

Strengthening Service Delivery of Investment Promotion Agencies

IN FOCUS



The Comprehensive Investor Services Framework

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FINANCE,
COMPETITIVENESS &
INNOVATION

INVESTMENT PROMOTION
FOR IMPACT

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Table of Contents

INTRODUCTION	1
RATIONALE	2
UNDERSTANDING THE INVESTMENT LIFE CYCLE	4
SERVICING INVESTORS ACROSS THE LIFE CYCLE	5
DEFINING THE FOUR CATEGORIES OF SERVICES PROVIDED BY IPAs	5
MARKETING SERVICES	5
INFORMATION SERVICES	7
ASSISTANCE SERVICES	8
ADVOCACY SERVICES	8
CONCLUSIONS	9
REFERENCES	11
ANNEX 1: THE CISF MENU	13





Research shows that investment promotion agencies (IPAs) may be the best public institutions to meet government objectives for attracting, establishing, retaining, expanding, and linking productive private investment. As part of this, IPAs need to provide relevant, high-quality services to investors at different stages of the investment life cycle. Informed by its research and experience in global operations, the World Bank Group introduces the Comprehensive Investor Services Framework (CISF), a catalog of specific services to meet investor needs. IPAs can use this investor-centric framework to design service offerings in line with their strategic focus and promotion capacity.¹

Introduction

The rise in prominence of foreign direct investment (FDI) has been matched by a global proliferation of public institutions mandated to pursue it.² Nearly 200 investment-promoting institutions exist as part of national governments, while some 2,000 are estimated to operate as arms of subnational governments. Though such a fierce increase in competition may be felt most strongly in years when FDI flows decline, even in times of growth governments must compete for new FDI and keep established investors from leaving for more competitive locations.

Opinions differ on the types of services IPAs should offer to address investors' needs. Until the early 2000s, investment promotion was used mainly as a tool to influence and attract potential

investors. IPAs paid little attention to investment establishment or post-establishment services, and many governments around the globe still underestimate the importance of IPA services beyond attracting investment. An internal World Bank survey of IPAs in 2017 revealed that most IPAs' investor services fall within the attraction stage. (See figure 1 for IPA service-delivery heat map.) Many investment promotion programs — typically labeled *promotion*, *facilitation*, and *aftercare* — leave important service gaps.

This note introduces the Comprehensive Investor Services Framework (CISF). The CISF is a comprehensive, investor-centric, and service-oriented approach that helps governments and IPAs understand the importance of providing relevant, standardized services to the investor at

¹ The In Focus note “Establishing a High-Performing Institutional Framework for Foreign Direct Investment (FDI)” provides policy advice on the institutional set-up of IPAs (Heilbron and Whyte 2019). Key factors that directly affect the quality of IPA services include high-level government support, strategic focus and alignment, institutional autonomy and collaboration, mandate clarity, and adequate financial and human resources.

² Before 1990, annual global FDI inflows had exceeded US\$200 billion. As various globalizing factors came into play (cheap fiber-optic communications, the internet, the containerization of cargo, and so forth), global FDI inflows rose dramatically, reaching a record high of US\$1.9 trillion in 2007. Even during the past decade, which was marked by the global financial crisis and macroeconomic problems, annual global FDI inflows averaged US\$1.5 trillion (UNCTAD 2018).

Figure 1. IPA Services Offered by Category and Investment Stage: Mostly at the Attraction Stage

Percentage of responding IPAs				
Stage Category	Attraction	Entry and establishment	Retention and expansion	Linkages and spillovers
Marketing	92	52	39	20
Information	94	61	49	23
Assistance	78	78	63	29
Advocacy	93	53	36	22

Source: Data from internal global survey of IPAs, World Bank Group 2017.

Note: Stages are grouped according to the World Bank Group's proposed investment policy and promotion life cycle (attraction, entry and establishment, retention and expansion, and linkages and spillovers). IPAs were asked which specific services they provided to investors. Their responses were grouped across the four investment life cycle stages and four service categories. Darker green denotes that more IPAs claim to offer that service. IPAs = investment promotion agencies.

every stage of the investment cycle (attraction, entry and establishment, retention and expansion, and linkages and spillovers).³ The CISF helps start the conversation about what services need to be provided, aspiring at improving service delivery to achieve more and better FDI and avoiding typical gaps in service delivery, especially those of traditional IPA promotion programs. Globally, the CISF could help improve and expand the service delivery of IPAs—to both their own and their investors' benefit. Some leading IPAs are already adopting similar frameworks in an effort to optimize their service offering and set a benchmark for the future. One good practice, for example, is for IPAs to ensure their offerings include relevant services for investors in strategic sectors. Realistically, though, IPAs in developing countries may be unable to provide personalized services across all the categories and stages described in this note because of either strategic goals or constraints on resources or capacity.

