

IAIP INVESTMENT PROMOTION AND MOBILIZATION STRATEGIES – NATIONAL REPORT (YIRGALEM, BULBULA, AND BURE)

Phase 1 – final report

Report prepared by FDI Center for UNIDO

TABLE OF CONTENTS

	EXECUTIVE SUMMARY	5
1.	INTRODUCTION	10
2.	METHODOLOGY	13
3.	INVESTOR TARGETING	20
	3.1 YIRGALEM IAIP, SIDAMA REGION	21
	3.1.1 LONG-LIST OF FOCUS AREAS	23
	3.1.2 EVALUATION OF FOCUS AREAS	26
	3.1.3 RECOMMENDED FOCUS AREAS	33
	3.1.4 TARGET GROUP ANALYSIS	35
	3.2 BULBULA IAIP, OROMIA REGION	54
	3.2.1 LONG-LIST OF FOCUS AREAS	56
	3.2.2 EVALUATION OF FOCUS AREAS	59
	3.2.3 RECOMMENDED FOCUS AREAS	65
	3.2.4 TARGET GROUP ANALYSIS	67

TABLE OF CONTENTS

	3.3 BURE IAIP, AMHARA REGION	<u>84</u>
	3.3.1 LONG-LIST OF FOCUS AREAS	<u>86</u>
	3.3.2 EVALUATION OF FOCUS AREAS	<u>89</u>
	3.3.3 RECOMMENDED FOCUS AREAS	<u>95</u>
	3.3.4 TARGET GROUP ANALYSIS	<u>97</u>
	3.4 INVESTOR TARGETING TECHNIQUES	<u>117</u>
4.	INVESTMENT PROMOTION AND LEAD GENERATION	<u>128</u>
	4.1 YIRGALEM IAIP, SIDAMA REGION	<u>129</u>
	4.2 BULBULA IAIP, OROMIA REGION	<u>144</u>
	4.1 BURE IAIP, AMHARA REGION	<u>158</u>
5.	INVESTMENT FACILITATION	<u>170</u>
6.	CONCLUSION	<u>190</u>
	ANNEX	<u>192</u>

LIST OF ABBREVIATIONS

Abbreviation	Meaning	Abbreviation	Meaning
AiIB	Amhara Industry and Investment Bureau	IPA	Investment Promotion Agency
ACPZ	Agricultural commodities Procurement Zone	MoA	Ministry of Agriculture
ATA	Agricultural Transformation Agency	MoTI	Ministry of Trade and Industry
B2B	Business to Business	OIC	Oromia Investment Commission
CAGR	Compound Annual Growth Rate	OIPDC	Oromia Industrial Parks Development Corporation
EIC	Ethiopian Investment Commission	RIC	Regional Investment Commission
EMPIA	Ethiopian Milk Processor Industry Association	RIPDC	Regional Industrial Parks Development Corporation
ERCA	Ethiopian Revenue & Customs Authority	RTC	Rural Transformation Center
EU	European Union	SME	Small and Medium-sized Enterprises
FAO	Food and Agriculture Organization of the United Nations	SNNPR	Southern Nationals Nationalities and Peoples Region
FDI	Foreign Direct Investment	SIC	Sidama Investment Commission
FTE	Full-time Equivalent	TBD	To be determined
GiZ	German Corporation for International Cooperation	UNIDO	United Nations Industrial Development Organization
GoE	Government of Ethiopia		
IAIP	Integrated Agro-Industrial Park		
IFC	International Finance Corporation		
ILO	International Labour Organization		

EXECUTIVE SUMMARY

This report represents the second deliverable of our project to assist the United Nations Industrial Development Organization (UNIDO) with the preparation of an Investment Promotion and Mobilization Strategy for three pilot-Integrated Agro-Industrial Parks (IAIPs) in Ethiopia. The selected parks are Yirgalem (Sidama – previously in SNNPR), Bulbula (Central Eastern Oromia), and Bure (Southwest Amhara).

This document represents the final deliverable for phase 1 and includes the assessments and recommendations on investor targeting, investment promotion and lead generation, and investment facilitation the Yirgalem, Bulbula, and Bure IAIPs.

Yirgalem IAIP, Sidama region

The Yirgalem IAIP has been officially inaugurated in March 2021. According to UNIDO (2021) The park had a total investment of over US\$60 million and is expected to create 100,000 direct jobs and more than 400,000 indirect jobs. With a total area of 294 ha, the IAIP has already 11 investors established, including the Sunvado Avocado Oil Company, Doely Processing, and Hebron Coffee.

The assessment highlighted avocado oil production, coffee processing, and pineapple processing as the target groups with the highest potential at the moment to attract domestic and foreign investors to the Yirgalem IAIP. A target group refers to a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. The selection of the previously mentioned target groups is the result of extended research conducted by FDI Center, which included several interviews with key stakeholders as well as depth research. It is important to note that targeting these three sectors does not mean that there is no potential to attract investments from other sectors. There are additional target groups with positive trends and may have the potential for attracting investment in the near future.

Given current feedstock supply opportunities, our assessment suggests that the Yirgalem IAIP has the potential to attract two new avocado oil production facilities, three new coffee processing facilities, and one pineapple processing facility. These investments would create sustainable opportunities for the community, generating new direct jobs and transferring knowledge to the region.

The potential to attract more investments can be higher, if investors engage in investments in their own plantation or agricultural extension with farmers or if the local farmers and cooperatives will be able to increase the supply of raw materials in the future.

Yirgalem IAIP, Sidama region (continued)

We recommend focusing mainly on the following countries for the international investment promotion and attraction efforts of the EIC:

- Avocado oil production: the US, China, India, and New Zealand.
- Coffee processing; Italy, Switzerland, Germany, and Brazil.
- Pineapple processing: the US, Costa Rica, and Thailand.

We recommend the Sidama Investment Commission (SIC) to focus on promoting these opportunities to domestic investors in Ethiopia.

Bulbula IAIP, Oromia region

The Bulbula Integrated Agro-Industrial Park (IAIP) has been officially inaugurated in May 2021. With a total area of 271 ha, the park is expected to create 100,000 direct jobs once fully operational.

The assessment highlighted tomato processing, dairy processing, and the production of bakery products as the target groups with the highest potential at the moment to attract domestic and foreign investors to the Bulbula IAIP. A target group refers to a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. The selection of the previously mentioned target groups is the result of extended research conducted by FDI Center, which included several interviews with key stakeholders as well as depth research. It is important to note that targeting these three sectors does not mean that there is no potential to attract investments from other sectors. There are additional target groups with positive trends and may have the potential for attracting investment in the near future.

Given current feedstock supply opportunities, our assessment suggests that the Bulbula IAIP has the potential to attract at a minimum three new tomato processing facilities, two new dairy processing facilities, and two bakery product facilities. These new investment projects would create sustainable opportunities for the community, generating new direct jobs and transferring knowledge to the region.

Bulbula IAIP, Oromia region (continued)

The potential to attract more investments can be higher, if investors engage in investments in their own plantation or agricultural extension with farmers or if the local farmers and cooperatives will be able to increase the supply of raw materials in the future.

We recommend focusing the investment attraction efforts on the domestic market as well as the following countries for the international investment promotion and attraction efforts:

- Tomato processing: the US, China, Italy, Spain, and Turkey.
- Dairy processing: the US, Canada, Switzerland, Netherlands, France, and China.
- Production of bakery products: the US, France, Germany, and the UK.

The OIC is recommended to promote proactively these opportunities to domestic investors in Ethiopia.

Bure IAIP, Amhara region

The Bure Integrated Agro-Industrial Park (IAIP) has a total area of 260 ha and has been officially inaugurated on February 7, 2021

The assessment highlighted avocado oil production, coffee processing, and pineapple processing as the target groups with the highest potential at the moment to attract domestic and foreign investors to the Bure IAIP. A target group refers to a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. The selection of the previously mentioned target groups is the result of extended research conducted by FDI Center, which included several interviews with key stakeholders as well as depth research.

It is important to note that targeting these three sectors does not mean that there is no potential to attract investments from other sectors. There are additional target groups with positive trends and may have the potential for attracting investment in the near future.

Given current feedstock supply opportunities, our assessment suggests that the Bure IAIP has the potential to attract two new dairy processing facility, two new livestock processing facilities, and three maize processing facilities. These investments would create sustainable opportunities for the community, generating new direct jobs and transferring knowledge to the region.

Bure IAIP, Amhara region (continued)

The potential to attract more investments can be higher, if investors engage in investments in their own farms or agricultural extension with farmers or if the local farmers and cooperatives will be able to increase the supply of raw materials in the future.

We recommend focusing the investment attraction efforts on the domestic market as well as the following countries for the international investment promotion and attraction efforts:

- Dairy processing: the US, Canada, Switzerland, Netherlands, France, and China.
- Livestock processing; the US, Brazil, India, China, and Australia.
- Production of maize consumer goods: the US, UK, and Brazil.

The Amhara Investment Commission is recommended to focus on promoting these opportunities to domestic investors in Ethiopia.

All the action plans are intended to be practical and mix digital and in-person activities to position Ethiopia, and particularly the Bure IAIP, as an attractive and suitable location for potential investors.

We also provide key investment targeting techniques for the investment attraction teams at the EIC, RIPDC, and the RIC. These techniques focus mainly on a proactive and an effective investor targeting approach, which includes four steps / phases (i.e., identifying companies with the greatest potential for investment; qualifying companies by obtaining information related to the business and company's main strategic plans, including recent investments and key contacts; establishing the first contact to verify potential and generate interest; and finally a monitoring phase that enables further contact and provides value and builds a relationship).

The investment facilitation section provides information on the roles for each relevant institution (e.g., the EIC, RIPDC, RIC, among others) as well as information on the one-stop-shop (OSS), which should make administrative procedures easier for investors. We consider the RIPDC should coordinate and lead the OSS

1. INTRODUCTION

This report is the final deliverable of phase 1 in the project to assist the United Nations Industrial Development Organization (UNIDO) with the preparation of an Investment Promotion and Mobilization Strategy for three pilot-Integrated Agro-Industrial Parks (IAIPs) in Ethiopia. The selected parks are Yirgalem (Sidama – previously in Eastern SNNPR), Bulbula (Central Eastern Oromia), and Bure (Southwest Amhara).

This document follows an interim report submitted previously by FDI Center on March 3, 2021, which provided the initial outcomes of our research and suggested the key focus areas to analyze further for each park. The delay in obtaining feedback from each relevant stakeholder (i.e., EIC, RIPDC, and the RIC) caused a delay not anticipated in the project. However, on April 23, we received confirmation from UNIDO’s team to continue with the remaining steps of phase 1. This report includes all the changes discussed with UNIDO’s team and all the relevant stakeholders during March and April as well as in July 2021. Further, this report has been discussed and received final endorsement by UNIDO and all relevant regional and national stakeholders during the virtual validation workshop “Pilot-IAIP investment promotion strategy validation workshop” held on July 15, 2021.

Section 2 describes our methodology for identifying and analyzing the focus areas as well as the target groups and the action plan presented in this document. The approach for identifying and selecting target groups for investment promotion is taking the location strength, the international and domestic investment activities as well as the additional benefits for the region (e.g., linkages, technology transfer into account). The methodology for developing the action plans is based on the need to develop highly practical and actionable roadmaps for investment promotion. They are based on a mix of digital and in-person activities taking the capacity of both the Ethiopian Investment Commission (EIC) and the Regional Investment Commissions (RIC) into account.

Section 3 comprises four (4) subsections for each IAIP. It starts by describing a long-list of focus areas identified and analyzed for each IAIP and associated RTCs. A focus area comprises commercial or industrial activities that can be grouped together based on shared characteristics, such as the use of similar inputs or raw materials. An evaluation of each focus area is presented in the following sub-section. This assessment was conducted based on three key criteria:

- Location strength: does the IAIP provide specific advantages (e.g., local commodities or training programs) for a potential project in the focus area?
- Investment potential: are there domestic and FDI projects taking place in the focus area?
- Benefits for the region: to what extent would a new investment project in this focus area bring additional benefits (e.g., technology transfer, development of linkages) to the region?

Based on our evaluation, we provide our recommendations of key focus areas with the highest potential to attract domestic and foreign investments to each IAIP and associated RTCs. These focus areas are assessed further to obtain strategic target groups in the following sub-section. Please note that a target group is defined as a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. These target groups will serve as the targeted audience for the action plans for implementing the proactive investment promotion strategy. Finally, section 3.5 describes key investment targeting techniques for the investment attraction teams at the EIC, RIPDC, and the RIC.

Section 4 focuses on investment promotion and lead generation. It provides a comprehensive action plan for each target group. The action plans are aimed to be as practical and actionable as possible. We were taking the capacity of the EIC and the RICs into consideration when developing the action plans. The EIC and RICs may want to implement the action plans entirely or just parts of the plans to complement their existing activities. This may also depend on the EIC and RICs' financial capacity. Where possible we provided our estimates of the financial cost involved for each recommended activity.

Section 5 highlights crucial investment facilitation aspects to consider for attracting domestic and foreign investments to the parks. It provides detailed recommendations for handling and responding to investor enquires as well as organizing site visits.

Finally, section 6 provides the conclusions of this phase.

The research and analysis for this report was conducted in April and May 2021. A list of all interviews and sources is provided in the annex.

2. METHODOLOGY

Overview

The following slides describe the methodology used for the phase 1 report. The methodology section is split into two main parts:

- Identifying focus areas and target groups: the target groups serve as the basis for overall investor targeting. This includes targeting source countries as well as specific companies. Further, the target group evaluations lead to the development of key-value positions for each target group of potential investors which serves as the basis of any branding activities.
- Developing action plans: the action plans provide a detailed roadmap for implementing the investment promotion and lead generation campaign. This includes domestic as well as international outreach campaigns in person and through digital platforms.

Focus areas – Rationale

First, we collect an extensive long-list of focus areas that constitute potential investment opportunities for each IAIP. These opportunities have been collected based on our assessment of the region, which included:

- Existing reports provided by stakeholders.
- Interviews with organizations and stakeholders such as UNIDO, FAO, ILO, GiZ, Italian Agency for Development Cooperation, and the EU.
- Additional desk research by FDI Center’s team.

A “focus area” refers to specific business activities (i.e., a specific stage within a value chain) in the agro-industrial or support industry sector. These focus areas are either:

- Opportunities arising from the locally available commodities, or
- Support industries for the larger agro-industrial cluster.

The long-list of focus areas aims to capture the universe of relevant investment opportunities for this park. For identifying the most attractive focus areas for each park, we evaluate each focus area in order to arrive at a short-list of the most attractive ones. The rationale behind this is:

- Focus on opportunities with short-term investment potential. Not all the value chains are far enough developed to attract investments in the near future. We recommend focusing on specific opportunities that can yield projects soon.
- Actionable with the given capacity of the implementing agencies. Focusing on a limited number of focus areas will enable the implementing agencies to put their resources to best use and to implement the strategy in its entirety.
- Clear value propositions. Developing a focused short-list of focus areas will allow us to analyze the requirements of firms active in these focus areas in more detail and understand the degree to which the respective IAIP meets these requirements. This will highlight the clear location strengths relevant to the firms active in these fields and provide relevant arguments for approaching potential investors.

Following approval of the selected short-list of focus areas by the relevant stakeholders, we will conduct a detailed analysis of each short-listed focus area and determine the respective target groups of potential investors in these focus areas to which the park should be proactively promoted.

Focus areas – Evaluation and short-listing

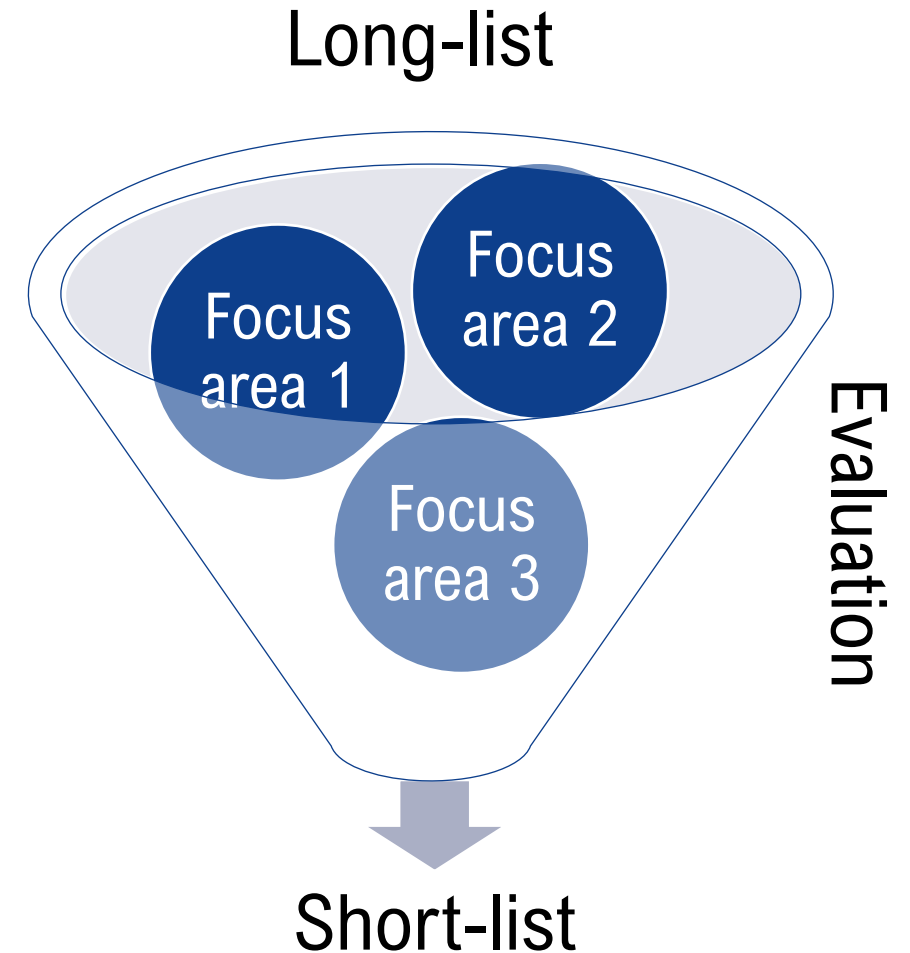
The focus areas in the long-list are evaluated along three dimensions:

- Location strength: does the IAIP provide specific advantages (e.g., local commodities or training programs) for a potential project in the focus area?
- Investment potential: are there domestic and FDI projects taking place in the focus area?
- Benefits for the region: to what extent would a new investment project in this focus area bring additional benefits (e.g., technology transfer, development of linkages) to the region?

Each focus area is scored along these three dimensions on a scale from one to five, being one the lowest possible ranking and five the highest ranking. It is important to highlight that these three variables are dynamic, which means that our assessment is based on the current situation that a potential investor will face as of February 2021, and it can change in the future. For instance, there are several interventions by the development sector taking place in the value chains in Ethiopia. This will influence the evaluation of the location strength and the benefits for the region over time. Some focus areas show the potential for significant improvement in certain scores in the near future – these are marked with a (+) behind the score.

Some of the focus areas show the same characteristics and have been bundled together for the general analysis and scoring.

In the detailed analysis of the short-listed focus areas, we might need to further bundle or unbundle focus areas depending on the outcomes of the research.



Target groups – Evaluation

For each IAIP a long-list of focus areas were assessed to determine those with the greatest potential for attracting domestic and FDI to the respective IAIP and the associated RTCs. The three focus areas that appear to have the greatest potential for investment attraction were selected for further analysis.

These focus areas were evaluated further to identify specific target groups. A target group is defined as groups of companies that share similar characteristics with respect to their activities, operations, and investment potential. Our detailed assessment of each focus area allowed us to better understand the requirements of the companies and the fit to the respective IAIP based on the following factors:

- *Characteristics of the target group* – how large is the target group? What types of companies dominate the group? Where are the key players based?
- *Growth trends and drivers* – how quickly is the target group growing? What are the key factors behind this growth?
- *Investment trends and drivers* – is growth translating into investment? What types of investments are companies making and where?
- *Requirements for an investment project* – what are the main operational and location requirements for new facilities in the target group?
- *Assessment of the region* – to what degree does the IAIP and surrounding area meet the requirements for a potential project?
- *Opportunities for investment attraction* – how many projects can the IAIP realistically expect to attract in each target group? What factors may influence the attraction of new investment projects?

Action plan (1/2)

For each of the three target groups, we developed a systematic plan for identifying and approaching potential investors. The main objective of the plan is for the EIC, RIPDC, and RIC teams to establish contact with decision-makers of companies in the selected target groups. In addition to providing channels for contacting companies, the action plan should also enhance the visibility of Ethiopia and particularly of the IAIP as an attractive location for companies in each one of the target groups.

