State IPA Capacity Building Program: Phase II

National Report & Compendium of Good Practices
An assessment of investment promotion facilitation preparedness of State IPAs
Disclaimer

- State Investment Promotion Intermediaries (IPIs) such as (i) full-fledged Investment Promotion Agency (IPA), (ii) Investment Cell established within the Industries Department or the Directorate, (iii) Investment Promotion Team within State Industrial Development Corporation, are typically the bodies entrusted with the mandate of investment promotion and facilitation in a state. Throughout the report, we will be using the words IPA and IPI interchangeably, which could refer to any of the aforementioned types of investment promotion bodies/teams.

- This report has two parts – Part A: National Report & Part B: Compendium of Good Practices.

- Part A - National Report entails observations on the overall performance of the Indian State Investment Promotion Agencies (IPAs) that participated in the ‘State IPA Rating’ project: Phase II of Invest India’s Capacity Building Program for State IPAs (Refer Annexure I). Invest India shared customized reports, to the 20 participating IPAs, entailing tailor-made recommendations for further strengthening their agency and enhancing their preparedness on Investment Promotion and Facilitation.

- Part A is intended for circulation among Indian Investment Promotion Agencies, State Industries Departments, Organizations/Cells handling investment promotion and facilitation as part of their mandate.

- Part B - Compendium of Good Practices entails case studies from Indian State IPAs. All state IPAs were given the opportunity to submit case studies for the compendium, regardless of their participation status in State IPA Rating project. These pertain to the following three categories: -
  - Good practices observed by Invest India during the evaluation phase of State IPA Rating have been developed into case studies. These case studies have been published upon receiving feedback and approval from the concerned State IPA
  - Case studies submitted by the participating states, on any innovative good practice, other than the ones identified by Invest India during project evaluation stage
Case studies submitted by State IPAs that did not participate in State IPA Rating project, on any innovative practices/success stories being followed by the state’s nodal agency for investment promotion and allied activities

- Part B is intended for a wider circulation, among organizations such as Multilateral agencies, Industry bodies, Diplomatic Missions, other country, and regional Investment Promotion Agencies etc.

- The annexures in this report give a glimpse on the highlights of Invest India’s Capacity Building Program for Indian State Investment Promotion Agencies (IPAs)

- The report (collectively Part A & B) is also relevant for State Investment Promotion Agencies/Teams, that did not partake in the ‘State IPA Rating’ project, as it provides (i) recommendations (in Part A) on improving and augmenting its capacity to attract, facilitate and retain investments, as well as (ii) examples of good practices of other Indian State IPAs (in Part B).
Under the visionary leadership of Hon’ble Prime Minister, India has become one of the leading investment destinations globally. The foundational premise of the ‘Make in India’ campaign is to continue enhancing India’s value offering to investors across the globe. The investor friendly policy and simplified processes of doing business introduced by the Government of India are among the few reasons why there is a growing confidence of investors in India.

Having rapidly bounced back from COVID slowdown, India is now emerging as one of the world’s fastest growing economies this year. India’s GDP has grown at 13.7% in the first half of FY 22. Reasserting India’s position as globally favored investment destination, USD 27.37 billion flowed into India in just the first four months of this financial year, (a 62% growth over corresponding period). Last year, which itself was record FDI, impressive exports growth, high frequency indicators like E-way bills, rail freight, port traffic, GST collections, power consumption etc. demonstrate a V-shaped recovery in the economy. Index of Industrial Production (IIP) has also registered a swift pickup. This is reflective of the improved business environment in the country.

Reiterating its commitment to ‘Make in India, make for the world’, the Government has launched several initiatives recently, including the PM’s Gati Shakti Master Plan, Production Linked Incentive Schemes (PLIs), India Industrial Land Bank System (IILBS), Industrial Park Rating System (IPRS), and One District One Product (ODOP). Empowered Group of Secretaries on Investment (E-GoS) and Project Development Cells (PDC) in 29 Line Ministries of the Central Government have been set-up as two institutional mechanisms to build investment pipeline and improve the ecosystem. To ensure Ease of Doing Business, 25,500+ unnecessary compliances have been reduced. Another key
initiative is National Single Window System (NSWS), which will provide a single platform for identifying and obtaining approvals and clearances needed by investors, entrepreneurs, and businesses in India.

Invest India, under the aegis of Department for Promotion of Industry & Internal Trade (DPIIT), is yet another key initiative of the Government of India to provide seamless handholding services to investors in the country, under the vision of ‘Make in India’.

As the National Investment Promotion & Facilitation Agency of the Government of India, Invest India is widely exposed to key influencers from the global investment ecosystem and is working closely with multilateral agencies, diplomatic missions, other national, regional and sub-national Investment Promotion Agencies, chambers of commerce & industry bodies. In our previous position as Vice President and now as President - World Association of Investment Promotion Agencies (WAIPA) for 2021-2023, Invest India has been a part of several international forums, interacted with global experts in investment promotion and practitioners from WAIPA-member IPAs. Further, we have also conducted capacity building workshops for other National & Regional Investment Promotion Agencies (IPAs) across the globe and learnt good practices from them in the process. In this light, Invest India is truly well-positioned to share the knowledge on global good practices and its access to international experts with Indian state investment promotion teams.

Invest India’s national Capacity Building Program for Indian State Investment Promotion Agencies/Teams, initiated in 2017, is an initiative in this direction. With the aim of strengthening and enhancing preparedness of state investment teams, and deepening national-sub national coordination mechanism, Invest India has conducted two phases so far (Phase I: 2017 – 2018, Phase II: 2019-2021).

I congratulate Invest India & State Investment Promotion Agencies (IPAs) on the tremendous journey they have undertaken together so far. In the spirit of cooperative federalism, Invest India’s national Capacity Building Program has created a unique platform for all State IPAs to come together and not only understand the global good practices but also, learn from each other. I extend my best wishes to Invest India in its continued efforts towards knowledge-sharing and capacity building of State IPAs and placing them on the world map with the vision to create ‘gold standard IPAs’.
Over the years, Invest India and Indian State Investment Promotion Agencies (IPAs) & Intermediaries have worked together to roll-out the red-carpet for investors in the country. With the overall mission to create robust State IPAs, Invest India launched a nation-wide IPA Capacity Building Program, and has been working closely with State IPAs. This program has been conducted in two phases (Phase I: 2017-18, Phase II: 2019-2021). Five national workshops and 50+ individual workshops have been conducted by Invest India for State IPAs/Intermediaries. 21 State Reports and 20 State reports, were prepared for IPAs that participated in Phase I & Phase II respectively, entailing customized recommendations for capacity building of each of the State IPAs.

At the core of this program is the belief, that effective national-sub national coordination is critical for providing seamless hand holding experience to investors in India. During multiple investment facilitations and other interactions with State IPAs, as well as from the outcome of Phase I of the Capacity Building Program, we realized that Indian States IPAs are at different levels of preparedness on investment promotion and facilitation. Further, it was observed that only a few states were attracting a significant proportion of total investment interests, due to reasons such as inherent historical strengths, better image-building campaigns, larger budgets, strong teams well-positioned for handling queries etc.

Thus, the need was felt for a focused initiative aimed at strengthening the State Investment Promotion Agencies. Invest India studied good practices of the best-in-class IPAs and consulted with select global experts to curate a project specific to the Indian context. As part of this project, we have made a concerted effort to highlight the fundamental pillars of establishing an effective and strong agency at the State level that can work in close coordination with the national body.
This National Report is a culmination of Phase II of the program, highlighting the overall performance of Indian State IPAs who have partnered with us in the ‘State IPA Rating’ project. This report brings globally benchmarked good practices that may be adopted to strengthen the investment promotion and facilitation preparedness of your investment teams. While the evolving IPAs work towards strengthening their core foundation, the relatively more mature IPAs may further benchmark themselves to their global competitors. To further supplement the efforts of all Indian State IPAs, detailed recommendations on 74 parameters have been provided as guidelines for consideration.

Since the inception of this journey with Indian State IPAs, we have observed among several states an increased awareness and an enhanced understanding of the tools required to be better equipped and become competitive. The overwhelming participation from state investment teams in Invest India’s initiatives such as National workshops, as well as the state-specific trainings and workshops, have set the ball rolling for the states to undertake focused efforts towards improving their teams, strategy, processes, and systems.

I congratulate all the states for taking noteworthy initiative of scaling-up their value offering to investors by building strong investment promotion teams. To this end, we bring to you a compendium of case studies on some of these initiatives undertaken by State IPAs, showcasing the potential of ‘New India’.

With gratitude to all the contributing parties, I present this report to you and hope that the progress made so far, and the vision for the future will put us in good stead so that together, we can take make India the most preferred investment destination.
The story of Invest India’s efforts towards capacity building of Indian State Investment Promotion Agencies (IPAs) goes back to June 2017, when a 55-parameter survey was launched to assess the investment promotion and facilitation preparedness of IPAs in the country. The objective was, and continues to be, to use this platform to deepen our working relationship with our counterparts in the states, with the bigger picture being ensuring end-to-end seamless handholding support to the investors in India. Since then, we have come a long way in our journey of building strong investment teams in the country.

Today, our most valued partners in the Indian states are State Investment Promotion Agencies. The engagement has intensified into a deeply collaborative one. Since we initiated the State IPA Capacity Building program, the ground-level impact has been very encouraging to note. In this direction, on the one hand Invest India has worked with several states to create Investment Promotion Agencies and on the other, lay the foundation for restructuring the existing investment promotion bodies. Further, several State IPAs have created strategy documents, formulated Standard Operating Procedures (SOPs) to institutionalize processes, improved marketing strategies and upgraded systems & infrastructure.

The last three years of interacting with State IPAs across India, travelling to meet the teams, conducting capacity building workshops, organizing consultative sessions, structuring two frameworks to assess their functioning, culminated in 21 State reports (Phase – I) and 20 State reports (Phase – II) , 43 one-on-one workshops to provide strategic advisory and guidance, engagement with 9 states on structuring/restructuring their IPAs, training on usage of IT platforms such as CRM, suggestions for enhancement of state investment websites/social media approach etc.
It is my privilege to present this National Report to you. This report is the conclusion of Phase II of Invest India's capacity building program and we hope that State IPAs across the country will find the recommendations useful. Further, I am pleased to share with you Volume II of this report, titled 'Compendium of Case Studies on Good Practices of Indian State IPAs', which highlights some of the noteworthy initiatives undertaken by State IPAs across various themes of the investment promotion life cycle. Some of these good practices have been implemented by the State IPAs as a result of the recommendations given to them as part of the Capacity Building Program in Phase – I and Phase – II.

Apart from these good practices, the State IPAs have undertaken restructuring initiatives or have implemented new and innovative practices to stay relevant in face of the global competition. I would like to congratulate the states for undertaking relevant measures to enhance their preparedness. Some of the IPAs have also shared these practices which have been included in the compendium. Thus, this compendium (Part B of the report) will not only encourage knowledge sharing among Indian States in the true spirit of cooperative federalism, but also help in showcasing Indian IPA good practices at global forums.

The best approach followed is to have powerful State investment teams undertaking investment promotion and targeting activities and we have been undertaking a series of capacity building initiatives towards the same. The role of a national agency can be to supplement the efforts of all States. Let us work together to continue our journey on building best-in-class IPAs of ‘New India’.
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Acknowledgement

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We acknowledge the Word Bank Group and their partner, Maeflower Consulting for their support in designing and executing the State IPA Rating program. We express our gratitude to Mr. Armando Heilbron, Investment Promotion Workstream Leader and Ms. Priyanka Kher, Private Sector Specialist in the Investment Climate Unit of the Finance, Competitiveness and Innovation Global Practice of the World Bank Group, based in Washington D.C., USA for being our trusted partners in this journey. We thank Mr. Joe Phillips, Senior Investment Promotion consultant with the Investment Climate Unit of the Finance, Competitiveness and Innovation Global Practice of the World Bank Group based in London, UK for his valuable contribution especially in designing the framework and in the initial evaluation stage, and Mr. Robert Whyte, Senior Investment Promotion Expert with the World Bank Group for his expert opinions and inputs.

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We extend our sincere gratitude to the 20 States (Andhra Pradesh, Assam, Bihar, Goa, Gujarat, Haryana, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Nagaland, Odisha, Punjab, Rajasthan, Tamil Nadu, Telangana, Tripura, Uttar Pradesh and Uttarakhand) for their immense cooperation and enthusiastic participation in this project. The responses submitted by the state and relevant supporting documents have formed the base for the recommendations mentioned in this report.
We are immensely grateful to the 15 States and UTs (Andhra Pradesh, Bihar, Goa, Gujarat, Haryana, Jammu & Kashmir, Karnataka, Madhya Pradesh, Maharashtra, Nagaland, Odisha, Punjab, Tamil Nadu, Telangana and Uttarakhand) for sharing their innovative good practices pertinent to the field of investment promotion and allied activities with us. We have highlighted these good practices in Part B of this report titled ‘Compendium of Good Practices of Indian State IPAs’, for not only facilitating inter-State IPA learning in India but also, showcasing the rapid growth observed among our country’s investment teams, to the relevant stakeholders in the global Investment Promotion ecosystem.

Last, but not the least, the authors of this report are truly grateful to colleagues at Invest India, and our families, for extending their undulating support in preparing the Part A and Part B of this report, under extraordinary working conditions caused by the global pandemic.
PART A: STATE IPA RATING

74 PARAMETERS FOR CAPACITY BUILDING OF STATE INVESTMENT PROMOTION AGENCIES (IPAs)
Background: Invest India’s State IPA Capacity Building Programme

In a globally competitive marketplace, where investors from various geographies have the option of choosing from a multitude of locations as their next investment destination, the role of Investment Promotion Agencies (IPAs) is crucial for winning investments by undertaking focused efforts towards targeting, facilitation and aftercare of investors. In the Indian context, an effective national-sub national coordination is critical for providing seamless experience to investors.

While cost-competitiveness of a location continues to be a crucial deciding factor, more so today, investors will be looking at other parameters of the ecosystem such as land availability, industrial clusters having plug-and-play infrastructure, innovation ecosystem, logistics network, skill availability, ease of doing business and ease of living, among many others. Indian State IPAs must rise to this challenge and work towards increasing their preparedness to make their ecosystem attractive and competitive, not just at the national level, but also at the global level. In this direction, while Indian State IPAs work towards enhancing the business ecosystem, they must also undertake a focused investor targeting exercise to create a healthy pipeline of well-researched potential investors. Parallelly, they must also work on retaining existing businesses by resolving issues and implementing an effective ‘Investor Aftercare’ program. All this is possible only when a State IPA has a clearly defined strategy with targets, and a dedicated team to undertake focused activities and campaigns for image building/marketing of the state’s value proposition, responding to queries, and hand-holding investments. While many states have made efforts to create strong investment teams and executed initiatives aimed at creating robust ecosystems, there are others that are just beginning to work in this direction. Even the mature IPAs need to constantly benchmark themselves against the best in the world to stay relevant in the face of global competition.

In this pursuit, Invest India has been actively engaging with several Indian states to build capacity and strengthen IPAs, as well as bring in global good practices in Investment Promotion, Targeting and Facilitation. This has been done by looping in in-house and global experts, through various initiatives such as national workshops, individual state workshops, strategic advisory sessions for structuring/restructuring IPAs, Customer Relationship Management tool/system etc.
Prior to June 2017, Invest India’s engagement with state IPAs was limited to seeking responses for specific requests received from investors. The activities undertaken were reactive and we had a day-to-day working relationship with select states for which there were regular queries / expression of investment intentions from investors. There was clearly a need to deepen our engagement. The starting point for Invest India was to get an understanding of the state IPAs – the team sizes, modalities of working, strengths, and areas of improvement. **Invest India, the National Investment Promotion and Facilitation Agency of the Government of India, and the Indian State Investment Promotion Agencies (IPAs) working as a unit, play a crucial role in ensuring a seamless experience for the investor in India.**

**Phase I**

In 2017, Invest India, under the directive of Department for Promotion of Industry & Internal Trade (DPIIT), initiated a nationwide program on strategic advisory and guidance for the evolution of Indian State Investment Promotion Agencies (IPAs). World Bank came in as a suitable partner with its global expertise and experience in working with national and sub-national Investment Promotion Agencies across the globe.

In Phase I of this program, it was decided to conduct a national-level capacity building workshop to launch and introduce to Indian State IPAs, a ‘National Survey’ (*55 questions across eight pillars of an effectively functioning IPA*) aimed at understanding the strengths and weaknesses of the IPA, identifying gap areas and offering recommendations for improvement. During the workshop, global experts shared their knowledge and internationally benchmarked good practices and covered areas such as global FDI trends, practices followed by IPAs across the globe, various functions/roles to be carried out by an IPA, etc. Invest India also shared its experiences and learnings from handholding and facilitating foreign investors from diverse geographies and sectors into various Indian states.

After the workshop in June 2017, Invest India and the World Bank team undertook visits to 21 participating states over the next six months to assess the state IPAs on this survey. After validation and calibration of responses, the second National Capacity Building Workshop was organized in March 2018 to share findings of the survey and launch the first ‘National Report: Assessment of Investment Promotion Preparedness’ (entailing case studies on good practices observed across international IPAs). Furthermore, **21 confidential state reports were prepared and shared with the State**
IPAs and Industries Departments entailing tailor-made recommendations for improvement. Additionally, sessions on creating/reinforcing an investment promotion unit, investor targeting and pipeline generation, investor aftercare, investor relationship management system, IPA strategy and sector-scoping for winning investments were conducted and five Indian states shared the ‘good practices’ being followed by them. The then Secretary, DPIIT announced Phase II of the IPA Capacity Building Program: ‘State IPA Rating’, a one-of-its-kind rating of State IPAs in India.

