extra regionally countries like the United States and the United Kingdom could represent opportunities for individual investors. Many of these countries have a Bangladeshi diaspora representing a cultural comfort that could be converted to investment interest. The other type of investor should be developers, specifically from Asia as the risks levels of this type of investment is higher and it's not likely that extra regional developers would be highly interested in locating to Bangladesh in the immediate to near future. Anne 3 includes a preliminary listing of sectors to pursue in the country-markets indicated above and Annex 4 includes a listing of Far Eastern Developers.

Proactive and constant market research will need to be a staple of BEZA's promotional activity. First, the constant benchmarking to determine Bangladesh's competitive position vis-à-vis competitors, such as Pakistan, Myanmar, Vietnam, and African countries moving forward with new EZ programs such as Ethiopia, which is vying to attract investments from the same target countries (China, India, USA).

Chapter 5: The Preparatory Investment Promotion Strategy

This strategy's main objective is to build the promotional capacity of BEZA in order to launch a proactive best practice promotional effort to attract investors and developers to Bangladesh's EZ program. As the strategy is medium term with three years to implement, primary tools are included in Annex 10 are suggested for immediate use by BEZA's current promotional activities, it is advisable that as capacity is reached another implementing strategy be developed within the context of a BEZA multi-year corporate strategic plan that incorporated key stakeholders such as BIDA, BEPZA and the BHTPA. The strategy will be supported by international practitioner consultants who will provide expert guidance to promotional personnel in training by doing process. Best practice promotional techniques will be applied and consultant will have period of phasing out in the second year of the strategy allowing for BEZA personnel to conduct activities as they reach fully train status. In interim, promotion activities will be systematized and implementing to generate investment leads, mobilize, facility and provide aftercare services to investors while working in partnership with private developers.

The preparatory promotional strategy will include four fundamental components as follows:

- Research
- Promotion
- Facilitation
- Aftercare

The components will be integrated so that the promotional activity will have a holistic approach, as illustrated by the Figure three as follows:

Figure three: A holistic promotional strategy



a) Staffing

Currently BEZA's staffing in the promotional area presents a gap in the officer level. Currently the promotional area is headed by an Executive Member leading as lead of Investment Development of the agency. There are an additional two members reporting to this position: one is a general manager and the other, an officer. The Executive Member has a good understanding of what promoting requires and its need for the organization. In effect, the promotional area needs to be staffed at the lower level with personnel in the market research, promotion/facilitation and aftercare. Requirements of personnel number would be considerably impacted by a BEZA-Developers partnership promotion as the agency would not require great number of personnel. The following table provides estimates on staffing needs based on two options: BEZA implementing promotional activities alone and under promotional partnership with Developers:

Table four: Recommended promotional staffing

Number of officers	Partnership of BEZA Promotion	Titles and area of responsibility	Timing for recruitment	Indicative requirements	Training
1-2 sector specialties would be developed over time for this personnel	<ul style="list-style-type: none"> Only one officer would be required as Developers could provide research support 	<ul style="list-style-type: none"> Research officers (ROs) 	<ul style="list-style-type: none"> 1 during first year 1 during second year (only necessary if BEZA conducts promotion alone) 	<ul style="list-style-type: none"> Market information retrievals from the public domain Value of yearly investment reports (UNCTAD, OECD, others) Metrics to provide local competitive positioning compared to competitors Identifying potential investors and their pull/push investment conditions Conducting sector analysis 	
3-5	<ul style="list-style-type: none"> 2-3 required as developers would provide promotional personnel which would be matched with BEZA 	<ul style="list-style-type: none"> Investment Development/Promotion Officers. Responsible for engaging investors, provide information, make presentation, build and follow-up the investor pipeline 	<ul style="list-style-type: none"> 1-2 during the first year 2 during second year 1 during third year Only two would be necessary under promotional partnership 	<ul style="list-style-type: none"> Best practice techniques for prompting a country Generating investor leads Following up investor's status Mobilizing investor and providing entry facilitation Conducting outward promotional missions Conducting investor site visits 	
2-3 (Should be matched with private zones aftercare officers)	<p>Developers should provide aftercare support combined with ASEZA, especially during the first 3-5 years of EZs operations with investors tenant on board</p>	<p>Aftercare officers (AOs)</p>	<ul style="list-style-type: none"> 1 during first year 2 during second year 	<ul style="list-style-type: none"> The value of aftercare: Reinvestment, policy advocacy, credible partnership with investors and testimonials Steps to implement systemic aftercare 	

b) Training: Mobilizing practitioners consultants by area, selective site visit

Training in all aspects will be conducted by practitioner consultants will be an intensive and integral part of the preparatory investment promotion strategy. This will be particularly important during the first half of the effort (1.5 years) as recruited personnel will probably not have high levels of experience in promotion. This is the case in many countries at the start-up of promotional activities making the training aspect very relevant to BEZA's drive to success. There should be three types of training by area, which would also be available for Developers:

- Specific classroom training will be delivered by the corresponding practitioner consultants (see Annex 10 for indicative list of classroom training).

Provide a nominative teaching-learning experience of agreed topics by area for the first three months to the recruited personnel as they come on-board. This course would be tailored to the BEZA's current land available in EZs. In the case of private/PPP zones, the courses would be opened to representatives wishing to receive the courses.

- On the job training by the practitioners consultant (see Annex 10 for consultancy high level SOW).

Mobilizing experts by specific area/component to hand-hold and show newly acquired personnel how to apply best practice techniques by developing manuals and actually work hand in hand with the corresponding promotional personnel. The goal of this training would be to actually teach the staff how to do their specific jobs in the promotional areas with an expected outcome of reaching a fully trained and educated staff in best international practice in research, promotion, facilitating and aftercare. Training of this nature would be implemented within an intense stage at the beginning (first 12 months), a more passive role by the expert in the second year phase-out stage (next 3 months) and a clear phase-out stage by the expert as the local personnel takes-over all aspect of their specific area's implementation. Note: External consultant would provide the same assistance to the BHTPA for the same LoE if both organizations launch the strategy simultaneously. If not, the assistance timing should adjusted accordingly for each organization. The estimated LoE for each consultancy would be as follows:

- Research: Four months during first year
 - Promotion/facilitation: 15 months over the first two years
 - Aftercare: 3 months during the first year
- Special study tours to specific jurisdictions (see Annex 10 for study tour preparation, conduction and follow-up along with templates). This would be based on G2G government agreements and cooperation and would mobilize personnel to specific jurisdictions and embed them for about 5-10 days in corresponding areas. Some examples of countries/organizations that are potential study tours destination could be as follows:
 - Irish Development Authority: Provides in-house training at a price and is a reference point for good international promotional practice as well as top research techniques.
 - Korean Trade Investment Promotion Agency (KOTRA): Includes assistance under a south-south philosophy and is a good example of successful linkages with the zones program as well as having an institutionalized aftercare system.
 - Malaysia Investment Development Authority: Provides assistance training under south-south arrangements.
 - Japan International Cooperation Agency (JICA): Already providing assistance to BEZA. Leverage on existing work relation to agree on a learning tool to Japan on specific promotional areas

c) The Research Unit: Main purpose

To ensure and maintain an updated Information bank (physical and electronic) that serves as an intelligence center for planning and implementing marketing activities; generate benchmarks against Bangladesh's EZ program competitors for target investment; provide data for updating promotional material; and generate policy position papers; create, manage and maintain an Electronic Information Center that provides updated information to prospect investors; make recommendations to the Executive Member on ways to improve Bangladesh's EZ program investment environment related to target sectors and competition

d) *Potential areas of research sources*

Provides a market input to the promotional effort. This unit should provide sector size, whether it's a growing or shrinking sector, enables for investment in external countries, potential companies in those sector to target with basic information. The unit should also provide for competitive standing on a continuous basis, analyze competitors offer and inflows compared to BEZA, graphic for periodic reports, reports on latest regional investment inflow reports. Should also provide identification of targeted country/sector associations, trade publications, events and key members below, examples of normally used web based research tools:

- UNCTAD's yearly investment report: A yearly report that includes inflow/outflows of investment on a regional/country bases, include major reforms and competitive upgrades
- World Bank Doing business report: Rates over 170 countries on competitiveness position bases on specific areas like: Starting a business, trading across borders, accessing utilities, contract protection, regulatory entry. Provides a good sense of what countries are introducing reforms and which are not, compared year on year rating position
- Cross-country business environment data. In addition to Doing Business data links below provide snapshots also provide results from entrepreneur surveys and other business related information
 - <http://rru.worldbank.org/BESnapshots>
 - www.doingbusiness.org
 - <http://iab.worldbank.org/Data>
- <http://stat.wto.org/Home/WSDBHome.aspx?Language=>: WTO global commodity tariff data
- Global trade, investment and market analysis tools developed by the International Trade Centre (ITC). Registration is required but the data is free to users in developing countries. Website contains helpful user guide that you can download.
 - www.trademap.org/
 - www.intracen.org/tradstat
 - www.standardsmap.org
 - www.investmentmap.org
 - <http://www.macmap.org/>
 - <http://legacy.intracen.org/appli1/tradecom/TPIC.aspx>
- www.weforum.org/issues/competitiveness-0/gci2012-data-platform: WEF Global Competitiveness Index. Comprehensive source of information to allow benchmark countries across a range of indicators
- <http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/TRADE/0,,contentMDK:23188613~pagePK:210058~piPK:210062~theSitePK:239071,00.html> :World Bank Logistics Performance Index. Good source of cross-country comparable data on infrastructure, and other trade logistics
- www.globalshippingcosts.com: Global sea freight/air freight times. Provides estimate shipping times between destination
- fDI: Annual subscription webpage: Provides fast and credible location comparisons between 83 countries, for 61 sectors includes and fDI Attractiveness Index, SWOT Analysis tool based on 50 project assessment criteria (e.g., labor costs, real estate & utility costs, business environment indicators, R&D and innovation indicators)
- DataMyne: Creates custom reports, business profiles, and lead contact tables
- Search engines: Google, Baidu in China, NHN in South Korea
- Industrial directories and data bases (e.g., Moody's International Manual, Standard & Poor's Register of Corporations, Dun & Bradstreet's Principal International Businesses, D&B Million Dollar Directory, D&B Business Rankings, The Directory of Corporate Affiliations, etc.

First Draft: For Internal consultation

- Industrial associations. These have proven to be very useful sources of information on member companies and industry trends. Some associations will even help in organizing missions/presentations at special events or association meetings.
- Chamber of Commerce and Bilateral chambers of commerce located in Bangladesh
- Literature and data base reviews. These are best conducted using keyword searches such as the F&S Index, Dialog, Information Access Company (IAC) and/or Lexis Nexis. These databases contain current articles, citations and company profiles from thousands of industry, trade and manufacturing publications, newswires and business journals, but vary greatly in their “user friendliness”, cost and coverage of a given topic. Some databases are available on the world wide web at an hourly rate depending on the database used, others may be accessed via direct connection. Parameters for these searches would at minimum include, but are not limited to: product line, location/region, recent merger & acquisitions or major capital expenditures, company names, SIC numbers, and competitors. More expansive searches may include technology developments, linkages to suppliers, other product areas, foreign affiliates and others.
- Web-based communication social network sites:
 - Twitter
 - Facebook
 - Blogs
 - LinkedIn
 - YouTube
 - Mobile Apps

The unit will report to the Investment Development General Manager and would be responsible to provide market intelligence, prepare benchmark studies to determine Bangladesh’s competitive position vis-à-vis competitors. Key among its functions would be the monitoring of target sectors/country and identifying new sector/countries that could potentially be targeted and corresponding investors in established and new sectors. The unit also would be responsible for providing data for preparation of tailor made investors presentations, sector brochures and investor guidelines. See Annex 9 for research officer(s) job description and qualification

Chapter 6: Promotional area core functions of attracting investors: Generating leads, following-up, participating in outward missions, organizing investment site visits

The promotional group (Investment Developers) core functions will be to generate investment leads, mobilize investors site visits, manage and update the investor pipeline and through the CRM and facilitate investment entry by liaising closely with the One Stop Shop (Refer to Annexes 7 and 8 for additional information on CRMs and One Stop Shop set-up) providing assistance to the developer in case of bottlenecks that slow-down entry. They should work closely with private, PPP and G2G developers who in turn, should have individual investment promotion officer to a

Active targeted promotion will help the BEZA EZ program achieve “brand name” recognition that an later be incorporated into a country branding strategy under the umbrella of a multi-agency strategy. Initially this effort would target the sectors indicate in Annexes 3 and 4 as the prime markets. This section describes the various techniques that BEZA and developers’ promotional personnel will employ to promote to potential investors.

a) *Main purpose of promotion Unit*

To dynamically and intensively market/promote the EZs as a site for FDI in the sector; implement and monitor targeted marketing efforts for the sector per annual promotional plans with budgets; identify and approach prospective investors; effectively convert them into Bangladesh EZ investors; monitor the retention of existing enterprises (until this latter is absorbed by the Aftercare area); prepare and maintain up-dated promotional materials, including detailed information on the investment environment; comply with BEZA’s policies and standard operating procedures. See Annex 9 for promotional officer(s) job description and qualifications

b) Key Promotional materials: Evaluation of BEZA existing materials

Website: an important part of promotion

According to Development Counsellors International Internet usage ranks #1 in terms of most effective marketing techniques influencing investment site selection, particularly for executives of large corporations and location consultants. One key element will be the extent to which the agency website generates interest in the market. Quick and accurate responses to inquiries is an important part of the promotional activity. In fact, with the advent of internet use, the presentation of BEZA to prospective investors is more and more through the website. The World Bank has defined a methodology of evaluating promotional websites as to their effectiveness.

Key portions of evaluation methodology and BEZA’s standing:

- Availability and provision of contact points: How easy is it to find the BEZA online and contact an officer for inquiries by the investors?
 - BEZA provides a grievances and redress page as well as a contact page. The site has about 4-7 comments basically good but not from prospective investors
- Responsiveness and handling: Do BEZA responsible officers staff engage effectively with the prospective investor over the telephone and by e-mail in case of inquiries what is the turnaround time between inquiry reception and answer?
 - There was no indication of inquiry handling by officer of BEZA due to dedicating time to other tasks and activities and not having personnel dedicated to website monitoring and answering inquiries

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- Response: Relevance, thorough, and professional are BEZA's responses to specific inquiries?
 - Responses not evident for same reasons as above
- Investment attention: How well does the Investment Promotion Intermediary follow up to convert initial interest of an investor into a firm lead (a further inquiry or site visit)?
 - Activity not evident for same reasons as above
- Information provided: How easy is it to find country and sector-specific information on the Web site?
 - Country and agency information is easy to find and includes key information about BEZA's goals, vision and mission and plans. Also, full publication of Act 42, full information of site identification and a link to the One Stop Shop without information as to status, processes and value to investor. Sector information is not readily available.
- Design: how is information presented to support the online promotion effort?
 - Information is presented as a way to indicate BEZA's on going EZ site identification and specific zones approval status. Good information on BEZA's activities highlighting successes but little in the way of promotional message that would orient prospective investors and stimulate their interest
- Content: how relevant and accurate is the country and sector information for targeted foreign investors?
 - Information of potential priority investors are not listed in the site, rather some private sector zones (About 3) list sectors targeted by these sites, in the case of public sector zones one makes a brief mention of sectors and the projected tourism sites includes some information on expected investors. However, none of the factors indicated include a brief explanation of the sector status and the competitive position of Bangladesh/EZs to provide the investor with indications of the value to them in setting-up operations. One significant finding the website does not include a value proposition that indicates BEZA's delivery of benefits to the investor outside of the incentives, which normally do not represent major reasons for investing. See call-out box in Chapter 3 section d) Box 3 for a brief analysis on incentives as investment attraction factors.
- Promotional effectiveness: how well does the site market the location and IPI services?
 - Provides information on location, site sizes, development status with planned infrastructure planning and employment projections. However, the basis for the job creation is not included and there are no statements as to the availability of training facilities in any of the zones, regionally or nationally

Conclusion and recommendations on the BEZA website:

- BEZA needs to introduce website monitoring to identify inquires quickly and answer them within a reasonable time (Normally, an indication of inquiry reception and that answer will be provided within 24 hours). Also, introduce follow-up quotient once inquiries are answered to interest the investor, stimulate further one on one communication and eventually, generate site visits.
- The website contains good information on BEZA's activities, major successes so far, objectives and plans vis-à-vis EZs developments both private and public.
- The number of public zones far outnumber the private zones which does not indicate BEZA's development agency mandates and emphasizes the agencies low number of legal mandates on a developer role.

- The site needs to be revamped to be more indicative of key values to be delivered by the EZ program to the investor, include key sector with brief analysis of why Bangladesh EZs addresses company's goals.

c) *BEZA's Promotional Brochures*

Should provide investors with fundamental updated information on the EZs so that the investor receives a panoramic view of the business conditions available in the EZs. Basic information should include:

- Research on general investment conditions and specific sectors and industries to know the sector pull/push factors. Further dive into specific investor's needs, wants and expectation.
- Provide a specific detailed country profile highlighting sector/investors fit with the country
- Provide a cost-comparison matrix based on sector/investor highlighting differences with current location of investors or possible competitors
- Provide a compilation of data on procedures and cost of doing business for specific sector/investor
- A Business Guide:
 - Includes entry regulatory process and time limit to complete, prices of regulatory products, specification on inspection after set-up.
 - Include specifics on EZs currently underdevelopment or in operation, such as:
 - If under development, time to reaching occupation stage, population surrounding zone, connection transportation to port, airports, train, highways, total number of site, dimensions, commercial arrangements (lease land/building), estimated prices for each arrangement, time of construction for Standard Factory Building if offered, priority sectors availability of training area and contact information
 - If ready for occupancy: Price of land/building lease, population surrounding zone, connection transportation to port, airports, train, highways, total number of site, dimensions, commercial arrangements (lease land/building), estimated prices for each arrangement, time of construction for Standard Factory Building if offered, priority sectors, availability of training facilities, number, names of current tenants, testimonials and contact information
- Specific sector brochure
 - Sector-specific brochures provide a useful supplement to a Business Guide, and alert potential investors to the advantages of locating in an Bangladesh's EZ for their particular industries. A brochure alone will rarely provide incentive to locate a factory or project in the EZs. It can, however, serve as a reminder of the opportunities in the EZ program, and provide details for making future contact with BEZA-Developers. Often, brochures are printed in multiple languages, based on the target markets for promotion.

Conclusion and recommendations on the BEZA's promotional material:

- A number of materials are available such as:
 - Document informing on the Vision, Mission, Objectives and Values. Includes information on the Bangladeshi country performance, ease of doing business, BEZA's goal and functions, the attractiveness of investing in the EZs, incentive package, a drawing of the OSS although not yet available, process for securing permits from BEZA and list of planned public and private zones. An informative and attractive brochure, relatively brief but with some overselling elements like the availability of the OSS stated as BEZA's "...devoted to offer services through a OSS" As stated, it might induce the reader into believing that the OSS is available when it's not which could present a non-delivery perception issue in the eyes of the investor
- There are Special Tourism brochure that indicate planning and location of sites for these specialty EZ

- A brochure on Private Economic Zones providing information on status of these zones including investment level, operations in zones and total employment. Good information,

but no prices or range of prices available and lacking in population information surrounding zones as source of labor

- A brochure on BEZA activity including information on public and private zones, incentives and the OSS with the same “devotion” message.
- A detailed progress report covering the period of 2013-2017 indicating BEZA’s activities and reiterating their success.

Box 11
following-up measures

A study by the Foreign Investment Advisory (FIAS) indicated that promotion agencies dedicate a considerable amount of effort in being accessible to investors and following-up on their requests, primarily:

- Top and weak agencies received about the same number of inquiries per week (18 to 21).
- Top agencies assigned about double the percentage of staff to inquiry handling
- Top agencies provide equipment and practices to be easily reached and to quickly return calls and e-mails
 - Top agencies had three times more telephones per person (0.85) than weak IPAs (0.28) and most allow callers to leave a

- Although rich in information, the brochures available don’t include a value proposition informing of BEZA’s direct contribution to investors. BEZA is presented as a proactive and committed agency, but usually a more direct valued proposition message should be included. In addition, BEZA should consider reducing the number of brochures with similar information.

d) *BEZA’s future promotional activities*

Direct Meetings between Promotional personnel and Investors: The backbone of active promotion work in all sectors is achieved through face-to-face meetings with company decision makers. Some executives might already be familiar with the BEZA EZ program; most will not. Promotional personnel’s goal at each company briefing is to arrange for a site visit to Bangladesh. A company executive willing to invest resources on a site visit is far more likely to locate a venture in the EZs than one who has only read a brochure. Generally, four to six return trips to each market should be considered under a cost sharing arrangement with Developers who should also participate in these events.

