



# Global Connections for Your Local Economy Virtual Training #4:

Understanding Your County's Competitive  
Advantage and Forming Your Value Proposition

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# Understanding Your Competitive Advantage and Creating Winning Value Propositions

NACO May 16



**Guillermo Mazier, MBA**

Global Communications Expert Helping Cities  
and Companies Innovate and Improve | Keyn...



# Let's Connect

We'd love to talk about  
all things Investment Attraction.



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# EDO's Trust Our Tools + Strategies

We've had over 10,000+ organizations ranging from the World Bank and Select USA to Amazon, and McKinsey subscribe to our products. In the last 12 months, our clients have created or downloaded over 70,000 reports from our products.

## We Help EDO's Do More with Our Powerful Portfolio of Brands + Services.

We empower EDOs to think globally, enhancing research and analysis through our best-in-class data-driven products and elevating global promotion and attraction strategies to help locations realize the benefits of international economic development.

90+

Countries we've worked in

550K+

Active Users Per Year on Our Systems

70K+

Reports downloaded from our systems per year

200+

Consulting Projects Delivered



# Trusted by thousands of world-class organizations

Public Sector / Private Sector



**InvestHK**  
The Government of the Hong Kong  
Special Administrative Region



OUR CUSTOMERS

Trusted by thousands of  
world-class organizations

Public Sector / Private Sector



# Select the right strategies for your community's success

We've brought together the industry's leading brands in a newly expanded suite of data-driven products and services, spanning every stage of the economic development lifecycle. Power up your strategy and execution across the board with our dynamic, real-world solutions.



**Whether you want to acknowledge it or not, as community leaders, you are in the business of facts and perceptions.**

**Competitive advantages** help your prospects compare facts. **Positioning** uses facts to help shape and influence prospect perceptions.

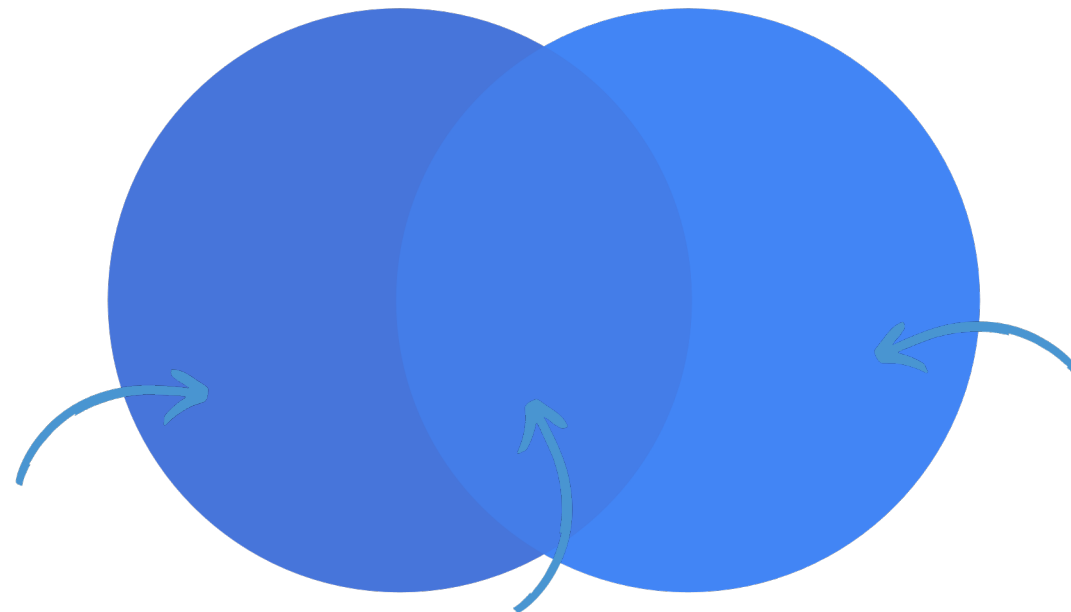
# Competitive Advantages vs. Positioning

## Competitive Advantages

The substantive reasons why investors should choose your location.

### *differences*

Advantages are intended to be sustainable and difficult to imitate, providing long-term benefits.



## similarities

**Foundational strengths** that underpin value propositions and help attract opportunities through effective marketing, communication, and business development.

## Positioning

The effective identification and communication of advantages to potential investors which align to their needs.

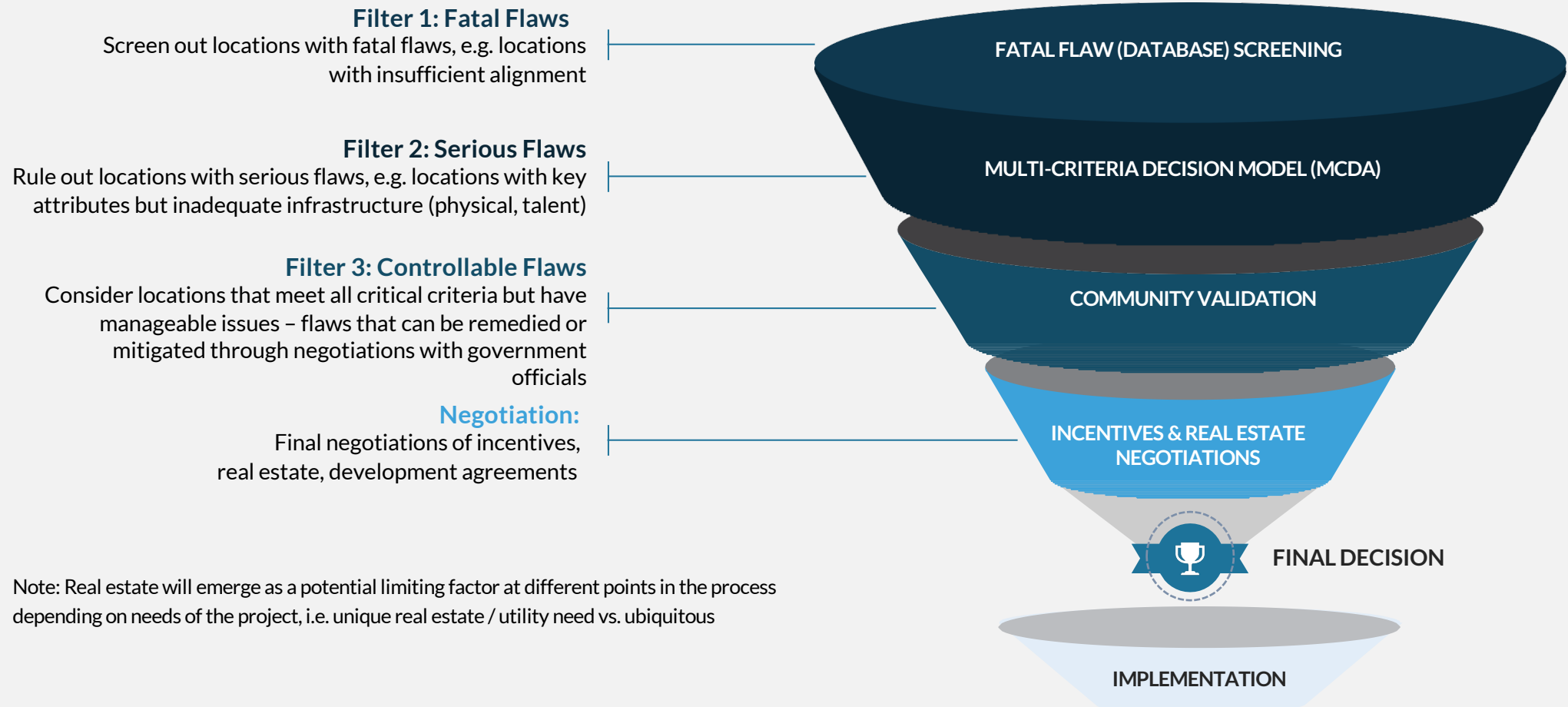
### *differences*

Positioning can be more fluid, allowing adjustments based on market dynamics and customer preferences.