Based on our experience advising investment promotion agencies around the world, one or two years is a realistic and actionable timeframe for an action plan. If it is shorter there might be not enough preparation time for all activities, if it is longer the planned activities might no longer be in-line with recent activities and developments. Nonetheless, the implementing agencies may feel free to implement the proposed action only in parts, stretch it over a longer time period, or repeat certain activities in future years as they seem best fit for themselves. The action plans have been developed for a timeframe of one and a half years, starting in July 2021 until December 2022, and consist of the following components:

- **Preparatory work:** During the evaluation of the target groups, we identified key points that should be inspected before approaching potential investors. Addressing these points will enable each team to be better prepared for discussions with corporate decision-makers in the target groups.
- **Multipliers:** Multipliers can provide access to corporate decision-makers through their networks and help to raise awareness of Ethiopia as an attractive location for investment in the selected target groups. We have identified the most relevant organizations and individuals for each target group. It is important to determine why these multipliers would be interested in engaging with the EIC, the RIPDC, and the RIC. This includes learning about the investment opportunities in Ethiopia for their members or clients, or a more commercial interest, such as securing sponsorship for events or advertising in industry publications. In each case, it is essential to anticipate the potential interests of the multiplier and the degree to which the EIC and the regional institutions can provide value in return for the multiplier's support.
- **Direct contact:** The aim of direct contact is to schedule a call, video conference, or a personal meeting at an event with a decision-maker to speak about their company's expansion plans. The direct contacts should be based on a combination of e-mail, LinkedIn, and cold calling. An essential prerequisite to direct contact is the identification of target groups and decision-makers. Although we have already highlighted the key players in each target group, it is still needed to identify companies that appear to have the greatest potential for investment as well as relevant decision-makers in those companies.

Action plan (2/2)

- **In-person events:** For 2022, we recommend attending some specialized events in certain target groups. This will facilitate meeting representatives of target companies in person. Attendance at an event can be combined with in-person meetings with interested target companies previously identified through digital and/or direct marketing channels. If traveling is allowed, then an investment mission in parallel to one of the main events should be considered.
- **Digital activities:** Due to the pandemic, we recommend focusing mainly on a digital strategy for the remaining of 2021. Digital activities such as podcasts, webinars, and social media platforms (e.g., LinkedIn and Twitter) can be used both for establishing contact with decision-makers and for raising awareness of Ethiopia. Our action plans focus mainly on social media and webinars. Please note that digital promotion will require the development of specialized content (e.g., articles, videos, infographics) to provide the basis for interaction with each target group. It will also be necessary to monitor the engagement of users to get crucial insights into the location of viewers and the type of content that is driving the most interaction.
- **Online advertisements:** We do not consider specific online advertisement activities (e.g., e-mail marketing, search engine marketing, social media marketing). However, depending on the budget available, it could be considered to advertise to promote webinars or announce its participation in a specific event.

The action plan provides a practical approach for the EIC and the regional entities to engage with potential investors and raise awareness of Ethiopia as an investment location for companies in the selected target groups.

An overall action plan for each IAIP is shown before the detailed action plan for each target group. The team implementing this plan may decide to implement only specific parts of the plan or to change the timing of some of the activities, depending on available resources and other investment attraction activities that may have been already planned.

3. INVESTOR TARGETING

3.1 YIRGALEM IAIP, SIDAMA REGION

INVESTOR TARGETING

Overview

In investment attraction, investor targeting refers to the proactive approach a region undertakes to attract new companies to their location.

Investor targeting is a key component for a successful investment attraction strategy, especially due to the strong competition worldwide. A targeting approach will allow the IAIP the development of particular sectors and create specialized supply chains that increase the potential for transferring knowledge and technologies.

Through this section, we analyze 22 focus areas to identify three with the highest potential for attracting domestic and foreign investments to the Yirgalem IAIP. Once the three focus areas were selected, we conducted an in-depth research to understand better the requirements of the companies in each focus area, provide an analysis to the degree in which the IAIP could attract investment projects in this field, prioritize the source of countries for the investment attraction activities, and create an action plan that is practical and realistic for the upcoming months.

3.1.1 LONG-LIST OF FOCUS AREAS

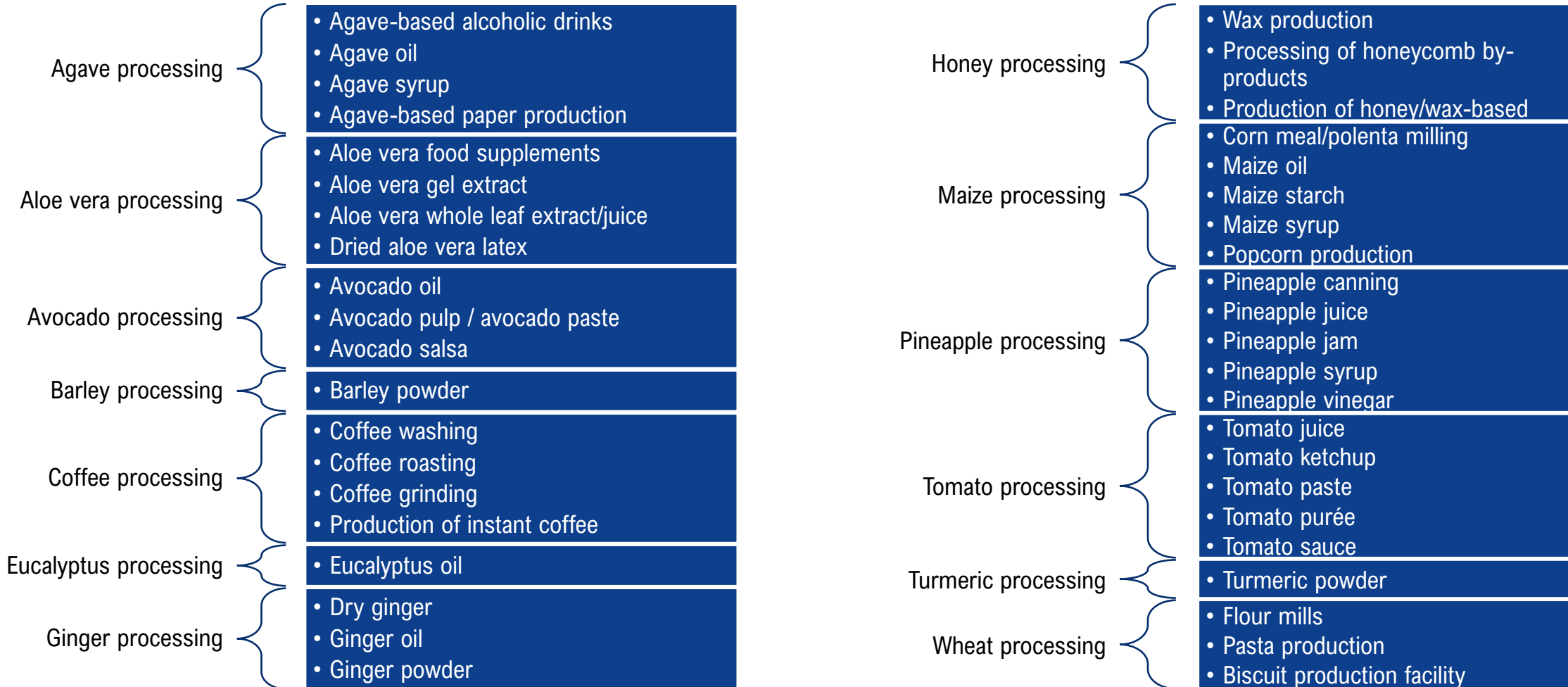
YIRGALEM IAIP, SIDAMA REGION

LONG-LIST OF FOCUS AREAS FOR THE YIRGALEM IAIP

Yirgalem IAIP in Sidama

We have identified the following long-list of focus areas (displayed in no particular order) with potential to attract domestic and foreign investment to the Yirgalem IAIP.

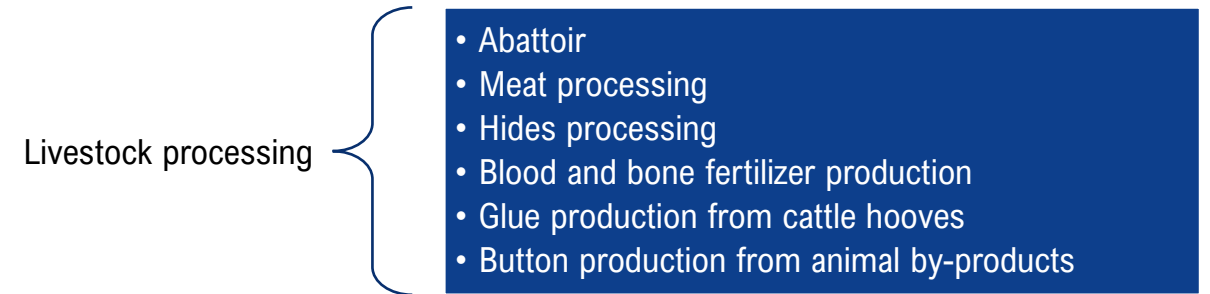
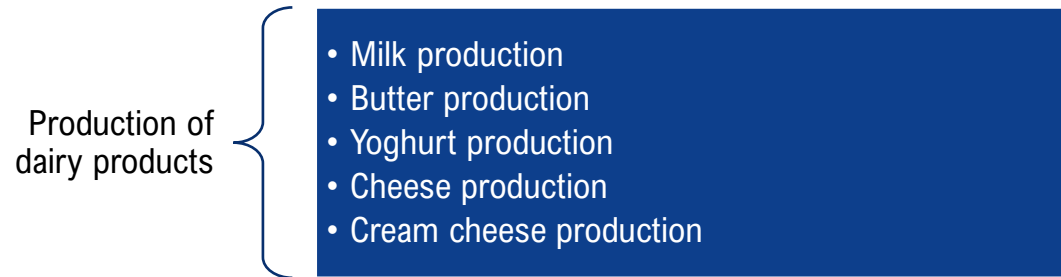
Based on local commodities:



LONG-LIST OF FOCUS AREAS FOR THE YIRGALEM IAIP

Yirgalem IAIP in Sidama

Based on local commodities (continued):



Support industries

- Bio-energy production
- Organic fertilizer production
- Insecticides & herbicides production
- Animal feed production
- Packaging material production
- General logistics services
- Cold chain logistics

Even though, there may be other agricultural commodities available in the region (e.g., mango, papaya, potato, sorghum, sugar cane), we have selected the focus areas that based on our research through interviews and extensive review of secondary data seem to have the best potential for attracting investments to the region.

3.1.2 EVALUATION OF FOCUS AREAS

YIRGALEM IAIP, SIDAMA REGION

EVALUATION OF FOCUS AREAS FOR THE YIRGALEM IAIP

Scoring of focus areas for the Yirgalem IAIP in Sidama

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Agave processing	4	1	3	<ul style="list-style-type: none"> • Agave sisalana is planted along the area and edge of abandoned cultivation areas to prevent erosion. • No relevant investment projects have been identified in the last years. • Agave is mainly used as fiber for building construction, carpet production, and household tool making. Not clear to which degree a project in this area could support further technology and knowledge transfer to the region.
Aloe vera processing	4	2	4	<ul style="list-style-type: none"> • Aloe vera is planted in the region and is available for potential investors. • Growing but highly competitive market. No relevant investment projects were identified. • To the extent of our knowledge, there is no aloe vera processing producers in the region.
Avocado processing	4	4	4	<ul style="list-style-type: none"> • Different types of avocado are available in the region. The quality is not ideal for exporting for table consumption, but suitable for processed products such as oil. Other types of potential projects are avocado pulp and avocado salsa production. • Example of FDI project: UK-based investor AgDevCo invested in Africado, an avocado grower and marketer located in Tanzania. Africado is using the capital gained to expand estate operations and to increase the capacity of its pack shed to accommodate greater output. • As of February 2021, there are two avocado oil processing projects at the IAIP. Further investments in this sector could support the growing local avocado ecosystem leading to knowledge-transfer and supplier linkages.
Barley processing	2	2	3	<ul style="list-style-type: none"> • Barley was highlighted during one of our interviews as an agricultural commodity with the potential to be further developed in the region. However, there is a limited growing area of barley crops (approx. 73,614 ha). • A potential investor could supply the domestic market. • As of February 2021, no company engaged in this activity is established in the IAIP.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE YIRGALEM IAIP

Scoring of focus areas for the Yirgalem IAIP in Sidama

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Coffee processing	5	4	5	<ul style="list-style-type: none"> The Sidama Coffee Farmers Cooperative Union (SCFCU) produces approx. about 10,000 tons of high-quality Organic Arabica beans per year (including fair trade certification). Opportunity to attract domestic and international processors to serve the world market. As of February 2021, there are seven coffee processing projects approved at the IAIP. Attracting further investments in this area can support the growth of the ecosystem in the region leading to higher local value add.
Eucalyptus processing	4	1	2	<ul style="list-style-type: none"> Large volumes of raw material available, which is currently not being used for producing further value-added products. Large world market - significant producers of eucalyptus oil are South Africa, Portugal, Spain, Brazil, Australia, Chile, and Swaziland. However, no recent investment projects have been identified. As of February 2021, no eucalyptus projects are established at the IAIP.
Ginger processing	3	1	2	<ul style="list-style-type: none"> No recent investment projects have been identified. No data on the total amount of ginger produced in the region and no relevant ginger processing activities in the region.
Honey processing	4	3	4	<ul style="list-style-type: none"> Existing associations and cooperatives in the region. Some investment projects were identified led by increasing demand worldwide, including in the domestic market where imports of honey are high. As of February 2021, there is one honey and wax processing factory operating at the IAIP. The region could boost its productivity by attracting new projects and develop specific training programs that allow knowledge transfer.
Maize processing	3	4	3	<ul style="list-style-type: none"> There are approx. 310,243 ha planted areas of maize. Still, there is a poor quality of seed supply – other regions (e.g., Amhara) offer better raw material supply. An investor could supply the local market with consumer end-products.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE YIRGALEM IAIP

Scoring of focus areas for the Yirgalem IAIP in Sidama

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Pineapple processing	5	4	3	<ul style="list-style-type: none"> • Pineapple (Smooth Cayenne and Red Spanish) is planted in the region. The current production system allows for further productivity increases and increased supply of pineapples. • As of February 2021, there are already two investment projects at the IAIP focused on pineapple processing.
Tomato processing	2	3	3	<ul style="list-style-type: none"> • Approx. 1,055 ha planted with tomatoes – the types of tomatoes grown are for table consumption and not suited for processing. • Opportunity for domestic or foreign investors to supply the local market.
Turmeric processing	3	1	3	<ul style="list-style-type: none"> • Our interviews highlighted that there is no existing data about the total availability of this commodity in the region. • No recent investments in the region or internationally were identified.
Wheat processing	2	2	3	<ul style="list-style-type: none"> • The region has a low growth area of wheat (approx. 137,294 ha). The country is a net importer of wheat, which is subsidized and makes the processing of local wheat less competitive.
Livestock processing	3	3	4	<ul style="list-style-type: none"> • Over 9 million cattle, 3 million sheep, and 2 million goats in the SNNP region. • There are several challenges in the value chain (e.g., adequate animal feed and veterinary drug supply) that need to be worked on for attracting more investors in this area. • Opportunity to produce meat for the local market and by-product-based products for the international market. • As of February 2021, there is one Ethiopian investor in the process of starting meat processing operations at the IAIP.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE YIRGALEM IAIP

Scoring of focus areas for the Yirgalem IAIP in Sidama

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Dairy production	3	3	4	<ul style="list-style-type: none"> • There are several challenges in the value chains (e.g., adequate animal feed and veterinary drug supply) that need to be worked on for attracting more investors in this area. • As of February 2021, there is one Chinese investor in the process of acquiring machinery to start mil production operations at the IAIP. This company aims to produce 30,000 liters of milk per day.
Bio-energy production	3	4	4	<ul style="list-style-type: none"> • Raw materials are available in the region, including agricultural crops such as maize, animal and plant wastes, and organic residential/ industrial waste. • Growing investment potential worldwide, including in Ethiopia where a plant opened operations in 2018 to turn waste into energy.
Organic fertilizer production	4	4	4	<ul style="list-style-type: none"> • Raw materials such as coffee and other organic by-products to produce organic fertilizers. • Opportunity to supply a growing local consumer market; however, the costs of accessing this product may be high compared to “self-made” organic fertilizer using manure or plant waste. • Chemical fertilizer production is unlikely to take place at the IAIP due to the lack of local supply of key chemical feedstock and good logistics access for transporting it.
Insecticides & herbicides production	1	2	3	<ul style="list-style-type: none"> • Despite a local need for these type of products, the production of insecticides and herbicides tends to be highly regulated because of environment concerns. • Weak local chemical supply chain which is needed for feedstocks.
Animal feed production	4	3	3	<ul style="list-style-type: none"> • Raw materials such as cereals and related by-products available in the region. • Possibility to supply livestock farmers (e.g., for cattle, goat, and sheep).

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE YIRGALEM IAIP

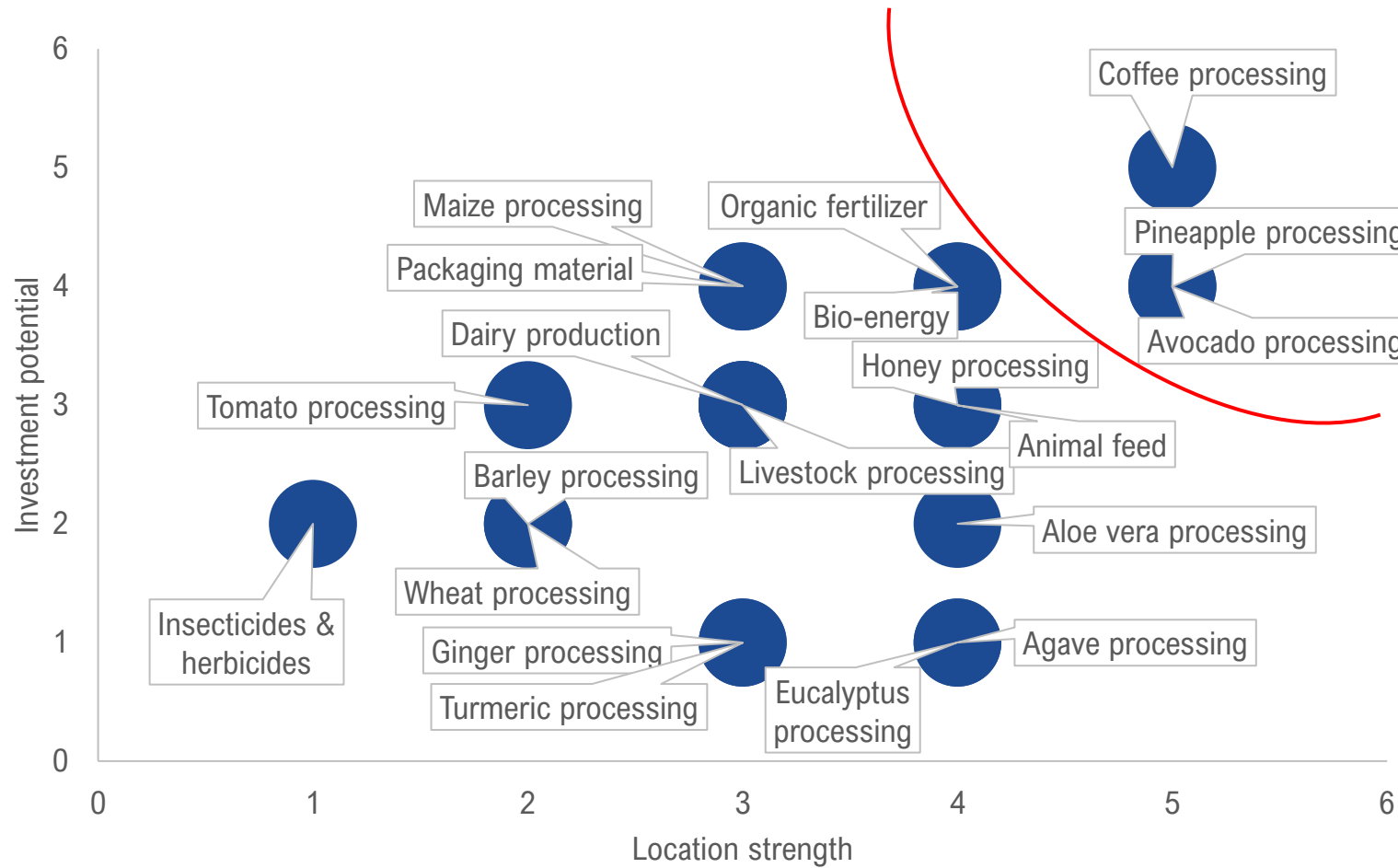
Scoring of focus areas for the Yirgalem IAIP in Sidama

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Packaging material production	3	4	3	<ul style="list-style-type: none"> • Possibility to use local raw materials such as agave to produce bio-based packaging solutions. • Rising demand for packaging materials, including in the IAIP once more investors locate there. • As of February 2021, there is one Chinese investor at the IAIP about to start packaging production for its milk production. It is unknown for us if the packaging production would be able to supply other projects at the IAIP.
General logistics services	3	3	3	<ul style="list-style-type: none"> • New logistic needs arising for the transport of raw materials from RTCs to IAIPs and end-products to consumers. • The latest reform of the investment law opened this area for private investors.
Cold chain logistics	3	3	3	<ul style="list-style-type: none"> • The establishment of new projects will highly depend on local clients. • Some investment projects have been identified worldwide.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE YIRGALEM IAIP

Selection of short-list of focus areas for the Yirgalem IAIP in Sidama



Comments

- We identified avocado, coffee, and pineapple processing to have the highest investment attraction potential given their fit with the location.
- Organic fertilizer production, honey processing and bio-energy have the next highest potential and also seem to be promising focus areas that could bring significant additional benefits for the region.
- Animal feed could also have a potential and should be reevaluated in the upcoming years.
- Packaging material will be needed to further strength the region, therefore, a proactive investment attraction on this focus area should be reevaluated in the next two years as the IAIP develops.