Scoping Missions: Scoping missions are often excellent opportunities to acquaint oneself with the markets in a given sector. They are advance mission prior to actual outward mission to follow-up on organization of activities, confirm attendance, make sure activity(ies) is not scheduled during a holiday or a special day of the host country, check venue(s), verify availability of equipment for projection, flip charts and confirm availability of hotel rooms. Scoping mission can be conducted by BEZA personnel or be coordinated with a thing to do list with local diplomatic missions, They are particularly useful for making contacts with industry associations and Bangladesh’s own diplomatic and economic representatives (BEZA has worked with diplomatic mission in a variety of countries where outward mission have been conducted). Both are indispensable resources for coordinating and staging future promotion events or scheduling meetings with association members. Its estimated that at least one scoping mission should be conducted to each target country during the second year of the strategy.

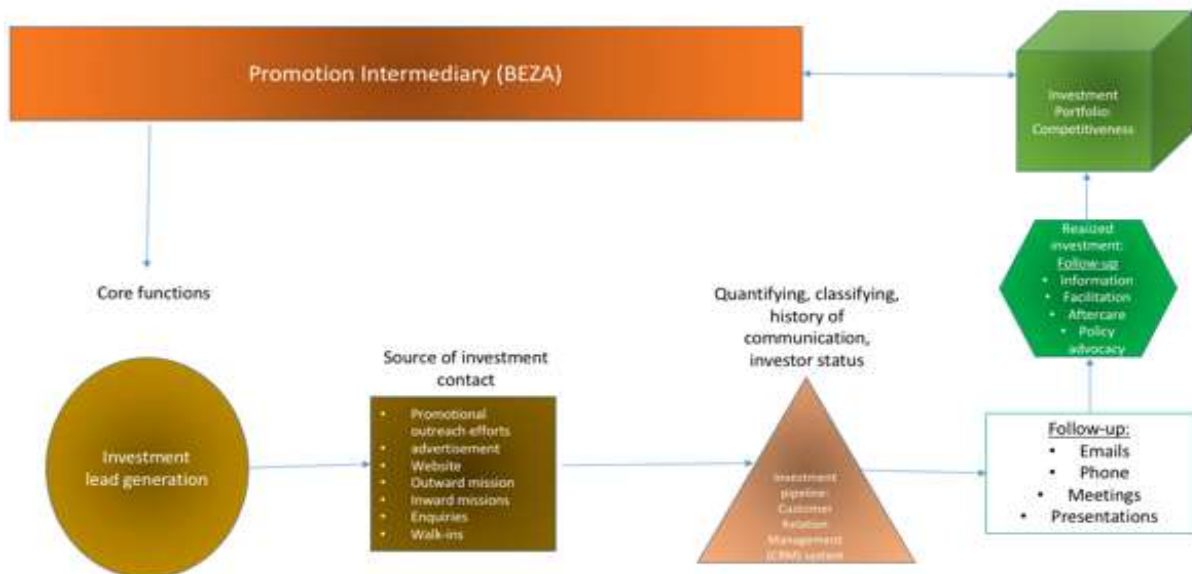
e) *Outward Promotion Missions and Events*

Organizing medium-size promotion events in target markets is an excellent way to meet a large number of company representatives. Events often include presentations and briefings to twenty to forty company representatives, sometimes accompanied by a small reception. They are often planned in coordination with industry associations, and utilize the associations' mailing lists and own venue or facilities. The feasibility and details of each promotion mission is usually worked out during the initial scoping mission to each country. For most sectors, it's recommended that BEZA stage at least one promotion event in each target market every year applying the tools and templates included in Annex 10. These events should also be part of a cost sharing arrangement with Developers.

- **Publication Advertising:** Targeted publication advertising is a passive marketing activity, but good, nonetheless, for spreading the Bangladesh EZ program benefits to targeted sector investors generating leads in each industry sector. BEZA should pursue publication advertising in partnership with Developers. The best targeting advertisement is usually top industry association from the target countries as these publications are normally read by decision makers in the respective sectors pursued. Large newspapers or magazines such as the Financial Times and the Economist are more readily recognized and have a wide circulation but they don't normally attract sector key decision makers and serve more as image building publications at a very expensive price as compared with sector industry association publications. The research unit should provide a list of industry associations and sector publications in each targeted country/sector with prices to commit to a series of publications ideally to coincide with country promotional visits by BEZA-Developer
- **Follow-up activities:** All contacts made at trade shows, promotion events, or one-on-one briefings must be pursued with e-mails, telephone calls, and alternately personal follow-up visits. With a strict discipline and aggressive dedication to follow up with every lead, coordinated efforts with promotion personnel both from BEZA and the Developer's can generate a wide number of site visits to attract investment to the EZs. For investors likely destined to Developer's sites-apparel, electronics, leather, ceramics and other light manufacturing activities-they should take the follow-up lead. BEZA should take the follow-up lead with logistic companies, tourism, prospective developers and other country priority complementary businesses. All follow-up activities of Developers and BEZA should be entered into the CRM which can be done by enabling a portal in the BEZA website for each individual Developers. Figure 4 below includes a flow of the investment follow-up activity:

Figure 4: Investment follow-up

Investment follow-up steps



- Site Visits: Site visits allow potential investors to see the EZs firsthand. Business infrastructure, meet with EZ developers, brief including progress, testimonials, liaise with potential suppliers, shippers, Site visits must be arranged as part of the plan for both BEZA and Developers.
- Trade Shows: Industry show exhibitions. Developers promotional personnel should attend and learn about the industry and competitor contacts with whom face-to-face meetings can later be conducted. BEZA should include in its budget the purchase of two lightweight portable travel displays, which can easily transport and display at trade shows and promotion material. Rarely will there be time to coordinate the logistics of shipping heavy or large bulky displays overseas. It is recommended that through the Research unit a yearly participation of trade shows be prepared categorizing them by interest levels: Intelligence gathering by area and relevance to BEZA, potential investment attraction by sector, include price of participation, dates, registration times and estimated attendance by companies if available

Box 12

Airport arrival

The first impressions of investment is the arrival airport. If the investor secured a visa prior to arrival the process is relatively acceptable. However, if the investor should require a visa on arrival, the process is time consuming and no guidance is provided. A lesson could be earned from the Aqaba SEZ that applied as one of its first measures introducing a special immigration clearing line at the airport for people visiting or investing in the SEZ.

The first impression on an investor is collected at the airport which should provide a simple and quick clearance process for arriving passengers.

- f) Environmental and Social standards compliance: The international business environment is tremendously competitive. In the context of growing competition among exporting countries and consumer preference for products that meet internationally recognized standards, it is essential for BEZA to ensure environment and social compliance in their zones. BEZA should implement effective policies on environment and social safeguard, housekeeping, material storage and handling, work station design, fair wage, fair disciplinary action, and workplace violence. BEZA is, however, the most flourishing organization in Bangladesh and it would be imperative that each and every issue related to improvement of productivity as well as quality is strictly followed to survive in the global market. EZ developers must

emphasize on employment conditions, working conditions and occupational safety and health management to be more competitive in the international trade business arena. Moreover, regular practice of compliance codes of conduct can bring higher price of products, lower labor unrest, less worker turnover rate, highest worker morality, highest productivity and product quality, smooth industrial relation as well as global image and reputation. BEZA need to deal with above mentioned compliance issues in order to remain competitive in the global market.

All The EZ will have Four common features: Central Effluent Treatment Plant (CETP), Green belt/ area, Rain Water Harvestor and Water Reservoir, which will be built in planned way in EZ to save the surrounding environment from pollution. CETPs in EZ will be installed to meet the challenge for land requirement of the individual ETP for different types industries. It is always easier to monitor the performance of the single CETP compare to many ETPs for regulatory bodies.

All the Economic Zones of BEZA is carrying out Environmental Impact Assessment where an Environmental Management Plan has been proposed for the EZ which will be implemented strictly during construction and operation. 3R strategy (Reduce, Reuse, Recycle) will be introduced in EZ.

Green buffers in the EZ will be adequately maintained as they will also provide aesthetic value to the EZ area.

With the aim to protect the environment and to keep the EZ GREEN and CLEAN, BEZA will:

- ✓ In addition to complying with legislative requirements, diligently apply technically proven and economically feasible measures to advance protection and prevention of pollution of the environment throughout construction and operation of factories in the park;
- ✓ Recognize Environmental Management as an important corporate priority, set targets and objectives and establish programs and practices for the construction and operation of factories in the park in an environmentally sound manner;
- ✓ Encourage and support BEZA"s Developers, Investors, Contractors and regional people regarding environmental management and contribute to dissemination of environmentally sound technology and management methods.
- ✓ Environment and Social Team of BEZA is responsible for assisting Investors to meet the environmental standards and strike a balance between environmental protection and benefit, providing updated information of environmental regulations and related analyses and interpretations that guide the Investors to better understand the main theme of the environmental policy and then developing better management strategies, meeting the following objectives:
 - ❖ Pollution prevention for the improvement of the Zone environment
 - ❖ Resource conservation and the pursuit of sustainable development
 - ❖ Active participation in environmental affairs to improve the Zone"s image in the community.

Chapter 7: Facilitation and Aftercare continuity promotional activity

a) Transitioning from selling to facilitating

Once an investor has committed to establishing in the EZ program of Bangladesh, the Investment Developer officer from BEZA and/or the specific EZ that will house the investment changes follow-up technique from convincing the investor to realize the investment to facilitating entry into the EZ program.

The promotional personnel will now transition their role to the Aftercare area where new and related officers to the promotional personnel will engage the investor to provide assistance, as needed, throughout the project appraisal to investment entry. In this case, the process will involve the One Stop Shop-OSS (Its important to point out that JICA-currently developing the BEZA's OSS- and the BHTPA have indicated that although BEZA and BHTPA are developing OSSs they are both compatible systems that will eventually be integrated into BIDA's. However, in the interim OSS involving process, procedures and SLAs/MOU agreement should be carefully developed to avoid duplication, external agencies confusion and duplication of resources) developed to provide the major space of investment facilitation, however, it might be necessary for assistance by the promotional personnel, in such areas as:

- Navigating regulations and obtaining approvals/permits/licenses
 - Key to partner with the investor and assist in his regulatory needs requirement maintaining investor informed of status at all times
 - Accessing property, labor, finance, suppliers/subcontractors/partners
 - In this case, providing investors with the availability of space and conditions to enter specific EZs (Public or private), availability of utilities, service providers
- Understanding and accessing investment incentives
 - Guide the investor through all of the incentive schemes pointing out advantage/disadvantages
 - Matchmaking between foreign investors and local companies (Linkages). The linkages effort should start at a very early stage of the investment cycle to inform the investor of the availability of sourcing in the local market.

Box13

Different countries approaches to Aftercare

China: Cities such as Beijing, Shanghai and Tianjin operate Investment Services Centers providing type of assistance to assistance to investors under short and medium term center administrative and operational services.

- The Beijing Investment Center helps both domestic and foreign investors in their establishment phase in dealing with different local and national authorities, obtaining office and residential space, recruiting and training local staff and providing advice on legal and technical issues

CINDE of Costa Rica includes the following in its aftercare services

- Consultations with the business community on the frequency and degree of difficulty of obstacles encountered by investors
- Recurring problems are presented to the relevant authorities and the process of removing identified obstacles is monitored by CINDE-coordinated sector-specific working groups especially established for this purpose
- Once desired outcomes occur from this process , workshops are organized to inform businesses of the new changes in policies and regulations

South Korea: Created an Ombudsman (An official appointed to investigate complaints especially for public authorities) to establish the Investment Aftercare Team

- Team was staffed by experts in such fields as: finance, trade, law, taxation, customs, labor management and construction
- Team acted as liaison to find solutions for complaints by investors

- Starting point of Linkages activity, make the investor aware of the Linkages initiatives, explain how it works and advantages to investors, emphasize corporate social responsibility.

Once the investor is ready to start operations, the Aftercare stage of the investment is started by the same officer who provided facilitation and is familiar with the investor. Aftercare is an important aspect of the promotional activity as it engages the investor under what should be a credible partnership that represents considerable value to generating future re-investment and testimonials, among other value. Please refer to Annex 9 for Aftercare officer(s) job description and qualifications

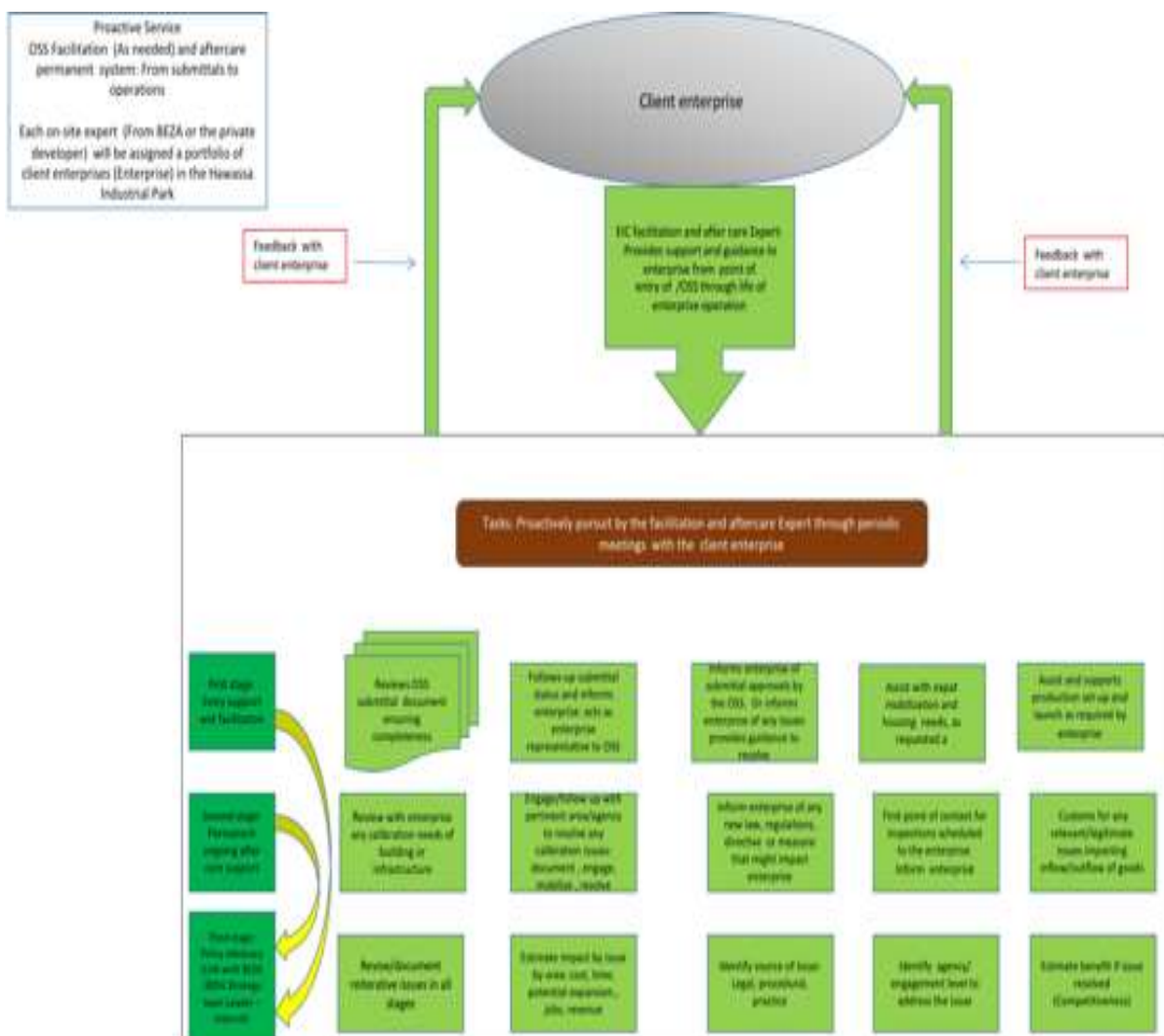
According to UNCTAD, Aftercare comprises "...all potential services offered at the company level by Governments and their agencies, designed to facilitate both the successful start-up and the continuing development of a foreign affiliated in a host country or region with a view towards maximizing its contribution to the local economic development." The principle being that Aftercare must be targeted to the longer-term development needs of the investor and the host country, not just delivered in sporadic, ad hoc acts aimed at resolving immediate issues. Aftercare should be strategically informed, not emergency "fire-fighting" or passive provision of information.

There has been a significant growth in FDI inflows around the world since the 1980s going from approximately USD100 billion to USD 1.76 trillion in the first half of 2016. With the impressive growth of foreign affiliates worldwide, the provision of aftercare services, even of the most basic facilitation kind is a challenge. The growing level of FDI and the expanding affiliates present opportunities of development support, including fostering of reinvestment.

- For example: It is estimated that approximately 60% of investment comes from foreign companies already present in the country.
 - A survey conducted by UNCTAD and the World Association of Investment Promotion Agencies (WAIPA) estimated an average of inward FDI originating from existing investment (reinvestment) is 32%.

It is important to point out that, in many cases, foreign companies have to lobby at headquarters and compete against other subsidiaries in their networks to secure the investment. This situation compels the host promotional organization to competitively provide close-working networks with investors to ensure that they are better embedded and provide value to headquarters so that they don't become subject to downsizing or closure. The following figure indicates the Aftercare cycle:

Figure five: Illustration of after care



b) Developing and operating an aftercare unit: Key steps

An Aftercare unit should be included in the BEZA and private Developers under the partnership promotion activity. Important steps that should be included in Aftercare can be summarized as follows:

- Know the market: Investor established, activities, key corporate officials relevant to decision-making.
- Desk and field research: Data base, information on public domain possibly subscription to commercial registries.
- Develop objectives: Identify partners, what other economic agency to include in program, usually it is necessary to include other agencies to effectively deliver the service.
- Define objectives: Increased value-added by investors, increased employment, attraction of suppliers for investors (Clustering), collaboration with universities (R&D), identification and removal of key barriers, increase reinvestment.
- Set targets (Metrics): Number of visits per year, number of successful projects to realize, job numbers, influence of specific legislation.
- Deliver services, monitor and evaluate results: Maintain a record of the Metrics progress highlighting achievements, pending projects and challenges.

- Follow problem solving and trouble-shooting to policy advocacy: Based on the on-the-ground findings, incorporate collective issues into policy advocacy initiatives with other key agencies like BIDA, BHTPA and BEPZA to quantify negative impacts in position papers of the collective issue (i.e., job loss, export opportunities, investment inflow, others) and what would be the scenario of the issue is solved (jobs increase, export levels, investment inflows).

The case for establishing an Aftercare unit in BEZA:

- Established investors are a very real sense a “captive audience.”
- Existing investors provide valuable inputs to the policy advocacy activities (Competiveness enhancements).
- Aftercare design development and delivery are not as costly as winning new clients through promotion and marketing.
- Contact with established investors through aftercare provides a good training ground for staff and supports skills development and motivation.
- Public research indicates that the potential to influence location selection decisions can be limited, while it can add considerable value in the facilitation and aftercare acting as a “trusted advisor.”
- A satisfied investor will spread the news and provide a great deal of value for a BEZA and the host country, doing promotion as a satisfied customer.

Please note, Annex 12 includes a work plan with cross-promotional components for the three-year period of the preparatory promotional strategy.

