

A low-angle, upward-looking perspective of several modern skyscrapers with glass and steel facades. The buildings are arranged in a way that they appear to converge towards the top center of the frame. The sky is a clear, bright blue with some light, wispy clouds. The overall color palette is dominated by the blues of the sky and the metallic/glass tones of the buildings.

Protecting the UK's position as a leading investment hub

A Playbook for unlocking Foreign
Direct Investment through LinkedIn

LinkedIn
Marketing Solutions



Foreword

Across the globe, all governments are actively encouraging Foreign Direct Investment (FDI) to drive economic growth and prosperity. This is one of the strongest use cases we see across LinkedIn amongst Government clients and one area in which key clients are having notable success. The FDI Playbook brings together the experience of these clients with the expertise of LinkedIn to both illustrate what's working and identify areas which FDI focused clients may wish to consider in future activity.

LinkedIn's mission is to make the world's professionals more productive and successful. Some of the great FDI campaigns we work with are doing this on behalf of their nations and regions and we are all immensely proud to be able to support them in this effort.



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INTRODUCTION

The UK's FDI challenge and opportunity

Foreign Direct Investment (FDI) plays a vital role in the economy of the UK. Figures from the Department of International Trade show that in 2017, foreign businesses invested in over 2,200 separate UK projects, creating over 100,000 jobs and safeguarding many more. The UK is currently the second most attractive destination for companies looking to invest and expand overseas. At a time of change in trading relationships and the global economic environment, its economic future will depend on retaining this appeal.



Source:
Department for International Trade Inward Investment Results, 2016-2017
United Nations Conference on Trade and Development, World Investment Report, 2017
EY UK Attractiveness Survey Report, 2017

The good news is that confidence in the value of investing overseas is on the rise – and 58% of executives surveyed by UNCTAD expect to increase the number of projects they invest in over the next two years. Developed economies like the UK's have particular opportunities in information and communication, automotive and professional and technical services. And the UK remains Europe's largest recipient of FDI and the jobs that it creates. However, competition to attract foreign investment is on the rise. Economic Development Organisations (EDOs) are investing in raising their profile on platforms like LinkedIn, building investable brands and targeting the key decision-makers for FDI projects. Businesses have more visible choices than ever before when it comes to where they look to expand, in order to drive growth.

There are also signs that Brexit is impacting on the UK's long-term attractiveness as a location for investment. EY's Attractiveness Survey, which compares FDI performance and perceptions for





different countries, shows that the UK's share of investment into Europe is dropping. The UK is attracting less investment from important rapid-growth markets such as China and India and has significantly less success attracting new investors than it does attracting investment from companies already located here. The amount that overseas companies invest in key areas such as manufacturing and R&D is also in decline.

The UK's traditional strengths in reputation, cultural influence and soft power have given it important advantages when it comes to attracting investment in the past, particularly from the United States.



However, as other EDOs invest in building their national brands, and decision-makers consider a wider range of options, these traditional strengths need support.

This playbook will explore how the UK's investment bodies can use LinkedIn to secure the role of FDI in the country's future. We'll look at how EDOs can use the UK's unique assets to target more of the right influencers at the key stages of their decision-making, reinforce the country's brand strengths and grow the range of companies considering it as a location that can drive their future growth.

CHAPTER 1

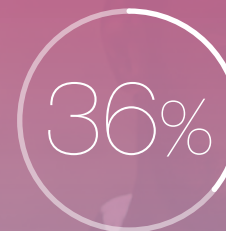
The evolving FDI decision journey

FDI decisions can involve small businesses or large. They can involve a broad range of influencers and decision-makers – or a very narrow one. However, in each case, emotion plays a significant role. Perceptions of a country, its values, and the experience of doing business there have a vital role in defining the consideration set for FDI choices.

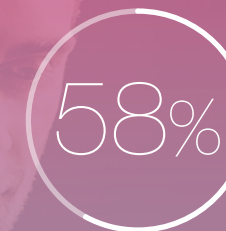
This is particularly significant given that over a third of decision-makers (CEOs for small and mid-size businesses; CEOs, COOs and CFOs for larger enterprises) will only start studying a country in detail and making contact with its Economic Development Organisation after they have drawn up their shortlists. It's the strength of a location's brand that decides whether it makes the shortlist or not.

