


10 INVESTMENT STRATEGIES FOR KERALA



INVEST INDIA (NATIONAL INVESTMENT PROMOTION AGENCY)

Best IPA in South Asia, East Asia & Oceania  2016 2017 2018	APEX CHAMBERS OF COMMERCE (CII, FICCI, NASSCOM)	CENTRAL GOVT. (DPIIT)	STATE GOVTS. (INCL KERALA)	EFFECTIVE YEARS OF OPERATION
	51%	40.5%	8.5%	4



Great Place To Work Certified Excellence in Trust & Culture	120 EMPLOYEES	29 YEARS AVERAGE AGE	50% WOMEN	70% POST-GRADUATE*	34% HAVE GLOBAL DEGREES
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HIRE PEOPLE WITH PASSION

ACCELERATING ISSUE RESOLUTION

SPECIAL DESKS

ICT USAGE

ATTRACTING SUSTAINABLE INVESTMENTS

4

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53 SECTOR & COUNTRY ROUNDTABLES

258 issues

- 38 issues cannot be actioned (15%)
- 44 issues resolved (17%)
- 176 issues in progress (68%)

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ACCELERATING ISSUE RESOLUTION

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Special Desks

KOREA PLUS Facilitations: 28 Targets: 4
Indicative Investment: \$5 B
Indicative Employment: 11,369

RUSSIA PLUS **UAE PLUS** **Taiwan** **JAPAN PLUS**

Food Processing Facilitations: 39
Targets: 65
Indicative Investment: \$4.86 B
Indicative Employment: 81,616

Fast Track Mechanisms

GERMANY **NETHERLANDS** **EU** **UK**

Current Cases: 4
Resolved: 11
Total: 17

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INDIA INVESTMENT GRID

QUERY SYSTEM

CRM

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UNCTAD AWARD
Best in Promoting Investment in Sustainable Development 2018

WIPA World Association of Investment Promotion Agencies

INVEST INDIA
INTERNATIONAL POLICE COOPERATION

ELECTRIC MOBILITY

CLEAN ENERGY

INVESTMENT STRATEGY #1

INVESTIBLE PROJECTS & INDIA INVESTMENT GRID



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INVESTIBLE PROJECTS



- National Growth Agenda of Jamaica identifies tourism as a key sector for development
- 16 Projects identified under Shovel Ready Investment Programme (SRIP)

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INDIA INVESTMENT GRID



See IIG video at:

<https://www.investindia.gov.in/india-investment-grid>

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IIG - KERALA



IIG - KERALA



The screenshot displays the IIG website interface. At the top, there are navigation links for 'PROJECTS', 'SECTORS', 'SCHEMES', 'STATES', and 'ANALYTICS'. Below the header, six project cards are visible, each with a title, value, sector, subsector, and state. A map of Kerala on the right side shows the locations of these projects marked with red pins.

Project Name	Value	Sector	Subsector	State
Outer Harbour Project (Cochin)	USD 1 bn	Transport	Shipping	Kerala
Coastal Economic Zone Project (Malabar)	USD 468.2 mn	Real Estate	Industry Pl.	Kerala
Dry Dock Project - Cochin Shipyard (Ernakulam)	USD 280.9 mn	Transport	Shipping	Kerala
International Ship Repair Facility Project (Cochin)	USD 151.4 mn	Transport	Shipping	Kerala
Water Supply Project (Cochin)	USD 96.9 mn	Water & Water	Water Infra	Kerala
Azhikkal Port Dredging Project (Kannur)	USD 77.4 mn	Transport	Shipping	Kerala



INVESTMENT STRATEGY #2

SUSTAINABLE DEVELOPMENT GOALS – TRANSLATING SDG GOALS INTO PROJECTS



INVESTMENT PROMOTION AGENCIES CAN PLAY A CRITICAL ROLE IN HELPING MEET SDG TARGETS



INVESTMENT STRATEGY #3 ASSET RECYCLING



ASSET RECYCLING



Delhi Metro Rolling Stock Procurement



Hyderabad ORR Asset Recycling



National Highways Authority Toll Operate Transfer

Procurement of 150 rolling stock on long term basis (35 years) on PPP basis including maintenance of rolling stock and depot.

