

Supporting the Reorganisation of the Investment Agency of the Republic of Moldova

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Chişinău, February 2019

Outline

1. Introduction
2. Comparison of tasks, organisational and financing models of selected IPAs (Investment Promotion Agencies)
3. Cross-cutting success factors
4. Conclusions & recommendations for the reorganisation process

Annex:

- Case study 1: Investment Development Agency Latvia
- Case study 2: Berlin Partner for Business and Technology
- Workshop programme

1. Introduction

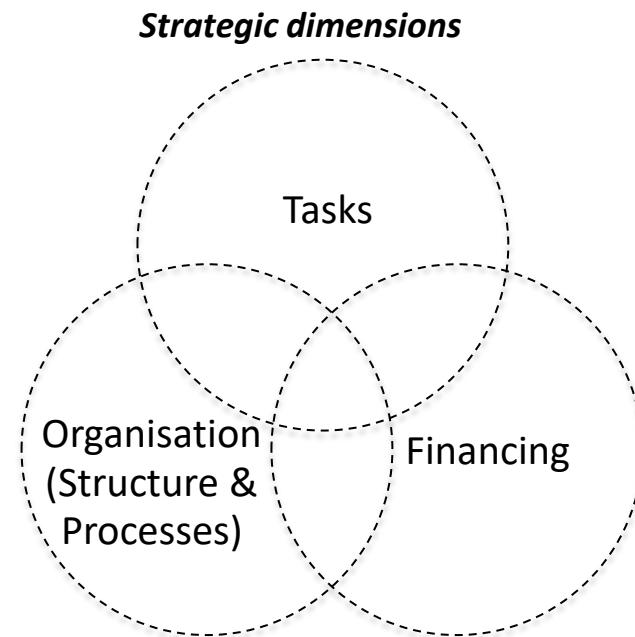
The German Economic Team Moldova has been asked by the Office of the Prime Minister to support the reorganisation of the Investment Agency.

- In a competitive landscape, various countries have reformed their investment promotion agencies (IPAs) in the recent past with the aim of increasing their effectiveness.
- The Government of the Republic of Moldova also has reorganised the institutional landscape in the area of investment, trade and tourism promotion.
- In 2018, the Moldovan Investment and Export Promotion Organisation (MIEPO) has been transformed into the Investment Agency, a central public authority subordinated to the Prime Minister.
- In order to generate synergies, the Tourism Agency has been merged with the Investment Agency as part of the reorganisation process.

1. Introduction

Based on a good-practice analysis and complementary stakeholder interviews, a workshop with the team of the Investment Agency has been carried out to reflect on the status of the reorganisation process and to identify needs and options for refinements.

- Key focus has been on the strategic dimensions (1) tasks, (2) organisation and (3) financing as well as their interaction.
- The configuration of those dimensions varies considerably between IPAs around the globe, depending upon the country-specific ...
 - economic challenges and opportunities
 - policy and strategic framework
 - institutional landscape.
- However, there are a number of cross-cutting success factors to be considered when designing measures to increase the effectiveness of IPAs.



2. Comparison of tasks, organisational and financing models

The comparison of IPAs in the Baltic region and East Germany reveals a wide scope of tasks and considerable differences between the different models. In a number of cases, the portfolio of activities and services has been extended in the recent past.

	Main tasks (selection)							
	Investment promotion and facilitation	Trade promotion	Management of funding programmes / development projects	Start-up support	Innovation support / cluster development	Tourism marketing and development	Regional development and cooperation	Talent attraction and skills development
Latvia	x	x	x	x	x	x		
Estonia	x	x	x			x		x
Lithuania	x		x					
Berlin	x	x		x	x		x	x
Brandenburg	x	x		x	x		x	x
Mecklenb.-Vorp.	x							
Saxonia-Anhalt	x					x		
Saxony	x	x		x	x			
Thuringia	x	x		x	x		x	x

2. Comparison of tasks, organisational and financing models

The majority of IPAs reviewed consists of departments focusing on different service areas. While IPAs in the Baltic region follow the model of a subordinated agency, in Germany private limited companies are common. The subordination of the Investment Agency to the Prime Minister in Moldova represents a competitive advantage.

	Organisational principle	Legal status	Subordination
Latvia	Service areas		
Estonia	Service areas	Agency	Subordinated to Ministry of Economy
Lithuania	Functions		
Berlin	Industries		Private sector as main shareholder (Supervision by Ministry of Economy)
Brandenburg	Service areas		
Mecklenburg-Vorpommern	Industries		
Saxonia-Anhalt	Service areas	Private limited company	State as main shareholder (Supervision by Ministry of Economy)
Saxony	Service areas		
Thuringia	Service areas		

2. Comparison of tasks, organisational and financing models

There is a broad spectrum of financial models used by IPAs around the globe. The funding sources depend on the business model, the institutional set-up and access to (inter-)national funding programmes and schemes.

While most IPAs in Germany receive some form of institutional funding, the financing models often include further forms and sources of funding, e.g.:

- The IPA of the Federal State of Berlin raises a third of its budget with a PPP-model from the private sector.
- The IPA of the Federal State of Brandenburg receives half of its budget in the form of EU project funding.
- The IPA of the Federal State of Baden-Württemberg raises about two-thirds of its budget offering fee-based services such as joint booths at trade fairs.

Berlin bear made up of the logos of all “Berlin Partners”



3. Cross-cutting success factors for IPAs

While the tasks, organisational and financial models vary between IPAs around the globe, a range of common, cross-cutting success factors can be identified:

- (1) Alignment of the three dimensions tasks, organisation and financing
- (2) Focusing on clearly defined core tasks
- (3) Customer-oriented and systematic approach
- (4) Integrated and targeted approach
- (5) An efficient organisational structure that is clear to customers, staff and stakeholders alike
- (6) Coherence between the structure and processes
- (7) Efficient cross-organisational cooperation and coordination
- (8) Perception of the IPA as an attractive employer
- (9) Appropriate long-term funding for core activities
- (10) Efficient monitoring/reporting tools and processes.

3. Cross-cutting success factors for IPAs

(1) Alignment of the three dimensions tasks, organisation and financing

- Reforms addressing only one dimension in isolation – without considering interdependencies – generate only a limited or even a negative impact.
- All dimensions should be aligned to the overarching strategic objectives and frameworks.