Phase II
In this phase, Invest India, in collaboration with World Bank Group, studied models of various best-in-class global IPAs and their functions, and incorporated learnings from Phase I to design the rating framework (entailing a survey questionnaire, guidance notes, scoring mechanism, assessment methodology, project plan as well as the portal for this project). Feedback was sought from the states on the draft survey questionnaire to prepare the final survey of 74 questions across eight pillars (Mandate & Organization, Strategy & Marketing, Targeting Investors, Winning Investment Projects, Facilitating Investment Projects, Aftercare, Systems & Infrastructure, Website). These pillars represent globally benchmarked roles of a well-functioning IPA.

‘State IPA Rating’ was formally launched at the third National Capacity Building Workshop in December 2018 (Refer Annexure 4). The agenda of the workshop included ‘Introduction to the Framework and the ICT platform to be used by the State IPAs to respond to the survey’ and knowledge-sharing by global IPA practitioners and experts (topics include Investment Promotion Strategy, Investor Targeting, Aftercare Strategy, National-sub national IPA coordination, Impact Investing: SDGs). After the workshop, states were given six months to respond to the survey on the portal. Eventually, twenty states participated in State IPA Rating (Refer Annexure 1). Thereafter, Invest India and World Bank Group commenced the evaluation process.

As the outcome, state IPAs were classified into 4 categories (namely, Top Performers, Aspiring Leaders, Promising Developers, Emerging Potentials) based on their performance, and customized state reports (Refer Annexure 2), entailing detailed recommendations and guidelines for improvement, were shared with State IPAs and State Industries Departments in December 2020.

Invest India conducted individual Capacity Building Workshops with each of the 20 participating State IPAs between January – October 2021 (Refer Annexure 3), to discuss
their strengths and weaknesses, modifications observed in their systems, strategies, processes and teams, understand new priorities, offer guidance on implementation of recommendations (mentioned in the State reports) and chart out the way forward.

Figure 1: Invest India’s Capacity Building Program: Phase I & II
Section I: Principles of Good Practice Investment Promotion Agency

Many Indian States have been successful in winning investments, either through a dedicated Investment Promotion Agency (IPA) or an Investment cell/body established in the Department of Industries/ Industrial Development Corporation. These agencies perform several important functions, including cultivating, and projecting a favorable image of the State as an investment destination, serving the needs of investors and advocating business-friendly policies.

While some states have mature IPAs, others are still at a nascent stage. A good starting point is to study, benchmark and implement good practices of IPAs worldwide, across the various elements of investment promotion and facilitation. Broadly speaking, the following are general principles of good practices in Investment Promotion Agencies:

- Having a dedicated organization/agency/body with defined mandate, and team with clear roles & responsibilities to undertake all the functions of a model IPA
- Having a clear strategy and developing a marketing plan for winning investments
- Setting well-defined performance metrics/ Key performance indicators (KPIs) and performance review mechanism
- Moving towards a proactive approach for targeting investment by identifying a list of potential investors, and preparing investible project profiles
- Tracking evolving sector opportunities, which can be hybrids of more than one sector and have a strategy to identify how target sectors are evolving with defined plan on promotion of such opportunities
- Institutionalizing Standard Operating Procedures (SOPs) for responding to investor inquiries, grievance redressal, organizing events and handling delegations, site-visits, website review etc.
- Using a professional approach (for information provision, assigning relationship managers to marquee accounts, organizing site-visits, seamless coordination with State Single Window System) to handhold investors throughout the facilitation process
- Following a strategic approach for rendering aftercare services to support the operations of existing investors
Having the **right infrastructure and IT systems** in place to augment the efficacy of IPA’s operations

Designing an easily **navigable website** with all the pertinent information for potential investors

‘**Section III: Pillar-wise Performance Trends**’ of this report further elaborates these principles under each corresponding pillar.

*Figure 2: Key stages of an investment promotion lifecycle*
Section II: State IPA Rating: Survey & its Pillars

State IPA Rating uses a detailed multiple-choice questionnaire-based survey to measure the extent to which State IPAs are prepared in carrying out their activities.

The survey had 74 questions across 8 pillars. The State IPAs were requested to submit relevant evidence against each question (in line with the guidance notes provided with the survey) and upload the same on the State IPA Rating portal. All pillars and individual questions were assigned weights to reflect their relative importance in the overall survey (Refer Annexure 7).

The themes of the 8 pillars are:

I. **Mandate and Organization**
   
   *Does the State IPA have a well-defined mandate and organizational structure for investment promotion?*

II. **Strategy and Marketing**
   
   *Does the State IPA have a clearly outlined investment promotion strategy/marketing initiatives?*

III. **Targeting Investors**
   
   *Does the State IPA have a clear approach for proactively targeting potential investors?*

IV. **Winning Investment Projects**
   
   *Does the State IPA have a process for addressing investor queries, including the provision of relevant and updated information?*

V. **Facilitating Investments**
   
   *Does the State IPA handhold investors and provide end-to-end facilitation support for hassle-free and timely grounding of the investment projects?*

VI. **Aftercare**
   
   *Does the State IPA provide services to investors after their initial investment, to help them grow and expand?*

VII. **Systems and Infrastructure**
   
   *Does the State IPA have well-defined systems and proper infrastructure to support its internal working mechanisms?*

VIII. **Website**
   
   *Does the State IPA provide up-to-date relevant information about the investment climate in the state to investors?*
## BROAD FUNCTIONS OF A STATE IPA

<table>
<thead>
<tr>
<th>MARKETING &amp; COMMUNICATION</th>
<th>INVESTOR TARGETING &amp; PROMOTION</th>
<th>INVESTOR FACILITATION</th>
<th>POLICY &amp; RESEARCH</th>
</tr>
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<tbody>
<tr>
<td>Website Management</td>
<td>Roadshow/Delegations</td>
<td>Information Provision</td>
<td>Stakeholder consultation for policy inputs (new)</td>
</tr>
<tr>
<td>Brand Communication</td>
<td>Mega-Summit/Roundtables</td>
<td>Coordination with Single Window Agency, IDC etc.</td>
<td>Stakeholder consultation for policy inputs (existing)</td>
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<tr>
<td>Designing marketing collateral</td>
<td>Preparing target pitch</td>
<td>Query Handling &amp; Follow up</td>
<td>Collaboration with Think Tanks, Academia, Research Institutes etc.</td>
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<tr>
<td>Social Media</td>
<td>Information Provision</td>
<td>Site Visits</td>
<td>Authoring Research reports, white-papers</td>
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<tr>
<td>Media/PR</td>
<td>Investor Pipeline Development</td>
<td>Rel. Managers for Large Cases (Sector Alignment)</td>
<td>Preparing newsletters/magazines, sector-specific collaterals</td>
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<tr>
<td>Vendor Management: Design Agency, Printers, Translators</td>
<td>Coordinating with Chambers/Associations</td>
<td>Aftercare</td>
<td>Monitoring the progress &amp; efficacy of Government initiatives</td>
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<td>Event Support</td>
<td>Event Calendar</td>
<td>Grievance Handling</td>
<td>Data collection and analysis</td>
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Section III: Summary of Results

Twenty Indian State IPAs participated in the ‘State IPA Rating’ project and basis evaluation of their responses submitted for each question of the survey, each State IPA has been categorized into one of the four ‘categories’ which are defined below:

- **Top Performers**: IPAs that are most prepared for attracting and retaining investors and perform well across many or all the eight Pillars. They are likely to demonstrate multiple aspects of internationally recognized good practices.

- **Aspiring Leaders**: IPAs that display many aspects of good practices in their investment promotion preparedness but do have some areas for improvement. If these areas are addressed, these States would reach the ‘Top Performers’ category, and might overtake some of the existing IPAs in that bucket.

- **Promising Developers**: IPAs that are making significant progress in their preparedness, and now need to move towards another round of institutional capacity building, to address the existing gaps. By improving across these areas, they will be well-placed to consistently attract potential investors.

- **Emerging Potentials**: IPAs that are at an early stage of development in their investment promotion preparedness. Hence, there are multiple areas that should be addressed to develop an effective agency.

**OVERALL PERFORMANCE TRENDS**

Eight Indian State IPAs were classified as ‘TOP PERFORMERS’, three as ‘ASPIRING LEADERS’, five as ‘PROMISING DEVELOPERS’, and four as ‘EMERGING POTENTIALS’, basis the overall score attained on the rating framework. The table below provides an overview of the overall performance, along with the criteria for classification of the State IPAs into one of these four categories.
### Table 1: Preparedness of Indian State IPAs

<table>
<thead>
<tr>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
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<tbody>
<tr>
<td><strong>8 States</strong></td>
<td><strong>3 States</strong></td>
</tr>
<tr>
<td>Score greater than or equal to 85%</td>
<td>Score greater than or equal to 75% but below 85%</td>
</tr>
<tr>
<td><strong>5 States</strong></td>
<td><strong>4 States</strong></td>
</tr>
<tr>
<td>Score greater than or equal 65% but below 75%</td>
<td>Score below 65%</td>
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Graph 1 above highlights the performance of the twenty participating State IPAs, on the basis of the total score earned for the 74 questions of the State IPA Rating framework. As can be seen in the graph, the highest score earned is an impressive 100% which means that the IPA scoring 100% has been able to implement all the 74 parameters given in this framework (at least on technical grounds). The lowest overall score of 19% was obtained by an IPA that was in the process of being institutionalized, which eventually led to the overall skewed bottom score. However, it can be observed that on an average, Indian IPAs have been able to implement most of the parameters of this framework. With an impressive overall national average score above 75%, it can be interpreted that Indian IPAs are progressing at a fast pace and thus, fall in the ‘Aspiring Leaders’ category.
Graph 2: Indian IPAs can upgrade their investment promotion activities by adopting good practices from peers

Graph 2 above gives a pillar-wise overview of how the twenty participating Indian States performed on the survey, in terms of the top performing scores, along with the national average score. It highlights that the highest scores in each category are at or close to 100%. Hence, many Indian IPAs can upgrade their investment promotion preparedness by learning from their peers in the country, as well as by implementing good practices & recommendations presented in this report.
### PILLAR WISE PERFORMANCE TRENDS

This section highlights the performance trends of the twenty participating IPAs, across each of the eight pillars of the ‘State IPA Rating’ project. This has been depicted in two ways. The first one is a graph showcasing the highest and bottom scores under each pillar, together with the India average. The second one is a table that indicates the total number of states placed in each of the four categories (Top Performers, Aspiring Leaders, Promising Developers and Emerging Potentials).

This section also enlists globally benchmarked good practices under each pillar that can be adopted by State IPA for enhancing its performance.

<table>
<thead>
<tr>
<th>PILLARS</th>
<th>INDIA IPA AVERAGE</th>
<th>CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mandate &amp; Organization</td>
<td>81%</td>
<td>Aspiring Leaders</td>
</tr>
<tr>
<td>Strategy &amp; Marketing</td>
<td>75%</td>
<td>Aspiring Leaders</td>
</tr>
<tr>
<td>Targeting Investors</td>
<td>75%</td>
<td>Aspiring Leaders</td>
</tr>
<tr>
<td>Winning Investment Projects</td>
<td>72%</td>
<td>Promising Developers</td>
</tr>
<tr>
<td>Facilitating Investments Projects</td>
<td>77%</td>
<td>Aspiring Leaders</td>
</tr>
<tr>
<td>Aftercare</td>
<td>60%</td>
<td>Emerging Potentials</td>
</tr>
<tr>
<td>Systems &amp; Infrastructure</td>
<td>89%</td>
<td>Top Performers</td>
</tr>
<tr>
<td>Website</td>
<td>80%</td>
<td>Aspiring Leaders</td>
</tr>
</tbody>
</table>

The pillar-wise average score for the 20 Indian IPAs that participated in State IPA Rating project, indicates **five out of eight areas** – Mandate & Organization, Strategy & Marketing, Targeting Investors, Facilitating Investment Projects and Website, **where India is an ‘Aspiring Leader’**. The table above also indicates one area, ‘Aftercare’, on which work needs to be done for further propelling Indian investment teams to the next level of preparedness.
PILLAR 1: MANDATE AND ORGANIZATION

This pillar is the fundamental starting point for any focused Investment Promotion effort. The IPA needs to have a clear mandate for carrying out its functions, together with staff that have the right training and role specification to ensure focus on these specialized activities, rather than their time being taken away by other unrelated activities.

Results

The graph below showcases the Top Performer and Bottom Performer on Pillar 1: Mandate and Organization, together with the Indian IPA average.

*Graph 2: Mandate and Organization: India’s Performance*
**Table 2: India’s Investment Promotion Preparedness for Pillar 1: Mandate & Organization**

<table>
<thead>
<tr>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>11</strong> States</td>
<td><strong>Score greater than or equal to 85%</strong></td>
</tr>
<tr>
<td><strong>2</strong> States</td>
<td><strong>Score greater than or equal to 75% but below 85%</strong></td>
</tr>
<tr>
<td>PROMISING DEVELOPERS</td>
<td><strong>Score greater than or equal 65% but below 75%</strong></td>
</tr>
<tr>
<td><strong>5</strong> States</td>
<td><strong>Score below 65%</strong></td>
</tr>
</tbody>
</table>

The classification of all the twenty participating State IPAs into the four categories, based on the score obtained on this pillar, is depicted above.

**Good Practices**

There are various good practices that an IPA should be able to demonstrate within this pillar. These include:

- Ensuring the IPA’s **mandate explicitly** mentions that it is expected to carry out Investment Promotion. This should include aspects around image building and marketing of the state, information provision and facilitation services for investors, as well as aftercare and policy advocacy.

- Having a **procedure to regularly evaluate performance** against the IPA’s mandate.

- Ensuring **strict independence between** the activities of investment promotion, facilitation, and policy advocacy with those of policy setting/formulating in the same
organization. The standard norm for Investment Promotion Agencies across the globe is to limit its role to collating feedback from the industry and other stakeholders and sharing the same with the Government as an input into policy-making.

- **Having IPA staff** dedicate their time on **investment promotion functions**, rather than also being expected to carry out activities that are not related to providing services to investors.

- **Researching and benchmarking** to improve its own strategy and the quality-of-service delivery. This may simply mean researching the activities of peer IPAs or engaging external support from experts to learn about the same.

- **Having IPA staff with sufficient training or experience** specifically in investment promotion and facilitation activities.

- **Following a Standard Operating Procedure (SOP) on Grievance Redressal**, pertaining to any / all stages of the investment process.
Figure 4: IPA’s Organization Framework

- **Dedicated unit with a specific investment promotion mandate**
- **Staff with investment promotion experience**
- **Defined procedure to regularly evaluate performance**
- **Trainings to improve technical and non-technical skills of staff**
- **Clearly defined mandate**
- **Governing arrangement to give independent oversight**
- **Long-term, continuous, stable source of funding**
- **SOP for grievance redressal**
PILLAR 2: STRATEGY AND MARKETING

This pillar considers whether the IPA has an approach that gives it the best chance of being successful in attracting investment. This includes having an overall vision and strategy, media plan, together with having identified priority sectors & target markets, and defined metrics for measuring success.

Results

The graph below showcases the Top Performer and Bottom Performer on Pillar 2: Strategy & Marketing together with the Indian IPA average.

*Graph 3: Strategy & Marketing: India’s Performance*
Table 3: India’s Investment Promotion Preparedness for Pillar 2: Strategy & Marketing

<table>
<thead>
<tr>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 States</td>
<td>Score greater than or equal to 85%</td>
</tr>
<tr>
<td>PROMISING DEVELOPERS</td>
<td>Score greater than or equal 65% but below 75%</td>
</tr>
</tbody>
</table>

The classification of all the twenty participating State IPAs into the four categories, based on the score obtained on this pillar, is depicted above.

**Good Practices**

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having an annual **written strategic plan**, as well as a medium-term strategy, covering a range of topics such as target sectors and markets, KPIs, the mix of marketing activities to be deployed, team structure and roles, an itemized budget, and performance objectives.

- Shortlisting **target sectors** and mapping to **target markets** (domestic and international).

- Having a clearly defined approach to identify **evolving sector opportunities**.
- Defining and regularly reviewing **Key Performance Indicators** that allow your IPA to measure success

- Identifying the role of State IPA for contributing to the **state’s sustainability goals**

- Preparing an internal **calendar of events**, in line with state’s target sectors & markets

- Following a **Standard Operating Procedure (SOP)** for organizing / attending events and handling delegations (inbound and outbound)

- Developing **branded marketing collaterals**, such as State Profile (with maps), Sector Brochures, Investors Guide, Newsletters etc.

- Regular and planned **usage of marketing tools**, such as social media, PR, or mass mailing campaigns.

*Figure 5: Elements of an IPA’s Strategic Plan*
Figure 6: Typical Key Performance Indicators (KPIs) of an IPA

1. Number of leads generated
2. Number of site-visits facilitated
3. Number of projects in facilitation
4. Employment generated
5. Number of partnerships forged
6. Roadshows/Roundtables organised/participated
7. Average time taken for project grounding
8. Actual Investment and Investment in pipeline
9. Number of trainings attended
10. Number of articles/white papers published
11. Policy consultations (Roundtables etc.)
12. Relationship management

Key Performance Indicators (KPIs)
Figure 7: Typical content in sector brochures/profiles

- National & State Sector overview
- Investment opportunities in key sub-sectors
- Govt. policies, incentives.
- Prominent industrial clusters, parks and zones
- Information on availability of land & labour
- Key industry players
- Centres of Excellence/Research Institutes
PILLAR 3: TARGETING INVESTORS

This pillar focuses on whether the IPA is well prepared to proactively target companies. Particularly, the IPA should have researched and prepared a list of companies displaying high propensity to invest, in each of the key focus sectors, in the state.