For many county organizations, your  
true competitors are those who don't  
know about you.



# The **Process of Elimination** Means Your Location is Being Screened Out Before it Gets Screened



The journey to competitiveness starts  
with **location intelligence**.

# The Role of **Location Intelligence** in Economic Development

Location intelligence is the power to apply skills (experience) and knowledge (data) to make better, more informed organizational decisions



## **Make Better Decisions**

That solve problems, fill gaps, generate opportunities and mitigate risk



## **Tell Better Stories**

That align stakeholders, shape perceptions, and generate awareness



## **Influence Investment**

That is driven by competence, credibility, and engagement



## **Unlock More Economic Activity**

That drives strategic economic growth + prosperity.

The fundamental role of **location intelligence** in attracting corporate investment is deciding **what story you will tell and how you will tell it.**



# Steps to Building Your Competitive Advantages

How can county leaders prepare their local economies to benefit from positioning? What tools are available to help?

# Define Your Organization's Role in Attracting Investment

## WHAT YOU CAN DO

1. Establish clear goals for investment attraction (domestic + international) and how it fits into the broader economic strategy for your location.
2. Evaluate and secure the necessary resources, including budget, personnel, and technology, to effectively attract FDI.
3. Identify key local stakeholders (government, businesses, community leaders) to support FDI efforts.

# Identify and Understand Your Target Audience and the Factors They Consider When Making Investment Decisions

## WHAT YOU CAN DO

1. Track corporate investment projects and trends in your location.
2. Identify the countries and sectors that are investing the most.
3. Research the reasons why these markets and sectors are investing in your region



Understanding corporate expansion factors is the starting point to help prospective customers identify priority locations and sites for their investment

# What Companies and Their Location Advisors Are Really “Buying” and Evaluating When Considering an Investment in Your Location

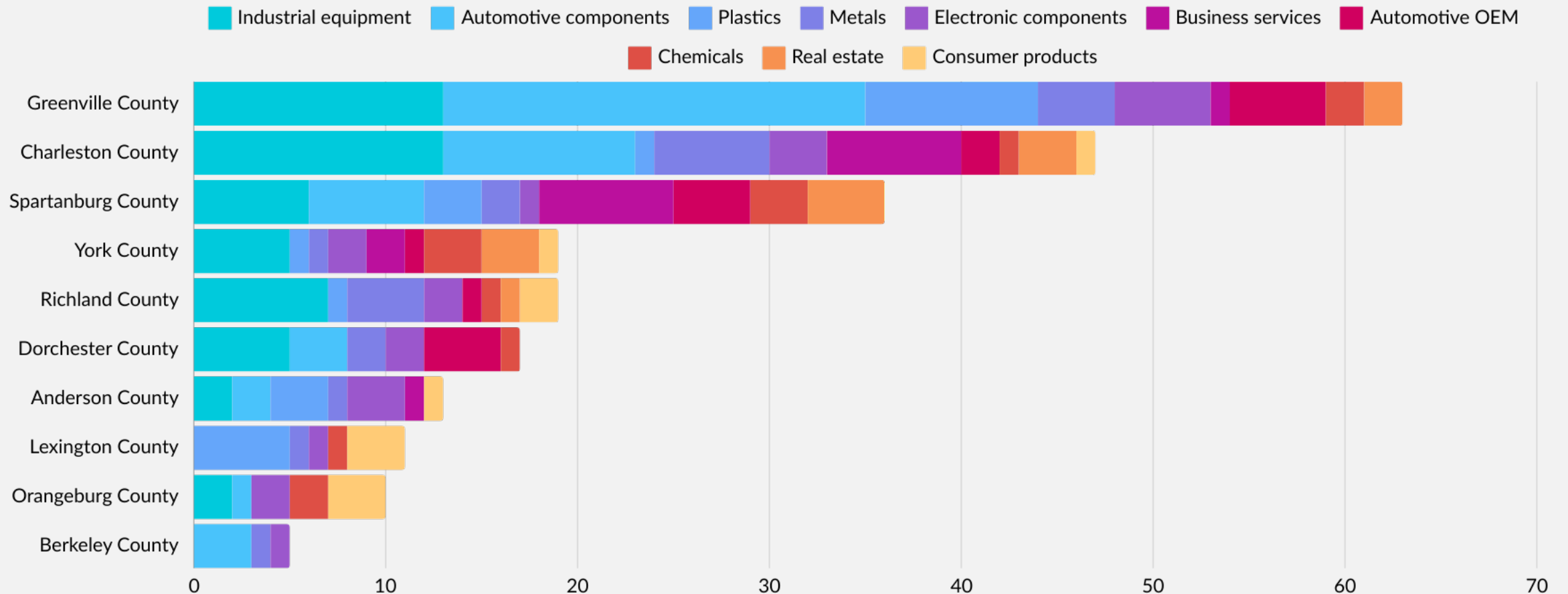


# Evaluate Your Competitive Standing and Benchmark Accordingly

## WHAT YOU CAN DO

1. List nearby or similar locations competing for the same FDI.
2. Study how these competitors market themselves to investors.
3. Analyze your location's strengths and weaknesses compared to competitors.
4. Use public and private data and metrics to compare your location's cost and quality factors against peers.

# Which Industry Sectors Have Invested in South Carolina Counties Over the Last 10 Years?



Source: fDi Intelligence, based on project activity including inter-state investments using fDi Markets data.



# Why Have Companies Invested in South Carolina Counties Directly from Abroad?

**Source:** fDi Intelligence, based on project motives cited in fDi Markets; percentages are only based on the sample of projects (minimum 20) where motives or determinants have been cited.

Motive	% of Companies
Skilled workforce availability	44.6
Regulatory environment	36.8
Proximity to markets or customers	29.4
Government support	23.8
Domestic market growth	19.6
Transport infrastructure	15.1
Quality of life	6.4
Industry cluster	4.1
Sites & property	3.7
Suppliers & JV partners	3.0

# Do You Understand How Your Location Profiles Against Corporate Expansion Factors?

How is your community different from those of your competitors? Location quality actors and cost factors helps prospective customers identify priority locations and sites for next level analysis

LOCATION QUALITY FACTORS			COST FACTORS	
Inter-modal Accessibility (ie Airport, Highway, Rail, Port etc)	Utility + Broadband Infrastructure	Ancillary Business Services	Labor Costs/Wage Inflation	State + Local Incentives
Available Land + Buildings	Labor Shed Quality/Productivity	Expedited or Fast Track Permitting	Real Estate/Occupancy Costs	Long Term Financing Costs
Proximity to Major Markets	Quality of Life	Business + Regulatory Climate (ie Union Profile, Industry regulations)	Energy Costs	In-bound/ Out-bound Shipping Costs
Workforce Training Programs	Proximity to University/Technical Training	Housing Availability	Corporate Tax Rates	Cost of Living

# Do You Understand How Your Location Profiles Against Corporate Expansion Factors?

Real estate will emerge as a critical factor for greenfield investment projects at different points in the process depending on needs of the project. For industrial projects, land is a much larger factor in the overall decision process. In terms of manufacturing or distribution to major markets, land/sites and their readiness for development are a critical factor when examining a given market.

