**U.S. Department of Justice**
Washington, DC 20530

Exhibit A
To Registration Statement
*Under the Foreign Agents Registration Act of 1938, as amended*

OMB No. 1105-0003

Privacy Act Statement. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, dissemination report, copy of political propaganda or other document or information filed with the Attorney General under this act is a public record open to public examination, inspection and copying during the posted business hours of the Registration Unit in Washington, D.C. One copy is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of such documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. Finally, the Attorney Genreral transmits an annual report to the Congress on the Administration of the Act which lists the names of all agents and the nature, sources and content of the political propaganda disseminated or distributed by them. This report is available to the public.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, D.C. 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, D.C. 20503.

*Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently.*

1. Name and address of registrant
DEVELOPMENT COUNSELLORS INTERNATIONAL, LTD.
461 PARK AVENUE S. - 12TH FLOOR
NEW YORK, NY 10016

2. Registration No.
4777

3. Name of foreign principal
FLANDERS FOREIGN INVESTMENT OFFICE
G. VANDER LINDENSTAAT 9
3000 LEUVEN, BELGIUM

4. Principal address of foreign principal →

5. Indicate whether your foreign principal is one of the following type:

☑ Foreign government

☐ Foreign political party

☐ Foreign or ☐ domestic organization: If either, check one of the following:

☐ Partnership ☐ Committee

☐ Corporation ☐ Voluntary group

☐ Association ☐ Other (specify) _____

☐ Individual—State his nationality _____

6. If the foreign principal is a foreign government, state:

a) Branch or agency represented by the registrant.

b) Name and title of official with whom registrant deals.

7. If the foreign principal is a foreign political party, state:

a) Principal address

b) Name and title of official with whom registrant deals.

c) Principal aim

8. If the foreign principal is not a foreign government or a foreign political party,

a) State the nature of the business or activity of this foreign principal

b) Is this foreign principal

Owned by a foreign government, foreign political party, or other foreign principal ..... Yes ☐ No ☑

Directed by a foreign government, foreign political party, or other foreign principal..... Yes ☑ No ☐

Controlled by a foreign government, foreign political party, or other foreign principal ..... Yes ☐ No ☑

Financed by a foreign government, foreign political party, or other foreign principal..... Yes ☐ No ☑

Subsidized in whole by a foreign government, foreign political party, or other foreign principal..... Yes ☐ No ☑

Subsidized in part by a foreign government, foreign political party, or other foreign principal..... Yes ☐ No ☑

9. Explain fully all items answered "Yes" in Item 8(b). *(If additional space is needed, a full insert page may be used.)*

Develop a marketing strategy for an investment program.

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

| Date of Exhibit A | Name and Title | Signature |
|---|---|---|
| 5/2/00 | JOAN AMATO, CONTROLLER | Joan Amato |

*U.S. Government Printing Office: 1993 — 342-487/72127

ATL; Flanders
file you want
MB

The
**WADLEY-DONOVAN**
GROUP, Ltd.

January 5, 2000

*PERSONAL & CONFIDENTIAL*

Gino De Reuwe
**Business Mobility International NV-SA**
G. Vander Lindenstraat 9
3000 Leuven - Belgium

Dear Gino:

Here is the second revision to our original proposal dated November 15, 1999. It reflects the changes requested in your January 5, 2000 e-mail.

We have no problem with the suggested modifications. The only concern we have is adhering to an "all-in" price.

Fortunately, our initial proposal assumed only one brainstorming session. We further assumed that the meeting would take place in New York, at FFIO's office. If this is unacceptable, we suggest that FFIO rent space in a conference hotel. Neither WDG's or DCI's office space configuration is suitable for such a conference.

WDG/DCI can also live with an "all-in" price if no air travel is required. Our original proposal assumed that no out-of-area travel would be necessary. If we were asked to travel out of greater New York, including any visit to Flanders, this would necessitate separate reimbursement.

Hopefully, we have fully responded to your main points. We look forward to seeing you in Morristown on February 1. Also, I have included a preliminary draft of the perceptions questionnaire for your review.

See you soon.