Scoring: 5: best / 1: worst, → direction of major trend.

3.1.3 RECOMMENDED FOCUS AREAS

YIRGALEM IAIP, SIDAMA REGION

RECOMMENDED FOCUS AREAS FOR THE YIRGALEM IAIP

Short-list of focus areas for the Yirgalem IAIP in Sidama

Based on our analysis and evaluation conducted in the previous section, we recommended proceeding with the following short-list of focus areas for the Yirgalem IAIP.

- Avocado processing
- Coffee processing
- Pineapple processing

There are other focus areas with positive trends and may have the potential for attracting investment in the near future. We recommend reevaluating these focus areas in two years and, if the positive developments persisted and the resources available allow it, consider adding them to the proactive investment promotion strategy for the IAIP. These focus areas are:

- Animal feed
- Organic fertilizer production
- Honey processing
- Packaging material production

After discussing our suggestions in April 2021 with the RIPDC, the EIC, the MoA, and UNIDO's team, we proceeded with the detailed evaluation of these focus areas to identify the ideal target groups for the region.

A target group is defined as a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. We evaluated avocado processing, coffee processing, and pineapple processing to identify the main industry and market developments (e.g., key players, geographic concentration of companies, supply chain) and the specific operational requirements (e.g., workforce, utilities, and land requirements) needed for the establishment of a successful investment project.

Next sub-section presents the target group analysis.

3.1.4 TARGET GROUP ANALYSIS

YIRGALEM IAIP, SIDAMA REGION

TARGET GROUP ANALYSIS FOR THE YIRGALEM IAIP

Avocado oil production

1. Definition of the target group



This target group comprises companies using avocado as raw material to produce extra virgin avocado oil and/or refined avocado oil.

Inside an avocado oil production facility



Final products



Pictures taken from: AvoHealth (2021). Sunvado (2021)

2. Characteristics of the target group

Size of the target group

- Over 100 companies worldwide.

Type of companies

- Large number of dedicated players.
- Some large manufacturing food companies (e.g, [Hain Celestial Group](#)).

Geography

- Mexico, Dominican Republic, and Colombia are the main avocado producers worldwide. In Africa, Kenya has the highest production rate. Therefore, several avocado oil production projects have been recently established in the country.
- China and India are the key producers and suppliers of avocado oil to the international markets.

Leading companies in this target group

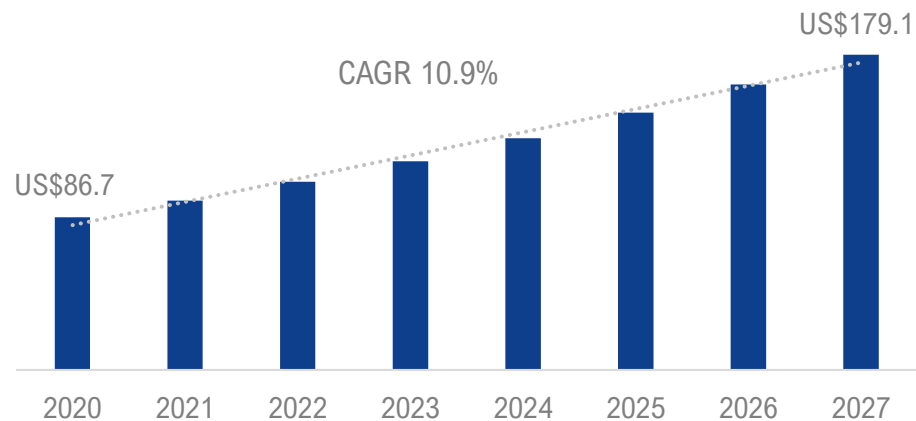
Company	Country	Type
Aconcagua Oil & Extract S.A. - Paltita	Chile	Dedicated player
Avocado Health Limited	New Zealand	Dedicated player
Olivado Group	New Zealand	Dedicated player
Sesajal	Mexico/US	Dedicated player
Westfalia Fruit	South Africa	Dedicated player

Avocado oil production

3. Growth trends and drivers

- The global avocado oil market is expected to grow at a Compound Annual Growth Rate (CAGR) of 10.9% until 2027, by when the market is estimated to be worth about US\$179.1 million (ReporterLinker, 2020).
- The global demand remained unaffected by the global pandemic.
- An increasing awareness of the nutritional and health benefits of avocado oil compared to high-fat butter is driving the growth of this target group.
- Automation plays an important role in new investments.

Global avocado oil market (US\$ m)



Source: ReporterLinker (2020)

4. Investment trends and drivers

Is there evidence of new investment projects?

- Yes (see the grey boxes with some examples).

What is driving new investment projects?

- Proximity to avocado growing areas.

Where are investments going?

- In Africa, mainly to Kenya and Tanzania. Other regions worldwide include Colombia and Mexico.

Which mode of investment is preferred?

- Greenfield.

Five new avocado oil production plants are opening in Kenya (2021)

- Kenya has currently about 10 avocado oil processing plants and is expected that five more will be opening in the upcoming months.
- Origin Fresh is one of the companies established in the country. Founded in 2017, the company has grown from two employees to 60 in the last four years.

New avocado oil processing facility in Quindio, Colombia (2021)

- The Colombian government announced it is providing financial support to establish a new avocado oil processing plant in Quindio, an avocado producing region in the country. The name of the company has not been disclosed yet, but it is expected to open in July 2021 and generate 16 direct jobs.

Avocado oil production

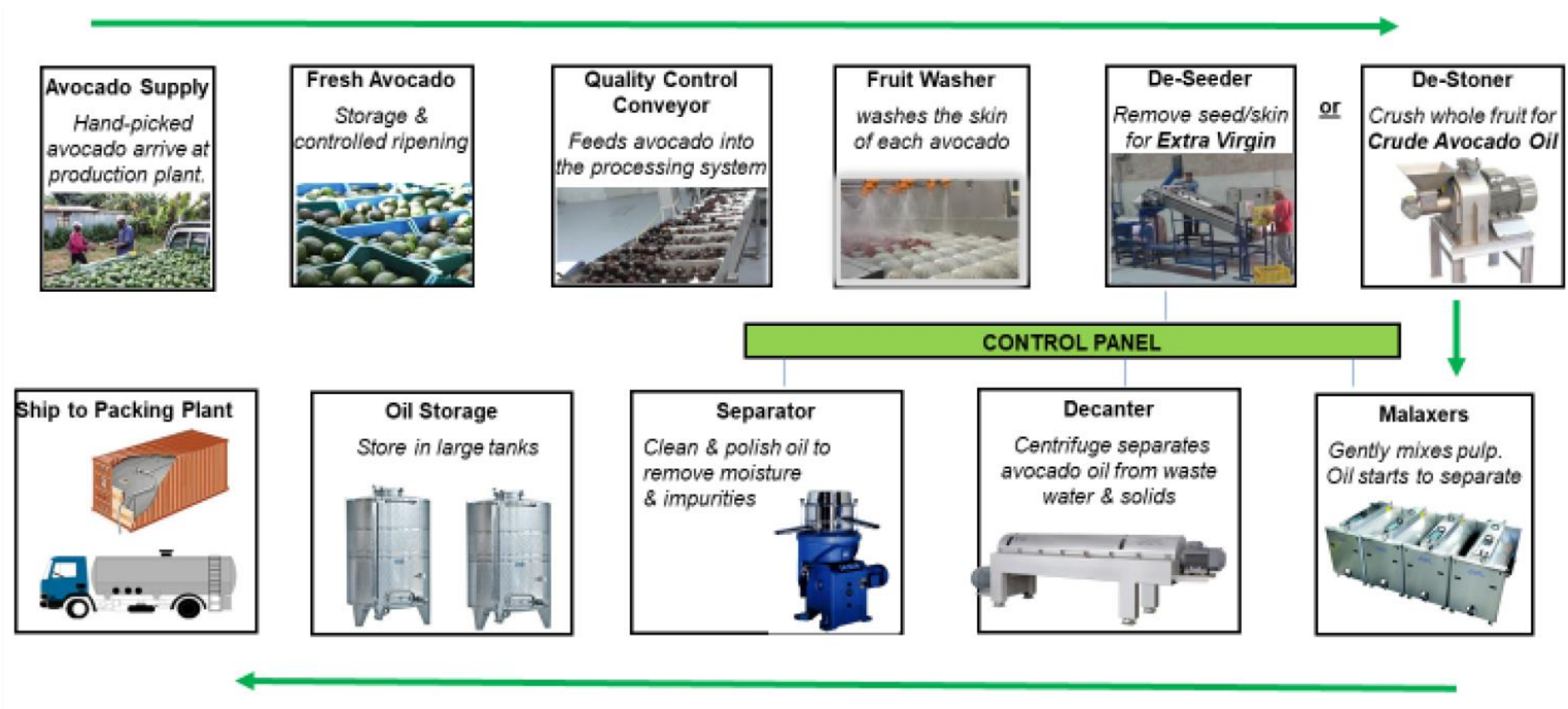
5. Requirements for a potential project

Criteria	Requirements	Comments
Raw material	Min. 720 tonnes of avocado per year	<ul style="list-style-type: none"> The minimum requirement for initiating a potential project is 60 tonnes of avocado per month to produce approximately 7 tonnes of avocado oil per month. A standard production line of avocado oil requires about 600 tonnes of avocado per month to produce 72 tonnes of avocado oil per month during the main production season, in which the plant can potentially work 24/7.
Location and Infrastructure	2,000 m ² - 12,000 m ²	<ul style="list-style-type: none"> At least 2,000 m² of space is needed for a typical avocado oil production line. Most of this space is required for fruit ripening. Additional 10,000 m² could be purchased by a potential investor to have extra space for expansion in the future.
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> Standard requirements for an industrial facility. Water is required for washing the avocado.
Human capital	Between 20 and 30 FTE	<ul style="list-style-type: none"> A potential project can generate between 20 and 30 full-time and direct positions. Depending on the time of the season, a company will contract between 20 and 30 additional people. The permanent staff are mainly responsible for general management, procurement, logistic, quality control, and sales, who may not necessary be established at the production facility on a full-time basis. One of the largest avocado oil processing facilities worldwide is established in Jalisco (Mexico) and it employs 120 FTE.
Others	<ul style="list-style-type: none"> Logistics Packaging 	<ul style="list-style-type: none"> Suitable logistic infrastructure is ideal to easily bring the avocado oil to the main export markets (e.g., the US, Germany, Malaysia, Japan, South Korea). Packaging depends on the final product, and it can be either packaged in-house or outsourced to a packaging company. In the case of extra virgin avocado oil, this is a fragile product and requires special packing conditions to protect from damage by oxygen or light.

TARGET GROUP ANALYSIS FOR THE YIRGALEM IAIP

Avocado oil production

5. Requirements for a potential project – understanding an avocado oil processing line



Source: AvoHealth (2021).

6. Assessment of the Yirgalem IAIP and associated RTCs

Criteria	Assessment
Raw material	<ul style="list-style-type: none"> • Avocado is one of the ten prioritized commodity value chains by the Agricultural Commercialization Cluster (ACC) / Ethiopian ATA. • In Ethiopia, avocado production has tripled over the last five years. FAO estimates that the total production of avocados in 2019 was 104,492 tonnes. Additionally, about 1.5 million Hass Avocado seedlings were planted in 2020. • An avocado tree productivity is influenced by the age of the plant. The plant begins its production cycle three years after plantation but provide a limited output (about 10 kg) until the 7 or 8 year. Under proper conditions, an avocado tree usually produces 200 kg during the main production season and 100 kg off season (Peters, 2021). • The Central Statistical Authority (CSA) estimates that the avocado production in Eastern SNNPR is carried out by about 58,400 smallholder farmers, on small plots with minimal inputs, and there is limited presence of large-scale farming in Eastern SNNPR. It is estimated that the ESN NPR produces 69,571.3 tonnes of avocado per year. • A production facility can start operations at 60% of the capacity in the first years and continue to expand as the production of Hass Avocado in the Sidama/SNNRP region increases, which is expected to grow very quickly in the few years ahead thanks to the recent avocado plantations in Ethiopia. • According to the feasibility and business plan from Mahindra Consulting Engineers (2018), it is estimated that there is a net marketable surplus of approx. 5,800 tonnes of avocado per year in the region. If a potential project would require around 600 tons per month, there is currently a potential for one new project. Further projects would depend on the availability of further avocado available, which is possible thanks to the trees that have been planted in the last two years. • Sunvado Manufacturing PLC has established an organic avocado oil processing facility at the Yirgalem IAIP. The company works with 22 primary cooperatives involving about 73,000 smallholder farmers. Sunvado has established an organic monitoring system and has a total installed capacity of approximately 80 tonnes per day. • Please note that the data from the CSA may be outdated. As the data from Sunvado indicates, the number of total smallholder farmers available to cooperate may be higher as initially anticipated, providing more opportunities for a potential investor in this target group. • Nowadays, avocado and avocado oil products from Ethiopia are mainly exported to the Netherlands, Saudi Arabia, Somalia, Djibouti, and the UAE.



★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

Avocado oil production

6. Assessment of the Yirgalem IAIP and associated RTCs

Criteria	Assessment
Location & Site	<ul style="list-style-type: none"> • With over 200 ha available at the Yirgalem IAIP, the park offers plenty of land and adequate infrastructure for establishing several avocado oil production facilities. • Poor road networks to transport the avocado to the factory could represent a constrain for easy access to the raw material. • Good road connectivity via the A8 for transporting the final product to Addis Ababa.
Utilities	<ul style="list-style-type: none"> • According to the feasibility and business plan from Mahindra Consulting Engineers (2018), electricity and water supplies at the park should not represent a constraint for a potential project.
Human capital	<ul style="list-style-type: none"> • An avocado oil production facility does not necessarily require a large workforce and the technical positions should be able to be filled from the region. Besides, the IAIP has open a vocational training center to train technical workers. • To the extent of our knowledge, Sunvado Manufacturing PLC has deployed 26 agricultural extension workers supporting their local suppliers. It is estimated the company has created around 300 FTE. • The Hawassa University has an agricultural college with over 2,200 students enrolled in programs such as Plant science, Horticultural science, Food Science and postharvest Technology, Rural Development and Agricultural Extension, Agricultural Resource Economics and Management, and Agribusiness and Value Chain Management. This creates an attractive talent pool for potential investment projects.
Others	<ul style="list-style-type: none"> • <u>Logistics</u>: projects aiming to export its products can use the port of Djibouti; goods could be taken from Addis Ababa to Djibouti using the railway system or transported by truck all the way from Yirgalem to Djibouti. • <u>Packaging</u>: the park has already packaging companies established that could potentially provide services to other companies as well. Many companies in the country import as well packaging materials from the Netherlands, the UAE, and Israel.

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

Avocado oil production

7. Opportunities for the Yirgalem IAIP and associated RTCs

- Avocado oil production is relatively a new industry in Ethiopia, particularly if it is compared to countries like Kenya (which has 10 factories and at least another 5 factories will be opening in the next six to seven months).
- Based on our assessment, we consider that the Yirgalem IAIP can attract up to two new avocado oil production facilities in the next two years. These projects will in part depend on the strengthening of the avocado production in the region.
- Each avocado oil production facility would translate in attracting an average investment between €1 and €1.5 million and generating between 20 and 25 direct new jobs. Additionally, it will create hundreds of opportunities for small-holder farmers.
- A potential project would have higher profits if the producer is “Fair Trade Certified”.
- There is potential to process the waste products of the avocado oil production plant. Suitable solutions include:
 - Pumping the wastewater to farm Tilapia in ponds (about one hectare would be required for this).
 - Burning the waste from the avocado pressing to heat water and save electricity.
 - Feeding animals.
 - Producing organic fertilizer to support the growth of certified Hass Avocado Seedlings in a nursery (there are about 38,000 nurseries in the country).

TARGET GROUP ANALYSIS FOR THE YIRGALEM IAIP

Coffee processing

1. Definition of the target group

Companies processing coffee for the domestic and international markets. Processing may include sorting, pulping, fermentation, soaking, drying, milling, roasting, and/or packaging.

Inside a coffee processing facility



A coffee processing facility in Peru



Final products



Pictures taken from: International Communicaffe (2019) / Scott, Nelson (2007)

2. Characteristics of the target group

Size of the target group

- Hundreds of companies worldwide.

Type of companies

- Large dedicated players and large manufacturing food and beverage companies.

Geography

- Coffee production and processing takes place mainly in Brazil, Colombia, Vietnam, Indonesia, and Ethiopia.
- Germany and Switzerland are home to leading companies and export high volumes of processed coffee.

Leading companies

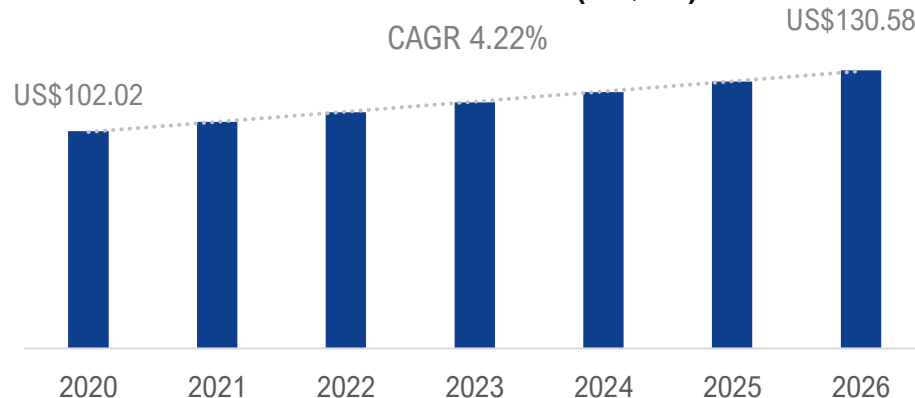
Company	Country	Type
Volcafe (part of the ED&F Man Group)	Switzerland	Dedicated player
Sucafina	Switzerland	Dedicated player
Nestlé	Switzerland	Large food and beverage company
The Kraft Heinz Company	US	Large food and beverage company

Coffee processing

3. Growth trends and drivers

- The global coffee market is expected to grow at a Compound Annual Growth Rate (CAGR) of 4.22% until 2025 (ReportLinker, 2020).
- The Ethiopian coffee market is projected to grow at a CAGR of 5.5% between 2020 and 2025 (Mordor Intelligence, 2020).
- Coffee consumption is increasing worldwide.
- Innovative new coffee products are entering the market. For instance, Mövenpick (Switzerland) launched “Mövenpick Sparkling Coffee” at ANUGA 2019 (world largest food and beverage fair).
- There is also an increase in the number of buyers demanding certified coffee products, which is leading investments into certified products.

Global coffee market (US\$ bn)



Source: ReporterLinker (2020)

4. Investment trends and drivers

Is there evidence of new investment projects?

- Yes. Some examples are presented in the grey boxes.

What is driving new investment projects?

- Establishing closer to raw materials to better control the quality.

Where are investments going?

- Switzerland, Mexico, and China.

Which mode of investment is preferred?

- Greenfield and expansions.

Volcafe opens a new coffee processing facility in Peru

- In 2019, Volcafe opened a new coffee processing facility in Cajamarca, a rural area in Peru. The facility employs 15 people.

