

# LOCATION STRATEGY, SITE SELECTION & BENCHMARKING

Why a facility is needed – what problems it must solve – is at least as important as the site selected. We work with our clients to help them define their need by understanding their business and what drives it.

Each location selection – be it a move around the block or entry into a new global market – is an investment in a place, its workforce, logistics infrastructure, regulatory environment, economic network, and other factors that can make or break a company over the long term. Our experienced experts excel at not only providing companies with the data and analysis they need to make these decisions, but also help companies clarify their own goals and resources to better ensure long-term success.

Our knowledge of markets, of talent pools, infrastructure, governments, regulation, and our networks allow us to give our clients expert analysis and advice on where and how to grow and expand their business operations. Our tools simplify the process, allowing our senior experts to provide direct counsel to corporate executives. We estimate the range of likely outcomes and develop location strategies that will accommodate a variety of scenarios. We then use computer and experience based tools to help our clients match their requirements to communities and sites that will help them achieve success in the near and long term.

Our services are tailored to the needs of our clients and can include:

- Strategic Planning
- Feasibility Analysis
- Portfolio Analysis
- Labor Market Assessment
- Location Screening
- Scenario Testing
- Employee Action Analysis
- Stakeholder Engagement and Consensus Building
- Incentives Due Diligence and Negotiation

In addition to the location selection, our team can help determine whether and how to use public incentives to evaluate investment decisions. Incentives can facilitate setting up a new location or increase the attractiveness of a location, but they are just one factor among many in the overall business location decision. Our value-based approach to identifying and negotiating these credits is centered on helping our clients establish their operations based on business fundamentals in addition to getting the best deal possible.

A high level tax sanity check will highlight any prohibitory tax costs and outline the balance between tax base, business fundamentals, and potential incentives and grants.

Our software tool will benchmark credit and incentive deals awarded locally for similar projects. These deals may offset location-al liabilities, but they cannot make up for core weaknesses, so we advise our clients to use a balanced approach considering the use of incentives.

With over 20 years' experience, our experts have served the needs of a diverse group of companies that includes The Boeing Company, Lenovo, Cabot Corp, JP Morgan Chase, US Bancorp, Atlas Copco, Morgan Stanley, HCA The Healthcare Company, BlueCross BlueShield, Biogen IDEC, Shell, Philips, Electrolux, HB Fuller, Appvion, John Deere, Johnson Controls, Knowles, Appnovation Technologies, and ING.

ICA is a global management advisory firm based in Amsterdam and Boston specializing in corporate location advisory, Supply Chain Management, market entry, incentives advisory, free zone development, economic development strategies, investment promotion strategies, FDI advisory and training & seminars. ICA offers customized, effective solutions matching its clients' needs through a combination of analytical industry expertise and stakeholder management.



ICA's global team of multi-disciplinary professionals has worked on numerous projects across all continents, either on behalf of its growing portfolio of corporate clients or as strategic advisor to governmental organizations. ICA is also the founder of two successful software products: LocationSelector.com and ICAncentives.com (now known as IncentivesMonitor.com).