Toll-Operate Transfer of 158 Km Hyderabad Outer Ring Road against an upfront payment

Toll-Operate Transfer of 9 Highways of National Highways Authority of India for 30 years against an upfront Statement

Eol - 6 Institutional investors



16 investors participated in Kick-off meeting; Contractual documentation finalized; RFP awaited

Australian fund Macquarie bid \$1.45 Bn for the bundle against Government floor price of \$950 Mn

Eol - 5 Manufacturers



RELATIONSHIP MANAGERS

SECTORAL EXPERTISE

TRANSFORMATION AT DISTRICT LEVELS

ICT USAGE

GROUND BREAKING CEREMONIES




#4 INVESTOR TARGETING

AFTERCARE

SUBSECTOR SCAN

MARQUEE CLIENT SERVICES

BUSINESS MODELS



- Marquee clients – Influencers are important
- Events / Roadshows
- Supply-chain Targeting
- Enhanced engagement with partners

USE A CRM OR INVESTOR RELATIONSHIP MANAGEMENT SYSTEM


INVESTOR TARGETING

#5 AFTERCARE

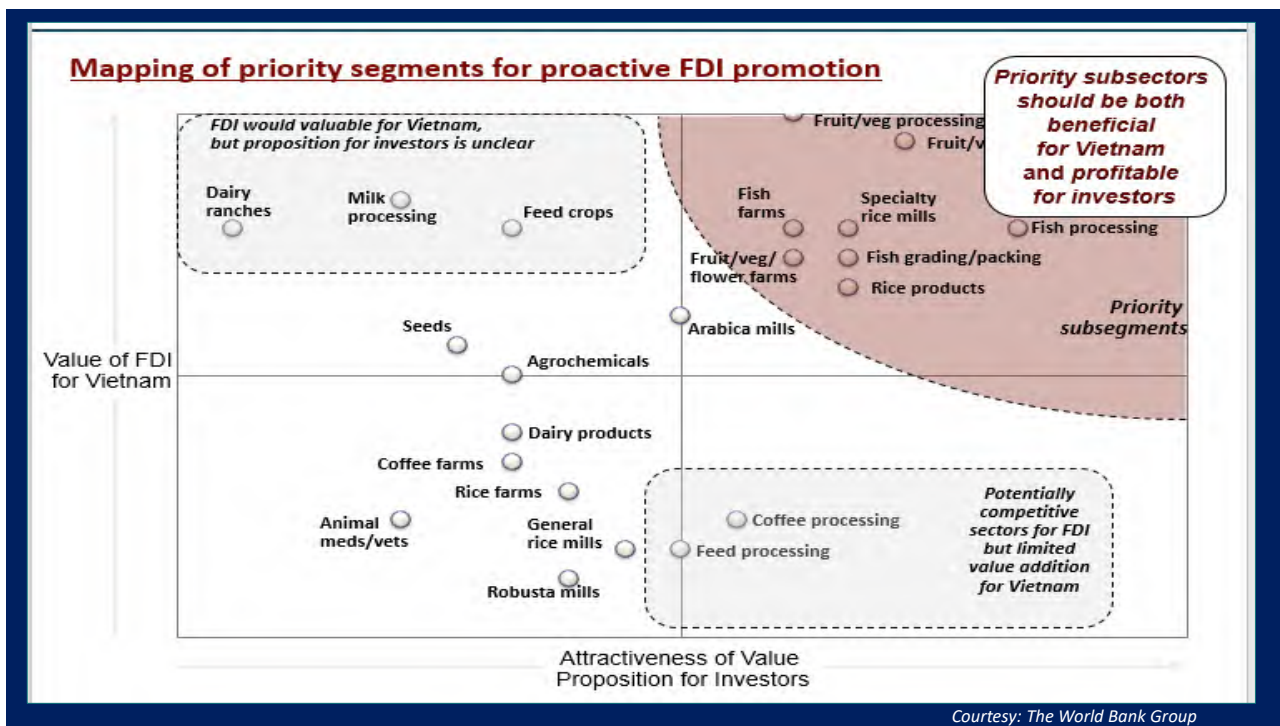
SUBSECTOR SCAN

MARQUEE CLIENT SERVICES

BUSINESS MODELS



Platinum Customer		
Visits by account manager. Strategic collaborator.	Gold Customer	
Eligible for inclusion in public-private dialogue forum.	Monthly phone contact	Silver Customer
Monthly check-in by phone	Included in networking events	Inclusion in mass information services



INVESTOR TARGETING

AFTERCARE

SUBSECTOR SCAN

#7 MARQUEE CLIENT SERVICES

BUSINESS MODELS

People Services

- Dedicated Relationship Manager
- Interpreter
- Monthly case status report
- Quarterly review at CEO level (Video/Tele conference)

Hospitality Services

- Dedicated work space
- Partner with hotel for gold service
- 24/7 Emergency Helpline number to assist senior management in India
- Customised cultural experience