FDI decisions are rarely taken in isolation. They involve a range of internal and external stakeholders and influencers, with a particularly important role for third-party location advisors. The different members of these investment committees are themselves strongly influenced by perceptions of a country's brand prior when it comes to making recommendations for which locations to shortlist.

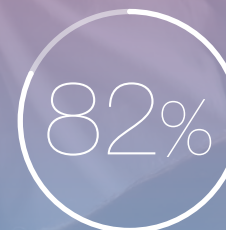
Where are these brand perceptions built? All members of investment committees seek out a growing proportion of the content that they consume on social media – and particularly on LinkedIn. It's here that they form their impressions and opinions, by engaging with thought leadership that addresses their priority issues. If the UK is to influence the conversation around its future attractiveness and attract new sources of investment, then it's on LinkedIn that it needs to engage.



of corporate executives
only engage with EDOs
after the shortlist stage



of location agents
only engage once a
shortlist is drawn up



of location advisors
and 74% of corporate
executives involved in FDI
use LinkedIn for business
– far more than any other
social platform



LinkedIn is 3x more
trusted than other
social platforms as a
source of content

Maintain an investable national brand through thought leadership on LinkedIn

The UK benefits from one of the world's strongest national brands. This has helped to make it the second most attractive destination for FDI worldwide and the most attractive within Europe. However, the impact of Brexit on perceptions and increasing competition from other locations mean that the UK's brand needs active support in order to maintain its competitive advantage.

Research from Edelman and LinkedIn proves how engaging influencers and decision-makers through relevant thought-leadership content has a direct impact on the crucial early stages of investment decisions. It builds positive brand perceptions that investors are happy to act on.



42%

of C-suite executives have added a company to an RFP as a result of engaging with its thought leadership