Results
The graph below showcases the Top Performer and Bottom Performer on Pillar 3: Targeting Investors, together with the Indian IPA average.

Graph 4: Targeting Investors: India’s Performance

TARGETING INVESTORS

<table>
<thead>
<tr>
<th></th>
<th>Top Performer</th>
<th>Indian IPA Average</th>
<th>Bottom Performer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance</td>
<td>100%</td>
<td>75%</td>
<td>28%</td>
</tr>
</tbody>
</table>
Table 4: India’s Investment Promotion Preparedness for Pillar 3: Targeting Investors

<table>
<thead>
<tr>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score greater than or equal to 85% (9 States)</td>
<td>Score greater than or equal to 75% but below 85% (2 States)</td>
</tr>
<tr>
<td>Score greater than or equal 65% but below 75% (3 States)</td>
<td>Score below 65% (6 States)</td>
</tr>
</tbody>
</table>

The classification of all the twenty participating State IPAs into the four categories, based on the score obtained on this pillar, is depicted above.

**Good Practices**

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Putting together a list of companies that you aim to proactively target for investments
- Developing this target list by conducting a thorough research on companies, to identify if they may be a potential investor for your state
- Structuring a focused initiative to engage with Persons of India Origin (PIOs) / Non-Resident Indians (NRIs)
- Having sector specialists for the identified target sectors
- Preparing and marketing specific sub-sector level projects as investible projects
Figure 8: Top-Down approach for Global Investor Targeting

Stage 1: Top 100 – 200 companies in each sector globally
- Focus Countries
- Ability to Expand
- Recent FDI activity
- India Presence

Stage 2

Stage 3
- G2B MoUs
- Outreach Events
- Foreign missions / Industry Bodies / Central Ministries

Stage 4: Target Shortlist

Figure 9: Bottom-Up approach for Investor Targeting

Stage 1: Single-name Targeting
- Business-line analysis
- Competition Analysis
- Supply-Chain Analysis
- RoI / Balance Sheet Analysis

Stage 2

Stage 3
- Influencers
- High-level Calling / Interactions
- Inward Queries

Stage 4: Deliver the target pitch
PILLAR 4: WINNING INVESTMENT PROJECTS

This pillar focuses on whether the IPA can convert opportunities in its pipeline to actual projects. This is partly about having the right processes in place to reply to investors’ information requests quickly and consistently. It is then about the breadth and depth of specific relevant information the IPA can provide.

Results

The graph below showcases the Top Performer and Bottom Performer on Pillar 4: Winning Investment Projects, together with the Indian IPA average.

*Graph 5: Winning Investment Projects: India’s Performance*
### Table 5: India’s Investment Promotion Preparedness for Pillar 4: Winning Investment Projects

<table>
<thead>
<tr>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="h%C3%A4user.png" alt="Emblem" /></td>
<td><img src="hauser.png" alt="Emblem" /></td>
</tr>
<tr>
<td>Score greater than or equal to 85%</td>
<td>Score greater than or equal to 75% but below 85%</td>
</tr>
<tr>
<td>7 States</td>
<td>3 States</td>
</tr>
<tr>
<td><img src="h%C3%A4user.png" alt="Emblem" /></td>
<td><img src="hauser.png" alt="Emblem" /></td>
</tr>
<tr>
<td>Score greater than or equal 65% but below 75%</td>
<td>Score below 65%</td>
</tr>
<tr>
<td>1 States</td>
<td>9 States</td>
</tr>
</tbody>
</table>

The classification of all the twenty participating State IPAs into the four categories, based on the score obtained on this pillar, is depicted above.

### Good Practices

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having a **Standard Operating Procedure (SOP)** for handling investor queries
- Having pre-set customer service commitments for investors, such as an established **Service Level Agreement**
- Providing relevant and targeted **detailed information** to investors when required. This can cover, but is not limited to, costs for an investor, state’s workforce and skills, Universities and research institutes, available land banks and industrial clusters, quality of life aspects, access to suppliers and raw materials and quality of infrastructure
- **Collaborating with other organizations** to obtain data / information, support site visits, or support marketing activities

*Figure 10: Key areas of 'Information Provision' by an IPA to an investor*
PILLAR 5: FACILITATING INVESTMENT PROJECTS

This pillar looks at whether the IPA provides the right level of support to investors, from the initial investment decision making stage, right till the project implementation phase. This involves providing guidance and support during the pre-CAF and post-CAF stages of investment facilitation. This support should help to simplify and make the process more transparent for the investor.

Results

The graph below showcases the Top Performer and Bottom Performer on Pillar 5: Facilitating Investment Projects, together with the Indian IPA average.

*Graph 6: Facilitating Investment Projects: India’s Performance*
**Table 6: India’s Investment Promotion Preparedness for Pillar 5: Facilitating Investment Projects**

<table>
<thead>
<tr>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="9 States" /></td>
<td><img src="image" alt="4 States" /></td>
</tr>
<tr>
<td>Score greater than or equal to 85%</td>
<td>Score greater than or equal to 75% but below 85%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROMISING DEVELOPERS</th>
<th>EMERGING POTENTIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image" alt="1 States" /></td>
<td><img src="image" alt="6 States" /></td>
</tr>
<tr>
<td>Score greater than or equal 65% but below 75%</td>
<td>Score below 65%</td>
</tr>
</tbody>
</table>

The classification of all the twenty participating State IPAs into the four categories, based on the score obtained on this pillar, is depicted above.

**Good Practices**

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having a Standard Operating Procedure (SOP) for organizing site visits
- Providing clarity on the list of **approvals / licenses / clearances** along with the requisite documents required by an investor, and timelines for grant of the same
- Having information on each of the **incentives** available, eligibility criteria, and how they can be obtained
- Providing information on the steps to be taken by an investor in case of **delays or rejections** of the approvals / licenses / clearances, throughout the facilitation process
• Ensuring the investor can work with a **single point of contact**, or have other seamless account management processes within the IPA

• Working directly with **other Government departments** to ensure facilitation processes for the investors can be as seamless, timely and hassle-free as possible

*Figure 1: Three stages of a site-visit*

<table>
<thead>
<tr>
<th>Pre-visit</th>
<th>During visit</th>
<th>Post-visit</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Confirm the time and date</td>
<td>• Have site map/blueprint ready</td>
<td>• Seek feedback</td>
</tr>
<tr>
<td>• Understand the land &amp;</td>
<td>• Travel with the delegation to the site</td>
<td>• Share minutes/recording of the</td>
</tr>
<tr>
<td>infrastructure requirements</td>
<td>• Delivering a presentation to give an overview</td>
<td>proceeding</td>
</tr>
<tr>
<td>• Shortlist suitable land</td>
<td>• Responding to all the queries related to availability of raw material,</td>
<td>• Follow-up</td>
</tr>
<tr>
<td>parcel</td>
<td>supply chain, social infrastructure etc.</td>
<td></td>
</tr>
<tr>
<td>• Coordinate with the concerned stakeholders</td>
<td>• Facilitate meetings with local authorities and other industry players, if need be</td>
<td></td>
</tr>
<tr>
<td>• Assign Relationship Manager</td>
<td>• Make arrangements for refreshments</td>
<td></td>
</tr>
<tr>
<td>• Make logistics arrangements</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PILLAR 6: AFTERCARE

This pillar gauges the level of support that an IPA typically provides to existing investors, to help them maintain and expand their presence in a location. The IPA should have a database of existing investors, and a strategy for providing a range of aftercare services to them.

Results
The graph below showcases the Top Performer and Bottom Performer on Pillar 6: Aftercare, together with the Indian IPA average.

Graph 7: Aftercare: India’s Performance
Table 7: India’s Investment Promotion Preparedness for Pillar 6: Aftercare

<table>
<thead>
<tr>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score greater than or equal to 85%</td>
<td>Score greater than or equal to 75% but below 85%</td>
</tr>
<tr>
<td>7 States</td>
<td>1 States</td>
</tr>
<tr>
<td>PROMISING DEVELOPERS</td>
<td>EMERGING POTENTIALS</td>
</tr>
<tr>
<td>Score greater than or equal 65% but below 75%</td>
<td>Score below 65%</td>
</tr>
<tr>
<td>0 States</td>
<td>12 States</td>
</tr>
</tbody>
</table>

The classification of all the twenty participating State IPAs into the four categories, based on the score obtained on this pillar, is depicted above.

**Good Practices**

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having a comprehensive contact database of existing domestic and foreign investors in the state
- Having a strategy for engaging with existing investors, including how the IPA prioritizes them, and the services provided depending on their level of priority
- Providing support to investors throughout the business lifecycle even after the project has been implemented in the State
- Soliciting feedback from existing investors regularly to gather data on investments, employment, satisfaction level and investment climate
‘AFTER the investment has landed, the State continues to CARE’

<table>
<thead>
<tr>
<th>Categorization of investors:</th>
<th>Types of aftercare programs:</th>
</tr>
</thead>
<tbody>
<tr>
<td>i. Marquee</td>
<td>i. Support company’s development</td>
</tr>
<tr>
<td>ii. High-priority</td>
<td>ii. Feedback survey</td>
</tr>
<tr>
<td>iii. Medium-priority</td>
<td>iii. Proactive issue resolution</td>
</tr>
<tr>
<td>iv. Low-priority</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Mode &amp; Frequency of contact:</th>
<th>Setting targets:</th>
</tr>
</thead>
<tbody>
<tr>
<td>• One-on-one meetings, roundtables, seminars, informal events such as golf meets</td>
<td>• Number of companies to be contacted</td>
</tr>
<tr>
<td>• Weekly/quarterly/monthly/semi-annually/annually</td>
<td>• Policy representations made</td>
</tr>
<tr>
<td></td>
<td>• Issues resolved</td>
</tr>
</tbody>
</table>
PILLAR 7: SYSTEMS AND INFRASTRUCTURE

This pillar reviews the IPA’s use of infrastructure and technology to support its activities. This includes a broad range of functions, from having a CRM module for tracking investment leads, sharing files via an internal file management system, to conducting audio-video conferencing. This also includes access to proper infrastructure and dedicated office space for day-to-day functioning.

Results
The graph below showcases the Top Performer and Bottom Performer on Pillar 7: System & Infrastructure, together with the Indian IPA average.

*Graph 8: Systems & Infrastructure: India’s Performance*
### Table 8: India’s Investment Promotion Preparedness for Pillar 7: Systems & Infrastructure

<table>
<thead>
<tr>
<th></th>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score greater than or equal to 85%</td>
<td>14 States</td>
<td>3 States</td>
</tr>
<tr>
<td>Score greater than or equal 65% but below 75%</td>
<td>2 States</td>
<td></td>
</tr>
<tr>
<td>Score below 65%</td>
<td>1 States</td>
<td></td>
</tr>
</tbody>
</table>

The classification of all the twenty participating State IPAs into the four categories, based on the score obtained on this pillar, is depicted above.

**Good Practices**

There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having a **Customer Relationship Management** system or a well-managed database of companies (Investor Tracking Tool), which includes details of every investor (actual and potential) that the IPA has a connect with, each interaction with that investor, together with details of the progress of their project.

- Using a software solution that allows documents to be stored and shared between staff.

- Ensuring access to an **internet connection** that works reliably (i.e., with few interruptions, that does not affect productivity) and at a reasonable speed.
- Having access to audio/video **conference equipment**, such that formal meetings can be held ‘virtually’

- **Setting-up well-equipped** business-friendly, professional-looking **office space** to carry out its day-to-day operations

*Figure 3: Systems & Infrastructure required by an IPA for effective functioning*
PILLAR 8: WEBSITE

This pillar reviews the investment promotion website used by every State IPA, particularly concerning its design and relevant content for potential investors. Investment Promotion websites are often the first port of call for investors or their advisors as they search for new investment opportunities and locations. A website that communicates a location’s advantages clearly and credibly, while conveying a sense of the organization’s professional competence and customer care, will maximize the chances of gaining investors’ interest, thus securing a place for their location in their short lists.

Results

The graph below showcases the Top Performer and Bottom Performer on Pillar 8: Website, together with the Indian IPA average.

*Graph 9: Website: India’s Performance*
Table 9: India’s Investment Promotion Preparedness for Pillar 8: Website

<table>
<thead>
<tr>
<th>TOP PERFORMERS</th>
<th>ASPIRING LEADERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 States</td>
<td>Score greater than or equal to 85%</td>
</tr>
<tr>
<td>3 States</td>
<td>Score greater than or equal to 75% but below 85%</td>
</tr>
<tr>
<td>PROMISING DEVELOPERS</td>
<td>Score greater than or equal 65% but below 75%</td>
</tr>
<tr>
<td>4 States</td>
<td>Score below 65%</td>
</tr>
</tbody>
</table>

The classification of all the twenty participating State IPAs into the four categories, based on the score obtained on this pillar, is depicted above.

**Good Practices**
There are various good practices that an IPA should be able to demonstrate within this Pillar. These include:

- Having an **easily accessible, navigable, user-friendly website** that is responsive to different electronic devices (mobile, tablet, desktop etc.)

- **Displaying accurate and updated content** for presenting the image of the State as a credible and viable investment destination, from an investor’s perspective

- Providing a wide range of **detailed information** on the opportunities in the state and assistance that investors can expect from the IPA and the State Government

- Having a **Standard Operating Procedure (SOP) for reviewing and updating the IPA’s website** at defined intervals
Figure 14: Basis of a good investment promotion website

- Accessible
- Information on Priority sectors
- IPA services
- Website Responsiveness
- Use of infographics
- Testimonials & Case Studies
- Accurate & Standardized content
- Contact details & Location
- Social Media Accounts
- Language
- Investment pertinent links
- Photos & Videos
Section IV: Recommendations for strengthening the State IPAs

This section highlights standard recommendations for 74 parameters of ‘State IPA Rating’ project which, if implemented, will help further strengthen, empower, and restructure existing state IPAs on one hand, and help conceptualize, institutionalize, and structure new IPAs on the other hand. The recommendations for improvement and capacity building have been given question-wise for all the eight Pillars of survey (In certain cases, few questions have been clubbed together within a pillar, and a single recommendation has been given against them).

PILLAR 1: MANDATE AND ORGANIZATION

Question 1 - Does your State / UT have a department / unit with a specific investment promotion mandate?

A dedicated State Investment Promotion Agency (IPA), which is explicitly expected to carry out investment promotion, plays a critical role in encouraging investments by undertaking focused efforts towards targeting, facilitation and aftercare of investors. State should create such an agency that serves as a focal point and handholds all investors. In case a state does not have a dedicated IPA, State should constitute an Investment cell within the State Industries Department or Industrial Development Corporation (IDC), having a specific investment promotion mandate, clearly defined roles & responsibilities, review mechanism and budget/funding that are institutionalized through an Act/Rule/Legal Articles. Such Investment Cell should be undertaking all the activities that a dedicated IPA does. State IPA should work towards creating harmonious working relationships with relevant State Government Departments and authorities, especially the Industries Department & Single Window Agency, to ensure seamless transition from Pre-CAF to Post-CAF stages for the investor.

It is important the definition of what constitutes investment promotion is clearly understood. It can be defined as Image Building and Marketing the location, Information, Networking and Facilitation services for investors, Aftercare and Policy advocacy. It does not include issuing investor licenses, incentives administration, land allocation, property rentals, etc. It should also not simply mean a one stop shop / single window, which while having a facilitation role, does not carry out any of the other activities noted above.

Question 2 - Is that investment promotion role / mandate of your IPI clearly defined?
IPA's mandate should clearly detail its scope of work across various functions. This must be a written mandate or vision which specifies objectives in this activity and serve as the guiding principle for formation of the IPA's strategic plan (refer Q10). To institutionalize the IPA's existence and empower it, there must be legal articles (Act/Rule/Notification etc.) defining its mandate and roles as the leading body/agency for investment promotion and facilitation in the State. In case a state has two separate organizations for investment promotion and facilitation, there should be a clear separation of functions to avoid duplication of effort and ensure clarity about reporting structure along with roles & responsibilities.

**Question 3 - Does your IPI have staff dedicated fully to providing investor services, which would include investment promotion, facilitation, and aftercare?**

IPA should have staff dedicated to working at each stage of the investment life cycle. It is imperative the agency is spending sufficient time to each of the IPA’s functions, to provide a comprehensive set of services and the best possible handholding support to the investors, during the entire investment lifecycle. The IPA should have staff dedicated to working towards the mandate of the organization and not carry out activities that are not related to providing services to investors. While an IPA may engage consultants from professional agencies for tasks such as knowledge gathering, benchmarking exercises, preparing collaterals etc., it must have an in-house core team to execute its main functions as outlined in its mandate.

**Question 4 - Do senior IPI staff members have relevant investment promotion and/or private sector experience in the above activities?**

Some of the senior staff of the IPA should have relevant investment promotion knowledge/experience. Sector leads, having prior experience of working in the private sector, will be an added advantage with their understanding of corporate culture, industry knowledge and networks, decision making, project planning and implementation. IPA staff should be able to have a meaningful dialogue with potential investors on the nuances of the sector.