Nestlé invests in South Africa, Mexico, and Switzerland over the last 5 years

- In 2021, the company announced the investment of approx. US\$130 million to expand its coffee processing facility in Avenches (Switzerland). As a result, it will create 50 new jobs by the end of 2022.
- In 2018, Nestlé announced an investment of US\$154 million to establish a new coffee mill in Veracruz (Mexico). The new plant is expected to open in 2021 and will process 20,000 tons of green coffee per year and employ 1,200 people.
- In 2016, the company invested US\$84 million to increase the production capacity of a coffee processing facility in the rural area of the KwaZulu-Natal province (South Africa).

Coffee processing

5. Requirements for a potential project

Criteria	Requirements	Comments
Raw material	Min. 2,700 tons of green coffee per year	<ul style="list-style-type: none"> A potential investment project requires a minimum of 2,700 tonnes of green coffee per year. A large project will need at least 20,000 tonnes (approx. 262,952 bags) of green coffee per year. Direct access to the raw material is essential. Therefore, many coffee processing facilities are located in rural areas such as the case of Nestlé in South Africa (see previous page).
Location and Infrastructure	At least 10,000 m ²	<ul style="list-style-type: none"> A coffee mill with a total production capacity of 1,500 bags per day needs about 10,000 m².
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> Utilities can vary depending on the method used, wet or dry. The wet method gives better quality. The energy consumption may vary depending on the type of roast (cinnamon roast needs a heating process at 194°C while the Italian roast needs a temperature of 246°C).
Human capital	Between 15 and 100 FTE	<ul style="list-style-type: none"> The total number of jobs created will vary depending on the size of the project. Our research suggests a small coffee processing facility will employ about 15 people, which will be working on the areas of processing, logistics, administration, quality control, and field technicians. A large project could potentially employ 1,200 FTE (see example of Nestlé in South Africa in the previous page).
Others	<ul style="list-style-type: none"> Packaging Sustainability 	<ul style="list-style-type: none"> <u>Packaging</u>: Packaging material is needed for the final products. <u>Sustainability</u>: it plays a key role for companies that want to be certified either with UTZ, Rainforest Alliance, organic, café practices and/or Fairtrade.

6. Assessment of the Yirgalem IAIP and the associated RTCs

Criteria	Assessment
	<ul style="list-style-type: none"> The regions of Sidama and SNNPR cultivate Arabica coffee. 90% of Ethiopian coffee is hand-picked in forests or home gardens. Only 10% comes from organised farming. Yirgachefe Coffee Cooperative Union and the Sidama Coffee Coop Union are key partners for potential investment projects. There are about eight coffee processing companies established at the IAIP like the Adaya Family Trading PLC, which is roasting about 12 tonnes per day. This company targets international markets such as Germany, the US, South Africa, Benin, Nigeria, and Cote d'Ivoire for the roasted coffee produced. Hebron Ethiopia Trading PLC is also established at the IAIP and exports green coffee, roasted coffee, and capsule coffee.
Raw material	<ul style="list-style-type: none"> The Shimekt Daba coffee plantation has 120 ha with a production capacity of 9,000 tons per year. They have 10 full-time technical and support staff and 100 part-time employees. ★ According to the feasibility and business plan from Mahindra Consulting Engineers (2018), it is estimated that there is a net marketable surplus of approx. 103,000 tonnes of coffee in the region. Based on the current production capacity and the already established investors in this field, we see potential to attract at least three new more projects in this area in the upcoming years. Compared to countries such as Brazil (largest producer of coffee worldwide), Ethiopia has lower yield per hectare due to the little mechanization in collecting the coffee. Yet, the country had in 2020 the largest annual export value of African countries at an average of US\$762.8 million per year, followed by Uganda (US\$468.4 million), Kenya (US\$229.5 million), and Tanzania (US\$129.2 million).

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

6. Assessment of the Yirgalem IAIP and the associated RTCs

Criteria	Assessment
Location and Infrastructure	<ul style="list-style-type: none"> • With over 200 ha available at the Yirgalem IAIP, the park offers plenty of land and adequate infrastructure for establishing several coffee processing facilities. ✓ • Good road connectivity via the A8 for transporting the final product to Addis Ababa.
Utilities	<ul style="list-style-type: none"> • According to the feasibility and business plan from Mahindra Consulting Engineers (2018), electricity and water supplies at the park should not represent a constraint for a potential project. ✓
Human capital	<ul style="list-style-type: none"> • Training opportunities to the local communities are one of the key aspects of the IAIP and the associated RTCs. A training center aims to enhance the knowledge, skills, and abilities so that people can improve their living standards. • The Hawassa University has an agricultural college with over 2,200 students enrolled in programs such as Plant science, Horticultural science, Food Science and postharvest Technology, Rural Development and Agricultural Extension, Agricultural Resource Economics and Management, and Agribusiness and Value Chain Management. This creates a talent pool for potential investment projects. ✓
Others	<ul style="list-style-type: none"> • <u>Logistics</u>: projects aiming to export its products can use the port of Djibouti; goods could be taken from Addis Ababa to Djibouti using the railway system or transported by truck all the way from Yirgalem to Djibouti. ✓ • <u>Packaging</u>: the park has already packaging companies established that could potentially provide services to other companies as well. Many companies in the country import as well packaging materials from the Netherlands, the UAE, and Israel. ✓

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

7. Opportunities for the Yirgalem IAIP and the associated RTCs

- Taking into consideration the surplus of the region and the companies already established at the IAIP, we consider that the Yirgalem IAIP can attract at least three new coffee processing facilities in the next two years.
- Each project would translate in 15 to 100 direct new jobs and involve a seven-digit-US\$ investment.

TARGET GROUP ANALYSIS FOR THE YIRGALEM IAIP

Pineapple processing

1. Definition of the target group



- This target group consists of companies that process fresh pineapple into durable consumer products such as pineapple juice, canned pineapple, and dehydrated pineapple.
- They are united by common location requirements of a steady supply of fresh pineapples.

Inside a pineapple processing plant



Dehydrated pineapple



Canned pineapple slices



Pineapple juice



2. Characteristics of the target group

Size of the target group

- Hundreds of companies around the world with few large MNEs.

Type of companies

- Local integrated growers that engage in downstream processing.
- Large multinational fruit companies such as Del Monte, Dole, Fyffes, and Chiquita Brands International.

Geography

- Across the tropics with hotspots in Costa Rica, Thailand, and Brazil.

Leading companies

Company	Country	Segment
Ricaeli Alimentos	Brazil	Juice
Chiquita Brands International	US	All
Del Monte	US	All
Prachuab Fruit	Thailand	Juice & cans
Dole	US	Juice & cans
FrutaSana	Costa Rica	Dehydrated pineapple

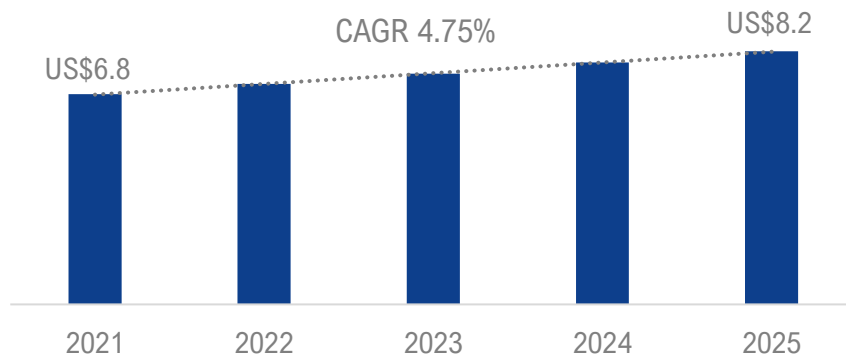
Pictures taken from: company websites of pineapple processing companies.

Pineapple processing

3. Growth trends and drivers

- The global pineapple juice market is expected to grow at a Compound Annual Growth Rate (CAGR) of 4.75% until 2025 reaching a market size of over US\$8 billion (Statista, 2021).
- The canned pineapple market in developed economies saw declines over the last years due to a substitution with increased fresh pineapple imports. The domestic or emerging markets might still provide opportunities for canned pineapples.
- One of the main export markets for dried tropical fruits is Europe, and it is expected that this market will grow at a CAGR between 5 and 6% over the next couple of years.

Global pineapple juice market (US\$ bn)



Source: Statista (2021).

4. Investment trends and drivers

Is there evidence of new investment projects?

- Yes. Multiple new projects worldwide, including in Africa (e.g., Ghana and Uganda).

What is driving new investment projects?

- Proximity to pineapple growing areas.

Where are investments going?

- Pineapple growing areas in the tropics such as Ghana, Costa Rica, and Thailand.

Which mode of investment is preferred?

- Greenfield projects (by domestic and international investors).

Astek's pineapple canning facility in Ghana (2020)

- The company invested US\$0.5 million in the facility and will create 60 direct jobs
- Export canned sliced and chunked pineapples to Spain, the US, and Egypt.

Ekumfi Fruits & Juice factory in Ghana (2019)

- US\$15 million pineapple juice factory in the Ekumfi Abor district in the Central Region of Ghana with a capacity of producing 300 million 250ml packs of juice annually for local consumption and exports.
- Integrated facility growing pineapples on approx. 405 ha.
- Created 550 jobs in the factory and an additional 475 jobs on the plantation.
- Supported by the governments the One-District-One-Factory initiative.

Pineapple processing

5. Requirements for a potential project

Criteria	Requirements	Comments
Land	1-10 ha	<ul style="list-style-type: none"> A small facility can be established on one hectare of land whereas the largest facilities around the world require multiple hectares.
Workforce	Between 50 and 500 FTE	<ul style="list-style-type: none"> Workforce need is dependent on the size of the facility. Mostly manual workers preparing the fresh pineapples for processing. A few additional technicians are needed to operate and maintain the machines as well as one experienced plant manager to oversee the whole operation (can also be an expatriate send by the investor) For investors operating their own pineapple plantations, an additional few hundred farm workers will be required.
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> A facility requires standard industrial utilities including electricity and water.
Feedstock	10,000-20,000 tonnes per year	<ul style="list-style-type: none"> Based on comparable projects in Africa a medium-sized facility would require around 10,000-20,000 tonnes of fresh pineapple per year.
Other	Suppliers	<ul style="list-style-type: none"> General packaging material, cans, drink cartons, and boxes are required for packing and shipping the final products.

6. Assessment of the Yirgalem IAIP and the associated RTCs

Criteria	Assessment
Land	<ul style="list-style-type: none"> With an area of over 200 ha, there is sufficient land with adequate infrastructure available for establishing multiple pineapple processing facilities at the IAIP. ★
Workforce	<ul style="list-style-type: none"> Yirgalem has a population of over 40,000 according to the last available statistics (which are from 2005) suggesting enough workforce for the blue-collar jobs required for a new project. The living areas are geographically separated from the IAIP creating a need for worker housing on site or public transport by buses to shuttle the workers in and out. ★ Based on our interviews, it can be more challenging to recruit a local experienced plant manager – especially international investors might instead choose to send an expatriate manager to oversee the plant.
Utilities	<ul style="list-style-type: none"> According to the master plan, the IAIP provides all necessary utilities. ✓
Feedstock	<ul style="list-style-type: none"> The surrounding area has a net marketable surplus of nearly 19,000 tonnes of pineapples annually. This is sufficient to supply one medium sized facility. ✓ Further investors or investors wanting to establish a larger operation might want to consider establishing their own plantation to increase the available volumes of fresh pineapples.
Other	<ul style="list-style-type: none"> In our interviews, it was mentioned that local sourcing of packaging material is challenging, and many companies resort to imports from Dubai or other regional sources. ✓

★ Significant advantage ✓ meets criteria – partially meets the criteria X does not meet criteria

7. Opportunities for the Yirgalem IAIP and the associated RTCs

- Given the current availability of pineapples in the region, we consider the Yirgalem IAIP has the opportunity to attract one medium-sized processing within the next two years.
- To attract more than one facility, additional investors would need to engage in setting up their own plantations or in contract farming with local farmers and cooperatives in the region.
- A new medium-sized facility can create around 50-200 direct jobs and involve a lower seven-digit-US\$ investment.
- We recommend to focus the investment promotion efforts on the three main source countries in this target group, the US, Costa Rica, and Thailand.

3.2 BULBULA IAIP, OROMIA REGION

INVESTOR TARGETING

Overview

In investment attraction, investor targeting refers to the proactive approach a region undertakes to attract new companies to their location.

Investor targeting is a key component for a successful investment attraction strategy, especially due to the strong competition worldwide. A targeting approach will allow the IAIP the development of particular sectors and create specialized supply chains that increase the potential for transferring knowledge and technologies.

Through this section, we analyze 20 focus areas to identify three with the highest potential for attracting domestic and foreign investments to the Bulbula IAIP. Once the three focus areas were selected, we conducted an in-depth research to understand better the requirements of the companies in each focus area, provide an analysis to the degree in which the IAIP could attract investment projects in this field, prioritize the source of countries for the investment attraction activities, and create an action plan that is practical and realistic for the upcoming months.

3.2.1 LONG-LIST OF FOCUS AREAS

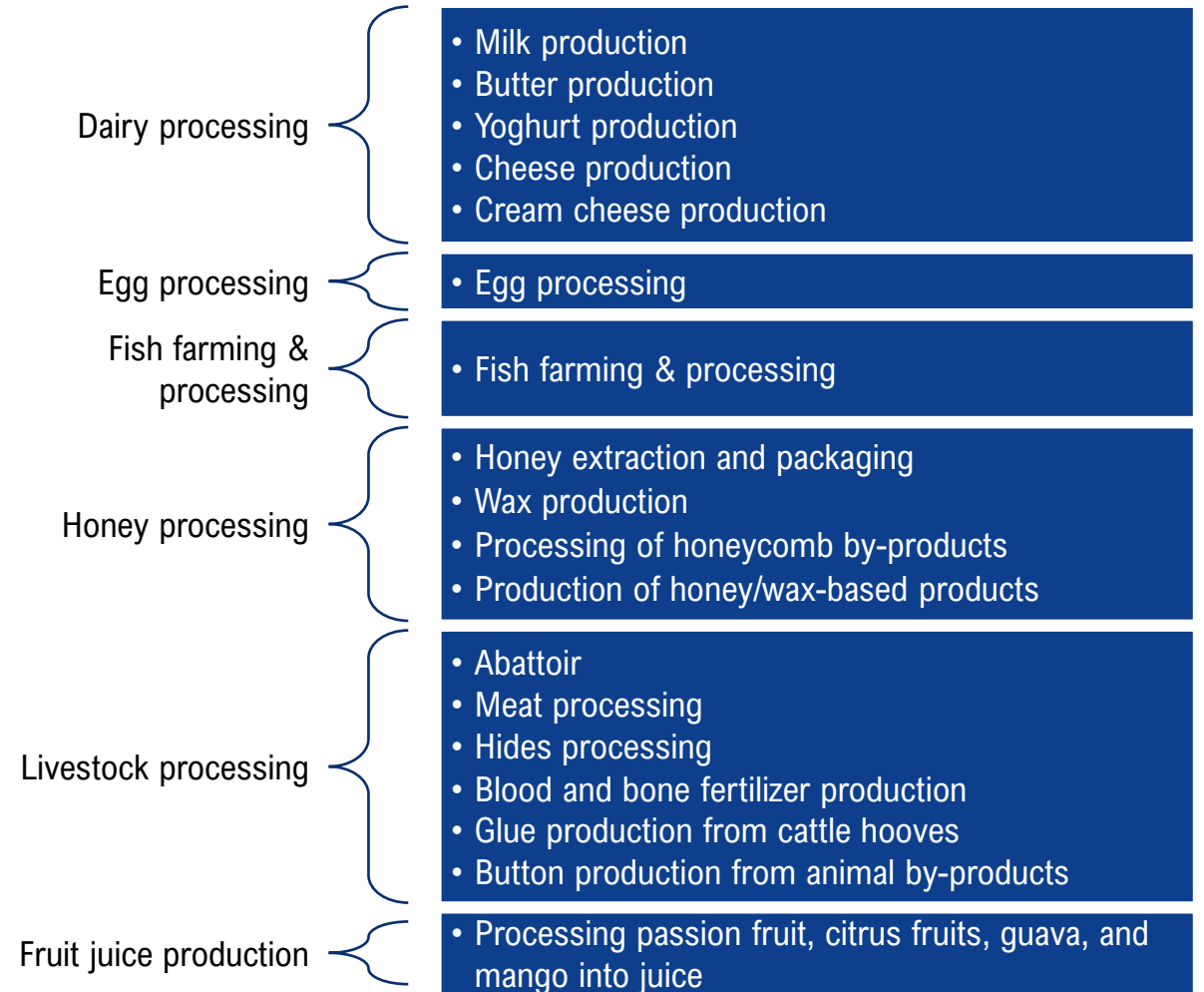
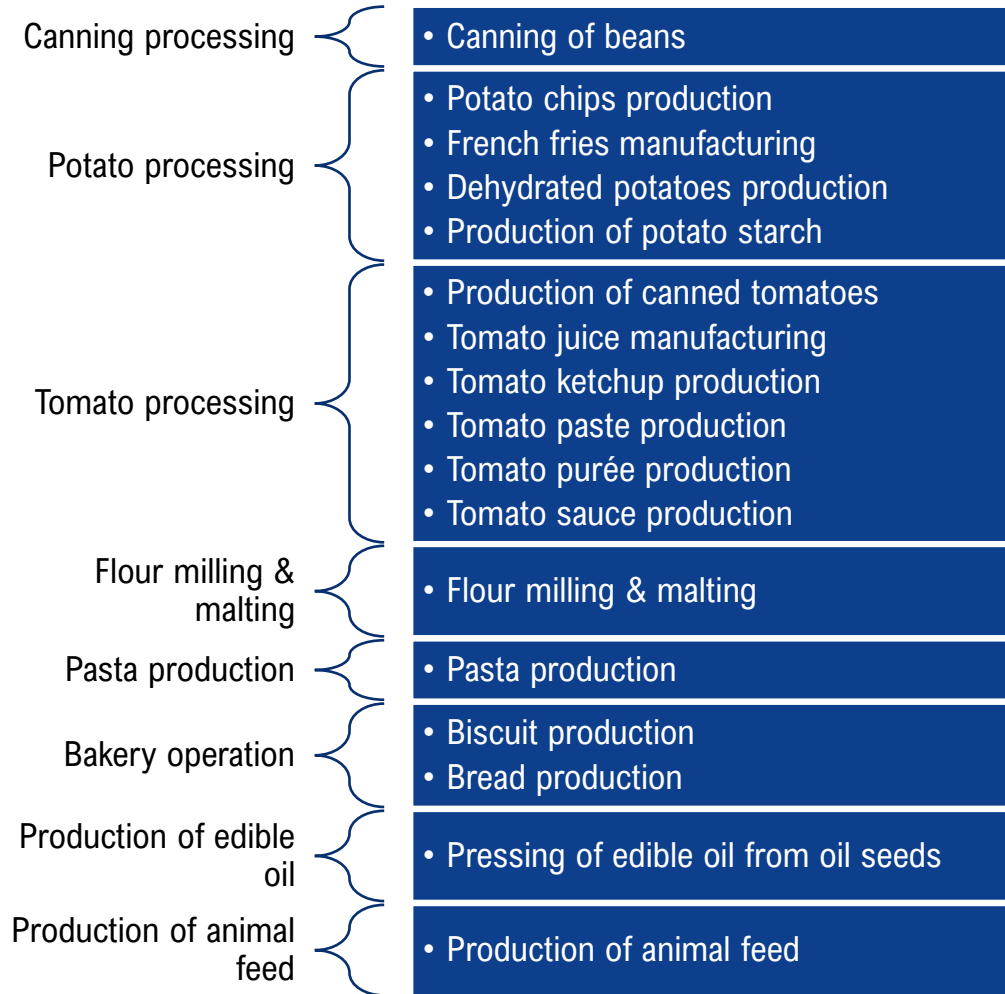
BULBULA IAIP, OROMIA REGION

LONG-LIST OF FOCUS AREAS FOR THE BULBULA IAIP

Bulbula IAIP in Central Eastern Oromia

Based on the approach explained in the previous section, we identified the following long-list of focus areas with potential to attract investment to the Bulbula IAIP:

Based on local commodities:



LONG-LIST OF FOCUS AREAS FOR THE BULBULA IAIP

Bulbula IAIP in Central Eastern Oromia

Support industries:

- Bio-energy production
- Packaging material production
- Fertilizer production
- Insecticides and herbicides production
- General logistics services
- Cold chain logistics

Even though, there may be other agricultural commodities available in the region (e.g., barley), we have selected the focus areas that based on our research through interviews and extensive review of secondary data seem to have the best potential for attracting investments to the region.