(2) Focusing on clearly defined core tasks

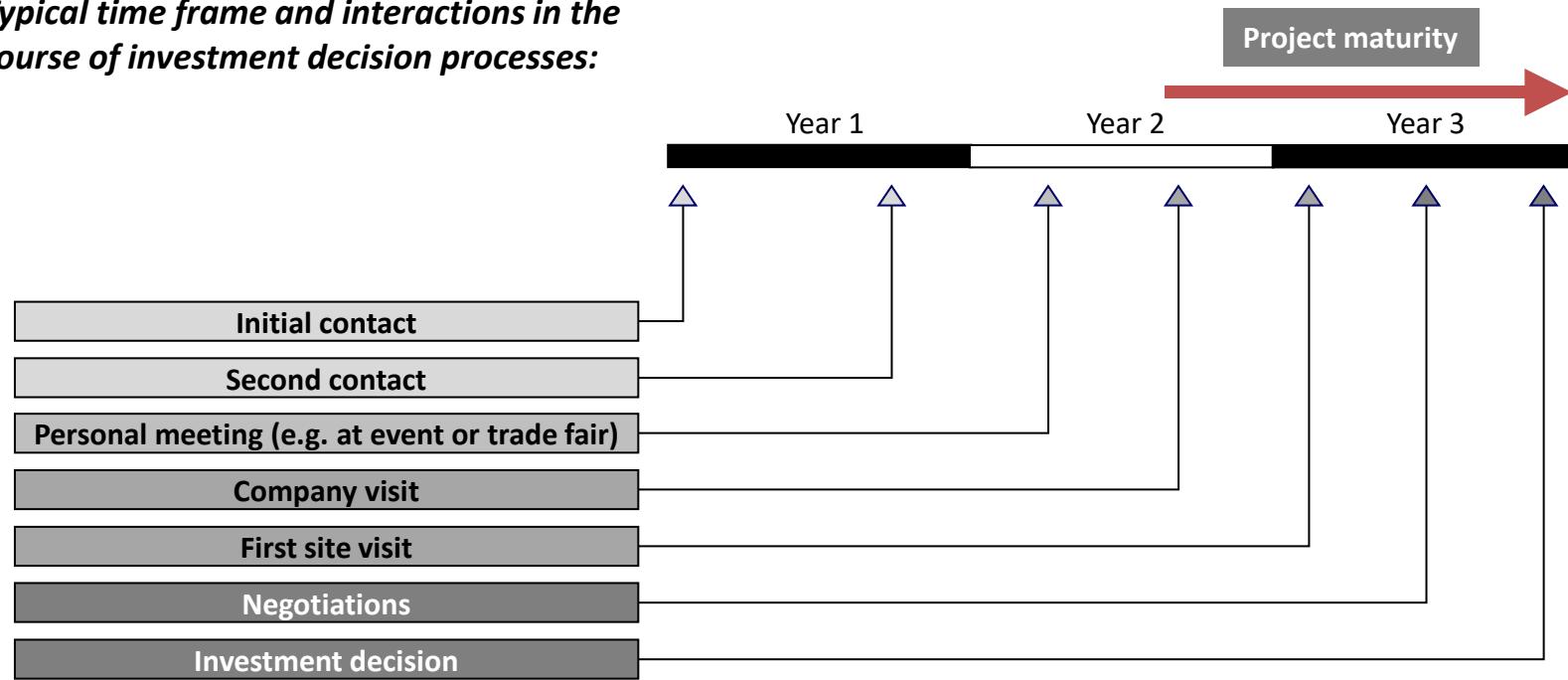
- Many IPAs face difficulties in designing and implementing a clearly defined portfolio of services and activities.
- Singular measures and ad hoc activities (e.g. organising major events, participating in delegations, preparing speeches and statements) often tie up capacities and resources to a large extent.

3. Cross-cutting success factors for IPAs

(3) Customer-oriented and systematic approach

- Successful companies and IPAs both regularly align their services and processes to the customers' needs.
- Tasks such as investment promotion take time and rely on trust and customer relationships which requires continuity and a systematic approach.

Typical time frame and interactions in the course of investment decision processes:

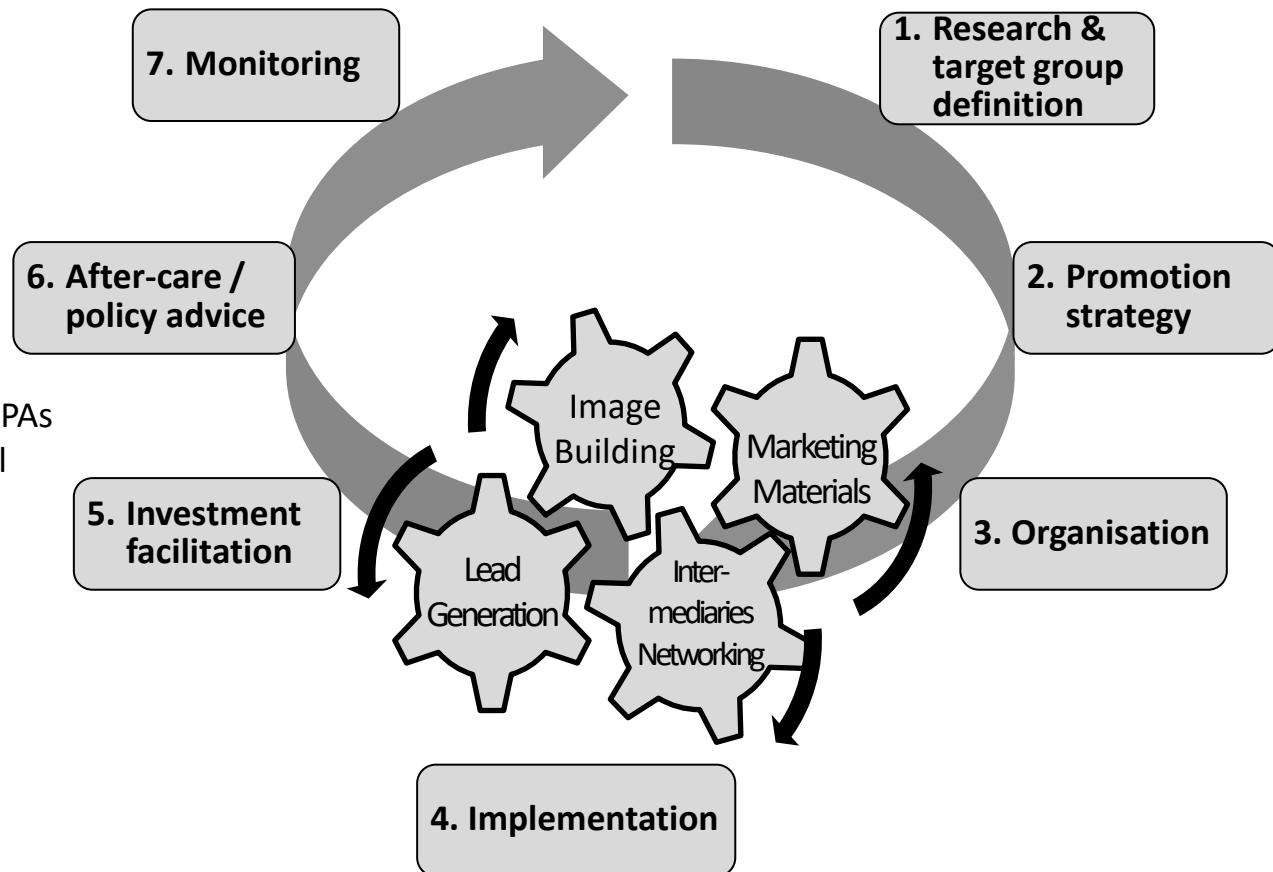


3. Cross-cutting success factors for IPAs

(4) Integrated and targeted approach

- Covering the entire investment attraction cycle
- Utilising synergies between instruments, competencies and organisational units
- Increasing the impact of IPAs as confirmed by empirical research.