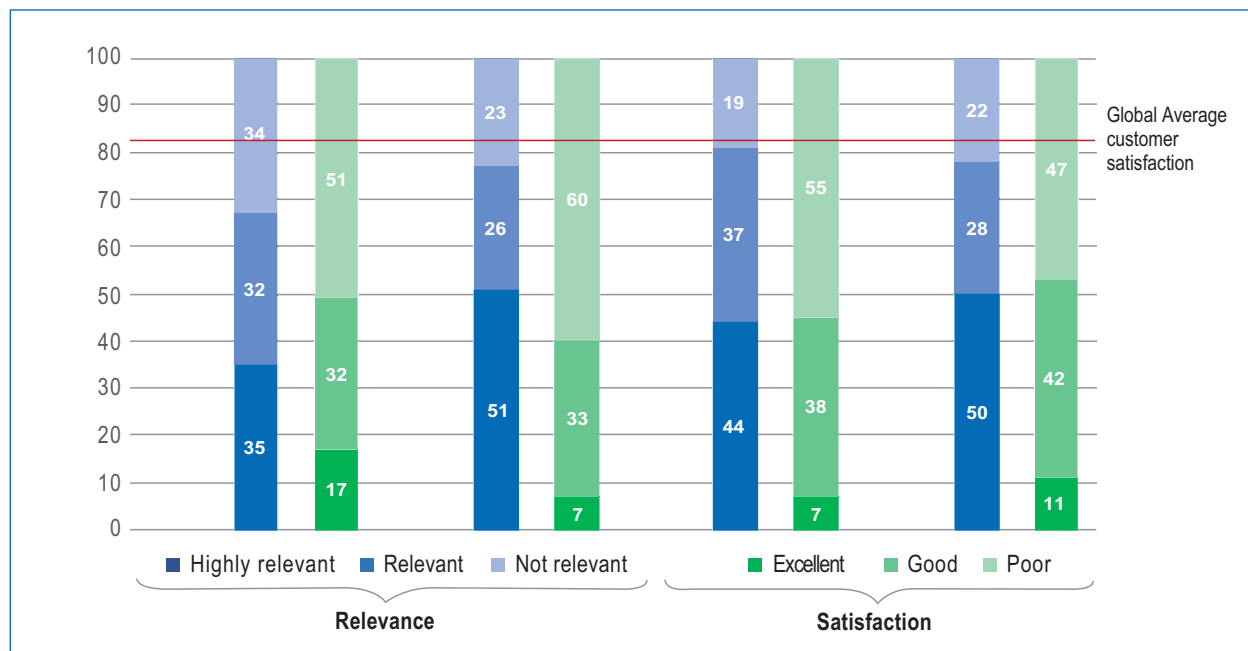
Rationale

A recent investor survey (World Bank, forthcoming) reveals that **multinational enterprises generally find IPA services valuable**. Around 90 percent of the investors surveyed considered at least one IPA service to be important or critically important, having selected services across several categories and stages of the investment life cycle. These services **included advocacy and assistance with operational issues**, which, unfortunately, IPAs tend to ignore.

IPAs may be providing undervalued services to investors while neglecting to offer services that would be highly valued. Figure 2 illustrates the case of a real economy's IPA. This IPA's customer base is dissatisfied with the IPA's services, compared with global averages of customer satisfaction (83 percent). Dissatisfaction is especially strong for those services that investors value the most. The World Bank's 30 years of operational experience in the field confirm

³ Investor services alone cannot attract or retain investors; therefore, an IPA's services must build on the location's attractiveness as an investment destination. This includes providing advocacy services to continuously improve it.

Figure 2. Investor Attitudes toward IPA Services: IPAs May be Delivering Poorly the Most Relevant Services



Source: Data from internal investor services survey in pilot country, World Bank 2018.

Note: Investors were asked how relevant specific IPA services were to them. Then, they were asked to rate their satisfaction with each of the services. The figure summarizes results in four service categories: marketing, information, assistance, and advocacy.

that this view toward IPAs is common in developing economies.

In the past, delivering key services to satisfy investors’ needs, which vary from economy to economy, has not been a focus of many IPAs.