Yours truly,

Dennis J. Donovan /dles

Dennis J. Donovan
Senior Managing Director

Enclosure

cc: Ted Levine, DCI

An EPS Solutions Company

The Wadley-Donovan Group, Ltd.
One Madison Avenue, Morristown, NJ 07960
Phone: 973.540.0012 Fax: 973.540.9697 www.wadley-donovan.com

# The US Investor Perspective

## Background

Two leading US firms will provide input for FFIO's inward investment strategy. The firms are:

- The Wadley-Donovan Group (WDG)
  - Corporate location specialists since 1975
  - A recognized leader in US site location consulting
  - Experience in advising US companies in all seven industries/activities targeted by FFIO
- Development Counsellors International (DCI)
  - The only advertising/public relations firm specializing in economic development
  - More than 30 years advising both US and European economic development entities on business attraction strategies
  - Maintains active relationships with the major US site selection consultants

Both WDG and DCI have a close working relationship, teaming on many past assignments. The deliverables to be produced by the consulting team, working under the direction of Business Mobility International, are highlighted below.

## Perceptions of Flanders/Belgium

The Wadley-Donovan Group (WDG) will interview site location decisionmakers in the seven target sectors. We would conduct three-four interviews in each of the following sectors.

1. Motor vehicles (to include on R&D, regional headquarters, and manufacturing)
2. Motor vehicle parts (Tier One and Tier Two suppliers)
3. Chemicals (feedstocks and downstream activities)
4. Biotechnology (R&D and production)
5. Information technology (software, e-commerce, data centers)
6. Call centers/back offices (Pan European customer service and shared services)
7. Headquarters (European flagship offices)
8. Distribution centers (to serve European markets)

Interviews will cover topics such as the following:

1. Primary locational criteria
2. Hot buttons when looking at Europe for new facilities
3. Pre-conceived locational candidates for future European facilities
4. Perceptions on the locational viability of Flanders
   - Pros
   - Cons
5. Process followed when siting European operations
   - Project team composition
   - Information sources
   - Role of outside advisors
   - Utilization of country and regional economic development agencies

WDG would summarize results in a brief, presentation style report. In addition to key interview findings, WDG would provide commentary on what the results imply for FFIO's inward investment strategy aimed at US companies. This would include the main selling points, major negative perceptions that must be countered, and the primary locational resources of Flanders that must be fully documented in sales/promotional material.

A matrix chart would also be included in the WDG report. The chart would summarize the marketplace environment that FFIO might encounter in its quest to attract US firm. WDG's matrix chart would encompass the following for each target sector.

1. Dominant locational criteria
2. Preliminary rating of Flanders' acceptability on each criterion
3. Likely competition (from other European countries)
4. Primary selling points for Flanders
5. Major obstacles in selling Flanders

## Workshop/Brainstorming Session

Development Counsellors International (DCI) will arrange for a half day meeting with FFIO's US staff to discuss ideas for developing a competitively superior inward investment strategy. WDG will contribute significant input to DCI in the creation of workshop content. Moreover, two experienced WDG consultants will participate in the session.

We also believe that it will be worthwhile to obtain impressions/ideas from other well respected site consultants. Thus, DCI will arrange for two of WDG's peers (i.e., from other site selection firms) to attend the workshop.

This session will be designed as an interactive discussion to bring forward the best suggestions for FFIO to follow in attempting to recruit US companies. In advance of the meeting, WDG's target sector interview report will be distributed to attendees. Additionally, WDG and the other site consultants will need to receive and review the following from FFIO.

1. Current marketing plan
2. Proposed changes to the marketing plan
3. List of US firms that have recently established operations in Flanders
4. Existing sales material
5. Address and hard copy of FFIO's web site

DCI will make all the arrangements for this session. We expect that the meeting will be held at FFIO's offices in New York. The workshop will probably start at 9 a.m. and conclude about 1:30 p.m. A working lunch would be included.

An agenda will be prepared and distributed to each participant by DCI. Participants will be asked to prepare and offer remarks on a number of concerns including the following.

1. Flanders' main competition
2. Distinguishing traits of Flanders versus the competition
3. Possible weaknesses (real or perceived) of Flanders versus the competition
4. Major sales themes that Flanders should promote to target sectors
5. Best ways to reach and influence location decisionmakers in the target sectors
   - Companies
   - Site consultants

DCI will facilitate the half day workshop. Shortly thereafter, DCI will summarize outcome in a presentation style (i.e., bulleted format) report to FFIO.