3.2.2 EVALUATION OF FOCUS AREAS

BULBULA IAIP, OROMIA REGION

EVALUATION OF FOCUS AREAS FOR THE BULBULA IAIP

Scoring of focus areas for the Bulbula IAIP in Oromia

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Canning of beans	4	4	2	<ul style="list-style-type: none"> • A variety of beans (e.g., haricot beans, fava beans) are available locally and in large quantities. • Opportunity to attract domestic and FDI projects from leading firms such as Heinz to supply local and regional markets. • Job creation and value chain development for the region.
Potato processing	3	4	3	<ul style="list-style-type: none"> • Around 1.4 million tonnes of net marketable surplus of potatoes according to the feasibility study. • Opportunity to serve a growing domestic market. • Incentive for farmers to invest in productivity and quality control.
Tomato processing	2 (+)	3	3	<ul style="list-style-type: none"> • Top tomato growing area in Ethiopia. Despite the positively evolving landscape, there is still limited availability of sauce tomato types – an investor would need to engage in agricultural extension services. • Trials with new seed varieties are underway. Due to the extensive interventions in developing this value chain, the location strength is expected to increase significantly over the next years. There are currently at least one cooperative and one processor active in the commercial tomato industry. • Opportunity for domestic or foreign investors to supply the local market. • Market opportunity for local farmers and cooperatives.
Flour milling & malting	2	2	2	<ul style="list-style-type: none"> • Ethiopia is a net importer of wheat; large-scale millers receive imported wheat at subsidized prices. This makes sourcing local wheat less competitive. • Existing wheat processing cluster around Adama as competing location. • Locations close to the import routes and/or the main population centers are better suited for processing imported wheat.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE BULBULA IAIP

Scoring of focus areas for the Bulbula IAIP in Oromia

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Pasta production	3 (+)	3	2	<ul style="list-style-type: none"> • A potential investor can source feedstock either from existing flour mills (milling the subsidized grain) or by developing supply in cooperation with local farmers. • The availability of local durum wheat is improving due to the interventions in the value chain by development organizations and the government. Durum wheat is mostly grown in the Bale area. • The RTCs would probably be more attractive locations than the IAIP themselves, due to the remote location of the RTCs. • Opportunity to supply growing local consumer market.
Bakery production	2	3	2	<ul style="list-style-type: none"> • Can source feedstock either from existing flour mills or by developing supply in cooperation with local farmers. • Opportunity to supply growing local consumer market with products such as biscuits and/or bread.
Production of edible oil	2	4	2	<ul style="list-style-type: none"> • Opportunity to supply local consumers. • Limited suitability and availability of local feedstocks (beans and cereals) – other regions like Bure are better suited.
Animal feed	4	4	3	<ul style="list-style-type: none"> • Using local pulses and cereals as feedstock. • Supply local livestock farmers.
Dairy processing	2	3	3	<ul style="list-style-type: none"> • Adama-Asella milkshed is the largest in the country by production potential. • Existing processors operate at 25-50% capacity due to a shortage of quality milk. • Not sufficient local supply for an investor at this stage.
Egg processing	3	3	2	<ul style="list-style-type: none"> • Net marketable surplus of over 14 billion eggs per year according to the feasibility study. • Processed egg whites and yolks are key ingredients in industrial food production. • The supply chain with the local farmers would need to be further developed.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE BULBULA IAIP

Scoring of focus areas for the Bulbula IAIP in Oromia

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Honey Processing	4	3	2	<ul style="list-style-type: none"> • Net marketable surplus of over 5,000 tonnes per year according to the feasibility study. • Limited opportunities for value addition besides extraction and packaging.
Fish farming and processing	3	3	2	<ul style="list-style-type: none"> • Water resources are available in the vicinity, which could be used for establishing a land-based aquaculture farming with RAS technology (a technology that allows recycling water). • The aquaculture industry in Ethiopia still in its infancy – one Dutch investor established since 2018. • Feed supply opportunities for local farmers.
Livestock processing	3	3	4	<ul style="list-style-type: none"> • One of the largest cattle populations in Africa (over 7 million cattle, and 3 million goats and sheep each around the park). There are existing abattoirs and tanneries outside the park. • The livestock supply still faces constraints due to poor linkages with pastoral system and low-quality standards. • Opportunity to produce meat for the local market and by-product-based products for the international market.
Bio-energy production	3	4	4	<ul style="list-style-type: none"> • Raw materials are available in the region, including agricultural crops such as maize, animal and plant wastes, and organic residential/ industrial waste. • Growing investment potential worldwide, including in Ethiopia where a plant opened operations in 2018 to turn waste into energy.
Packaging material production	3	4	3	<ul style="list-style-type: none"> • Rising demand from agro-processors in the parks. • Requires natural fiber or plastic as feedstock.
Fertilizer production	2	3	3	<ul style="list-style-type: none"> • Need either a local supply of key chemical feedstock or good logistics access for transporting it. • Local market opportunity by selling to farmers who want to increase their yields.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE BULBULA IAIP

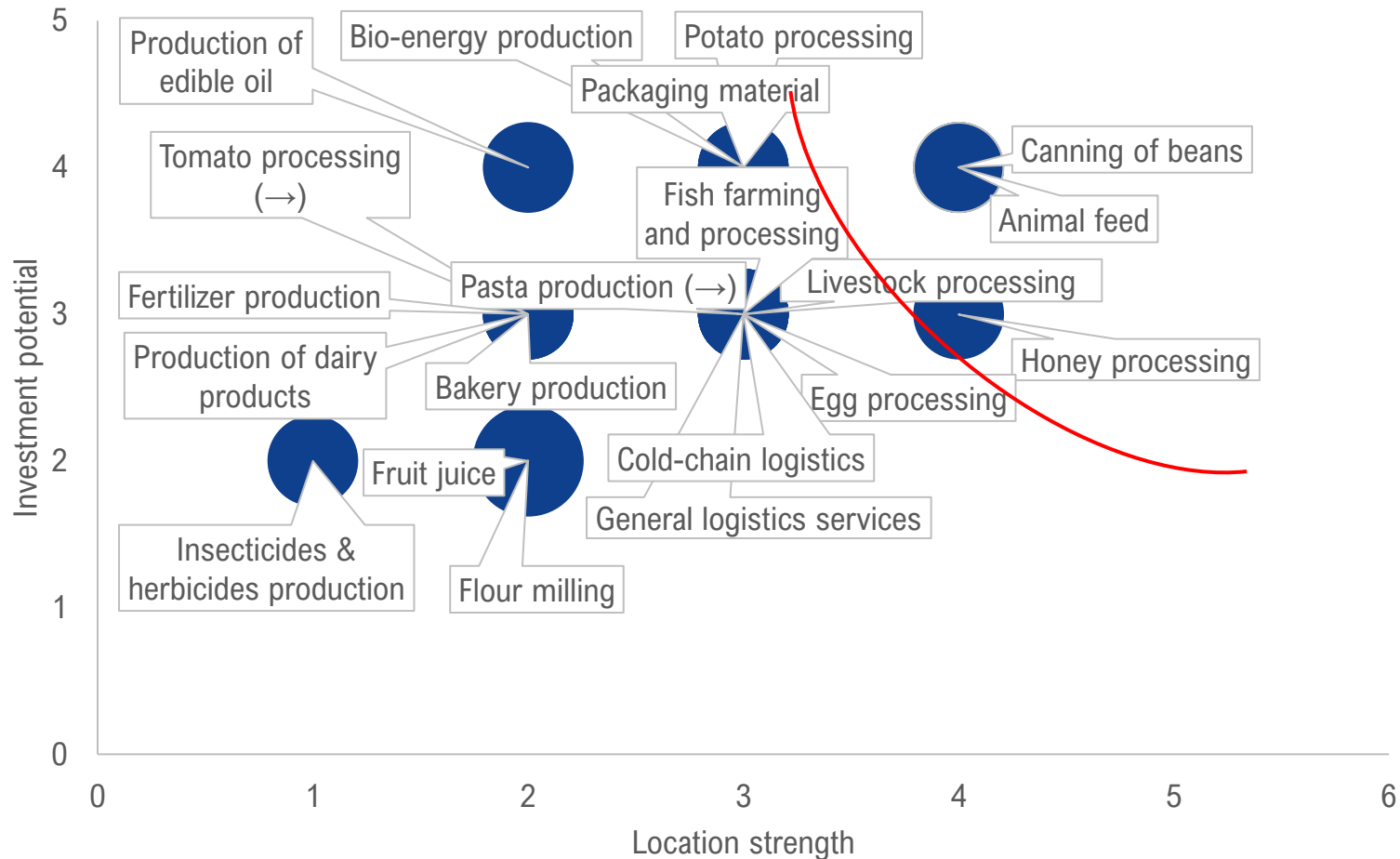
Scoring of focus areas for the Bulbula IAIP in Oromia

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Insecticides & herbicides production	1	2	3	<ul style="list-style-type: none"> • Requires chemical supply chain for key ingredients. • Opportunity to supply local farmers. • Support to increase yields.
General logistics services	3	3	3	<ul style="list-style-type: none"> • New logistics needs arising for the transport of raw materials from RTCs to IAIPs and end-products to consumers. • The latest reform of the investment law opened this area for foreign private investors.
Cold chain logistics	3	3	3	<ul style="list-style-type: none"> • Serve the emerging meat and other perishables industries. • Investment opportunities will depend on the establishment of potential clients.
Fruit juice production	2	2	2	<ul style="list-style-type: none"> • Local horticulture industry produces, among other, passions fruits, citrus fruits, guava, and mango. There is already a Dutch investor, AfricaJuice, established outside the park. • An investor can serve the export market and/or the urban middle-class in Ethiopia. • Sales opportunity for local fruit growers.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE BULBULA IAIP

Selection of preliminary short-list of focus areas for the Bulbula IAIP



Comments

- Canning of beans, the production of animal feed, and honey processing seem to have the highest investment attraction potential given their fit with the location according to this analysis.
- The production of animal feed also promises significant additional benefits for the region by serving as an input into the whole livestock value chain and production system.
- The immediate investment opportunities next best suited for a proactive investment promotion strategy are potato processing, the production of packaging material, and livestock processing.
- This analysis is by no means complete and simple served as an input into the discussions with the regional stakeholders as described in the next section.

Scoring: 5 – best; 1 – worst, → -direction of major trend.

3.2.3 RECOMMENDED FOCUS AREAS

BULBULA IAIP, OROMIA REGION

RECOMMENDED FOCUS AREAS FOR THE BULBULA IAIP

Selection of short-list of focus areas for the Bulbula IAIP

We used the analysis presented in the previous section and the preliminary short-list as basis for our discussion with the regional stakeholders. This analysis for the preliminary short-list took only two factors (i.e., location strength, investment potential) into account. Through the discussion with the regional stakeholders, we were able to also include other factors such as policy priorities and potential linkages.

Through our discussion with the stakeholders, we aligned on selecting the following final short-list of focus areas for the Bulbula IAIP.

- Tomato processing
- Dairy processing
- Production of bakery products

We evaluated further these focus areas in detail in the next phase of the project to identify the ideal target groups. A target group is defined as a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. We evaluate the requirements of each target group to more closely assess the fit with the region. The assessment focused on the specific operational requirements (e.g., workforce, utilities, and land requirements) and market characteristics (e.g., key players, geographic concentration of companies, supply chain) of each target group. Additionally, we developed appropriate and practical targeting techniques for identifying and approaching potential investors in each target group.

There are additional focus areas with positive trends and may have the potential for attracting investment in the near future. We recommend reevaluating these focus areas in two years and, if the positive developments persisted, consider adding them to the proactive investment promotion strategy. These focus areas are:

- Animal feed production
- Canning of beans
- Honey processing
- Pasta production

3.2.4 TARGET GROUP ANALYSIS

BULBULA IAIP, OROMIA REGION

TARGET GROUP ANALYSIS FOR THE BULBULA IAIP

Tomato processing

1. Definition of the target group



Companies processing fresh tomatoes into durable consumer products such as tomato paste, ketchup, sauces, and canned tomatoes.

Inside a tomato processing facility



Evaporator used for tomato paste production



Final products



Source: pictures by Bertuzzi (2021); company websites.

2. Characteristics of the target group

Size of the target group

- Hundreds of companies around the world.
- Around 20 companies with international production facilities.

Type of companies

- Brand producers (e.g., Mutti) and non-brand producers (e.g., Chalkis), which supply tomato paste as input to other companies that own consumer brands.

Geography

- China is the largest grower of tomatoes worldwide accounting for 1/3 of the world's tomatoes exports – and also a leading processor of tomatoes.
- Italy, Turkey, and the US are home to popular tomato-based consumer brands.

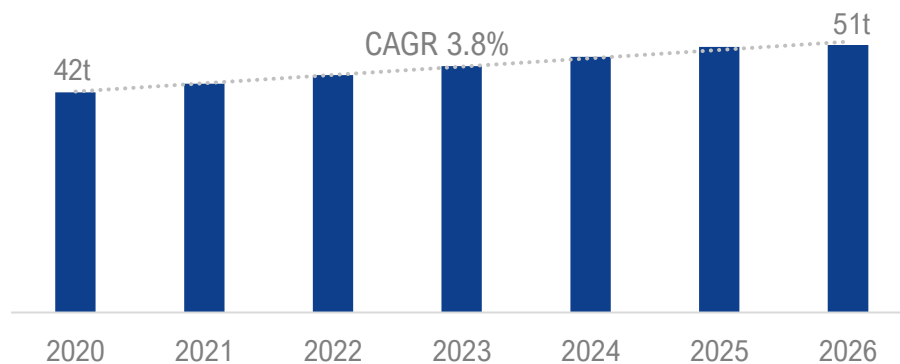
Leading companies

Company	Country
COFCO Group	China
Xinjiang Chalkis Co	China
Fuyuan Agriculture Products	China
Heinz	US
Mutti	Italy
Tat	Turkey

3. Growth trends and drivers

- The global processed tomato market is expected to grow at a CAGR of 3.8% until 2026 reaching 51 million tonnes in 2026 (EMR, 2021).
- The African continent is a major importer of tomato paste – mostly from China. The main importers are the Western African countries such as Nigeria. In recent years import volumes declined slightly in the aftermaths of an import ban by Nigeria.
- Currently, 80% of tomatoes are eaten fresh and only 20% processed worldwide.
- Future growth in the processed tomato market is expected to be driven by further adoption of Western eating habits in developing countries (such as Ethiopia itself).

Global processed tomato market (in tonnes)



Source: EMR (2021).

4. Investment trends and drivers

Is there evidence of new investment projects?

- Yes. There is investment going into new greenfield projects, including to Africa (see some examples below).

What is driving new investment projects?

- Serving growing domestic demand.

Where are investments going?

- Areas with good feedstock supply (close to the tomatoes).

Which mode of investment is preferred?

- Mostly greenfield (sometimes refunctioning of existing agro-processing facilities; e.g., a Mango puree plant in Kenya).

GBFoods Investment in Kebbi, Nigeria (2020)

- GBFoods (Spain) invested US\$50 million in a new tomato processing facility in Ngaski a rural area of Northern Nigeria.
- The project is fully integrated, including a farm and a processing plant creating 500 agricultural and 150 factory jobs.

New tomato processing facility to be established in Kenya (2021)

- The Ewaso Ng'iro South Development Authority is spending US\$4 million to build a tomato processing factory in Kenya which expected to start operations in 2022.
- The facility will source tomatoes from local farmers.

Tomato processing

5. Requirements for a potential project

Criteria	Requirements	Comments
Land	2-5 ha	<ul style="list-style-type: none"> A typical facility requires between 2 (e.g., Thai Soon Foods in Thailand) and 5 ha (e.g., Dangote Tomato Processing Co. in Nigeria).
Workforce	50-150 FTE	<ul style="list-style-type: none"> Mostly blue-collar workers, who can be trained on the job.
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> Water is required for washing the tomatoes. Energy is needed for powering the machines as well as the cold storage.
Feedstock	100,000-150,000 tonnes p.a.	<ul style="list-style-type: none"> A typical processing facility will process between 100,000 and 150,000 tonnes of tomatoes per year (e.g., Univer's facility in Kecskemét, Hungary.) Tomato processing equipment for small facilities starts with capacities ranging from 500 kg to 20,000 kg per hour. The largest facilities in the US can process 1,300 tonnes of tomatoes per hour. The utilization of the capacity of the equipment will typically fluctuate between harvest season and off-season.
Market access	Growing regional consumer demand	<ul style="list-style-type: none"> This is one of the main investment drivers in this target group. Companies operate multiple manufacturing plants around the world to reduce product shipping costs. They are also environmentally conscious and want to limit their carbon footprint by keeping supply chains short.
Other	Supply of containers and packaging material	<ul style="list-style-type: none"> Bottles, cans, and general packaging material are needed to portion and package the final products.

6. Assessment of the Bulbula IAIP and associated RTCs

Criteria	Assessment	
Land	<ul style="list-style-type: none"> According to the masterplan, the Bulbula IAIP has over 230 ha of land available for processing activities – 31 ha of these are earmarked for vegetable processing activities. This is more than sufficient for multiple tomato processing facilities. 	✓
Workforce	<ul style="list-style-type: none"> Bulbula town had a population of 6,400 according to the last available census (2005). This talent pool should be sufficient for the workforce needs of a few tomato processing facilities. In the mid- to long-term, this talent pool will most likely be too small to also cater to the workforce needs of other industries. It would be advised to either facilitate commuting from other towns/cities through public transport or to construct worker dormitories at the park. 	✓
Utilities	<ul style="list-style-type: none"> Electricity and water supply provision by the OIPDC is already at the final stage. Any company establishing operations at the park should have no problem accessing these utilities. 	✓
Feedstock	<ul style="list-style-type: none"> Over 430,000 tonnes of tomatoes are available per year within the associated ACPZ. As of 2021, the varieties grown are not well suited for processing (“salad tomatoes”). An investor would either need to engage in contract farming or set up their own tomato farm to secure a steady supply of sauce tomatoes. Based on our research and assuming that it will be fairly easy for farmers to switch from growing salad tomatoes to growing sauce tomatoes once a new investor provides seeds and an off-take opportunity, we consider there will be enough potential for at least 3 to 4 tomato processing facilities at the Bulbula IAIP. 	✓
Market access	<ul style="list-style-type: none"> Demand for tomato paste is expected to grow by 5% per year (ATA, 2016). 	✓
Other	<ul style="list-style-type: none"> In our interviews, it was mentioned that local sourcing of packaging material is challenging, and many companies resort to imports from Dubai or other regional sources. The opening of Melba Printing, Publishing, and Packaging’s US\$30 million facility in Oromia might offer a new local supply opportunity of paper-based packaging material. 	-

★ Significant advantage ✓ meets criteria – partially meets the criteria X does not meet criteria

7. Opportunities for the Bulbula IAIP and associated RTCs

- Our assessment suggests that the Bulbula IAIP has the potential to attract between three and four tomato processing facilities in the next two years.
- The success in attracting these companies will require investors to engage in agricultural extension and to provide seeds and training for local farmers to switch from growing salad tomatoes to sauce tomato varieties.
- An investor will most likely target the domestic or regional market for its final products.
- A new investment projects can generate between 50 and 150 direct jobs.
- We recommend focusing the investment attraction efforts on the Ethiopian market as well as internationally in the US, China, Italy, Spain, and Turkey.

TARGET GROUP ANALYSIS FOR THE BULBULA IAIP

Dairy processing

1. Definition of the target group



Companies processing raw milk into pasteurized milk and value added products such as butter, yoghurt, skim milk, cheese, and cream cheese.

Inside a production facility



Final products



Pictures taken from: Farm and Dairy (2018) / Dairy Reporter (2019).

2. Characteristics of the target group

Size of the target group

- Thousands of companies worldwide of which hundreds have the capacity to expand abroad.

Type of companies

- Large dedicated players and large manufacturing food and beverage companies.

Geography

- Large number of companies established in Switzerland, France, the US, and Canada.
- Additionally, there are large numbers of SMEs in each region worldwide.