Investment attraction cycles:



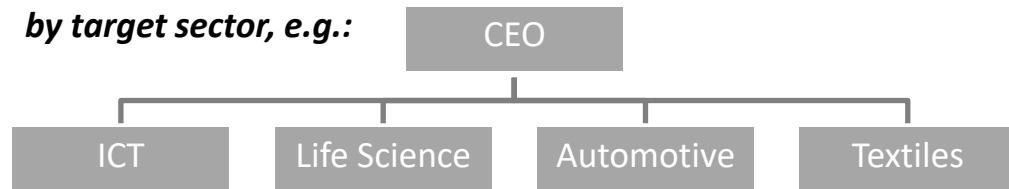
3. Cross-cutting success factors for IPAs

(5) An efficient organisational structure that is clear to customers, staff and stakeholders alike

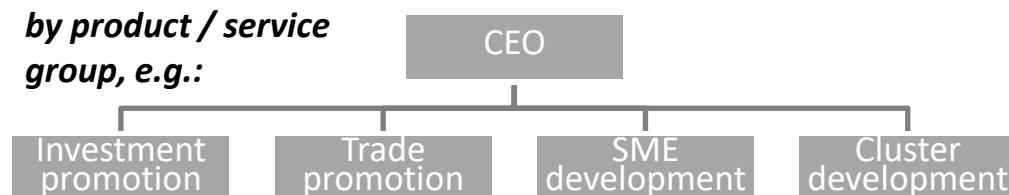
- The structure should facilitate the use of synergies and avoid the duplication of competencies.
- The structure should consequently adhere to guiding organisational principles.
- Common is the divisional structure where the focus is on specialisation by target sectors, regions, or service areas.

Types of divisional structures:

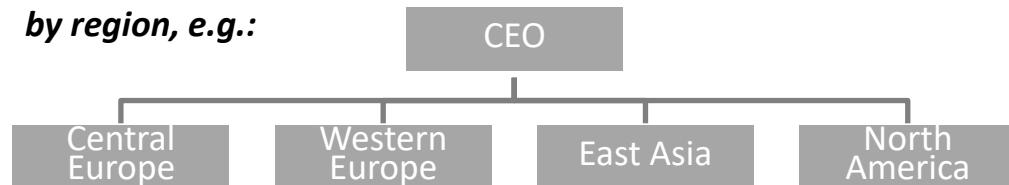
by target sector, e.g.:



by product / service group, e.g.:



by region, e.g.:



3. Cross-cutting success factors for IPAs

Cross-cutting success factors (cont.):

(6) Coherence between the structure and processes

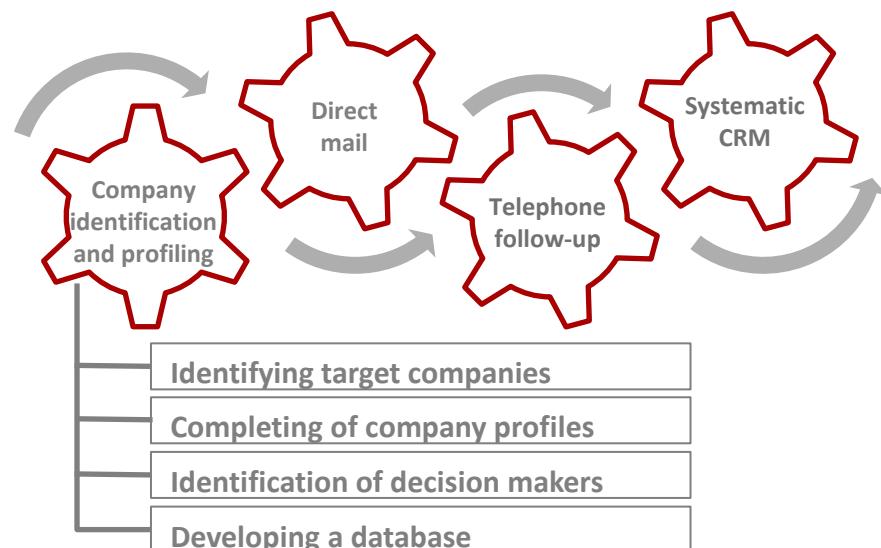
- The flow of processes should not run counter to the way the organisation is structured.
- The processes that are most critical to success should be determined and documented (incl. time frame, key actors and their roles).
- In order to support the processes, marketing and IT tools should be regularly updated and extended in line with the needs of the target groups.

Exemplary break down of the task

“Investment Promotion” into processes:



Exemplary break down of the lead generation process into steps and activities:



3. Cross-cutting success factors for IPAs

(7) Efficient cross-organisational cooperation and coordination

- IPAs are part of a broad landscape of institutions supporting investment, export and tourism including ...
 - Government and public institutions (e.g. embassies, ministries and other agencies, local and regional government, FEZ and industrial parks, administration, universities and research institutions)
 - Industry organisations and networks (e.g. chambers, industry associations, cluster networks)
 - International partners (e.g. donor organisations and projects, development banks)
 - private companies (e.g. real estate developers, financial service and training providers, existing investors).
- Activities should complement each other rather than compete.

(8) Perception of the IPA as an attractive employer

- It is of critical importance for IPAs not only to recruit, but also to retain highly qualified professionals.
- Fluctuation poses a major challenge for building up the necessary capacities and contact networks.

(9) Appropriate long-term funding for core activities

- A systematic, integrated approach requires reliable long-term funding for core tasks and activities.
- Complementary funding sources should be explored without compromising goals and objectives.

3. Cross-cutting success factors for IPAs

(10) Efficient monitoring/reporting tools and processes

- The monitoring and reporting should be based on a focused set of key performance indicators (KPIs) reflecting the defined core tasks.
- The KPIs should comprise result indicators (e.g. jobs created) as well as activity targets (e.g. organised events, after-care visits).
- Modern CRM systems can make an important contribution towards monitoring/reporting.

KPIs of the Investment and Development Agency Latvia (see annex)



The image displays three separate slides from a presentation titled "Case study – Investment and Development Agency Latvia".

- Top slide:** Headed "Selected KPIs for tourism promotion". It lists "Image building and information" under Category and "Indicator" as "Number of visits at tourism platform (million)", "Average time of visit (minutes)", and "Developed tourist information material (types)".
- Middle slide:** Headed "Selected KPIs for export promotion". It lists "Information" under Category and "Indicator" as "Published information items on the website", "Number of participating companies in seminars", and "Number of export related consultations".
- Bottom slide:** Headed "Selected KPIs for investment promotion". It lists "Attraction of investments" and "Investment facilitation and after-care" under Category, with various sub-indicators listed for each.

Each slide includes the GET MOLDOVA logo in the top left corner and page numbers (26, 27, 28) in the bottom right corner.

