

International Marketing Analysis And Strategic Marketing Plan





North Carolina's Southeast is a regional economic development partnership that serves Bladen, Brunswick, Columbus, Cumberland, Hoke, New Hanover, Pender, Richmond, Robeson, Sampson, and Scotland Counties.

"Our mission is to provide strong economic development leadership in southeastern North Carolina through innovative marketing and collaborative regional initiatives that will create new jobs, generate capital investment, and secure new business locations."

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Executive Summary

The following study illustrates the need for a proactive international marketing initiative for North Carolina's Southeast Regional Economic Development Partnership (NCSE). There has been a significant increase in project activity from international firms in the Southeast Region and historically the Partnership has been reactive to these inquiries. To approach the issue from a more proactive perspective, several data-driven steps were taken to ensure that this strategy is consistent with NCSE's mission, targeted industry sectors, and available resources. The process involved five significant components culminating in a strategic plan:

- (1) Taking an exhaustive inventory of existing industry in the region with international parent companies.
- (2) Surveying those companies for insight into which factors led them to locate in the region and identifying opportunities for improvement.
- (3) Researching and compiling best practices from economic development organizations that have successful international marketing strategies.
- (4) Identifying Foreign Direct Investment (FDI) trends in the region, state, and nation that suggest sustainable inward investment.
- (5) Evaluating cultural norms to identify countries with the fewest entry barriers.

The analyses of these five elements lead to the development of a strategic plan that has the highest probability for effective recruitment of inward FDI within the shortest time horizon.

Methodology

Phase I – Discovery

Industry Inventory and Survey

The discovery phase of this study compiled a database of the existing international companies in the Southeast Region. This was assembled first by reaching out to our allies and partner agencies such as the North Carolina Department of Commerce, NC Biotechnology Center, NC Ports Authority, local Defense and Military outreach contacts, and the Cape Fear Chapter of the World Trade Association, and reviewing their lists of international companies and contacts. This list was then cross-referenced with company and contact information sourced from Dunn and Bradstreet/Hoover's and was narrowed down to include only those that have international parent companies. The final count shows the NCSE region has 58 foreign owned companies with 75 facilities in the region. The internationally owned company list is available in Appendix A.

After the database was completed, a brief questionnaire was sent to company executives to gain a better understanding of why these international companies chose to locate in the Southeast Region. Creating this list and initiating outreach to these international companies fulfilled two primary goals: (a) to begin tailoring NCSE's marketing message to better align with international interest; and (b) to develop relationships that may offer opportunities for contacts in the parent countries. The survey's design identified assets and challenges that were integral to locating in the region along with inquiries about possible supply chain contacts that may be interested in locating nearby. The internationally owned company survey questions and responses are available in Appendix B.

Best Practices Analysis

In order to increase the likelihood of success, research into what other regional economic development agencies do to market internationally was an important consideration. This study evaluated these practices and strategies from across the nation to assimilate what will be most effective for the region into NCSE's strategic marketing plan. Organized by region, the following topic areas are presented: examples of international marketing campaigns, examples of promoting regional assets internationally, examples of marketing an area as an "international region," and success stories in international firm recruitment and FDI.

No two regions are exactly alike, and some regions and cities cited in this study as best practice comparisons are very different from the more rural NCSE region.

However, it is likely that some of these different international marketing and recruitment strategies can be emulated successfully by NCSE. Only ideas and strategies that seemed plausible and relevant to the region were included. It is impractical for every best practice to be followed; however, by presenting a broad array of options and insight into what other regions are doing, NCSE can decide which practices will be the most relevant for the region.

Alabama

The Mobile region, comprised of three counties, lists foreign industries with a location presence by name, country of origin, and industry, but provides no links or further information on their strategy or success of FDI recruitment. One thing the Mobile Regional Economic Development office has done well is advertised their awards and recognitions. The Media Center lists the articles and publications that mention the area, including location and expansion announcements, news articles like *The Economists'* ranking of Alabama, along with other awards and recognitions which can be seen on their website¹.

Ohio

CincinnatiUSA is a regional economic development organization for the Ohio Metro Area that has some best practices that NCSE could incorporate. On their website, the pages dedicated to their targeted industry sectors offer translations of the industry information into the languages of the key countries involved in that sector. For example, the translations offered for the Aerospace industry are Chinese, French, and Korean. The translations for the Chemistry and Plastics industry are German, French, Japanese, and Korean².

Virginia

Virginia centers its international recruitment on the fact that the Commonwealth of Virginia was founded as a trading company in the 1600s. Currently home to more than 700 international companies from over 40 countries, economic development organizations in Virginia illustrate a significant focus on international marketing and recruitment strategies. They do an effective job of listing their international success stories, providing case studies, and interviewing the company's leadership about why they chose Virginia and the advantages of doing business there³. They also track and publish, by dollar amount in millions, how much international investment is coming into VA by Country, provide an interactive survey allowing a foreign-owned company to

¹ http://mobilebayregion.com/media_center.asp

² http://www.cincinnatiusa.org/econ_a.aspx?menu_id=298&id=10851&rid=11539

³ <http://www.yesvirginia.org/pdf/InternationallyownedCompanies.pdf>

select what information they need, and also have separate websites with this information translated into Chinese, French, German, Japanese, and Korean.

Virginia has an extensive international page on their website. Their listing of international companies that have a location presence includes the company name, the parent country, and the city/county in which it is located. The company name includes a hyperlink to that company's profile, which includes the address, phone number, and website⁴. This would be easy to replicate in the Southeast Region and, in addition to showing the FDI presence, it would serve as an example of how our public-private partnership benefits both the community and the region's businesses.

One best practice that NCSE might be able to recreate is an interactive map that shows, by color, foreign firms in the region, with the key associating a color with the country of origin⁵. By including an interactive graphic similar to Virginia on NCSE's website, it will promote the region as being internationally friendly and an active participant in the global market.

The Richmond VA area, promoted through the Greater Richmond Partnership (GRP), focuses their best practices for international recruitment advertising, marketing, and recruitment campaign on catering to each individual international company. The GRP Visit Service is an online questionnaire that companies fill out which allows them to identify professional companies and contacts they wish to interact with during a visit. This empowers visitors to create their own targeted itinerary, and ensures they get the most out of their visit to the region⁶.

The Greater Richmond Partnership also tailors information for international businesses looking to move to America by their country of origin. For example, the UK business guide includes a list of British-owned firms in the Greater Richmond area and success stories from other British companies that have located there, along with more general information like Richmond's international community, business costs, and accolades received⁷.

The Greater Richmond Partnership's brochure, available on its website, titled "US Start-Up Model for International Firms," offers comparative cost information for Richmond, VA; Atlanta, GA; Charlotte, NC; Los Angeles, CA; and other major cities in the US. The costs include everything from Visa costs (the same in any state) to average worker salary by education level, tax rate

⁴ <http://www.virginiascan.yesvirginia.org/international/intlowned/table.aspx>

⁵ http://www.yesvirginia.org/international/foreign_direct_investment/casestudies.aspx

⁶ <http://spatialserver.yesvirginia.org/silverlight/?map=Foreign%20Affiliated%20Companies>

⁷ http://www.grpva.com/publications/international_brochure_UK.pdf

comparisons, and utility costs. The costs comparisons section has information on the number of international companies in Greater Richmond, transportation options, real estate options, and incentive structures available, all in an eight page printable PDF file⁸.

Georgia

The Metro Atlanta Chamber of Commerce has dedicated personnel for Foreign Direct Investment teams, and other programs and recruitment tools to attract foreign companies to Atlanta. The Chamber is also involved in helping local businesses export or expand internationally. Under their Foreign Direct Investment team, the Chamber provides site selection services, profiles of Atlanta, including translated presentations and success stories, and a page dedicated to the International Community in Atlanta that comprises churches and consulates, schools and restaurants. The Metro Atlanta Chamber also provides a comprehensive list of its allies in Global Commerce, which includes consulates and trade commissions, International Chambers of Commerce, and other international agencies and organizations. They also include an in-depth look at Atlanta's Market Access, which shows how connected Atlanta is to the US market, through listing international flights, rail systems, and port access⁹.

Colorado

The DenverMetro area advertises the number of jobs created by FDI and the percent growth of regional FDI through the years. The Denver region also dedicates information regarding international flights via the Denver International Airport. By including information on routine flights to cities like Orlando and New York, and promoting how few connections are needed to get to Europe or Asia, NCSE can better position the region as “internationally accessible¹⁰.”

North Carolina

Several key interviews were conducted with local economic developers, international business developers, and other officials involved in community development to gain insight into the best practices within the state of North Carolina. Mark Lanier, Assistant to the Chancellor at UNC-Wilmington, suggested NCSE reach out to industry leaders, such as the NC Film Commission, NC Biotechnology Center, and others, to create an international outreach commission. NCSE and other regional leadership could then leverage each

⁸ http://www.grpva.com/publications/international_business_model.pdf

⁹ <http://www.metroatlantachamber.com/content/IntPage.aspx?Id=128&Sid=9>

¹⁰ <http://www.metrodenver.org/international-trade>

other's expertise for innovative ways to attract foreign investment into the region¹¹.

Joe Dougherty, the Director of the Global Business Initiative and Cardno Emerging Markets USA Ltd., suggested a more complete buildings and sites database that offers translated text and measurements would help international firms locate in the region. He pointed out that in order for an international company to expand or relocate in the region, they have to address general factors like currency conversions and market distribution, along with industry-specific factors¹².

Vanessa Goeschl, Vice President of Marketing and Research at CharlotteUSA, said, "We let the market dictate where we go," and use local business people and industries with foreign ties to make recommendations on where the activity and growth is. For example, earlier in 2012, CharlotteUSA sent a group to Israel, because investors and contacts said that it is an area ready for investment. An advantage to Israel is that companies there are in their growth stage, so it's easier to meet with top decision makers. Her recommendations for NCSE's international strategy are three-fold:

1. Look up and advertise where direct and 1-stop flights are going internationally
2. Seek input from local investors and business people to advise on where economic activity and growth is happening
3. Consider regions with similar industries and leverage local contacts to get new leads and targets¹³

Multiple interviews with several members of the North Carolina Department of Commerce (NCDOC) revealed opportunities for collaboration. The best practice ideas from these interviews include:

1. Creating a pamphlet promoting the NCSE region's international marketing campaign to insert in the NCDOC's brochure on doing business in NC. This would be distributed at international meetings and trade shows as an example of a region in NC.
2. Contacting foreign NCDOC satellite offices for lead metrics on companies capable of investing in the Southeast Region.
3. Consider using the EB-5 program as a marketing tool.