Leading companies worldwide

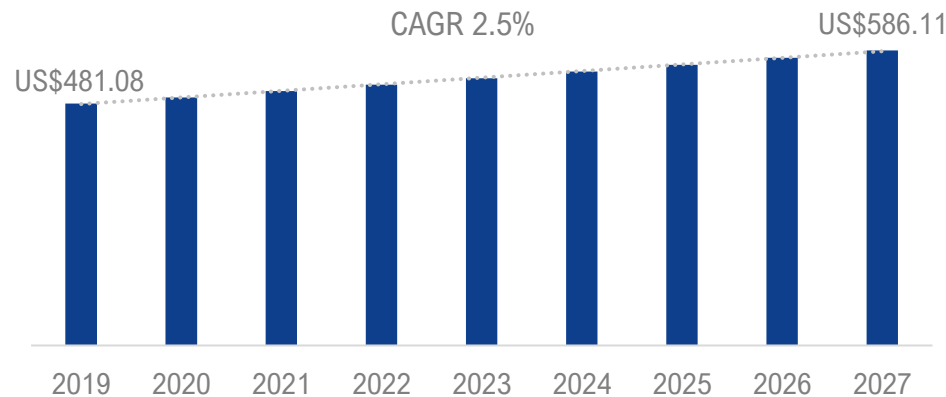
Company	Country	Type
Danone	France	Large food and beverage company
Saputo	Canada	Dedicated player
Nestlé	Switzerland	Large food and beverage company
Schreiber Foods	US	Dedicated player
Lactalis	France	Dedicated player

Dairy processing

3. Growth trends and drivers

- The dairy products market is expected to grow at a Compound Annual Growth Rate (CAGR) of 2.5% per year until 2027 (Grand View Research, 2021).
- A rising demand for milk and milk products due to rising urbanization, population, and better incomes.
- The milk sector accounts for the largest segment within this target group, followed by yogurt, and cheese.

Global dairy products market (US\$ bn)



Source: Grand View Research (2021).

4. Investment trends and drivers

Is there evidence of new investment projects?

Yes (see some examples below).

What is driving new investment projects?

Access to market.

Where are investments going?

New investment projects have been identified worldwide.

Which mode of investment is preferred?

Greenfield and M&A.

Hilmar Cheese Company opens new cheese and whey production facility in the US

- Located in Kansas, the new facility is expected to be fully operational in 2024 and represents US\$460 million in capital investment and 247 new jobs.

Baladna sets up new factory for evaporated milk in Qatar.

- Baladna announced its plans to establish an evaporated milk processing factor.
- The company also announced the expansion of the current facilities for a new butter processing line.

TRIOMF East Africa to establish a powder milk processing plant

- With a total investment of US\$38 million, TRIOMF East Africa (a joint venture between South African and Rwandan investors in collaboration with dairy farmers in Gicumbi District, Northern Province of Rwanda) set up a new factory with an installed capacity to process 252,000 litres per day.

Dairy processing

5. Requirements for a potential project

Criteria	Requirements	Comments
Access to market	Growing or unmet customer demand	<ul style="list-style-type: none"> • Access to market is one of the main drivers leading investments in the dairy processing sector. • Most recent example projects in were driven by the rationale to provide local consumers with dairy products.
Feedstock	75-300 million liters p.a.	<ul style="list-style-type: none"> • Typical facilities in Africa (such as the example project in Rwanda) use around 75 million liters of fresh milk a year. • Larger international facilities can use 300 million liters (e.g., Fonerra-Nestle Joint venture in Brazil) or even more per year.
Site	At least 2 ha	<ul style="list-style-type: none"> • A dairy processing facility requires at least 2 ha.
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> • A facility requires standard industrial utilities such as water and electricity.
Workforce	100-300 FTE	<ul style="list-style-type: none"> • A typical mid-sized facility employs around 100 workers. • Larger facilities can employ up to 300 workers.
Logistics	Cold storage & Cold chain	<ul style="list-style-type: none"> • Fresh milk as well as many dairy products are easily perishable and require, therefore, cold storage and cold chain logistics.
Others	<ul style="list-style-type: none"> • Packaging • Animal feed • Veterinary drugs • Insemination services 	<ul style="list-style-type: none"> • Packing material is required for the final products. • The other services are mostly relevant for integrated companies, who will operate their own dairy farm in addition to the processing facility.

6. Assessment of the Bulbula IAIP and associated RTCs

Criteria	Assessment
Access to market	<ul style="list-style-type: none"> Household milk consumption is high in the region, varying between 51 and 77% of total production in the region. However, the sales volume in the region are low (only about 1% of production). Processors usually distribute their final products to retailers, but they also sell to distributors and to consumers, including hospitals, universities, and large companies. A growing urban middle class provides further growth opportunities for dairy producers in the future. The Bulbula IAIP is well positioned for serving the Addis Ababa market.
Feedstock	<ul style="list-style-type: none"> The ACPZ has an annual surplus of nearly 17,000 tonnes per year. This suggests an investor will need to provide agricultural extension or invest in a dairy farm to ensure supply. In Ethiopia, traditional smallholder produces provide over 90% of the total milk production in the country. The four zonal administrations in Central-East Oromia (i.e., Bale, Arsi, West Arsi, and East Shewa) have an estimated cattle population of 6.8 million, of which 1.4 million are milking cows and produce about 485 million liters (representing 38.5% of the total milk production of the region). The average productivity is between 1.3 and 1.5 liters per cow per day. This indicates there is potential to increase the milk supply by increasing milk production per cow (in Europe average daily milk production per cow is 28 liters). Smallholders sell the raw milk to cooperatives, which either distribute to individual consumers or sell the raw milk to commercial processors.
Site	<ul style="list-style-type: none"> With over 270 ha of land available for processing activities (of which, according to the master plan, at least 7 ha are planned for dairy processing activities), the Bulbula IAIP has sufficient space for attracting multiple dairy processing facilities.
Utilities	<ul style="list-style-type: none"> Electricity and water supply provision by the OIPDC is already at the final stage. Any company establishing operations at the park should have no problem accessing these utilities.
Workforce	<ul style="list-style-type: none"> According to the last available census from 2005, Bulbula has a population of over 6,400 people. This talent pool should be sufficient for the workforce needs of dairy processing facilities (note comments in previous profile on potential workforce challenges once the park is filling up).

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

6. Assessment of the Bulbula IAIP and associated RTCs (continued)

Criteria	Assessment
Others	<ul style="list-style-type: none"> In Ethiopia, the MoA plays an important role in the distribution of input supplies for the dairy processing industry (i.e., animal feed, veterinary drugs, and health services such as artificial insemination). Private dairy farmers also supply dairy farm inputs to producers in the CEO region. ✓ Animal feed is limited in the region, which may represent a constraint for the value chain.

7. Opportunities for the Bulbula IAIP and associated RTCs

- Our assessment suggests that Bulbula has the potential to attract two dairy processing facilities.
- However, the supply of feedstock needs to be improved either through agricultural extension increasing the milk yields per cow or through an investment in a milk farm by the dairy processor.
- The largely unmet but growing domestic market for dairy products provides an attractive business opportunity.
- An investment project would create between 100 and 300 jobs and generate a two to three-digit million US\$ CAPEX.
- Key target countries for the investment promotion activities for this target group are the US, Canada, Switzerland, Netherlands, France, and China.

TARGET GROUP ANALYSIS FOR THE BULBULA IAIP

Production of bakery products

1. Definition of the target group



This target group comprises of bakery products manufacturers. Baked foods are prepared from flour or meal derived from the various form of grains. Final products include bread, rolls, cookies, pies, pastries, and muffins.

Inside a bakery goods production facility



Final products



Source: pictures taken from company websites.

2. Characteristics of the target group

Size of the target group

- 100,000s of companies which are fragmented and competitive.

Type of companies

- Includes large dedicated players and large manufacturing food and beverage companies as well as small bakeries, which dominate the industry with more than 277,000 companies operating worldwide.

Geography

- Leading firms are concentrated in Europe and North America.

Leading companies

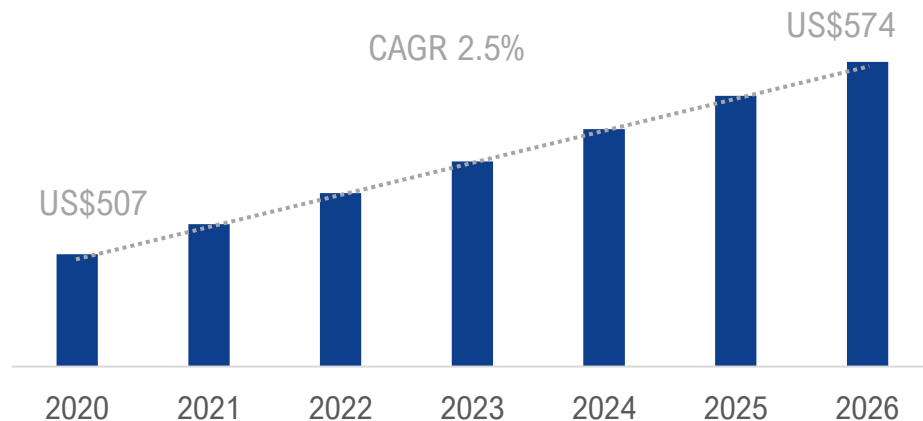
Company	Country	Type
Finsbury Food Group Plc	United Kingdom	Bakery Goods Manufacturer
Mondelez International	United States	Large Food and Beverage Company
General Mills Inc.	United States	Branded Foods Manufacturer
Britannia Industries LTD *subsidiary of Wadia Group	India	Large Food and Beverage Company
Grupo Bimbo	Mexico	Bakery Goods Manufacturer

Production of bakery products

3. Growth trends and drivers

The global bakery products market reached a value of almost US\$507.38 billion in the year 2020. The bakery products industry is further expected to grow at a CAGR of 2.5% between 2021 and 2026 to reach a value of almost US\$574.05 billion by 2026. However, 50% of market share consists of Artisanal sellers (Expert Market Research, 2020).

Global bakery products market (US\$ bn)



Source: Expert Market Research (2020).

Main drivers:

- The rising consumption of processed products and the shift taking place towards convenient food and beverage products is aiding the market growth. The rising demand for frozen bakery products owing to their convenience and prolonged shelf life is supporting the market for bakery products.
- COVID-19 caused a period of inflated demand for innovative bakery products. In developing countries there was shift away from brand loyalty during the low-stock environment. Demand is consistently high in the developed countries because bakery products such as biscuits are a quick and convenient source of nutrition and energy.
- There is a push for naturally baked, organic, and Ready-To-Eat Products in developed economies due to a rising number of health-conscious consumers, mounting e-commerce retail sales, and an increase in the number of working population.
- In Ethiopia, increasing urbanization is creating a growing class of consumers of processed bakery products.

Production of bakery products

4. Investment trends and drivers

Is there evidence of new investment projects?

- Yes.

What is driving new investment projects?

- Typically driven by access to local consumer markets.

Where are investments going?

- Europe (e.g., the UK, Ukraine) and North America (e.g., the US, Mexico).

Which mode of investment is preferred?

- Greenfield and M&A.

Warburtons expansion plans (2021)

- Warburtons, the UK bread maker, has revealed plans to spend US\$79.1 million on expansion projects to meet demand for non-bread baked products (crumpets, bagels).

Grupo Bimbo Investment into Ukraine (2021)

- Investments in the construction of a bakery of Grupo Bimbo in Kyiv region will amount to nearly US\$30 million production of buns, as well as tortilla and toast bread. This will create between 200 and 300 jobs.

Puratos rakes in US\$2.2 billion with ambitions to expand African footprint

- Belgium-based Puratos has expanded its African footprint with two new joint ventures in Kenya and Ethiopia.
- In Ethiopia, Puratos officially incorporated Puratos Ethiopia, which spans Ethiopia, Djibouti, Somalia, and Eritrea.
- Puratos Ethiopia is a joint-venture with Dachi Manufacturing, an Ethiopia-based manufacturer and distributor: Puratos Ethiopia has taken over the existing assets of Dachi Manufacturing, which includes manufacturing equipment at the company's factory, located in the suburb of Addis Ababa (with powder, wet and sugar paste lines) and its distribution network.
- Puratos founded the Bakery School Foundation which has already invested in bakery schools in India, Brazil, Mexico and South Africa. It includes courses about hygiene and food safety, good manufacturing practices, food quality, storage and shelf life, food labelling, raw material and ingredients.

Production of bakery products

5. Requirements for a potential project

Criteria	Requirements	Comments
Raw materials	Flour, Sugar, Water, Yeast	<ul style="list-style-type: none"> Wheat flour is the main ingredient to produce bakery products. A large bakery can use over 50,000 tonnes per year (e.g., Müller-Brot facility in Neufahrn, Germany). Other ingredients are required in smaller quantities.
Site	1,500m ² - 25,000m ²	<ul style="list-style-type: none"> Bakery goods manufacturing plant have a small minimum size requirement starting at 15 ha- The largest facilities require up to 2.5 ha. Cold storage facilities will need to be included in the facility. Food premises where operations result in the release of fumes or smokes need to be equipped with an exhaust system or ventilation.
Utilities	Standard utilities plus potential gas systems	<ul style="list-style-type: none"> Standard requirements for an industrial facility. Potable water shall be used for cooking, handling food, cleaning equipment & container which come in contact with food. Compressed air, carbon dioxide, nitrogen, and other gas systems may be required in manufacturing and/or packaging.
Workforce	Approx. 100 FTE	<ul style="list-style-type: none"> For projects with new plants above 10,000m², the creation of full-time positions is above 100 employees. The majority of new-hires are not expected to have prior experience in a bakery or manufacturing settings as typically training is provided.
Market access	Growing regional consumer demand	<ul style="list-style-type: none"> This is one of the main investment drivers in this target group. Companies operate multiple manufacturing plants around the world to reduce product shipping costs. They are also environmentally conscious and want to limit their carbon footprint by keeping supply chains short.
Others	Packaging	<ul style="list-style-type: none"> Product is often packaged in-house as it is fragile and needs immediate protection from oxygen.

6. Assessment of the Bulbula IAIP and associated RTCs

Criteria	Assessment
Raw materials	<ul style="list-style-type: none"> • There are at least 250 grain mills in Ethiopia producing with 3.7 million tonnes production capacity altogether. (The large mills receive imported government subsidized grain in addition to their local sources of grain). These suppliers should make it easy for a bakery to fill its flour supply needs. • For companies wanting to mill their own flour from wheat, Central-Eastern Oromia accounts for approximately 42% of the overall wheat production of Ethiopia with 1.89 million tons in 2016. According to Mahindra Consulting Engineers the ACPZ has a net marketable surplus of 444,357.14 tons of wheat. Farmers in Oromia grow both bread and durum wheat. • In 2016/17 national average wheat yields were reported to be 2.68 t/ha, a twofold wheat productivity increase since the turn of the century. Based on our interviews, any shortage in the availability of raw materials (wheat) will be alleviated through current investments in agricultural engineering and land availability to increase crop yield. • Ethiopia is a producer of sugar allowing investors to source it domestically. Baker yeast is available from local wholesalers. • There are currently 300,000 ha of land covered by irrigation wheat production thanks to a new initiative launched in 2021.
Site	<ul style="list-style-type: none"> • 271 ha are considered for initial development in Bubula town, 180 km from the capital, Addis Ababa. With over 8% of land intended for cereals processing, storing, and packaging units. Therefore, the space required for a potential project would be given at the park.
Utilities	<ul style="list-style-type: none"> • Electricity and water supply provision by the OIPDC is already at the final stage. Any company establishing operations at the park should have no problem accessing these utilities. • Chillers, compressed air, and steam are available on site.
Workforce	<ul style="list-style-type: none"> • According to Mahindra Consulting Engineers, the shortage of skilled trained manpower will be alleviated as the IAIP shall house training centers, skill development centers, educational and employability improvement centers

★ Significant advantage ✓ meets criteria – partially meets the criteria X does not meet criteria

Production of bakery products

6. Assessment of the Bulbula IAIP and associated RTCs (continued)

Criteria	Assessment
Market access	<ul style="list-style-type: none"> In Ethiopia, increasing urbanization is creating a growing class of consumers of processed bakery products.
Others	<ul style="list-style-type: none"> In our interviews, it was mentioned that local sourcing of packaging material is challenging, and many companies resort to imports from Dubai or other regional sources. The opening of Melba Printing, Publishing, and Packaging's US\$30 million facility in Oromia might offer a new local supply opportunity of paper-based packaging material. ✓

7. Opportunities for the Bulbula IAIP and associated RTCs

- As the production of wheat in the local area increases with improved technology and land availability, the IAIP has the opportunity to attract two medium-sized bakery goods projects in the next two years.
- Cooperation with local farmers and local and international agricultural research associations is imperative to increase crop yield to have a surplus of wheat to use for processing consumer bakery goods.
- A project of medium size would translate to 50 to 100 direct new jobs and a seven-digit-US\$ investment.
- We recommend that the investment attraction efforts are focused on the domestic market as well as in the international markets, more precisely on the US, France, Germany, and the UK.

3.3 BURE IAIP, AMHARA REGION

INVESTOR TARGETING

Overview

In investment attraction, investor targeting refers to the proactive approach a region undertakes to attract new companies to their location.

Investor targeting is a key component for a successful investment attraction strategy, especially due to the strong competition worldwide. A targeting approach will allow the IAIP the development of particular sectors and create specialized supply chains that increase the potential for transferring knowledge and technologies.

Through this section, we analyze 18 focus areas to identify three with the highest potential for attracting domestic and foreign investments to the Bure IAIP. Once the three focus areas were selected, we conducted an in-depth research to understand better the requirements of the companies in each focus area, provide an analysis to the degree in which the IAIP could attract investment projects in this field, prioritize the source of countries for the investment attraction activities, and create an action plan that is practical and realistic for the upcoming months.

3.3.1 LONG-LIST OF FOCUS AREAS

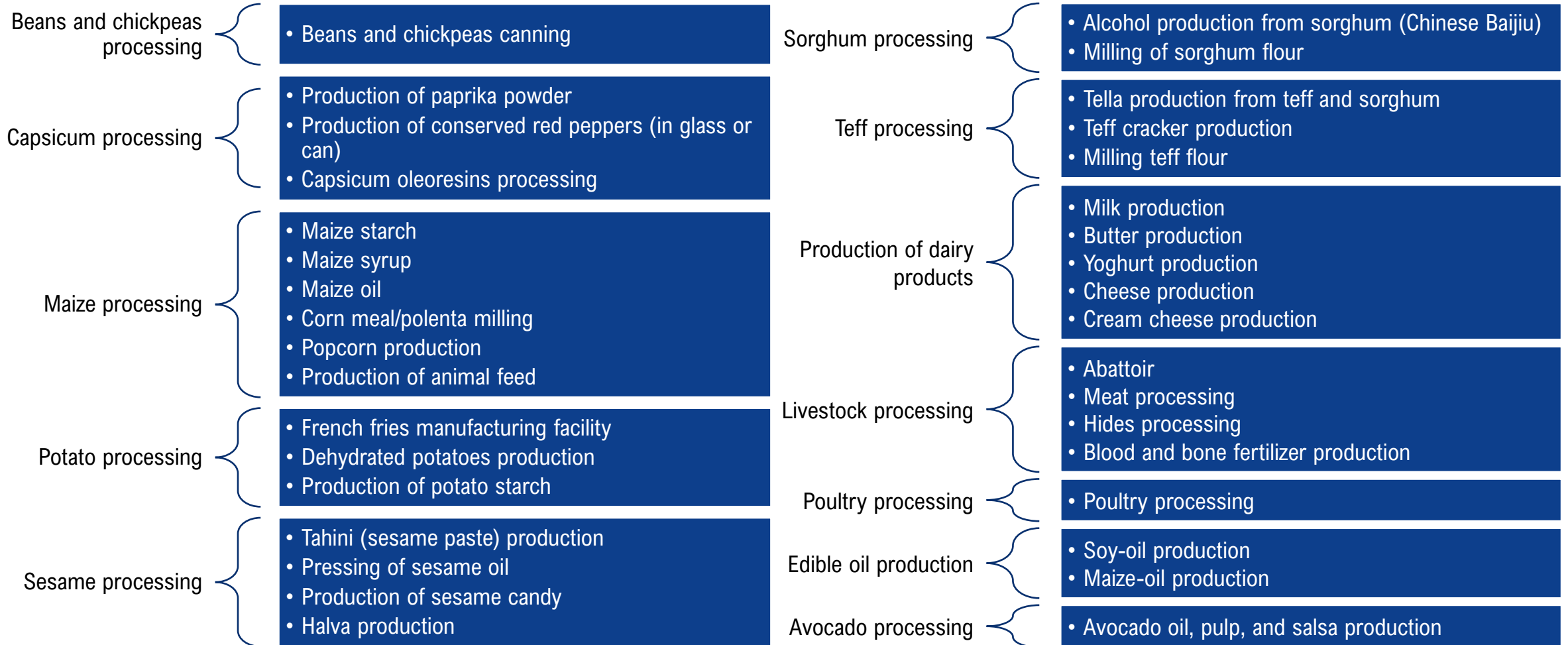
BURE IAIP, AMHARA REGION

LONG-LIST OF FOCUS AREAS FOR THE BURE IAIP

Bure IAIP in Amhara

We have identified the following long-list of focus areas (displayed in no particular order) with potential to attract domestic and foreign investment to the Bure IAIP.