4. Conclusions and recommendations

Considering the success factors as well as the case studies in the annex, the status of the reorganisation process has been reflected in the workshop with the team of the Investment Agency. Building upon the results as well as complementary stakeholder interviews and analyses, the following conclusions and recommendations can be derived:

- (1) The spectrum of tasks set out in the Regulation of the Investment Agency should be clarified and narrowed down.
- (2) The status of the Investment Agency and its employees should be reviewed and revised to ensure a systematic approach towards investment, trade and tourism promotion.
- (3) Efficient monitoring and reporting processes should be introduced.
- (4) An efficient organisational structure should be developed based on the Regulation of the Investment Agency.
- (5) The spectrum of marketing and IT tools should be regularly updated and extended according to the needs of the target groups.
- (6) Cooperation with all actors involved in investment, trade and tourism promotion (e.g. other agencies, donor financed projects) should be intensified to fully unlock the development potential for the country.

4. Conclusions and recommendations

- (1) The spectrum of tasks set out in the Regulation of the Investment Agency should be clarified and narrowed down.
- Overall, the range of tasks should be reduced, as it exceeds the available resources.
 - The focus should be on clearly defined core tasks to build up specific competences and generate synergies.
 - Targeted investment attraction should be emphasised as a core task. The promotion of the country image is an important prerequisite but not in itself sufficient to attract investment.
 - A number of tasks could be more efficiently covered by partners (e.g. export-oriented trainings) or should be clarified to avoid duplication (e.g. advocacy-related activities).
- **Based upon the results from the workshop, the Investment Agency should prepare a definition of core tasks and seek approval from Government.**
- **As a basis for clarifying the tasks related to the management of the export promotion fund, an evaluation of the scheme should be carried out.**

4. Conclusions and recommendations

- (2) The status of the Investment Agency and its employees should be reviewed and revised to ensure a systematic approach towards investment, trade and tourism promotion.
- The decision to subordinate the Investment Agency to the Prime Minister is a positive signal.
 - However, the transformation of the Investment Agency into a public authority entailing a public servant status of the employees poses a serious challenge to a systematic and effective approach.
 - Investment agencies stand out from other Government institutions with respect to the required skills sets. They rely upon highly qualified employees who are able to work and negotiate at the interface between the top level of the public and private sector in an international environment.
 - The current status of the Investment Agency and its employees will most likely limit the socio-economic impact of the Investment Agency (e.g. regarding job creation, income and revenues for the public budgets).
 - Furthermore, it is likely to limit the potential to participate in international projects and programmes.
- **The Government should review and revise the status of the Investment Agency and its employees.**

4. Conclusions and recommendations

(3) Efficient monitoring and reporting processes should be introduced.

- Currently, the Investment Agency is reporting to various ministries and institutions with different formats, indicators and in varying intervals resulting in a high administrative burden.
 - In future, monitoring and reporting should be based on a focused set of key performance indicators (KPIs).
 - The KPIs should reflect the defined core tasks and should comprise result indicators (e.g. attracted projects, jobs created) as well as activity targets (e.g. organised events, scoping missions, after-care visits).
 - Monitoring reports should be submitted by the Investment Agency to a dedicated special advisor to the Prime Minister at least on a half-yearly basis.
 - The annual monitoring report should be complemented by a brief extract and analysis from national statistics on foreign investment.
- **Drawing from international good-practice, the Investment Agency prepares a set of KPIs and seeks approval from Government.**
- **A special advisor to the Prime Minister is taking on the responsibility to approve the monitoring reports and annual activity plans.**

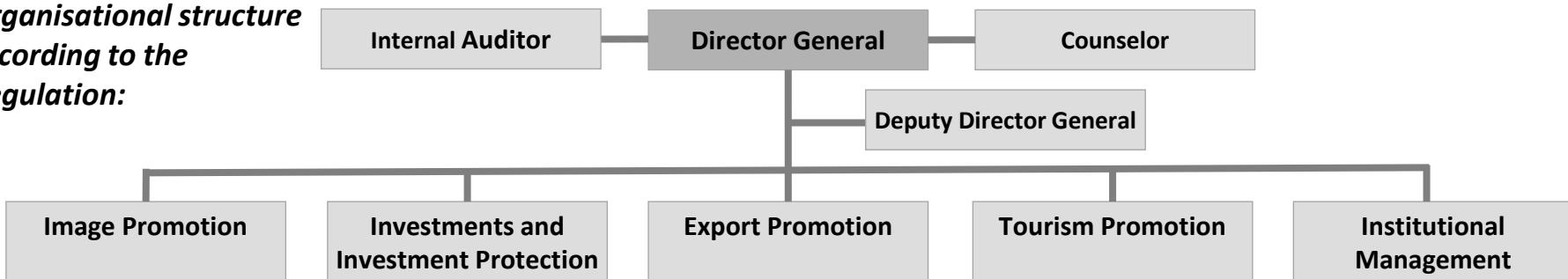
4. Conclusions and recommendations

(4) An efficient organisational structure should be developed based on the Regulation of the Investment Agency.

- The responsibilities for targeted investment attraction should be clarified. The Investment Department should cover the entire investment attraction cycle.
- The organisational structure should support the development of sector-specific expertise. Responsibilities for the defined target industries should be defined.
- The tasks related to the development and management of brands and image-building campaigns should be clearly delineated between the departments to utilise synergies and avoid duplication.
- The processes that are most critical to success should be determined and documented.

➤ **The Investment Agency prepares a proposal for the organisational structure and seeks approval from Government.**

Organisational structure according to the Regulation:



4. Conclusions and recommendations

(5) The spectrum of marketing and IT tools should be regularly updated and extended according to the needs of the target groups.

- A broad range of marketing and IT tools has already been developed in the past – partly in cooperation with international partners.
 - The discussion at the workshop has shown a need to allocate resources for maintaining and updating the IT tools and to enlist the support of the partners for full integration into the processes of the Agency.
 - Furthermore, to support targeted promotion efforts, the range of marketing tools should be extended.
 - Based on a modular approach, target-group specific presentations should be developed and updated.
 - The presentations should be complemented by target-group specific investment profiles building upon the tool that is currently being developed in cooperation with GIZ for the agro-food industry.
- **In cooperation with (international) partners, the Investment Agency ensures an appropriate range of marketing and IT tools to support the core processes.**

4. Conclusions and recommendations

(6) Cooperation with all actors involved in investment, trade and tourism promotion (e.g. other agencies, donor financed projects) should be intensified to fully unlock the development potential for the country.