INVESTOR TARGETING

AFTERCARE

SUBSECTOR SCAN

MARQUEE CLIENT SERVICES

#8 BUSINESS MODELS

CELEBRATE SUCCESS




INVEST INDIA

KPI





INVESTMENT STRATEGY #9
KPIs, TARGETS &
DASHBOARDS

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INVEST INDIA

Key Performance Indicators (KPIs)

	<p>Number of firms serviced</p>	<p>Investment (actual and indicated)</p> <p>Jobs (actual and indicated)</p> <p>Investors (prospects, targets, facilitation)</p> <p>State of project</p>  <p>INVEST INDIA</p>
	<p>Fixed Asset Investment, Total Business Expenditure, Expected Value-added, No. of Skilled jobs</p>	
	<p>Jobs, projects, regional target investments, R&D investments</p>	

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Targets

IDA Ireland

Winning: Foreign Direct Investment 2015-2019

TARGETS 2015-2019	
Investments	900
Gross Jobs	80,000
Net Jobs	35,000
Portfolio of Companies	1,350
Cumulative R&D Spend	€3bn
Irish Economy Expenditure	€26.8bn

Reach

US\$ 650 MILLION

In foreign investment under the Free Trade Zone regime in 2018 (6% year-on-year growth)

Generate

10,000 JOBS

quality jobs in 2018 (14% year-on-year)

Generate

3,000 JOBS

in high growth sectors currently not included in the portfolio

Generate up to

2,500 JOBS

in geographic areas outside the GAMA

Increase

20%

the value added per dollar supplied from companies in Free Trade Zones

INCREASE

Tangible the technology transfer between foreign investment companies and the local environment

Dashboards

INVEST INDIA

HOME | INDUSTRY | MY PROFILE | REPORTS | ADMINISTRATION | MY ACCOUNTS | INITIATE PROSPECT | CONTACT DIRECTORS | DASHBOARD | ISSUES | QUIRIES | STRA

Key Outcomes:

- \$ 115,291 mn (Foreign Investment in Ireland)
- 1,834,603 (Number of Investment in Ireland)
- \$ 21,185 mn (R&D Investment in Ireland)
- 117,340 (Number of Investment in Ireland)
- 919 (Companies)
- 241 (Investments)
- 179 (Sectors)
- 499 (Locations)
- 444 (Total Companies Proposed)
- 411 (Total Companies Approved)
- 443 (Total FDI Approved)
- 131 (Total FDI)
- 651 (Total Investment)

Total Business Requests - 169,715

Make in India - 43,103

- 34 Today
- 40 This Week
- 75 This Month
- 877 Year-to-Date
- 120 Countries
- 81 Sectors
- 91,973 Jobs
- 1,014 Work-From-Home
- 500 Start-Up

StartUp India - 126,011

- 144 Today
- 144 This Week
- 144 This Month
- 144 Year-to-Date



INVESTMENT STRATEGY #10 INVESTMENT PROMOTION STRATEGY

Strategy Document - Vision



Where do you see yourself in next 3-5 Years?

IDA Ireland

Vision

IDA, for the benefit of the people of Ireland, will be the best and most successful Investment Promotion and Development Agency in the world.



CINDE, Costa Rica

VISION

CINDE will contribute in positioning Costa Rica as a nation that is highly connected to the global economy, reliable to investors, producer of high-quality jobs, and which is boosted by modern, technologically and knowledge-intensive industries that create productive linkages in ever so more regions throughout the country.



* Depending on State's plan

Strategy Document - Values

- Vision
- Mission
- Values
- Organisation structure
- Target sectors
- Target markets
- KPI identification
- Value Proposition
- Partnerships
- Aftercare

The base guiding the IPA Vision. Like Professionalism, Social responsibility, Operating efficiency

IDA Ireland

Passion for performance & achievement

Public Service

Professionalism

People

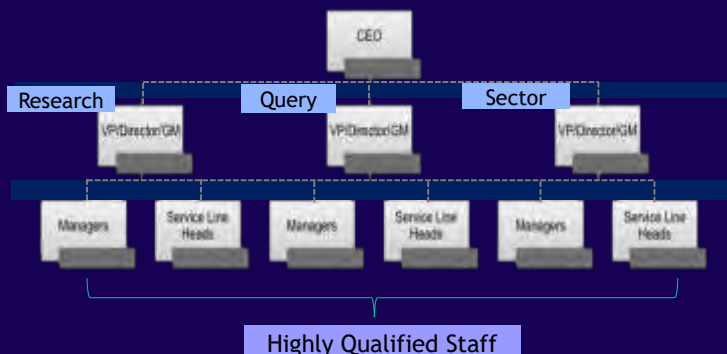
CINDE, Costa Rica



Strategy Document - Organisation Structure

- Vision
- Mission
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An organization structure with clearly defined departments, members and their role.



