



# Strategy Awards 2017 Winners

INVEST HONG KONG HAS BEEN NAMED THE BEST INVESTMENT PROMOTION AGENCY OF THE YEAR IN **fDi**'S 2017 STRATEGY AWARDS, WITH ORGANISATIONS FROM CHICAGO AND COLORADO SPRINGS TO KARACHI AND KROSNO ALSO WINNING ACCOLADES FOR THEIR ECONOMIC DEVELOPMENT EFFORTS. **CATHY MULLAN** REPORTS

## IPA OF THE YEAR

**Winner** – Invest Hong Kong

Invest Hong Kong – also known as InvestHK – has been named Investment Promotion Agency of the Year for 2017, following a strong performance of attracting FDI in 2016. According to greenfield investment monitor **fDi** Markets, estimated job creation from inward foreign investment in the special administrative region stood at more than 10,000 jobs in 2016, the highest level of job creation since 2013.

The number of inbound greenfield FDI projects increased from 149 in 2015 to 166 in 2016, and it hit its highest inbound capital expenditure level since 2013, with nearly \$5.3bn. Investments were made by some major companies including US-based entertainment and leisure company Walt Disney and management consultancy Accenture.

InvestHK approaches investment promotion with a highly targeted focus, emphasising key sectors such as financial services and innovation and technology, but with a vast global reach. Its 70 investment promotion staff at the Hong Kong head office, deployed in nine sector specialist (or other dedicated service) teams, are supported by a network of 30 offices around the world, including about 50 investment promotion staff in investment promotion units (IPUs) in economic trade and consular offices worldwide, and 45 consultants in 15 overseas representative offices in strategic locations not covered by the existing IPUs.

In the next five years, InvestHK will also strengthen its promotional activities overseas and in mainland China, focusing on the development of Hong



Top spot: Hong Kong's is **fDi**'s IPA of the Year for 2017

Kong into a regional maritime services hub, and a platform connecting the mainland with the maritime industry in other parts of the world.

**Highly commended** – World Business Chicago (US)

World Business Chicago (WBC), a not-for-profit public-private partnership, has expanded aggressively since 2012, doubling staff numbers at the agency and tripling funding in the same period. Chicago mayor Rahm Emanuel works closely with the agency, receiving regular updates on project wins and on efforts to secure more foreign investment. He was involved in expanding the board of members – which includes C-level members of more than 80 companies – and is instrumental in implementing the organisation's FDI strategic plan, which sets out objectives by country and target sector.

Throughout the city there is a strong

"IT IS A GREAT PRIVILEGE TO BE PROMOTING HONG KONG, THE BEST BUSINESS LOCATION IN ASIA. INVESTHK IS VERY HONoured TO RECEIVE THIS RECOGNITION FROM A LEADING PUBLICATION ON FOREIGN DIRECT INVESTMENT"

Stephen Phillips, director-general, Invest Hong Kong

co-operation among agencies, including WBC and the Departments of Planning & Development and Business Affairs & Consumer Protection, among others. The city is strong on international outreach and crossborder collaboration, proactively leveraging its global sister city relationships for investment and trade promotion.

## Winners Strategy Awards 2017

### IPA OF THE YEAR

**Winner** – Invest Hong Kong  
**Highly commended** – World Business Chicago (US)

### AFTERCARE

**Aftercare services**  
Hamilton Economic Development (Canada)

### EDUCATION, SKILLS AND TRAINING

**Vocational training**  
Municipal Office of Krosno (Poland)  
**Education and business collaboration**  
The Beacon Council (US)  
**Adult education and re-skilling**  
Greater Spokane Incorporated (US)  
**Knowledge transfer**  
Szczecin City Hall (Poland)  
**Performance management**  
Auckland Tourism, Events and Economic Development (New Zealand)

### HUMAN CAPITAL

**Recruitment assistance**  
City Hall of Katowice (Poland)  
**Ongoing professional development**  
Frisco Economic Development Corporation (US)  
**Talent attraction**  
Municipality of Kraków (Poland)

### INCENTIVES

**Sector incentives**  
Brisbane Marketing (Australia)  
**Training incentives**  
CIT Sinaloa (Mexico)  
**Company growth support**  
Invest Hong Kong

### INNOVATION INITIATIVES

**Supporting new technology**  
Bydgoszcz Regional Development Agency (Poland)  
**Smart-city initiatives**  
World Business Chicago (US)  
**Cleantech initiative**  
Kingston Economic Development Corporation (Canada)  
**Encouraging innovation**  
ACI Medellín (Colombia)

