



تحت رعاية كريمة من  
صاحب السمو الشيخ محمد بن راشد آل مكتوم  
نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي  
Under the Patronage of  
**H.H. Sheikh Mohammed Bin Rashid Al Maktoum**  
UAE Vice President, Prime Minister and Ruler of Dubai



الإمارات العربية المتحدة  
وزارة الاقتصاد  
UNITED ARAB EMIRATES  
MINISTRY OF ECONOMY

6<sup>th</sup> EDITION: Annual Investment Meeting  
*The New World of FDI, Key Features and Best Practices*  
Dubai, UAE 11 – 13 April 2016

## Preliminary Conference Program

**Sunday, 10<sup>th</sup> April 2016**

14:00 - 17:00

### Workshop I

FDI Capacity Building Workshop for Investment Promotion Professionals by WAFTEQ and fDi Intelligence of the Financial Times Group, United Kingdom

“Attracting FDI in Times of Economic Slowdown: The Importance of Reinvestment and Targeting Growth Markets”

#### Speakers:

- > **Chris Knight**, Global Commercial Director of fDi Intelligence, Financial Times, United Kingdom
- > **Henry Loewendahl**, CEO, WAVTEQ, Hong Kong, China

Venue: Meeting Room - Dubai D

Language: English/French

14:00 - 17:00

### Workshop II

Developing economic policies and strategies to pursue global value chains - in 7 key steps.

“Why your country should be promoting city/region knowledge economies - best practices explained. Workshop by GDP Global, United Kingdom”

#### Speakers

- > **John Hanna**, Managing Director, GDP Global, United Kingdom
- > **Christina Knutsson**, Director, GDP Global, United Kingdom

Venue: Meeting Room - Dubai E

Language: English/French

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**Day One - Monday, 11 April 2016**

09:00 - 10:00

**Delegates Proceed to the Plenary Room**

*Venue: Sheikh Rashid Hall*  
*Language: English/French/Arabic/Spanish/Chinese/Russian*

10:00 - 10:05

**Welcome Remarks by the Master of Ceremony**

10:05 - 10:25

**Launch of AIM Annual FDI Report**

The annual flagship publication of the Annual Investment Meeting will be launched highlighting the general theme of the conference and revealing the latest trends in inward and outward FDI flows globally and regionally in particular in growing markets. A special focus will be made on the New Forms of FDI (NFI) and the New Sources of investment, which are shaping the new global investment landscape. The scope and magnitude of NFI will be assessed and policy implications drawn highlighting the benefits and potential negative effects of such new developments. Emerging new sources of investment will be identified and examined pointing to effective strategies to attract these investments.

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10:25 - 12:10

### Plenary Session One: Global Leaders Debate

Business leaders, senior public officials and heads of international institutions and academia representing some major stakeholders of the international investment community will be invited to take part in this important session. The debate will be focused on the New World of FDI, theme of this year Annual Investment Meeting, to discuss and share views on effective policies to attract investment especially the new emerging forms of FDI from emerging new sources especially in growing markets.

#### Moderator:

**Cornelia Meyer, Chairman and Chief Executive Officer of MRL Corporation**

#### Panelists:

*Countries listed in alphabetical order:*

- > **John Danilovich**, Secretary General of ICC, **France**
- > **Jacque Attali**, Founder of Attali & Associates (A&A) and PlaNet Finance, former Advisor to President Francois Mitterrand and first President of the European Bank for Reconstruction and Development, **France**
- > **Arvind Mayaram**, former Finance Secretary, **India**
- > **Carlos Lopez**, Executive Secretary, Economic Commission for Africa, **Ethiopia**
- > **Sheikhe Hadjibou Somare**, President Union Economique et Monétaire Ouest Africaine (UEMOA), Burkina Faso
- > **Ambassador K V Bhagirath**, Secretary General of Indian Ocean Rim Association (IORA), **Mauritius**
- > **Aranca Gonzales**, Executive Director, International Trade Centre (ITC), **Switzerland**
- > **Patrick Low**, Vice President and Senior Fellow at Fung Global Institute-Hong Kong, former Chief Economist at WTO, **Switzerland**
- > **Cesare Calari**, Partner at Wolfensohn Fund Management (WFM) and a member of the Fund's Investment Committee and WFM's Valuation Committee; former World Bank Vice President and Head Financial Sector, **United States of America** (TBC)