The Global Investment Promotion Benchmarking (MIGA 2006) and Global Investment Promotion Best Practices (GIPB) reports (World Bank 2009, 2012) revealed that only a few IPAs properly provided the most basic service to investors: online information and inquiry handling. World Bank’s 2017 IPA survey also confirmed that IPAs focus mostly on the attraction stage and that a considerable percentage of IPAs leave the investor unattended after an investment decision has been made. (See figure 1.)

Productive foreign investors strive to build long-term, beneficial, and healthy relationships with their host economies. Thus, governments and their IPAs must fully understand investors’ needs and

work toward mutually beneficial relationships by providing relevant investment services and adapting to investors’ changing needs. As in the private sector, IPAs that do not adapt risk losing investors to competing locations.

The CISF considers the four categories of services (marketing, information, assistance, and advocacy) across the four stages of the investment life cycle (with intensity levels varying depending on the IPA or economy). In doing so, the CISF helps IPAs ensure that they offer all relevant services and establish long-term relationships with investors. Specifically, the CISF does the following:

- **It focuses on investors** to get a fuller understanding of their goals, requirements, and challenges.
- **It thoroughly defines services** with the aim of satisfying customer needs across the investment life cycle.

- **It goes beyond the traditional focus of IPAs** — attracting the investor — and the blanket words promotion, facilitation, and aftercare, whose meanings have become diluted over the years.
- **It seeks to establish long-term relationships** among IPAs and strategic investors — from exploration, to establishment, to expansion, and so on — and to make the IPA the investor’s primary adviser in a specific location.

This strategic and far-reaching approach to investment service provision ultimately helps maximize investment and reinvestment opportunities that benefit both investors and location.

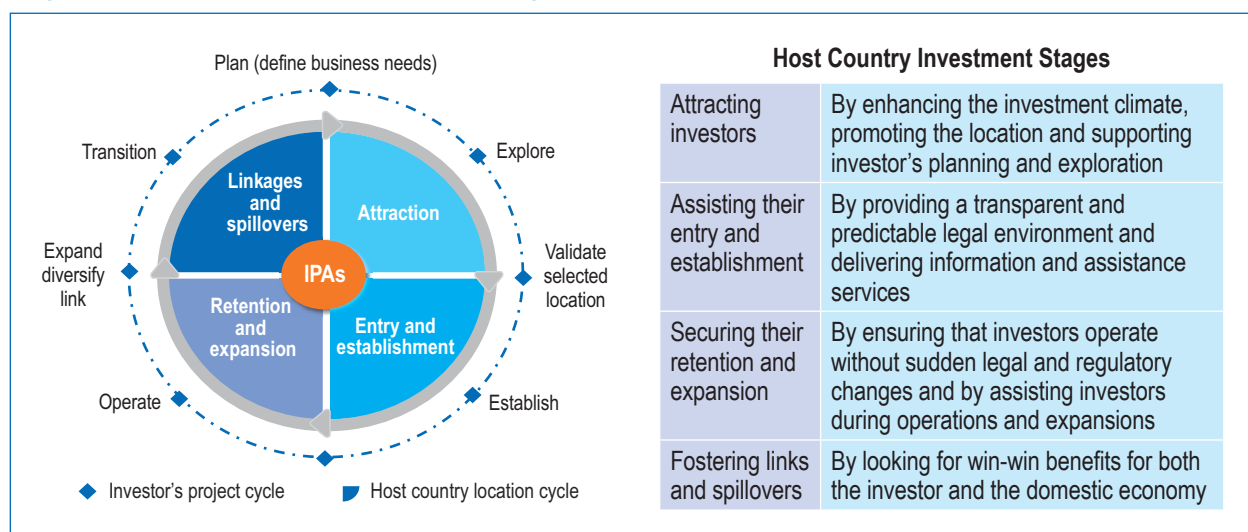
Current discussions by the World Trade Organization that aim to reach a multilateral agreement on investment facilitation highlight the importance of easing certain procedures for investors. What such an agreement might look like remains to be seen, but IPAs will play a key role in identifying and developing the elements of a facilitation framework. In this context, IPA services can improve the transparency and predictability of the legal system, speed up administrative procedures, and enhance cooperation among

relevant stakeholders by resolving grievances and advocating for policy change.