### INTERNATIONAL OUTREACH

**International outreach**  
World Business Chicago (US)

### MARKETING SLOGAN

Commerce Lexington Inc (US):  
'Here's our proof'

### R&D, SCIENCE AND TECH SUPPORT

**R&D, science and tech support**  
Ignite Fredericton (Canada)  
Invest Hong Kong  
Montréal International (Canada)  
Invest Ottawa (Canada)  
Szczecin City Hall (Poland)  
Wrocław Agglomeration Development Agency (Poland)

### STARTUP AND SME SUPPORT

**Startup and SME support**  
Invest Hong Kong

### SOFT LANDING

**Soft landing services**  
City of Richardson (US)

*Individual categories:*

#### AFTERCARE

Commended for aftercare services:  
Hamilton Economic Development (Canada)

The Hamilton Economic Development agency implemented a thorough aftercare programme, Hamilton Calling, dedicated to ensuring that companies investing in the city are well settled and supported. About 100 companies are visited annually, and assistance is provided in a range of areas, including training programmes, exporting, marketing and expansion or relocation within the community. A customer relationship management system is used to track and monitor visits and company information, and allows the agency to stay in contact and up to date with investors. A formal report on the year's activities is published annually.

#### EDUCATION, SKILLS AND TRAINING

Commended for vocational training:  
Municipal Office of Krosno (Poland)  
The Regional Centre for Vocational Education and Modern Technologies in the city of Krosno, south-eastern Poland, offers training solutions using the newest technological advances for investors' potential employees. Private training and education can be given, so the city can respond quickly to the shifting demands of the labour market and offer

an attractive talent pool to companies that can be adapted and moulded to their needs. Disciplines include mechanics, mechatronics and aviation. Employees' continuous professional development is encouraged and more than 110 people take part in such programmes each year.

Commended for education and business collaboration: The Beacon Council (US)  
The Beacon Council in Miami works to bridge the gap between the needs of investors and the institutions training the local workforce. Degrees and education programmes have been added to the curriculum of local education institutions to focus on specific sectors, as required. Degree courses have been established in such areas as international supply chain management, animation and gaming and cyber security. Meetings are set up between colleges and local business leaders from target industries, to ensure skill gaps are being filled adequately.

Commended for adult education and re-skilling: Greater Spokane Incorporated (US)  
Greater Minds is an adult education programme that was introduced by Greater Spokane International, the economic development organisation for the metropolitan region in Washington state, with the aim of helping adults get back to college and finish a degree programme. Higher education institutions,

in collaboration with the business community, aim to increase the proportion of Greater Spokane residents with a high-quality and in-demand degree qualification to 60% by 2025, from its current rate of 40%.

Commended for knowledge transfer  
Szczecin City Hall (Poland)  
Szczecin City Hall helps the transfer of knowledge between industry and academia, encouraging and coordinating co-operation between business and science. Service Inter-Lab is a centre for the transfer of knowledge for the service sector and is located at the city's university. The Business Innovation Support Centre provides services to entrepreneurs, students and scientists alike. Co-operation with the city's West Pomeranian ICT cluster offers companies conditions that foster growth, helping investors (including startups) to access knowledge and contacts. A programme with West Pomeranian University of Technology provides advisory and training services for knowledge transfer, financing for R&D, and support for academic entrepreneurship.

Commended for performance management: Auckland Tourism, Events and Economic Development (New Zealand)  
Auckland Tourism, Events and Economic Development takes the lead in promoting the city to international investors. The agency applies a disciplined approach to training its staff to ensure optimum performance, and works ►

“WE ARE CONSTANTLY WORKING ON OUR INVESTORS SUPPORT PROGRAMME, WHICH IS ONE OF THE MOST IMPORTANT FACTORS OF THE CITY’S INVESTMENT ATTRACTIVENESS”

Marcin Krupa, mayor, Katowice



with individual managers on performance and development plans, outlining goals and objectives in line with wider goals for the agency. Performance is monitored and reviewed on a quarterly basis, when resources are allocated to ensure the objectives for the period are met efficiently. Team performance is measured against an economic impact analysis framework, offering insight into the efficacy of economic development on economic growth.