¹¹ Interview with Mark Lanier, Assistant to the Chancellor at the University of North Carolina at Wilmington 5.21.2012

¹² Interview with Joe Dougherty, Director of the Global Business Initiative and Cardno Emerging Markets USA Ltd. 6.18.2012

¹³ Interview with Vanessa Goeschl, Vice President of Marketing and Research at CharlotteUSA 6.27.2012

4. Providing information on the cultural resources in the region, like CharlotteUSA, and AtlantaUSA do on their websites.
5. Soliciting success stories from international firms to use on NCSE website¹⁴.

Dr. Woody Hall, the Senior Economist at the Swain Center for Business and Economic Services, suggested promoting the international accessibility of our region via advertising more prominently the Foreign Trade Zone and Passport Clearance at ILM and other local airports on the NCSE website¹⁵.

Russ Rogerson, Executive Vice President at Fayetteville-Cumberland County Chamber of Commerce, suggested creating a “champion network” of local businesses, officials, and academics who share an interest in creating jobs and attracting FDI into the Southeast Region. Steps that NCSE could take to create a “champion network” include:

1. Leverage and maintain existing contacts that have international ties such as insurance companies, banks, law firms, and other “allies from home.” Focus on local service providers who will benefit from growth of an increased international presence in the region.
2. Reach out and include companies, service providers, Chambers of Commerce, business groups, and economic developers in the region.
3. Set up international seminars abroad about “How to do business in Southeastern NC¹⁶.”

¹⁴ Interviews with April Kappler, Tammy Lester, Holly Crosby, Dallas Hardenbrook, Martyn Johnson, and Martie Butler, NC Department of Commerce 6.27.2012 and 7.10.2012

¹⁵ Interview with Dr. Woody Hall, Senior Economist at the Swain Center for Business and Economic Services 7.19.2012

¹⁶ Interview with Russ Rogerson, Executive Vice President at Fayetteville-Cumberland County Chamber of Commerce 8.3.2012

Recommendations

The following steps are recommended based on best practices, and listed in order of priority:

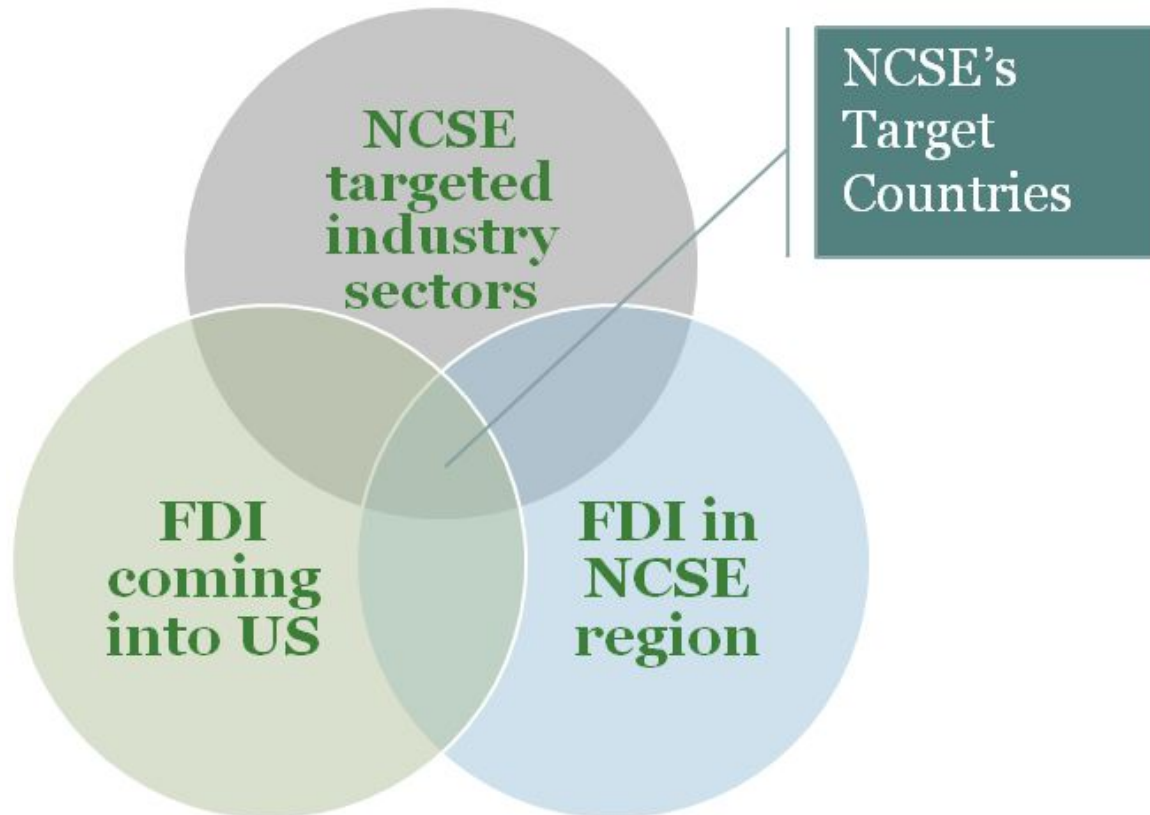
1. Translate standard regional information into top languages, translate key industry information into languages of countries most involved in that industry on website; include cultural activities available in the region.
2. Leverage existing industry, allies, community colleges, and universities to establish an international consortium to gain relationships with international companies.
3. Establish an international page on the NCSE website with an international “Who’s Here” of companies in the region by county and success stories.
4. Develop a cost-comparison of doing business in the region versus other major cities. Include information on website and develop “Doing Business in NC” seminar for recruitment missions.
5. Identify flight information and add to website to illustrate international accessibility with connections to Canada, Europe, and Asia. Include information regarding Foreign Trade Zones, passport and US Customs clearance at ILM.
6. Create a translated downloadable booklet that includes marketing message for corresponding industry clusters in key languages, cultural activities, accessibility, cost comparison, and contacts in the region.
7. Include *Manufactured in NC* link on “Who’s Here” page for companies to identify potential partners or suppliers.
8. Track and report on investment amount and number of jobs created by internationally owned companies on website.
9. Develop a questionnaire for companies to request meetings with specific existing industries to maximize the value of a location visit to the region.

Phase II –Data and FDI Trend Analysis

Data and analysis presented in this study will provide a data-driven approach to crafting an international marketing strategy to target and increase Foreign Direct Investment (FDI) into the Southeast Region of North Carolina. The following information is presented:

- The existing international industry composition and country presence in the Southeast Region are analyzed to determine the prominent foreign owned industries active in NCSE's regional economy. The data is supplemented with State and National FDI trends and statistics to justify the sustainability of the investments, and to evaluate synergistic partnering opportunities. This approach will determine the countries on which NCSE should focus a marketing campaign to ensure the highest probability of sustained investment in the region, state and the US; and will enhance growth of our existing industries.
- Data and analysis from peer-reviewed journals and renowned economists will enable NCSE to gauge what industries and countries are most suitable for investment in the region, using the region's and state's targeted industry sectors to identify common industries within these countries.
- Key investment data is presented on the identified industries within the target countries that provide valuable insight into the development of a marketing strategy and campaign. Data includes projections, statistics, and investment potential from top consulting groups, think-tanks and government agencies, such as The Heritage Foundation, Hoovers, the International Monetary Fund (IMF), the Bureau of Economic Analysis (BEA), Boston Consulting Group and others.
- Opportunities for marketing partnerships of international sectors and companies are highlighted – including with the NC Department of Commerce (NCDOC) and other economic development groups.

The following Venn diagram illustrates the logic followed to determine the countries with the highest probability for successful recruitment:



Inward FDI in the NCSE Region, State, and US

The top 9 most active countries in the NCSE region are:

Parent Country	# of Firms	% of Foreign-Owned Firms
Japan	8	14%
France	7	12%
Germany	7	12%
England	6	10%
Netherlands	4	7%
Sweden	4	7%
Canada	3	5%
Ireland	3	5%
Switzerland	3	5%

International Presence in North Carolina

NC ranks 10th in the nation for FDI employment, with 4.8% of total employment (4,325,000 people) directly supported by international companies and their subsidiaries in 2011¹⁷.

The NC Department of Commerce reports the following FDI employment trends in its International Business Brochure (2008)¹⁸:

- Japan- \$3.6 billion- 16,800 employed
- Canada- \$3.6 billion- 13,000 employed
- Europe- \$13.9 billion- 95,000 employed
- Other- \$8.3 billion- 81,900 employed

Charlotte hosts the largest concentration of international firms in the State, with over 850 foreign-owned companies. While they have more firms, the countries present there are similar to the international company presence in the Southeast Region. The top foreign countries present in Charlotte are Germany, Italy, France, Sweden, China, Japan, Canada, Brazil and the United Kingdom¹⁹. While many of these countries are the same ones being considered for targeted recruiting efforts by NCSE, China, and Brazil's strong presence in Charlotte might

¹⁷ Beek, J. Foreign Investment Creates Jobs in the US. 17 Aug. 2011 <http://blog.heritage.org/2011/08/17/foreign-investment-creates-jobs-in-the-united-states/>

¹⁸ <http://www.thrivenc.com/sites/default/files/assets/International.pdf>

¹⁹ <http://charlotteusa.com/business-info/international-business>

signify that there is significant reward in a targeted marketing program for those (and possibly other) BRIC (Brazil, Russia, India, and China) countries. There may be an opportunity to collaborate with other partnerships; therefore we will evaluate these BRIC nations for our international marketing analysis later in this study.