Corporate Expansion Factors

Inter-modal Accessibility (ie Airport,  
Highway, Rail, Port etc)

Available Land

Available Buildings

Occupancy or construction costs

Utility + Broadband Infrastructure

## Real Estate and Infrastructure Make Up Five of the Top 10 Factors



# What Companies and Their Location Advisors Need From You?

Providing valuable – and accessible – content and data to companies and their location advisors can reduce your chances of being eliminated from the location evaluation process as you showcase the competence and credibility to become a more competitive option.

## WHAT WE NEED READILY AVAILABLE

1. Contact information
2. Incentive programs
3. Tax rates
4. Recent announcements
5. Industry-targeted info
6. Map of your territory
7. Largest employers
8. Area colleges and universities
9. Workforce training programs
10. Energy costs and capacity



**Tracey Hyatt Bosman**  
**Managing Director Biggins, Lacy and Shapiro**

Tracey Hyatt Bosman develops and executes incentives and location selection strategies for BLS & Co.'s corporate and institutional clients. She has twenty years of professional experience across a wide range of sectors, including data centers, manufacturing, headquarters, back office and contact center operations, and logistics

<https://www.linkedin.com/in/traceyhyattbosman/>

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**Grey Swoop**  
**President, Vision First Advisors**

“Data is your community’s first impression. It is at your fingertips and can be viewed by all. It is critical for the economic development professional to understand the story the data is telling. It’s the missing chapters you have to write to be successful.”

<https://www.linkedin.com/in/gray-swoope-b59229/>



**Josh Bays**  
**Partner, The Site Selection Group**

“One of the most useful components of an ED website is a current (and well maintained) sites and building database. In the event that database can be coupled with additional data (e.g. – workforce, business environment, infrastructure, etc.), it provides a leg-up on the competition, especially for projects that do not have a consultant.”

<https://www.linkedin.com/in/josh-bays-234838a/>

# Craft a Unique and Compelling Value Proposition

## WHAT YOU CAN DO

1. Highlight unique aspects of your location such as low tax rates, skilled workforce, strategic location, etc.
2. Tailor value propositions to match the specific needs and interests of the target sectors and audiences.
3. Support your value proposition with interactive data, case studies, and endorsements from existing investors.
4. Incorporate feedback from potential investors to refine your value proposition.



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# Waterloo EDC Blog

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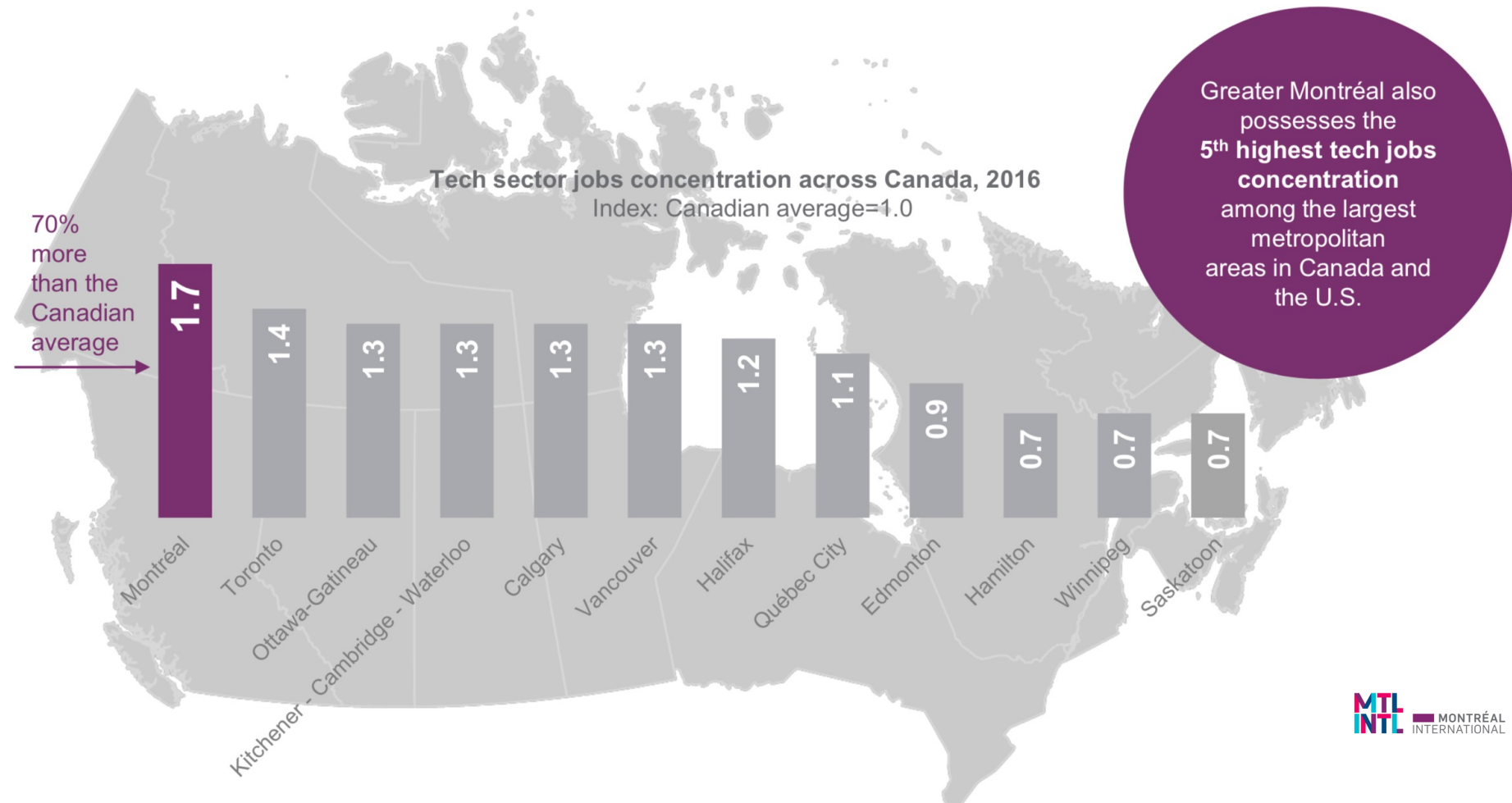
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**Country**

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# Using the **concentration of tech sector jobs** to positioning Montreal as a **Canadian short list destination** for technology related investments





# Positioning Montreal as **the best student city in the Americas** and Canada's university capital

- Canada's university capital: 11 university institutions and 60 colleges
- 320,000 post-secondary students, including 200,000 university students and 33,000 international university students
- More than \$1 billion in funding dedicated to university research
- Best student city in the Americas:



1

**Montréal**

2

Boston

3

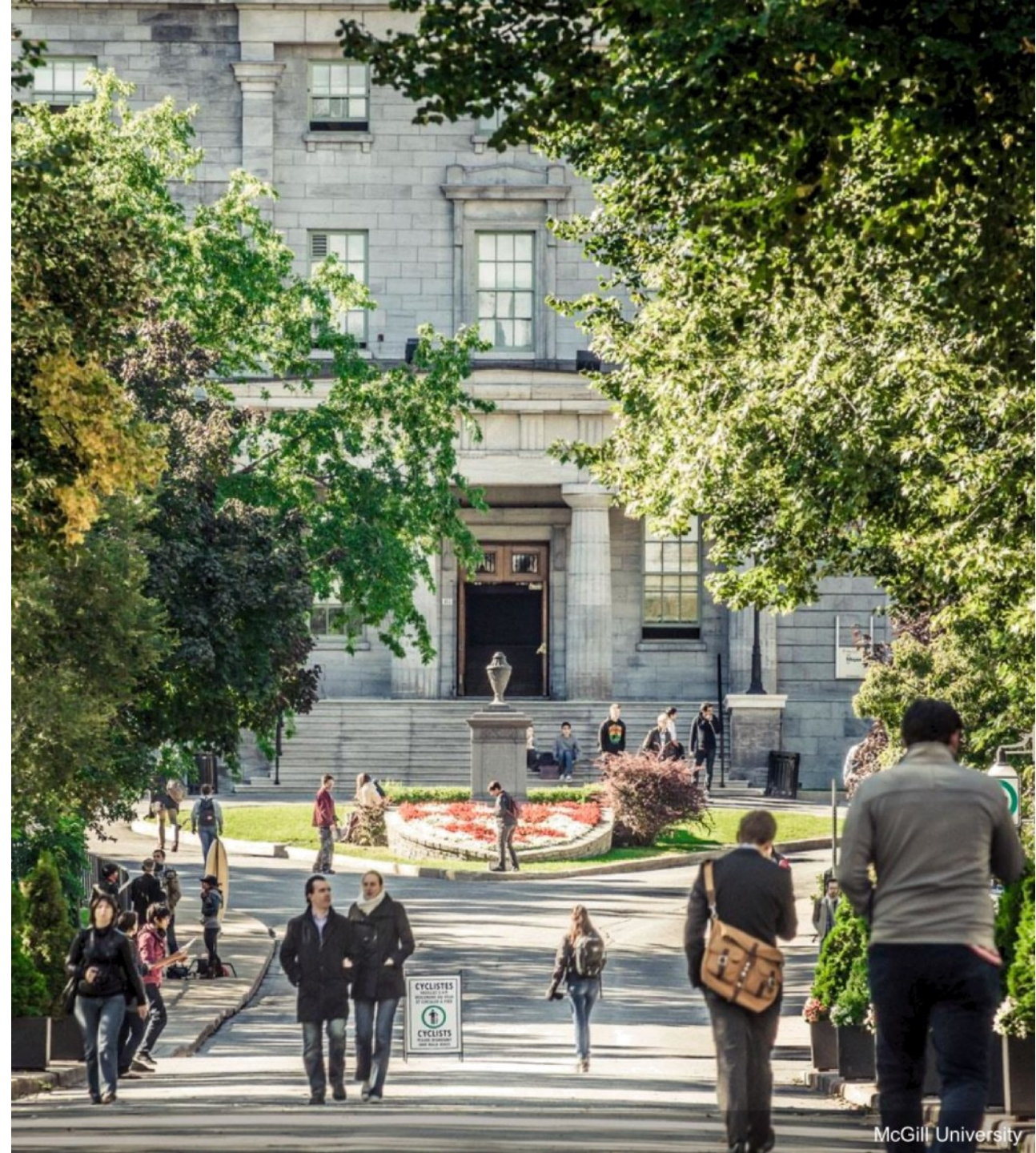
Toronto

4

Vancouver

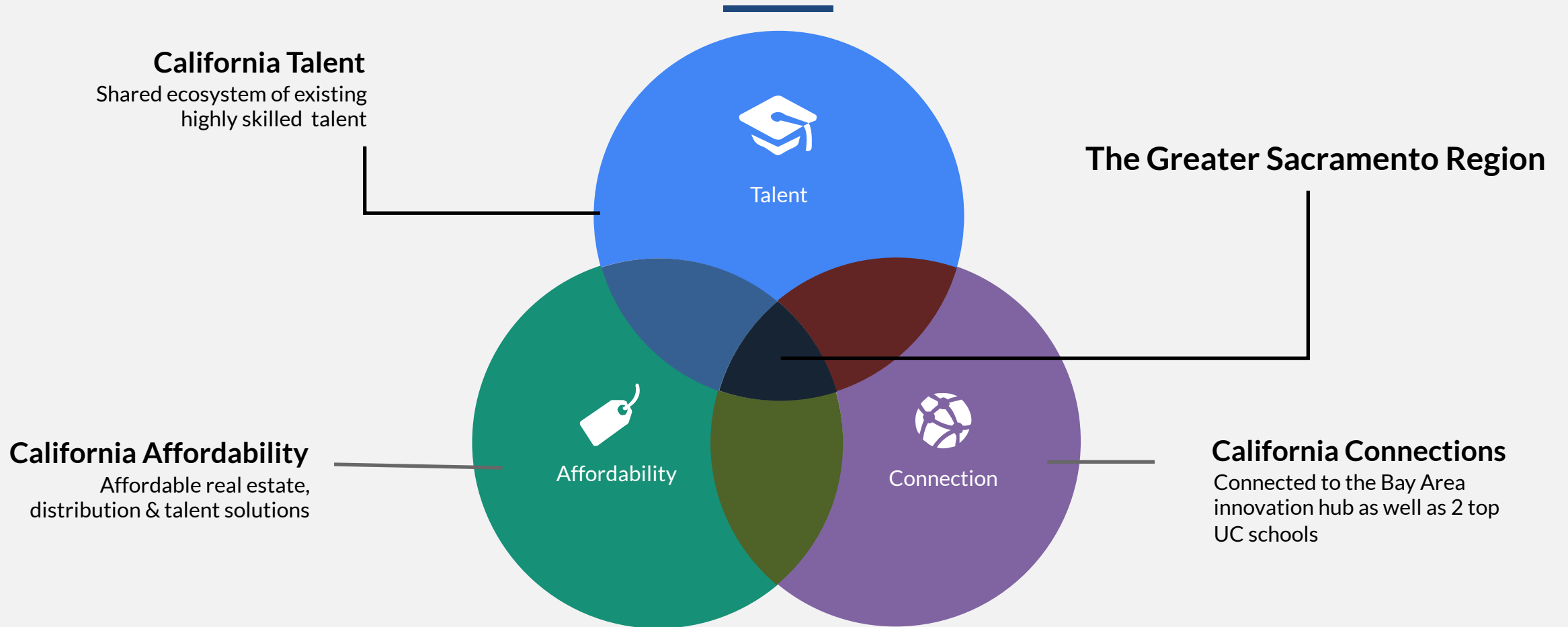
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New York



# Sacramento's Value Proposition

Greater Sacramento provides access to talent and resources through UC Davis and UC Berkeley, as well as the innovation being developed at both top schools, providing a sustainable environment for the next generation of tech start ups.