Understanding the Investment Life Cycle

The investment life cycle represents the investment process from beginning to end on both the investor side and the government and IPA side. On the investor side, the cycle maps the investor journey, from planning an investment project; to exploring, researching, and deciding on a location; to entering and establishing operations in a location; to operating in, expanding in, and possibly leaving a location if conditions become less favorable. In less developed economies, foreign investors need more support than do domestic investors—especially when exploring, establishing, and starting operations. On the government and IPA side, the cycle maps the four stages of investment policy and promotion, as shown in figure 3. From an IPA’s point of view, investor services begin with proactive generation of an investment lead (the attraction stage), progress to support of an investor’s entry and establishment in a location, and eventually lead to support of expansion or retention. IPAs should also foster investor linkages and

Figure 3. The Investment Life Cycle



spillovers, and they may need to manage eventual transitions or divestments.

The conceptual framework helps IPAs see themselves as key proactive service providers in an internationally competitive environment for FDI projects. They hope to win investment projects through well-designed services provided with a customer service mindset. The framework also demonstrates that they are part of a government policy to leverage FDI as a tool of economic growth and development.

Servicing Investors Across the Life Cycle

The CISF puts investor services at the core of investment promotion designed to satisfy investors' needs. It divides investor services into four categories — marketing, information, assistance, and advocacy — at each of the four stages of the investment cycle. (See figure 4 and annex 1.)

Because global standards do not exist, governments and IPAs have historically interpreted the traditional concepts of promotion, facilitation, and aftercare in many ways. Such variation often means that basic investor needs are not properly addressed. The innovative approach of the CISF allows IPAs to offer all relevant services

and establish long-term relationships with investors, thereby maximizing opportunities for investment, reinvestment, and embedding.

Defining the Four Categories of Services Provided by IPAs

Marketing services

Traditional business theory defines marketing as an organizational service for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders (Kotler 1988).

Marketing in the context of investment promotion is about generating awareness of the value that an economy can offer to international investors in specific sectors. It implies that an IPA (a) understands investor needs and location strengths, (b) develops a compelling value proposition, (c) raises awareness and positively influences the way investors think about the location, and (d) gets them to take the next steps to invest.

Investors are open to hearing diverse solutions to their challenges. An investor looking to lower costs would likely appreciate an IPA's reaching out with a strong value proposition to reduce the

Figure 4. CISF Matrix

Stage / Category	Attraction	Entry and establishment	Retention and expansion	Linkages and spillovers
Marketing	✓	✗	✓	✓
Information	✓	✓	✓	✓
Assistance	✓	✓	✓	✓
Advocacy	✓	✓	✓	✓

Note: CISF = Comprehensive Investor Services Framework.

investor’s current operating costs by 20 percent. Similarly, an investor facing issues with market access would likely appreciate an IPA’s introducing an option not previously considered. Of note, marketing services are not required at the entry and establishment stage because investors have already selected the location for their investment project.

One-on-one meetings with targeted investors remain the most effective marketing service.

A 2017 survey of corporate executives and site selection consultants outlined that the most effective marketing channel was planned meetings with corporate executives (66 percent of respondents), followed by media relations/publicity, IPA-hosted events, and trade shows. (See table 1.)

It is important to note, however, that investors consider IPAs’ marketing efforts to be “services” only if those efforts are relevant to their business needs. IPAs occasionally conduct general advertising campaigns, such as television

commercials or print advertisements, as part of a wider national branding initiative, though such campaigns are often too broad to sway any particular investor. There is little indication of a good return on investment for IPAs that conduct expensive mass media advertising as a stand-alone initiative. Instead, IPAs might conduct sector-specific advertising through trade journal advertisements, blog posts, or direct communication with potential investors who have been prescreened. IPAs can also identify free or inexpensive ways to target groups of potential investors. (See box 1.)

Reflecting the increasing importance of social media, IPAs and governments use different social networks to target investors and key stakeholders more effectively.⁴ In later stages of the investment life cycle, the purpose of marketing shifts from attracting new investors to educating established investors about IPA services that can help them operate more successfully, expand, diversify, or even link to local suppliers.

Table 1. The Most Effective IPA Communication Channels

Technique	2017	2014	2011	2008	2005	2002	1999	1996
Marketing								
Planned meetings with corporate executives	66	64	57	55	54	53	46	53
Media Relations/Publicity	51	48	33	52	50	21	19	19
IPA-hosted events	51	46	35	45	49	37	42	49
Trade Shows	39	38	35	—	33	32	45	39
Advertising	32	17	16	15	20	21	19	19
Direct Mail	23	14	15	19	23	33	25	25
Telemarketing	17	6	4	4	6	4	6	7
Information								
Websites	74	67	55	56	53	34	37	18

Percentage of respondents that rated 4 or 5 on a 5-point scale

Source: Adapted from Development Counsellors International 2017, with permission.

Note: IPA = investment promotion agency; — = not available.