International Investment in America

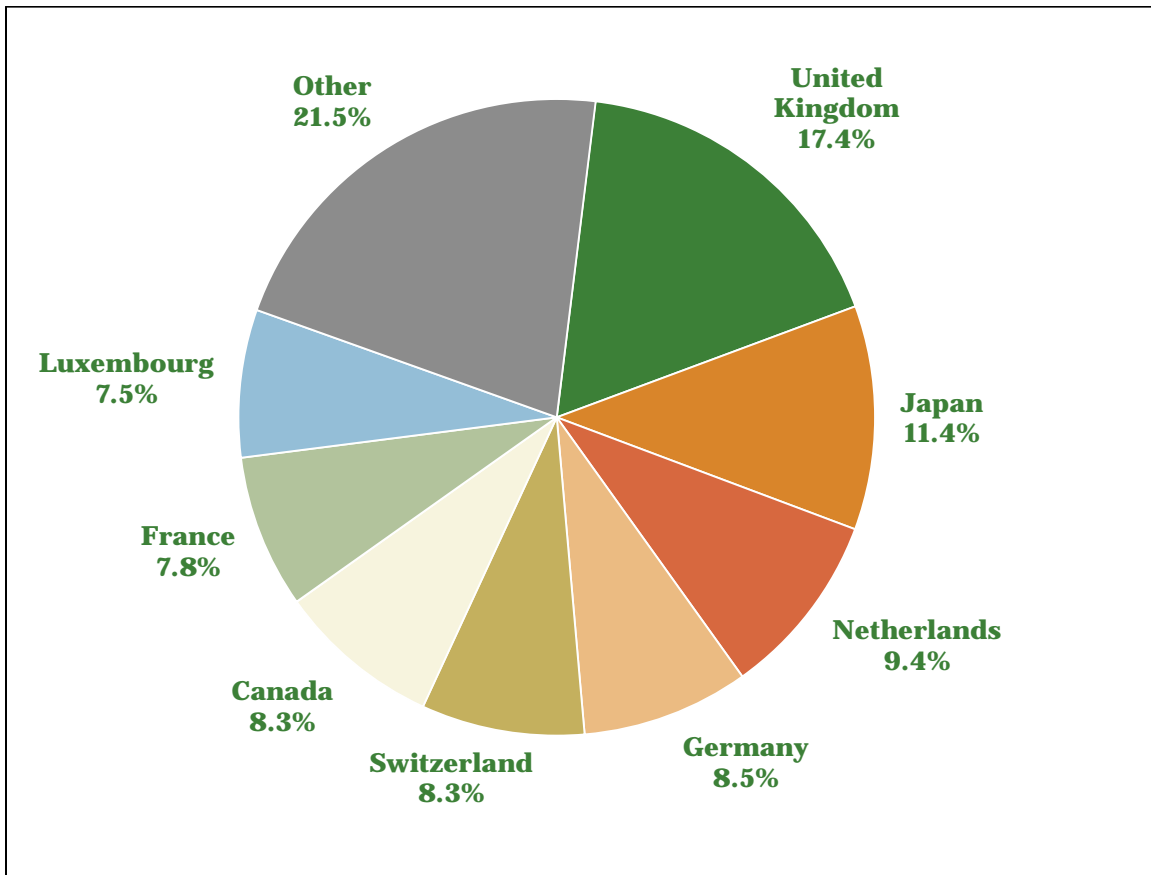
There is significant overlap among the countries that are highly invested in the state and region, and the countries with the most inward direct investment into the US overall. In the Coordinated Direct Investment Survey by the IMF, in 2010, over \$2 billion was invested into the United States. Of that, 18% was from the UK, 11% from Japan and 9% from the Netherlands, Germany, and Canada each, with the smallest amount still being over \$200 million²⁰.

In 2011, the trend of these same countries as major investors continued. The United Kingdom remained the largest investing country with a position of \$442.2 billion, or 17% of the total. Japan was the second largest with a position of \$289.5 billion, or 11% of the total, and the Netherlands was the third largest with a position of \$240.3 billion, or 9%. Germany (\$215.9 billion), Switzerland (\$211.7 billion), Canada (\$210.9 billion), and France (\$198.7 billion) had the next largest positions, and each accounted for 8% of the total²¹. The following chart shows FDI into the US in 2011, as sourced from the BEA.

²⁰ <http://cdi.imf.org/>

²¹ Barefoot, K.B., Ibarra-Caton, M. (July 2012) Direct Investment Position for 2011. Country and Industry Detail. Survey of Current Business. http://www.bea.gov/scb/pdf/2012/07%20July/0712_dip.pdf

Inward Direct Investment Position by Country of Each Member of the Foreign Parent Group at Yearend 2011²²:



Target Countries for NCSE

NCSE's marketing and recruitment efforts should be focused on the countries already most active in the region, state, and the US. FDI trends and research, best practices, economic articles, and world investment analyses support this approach by showing sustained investment from the same countries. Based on this data, the United Kingdom, Germany, the Netherlands, Japan, and Canada are the countries that warrant recruitment initiatives. These countries are already major trade partners with the US, especially in the top industries found in the Southeast Region. For example, Germany, the UK, the Netherlands, Canada, and Japan are among the top export markets for US biotechnology products²³.

²² US Bureau of Economic Analysis. <http://www.bea.gov/>

²³ Biotechnology Product Manufacturing Hoover's Industry Report. <http://www.hoovers.com/industry-facts/biotechnology-product-manufacturing.1494.html>

Target Industries

The following chart depicts the significant correlation in industries within our region and the 5 target countries:

	Advanced Textiles	Agri-Business	Aviation, Aerospace	Biotech	Defense	Energy	Auto	Chemicals*
NCSE	√	√	√	√	√	√		√
Germany			√	√		√	√	√
Japan	√		√				√	√
Netherlands		√				√		
Canada		√	√	√		√	√	√
UK			√	√	√	√	√	

*Chemicals are not a targeted sector for NCSE but have a significant presence in the region.

This analysis shows the potential for the Southeast Region to take advantage of the increase of FDI coming into the US by actively soliciting industries that could excel in the region and benefit from existing clusters. This strategy will make the most of existing resources and ensure the marketing strategy is customized to those industries within countries that stand the highest chance of actualizing FDI²⁴.

US manufacturing, the 8th largest economy in the world²⁵, is projected to be the recipient of “more than half the increase in investment funding, especially in automaking, oil and gas processing²⁶.” The Southeast region is positioned to capitalize on this trend because foreign-owned auto parts manufacturers, like FCC LLC, are already operating in the region, and could possibly be leveraged as an attractor to complementary firms.

²⁴ Regional Review; South Atlantic Draws Firms from Around the Globe p. 38 Area Development Site and Facility Planning August 2012. Vol 27. No. 4 <http://www.areadevelopment.com/RegionalReports/August2012/south-atla-states-regional-economic-development-report-70076.shtml>

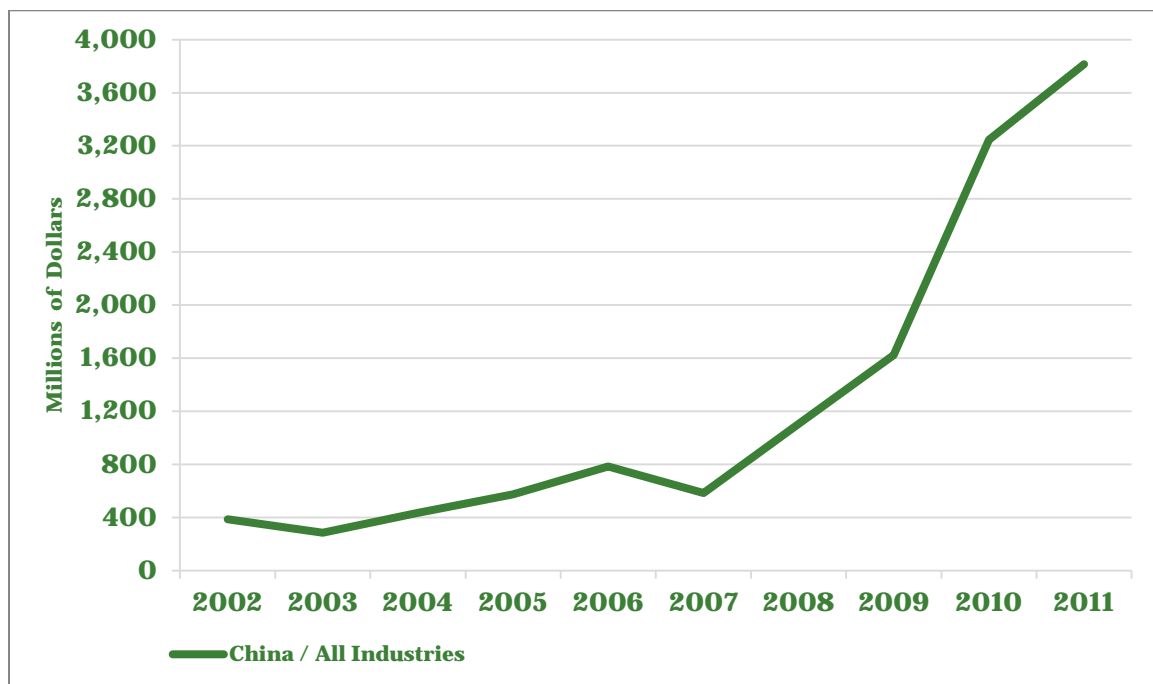
²⁵ The Manufacturing Institute. The Facts about Modern Manufacturing. 8th ed. 2009 http://www.nist.gov/mep/upload/FINAL_NAM_REPORT_PAGES.pdf

²⁶ The Kiplinger Letter Vol. 89 No. 36

BRIC Countries (Brazil, Russia, India, China)

The Economist notes that developing BRIC countries will most likely “keep their manufacturing investments onshore, where wages are lower,” but will invest in the natural resources they don’t produce. Investment from China continues to rapidly increase. “From 2004 to 2011, China's ODI [Outward Foreign Direct Investment] grew from \$5.5 billion to over \$65 billion a year and it is expected to reach \$150 billion by 2015. This represents a fast-growing chunk of the world's ODI outflows, which totaled \$1.7 trillion last year²⁷.” Using the BEA’s Direct Investment Data, the following chart was created that depicts, in millions of dollars, Chinese investment into the US from 2002-2011:

Foreign Direct Investment Position in the United States on a Historical-Cost Basis²⁸:



In a recent article in *Global Charlotte*, a new wave of Chinese investment in that region is touted as a growing trend, and forecasts that China “will become one of the top three international investors in the world by 2015²⁹.” Growing labor costs in China, in addition to volatile fuel costs, exchange rates, and other logistics costs and supply chain considerations, are driving the re-shoring trend of

²⁷ FDI with Chinese Characteristics. 6 September 2012. *The Economist* Online. Graphic Detail Blog. <http://www.economist.com/blogs/graphicdetail/2012/09/focus>

²⁸ Foreign Direct Investment in the U.S., Foreign Direct Investment Position in the United States on a Historical-Cost Basis. Bureau of Economic Analysis. http://www.bea.gov/itable/index_MNC.cfm

²⁹ Bird, J. (Oct. 26, 2012) Chinese Plant Flag in Charlotte-Area Market. *Global Charlotte*. <http://www.bizjournals.com/charlotte/print-edition/2012/10/26/chinese-plant-flag-in-local-markets.html>

bringing manufacturing back to the US and also attracting FDI in US industry³⁰. One challenge NCSE faces with soliciting Chinese investment is their entry into the US market is typically via mergers and acquisitions. The popular entry strategy of Chinese and other Far East companies is to acquire a company that is heavily dependent on Chinese imports and then expand and bring more operations onshore that will complement the newly acquired company³¹. Identifying potential investment opportunities via mergers and acquisitions is beyond the scope of NCSE's current mission.