Chapter 8: Conclusion

- Bangladesh shows impressive economic development growth during the last 5-year period
- The country has a successful ready made garment export history dating back to 1980 and employing over 500,000 people, most of whom are women
- A new Economic Zone was launched through the promulgation of Act No. 42 on Economic Zones in 2010
- OSS act will
- The mandated agency included in the Act to oversee, develop and promote EZs in the country is the Bangladesh Economic Zone Development Authority (BEZA)
- BEZA has assumed the goals of creating 100 EZs throughout the country that would project creating 10 Million jobs in 15 years.
- BEZA has already assigned zones to local private developers who are currently developing land and in some cases, already have investors operating within their properties. In some cases local developers are attracting sister subsidiaries of their corporate families
- BEZA also is developing public zones with extensive land. However, mandates consigned in The Act are more in keeping with that of a development agency that would facilitate zone development through the private sector which is keeping with international best practice
- BEZA's current promotional activity includes external participation in event, communicating to prospective investors through diplomatic mission and developed promotional material. BEZA does not conduct the crucial follow-up activity with prospective investor nor does it have an investment pipeline within a CRM system. In addition, promotional personnel is relatively small and not necessarily dedicated to the exclusive function of promotion
- Considering BEZA's institutional goals the time is right to introduce promotional capacity building while incorporating into the organization's activities that are a key aspect of best practice for a preparatory investment promotion strategy for a period of 3 years that would include the following components:
 - Market research
 - Core promotional activities
 - Facilitation
 - Aftercare
- One of the key areas to consider by BEZA is launching a formal promotional partnership with the private developers to strengthen the promotional message by combining public and private sector into a credible market approach that would attract more investors and provide BEZA with a higher profile as a development agency

The countries target recommended for this phase of the strategy are:

- China
- India
- Japan
- South Korea

First Draft: For Internal consultation

Bangladesh Economic Authority (BEZA) : Preparatory Investment Promotion Strategy

- Malaysia
- Sri-Lanka
- Thailand
- United Arab Emirates
- Extra regionally countries:
 - United States
 - United Kingdom

Table 6: Recommended activity matrix to complete first year of Preparatory Promotional Strategy

Activity	Enabling tool	Priority level	Timing
Recruit international practitioners one in market research and one in promotion, facilitation and aftercare	<ul style="list-style-type: none"> • Launch an international tender based on specific scopes for market research and promotion, facilitation and aftercare • Evaluate CVs for best fit • Call for in-country interviews for final three candidates of each area • Select candidates and agree on contractual terms, including reporting and periodic (Ideally every three months) progress definition 	High	Two (2) to four (4) months
Select and install CRM to follow-up all investment lead and document activity	<ul style="list-style-type: none"> • Select an initial simple and easy to use CRM system • Launch use of CRM by promotional staff • Launch oversight of CRM use by management and specialty practitioners consultants 	High	Three (3) months
With participation of international practitioners, Recruit specially personnel to staff-up promotional area in key aspects: Research, promotional and aftercare personnel based on job descriptions, qualifications and experience	<ul style="list-style-type: none"> • Launch a special recruitment process for promotional area personnel • Document recruitment process • Identify means that allow competitive compensation package • Conduct on boarding process and define on the job training needs and evaluation of training results 	High	Three (3) to Six (6) month
Review promotional material and adjust as needed	<ul style="list-style-type: none"> • Review and adjust: Website • Brochures • Presentation templates to develop one template only for investment promotion presentation and briefing and one for internal reporting 	High	Six (6) months
Formally incorporate private developers into public-private promotional scheme	<ul style="list-style-type: none"> • Agree on scope and role of each partner in the promotional, facilitation and aftercare areas for investors • Execute a Memorandum of Understanding with scope, roles, activities to be covered generically, follow-up activities definition and role and aftercare roles by each partner 	High	Six (6) months
Share promotional activity with sister agencies (BIDA, BEPZA, BHTPA) and jointly plan promotional activities defining each agency role and scope	Memorandum of Understanding with each agency and incorporating into respective plans, activities and mandated through a PM Directive	Mid to high	Six (6) month to a year

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Bangladesh Economic Authority (BEZA) : Preparatory Investment Promotion Strategy

Develop a three year corporate strategic plan incorporating each agency above and key private/public stakeholders	<ul style="list-style-type: none">• Internal consultations, conducting of a two to three day workshop• Consultation with all stakeholders• Preparation of a Three Year Corporate Strategic Plan that's assumed by BEZA and all key stakeholders• Implementation and management by objective based on plan	Mid to high	One year
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Annex 1: Documents reviewed during Bangladesh mission

- The Bangladesh Economic Zone Act number 42 of 2010 creating BEZA and defining the EZ framework as well as BEZA mandates.
 - BEZA Presentation: Mirsharai Economic Zone: The Planned City for Industrial Development.
 - BEZA Presentation: How BEZA is poised to facilitate synergy between Bangladesh and Japan in industrial development.
 - BEZA Provisional Letter of Allotment (LoA) to Unit Investor for Allotment of land in Economic Zone.
 - BEZA Standard Land Lease Agreement.
 - Reviewed all BEZA promotional materials.
 - The Project for Promoting Investment and Enhancing Industrial Competitiveness in the People's Republic of Bangladesh: JICA Project Inception Report and planned activities for the first year.
-
- Jean-Paul Gauthier, senior SEZ Legal & Institutional advisor, World Bank. Bangladesh Economic Zones Authority Performance Assessment: Preliminary Findings, Best Practice and Recommendations.
 - Jean-Paul Gauthier, senior SEZ Legal & Institutional advisor, World Bank. SEZA OSSs: ICT Best Practice Functionalities Bangladesh Economic Zones.
 - World Bank Project Appraisal Document Private Sector Development Support Project (PSDSP) of January 25, 2011.
- Activities conducted while in Dhaka:

 - Mission brief to BEZA personnel.
 - Focus group held with private/PPP enable private developers on their current promotional activities.
 - Meeting with the Executive Chairman of BEZA, Mr. Paban Chowdhury.
 - Various data collection and sessions with BEZA main counterpart Mr. Khokan Santi Saha including a mission debrief.
 - Meeting with Mr. Md. Harunur Rashid, BEZA Additional Secretary/Executive Member Investment Development Lead.
 - Various meetings with Mr. A.K.M. Mahbubur Rahman BEZA zone development consultant on current zones status, protective covenants, promotional activities and general guidance.
-
- Restructuring Paper on a Proposed Project Restructuring of Bangladesh's Private Sector Development Project July 14, 2013.
 - Aide Memoire progress report on PSDSP, January 10-17, 2017 and January 22-26, 2017.
 - PSDSP Quarterly Progress Report, July-September 2017.
 - PSDSP BEZA Quarterly Report, 1st Quarter 2018.

Annex 2: Local counterparts met during mission January 10-25, 2018

Date	Name	Institution	Position	Tel.
10/1/2018	Md. Harunur Rashid	BEZA	Additional Secretary	+88-02-9632457
“	A K M Mahbubur Rahman	“	Zone Development Consultant	+88-01711 563 998
“	S. M. Nurul Alam	“	Project Director (Joint Secretary)	+88-02-96 32 473
“	Saleh Ahmed	“	Deputy Secretary Manager (P&D)	+88-02-55013211
“	Shakil Ahmed	“	Environmental Specialist (National)	+88-02-963 2477
“	Hiroyoshi Masuoka	Sumitomo Corporation	Assistant to General Manager/Team Leader	+81-3-5166-6372
“	Priyanka Choudhury	“	Officer	+880-2-982-0083
“	Chiharu Tagawa	“	Assistance to General Manager	+81-3-5166-6342
	Md.Ahasan Ullah	BEZA	Manager(lp)	+88-01911878749
	Md. Abdul Quader Khan	BEZA	Social Specialist	+88-01716681456
11/1/2018	Prasanta Bhushan Barua	Meghna Group of Industries	Executive Director	+88-02-9881425
“	A Gafur	Abdul Monem Economic Zones	Director	9632304
“	Kazi Sharafath Hossain	“	Deputy General Manager –HR & Admin Monem Business District	9632304
“	A. S. M.Mainuddin Monem	Private EZ Developer		+88-02-9632304
14/1/2018	A. N. M. Safiqui Islam	Project Director Joint Secretary	BHTPA	+88-02-8181342
“	Khadija Akther	Deputy Director (Admin & Finance)	“	+88-02-8181299
“	Abu Reza Khan	Managing Director	Summit Assets Limited/Summit Technopolis Limited	+88-01711 537 888
“	Damien Sarker	Chief Marketing Officer	Digicon	+88 02-8870922
“	Shanoor Islam Choudhury	Director	Bangladesh Tecosity Limited	+88 09666773300
“	Ishrat Jahan Lucky	Deputy Manager Business Development	“	+88 09666773300
15/1/2018	Engr. A. B. M. Sharif	Project Management & Monitoring Specialist	BEZA	+88-02-963 2477
17/1/2018	Abu Hena Md. Mustafa Kamal	Deputy Secretary	BEZA	+88-02-9632475
21/1/2018	Mr. Paban Chowdhury	Executive Chairman Bangladesh Economic Zones Authority	BEZA	

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Bangladesh Economic Authority (BEZA) : Preparatory Investment Promotion Strategy

- At the end of the preparatory promotional strategy BEZA will be in a good position to launch an aggressive promotional campaign to attract investment based on a holistic promotional effort

A three year excel work plan includes training and activities for the 3 year preparatory promotion strategy

Annex 3: Meeting Note

Date:	January 10 th , 2018
Time:	11:00 AM
Organization:	Sumitomo Corporation
Participants	<ul style="list-style-type: none">• Mr. Hiroyoshi Masouka: Assistant to General Manager, Team Leader, Team No. 1 Overseas Industrial Park Dept.• Chiharu Tagawa: Assistant to General Manager. Team 1 Overseas Industrial Park Dept.• Priyanka Choudhury: Officer

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- Sumitomo Corporation is the private sector developer prospect for an EZ development under a Government to Government arrangement between Bangladesh and Japan
- Currently the government of Bangladesh is filling-in the selected site due to flooding conditions in the terrain
- Sumitomo is now at go/no go decision process with a strong potential of their go decision
- Government of Japan will provide funding for off-site infrastructure as well as a fund to finance individual users of the zone with ties to Japan JICA is the vehicle through which the government of Japan will provide funding
- Mr. Masouka considered Bangladesh as a country of the future having an extraordinary number of competitively prices labor
- JICA is currently working on fulfilling one of the conditions precedents of the arrangement: A working OSS that will provide efficient and timely service to EZ user. The OSS will also be made available to other EZs users
- Sumitomo currently is a developer in other jurisdictions such as:
 - Indonesia
 - Philippines
 - Vietnam
- This potential investor represents an excellent opportunity to trigger investment inflows from Japan from specific sectors. Having Sumitomo as an EZ developer in Bangladesh serves a two-fold purpose: Provides the country in general and BEZA is particular with a flagship investor that will strengthen the promotional message and equally important, provides BEZA with an automatic credible promotional arm in the important market of Japan that can provide investment attraction based on Sumitomo's network capabilities in Japan. This strategy was applied successfully by the Philippines Subic Bay Freeport when it concentrated in attracting developers from the target market of Japan to attract electronic component manufacturing. The Dominican Republic zone program was initiated by an investment of the Gulf and Western corporation as a developer with the objective of attractive subsidiary companies in the textile/apparel sector

Date:	January 10 th , 2018
Time:	2:00 PM
Organization:	BEZA kick-off meeting
Chaired by	Mr. Harunur Rashid. Additional Secretary/Executive Member in charge of BEZA's Business Development

BEZA provided 17 license to private EZ, only 6 got finalized. Set criteria for getting the license, (5/6).

BEZA is developing 28 EZs now; Largest EZ in Mirsarai. 30 potential investors. BEZA got approval of 79 sites from PM out of 100..

BEZA is organizing some promotional programs inside and outside the country. Asian region: Japan, China, Thailand, UK, USA, Vietnam. BEZA is developing a list of potential investors to invest in different economic zones of the country. Different programs inside the country. Last year, 2 progs in Dhaka and Chittagong with the largest business conglomerates of the country. Some promotional materials were developed like brochures, souvenirs. Short, medium and long term investment plan needed.

First Draft: For Internal consultation

One investment proposal from Chinese company, 5 billion US dollars. Power plant. They want to do constructions in 3 months. Up until now 49 investment proposals totaling 15 billion dollars. Mostly local companies in textile. All big conglomerates of the country purchased land in Mirsarai EZ. The zone will have its own port and it is on the Bay of Bengal.

BEZA is provided both raw and serviced land so that the investors can make the investments according to its needs. Private sector wants to expand. So the private sector needs to buy land but land is very expensive in the private market but BEZA can help here.

Jose: What do you expect from the promotion of BEZA. What would be interested in terms of implementing and attracting investors?

So far it has been seen that investment has mostly been regional, for example Europe has been investing relatively more in European countries. First identify the areas where we have the competitive edge and then see whether investors are ready to invest in areas where we have an edge. What makes BEZA different from its competitors (other countries)? Differentiators must be identified from the very beginning. Identify and establish what our differentiators are and how do we get there.

How different is BEZ from those in other countries? Documents needed for BEZA people on IP work. Important for investment, power, infrastructure, transport. How to get into new markets. A message needs to be given to the investors that resonates with them. Research on investors are very important. In house research capability in BEZA who will do research on the investors. Investors are attracted by quality of life like schools, hospitals.

Some investors are interested to come in because of cheap labor but that creates a little controversy that they are trying to sell them at a cheaper price. Jose's response: But look at China, they have developed with cheap labor but you cannot be stuck there forever; you have to go up the ladder and policy is very important.

Environmental Impact Assessment is critical; and you have to tell the investor what you want. What are the environmental controls that the companies should have? That is government policy

Date:	January 11 th , 2018
Time:	2:00 PM
Organization:	BEZA Focus Group with 10 private developers on current investment activities
Chaired by	Mr. Harunur Rashid. Additional Secretary/Executive Member in charge of BEZA's Business Development

Harunur Rashid, Executive Member, BEZA: Very pleased to see so many attendees from the private developers. 17 PEZs pre-qualified for license and so far we have given license to 5 PEZs. Out of 100 EZ, we have selected sites for more than 79 EZs. Examples of investors include Honda Motors that have been located in the Abdul Monem Economic Zone; BEZA will provide one stop services to investors and developers. One challenge of BEZA is that it has no experience in providing services to the private sector as they only have experience in the government sector.

Jose Cerón, Consultant, World Bank: Thank you for joining us and it is very important to have an honest discussion. The promotion aspect should be focused on deeply. There is a symbiotic relationship between private developers and BEZA. BEZA's success depends on the private developers' success. Midterm promotional strategy for BEZA should be designed with the result to attract more investors. What we would like to talk about is your own plans and the promotional aspect of your activities. What are the challenges that you face? What kind of activities have been successful to you? What kind of activities would you like for BEZA to support you with? Growing the investment pipeline is a critical element. The bigger the pipeline, the better. If the success rate for captured investment is 10%, then a pipeline of 50 interested investors will translate into 5 captured investors.

Khokon, BEZA: This is a rare opportunity for all of us to interact with Jose so that every EZ can sketch out an effective investment promotion plan.

Jose Cerón, Consultant, World Bank: Let me share some experiences with you. I have been involved in 2001 during the launch of the Aqaba EZ. In the beginning, it was very challenging – there were many institutional challenges. Attracting investors was challenging because there was a lack of quality of life - medical services and schools were not near the EZ. First we attracted that. Then we started the promotion strategy aspect to attract investment. We worked with the private sector and started a joint strategy between them and the Government of Aqaba. So if one partner is successful then the other will be as well.

Gafur, Director, Abdul Monem EZ: This is a wonderful opportunity for all of us to hear about the progress of BEZA and Economic Zones. Bangladesh is a country full of possibilities and opportunities but there are challenges as well. In 1993, I was invited by World Bank to visit Thailand and Sri Lanka. What I experienced was that both of their investment promotion agencies were very dynamic- you can get all kinds of information from one institution. For promotion, lets first talk about One Stop Service (OSS). What we are committing to the investors, OSS should be able to disperse that information. OSS will help tremendously. Whatever challenges there are, we will come to BEZA and we expect BEZA to help us. If there is a time constraint given that the solution to a problem will be provided in 1 or 2 weeks, this will make the institution more effective. If that is not possible, then we should be informed that they further need 1 or 2 more weeks. The basic problem in Bangladesh is transportation. Bangladeshis are used to traffic congestion but foreign investors are not. Power, infrastructure challenges exist which need to be looked into. If these issues are solved then we can tell the investors that we have power, infrastructure etc. and then they will be interested.

Jose Cerón, Consultant, World Bank: The OSS is a critical element for facilitating investment. This should be included in the promotional package. In Aqaba, we reengineered the regulatory process and made it into a one stop shop. The process should be done in a time bound system of 2 weeks. Consistency in the number is very important. Not coming to a ridiculous number which you cannot meet, that does not build trust in the system. First let us make it 2 weeks and see how it goes. We had 70% rate and then we changed the time bound to 3 weeks and we met that target. For OSS, a law will be passed. But after the law has been passed, the process have to be streamlined. Time bound system needs to be documented internally. The most difficult thing is when someone wants to invest money in your country but you make it difficult for them. In Mozambique, there was a barrier in investment entry; there were too many forms to fill. It takes 45 days to do that and then you don't know when you get an answer. Investors will be happy to pay whatever you want if the OSS works effectively. Promotion is something that should be available from the very first stage, just like any real estate project. What activities of promotion is going on now at the PEZ? What activities of promotion do you feel is important to be addressed in that strategy?

Harunur Rashid, Executive Member, BEZA: We are developing the SOP, we are getting collaboration from JICA. They are already near completion of the project. Under OSS, the target is to provide 31 different services. These services will be provided online too, and JICA is supporting us with that. Next year we can be ready with the OSS to be provided.

Mahbubur Rahman, BEZA: From my experience, I saw that BEPZA is successful in attracting existing investors. We are selling services, ideas and hopes, so to enter the zone, we should provide excellent service.

Jose Cerón, Consultant, World Bank: What are the current promotional activities?

Mahbubur Rahman, BEZA: We are inviting investors through emails, fax and by giving letters to different embassies. Promotional materials are given as well.

Abdul Monem, EZ: What is needed is our ability to manage time effectively and improving our capability to promote. People know about our country but they also know the problems. In 2012, we had 25 new investors who were interested in the garment sector. They came from Singapore, Hong Kong. We worked with the government of Bangladesh to facilitate their entrance and exit. But traffic jam was a big problem which concerned them significantly and they did not return. If we can show to investors that our infrastructure is great, then they will come and be willing to invest.

Harunur Rashid, Executive Member, BEZA: Road access is good at the economic zones. There is electricity and gas connectivity. What we need is to transform the zone into serviced land. Question is how to attract the investors into the zones. Investment Promotion Seminars are arranged every year and we distribute brochures and promotional materials among potential investors.

Abdul Monem, EZ: These are great but the critical element is that the ability to respond to the queries of the investors.

Jose Cerón, Consultant World Bank: What did you do to get to the first contact and what about follow ups? Intensive follow-up is critical. There is huge competition from other countries. You have to provide continuous follow up with a customer. Research should be done on investor countries and whatever your investor countries cannot provide, you should emphasize that your country does not have these problems.

Harunur Rashid, Executive Member, BEZA: Even if the investors do not want to invest, you still have to follow up and answer their questions.

Abdul Monem, EZ: The problem in Bangladesh is that when we meet an investor face to face, we commit to everything, implying the possibilities of many things which may not be feasible. So should be careful about that.

Jose Ceron, Consultant, World Bank: You should only tell them what you can actually do. Example: Jamaica was our competitor and they made a wonderful presentation. However investors went to Jamaica and saw that things weren't in place and they left. You only offer what you can deliver. Credibility of communication is very important.

Mohammad Lutfullah, IFC: We have 10 EZ developers and we would like to hear your thoughts. What are the challenges you are facing? How can BEZA's investors strategy help you?

Meghna EZ: Aqaba is now attracting many investors. Aqaba's Investment Promotion Authority is an autonomous body which helps a lot. Aqaba attracted 18 billion dollars of FDI in one year. In contrast, last year, Bangladesh got only 2.1 billion dollars. Investors want to know the climate of investment, infrastructure, connectivity of ports and roads and how stable the law and order situation is. Wages of labor is also an important factor. Every EZ should have their own custom's facilities inside the zones, should have security agencies there. Promotional seminars by itself cannot attract investors, we need to attract the foreign investors through our embassies.