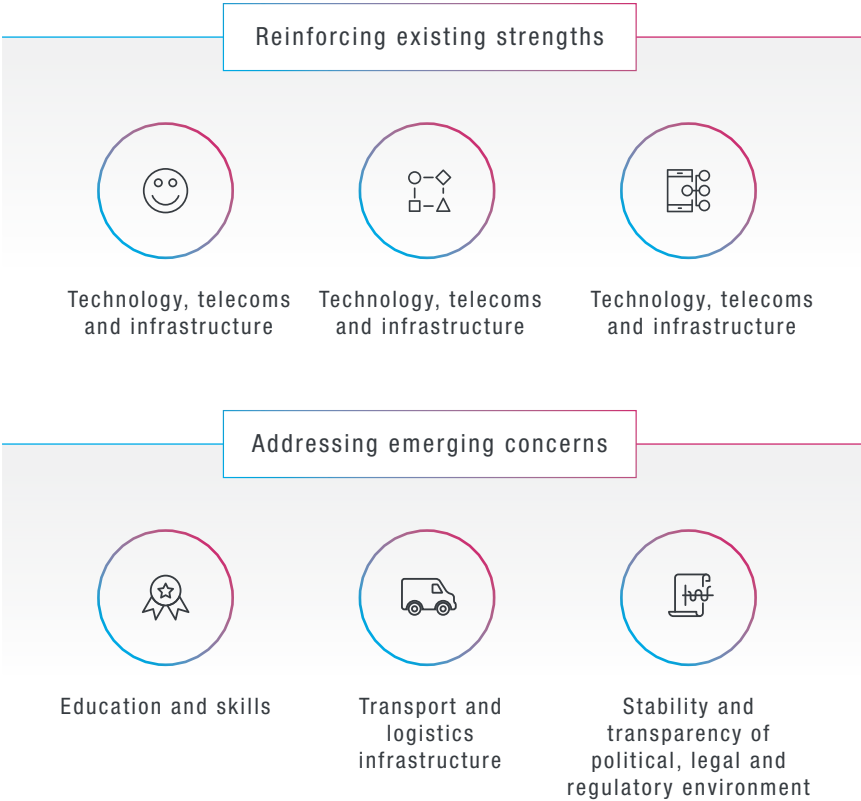


48%

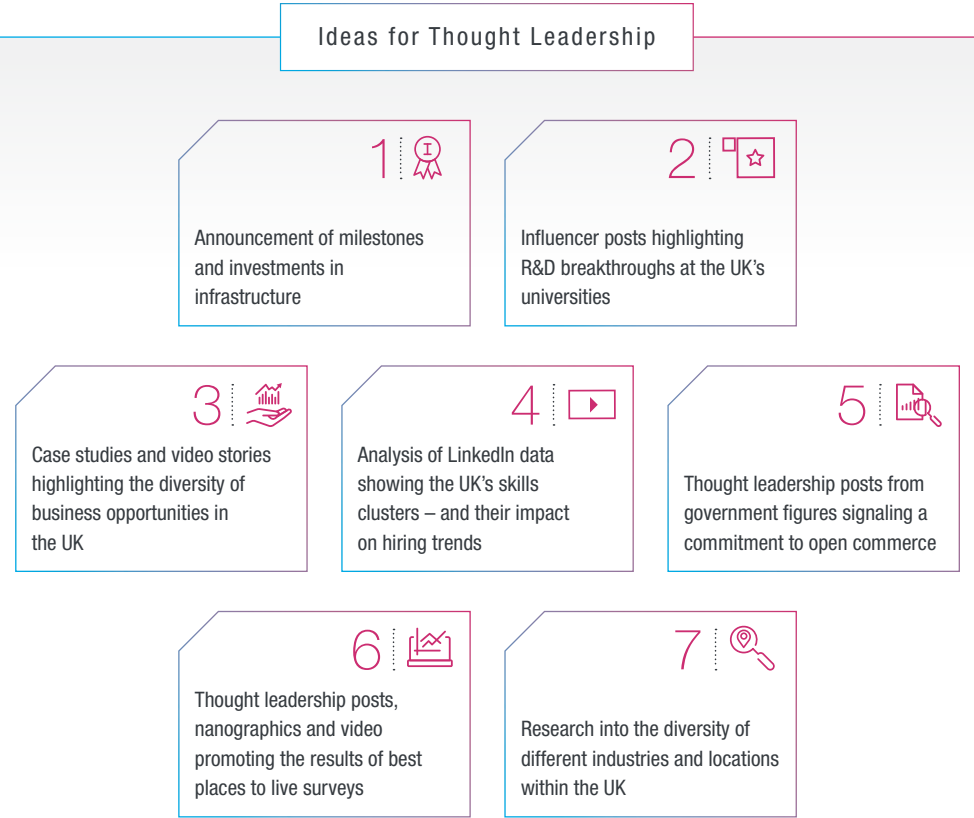
say that thought leadership has led directly to them awarding business

In the UK's case, thought leadership content that addresses the key drivers of FDI decisions is the key to reinforcing investors' confidence. It can reinforce perceptions of the UK's strengths while addressing concerns that have arisen following the vote to leave the EU.

EY's Attractiveness Survey for 2017 highlights the key issues that the UK should seek to address through thought leadership:



Thought leadership on LinkedIn offers a range of different touchpoints and techniques for addressing these decision-maker priorities, reasserting the facts and taking control of the conversation in areas where sliding perceptions could impact the UK's competitiveness:





CASE STUDY

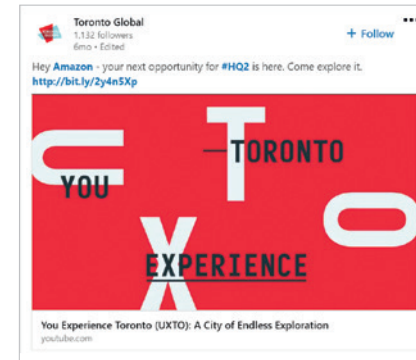
How Toronto crashed the Amazon HQ shortlist through user experience branding



Nicholas Pantaleo, Digital Marketing Specialist at Toronto Global explains how the city became the only location outside of the USA to make the shortlist for establishing Amazon's new headquarters