- Currently, the cooperation potential with donor financed projects and international partners, other public agencies, FEZs and Industrial Parks, business representative organisations and others is only partly used.
 - In the workshop, various cooperation areas / opportunities could be identified (e.g. joint participation in exhibitions and B2B formats, cooperation in organising events and scoping missions, training and participation in international programmes and calls).
 - Donor projects which overlap with the tasks of the investment agency will be encouraged to support and capacitate the investment agency as opposed to setting up parallel structures.
 - From today's perspective, efforts to generate cross-organisational synergies should focus on enhancing the coordination and cooperation within the existing institutional landscape. Further mergers are not recommended at this point of time considering potential positive and negative effects.
- **Based on bilateral consultations, the Investment Agency develops and implements a concept for cross-organisational cooperation and stakeholder management.**

Annex:

- Case study 1: Investment Development Agency Latvia
- Case study 2: Berlin Partner for Business and Technology
- Workshop programme

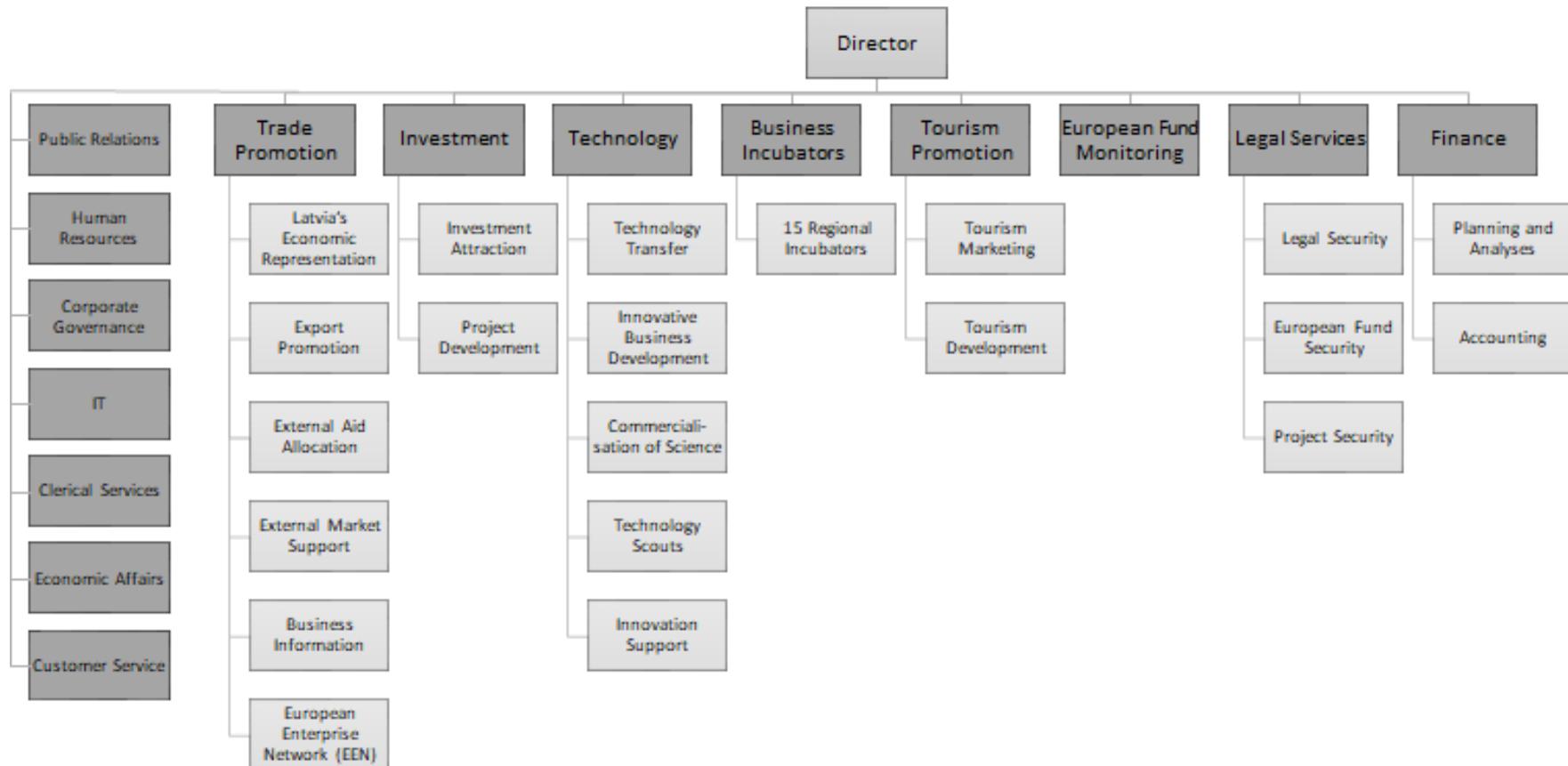
Case study – Investment and Development Agency Latvia

The Investment and Development Agency Latvia (LIAA) integrates the promotion of trade, investment, innovation, entrepreneurship and tourism in one organisation.

- LIAA is organised as a public institution subordinated to the Minister of Economy of the Republic of Latvia.
- Established in 1993 as the Latvian Development Agency, it was reorganised into the Investment and Development Agency of Latvia in 2003 and merged with Latvian Tourism Development Agency (LTDA) in 2016.
- In addition to services provided free of charge, LIAA offers fee-based services, e.g. ...
 - Matchmaking services for foreign companies wishing to sell goods and services in Latvia
 - Export seminars in Latvia
 - Ad placement in LIAA information material.
- The agency has representative offices in 19 countries.

Case study – Investment and Development Agency Latvia

LIAA represents an example of a divisional structure focusing on core service areas (e.g. export promotion, trade promotion) which is quite common among IPAs.



Case study – Investment and Development Agency Latvia

Based on thorough research of global investment trends, eight target sectors were identified offering the most promising potential based on competitive advantages.

➤ Target sectors comprise:

- Woodworking
- Metalworking / Mechanical engineering
- Food Processing
- Health Care
- Life Sciences
- Green Technology
- Transport / Storage
- IT / Global Business Services.

- ▶ Why Latvia
- ▶ Investor Business Guide
- ▶ Investment Opportunities Database
- ▶ **Investment Services and Contacts**
- ▶ POLARIS process
- ▶ Meet the investment team
- ▶ Representatives offices
- ▶ Non-governmental partners
- ▶ Sectors and Industries
- ▶ Investment Project Assessment Form
- ▶ Business Environment Evaluation Form
- ▶ Start-up Ecosystem

« January, 2019 »

M	T	W	T	F	S	S
1	2	3	4	5	6	
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Meet the investment team

Toms Stūrlis, Acting Head of Investment Promotion Division

My main responsibilities in the Division are to advise international investors on establishing operations in Latvia and on various inter-institutional cooperation as well as provide overall leadership and support for our team.

Prior to heading the Investment Promotion Division, I was the Deputy Director of LIAA's Business Incubator in the port city of Liepaja where I advised investors about opportunities for business in the region and acquired broad experience in assisting start-up development. In my earlier career at LIAA, I worked at the Agency's headquarters in Riga as the lead advisor for investors considering setting up operations specifically in transport & logistics, IT & Global Business Services (GBS) and metaworking sectors.

Prior to joining LIAA in 2011, I worked in the construction industry preparing financial estimates as well as participating in and managing various national and international projects that provided solutions to a number of economic and social issues.

I hold a master's degree in business administration from the Swiss Business School in Zurich, Switzerland, and a master in finance from BA School of Business and Finance in Riga, Latvia.