Brazil doesn't have the economic might of some BRIC nations but it is showing signs of more FDI to the US. This is the 3rd year Charlotte has flown to Brazil to recruit firms, and Charlotte is home to six Brazilian firms. Some major challenges for doing business in Brazil include: the cost of labor, labor laws, and business costs such as office rentals, etc. Brazil's inefficiencies drive up business costs: it takes 2,600 man hours to file taxes, four years to recover insolvency debts, and 119 days to launch a business. This could be an advantage in attracting Brazilian firms to relocate. As for the rest of the BRIC nations, "India is bogged down by internal issues while Russia has failed to diversify beyond oil and appears to be moving backward in political and market reforms³²."

While these countries are promising for some regions that have existing Brazilian and Chinese-based industry to use as leverage, the BRIC countries have larger entry barriers for a marketing campaign. Cultural and institutional differences in how business is conducted require a long-term strategy for proactive recruitment in developing countries as relationships of mutual trust typically need to be established first. There are also significantly more political and economic risks, which makes recruitment in Brazil and China less probable to generate an immediate return on investment. A targeted approach should be considered after successful recruitment missions in countries more institutionally and culturally aligned with the US. However, with only 1 layover, you can fly from Wilmington or Fayetteville to Rio de Janeiro, Brazil, or Beijing, China, so these are more accessible for recruitment in the future.

³⁰ Thompson, R., Carver, J. (August 2012) U.S. Industrial Real Estate Ripe for Picking. Area Development.

³¹ Bird, J. (Oct. 26, 2012) Chinese Plant Flag in Charlotte-Area Market. Global Charlotte.
<http://www.bizjournals.com/charlotte/print-edition/2012/10/26/chinese-plant-flag-in-local-markets.html>

³² Stokes, D. Brazil: Best of the BRICs? 26 March 2012. Business without Borders.
<http://globalconnections.hsbc.com/united-kingdom/en/news-insight/brazil-the-best-of-the-brics>

Phase III - Investment Data by Country

Based on the data gathered in Phase I and II, NCSE should concentrate on marketing the region to the following countries: Germany, United Kingdom, Netherlands, Canada, and Japan. Industry sector strengths, FDI sustainability, and industrial synergies will be analyzed in this section to prioritize the three distinct geographic regions of Western Europe, Canada, and Asia. The exploration of cultural constraints and similarities is valuable because they affect the timeline for feasible successful attraction of FDI from these countries. Soft facts, such as cultural considerations and institutional alignment with the US will also be evaluated to grade the ease of entry for a targeted marketing campaign.

Germany

Germany is the United States' largest European trading partner and is the sixth largest market for US exports³³. 12% of the internationally owned companies in the NCSE region are German.

- **Industry Sector Strengths:**
 - Export Commodities: machinery, vehicles, chemicals, metals and manufactures, foodstuffs, textiles
 - Export Partners: France 9.7%, US 7.5%, UK 7.3%, Italy 6.7%, Netherlands 6.4%, Austria 5.4%, Belgium 5.3%, Spain 5% (2007)
- **FDI Sustainability:**
 - FDI Outflows:
 - 2008- \$77.142 billion
 - 2009- \$78.2 billion
 - 2010- \$104.857 billion³⁴
 - Currency Parity:
 - .77277 Euros to \$1 US Dollar³⁵
 - GDP Growth:
 - 2009:-5.1% 2010: 3.6% 2011: 3.1% 2012: 0.6%*
 - *Forecasted Real GDP Growth
 - Export as percent of GDP: 46.8% (2010) ³⁶

³³ Doing Business in Germany: 2012 Country Commercial Guide for US Companies

<http://export.gov/germany/MarketResearchonGermany/CountryCommercialGuide/index.asp>

³⁴ Global Finance. Germany GDP Data & Country Report. <http://www.gfmag.com/gdp-data-country-reports/268-germany-gdp-country-report.html#ixzz296dm9b9y>

³⁵ Oanda Currency Converter <http://www.oanda.com/currency/converter>

³⁶ The Germany Country Economic Report & GDP Data 2012. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/152-the-united-kingdom-gdp-country-report.html#axzz2A3kCTsoE>

- **Synergistic Industrial Activities:**

Germany is Europe's largest market for medical devices and the world's third largest, behind the United States and Japan, accounting for 7% or € 21.1 billion (approximately \$27.2 billion) in 2011. NC is ranked 5th in the nation for biotechnology. Germany also leads the world in solar power equipment manufacturing, and uses more renewable sources of energy than any other industrialized country³⁷. Germany is home to the largest chemical industry in Europe, and the 4th largest in the world³⁸, and the cluster synergies between NC and Germany continue, with other common industries including medical equipment, the automotive industry, scientific and laboratory instrumentation, and agricultural products³⁹.

- **Entry Barriers= Low**

The significant overlap of target industries and the establishment of German companies in the Southeast Region provide for an ease of entry and makes a strong case for further, more industry-specific recruitment of German companies.

- #22 Best Country to do Business
- #6 in Global Competitiveness Ranking
- 71.8 "Mostly Free" on Index of Economic Freedom⁴⁰

- **Cultural Barriers= Low**

European nations have the most similar institutions for conducting business. Due to their high level of activity in the US already, there are not many barriers beyond language to establishing relationships and attracting business.

- **Accessibility:**

- From Wilmington/Fayetteville, travelers can fly to Frankfurt, Germany with only 1 layover

³⁷ Energiewende. Germany's Energy Transformation. The Economist, <http://www.economist.com/node/21559667>

³⁸ Germany Trade & Invest. Chemical Industry. <http://www.gtai.de/GTAI/Navigation/EN/Invest/Industries/Chemicals-materials/chemical-industry.html>

³⁹ Chapter 4: Leading Sectors for US export and Investment. Doing Business in Germany: 2012 Country Guide for U.S. Companies. U.S. Department of Commerce. http://www.buyusainfo.net/docs/x_4808926.pdf

⁴⁰ World Bank Economic Rankings <http://www.doingbusiness.org/rankings>

United Kingdom (UK)

The US-UK investment relationship is the largest in the world with a cumulative bilateral stock in direct investment valued over \$940 billion, and over two million jobs (approximately one million in each country) are directly created from this investment. Britain accounts for 10% of the foreign owned firms in the NCSE region.

- **Industry Sector Strengths:**

- Export Commodities: manufactured goods, fuels, chemicals; food, beverages, tobacco
- Export Partners: US 14.2%, Germany 11.1%, France 8.1%, Ireland 8%, Netherlands 6.8%, Belgium 5.3%, Spain 4.5%, Italy 4.1% (2007)

- **FDI Sustainability:**

- FDI Outflows:
 - 2008-\$161.056 billion
 - 2009-\$44.381 billion
 - 2010-\$11.020 billion⁴¹
- Currency Parity:
 - 0.62153 British Pounds=\$1 US Dollar⁴²
- GDP Growth:
 - 2009: -4.4% 2010: 2.1% 2011: 0.7% 2012: 0.8%*
*Forecasted Real GDP Growth⁴³
 - Exports as percent of GDP: 30.1% (2010)⁴⁴

- **Synergistic Industrial Activities:**

The UK is the second largest global market for US services exports after Canada, with the major industries including aerospace, automotive, electronics healthcare, IT, telecommunications, and safety/security equipment.

⁴¹ United Kingdom GDP Data & Country Report. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/152-the-united-kingdom-gdp-country-report.html#axzz2A3kCTsoE>

⁴² Oanda Currency Converter <http://www.oanda.com/currency/converter>

⁴³ United Kingdom GDP Data & Country Report. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/152-the-united-kingdom-gdp-country-report.html#axzz2A3kCTsoE>

⁴⁴ G United Kingdom GDP Data & Country Report. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/152-the-united-kingdom-gdp-country-report.html#axzz2A3kCTsoE>

- **Entry Barriers=Low**

- #4 Best Country to do Business
- #10 in Global Competitiveness
- 74.5 “Mostly Free” Economic Freedom Index⁴⁵

- **Cultural Barriers=Low**

The US and UK share a common language, legal heritage, and similar business institutions and practices⁴⁶. European nations have the most similar institutions for conducting business. Due to their high level of activity in the US already, there are not many barriers to establishing relationships and attracting business.

- **Accessibility**

- From Wilmington/Fayetteville, travelers can fly to London and Manchester, England with only 1 layover

Netherlands

The United States’ partnership with the Netherlands is its oldest continuous relationship and dates back to the American Revolution. It is currently ranked 13th in GDP in the world, 9th in imports of goods and services from the United States, and 3rd in direct investment in the United States. There are 4 firms from the Netherlands in the NCSE region.

- **Industry Sector Strengths:**

- Export Commodities: machinery and equipment, chemicals, fuels; foodstuffs
- Export Partners: Germany 24.4%, Belgium 13.6, UK 9.1%, France 8.5%, Italy 5.1%, US 4.3% (2007)

- **FDI Sustainability:**

- FDI Outflows:
 - 2008-\$67.485 billion
 - 2009-\$26.927 billion
 - 2010-\$31.904 billion⁴⁷

⁴⁵ World Bank Economic Rankings <http://www.doingbusiness.org/rankings>

⁴⁶ Doing Business in the United Kingdom: 2012 Country Commercial Guide for U.S. Companies. http://export.gov/unitedkingdom/doingbusinessintheuk/eg_gb_026650.asp

⁴⁷ Netherlands GDP Data & Country Report. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/211-the-netherlands-gdp-country-report.html#axzz2A3kCTsoE>

- Currency Parity:
 - 0.77277 Euros=\$1 US Dollar⁴⁸
- GDP Growth:
 - 2009: -3.5% 2010: 1.6% 2011: 1.3% 2012: -0.5%*
*Forecasted Real GDP Growth⁴⁹
 - Exports as percent of GDP: 78% (2010)⁵⁰
- **Synergistic Industrial Activities:**

The Netherlands is one of the world's leaders in the agricultural industry, 2nd only to the US in exports, and accounts for over 20% of the Netherlands' total export value⁵¹. The Netherlands also has a robust chemical industry, similar to NCSE.
- **Entry Barriers=Low**
 - #30 Best Country for Doing Business
 - #7 in Global Competitiveness Ranking
 - 74.7 "Mostly Free" Index of Economic Freedom⁵²
- **Cultural Barriers=Medium**

Dutch business executives are generally more conservative than their US counterparts; it is, for example, best to refrain from using first names until a firm relationship has been formed. Friendship and mutual trust are highly valued, and once trust has been earned, a productive working relationship can usually be counted upon⁵³.
- **Accessibility:**
 - From Wilmington/Fayetteville, travelers can fly to Amsterdam, Netherlands with only 1 layover

Canada

Canada is North Carolina's top trade partner. There are 3 Canadian firms in the NCSE region.