## US Marketing Program

There is extreme marketing competition in U.S. economic development as about 20,000 different groups are all trying to sell their respective areas! Consequently, the basic aim of this program would be to make Flanders "stand out" not among the general public, not even among U.S. business people, but among "best bet" companies, their key advisors and the many information sources that influence them. Program dimensions are discussed below:

1. Developing a key prospect list
   - We would envisage a basic list of about 5,000 companies and specifically CEOs within each company that include the "target industries" discussed earlier in this proposal; in some cases not only CEOs would be identified but also "influencing executives" including CFOs, Human Resources Directors, Global Operations Directors and Real Estate Managers. In addition, "short" and "long" lists of site selection consultants would be provided who have a strong influencing role on site selection decisions;
2. Developing a comprehensive approach for prospect contact
   - DCI has found that there is no "magic bullet" here but that a mix of tactics and techniques make best sense following the lines of a study DCI carried out in May 1999 of 474 corporate CEOs and their advisors, "Winning Strategies in the Economic Development Marketing Game." These strategies include but are not limited to:
     - Developing "peer contacts" between U.S. companies already in Flanders and their counterparts in this country;
     - Limited advertising to build a "climate of sales;"
     - Editorial placement and articles about Flanders opportunities in key publications with special use as reprints;
     - Direct mail – e-mail, fax mail, conventional mail of a highly personalized nature to identify prospects and their advisors with a strong call-to-action;
     - Website design especially to reach and influence pivotal advisors to CEOs.
3. Arranging prospect meetings (optional service, not included under terms of this proposal)
   - DCI's role here would be to "bring the horse to water" so that the client (Flanders) can make him or her drink. We would, via the above and analogous marketing techniques, reach key companies and encourage them to meet with Flanders development representatives both resident in the U.S. and also visiting the country; similarly we would try to identify a small number of U.S. companies operating in Flanders who might help arrange such meetings and also attend them;
4. Arrange for corporate visits to Flanders (optional service, not included under terms of this proposal)
   - We regard this as a significant payoff to an economic development program and one of the key measures of its success.
   - DCI could contact US corporate real estate executives and prepare individual or group trips for them to visit Flanders.
   - Specifics of the visit would be outlined by DCI. But events to be held in Flanders would be arranged by FFIO.

DCI would provide FFIO not only with the services described above but also a clear written plan for maintaining them on a long term basis and for developing a written system of documentation and follow-up every step of the way.

## Marketing Tools

Simple, strong, business-oriented marketing tools are needed, but they should be few in number and emphasize clear, strong, provable advantages, wherever possible in numerical terms, rather than elegant, fancy, flamboyant, colorful pieces pointed toward "improving an image." This is a pivotal distinction in our minds: Flanders wants to get provable investment results in terms of jobs and money, not simply distribute attractive marketing materials throughout the U.S.

With this basic point in mind, we would again refer to DCI's pioneering May 1999 appraisal of "What Works in Economic Development Marketing," developing with and for our Flanders client the following "marketing tools" which are here outlined in descending priority order from the CEO analysis:

1. Business networking:
   - Would create system for identifying U.S. decisionmaking executives already operative in Flanders and supplying with material so that they can provide us with prospect names, references, and other forms of assistance;
2. Articles in newspapers and magazines:
   - Would identify various Flanders "unique selling propositions" and match them with the editorial needs of at least a dozen key media outlets; then move on to the editorial placement phase;
3. Sales promotion materials:
   - DCI would develop special simple, straightforward business-language folder or brochure possibly in a question-and-answer format that is brief, businesslike; we would also very possibly develop a special individualized and personalized report for prospects by "target industry;"
4. Direct Mail:
   - Key here is the impression of an individualized, personalized communication custom written for the recipient's self-interest with a strong call to action and reply device. A first introductory mailing would be followed by a series of replies with content dependent upon stated interest;
5. Website design:
   - We would inspect any existing designs for this mission or if not available, we would design one. Key here: breakthrough "clutter" of competitive web-sites; emphasize genuine, quantitative advantages of real, success story case histories;
6. Print advertising:
   - DCI would design an initial announcement advertisement to "get it on the record" that Flanders is in the "business opportunities game;" we suspect further advertising would be both expensive and unnecessary.

7. Telephone, fax, e-mail follow-up:
   - In a real sense, follow-up is the name of the game, and we would assist the client in developing telephone, fax, e-mail and other scenarios for optimum follow-up leading to personal meetings, prospect statements of interest and finally inspection visitations.