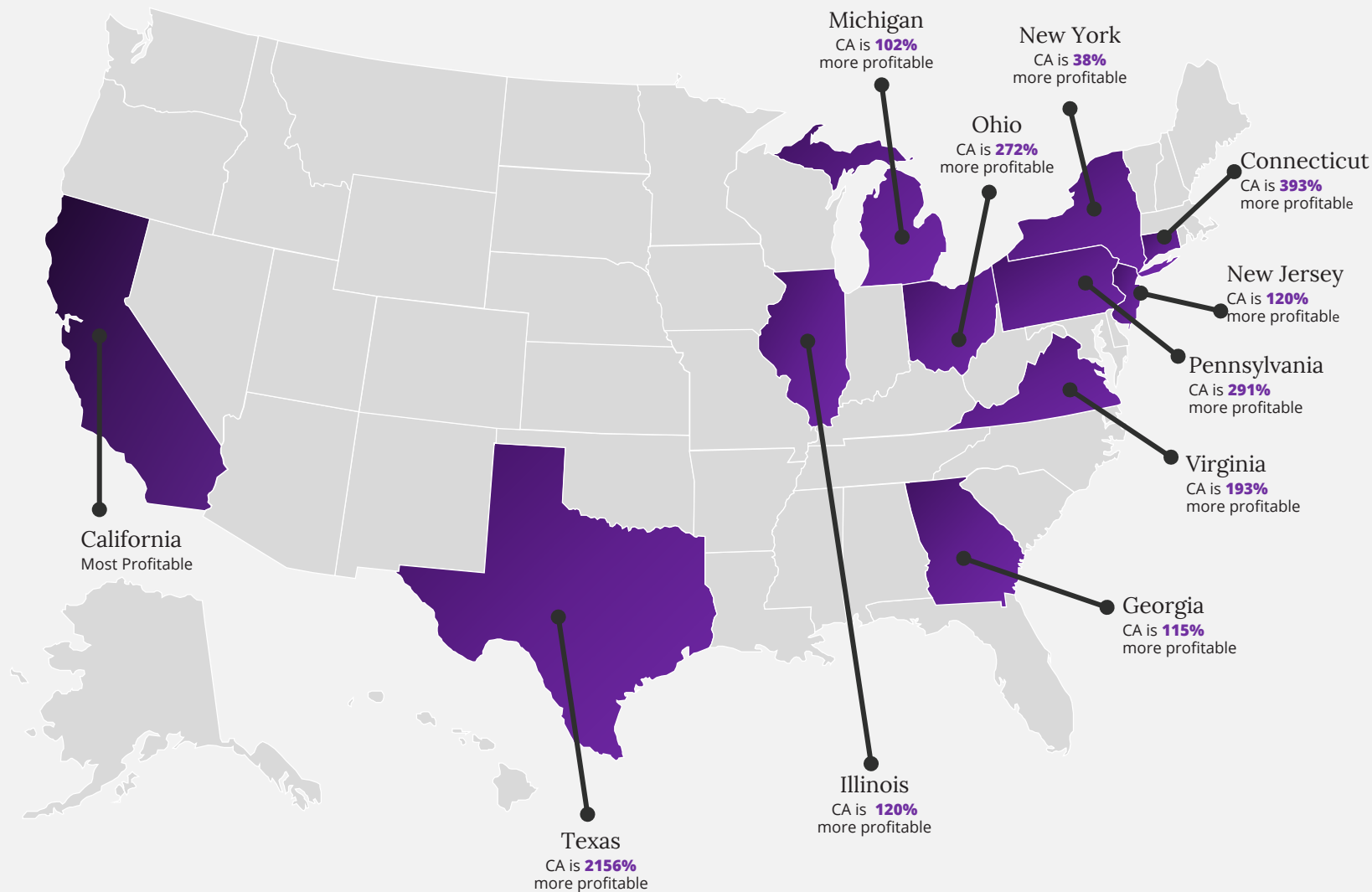




# Positioning California to Companies Who Care About Profitability

## 10 states with the most Fortune 500 HQs

California has 51 Fortune 500 HQs.  
California companies are 2156% more profitable than Texas companies and 38% more profitable than New York companies. This profit amount includes California state taxes and regulations.



NOTE: Eleven states included due to a tie between Georgia and Michigan for 10<sup>th</sup> place.

SOURCE: Fortune 500, 2016

# Effectively Market and Promote Your Location to Potential Investors

## WHAT YOU CAN DO

1. Use a mix of digital, print, and in-person outreach to communicate and engage with potential investors based on their specific needs and investment motives.
2. Ensure that your messaging and data are relevant to the identified audience and differentiated from competitors.
3. Regularly assess and adjust strategies based on results and investor feedback.



# Henry County, GA

As a relatively unknown county in Georgia, the challenge for Henry County was keeping up and competing with the well-known and highly coveted Atlanta Metro Region as a viable location for business. The new “Henry’s Got Connections” concept was a memorable way to integrate Henry County’s competitive advantages, messaging and positioning into their marketing and promotional efforts.



## Marketing Attraction Tactics:

- Website Design, Development and Content Writing
- Custom GIS Mapping
- Positioning
- Brand Identity and Logo Design
- Marketing and CRM Integration





# HenryCOUNTY

*Connecting Business in Atlanta's New South*



Website  
Search



Property  
Search



Company  
Search



Media  
Center



Our Blog

About Us

Strategic Advantages

Business Resources

Site Selection

Data & Demographics

Living Here

Contact Us

Henry County attracts the best talent Georgia has to offer and meets your business needs by supplying an area labor force of more than 725,000 skilled workers.

[Learn More](#)

## HENRY'S GOT CONNECTIONS



# HenryCOUNTY

*Connecting Business in Atlanta's New South*



Website  
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Property  
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Company  
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Media  
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With access to major markets, close proximity to Atlanta's Hartsfield-Jackson Airport and the Port of Savannah, Henry County is the ideal location for logistics and distribution operations.

[Learn more](#)

## HENRY'S GOT CONNECTIONS





# HenryCOUNTY

*Connecting Business in Atlanta's New South*



Website  
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Austrian plastics manufacturer Alpla built its first U.S. headquarters in McDonough, GA over a decade ago. Today, the \$10 million, 120,000-square-foot manufacturing operation employs 200.

[Learn More](#)