⁴⁸ Oanda Currency Converter <http://www.oanda.com/currency/converter>

⁴⁹ Netherlands GDP Data & Country Report. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/211-the-netherlands-gdp-country-report.html#axzz2A3kCTsoE>

⁵⁰ Netherlands GDP Data & Country Report. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/211-the-netherlands-gdp-country-report.html#axzz2A3kCTsoE>

⁵¹ Holland Trade. Agriculture & Food Sector <http://www.hollandtrade.com/sector-information/agriculture-and-food/?bstnum=4909>

⁵² World Bank Economic Rankings <http://www.doingbusiness.org/rankings>

⁵³ Doing Business in the Netherlands: 2012 Country Commercial Guide for U.S. Businesses. US Department of Commerce http://export.gov/netherlands/marketresearchonthenetherlands/eg_nl_029644.asp

- **Industry Sector Strengths:**

- Export Commodities: motor vehicles and parts, industrial machinery, aircraft, telecommunications equipment; chemicals, plastics, fertilizers
- Export Partners: US 78.9%, UK 2.8%, China 2.1% (2007)

- **FDI Sustainability:**

- FDI Outflows:
 - 2008-\$79.794 billion
 - 2009-\$41.665 billion
 - 2010-\$38.585 billion⁵⁴
- Currency Parity:
 - 0.99675 Canadian Dollars=\$1 US Dollar⁵⁵
- Real GDP Growth:
 - 2009: -2.8% 2010: 3.2% 2011: 2.5% 2012: 2.1%*
*Forecasted Real GDP Growth
 - Exports as percent of GDP: 29.4% (2010)⁵⁶

- **Synergistic Industrial Activities:**

Canada shares a similar industry make-up with the Southeast Region, including aerospace, automotive, biopharmaceuticals, chemicals, plastics, and renewable energy. The aerospace sector is valued at over \$22 billion, and there are more than 400 aerospace manufacturing and services companies in Canada⁵⁷. Canada also supports a thriving automotive industry, which accounts for 16% of the vehicle production in North America and has over 1,300 automotive companies⁵⁸. In 2010, over \$60 billion was generated by Canada's chemicals and plastics sector, of which exports accounted for 57%⁵⁹.

- **Entry Barriers=Low**

- #7 Best Country to do Business
- #12 in Global Competitiveness
- 80.8 "Mostly Free" Economic Freedom Index⁶⁰

⁵⁴ Canada GDP Data & Country Report. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/304-canada-gdp-country-report.html#axzz2A3kCTsoE>

⁵⁵ Oanda Currency Converter <http://www.oanda.com/currency/converter>

⁵⁶ Canada GDP Data & Country Report. Global Finance. <http://www.gfmag.com/gdp-data-country-reports/304-canada-gdp-country-report.html#axzz2A3kCTsoE>

⁵⁷ Invest in Canada-Aerospace 2012. <http://investincanada.gc.ca/download/830.pdf>

⁵⁸ Invest in Canada-Automotive Sector. <http://investincanada.gc.ca/eng/industry-sectors/automotive.aspx>

⁵⁹ Invest in Canada-Chemicals and Plastics Sector. <http://investincanada.gc.ca/eng/industry-sectors/chemicals.aspx>

⁶⁰ World Bank Economic Ratings <http://www.doingbusiness.org/rankings>

- **Cultural Barriers=Low**

There are few cultural barriers to doing business in Canada that haven't already been worked out, as North Carolina "sells more goods to Canada than to the State's next three largest foreign markets combined⁶¹." The US and Canada share the world's largest trading relationship, a common border over 5,500 miles of land, and America is the largest recipient of Canadian foreign investment⁶².

- **Accessibility**

- From Wilmington/Fayetteville, travelers can fly to Toronto, Montreal and Ottawa, Canada with only 1 layover

Japan

Japan is the second largest foreign investor in the US, with more than \$257 billion invested, and is one of the world's most prosperous and stable democracies. Japanese firms make up the highest percentage of internationally owned firms in the NCSE region at 14%.

- **Industry Sector Strengths:**

- Export Commodities: transport equipment, motor vehicles, semiconductors, electrical machinery, and chemicals
- Export Partners: US 20.4%, China 15.3%, South Korea 7.6%, Taiwan 6.3% (2007)⁶³

- **FDI Sustainability:**

- FDI Outflows:
 - 2008-128.019 billion
 - 2009-\$74.699 billion
 - 2010-\$56.263 billion⁶⁴
- Currency Parity:
 - 79.63 Yen=\$1 US Dollar⁶⁵

⁶¹ Government of Canada-North Carolina-Canada Facts.

http://www.canadainternational.gc.ca/detroit/commerce_canada/fact_sheets-fiches_documentaires/nc.aspx?view=d

⁶² Canada International. http://www.canadainternational.gc.ca/detroit/bilateral_relations_bilaterales/welcome-bienvenue.aspx?lang=eng&view=d

⁶³ Japan GDP Data & Country Report. Global Finance <http://www.gfmag.com/gdp-data-country-reports/247-japan-gdp-country-report.html#axzz2A3kCTsoE>

⁶⁴ Japan GDP Data & Country Report. Global Finance <http://www.gfmag.com/gdp-data-country-reports/247-japan-gdp-country-report.html#axzz2A3kCTsoE>

⁶⁵ Oanda Currency Converter <http://www.oanda.com/currency/converter>

- **GDP Growth:**
 - 2009: -5.2% 2010: 3.9% 2011: -0.07% 2012: 2.4%*
*Forecasted Real GDP Growth⁶⁶
 - Exports as percent of GDP: 15.2% (2010)⁶⁷
- **Synergistic Industrial Activities:**

NCSE shares the highest cluster synergy with the automotive and biotechnology industries. In 2011, the size of the Japanese biotechnology market was estimated to be \$33 billion, and Japan continues to be the second largest pharmaceuticals market in the world after the US⁶⁸. Accounting for 3.2% of Japan's total gross domestic product (four times the comparable US figure) the automobile industry is Japan's largest and most important manufacturing sector⁶⁹.
- **Entry Barriers=Low**

With the strong yen, affordable valuations, and languishing economy, "there is an overwhelming incentive for Japanese companies to go abroad," with other incentives being an aging workforce and stalling economy in Japan⁷⁰.

 - #18 Country to do Business
 - #9 in Global Competitiveness Ranking
 - 72.8 "Mostly Free" on Index of Economic Freedom⁷¹
- **Cultural Barriers=High**

There are significant differences that exist, both culturally and institutionally, between Japan and the US. One of the biggest challenges for recruiters of Japanese firms involves the difference between the "rule-based" culture of the US versus the "relationship-based" regulation in Japan. The US has institutions and contracts that protect an individual or a company's business or investment, and doesn't consider it necessary to have a personal relationship with someone to do business with them. However, the familial-based relationships that are commonplace in Japan rest on loyalty and obligations to enforce compliance. Earning trust and establishing a relationship will be important when communicating with

⁶⁶ World Bank "Prospects for the Global Economy." <http://web.worldbank.org>

⁶⁷ Japan GDP Data & Country Report. Global Finance <http://www.gfmag.com/gdp-data-country-reports/247-japan-gdp-country-report.html#axzz2A3kCTsoE>

⁶⁸ NC DOC-Doing Business in Japan: 2012 Country Commercial Guide for US Companies. http://export.gov/japan/doingbusinessinJapan/eg_jp_024483.asp

⁶⁹ Oct. 2009. Yokoi M. "Autoparts in Central Japan." U.S. Commercial Service. Department of Commerce.

⁷⁰ Einhorn, B. (2012). Japan goes shopping-and not just for Sprint. <http://www.businessweek.com/articles/2012-10-18/japan-goes-shopping-and-not-just-for-sprint#r=hpt-fs>

⁷¹ World Bank Economic Rankings <http://www.doingbusiness.org/rankings>

Japanese clients, and that “business plans develop along with the relationship rather than through formal contracts⁷².”

- **Accessibility:**

- From Wilmington/Fayetteville, travelers can fly to Tokyo, Japan with only 1 layover

Score Card

Assigning a 10 point scale to selected indicators the following scorecard has been developed to determine the highest potential for return on investment:

	Export as % GDP (2010)	Ave. FDI Outflows (08-2010)	Entry Barriers	Cultural Barriers	Average Score
Germany	4.7	8.7	10	10	8.35
UK	3	7.2	10	10	7.55
Netherlands	7.8	4.2	10	5	6.75
Canada	2.9	5.3	10	10	7.05
Japan	1.5	8.6	10	1	5.275

- 100% Export as % GDP = 10 points
- \$100 Billion Average FDI Outflow = 10 points
- Entry and Cultural Barriers: Low = 10 points, Medium = 5 points, High= 1 point

⁷² Hooker, J. (Dec. 2008) Cultural Differences in Business Communication. Tepper School of Business Carnegie Mellon University. <http://ba.gsia.cmu.edu/jnh/businesscommunication.pdf>

Partnership Opportunities

Based on this analysis, marketing partnership opportunities exist with the NC Biotechnology Center and the NC Department of Commerce (NCDOC). The primary countries for international marketing efforts are Germany, the UK, the Netherlands, Canada, and Japan. The countries are already major trade partners and are also listed as the top export markets for US biotechnology products⁷³. Also, Japanese pharmaceutical and medical device companies are seeking strategic partnerships, licensing, and research collaboration opportunities with US biotechnology companies/research institutes, especially in the area of regenerative medicine⁷⁴. These two opportunities provide a targeted industry, and present an ideal partnership opportunity with the NC Biotechnology Center.

The NC Department of Commerce does several trade shows in Germany, and its international marketing team is enthusiastic about working with NCSE. One idea is to create a pamphlet on the Southeast Region that could be included inside the NCDOC's pamphlet and could serve as an "example of a region in NC," as NCDOC couldn't endorse the region as the only option. Further exploration of these partnership opportunities is warranted as they highlight the collaboration the Southeast Region has with its allies and with these five target countries.