12:10 - 13:00

### Grand Opening Ceremony

13:00 - 14:30

### Strategic Networking Luncheon (by Invitation Only)

Venue: **Sheikh Rashid Hall, C & D**

13:00 - 14:30

### Lunch Break and Networking

Venue: **Bubble Lounge**

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14:30 - 15:45

**Plenary Session Two: Policy options for the promotion of the new forms of FDI, Case Studies and Best Practices**

New forms of investment (NFI) are becoming increasingly important and taking different shapes and types. They range from minority joint ventures, management contracts in manufacturing and farming, sub-contracting, service out-sourcing, franchising and licensing. What are the policies that promote and facilitate such investments and best practices therein? What view to be taken of these new forms of investment from the development policy aspect? What are the implications on employment, job creation, technology and skills development, export generation as well as social and environmental impacts? These are some of the issues this session will be examining in an effort to shed light on these New Forms of Investment (NFI) and explore the benefits as well as the potential negative effects that can result from such investments.

In host countries, a clearly-defined strategy and the right mix of policy instruments and business conditions are needed to welcome NFIs. The session will discuss and draw lessons from successful cases studies to highlight best practice policy frameworks for enhancing

**Moderator:**

**Andreas Dressler**, Managing Director at Conway data, managed by Terrain, **Germany**

**Keynote speaker:**

**Aranca Gonzales**, Executive Director, International Trade Centre (ITC), **Switzerland**

**Panelists:**

- **Kai Hammerich**, President KA Foreign Investment Corporation AB, **Sweden**
- **Shivaji Das**, Senior Vice-President and Global Head, Public Sector Consulting Practice, Frost & Sullivan, **Singapore**
- **Ravi Ramamurti**, D'Amore-McKim Distinguished Professor of International Business & Strategy, Director, Center for Emerging Markets, **United States of America**
- **Tim Rogmans**, Assistant Professor, College of Business Zayed University University, Dubai, **United Arab Emirates**
- **Andrea Goldstein**, Managing Director, Nomisma, **Italy**
- **Marcela Villarreal**, Director of Office for Partnerships - FAO, **Italy**

**Venue: Al Multaqa Ballroom**

**Language: English/French/Arabic/Spanish/Chinese/Russian**

15:45 - 16:00

**Coffee Break and Networking**

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16:00 - 17:15

### Plenary Session Three: New Corporate Strategies to Penetrate Markets, Rationale and New Rules of the Game

The global landscape of the post global economic and financial crisis has changed dramatically as international competition has increased and sluggish growth had its toll on investment and trade flows worldwide. There are new emerging forms of international investment. New forms of investment (NFI) have developed, which constitute a departure from full ownership of the capital by the foreign investor. International enterprises are devising new modes of operation in their cross-border activities and broadening their investment models through the conclusion of minority joint ventures, management contracts in manufacturing and farming, sub-contracting, service out- sourcing, franchising and licensing to name a few examples.

What are these new forms of investment and what are drivers and determinants pushing international enterprises to undertake these new production modes of operation and new ways to penetrate markets? The session will shed light on some of these important emerging business models and highlight some of the implications on growth and development.

#### Moderator:

**David East**, Managing Director of Crossborder Intelligence Ltd, **United Kingdom**

#### Keynote speaker:

**Arif Amiri**, Chief Executive Officer, Dubai International Financial Centre Authority, **United Arab Emirates**

#### Panelists:

- **Eugenio Morpurgo**, CEO and founding partner of Fineurop Soditic S.p.A, **Italy**
- **Andreas Dressler**, Managing Director, Conway Advisory, managed by Terrain, **Germany**
- **Laura Whincup**, Chief Executive Officer, Fords Packaging Systems Ltd, **United Kingdom**
- **Roland Jabbour**, Chairman of AACCI and founder of StudyCo, **Australia**
- **Lorraine Eden**, Professor of Management and Mays Research Fellow in the Mays Business School and adjunct faculty member in the Bush School, Texas A&M University, **United States of America**
- **Michael Ansah**, Vice President, Dell Global Workplace, Environment & Facilities, **United Kingdom**
- **Jon Becker**, General Counsel, Clearly Legal, **Switzerland**
- **Magnus Runnbeck**, Senior Analyst, CEO Office, Business Sweden, **Sweden**
- **Paras Shahdadhuri**, Chairman, NIKAI Group, **India (TBC)**

Venue: *Al Multaqa Ballroom*

Language: *English/French/Arabic/Spanish/Chinese/Russian*

19:30 - 22:30

### Gala dinner and Investment Awards

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Venue: Armani / Burj Khalifa (1500 Participants)