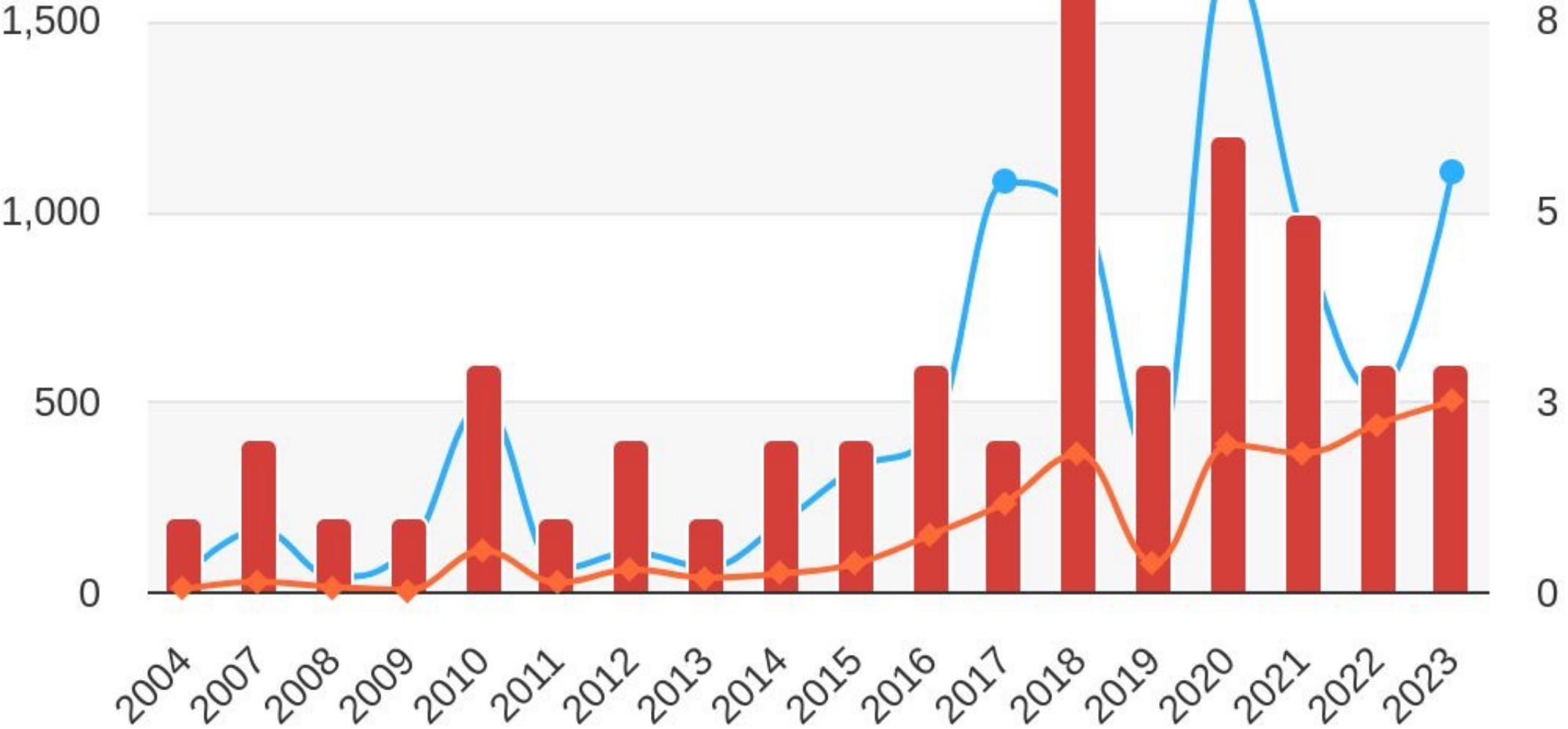
## HENRY'S GOT CONNECTIONS

# Results: Henry County FDI

Capex - USD m

Jobs

Projects



● Jobs    ● Projects    ◆ Capex (USD m)

# What Tools Are Available to Identify Competitive Advantages and Create Compelling Positioning?

## Government Sources



## Private Sources

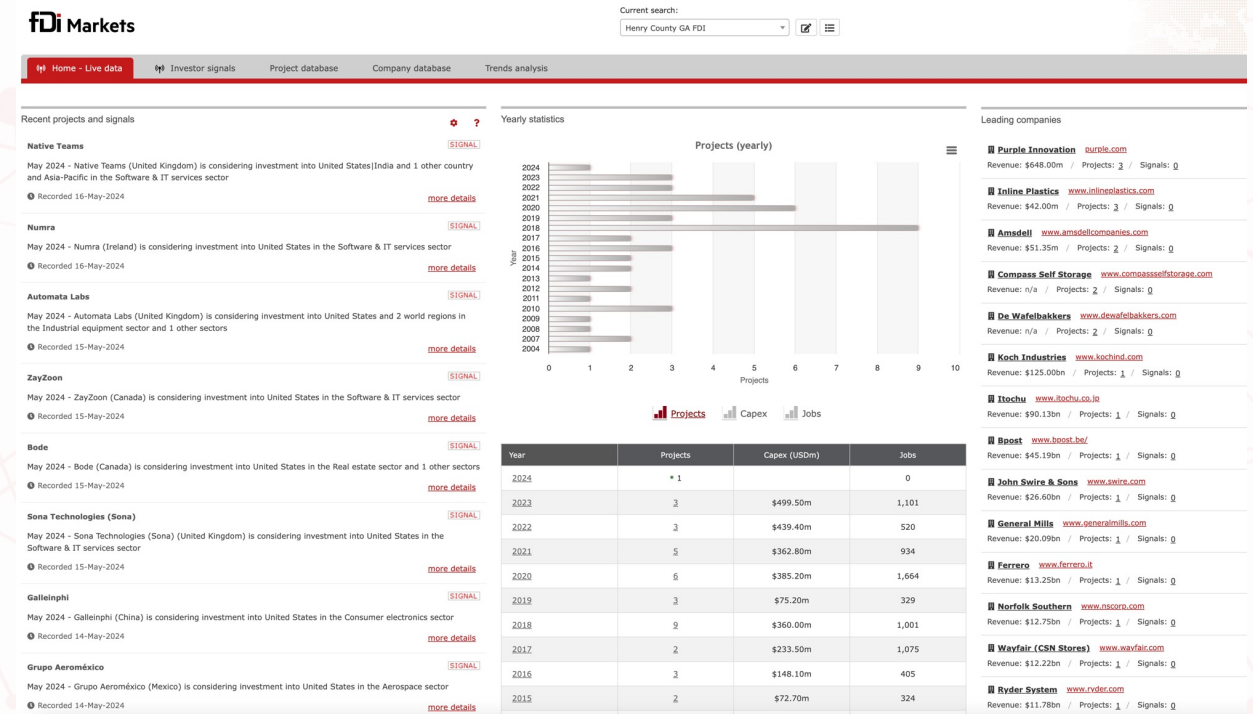




# Smarter decisions with cross-border investment Location Intelligence

fDi Markets is the leading online global database of foreign direct investment (FDI) information.

The service provides real-time monitoring of investment projects, capital investment and job creation with powerful tools to track and profile companies investing overseas.



[VIDEO: INTRODUCTION TO FDI MARKETS](#)