Jose Cerón, Consultant, World Bank: I went through the EZ Law, which is in keeping with the national best practice. The law stipulates that there will be customs inside the zones. What BEZA is trying to do is begin to address key areas, and work with developers. From my experience, embassies are not good promoters. But to be able to attract investment, you need full time effort concentrated in that activity. As a developer, I had many problems that I wanted the government to solve. For example, there was a problem of hiring trainable people and so I made a center inside the zone to train people.

Shakil Ahmed, BEZA: BEZA is doing their best in promoting investment in the country. Producing new entrepreneurs is also important. Infrastructure should be designed in an impressive way so that investors are impressed when they visit the zones. OSS is a great initiative to cut bureaucracy.

BEZA: We will talk about investment at PEZ. Who are the customers of the PEZ? Some developers are developing their zones for themselves. Some other zones are trying to attract local and foreign investments. Different strategies are needed for local and foreign investors. For foreign investors, we have to sell the country first- what are the features available in Bangladesh? Next, we should promote the facilities of the zones. Inter zone competition will also be there. Each zone needs to design their own strategies.

Abdul Monem EZ: We need a lot of learning and education about private EZ so that people understand what these are. We should be able to reduce the gap between commitment and delivery. Lastly, making OSS a reality is very important which will solve the majority of the problems.

Ashraful Islam, Legal Consultant, BEZA: The OSS law will be placed in the current session of the parliament and it will be passed. The One Stop services should be provided in a time bound manner and it should be accelerated. BEZA should be able to provide the services in a reasonable time frame. BEZA now has a very strong legal umbrella; BEZA started strengthening the legal framework. Tax, VAT, registration of documents, stamp duties etc. BEZA also helped in drafting development agreements of PEZs. The investors' guide is present which provides a compilation of all laws related to investment.

Harunur Rashid, Executive Member, BEZA: Industrial law was been there for more than 30 years. This law has also been practiced in the Export Processing Zones. So the laws are tested on foreign investment too. Abdul Monem wants to attract FDIs only, they are not developing the zones for their own or local company use.

Meghna Economic Zone: The benefits should be provided equally to both domestic and foreign investors. The PEZ will face problems because there may be land disputes, however these can be settled with BEZA's help. I want to ask the World Bank to arrange promotional seminars in foreign countries.

First Draft: For Internal consultation

- The current model of attracting investors is based on local entrepreneur but he realized the need to attract FDI to respond to the land availability offer. He also pointed out that private developers have no experience in developing zones
- BEZA plans to hold a local investment seminar in February
- BEZA plans to develop a tourism specialty EZ of approximately 20,000 acres
- Part of the promotional effort has been to agree with Chinese consultants to mobilize investment to Bangladesh and not paying for them as their fees are collected from investors
- He indicated the challenges posed by the civil service policies which make recruitment slow process that may take up to 2 years. His way to address this issue is to hire “consultants” instead of staff, the approach he’ll apply to promotional personnel recruitment
- Requested inclusion of high level job description for required promotional personnel

Date:	January 23, 2018
Time:	10:00 AM
Organization:	BEZA
Participants	<ul style="list-style-type: none">• Mr. Kameyama Takuji: Component Leader (Component 2) JICA Consultant

- A Special Purpose Vehicle (SPV) is currently under preparation to house the Sumitomo-BEZA joint venture and is projected to be ready for signature in March
- JICA conducted study for the Japanese EZ and developed G2G arrangement that included finance for off-site infrastructure and financing for users with a link to the Japanese market
- On-site development would be part of SPV responsibility
- Sumitomo and BEZA signed a preliminary MOU but SPV signature will be necessary to move forward
 - BEZA’s Chairman considers the arrangement is a done deal
- JICA’s development of an OSS for BEZA is based on service for all EZs
- Currently preparing SOPs for licenses and permits. There are 40 procedures among different external government agencies. They’re not too different from existing process with some re-engendering recommendations
- BEZA currently provides investors one week for approvals if there’s no need for an EIA which can take up to a month to complete
- Work permit and visa are issued by immigration authority
- BEZA has its own building permit requirements but needs capacity building
- OSS will also issue import/export permit
- JICA is eliminating redundancies in the entry regulatory system
- Conducted a study on time alleviation and concluded that OSS will save time
- OSS is targeted to be completed and implemented by BEZA by April

Annex 4: Salient opportunity sectors for Bangladesh EZs

(Need to be verified and added to by BEZA as necessary)

It's recommended that a maximum of 10 sectors be designated as priority to ensure promotional staff specialization and a developing the capacity to discuss sector-specific business agendas with the investors. The table below, includes examples of countries/project with indicative high priority sectors:

Targeted promotion international examples: Prelude to effective follow-up and specialization

Agency	Number of Key Sectors	Examples of Sectors/Clusters
Selangor State Investment Centre (Malaysia)	5	Aviation/aerospace, outsourcing/data centers, maritime industries (Shipbuilding & repairs), plastics, biomedical (Health case service and medical services)
InvestPenang (Penang State, Malaysia)	7	Life sciences, electrical and electronics, shared service and outsourcing, creative multimedia content.
Wesgro (Western Cape Province, South Africa)	4	Agribusiness, boatbuilding, bio-medical, BPO, creative industries, ICT, energy, tourism, precision engineering/mfg.
Mendoza Invest (Mendoza Province, Argentina)	9	Agri-food (Including wine, fruit, livestock), creative industries, construction, energy, mining, ICT, machinery
Integrated Development Institute-INDI (Minas Gerais State, Brazil)	5	ICT, electronics, aerospace, alternative energy, life sciences

Source: Individual agencies websites

List and brief background on opportunities sectors for Bangladesh's EZs: Initial phase of development

- **Ready made garment¹:**
- The textile and clothing industries provide the single source of growth in Bangladesh's rapidly developing economy. Exports of textiles and garments are the principal source of foreign exchange earnings. By 2002 exports of textiles, clothing, and ready-made garments (RMG) accounted for 77% of Bangladesh's total merchandise exports. In 1972, the World Bank approximated the gross domestic product (GDP) of Bangladesh at USD 6.29 billion and it grew to USD 173.82 billion by 2014, with USD 31.2 billion of that generated by exports, 82% of which was ready-made garments. As of 2016 Bangladesh held the 2nd place in producing garments just after China. Bangladesh is the world's second-largest apparel exporter of western (fast) fashion brands. Sixty percent of the export contracts of western brands are with European buyers and about forty percent with American buyers. Only 5% of textile factories are owned by foreign investors, with most of the production being controlled by local investors. In the financial year 2016-2017 the RMG industry generated US\$28.14 billion, which was 80.7% of the total export earnings in exports and 12.36% of the GDP; the industry was also taking on green manufacturing practices

¹ The RMG industry has been playing a significant role in the economic growth of Bangladesh. By providing direct employment to almost four million people, of which over 80% are female workers, as is evidenced from 2014 report released by the Bangladesh Garments Manufacturers and Exporters' Association (BGMEA), this sector has been instrumental in bringing women into the labor force and has a potential lead in the social transformation of the country

- Local factories design and produce for the world's leading brands and retailers. This rapidly growing sector of the Bangladeshi economy offers a unique competitive edge that supports profitable expansion into new strategic markets. Cost and quality of products that are produced on time, reliably and very competitively with a highly skilled labor force. A unique regional location for expansion into key Eastern and other markets. Favor trading status with the EU and the USA with clusters of companies providing a local supplier base characterized by depth in skilled labor, training and technical development facilities. Concurrently the growth and expansion of this sector provides Bangladesh with a production seed to diversify production. The RMG industry has been playing a significant role in the economic growth of Bangladesh. By providing direct employment to almost four million people, of which over 80% are female workers, as is evidenced from 2014 report released by the Bangladesh Garments Manufacturers and Exporters' Association (BGMEA), this sector has been instrumental in bringing women into the labor force and has a potential lead in the social transformation of the country

- **Leather & Leather Goods.** Bangladesh is relatively small compared to the other big players in the world leather market, but has potential for growth, both as a consumer and as an exporter. Bangladesh's leather is widely known for its high qualities of fine grain, uniform fiber structure, smooth feel and natural texture. The leather industry is one of the oldest in the country. It is paving its ways towards gaining larger international market share by providing more value added goods. The country is blessed with a large supply of raw materials and inexpensive labor. The annual production capacity of raw materials is estimated to be around 750 million sq. ft.².

- **Electronics.** The high skill, low cost labor resource of the electronics sector in Bangladesh offers companies great returns on investment. Whilst the global market for semiconductors is worth in excess of \$200bn and is dominated by the Asian economies, Bangladesh has significant financial and economic factors in its favor that make it the best choice for many companies. Potentially manufacturing of semiconductors could be established as a stand alone industry, Bangladesh is going to be one of the largest cell-phone markets in South Asia, The home appliance market in Bangladesh is growing rapidly. The labor-intensive nature of the electronic industry matches the ability of Bangladesh to provide a high skilled labor source.

-

- **Ceramics.** Bangladesh, being a low-labor-cost economy, is perfectly positioned to be a strategic partner in production and supply of ceramic products. Investment interests in this sector is highly encourage the country having excellent production tradition in this sector. A pool of skilled manpower has been developed. The latest technological advancements in ceramics are also being utilized. Bangladesh produces high quality bone china, transferring the technology from Japan³. The non-metallic mineral products in Bangladesh are dominated by ceramic products and cement. 10.88% of the total manufacturing concerns are engaged in this industry. Bangladesh currently ranks 17 in export of ceramic based products such as tableware, kitchen ware, toilet articles and other house hold items. So, there is a good position in the world market of Bangladeshi goods. Also Bangladesh has skilled workers for this industry. Bangladesh produces a high-quality bone china.

- Bangladesh exported to about 55 countries, amounting to about USD 376 million in 2015-16

- The export destinations are EU, USA, Italy, Spain, France, New Zealand, the Netherlands, Australia, Sweden and the Middle East.

² LFMEAB and Light Castle Research

³ Bangladesh Export Promotion Bureau

- 54 ceramic manufacturers are operating in Bangladesh, creating employment of 0.5million.
- Investment in this sector is worth USD 462 million with the possibility of expanding.
- Demand is USD 250 million & Bangladesh produced USD 233 million worth products in June, 2017.

Frozen Food. Frozen foods is the second largest export sector of the economy. The massive natural resources available in Bangladesh make this sector particularly promising for investors looking to supply in international as well as in domestic markets. The Public sector corporation and the private organizations have setup about 148 numbers of shore based export oriented fish processing plants at Dhaka, Chittagong, Khulna, Jessore, Satkhira, Bagerhat, Cox's Bazar, Chandpur, Kishoregonj, Syihet and Patuakhali. These plants produces Fresh Water shell On (FWSO), Ser Water shell On (SWSO), Peeled and Deveined (P&D), Peeled and Undevined (PUD), shrimp products under the most hygienic and sanitary condition under the supervision, control and guidance of foreign trained handling & processing experts. At all levels, USFDA registrations and directives of the European Communities concerning the production and exportation of frozen foods are strictly followed.

- **Pharmaceuticals.** The pharmaceutical industry in Bangladesh is one of the most developed technology sectors within Bangladesh. Manufacturers produce insulin, hormones, and cancer drugs. This sector provides 98% of the total medicinal requirement of the local market. The industry also exports medicines to global markets over 150 countries including Europe. Pharmaceutical companies are expanding their business with the aim to expand the export market. Bangladesh's pharmaceutical output has grown by a thousand times to \$2 billion since 1982 – or around 1% of GDP – making it one of the largest white collar employers in the country, With an annual two-digit growth rate the Bangladesh pharmaceutical industry is now heading towards self – sufficiency in meeting local demand. There are more than 300 small, medium, large and multinational companies operating in the country.. The pharmaceutical industry is one of the most technologically advanced sectors currently in existence in Bangladesh. It has grown in the last two decades at a considerable rate. The skills and knowledge of the professionals and innovative ideas of the people involved in this industry are the key factors for these developments. About 300 pharmaceutical companies are operating at the moment. Only 2% of the drugs are imported, the remaining 98% come from local companies.
- **Light Engineering :** Bangladesh has a growing affluent middle income group. This means growing demand for consumer goods. Also the increased industrial activity has fueled the demand for machineries and vehicles. The light engineering sector is one of the most priority sector of the Government of Bangladesh. Currently there are about 40,000 LES industries in Bangladesh, 90% of which cater to the needs of the domestic Market. There are technologically skilled workers available to work in this sector. The product types that are included in this sector are automobile spare parts, machine tools, bicycle & Cycle Rickshaw, machines and spare parts for different industries, battery, voltage stabilizer, etc.

- **Tourism Industry :**

- Present status and future prospects Bangladesh is full of natural beauty. There are rivers, coasts and longest sea beaches, archaeological sites, religious places, hills, forests, waterfalls and tea gardens worthy to be tourist attractions. The Sundarbans, historic mosque in the city of Bagerhat and ruins of the ancient Buddhist temples in the country are world heritage sites. BEZA is working for develop first comprehensive tourism city in Sonadia Island including another special tourism park in Teknaf e.g. Sabrnag Tourism Park and Naf Tourism Park.
- Tourist spots the country such as Cox' s Bazar, Kuakata, Kantajee Temple, Saint Martin ' s Island, Sonargoan, Sylhet, Sundarbans, Ramsagor, and so on have attained huge number of tourist
- About half a billion USD was earned from the tourism sector in 2017.
- People of Bangladesh are very hospitable and tourist friendly.
- Unique archaeological sites, cultural heritage and eco-tourism products like the world' s largest mangrove forest, the Sundarbans, the world' s longest unbroken sea beach in Cox' s Bazar (120km), the oldest archaeological site in the Southern Himalayas- Paharpur and world' s largest terracotta temple - Kantaji Temple in Dinajpur, and spectacular monuments and mausoleums of language movement and liberation war of the country.
- The WTTC predicted that by 2023, travel and tourism will directly generate 2 million jobs and support an overall total of 4 million jobs, or 4.2 percent of the country' s total employment.
- This would represent an annual growth rate in direct jobs of 2.9%.
- Bangladesh' s world ranking in 2017 was 173 out of 185 (for diverse contribution to GDP).

- **Agro-business :**

- The demand for food in Bangladesh and around the world is changing rapidly. Driven by economic growth, rising incomes, and urbanisation, demand is shifting away from traditional staples toward high-value food commodities. High value agricultural commodities include fruits, vegetables, spices, fish, and livestock products, many of them processed before reaching the market. In Bangladesh, additional demand for these commodities is projected to be worth about \$8 billion by 2020.
- The importance of agriculture in the development of the country need not be emphasized. Currently, this sector provides 42.7 percent of our total employment. It contributes around 15 percent of our total GDP. Though the growth rate and GDP contribution of this sector have been declining, productivity in agriculture has increased manifold and that's why the country is now self-sufficient in food production. In the last 10 years, our agricultural export has also increased which has helped agri-business flourish in the country.
- Agri-input sectors like seed, fertilizer, Pesticide, irrigation & Farm Machinery
- Post-Harvest infrastructure
- Food processing like eligible oil, rice, sugarcane, potato, fruits & vegetables & spices

- **ICT Sector:** In the last three years Bangladesh has seen tremendous growth in the information and communications technology (ICT) sector. It has a market of 160 million plus people, where consumer spending is around USD 130 billion plus and growing at 7 percent annually. After telcos launched 3G services in 2013, internet penetration in Bangladesh grew by 22 percent by the end of 2014. Of the 80.8 million active Internet subscribers, nearly 96 percent are mobile users and 15 million smartphone users. With growing Internet connectivity, availability of cheaper smartphones, and rapid rise in social networking (27 million plus Facebook users), we have seen an increasing emergence of digital savvy consumers.
- Key point of investment in ICT sector:
- Over 800 IT companies are now thriving in the country and capturing a significant share in the international markets worldwide.
- Total estimated IT Industry Size is US\$ 120 Million (including export)
- Software contributes around 44% to the overall industry revenue, whereas ITES contributes around 56% to the overall industry revenue.
- Approx 30000 professionals, majority IT and other graduates, are employed in the industry. In terms of creating high-quality employment software and IT service industry is surely one of the top graduate employment sectors in the country.
- Total investment in this sector is more than 50000 crore and this sector is the largest contributor to FDI in Bangladesh.
- Online outsourcing, data entry and call center business are flourishing.
- In the next 5 years, 1% of the country's total GDP will come from the software and IT services sector.

Annex 5: Investment promotion a dynamic and competitive landscape

Attracting Foreign Direct Investment (FDI) has become an important element to many countries in both the developed and developing world. The activity has evolved rapidly into one preferred by many nations to reach targeted development levels and thereby meeting desired job creation levels, augmenting local production/export capacity, securing technology transfer and rapidly increasing the national industrial base. In fact, Promotion has become fiercely competitive. Consider that the World Association of Investment Promotion Agencies (WEPIA) estimates that 170 national investment entities (Investment Promotion Agencies-IPAs) and sub-national investment agencies are currently operating in 130 countries. That is in addition to the existing numbers of zone projects and programs indicated in section c) of this chapter. Also, take into consideration that many of these entities did not exist 30 years ago.

As a consequence, Investment Promotion has evolved into a framework that is very dependent on good planning and effective investment targeting coupled with a number of additional parts to what can be considered an integrated system. This includes: Intense follow-up to investment leads generated, investment facilitation to assist investment entry and aftercare support. These parts should all be packaged within a business-friendly regulatory system that includes a One Stop Shop to simplify the entry requirements without eliminating the government's role in protecting the public good.

Reasons for attracting FDI

FDI attraction can address a number of key economic development aspects in a host country, and in this case, we look at Bangladesh, specifically the national EZ program, such as:

- “Leap frog” to economic development
 - Examples: Singapore, Ireland, Malaysia, Costa Rica
- Job creation
 - Examples: Philippines, China, India, Bangladesh
- Modern production techniques
 - Examples: South Korea, Mexico, Costa Rica, Bangladesh
- Market penetration and diversification
 - Examples: Ireland, Singapore, Tunisia, Morocco
- Technology transfer
 - Taiwan, Singapore, Bangladesh
- Expand local economic activities by linking with national businesses
 - Ireland, South Korea, Mozambique, Bangladesh
- Expand exports
 - All of the above

With the advent of the FDI's role of development and economic growth, the Investment Promotion Intermediaries (IPIs) like zones authorities (IPAs) has come to the institutional forefront as a specialized agency that purports to be the key interlocutor for the dynamics of the FDI arena. An analytical tool should be developed and implemented to address the needs of an investor and not according to what the promoter believes.

These factors have influenced the skill levels of promotional staff that instead of being salespersons have evolved into business advisors who combine promotion to attract investors, to actually thinking like an investor who now incorporate the investor communication protocols. To address this double challenge, good practice investment promotion now incorporates two distinct but interrelated parts into its activities:

- A Scientific take on investment promotion

First Draft: For Internal consultation

- Research: Monitor the market, competition, trends and identifying sectors/companies with potential of being attracted and many time developing tailor-made promotional materials (i.e., presentations, specialty brochures, multi-media messages and using the social networks all to generate investment leads), review sector publications from key target markets, monitor sector association activities from these markets, follow internet databases.
- Requires systematic, empirical approach: Goals, metrics, resources, markets, measurements/oversights, reporting.
- Analyze and articulate the host country/zone location's strengths: Know the product.
- Articulate a realistic, time-bound and achievable strategy: Without a strategy, it is a losing cause.
- Build a promotional team: People are a source of success.
- Outreach and contact investors: communicate your benefits along the lines of investors business concerns and sensitivity, maintain an updated investment pipeline enabled by a Customer Relation Management (CRM) system.
- Evaluating, finding and attracting investors: Time vs. return measurement to ensure priorities are set correctly such as; government priority sectors, job creation, exports, technology transfer, local market product upgrading should be some of criteria to prioritize investment.
- Monitor progress against quantitative goals: Inform results to the government, local opinion makers, general public to ensure awareness and support.
- The Art of investment promotion
 - Creativity and imagination are required to assemble a country and zone program offer: Differentiators from competing jurisdictions what objective factors make up your country/zone program.
 - Communicate a compelling promotional message: Maximize multi-media and investor outreach and constant follow-up to ensure investor is aware of the opportunities the country/zone program offers.
 - Adapt to market dynamics: Know the market and its trends because it is important to be positioned ahead of the trend wave.
 - Manage within limited budgets: Creativity makes the difference make the marketing resources efficient in their use in attracting investors.
 - Engage support among multiple constituencies: Networking: Public and private sector participation make for a credible sales pitch.
 - Envision a concrete plan and development outcomes: Know where you are going and how to get there. Prepare an interactive corporate strategic plan, set goals, manage for results.