⁴ Source: Data from internal global survey of IPAs, World Bank Group 2017. According to the survey, LinkedIn is the most popular social media among IPAs (35 percent), followed by Facebook (34 percent) and Twitter (27 percent). YouTube is relevant only for image-building purposes (17 percent).

Box 1. Illustration of Smart Marketing Services

Invest in Turkey identified a way to reach the hundreds of thousands of businesspeople who travel through Istanbul every year. Turkey's Prime Ministry Investment Support and Promotion Agency partnered with Turkish Airlines, which set up an Invest in Turkey splash page on its website. Travelers who used Turkish Airlines' Wi-Fi at its Istanbul airport business lounge were automatically directed to the splash page when connecting to the network. The lounge wows first-time visitors to Istanbul — especially those who may not fully appreciate the sophistication of Turkey's economy — and subsequently directs their Wi-Fi-connected devices to a pitch for investing in Turkey. Wi-Fi users also can download an app with excellent sector-specific data and testimonials. This service is considered of great value to investors. Invest Lithuania did something similar in its international airports and credits the measure with convincing American technology company Revel Systems to consider Lithuania and eventually bring 100 high-skill jobs to the country.

Information Services

Information plays a key role at a very early stage of the investment decision-making process.

Companies deciding where to invest usually put together long lists of potential investment destinations before visiting them. Relevant, accurate, and complete information reduces uncertainty for investors and influences their decisions in favor of locations that provide complete information. Investors discard locations for which they do not have such information, even if those locations would have been a valuable choice for their project.

Several empirical studies confirm that information asymmetries constitute an important constraint on capital flows across international borders (Gelos and Wei 2005; Portes and Rey 2005; Portes, Rey, and Oh 2001). IPAs play a vital role in alleviating information asymmetries (Harding and Javorcik 2011) when they provide the very basic information-related services to investors. Technology has also transformed how people access information, and research indicates that investors use IPA websites as a primary source of information in their decision-making processes. (See table 1.) Although IPA websites have become commonplace and have improved over time, the more dynamic provision of information through inquiry handling has not. Three consecutive

editions of the GIPB report (MIGA 2006; World Bank 2009, 2012) indicated that national IPAs did not consistently handle investor inquiries. Moreover, the quality of service delivery dropped over the years, with a global average score of just 22 percent in 2012.

All information services delivered across the investment cycle complement the marketing services described earlier. Information may be delivered face to face; through websites, webinars, PowerPoint presentations, apps, and social media; and in printed brochures, promotional pamphlets, frequently-asked-question sheets, and white papers, among other materials.

To deliver quality information services, IPAs must maintain information that is credible, accurate, relevant, and comprehensive. It must include sector- or even segment-level data and be up to date on the following:

- The legal and regulatory regime for investment
- Costs of doing business and set-up procedures
- Government support in the form of investor services, as well as fiscal, financial, and administrative incentives
- Available logistics, utilities, and infrastructure

- Available labor, land, facilities, and essential inputs
- Local markets, competitors, suppliers, and service providers
- Competitor locations
- Other business information, particularly as it relates to different types of investment

The type of information sought by investors varies by investment motivation. For example, *market-seeking investors* intend to serve their host markets; therefore, they tend to be interested in the size of local and regional markets and in competitors that offer comparable products or services. *Efficiency-seeking investors* are generally concerned with exports and seek to increase the cost-efficiency of production by taking advantage of location-specific competitive factors. Such factors might include a competitive labor force; a reliable, low-cost energy supply; research and development, design, and logistics services; and proximity to sea lanes. These investors will look, for example, at benchmarking analysis of the location's logistical performance against competing economies. Investors in this category are also interested in information related to regional and global value chains. Resource-seeking investors establish enterprises to access natural resources such as oil, gas, minerals, fertile land, water, and solar energy. Information about specific resource and infrastructure maps, as well as clear guidance on relevant laws and regulatory procedures, is important for these investors. IPAs that can provide these types of granular data and analyses will increase their influence over investors' decisions and strengthen their own image as valuable investment partners.

Assistance Services

IPA assistance services proactively support investors' exploration, establishment, operation, retention, and expansion. These fundamental services reduce common constraints to investments on the ground. IPAs provide contacts, make introductions and connect investors with government

officials and other stakeholders in the economy, arrange site visits, and even join meetings. IPAs solve problems at all stages of the investment cycle and frequently advise both investors and government officials on how to interact for their mutual benefit. Assistance services can be especially important to investors from different cultures or whose home economies are far from the investment location.