The above tools would be designed to make the FFIO endeavor best in class. Accordingly, DCI would verbally relate some of the best U.S. efforts and their key success characteristics.

Final point: DCI would build a system of quantitative evaluation for each marketing tool so that further marketing in the longer term would be based not on hope nor theory but on proven success.

## Timing and Fee

The WDG/DCI team will commit to the following schedules:

| Task | Completion time (weeks) | Fee (minus expenses) |
|---|---|---|
| Target sector interview report | 6 | $12,000 |
| Workshop/brainstorming session | 9 | $13,000 |
| Marketing program | 13 | $28,000 |
| Marketing tools | 16 | $12,000 |
| *Total* | 16 | $65,000 |

Initial fee payment would be $8,000 due upon project inception. The balance would be payable in equal monthly installments. The fee is all inclusive and assumes the following:

1. One brainstorming session to be held at FFIO offices in New York City.
2. No out of area travel
3. Three copies of all written output
4. No "camera ready" marketing material produced
5. No special publications that WDG/DCI would be required to purchase to perform this assignment

Should WDG/DCI be asked to deviate from these assumptions, separate reimbursement would be required. Prior to incurring such an expense, your authorization would be obtained.

All fee payments should be made to WDG. Payments are due within 30 days. Late payments would be assigned an interest charge equivalent to 10% per annum.

## Qualifications

The US consulting team partners are well qualified to perform this assignment. Background on the firms and consultants that will work on the FFIO project follow.

The Wadley-Donovan Group (WDG) has been specializing in corporate location since 1975. Annually, WDG conducts over 50 office and industrial site selection assignments for US companies. Among clientele each target industry sector are the following.

1. Motor vehicles and parts
   - Volkswagen
   - Molded Materials
   - Fuji Cone
   - Webb Forging
   - Wiremold

2. Chemicals
   - BP Amoco
   - Amoco Performance Products
   - M&T Chemical
   - Reichhold Chemical
   - Rhone Poulenc

3. Biotechnology
   - Novartis
   - Nycomed
   - Merck
   - Pfizer

4. Information Technologies
   - America Online
   - (Cognizant (formerly Dun & BradStreet Software)
   - EarthLink
   - Hughes Communications
   - Metropolitan Life
   - Lucent Technologies

5. Call centers and shared services
   - American Express
   - Andersen Consulting
   - Avis
   - BOC Group
   - CIGNA
   - Convergys
   - Fleet Financial Services
   - McKesson
   - Tenneco
   - T. Rowe Price
   - Utilicorp United
   - West Teleservices

6. Headquarters
   - Abitibi Price
   - American Express
   - AT&T
   - Ashland
   - Connecticut Mutual
   - Dun & BradStreet
   - General Signal
   - Lehman Brothers
   - NatWest
   - Okidata
   - Swiss Bank
   - US Airways

7. Headquarters
   - Circuit City
   - Coldwater Creek
   - McKesson
   - Harbor Freight Tools
   - Target Stores
   - Barnes & Noble
   - Sherwin Williams
   - Lowes

Based on working with companies such as the above, WDG will bring extensive knowledge about the locational tendencies prevalent in each target market sector. This will prove to be most valuable in relating suggestions to FFIO for creating an effective inward investment strategy.

Development Counsellors International (DCI) has been assisting economic development agencies in business recruitment endeavors since the late 1960s. Like WDG, the firm has concentrated on its core specialty. That is marketing programs for economic development organization. Clients have included numerous state and local economic development agencies and several overseas groups (e.g., Geneva, Barbados, Australia, The Netherlands, Ireland, Germany, Luxembourg, and Southern Italy).

The WDG/DCI consulting team for this assignment will be composed of highly experienced professionals. Bill Fredrick of WDG will assume the lead role. Major input will be provided by Dennis Donovan (WDG), Ted Levine (founder of DCI), and Parce Ainsworth (DCI). Brief profiles of team members follow.

| Individual | Company | Title | Years Experience | Main Responsibilities |
|---|---|---|---|---|
| Bill Fredrick | WDG | Principal | 22 | BMI & client interface, company interviews, report on interviews, workshop participation |
| Dennis Donovan | WDG | Principal | 26 | Company interviews, matrix for the interview report, workshop participation |
| Ted Levine | DCI | President | 30 | Workshop facilitation, marketing program design, marketing tool recommendations |
| Parce Ainsworth | DCI | Account Supervisor | 10 | Marketing program research, budget, marketing tool review, marketing tool suggestions |

## Authorization

If the above services, terms, and conditions are acceptable, your signature below will authorize WDG/DCI to proceed. Kindly return a signed copy along with the initial fee payment ($8,000).