⁷³ Biotechnology Product Manufacturing Hoover's Industry Report

⁷⁴ Doing Business in Japan: 2012 Country Commercial Guide for US Companies
http://export.gov/japan/doingbusinessinjapan/eg_jp_024483.asp

International Marketing Strategic Plan

From the data and articles reviewed in the construction of this report, it is clear that the NCSE region is poised to take advantage of the increase in FDI coming into the US by actively soliciting industries in targeted countries. The data presented supports a strategic plan with a narrowed scope on industries that will excel in the region and benefit from existing industry clusters. It is recommended that NCSE actively market towards selected sectors in Western Europe, Canada, and Japan, which are countries that have continually shown substantial and sustained investment in the region. This strategy will maximize the use of limited resources and ensure the marketing strategy is focused specifically on industries within countries that stand the highest chance of actualizing FDI.

Strategy 1: Implement Best Practices

Implement the recommendations from the study of Best Practices:

1. Translate standard regional information into top languages, translate key industry information into languages of countries most involved in that industry on website; include cultural activities available in the region.
2. Leverage existing industry, allies, community colleges, and universities to establish an international consortium to gain relationships with international companies.
3. Establish an international page on the NCSE website with an international “Who’s Here” of companies in the region by county and success stories.
4. Develop a cost-comparison of doing business in the region versus other major cities. Include information on website and use to develop “Doing Business in NC” seminar for recruitment missions.
5. Identify flight information and add to website to illustrate international accessibility with connections to Canada, Europe, and Asia. Include information regarding Foreign Trade Zones and passport/US Customs clearance at ILM.
6. Create a translated downloadable booklet that includes marketing message for corresponding industry clusters in key languages, cultural activities, accessibility, cost comparison, and contacts in the region.
7. Include Manufactured in NC link on “Who’s Here” page for companies to identify potential partners or suppliers.
8. Track and report on investment amounts and number of jobs created by internationally owned companies on website.
9. Develop a questionnaire for companies to request meetings with specific existing industries to maximize the value of a location visit to the region.

Strategy 2: Broaden Marketing Message

(a) Broaden message to reflect advantages of business costs and labor:

In addition to current marketing assets, adjust NCSE's marketing message to include international interests such as the cost comparison of doing business in the US. According to *BusinessWeek*, manufacturing will continue to be re-shored in the next few years: "By around 2012, total US manufacturing costs will be 8% lower than in the U.K., 15% lower than in Germany and France, and 21% lower than Japan's⁷⁵." The cost advantages the US has over these other top producing countries are due to the lead in labor, logistics, natural gas, and electricity. At the regional level, the "available workforce, labor costs, proximity to buyers, financial incentives, and quality of life" were listed responses to the survey of the region's international existing industries (see appendix B)⁷⁶.

The region continues to mirror state and national trends in FDI, which is predictive that NCSE can also mirror those trends for job creation and recruitment. A leading analyst with the Boston Consulting Group and contributor to *BusinessWeek* projects that in the next 10 years, the "US could capture 2%-4% of exports from France, Germany, Italy, and the U.K. and 3%-7% of exports from Japan⁷⁷." This is promising for the Southeast Region, as worker productivity in NC is 36% higher than the average worker in the US⁷⁸. The advantage to manufacturing in the Southeast is expounded when considering trends in transportation costs, ocean freight capacity, and rising wages. "There will be more of a concerted effort to look at shortening the supply chain in terms of manufacturing closer to your point of distribution⁷⁹."

(b) Broaden the message to include Intellectual Property protection:

In addition to productivity and cost benefits, patent protection and intellectual property rights should be leveraged in the marketing message. Within the EU, trademark holders are subject to "exhaustion, which means that once a product is trademarked, the inventor loses the right to

⁷⁵ Sirkin, H.L. 10/5/12. America's Export Surge is Just Beginning. The Management Blog. Businessweek. <http://www.businessweek.com/articles/2012-10-05/america-s-export-surge-is-just-beginning>

⁷⁶ NCSE Internationally Owned Company Survey

⁷⁷ Sirkin, H.L. 10/5/12. America's Export Surge is Just Beginning. The Management Blog. Businessweek. <http://www.businessweek.com/articles/2012-10-05/america-s-export-surge-is-just-beginning>

⁷⁸ NC International Investment Brochure. NC Department of Commerce.

<http://www.thrivenc.com/sites/default/files/assets/International.pdf>

⁷⁹ Sparkman, D.L. Aug 1. 2011. How to do Business with BRICs. Material, Handling and Logistics. <http://mhlnews.com/global/how-to-business-brics-0801/index1.html>

prevent the resale of that product elsewhere in the EU⁸⁰.” This “parallel trade,” profoundly impacts the biotechnology industry, where by the resale of goods bought in one member state and sold in another by an unaffiliated third party, is negatively impacted because member countries have different pharmaceutical price regulations⁸¹. The marketing message for NCSE should include this consideration and address how doing business in the region will be more cost-effective and protective of individual rights and patents.

(c) Include availability and cost of raw materials for chemical companies:

Of the European Union’s 27 member states, Germany has the largest chemicals market, an industry shared with the Southeast. Today, 90% of Germany’s chemical production is based on crude oil. In view of the already narrow profit margins, German chemical companies are particularly sensitive to fluctuations in crude oil prices. Unlike the United States, Germany is dependent upon crude oil imports. The easy and relatively cheap access to local crude oil feedstock provides US manufacturers with a distinct competitive advantage over German chemical producers⁸².

(d) Develop collateral marketing to be included on recruitment missions:

The marketing materials should include the current assets and incentives that make up the region’s marketing materials translated into key languages for the region being recruited with the preceding recommendations added. Include accessibility information and “Who’s Here” as well as cultural activities in the region. The material should be a small booklet or pamphlet that can be included with the NCDOC’s material at their foreign offices and trade show booths.

⁸⁰ Doing Business in Germany: 2012 Country Guide for US Companies. US Department of Commerce. http://www.buyusainfo.net/docs/x_4808926.pdf

⁸¹ Doing Business in Germany: 2012 Country Guide for US Companies. US Department of Commerce. http://www.buyusainfo.net/docs/x_4808926.pdf

⁸² Germany: The Industrial Chemical Market-Situation and Trends. U.S. Department of Commerce.

Strategy 3: Prioritize Regions for Recruitment

(1) Western Europe

Western Europe is ranked first due to the proximity of other top trade countries, the similarities in culture and institutions for conducting business, large presence in the NCSE region, FDI strength, and strength of exports as a percentage of GDP. There are also several international trade shows in the region that can serve as an “anchor” for recruiting missions. An additional benefit to Western Europe is the collaborative opportunities with allies such as the NCDOD, who regularly attend trade shows in the region and have offices in Germany.

Accessibility:

With only 1 layover, travelers can fly to Amsterdam, Netherlands; Zurich, Switzerland; Brussels, Belgium; London and Manchester, England; Paris, France; and Frankfurt, Germany.

Existing Industry Presence:

- Ferguson Enterprises Inc. in Shallotte and Fayetteville and Wilmington, Wolseley PLC, **England**
- Filtec Precise Inc. in Tabor City, Filament-Technik Gesellschaft, **Germany** (1989)
- Akzo Nobel Paints LLC in Fayetteville, Akzo Nobel NV, **Netherlands**
- Haraeus Tenevo Inc in Wilmington, Einhorn Verwaltungsges MBH, **Germany**
- IKA-Works Inc. in Wilmington (1985), IKA-Werke GmbH & Co. Kg, **Germany**
- Interroll Corp in Wilmington (1968), Interroll Holding Ag, **Switzerland**
- John Crane Inc in Wilmington, Smiths Group PLC, **England**
- Meyer Laminates M.A., Inc. in Wilmington (1995), Compagnie De Saint-Gobain, **France**
- Schneider Electric USA Inc in Wilmington, Schneider Electric SA, **France**
- City Electric Supply Co in Spring Lake and Wilmington, Saldon Products Ltd. **England**
- Hagemeyer North America Inc in Fayetteville and in Laurinburg, Societe De Negoce Et De, **France**
- Mann+Hummel USA Inc in Fayetteville, Mann+Hummel Holding GmbH, **Germany**
- Norandex Building Materials Distribution, Inc in Fayetteville, Compagnie De Saint-Gobain, **France**

- Conopco Inc./Unilever in Raeford (1968), Stichting Administratiekantoor, **Netherlands**
- Camag Scientific Inc., in Wilmington (1984), Camag Stiftung, **Switzerland**
- Elementis Chromium LP in Castle Hayne, Elementis PLC, **England**
- Essilor Laboratories of America, Inc., in Wilmington, Essilor International, **France**
- Fenner Inc. in Wilmington, Fenner PLC, **England**
- Siemens Industry Inc. in Wilmington, Siemens, AG, **Germany**
- Simlexgrinnell LP in Wilmington, Tyco International Ltd., **Switzerland**
- Tire Centers LLC in Wilmington, Compagnie Generale des Etablissements Michelin, **France**
- Genlyte Thomas Group LLC in Burgaw, Koninklijke Philips, **Netherlands**
- Wieland Electric Inc. in Burgaw (1965), Wieland Holding GmbH, **Germany**
- Total Lubricants USA Inc. in Rockingham, Total SA, **France**
- Hanson Brick East LLC in Roseboro, Heidelberg Cement Ag, **Germany**
- Schindler Elevator in Clinton, Schindler Holding AG, **Switzerland**

Trade Shows of Interest:

- Medica: Hosted in Dusseldorf, Germany, this is the largest medical trade fair with close to 5,000 exhibitors and attended by over 130,000 people annually⁸³.
- EuroTier: Is the world's largest animal husbandry and management trade show in Hanover, Germany⁸⁴.
- ILA-Berlin: Airshow focusing on commercial aviation, space, defense and security, international suppliers and unmanned aircraft held in Berlin, Germany that had over 1,200 exhibitors and 230,000 attendees at this year's conference⁸⁵.
- JEC Europe: The biggest composites exhibition in the world, hosted annually in Paris, France, that hosts exhibitors involved in raw materials production, equipment, and processing⁸⁶.
- Paris Air Show: The world's largest aerospace event held in Paris, France⁸⁷. The North Carolina Department of Commerce is an annual attendee, and partnership opportunities with them warrant further pursuit.