**EXPANSIONS, RETENTIONS AND PROJECT WINS**

Commended for project retention: City of Brampton (Canada) – GAP SPNegócios S/A (Brazil) – L’Oréal

Commended for project wins: Brisbane Marketing (Australia) – Asahi Beverages  
World Business Chicago (US) – Wanda  
Kingston Economic Development Corporation (Canada) – Feihe International  
The Beacon Council (US) – EMD Serono (a division of Merck)  
Montréal International (Canada) – ON Entertainment  
North Country Chamber of Commerce (US) – Norsk Titanium

Commended for expansion and reinvestment: City of Joinville (Brazil) – General Motors  
The London Economic Development Corporation (Canada) – Hanwha L&C Canada  
Mobile Area Chamber of Commerce (US) – LenzingFibers  
Invest Trinidad and Tobago – iQor

**HUMAN CAPITAL**

Commended for recruitment assistance: City Hall of Katowice (Poland)  
Katowice’s city hall is instrumental in connecting investors with qualified staff for their operations. The city organises

job fairs for investors, in collaboration with local academic careers centres, which also manage databases of candidates. A special website was created to allow investors to post job advertisements, and the local district labour office offers a range of initiatives, including internships, personalised training courses and reimbursement for expenses incurred equipping workstations.

Commended for ongoing professional development: Frisco Economic Development Corporation (US)  
Frisco Economic Development Corporation, in partnership with Frisco Chamber of Commerce, runs the Frisco Young Professionals network, connecting local young professionals with professional development events, such as networking and information events. The Frisco Young Entrepreneurs Academy aims to instil an entrepreneurial spirit among young people in school grades six to 12.

Commended for talent attraction: Municipality of Kraków (Poland)  
In collaboration with local companies, the Municipality of Kraków runs the inKRRK! initiative, which over the course of four projects works to encourage young people to choose the city as their base to work and live, and promote the city as a good place to develop a career. The second initiative, inKRRK! Keep on Developing, aims to promote the companies in the city as places where young people can further develop their careers. Companies are supported in finding suitable candidates for internships.

**INNOVATION INITIATIVES**

Commended for supporting new technology: Bydgoszcz Regional Development Agency (Poland)  
The regional development agency for Bydgoszcz, in Poland’s Kuyavian-Pomeranian Voivodeship, created the

role of innovation development specialist to support the implementation of new technologies for new investors. Investors can also take advantage of Bydgoszcz Industrial and Technology Park and workshops for software developers. The agency also conducted the ‘Bydgoszcz Open to IT’ campaign, which included promotional activities promoting IT industry in the city.

Commended for smart city initiatives: World Business Chicago (US)  
In collaboration with the University of Chicago, an array of smart city initiatives has been implemented and can be promoted to investors by World Business Chicago. Modular sensors in the city can collect environmental, infrastructure and traffic data. The agency describes it as a “fitness tracker” for a city’s liveability factors.

Commended for cleantech initiative: Kingston Economic Development Corporation (Canada)  
Kingston Economic Development Corporation is making it a priority to attract cleantech investors to the southern Ontario city. The agency supports the Carbon XPrize project and acts as an international ambassador for the city, with the aim of attracting up to 20 startups in the field. Kingston Economic Development Corporation aims to attract companies active in cleantech and carbon transformation.

**EXPANSIONS, RETENTIONS AND PROJECT WINS**

**Project retentions**  
City of Brampton (Canada)  
SPNegócios S/A (Brazil)  
**Project wins**  
Brisbane Marketing (Australia)  
World Business Chicago (US)  
Kingston Economic Development Corporation (Canada)  
The Beacon Council (US)  
Montréal International (Canada)  
North Country Chamber of Commerce (US)  
**Expansion and reinvestments**  
City of Joinville (Brazil)  
The London Economic Development Corporation (Canada)  
Mobile Area Chamber of Commerce (US)  
Invest Trinidad and Tobago (Trinidad and Tobago)

Commended for encouraging innovation: ACI Medellín (Colombia)

The technological district Medellín aims to attract knowledge-intensive businesses in ICT, health and energy sectors to Medellín, Colombia's second largest city. Investors in the district can take advantage of tax exemptions and the 'plug and play' project, offered in the district's innovation and business centre.

A business network for hi-tech manufacturing companies affords investors the opportunity to forge relationships further down its supply chain, with contacts in the automotive, electric appliances and motorcycle sectors.

#### INTERNATIONAL OUTREACH

Commended for international outreach: World Business Chicago (US)

World Business Chicago has established a wide range of initiatives to ensure a huge international network. In December 2013, the agency established its China initiative, with the mayor Rahm Emanuel signing a memoran-

"WE ARE DELIGHTED OUR STRATEGY TO ATTRACT INVESTMENT IS AGAIN ONE OF THE BEST ACROSS THE REGION"

Nick Hill, chief executive, Auckland Tourism, Events and Economic Development



dum of understanding (MOU) that made the city the official US gateway for a host of Chinese cities (including Beijing and Shanghai).

