

## New Approaches to Managing Structural Change – Customized In-House Trainings

Building upon our team’s experience from more than 200 projects carried out, we offer customized in-house training programmes to support investment, cluster and economic development agencies as well as government institutions in mobilizing investment and managing structural change. “Investment Promotion & Facilitation” and “Cluster Development” belong to the topics most frequently requested. Further modules are offered in related areas such as the development of science parks, industrial zones, and innovation hubs.

### Coverage of the entire policy cycle from diagnostics to designing instruments and the organizational set-up

In developing our training programmes we apply our extensive practical experience and proven methodologies, and combine them with international best practice. With a strong focus on practical examples and interactive exercises we are taking you through the entire process from the initial analyses/diagnostics and strategy formulation to the design and implementation of policy instruments. Furthermore, the institutional set-up and monitoring & evaluation are core elements of the programmes.

### Modules can be delivered as stand-alone training programmes or flexibly combined to suit your needs

Particular emphasis is on policy coherence focusing on generating synergies with related policy areas. The table below provides an overview of typical modules of training programmes for the topics “Investment Promotion & Facilitation” and “Cluster Development”. The modules can be delivered as stand-alone programmes or as components of a complete training programme which can be flexibly combined. Our experts will develop a proposal for your team and deliver it at your preferred location and time.

Investment Promotion & Facilitation	Cluster Development
<b>Introduction to investment promotion</b> <ul style="list-style-type: none"> <li>• Drivers and benefits of investment promotion</li> <li>• Key investment trends</li> <li>• Investors’ needs and location search process</li> <li>• Policy context and interfaces to other policy areas</li> </ul>	<b>Characteristics of clusters &amp; rationale behind cluster development</b> <ul style="list-style-type: none"> <li>• Composition and types of clusters</li> <li>• Origins and life cycle of clusters</li> <li>• Objectives and benefits of cluster development</li> <li>• Prerequisites and key success factors</li> </ul>
<b>Target group analysis and definition</b> <ul style="list-style-type: none"> <li>• Location, investment potential and competitive position as key dimensions of target group analyses</li> <li>• Development impact and sustainability perspective</li> <li>• Analytical tools and sources of information</li> </ul>	<b>Relevant policy framework</b> <ul style="list-style-type: none"> <li>• Policy areas affecting cluster development</li> <li>• Creating synergies, e.g. cluster-oriented investment promotion</li> <li>• Integrated cluster development approaches</li> <li>• Clusters as a catalyst for business environment reforms</li> </ul>
<b>Developing an investment promotion strategy</b> <ul style="list-style-type: none"> <li>• Target group definition and segmentation</li> <li>• Marketing messages</li> <li>• Action plan</li> <li>• Performance targets, monitoring and evaluation</li> </ul>	<b>Identifying cluster development potentials</b> <ul style="list-style-type: none"> <li>• Methods to identify clusters and assess their potential</li> <li>• Quantitative cluster mapping methods vs. qualitative measures</li> <li>• Gap analysis and assessing the market and competitive position</li> <li>• Stages of a cluster selection process and selection criteria</li> </ul>
<b>Investment promotion instruments and activities</b> <ul style="list-style-type: none"> <li>• Marketing materials (e.g. fact-sheets, presentations)</li> <li>• Lead generation and systematic follow-up</li> <li>• Image building (e.g. online marketing / social media, events)</li> <li>• Networking with intermediaries</li> </ul>	<b>Designing a cluster development programme</b> <ul style="list-style-type: none"> <li>• Design principles</li> <li>• Key stages (e.g. diagnostics, vision building, action planning, setting-up organisations and implementing action plan, M&amp;E)</li> <li>• Different types of strategies and types of programmes</li> </ul>
<b>Investment facilitation</b> <ul style="list-style-type: none"> <li>• Potential of investment facilitation</li> <li>• Facilitation process (e.g. enquiry screening, visits, proposals)</li> <li>• Service packages (e.g. financing, recruiting, locating)</li> <li>• Use of CRM systems and service standards</li> </ul>	<b>Institutional and financing framework</b> <ul style="list-style-type: none"> <li>• Organisational models and legal forms of cluster organisations</li> <li>• Regional / cluster level vs. national / cross-cluster level</li> <li>• Division of roles between stakeholders and government levels</li> <li>• Financing needs and models</li> </ul>
<b>After-care</b> <ul style="list-style-type: none"> <li>• Support needs of existing investors</li> <li>• Characteristics and types of after-care programmes</li> <li>• Customer satisfaction analyses</li> <li>• Building up a policy advice function</li> </ul>	<b>Cluster-specific service and activity portfolio</b> <ul style="list-style-type: none"> <li>• Business development and Internationalisation</li> <li>• Innovation and upgrading</li> <li>• Employment and skills development</li> <li>• Cluster marketing and information services</li> </ul>
<b>Organisational framework for investment promotion</b> <ul style="list-style-type: none"> <li>• Institutional context for investment promotion</li> <li>• Organisational models and their (dis)advantages</li> <li>• Opportunities and challenges of a sectoral set-up</li> <li>• Integration of facilitation and after-care functions</li> </ul>	<b>Activities and services at the cross-cluster level</b> <ul style="list-style-type: none"> <li>• Facilitating knowledge transfer between clusters</li> <li>• Capacity building for cluster managers and steering committees</li> <li>• Marketing of cluster programmes, international relations</li> <li>• Steering, M&amp;E, policy advice</li> </ul>

**Participants from investment, economic and cluster development agencies and government institutions benefit from the opportunity to:**

- Gain new insights into international good practice
- Get an overview of the latest trends in the relevant policy areas
- Familiarize themselves with the key concepts and approaches, potential synergies and trade-offs
- Upgrade their expertise in structural analysis and designing relevant strategies
- Practice hands-on instruments to manage and support structural change
- Get introduced to different organisational models and the key benefits and challenges.



**The design of the 1 to 5 day programmes also takes into account the background and experience of the participants, e.g.:**

- Initial trainings for new team members providing an introduction to key approaches and instruments
- Refresher trainings to update your team on latest trends and best practice
- Executive sessions focusing on strategy and policy issues for senior management
- Stakeholder workshops to initiate or foster a collaborative approach.

Trainings can be provided to groups of 5 to 25 participants and can take place on-site at your facilities or at another location of your choice. The course language is English.

**Our trainers combine technical expertise with capacity development skills and have worked both in OECD and developing countries**

Vogler Economic Development Consultants is an independent consulting firm providing diagnostic, strategic and operative support to investment promotion, economic and cluster development agencies, government institutions and large industrial companies. Our team of consultants and trainers has already carried out approximately 200 projects at the multi-national, national as well as regional level. Our trainings are closely aligned to our thematic areas of expertise related to industrial and innovation policy, investment promotion and cluster development programmes.

**Bjoern Vogler** has 20 years of international experience as a consultant and trainer in OECD and developing countries. He combines technical expertise in industrial development with extensive experience in capacity building. On behalf of GIZ Deutsche Gesellschaft für Internationale Zusammenarbeit and further international partners, he has completed various short-term and long-term assignments, e.g. in Albania, Moldova, Ukraine, Azerbaijan and Namibia.

**Franziska Strutz** is a specialised consultant and trainer with a broad range of international experience in the areas of investment promotion, development of science and industrial parks, site conversion projects and organisational development. She has carried out projects and trainings both in Europe and Southern Africa assisting ministries at the national and state level as well as large international companies.



## CONTACT