As the IPA is envisaged to act as a bridge between the State Government and Investors in the field of 'Investments', IPA staff should not only be able to act as 'Ambassadors' of the state & promote the opportunities therein but also as a 'friend' & single point of contact for the Investor throughout the investment life-cycle.
Question 5 - Does your IPI have a board of directors / or other governing arrangements that give independent oversight?

To bring an element of 'independent oversight' in the state IPA, there should be an independent governing arrangement to review the progress on its mandate (stipulated in the Act/Rule/Notification institutionalizing & empowering the IPA) as well as monitor the achievements vs KPIs outlined in the Strategic Plan. Additionally, it can be a good practice to constitute the governing council with government officials from relevant departments, representatives from the industry (on rotational basis) especially those relevant for the priority sectors and countries (refer Q12 and Q13 for definitions).

Question 6 - Does the IPI have a defined procedure to regularly evaluate performance against the IPI mandate?

State IPA should have a periodic performance review mechanism to evaluate the performance of the IPA against its mandate (Refer Q2) for the period under review and against the KPIs set (refer Q10). The review mechanism, frequency, and the reviewer (Board of Directors/Governing structure) should be outlined in the legal articles institutionalizing the IPA. In case this is not mentioned in the relevant legal article, the state IPA may endeavor to have this incorporated. In the meanwhile, a written internal document that has been duly signed and approved by the concerned authority, should specify the performance review mechanism.

It is important that critical aspects related to all functions and activities of the IPA are discussed in the review meetings (such as investor targeting, lead generation and conversion, tracking evolving sector opportunities, preparation of the annual event calendar, progress of MoUs and investment projects, progress of issue-resolution, preparation and review of SOPs etc.).

Question 7 - Does the IPI have a long term, continuous, stable source of funding to adequately meet its operations?

Investment promotion is a long-term business, requiring clear, consistent, and credible strategies implemented over many years in a systematic manner, actively supported by the Government. Considering the mandate of a state IPA towards investment promotion, its critical role towards economic development of the State and the high-level delivery targets, it is of utmost importance that the IPA be provided an appropriate budget for effective functioning and long-term stability of its operations.
At the time of their annual performance review, different lines of activities (refer Q6), budget planning for the next financial year (Per different budget heads: Administrative Expenses, Salaries, Investment Promotion & Outreach activities, Marketing & Social Media, Overhead expenses) can be discussed and accordingly a proposal be submitted to the relevant Government Department.

Question 8 - Does the IPI conduct training of the staff on a regular basis including but not limited to the following activities: 1. State and sectoral knowledge 2. Technical skills such as database, Relationship management, leadership training, grievance handling 3. Non-technical skills such as e-mail writing, customer handling, professional etiquette, language training, etc.

IPA should facilitate training programs and employee-engagement program for its employees and formalize this process by structuring an annual training calendar (To be included as part of HR plan-refer Q10). The training programs should include sessions on not just technical skills (Database, Relationship Management, Leadership Training, Grievance Handling) but also soft skills (E-mail writing, Customer Handling, Professional etiquette, Language training, etc.) to ensure that staff is kept abreast of latest development in the investment ecosystem and learn new skill sets to remain updated. IPA staff may be sent for training and workshops at relevant forums.

it is important to formalize this process and structure a training calendar, invite external experts to deliver talks, if need be. Specialized phase-wise training programs on ‘Leadership, Mentorship & Management’ may be structured for existing staff periodically. Apart from such training sessions, a comprehensive orientation process for new employees should be structured for quick onboarding. Such sessions will catalyze an employee’s involvement at work and ensure a steep learning curve.

Question 9 - Does the IPI have a Standard Operating Procedure (SOP) for Grievance Redressal, for any / all stages of the investor process?

To ensure consistency, IPAs should have a well-defined SOP in place for Grievance Redressal pertaining to all the stages of investment lifecycle and not just limited to post-CAF stage. All employees must adhere to the SOP. This should not be confused with the SOP for Query-Handling. The SOP should include:

i. Definitions of types of grievances pertaining to all the stages of investment lifecycle and not just limited to post-CAF stage
ii. A clearly defined escalation mechanism, in case initial handling of the grievance is insufficient

iii. A timeline to define procedures & SLAs; and

iv. A description of how the grievance is tracked, from initial logging to its closure

Additionally, the following can be included as annexures:

i. Format for the notification to be sent as an initial acknowledgment of the receipt of grievance

ii. Format of the response to be sent

**PILLAR 2: STRATEGY AND MARKETING**

*Note: Combined recommendation has been given for Q17, Q18 and Q19*

**Question 10 - Does your IPI have a written strategic plan for investment promotion?**

IPAs should prepare a comprehensive written strategic plan that can serve as the guiding principle for effective functioning as the state's premier investment agency.

A strategy document should cover the following range of topics:

i. Mission, Vision and Values of the IPA

ii. Mandate: Detailing of the activities that constitute mandate of the IPA

iii. Priority markets (domestic/international) and Priority sector for targeted investment promotion, along with the strategic approach for choosing them

iv. Mix of marketing activities deployed for Investment Promotion

v. KPIs for assessing the IPA's achievements related to the strategy/vision, and targets for each KPI

vi. Organization structure, HR plan (Roles and Responsibilities of staff) and Training & Development Approach

vii. Evolving sector opportunities: Identification and Strategic approach

viii. Calendar of events (for domestic and international events categorized by 'to organize' and 'to attend/participate')

ix. Investor Aftercare: Strategic approach

x. IPA's initiatives to contribute to the State's Sustainable Development Goals (SDG) Vision

xi. Funding and Budget: the estimated budget (*overall budget and individual budget heads*) for the time-period for which the strategic plan is prepared should be mentioned. Along with this, an annual budget should be prepared at the beginning of the year, to be reviewed during the annual performance review of the IPA, as well its strategic plan
xii. Systems and Infrastructure: Plan for creating and updating/upgrading systems such as File Management System, Customer Relationship Management System, Website, Other portals etc. and plan for building/upgrading physical infrastructure such as new office space, international desks etc.

xiii. Partnerships (with other IPA, Industry bodies, Multilateral agencies etc.)

The plan should mention the validity (2-5 years) and periodic review mechanism (at least annually). While the strategic plan may be prepared with a timeline of two-five years, it must be reviewed annually, especially components such as marketing plan, budget, KPIs etc. The strategic plan should have the approval of the appropriate authorities so that funding for the required activities is made available.

**Question 11 - Has your IPI identified Key Performance Indicators to assess its achievement relative to its strategy / vision?**

In its Strategic Plan, the state IPA should set measurable targets against each of its KPIs pertaining to each activity under its mandate. This should not just be limited to job numbers and investment figures, which is the end goal of all IPAs, but also for the intermediate activities related to investor outreach, grievance redressal, aftercare etc. Examples: number of queries answered and average response time, number of investor contacted, rate of lead conversion, investment project profiles created, website hits, social media activity, collateral created (sector brochures, investor guide, etc.), percentage of existing investors in the state that have announced expansion plans, site-visits conducted, number of events attended/organized, research papers published, level of investor satisfaction etc. At the time of annual performance review, new KPIs may be identified and added to the Strategic Plan based on the performance of the previous year of the IPA. The State IPA may consider conducting an internal brainstorming session with the staff to identify KPIs.

To ensure consistency, a standard template for reviewing and updating the plan should be prepared and authorized by the relevant authority. The same may be included as an 'annexure' to the ‘Strategic Plan for Investment Promotion’ (Refer Q10).

**Question 12 - Has your IPI defined priority sectors for targeted investment promotion?**

To undertake targeted investment promotion, IPA should identify a limited set of focus sectors that can be given top priority. The agency should spend a larger proportion of its efforts on those sectors which will be the most impactful for the State and most attractive for investors. State IPA may identify the top 5-6 'focus sectors' by conducting a 'sector
scan’. This should be done after a clear analysis of opportunities in the state (market trend analysis, natural resource availability, existing players, upcoming projects), benchmarking policies and business ecosystem with competitors (other Indian states/countries), vision of the State Government as outlined in the Industrial Policy etc. The 'focus sectors' may keep changing with the evolving business environment. The state IPA should constantly monitor these changes, and accordingly update the Strategic Plan.

The approach followed for the same must be included as an annexure in the ‘Strategic Plan for Investment Promotion’ (Refer Q10).

**Question 13 - Has your IPI defined priority markets (i.e. other Indian States or other countries) for targeted investment promotion?**

Typically, the following set of parameters are considered by IPAs while undertaking target market identification exercise to identify the set of ‘priority markets.’

i. Trend analysis (number of queries received, existing players, tracking investment signals etc.)

ii. Bilateral relations (trade and investment treaties)

iii. Resources and infrastructure available within the State (raw material, human resources, connectivity & logistics etc.)

iv. Indian origin diaspora population

v. Alignment of priority country’s expertise/interest with the state's focus sectors

IPA may also assign dedicated staff to the priority markets for investor outreach activity and stakeholder management. The approach followed for the same must be included as an annexure in the ‘Strategic Plan for Investment Promotion’ (Refer Q10).

**Question 14 - Does your strategy for priority sectors address how to approach evolving sector opportunities, which can be hybrids of more than one sector - for example, Fintech, Connected Health, Functional Food etc.?**

In the competitive investment landscape where Indian IPAs are not just competing with each other for investments, but also other international IPAs, a state IPA in collaboration with relevant Govt. departments needs to track the evolution in ‘focus sector' and keep itself abreast of the industry's emerging demands. Accordingly, state IPA should develop a strategy to capitalize on the evolving sector opportunities (which can be hybrids of more than one sector) and target relevant investments to gain the 'First Mover Advantage'. The same may be included in the ‘Strategic Plan for Investment Promotion’ (Refer Q10).
Question 15 - Does your IPI assign individual budget lines to each type of marketing activity you engage in, rather than just having one overall marketing budget? For example, a line for trade show spend, a line for website maintenance spend etc.

At the beginning of the financial year, when strategic plan of the state IPA is reviewed, a key component of it is the overall marketing plan for the year under review. The marketing plan should make a provision for assigning individual budget lines to be aligned for not only roadshow and mega summit, but also other key marketing activities such as website promotion, social medial campaigns, branding collateral, document translations, ground-level branding etc. This will ensure optimal utilization of the budget and better planning & execution for each marketing activity. The same may be included as an annexure to the section on 'Marketing Plan' in the ‘Strategy Document’ (Refer Q10).

Question 16 - Does your IPI's strategic plan for investment promotion consider the impact of your IPI's activities on sustainability goals?

In September 2015, the General Assembly adopted the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs). To work towards these, many Indian states have developed SDG Vision document. All IPAs must contribute to their State’s vision, develop, and execute an impactful sustainability strategy as part of its investment promotion efforts. State IPA can adopt a proactive approach to help the State meet its SDG vision. An example could be to develop project profiles on those investment opportunities in the state that are aligned with State's SDG requirements, and actively undertake investor targeting for these projects. This may require working across different departments/units within the State. The same may be included in the ‘Strategic Plan for Investment Promotion’ (Refer Q10).

Question 17 - Does your IPI have a planned calendar of events / conferences / sector specific events for national and international to attend and organize?

Question 18 - Based on the calendar described in the previous question, does your IPI participate in domestic and international events, in order to meet potential investors in your identified priority sectors?

Question 19 - Does the IPI organize its own investment promotion events to engage with potential investors, including roadshows, roundtables, or seminars?

The approach of having a planned calendar will provide the IPA more time for preparation, synergizing with other relevant departments/agencies in the State and making budget provision, resulting in a more meaningful and output-oriented participation. IPA should identify key events, which offer a strong potential to network
with the relevant stakeholders (senior management, supply chain etc.) of the target companies identified from the 'priority markets and sectors'. IPA can consult with stakeholders such as industry associations, chambers of commerce, trade bodies, embassies (in case of international events) to identify relevant events, establish contact with relevant influencers etc.

The calendar should mention the name and date of the events and this should be categorized by:

i. Objective (image building, investor outreach, facilitation, aftercare, grievance redressal, policy related)
ii. Format (roadshow, seminar, roundtable, summit, one-on-one meetings, workshop, training etc.)
iii. Organizing/Participating/Attending
iv. Domestic/International

The same may be included in the ‘Strategic Plan for Investment Promotion’, or as an annexure (Refer Q10).

Question 20 - Does your IPI have Standard Operating Procedure (SOPs) on the following:
1. Organizing/attending events
2. Handling delegations: inbound and outbound

SOPs for both (1. Organizing/Attending events: Roundtable, Roadshow, Business Seminar, Workshop/Training sessions, Recreational networking events etc. 2. Handling delegation: Inbound & Outbound, VIP, Government and Business Delegations etc.) to include a comprehensive checklist of activities to be undertaken with realistic stipulated timelines, resources to be mobilized (marketing, social media, logistics) and roles & responsibilities of SPOCs & other coordinators before, during and after the event/delegation's visit. IPA should prepare a standard format for preparing talking points, recording the event proceedings, thank you note etc. The following can be included as annexures to the SOP:

i. Format for the welcome note
ii. Mechanism for follow-ups, especially with those bodies with which Investment Intentions/ MoUs/ Strategic partnerships/Areas of collaboration have been signed

Question 21 - In terms of marketing collateral, does the IPI have a State investment promotion video?

It has been observed that videos are a more effective tool of promotion to highlight investment opportunities in the state, compared to other mediums of communication.
Such promotional videos should cover USP of the state, infrastructure, manpower, quality of life factors, investible locations & amenities, testimonials from existing industry players etc. It may also upload and display the overall state investment promotion video, that showcases the state in the best light, in a prominent section on the website.

Question 22 - In terms of marketing collateral, does the IPI have brochures or profiles for priority sectors?

IPA should have sector profiles/brochures that may include the following range of topics:

i. State sector overview (Example: key stats, interesting facts, contribution to state GDP, import-exports, forecast growth etc.)
ii. Subsector information
iii. Specific investment opportunities and projects
iv. Sector policies, schemes, and incentives
v. Industrial cluster: Maps of each zone
vi. Centres of excellence / research institutes / Skill Training Centres specific to sector
vii. Company case studies (including testimonials, success stories)
viii. Costs of labour, real estate etc.
ix. Manpower available (employed and employable, with skill level)
x. List of relevant licenses/clearance/government approvals along with information on prerequisites to obtain these clearances, and names of relevant State Government departments
xi. Key industry players: Names, Logos, and Testimonials/Case studies
xii. Support services available from IPA
xiii. Contact information of the IPA

Such collateral should be branded with the IPA’s logo. The information should be available on the state investment promotion website either on different sectoral web-pages, or detailed sector brochures in a downloadable format, or both.

Question 23 - In terms of marketing collateral, does the IPI have a brief investor’s guide?

An investor’s guide acts as an excellent starting point for an investor to understand the state ecosystem, business set-up requirements and processes in a State. The guide would provide information (along with up-to-date Statistics) regarding (1) description of all the major steps to be taken by an investor for setting up business in the state (Example: incorporating a company, arranging the necessary legal documents, state level compliances (permit, clearances under various Acts), overview of the taxation etc.) (2) services provided by the IPA. Additional information provided may include State overview, focus sectors, brief on land banks, industrial policy and incentives, major
clusters, State single window systems, key contacts within IPA as well as key Government contacts. This should be branded with IPA's logo and be available as soft copies on the IPA website as well as printed copies for distribution.

**Question 24 - Are marketing collaterals branded with the IPI's colours and logo?**

Branded collaterals can become an identifying factor of the state IPA. All marketing collateral created by the State IPA must be branded with its logo to increase the recall value. In case the IPA does not have a logo, it should utilize the Industries Department logo across collaterals, to maintain consistency and uniformity. In the meanwhile, IPA should create a logo of its own.

**Question 25 - Does your IPI actively use social media platform(s) (such as LinkedIn, Twitter or Facebook) as part of its investment promotion?**

Needless to say, an active presence on social media has become one of the critical tools for mass outreach in today's time. This would include LinkedIn and Twitter, but other platforms, depending on State IPA's target markets, may also be relevant. It is recommended that the IPA uses these platforms at the institutional level (there is a corporate account for any platform used) and not at the individual level only (which may also involve personal, not investor-related interactions).

As part of its ‘Strategic Plan for Investment Promotion’ (Refer Q10, sub-section: Mix of Marketing activities) State IPA must prepare an annual social media strategy that entails maintaining a pipeline of creatives/posts [meetings, events, upcoming policy measure success stories, sector snapshots etc.], along with a roster indicating responsibilities within the teams, and updating social media handles to avoid bouts of inactivity. If used effectively, it can become one of the most cost-effective mediums of Investment Promotion.

**Question 26 - Does your IPI use any regular advertising, PR, or direct mailing campaigns as part of its marketing?**

Apart from running promotional campaigns at the time of organizing events, IPA should create a database of its network of stakeholders across the globe; industrialists, government, chambers of commerce, trade associations, embassies, and bilateral forums of focus countries, NRI associations etc. Upon doing so, IPA may consider preparing periodic newsletters, quarterly magazine issues, or just a brief document capturing prominent announcements (containing important information on policies, reforms,
upcoming projects, groundbreaking ceremonies, flagship events and other achievements) and circulating them among its stakeholders [industrialists, government, chambers of commerce, trade associations, embassies, and bilateral forums of focus countries, NRI associations etc.]. These mediums of communication along with social media platforms, if utilized on a regular basis, can create a buzz about the state, its business ecosystem as well as IPA's services, to stay relevant in the mind of the investor.