## Day Two - Tuesday, 12 April 2016

*All Delegates make their way to AIM Breakout Sessions*

9:00 - 10:00

**Parallel Session One: New forms of FDI in Agriculture such as Management Contract Farming, Scope and Scale and Implications on Food Security and Sustainable Development.**

**Moderator:**

**Mehdi Drissi**, FAO Representative and Sub-Regional Coordinator, **United Arab Emirates**

**Panelists:**

- > **Suzannah Moss-Wright**, CEO of Australia Arab Chamber of Commerce & Industry, **Australia**
- > **Pascal Liu**, Senior Economist Trade and Markets Division - FAO, **Italy**
- >

*Venue: Exhibition Hall 2, Breakout Room 1*

*Language: English/French*

09:00 - 10:00

**Parallel Session Two: New Forms of FDI in Manufacturing, Scale and Scope and Implications on Development**

**Moderator:**

**Douglas van den Berghe**, CEO Investment Consulting Associates (ICA), **Netherlands**

**Panelists:**

- > **Laura Whincup**, Chief Executive Officer, Fords Packaging Systems Ltd, **United Kingdom**
- > **Lorraine Eden**, Professor of Management and Gina and Anthony Bahr Professor in Business, Department of Management Mays Business School, Texas A&M University, **United States of America**
- > **Andreas Dressler**, Managing Director, Conway Advisory, managed by Terrain, **Germany**

*Venue: Exhibition Hall 3, Breakout Room 2*

*Language: English/French*

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10: 00 - 17:00

10: 00 - 11:30

#### **Plenary Session Four: Ministerial Roundtable**

The Ministerial Roundtable will be the occasion for ministers from different countries and regions participating in AIM 2016 to share their views on the overall theme of the conference and the policies they would like to see enforced at the international level or any concrete actions or recommendations they would like to convey to an international body. Written contributions can be submitted beforehand, compiled by AIM Organizing Committee and analyzed to serve as a basis for the preparation of a consensus document reflecting the views of all ministers present. This document will be issued as an official outcome of the Roundtable for action and follow-up, and can be referred to as "AIM 2016 Ministerial Declaration on Investment".

#### **Moderator:**

**Courtney Fingar**, Editor in Chief, fDi Intelligence, Financial Times Group, **United Kingdom**

#### **Panelists:**

Country representatives will be listed at a later stage

*Venue: Al Multaqa Ballroom*

*Language: English/French/Arabic/Spanish/Chinese/Russian*

11:30 - 11:45

#### **Coffee Break and Networking**

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11:45 - 13:00

**Plenary Session Five: New Sources of FDI, Scope and Scale of the New Global Players, Policies and Best Practices**

The geography of FDI is changing dramatically with new sources and new global players, There are new emerging sources of foreign direct investment (FDI) especially from growing markets. The focus of this session will be on the identification of these new sources, their scope and scale and prospects for the future. The policies put into place by government to encourage their enterprises to internationalize their activities and invest in foreign markets will be highlighted as well as pros and cons of such policies and best practices therein.

**Moderator:** to be announced later

**Keynote speaker:**

**Ravi Ramamurti**, D'Amore-McKim Distinguished Professor of International Business & Strategy, Director, Center for Emerging Markets, **United States of America**

**Panelists:**

- **Michael Gestrin**, Senior Economist, OECD, **France**
- **David Marock**, Group CEO, Charles Taylor plc, **United Kingdom**
- **Ana Arias Urones**, Trade and Investment Specialist, the Inter-American Development Bank, Washington D.C., **United States of America**
- **Laura Whincup**, Chief Executive Officer, Fords Packaging Systems Ltd, **United Kingdom**
- **James K. Lockett**, Senior Vice President, Huawei technologies, **China**
- **Gonzalo J. Varela**, Trade and Competitiveness Global Practice, World Bank, **United States of America**
- **FAO Investment Center**, **Italy**

*Venue: Al Multaqa Ballroom*

*Language: English/French/Arabic/Spanish/Chinese/Russian*

13:00 - 14:30

**Lunch Break and Networking**

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14:30 - 15:45

**Plenary Session Six: Sovereign Wealth Funds (SWF), Investment Houses and High Net-Worth Individuals, the New Reservoirs of International Investment**

Outside the traditional multinational corporation model, there are also new sources of international investment by sovereign wealth funds (SWFs), international investment houses or high net worth individuals. This session will provide a platform to the representatives of these important and key players of the international investment community becoming increasingly active in the world of FDI. How important are these investments and what are their motives and drivers and investment strategies.