This was followed with a trade delegation to China in 2015, and since the original MOU in 2013 more than \$1bn of trade has been agreed. In a similar vein, a London initiative was signed in 2016, when the agency worked with the mayor's office to host a delegation from its London counterpart.

A range of other international initiatives include its Sister Cities initiative, which includes special agreements and MOUs with 28 global cities, and an economic partnership agreement with Mexico City.

#### INCENTIVES

Commended for sector incentives: Brisbane Marketing (Australia)

Brisbane can offer investors strategic incentives for companies in its target sectors. As a result of hotel investment incentives, hotel rooms in the city have increased by more than 2300 since 2012. This figure is expected to rise to 4215 by 2018. The expected impact on the economy is significant: an extra 2200 direct jobs and an additional A\$4bn (\$3bn) being pumped into the local economy.

Commended for training incentives: CIT Sinaloa (Mexico)

Training grants are offered to investors ▶

## SPOTLIGHT ON GDYNIA ADVERTISEMENT FEATURE



**WINNER**  
fDi Strategy Awards 2017  
Specialism Award: Maritime



## GDYNIA - POLISH SMART CITY

IDEAL CLIMATE FOR INVESTMENT, MODERN BUSINESS AND LIVING

Gdynia was the first city in Poland and this part of Europe to receive the ISO 37120 certificate and be registered on the international open city data portal ([www.dataforcities.org](http://www.dataforcities.org)), where you can check the city's position compared to global leaders like London, Amsterdam or Dubai. Having a **SUSTAINABLE DEVELOPMENT CERTIFICATE** is an important starting point for negotiations with investors. It confirms the **CITY'S ECONOMIC AND SOCIAL COMPETITIVENESS** on a global level.

As one of the most important ports in Poland, Gdynia is primarily focused on promoting the broadly understood **MARITIME ECONOMY** as well as the TSL industry. The port in Gdynia specializes in handling general cargo, mainly unit loads transported in containers and loaded or unloaded in a ro-ro system, based on a well-developed multimodal interconnectivity network and supply base. There are 200 companies specialised in this field in Gdynia. In addition, the booming industry currently includes 18 shipyards, as well as ship and port equipment manufacturers. The largest shipyards operating in Gdynia **COMPETE ON QUALITY, EXPERIENCE** as well as expertise, rather than on price. They specialise in naval ship building, marine structures, shipbuilding, offshore structures as well as modernisations and wide-ranging reconstructions. Gdynia's shipyards build off-shore wind farm service vessels, research vessels, motorway construction barges, battery-operated hybrid ferries, purse seiners and other specialised units. It is worth noting that half of all logistic and shipping companies in the region is located in Gdynia. Thus the city is the most natural and convenient location for thematic conferences, such as The Maritime Economy Forum, attended by the most important people and companies from the maritime industry, which has been hosted by Gdynia for many years.

When compared to other business sectors, the maritime industry dominates, but the city is not limited only to the sea. Gdynia and the remaining cities of the "Tri-City" area (Gdańsk and Sopot) have already become **THE GREATEST BPO/SSC ZONE IN POLAND**.

The economic potential of Gdynia is enhanced by the presence of service centres of large entities offering multiple job positions for educated staff, such as: Thomson Reuters, Sony Pictures Entertainment, DNV GL, WNS Holdings Ltd, Geoban and Misys.

Investors, who wish to provide **GOOD WORKING CONDITIONS** and, as a result, satisfaction with life and work to their employees will be happy to know that standard of living in the city is very high. Ranked among **THE BEST ECONOMIC POTENTIAL** Mid-sized Cities by fDi Magazine in 2017, the city boasts a well-educated, creative, entrepreneurial and ambitious workforce. Moreover, **87% OF GDYNIA CITIZENS ARE SATISFIED** with living in the city, what is an exceptional result on a national scale.

Human resources, quality of life as well as office space potential determine the choices the companies make in regard to location. In the coming years, Gdynia will host investments expanding the office space area of the **HIGHEST STANDARD**. At this point it is impossible not to mention **THE SEA CITY PROJECT** including several independent investments which will be developed within the next several years in the waterfront area. These projects will provide nearly **500,000 M2 OF MODERN OFFICE** and commercial space found in an exceptional location – at the meeting point of the land and sea, in the strict centre of the city.

Gdynia is a great supporter of business endeavours, both on a large and smaller scale at each stage of business activity - **WE KNOW WHAT INVESTORS EXPECT** and we assist them by providing everything they need to be successful on the market.

