



**World Free Zone Convention in co-operation with
Investment Consulting Associates (ICA) & TPA Global Alliance
presents**

2 ½ day Training Course

**Monday 23rd March to Wednesday 25th March 2009
Amsterdam, The Netherlands**

**Supply Chain Management Master Planning and
Special Economic and Industrial Development Zones**

International distribution and logistics in the 21st Century will be like at no other time. Thomas Friedman argues in his international best seller that today's globalisation 3.0 is characterised by a greater number of 'participants' (i.e. localities and individuals) that are participating in the global economy and that it is driven by greater (inter)connectedness in which the level playing field has 'flattened'.

To what extent is this experienced by multinational corporations and their senior management if at all? The rapid economic growth in many emerging markets sees more players participating in the global economy yet little harmonisation or flattening of the global level playing field in investment decisions and optimisation of global supply chains. In practice corporate executives face a much more complex process of globalisation through Foreign Direct Investment (FDI) and corporate supply chains.

The recent globalisation of international supply chains has resulted in an immense increase in the volumes of the cross-border flows of goods. The development of a responsive and efficient supply chain is now a strict requirement for companies involved in international trade. Optimisation of the supply chain may also result in realising enormous savings in the area of indirect taxes. Companies are becoming more aware of opportunities which may exist under free trade agreements, any duty planning techniques allowed by the relevant authorities and the postponement and/or avoidance of the payment of indirect taxes by using foreign trade zones/ports. Companies are also looking for the most favourable use of other available trade facilitating procedures.

World Free Zone Convention (www.freezones.org) & **Investment Consulting Associates – ICA & TPA Global** (www.ic-associates.com, www.tpa-global.com & www.locationselector.com),

leading international consultants in supply chain management and corporate investor location, have teamed up to offer a unique opportunity to learn from experts who will share their experience and knowledge with participants.

Objectives

This new tailor made 2 ½ day training course will provide participants to focus on SCM within their own organisation's strategies. They will gain an overview of some of the most recent developments in FDI and global SCM and develop an understanding of concepts and elements of integrated corporate supply chain management from a corporate perspective.

At the end of the workshop participants will be able to better integrate SCM principals in their investment promotion and aftercare strategies and tailor them to corporate needs. They will be better equipped in acting as advisors to corporate investment executives managing supply chains. The workshop requires active participation.

Training tools

Presentations, case studies, best practices, FDI software, role play, exercises and panel discussions.

**This training programme will be held at the
NH Doelen Hotel in central Amsterdam**

Programme

Day One - Monday 23rd March 2009

Opening Remarks by WFZC and the Presenters

Afternoon Session Trends in global FDI and SCM during the economic downturn

The economic crisis will definitely influence the volume and structure of (future) global Foreign Direct Investment (FDI) flows. Not only are companies postponing FDI projects, many multinational corporations are also looking at ways to improve their working capital by restructuring and optimising their global supply chains. On the other hand are countries and regions experiencing a change in the competitiveness and attractiveness of their FDI environment?

- ✚ What are some of the recent trends in global FDI flows and can we make predictions about the future?
- ✚ What are some of the key issues in corporate supply chain management and optimisation?
- ✚ How do firms make international investment decisions and optimise supply chains?
- ✚ What are key location drivers and have they changed over the last two years?
- ✚ When and where do supply chain and logistics issues play a central role?

Evening Consultant Clinics: One-to-one meetings with key experts

Day Two - Tuesday 24th March 2009

Morning Session Integrated SCM & global sourcing

Today's global markets have made the corporate supply chain and the decision to “make or buy” increasingly multi dimensional and more complex than ever to manage. SCM and global sourcing are also increasingly critical to the success and competitiveness of multinational companies. Improving and optimising supply chains increasingly requires a multi disciplinary and integrated approach.

- ✚ Which corporate and macro economic events trigger supply chain and sourcing strategies?
- ✚ What are best practice examples of successful SCM and global sourcing?
- ✚ How does an integrated and multi disciplinary approach to SCM look like?
- ✚ Which aspects are critical for corporate supply chain optimisation?