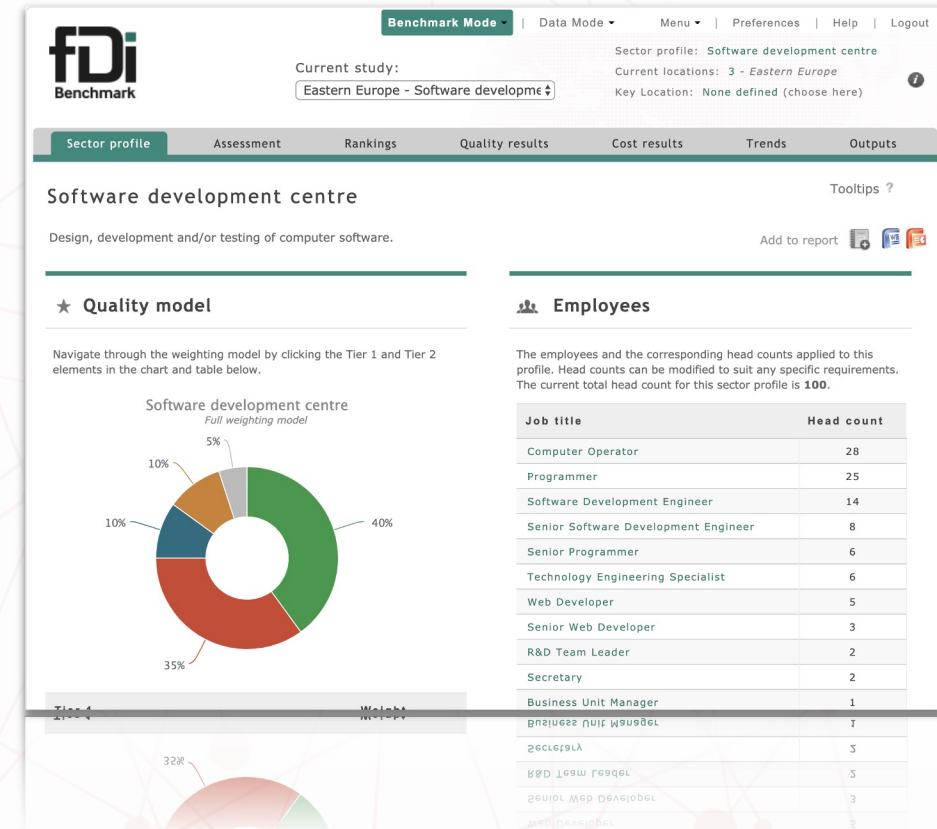
# A subscription to fDi Markets includes

- ✓ Access to the lead generation tool, Investor Signals (see Investor Signals slide)
- ✓ Unlimited access to the online analysis and reporting tools to navigate the database of over **200,000 FDI project** records, dating back to 2003
- ✓ Downloads of online reports
- ✓ Saved searches
- ✓ Access to the investment Newswire, delivering real-time news alerts on your area/s of interest directly to your inbox
- ✓ Customised training sessions
- ✓ Ongoing customer support from a designated Account Manager

# Powerful Location Benchmarking to Drive Positioning

fDi Benchmark assesses the relative competitiveness of countries, regions and cities worldwide in more than 65 sectors – the only fully interactive tool in the industry.

Its comprehensive location data series covers the main cost and quality competitiveness indicators for over 900 locations around the world.



[VIDEO: INTRODUCTION TO FDI BENCHMARK](#)

# A subscription to **fDi** Benchmark includes

- ✓ Unlimited access to the advanced online analysis and reporting tools to navigate the database of over 900 locations and 67 sectors.
- ✓ Unlimited access and downloads to online reports
- ✓ Save benchmark studies
- ✓ Customised training sessions
- ✓ Ongoing customer support from a designated Account Manager



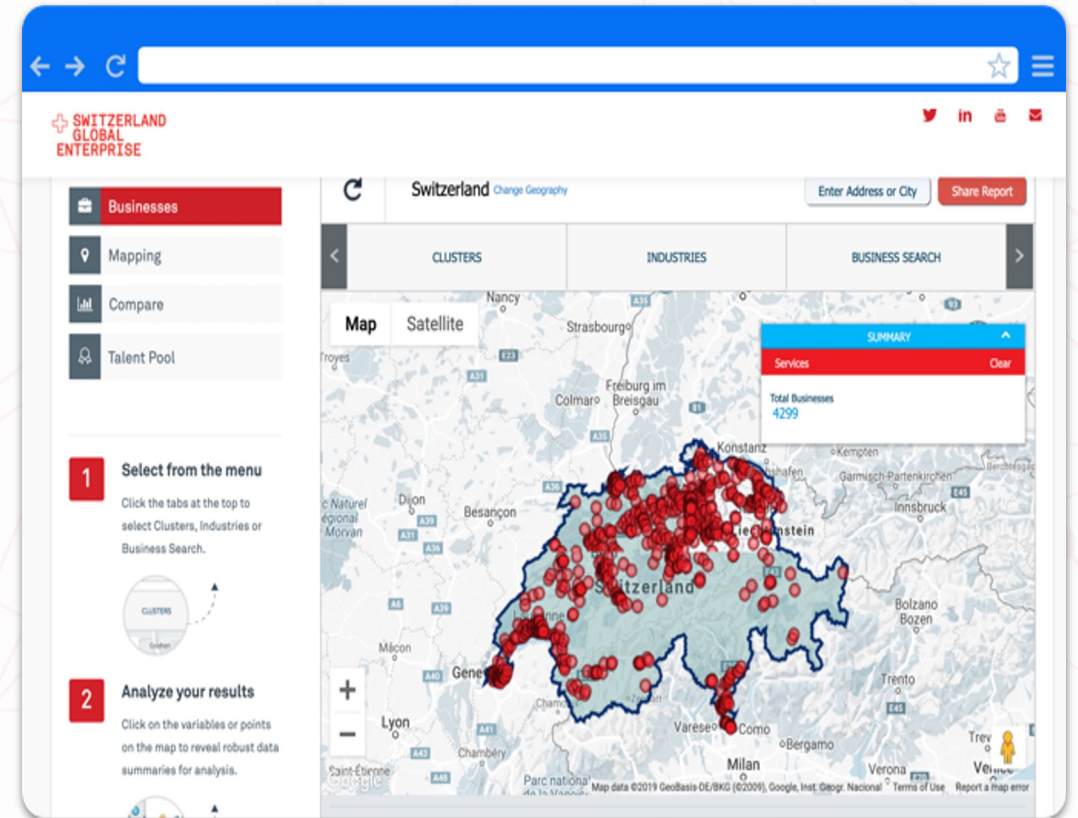


# The Worlds Leading Online Site Selection Data Tool

Don't risk getting eliminated from the corporate expansion process. Highlight the insights companies need to evaluate your assets 24/7

ZoomProspector puts the power of true location analysis directly on your website so site selectors and companies can research, analyze, and drill down into your data with an unparalleled range of analytical tools.

**Inc.** **Bloomberg** **CBS** **c|net** **TE**



[VIEW OUR PRODUCT VIDEOS](#)