Thank you for thinking of us.

Cordially,

Dennis J. Donovan /dlds

Dennis J. Donovan
Senior Managing Director

**AGREED TO AND ACCEPTED BY BUSINESS MOBILITY INTERNATIONAL:**

**Name:**_____

**Title:**_____

**Date:**_____

# *PERSONNEL PROFILE*

*WILLIAM A. FREDRICK, MANAGING DIRECTOR*
*THE WADLEY-DONOVAN GROUP, Ltd.*

William A. Fredrick is a Managing Director and Principal of The Wadley-Donovan Group, and oversees the firm's economic development consulting practice. He has been engaged in corporate location and economic development consulting for 20 years.

Mr. Fredrick's work has taken him across the United States, Western Europe, and Mexico. He has counseled economic development groups on domestic and international marketing strategies and tactics, target industry identification, organizational development, labor market analysis, community asset and liability assessment, business retention, and program budgeting.

Mr. Fredrick's clients include Arkansas, Connecticut, Kansas, Kentucky, New Jersey, Northeast Pennsylvania, Global TransPark Region, NC, Raleigh, NC, Asheville, NC, Mobile, AL, Orlando, FL, Phoenix, AZ, Joplin, MO, PSE&G, NJ, Baltimore, MD and Memphis, TN.

Mr. Fredrick also has advised senior management of American, European and Mexican companies on their location-related issues. His corporate clients include many Fortune 500 and smaller firms in the office, service, manufacturing and distribution sectors. His experience in these sectors includes consulting within the banking, insurance, association and nonprofit, financial services, food processing, chemical, metalworking, publishing, defense electronics and systems industries. Examples include Alfa-Laval, Astra-Merck, McKesson, John Wiley, Time-Life Books, General Dynamics and Transamerica.

Prior to his association with the firm, he was an account manager at Moran, Stahl & Boyer from 1983 to 1992, and consultant with the Fantus Company from 1978 to 1983.

Mr. Fredrick has published articles on corporate locational issues and on international aspects of facilities planning in American and foreign journals. Mr. Fredrick is a frequent speaker on economic development and corporate relocation topics. He earned his Bachelor's Degree from Franklin & Marshall College and a Master's Degree in Urban Planning from New York University.

# *PERSONNEL PROFILE*

## *DENNIS J. DONOVAN, SENIOR MANAGING DIRECTOR THE WADLEY-DONOVAN GROUP, Ltd.*

Dennis J. Donovan is a Senior Managing Director of The Wadley-Donovan Group. The firm specializes exclusively in corporate facility location/relocation. Mr. Donovan has over 25 years experience in corporate location.

Early in his career, Mr. Donovan held general management positions at Republic Steel and Dun & Bradstreet. Mr. Donovan then entered location consulting, applying his expertise at three management advisory firms. At each company, Mr. Donovan held top management positions and assisted numerous corporations on deciding where to place office and industrial operations.

In January 1992, Mr. Donovan teamed with another industry leader (James Wadley) to create The Wadley-Donovan Group (WDG). The firm is an evolution of James P. Wadley & Co., formed in 1975.

At WDG, Mr. Donovan's responsibilities include participating on location strategy, conducting office and industrial relocation projects, managing the firm's incentives negotiation practice, and overseeing business development activities.

Mr. Donovan has advised numerous corporations, across the industry spectrum, on location/relocation of office and industrial operations. Representative clients include AEGON Insurance, Abitibi-Price, CIGNA, Financial Collections Agencies, GTE, Hughes Aircraft, Kodak Imaging Systems Division, McKesson, National Semiconductor, Okidata, R.H. Donnelley, Wickes Lumber, and USAir.

Mr. Donovan is a frequent speaker and author on the subject of corporate location. He also teaches Economic Development courses at the University of South Florida and University of Kentucky.