#### WINNER

Top 5 Mid-sized Polish Cities of the Future 2017/18 - Overall

#### WINNER

Top 5 Mid-sized Polish Cities of the Future 2017/18 - Economic Potential

#### WINNER

Top 5 Mid-sized Polish Cities of the Future 2017/18 - Business Friendliness

**WEB STRATEGY AWARDS**

**Best website**

Greater Spokane Incorporated (US)

**Branding campaign**

Orlando Economic Development Commission (US)

**Social media strategy**

Kingston Economic Development Corporation (Canada)

in Guasave, western Mexico, where salaries of new employees are subsidised with government funds. CIT Sinaloa is responsible for the promotion of Guasaveto international investors, and each company investing in the city is assigned an account executive to support the investor and advise on incentives available.

Commended for company growth support: Invest Hong Kong

A dedicated fund worth \$1bn for branding, upgrading and domestic sales was launched in 2012. The fund provides support for enterprises and non-profit organisations to allow them to develop brands, upgrade and restructure operations, and promote sales in mainland China.

**MARKETING SLOGAN**

Commerce Lexington Inc (US): 'Here's our proof'

Lexington, Kentucky, is famed for its bourbon, and the marketing slogan 'Here's our proof' is a play on words, with a nod to its signature drink as well as encouraging potential investors to examine the business successes in the city.

**R&D, SCIENCE AND TECH SUPPORT**

Commended for R&D, science and tech support: Ignite Fredericton (Canada)  
Fredericton's Knowledge Park is the only technology and research park for knowledge-based companies in New Brunswick. The district is home to 37 companies with future plans for additional buildings and plans to grow the knowledge-based industries in the city. Planet Hatch, New Brunswick's flagship business accelerator, offers a range of services for start-up companies to encourage entrepreneurship and growth. Ignite Fredericton, Planet Hatch and the Knowledge Park collaborate to work as one organisation and benefit investors.

Invest Hong Kong

The Innovation and Technology Fund was established in 1999, and supports innovation and technology investors in

**Return on Investment Winners**

New York City Economic Development Corporation (NYEDC) has topped fDi's ranking for return on investment (ROI) – a crucial measure of success that indicates the economic development organisation for the US's most important financial and economic hubs makes clever use of its budget for investment promotion and economic development.

For the ROI ranking, the budget and staff information that is provided on the FDI Strategy submission of fDi Magazine's rankings throughout the previous year for its Locations of the Future indices is set alongside FDI data for the corresponding year where applicable. This data was collected from fDi Markets, the online FDI tracking tool from fDi Intelligence. Analysis was carried out on this data to determine the efficacy of these resources employed by investment promotion agencies and those responsible for attracting FDI. These results were then scored, with 10 being the highest score available.

NYEDC spends a large part of its budget on projects that improve the liveability of the city, and improve factors that foster eco-

nommic growth. Through its efforts it attracted 159 greenfield FDI projects, according to fDi Markets.

In second position, the small, efficient budget for Wrocław Agglomeration Development Agency in Poland is used to promote the city as a leading destination for investors, as well as supporting companies wishing to reinvest or expand in the city, helping it net 26 greenfield FDI projects in 2016.

The City of Kraków has ranked first for ROI of personnel investment. Seven people are employed in the city's Investor Support Centre and are dedicated to investment promotion, and 23 FDI projects were tracked by fDi in 2016. Training is given on a range of topics, including presentation skills and influence techniques.

Invest in Bogotá, ranked second for personnel ROI, employs 40 staff. Eleven of these are dedicated to investment promotion and facilitating inward investment, while others focus on market intelligence, investment climate, marketing, communications and administrative functions. Staff are trained in both World Bank and internal methodologies, and also attend conferences and seminars to improve their skills.

**TOP 10 fDi'S RETURN ON BUDGET INVESTMENT RANKING 2017**

RANK	LOCATION	COUNTRY	SCORE
1	New York	US	10.000
2	Wrocław	Poland	5.932
3	Wuxi	China	3.224
4	Mississauga	Canada	3.221
5	Los Angeles	US	3.213
6	Grodzisk Mazowiecki	Poland	2.740
7	Brampton	Canada	2.617
8	Kraków	Poland	2.000
9	Las Vegas	US	1.962
10	Toruń	Poland	1.791

**TOP 10 fDi'S RETURN ON PERSONNEL INVESTMENT RANKING 2017**

RANK	LOCATION	COUNTRY	SCORE
1	Kraków	Poland	10.000
2	Bogotá	Colombia	9.715
3	New York	US	9.710
4	Hong Kong	Hong Kong	7.496
5	Wrocław	Poland	7.474
6	Santiago	Chile	7.391
7	Miami	US	6.649
8	Piotrków Trybunalski	Poland	6.478
9	São Paulo	Brazil	6.259
10	Montreal	Canada	5.902

Hong Kong, benefiting nearly 6000 projects to date. In 2015, the government established an extra fund, the Enterprise Support Scheme, which provides finance for the R&D activities of private sector companies.