Based on local commodities:



LONG-LIST OF FOCUS AREAS FOR THE BURE IAIP

Bure IAIP in Amhara

Support industries:

- Bio-energy production
- Packaging material production
- Organic fertilizer production
- Insecticides & herbicides production
- General logistics services
- Cold chain logistics

Even though, there may be other agricultural commodities available in the region (e.g., honey, barley, tomato), we have selected the focus areas that based on our research through interviews and extensive review of secondary data seem to have the best potential for attracting investments to the region.

3.3.2 EVALUATION OF FOCUS AREAS

BURE IAIP, AMHARA REGION

EVALUATION OF FOCUS AREAS FOR THE BURE IAIP

Scoring of focus areas for the Bure IAIP in Amhara

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Beans and chickpeas canning	3	4	2	<ul style="list-style-type: none"> • Haricot, fava bean, chickpeas, and soybeans are available – but in smaller quantities than in other locations such as Bulbula (Oromia). • Opportunity for canning for sale to the domestic urban middle-class.
Capsicum processing	2 (+)	3	2	<ul style="list-style-type: none"> • Around 10,000 tonnes marketable surplus of red peppers in the Amhara region. • Preserving and processing into consumer end-products for domestic and export markets.
Maize processing	4	4	3	<ul style="list-style-type: none"> • Local commodity with the largest available surplus – in addition, yields have been constantly increasing over the last years. • Opportunity to produce consumer products as well as animal feed for the local market. • Sales opportunity for farmers and supply of animal feed for livestock producers.
Potato processing	2	4	3	<ul style="list-style-type: none"> • Around 150,000 tonnes of local marketable surplus – but other regions such as Bulbula (Oromia) offer more. • Processing into consumer products for the domestic market.
Sesame processing	4	4	2	<ul style="list-style-type: none"> • Around 28,000 tonnes local marketable surplus of sesame as identified by the feasibility study (a lot currently exported unrefined). • Opportunity for domestic or foreign investors to produce final consumer products before exporting.
Sorghum processing	4	3	2	<ul style="list-style-type: none"> • Approximately 19,000 tonnes of local marketable surplus (according to the feasibility study). • It is the third most important food crop and offers opportunities to process into consumer goods for the domestic and export markets.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE BURE IAIP

Scoring of focus areas for the Bure IAIP in Amhara

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Teff processing	5	4	3	<ul style="list-style-type: none"> Ethiopia grows 90% of the world's teff – South West Amhara being a leading production zone in the country. Export ban has been lifted in 2015. Teff's favorable nutritional qualities (gluten-free, high-protein) positions it to become an export earner as a novelty food and/or to serve the growing domestic urban middle class. Opportunity for local farmers to modernize production and financially benefit from growing a cash crop.
Dairy processing	3	3	4	<ul style="list-style-type: none"> Despite the large livestock presence in the region, total milk production is minimal due to challenges such as inadequate animal feed and veterinary drug supply. Amhara Livestock Research and Development Promotion Agency and the National Veterinary Institute (NVI) can assist in ameliorating the problem. According to the investor survey and potential investor survey reports shared by UNIDO and the interviews conducted, there are some investors already interested in dairy processing.
Livestock processing	4	3	4	<ul style="list-style-type: none"> The Amhara region has the largest cattle population (over 12 million) in Ethiopia and the second largest population of sheep (almost 9 million) and goats (over 6 million). There are several challenges in the value chain (e.g., adequate animal feed and veterinary drug supply) that need to be worked on for attracting more investors in this area. According to the investor survey and potential investor survey reports shared by UNIDO and the interviews conducted, there are some investors already interested in meat processing.
Poultry processing	3	2	3	<ul style="list-style-type: none"> About 29% of the national poultry population is in Amhara, which represents approx. 14.6 million poultry population. However, there is a lack of animal feed (particularly concentrate feed), inadequate supply of drugs and shortage of vaccine and veterinary services and facilities, and lack of poultry equipment (e.g., waterier, feeder, brooder, incubator). According to the investor survey and potential investor survey reports shared by UNIDO and the interviews conducted, there are some investors already interested in poultry processing.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE BURE IAIP

Scoring of focus areas for the Bure IAIP in Amhara

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Edible oil production	2	3	2	<ul style="list-style-type: none"> • Opportunity to process local oil seeds including soybeans and maize into edible oil for the local consumer market. • Existing large-scale investor at the park currently running below capacity due to a shortage of feedstock (at full capacity could serve 60% of domestic demand). • Difficult for a new investor to secure sufficient feedstock.
Avocado processing	2 (+)	4	4	<ul style="list-style-type: none"> • Avocado supply is improving in Amhara; however, there are still other regions in Ethiopia with a better supply of avocados. • Interventions by US and Israeli development partners are leading to increasing harvested volumes of Hass variety avocados. • Growing world market for avocado products.
Bio-energy production	3	4	4	<ul style="list-style-type: none"> • Raw materials are available in the region, including agricultural crops such as maize, animal and plant wastes, and organic residential/ industrial waste. • Growing investment potential worldwide, including in Ethiopia where a plant opened operations in 2018 to turn waste into energy.
Packaging material production	3	4	4	<ul style="list-style-type: none"> • Local raw materials are available to produce bio-based packaging solutions (e.g., food waste, maize). • There is at least one company already established at the IAIP producing packaging material.
Organic fertilizer production	3	4	3	<ul style="list-style-type: none"> • Raw materials available (e.g., cattle and poultry manure and cereal production by-products) to produce organic fertilizers. • Opportunity to supply a growing local consumer market; however, the costs of accessing this product may be high compared to “self-made” organic fertilizer from sources such as manure or plant waste.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE BURE IAIP

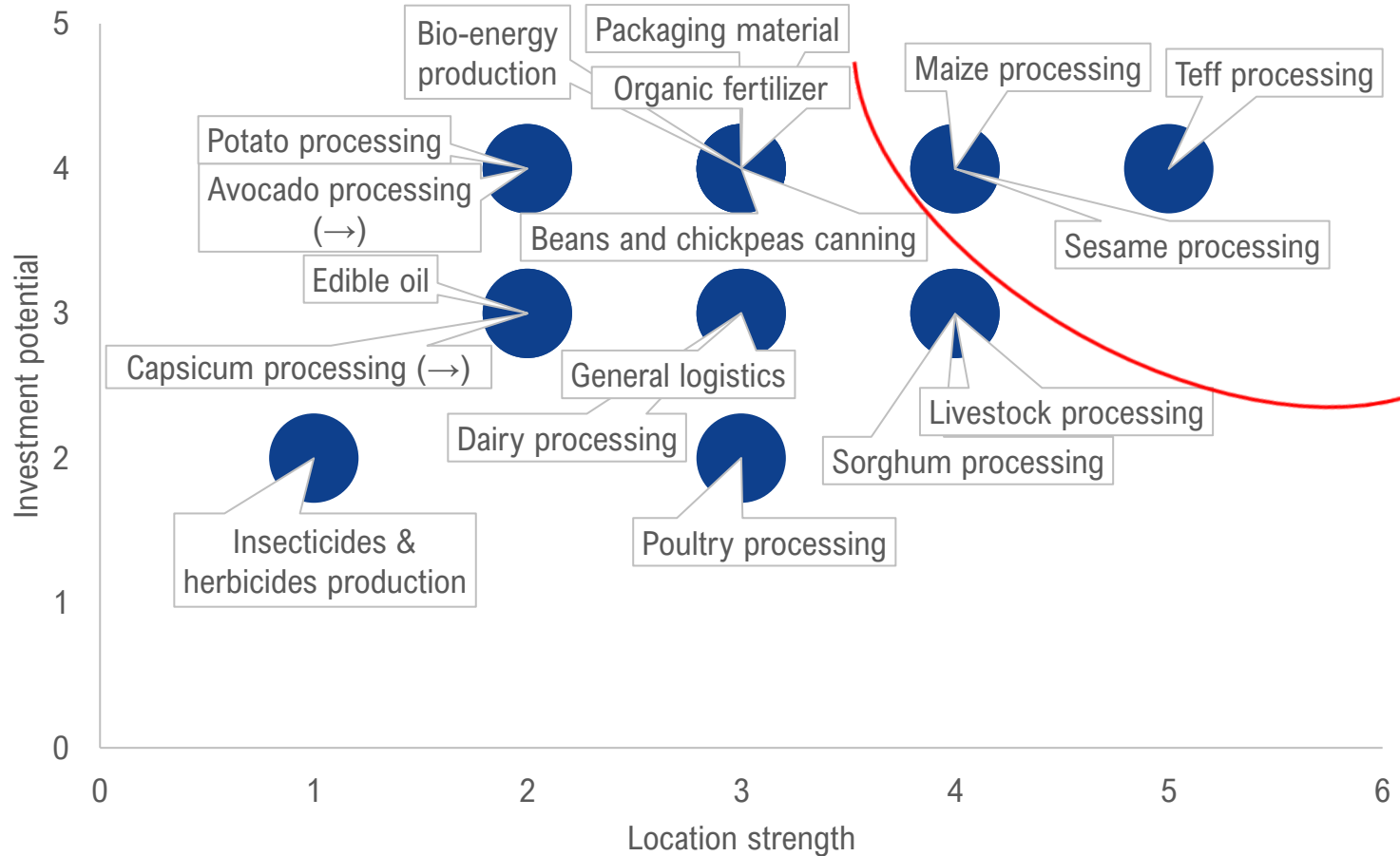
Scoring of focus areas for the Bure IAIP in Amhara

Focus area	Location strength	Investment potential	Benefits for the region	Comments
Insecticides & herbicides production	1	2	3	<ul style="list-style-type: none"> • Despite a local need for these types of products, the production of insecticides and herbicides tends to be highly regulated because of environmental concerns. • Weak local chemical supply chain which is needed for feedstocks.
General logistics services	3	3	3	<ul style="list-style-type: none"> • New logistic needs arising for the transport of raw materials from RTCs to IAIPs and end-products to consumers. • The last reform of the investment law opened this area for private investors.
Cold-chain logistics	2	3	3	<ul style="list-style-type: none"> • The establishment of new projects will highly depend on local clients. • Some investment projects have been identified worldwide.

Scoring: 5 – best; 1 – worst., + - significant positive trend

EVALUATION OF FOCUS AREAS FOR THE BURE IAIP

Selection of short-list of focus areas for the Bure IAIP



Comments

- We identified teff, maize, and sesame processing to have the highest investment attraction potential given the suitability of the location for these business activities.
- Teff processing stands out due to the world-wide leading raw material availability in Amhara and the strong potential demand in the world market for teff-based products.
- Maize processing has a high benefit for the region score as it can also supply the livestock industry with animal feed as a by-product.
- Sesame processing provides the opportunity to add local value locally to an already successful export product.
- This analysis is by no means complete and simply served as an input into the discussions with the regional stakeholders as described in the next section.

Scoring: 5 – best; 1 – worst, → -direction of major trend.

3.3.3 RECOMMENDED FOCUS AREAS

BURE IAIP, AMHARA REGION

RECOMMENDED FOCUS AREAS FOR THE BURE IAIP

Short-list of focus areas for the Bure IAIP in Amhara

We used the analysis presented in the previous section and the preliminary short-list as basis for our discussion with the regional stakeholders. This analysis for the preliminary short-list took only two factors (i.e., location strength, investment potential) into account. Through the discussion with the regional stakeholders, we were able to also include other factors such as policy priorities and potential linkages.

Through our discussion with the stakeholders, we aligned on selecting the following final short-list of focus areas for the Bure IAIP.

- Dairy processing
- Livestock processing
- Production of maize consumer goods

There are other focus areas with positive trends and may have the potential for attracting investment in the near future. We recommend reevaluating these focus areas in two years and, if the positive developments persisted and the resources available allow it, consider adding them to the proactive investment promotion strategy for the IAIP. These focus areas are:

- Teff processing
- Sesame processing
- Sorghum processing

After discussing our suggestions in April 2021 with the RIPDC, the EIC, the MoA, and UNIDO's team, we proceeded with the detailed evaluation of these focus areas to identify the ideal target groups for the region.

A target group is defined as a specific group of companies that share similar characteristics with respect to their activities, operations, and investment potential. We evaluated avocado processing, coffee processing, and pineapple processing to identify the main industry and market developments (e.g., key players, geographic concentration of companies, supply chain) and the specific operational requirements (e.g., workforce, utilities, and land requirements) needed for the establishment of a successful investment project.

Next sub-section presents the target group analysis.

3.3.4 TARGET GROUP ANALYSIS

BURE IAIP, AMHARA REGION

TARGET GROUP ANALYSIS FOR THE BURE IAIP

Dairy processing

1. Definition of the target group



Companies processing raw milk into pasteurized milk and value added products such as butter, yoghurt, skim milk, cheese, and cream cheese.

Inside a production facility



Final products



Pictures taken from: Farm and Dairy (2018) / Dairy Reporter (2019).

2. Characteristics of the target group

Size of the target group

- Thousands of companies worldwide of which hundreds have the capacity to expand abroad.

Type of companies

- Large dedicated players and large manufacturing food and beverage companies.

Geography

- Large number of companies established in Switzerland, France, the US, and Canada. Additionally, there are large numbers SMEs in each region worldwide.

Leading companies worldwide

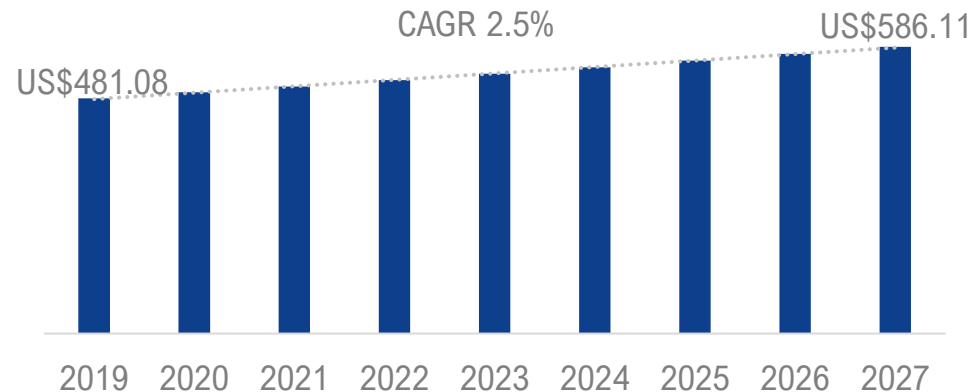
Company	Country	Type
Danone	France	Large food and beverage company
Saputo	Canada	Dedicated player
Nestlé	Switzerland	Large food and beverage company
Schreiber Foods	US	Dedicated player
Lactalis	France	Dedicated player

Dairy processing

3. Growth trends and drivers

- The dairy products market is expected to grow at a Compound Annual Growth Rate (CAGR) of 2.5% per year until 2027 (Grand View Research, 2021).
- A rising demand for milk and milk products due to rising urbanization, population, and better incomes.
- The milk sector accounts for the largest segment within this target group, followed by yogurt, and cheese.

Global dairy products market (US\$ bn)



Source: Grand View Research (2021).

4. Investment trends and drivers

Is there evidence of new investment projects?

Yes (see some examples below in the grey boxes).

What is driving new investment projects?

Access to market.

Where are investments going?

New investment projects have been identified worldwide.

Which mode of investment is preferred?

Greenfield and M&A.

Hilmar Cheese Company opens new cheese and whey production facility in the US

- Located in Kansas, the new facility is expected to be fully operational in 2024 and represents US\$460 million in capital investment and 247 new jobs.

Baladna sets up new factory for evaporated milk in Qatar.

- Baladna announced its plans to establish an evaporated milk processing factor.
- The company also announced the expansion of the current facilities for a new butter processing line.

TRIOMF East Africa to establish a powder milk processing plant

- With a total investment of US\$38 million, TRIOMF East Africa (a joint venture between South African and Rwandan investors in collaboration with dairy farmers in Gicumbi District, Northern Province of Rwanda) set up a new factory with an installed capacity to process 252,000 litres per day.

Dairy processing

5. Requirements for a potential project

Criteria	Requirements	Comments
Access to market	Growing or unmet customer demand	<ul style="list-style-type: none"> • Access to market is one of the main drivers leading investments in the dairy processing sector. • Most of the recent example projects were driven by the rationale to provide local consumers with dairy products.
Feedstock	75-300 million liters p.a.	<ul style="list-style-type: none"> • Typical facilities in Africa (such as the example project in Rwanda) use around 75 million liters of fresh milk a year. • Larger international facilities can use 300 million liters (e.g., Fonerra-Nestle Joint venture in Brazil) or even more per year.
Site	At least 2 ha	<ul style="list-style-type: none"> • A dairy processing facility requires at least two (2) ha.
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> • A facility requires standard industrial utilities such as water and electricity
Workforce	100-300 FTE	<ul style="list-style-type: none"> • A typical mid-sized facility employs around 100 workers. • Larger facilities employ go up to 300 workers.
Logistics	Cold storage & cold chain	<ul style="list-style-type: none"> • Fresh milk as well as many dairy products are easily perishable and require cold storage and cold chain logistics.
Others	<ul style="list-style-type: none"> • Packaging • Animal feed • Veterinary drugs • Insemination services 	<ul style="list-style-type: none"> • Packing material is required for the final products. • The other services are mostly relevant for integrated companies, who will operate their own dairy farm in addition to the processing facility.

6. Assessment of the Bure IAIP and associated RTCs

Criteria	Assessment
Access to market	<ul style="list-style-type: none"> According to the feasibility study a significant percentage of milk is consumed at household level while the rest is processed into cheese and butter – this indicates a habit of consuming dairy products in the region that can serve as consumer demand for an investor. Processors usually distribute their final products to retailers, but they also sell to distributors and to consumers, including hospitals, universities, and large companies.
Feedstock	<ul style="list-style-type: none"> The ACPZ provides a net marketable surplus of 218,000 tonnes of milk per year which would be sufficient for one dairy processing facility. An investor will need to source fresh milk through the cooperatives: In Ethiopia, traditional smallholder producers provide over 90% of the total milk production in the country. Smallholders sell the raw milk to cooperatives, which either distribute to individual consumers or sell the raw milk to commercial processors. The feedstock supply could be further increased by engaging in agricultural extension to increase milk yields per cow. Alternatively, an investor might decide to invest in its own dairy farm to guarantee a steady supply of fresh milk.
Site	<ul style="list-style-type: none"> With over 260 ha of land available for processing activities (of which, according to the master plan, at least 4.5 ha are planned for dairy processing activities), the Bure IAIP has sufficient space for attracting multiple dairy processing facilities.
Utilities	<ul style="list-style-type: none"> According to the master plan, the IAIP can provide all the required standard industrial utilities for a project in this target group.
Workforce	<ul style="list-style-type: none"> According to the last available census from 2005, Bure has a population of over 45,000 people. This talent pool should be sufficient for the workforce needs of dairy processing facilities.
Others	<ul style="list-style-type: none"> In Ethiopia, the Ministry of Agriculture plays an important role in the distribution of input supplies for the dairy processing industry (i.e., animal feed, veterinary drugs, and health services such as artificial insemination). Also, private dairy farmers also supply dairy farm inputs to smallholder producers in the Central-East Oromia region. Animal feed is limited in the region, which may represent a constraint for the value chain.

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

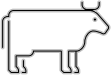
7. Opportunities for the Bure IAIP and associated RTCs

- The Bure IAIP has the potential to attract one or two dairy processing facilities within the next two years.
- The current supply is sufficient for one dairy processing facility. However, as the supply of milk has the potential to increase in the near future, more dairy processors could locate in the IAIP.
- The largely unmet but growing domestic market for dairy products provides an attractive business opportunity.
- Each investment would create between 100 and 300 jobs and generate a two to three-digit million US\$ CAPEX.
- Key target countries for the investment promotion activities for this target group are the US, Canada, Switzerland, Netherlands, France, and China.

TARGET GROUP ANALYSIS FOR THE BURE IAIP

Livestock processing

1. Definition of the target group

 This target group consists of companies which slaughter livestock and process and package the meat. Due to extensive vertical integration the majority of meat processing companies are integrated abattoir operators and processors.

Inside an abattoir



Final products



2. Characteristics of the target group

Size of the target group

Thousands of large dedicated players

Type of companies

In developed countries large meat processors have market majority. They oversee all slaughtering, processing, packaging, and branding in house. Products are sold directly (Tyson Foods Inc.) through a branded subsidiary (e.g. Blue Ribbon under JBS).

Geography

Abattoirs are concentrated in China, Brazil, the United States. Brazil processes the most cow meat while China leads in chicken, pork, and sheep.