A knowledgeable, experienced, and well-connected IPA can help investors more easily navigate the investment location. IPA staff members can make a real difference by taking ownership of the investor's journey, maintaining close contact with the investor, and helping the investor navigate government procedures at all stages of the investment life cycle. Official procedures are not always clear, and they often differ in practice from how they are written. IPA assistance services might include expediting permit approval, coordinating with lawyers, liaising with regulators, and so on. Assistance services also cover introducing and following up with established investors, local service providers, and partners.

On the one hand, the high percentage of IPAs that offer at least basic assistance services in the first three stages of the investment life cycle points to the fundamental nature of this type of service. (See figure 1.) **On the other hand, many IPAs may not currently have the capacity to deliver the relevant, timely, and high-quality assistance services that investors require.** (See figure 2.)

Advocacy Services

Advocacy in investment promotion is about (a) understanding the issues investors face, (b) advocating on their behalf, and (c) influencing stakeholders to improve the investment ecosystem so investors can operate more efficiently and smoothly. Though advocacy efforts can be complex, they ultimately contribute to a structured and sequenced plan to influence decision makers to solve investor challenges. Investors consider advocacy to be the most important service IPAs can provide (World Bank, forthcoming) while Harding

and Javorcik (2011) point out that the weaker the investment climate is, the more important the IPA advocacy function becomes.

As an indirect service, IPA advocacy helps many investors — and the location — achieve key reforms needed for their investments. For instance, IPAs can advocate to improve processes at all stages of the investment life cycle (for example, the visa-granting process) and systematize day-to-day operations (such as expediting customs clearance, eliminating red tape, removing delays in utility connections, or supporting sector-specific reforms). They can coordinate with investors and private sector representatives to identify and solve the challenges that limit FDI, thereby strengthening the investment ecosystem.

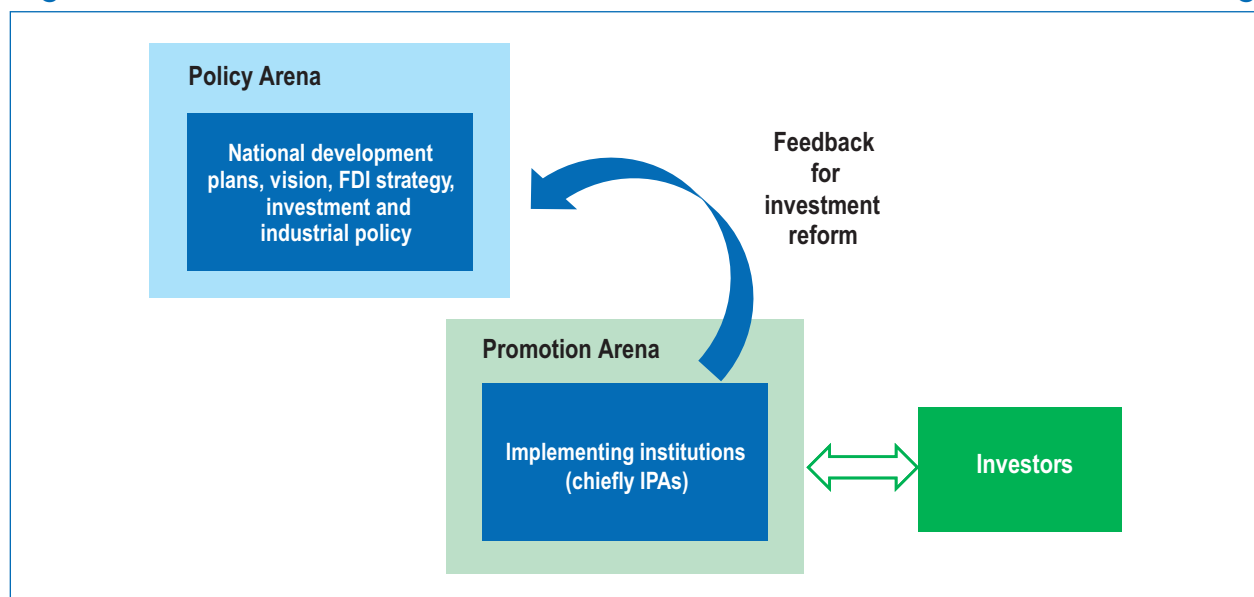
An effective IPA has an advantageous perspective of the investment projects its economy has won and lost, and has access to both investors and policy makers. Leveraging those two factors, an IPA can offer the government insight into constraints on the economy’s investment ecosystem and how they affect the location’s attractiveness to investors. (See figure 5.)