Montréal International (Canada)

Tax benefits are available to investors operational in R&D activities. The scientific research and experimental development allowance offers 15% tax credits allocated by the government of Canada

and 14% refundable by the government of Québec. The 'Strategic Aerospace and Defence' initiative covers up to 30% of the cost of strategic R&D projects through refundable contributions.

Invest Ottawa (Canada)

The Ontario Innovation Tax Credit (which offers 8% tax credit to qualifying companies in addition to federal tax benefits) and the municipal CIT programme, which help investors to reduce time and costs of development projects, are just

two incentives on offer to support research investors in Ottawa. Invest Ottawa also offers companies one-on-one advice on the incentives that would most benefit their investments.

**Szczecin City Hall (Poland)**

The Regional Centre for Innovation and Technology Transfer in Szczecin helps companies with advisory and training services. Training is offered in knowledge transfer, R&D financing, supporting academic entrepreneurship and coordinating cooperation between science and local business.

**Wrocław Agglomeration Development Agency (Poland)**

The city's research centre, Wrocław Research Centre EIT, and Wrocław Technology Park offer state-of-the-art laboratories and equipment and an international team of specialists to operate the lab and offer support. Wrocław's academic hub offers a platform for government, local academia and the city's business society to come together to encourage knowledge transfer and growth in R&D activities.

**"TO INVESTORS, KARACHI OFFERS WELL-DEVELOPED IT, BANKING AND ROAD INFRASTRUCTURE AND MUCH MORE"**

Muffasar Atta Malik, CEO, Karachi Chamber of Commerce & Industry



**START-UP AND SME SUPPORT**

Commended for start-up and SME support: Invest Hong Kong  
Invest Hong Kong began a global initiative in 2013, seeing an opportunity in the growing start-up scene. StartmeupHK was launched to promote the city as a leading destination for start-up companies to use Hong Kong as a launchpad from which they could grow their business. The StartmeupHK portal was enhanced in 2015 to include more interactive elements and resources to allow companies to share their stories. Road shows and international promotional events have raised awareness, while each year InvestHK hosts the StartmeupHK festival, show-

casing the benefits Hong Kong can offer new companies.

**SPECIALISM AWARDS**

**Fintech: Invest Hong Kong**

A dedicated financial technology (fintech) team was set up in Invest Hong Kong in September 2016, to promote Hong Kong as a premier destination for fintech start-up companies. The fintech team provides investors in the sector with a one-stop-shop experience, and encourages fintech R&D companies to establish operations and grow in the city. About 40 fintech start-ups have been assisted since launch, and the team has had engagements with companies and communities in the sec- ▶

**SPOTLIGHT ON GRODZISK MAZOWIECKI  
ADVERTISEMENT FEATURE**



**Grodzisk Mazowiecki is punching above its weight as an investment destination and proving that size does not matter when it comes to attracting businesses.** The city of 29,000 people located 30 km from the Polish capital of Warsaw is landing large FDI projects and capturing the notice of international investors.

Companies such as PepsiCo, Danfoss, H&M, Raben, Panattoni, Goodman, 3M, Gedeon Richter, Aryzta and Trouw Nutrition have invested in Grodzisk Mazowiecki, attracted by its convenient location, low costs, skilled workforce and business-friendly administration.

The city has had a particularly strong 2017 in terms of its international recognition, winning prestigious awards from **fDi Magazine** at the beginning and conclusion of the year.

In February 2017 Grodzisk Mazowiecki was named the **fDi** Small Polish City of the Future after ranking number one in its population bracket in the magazine's biannual benchmark of Polish cities for their potential for investment. And in December 2017 the city placed number six globally in **fDi's** Return on Budget Investment ranking which measures the efficacy of city resources employed towards attracting FDI. In short, Grodzisk Mazowiecki is among the best cities in the world for getting a return on its economic development budget in the form of foreign direct investment wins.

However, as successful as recent years have been for Grodzisk Mazowiecki, its prospects look even brighter in the years

ahead. The Polish government has announced a plan to build a massive new international airport adjacent to the municipality's north-west border, which will be accompanied by high-speed rail, a hyperloop, a freeway ring, a conventional train and the A2 Berlin-Moscow freeway exit ramp, all intersecting with the terminal.

This large-scale infrastructure project and a broader 'Airport City' surrounding it will offer high-quality dedicated commercial investment space as well as new residential options.