One of the best examples of successful FDI attraction techniques that conjugate the two parts of promotion previously listed can be found in the Irish experience. The modern Free Zone was actually born in Shannon, Ireland in the 1950s when the then-government decided to extend the liberal policies typically accorded to ports and airports to the industrial area adjoining Shannon Airport. This was an effort to create demand for the airport, but the impact of the Shannon Free Zone far eclipsed the local area – the policies adopted in Shannon were steadily upgraded and extended throughout Ireland over the next 40 years, resulting in one of the most vigorous economies in Europe today.

At the time of launching the program, Ireland had a struggling and backward economy within a country characterized by strife and political instability.

Similarly, China’s Special Economic Zones (SEZs) that provided an attractive business environment to those entities presented a test lab to introduce national reform initiatives based on the experience gathered from the exceptional regime for the SEZs that have achieved tremendous FDI growth.

Within the same context, Thailand, Malaysia, Singapore and Costa Rica launched investment promotion efforts to attract FDI into their respective zone programs as well as for investment attraction for their countries during the 1970s and 1980s – a time when each of these countries was characterized by weak economies, chronic poverty and intense political insecurity in their immediate regions with primarily agrarian-based economies as their starting point.

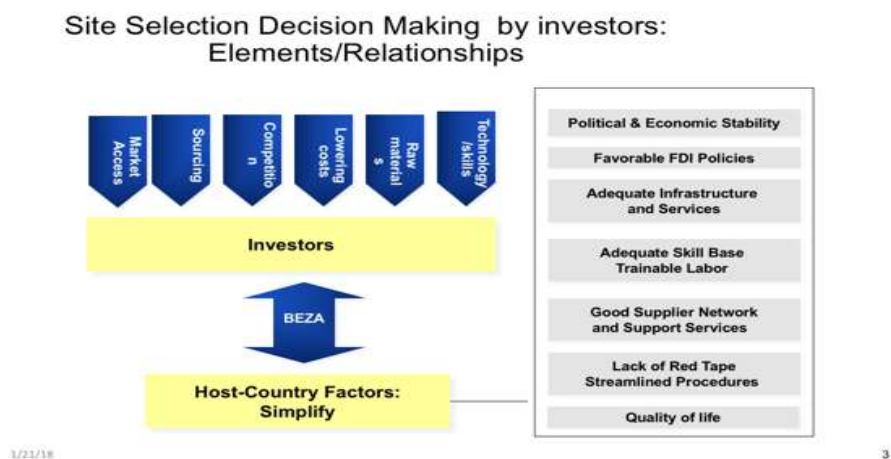
Nations in the Caribbean Basin also initiated development programs based on raising FDI levels inflow during the 1980s and specifically, attracting light manufacturing to their zones programs. The overall results have generally been positive as many countries of this region have reduced unemployment levels, raised exports, increased local production know-how and trained their population in modern production techniques.

c) Attraction of and decision making by investors

Figure One expresses the elements typically involved within a site selection decision-making process for an investor determining investing in an offshore site. The figure reflects what should be the IPL’s (in this case BEZAs’) position in the investment decision making process. Drivers for investor’s decision usually fall under the following general categories:

- Securing Market Access for its product(s)
- Following a sourcing strategy
- Staying ahead of competition
- Lowering production costs
- Securing access to raw materials
- Gaining access to technology and skill

Investor’s site selection criteria



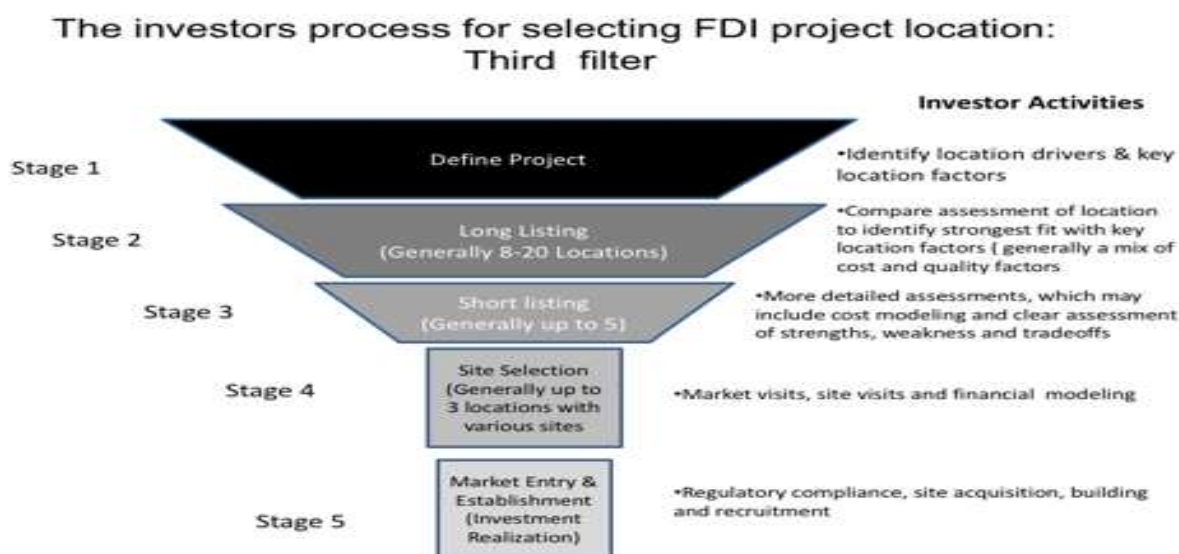
Any combination or all categories could be the basis under which a particular investor is considering an offshore investment.

The process by which investors select offshore location should be clearly understood from context and time period. Packaging and persuasively presenting a host country to key decision maker(s) within a potential investor represents the framework that determines the overall capability of a promotional effort to deliver results.

Prior to reaching this stage, the promoting country/zone program should normally consider host country and project specific factors, regional investment inflows and competitive positioning to elaborate a specific sector oriented competitive and relevant promotional effort.

A general guideline to investors due process when selecting an off-shore location normally follows about five steps, as indicated by Figure two, which follows

investor selection process



Understanding the investor’s due process to reach a final decision is also critically important to successful promotion programs. The IPL of Costa Rica successfully identified this final decision pyramid as it applied to a major flagship and transformational investment: Intel. The IPL interjected Costa Rica in step 2 of the pyramid, and through this effort, was included in the long list when they were not being considered. Through proactively pursuing the investors they were included in step 4, site visit and were very successful in communicating and showing the advantages of Costa Rica for Intel who finally decided to locate in that country. The investment has resulted in a national transformation driving the country from banana production to micro processor (see Intel: A Case Study of Foreign Direct Investment in Central America) Source: <http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.409.3216&rep=rep1&type=pdf>

Annex 6: List of Far-East Developers

	Company	City/Country	Website	Category & Comments
1	China Harbor Engineering Co.	Beijing/China	www.chec.bj.cn	Zone development and regulation in China are carried out by three levels of central, provincial and local governments. Central government builds national level zones and sets guidelines for lower level zones. Chinese visits, therefore, should be concentrated on the government and have close contact with local Chinese Diplomatic representation.
2	China National Chemical Engineering Corp.	Beijing/China	www.cnce.com.cn/en/index.jsp	Activity :Petrochemical, Oil Refinery, Fertilizer, Power, Rubber, Fine chemical, Mine, Metallurgy, Textile, Environmental protection, Infrastructure
3	China State Construction Engineering Corp	Beijing/China	www.cscechk.com/main_e.htm	Civil project, Housing projects and foundation project
4	Singapore Business Federation	Singapore		In 2005 the Singapore Business Federation (SBF) expressed willingness for developing a proposed multipurpose Special Economic Zone in India for a pharmaceutical and bio-technology park project. The SBF, a body of about 5,000 corporate entities in Singapore. This information indicates a willingness by the Federation to entertain investing in EZ development off-shore.
5	JTC International	Singapore	www.jtcint.com	Master Developer
6	Keppel Land	Singapore	http://www.keppelland.com.sg/	Master Developer
7	JAFCO Investment Asia	Tokyo/Japan	-	Venture fund currently partner with a Vietnamese concern in development the Nomura-Haiphong IZ in Vietnam
8	Marubeni Corp	Tokyo/Japan	http://www.marubeni.com/	Master Developer
9	Sumitomo Corp	Tokyo/Japan	http://www.sumitomocorp.co.jp/english/	Master Developer. Has 9 BU and out of them is the Real estate development unit .Core operations are the leasing and operation of office buildings and retail facilities, housing development and sales, and the real estate investment fund business along with a focus on large-scale mixed-use development projects. Holds 58% of Thang Long IP in Viet Nam. Also, a partner in Rojana Industrial Parks in Thailand & had invested in industrial parks in numerous countries in Asia
10	Takenaka Corp.	Tokyo/Japan	www.takenaka.co.jp/takenaka_e	Offers comprehensive services worldwide from site location and planning to design and construction as well as post completion services such as building maintenance. Also they have one office in the Middle East in Dubai
11	Mitsubishi	Tokyo/Japan	www.mitsubishicorp.com	Consists of 7 business groups :Industrial Finance, Logistics & Development Group, energy Group, metal Group , machinery Group , chemical Group & living essentials Group
12	Amata Industrial Estates	Amata City, Eastern Seaborn Region	http://www.amata.com/eng/home.php	Private Industrial Zone developer and manager. Two industrial zones located in the country's Eastern Seaboard Region. Operates one industrial zone in Vietnam
13	Hemaraj Land & Development Public Company	Bangkok	http://hemaraj.com/	Industrial Estates located in the Eastern Seaboard of Thailand. Four industrial estates developed and managed by Hemaraj are Hemaraj Chonburi Industrial Estate, Hemaraj Eastern Industrial Estate at Map Ta Phut Rayong, Eastern Seaboard Industrial Estate (Rayong) known as the Detroit of the East and adjacent under development Hemaraj Eastern Seaboard Industrial Estate. These four Industrial Estates represent 10,000 acres under development, industrial clusters for petrochemical automotive/other industries, 348 customers including 118 automotive customers, direct employment for 50,000 people.

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	Company	City/Country	Website	Category & Comments
14	Shanghai Baoshan District Government	Shanghai /China		Name of Development :Baoshan Urban Industrial Park
15	SembCorp Parks Management	Malaysia	http://sembcorp.netdns.net/category.cgi?cid=1	Sembcorp's Industrial Parks business owns, develops markets and manages industrial parks in Indonesia, China and Vietnam. Manages Bintan Industrial Estate in Indonesia (free zone).Sembcorp Parks Management is the service arm of Sembcorp Parks Holdings. By bringing together the experience and expertise gained through more than a decade of operations, Sembcorp Parks Management stands ready to provide global companies with seamless, integrated solutions to meet their manufacturing needs through our portfolio of integrated industrial parks in Asia:
16	Malaysian Industrial Development Finance Berhad/ Malaysian Industrial Estates Berhad	Malaysia		MIDF Property Berhad provides the core business for MIDF's Property division. MIDF Property Berhad is reputed as Malaysia's premier industrial estate developer since its inception in 1964 and is backed by an unmatched record of accomplishment of having built over 3,000 units of industrial and commercial buildings in more than 50 locations in each state nationwide. To date, MIDF Property Berhad is marked as an institution and provider of a comprehensive range of industrial terrace, duplex, detached, purpose-built factories and industrial land lots with complementary and commercial property development. MIDF's Property division also includes the serviced residence industry. MIDF's joint-venture project is a five-star serviced residence, The Ascott Kuala Lumpur that offers a full range of facilities including serviced offices.
17	Suzhou Industrial Park (SIP)			is a cooperative project of priority between Chinese and Singaporean governments. In 2003 alone, the investment in fixed assets in SIP exceeded 20.2 billion yuan, an increase of 94% over the previous year. SIP is targeting at, by the year 2005, a GDP of 70 billion yuan, financial revenue of 10 billion yuan, import and export of 20 billion USD, rural per capita income of 12,000 yuan RMB and urban per capita income of 30,000 yuan.
18	Renong Company	Malaysia		Owns 70% of the NOI BAI IZ operating in Vietnam together with a Vietnamese partner with 30%
19	Vista Spectrum/Opus International Group	Malaysia		Based in Malaysia. Converged in a group of 25 companies which includes New Zealand-based Opus International Consultants, a South African-based international consultancy, Opus International Group plc is a leading Project Management Consultancy for transportation infrastructure and infrastructure development and a Facilities Management Services provider for expressways, infrastructure and built environment. The Opus International Group plc has significant expertise in managing the implementation of mega infrastructure projects in Malaysia as well as in other countries. Completed projects in Malaysia include the North-South Expressway, the Kuala Lumpur International Airport, the Light Rail Transit System II and the Malaysia-Singapore Second Crossing. Amongst the projects which Kinta Kellas is currently project managing are the Electrified Double Track project for Keretapi Tanah Melayu Berhad (KTMB) in the central region of Malaysia and the Teluk Sapangar naval base project in Sabah. Also, has joint venture with Hanoi Industry Co. to manage NOi Bai IZ in Vietnam.
20	Daewoo Engineering & Construction Company	KOREA		Owns and manage 60% of Daewoo-Hanel IZ in Vietnam together with a Vietnamese partner
21	Namuro Investment Asia LMTD	Tokyo		Owning & managing the Nomura -Haiphong IZ together with JAFCO & Vietnamese investor major industries : Telecom, High-tech, plastic molding, metal processing & home appliances .

Annex 7: Setting up an OSS

Concept of One Stop Shop

“One Stop Shop” is a concept that has become a part of most countries’ efforts to attract Foreign Direct Investment (FDI). It is meant to be synonymous with providing investors with a single window of contact where all or almost all, regulatory requirements at entry point are met without the need to go anywhere else. In its simplest translation, the OSS is meant to neutralize the “pin ball” effect regulatory requirements usually create for investors to actually launch an operation within a given host country. Services delivered through OSS services can include, among others, the following:

- Benefiting from an investment code/zone law/proclamation
- Registering the business
- Securing visas and labor permits for expatriate workers
- Sector licenses required by line agencies
- Accessing land
- Company creation
- Aftercare support
- Other preoperational and operational services

The OSS, theoretically, should move all regulatory requirements into back-office processes that the investor does not see or feel because they are seamless and agile. However, experience shows that moving these regulatory requirements from the individual agencies front-office to the back-office system, headed by the OSS, is often complicated and traumatic. T

There are two kinds of OSS in the world today. The real one, an agency with all the legal powers centralized to issue all necessary licenses and permits without coordinating with any other government agency. And the virtual one, an agency that coordinates all regulatory requirements and for the most part should be able to “walk” files through the myriad of hallways required for final approval. The fundamental problem found in most cases attempting to structure a OSS system is, for the most part, the lack of analysis of the processes involved and the non-provision of safeguards to minimize the “turf protection” syndrome found in other government agencies impacted by the system.

Good examples of IP based OSS service can be found in the Jebel Ali Free Zone in Dubai, the Tanger Med Free Zone in Morocco, the Aqaba Special Economic Zone and the South Korean zone program. These zones provide a full service capability to its users and have created an exceptional regime to the shortfall of their respective national territory's regulator and after care services. In effect, users of these zones are "cocooned" against the national territories shortfall and deficiencies by a system that provides them all their needs on a timely and cost effective basis. Another good examples of IP based OSS is the Philippines Economic Zone Authority (PEZA). Jebel Ali has impacted Dubai by creating a number of IPs that follow its examples, Tanger Med Free Zone has had little effect in replicating its system outside of its boundaries but the government is reviewing its zone development approach (public) and will review the lessons learned in Tanger to probably introduce some of their experience into the national zone regime. The Philippines has been impacted in its business environment by that of the zones under PEZA's mandate. In effect, one of the key results of setting these zone based OSS is always to adjust the business environment offered and concurrently serve as a test lab for reform in the national territory based on the zones deregulated framework.

Investment Clearance

There are two specific stages to the requirements established by governments that are usually very closely related but occur at different stages of the investment. The first deals with the investment clearance and should normally entail basic information about the project to be implemented. This stage is normally triggered by a request form filled out by the investor. The process at this point should reflect more of a checklist of items required by the investment code/law for benefits qualification than a complicated list of mandates and requirements. To simplify this area, the tendency is to identify a negative list of activities which are non-qualifying and/or a list of restricted activities requiring special consideration prior to clearance within the investment code/law or, preferably, the implementing regulations. All other activities falling out of these categories qualify and therefore should follow an automatic approval simple process.

Investment Compliance Monitoring

The second stage of the dialogue comes after project start-up. These are normally operational technical requirements that form part of the compliance criteria of the host country in different areas, such as environment, health, labor safety and fire protection. Technical requirements of this nature are verified through an inspection monitoring system (Preferably risk-based) that should be communicated clearly to the investor at entry point and normally depend on the classification of the activity.

The Need to Sequence Regulatory Framework

When these two distinct aspects or parts are grouped at the entry point of investment, the process becomes complicated, unpredictable and generally frustrating for the investor.

Many times, the virtual approach to OSS systems simply tries to house representatives (Secondment) of the line agencies responsible for specific regulatory inputs under one roof. Unfortunately, this solution is often applied without any analysis of the processes involved with a view to defining what is really required at what point of the “dialogue”. Secondment, under these conditions, simply re-locates inadequately sequenced processes and compounds the “One More Stop Shop” phenomena; in some cases, operating within very large spaces to accommodate representatives of different agencies who implement a variety of different processes in parallel, basically offering geographic comfort but no red-tape alleviation

Implementing Regulations: Operationalize the System.

The first step toward reaching the desired goal of a OSS should be to establish clearly stated implementing regulations to the ruling law of the regime (Proclamation). The regulations should “operationalize” elements of the Proclamation without violating its content. They should include a clear and simple definition of the first step in the process, which normally entails the information required of the investor. How that information is collected is normally through a request form which should be simple but encompassing enough to classify the activity easily. Implementing regulations should also, thorough complementary legal instruments (Mandates, directives, delegation, etc.) define the relationship between other government agencies involved in the dialogue. This provision should include at a minimum:

- Defining the roles of each agency
- Definition of agencies’ technical requirements for clearance and compliance monitoring
- Decision levels in the process
- Delegation of powers to the OSS based on pre-approved technical requirements

It is also advisable for the implementing regulations to include a time-bound process for answers within the internal process and deemed approvals under the defined time-frame for the investor. This mechanism ensures that the burden of performance in the first stage of the “dialogue” is on the OSS system and not on the investor. Another aspect to be included in the implementing regulations is an appeal process for the investor. This mechanism would ensure feed-back from the client base as a means of monitoring on the ground system deviance on the part of government officials.

As a means to ensure the ability of the system to adjust to market conditions, it is also important to include a mechanism by which implementing regulations can be modified by the agency charged with the legal implementation of the system. Modifications to implementing regulations should not adversely affect existing operating investors and should be a means to enhance the system in order to reach higher competitive levels.

With these basic elements in place, the system has some important aspects in place:

- The system operational framework is defined along with the nature of the process
- Inter-institutional participation is included with defined technical requirements and a decision-making framework
- A predictability and government accountability quotient is mandated through the time-bound nature of the process
- A monitoring mechanism in case of on the ground system deviance.