**Question 27 - Does the IPI make information available on new policies, projects, schemes for potential investors?**

State IPA should be able to provide information on new policies, schemes, projects, and incentives for any given sector. Ideally, this information should be available for public access on the website, displayed in a prominent section. Further, state IPA should also leverage other active channels of communication (email campaigns, social media, print media etc.) to proactively share information on important announcements with all concerned stakeholders (as identified in the 'database'; Refer Q 26)

**PILLAR 3: TARGETING INVESTORS**

*Note: Combined recommendation has been given for the following questions:*

- Q28, Q29
- Q32, Q33, Q34

**Question 28 - Does your IPI have a target list of specific companies for its proactive investor targeting activity?**

**Question 29 - Does your IPI carry out research on companies in order to develop the list of potential investors?**

"Get on to the driving seat!"

Instead of following a reactive approach, wherein the IPA is simply waiting for leads and reviewing the investment proposals received by the State Government Departments, it may reach out directly to 'potential investors' for greenfield projects and 'existing investors' for brownfield/expansion projects, thereby assuming a more proactive role. This will also aid in image-building of the state as an ideal investment destination.

The starting point for Investor Targeting is researching a list of potential investors, in line with the state's priority sectors and priority markets. Typically, the lead-generation cycle involves the following stages: Identification, Targeting & Preparation, Outreach and Negotiation.
Broadly speaking there are two types of approaches for investor targeting:

1. 'Top-down'
   Select Focus Sector -> Shortlist Top 100 companies -> Analysis each company in terms of recent FDI activity, Exports and Innovation, Global footprint, Turnover trends, Ability to expand, India presence -> Find out if G2B MoU/Agreements have been signed by any company with any particular State Government -> Initiate interaction/engagement with the company

2. 'Bottom-up'
   Top 100 companies -> Analysis: Sector, Sub-sector, Business line/Segment, Competition, Turnover trends, Supply-chain, RoI/Balance Sheet, Influencers -> Interaction/Engagement with the company

To prepare the lead generation database, the IPA may refer to resources such as news articles, FDI specific databases, consultations with chambers of commerce/CEO forums, networking during events/summits etc. Further, the State IPA must maintain a database of contact details of all the people met during events. Once the target list has been prepared, further research must be undertaken to prepare detailed account plans for each company (entailing details on financial status, recent news and investment activity, pertinent announcements, value-chain etc.). This will be more effective if a state were to carve out specific niche areas/sub-sectors/segments within its focus sectors, to differentiate its value proposition from other Indian states which may be promoting the same sector. The state IPA can then target a pool of investors/companies relevant to those sub-sector/segments. Based on this, the State IPA must prepare a brief on value proposition/investment opportunities in the state that can be offered to each company. After establishing a preliminary connect with the potential investor via teleconference, email etc. a focused interaction in the form of one-on-one meetings (during roadshows/seminars etc.) may be planned by the IPA for detailed discussion on how the investment can be grounded in the state.

While a State IPA may take the support of the empaneled Knowledge Partner in its outreach activity, it should develop its own investor targeting approach. Apart from undertaking investor targeting at the time of roadshows in the run-up to Mega Investor Summit (or other forms of investor interactions), the state IPA should have a well-defined approach to proactively generate leads as a continuous activity. The same can be developed basis the guidelines provided above and included in its ‘Strategic Plan for Investment Promotion’ (Refer Q10) wherein the focus sectors and focus markets are not just listed but also backed-up with the reason for shortlisting the same.
Question 30 - Does your IPI have a focused initiative to engage with Persons of India Origin (PIOs) / Non-Resident Indians (NRIs)?

All state IPAs, especially those with a significant diaspora overseas, should have a focused initiative to engage with NRIs. This may include activities such as organizing business seminars and networking events during international roadshows aimed at showcasing the trade and investment opportunities in the state, monthly newsletters/publications on transformation of the state and recent announcements, social media campaigns to highlight inspirational stories of NRIs contributing back to the country etc. If the State Government has established an NRI Cell/department, this work can be undertaken by the State IPA in collaboration with the said entity.

We recommend that the IPA coordinate the various efforts of the State Government and develop a strategy for sustained outreach and engagement. The same may be documented in the ‘Strategic Plan for Investment Promotion’ (Refer Q10).

Question 31 - Does the IPI have sector specialists for the key priority sectors identified?

Sector Leads are responsible for investment promotion, targeting, facilitation, grievance redressal, aftercare, and policy advocacy for their sector. Whenever IPA undertakes hiring, it should adopt any/combination of the following approaches:

- Get external sectoral experts from the Industry (for focus sectors) or
- Imbibe sectoral expertise through on-the-job trainings for the resources hired or
- Have officials from relevant government departments on deputation to State IPA for a specific time-period.

Typical Roles and Responsibilities of 'Sector Leads/Specialists' include, but are not limited to, the following:

i. Develop and execute the Investment strategy for the sector: Lead generation, identifying Priority Markets to undertake Investor Outreach activity, preparing calendar of events, establish KPIs, etc.

ii. Provide Information & spearhead development of marketing collaterals to showcase state’s strengths and opportunities in the sector

iii. Coordinate with the concerned government authorities for expediting approvals/licenses/grievance redressal

iv. Conduct aftercare program for existing investors in the sector – follow up on any additional requirements, unresolved issues and expansion plan etc.

v. Assist in Policy and ecosystem development through stakeholder consultations

vi. Undertake Policy Advocacy: Engaging with the concerned stakeholders to collate inputs on policies, preparing an industry-wide representation together with the
vii. Support the State Government machinery to organize Investor Summits
viii. Coordinate with industry/sectoral chambers/associations and various departments in State and Central Government on a regular basis

The contact details of these officials should be uploaded on the main investment promotion website of the State. This will not only enable all those with specific queries get in touch with the concerned official directly but also instill confidence in the minds of the investors with respect to their projects being facilitated by a serious agency and a dedicated team.

IPA should work towards strengthening the team of Sector Specialists with clearly defined roles and responsibilities (refer guidelines above) to enable a more focused approach to targeting and facilitating investments for the respective sectors. These individuals will also perform the role of relationship managers (RM) for each company under facilitation, and coordinate with other government departments for expediting approvals/licenses/other services.

**Question 32 - Does your IPI have investible projects with ready information on project profiles?**

**Question 33 - Are these projects available / uploaded online?**

**Question 34 - Do you update investible project information regularly?**

In the focus sectors identified by the state, the state IPA should work with all the government departments to identify specific investible projects and prepare project profiles with details on identified land parcels, relevant clearances and licenses, project funding, mode of implementation, contact details of the relevant sectoral government department etc. It has been observed that many Indian states have the same set of focus sectors and are co-incidentally contacting the same pool of potential investors. To showcase the unique value proposition of a state and distinguish itself from the competition, the state should carve out specific projects in niche segments/sub-sectors. This must not be limited to just infrastructure upgradation and smart city projects (carried out in PPP and EPC mode) but also investment opportunities in at least the focus sectors of the state. Also, during roadshows/business seminars where the state has an opportunity to showcase investment opportunities, showcasing specific investible projects is more impactful than just generic information in focus sectors. This also serves as an additional filter when preparing a list of companies for proactive lead generation and for developing a targeted pitch.
The State Governments should leverage India Investment Grid (IIG) ([https://indiainvestmentgrid.gov.in/](https://indiainvestmentgrid.gov.in/); an initiative of the Government of India to showcase a menu of investment options across India to potential global investors. Apart from IIG, it is imperative that these projects be displayed on IPA's website and Industries Department website through API integration with the IIG platform. Also, websites of the relevant State Government Departments must be encouraged to display the projects on their website. The investment projects must be regularly (If not in real-time, then the same should be reviewed at least quarterly/half-yearly) updated bearing a time stamp and actively promoted via the active channels of communication (such as social media, print media, newsletters etc.). An SOP should be developed to create a process in place which will ensure regular updates are being made to the projects. This review mechanism should be included as part of the 'website review mechanism' (Refer Q61).

**PILLAR 4: WINNING INVESTMENT PROJECTS**

**Question 35 - Does your IPI have a Standard Operating Procedure (SOP) for handling investor inquiries?**

State IPAs should develop a Standard Operating Procedure (SOP) for handling investor inquiries. This should not be confused with the SOP for Grievance Redressal (Refer Q9). The SOP for Query-Handling should include a defined process for acknowledging, responding and following-up on inquiries in a standardized manner and within stipulated timelines. This is to ensure consistency of information dissemination.

In addition to the step-by-step process, it is recommended that a flowchart of the same be included in the SOP. The following can be included as annexures:

i. Format for the notification to be sent as an initial acknowledgment of the receipt of inquiry
ii. Format of the response to be sent.
iii. Standard responses for FAQs. The same can be updated on the IPA's website
iv. Standard template for providing information on:
   a. Workforce (employed and employable human resource); at least within the state's priority sectors
   b. Universities/research institutes; at least within the state's priority sectors
   c. Cost to investor: labour, land, utilities, tax and incentives
   d. Land banks and industrial clusters
e. Social factor/Quality of Life (Education: Leading and international schools, Healthcare: major hospitals, Hospitality: leading hotels and restaurants, Recreational facilities: malls, parks, sports clubs, and tourist places
f. Infrastructure and amenities available in industrial clusters and industrial parks
g. Raw material availability, especially near industrial clusters and industrial parks
h. Contact details of Sectoral Trade Associations, Chamber of Commerce and other Industry bodies

IPA should streamline its query handling and grievance redressal procedures and prepare respective SOPs accordingly.

**Question 36 - Does your IPI have a standard approach to following up on investor inquiries, after having provided information?**

State IPAs should develop a standard approach for following up on investor inquiries. The same should be a part of its SOP for Handling Investor Inquiries (Refer Q35).
At times, despite having sent a response to a query with the necessary information, the IPA does not receive any communication/response from the investor. Such investors could be potential leads and it is important for an IPA to be proactive for converting these into actual projects. Hence, after one or two weeks of providing initial information, the IPA should always follow-up by telephone / email for any additional requirements of seemingly serious investors and offer further support during the lifecycle of the investment, as necessary. In such situations, the proactiveness of the IPA could be just the nudge required by the potential investor to invest in the state. Hence, the state IPA should develop a standard approach for following up on investor inquiries. The SOP prepared for 'follow-up' on investor inquiry should be an extension of SOP for 'query handling' (Refer Q35).

**Question 37 - Does your IPI provide information on availability of skilled labour to investors within your priority sectors?**

State IPA should be able to source information on 'employable human resources' and 'employed workforce' from the relevant Central/State Government authority.
Ideally, IPAs should institutionalize a Service Level Agreement (SLA) with the relevant Govt. authority to obtain the most updated data, at least semi-annually. This should be available for at least the state's focus sectors, and be more detailed than just 'Skilled, Semi-skilled and Unskilled'. Detailed information would include data on workforce categorization by levels of qualifications/roles/ experience (Example: engineers, managers, operators, technicians or freshers, middle management, senior management etc.). Investors prefer locations that offer availability of workforce that meets the skills
and cost requirements of their business. Hence, the IPA should also have data on the number of students / graduates in different subjects, categorized by districts/investment locations. The template for providing such information should be designed and approved as part of the Annexures to the SOP, mentioned in Q35.

**Question 38 - Does your IPI provide focused information on university / research institutes in the state to investors within your priority sectors?**

State IPA should have details (name, location, subject expertise/field, contact details) of major universities/ research institute/ Industrial Training Institutes (ITIs)/ Vocational Training Institutes (VTIs) in the state, at least for priority sectors. This information should not be limited to the capital city, but also cover all the major centers of industrial activity within the state. The presence of research institutions in a location provides opportunities for investors to undertake joint research projects in their areas of business. This fosters industry-academia linkages leading to skills development and helps in developing a location’s innovation ecosystem as well as economic growth.

The same must be available on the website. The template for providing such information should be designed and approved as part of the Annexures to the SOP, mentioned in Q35.

**Question 39 - Does your IPI provide information on costs to investors (labour, land, taxes, incentives etc.), which are appropriately sourced and dated?**

State IPA should be able to provide information on costs to investors including those related to labor and land as well as the applicable taxes and incentives. Typically, following details should be readily available:

1. Average labour costs, by sector
2. Costs of industrial land, categorized by industrial area/region/district, and utilities therein
3. Any relevant taxes on investors, which may include corporate taxes, property taxes, GST etc.
4. Available incentives

This is the most basic and crucial information for any investor undertaking feasibility, cost-comparison, and location-assessment studies. Thus, it should be updated, readily available and presented in a legible format. The template for providing such information should be designed and approved as part of the Annexures to the SOP, mentioned in Q35.
Question 40 - Does your IPI provide information / guidance on available land banks or industrial clusters in the State to potential investors?

State IPA should maintain a database of available land banks and industrial clusters in the State. The IPA should be able to cull-out relevant land banks (Examples of specific sites / real estate / industrial parks/ SEZs /SIRs etc.) per the investors' requirement. This database should be constantly updated, and include details on the precise location, size of land, quality of the land / property, its preferred use (i.e. office, industrial etc.), its rental cost, infrastructure, connectivity etc. Most states showcase this information digitally, through an interactive Geospatial Information System (GIS portal) or the State Industrial Development Corporation (IDC) website. GIS system/land bank system maintained by the State should further be integrated with India Industrial Land Bank (IILB); an initiative of DPIIT, Government of India to build a centralized data bank of land available in the country. Ideally, IPA should provide this information on its website (The template for providing such information should be designed and approved as part of the Annexures to the SOP, mentioned in Q35).

Question 41 - Does your IPI provide information / guidance on social or quality of life factors in the State to potential investors?

'Ease of Doing Business' and 'Ease of Living' go hand in hand when it comes to positioning a state as an attractive investment destination. State IPA should have a database of information on factors of social infrastructure of the state such as schools, hospitals, types of accommodation, hotels, restaurants, entertainment hubs, sports infrastructure, art facilities, parks, and tourist spots etc. This should not just be limited to the state's capital city, but also other cities with active industrial activity. The idea is to convert industrial clusters into model townships that not only offer 'plug-and-play' facilities from the perspective of 'Ease of Doing Business' but also offer 'state of the art social infrastructure' for 'Ease of Living'. Such information is increasingly becoming a very important factor for investors, particularly foreign ones. Ideally, IPA should provide this information on its website. If not, then the IPA should at least have a template for providing such information (designed and approved), whenever requested by the investor, as part of the Annexures to the SOP mentioned in Q35.

Question 42 - Does the agency connect potential investors to, or provide information on, sectoral trade associations / chambers of commerce etc. within your priority sectors?
State IPA should have a database of trade associations / chambers of commerce/ other industry bodies active within the state and be able to provide the relevant details to the investor, at least for the priority sectors. Chambers of Commerce and Sectoral Associations act as 'Brand ambassadors of a state's business ecosystem' and play an important role in promoting the respective industry, partnerships such as Joint Ventures and in policy advocacy. These associations can play a crucial role in identifying potential value-chain linkages for the investor. IPA should be in touch with these associations on a regular basis. This could be through organizing roundtables, collating industry specific issues and taking up policy advocacy in partnership etc.

Ideally, this information should be displayed on its website to help the investor connect with these associations. If not, then the IPA should have a template for providing such information, designed and approved, as part of the Annexures to the SOP, mentioned in Q35).

**Question 43 - Does your IPI provide information / guidance on available infrastructure and amenities in the State, plus similar localized information for its land banks (e.g. internet connectivity, local transport connections etc.)?**

State IPA should maintain a database of available land banks and industrial clusters in the State (Refer Q40). The database should also include details on the quality of infrastructure available therein. This would normally include aspects such as utilities and their accessibility (electricity, water, gas, internet speeds,) information on sewerage, and transport & connectivity (airports & flight destinations, rail connections, quality of roads, travel by water where relevant). It could also cover information such as available car parking, and whether the company's staff have access to food and retail amenities in out-of-town locations. (The template for providing such information should be designed and approved as part of the Annexures to the SOP mentioned in Q35). Even if a state does not have a GIS, its website (IPA/Industries Department/IDC) should provide a blueprint of the industrial parks in the state clearly indicating the allotted and vacant plots, utilities (water line, power sub-station) and amenities (parking area, hostel, office etc.).

**Question 44 - Does your IPI provide information on accessing raw materials around State industrial zones?**

State IPA should develop a value chain approach, at least for the priority sectors by identifying backward (raw material supply) and forward (markets) linkages. This would entail capturing information on suppliers relevant to the identified focus sectors since investors often look for supplier ecosystem in the investment location. State IPA should
create a 'raw material profile' (categorized by raw material types and availability), which maps resources to the respective regions in the state. The information can be made more comprehensive by including cost per unit and average transportation time to the nearest location (land banks such as industrial areas and estates etc.). If a company needs substantial quantities of raw material, the IPA can support the investor with sourcing details on how (mode of transportation) and where (location) this raw material can be accessed. Ideally, this should be mentioned in the sector brochures on the investment promotion agency’s website or compiled into a single document for investor’s easy access. (If not, then the IPA should have a template for providing such information, designed and approved, as part of the Annexures to the SOP mentioned in Q35).