The new airport and accompanying infrastructure will make it even easier for the world to discover Grodzisk Mazowiecki and connect this small but thriving Polish city to international markets.

**Gmina Grodzisk Mazowiecki**

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**GRODZISK  
MAZOWIECKI  
PROVES  
SMALL IS  
BEAUTIFUL**

The Polish city is fast becoming a world leader in return on investment

Sponsored by

**Grodzisk Mazowiecki**



**SPECIALISM AWARDS**

**Aerospace**

Greater Spokane Incorporated (US)

**Cybersecurity**

Colorado Springs Chamber of Commerce and EDC (US)

**Fashion**

New York City Economic Development Corporation (US)

**Fintech**

Invest Hong Kong

**Hotels and tourism**

Brisbane Marketing (Australia)

**Life Sciences**

New York City Economic Development Corporation (US)

**Maritime**

City Hall of Gdynia (Poland)

tor in Europe, the US, Australia and South America.

**Maritime:** City Hall of Gdynia (Poland)

The maritime sector is important to Gdynia, a city on Poland's northern coast. The city boasts a modern port that is specialised in handling cargo and has a range of multimodal facilities to benefit investors. Regular shipping lines and a ferry terminal also operate out of the port. There is a focus on further improving infrastructure to support investors in the shipping industry and in logistics, as part of the city's 'Logistics Valley' initiative.

**Life Sciences:** New York City Economic Development Corporation (US)

A public-private partnership between the New York City Economic Development Corporation (NYEDC), Celgene Corporation, GE Ventures and Eli Lilly has pledged at least \$150m in the life sciences funding initiative to launch between 15 and 20 projects in the sector by 2020. The aim is to support new technologies and products for researchers in a range of areas, including medical devices, diagnostics and digital life sciences technologies. The sector will receive further support by the way of a \$500m plan to establish lab space, nurture the workforce and forge partnerships.

**Fashion:** New York City Economic Development Corporation (US)

Building on its reputation as a global fashion capital, budding designers and investors can take advantage of a range of benefits of locating in New York. The

Design Entrepreneurs NYC initiative gives investors access to a mini-MBA programme, preparing them with the necessary skills for running a fashion label. The CFDA fashion incubator is located in the Garment District, and offers low-cost studio space to potential investors, along with educational seminars and networking opportunities.

**Hotels and tourism:** Brisbane Marketing (Australia)

Brisbane's tourism infrastructure strategy has been introduced to focus on attracting investment that improves the city's tourism and visitor economy. Several developments are in Brisbane Marketing's sights, including cruise ship terminals, and major tourist attractions will drive tourist demand and, it hopes, investment.

**Cybersecurity:** Colorado Springs Chamber of Commerce and EDC (US)

A national cybersecurity centre has been developed at the University of Colorado's campus in Colorado Springs, and has been described as the "lead organisation in facilitating the region's cybersecurity development strategy".

**Aerospace:** Greater Spokane Incorporated (US)

More than 120 aerospace companies are based in the Spokane region in Washington state, with more than 12,000 people employed in the sector. The region is home to the fifth largest aerospace cluster in the US, and Greater Spokane Incorporated is dedicated to improving its capacity to serve as a supply chain for the sector. A partnership between local government, higher education and private industry, the Aerospace Initiative for Recruitment, works to boost recruitment.

**EDITOR'S CHOICE AWARD**

Commended for advocacy: Karachi Chamber of Commerce & Industry (Pakistan)

The editor-in-chief was impressed with the energy displayed by Karachi Chamber of Commerce & Industry (KCCI), which showed a dedicated and proactive approach to investment attraction. KCCI has a special committee for international affairs to implement memoranda of understanding and for FDI advocacy. The agency has been instrumental in changing policy decisions to encourage a more business-friendly environment for investors, in areas such as taxation, energy availability and infrastructure. KCCI also holds meetings with ambassadors, consul gen-

**EDITOR'S CHOICE AWARD**

**Advocacy**

Karachi Chamber of Commerce & Industry (KCCI) – Karachi, Pakistan

erals and trade specialists to assess FDI opportunities and turn opportunities into real investments.

**WEB STRATEGY AWARDS**

Best website: Greater Spokane Incorporated (US)

A comprehensive website, [www.greaterspokane.com](http://www.greaterspokane.com), offers investors a full picture of living and establishing operations in Spokane, Washington. Sections of the website offer information on policies including economic development, education and workforce and regulatory affairs. The website also includes a relocation guide for companies moving to the city, with a detailed online magazine giving information on local transportation facilities, education and health information.

**Methodology**

For these awards, the **fDi Intelligence** division of the Financial Times considered all the submissions we have ranked between October 2016 and October 2017 in the FDI Strategy category of **fDi Rankings**. This totalled 117 locations.