**Moderator:**

**Suzannah Moss-Wright**, CEO of Australia Arab Chamber of Commerce & Industry, **Australia**

**Keynote speaker:**

A representative from a SWF or high net-worth individual or investment house

**Panelists:**

- > **Amadou Hott**, CEO of FONSI, **Senegal**
- > Representatives from SWFs (UAE, Kuwait, Qatar, Oman Investment Fund, KSA, etc...)
- > Representative from an Investment House (Al Tamimi Investments, Dubai International Capital LLC, Investments House etc.)
- > A High net-worth individual (Egypt's Sawiris family and Mansour brother, Hariri brothers and Mikati from Lebanon, Turkish Semahat Sevim Arsel, Suna Kirac, Ahsen Ozokur, as well as Deniz Sahenk and Filiz Sahenk, from KSA Prince Alwaleed Bin Talal Al Saud and Mohammed Al Amoudi. From the UAE. Al Futtaim brothers, Mohammed Al Barwani from Oman etc...)
- > Representative from academia

**Venue: Al Multaqa Ballroom**

**Language: English/French/Arabic/Spanish/Chinese/Russian**

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15:45 - 17:00

**Plenary Session Seven: Effectiveness of FDI data to stay in tune with markets and achieve competitiveness**

With governments under increasing pressure to attract much needed investment within a highly competitive environment to boost their domestic economies, there is a need to monitor markets and have access to reliable FDI data. This session aims at highlighting the effectiveness in using varying data tools available in the market that can help in better understanding the ever changing cross-border investment landscape and identifying relevant opportunities. This is quite often the quickest and easiest way of identifying trends and developing strategies for achieving greater competitiveness and staying in tune with markets.

**Moderator:**

**David East**, Managing Director Crossborder Intelligence Ltd, **United Kingdom**

**Keynote speaker:**

**Henry Loewendhal**, CEO, WAVTEQ Ltd, Senior Vice President, fDi Intelligence, **Financial Times**

**Panelists:**

- > **Ann M. Low**, Deputy Director, Office of investment Affairs, US Department of State, **United States of America**
- > **Tim Rogmans**, Assistant Professor, College of Business, Zayed University, **Dubai-UAE**
- > **Magnus Runnbeck**, Senior Analyst, CEO Office, **Business Sweden**
- > **Wim Dow**, Trade and Investment Global Practice, IFC-World Bank Group, **United States of America**
- > **Representative of the Central Bank**, **United Arab Emirates**

**Venue: Al Multaqa Ballroom**

**Language: English/French/Arabic/Spanish/Chinese/Russian**

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Day Three - Wednesday 13 April 2016

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Tel +971 4 39 23232

Fax +971 4 39 23332

P.O. Box 10161, Dubai, UAE

www.aimcongress.com



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*All Delegates make their way to AIM Breakout sessions*

9:00 - 10:00

**Parallel Session Three: Sub-contracting and Out-Sourcing Services, How to capture these new opportunities, selected case studies**

This session will present and discuss the difference between subcontracting and outsourcing of activities, the advantages and drawbacks of each and best practices therein. Some case studies will be highlighted.

**Moderator:**

**Sasha Lazarevic**, Director, IBM, Switzerland

**Panelists:**

- > Roland Jabbour, Chairman of AACCI and founder of StudyCo, Australia,
- > Jon Becker, General Counsel, Clearly Legal, Switzerland
- > Michael Ansah, Vice President, Dell Global Workplace, Environment & Facilities, United Kingdom
- > Christina Knutsson, Director, GDP Global Worldwide, United Kingdom

**Venue: Exhibition Hall 1, Breakout Room 1**

**Language: English/French**

9:00 - 10:00

**Parallel Session Four: Franchising and Licensing, Special Characteristics and Benefits**

This session will shed light on how to define franchising and licensing two powerful ways to grow business, present and discuss the advantages and drawbacks of each and best practices therein. Some case studies will be highlighted.

**Moderator:**

**John Hanna**, Managing Director, GDP Global (TBC)

**Panelists:**

- > Corporate representatives such as McDonald, Benetton, Kentucky Fried Chicken, etc
- > Lorraine Eden, Professor of Management and Mays Research Fellow in the Mays Business School and adjunct faculty member in the Bush School, Texas A&M University, United States of America
- > FDI expert
- > IPA representative

**Venue: Exhibition Hall 2, Breakout Room 2**

**Language: English/French**

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10: 00 - 16:00

*All Delegates make their way to AIM Plenary Sessions*

10:00 - 11:30

### Plenary Session Eight: New Incentive Packages to Attract NFIs, Effectiveness and Impact

This session will be moderated by Investment Consulting Associates (ICA). The role of incentives in attracting FDI has become a hot topic among policy makers, business leaders and academia. Within governments the focus is on the one hand on political debates about revenue foregone versus economic development while business leaders often emphasize that incentives can play a role in the final stages of an investment decision. This panel highlights some recent developments in putting financial and fiscal incentives in place for attracting the new forms of international investment. It also focuses on the investor's experience in identifying potential incentives that can be developed and the role governments play in this process.