**PILLAR 5: FACILITATING INVESTMENT PROJECTS**

*Note: Combined recommendation has been given for Q47, Q48 and Q49*

**Question 45 - Does the IPI assign current investment projects to specific staff (Relationships Managers) in a structured manner?**

The investor should be able to work with a single point of contact within the IPA throughout the investment process. Working directly with different IPA staff for various approvals such as license, permit etc. makes the process cumbersome for the investor and leads to inefficiency. Hence, each marquee investor should have a ‘Relationship Manager’ to whom all communication is directed, while other staff may provide background support. Staff can handle multiple accounts, with each staff having their own individual set of investors to manage. However, the IPA must keep a cap on the maximum number of cases assigned to a Relationship Manager/ Account Manager. This is to ensure that RMs have enough time to manage each case and the relevant stakeholders without making any compromises on the quality of services, gain in-depth knowledge about the case (company, investment plans, influencers & stakeholders etc.), be in regular touch with their clients and provide seamless handholding service.

Most IPAs assign Relationship Managers for each project, based on investment size and location (district) of the industry, who act as the nodal point of contact for the client. These individuals need to act as the SPOC (single point of contact) not just for handling investor inquiries but also providing end-to-end handholding support throughout the investment life cycle. IPA must work towards training these individuals such that they build deep and wide knowledge about the account, as well as the sector, and become Relationship Managers in the truest sense.
Question 46 - Does your IPI have a Standard Operating Procedure for facilitating site visits?

'Seeing is believing'- A site visit offers an opportunity to the IPA to present the competitive advantage of a location and showcase the investment ecosystem around it. Typically, an investor (especially foreign investors) assesses multiple locations across geographies (within and outside the country) based on multiple parameters (such as utilities and infrastructure, amenities, quality of life, fiscal/non-fiscal incentives, natural advantages-availability of raw material, skilled manpower, presence of players in the supply chain etc.) to shortlist the most suitable one. Hence, it is vital to institutionalize a well-defined practice to conduct the site-visit in the best possible manner.

The typical tasks include identifying suitable land per the requirements of the investors, finalizing dates, agenda and preparing supporting documents for the site visit, organizing one-on-one meetings with the relevant state authorities, arranging logistics and conducting follow-up after the visit with the investors and the relevant state authorities. The list of services should be more comprehensive for state IPA's marquee clients as defined in the IPA Strategy document (categorized on parameters such as large investment/high job-creation/boosting the supply chain in the state). State IPAs should be able to facilitate site visits not only to the state-owned/promoted land (IDC land, SEZ, SIR, Investment Zone/clusters), but also private industrial parks notified by the State Government. The SOP must also outline the approach (depending upon sector, the size of investment, district in which site-visit is being conducted etc.) followed to assign Relationship Manager (RMs) to a company /marquee client and outline the roles & responsibilities of the RM.

SOP may include annexures on:

i. Format for the initial response to be sent to the investor
ii. Format for recording minutes, photographing the proceedings
iii. Site-visit Checklist: Collaterals to be carried such as district profiles, maps and water bottles, information on the nearest washrooms and restaurant etc.
iv. Template for 'Thank you' note to be sent after the visit and follow-up to be conducted
v. List of 'red carpet' services to be extended to the state IPAs' marquee clients

Question 47 - Does your IPI provide a list and timeline for the permits / licenses / clearances required for setting up a business in priority sectors along with a list of relevant documents?
Question 48 - Does your IPI assist the applicant with the information on steps to be taken if an application for a permit / license / clearance / incentive package gets rejected or delayed?

Question 49 - Does your IPI directly work with government offices on behalf of investors to ensure transparent and timely processing of permits, licenses, clearances, incentives packages etc.?

Most of the Indian states have established/are in the process of establishing/enhancing, an online 'Single Window System' (SWS) for submission of application, scrutiny of the application and attachments, payment of fees, grant of approvals (licenses/clearances/permits) and downloading approval certificates. As a state IPA is expected to work in close coordination with the State SWS, a direct link of the same should be provided on the IPA’s website. This will result in quick & easy access for investors to information on prerequisites and timelines for setting up a business. This information should be available for at least priority sectors, if not for all the sectors. No investor should feel the need to travel to a state just to know the list of permits/licenses/clearance, relevant agencies, how to apply, timelines and knock-on multiple doors to get timely approvals. An online SWS will eliminate all unnecessary physical touch points and truly contribute to ease of doing business in the state. To augment the services provided by SWS, the state IPA should be empowered to work directly with the Government offices on behalf of investors for timely processing of applications, undertaking feasibility studies, releasing of incentive packages, coordinate site-visits, expedite overdue applications, grievance handling, policy advocacy and all matters related to investor aftercare.

**PILLAR 6: AFTERCARE**

*Note- While a combined recommendation has been given for Q50, Q51, Q52, Q53, Q54, a separate recommendation has been given for Q51.*

Question 50 - Does the agency have an aftercare strategy, with specific targets for business retention, expansion, embedding, diversification, and/or development of clusters and value chains?

Question 52 - Has the agency identified, following a clear process, its highest priority companies (marquee clients) to receive its full range of aftercare services?

Question 53 - Does your IPI have a complete, and up-to-date list of investors established in the State, at least for focus sectors?

Question 54 - Does the IPA regularly survey existing investors to gather data on investments, employment, satisfaction level and investment climate?
“AFTER the investment has landed, the State continues to CARE”. Aftercare refers to providing services to investors after their initial investment has been grounded, to ensure smooth operations, retaining investments, encouraging expansion, and boosting local economy. The basic requirement is for the State to know who their existing investors are and to have a strategy for providing support to them as well as seek feedback on policy and other relevant matters. This assumes more importance in the post COVID world, wherein it has become critical to retain existing investments and help with factors hampering business continuity.

Aftercare has two aspects: ‘Investor Development’ and ‘Key Account Management’. Investor Development will involve extending support towards establishing operations in the state and building credibility, trust, and confidence with the overall aim of converting the investor into a 'Brand Ambassador' of the state's business ecosystem. The process of aftercare will involve focused effort and time of dedicated Relationship Managers especially for marquee accounts wherein they will eventually assume the role of 'Key Account Managers' throughout the entire investment lifecycle.

The aftercare strategy document should have the following sections:

1. **Categorization of investors:** As a starting point, the state IPAs should have a database (District, Company, Size of the unit; Large, MSME Industry; Manufacturing, Service, Sector, Year of Incorporation & Commencement of Operation, Contact person and personal details such as phone number, email and address) of existing investors (domestic and international) having operations in the state. The State IPA should develop a mechanism to categorize those investors (Example: marquee client, high priority, medium priority and low priority) based on parameters like industrial area, source country, sector, investment value, number of employees, size of the unit (large, medium, SME), duration of presence in the state, importance in the value chain/supply chain, previous expansion activity, investment signals in the news/other sources etc. Concept of Key Account Management should be included in the aftercare strategy; dedicated Account Managers should be assigned to each marquee client. The roles and responsibilities of the RM/Key Account Managers assigned to the existing investors will include building intelligence on the following fronts: Key people in the company (local manager of the company, MD, reporting authority), Operations (sector, presence in the supply chain, type of business, market for products of the company, issues & Challenges, future expansion plans).

2. **Type of services:** The different types of aftercare programs are:
a. Support company's development: Regular meetings to understand issues, support required related to personnel, premises, technology, infrastructure etc., identify and link with networks
b. Conduct periodic survey to gather investors' feedback on policies, schemes, programs and other govt. programs
c. Proactively contact investors to gather issues and undertake issue resolution drives with the Govt. authorities
d. Help protect threatened company: Understand sources of the threat, identify relevant product development measures, support the development of business case to be promoted at HQs
e. Turn an investor into an Ambassador: Build relationship, Develop award program (sustainability, CSR, green measure, waste management, innovation etc.)

3. **Mode and Frequency of contact:** One-on-one meetings/ company visitation, roundtables, townhall, seminar, informal events such as Sports Meet/Golf Tournament, email/newsletter, could be the different modes of contact. The mode of contact will be different for different categories of clients. Example: CM level meeting for marquee clients. Similarly, the frequency of outreach will differ for different categories of investors (more frequent for marquee clients) and should be mentioned in the strategy document. Ideally, the state IPA should prepare a calendar of aftercare programs to be undertaken during a year.

4. **Targets for business retention, expansion, embedding, diversification, and/or development of clusters and value chains:** Set KPIs such as number of companies to be contacted, policy representations to be made (feedback on policy and business ecosystem in the state), issues resolved etc.

The following may be included as annexures to the aftercare strategy:

ii. Template: Feedback on services
   a. Template (questionnaire) for surveying investors on IPA's services to judge their level of satisfaction and identify areas of improvement.
   b. Template for preparing a report on findings of the survey (mentioned in Pt. I a), which will be presented to the higher authorities of the IPA

iii. Template: Feedback on Policy
   a. Template for proactively seeking feedback from investors on state's policies, schemes, programs or other announcements
   b. Template for presenting the collated feedback to the State Govt. authorities

iv. Template: Issues
a. Template for seeking and collating issues from investors related to operations in the state
b. Template for preparing MoM for contact program (Refer Pt 3: Mode & Frequency of Contact)

**Question 51 - Does the IPI organize investor roundtable meetings and/or conduct visitation programs to existing investors?**

In continuation to Pt. 3-Mode & Frequency of Contact mentioned in the Guidelines for Aftercare Strategy, IPA should organize investor roundtable meetings and/or conduct visitation programs to existing investors. Round table meetings offer a medium for engagement with existing investors to understand their needs and issues, satisfaction with business environment and overall investment climate. Investor feedback during such meetings can provide inputs to policy making, thereby addressing challenges in the investment environment leading to its improvement. Potential investors are often keen on interacting with existing investors to know about their experiences and understand the overall investment environment in the location. Satisfied existing investors are the best marketers of the investment location.

**PILLAR 7: SYSTEMS AND INFRASTRUCTURE**

*Note- Combined recommendation has been given for Q58 and Q59*

**Question 55 - Does the IPI have an internal file management system, shared drive, electronic platform in order to store documents and share them between staff?**

IPA staff should be able to access and easily share soft copy documents* internally, without the need to email the document each time. This practice allows the documents to be stored, such that information is not lost when staff leave the IPA. Also, it is a useful platform to consistently update a document in a shared drive, which is visible to all those who have access to the file, thereby eliminating the chance of different staff members holding different versions. Some organizations will have their own in-house solution, but other online solutions (e.g., Google Drive), can also be suitable.

*Documents here do not refer to those submitted by the client as part of the Common Application Form for Single Window System. Documents refer to Briefing document created for events, Marketing collateral, Trip reports, Presentations, Talking Points, other collateral.*
All teams should upload and maintain a record of all documents such as SOPs, Standardized templates, MoMs of key meetings, such that the internal repository is always updated and can be leveraged to the best possible extent, whenever required. The organization can establish the rules of ‘User profiling’ to control the access to sensitive documents on the IT system.

**Question 56 - Does your IPI have an Investor Tracking Tool (Customer Relation Management (CRM), Excel with key fields) to manage investor information such as contact details, project details, stage of facilitation etc.?**

It is important that an IPA has a coordinated record of its engagement with investors, not just at the Post-CAF stage but also Pre-CAF. This would normally take form of a database, which includes details of every ‘potential investor’ that the IPA has contact with, and every 'actual investor' with details of all interactions and the stage/progress of their project. Basic information on the following to be included:

i. Company name and overview
ii. Year of incorporation
iii. Office address and Contact information
iv. Country and Sector Mapping
v. Name of local MD and Global MD (in case of a foreign company)
vi. Project overview and Stage of the project
vii. Quantum of Investment
viii. Jobs created
ix. Facilitation services provided by the IPA: Site visits, Issue resolution, Aftercare service etc.
x. Log of every interaction (Meeting/calls etc.)

This is useful so that relationships are recorded and not lost when staff leave the IPA, and to enable data analysis on the numbers of interested investor, by year, sector, size of investment etc. Also, IPA should prepare a User Manual for its CRM system/Investor Tracking tool.

**Question 57 - Does your IPI have access to, and use reliable audio-visual conferencing facilities?**

Given that IPAs will often engage with investors in other parts of the country or overseas, it is important to have solutions that do not always involve long distance travel. While email and telephone play a role, increasingly businesses will use conference equipment, such that formal meetings can be held ‘virtually’. This is more critical after the outbreak
of COVID. Some IPAs may have this equipment in their office in a meeting room, while others may use third party facilities. Other dedicated conference technologies such as Skype for Business, Cisco WebEx can also be used, if internet connections are reliable.

Question 58 - Does the IPI have a dedicated building or office space to carry out its day-to-day operations?

Question 59 - Does the IPI office have the following physical infrastructure in its office space: 1. Tidy desk space, free from clutter 2. Conference rooms 3. Clean restrooms 4. Reception / waiting areas

It is imperative that the IPA has its own dedicated, business-friendly, professional-looking office space to carry out its day-to-day operations and conduct meetings. The workspace should be free from clutter, have adequate conference rooms with audio-visual conferencing facilities, clean restrooms (separate from men and women) and a comfortable reception / waiting area. It is acceptable for the IPA to share a building and even a floor of a building, but it should not have to share physical desks with other organizations. The IPA office space should be branded with its logo and can also have wall-mounted state maps indicating districts, industrial clusters, raw material availability etc.

PILLAR 8: WEBSITE

Note- While a combined recommendation has been given for Q60, Q62, Q63, Q64, Q66, Q67, Q68, Q69, Q70, Q71, Q72, Q73, separate recommendations have been given for Q61, Q65, Q74

Question 60 - Does the IPI have its own website?

Question 62 - Does your IPI publish contact information to allow investors to reach out / connect with your IPI through email and / or phone?

Question 63 - Is the IPI website responsive to different electronic devices?

Question 64 - Does the IPI website include the location and address of the IPI?

Question 66 - Does the IPI website include links of investment pertinent websites?

Question 67 - Does the IPI website describe the assistance that investors can expect from the organization?

Question 68 - Does the IPI website include contact details of sector specialists / officials handling various functions like investment promotion, facilitation, grievance handling etc.?
Question 69 - Does the IPI website include information on priority sectors covering advantages of investing in the state in these sectors like infrastructure, incentives, clusters, etc.?

Question 70 - Does the IPI website include testimonials and case studies?

Question 71 - Does the IPI website include links to social media accounts?

Question 72 - Does the IPI website have standardised content, free from grammatical / spelling errors?

Question 73 - Does the IPI website have standardised content in a currency denomination in line with international standards (i.e., millions, billions, etc., in addition to lakh and crore)?

IPA's website should be created such that it is the first point of reference for any information being sought by prospective investors and leaves a lasting positive impression.

Please refer to the detailed guidelines given below to further enhance different aspects of the website:

1. **Accessible**: Emphasis should be laid on Search Engine Optimization (SEO) of the website to ensure that it is readily accessible and among the top 5 google page results.

2. **Website responsiveness**: While creating the website, it should be ensured that it is responsive to all electronic devices (smartphone/tablet devices/laptop)

3. **Accurate and standardized content**: Information on the website should be factually accurate, updated, and free of grammatical errors. Given that the website will cater to domestic and international audience, all numerical data should follow international currency denomination (Million/Billion) in addition to the Indian format (Lakhs/Crores).

4. **Language**: States that are using Hindi/regional language, should also ensure use of English and other frequently used (relevant) business language options that are accurate and consistent in terms of the level of information provided in each language

5. **Information on priority sectors**: The section related to 'focus sectors' on the IPA's website should have a brief about the sector scenario in the state, along with a downloadable brochure. Typical information in the brochure should include 5-10 key interesting facts about the focus sector, information on Industrial cluster (Industrial parks earmarked for particular sector), Logistics & Infrastructure, availability of raw material and skilled manpower (Universities, Research institutes/ Vocational training centers), sector policy and fiscal/non-fiscal
incentives, sub-sectors within each focus sector, investible projects, emerging opportunities, existing key investors, success stories/testimonials, website details and contact information of nodal officers from relevant Govt. Departments, Industry Associations and IPA Sector Leads.

6. **Use of infographics:** IPA should use graphs/charts/icon, wherever possible, to make the information more appealing and readable. Display the geographical factors along with the data on Industrial Corridor, Industrial clusters and estates, raw material (at least for focus sectors), natural resources (Oil, Mines and Minerals, Metals, Petrochemicals, Rivers etc.), Infrastructure & Logistics (Roads, Ports, Warehouses, ICD, Airports etc.), in the State Map (include the State capital and Districts as well). Either have a single map displaying all the information together or create separate maps for each line-item, preferably the latter.

7. **Contact details & Location:** The IPA must publish updated email IDs and contact numbers of IPA (especially key personnel such as sector leads/ function leads) on the website. The contact number should mention international dial-in code (+91-xx) and STD code for the benefit of international website visitors. The IPA office address(es) along with the pin code and google map link should also be published. Additionally, office working hours should be clearly displayed for walk-in visits and phone calls.

8. **Investment pertinent links:** A brief overview along with the website link of State Single window system, relevant sectoral State Govt. departments (with links to policies and incentives), Mega-Investor Summit website, State GIS link, Invest India, India Investment Grid, Industrial Information System (IIS), State Skill Mission, State-level Industry Associations/Chambers of Commerce etc.