By analyzing priority sectors’ specific project challenges, IPAs can advocate for reform. Doing so, however, requires that staff members have certain skills (such as legal, economic, public administration, and stakeholder management skills) and that IPA management be willing to dedicate internal resources to formulate solutions that legislators, public administrators, and relevant stakeholders (such as utilities or other service providers) can easily adopt. Once a solution is adopted, many investors benefit.

Conclusions

IPAs can effectively harness FDI if a number of policy-related preconditions are in place (investment fundamentals such as investment policy friendliness and competitiveness for the particular project), However, IPAs may not be delivering relevant, high-quality services to investors. This may be because IPAs do not tend to be service oriented or fully understand investor needs across the investment life cycle—at least beyond the attraction stage, where most IPAs seem to gravitate.

Figure 5. Contact with Investors Allows IPAs to Influence Investment Policy



Note: FDI = foreign direct investment; IPA = investment promotion agency.

Box 2. How Common are CISF-Defined Investor Services among Leading IPAs?

In collaboration with chief executive officers and investment promotion directors of six leading IPAs, the World Bank piloted the CISF in 2019. The objectives were (a) to identify the services considered good practice among practitioners of investment promotion and (b) to clarify which metrics, targets, and tools are used to measure, deliver, and improve those services.

- The services provided most frequently by these IPAs (over 80 percent) include image building, participation in business events, and one-on-one outreach; production of informational materials such as investment guides and regulatory roadmaps; response to and follow-up on investor queries; assistance with first-time site visits; guidance on regulatory and other procedures, including project management; monitoring of investment status; and channeling of investor grievances to relevant authorities.
- The services provided by the majority (60–80 percent) include production of sector-specific brochures and profiles that reflect market intelligence; support during follow-up site visits; outreach to gather information on grievances; and advocacy services such as identification of challenges that limit FDI, as well as submission of and follow-up on investment policy proposals.
- The services provided less widely (fewer than 60 percent) include advertisement in media of priority sectors; promotion of priority sectors through participation in investment-related trade shows and networking with intermediaries; provision of information updates and project opportunity profiles (only 17 percent of these leading IPAs); facilitation of investors' participation in networking and matchmaking events, as well as organization of such events; and standardized analysis and reporting of the investment climate for priority sectors.

The CISF pilot mirrored the results of the World Bank's internal 2017 survey of IPAs. Both show that not all IPAs provide all services, and most agencies — including leading global IPAs — tend to be oriented toward the attraction phase and to focus less on the entry, retention, and linkage phases. The best IPAs, however, recognize the need to eliminate any service gaps for strategic investors.

Over the past decade, advanced IPAs adopted a more investor-centric approach to link IPA operations with higher-level policy objectives.

These IPAs seem to provide services that satisfy investor needs across the investment life cycle, which may increase the probability of the investor selecting, staying in, or reinvesting in that location. This does not mean that every IPA provides all services to all investors. Rather, the leading IPAs strategically choose which services to offer.

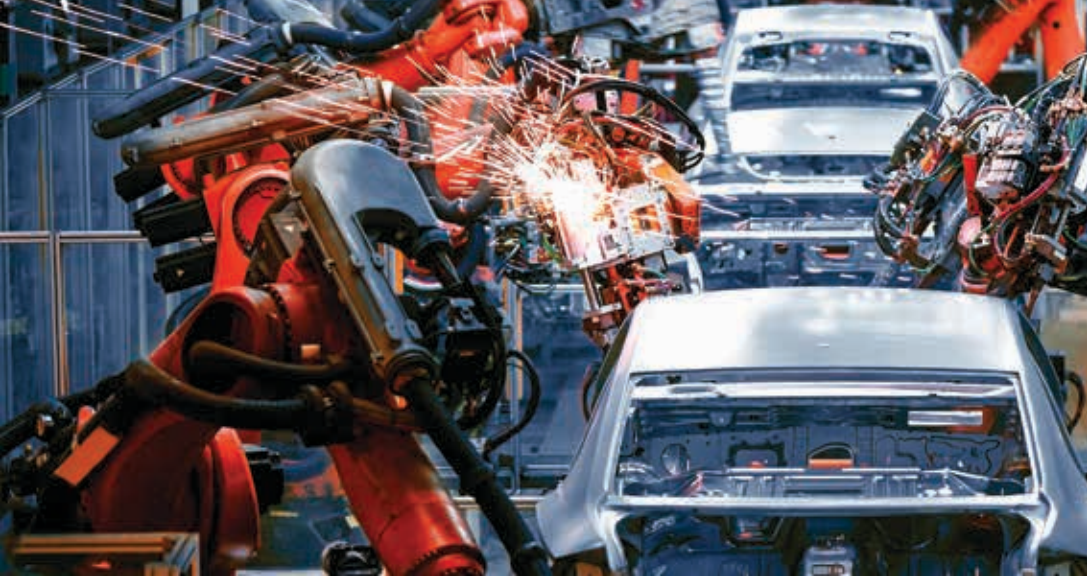
The CISF gives IPAs in developing economies a detailed framework to assess, design, package, and offer vital services for investors according to their capacity and sectoral and economic priorities.