This session focuses on how multinational enterprises (MNEs) structure and manage their supply chains from an economic, operational and tax perspective.

Afternoon Session Customs

Companies operating on a global scale increasingly pay attention to customs and international trade regulations. Companies realise that local, regional and also global control of the related indirect tax function could result in the avoidance of risks and also related costs will become more manageable and measurable. Under the current economic conditions the slightest cost savings opportunity will be of competitive significance.

- ✚ How and why do multinational companies take account of customs and international trade regulation?
- ✚ How do companies manage risks and costs associated with indirect taxes?
- ✚ What are some of the requirements multinational companies look for in trade regulation at a national, regional and global policy level?
- ✚ What are the current international security and safety guidelines and multilateral initiatives?
- ✚ Which requirements should companies meet to qualify as a trusted party?

This session will particularly focus on the international security and safety framework and the way it has been implemented by certain customs jurisdictions around the world.

Evening

Consultant Clinics: One-to-one meetings with key experts

Tour of Amsterdam (*optional*)

Day Three - Wednesday 25th March 2009

Morning Session Investment promotion from a supply chain angle

The techniques and rules of the game in investment promotion have changed substantially over the last 5 years. Many companies have become reluctant about *Investment Promotion Intermediaries* and often see them as providers of *subjective* information.

- ✚ What are some tips and techniques to counter the image companies have of investment promotion?
- ✚ What makes a successful pitch for new foreign investors?
- ✚ How and which supply chain and logistic aspects do we integrate in our value proposition?
- ✚ What facilitates the communication between investors and free zones?
- ✚ How to become a sparring partner for corporate executives managing international investment projects?

This session shares best and worst practices from investment promotion intermediaries around the world. It introduces concepts and strategies to become more successful in attracting FDI.

Afternoon Session Aftercare as an important reservoir for FDI in the current economic crisis

FDI by existing investors is often neglected as an important source of FDI in any location. In some countries more than 50% of FDI is conducted by existing investors through re-investments, diversification or expansion projects. If set up correctly aftercare strategies, or investor servicing strategies – the equivalent of Customer Relation Management (CRM) practices in marketing – can play an important role in generating more FDI in a specific country or region. It is not only more cost effective to increase the existing level of FDI, existing investors are often used as 'testimonials' or 'ambassadors' in the last phase of site selection projects by new potential investors.

- ✚ What makes a successful aftercare strategy?
- ✚ Best and worst practices of aftercare strategies among investment promotion organisations
- ✚ How to set up and manage an aftercare department?

The objective of this session is to further develop and enhance aftercare strategies and to provide concepts and input for IPAs and IPIs to serve and assist their clients in making competitive investment decisions. Illustrations and case studies will be provided that can assist IPIs in managing and setting up their own aftercare departments.

Participants will be provided with

- ✚ FDI software
- ✚ Certificate of Completion of Course
- ✚ One to one 'clinics' as required
- ✚ Mid-session refreshments and all lunches with soft drinks
- ✚ Full printed documentation

About the participating firms

Investment Consulting Associates (ICA) is an independent adviser for multinationals optimising their global supply chains and location portfolios. ICA also supports governments in building their Foreign Direct Investment (FDI) and economic development strategies. ICA combines strategic advice with web based FDI software applications. Our global network covers: Europe, North America and Asia-Pacific. Through our global network and multi-disciplinary approach we can assist our clients with an integrated package of service offerings. Our pragmatic approach and state of the art software financial analysis tools creates measurable benefits and savings in all our projects. A complete overview of our integrated service offering can be found on our website: www.ic-associates.com or www.locationselector.com

Transfer Pricing Associates (TPA Global) is an independent and specialist provider of expert transfer pricing, tax valuation services, customs and integrated SCM services, headquartered in Amsterdam and with offices and coverage in over 25 countries around the world. We pride ourselves globally of being able to provide high quality advice and assistance to multinationals of all sizes, wherever they are located. For more details of our innovative services, please visit our website at: www.tpa-global.com

ABOUT THE PRESENTERS



Douglas van den Berghe **Managing Partner**

Professional Background

- Douglas is founding partner of Investment Consulting Associates (ICA)
- 10 years experience in SCM, location optimisation and Foreign Direct Investment (FDI) advice
- Previous experience includes Ernst & Young – International Location Advisory Services (Amsterdam) United Nations and KPMG
- Douglas is a visiting professor at the Erasmus University Rotterdam - Rotterdam School of Management (RSM)
- Douglas has a PhD degree in Business Administration, a MA in Political Science and a BSc. in Economics.