Standard Operating Procedures: Creating an Efficient Workflow for the System

The second step is elaboration of Standard Operating Procedures (SOP) and how they define the actual internal workflow of the OSS. SOPs are designed to instruct officers responsible for implementing the system how to actually do their job. SOPs should standardize workflow, eliminating discretionary applications of the regulatory mandates while ensuring transparency, that is - Agency compliance with the law and implementing regulation stipulations. SOPs represent the on the ground implementation system as enunciated by the law and defined by the implementing regulations. As such, it is of crucial importance that the officers in charge of implementing workflow defined in the SOPs clearly understand them and actually participate in their preparation. A further step to ensure work process standardization is preparing external and internal “dialogue” forms and templates that clearly set out the sequence of internal steps of the work flow, once the system has been triggered by the specific form submitted by an investor and accepted as complete by the OSS.

Annex 8: Basic Content Customer Relation Management (CRM) System

The CRM system will handle key information related to investment pipeline follow-up/management as well as performance measures, such as:

- Projects in the pipeline: expected number of jobs to be created, size of the operation, amount of investment and status for each project
- Follow-up contact made to each investor and next communication data/time by BEZA promotional officer
- Realized Investments: number of jobs to be created, size of the operation, amount of investment for each;
- Re-investments by each investor including: New jobs, re-investment amount, date of star-up
- Number of investors not investing in the EZs including, if known, reason for not investing, activity, size of non-investment, jobs not generated
- Disinvestments announced: number of lost jobs, size of operation closed, amount of disinvestment, when possible.

This information produced in an automatic manner will facilitate following-up the investment pipeline and always keeping it updates and enable clear reporting information to BEZA's management, Government and supporting organizations as well as provide a constant market monitoring to determine potential land-uptake in EZs and assist in physical planning

To provide the above objectives, the software must have functions for:

- History recording
- Activity scheduling
- Opportunity tracking
- Search
- Reporting
- Grouping
- email and word-processing integration.

Examples of off the shelf CRM systems are ACT!, Goldmine and Maximizer.

To really project a current, updated picture of BEZA's activities, progress and contributions, the data must be continuously updated. This should be done by BEZA promotional officers primarily who should use of the system as their working tool. Using the CRM to that extend normally implies a cultural change for many employees, who are typically used to keeping business card holders, manual notes and records, or Excel files. If only some of the officers in BEZA use the tool, the tracking purpose is defeated, and higher management will not have a complete picture of the organization's activities and results. This is why its recommended that BEZA personnel be not only trained on the use of this tool, but also coached on the job, to really make it a new working habit or culture.

Typically, implementation of such system could take 1 to 3 months, including ordering and importation of software licenses, customization, installation and training of users and system administrator.

Annex 9: Job descriptions and qualifications for promotional staff

1. *Market Research Officer*

Reports to: General Manager of Investment Promotion

Indicative activities:

- in validating and determining BEZA's strategic target sectors and markets for investment attraction and key investment environment improvement priorities.
- Develops and maintains database and benchmarking evaluations of the EZ program against competitor countries for key characteristics, including:
 - Preferential access to local, regional and international markets including appropriate trade and investment agreements, technical and economic cooperation accords, duty free access agreements and customs union memberships.
 - Maintains an updated database of industry associations operating within the selected target countries including contact points and key officers.
 - Maintains an updated database of key sector publications, which represent the primary source of promotional advertisement; subscribes and reads those publications looking for relevant information to perform his duties better informed.
 - Political risk and availability of international political risk insurance, and guarantees against government confiscation and other non-commercial risks.
 - Corporate and personal taxation and tax incentives.
 - Foreign exchange regimes.
 - Restrictions on investment (ease of entry, shadow costs, etc.).
 - Duty-free privileges.
 - Foreign ownership restrictions.
 - Preferential and prohibited investment sectors.
 - Size and ownership of investments; double taxation agreements.
 - Availability and cost of human resources; educational levels; existence and future investments in higher education including engineering, business and computer sciences.
 - Transportation infrastructure, services and costs including airport, port, storage facilities and roads.
 - Availability and costs of specialized business support services: architects and engineering, construction, telecommunications, auditing, business consultants, legal, and insurance.
 - Utilities including electricity, water, waste disposal, telecommunications.
 - Land and building availability, location and lease, rental and building costs of zones.
 - Access to and costs of capital and operating funds.
 - Develops and maintains Joint Venture Partner Data Bank within Bangladesh's contact database as well as local producers interested in linking production with EZ investors.
- Develops and maintains an Investment Sources Data Bank that includes:
 - A list of local and foreign banks, financial institutions, public and private loan funds, and investment syndicates that have indicated interest in financing short and long term loans, advancing short term working capital funds, syndicating equity participation, providing trade finance instruments, offering financial counsel, handling foreign exchange transactions, financing inventories, or providing other normal financial, banking and trade services, such as factoring exports and/or leases.
 - A list of specific transactions handled by these institutions for investors seeking registration and benefits under the EZ Act.

- Produces and analyzes quantitative and qualitative statistical data and prepares interpretative reports and graphic presentation or research material in quarterly or semi-annual progress reports to BEZA's stakeholders.
- Submits to the Investor Development General Manager monthly reports on status of research projects.
- Performs other essential or marginal job-related tasks depending on work assignments and as requested by immediate supervisor.

Qualifications and experience:

- A University degree in Economics, Statistics, Public or Business Administration, Finance, Library Science, or any other related field, or any equivalent combination of education, experience and training that provides the required knowledge and skills.
- Sound knowledge of research techniques and sources, developing of reference materials; research reporting techniques; and statistics.
- Ability to find, organize and analyze complex information and thorough knowledge of data treatment and analysis techniques, such as simple correlation methods, trend analysis, sampling techniques, hypotheses testing and methods of interval estimation.
- Ability to reason logically and capacity for independent and creative thinking on research problems.
- Ability to analyze situations accurately and to adopt an effective course of action.
- Ability to lead and motivate a small staff engaged in the collection and analysis of data, perform constructive performance reviews, coach and train, and ability to plan and organize the work of others, delegate tasks; and manage activities within deadlines.
- Excellent writing, presentation, and public speaking skills.
- Excellent computer skills: proficient in MS Office, PowerPoint, Internet, Email, and database programs.
- Desktop publishing skills.
- Fluency in English (spoken and written communications).

2. Job description for investment Development/Promotion officers

Reports to: General Manager Investment Promotion

Indicative activities:

- Participates in BEZA's model analysis SWOT (Strengths, Weaknesses, Opportunities and Threats), BEZA's investment target /countries for investment attraction and definition of Bangladesh's EZs key investment environment improvement priorities
- Participates in preparing the promotional plan for the following year, including detailed objectives, activities program, budget, expected results
- Plans, organizes and makes scouting and promotion trips to predetermined markets to make presentations to target potential investors, generate investment interest and stimulate site visits to Bangladesh
- Helps identifying new business opportunities, based on competitive and comparative investment targets for BEZA, recommends additional efforts in sectors and countries representing major sources of investment based on existing promotional plans

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- Monitors BEZA's contact database-CRM its updated and includes target potential investors organized by sector, contact information for each, status of investment (Hot. cold history/notes, activities, investment opportunities (estimated investment and employment levels), country of origin, potential transfers of technology, and other contributions to BEZA's development priorities. (This data is fundamental for assessing progress of the investment promotion program and investors acceptance of Bangladesh/BEZA as an investment location, and will be used in developing "success stories" testimonials to attract investors)
- Participates in trade shows, conferences, forums, international press conferences as BEZA representative, when when BEZA so requests or approves
- Assists Investment Development General Manager in image building campaigns, including advertising, publicity (press coverage), outward missions and events, inward missions, presentations and negotiations with potential investors
- Coordinates with the Investment Development Genera Manager to prepare and maintain up-dated promotional materials with information regarding sector/counry and its sensitivities;
- Maintains updated information on raw material sources and market access agreements in Bangladesh and the region, and benchmarks the EZs position vis-à-vis competition
- Prepares and sends interest-getting mailings to target investors
- Prepares and sends tailored information packages to interested potential investors within 24 hours of request to help them in the decision making process
- Generates investment-related site visits into the EZs. Assists effectively and timely those potential investors for all aspects related to their site visits in Bangladesh, from planning to driving them to the meetings
- Does effective and timely reply and follow-up of investors leads and inquiries
- Becomes the single point of contact to prospective investors, creating and maintaining a close relationship with them
- Keeps as the single point of contact to decided and operating investors, to ensure their satisfaction, obtain positive testimonials and foster reinvestment,
- Provides investors with assistance, advisory services, import/export and logistic support to facilitate the realization of their investment projects; from initial inquiry to facilitating set-up, and through trouble-shooting in day-to-day operations. These services will be provided initially by the Officer, but will be later absorbed by the Aftercare area. They will include, but not limited to the following
 - Industry/sector research
 - Local supplier's information
 - Utilities costs, availability, timing
 - Visa and labor permit requirements
 - Registration and permitting support including permits and incentives processing and approvals, in close coordination with the Aftercare area
 - Logistic support to arrange appointments with suppliers and /or government authorities, and visits to potential sites
 - Availability of local facilities for expatriate personnel
 - Produces monthly reports on status of promotion plan, including number and origin of investment leads generated, presentations made, date and investor, cumulative success ratio of leads generated, investor site visits and actual investments committed
- Performs other essential or marginal job-related tasks depending on work assignments and as requested by the Division Head.

Qualifications and experience:

- Bachelor's Degree or higher in Marketing, Business Administration, Economics, Industrial Engineering, or related field; or any equivalent combination of education, experience and training that provides the required knowledge and skills
- Outstanding oral communication, specially over the phone; fluent in English or language spoken in target markets
- Excellent presentation skills
- Ability to write correspondence and reports
- Great interpersonal skills and ability to persuade
- Very high level of positive disposition, energy, demonstrated drive to achieve important goals, self-motivation, independence and self-direction, determination, tenacity, endurance for rejection, self-improvement
- Strong work ethic, planning/organizational skills, responsibility and professionalism; proven ability to work under pressure and manage time well, and extremely punctual
- Strong business and customer orientation;
- Outstanding computer skills: proficient in using MS Office, PowerPoint, Internet, Email, and database programs
- Ability to work as part of a team and manage deadline.

Essential experience

- 1-3 years of work experience in the private sector, especially in marketing and/or sales.

3. Job description of Aftercare officers:

Reports to General Manager Investment Development

Main purpose of the unit

To work closely with existing investors located in the EZs collaborating with private Developer's personnel to provide investors with a problem solving/trouble shooting service that will allow for successful operations and stimulate testimonials and provide inputs to policy advocacy initiatives to raise/enhance competitiveness in the EZ program. In addition, successful operational support to investor should translate into more reinvestment in the EZ program.

Indicative activities:

- Assist investment entry once investor has decided on locating to an EZ location, to include:
 - Close follow-up to the OSS process to provide investor with all regulatory requirements.
 - Provide guidance on local suppliers and indicate value of linkages program.
 - Assist investor in securing labor permits, visa, housing, school options and leisure activities.
 - Troubleshoot any obstacle to the investment entry process to ease the investor procedural requirement. Document troubleshooting efforts at this stage by: identifying the constrain, time to solution, recommendations on addressing the entry issue in the OSS.
 - Provide support and guidance on labor recruitment needs of the investor.
- Provide constant communication with the investor through phone conversations, email and periodic meetings that would be mutually agreed upon by the investor.
 - Meetings with investor should be on a periodic basis combined with needs of the investor based on operational difficulties faced outside of the factory.

- Each meeting should be documented based on a previously prepared and agreed to policy with the investor and a follow-up report that would also be copied to BEZA management.
- Research the investor operation through internet to identify investment trends of the company, current plans to invest, key decision makers and process of determining investment locations.
 - Officer will maintain a file for each investor in his/her portfolio with the above information and include in the BEZA electronic filing system.
- Officer will endeavor based on his/her Aftercare support to stimulate the investor in providing testimonials of investing in the EZ program.
- Based on positive relations and credibility developed with the investor, engage in the discussion of potential expansions pointed out by the positive experience lived by the investor and the continual partnership approach provided by BEZA.
- Introduce the investor into business benefits provided by the linkages program with local producer, facilitate list of local provides with production type, availability of providing sub-contract or shared production, contact points and coordinating meetings between investor and local supplier.
- Prepare monthly reports of activities highlighting: Successful resolutions of constrains, pending resolutions and projected time for solutions, number of meetings held during reporting periods and overall investor attitude to operating in the respective EZ.

Qualifications and experience

- A University degree in Economics, Statistics, Public or Business Administration, Finance, Library Science, or any other related field, or any equivalent combination of education, experience and training that provides the required knowledge and skills.
- Strong sales experience as well as marketing activities.
- Sound knowledge of business natural operational needs and protocols.
- Ability to reason logically and the capacity for independent and creative thinking on operational issues.
- Strong ability to follow up until issues are resolved and presented in a report.
- Strong networks with government agencies and local businesses.
- Ability to analyze situations accurately and to adopt an effective course of action.
- Excellent computer skills: proficient in MS Office, PowerPoint, Internet, Email, and database programs.
- Fluent in written and spoken English.

Annex 10: Templates for application following chapters 5-7 content

a) Specific classroom training Example courses:

Training courses: External	Summary of training	Expected results
The value of a properly set-up and running a One Stop Shop (OSS): Good and bad examples	Definition of a OSS, examples, why are they relevant, how many have been successful	What are the drivers to setting-up and running OSS services, why is it important. Comparison of recognized OSS service around the world, how many have been successful and why and how many have been unsuccessful and why
IP and local businesses linkages program	How to set-up and follow-up, lessons learned in dos and don'ts of linkages program: World lessons	Why are linkages programs important? What benefits do they bring to local and foreign investors? Examples of good linkages programs around the world. Success drivers and failures, why they succeed and why they don't
Investor after care support	How to deliver after care, planning and measuring investor's reactions	How after care solidifies relationships with investors, the value of testimonials, how to conduct investor after care and follow-up. Role after care plays on providing competitiveness
Follow-up techniques	Key to success in investment promotion and IP service provisions. Techniques, documenting steps, ensuring investor testimonials	The value of successful follow-up and why it should be practiced throughout the organization. Expectations of investors in information exchange and most importantly time involved with providing investors with relevant information
Research and translating findings into action plan	Relevance of research in the promotional effort pursuit of investment, maintaining a knowledge data base of key competition offers, IP differentiators	Competitive knowledgebase development and relevance to investment attraction, how to research topics in the internet, the importance of differentiators in the competitive landscape, how to quantify and measure relevance to investors
Competitiveness: Understanding role in attractive investment	Competitiveness in the investment promotion activity, how to identify, measure and impact	What is competitiveness? What the elements investors review vis-à-vis their operations before deciding on where to invest, role competitiveness plays for an investor in selecting an off-shore location. What role does incentives play on countries competitiveness, examples
Policy Advocacy: Role in raising competitiveness	Incorporating policy advocacy into the organization, impacting the investment offer	What is the definition of policy advocacy and why is it important to investment attraction? How does aftercare, facilitation relate to policy advocacy? Why is important for the organization to incorporate policy advocacy into its core functions? Examples of countries implementing policy advocacy and its role in their competitiveness position
Preparing and delivering effective presentations	Importance in preparing and delivering impacting presentation, how to prepare presentations and deliver them	How to prepare a relevant, attractive and tailor made presentation, locating key points/sell points in a presentation, the importance of questions and answers
Building an investors pipeline	Why should the organization build and maintain an investor pipeline, how to build an investment pipeline general and IP	What is an investor pipeline and how is it relevant with investment attraction efforts? How to classify investment pipelines, role is planning IP infrastructure, training, facilitation and aftercare
Marketing/Promotional techniques and how to target and reach investors	Crucial role of targeting and reaching investors to build a robust investment pipelines	How to target investors based on country priorities, locating investors, effective ways to advertise, how to work a market, reaching investors through personal communication
Classifying investors leads	Capturing and classifying investors in a pipeline	How are investor leads classified and why is important for the investment attraction effort
Importance of outward and inward investment mission	Why are outward/inward missions important to promotion overall and IPs in particular, how are they prepared, conducted and followed-up	The key role of outward and inward mission in the investment attraction effort, how to prepare missions, follow-up. Ensuring the investor receive all pertinent information to him/her.
Regulatory systems and role the play in attracting investors	How to set-up proper regulatory systems, protecting the public good, obstructive vs. business friendly systems	Why are regulatory systems important, how to set-up regulatory systems competitively and ensure protection of public good. What role do regulatory systems play in the investor's decision to locate an operation n an off-shore location, value of time and cost of regulatory systems. Good and bad examples

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		of regulatory systems
The internet and it's impact on investment IP promotion	Analyzing the internet and its role in investment promotion as well as setting up IP systems	The relevance of internet in investment attraction and information gathering. Key role organization website play in attracting investment. Typical protocols in communication through the internet, time cycle, information forwarding and formats
The relevance of websites as generators of investment leads	Institutional websites and their relevance to investment promotion	How to manage institutional websites, their value in today's investment attraction, how to structure an effective website

b) On the job training high level SOW

The Bangladesh Economic Zone Authority (BEZA) was created by Act No. 42 of 2010. The organization started operations in 2012 and has successfully developed a land bank identifying sites for EZs development by private, PPP, G2G, specialized zones and G2G developers.

BEZA is now launching a three (3) year preparatory investment promotion strategy that will entail intense training both in a classroom and on the job training.

BEZA's objective is to mobilized practitioners in the promotional areas to deliver classroom training courses on specific promotional activity as well as providing on the job training based on an intense hand-holding bases in the beginning, a lower profile in the middle of the assignment and a hand-over stage at the latter part of the consultancy, the indicative areas to be covered are the following:

- Market research to determine viability of attracting key sectors based on Bangladesh's and the EZ program advantages
- Promotional techniques in specific sector/companies' promotion, conducting outward and site visit mission, providing facilitation and aftercare

Consultant will prepare training action plan covering the full assignment and covering the stages of the training as defined above within the first week of the assignment and submit for approval to BEZA's management.

Consultant will also be required to develop and deliver monthly progress report indicating task performed, staff socialization of topics and support in their specific jobs, challenges and remedial actions and planned next activities for next reporting period.

The estimated length of the consultancy will be as follows:

- Research: 4 months
- Promotion: 15 months
- Facilitation/Aftercare: 3 months

Deliverables:

- Training classes on agreed topics related to EZ development and promotion, attracting investors, providing top investment follow-up, aftercare as a strategic part of investment promotion, research tools and identifying best sector/companies to target. Among others

- A working promotional unit capable of applying best practice promotional tools including: Following-up on investors and maintaining the investor pipeline updated, day to day use of the CRM system to enable pipeline follow-up and quantification, ability to conduct outward missions, site visits and generate investment leads consonant with the land availability in the EZs based on development stage of all developers (Public, Private, PPP and G2G)
- A working and operating research unit with the capabilities to perform market intelligence, sector selection, investor targeting and the ability to meet the expected functions contained in job description for the area
- A working Aftercare unit able to generate testimonials, stimulate re-investment and provide an effective partnership with existing investors and capable of executing functions established in the job description

c) Generic Study Tour SOW and templates

Study Tours: Source of knowledge and experience observation

The normal goal of a study tour is for participants is to experience first hand how measures, polices, process and procedures are implemented at a selected jurisdiction. Also they provide participants with an opportunity to analyze the internal elements of specific areas of interests. An important point to consider by the study tour participants is that what they observe in the visited jurisdiction is usually an outcome of cumulative experience in dealing with a particular issue. As such, it is also important to receive historical reference on how specify areas worked from the beginning and determine key milestones and problem solving applied to arrive at the current state.

A clear mix of participants should include personnel directly involved with BEZA's operations, including:

- High level management
- Mid-level management
- Operational officers within the studied area
- Research officer as required

In additions, study tours are best applied strategically to provide the visiting country with the following:

- Gaining knowledge about a particular area or general analysis
- Raising awareness of what can be achieved
- Observing and learning different ways to performing tasks
- Developing present and future networks and partnerships with institutions working in compatible areas
- Growing understanding and stimulating collaborative actions on different groups

Usual aspects of study tours can be summed up in the following:

- Normally depends on a relevant coordinator for the host and visiting countries

- Best if conducted with a limited amount of member (Recommend a maximum of 5-10 participants)
- Study tours can be for single or multi-countries visits
- Conducted over a multiple day's timeline

Recommended tasks for a study tour:

It's important to prepare methodically for participating in a study tour. The section below, provides a workable methodology to prepare, conduct and follow-up learning experiences accumulated during the event.

