

EXPORT
URUGUAY
TO THE WORLD

ATTRACT
PRODUCTIVE
INVESTMENT

PROMOTE
OUR
COUNTRY BRAND

SUPPORT
EXPORTING
SMES

IMPROVE
THE BUSINESS
CLIMATE

GENERATE
STRATEGIC
INFORMATION



Uruguay XXI

INVESTMENT, EXPORT AND COUNTRY
BRAND PROMOTION AGENCY

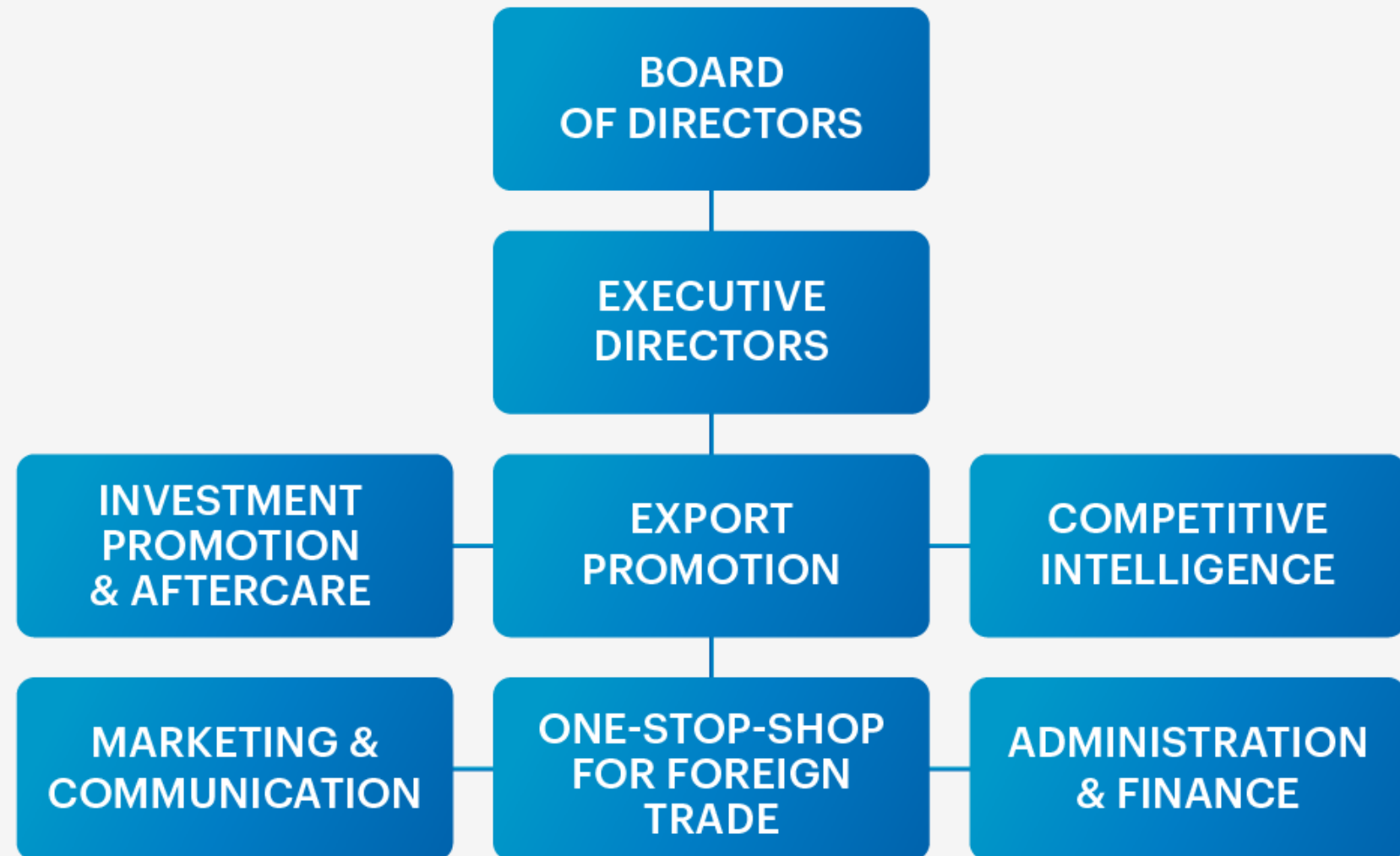
OUR ROLE

ABOUT US



We are the agency responsible for the promotion of exports, investments and country brand.