World's most awarded IPA

* Depending on State's plan

Strategy Document - Target Sectors

- Vision
- Mission
- Values
- Organisation structure
- Target sectors**
- Target markets
- KPI identification
- Value Proposition
- Partnerships
- Aftercare



World's most awarded IPA

* Indicative

To Build upon existing sectors and identify new competitive sectors

Existing strong Sectors*

- Auto
- Telecom
- Textile
- IT BPM...

Industry 4.0

Cluster model

Inv. promotion

World Class

Digitized

Innovative

Potential Sectors*

Identify

Basis Locational advantage, resources availability etc.

Opportunity

Identify the KPIs which would enable Sector growth and look for convergence possibility.

Promotion

Hold Investment Promotion event to target FDI flow into the sectors.

Linkages

Identify clusters in the States where sectors could flourish. Leverage The Natural Clusters.

Strategy Document - Key Performance Indicators

- Vision
- Mission
- Values
- Organisation structure
- Target sectors
- Target markets
- KPI identification**
- Value Proposition
- Partnerships
- Aftercare



World's most awarded IPA

Identify measurable Key Performance Indicators. Set the targets to be achieved by the State for each KPI

IDA Ireland		Cinde, Costa Rica	
TARGETS 2015-2019			
Investments	900	US\$ 650 MILLION	14,000 JOBS
Gross Jobs	80,000	2,500 JOBS	20% INCREASE
Net Jobs	35,000		
Portfolio of Companies	1,350		
Cumulative R&D Spend	€3bn		
Irish Economy Expenditure	€26.8bn		

Suggestive KPIs



Quantum of Investments



Queries to actual grounding

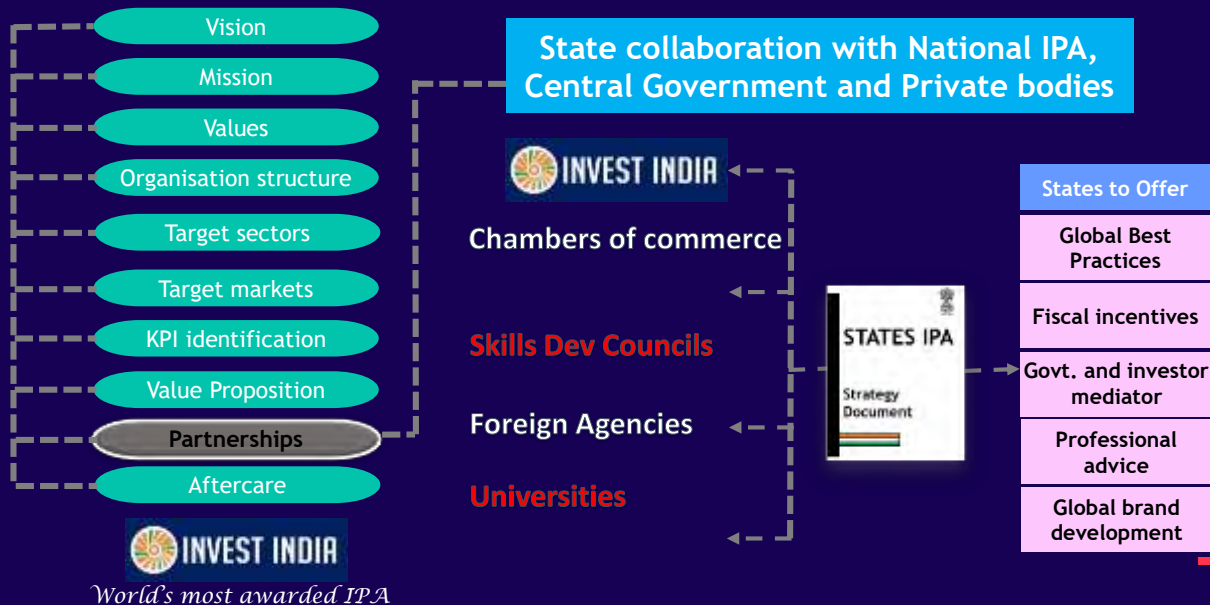
Jobs created per unit of FDI



Target Sector Growth



Strategy Document - Partnerships



IFC
International Finance Corporation

INVEST INDIA

STATE IPA RATING 2018-'19

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STATE IPA RATING PROJECT

8 EVALUATION AREAS

74 ACTION POINTS

Written Strategic Plan



Mandate & Organization	9
Strategy & Marketing	18
Investor Targeting	7
Winning Investment Projects	10
Facilitating Investment	5
Aftercare	5
Systems & Infrastructure	5
Website	15