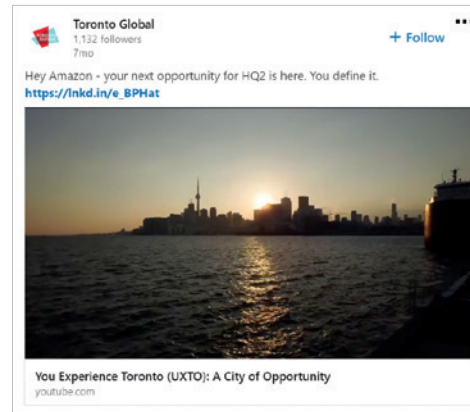
"We had heard that employees were likely to be key decision-makers in the process – and that Amazon might poll them to see which city they would prefer. We saw this as a phenomenal opportunity. Using LinkedIn we could target Amazon employees specifically, and get them talking about Toronto. At the time, the media discussion was all about potential US locations for the HQ. Nobody was even talking about Toronto – and we saw an opportunity to change that. All of the competing cities were posting like crazy on social media – but none was talking to Amazon employees about what life would be like if they won the bid and the HQ moved there.

We wanted to speak to tech workers and millennials in a language they would understand and appreciate, so we built a brand and a website around UXTO (User Experience Toronto). We highlighted that ours was both a global city of opportunity and one of the top places



to live in the world – and through our content, we explored all aspects of that quality of life: tolerance, diversity, the environment, and the multicultural nature of life here. The engagement levels we generated amongst our target audience of Amazon employees were incredible – and we could see from LinkedIn profile data that very senior and influential people were engaging.

We were completely open about our bid. We were focused on investing in talent and skills. We made our bid document publicly available and within hours, we had thousands of downloads.



Whether Amazon comes to Toronto or not, we're already seeing big benefits from the campaign that we ran on LinkedIn. We targeted Amazon employees, but their engagement and sharing on LinkedIn and other platforms extended our reach much further. There's now a conversation around Toronto being one of the world's most exciting tech

hubs. Google Sidewalk Labs recently announced that it would be locating here – making us one of the first locations outside of the US. We're growing at a faster pace than Silicon Valley – and that's reflected in the conversation on social media. That conversation really started with our campaign on LinkedIn.

The Story by the Numbers



impressions
delivered through
the campaign



clicks
through to the
UXT0 site



engagements
(likes, shares, comments)
from Amazon employees
across North America



increase
in followers



increase
in number of
visits to the Toronto
Global website

Delivering brand awareness and thought leadership throughout the decision journey

Most decisions have several different stages. The first of these involves an individual or organisation identifying that they have either a need or an opportunity. At this point, increasing awareness of the possibilities available in your market, and building a sense of positive forward momentum, is critical. If FDI decision-makers aren't aware of your market as an option, it won't feature on their radar when they start actively searching for a solution.