ORGANIGRAMME



INVESTMENT PROMOTION & AFTERCARE

POSITION URUGUAY AS AN ATTRACTIVE DESTINATION
FOR PRODUCTIVE INVESTMENTS

INVESTMENT ATTRACTION PROCESS



PROMOTION

- Prospecting
- Events and promotional materials



MANAGEMENT

of investment opportunities



LANDING & AFTERCARE

- Concretion
- Policy advocacy



PROJECT PORTFOLIO

- Companies and projects seeking foreign investment

INVESTMENT PROMOTION & AFTERCARE

ATTRACT INVESTMENT



WE ORGANIZE VISITS TO THE COUNTRY FOR FOREIGN INVESTORS

It includes the preparation of customized agendas with meetings with public authorities, vendors, potential partners and business chambers.



WE PREPARE CUSTOMIZED BUSINESS INFORMATION

Macroeconomic data of the country, labor market, taxes, legal aspects, investment incentive programs, location, set-up costs, among others.



WE PROMOTE INVESTMENT OPPORTUNITIES

IDB- Impact of FDI

Objectives:

- Measure the impact of FDI on the local economy (Uruguay) and spillovers effects with local SMEs
- Evaluate the direct impacts of FDI promotion (Uruguay XXI)

Information for IDB:

- i. Micro data at firm level (Tax Office) and Database of foreign firms installed in Uruguay (Uruguay XXI).
- ii. Micro data at firm level of assistance received from Uruguay XXI (CRM – Uruguay XXI)
- iii. Micro data at firm-signature level (Tax Office).
- iv. Micro data of commerce at a transactional level (Uruguay XXI from Customs)

Learned Lessons

- ✓ Most IPAs are public private agencies. This autonomy has pros and cons:
 1. We are flexible agencies that can carry out our promotion activities more efficiently.
 2. We have limited access to the administrative public information.


We must discuss about the best institutional design that allow IPAs getting access to this information in a systematized way.

- ✓ Most IPAs are **financed with public funds**, so we must inform and show the results (also we are audited). IPAs should:
 1. *Have a friendly system for registration (CRM), in order to register accurately all the assistance given to the firms.*
 2. *Define the best set of indicators: Activities, Results and Impact*
 3. *Impact Evaluation? It is better to do internally or outsource? ...*

Learned Lessons

- Few years ago, there was no information about impact evaluation for IPAs in LATAM
- “Making the invisible visible” is the FIRST study with information about LATAM IPAs (Deep analysis based on a survey)
- Some interesting findings:
 1. LAC IPAs have **less targeted promotion strategies** than their OECD counterparts
 2. LAC IPAs have **broad networks of interinstitutional collaborations**
 3. LAC IPAs have **less-developed evaluation approaches** than their OECD counterparts
- “Making the invisible visible” is the FIRST study with results of impact evaluation of FDI in LATAM (based on empirical evidence).
- “Making the invisible visible” is the FIRST impact evaluation for Uruguay IPA: UruguayXXI is an effective IPA in attracting FDI

The future of IPAs

- 1. Covid pandemic change the strategies of attracting FDI of the IPAs: we must turn to digital.**
 - 2. Improve promotion strategies to increase their effectiveness in a more uncertain context by making them evidence-based.**
 - 3. Optimize resources: Human Resources, Budget, and new strategies to approach foreign investors...**
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IDB- Quantitative Intelligence for investment generation

- ✓ First step for Investment generation (IPA's role) : Identify target companies.
- ✓ Traditional approach based on available information and knowledge and experience of IPA's experts.
- ✓ Usually, information is manually processed.

New approach

- ✓ Apply statistical methods for optimizing the selection of targeting companies.
- ✓ Evaluate the impact of these methodology randomizing treatment.

IDB Quantitative Intelligence for investment generation

Implications

- ✓ Take advantage of huge availability of new technologies and microdata to better inform, guide, and facilitate their promotional efforts.
- ✓ Systematize process.
- ✓ Focus on companies, sectors and countries with stronger probability of investing on our country.

Results

- ✓ Work in progress..

THANKS!



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