Proven Track Record

- Advised in establishing a new manufacturing facility and DC of a leading US chemical company. Reduced supply chain costs of more than 15% and improved the quality of service delivery
- FDI policy reviews and Investor Guides for a number of countries in Africa and Eastern Europe
- Successfully assisted a large number of IPAs in setting up aftercare and investor servicing departments as well as develop economic impact analysis.

Capabilities

- Developed locationselector.com a location benchmarking tool for ICA's corporate and governmental clients
- Involved in numerous global relocation and location optimisation restructuring projects for multinational corporations
- Extensive knowledge of location selection strategies, and supply chain optimisation strategies in business restructuring
- Global knowledge of investment promotion strategy building
- Providing hands on advice and support in stakeholder management and implementation of projects in different business environments
- Industry expertise: automotive, chemical, oil & gas, financial services and IT
- Countries of work experience: EU-27, Central America, Albania, Australia, China, Ghana, India, Mexico, Senegal, Saudi Arabia, Tanzania, United Arab Emirates and United States
- Douglas has been involved as an adviser to many international organisations like: UNCTAD, OECD and World Bank Group.



Hans van Dijk, Partner

Professional Background

- Hans is a partner with TPA, where he is responsible for the Dutch and international Customs practice and setting up TPAs global customs network
- During the past 19 years, Hans has worked as director of the Customs & International Trade Group of one of the Big 4 in The Netherlands and specializes in European Community Customs law. He has dealt with many customs valuation appeal procedures and the implementation of customs arrangements. Hans also represented his clients on a national and European Commission level. His clients can be found in the full spectrum of the industry. Hans has been involved in SOX reviews and frequently performed customs related risk and gap analysis.

Proven Track Record

- Hans has been a Member of the Big 4's Transfer Pricing/Tax Effective Supply Chain Management Group during the last ten years. In 2007 he has also developed an AEO review program which deals with the reviews of companies, who want to participate in the Authorized Economic Operator program of the European Union
- Hans has successfully managed a large number of corporate supply chain management projects over the last 15 years.

Capabilities

- Hans is a member of the Dutch Single European Authorization platform, which he established in 1999. The platform is aimed at the exchange of information and consists of the customs, statistics and VAT authorities and more than 15 multinationals. The participating MNCs have set up or are in the process of setting up cross-border European customs licenses
- Hans successfully established the first European Customs and VAT Desk of any of the Big 4 in New York in 1990. He has been the Director of the New York Desk until Mid-1995. He has served numerous US multinationals doing business in Europe and he coordinated many European customs and VAT reviews on behalf of these clients
- Since his return in The Netherlands in 1995 Hans continued to coordinate full-scale European-wide customs and VAT reviews for clients. He has served as the coordinator for North and South-American projects and also acted as the coordinator in Europe for full-scale customs reviews for Japanese clients
- Before joining one of the Big 4 Hans worked for the Ministry of Finance in The Netherlands. During the last two years with the government, he acted as a Tutor of the Postgraduate Training Institute of the Ministry of Finance for Indirect Taxation in The Hague.



Michel Sijmonsbergen, Partner

Professional Background

- Michel is a founding member of TPA
- 11 years full-time in transfer pricing services
- Previous experience includes Ernst & Young Transfer Pricing (Amsterdam and Chicago) for 5 years and Deloitte International Corporate Tax for 2 years
- Michel is a guest lecturer at the University of Groningen
- Member of Institute of Directors, American Chamber of Commerce and the Dutch Association of Tax Advisors
- Michel has a degree in fiscal law from the University of Groningen.

Proven Track Record

- Achieved tax and transfer pricing integration projects for two US and European stock quoted companies, with tax savings of approximately USD 40 million
- Involved in numerous intellectual property portfolio restructuring for financial and TP purposes - Testimonials from clients
- Managed numerous international corporate supply chain optimisation (tax and economic) projects.