Among the professional associations that Mr. Donovan actively participates in are the Association of American Geographers, Geographical Society of America, IDRC--the International Development Research Council (a corporate real estate association) and NACORE--the International Association of Corporate Real Estate Executives. Recognizing his contribution to the field, IDRC has awarded Mr. Donovan their highest professional standing, reserved for no more than 5% of the organization's membership. In addition, Mr. Donovan teaches the site selection component of IDRC's professional certification program.

Mr. Donovan is a graduate of the University of Nebraska at Omaha and earned a Masters degree in economic geography from the University of Rhode Island.

# Ted M. Levine
# Chairman

**Background:**

- Since founding DCI in 1960, Ted has developed marketing programs for more than 200 clients, including 23 countries, 35 states, 6 provinces, more than 50 chambers of commerce, and 20 convention and visitors bureaus. Ted has served as Development Advisor to the United Nations and was elected Fellow Member of the American Economic Development Council, the profession's highest citation.

**Notable Results:**

- Developed a marketing program that brought $38 million in investment and more than 300 jobs to Dutchess County, New York.

- Attracted the International Museum of Cartoon Art to Palm Beach County, Florida. The facility currently draws more than 150,000 guests annually.

- Developed a brand new market in Geneva, Switzerland, that is particularly attractive to U.S. non-profit organizations.

- Completed a tourism marketing assessment for Trinidad and Tobago, West Indies, that projected a dozen hotels and attractions which are now in operation.

**Quote:**

"Most clients don't care about great advertising, marketing or public relations. They care about provable results...and that's our specialty."

# Parce Ainsworth
# Account Supervisor

Background:

- Before joining DCI, Parce was a public affairs consultant in Washington, D.C., working with numerous corporate and governmental entities. She has also done consulting work for the U.S. Department of Energy in Germantown, Maryland.

Notable Results:

- Arranged 8 successful prospecting missions around the U.S. for CINDE (Costa Rican Trade & Investment Board). Placed over $188,793 in advertising equivalency and $943,965 in advertising impact. Arranged three speaking Engagements for then President Jose-Maria Figueres, Culminating with *Business Week's* Latin America Summit.

- Interested *Fortune* magazine in visiting two DCI clients, Lima, Ohio and Charleston, South Carolina for a profile on the state of hourly wage earners. Advertising equivalency of that one article for both clients combined was $104,000 and the impact was $520,000.

- Created numerous op-ed opportunities for Governor Frank Keating of Oklahoma in *The Wall Street Journal, The Los Angeles Times* and *Boson Globe*. Also arranged for various speaker forums and editorial board meetings for both the Governor and his wife.

Quote:

"I am a firm believer in refining and targeting your message to your audience and your merits will speak for themselves."

# *PRELIMARY LOCATION PERCEPTIONS QUESTIONNAIRE*

**January 5, 2000**

The **WADLEY-DONOVAN** GROUP, Ltd.
One Madison Avenue
Morristown, New Jersey 07960

An EPS Solutions Company

## *PRELIMINARY LOCATION PERCEPTIONS QUESTIONNAIRE*

1. Company profile
   - Name
   - HQ location
   - Products/services
   - Facilities in Europe
     - Western Europe (specify countries)
     - Belgium
     - Flanders

2. Have you investigated Western Europe for a new facility during the past two years?

3. Will you likely investigate Western Europe for a new facility during the next twelve months?

4. Did you and/or would you likely consider Belgium?
   - Yes or no
   - If yes, why
   - If no, why

5. Are you familiar with the Flanders region of Belgium
   - Yes
   - No

6. For an international site search, what would be the five most import location factors?

| R&D Center | Manufacturing Plant | Regional Office | Call Center |
|---|---|---|---|

7. What overall impression do you have of:
   - Belgium
   - Flanders

8. Based on your knowledge, what would you say are the major locational advantages of:
   - Belgium
   - Flanders

9. Based on your knowledge, what would you say are the principal locational disadvantages of:
   - Belgium
   - Flanders

10. Where do or would you likely obtain information for a site search involving Western Europe, e.g.,
    - U.S. government (e.g., Department of Commerce)
    - A country's embassy in the U.S.
    - A country's consulate in the U.S.
    - A country's economic development office in the U.S.
    - Published/on-line searches
    - International accounting firm
    - International bank
    - International law firm
    - Site selection consultant
    - Company facility operating in a particular country
    - Other (please specify)

11. Have you ever head of:
    - Belgium Investment Office
    - Belgacom
    - Flanders Investment Office

12. What steps would you suggest for FFIO to get Flanders on the radar screen for U.S. companies that will be expanding into Western Europe?