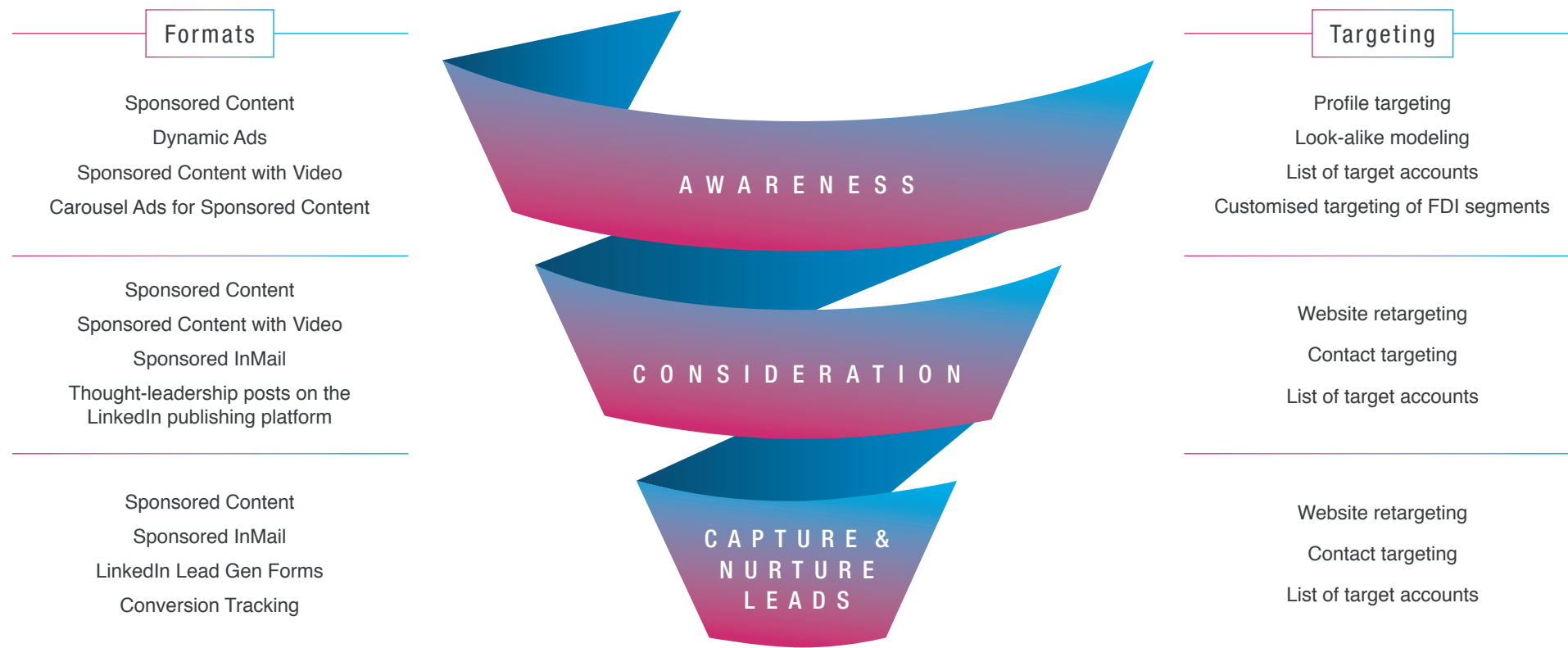
When it comes to that second, research phase, it's important to follow the EAST behavioural change communications framework and present investing in your market as Easy, Attractive, Social and Timely. Then, when decision-makers move onto the selection

phase, you will need to provide detailed content and access to advisers and events that provide reassurance about choosing you.

Don't forget that even carefully researched and considered decisions such as those involving FDI also have an emotional component to them. The emotions that decision-makers have towards a particular market are shaped gradually and often unconsciously. The starting point for an FDI decision may be several years before someone is in a position of influence or decision-making power. That's why it's worth considering how you can reach and influence future decision-makers as well as current ones.



The most successful FDI advertisers target decision-makers at all points of the funnel



The right content through the right touchpoints

LinkedIn provides a range of different advertising and content formats for engaging investment decision-makers and influencers at every stage of the consideration process:

Sponsored Content

delivers content in the LinkedIn feed, across smartphone, desktop and tablet – exactly where LinkedIn members look to engage with useful, value-adding insight and information.

Sponsored InMail

delivers private messages to relevant influencers and decision-makers at scale through LinkedIn's messaging environment. It's a fusion of email and instant messaging that professionals trust and respond to, with open rates averaging 55%-60%.

Using video in Sponsored Content

enables you to deliver TV ads, tell stories and engage through thought leadership content in a high-impact format.

LinkedIn's publishing platform,

acts like a professional blog, humanising what you say and building authority through the executives, leaders and experts that you use to say it.

LinkedIn Lead Gen Forms

are shorter, smarter data capture forms that are optimised for mobile, where 57% of engagement on LinkedIn happens. You can include Lead Gen Forms when Sponsored Content or Sponsored InMail. They pull in relevant details from an audience member's profile, which means that they can share contact details in just a few clicks. They are proven to dramatically increase the number of leads that a campaign generates, and send cost per lead (CPL) plummeting in the process.