**IPA of the Year and Individual Awards**

The judging panel—consisting of members of **fDi Magazine's** editorial and research teams—reviewed all the submissions to establish a list of bespoke awards and the IPA of the Year.

**Online Strategy Awards**

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

**Marketing Slogan**

For these awards, the judging panel reviewed the marketing slogans of the 117 locations.

**Return on Investment Ranking**

For the ROI ranking, the budget and staff information that is provided on the FDI Strategy submission was recorded, alongside FDI data for the corresponding year where applicable. This data was collected from **fDi Markets**, the online FDI tracking tool from **fDi Intelligence**. Analysis was carried out on this data to determine the efficacy of these resources employed by IPAs and those responsible for attracting FDI. These results were then scored, with 10 being the highest score available.

Even more usefully, the dedicated economic development site, [www.advantagespokane.com](http://www.advantagespokane.com), has a wealth of data, stats and geomapping tools for site selectors, all enabled by geographic information system technology.

**Branding campaign:** Orlando Economic Development Commission (US)  
 'You don't know the half of it' campaign  
 A multimedia campaign from the Floridian city of Orlando capitalises on its strong reputation as a vacation destination while implying there is more to learn. Creative elements use a play on words such as 'Fantasy, meet reality', 'Our home is more than our castle', 'Not just characters, but character', and 'Welcome to tomorrow land'. The imagery reinforces the messages with photography of industry innovations, cutting-edge technology and the city's high quality of life.

**Social media strategy:** Kingston Economic Development Corporation (Canada)  
 Kingston Economic Development Corporation focuses on actively engag-

"FOR A SMALL CITY, WE PUNCH ABOVE OUR WEIGHT. IT'S WHY BUSINESSES ARE CHOOSING FREDERICTON, AND WHY WE ARE LEADING CANADA IN SECTORS SUCH AS CYBERSECURITY, IT AND BIO SCIENCES"

Mike O'Brien,  
mayor, Fredericton



ing with its audience through a variety of tools. The agency demonstrates an integrated approach across its different media accounts: Twitter, Facebook, Instagram, YouTube and Snapchat. In 2016, about 30,000 views were recorded across all platforms, which were cross-promoted with a variety of local organisations including Queen's University, Ontario East and Tourism Kingston. A hashtag campaign was launched throughout 2016, when #TeamYGK was used when promoting any business success in the city. ■

**SPOTLIGHT ON TASHKENT  
ADVERTISEMENT FEATURE**

**TASHKENT LOOKS TO THE FUTURE**

**Tashkent, the capital of the republic of Uzbekistan, is the most populated city in Central Asia, with developed economic clusters and famous cultural and scientific centres. It is the largest industrial centre not only of the country, but of the entire region. The city accounts for 20% of all manufactured products in Uzbekistan. The largest airport in Central Asia, major railway junctions and motorways are all located here.**

Tashkent is a multinational city. The population is 3 million, 40% of whom are representatives of more than 120 ethnicities and nationalities.

Since independence in 1991 and until last year, the government pursued an extremely restrained economic policy. Today, the country is undergoing drastic changes. Friendly relations are being restored with many countries, including neighbouring CIS countries. Under the leadership of new president Shavkat Mirziyoyev, the country is rapidly taking a completely new course of development in all areas, including economic, political, international and social spheres.

The government is doing everything it can to improve business and investment climate. The president is constantly reaching out to both local and international business communities with the message that the government will facilitate a new political and business environment, protecting private property and rights of investors. As a result, a large-scale urban development plan has been launched in Tashkent which will erect new residential buildings, business centres and hotel complexes, and build roads and industrial infrastructure. Service and tourism industries are receiving an especially notable boost.

One of the brightest events of the year is the launch of Tashkent



City International Business Centre project, a brand-new modern central business district that will house major international corporates and financial powerhouses in the heart of the city. A number of renowned development and construction firms are joining the project.

Since the beginning of 2017, \$4.2bn of foreign investment entered Uzbekistan. GDP grew at an annual rate of 7% in the first half of the year. This is one of fastest growth rates in the world. Foreign trade is showing even more dynamic performance.

In order to support the manufacturing sector and enhance its capacity, five small industrial zones have been created in the city of Tashkent, where foreign and local investors place their manufacturing units, making use of provided benefits and preferences.

Currently, Tashkent is open to co-operate with financial and industrial companies, international institutions, tourists and other visitors. The rejuvenated city is optimistic regarding its future and ready to write new business success stories.

**Sponsored by Tashkent City**