⁸³ Medica Trade Show. http://www.messe-duesseldorf.de/medica_ca/media/2012_MEDICA_presentation.pdf

⁸⁴ EuroTier Trade Show. <http://www.eurotier.com/home-en.html>

⁸⁵ ILA Trade Show. http://www.ila-berlin.de/ila2012/home/index_e.cfm

⁸⁶ JEC Trade Show.

http://www.jecomposites.com/sites/default/files/content/files/2012_Europe/JEC_Europe2012_GB.pdf

⁸⁷ Paris Air Show. <http://www.paris-air-show.com/>

(2) Canada

Canada is ranked second due to its ease of access and low cost for a marketing campaign. Canada is North Carolina's top trade partner, and travel there is more affordable than Western Europe or Asia. The ease of doing business there and the similarities, both institutionally and culturally, make it a highly recommended target for NCSE's recruitment and marketing campaign.

Accessibility:

With only 1 layover, travelers can fly to Toronto, Montreal, and Ottawa, Canada.

Existing Industry Presence:

- West Fraser Timber Company Ltd. In Riegelwood, West Fraser Timber Co. Ltd, **Canada**
- Cascades Industries Inc. (1984) and Cascades Moulded Pulp (1986), Cacades Inc., **Canada**
- Crop Production Services Inc. Lumberton, Agrium Inc., **Canada**

(3) Japan/Asia

Japan/Asia is ranked third due to their higher cultural barriers. Existing relationships in Asia with NCDOC and other ally organizations may offer an opportunity to shorten the time needed to forge relationships for recruiting. Japan does share close proximity with China and may be used as a platform to expand recruiting across a larger Asian region.

Accessibility:

With only 1 layover, travelers can fly to Tokyo, Japan; and Beijing, China

Existing Industry Presence:

- Helena Chemical Co. in Whiteville and Laurinburg and Rowland, Marubeni Corp, **Japan**
- Linder Industrial Machinery Co. in Wilmington, Sumitomo Corp. **Japan**
- Nitta Gelatin USA, Inc. in Fayetteville (2004), Nitta Gelatin Inc., **Japan**
- Pepsi Bottling Ventures LLC in Fayetteville and Pepsi Bottling Co. in Rockingham, and Pepsi Cola Bottling Co. (1936) in Lumberton, Kotobuki Realty Co. Ltd. **Japan**
- DuPont-Teijin Films Inc in Fayetteville, Teijin Limited, **Japan**
- Steel Technologies LLC (1989) in Clinton, Mitsui & Co. Ltd., **Japan**
- FCC LLC (2001) in Laurinburg, FCC Co. Ltd., **Japan**

- Pilkington North America Inc. in Laurinburg, Nippon Sheet Glass Co. Ltd.,
Japan

Trade Shows of Interest:

- BIOTech: Asia's largest bio event held in Tokyo, Japan⁸⁸
- AgriTech Japan: Japan's leading industry trade show for agricultural materials and technology, held in Tokyo, Japan⁸⁹
- Tokyo Motor Show: Is an accredited international motor show held biannually in Tokyo, Japan⁹⁰

⁸⁸ BIOTech Trade Show. <http://www.bio-t.jp/en/>

⁸⁹ AgriTech Trade Show. <http://www.agritechjapan.jp/en/>

⁹⁰ Tokyo Motor Show. <http://www.tokyo-motorshow.com/en/>

Strategy 4: Recruiting Mission

1. Contact existing international companies in the region for contacts in their country of origin that may have an interest in meeting with NCSE staff.
2. Contact ally agencies such as UNC-Wilmington, Fayetteville State University, UNC-Pembroke, NC Biotechnology Center, and the North Carolina Department of Commerce for contacts in foreign countries.
3. Identify partnering opportunities to increase visibility and reduce cost.
4. Design recruiting mission around an international trade show, and supplement NCSE's travel schedule with third party pre-scheduled visits. The Netherlands, France, Switzerland, Germany, and England are the countries that NCSE should plan on visiting during a recruiting mission to Western Europe. A recruiting mission to Canada should include multiple provinces. A recruiting mission to Japan should include an expanded regional perspective including China, Singapore, Thailand, Taiwan, and South Korea.

Appendix A: Internationally-Owned Company List

Company Name	County	Parent Company	Parent Country	Website	Description	Industry
S&W Ready Mix Concrete Co	Bladen	Titan Cement Co SA	Greece	www.snwreadymix.com	Ready-Mix Concrete	Concrete
DAK Americas LLC	Brunswick	Petromax CA DE CV	Mexico	www.steripurfc.com	Manufactures Plastics and Resin	Chemical
Feller LLC	Brunswick	Hochland Privatstiftung	Austria	www.feller-us.net	Wholesale Electrical Equipment	Distribution
Ferguson Enterprises LLC	Brunswick	Wolseley PLC	England	www.ferguson.com	Wholesale Plumbing Equipment	Distribution
Filtec Precise Inc.	Columbus	Filament-Technik Gesellschaft	Germany	www.filtec-precise.com	Yarn Spinning Mill	Textiles
West Fraser Timber Co Ltd.	Columbus	West Fraser Timber Co Ltd	Canada	www.albertanewsprint.com	Sawmill and Planing Mill	Woodworking
Helena Chemical Co	Columbus	Marubeni Corp	Japan	www.helenachemical.com	Wholesale Farm Supplies	Chemical
S&W Ready Mix Concrete Co	Columbus	Titan Cement Co SA	Greece	www.snwreadymix.com	Ready-Mix Concrete	Concrete
Adams Products Co	Cumberland	CRH PLC	Ireland	www.adamsproducts.com	Concrete Block and Brick	Concrete

Akzo Nobel Paints LLC	Cumberland	Akzo Nobel NV	Netherlands	www.gliddenpaint.com	Adhesives and Sealants	Chemical
City Electric Supply Co	Cumberland	Saldon Products Ltd	England	www.cityelectricsupply.com	Wholesale Electrical equipment	Distribution
DAK Americas LLC	Cumberland	Petromax CA DE CV	Mexico	www.steripurfc.com	Manufactures Plastics and Resin	Chemical
Ferguson Enterprises LLC	Cumberland	Wolseley PLC	England	www.ferguson.com	Wholesale Plumbing Equipment	Distribution
Hagemeyer North America Inc.	Cumberland	Societe De Negoce ET DE	France	www.hagemeyerna.com	Wholesale Industrial Supplies	Distribution
Mann+Hummel USA Inc.	Cumberland	Mann + Hummel Holding Gmbh	Germany	www.mannhummel.us	Manufactures Plastic Products	Chemical
Nitta Gelatin USA Inc.	Cumberland	Nitta Gelatin Inc	Japan	www.nitta-gelatin.co.jp	Manufactures Chemical Product	Chemical
Norandex Building Materials Distribution, Inc.	Cumberland	Compagnie De Saint-Gobain	France	www.norandex.com	Roofing, Siding, and Insulation	Building Materials
Oldcastle Precast Inc.	Cumberland	CRH PLC	Ireland	www.opmg.com	Concrete Products	Concrete
Pepsi Bottling Ventures LLC	Cumberland	Kotobuki Realty Co. Ltd	Japan	www.pepsibottlingventures.com	Groceries and Related Products	Food Processing
DuPont-Teijin Films Inc.	Cumberland	Teijin Ltd.	Japan	usa.dupontteijinfilms.com	Fabricated Rubber Products	Chemical

Conopco Inc./Unilever	Hoke	Stichting Administratiekantoor	Netherlands	www.breyers.com	Manufactures Cosmetics and Toiletries	Chemical
Oldcastle Architectural Inc.	Hoke	CRH PLC	Ireland	www.oldcastle.com	Wholesale Garden Supplies; Manufactures Ground or Treated Minerals	Distribution
Ahlberg Electronics AB	New Hanover	U. Ahlberg Holding AB	Sweden	www.ahlberg-electronics.com	Designs & Manufactures Color Camera Systems & Inspection Equipment for Nuclear Industry	Electronics Manufacturing
Camag Scientific Inc.	New Hanover	Camag Stiftung	Switzerland	www.camag.com	Wholesale Professional Equipment	Distribution
City Electric Supply Co	New Hanover		England		Wholesale Electrical equipment	Distribution
Coverbind Corp	New Hanover	Valedo Partners Fund I Ab	Sweden	www.coverbind.com	Manufactures Plastic Products	Chemical
Elementis Chromium LP	New Hanover	Elementis PLC	England	www.elementischromium.com	Industrial Inorganic Chemicals	Chemical
Essilor Laboratories of America, Inc.	New Hanover	Essilor International	France	www.essilorusa.com	Manufactures Ophthalmic Goods	Biotechnology
Fenner Inc.	New Hanover	Fenner PLC	England	www.fenner.com	Manufactures Power Transmission Equipment	Automotive

Ferguson Enterprises LLC	New Hanover	Wolseley PLC	England	www.ferguson.com	Wholesale Plumbing Equipment	Distribution
General Supply & Services Inc.	New Hanover	Ray Investment SARL	Luxembourg	www.gexpro.com	Wholesale Electrical Distributor	Distribution
Hanson & Orth Fibers Inc.	New Hanover	Westindia Ab	Sweden	www.landauergroup.co.uk	Manmade Fibers, Chemicals, & Other Allied Products	Chemical
Heraeus Tenevo Inc.	New Hanover	Einhorn Verwaltungsges Mbh	Germany		Manufactures Glass Products	Glass Products
IKA-Works Inc.	New Hanover	Ika-Werke Gmbh & Co Kg	Germany	www.ikausa.com	Manufactures Laboratory Apparatus & Equipment	Biotechnology
Interroll Corp	New Hanover	Interroll Holding Ag	Switzerland	www.interroll.us	Manufactures Conveyors & Conveying Equipment	Metalworking
John Crane Inc.	New Hanover	Smiths Group PLC	England	www.johncrane.net	Manufactures Gaskets, Packing & Sealing Devices	Metalworking
Linder Industrial Machinery Co	New Hanover	Sumitomo Corp	Japan	www.linderco.com	Wholesale Construction Equipment Rental	Distribution
Meyer Laminates M.A., Inc.	New Hanover	Compagnie De Saint-Gobain	France	www.meyer-laminates.com	Wholesale Interior Building Materials	Building Materials
Ready Mixed Concrete Co	New Hanover	Inversiones Argos SA	Columbia	www.rmcc.info	Central-Mixed Concrete	Concrete