LinkedIn Conversion Tracking

uses anonymised LinkedIn profile data to provide more information about the ROI you can achieve. You'll be able to see which campaigns and executions drive the most relevant engagement, and build a robust view of marketing ROI.

CASE STUDY

Taking a personalised approach to FDI engagement



Ian Bowen-Morris, Director of the Invest in GREAT Britain & NI campaign, explains how LinkedIn targeting is enabling the UK to target more FDI opportunities

“Traditionally, attracting FDI has often been about arranging meetings and holding roundtables. The UK has always had a robust process for winning investment from overseas. We leverage an international network of posts to explore opportunities in a broad range of different sectors. However, the downside of face-to-face prospecting is that you can’t be everywhere all of the time. We saw that digital and social media marketing could help us close the gap and capture more opportunities. And that’s why we’ve been expanding our activity on LinkedIn over the last year.

The great value in LinkedIn comes from the fact that such a high proportion of prospective investors and influencers are on the platform, the accuracy of the targeting and our ability to tailor our content to very specific audiences. We work with our sector teams to identify the most likely types of prospects, and to develop content and a creative approach that is most likely to resonate with them.



We can target by city, sector and job title, and craft a personalised message for each group. We aim to start a dialogue, asking people to describe their ambition so that we can give them the information on the UK that they need. If they're not yet ready to take that next step, we have sector-specific content that we've developed to help nurture their consideration for investing.

We're also able to use LinkedIn's targeting for more effective brand building. With our 'Invest in GREAT Britain & NI' video campaign, we distributed the full 90-second version on LinkedIn but also developed shorter, 30-second versions focusing on key messages for specific sectors. LinkedIn targeting provides a great opportunity for distributing such content."



Department for International Trade (DIT)
24,558 followers
2mo

British government announces £50bn export insurance fund for food and drink companies trading from the UK. <https://lnkd.in/d6G6BDjm>

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INVEST IN GREAT
BRITAIN & NORTHERN IRELAND

Is it Time to Set up your Food & Drink Business in the UK?
invest.great.gov.uk

Department for International Trade (DIT)
25,171 followers
6mo

+ Follow

If you're looking to expand your business in a new market, here are the growth opportunities available in the UK <https://lnkd.in/grzTrMp>

Could you grow your business faster from the UK?

Discover more >

INVEST IN GREAT
BRITAIN & NORTHERN IRELAND

A List of All the Investment Opportunities Available in the UK
invest.great.gov.uk



Targeting for the different stages of the FDI decision journey

The key to exerting influence over the FDI decision-making process lies in the ability to identify those businesses considering investment opportunities, identify the stage of the decision journey that they have reached, and reach them with relevant content at that moment.

LinkedIn provides unique targeting capabilities to ensure you are reaching the right decision-makers and influencers, at exactly the right moment:



Use **LinkedIn Matched Audiences** to upload existing contact email addresses from your existing prospect list – and nurture them through relevant content and messaging on LinkedIn



Use **LinkedIn's audience expansion** feature to activate look-alike targeting, using the profile of businesses you know about as prospects to find others that are considering FDI projects



Use **Website Retargeting** via LinkedIn to engage prospects based on the pages of your website they have visited, and the type and level of interest they have shown



Target the location agents who will influence investment decisions through the **rich targeting capabilities provided by LinkedIn profile data**: through skills, industry sector and geography



Upload a list of target accounts to **reach the key members of their investment committees through LinkedIn**



Work with **LinkedIn account teams** to build customised segments from indicators of FDI interest and intent (including connections in new markets, hiring signals, group membership and engagement with relevant content)

Summary

The UK continues to offer a compelling proposition for FDI. However, in the future, translating that proposition into a broad flow of diverse investment will require a more proactive approach. At a time when competition for investment is intensifying and perceptions of the UK are open to change, it is vital for the country to take control of the conversation on the platforms where key decision-makers engage. LinkedIn offers a unique opportunity for reinforcing the UK's attractiveness as a destination for investment, reaching new prospects and accessing a broader range of opportunities. And now is the time to act.

For more information, please contact:



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