9. **IPA services:** Full range of services that the investor can expect from the IPA (in the areas of Business advisory, Pre-CAF and Post-CAF Facilitation, Aftercare, Research & Policy Advocacy, Grievance handling, Stakeholder consultation etc.) and fee charged, if any, to be published on the website

10. **Testimonials & Case studies:** Showcase success stories through testimonials of key investors and case studies of companies facilitated (factors such as project ground-breaking in record time/red-carpet services extended/company expansion on account of the state IPA’s aftercare services etc. maybe highlighted)

11. **Social media accounts:** Hyperlink its social media accounts (Facebook, Twitter, Linkedin) to ensure all social media activity is reflected on the IPA’s website

12. **Photos/Videos:** Include updated video profile of the state and high-resolution photographs of:
   - Key locations being promoted in the state, especially those aligned with the focus/thrust/priority sectors
   - Events/Meetings/ Delegation visits
iii. Project ground-breaking ceremonies, at least of mega projects
iv. Launch of new initiatives

Question 61 - Does the IPA have a Standard Operating Procedure (SOP) for website review?

State IPA's website should be proactively updated real-time to ensure that every prospective investor has access to the latest information about the opportunities in the state (In case the state IPA does not have its own website, the most pertinent one for investors & other interested parties should be reviewed, and a dedicated IPA website be created in the meanwhile). The website update mechanism typically entails four main tasks- vetting of the content, sharing updated content with the website manager, approval by the requisite authority and implementation of the updated content on the website. SOP for periodic website review should be institutionalized for the State IPA and mention the step-by-step description of each task with expected timings for each of these steps of the website update mechanism. Additionally, it should clearly outline the following:

1. Frequency of update & Content Management: In the SOP, website content should be categorized by way of frequency of update (daily, weekly, fortnightly, monthly, quarterly) and mapped accordingly to the type of content (such as, contact details of the key personnel; especially Sector leads and address of the IPA office, news, FAQs, Investor Facilitation success stories, investors' toolkit/handbook/guide, sector brochures/marketing collateral, policies/schemes/ incentives, social media activity, photos and videos, team blogs/articles, investment pertinent links etc.).

2. Roles & Responsibilities: SOP should enlist and enforce the roles & responsibilities of the IPA staff & website manager (which could be an external vendor/knowledge partner/others) assigned to update the different categories of content (mentioned in Pt 1), as well as that of senior officials of the Industries Department entrusted to undertake the final review. Website review mechanism should be included in the overall Strategy document of the IPA (refer Q10 of the survey) and taken up as an agenda item in the Board Meetings/other review meetings.

SOP could have the following annexures:

i. Checklist indicating content categories, frequency of updates and name of the signing authority reviewing and approving the updates (Signing authority could be different for different categories of website content)
ii. Template (could be a simple excel sheet) for web-page content review (Basic excel template could include four columns: Old content, Update proposed, Source, Signing authority)

iii. Format for recording MoMs of the review meetings

Question 65 - Does the IPI website include information on 'Why Invest in our Location'?

'Why Invest in our Location?' is among the most important sections on the website. Typical content can include information on Geography, Demography, Key Industrial clusters along with amenities and utilities, Competitive advantage in terms of physical and social infrastructure, Raw material, Human resources, Proximity to NH/ports/airports etc., major investors along with testimonials/case studies highlighting success stories, Important statistics & Interesting facts about the state to capture and retain the attention of website viewer.

Question 74 - Does your IPI track the impact of your digital marketing e.g. number of website visitors, length of time spent on your website, etc.?

Data analytics is an important tool for decision making. It has the potential to provide information such as most and least viewed pages, downloaded documents, type of information most searched by the user, time spent by the user, top visiting countries etc. This type of information enables the IPA to take actions to further promote the content, focus on geographies and sectors. Such analytics must be used regularly (at least quarterly) and consecutively develop web analytics reports. Ideally this activity should be undertaken by the website development agency empaneled by the State IPA, analyzed regularly by the IPA staff (IT team/Research team) and reviewed by the Governing Authority as part of the IPA's Annual Performance Review.
Annexure 1: Participating States, their State IPAs and Website URLs

Figure 15: Participating States and their IPAs
### Table 20: Participating States and their main Investment Promotion Websites

<table>
<thead>
<tr>
<th>State</th>
<th>Website Details</th>
<th>Website Link</th>
</tr>
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<td>Andhra Pradesh Economic Development Board (APEDB)</td>
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<td>Invest Assam Foundation</td>
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<tr>
<td>Bihar</td>
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<td>Goa Investment Promotion Board (GIPB)</td>
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<tr>
<td>Maharashtra</td>
<td>Maharashtra Industry, Trade &amp; Investment Facilitation Cell (MAITRI) and Maharashtra Industrial Development Corporation (MIDC)</td>
<td><a href="https://maitri.mahaonline.gov.in/Home">https://maitri.mahaonline.gov.in/Home</a></td>
</tr>
<tr>
<td>Madhya Pradesh</td>
<td>Madhya Pradesh Industrial Development Corporation (MIDC)</td>
<td><a href="https://invest.mp.gov.in">https://invest.mp.gov.in</a></td>
</tr>
<tr>
<td>Nagaland</td>
<td>Industrial and Development Authority of Nagaland (IDAN)</td>
<td><a href="https://www.nagalandinvestment.com">https://www.nagalandinvestment.com</a></td>
</tr>
<tr>
<td>State</td>
<td>Agency Name</td>
<td>Website</td>
</tr>
<tr>
<td>------------</td>
<td>--------------------------------------------</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>Odisha</td>
<td>Industrial Promotion and Investment Corporation of Odisha (IPICOL)</td>
<td><a href="https://investodisha.gov.in">https://investodisha.gov.in</a></td>
</tr>
<tr>
<td>Punjab</td>
<td>Invest Punjab</td>
<td><a href="http://investpunjab.gov.in">http://investpunjab.gov.in</a></td>
</tr>
<tr>
<td>Rajasthan</td>
<td>Bureau of Investment Promotion (BIP)</td>
<td><a href="http://industries.rajasthan.gov.in/bip">http://industries.rajasthan.gov.in/bip</a></td>
</tr>
<tr>
<td>Tamil Nadu</td>
<td>Guidance</td>
<td><a href="https://investingintamilnadu.com/">https://investingintamilnadu.com/</a></td>
</tr>
<tr>
<td>Telangana</td>
<td>Invest Telangana Cell</td>
<td><a href="https://invest.telangana.gov.in/">https://invest.telangana.gov.in/</a></td>
</tr>
<tr>
<td>Tripura</td>
<td>Tripura Industrial Development Corporation (TIDC) and Tripura State Investment Promotion Board (SIPB)</td>
<td><a href="https://industries.tripura.gov.in">https://industries.tripura.gov.in</a></td>
</tr>
<tr>
<td>Uttarakhand</td>
<td>Investment Promotion &amp; Facilitation Cell (IPFC)</td>
<td><a href="https://investuttarakhand.com">https://investuttarakhand.com</a></td>
</tr>
<tr>
<td>Uttar Pradesh</td>
<td>Invest UP (erstwhile Udyog Bandhu)</td>
<td><a href="http://investup.org.in/">http://investup.org.in/</a></td>
</tr>
</tbody>
</table>
Annexure 2: State IPA Rating – State Reports

Customized state reports entailing detailed recommendations and guidelines for improvement, were shared with State IPAs and State Industries Departments in December 2020.
Annexure 3: State Capacity Building Workshops (January – October 2021)

Invest India conducted one-on-one workshops with the participating State IPAs to discuss the customized recommendations mentioned in the State Reports as an outcome of the State IPA Rating Project. Additionally, examples of international good practices were also shared with states.

**WORKSHOP CALENDAR** *(conducted virtually)*

<table>
<thead>
<tr>
<th>S. No</th>
<th>Date</th>
<th>State IPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>15th February 2021</td>
<td>Goa Investment Promotion Board</td>
</tr>
<tr>
<td></td>
<td>22nd February 2021</td>
<td>Industrial Development Authority of Nagaland</td>
</tr>
<tr>
<td></td>
<td>Date</td>
<td>Organization</td>
</tr>
<tr>
<td>---</td>
<td>------------</td>
<td>---------------------------------------------------</td>
</tr>
<tr>
<td>3</td>
<td>10th March 2021</td>
<td>Tripura Industrial Development Corporation</td>
</tr>
<tr>
<td>4</td>
<td>15th March 2021</td>
<td>Invest Telangana Cell</td>
</tr>
<tr>
<td>5</td>
<td>25th March 2021</td>
<td>Bureau of Investment Promotion, Rajasthan</td>
</tr>
<tr>
<td>No.</td>
<td>Date</td>
<td>Name of the Organization</td>
</tr>
<tr>
<td>-----</td>
<td>------------</td>
<td>----------------------------------------------------------------</td>
</tr>
<tr>
<td>6.</td>
<td>26th March 2021</td>
<td>Andhra Pradesh Economic Development Board</td>
</tr>
<tr>
<td>7.</td>
<td>1st July 2021</td>
<td>Invest UP</td>
</tr>
<tr>
<td>8.</td>
<td>21st July 2021</td>
<td>Madhya Pradesh Industrial Development Corporation</td>
</tr>
</tbody>
</table>
9. 12th August 2021  
Investment Promotion & Facilitation Cell, Uttarakhand

10. 23rd August 2021  
Jharkhand

11. 25th August 2021  
Invest Bihar
<table>
<thead>
<tr>
<th>No.</th>
<th>Date</th>
<th>Event Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>12.</td>
<td>27&lt;sup&gt;th&lt;/sup&gt; August 2021</td>
<td>IPICOL, Odisha</td>
</tr>
<tr>
<td></td>
<td><img src="image1.png" alt="ODISHA: PERFORMANCE OVERVIEW" /></td>
<td><img src="image1.png" alt="ODISHA: PERFORMANCE OVERVIEW" /></td>
</tr>
<tr>
<td>13.</td>
<td>3&lt;sup&gt;rd&lt;/sup&gt; September 2021</td>
<td>Maharashtra (MAITRI, MIDC, DICs)</td>
</tr>
<tr>
<td></td>
<td><img src="image2.png" alt="MAHARASHTRA: ABOUT THE PROJECT" /></td>
<td><img src="image2.png" alt="MAHARASHTRA: ABOUT THE PROJECT" /></td>
</tr>
<tr>
<td>14.</td>
<td>9&lt;sup&gt;th&lt;/sup&gt; September 2021</td>
<td>Karnataka Udyog Mitra</td>
</tr>
<tr>
<td></td>
<td><img src="image3.png" alt="KARNATAKA UDYOG MITRA" /></td>
<td><img src="image3.png" alt="KARNATAKA UDYOG MITRA" /></td>
</tr>
<tr>
<td>No.</td>
<td>Date</td>
<td>Event Details</td>
</tr>
<tr>
<td>-----</td>
<td>--------------------</td>
<td>-----------------------------------------</td>
</tr>
<tr>
<td>18</td>
<td>21&lt;sup&gt;st&lt;/sup&gt; September 2021</td>
<td>iNDEXTb, Gujarat</td>
</tr>
<tr>
<td>19</td>
<td>28&lt;sup&gt;th&lt;/sup&gt; September 2021</td>
<td>Invest Assam</td>
</tr>
<tr>
<td>20</td>
<td>To be conducted</td>
<td>Invest Kerala</td>
</tr>
</tbody>
</table>
Annexure 4: National Capacity Building Workshops for State IPAs

Invest India has conducted five National Capacity Building Workshops. Three of these have been conducted in collaboration with the World Bank Group. In each workshop, global and Indian experts shared good practices, models and case studies pertaining to the various roles and activities of a well-functioning IPA. An overview of each workshop, with the objective, theme, and participation is given in this section.
FIRST NATIONAL CAPACITY BUILDING WORKSHOP

**Partner: World Bank Group**

**8th - 9th June 2017**

**INAUGURAL SESSION**

**GROUP EXERCISE**

**INVEST INDIA PRESENTING**

**CERTIFICATE DISTRIBUTION CEREMONY**

**GROUP PHOTO**
Objectives

Engage in a deeper manner with State IPAs to improve National and Sub-national IPA coordination

Introduce the framework of the first of its kind ‘Investment Promotion Preparedness Survey of Indian Investment Promotion Agencies (IPAs)’ to understand their strengths, weaknesses, and areas of improvement

Sharing of global good practices in areas of investment promotion and facilitation by Global experts and Invest India

Themes

Latest global FDI trends
Investment promotion framework
Proactive investor targeting

Parameters of a good IPA website
Presentation by Invest India and State Governments
Group exercise

Building strategic partnership b/w Invest India & State IPAs
Introduction to Investor Aftercare
Experience sharing

Participants

50+ officials
18 States

Andhra Pradesh, Assam, Chhattisgarh, Delhi, Goa, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Karnataka, Madhya Pradesh, Maharashtra, Odisha, Punjab, Rajasthan, Tamil Nadu, Telangana, Uttarakhand
SECOND NATIONAL CAPACITY BUILDING WORKSHOP

Partner: World Bank Group

22nd – 23rd March 2018

INAGURAL SESSION

INVEST INDIA PRESENTING

CERTIFICATE DISTRIBUTION CEREMONY

GROUP EXERCISE

GROUP PHOTO
Objectives

Presenting the outcomes of the Investment Promotion Preparedness Survey

Launching the National Report: ‘Assessment of Investment Promotion Preparedness’ and 21 Confidential State reports

Sharing of good practices in areas of investment promotion and facilitation by Global experts/Invest India

Establishing future roadmap:
Announcing of ‘State IPA Rating’ project, a one-of-a-kind rating of State Investment Promotion Agencies in India

Themes

Creating/Reinforcing an Investment Promotion Unit

Investor targeting and pipeline generation

Investor Aftercare – Korea Ombudsman System

Importance of IPA Strategy

Investor Relationship Management System

Sector Scoping for winning investments

Participants

60+ officials

24 States & UT

Andhra Pradesh, Assam, Bihar, Chhattisgarh, Gujarat, Haryana, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Manipur, Mizoram, Nagaland, Odisha, Punjab, Rajasthan, Tamil Nadu, Telangana, Tripura, Uttar Pradesh, West Bengal
THIRD NATIONAL CAPACITY BUILDING WORKSHOP

Partner: World Bank Group

5th, 6th & 7th December 2018

INAUGURAL SESSION

GROUP EXERCISE

INVEST INDIA PRESENTING

CERTIFICATE DISTRIBUTION CEREMONY

GROUP PHOTO
Objectives

Launching the ‘State IPA Rating 2018-19’ - a survey-based rating of State IPAs

Introduction to State IPA Rating portal, ICT platform to be used by the State IPAs to respond to the survey

Capacity Building for State IPAs

State IPA’s Strategy formulation

Knowledge sharing by global IPA experts

Themes

Preparing Investment Promotion strategy

Impact Investing: SDGs

Aftercare strategy

Investor Targeting

National-Sub national IPA coordination

Participants

60+ officials

21 States & UTs

Andhra Pradesh, Bihar, Chandigarh, Chhattisgarh, Goa, Gujarat, Haryana, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Mizoram, Meghalaya, Nagaland, Odisha, Punjab, Sikkim, Tamil Nadu, Uttar Pradesh
FOURTH NATIONAL CAPACITY BUILDING WORKSHOP

Partner: DPIIT

30th October, 2019

“Acceleration of Domestic Investment with special focus on MSME and Foreign Investments”

Objectives

• Interaction of Hon’ble Union Minister and Ministers of State for Commerce & Industries with State Industry Ministers from 8 States and Principal Secretary (Industry) / Senior officials from 27 States/UTs.
• To focus on cooperation between Centre and States and learning from each other towards boosting investment and exports.

INAUGRAL SESSION

ADDRESS BY HONOURABLE UNION MINISTER FOR COMMERCE & INDUSTRIES

ADDRESS BY SECRETARY, DPIIT
ADDRESS BY ADDITIONAL SECRETARY, DPIIT

ADDRESS BY HONOURABLE MINISTER OF INDUSTRIES, TELANGANA

GROUP PHOTO

SESSION ON EODB, INDIA INDUSTRIAL LAND BANK AND INDIAN INVESTMENT GRID

Themes

- Industrial Policy – Key Features & Incentives Including Single Window System
- Sectoral approach to manufacturing – Sector selection & Policy benchmarking
- Cluster approach to Industry – Success stories
- Presentations on EoDB, India Industrial Land Bank and Indian Investment Grid
FIFTH NATIONAL CAPACITY BUILDING WORKSHOP

18th & 19th March 2021

OPENING REMARKS

INAUGURAL SESSION

REGIONAL SPECIFIC SESSION

SPECIAL INITIATIVES

OVERVIEW OF WORK WITH STATE IPAs
**Objectives**

- **Training on global business etiquette and cultural aspect**
- **Discussions on region-specific strategies for investment promotion**
- **Communication strategy, Branding & Marketing**

**Themes**

- **FDI targeting in the new normal**
- **Invest India Outreach Strategy**
- **Communication Strategy to attract Investments**
- **Region-specific investor targeting approach**
- **Region-specific business etiquette & cultural aspects**
- **Invest India initiatives – IIG, ODOP, W2W, AGNiTi etc.**

**Participants**

- **120+ officials**
- **26 States & UTs**

Andaman & Nicobar Islands, Andhra Pradesh, Arunachal Pradesh, Bihar, Chhattisgarh, Goa, Gujarat, Haryana, Himachal Pradesh, Jammu & Kashmir, Jharkhand, Karnataka, Kerala, Ladakh, Madhya Pradesh, Maharashtra, Mizoram, Meghalaya, Nagaland, Odisha, Punjab, Telangana, Sikkim, Tamil Nadu, Uttar Pradesh, Uttarakhand
Annexure 5: State IPA Rating - The four stages of Project Development & Execution

The project development and execution spanned over four major stages - Design, Implementation, Assessment and Outcome. The diagram below indicates the major project milestones.