- **Planning at different stages before the site visit.** A success driver for these activities is the in-country planning in different timelines before the actual site visits. Below some recommended tasks by timelines.
 - **1 month before the activity:**
 - Prepare an event conceptual statement and determine the budgetary implications
 - Identify and confirm participants
 - Secure formal agreement with the host country or coordinator
 - Identify and designate implementation team
 - Develop a TOR for the persons who will facilitate the activity
 - Coordinate logistic to include: security clearance, medical requirement, flight, visas, hotel, local transportation
 - **1 month before activity**
 - Facilitate the agenda with host country/coordinating institution
 - Request from host background material of relevant areas to be observed (E.G. Past history of relevant area, problem solving mechanism, current results)
 - Determine how to document study tour and contract resources (Reports, presentation, pictures, newspaper coverage in host and visiting countries)
 - Secure per diems
 - Consultation with participants on agenda and potential field visits (E.G., Government agencies, investors, industrial parks, NGOs, specific projects)
 - **2 weeks to one month before event**
 - Develop a specific study tour booklet that will include at a minimum: agenda, participant, speakers or counterpart to be visited CVs, health information, hotel location and national social and business protocols
 - Confirm logistic arrangements: Visas, hotels, flights, ground transportation in host country
 - Distribute among participant's final specific study tour handbook

- **Conducting the study tour.** The study tour should follow the agreed agenda and try not to deviate unless there's a relevant stop not included in the visit's plan. This might entail breaking up the group by individual participant's interest areas and should be clearly documented in the the final report of the visit indicating why it was determined to deviate from the original plan, date and time, participants and lessons learned. Overall this stage normally is made up of the following:
 - Participants arrival
 - Debrief meeting with the coordinator
 - Ensuring list of questions by the participants which will serve as a base for discussing areas of interest with each visit in the host country
 - Agreement of meeting area to travel to the first meeting (Should be repeated each day)
 - Conduction of meetings should allow for host welcoming remarks and/or presentation detailing current state of the area of interest
 - After welcoming remarks or presentation by the host, discussions and corresponding tour should be carried out. Indicative activities:
 - Presentations from both host country and participants to share experience
 - Field visits to see first hand with is possible and interact with project implementation and beneficiaries
 - Peer assist sessions to gain input on specific challenges from the past, remedial actions taken and current state of affairs
 - Interviews with key decision makers, practitioners and project beneficiaries to record feedback from participants
 - For each meeting the template meeting notes should be filled and later distributed among participants before comments. These should be made available by the beginning of the next day and if not available the notes should be considered as final
 - There should be a daily debrief at the conclusion of the day's activity which should be no more that one hour with all participants present. Debrief meetings should be led by either the event coordinator or one participant as designated by the group. Debrief meetings discussions should be included in the meeting notes
 - Before departure conduct a final meeting with the host institution and ensure that it includes next step in the relationship such as: Strategies alliances, information exchange, individual or repeat visits with specific areas defined, mode of formalizing the relationship and cooperation areas

- **Follow-up phase** entails mission return report on participants, activities, lessons learned and next steps. It's important to always to consider that lessons learned should not be duplicated or copied rather, they should be understood from specific value delivery and how to adopt these to the participating countries legal, cultural and social framework. Key activities in this stage as primary as follows:
 - Document process with a detailed report that's circulated for comments and approved by participants. Timing for completion should be two-week maximum. Report should include all meeting notes, presentations received and delivered
 - Conduction of complete assessment by the participants based on a pre-approved template
 - Sharing experience with larger group of stakeholders

d) Templates for Study Tours

Request Letter for Conducting a Study Tour

Mr./Ms
Position
Company name

Subject: Request for conducting a study tour in (Name of country)

Dear Mr./Ms. ---.

The Government of Bangladesh has launched an Economic Zones (EZ) Program as part of its national strategy to attract light manufacturing investment, considerable increasing employment and growing our per capital income. The EZ Program is legally constituted by the Bangladeshi Act No. 42 of 2012 assigning the development, promotional and management of zones through the following vehicles: Private, PPP, G2G, public and specialized zone by private or public sectors.

Currently there are----- EZs in operation, ----- public and ----- private, ---G2G and ----- Specialized zones. BEZA's goal is to create and develop through the vehicles mentioned above 100 EZs, that will create 10 Million jobs over 15 years.

As the Program continues to grow and expand our on-going objective is to further enable its competitiveness. In this respect we consider the engagement of external partners in the EZ development activity a key strategic value. Information exchange in these engagements provide a unique and practical opportunity to learn key lessons in the legal, promotional, operational and regulatory areas that will provide important experience and enrich the benefits to our society from the IP activity.

We are interested in concentrating our visit in the areas of (Included a list of areas of interest). Our suggested period for the visit would be (Include dates month, days, years) provided this period is convenient for you.

Our mission would be headed by (Include name, organization and position) and accompanied by the following officials (Include names, organizations and positions).

Thanking you in advance for your kind attention. We take the opportunity to express our sincere expressions of consideration and esteem.

Sincerely,

Thank Your Letter After Conducting a Study Tour

Mr./Ms
Position
Company name

Subject: Thank you letter to hosts of study tour in (Name of country)

Dear Mr./Ms. ---.

On behalf of The Government of Bangladesh we want to express our sincerest thank for your kind collaboration in allowing us to conduct a study tour from-----to-----in order o better understand the area of (Include specific area(s) covered in the study tours). Our learning experience was highly valuable especially in process of (include processes of high learning value).

We know that the learning areas will translate into providing higher value to our Economic Zone program and look forward to our continuous collaboration in these areas of economic development. No doubt, we're now at better conceptual position thanks to the lessons learned during our visit to (Include country name) and specifically the practical solutions applied to number of challenges by (Include host organization's name).

WE take this opportunity to reiterate our appreciation for your courtesy and high collaboration spirit and hope we'll soon have the opportunity to reciprocate.

Sincerely,

e) Study Tour Meeting Notes

Bangladesh Economic Zone Authority (BEZA)
 Study Tour to-----
 From-----to-----
 Meeting Note

Meeting Subject:		
Meeting Date and Location:		
Attendees	Title	Contact Number

DISCUSSION POINTS:

-

STUDY TOUR FINAL REPORT TEMPLATE

EVENT PERIOD: FROM---TO---201-

Bangladesh Economic Zone Authority (BEZA)

Participants in the BEZA Study Tour to:-----

Name	Position

Study Tour Final Report

2 INTRODUCTION

2 BACKGROUND

2 OBJECTIVES/PURPOSE OF STUDY TOUR

2 REPORT STRUCTURE AND ORGANIZATION

2 REPORT CONTENT:

A. NAME OF COUNTRY (IES VISITED AND DATES OF VISIT.

B. DETAILED WRITE-UP OF THE EVENT FROM INCEPTION TO CONDUCTION OF THE SITE VISIT, INCLUDES ANNEXES (MEETING NOTES, DEBRIEFS, PRESENTATIONS, ETC)

2 RELEVANT LEARNING AREAS

2 APPLICATION TO BEZA'S EZ PROGRAM

2 PARTNERSHIPS AND COLLABORATIO S OPPORTUNTIES AND NEXT STEP AGREEMENTS

Templates for Chapter 5

f) Potential competitive information sources for investment, trade and comparison:

BEZA's analysis of the Bangladesh EZ program SWOT model

Strengths: List BEZA's and country's characteristics that give it an advantage over others: • • • • • • •	Opportunities: List elements/areas that BEZA/country could exploit to its advantage: • • • • • • •
Weakness: List BEZA's Characteristic that give the organization and country that place them at a disadvantage with others: • • • • • • •	Threats: External elements that could cause challenging/troublesome for BEZA/country: • • • • • • •

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Maintaining a databases and benchmarking evaluations of the EZ program against competitor countries for key characteristics

Country/project name	Labor cost	Electric cost	Water cost	Transportation cost (Sea, land, train, air)	Political risk rating	Doing business rating

Develop and maintains Joint Venture Partner Data Bank within Bangladesh’s contact database

<u>Name of local company</u>	<u>Contact points: email, telephone, other</u>	<u>Area of interest to joint venture with foreign or local company</u>	<u>Current business activity</u>	<u>Last three year turn-over</u>	<u>Number of employees</u>	<u>Market currently serviced and JV market to serve</u>

Sector analysis

Sector	Countries of operation	Countries where investment has occurred in last five years	Sector volume in USD	Sector behavior during last five years (Expanding/shrinking)	Potential attracting factors to Bangladesh’s EZ	Sector sensitive areas to consider

Company Analysis:

Company	Countries of operation	Investment trend last five years	Estimated yearly turnover last three years	Total number of employees	Estimates exports	Investment pull factors for company	Contact point: name(s) • Position(s) • Telephone • email

Yearly report on EZ performance general content

- Background: Provide information on BEZA, EZs, legal and operation year on year growth rate
- Executive Chairman message: Message on BEZA’s efforts and progress on institutional goals
- Yearly performance review
- Starting point at year end beginning: Number of zones, types of zones, land assigned and developed, number of jobs created (Male and females), local purchases, exports generated, tenant by name, activity and zones
- Performance of EZ for the reporting period (Include growth rate or number expansion for each area): Number of zones, types of zones, land assigned and developed, number of jobs created (Male and females), local purchases, exports generated, tenant by name, activity and zones
- Challenges and remedies: Include key challenges during reporting period and remedies for each
- Conclusions

Forms for collecting key information from developers/tenants

Period covered: From-----To-----⁴

Enterprise name: -----

Activity: -----

Market served: Export Y/N-----Local Market Y/N-----

1. Officer providing information:

a. Name-----Position/Title-----

b. Email-----Telephone No.-----

2. Number of jobs for the period

Position	Female	Male	Foreign workers	Number of employees who left the company during the	Number of new hires during the reporting period
----------	--------	------	-----------------	-----------------------------------------------------	-------------------------------------------------

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					reporting period
Managerial					
Engineering/Technical					
Administrative (Skilled)					
Production (Semi-skilled)					
Unskilled					
Total					

3. Occupancy

Number of employees per shift (If applicable) -----

4. Estimated monthly payroll payment for local employees and local expenses by:

- Salaries-----
- Incentive payment-----
- Local expenses (Please characterize)
 - Purchase of goods and services-----
 - Logistics-----
 - External production contracts (Linkages)-----
 - Other-----

5. Movement of raw materials and finished products for the reporting period (Please use the measure normally applied to your products)

- Volume of materials to processed per week -----
- Volume of finished products shipped per week-----
- Movement of goods in warehousing operation per week-----

6. Primary modes of transportation for movement of goods: Please indicate the approximate percentage in each case

Raw materials	Finished goods
Truck-----%	Truck-----%
Container-----%	Container-----%
Railroad-----%	Railroad-----%
Ship-----%	Ship-----%
Airplane-----%	Airplane-----%
Other-----Specify-----%	Other-----Specify-----%

7. Exports during the reporting period:

Product	Total exports	Previous reporting period total exports	% difference (+/-)

Declaration

Name-----

Position or relationship to enterprise-----

I hereby declare that the information contained in this form and the supporting attached documents are accurate and truthful to the best of my knowledge:

Signature-----Date-----

4. Templates for chapter 6
 - Investment inward mission/site visits

The *inward investment mission/site visit* is an activity involving the reception of foreign firms into the host country interested in the Economic Zone Program. The foreign company representatives typically travel to Bangladesh, visiting various counterpart companies and institutions, which should include the Bangladesh Economic Zone Authority (BEZA) as the central contact and/or other governmental and non-governmental agencies, such as the Bangladesh Investment Promotion Authority (BIDA) and the Bangladesh High Tec Park Authority (BHTPA) as well as private developers. However, they may also comprise part of a more passive investment promotion strategy, whereby BEZA focuses resources on information dissemination *in response* to investor-initiated inquiries.

Inward missions can often be comprised primarily of foreign companies seeking markets for their products-- i.e., they are less interested in *investing* as they are in simply exporting/selling their products to the market they are visiting. While this may lead BEZA to assign relatively lower priorities to supporting such missions, they should not be neglected or overlooked. One reason for this is that often, companies that begin by selling products in a foreign market eventually become interested in carrying out significant investments-- either in distribution and retail channels, or in manufacturing. Exporting is a relatively low-risk method of testing markets and determining where future efforts might be most promising.

Visits to Bangladesh EZs by companies or delegations may either be proactive or reactive in nature. *Proactive inward missions* are the product of investment generation efforts such as direct visits/meetings in home countries; investment seminars and conferences; and contacts made during trade shows and exhibitions. *Reactive inward missions* are those originating from independent inquiries or requests for information and support from companies or institutions not actively courted by investment promoters. Both can lead to decisions to invest in the host country, although the former tends to be more conducive to serious prospects than the latter in the immediate term

- Success drivers
 - Screen inward missions BEZA managers and staff should determine how much time and resources to allocate to a given inward mission. Those most likely to produce investment should receive maximum attention.
 - Assign a leader for each inward mission. Depending on the importance and the sector orientation of mission participants, an appropriate BEZA staff person should be assigned responsibility for overall coordination of planning, execution, and follow-up.

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- Clarify objectives and goals. The objectives and goals of the visiting mission must be clearly understood. This will allow more appropriate provision of needed information, promotional materials, and assignation of support staff. Additionally, the goals and objectives of BEZA must be pinpointed. Examples include the identification and elaboration of concrete proposals for specific investment opportunities, ensuring the EZ Program's inclusion on the company's short list of potential off-shore investment sites, etc.
- Treat every visiting company as if it will realize an investment. Typical success ratios can be as high as 1 investment for every 10 company when they visit the country as opposed to non-visiting interest companies.
- Customize information and presentations. Generic materials should be used whenever possible, but to the extent possible, custom-tailored packages should be prepared. For example, focusing presentations and materials on issues identified by the visitors as primary concerns; including the company's name in written and visual material. Research unit should assist in preparing taylor made presentations
- Include counterpart company's/service providers. These help investors obtain information and contacts of interest, and balance the promotional angle provided by BEZA.
- *Errors to Avoid*
 - Insufficient preparation time. Whenever possible, visitors should be requested to provide adequate time for preparation. Depending on the nature of the inward mission and the level of familiarity with participants' needs, adequate preparation times can range from 1 to 2 months.
 - Insufficient staff resource allocation. Inward missions should receive adequate attention. Key missions typically require the involvement of staff at or near full-time during preparation and execution.
 - Mismatched local companies. Try to ensure that suppliers, buyers, and service providers included in the itineraries of visiting companies are well suited. Verify interest of visiting companies to hold meetings with these local companies.
 - Absence of senior staff. Low seniority in host representation will suggest a low level of host country interest in receiving investment from a visiting company.
 - Absence of counterpart. Visiting companies/delegations should be accompanied at all times, from the time they arrive at the airport, check into hotels, and during all visits and presentations.
- Preparing Inward Missions/Site visits
 - Logistics. Logistics generally requires the most time in terms of inward mission preparation. Activities include:

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- Identification of mission participants. Names and titles of all participants should be confirmed. Knowing nationalities can help alert participants to visa requirements.
- Scheduling visit. Care should be taken to avoid holidays, vacation periods, elections, year-end closing/tax reporting deadlines, important sports or political events, and inventory periods in both the home and host country. Sufficient preparation time is estimated at 1 to 2 months
- Hotel reservations. Select and encourage visitors to stay at an appropriate hotel whose level of quality and service reflects well on the country. Negotiate reduced rates, using repeat business as leverage. Confirm reservations and rates with visitor, or with visiting delegation's representative.
- Transportation. Visiting companies normally appreciate having transportation arranged and paid for by the host. Official government delegations normally have transport arranged for them by their respective embassies or advance preparation teams.

- **Gathering & Preparation of Information and Promotional Materials**

Promoters should identify the information needs of visiting inward mission participants and take actions to ensure adequate gathering and preparation of briefing packages. Typical information packages for visiting companies/investors may include the following:

- Requested information on prices, costs, and availability of required inputs, utilities, and other services.
- Transport costs
- Tax and duty information relevant to specific products/inputs
- Guides on doing business in the host country.
- Information relevant to quality of life (hotels, entertainment, leisure activities, golf, etc.)
- Information on schools, universities, and other educational institutions.
- Country and local area maps.
- Brochures and other promotional material.
- Surveys and overviews/studies of sectors of interest.
- Market information (for host and nearby countries) for products of interest.
- Potential site information (EZs, raw land for greenfield investment, warehouses, etc.-
- price, quality, and contact information).

The resulting "customized" package of information can be provided to the investor, either immediately upon arrival, or at the initial briefing conducted at BEZA's offices.

- *Identification of relevant local counterpart companies/institutions*

The itinerary for inward missions should include visits to relevant companies when possible and appropriate. Among the types of companies that should be identified and programmed into the itinerary:

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- Private developers/administrators of EZs, office parks, etc. Provide valuable information, and are often convenient since other counterpart companies/institutions are located within a given industrial/commercial development. Care must be taken to avoid inappropriate preference in selecting such service providers (Private developers)
- Similar companies. Companies which produce similar types of products or services can be extremely effective in conveying information and encouraging investment.
- Vendors of materials/services needed by the investor. This will give the visitor an opportunity to make direct contacts, and examine quality and cost issues relevant to a potential investment.
- Buyers of products/services to be offered by the investor. Such companies can also provide valuable information and encouragement to visiting investors.
- Relevant industry associations, chambers of commerce.
- It is also often a good idea to arrange meetings with Ministers and other relevant government officials, especially for visits by proactively identified potential investors.
- **Budgeting**

Inward missions are normally less costly than outward missions, since they avoid travel and lodging expenses for staff. Briefings and presentations can take place at the offices of BEZA, or other locations such as the offices of specific developers within the BEZA. This helps in avoiding costs of renting rooms and most equipment. Mission delegation members typically should pay for their own travel and lodging

In spite of their relatively lower cost, full budgets should be prepared for inward missions. Items that may need to be covered include:

- Vehicle rentals (for larger delegations, if suitably large personal vehicles are unavailable)
- Gas and mileage charges (when staff use own vehicles for escorting missions)
- Entertainment costs (high-level lunches/dinners, when approved by BEZA management)
- Staff time
- Production costs of custom information/promotional materials
- Communications (preparatory calls & follow-up; if visiting investors ask to use BEZA telephones, this should also be facilitated & thus budgeted; couriers to send follow-up information)
- *Executing Inward Missions/Site visits*

For inward missions involving visiting companies, it is important to provide VIP treatment throughout the stay of all delegation members. This means meeting them at the airport upon arrival, accompanying them to their hotel, and having someone with them during all meetings and appointments.

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- Personnel. During execution, higher level BEZA staff become more involved. Prior to mission arrival and if not already done, a promotion officer should be assigned to be the main point of contact for the delegation within BEZA. This person is responsible for ensuring attention to visitors and facilitating all aspects of the mission. Other staff also provide active support for logistics. During initial briefings, de-briefings, and certain meetings/entertainment venues, the BEZA top management should actively participate.
- Pick-up at airport It is usually best for the promotion officer to greet visitors upon arrival. Confirm flight arrival times by calling airlines two or more hours ahead of time. It is necessary to use signs at reception areas, which should be large and easily legible from a distance, including:
 - BEZA Logo and Name
 - Name of visiting company/delegation
 - Initial briefing It is usually best to provide a briefing to visitors at an early stage, preferably at the beginning of the itinerary. Elements of the briefing should include:
 - Brief presentations on EZ policy and institutional framework for investment if this material has been covered in previous presentations/contacts, it may still be a good idea to re-present it in summarized form, especially if certain delegation members were not present in earlier presentations.
 - Proposals of specific EZ investment projects. if not already provided.
 - Review of information requested by investors prior to arrival.
 - Overview of itinerary.
 - Open discussion session. Encourage investors to specify what information they need to make an investment decision, and to ask any questions they may have.
- B. Prior to departure of visiting companies, they should be brought back to BEZA's office for a short de-briefing. This final meeting is used for:
 - Providing information requested & gathered during visit.
 - Obtaining feed-back on services (which were useful/not useful? Which need to be improved?
 - Identifying additional information needs of investors

Establishing a time-line for follow-up. Investors should always be thanked for their interest and visit. Following the de-briefing, assistance should be offered in regard to final transportation to airport or other destination.

