

# Image Promotion of an IPA after Re-organisation



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## Image Promotion of an IPA after Re-organization

### Setting the Parameters

- IPA Typology
- Definition of IPA re-organization
- Does the re-organization of the IPA affect the investment climate/location?
- Definition of image promotion of an IPA

*Key to any re-branding exercise is to improve the product*



## Image Promotion of an IPA after Re-organization

### Setting the Parameters

#### IPA Typology

*Typology of agency can influence image/perceptions*

- *Information providers*-- primary focus on information dissemination, limited in mandate, scale and budget/resources available, limited policy advocacy
- *Information & selected service providers*-- focus on information dissemination, some targeting of investors and facilitation, doing some limited policy advocacy
- *Development partners*-- active in all IPA functions, innovative in approaches and building links with both policy makers and investors, and forward looking in policy advocacy
- *Industry Architects*-- determining industry structures, policies and allocating resources to selected players



## Image Promotion of an IPA after Re-organization

### Setting the Parameters

#### ✓ Definition of IPA re-organisation

An IPA re-organisation can range from:

- hiring additional employees
  - revising the organisational structure
  - becoming a government agency to;
  - changing into a one-stop-shop
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- If the IPA re-organisation is only internal changes/re-structuring, then there is no value in image promotion
  - If the changes are significant, then they need to be communicated
  - What are significant changes.....?



## Image Promotion of an IPA after Re-organization

### Setting the Parameters

✓ **Significant Changes** *Are those that affect the investment climate/ location and have an impact on the decision making of an investor?*

- Domestic policies are reformed providing an opportunity for the agency to change its image
- There is a change in strategic direction by the IPA, e.g. by focusing on new sectors of activity
- The IPA was originally in a government department and is now an independent government agency
- The IPA has legally been re-structured and has become a one-stop-shop
- The IPA has opened offices in four countries

***Changes that positively affect the investment climate/location, therefore affect the investor decision making process***



## Image Promotion of an IPA after Re-organization

### IPA Environment Analysis

#### ✓ Image of the country before re-organisation

- National--media, business community, general public, government , foreign embassies in Moldova
- International – investors/investment community, Moldovan Embassies

#### ✓ Investment Climate -Reputation

*What do they say...*

- Foreign media, local media
- Foreign investors, bilateral chambers of commerce, local business
- Foreign governments
- Benchmarking studies, investment reports etc.



## Image Promotion of an IPA after Re-organization

### IPA Environment Analysis

#### ✓ Issues Analysis

- Where are the negatives/issues?
- Are these issues part of the re-organisation?
- Can these be addressed in the image promotion of the re-organised IPA?



## Image Promotion of an IPA after Re-organization

### Identify IPA stakeholder groups/target audiences

#### Who are the stakeholders?

- National- IPA employees, government, business community, labour groups, general public (taxpayers)
- International – embassies abroad, bilateral chambers of commerce, multilateral agencies-UNDP, BSEC BSTIP

#### Who are the target audiences?

- National –media, government, business community
- International– media, foreign governments, international business community



## Image Promotion of an IPA after Re-organization

### International Communication

- Image promotion of an IPA almost always appears as *the signature* beside the location promotion, it is almost never alone
- The IPA should not be separated from the location during promotion, its purpose is to support the decision and process for re-location and, therefore functions as the pipeline for location promotion and any changes in the investment climate of the location
- A business investor is concerned first, with the location and if there is interest in the location will address the IPA, as a second step

Therefore image promotion of a re-organized IPA is really about:

***Communicating the improvements and changes made to the investment climate of the country/location***



## Image Promotion of an IPA after Re-organization

### National Communication

#### Almost the reverse approach

- Image promotion of an IPA should be ongoing at a national level
- It is most important to have the support of the national stakeholder groups in order to have the political will and financial support from government
- Therefore, the approach on a national level is first, to promote the IPA and its role in securing FDI and second, to promote the positive changes made to the investment climate, or *policy advocacy*
- However, it is wise to allow the government to ride the wave of success—that it made the positive changes to the investment climate, regardless of how much work was done by the IPA through policy advocacy

Therefore image promotion of a re-organized IPA is really about:

***The IPA has improved its abilities/capacities to bring in FDI as a result of the government's political will to improve the investment climate in support of this.***



## Image Promotion of an IPA after Re-organization

### Let's Communicate

#### *Communicating the message*

- What are the changes to the investment climate/location?
- Do the changes address the negatives/issues that existed before the re-organisation?
- Are the changes quantitative or qualitative?

#### **What is/are the message/s**



## Image Promotion of an IPA after Re-organization

### Let's Communicate

#### Communication Approach

The communication is determined by the target audience and stakeholder groups

- International --for example, the foreign business community can be reached in the international financial media or in the sector specific media-"trade media" or at trade exhibitions
- National – for example, the business community can be reached through the major newspapers, business chambers and associations

#### Internal Communication

- Are all the IPA employees fully briefed on all the changes and the effect of the changes on the investment climate/investor perception-decision and on the IPA and its functions?



## Image Promotion of an IPA after Re-organization

### Let's Communicate

#### Communication Tools & Tactics

The communication tools are determined by the target audience and stakeholder groups and of course, by the budget.

#### Tools

- Print Material-promotional brochure, country stats & facts
- Electronic Material – IPA website, promotional DVD, podcasts, e-newsletters
- Co-operative promotion e.g. place messages/articles on websites, newsletters, brochures of stakeholders

#### Tactics

- Media-interviews, editorials and op-ed articles, media conferences, media releases
- Advertising-advertisements, advertorials



## Image Promotion of an IPA after Re-organization

### Let's Communicate

#### Communication Tools & Tactics cont'd.

The communication tools are determined by the target audience and stakeholder groups and of course, by the budget.

#### Tactics

- Sponsorship – conferences, forums, symposia
- B2B meetings at forums etc.
- Speaking engagements/presentations
- Ministerial business missions
- Road Shows
- Small targeted breakfast meetings



## Image Promotion of an IPA after Re-organization

### Main Issues

*Key to any re-branding exercise is to improve the product*

- The IPA is a pipeline/vehicle for location promotion
- The investor investigates the location first, then consults with the IPA
- If the investor is not interested in the location, the IPA serves no purpose
- IPA promotion should be done primarily on a national level
- It is important to have the national stakeholders on side with the IPA
- The government can use the IPA for its own promotion—if it is successful
- If the IPA re-organization affects the investment climate, then the IPA promotes the positive changes to the investment climate, and the IPA improved services (if applicable), concurrently.



## Image Promotion of an IPA after Re-organization

**Thank you !**

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