Languages spoken: Latvian, English, Russian

Contact [Toms Stūrlis](#)

Rolando Huapaija-Delgado, Senior Investment Advisor

I am the lead advisor for investors working in Life Sciences, Healthcare and Green Technology sectors.

I have a bachelor's degree in International Economics and Commercial Diplomacy as well as a MSc in International Relations from the University of Latvia. Currently I am studying for an MBA in Finance at Riga Business School.

Prior to joining the Investment Promotion Division, I was a Project manager in Enterprise Europe Network Latvia which is part of a European Commission Project operating in more than 60 countries, administered by LIAA in Latvia. My main role was to consult clients on various EU support programs, EU regulations and any questions related to starting a business in various countries.

Languages spoken: Latvian, English, Russian and Spanish

➤ Each team member in the Investment Department has clearly defined responsibilities for one or more sectors.

Case study – Investment and Development Agency Latvia

LIAA operates a range of databases throughout investment promotion and facilitation processes, including ...

- Database of investment opportunities (investment profiles)
- Database of Latvian suppliers
- Database of different investment sites.

LATVIA - Smart Investment

POLARIS process®

INVESTMENT PROJECT PROPOSALS FOR EXTENSION OF MUTUAL COOPERATION

I. INVESTMENT PROJECTS PROPOSED BY PRIVATE COMPANIES

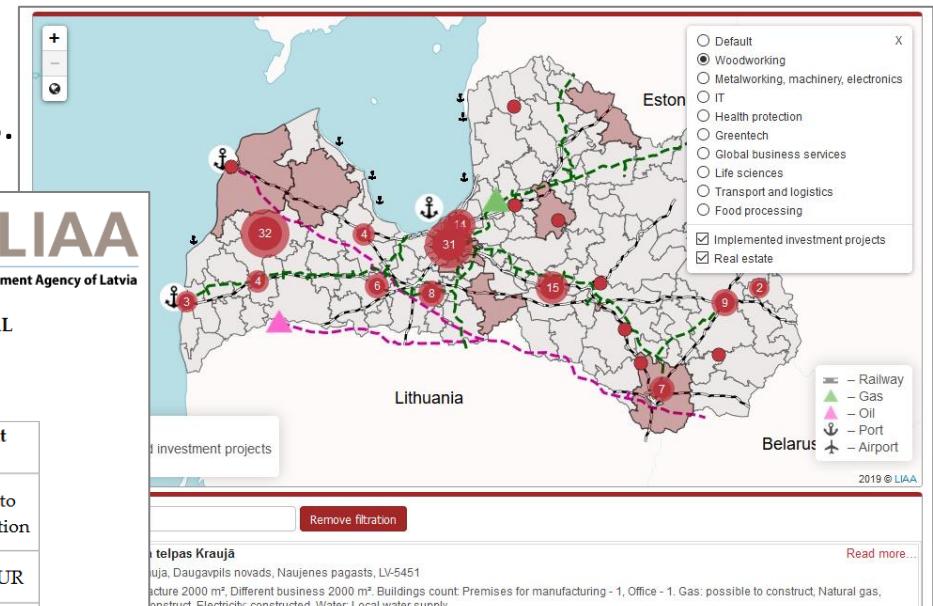
Nº.	Title	Owner	Sector	Amount (EUR)
1.	Cooperation with metalworking company	"Kurz" Ltd.	Metalworking	Subject to negotiation
2.	Work clothing sewing company	"Arvo Plus" Ltd.	Textile	0,7 m EUR
3.	Selling of sewing company	"Hagiteks" Ltd.	Textile	0,85 m EUR
4.	Selling of clothing sewing factory	"Nemo" Ltd.	Textile	Subject to negotiation
5.	Selling of confectionery company	"Siguldas Maiznieks" Ltd.	Food processing	0,35 m EUR

LIAA - Investment and Development Agency of Latvia

Map of investment projects

Read more...

Kalpaka pagasts, Krustpils Krajā
Krustpils pagasts, Daugavpils novads, Naujenes pagasts, LV-5451
Structure 2000 m². Different business 2000 m². Buildings count: Premises for manufacturing - 1, Office - 1. Gas: possible to construct, Natural gas, construct, Electricity: constructed, Water: Local water supply.



Case study – Investment and Development Agency Latvia

Monitoring and reporting is based on a focused set of KPIs for the different service areas.

Selected KPIs for investment promotion:

Category	Indicator
Attraction of investments	<ul style="list-style-type: none">• Number of potential investors identified by the representative offices• Number of investment projects
Investment facilitation and after-care	<ul style="list-style-type: none">• Number of in-house visits• Number of site-visits• Number of after-care visits

Case study – Investment and Development Agency Latvia

Monitoring and reporting is based on a focused set of KPIs for the different service areas.

Selected KPIs for export promotion:

Category	Indicator
Information	<ul style="list-style-type: none"> • Published information items on the website • Number of participating companies in seminars • Number of export related consultations
Projects and capacities	<ul style="list-style-type: none"> • Number of processed export projects/requests • Number of supported companies in export activities • Number of grants facilitated and number of beneficiaries • Increase in turnover of companies (compared to two previous years, in %)
Public awareness	<ul style="list-style-type: none"> • Number of organised media visits

Case study – Investment and Development Agency Latvia

Monitoring and reporting is based on a focused set of KPIs for the different service areas.

Selected KPIs for tourism promotion:

Category	Indicator
Image building and information	<ul style="list-style-type: none"> • Number of visits at tourism platform (million) • Average time of visit (minutes) • Developed tourist information material (types)
Development of tourism clusters	<ul style="list-style-type: none"> • Number of trainings for tourism service providers • Number of tourism development projects in the local market • Number of grants facilitated
International marketing activities	<ul style="list-style-type: none"> • Number of national tourism stands at trade fairs / events • Number of implemented marketing campaigns
Service quality	<ul style="list-style-type: none"> • Number of quality assurance measures

Case study – Berlin Partner (Germany)