Capabilities

- Able to draw on a deep knowledge on the specific transfer pricing issues around business restructuring such as value chain optimisation and post-merger acquisitions
- Design, implementation and documentation of transfer pricing systems for multinationals, particularly global treasury functions
- Special focus on the Internet, Consumer Electronics, Medical Devices and Publishing industries
- Establishing allocation systems for centralised services
- Providing advice on the transfer pricing aspects of business restructuring including due diligence
- Providing litigation support in transfer pricing disputes.



Steef Huibregtse, Global Partner & CFO

Professional Background

- Steef has been a leading transfer pricing partner with a wide reputation in the area of transfer pricing strategy, risk management, design, documentation and implementation services. His expertise covers more than 40 countries, which includes his involvement in numerous Advanced Pricing Agreement negotiations
- Steef is the founding member of TPA
- More than 20 years of experience in the area of international tax and transfer pricing consulting
- Previous experience includes PricewaterhouseCoopers and Ernst & Young, where he worked as a transfer pricing partner on global and regional projects
- Steef frequently lectures and publishes articles on transfer pricing issues
- Steef is a member of the Business Advisory Group to the OECD's Joint Working Group on business restructuring
- Steef has a degree in fiscal economics from the University of Rotterdam.

Proven Track Record

- Developed Global Transfer Pricing Risk Management Tool available to TPA clients.
- Involved in more than 1,000 regional and global transfer pricing studies
- Developed a Global Benchmark Platform.

Capabilities

- Steef has worked in a wide variety of industries, including automotive, fast moving consumer goods, financial services, pharma and biotech, medical devices, oil & gas, etc.
- His technical skills include valuation of intangibles, transfer pricing aspects of business restructuring, APA's and dispute resolution. He leads TPA's global practise on transfer pricing risk management
- Project leader on global transfer pricing projects
- From 1987, he developed a focus on transfer pricing, through transfer pricing secondments in Frankfurt, London and Washington DC.

Partners



Participants from more than 110 countries have attended WFZC meetings in the past eight years!

WFZC The No 1 Meeting Place for the World's Free Zones

TO: WORLD FREE ZONE CONVENTION

Please register the following to the March 2009 Training Course

Supply Chain Management Master Planning and Special Economic and Industrial Development Zones

Send by Fax to +44 870 131 9578 (Please photocopy this form for each delegate)

First Name	Last Name	Position
Organisation	Abbreviation	
Address	P.O.Box	
City	Postcode	Country
Telephone	Fax	Email
Contact name	Position	Contact email

ADMINISTRATIVE DETAILS

Dates of Course Monday 23rd/Tuesday 24th/Wednesday 25th March 2009

Hotel accommodation A number of rooms have been reserved at the NH Doelen Hotel, Amsterdam Single/Twin/Double rooms 110.25€ per night inclusive of city tax. Breakfast 19€ per person Tel : +31 20 5540600 Website: www.nh-hotels.com/nh/en/hotels/the-netherlands/amsterdam/nh-doelen.html

When you register you will receive a booking form to fax direct to the hotel to reserve your room at the special rate.

Fees 1750€ **Discounts** A 15% discount for each second and subsequent delegate from the same organisation is available, or a 15% discount for each delegate from LDC status countries. Only one discount may be applied for each delegate. ON RECEIPT OF YOUR REGISTRATION WE WILL FORWARD OUR INVOICE FOR PAYMENT BY BANK TRANSFER OR CHEQUE. FEES ARE PAYABLE IN ADVANCE – THE ORGANISERS RESERVE THE RIGHT TO REFUSE ADMISSION IF PAYMENT HAS NOT BEEN RECEIVED. *Please contact us before the event if for any reason you have not received written acknowledgment of your registration.*

Visa Support Delegates who need visa support letters should register as early as possible to the WFZC secretariat being sure to give their passport information on the application form as requested.

Terms and Conditions Our full terms and conditions including Cancellation Policy are on www.freezones.org

Signed..... Date 2009

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