&lt; Results

## Wateree Executive Park

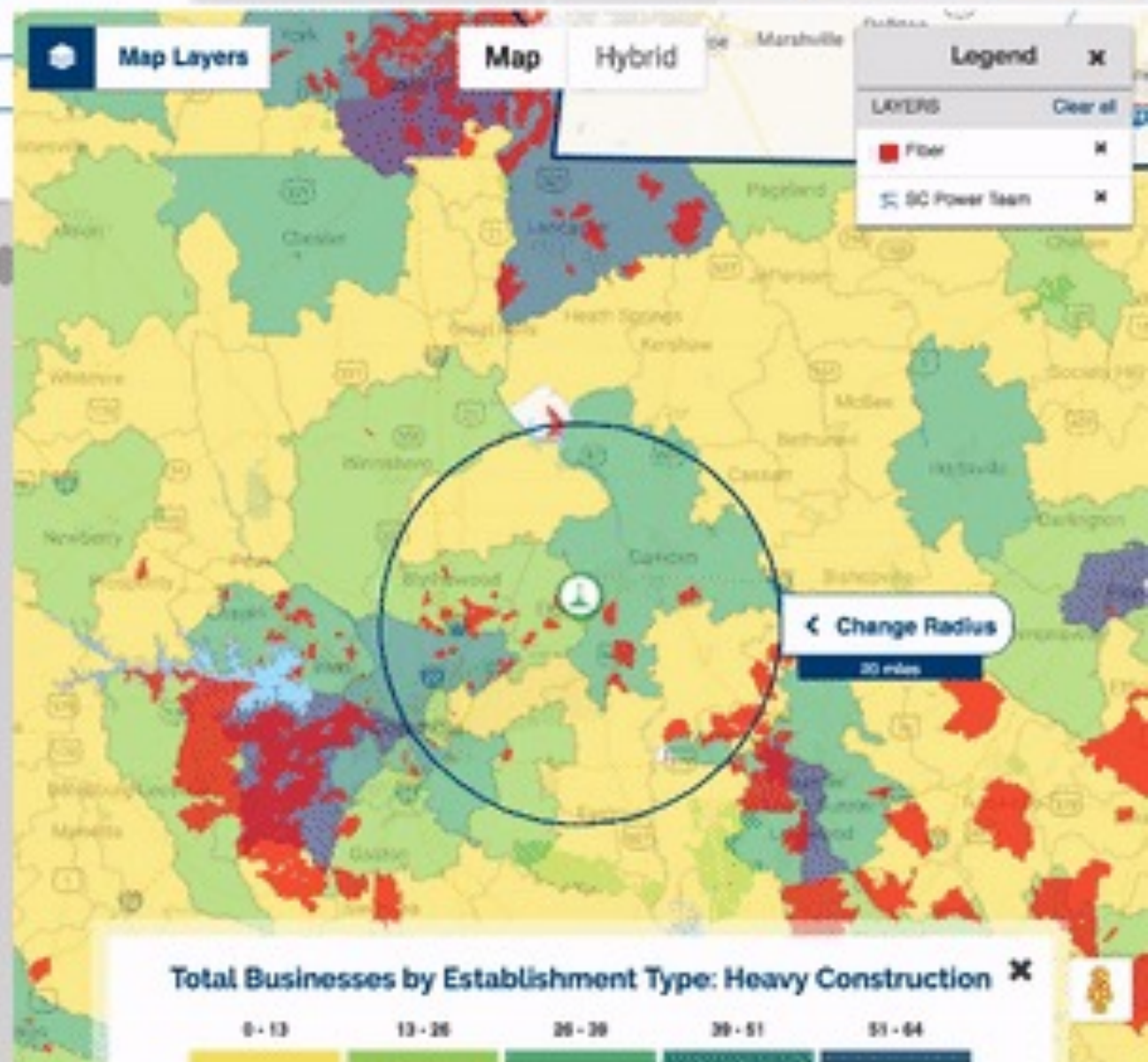
Lugoff, South Carolina 29078 • View Lugoff Profile

PDF Print Share

&lt; Expand Map

## Total Businesses by Establishment Type

	Default	TOTAL	%	
Agriculture, Forestry and Fishing		29	0.18	<input type="checkbox"/>
Agricultural Services		180	1.12	<input type="checkbox"/>
Coal and Ore Mining		6	0.04	<input type="checkbox"/>
Oil and Gas		3	0.02	<input type="checkbox"/>
General Construction		206	1.28	<input type="checkbox"/>
Heavy Construction		384	2.38	<input checked="" type="checkbox"/>
Food Manufacturing		17	0.11	<input type="checkbox"/>
Tobacco Manufacturing		0	n/a	<input type="checkbox"/>
Textile Mills		5	0.03	<input type="checkbox"/>
Apparel and Textile Manufacturing		9	0.06	<input type="checkbox"/>
Lumber and Wood Production		12	0.07	<input type="checkbox"/>
Furniture Manufacturing		4	0.02	<input type="checkbox"/>



# Key Takeaways

1. You see your community at street level. **Companies and their location advisors see you in a comparative context.** Highlight the best of both and make your competitive advantages are relevant and relate to the needs of your current and prospective customers
2. Positioning is creating a defensible identity in the minds of a company or prospect
3. Positioning enables your community to be relevant to your specific target industries, not irrelevant to many
4. Many communities have implemented positioning into their business attraction strategies for years, with great success



**Guillermo Mazier, MBA**

Global Communications Expert Helping Cities  
and Companies Innovate and Improve | Keyn...



# Let's Connect

We'd love to talk about  
all things Investment Attraction.



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# You've got questions. We've got answers.

Trusted data-driven products and services for optimal decision-making

## fDi Strategies

A global consulting team specialising in working with public sector institutions to build resilient economies through a full portfolio of strategy, technology and data solutions to accelerate inward investment.

### Product capabilities

- Consulting services

## fDi Markets

The most comprehensive greenfield FDI tracking database on the market. Powering the most influential global FDI analytics, decision making and identify future opportunities and trends.

### Product capabilities

- Research and analysis
- Consulting services
- Training and capacity building

## fDi Benchmark

Assess the relative competitiveness of more than 900 locations across over 65 sectors to assess global footprint strategies.

### Product capabilities

- Research and analysis
- Training and capacity building

## fDi Institute

An FDI and economic development e-learning platform which provides practical tools you need to enhance your skills and knowledge as an economic developer.

### Product capabilities

- Research and analysis
- Training and capacity building
- Marketing services
- Consulting services
- Business development

## InvestmentMap

Highly innovative solution to track all investment in your location, measure organisational performance and the quality and economic impact of investment, and to market your location to the world.

### Product capabilities

- Research and analysis
- Training and capacity building

## InvestmentFlow

A suite of database platforms which track domestic investments and investor signals in Canada, and the UK.

### Product capabilities

- Research and analysis
- Training and capacity building

## IncentivesFlow

Global deal database tracking real-time financial incentives awarded to companies for foreign and domestic investment projects.

### Product capabilities

- Research and analysis
- Training and capacity building

## Amplify

Unlike traditional CRM systems, Amplify enables EDOs and IPAs to manage their entire investor life-cycle.

### Product capabilities

- Training and capacity building
- Consulting services
- Business development

## fDi Influencers

Unique online contacts platform providing a complete solution for EDOs and IPAs to develop and implement an intermediaries strategy.

### Product capabilities

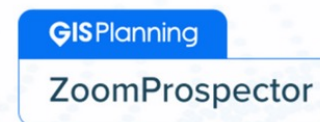
- Research and analysis
- Training and capacity building
- Marketing services



Our cloud-based virtual tour-building software makes promoting your location's top assets simple to do. Use themed tours to inform visitors and drive web traffic.

### Product capabilities

- Research and analysis
- Training and capacity building
- Marketing services
- Business development



Offer web visitors virtual tours of your location's most important features with our powerful, new cloud-based ZoomTour software.

### Product capabilities

- Research and analysis
- Training and capacity building
- Marketing services
- Business development

Scan the QR code to learn more



fdiintelligence.com



# Global Connections for Your Local Economy: Virtual Training Series

1. **Mar. 21:** How to “Sell” Your Community to Foreign Investors | [Webpage Link](#)
2. **Apr. 17:** Crash Course on the Site Selection Process | [Webpage Link](#)
3. **May 1:** “Nailing It” at the 2024 SelectUSA Investment Summit – An Opportunity for Action | [Webpage Link](#)
4. **May 16:** Understanding Your County’s Competitive Advantage and Forming Your Value Proposition | [Webpage Link](#)
5. **Jun. 12:** Wrap-Up Discussion and NACo Resources | [Registration Link](#)

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