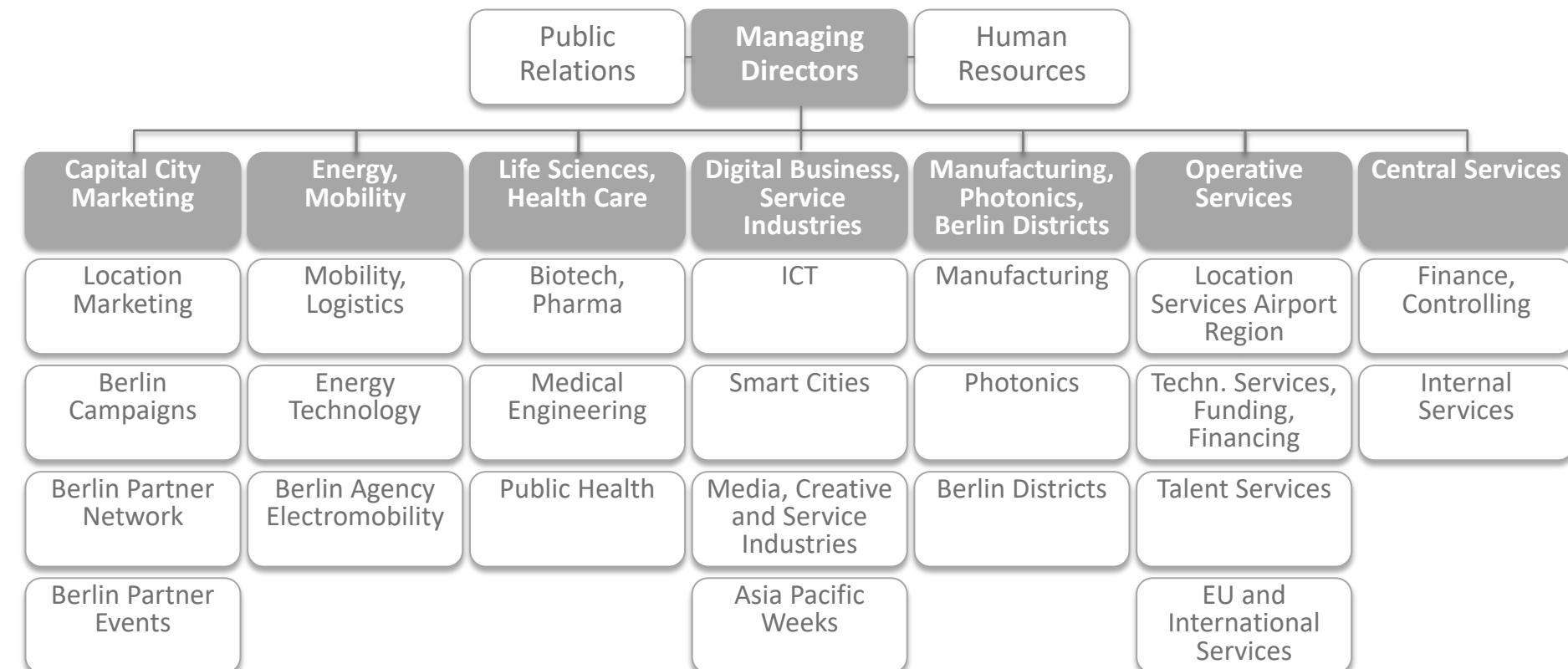
Berlin Partner for Business and Technology (IPA of the German Federal State of Berlin) represents a PPP model with a cluster- and marketing-oriented focus.

- Based on an integrated approach, Berlin Partner focuses the following activities on defined clusters:
 - Investment promotion (incl. after-care)
 - Innovation and start-up support
 - Trade promotion and talent attraction.
- In addition, the agency manages the city brand and runs communication campaigns (e.g. “be Berlin”).
- The shareholder structure of the private limited company comprises:
 - IBB State Promotion Bank: 31,5%
 - Berlin Technology Foundation: 30,0%
 - 270 companies / institutions: 28%
 - Chambers / Business Associations: 10,5%.



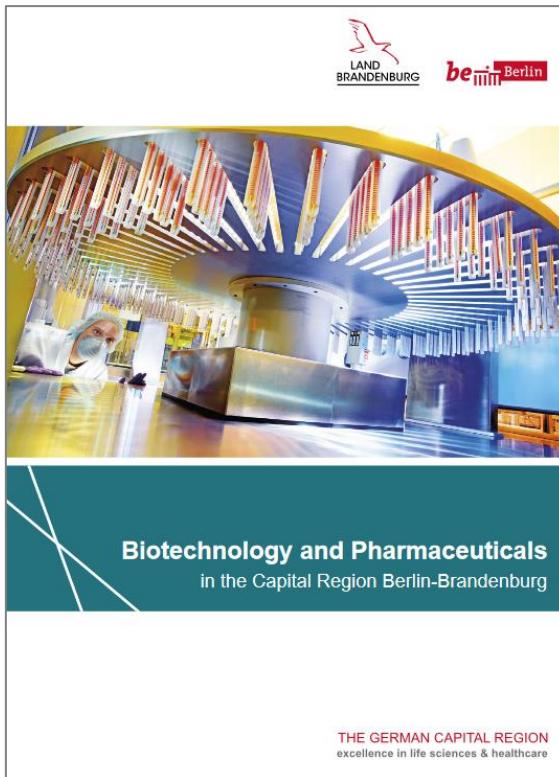
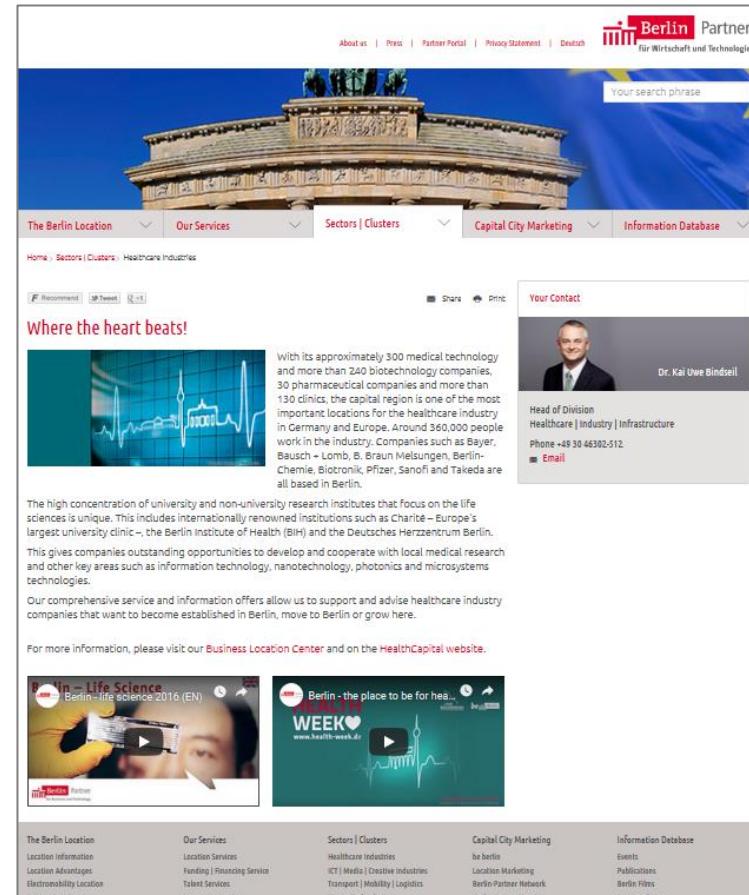
Case study – Berlin Partner (Germany)

The structure reflects the emphasis on clusters and brand promotion. The division “Capital City Marketing” focuses on cross-cutting image building. The cluster divisions are responsible for the actual investment attraction process. Project managers act as one face to the customer integrating the expertise of the “Operative Services” division.



Case study – Berlin Partner (Germany)

The marketing materials and instruments used by Berlin Partner are aligned to the defined target groups.

About us | Press | Partner Portal | Privacy Statement | Deutsch

Capital City Marketing

Information Database

Your Contact
Dr. Kai Uwe Bindseil
Head of Division
Healthcare | Industry | Infrastructure
Phone +49 30 46302-512.
Email

Where the heart beats!

