

Global Direct Investment Solutions

Corporate Development for a Networked World

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Networking the world for corporate investment project decisions.

- For Executives
- GUIDE Tools
- Highlights
- Professionals
- Contacts
- Real Estate
- Projects
- Events
- Biography
- To Participate
- Introduction
- Services
- Referrals
- News
- The Market

We would appreciate your assistance by response to our global survey.

The 10 survey topics are listed below and explained on the following pages.

We are surveying senior executives responsible for corporate development strategy and major capital investment decisions in North America or globally.

Replies should only take a few minutes by e-mail or fax, or please just call or tell us who to contact to introduce ourselves so we can discuss this Survey or your interests personally.

See our website for details about what we do to help companies with capital investment decisions worldwide.

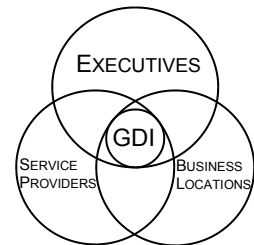
gdi-solutions.com

Please call to discuss how we can support your own interests anywhere.

Our free services to help executives are supported by leading professionals who can deliver valuable, specialized services to more executives than they would reach through their own networks of contacts.

We deliver value by openly sharing practical knowledge and contacts through working relationships with:

- Top executives facing strategic choices about where they will do business : where to establish, expand, move or restructure operations, R&D, or alliances as their markets or plans change.
- Professionals representing areas which are highly motivated to attract and retain companies.
- Professional service providers for project support in North America, Europe, Asia, or worldwide.



Survey : Global corporate development interests

Individual Survey replies will be confidential. They are used to guide our research work so that we can better serve future investment project needs. The topics are :

1. Global strategic location or alliance issues for your firm.
2. Research challenges for project planning and implementation.
3. Local knowledge needed to reach investment decisions.
4. Interest in learning about local experiences by other investors.
5. Services you may need to find, and good ones you have found.
6. Places where you may need to research business conditions.
7. "Lessons learned" from past projects.
8. "Proven solutions" which you already found.
9. Project timing, requirements, frequency, scale, type, issues.
10. Project decision makers, team members, who to contact.


Our summary conclusions will be shared with Survey participants.



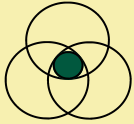
**Please reply to :
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**INTERTECH
GLOBAL ALLIANCE**
intertechga.com

Technology business partnering events and consultative or online matching of interests.


**INTERTECH
2004**
The International business partnering event for technology related enterprises
intertech2004.com

Durham, England
October 11-12, 2004



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Global Corporate Development Interests Survey

This fax-back form summarizes the ten suggested topic for replies. Add pages as appropriate. We welcome responses by e-mail as well as phone calls or meetings to discuss your interests.

1. Global strategic location or alliance issues for the expected changes and plans of your company

-
-
-

2. Research challenges for investment project planning

-
-
-
-

3. Local facts, market knowledge, or support services you may need before reaching investment decisions

-
-
-

4. Interest in the local experience of other investors

-
-
-
-

5. Services you use for projects, or may need to find

-
-
-
-

6. Places you may need to research for future interests

-
-
-
-

7. "Lessons learned" from past projects.

-
-
-
-

8. "Proven solutions" which you already found

-
-
-
-

9. Project timing, frequency, scale, type

-
-
-
-

10. Project decision-makers, team members, roles

-
-
-
-

OPTIONAL (A): Follow-up contact instructions

Contact who?
How? When?
Purpose :

OPTIONAL (B): Sharing your insights, with approval

May we quote your comments, such as past experience?

Yes Maybe, after confirming how No

Survey Participant

Please attach a copy of your business card

Report Recipients - send a copy to :

Attach business card(s) or contact details.

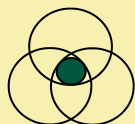
Please call Bruce Donnelly if you would like to discuss either the survey or your specific corporate development interests, such as to explore how we may help you (FREE).

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If you would like to participate in networking opportunities to meet informally with executives who may share your interests, please let us know your general preferences.

private events personal introductions
 open events seminars, workshops
 online interest group or collaboration tools

Good examples? Please attach details or suggestions.



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Global Corporate Development Interests Survey

The sections below elaborate on the ten suggested topic headings as guidance for replies.

1. Global strategic location or alliance issues for the expected changes and plans of your company

Which regions of the world (including the US) are places where you expect to need to plan significant changes to your operations in the years ahead? What is driving these changes? How large or critical is the commitment involved (not just financial, but to the company's future)?

In the case of alliances, are you seeking R&D collaboration with universities or other businesses, support for market entry or product commercialization, or knowledge-based services and intellectual property development (and protection) in new locations?