#### Moderator:

**Douglas van den Berghe**, CEO Investment Consulting Associates (ICA), **Netherlands**

#### Keynote speaker:

**Datuk Wira Jalilah Baba**, President of the Chamber of Commerce and Industry and former Director General and CEO of MIDA, **Malaysia**

#### Panelists:

- > **Lorraine Eden**, Professor of Management and Gina and Anthony Bahr Professor in Business, Department of Management Mays Business School, Texas A&M University, **United States of America**
- > **Roberto Echandi**, Global Lead, Investment Policy & Promotion, Trade & Competitiveness Global Practice, World Bank, **United States of America**
- > **Domenico Arcuri**, CEO Invitalia, **Italy**
- > Representative of the Cragus Group, **United Arab Emirates (TBC)**
- > **Samir**, CEO of the World Free Zones Organization, **United Arab Emirates (TBC)**

*Venue: Al Multaqa Ballroom*

*Language: English/French/Arabic/Spanish/Chinese/Russian*

11:15 - 11:30

### Coffee Break and Networking

EXPO 2020  
DUBAI, UNITED ARAB EMIRATES



إكسبو 2020  
دبي، الإمارات العربية المتحدة



تحت رعاية كريمة من  
صاحب السمو الشيخ محمد بن راشد آل مكتوم  
نائب رئيس الدولة رئيس مجلس الوزراء حاكم دبي  
Under the Patronage of  
**H.H. Sheikh Mohammed Bin Rashid Al Maktoum**  
UAE Vice President, Prime Minister and Ruler of Dubai



الإمارات العربية المتحدة  
وزارة الاقتصاد  
UNITED ARAB EMIRATES  
MINISTRY OF ECONOMY

6<sup>th</sup> EDITION: Annual Investment Meeting  
*The New World of FDI, Key Features and Best Practices*  
Dubai, UAE 11 – 13 April 2016

11:30 - 13:00

**Plenary Session Nine: Investment Promotion Strategies to attract NFIs and Best Practices therein, Best Practice Country Cases**

This plenary session, will examine the importance of marketing locations to attract new forms of foreign direct investment. Selected case studies will be made of countries and locations that have successfully attracted NFIs and benefitted from them.

**Moderator:**

Henry Loewendahl, CEO, WAVTEQ

**Keynote speaker:**

Kai Hammerich, President KA Foreign Investment Corporation AB, Sweden

**Panelists:**

- > Shivaji Das, Senior Vice-President and Global Head, Public Sector Consulting Practice, Frost & Sullivan, Singapore
- > Mira Jabr, Global Director, Conway Data, United States of America
- > Abdulaziz bin Hamad Al-Ageel, Secretary General of Gulf Organization for Industrial Consulting, Qatar (TBC)
- > Adalberto Netto, Director President APD Invest in Parana, Brazil (TBC)
- > Corporate representative

**Venue: Al Multaqa Ballroom**

**Language: English/French/Arabic/Spanish/Chinese/Russian**

13:00 - 14:30

**Lunch break and Networking**

14:30 - 16:00

**Plenary Session Ten: Financial services, new forms and types. How can growing**

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markets enhance their involvement and maximize their benefits?

**Moderator:**

Tor Svensson, Chairman, Capital Finance International (CFI), **United Kingdom**

**Keynote speaker:**

Cesare Calari, Partner at Wolfensohn Fund Management (WFM) and a member of the Fund's Investment Committee and WFM's Valuation Committee; former World Bank Vice President and Head Financial Sector, **United States of America (TBC)**

**Panelists:**

- > **Ram Mudambi**, Professor and Perelman Senior Research Fellow, Temple University, **United States of America (TBC)**
- > **Marios Tannousis**, Senior Investment Promotion Officer, Cyprus Investment Promotion Agency (CIPA). **Cyprus**
- > Finance companies from Dubai, Citi-Bank etc.,

**Venue: Al Multaqa Ballroom**

**Language: English/French/Arabic/Spanish/Chinese/Russian**

16:00 - 16:15:

**Closing Ceremony**

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Tel +971 4 39 23232

Fax +971 4 39 23332

P.O. Box 10161, Dubai, UAE

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