With its approximately 300 medical technology and more than 240 biotechnology companies, 30 pharmaceutical companies and more than 130 clinics, the capital region is one of the most important locations for the healthcare industry in Germany and Europe. Around 360,000 people work in the industry. Companies such as Bayer, Bausch + Lomb, B. Braun Melsungen, Berlin-Chemie Biomed, Pfizer, Sanofi and Takeda are all based in Berlin.

The high concentration of university and non-university research institutes that focus on the life sciences is unique. This includes internationally renowned institutions such as Charité – Europe's largest university clinic –, the Berlin Institute of Health (BIH) and the Deutsches Herzzentrum Berlin. This gives companies outstanding opportunities to develop and cooperate with local medical research and other key areas such as information technology, nanotechnology, photonics and microsystems technologies.

Our comprehensive service and information offers allow us to support and advise healthcare industry companies that want to become established in Berlin, move to Berlin or grow here.

For more information, please visit our [Business Location Center](#) and on the [HealthCapital website](#).

Berlin – Life Science
Berlin – life science 2016 (EN)

Berlin - the place to be for health
WEEK

The Berlin Location
Location Information
Location Advantages
Electronnology Location
Sciences Location

Our Services
Location Services
Funding | Financing Service
Talent Services
Innovation Service

Sectors | Clusters
Healthcare Industries
ICT | Media | Creative Industries
Transport | Mobility | Logistics
Energy Technologies

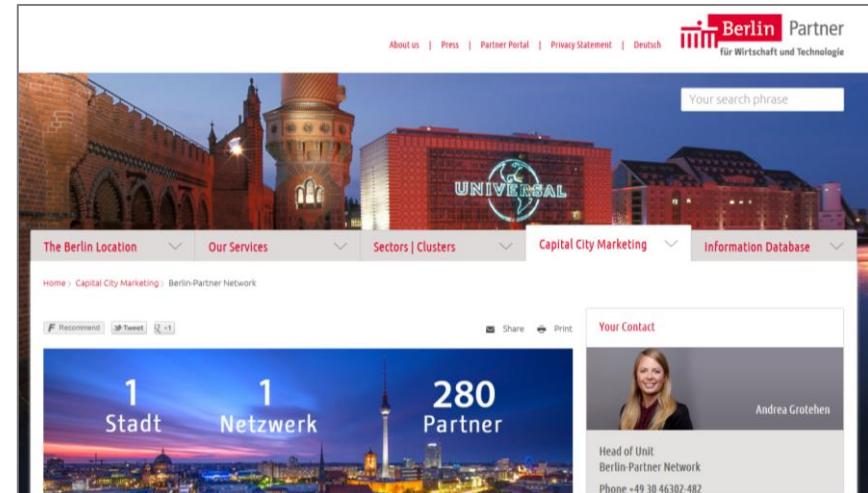
Capital City Marketing
be berlin
Location Marketing
Berlin+Partner Network
Berlin+Partner Events

Information Database
Events
Publications
Berlin Files
Our Newsletters

Case study – Berlin Partner (Germany)

Berlin Partner places strong emphasis on stakeholder management and integration. Amongst others, the agency has developed strong ties with the private sector throughout all strategic dimensions.

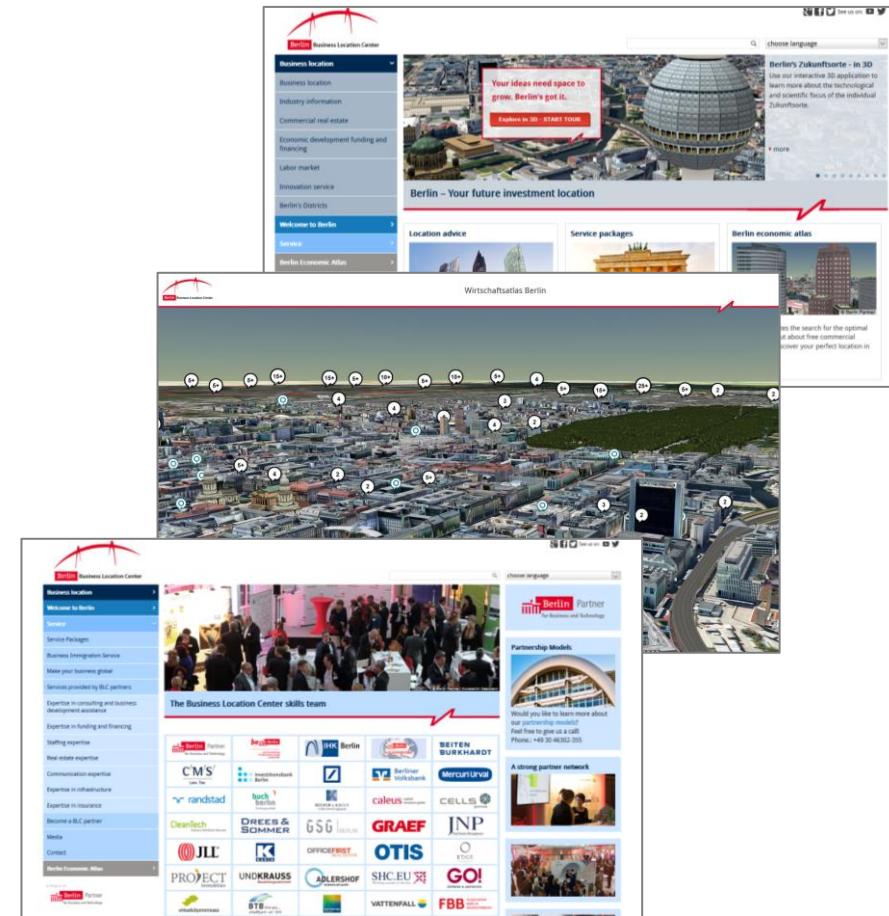
- Based on a PPP approach, companies and research institutions can choose from different licence categories.
- A special unit is organising a wide range of events and networking opportunities for the partner companies.
- As a main shareholder, the business community appoints two members of the supervisory board – in addition to three members representing the chambers and business associations.



Case study – Berlin Partner (Germany)

The Berlin Business Location Center represents an exemplary project that is implemented in close cooperation with the private sector.

- The Business Location Center integrates a broad spectrum of information and facilitation services for investors, e.g.
 - 3-D virtual model of the city
 - Real estate portal
 - Economic and infrastructure atlas
 - Legal, HR and marketing services
 - Financial services.
- The services are available on an online platform as well as in a showroom on the premises of Berlin Partner.



Workshop programme

Time	Topics
9:00	Welcome & introduction
9:15	Setting the scene: Business and organisational models of IPAs – main differences and common success factors
10:45	Coffee break
11:00	Aligning the organisational structure to core tasks based on an integrated approach
13:00	Lunch break
14:00	Defining key processes and necessary tools and capacities
15:30	Coffee break
15:45	Cross-organisational perspective: opportunities for differentiation and cooperation with strategic partners
16:45	Wrap-up
17:00	End of workshop

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