Roanoke Cement Co LLC	New Hanover	Titan Cement Co SA	Greece	www.titanamerica.com	Wholesale Cement	Concrete
S&W Ready Mix Concrete Co	New Hanover	Titan Cement Co SA	Greece	www.snwreadymix.com	Ready-Mix Concrete	Concrete
Schneider Electric USA Inc.	New Hanover	Schneider Electric SA	France	www.schneider-electric.com	Manufactures Conductive Wiring Devices	Metalworking
Schneider Electric USA Inc.	New Hanover	Schneider Electric SA	France	www.schneider-electric.com	Wholesale Electrical Equipment	Distribution
Siemens Industry Inc.	New Hanover	Siemens AG	Germany	www.sibt.com	Manufactures Electrical Equipment & Supplies	Metalworking
Simplexgrinnell LP	New Hanover	Tyco International Ltd	Switzerland	www.simplexgrinnell.com	Manufactures Communications Equipment	Metalworking
Tire Centers LLC	New Hanover	Compagnie Generale des Etablissements Michelin	France	www.tirecenters.com	Wholesale and Retail Tires	Distribution
Genlyte Thomas Group LLC	Pender	Koninklijke Philips	Netherlands	www.genlytethomas.com	Manufactures Lighting Equipment	Metalworking
Hy-Yield Bromine Inc.	Pender	Israel Corp Ltd	Israel		Wholesale Pesticides	Chemical
Lewis Nursery & Farms Inc.	Pender	Israel Corp Ltd	Israel	www.lewisfarms.com	Berry Crop Farm	Agribusiness
Wieland Electric Inc.	Pender	Wieland Holding Gmbh	Germany	www.wielandinc.com	Wholesale Electrical Apparatus & Equipment	Distribution

Carolina APAC Highway Constructors Inc.	Richmond	CRH PLC	Ireland			
Cascades Industries Inc.	Richmond	Cascades Inc.	Canada	www.cascades.com	Manufactures Sanitary Paper Products	Paper Products
Cascades Moulded Pulp Inc.	Richmond	Cascades Inc.	Canada	www.cascades.com	Pulp & Paper Mill	Paper Products
Metromont Materials Corp	Richmond	Cemex, SAB DE CV	Mexico	www.rmc.com	Wholesale Lumber, Plywood & Millwork	Building Materials
Pepsi Cola Bottling Co	Richmond	Kotobuki Realty Co. Ltd.	Japan	www.pepsico.com	Manufactures Soft Drinks	Food processing
Total Lubricants USA Inc.	Richmond	Total SA	France	www.total-us.com	Manufactures Lubricating Oils & Greases	Chemical
Unimin Corp	Richmond	Scr Sibelco Nv	Belgium	www.unimin.com	Silica Mining; Construction Sand & Gravel Mining	Mining
Vista Products Inc.	Richmond	Hunter Douglas NV	Netherlands Antilles	www.vistaproducts.com	Manufactures Vertical Blinds	Building Materials
Crop Production Services Inc.	Robeson	Agrium Inc.	Canada	www.cpsagu.com	General Warehousing & Storage	Distribution
Helena Chemical Co	Robeson	Marubeni Corp	Japan	www.helenachemical.com	Manufactures Agricultural Chemicals	Chemical

Pepsi Cola Bottling Co	Robeson	Kotobuki Realty Co. Ltd.	Japan	www.pepsico.com	Manufactures Soft Drinks	Food processing
S&W Ready Mix Concrete Co	Robeson	Titan Cement Co SA	Greece	www.snwreadymix.com	Ready-Mix Concrete	Concrete
Getinge USA Inc.	Sampson	Getinge AB	Sweden	www.getingecastle.com	Manufactures Surgical & Medical Instruments	Biotechnology
Hanson Brick East LLC	Sampson	Heidelberg Cement AG	Germany	www.hansonbrick.com	Manufactures Clay Bricks	Building Products
Ikadan System USA Inc.	Sampson	Ikadan Holding A/S	Denmark	www.ikadansystem.com	Wholesale Farm & Garden Machinery	Distribution
Schindler Elevator	Sampson	Schindler Holding AG	Switzerland	www.schindler.com	Elevators & Moving Stairways	Metalworking
S&W Ready Mix Concrete Co	Sampson	Titan Cement Co SA	Greece	www.snwreadymix.com	Ready-Mix Concrete	Concrete
Steel Technologies	Sampson	Mitsui & Co Ltd.	Japan	www.steeltechnologies.com	Manufactures Cold-Rolled Steel Sheet	Metalworking
FCC LLC	Scotland	FCC Co Ltd.	Japan	www.fcc-na.com	Manufactures Motor Vehicle Clutches	Automotive
Hagemeyer North America Inc.	Scotland	Societe De Negoce ET DE	France	www.hagemeyerna.com	Wholesale Electrical Equipment	Distribution
Helena Chemical Co	Scotland	Marubeni Corp	Japan	www.helenachemical.com	Wholesale Farm Supplies	Distribution

Kordsa Inc.	Scotland	Haci Omer Sabanci Holding AS	Turkey	www.kordsa.us	Yarn Spinning Mill	Textiles
Pilkington North America Inc.	Scotland	Nippon Sheet Glass Co Ltd.	Japan	www.low-eglass.com	Manufactures Flat Glass	Glass Products
Umicore USA Inc.	Scotland	Umicore NV	Belgium	www.umicore.com	Wholesale Industrial Chemicals/Nonferrous Metals	Distribution

Appendix B: Internationally Owned Company Survey Responses

1. What were the primary factors that led you to locate in Southeastern NC?

- Available workforce and labor costs (Caffarey, Umicore; Bailey, Filtec Precise)
- Lack of unions (Caffarey, Umicore)
- Mill has been here for a long time. Timber resource was #1, I'm sure (Provencher, West Fraser)
- Quality of Life (Bilgic, IKA-Works)
- Proximity to buyers (Bailey, Filtec Precise; Kendall, FCC LLC)
- Financial incentives (Kendall, FCC LLC)

2. What are the advantages of operating a business in Southeastern NC?

- Strong support from local and state governments (Caffarey, Umicore)
- Timber resource (Provencher, West Fraser)
- Decent transportation routes, inc. rail (Provencher, West Fraser)
- Supportive econ development group (Provencher, West Fraser)
- Quality of Life (Bilgic, IKA-Works)
- We are close to our textile customers located mostly in the Southeast region (Bailey, Filtec Precise)
- Good relationship with government and community (Kendall, FCC LLC)

3. What are the challenges of operating a business or what do you feel is limiting your growth in Southeastern NC?

- Technical education of personnel (Caffarey, Umicore)
- Need for self-training and good retention policies (Caffarey, Umicore)
- Skilled workforce availability (Provencher, West Fraser)
- Slow environmental permitting process (Provencher, West Fraser)
- Liberal workers compensation rules/rulings, same on unemployment coverage (Provencher, West Fraser)
- Qualified personnel is hard to find in the area. As a German organization, we are generally looking for highly skilled individuals and we find it hard to recruit them. Most often, we have to expand our search for personnel regionally within NC or throughout the United States (Bilgic, IKA-Works)
- Finding qualified and/or dedicated labor (Bailey, Filtec Precise)

- Qualified workers (Kendall, FCC LLC)

4. What investment opportunity might your company be interested in or currently evaluating?

- Expansion of current location (Caffarey, Umicore; Provencher, West Fraser; Bailey, Filtec Precise; Kendall, FCC LLC)
- Assisting companies in your supply chain to locate in Southeastern NC (Caffarey, Umicore)
- Develop business opportunities for recycling (Caffarey, Umicore)
- Expansion of current location -20K sq. ft. addition underway (Bilgic, IKA-Works)

5. Do you currently import and/or export from your business in Southeastern NC?

- Import (Caffarey, Umicore; Bilgic, IKA-Works; Bailey, Filtec Precise; Kendall, FCC LLC)
- Export (Caffarey, Umicore; Provencher, West Fraser; Bilgic, IKA-Works; Bailey, Filtec Precise; Kendall, FCC LLC)

6. What country are you most involved with in the import and export of your product?

- Belgium, Holland, Australia (Caffarey, Umicore)
- Small part of the business, currently. India, Korea some other Asian countries (Provencher, West Fraser)
- Germany, China (Bilgic, IKA-Works)
- Import - China Export – Canada (Bailey, Filtec Precise)
- Japan, Brazil (Kendall, FCC LLC)

7. Do you use any of the following Ports?

- Wilmington, NC (Caffarey, Umicore)
- Charleston, SC (Caffarey, Umicore; Bilgic, IKA-Works; Bailey, Filtec Precise; Kendall, FCC LLC)
- Savannah, GA (Caffarey, Umicore; Provencher, West Fraser)
- Norfolk, VA (Caffarey, Umicore)

8. In what areas could your company use assistance?

- Expanding infrastructure (Caffarey, Umicore; Bilgic, IKA-Works)
- Grants on expansion projects (Caffarey, Umicore)
- Exporting (Bailey, Filtec Precise)

Appendix C: International Success Stories

“Scotland County and the NC Department of Commerce were pivotal in recruiting FCC LLC, and we continue to enjoy a great working relationship with the County and the State. We opened FCC (North Carolina) in Laurinburg in 2000, and our business has continued to grow despite the recession, with sales quadrupling in the past 5 years. We are a Japanese company that specializes in clutch assembly manufacturing, with in-house manufacturing capabilities include press blanking, press stamping, electron beam welding, milling, machining, double disk grinding, carbonite riding, tempering, segment friction disk bonding, clutch plate sanding and assembly.” –Bob Kendall, FCC LLC.

“We are a German high-tech yarn processing mill that has been in Tabor City for 23 years. Our close proximity to Interstate 95 and Highway 17 ensure the timely and efficient movement of our products to our industrial textile customers, the majority of whom are in the Southeast US, from Alabama to Virginia. While most of our exports are to Canada, we also ship our high-quality engineered yarns to as far away as Australia and Singapore. In the past eight years, we have tripled the sales out of our Columbus County facility, undergone three plant expansions and doubled our workforce. Columbus County continues to meet our needs as a growing international company, with a great quality of life, close proximity to our buyers, and competitive labor costs.” -Jim Bailey, President, Filtec Precise Inc.

“West Fraser, Inc. Armour Sawmill is a Canadian-owned lumber mill located in Riegelwood, NC that employs 170 people and produces quality southern yellow pine dimension lumber and associated products. The raw material resources, reliable transportation routes, and the supportive economic development group serve as major business advantages to our location in Columbus County. West Fraser, Inc operates sawmills in 8 other US southern states, in addition to the Riegelwood location.” –Peter Provencher, West Fraser

“IKA technology offers a wide range of innovative equipment for numerous applications in research, development and production. Market leaders trust in our proven technology for their mixing, tempering, distilling and crushing applications. IKA has gained a leading position in the world market with its innovative magnetic stirrers, mixers, overhead stirrers, shakers, homogenizers, mills, rotary evaporators, calorimeters, laboratory reactors and lab-to-production scale process solutions. The US subsidiary, located in Wilmington, NC, has currently over 90 employees.” –Refika Bilgic, IKA-Works