13. Interviewee
    - Name
    - Title
    - Date

Subj: **[Fwd: FFIO 5-year planning project]**
Date: 1/5/00 4:27:29 AM Eastern Standard Time
From: business.mobility@unicall.be (Gino De Reuwe)
To: wdg401@aol.com

File: FFIO5yea.txt (263347 bytes)
DL Time (14400 bps): < 5 minutes

(Message originally was sent to ddonovan@wadley-donovan.com)
–
Business Mobility International NV-SA
G. Vander Lindenstraat 9
3000 Leuven - Belgium
Tel. (32 16) 22 96 99
Fax (32 16) 22 80 58

———————— Headers ————————
Return-Path: <business.mobility@unicall.be>
Received: from rly-yb05.mx.aol.com (rly-yb05.mail.aol.com [172.18.146.5]) by air-yb01.mail.aol.com (v67.7) with ESMTP; Wed, 05 Jan 2000 04:27:28 -0500
Received: from carno.brus.online.be (carno.brus.online.be [194.88.127.6]) by rly-yb05.mx.aol.com (v67.7) with ESMTP; Wed, 05 Jan 2000 04:27:12 -0500
Received: from unicall.be (p02-44.brus.online.be [194.88.125.172])
by carno.brus.online.be (8.9.1/8.9.0) with ESMTP id KAA02694
for <wdg401@aol.com>; Wed, 5 Jan 2000 10:26:45 +0100 (MET)
Message-ID: <38730E89.B88B1C47@unicall.be>
Date: Wed, 05 Jan 2000 10:27:37 +0100
From: Gino De Reuwe <business.mobility@unicall.be>
Organization: Business Mobility International
X-Mailer: Mozilla 4.06 [en] (Win98; I)
MIME-Version: 1.0
To: wdg401@aol.com
Subject: [Fwd: FFIO 5-year planning project]
X-Priority: 1 (Highest)
Content-Type: multipart/mixed; boundary="————7554A32746B0FAF0C7E956EB"

FLANDERS FOREIGN INVESTMENT OFFICE

STRATEGIC PLANNING PROJECT

## I. Approach and deliverables

The approach & deliverables as outlined in the final proposal are reproduced on the following pages. Herewith some brief comments:

### 1. Perceptions of Flanders – Belgium

The approach looks fine (no changes made to your proposal). Before proceeding with the interviews, we will need to submit the questionnaire template as well as the list of companies to be contacted for approval by FFIO. FFIO wants some emphasis on the potential of "e-commerce (as a location factor & as a target group of inward investors)", both in terms of the questionnaire contents and the list of companies to be contacted. Could you send these by January 20th at the latest, as we have a work meeting with FFIO on January 25th.

### 2. Workshop / brainstorming session

The approach looks fine (no changes made to your proposal, except for inclusion of "Best practice regarding state-of-the art marketing tools and techniques, as also employed by U.S. inward investment agencies" as a discussion topic). We propose to hold the workshop at the time when the results from (a) the perception study and (b) the evaluation of recent investment decisions are known. FFIO has offices in Boston, Chicago, Dallas and San Francisco. To keep travel expenses down, the event can perhaps be organized at WDG's Morristown offices.

### 3. US marketing program

The deliverables as included in the proposal are reproduced on the following pages.

As you can see, we omitted points 3,4 and 5 (all relatively time-consuming and with considerable out-of-pocket expenses) from the original WDG proposal.

Point 2 is a very important one, as FFIO expects input on its program of U.S. events for the next years. As I mentioned in earlier e-mail, they rather expect concrete suggestions for conferences, breakfast meetings / luncheons, partnerships etc. in conjunction with sector federations, Big-Five consultants, other specialized (site selection) consultants that have a privileged connection with the targeted companies & projects.

The brainstorming sessions as per your revised proposal are useful, but can be included to the extent that the overall budget is not exceeded. Please indicate how many of these sessions you would plan.

(EXTRACT FROM PROPOSAL)

1. Perception and decision process of US corporate facility planners

The Wadley-Donovan Group (WDG) will interview site location decision-makers in the seven target sectors. We would conduct three-four interviews in each of the following sectors.