At the same time, the CISF allows IPAs to evaluate

the success of their activities at different stages of the investment cycle. The CISF brings a level of granularity to the field of investment promotion, allowing IPAs to meet a greater number of investor needs ranging from exploration, to start-up, to expansion and linkages with domestic suppliers. Thus, the IPA that uses the CISF as a guide has a greater chance of successfully harnessing the investment its location wants.

However, the CISF is not offered as a prescription.

Future research should attempt to understand the nuances of service provision by level of development and by sector. It should also examine the link between service provision and overall IPA impact.



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Annex 1: The CISF Menu

Category	Service
1. Marketing	1.1. Build or reinforce a positive image of the general investment location and its advantages via a media campaign.
	1.2. Advertise priority sectors through different international media outlets (social media, newspapers, magazines, radio, television).
	1.3. Proactively participate in business events held domestically or abroad to promote priority sectors.
	1.4. Proactively participate in relevant investment-related trade shows to promote priority sectors.
	1.5. Proactively promote priority sectors through a network of intermediaries.
	1.6. Reach out to targeted investors and suppliers domestically or abroad within a priority sector; seek face-to-face meetings to communicate the location's value proposition.
	1.7. Reach out to the main office of established investors within a priority sector; seek face-to-face meetings to communicate the location's value proposition for reinvestment (expansion or diversification).
2. Information	2.1. Issue the location's investment guide — printed, PDF, or downloadable from website.
	2.2. Actively provide updated information.
	2.3. Gather and adapt data and information to include in sector-specific brochures with top reasons to invest in the location.
	2.4. Produce detailed sector profiles based on market intelligence and relevant to investors in priority sectors.
	2.5. Produce detailed project opportunity profiles based on specific information on concrete projects of interest to relevant investors.
	2.6. Issue a guide to regulatory procedures.
	2.7. Provide tailored responses to investors' unique questions and inquiries.
	2.8. Follow up on satisfaction with the service provided in item 2.7 and to determine next steps.

3. Assistance	3.1. Support the first-time site visit (FTSV) with agenda suggestions, planning, and meeting confirmation.
	3.2. Deliver a one- or two-hour comprehensive briefing on the location and accompany the investor during the FTSV.
	3.3. Support the follow-up site visit (FUSV) with agenda suggestions, planning, and meeting confirmation.
	3.4. Accompany the investor to the FUSV.
	3.5. Outside of a site visit, respond to specific requests to introduce the investor to other foreign companies, domestic companies, potential suppliers, and institutions (public, private, educational, or government authorities).
	3.6. Follow up proactively with the investor after the site visit to assess other needs.
	3.7. Provide guidance on government structure and on regulatory and nonregulatory aspects for business start-ups, including entry and establishment procedures, through advice and introductions.
	3.8. Provide comprehensive support through project management intervention for business start-ups, including A-to-Z follow-up; tactical problem solving for individual investors; compliance with licensing, permitting, and regulatory procedures; and support for linking with service providers.
	3.9. Facilitate and coordinate investor participation in initiatives and events that provide networking opportunities in the local market.
	3.10. Proactively coordinate periodic visits to and meetings with individual investors to monitor well-being and explore new investment opportunities.
	3.11. Reach out to investors to gather information on grievances related to government conduct.
	3.12. Direct investor grievances to relevant parties looking for a solution.
	3.13. Invite market players (buyers and suppliers) to relevant events to provide matchmaking opportunities.
	3.14. Organize events for market players (buyers and suppliers) to provide networking opportunities.
4. Advocacy	4.1. Coordinate and interact with investors and private sector representatives to identify the issues and challenges limiting foreign direct investment; define strategies and actions to address challenges.
	4.2. Analyze and report on the state of the investment ecosystem for priority sectors.
	4.3. Formulate and submit proposals to improve the investment ecosystem based on feedback from prospective investors in priority sectors.
	4.4. Advocate and follow up on government actions to improve the investment ecosystem for investors in priority sectors.