What types of changes do you foresee, and what support might you need for such decisions which you may not already know where to find? Which markets (whether you already operate there or not) do you need to monitor very carefully for changes which might affect your investments?

Illustrative scope of responses. These are short topic heading examples. Feel free to elaborate on any topic as much as you wish, or call us about it.

Expansion in a US region, or Canada, Mexico.
 IT development or support work in India.
 Manufacturing operations in China or elsewhere in Asia.
 Regional shared services centers worldwide.

M&A or partner search in Eastern Europe.
 Developing regional operations in South America.
 Customer contact centers - global service network.
 Consolidation or relocation of US or European units.

Business issues driving these changes
 Scope and strategic impact of the likely commitments

Changing markets which need to be monitored closely

Market research priorities to support strategic planning.
 Services you might need help to find - location selection

2. Research challenges for project planning

In the past, what have you found to be the most difficult issues to address when planning investment projects?

What do you expect to be challenging for future projects, and what could be done now to make your task easier?

Finding reliable information about local labor markets
 Checking availability of critical skills
 Comparative costs between regions or countries
 Logistics implications of location alternatives

Project finance, incentives, and taxation implications
 Learning what other recent investors have encountered
 Weighing the importance of many qualitative differences between competing locations

3. Local facts, market knowledge, or support services needed to reach investment decisions

What could local area representatives or professional service providers do to organize facts and share local market knowledge and contacts about locations of potential interest to you so that it would be faster and easier to develop and implement your project plans?

You have presumably seen some of their websites, and what they already provide. We provide links to thousands worldwide. What is missing or would add high value for your planning purposes?

Timely profile of the available labor force and skills
 Accurate information about local wages and benefits
 Logistics costs and lead times to major markets

Industry clusters, supplier base, markets served

Facility costs and typical terms of sale or lease
 Site and construction costs
 Available site and facilities, prior history

Telecom and energy infrastructure

Project approval processes, investment incentives

4. Local experience by other investors

If you were deciding between competing investment locations, what types of executives would you want to contact about their experiences doing business in those areas, and what would you most like to find out?

How would you expect to perform such research, and how important would you regard this as a factor in the development of your plans?

Is this part of your "due diligence" on project plans?

Actual experience at recruitment and retention
Work ethic, performance, employee relations
Quality of the local supplier base, support services
Regulatory environment, attitudes toward investors
Recent or expected changes in the area
Networking among executives within the area
Negotiable costs and incentives
History of reinvestment, satisfaction with the location
If they weren't there already, would they invest there?

Who to ask, who should do it to make it credible, etc.
Can much of this be done in advance by a professional?

5. Services you use, or may need help to find

You may already have well-established professional service provider relationships for the places where you already do business (accountants, lawyers, corporate real estate brokers, tax specialists, logistics, etc.).

Would you recommend any of these highly to other executives who are considering investment in such locations? What professional services might you expect to need to find when you set up or acquire operations in new locations? Are you considering changes to existing relationships?

Specific referrals to respected services you use, and the scope of their services.

For example, they may be very good in some parts of the world or some specialties, but not in all areas or the multi-disciplinary challenges of a new business location.

We welcome introductions if you feel that we should become familiar with their capabilities to help others.

Changes which may be considered in the future

New services which may need to be found; where, when.

6. Places you may need to research

Even if any investment plans are not imminent, there may be places where you want to start learning more about the business environment for investment because of the possibility of future projects.

What locations might be of potential interest, and why?

Is the interest at this point very exploratory, or is a project fairly likely to develop within the next year or two?

How is China changing? Russia? Eastern Europe?

Is Korea a potential base of operations to service company interests in the northern Asia Pacific region?

What is happening in India, other than some of the tech clusters such as Bangalore? How is it changing?
Is Brazil becoming too risky for investment again?
How are investment conditions changing in Mexico?

How are state budget crises and other changes affecting negotiations for US projects among the various states?
Are costs significantly lower in Canada than the US?

7. "Lessons learned" from past projects

War stories. What was it really like to set up a new operation somewhere, or expand, relocate, consolidate, or close operations?

What would you want other executives to know, which you wish you had known beforehand?

How would you plan such projects differently now? What proved to be critical to the success of the investment?

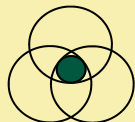
What made it better or worse than you had expected?

Recruit a local HR leader early, if not first.

Start planning very early for expatriate assignments, and get help figuring out compensation issues, tax compliance

Getting critical equipment imported can be difficult in some countries, or approvals can delay the process and project.

The lead time for investment project approvals and any incentive negotiations can be months longer than expected.



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The sections below elaborate on the ten suggested topic headings as guidance for replies.

8. "Proven solutions" which you already found

You found what you needed to make a project work, despite the challenges.