- KPIs
- Evolving sectors
- Event calendar
- SOPs
- Social media
- Targeting list
- Sector specialists
- Investible projects
- Aftercare strategy



START UP & INNOVATION



Dedicated Startup portal

Second state for launch policy

Clear seed funding guidelines

Designated Demo Days

Pro-active sense of social responsibility

Kerala Development & Innovation Strategy Council

Innovation & Entrepreneurship Dev. Cells across districts



#startupindia
Kerala
TOP PERFORMER
State Startup Ranking Exercise 2018
December 2018

Call support + KSUM chat bot

100 registered mentors

Patent Information Centre

Kerala Startup Corpus Fund

Annual ecosystem report

Strategic alliances

Strong incubation network

UNICORN and SEA Fund

Events, hackathons, bootcamps

Strategic alliances

Support for disruptive start ups




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#startupindia
KERALA YATRA





DISTRICTS

8

INSTITUTES

22

OUTREACH

3000

INCUBATION OFFERS

82

Bootcamps and Train the Trainer - Thiruvananthapuram, Kottayam, Kochi, Thrissur, Kozhikode, Kannur
Van Yatra - Thiruvananthapuram, Kollam, Kottayam, Thalayolaparambu, Kochi, Thrissur, Palakkad, Kozhikode, Kannur

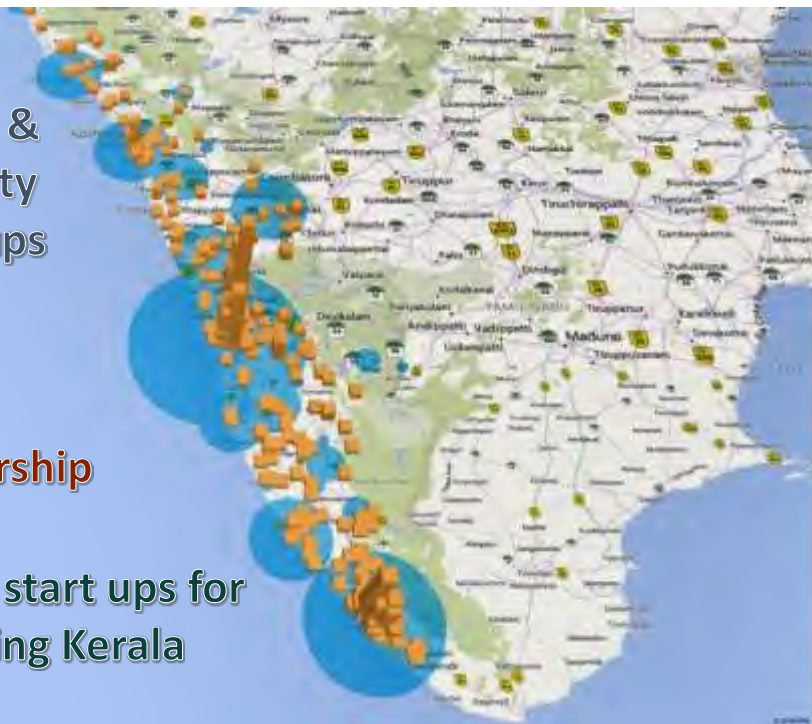


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Kannur, Mallapuram & Allapuzha – possibility of many more start ups

Women entrepreneurship

Disruptive start ups for rebuilding Kerala



Capture



Connect



Cultivate



Collaborate

First call for applications ended Dec 2018
29 applications from Kerala



Prof. K. Vijay Raghavan,
Principal Scientific Adviser



**KERALA
#FUTURE
KNOWLEDGE STATE**

- Tech – BioNest
- AR / VR – AR / VY & Gaming COE
- Artificial Intelligence – CS level empowered committee
- Innovation Centers – Nissan Digital, Airbus global aerospace accelerator

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THANK YOU

@investindia
www.investindia.gov.in

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INVEST INDIA
World's #1 Investment Promotion Agency

The diagram shows a circular process for investor facilitation. At the center is the 'INVEST INDIA' logo. Surrounding it are several stages: 'Investment promotion', 'Policy Advocacy', 'Investor Targeting', 'Investor Aftercare', 'Facilitation (Pre CAF)', and 'Facilitation (Post CAF)'. The process is supported by 'SOPs' (Standard Operating Procedures) and a 'Targeting Approach'. External factors like 'Strategic Plan', 'Partnerships', and 'Event calendar' also influence the process.