1. Motor vehicles (to include on R&D, regional headquarters, and manufacturing)
2. Motor vehicle parts (Tier One and Tier Two suppliers)
3. Chemicals (feedstocks and downstream activities)
4. Biotechnology (R&D and production)
5. Information technology (software, e-commerce, data centers)
6. Call centers/back offices (Pan European customer service and shared services)
7. Headquarters (European flagship offices)
8. Distribution centers (to serve European markets)

Interviews will cover topics such as the following:

1. Primary locational criteria
2. Hot buttons when looking at Europe for new facilities
3. Pre-conceived locational candidates for future European facilities
4. Perceptions on the locational viability of Flanders
   - Pros
   - Cons
5. Process followed when siting European operations
   - Project team composition
   - Information sources (e.g. Internet website, sector magazines...)
   - Role of outside advisors
   - Utilization of country and regional economic development agencies

WDG would summarize results in a brief, presentation style report. In addition to key interview findings, WDG would provide commentary on what the results imply for FFIO's inward investment strategy aimed at US companies. This would include the main selling points, major negative perceptions that must be countered, and the primary locational resources of Flanders that must be fully documented in sales/promotional material.

A matrix chart would also be included in the WDG report. The chart would summarize the marketplace environment that FFIO will encounter in its quest to attract US firms. WDG's matrix chart would encompass the following for each target sector.

1. Dominant locational criteria
2. Preliminary rating of Flanders' acceptability on each criterion
3. Likely competition (from other European countries)
4. Primary selling points for Flanders

- DOI's assistance could also extend to arranging for corporate visits to Flanders, which is the next payoff to an economic development program and one of the key measures of its success.

The result of this work would be a comprehensive vision with practical recommendations for identifying and successfully approaching corporate prospects within the U.S. during the next five years.

## 6. Development of business-oriented Marketing tools

Simple, strong, business-oriented marketing tools are needed, but they should be few in number and emphasize clear, strong, provable advantages, wherever possible in numerical terms, rather than elegant, fancy, flamboyant, colorful pieces pointed toward "improving an image." This is a pivotal distinction in our minds: Flanders wants to get provable investment results in terms of jobs and money, not simply distribute attractive marketing materials throughout the U.S. FFIO's "capability to get things done" will to a large extent depend on an effective use of these business-oriented marketing tools.

With this basic point in mind, we would again refer to DOI's pioneering May 1999 appraisal of "What Works in Economic Development Marketing," developing with and for our Flanders client the following "marketing tools" which are here outlined in descending priority order from the CEO analysis:

1. Business networking:

- Would create system for identifying U.S. decision-making executives already operative in Flanders and supplying with material so that they can provide us with prospect names, references, and other forms of assistance; we would review how this can be integrated within an *aftercare program* for already operative investors.

2. Articles in newspapers and magazines:

- Would identify various Flanders "unique selling propositions" and match them with the editorial needs of at least a dozen key media outlets; then move on to the editorial placement phase;

3. Sales promotion materials:

- DOI would develop special simple, straightforward business-language folder or brochure possibly in a question-and-answer format that is brief, businesslike; we would also very possibly develop a special individualized and personalized report for prospects by "target industry."

4. Direct Mail:

- Key here is the impression of an individualized, personalized communication custom written for the recipient's self-interest with a strong call to action and reply device. A first introductory mailing would be followed by a series of replies with content dependent upon stated interest;

**5. Website design:**

- We would inspect any existing designs for this mission or if not available, we would design one. Key here: breakthrough "clutter" of competitive web-sites; emphasize genuine, quantitative advantages of real, success story case histories;

**6. Print advertising:**

- DCI would design an initial announcement advertisement to "get it on the record" that Flanders is in the "business opportunities game;" we suspect further advertising would be both expensive and unnecessary;

7. Telephone, fax, e-mail follow-up:

- In a real sense, follow-up is the name of the game, and we would assist the client in developing telephone, fax, e-mail and other scenarios for optimum follow-up leading to personal meetings, prospect statements of interest and finally inspection visitations.

Here again, we would refer to "best practices" of successful U.S. based inward investment agencies.

Final point: DCI would build a system of quantitative evaluation for each marketing tool so that further marketing in the longer term would be based not on hope nor theory but on proven success.