Share whatever you can (non-confidential experience using specific information resources or professional service providers) so that others don't have to "re-invent the wheel", and can be referred to good services which you would use again.

Such referrals need not be attributed to you. We can make the introductions privately, or openly through this website, without citing the source of the suggestion.

Illustrative scope of responses. These are short topic heading examples. Feel free to elaborate on any topic as much as you wish, or call us about it.

A construction and project management firm in China, or logistics professionals for getting products in and out

Legal and tax counsel for doing business in Brazil, including intellectual property issues, royalties, etc.

HR professionals for setting up operations in India
 HR professionals for planning restructuring in Europe, such as the complexities of facility closures, relocations.

Global IT infrastructure support, capable in emerging markets rather than just highly developed countries

Location selection and incentive negotiations

9. Project timing, frequency, scale, type

How soon might your company make an investment decision for a major project somewhere (new location, merger or acquisition, alliance, expansion, relocation, consolidation, closure), such as a change which might affect 50 or more jobs over time, or have a strategic impact on the future performance of the company?

How often do such situations arise at your company?

What is the likely scale of future investments, and how would you characterize them? For example, are they highly labor-intensive or capital-intensive operations?

Are they commitments to new markets, or expansion within existing ones?

Do they involve new products or services, or the growth or redeployment of existing operations?

Considering a project in <location>, within <time>, probably involving <new jobs> and <capital investment> as a new product is launched in that regional market

Seeking alliances, R&D collaboration, joint ventures, academic linkages, privatization opportunities, etc.

May consolidate operations in <region>

Mostly just expanding at existing sites. Adequate space for the next few years. Unlikely to need new locations.

M&A activities might change the picture suddenly, such as to evaluate the operations which may be acquired, or reconsider the location of the acquired operations, or the need to consolidate or expand such operations with others.

10. Project decision makers, team members, process

Who gets involved in planning investment projects?

Who takes the lead in the planning work, and the eventual approval of the investment decisions?

Multi-disciplinary team typically considers all aspects of the changes to the business; who participates, leads?

Line executive designated to lead the project(s) : who?

Process for financial and top-level project approval, and the role at different stages of project planning.

OPTIONAL (A): Follow-up contact instructions

Please indicate when we should contact you if you would like to discuss your reply, or how we may assist you.

Please include your name, position, company, address, phone, fax and e-mail so that we may update our records and schedule follow-up action as you suggest.

If we should contact other executives at your company, or friends at other firms, we welcome your suggestions.

Example:

You may already know that there is no need for timely support action by us during the next few months, but may already want to introduce ourselves or meet other executives at the appropriate time in your planning work.

This helps us to be efficiently responsive. If we may be able to help you, whether now or in the future, we prefer to personally introduce ourselves so we can consider your expected interests as we plan our research work.

OPTIONAL (B): Sharing your insights, with approval

We do not intend to quote or publish survey responses. There may be ways, however, in which you would be willing to share your insights with peers.

Please let us know if you would be willing to allow us to privately quote specific remarks for attribution when we are working with other executives who can benefit from your insights, or introduce you if you are willing to have other executives contact you when facing similar issues, or if you would like to have networking opportunities to meet with such peers, as in the case of a special interest group focused on a particular topic, industry, or region.

Unless you indicate otherwise, we assume that all remarks are to remain confidential between us.

We use responses to guide improvement of our services to executives such as yourself.

This helps us to identify useful services, important unmet needs, and to anticipate future research priorities and contact needs, so that our services can become more responsive and valuable for the benefit of all participants.

Survey Participant

Please include in your Survey reply :

Name and position title

Company name

Mailing address

Phone, fax, e-mail

Website

A brief description of the company, such as key points which differentiate it and drive success.

Report Recipients

On request, we will distribute a report about the key conclusions from our Survey research.

Please tell us who should receive a copy, and how we should send it (address and e-mail).

Our intention is to send a brief e-mail when the report is available, with an Executive Summary of the key conclusions and a link to download the full report (Adobe .pdf file).

Please call [Bruce Donnelly](mailto:bruce@gdi-solutions.com) if you would like to discuss either the survey or your specific corporate development interests, such as to explore how we may help you.

We hope you will also choose to share your "lessons learned" and "proven solutions" from past projects, and any suggestions of useful resources to share with executives with similar interests, so that we can continuously improve the value of this free service to executives.

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If you would like to have networking opportunities to meet informally or communicate with executives who seem to share your interests, please let us know.

We are evaluating the level of interest in such activities among the top executives we serve, and their preferred ways to handle personal introductions and professional networking.

We also welcome referrals. Please help us to expand our capabilities to help you by telling other top executives about our services, and by encouraging them to participate in this Survey.