- Following Up Inward Missions/Site visits
 - Follow-up of inward investment missions, particularly those involving companies interested in investing, is extremely critical. The time immediately after visits and during subsequent information gathering is when the majority of investment decisions are made. The EZ Program will frequently be competing against alternative investment locations, each of which will be doing everything possible to convince investors that they offer the best investment opportunity.
 - The goal of follow up is a positive investment decision-- getting to "yes". This may require extended periods of time (up to a year for "hot" prospects, and even longer-- perhaps 2 to 3 years for other investors). It is therefore important to be patient, and not to give up prematurely.
 - Personnel. Follow-up shifts the focus of BEZA activity more squarely on the shoulders of the promotion officer, although level of effort normally decreases relative to preparation and execution. Other information and logistics staff may also be called on to provide required support.
- Immediate actions
 - Thank you letter. The sooner this is received by the investor, the more of a positive impact it will make. The letter can be used to suggest BEZA's interest in following up with a subsequent outward or inward mission, if this is appropriate.
 - Fulfilling promises/commitments. It is essential that commitments made in terms of providing additional information, support, and other items be fulfilled.
 - Reporting. Promoters should summarize results of the inward mission in a contact report. This should be done as soon as possible after the visit is finished, while information is fresh in the mind of participants. CRM should be updated as required.
- Continuous follow-up after site visit
 - Periodic contacts. It is important to contact companies regularly to find out the status of their investments. Hot prospects can require contacts as frequent as once a week, or even daily contacts. Less critical clients should be contacted once a month or so. For clients that delay decisions, or indicate they will not make an immediate investment, promoters should still try to contact and obtain an update around one year after a visit or contact is made.

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- Follow-up missions. Depending on the prioritization and status of a client, it may be necessary to schedule a follow up mission, either outward or inward. Follow-up visits by BEZA staff to the home office of the investor can demonstrate a high level of commitment, and add only marginally to costs if integrated into broader outward missions within which other companies (new and old) are visited. Follow-up inward missions usually imply a high level of interest, if not a positive decision. Negotiation strategies and general client handling should be adjusted accordingly. Please note, all follow-up efforts should be coordinated with the EZs identified or participating in the site visit to ensure coordinated actions.

Template requesting investor interest area

Company name:-----

Main activity:-----

Representative name, position, contact points:-----

Main reason for visit:-----

Specific area of interest to explore during visit:-----

Estimated time of investment (If available):-----

Preliminary questions/Questions at end of mission: -----

Information required after mission:-----

Impressions of the mission and Bangladesh:-----

Thank You email
Dear Mr./Ms-----:

On behalf of the Bangladesh Economic Zone Authority (BEZA) we want to express our sincerest thank for your participation in the mission of-----.

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We hope that you were able to collect information on Bangladesh and that you find our country as a potential asset for your company's plans. Please be advised that we will be more than happy to provide you with any additional information you might need.

We look forward to the opportunity of being of service to you.

Sincerely,

Inward Mission/Site Visit final report
Mission date: From-----To-----

BEZA officer: Name and position

Participating member of the mission:

Name	Position	Company	Contact point

- Brief mission activities and main observations on member's reactions (Include succinct bullet points below):
- Main comments gathered from participants (Include succinct bullet points below):
- Principle feed-back of mission members from de-briefing session (Include succinct bullet points below)
- Main questions pending answers from the mission members (Include succinct bullet points below):
- Follow-up requirements and time committed by whom for providing pending information

Email submitting pending information

Dear Mr./Ms-----:

Following-up on your visit during Month-day to Month-day, we're happy to submit the answers to your questions that were pending to be submitted after the site visit event:

Answers should be provided succinctly, based on relevance and in bullet points below. If there's many answers (10 or more) is better to include them in an attachment to the email.

Include a confirmation of receipt from the investor and close the email by indicating further questions should be submitted to the person signing the email with a commitment of answering them 24 hours after reception by BEZA.

Sincerely,

Routine follow-up message

Dear Mr./Ms-----:

Hoping all's well on you side.

Just a quick message to inquire on the status of your potential project in the EZ program of Bangladesh.

Please note, we're very interested in your potential project and we're happy to have the opportunity to being of service to you. Please let us know if you need additional information

Sincerely,

- Outward Missions templates

This section will concentrate on two types of outward investment:

- Direct visits/meetings with individual company (or companies)
- Collective investors outward missions (Collective)

The *outward investment mission* is an effort involving representatives of the Bangladesh Economic Zone Authority (BEZA) and perhaps other governmental or non-governmental institutions of the country, such as: specific Private developers, G2G developers, the Bangladesh Investment Promotion Authority (BIDA) and the Bangladesh High Tech Park Authority (BHTPA). These representatives form a team whose purpose is to travel *outward* to other countries, promoting Bangladesh and specific locations or investment opportunities primarily in the EZ program, to interested (or potentially interested) foreign investors. The investment outward investment mission forms an important part of an aggressive investment promotion strategy, due to its more direct and pro-active nature.

Investment outward missions can take different forms and involve different kinds of participants. Some missions occur at a more *official level*, involving delegations of presidents, ministers, and other public officials. Others take place on at a more corporate or *commercial level*, comprising delegations of companies and investors whose interests are more narrowly focused. Forms of outward missions may include:

- Direct visits/meetings with individual company (or companies)
- Multiple visits to collective investors
- Seminars/conferences focused on investing in the EZ Program (and possibly other locations, for certain nationally sponsored events)
- Presentations made at industry association or chambers of commerce meetings or events co-sponsored by them and BEZA
- Participation in Industry Trade Shows/Fairs and Exhibitions

There is no current discernable Image Building Campaign, however, the newly created (2016) Bangladesh Investment Development Authority (BIDA). As this agency is the legally mandated organization to attract investment nationally, the country image building campaign usually falls under its purview and BEZA as well as other investment promotion intermediaries participate in elaborating the country image campaign as well as participating in its implementation to ensure a cohesive country promotional message. Above all, its important to avoid an atomized message driven by individual agencies and ensure coordination under the umbrella of the national investment promotion agency (BIDA)

- **General Guidelines for Individual Investor's one on one Missions**

Participants in all types (individual or collective) investment outward missions frequently serve as high profile "ambassadors", representing not only the EZ authority, but the country as well. Even businesses already familiar with Bangladesh can be influenced greatly by what they hear, see, and experience during the course of an investment outward mission. Whether or not positive images/impressions are generated, or negative images/biases are reduced, can depend greatly on the presentation and performance of each and every participant within an investment mission.

Conformance with National Image Building Campaign. BEZA and other promotional bodies often develop national image building campaigns in parallel with or as integral parts of partnership investment promotion efforts. Elements of such campaigns include slogans, logos, advertisements, etc. It is important for investment missions to use materials and approaches that are consistent with these campaign elements.

- *Communication Skills*

Writing effective emails and/or letters and other correspondence helps make missions more successful. Norms of written communication have evolved with present tool concentrated on email, which involves a shorter communication cycle of usually hours. The following presents some guidelines for making your written communication work better:

Organization: Start with the Main Point. Always try to begin with an opening statement or summary that gets to your main point right away. Subsequently, begin each section with its corresponding main point. This tends to work better, since executives often "skim read" correspondence without reading full content of sections and paragraphs.

Style: Making it Simple. Try to avoid bureaucratic words and phrases, when more simple phrases can more quickly convey your message. Simple words make for easier reading, and can help when English is not the first language of the reader.

Layout: Add Visual Impact. Keep emails short, normally no more than 1 or 2 pages. Use headings to guide readers to key sections/information. Short paragraphs work best, and indented lists (e.g. bullet points) can help to keep emails/letters interesting.

- *Successful one on one Investment Mission Preparatory Meetings*

BEZA personnel should strive to make every meeting successful, particularly in the context of the investment outward missions. The following suggestions may help in this regard:

- Make sure you are prepared. Meetings can leave a negative impression if they are not well organized and focused. The best way to prevent this is to prepare well for the meeting. Whenever possible, research background information on the client and his/her needs should be gathered. A tentative agenda for the meeting should be prepared, even if this is simply a hand-written bullet list. Let support staff know ahead of time that the meeting will take place, so that they can help as necessary.

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- Build personal relationship. Following introductions, be sure to thank the client for the appointment. It often helps to encourage small talk at the beginning, since this can make the client feel more relaxed. It also helps you to get a better idea of the client's personality. Try to maintain control over the meeting, even during introductions and small talk at the beginning. Then, at a convenient moment, switch to the business agenda.
- Establish business purpose. If you are the initiator of the meeting (usually the case for investment outward missions), state the reason for the meeting. Agree with the client on an appropriate agenda for the meeting.
- Explore client's needs. Ask the client questions that will help you to better understand their needs. Starting with open ended questions can elicit valuable insight-- e.g., "What are your company's biggest challenges right now?" Later, you can continue with more close-ended questions, such as "Have you considered investing in the Bangladesh EZ Program a way to... (overcome one of the challenges-- e.g., lower your labor costs, improve access to markets, etc.)." When discussing benefits or advantages of the EZ Program, it helps to relate these to the personal business needs of the client.
- Recommend solution. After learning about client needs, it should be possible to offer solutions. For example, you can say "Here is how Bangladesh EZ Program can help.", and then list actions that BEZA can take (e.g., collect necessary information; seek potential partners, suppliers, buyers; locate providers of specialized services such as market studies; etc.) Encourage the client to consider The Bangladesh EZ Program as a business location.
- Commit to an action plan. Set a date/time for follow-up communication, or schedule another meeting. When interest appears to be relatively high, try to schedule a site visit, or an additional site visit if one has already occurred.

- *Successful Presentations*

Presentations are important for conveying key information to clients. When done well, they can also play a significant role in shaping the image of the EZ Program in the eyes of investors. Some advice follows:

- Choose primary & back-up format. Always use the formal BEZA template, and be sure to have a back-up or contingency plan if associated equipment malfunctions (e.g., bring hand-outs, even if you intend to make a presentation directly from computer via Power Point or other presentation software). Remember that visual images can have more lasting impact/memory stimulation than spoken words; professionally prepared, color presentation formats often work better for this reason.
- Outline the presentation as the first slide. A typical outline of an investment mission presentation:
 - State purpose of presentation
 - Summarize understanding of the client's needs
 - Show how BEZA and the EZ Program meet those needs (relate specific benefits to specific needs of client)

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- Describe how BEZA can help
- Make strong recommendations
- Ensure effective layout of graphic information. Try to limit the number of bullet points to 4 or 5 max on each slide, and make sure font size is large and readable. Use short phrases rather than long, complete sentences on graphics-- sentences are spoken and explain each point orally. Choose graphics that allow audience to more easily visualize and grasp trends and results. Figures and graphs often work better than data tables filled with numbers/years. Maintain consistent colors/fonts, and try to include BEZA/image campaign logos.
- Keep presentations brief. A good rule of thumb to follow: presentations typically run 2 times longer than estimates based on presentation content and/or practice runs with no audience. If you allow about 2 minutes for each slide (again, typical) keep the presentation to 20 minutes, this suggests no more than 10 slides.
- Make presentation clear, lively, and personal. Speaking clearly and maintaining eye contact with audience (particularly with key decision makers-- try to identify these before the presentation) is important. Introduce yourself and colleagues, briefly describe the EZ Program, then give your presentation. At the end, a summary or conclusion slide can remind them of key points covered. When finished, invite questions.
- Don't let equipment problems spoil presentation results. Always make inspections/tests prior to an event. As a rule of thumb, try to inspect presentation site and test equipment the day before the event if possible, or a minimum of 2 hours before the event. This allows time for corrective measures. Presenters who spend their first precious minutes fumbling with equipment or offering apologies for "technical difficulties" usually come across as unprepared and unprofessional.
- Distribute hand-outs and other materials AFTER the presentation. Audience members often flip through hand-outs and brochures during presentations, creating noise and distracting attention from the speaker. It is therefore best to wait until after the presentation before passing out materials or putting them on tables for participants to pick-up.
- *Collective Investment Outward Missions Directed to External Home Countries*

Well prepared, conducted and followed-up collective investment outward mission figure among the most important mechanisms for generating investment leads. The following sections provide guidelines and advice relevant to preparation, implementation, and follow-up of outward missions.

- *Identification of Potential Investors: Generating potential clients or "leads"*

Categorization of Potential Investor Leads. Prior to contact, all identified potential investors should be entered into a general database CRM or Investment Tracking System electronic system maintained by BEZA. This general database will include basic information about the company/investor targeted for participating in the external event, such as:

- Company Name
- Parent Company

- Home Country (of company & parent)
- Date of company's foundation/incorporation
- Sector
- Size (no. of employees, yearly turnover)
- Products produced (including SIC codes if available)
- Name(s) of key executive officer(s)
- Address (including city and postal code)
- Telephone
- E-mail
- Notes

Once contacts are made, this information, along with other data collected during contacts, is entered into BEZA's CRM. The CRM should allow for the categorization of potential investors in the following manner:

- Category A: "Hot" Leads. These are investors which indicate an intention or a strong interest to invest in the IP Program.
- Category B: Interested Investors. These are companies that express an interest in obtaining more information about investing in the EZ Program or indicate that they are considering investing overseas or pursuing investing opportunities in new markets.
- Category C: Disinterested Investors. Companies/investors that respond negatively to the possibility of investing in the EZ Program. Although they may not be targeted by missions and other promotional activities, it is important to keep track of who these companies are (to prevent wasted time/resources in the future), and equally important, the reasons they offer for not being interested in EZ investment (this can help future targeting efforts and detect trends in investment and investor perceptions that may need to be resolved through image building campaigns).

- *Outreach to potential investors*

There are various means for BEZA to contact and reach out to potential investors identified as per above. These include (in order from most to least direct/effective):

- Personal contacts. These may take place during social events, conferences, fairs, and other venues useful for networking.
- Of key importance currently is the use of social media in all of its variants: Facebook, LinkedIn, Tweeter, others. In fact, promotional activities are now more and more dependent on the internet. Websites allow investors to obtain information and contact BEZA representatives who can follow up with appropriate actions.
- Direct emails. Personalized or semi-personalized emails/letters are sent out to executives of identified companies. The goal is the same as that for cold calls; indeed, follow-up calls or emails should be made when possible to increase the effectiveness and personal nature of direct mail efforts (see "Effective Written Business Communication" above).
- Targeted advertisements. Through advertisements in specialized trade journals and other targeted media, BEZA seeks to generate inquiries from potentially interested investors.

Of critical importance is that BEZA representatives should always record any contact made with investors, filling out a contact report as quickly as possible and entering data into tracking system as required.

- Ensuring sufficient lead time for conducting the event. Normally a minimum of 1-2 months is recommended depending on where the event will be conducted. Normally, regional events (India and China for example) require less lead time than international events. For this reason, it is recommended that these missions be planned on a yearly basis and be included in the yearly plan, any activity falling outside of the yearly plan should be conducted with lead time consideration
- Planning direct visits/meetings. Since this is the most effective type of outward mission, it should be prioritized and planned carefully, in conformance with overall goals of BEZA (for example, the number of direct visits to potential investors in target markets that BEZA sets out as its goal for a given year; given regions/sectors to be concentrated on during a given time of the year).
- Selection of companies. Direct visits/meetings should be focused as much as possible on high potential investors (i.e., not only from targeted sectors/countries, but those identified as Type A or Type B, via preparatory contacts/outreach efforts as described above). Appointments should be confirmed through written emails and location/address (including directions) should be confirmed the week prior to the visit

- **Budgeting**

- Scheduling visits/meetings. Care should be taken to avoid holidays, vacation periods, elections, year-end closing/tax reporting deadlines, important sports or political events, and inventory periods. Above all, necessary lead time should be included to actually conduct a collective external outward promotion mission as a cornerstone of success for these activities.
- Conduct research on companies to be visited. Leaders of direct visits/meetings should have information on the company, such as names and contact information, key executives, financial position, primary and secondary activities, growth areas, and general strategies. This information can be obtained from annual reports, from databases and commercial information services and from the internet.

- *Executing direct visits/meetings*

- Primary goal.

As with all outward missions, the primary goal of direct visits/meetings is to generate return visits to Bangladesh by contacted companies/investors.

- Personnel

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High-level personnel are required, to ensure effective communication and to demonstrate BEZA interest in receiving investment from the visited companies. In special cases, other high level officials can be brought in (e.g., the President, Ministers, Ambassadors, etc.), although care should be taken to limit the size of visiting delegations to no more than 3 or 4 people. Embassy staff shift to a more moderate level of involvement, supporting the high level personnel, but not necessarily traveling with them to the meetings.

- *Following Visits/Meetings (Applicable to individual and collective investor outward missions)*

- Thank you letter

This should be sent as soon as possible-- if possible, the day after, or during the time of the delegation's stay. Make references to points raised during the meeting, and reiterate specific issues for which the IP Program will be following up for the investor.

- Fulfilling promises/commitments

It is essential that commitments made in terms of providing additional information, support, and other items be fulfilled.

- Personnel

Follow-up shifts the focus of involved personnel from higher-level staff making the visit to intermediate staff and logistics/information-related personnel. It is best to assign a specific promotional officer to be responsible for the follow up of given companies.

- Reporting

Visiting delegation members must report on the results of all visits/meetings, filing contact report for each visited investor, and updating the investor tracking system with relevant information. Upon return to home offices, associated staff should conduct a "back to office meeting" as soon as possible to discuss results and coordinate follow-up activities.

Templates for chapter 7

Agenda

Bangladesh Economic Zone Authority (BEZA)

And

-----Economic Zone Developer

And

Tenant Enterprises

Date:

Time from-----to-----

Location:

Participants:

Organization	Officer name	Officer position
BEZA	Name	Position
	"	"
	"	"

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EZ Developer	Name	Position
	“	“
	“	“
Tenant enterprises of -----EZ	Name	Position
	“	“
	“	“
Other participants (External)	Name	Position
	“	“
	“	“

Note: Please as much space as needed to accommodate names and positions of participants

Topics of Discussion (These are examples topics which can be eliminated and new ones added as needed by participants)

1. Discussion on current status of the EZ issues since the last meeting
 - EZ explanation of follow-up activities results
 - Progress and/or lack of progress
 - Remedies to address lack of progress and timelines to resolution
2. Developer discussion on EZ development
 - Explanation of activities, leases signed, land/shed development, expected completion date
 - New activities/services added to the EZ
 - Issues encountered by source
3. User Enterprises
 - Identify any issues affecting operations by identifying source and suggested solution
4. Other topics as necessary

Bangladesh Economic Zones Authority (BEZA)

Aftercare Meeting Report

DISTRIBUTION:

1. BEZA Management
2. EZ Developer
3. EZ Tenant enterprises

Meeting Subject:		
Meeting Date and Location:		
Attendees	Title	Contact Number

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NOTE: Please add as much space as necessary in the above table

1. DISCUSSION POINTS

- One
- Two
- three

2. ACTIONS

- One
- Two
- Three

3. FOLLOW-UP ITEMS

- One
- Two
- Three

4. PENDING ISSUES AND ESTIMATED TIME FOR RESOLUTION

- One
- Two
- Three

5. DOCUMENTS RECEIVED

- One
- Two
- Three

Report on investor testimony and re-investment

Company name	Company contact	Time in operation	Testimonial	Expected re-investment time	Amount of re-investment	Additional jobs to be created

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Linkages arrangements secured

Local company name	EZ tenant company	Linkages arrangement	Product	Date of start-up	Estimated number of jobs to be created by local company	Production upgrade created by arrangement in local company

Policy advocacy report

Name of BEZA After care officer:

Report date:

Issue: Briefly state collective issue, indicating source (law, regulation, practice, attitude, other and affected investors

Summary of impacts to investors:

Estimated negative impacts in operational slow-down, import/export process, effect on job creation current and future, impacts on investor perception and competitiveness

Estimated impact on socio-economic metrics (Exports, job creation, expansion re-investment, investment attraction)

Solution to issue: Law and/or regulation modification, practice change, eradication of attitude, other)

Estimated positive impacts if issue is remedied: Smoother operations, job creation increment, higher exports, higher re-investment/expansions, raised competitiveness, other