*Figure 16: Project stages*

**DESIGN**
- Rating Framework
- State IPA Rating portal
- Project Planning
- Timeline

**IMPLEMENTATION**
- Implementation Plan & Strategy
- Draft Survey: State Feedback
- Survey Launch & Portal Launch
- States’ Response to Survey

**ASSESSMENT**
- Assessment Plan and Strategy
- Evaluations of State Responses
- Scoring the responses
- Identifying areas of recommendation
- Good Practice Identification

**OUTCOME**
- Report Design & Development Strategy
- Confidential State reports
- National Report
- Workshop/Webinar
State IPA Rating project has the following outcomes:

- **Rating:** The 20 participating state IPAs have been classified into one of the following four categories, basis their total score:
  - Top Performers: Score greater than or equal to 85%
  - Aspiring Leaders: Score greater than or equal to 75% but below 85%
  - Promising Developers: Score greater than or equal to 65% but below 75%
  - Emerging Potential: Score less than 65%

Further, states have also been classified into these categories for each pillar, basis their pillar-wise score, to broadly highlight the strengths and weaknesses of the IPA

- **State Report:** Confidential reports have been prepared for each of the 20 participating states highlighting their performance, strengths & gap areas, and customized recommendations for capacity building of the state IPA

- **National report:** In addition to the good practices mentioned above, this report shall cover key result areas of the survey, as well as the parameters for strengthening and enhancing preparedness of all Indian IPAs

- **Compendium of Good Practices of Indian IPAs:** Good practices observed during State IPA Rating, as well as other success stories/innovative practices shared by States have been developed into case studies

- **Capacity Building Workshops/Webinars for participating states:** Invest India will be conducting individual capacity building workshops/webinars for each participating state. The objective will be to discuss the state IPAs’ performance, offer guidance and technical advice on implementation of the recommendations and identify areas of further collaboration (such as structuring/restructuring of State IPA, preparing SOPs, formulating strategies, developing Aftercare Program etc.)
Annexure 6: Standard Guidelines for Creating SOPs & Other Documents

A State IPA must develop Standard Operating Procedures (SOPs) for activities such as Query Handling, Grievance Redressal, Handling delegations, Site-visits, Website Review etc. for its effective functioning.

SOP or Standard Operating Procedure outlines procedures for performing recurring activities thereby, being useful to an IPA for training new and experienced personnel, ensuring consistent and quality results and providing uniform service offering to companies. Specific recommendations for developing SOPs for various activities and the Strategic Plan of an IPA have been provided in Section VII: Customized Recommendations (Refer to Q9, Q10, 20, 35, 46, 61).

General Guidelines for drafting and updating SOPs are given below. Each SOP must be:

1. Approved by the relevant authority (Head of the IPA/ ACS or PS Industries/ other State Govt. officials), when the SOP is drafted and every time it is revised/updated

2. Branded with the logo of the relevant State Government authorities

3. Signed by the author who has written/drafted the SOP, with his/her name and designation clearly specified

4. Updated at regular intervals. Details such as date of drafting and date of revision should be clearly mentioned, thus maintaining version control to keep a track of modifications/improvements made

5. Circulated within the organization with a Confidentiality and Disclaimer clause, such as ‘The SOP is meant for internal circulation and all employees of IPA must adhere to it’

6. Supplemented with relevant templates provided in the annexures. Example:
   - Query handling: Format for the notification to be sent as an initial acknowledgment of the receipt of inquiry, Format of the response to be sent, Standard responses for FAQs (The same can be updated on the IPA’s website)
   - Grievance Redressal: Format for the notification to be sent as an initial acknowledgment of the receipt of inquiry, Format of the response to be sent etc.
• Handling Delegations/Organizing events: Checklist of activities (pre-event, during event and post-event) with timelines, List of collateral required

• Site-visit: Checklist of activities and authorities to be coordinated with, MoM in case of site-visits, Trip report template & photographs for site visits

• Website Review: Template for web-page content review, Roles and Responsibilities of different teams
Annexure 7: State IPA Rating – Questionnaire & Weightage

There was a total of 74 questions in State IPA Rating, across eight themes of investment promotion preparedness. These questions were weighted for relative importance and combined to produce a single assessment score. The questions that comprise each theme are given below, along with their individual weight.

Table 11: IPA Preparedness Assessment Themes and Individual Questions

<table>
<thead>
<tr>
<th>A</th>
<th>Mandate and Organization (15%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Does your State / UT have a department / unit with a specific investment promotion mandate? (1.5%)</td>
</tr>
<tr>
<td>2</td>
<td>Is that investment promotion role / mandate of your IPA clearly defined? (1.5%)</td>
</tr>
<tr>
<td>3</td>
<td>Does your IPA have staff dedicated fully to providing investor services, which would include investment promotion, facilitation and aftercare? (2.3%)</td>
</tr>
<tr>
<td>4</td>
<td>Do senior IPA staff members have relevant investment promotion and/or private sector experience in the above activities? (1.5%)</td>
</tr>
<tr>
<td>5</td>
<td>Does your IPA have a board of directors / or other governing arrangements that give independent oversight? (1.5%)</td>
</tr>
<tr>
<td>6</td>
<td>Does the IPA have a defined procedure to regularly evaluate performance against the IPA mandate? (1.5%)</td>
</tr>
<tr>
<td>7</td>
<td>Does the IPA have a long term, continuous, stable source of funding to adequately meet its operations? (1.5%)</td>
</tr>
<tr>
<td>8</td>
<td>Does the IPA conduct training of the staff on a regular basis including but not limited to the following activities: 1. State and sectoral knowledge 2. Technical skills such as database, Relationship management, leadership training, grievance handling 3. Non-technical skills such as e-mail writing, customer handling, professional etiquette, language training, etc. (1.5%)</td>
</tr>
<tr>
<td>9</td>
<td>Does the IPA have a Standard Operating Procedure (SOP) for grievance redressal, for any / all stages of the investor process? (2.3%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B</th>
<th>Strategy and Marketing (15%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Does your IPA have a written strategic plan for investment promotion? (1.4%)</td>
</tr>
<tr>
<td>11</td>
<td>Has your IPA identified Key Performance Indicators to assess its achievement relative to its strategy / vision? (1.4%)</td>
</tr>
<tr>
<td>12</td>
<td>Has your IPA defined priority sectors for targeted investment promotion? (1.4%)</td>
</tr>
</tbody>
</table>
13 Has your IPA defined priority markets (i.e., other Indian States or other countries) for targeted investment promotion? (0.9%)

14 Does your strategy for priority sectors address how to approach evolving sector opportunities, which can be hybrids of more than one sector - for example, Fintech, Connected Health, Functional Food etc.? (0.9%)

15 Does your IPA assign individual budget lines to each type of marketing activity you engage in, rather than just having one overall marketing budget? For example, a line for trade show spend, a line for website maintenance spend etc. (0.9%)

16 Does your IPA's strategic plan for investment promotion consider the impact of your IPA’s activities on sustainability goals? (0.5%)

17 Does your IPA have a planned calendar of events / conferences / sector specific events for national and international to attend and organize? (0.9%)

18 Based on the calendar described in the previous question, does your IPA participate in domestic and international events, in order to meet potential investors in your identified priority sectors? (0.9%)

19 Does the IPA organize its own investment promotion events to engage with potential investors, including roadshows, roundtables, or seminars? (0.5%)

20 Does your IPA have Standard Operating Procedure (SOPs) on the following: 1. Organising / attending events 2. Handling delegations: inbound and outbound (0.5%)

21 In terms of marketing collateral, does the IPA have a State investment promotion video? (0.5%)

22 In terms of marketing collateral, does the IPA have brochures or profiles for priority sectors? (0.9%)

23 In terms of marketing collateral, does the IPA have a brief investor's guide? (0.5%)

24 Are marketing collaterals branded with the IPA's colours and logo? (0.9%)

25 Does your IPA actively use social media platform(s) (such as LinkedIn, Twitter or Facebook) as part of its investment promotion? (0.5%)

26 Does your IPA use any regular advertising, PR, or direct mailing campaigns as part of its marketing? (0.5%)

27 Does the IPA make information available on new policies, projects, schemes for potential investors? (0.9%)

C Targeting Investors (15%)

28 Does your IPA have a target list of specific companies for its proactive investor targeting activity? (3.2%)

29 Does your IPA carry out research on companies in order to develop the list of potential investors? (2.1%)

30 Does your IPA have a focused initiative to engage with Persons of India Origin (PIOs) / Non-Resident Indians (NRIs)? (1.1%)

31 Does the IPA have sector specialists for the key priority sectors identified? (2.1%)
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>32</td>
<td>Does your IPA have investible projects with ready information on project profiles? (2.1%)</td>
</tr>
<tr>
<td>33</td>
<td>Are these projects available / uploaded online? (2.1%)</td>
</tr>
<tr>
<td>34</td>
<td>Do you update uploaded investible project information regularly? (2.1%)</td>
</tr>
<tr>
<td><strong>D</strong></td>
<td><strong>Winning investment Projects (15%)</strong></td>
</tr>
<tr>
<td>35</td>
<td>Does your IPA have a Standard Operating Procedure (SOP) for handling investor inquiries? (1.8%)</td>
</tr>
<tr>
<td>36</td>
<td>Does your IPA have a standard approach to following up on investor inquiries, after having provided information? (1.8%)</td>
</tr>
<tr>
<td>37</td>
<td>Does your IPA provide information on availability of skilled labour to investors within your priority sectors? (1.8%)</td>
</tr>
<tr>
<td>38</td>
<td>Does your IPA provide focused information on university research / research institutes in the State to investors within your priority sectors? (1.8%)</td>
</tr>
<tr>
<td>39</td>
<td>Does your IPA provide information on costs to investors (labour, land, taxes, incentives etc.), which are appropriately sourced and dated? (1.8%)</td>
</tr>
<tr>
<td>40</td>
<td>Does your IPA provide information / guidance on available land banks or industrial clusters in the State to potential investors? (1.8%)</td>
</tr>
<tr>
<td>41</td>
<td>Does your IPA provide information / guidance on social or quality of life factors in the State to potential investors? (0.9%)</td>
</tr>
<tr>
<td>42</td>
<td>Does the agency connect potential investors to, or provide information on, sectoral trade associations / chambers of commerce etc. within your priority sectors? (0.9%)</td>
</tr>
<tr>
<td>43</td>
<td>Does your IPA provide information / guidance on available infrastructure and amenities in the State, plus similar localised information for its land banks (e.g., internet connectivity, local transport connections etc.)? (1.8%)</td>
</tr>
<tr>
<td>44</td>
<td>Does your IPA provide information on accessing raw materials around State industrial zones? (0.9%)</td>
</tr>
<tr>
<td><strong>E</strong></td>
<td><strong>Facilitating Investment Projects (10%)</strong></td>
</tr>
<tr>
<td>45</td>
<td>Does the IPA assign current investment projects to specific staff (Relationships Managers) in a structured manner? (2%)</td>
</tr>
<tr>
<td>46</td>
<td>Does your IPA have a Standard Operating Procedure for facilitating site visits? (2%)</td>
</tr>
<tr>
<td>47</td>
<td>Does your IPA provide a list and timeline for the permits / licenses / clearances required for setting up a business in priority sectors along with a list of relevant documents? (2%)</td>
</tr>
<tr>
<td>48</td>
<td>Does your IPA assist the applicant with the information on steps to be taken if an application for a permit / license / clearance / incentive package gets rejected or delayed? (2%)</td>
</tr>
<tr>
<td>49</td>
<td>Does your IPA directly work with government offices on behalf of investors to ensure transparent and timely processing of permits, licenses, clearances, incentives packages etc.? (2%)</td>
</tr>
<tr>
<td><strong>F</strong></td>
<td><strong>Aftercare (10%)</strong></td>
</tr>
<tr>
<td>50</td>
<td>Does the agency have an aftercare strategy, with specific targets for business retention, expansion, embedding, diversification, and/or development of clusters and value chains? (2.5%)</td>
</tr>
<tr>
<td>51</td>
<td>Does the IPA organize investor roundtable meetings and/or conduct visitation programs to existing investors? (1.7%)</td>
</tr>
<tr>
<td>52</td>
<td>Has the agency identified, following a clear process, its highest priority companies (marquee clients) to receive its full range of aftercare services? (2.5%)</td>
</tr>
<tr>
<td>53</td>
<td>Does your IPA have a complete, and up-to-date list of investors established in the State, at least for focus sectors? (2.5%)</td>
</tr>
<tr>
<td>54</td>
<td>Does the IPA regularly survey existing investors to gather data on investments, employment, satisfaction level and investment climate? (1.7%)</td>
</tr>
</tbody>
</table>

**G Systems and Infrastructure (10%)**

| 55 | Does the IPA have an internal file management system, shared drive, electronic platform in order to store documents and share them between staff? (2.2%) |
| 56 | Does your IPA have an Investor Tracking Tool (Customer Relation Management (CRM), Excel with key fields) to manage investor information such as contact details, project details, stage of facilitation etc.? (2.2%) |
| 57 | Does your IPA have access to, and use reliable audio-visual conferencing facilities? (2.2%) |
| 58 | Does the IPA have a dedicated building or office space to carry out its day-to-day operations? (1.1%) |
| 59 | Does the IPA office have the following physical infrastructure in its office space: 1. Tidy desk space, free from clutter 2.Conference rooms 3.Clean restrooms 4. Reception / waiting areas (2.2%) |

**H Website (10%)**

<p>| 60 | Does the IPA have its own website? (0.9%) |
| 61 | Does the IPA have a Standard Operating Procedure (SOP) for website review? (0.6%) |
| 62 | Does your IPA publish contact information to allow investors to reach out / connect with your IPA through email and / or phone? (0.9%) |
| 63 | Is the IPA website responsive to different electronic devices? (0.9%) |
| 64 | Does the IPA website include the location and address of the IPA? (0.6%) |
| 65 | Does the IPA website include information on ‘Why Invest in our Location’? (0.6%) |
| 66 | Does the IPA website include links of investment pertinent websites? (0.6%) |
| 67 | Does the IPA website describe the assistance that investors can expect from the organization? (0.6%) |
| 68 | Does the IPA website include contact details of sector specialists / officials handling various functions like investment promotion, facilitation, grievance handling etc.? (0.6%) |</p>
<table>
<thead>
<tr>
<th></th>
<th>Question</th>
<th>(Percentage)</th>
</tr>
</thead>
<tbody>
<tr>
<td>69</td>
<td>Does the IPA website include information on priority sectors covering advantages of investing in the State in these sectors like infrastructure, incentives, clusters, etc.?</td>
<td>0.9%</td>
</tr>
<tr>
<td>70</td>
<td>Does the IPA website include testimonials and case studies?</td>
<td>0.6%</td>
</tr>
<tr>
<td>71</td>
<td>Does the IPA website include links to social media accounts?</td>
<td>0.3%</td>
</tr>
<tr>
<td>72</td>
<td>Does the IPA website have standardized content, free from grammatical / spelling errors?</td>
<td>0.6%</td>
</tr>
<tr>
<td>73</td>
<td>Does the IPA website have standardized content in a currency denomination in line with international standards (i.e., millions, billions, etc., in addition to lakh and crore)?</td>
<td>0.6%</td>
</tr>
<tr>
<td>74</td>
<td>Does your IPA track the impact of your digital marketing – e.g., number of website visitors, length of time on your website, etc.?</td>
<td>0.6%</td>
</tr>
</tbody>
</table>
Invest India is the National Investment Promotion and Facilitation Agency of the Government of India mandated to facilitate investments in India. Besides investor targeting and facilitation, Invest India runs effective programs for resolving issues and grievances of existing investors through its after-care programs. A 300+ member team provides sector-and state-specific investment opportunities, advises investors on regulatory procedures and clearances, and hand-holds investors through the entire investment process. Invest India team comprises of highly educated and experienced professionals, with prior experience of working with foreign multinationals, consultancy, private sector organizations, governments, law firms etc. Headquartered at New Delhi, Invest India coordinates with stakeholders such as central ministries, state governments, Indian missions across the globe, regulatory bodies, Industry chambers, etc. In addition, Invest India has forged partnerships with a large number of foreign stakeholders such as foreign missions and trade offices in India, investment promotion agencies for key FDI source countries, sectoral industry associations and bilateral chambers. The firm has a strong working relationship with all Indian states and union territories, where it works to build capacity, formulation of regional plans for investment facilitation and industrial cluster development. Invest India, set up in 2009, is a non-profit venture under the Department for Promotion of Industry and Internal Trade, Ministry of Commerce and Industry, Government of India. Currently, it manages key national missions and initiatives such as Make in India, Startup India, Project Monitoring Group, Accelerating Growth of New India's Innovations (AGNii), India Investment Grid (IIG), India Industrial Land Bank & Industrial Park Rating System (IILB & IPRS), One District One Product (ODOP) and Prime Minister - Science, Technology & Innovation Advisory Council (PM-STIAC). In 2021, Invest India was unanimously elected as the President of the World Association of Investment Promotion Agencies (WAIPA) for 2021-2023.

SOME NOTABLE ACCOLADES

ADVISOR & STATE IN-CHARGE
Mr. Dushyant Thakor, Senior Vice President, Invest India

PROJECT TEAM
Ms. Kunmoon Dash, Senior AVP, Invest India
Ms. Mitali Khachi, Manager, Invest India
Mr. Manish Meena, Coordinator,
State IPA Capacity Building, Invest India

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State IPA Rating portal website – https://www.investindia.gov.in/ipa-ratings