Leading companies

Company	Country	Type
JBS S.A.	Brazil	Meat Processor
Tyson Foods Inc.	US	Meat Processor and Marketer
BRF S.A.	Brazil	Food Processor
WH Group	China	Meat Processor
Teys Australia	Australia	Meat Processor
Cargill Inc.	US	Food Processor

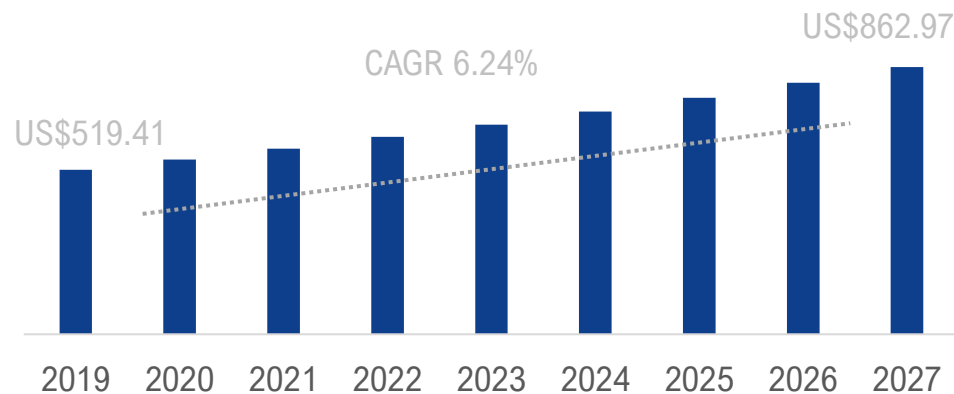
Source: The Guardian and Euromeat news article and Foodgiggy packaging

Livestock processing

3. Growth trends and drivers

- The global processed meat market size is anticipated to reach US\$862.97 billion by 2027. The size was US\$519.41 billion in 2019 and is also likely to display a decent CAGR of 6.24% during the forecast period. In global comparison, most revenue is generated in the United States (Fortune Business Insights, 2020).
- Due to urbanization and per-capita income growth in Ethiopia, the aggregate consumption of all livestock products will more than double, and about triple for beef, poultry, eggs, and pork between 2012 and 2050.

Global Processed Meat Market (US\$ bn)



Source: Fortune Business Insights (2020).

4. Investment trends and drivers

Is there evidence of new investment projects?

Yes. See some examples below in the grey boxes.

What is driving new investment projects?

Establishing closer to where animals are raised for higher transport efficiencies and animal welfare benefits.

Where are investments going?

The US, Australia, and China.

Which mode of investment is preferred?

Greenfield and expansions

Meat processor to expand in Cody (US) (2020)

- New 1,200 m² expansion, which will be able to process about 75 heads per day.
- Received a US\$2.2 million grant from the U.S. Economic Development Administration.
- Projected 50 new jobs with an average wage of US\$18 per hour.

Massive expansion in the works for Tatura meatworks (Australia, 2021)

- Approximately a US\$30 million investment.
- Adding 100 new employees – finding manpower is the biggest challenge.
- Doubling in size; adding storage (additional freezer space for up to 2,000 lambs).
- Construction on 4 ha site with a new 30-meter-high building.
- Focus on diversity – new plant can process a greater variety of animals.

Livestock processing

5. Requirements for a potential project

Criteria	Requirements	Comments
Feedstock	50 to 2,000 heads per day	<ul style="list-style-type: none"> Smaller-scale abattoir projects to operate at a capacity of 50+ head per day. Medium to large scale abattoir projects operate at a capacity of 500 to 2,000 head per day.
Site	3-5 ha	<ul style="list-style-type: none"> A minimum building size of 1,800 m² is required for a small abattoir. Medium to large projects are built on 3-5 ha of land. Chiller and freezer capacity to provide flexibility for available livestock supply. Lairage areas sized to hold the expected daily kill: cattle require 1.7m²/head, pigs/sheep require 0.35m²/head, and goats require 0.25m²/head. A pre-requisite a new abattoir needs to succeed is sound port access.
Utilities	Standard industrial utilities (substantial water supply)	<ul style="list-style-type: none"> An adequate water supply is essential. While mains water is to be preferred, well or bore water will also be suitable provided the water meets drinking water standards. Quantities of 1,000 liters per large animal 100 liters per small ruminant 450 liters per pig are desirable. Sufficient space available to bury inedible wastes and condemned animals and provide for compost stacks and hide drying frames. Connection to a public electricity supply is desirable especially for chilling of carcasses. Electricity is also required for on-site water pumping.
Human Capital	Between 40 to 200 FTE	<ul style="list-style-type: none"> Workforce need is dependent on the size of the facility. Mostly manual workers slaughtering, bleeding, deboning, and evisceration, of animals. Depending on company work includes cutting, flavoring, packaging and labeling of meats. The majority of projects looking for employees with past meat processing experience, as well as a fraction of employees with mechanical or technical background to repair machinery.
Logistics	Cold chain logistics	<ul style="list-style-type: none"> Cold chain logistics is needed for sending the final products to domestic centers of consumption as well as to export markets
Other	Halal Certification	<ul style="list-style-type: none"> Since the main export market for Ethiopian meat is the Middle East, products must be certified by the independent Islamic Affairs Council. Abattoir operations must be monitored to ensure that the animals are slaughtered according to the proper Islamic killing procedures.

6. Assessment of the Bure IAIP and associated RTCs

Criteria	Assessment
Feedstock	<ul style="list-style-type: none"> Ethiopia is considered to have the largest livestock population among African countries. The Amhara region has the largest livestock population in Ethiopia with 12,748,000 cattle; 8,987,000 sheep, and 6,022,000 goats in 2014 (most recent information available). Chicken production is also an important economic activity of small holders in the Amhara region - where the total poultry population is 14,610,770. In 2013, the region produced 1,622.9 tonnes of chicken meat from 1.8 million chickens. ★ The surplus chicken meat produced is projected to be 507,000 tonnes in 2028, a surplus of 453%. Goat meat is projected to have a surplus of 35,000 tonnes (19%), and mutton a surplus of 33, tonnes (18%) by 2028. Given that the Bure IAIP adjusts regulations to allow abattoirs within the park, livestock would be the main feedstock. Otherwise, the raw materials would be carcasses, not livestock, which will create a need for the establishment of abattoirs outside of the IAIP before meat processors can be attracted to the IAIP. Currently, according to Mahindra Consulting Engineers (2018) there is only one abattoir in the Amhara region.
Site	<ul style="list-style-type: none"> With over 260 ha available at the Bure IAIP and over 15 ha earmarked for meat processing, the park offers plenty of land and adequate infrastructure for establishing several abattoirs and meat processing facilities. According to the masterplan by Mahindra, only meat processing will be allowed in the IAIP due the environmental concerns. This means companies will need to establish separate abattoirs outside the IAIP and locate only the processing facility within the IAIP. If there are other ways to mitigate the environmental concerns, we suggest adjusting these regulations to allow abattoir operation within the IAIP as operating two separate facilities would amount to higher costs for investors.

★ Significant advantage ✓ meets criteria – partially meets the criteria X does not meet criteria

6. Assessment of the Bure IAIP and associated RTCs (continued)

Criteria	Assessment
Utilities	<ul style="list-style-type: none"> • According to the feasibility and business plan from Mahindra Consulting Engineers (2018), electricity and water supplies at the park should not represent a constraint for a potential project. • The electricity supply to IAIP is aimed to meet the estimated 449.016 MVA power demand from the Bure substation connected to the national grid. In the interview with the Bure IAIP, it was stated that they are still waiting for the construction of the power plant.
Human Capital	<ul style="list-style-type: none"> • According to the last census (2005) Bure town had a population of 47,000. • The technical positions should be able to be filled from the region. Finding the necessary workers with experience in the meat processing industry may be challenging. • Training opportunities to the local communities are one of the key aspects of the IAIP and the associated RTCs. A training center aims to enhance the knowledge, skills, and abilities so that people can improve their living standards.
Logistics	<ul style="list-style-type: none"> • Projects aiming to export their products can use the port of Djibouti which is connected to Amhara by highway and rail (starting from Addis Ababa). • Further cold chain capacity might need to be developed to facilitate large scale meat transports.
Other	<ul style="list-style-type: none"> • There are domestic associations like the Ethiopian Meat Producer Exporters Association (EMPEA) which monitors abattoir operations ensuring proper Islamic killing procedures are followed. • EMPEA is also working to increase the number of HACCP and ISO certifications for Ethiopian abattoirs.

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

7. Opportunities for the Bure IAIP and the associated RTCs

- Attracting meat processors to Bure IAIP is dependent on the restriction of abattoirs within the park, as most meat processors slaughter, cut, and package all in house. Although there are dedicated meat processors, they are small and shrinking in number as vertical integration increases.
- Based on our assessment, and allowance of abattoirs into the park, the Bure IAIP can attract up to two medium sized abattoirs/processors within a two-year period. This is based on Ethiopia's current lead among African countries for livestock population, as well as growth potential.
- If abattoirs are restricted from entering the IAIP, we recommend focusing solely on meat processing within the IAIP and sourcing from the region. Within the Amhara region, there is a limited number of existing abattoirs therefore it is imperative to develop further abattoirs outside the IAIP to supply their processing facility within the IAIP.
- Each abattoir/processing plant project would translate to at least a million US-dollar investment, with a lot of potential to exceed these numbers based on the scope of the project. Additionally, projects are expected to create anywhere from 25 to 100 jobs to the area.
- Considering that the surplus of poultry is projected to outweigh the surplus of other meat, this should be a focus area for attraction.
- To maximize profits, abattoirs and processors must ensure to follow Halal procedures, as the Middle East is the major importer of Ethiopian meat.

TARGET GROUP ANALYSIS FOR THE BURE IAIP

Production of maize consumer goods

1. Definition of the target group

This target group is comprised of companies that process maize into consumer products. There are two main processes used by these companies: wet-milling to produce starches, sweeteners, gluten meal, protein, and corn oil; and dry-milling to produce corn grits, cornmeal/polenta, and corn flour. The major companies operate both wet- and dry-milling processes. This target group does not include companies producing ethanol or animal feed from maize.

Corn sorting



Corn wet-mill



Corn Starch



Tortillas



Popcorn



Sources: Bühler Group websites and Russia Business Today news.

2. Characteristics of the target group

Size of the target group

- Over 1,000 of medium sized firms - relatively small number of large conglomerates.

Type of companies

- Large multinational food processors as well as conglomerates, which often also operate in fuel, animal feed, and industrial ingredients markets.
- Medium-sized firms are often horizontally integrated (i.e., also milling wheat and soybeans).

Geography

- The top multinationals are centered around the US and Europe. There are medium sized firms in Latin America. Currently, there is expansion into developing countries as their consumer preferences change.

Leading companies

Company	Country	Type
Cargill Inc,	US	Food Processor
Ingredion	US	Ingredient Provider
Archer Daniels Midland	US	Food, biofuels, and industrial ingredients processor
Tate & Lyle	UK	Food and Industrial Ingredients Processor
Associated British Foods	UK	Food Processor & Retailer

3. Growth trends and drivers

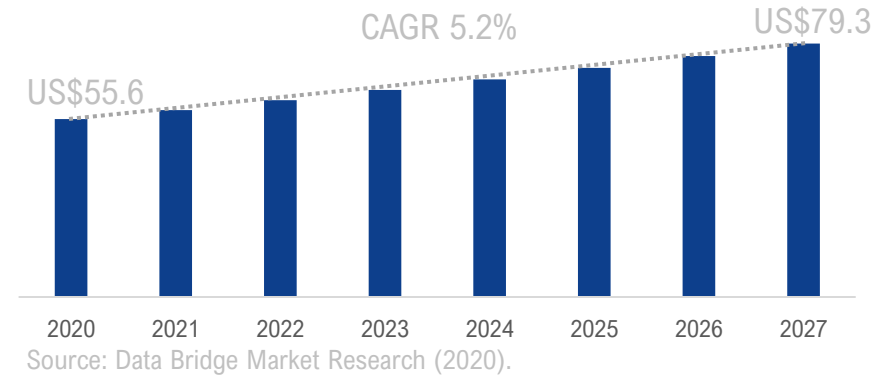
Growth trend:

- The global dry milling market for maize is projected to grow at a CAGR of 5.5% and be valued at US\$88.6 million by 2022. The largest segment of the valuation is ethanol production (not a part of the target group). However, the food application market is projected to have the highest CAGR (Research and Markets, 2017).
- Maize wet-milling market is expected to reach US\$79.3 billion by 2027 growing at a growth rate of 5.20% in the forecast period 2020 to 2027 (Data Bridge Market Research, 2020).

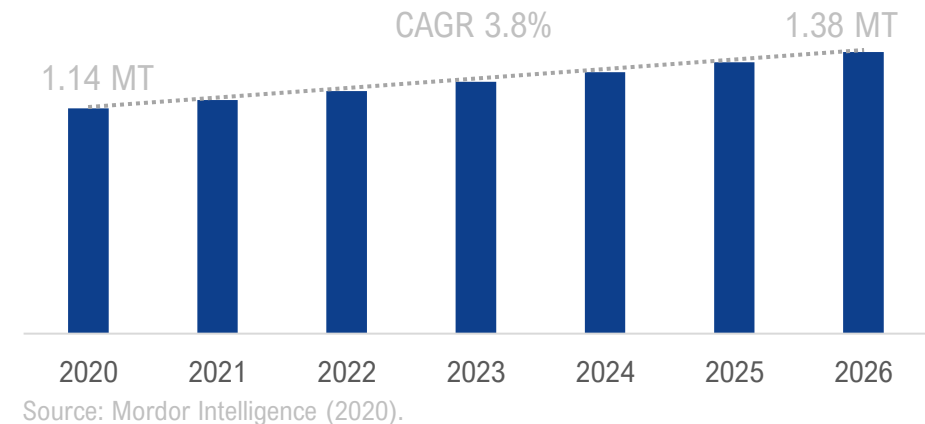
Main drivers:

- The growing application of maize dry-milled products in snack foods, breakfast cereals, and bakery products. Corn flour, mainly masa flour, is used in the manufacturing of snack foods such as tortilla chips, taco shells, and tortilla bread (Research and Markets, 2017).
- A key driver for wet-milled expansion is the rapidly increasing demand for high fructose corn syrup in processed beverages and foods.
- In Ethiopia, corn alone constitutes more than 60% of the caloric intake of a typical household. The per capita consumption is above 60 kg per year, and given current trends in income growth, the projected growth in demand for maize for consumption is 4.3%.

Corn Wet-Milling Market (US\$ bn)



Global Maize Market (billion metric ton)



4. Investment trends and drivers

Is there evidence of new investment projects?

Yes. See some examples in the grey boxes.

What is driving new investment projects?

Proximity to growing consumer demand for corn-based products e.g, sweeteners and starches.

Where are investments going?

United States, Indonesia, India, Saudi Arabia, Germany, and Japan.

Which mode of investment is preferred?

Greenfield and expansion.

Cargill invests US\$100 million in facility in Pandaan, Indonesia (2021)

- US\$100 million in its sweetener plant in Pandaan to build a corn wet mill.
- To better serve the growing customer demand for corn-based starches & sweeteners.
- Cargill employs 20,000 people at 60 locations across Indonesia.

General Advanced Foods to Lubbock community (2020)

- Expanding into a new corn milling plant with total capital investment of US\$87.1 million.
- Creating of 125 new jobs with an average salary of US\$31,200.

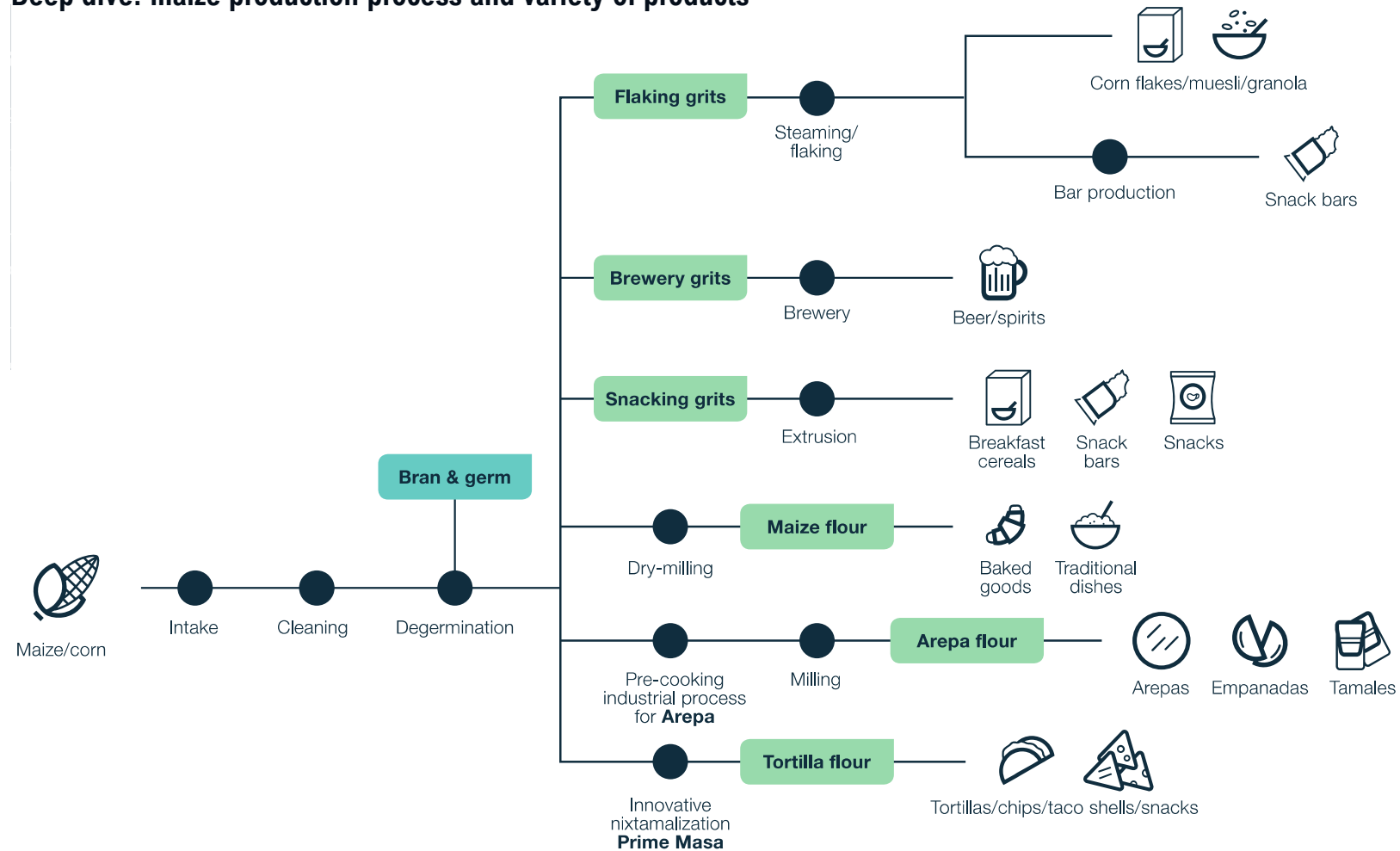
Al-Hazaa adds maize milling to portfolio (2019)

- The 200-tonne-per-day mill produces maize grits, corn flour, and corn germ.
- The US\$14 million greenfield project includes a multi-story mill, storage silos and related outbuildings.

TARGET GROUP ANALYSIS FOR THE BURE IAIP

Production of maize consumer goods

Deep dive: maize production process and variety of products



Source: Bühler Group. State-of-the-art process technology for corn/maize.

Production of maize consumer goods

5. Requirements for a potential project

Criteria	Requirements	Comments
Raw Material	At least 3,500 tonnes of maize p.a.	<ul style="list-style-type: none"> The minimum industrial mill size for maize (one milling line) has a capacity of 10-20 tonnes-per-day (3,500 to 7,000 tonnes per year). Medium scale mills have a milling capacity between 50 and 100 tonnes-per-day (17,500 to 35,000 tonnes per year). Large-scale projects could exceed 200 tonne-per-day or 35,000 tonnes-per-year. This example is based on projects in Kenya, which should be representative for the kind of projects that Bure could attract. For comparison, an average US corn wet-milling plant produces 2,800 tonnes-per-day.
Site	At least 5,000 m ²	<ul style="list-style-type: none"> A typical facility requires at least 1 ha of land. However, for small projects can start at 5,000 m² A building must be several stories tall for milling machinery to fit. Space for storage silos for housing of several thousand tonnes of raw material. Silos must be equipped with the appropriate ventilation systems.
Utilities	Standard industrial utilities	<ul style="list-style-type: none"> A facility requires standard industrial utilities including electricity and water. Corn wet-milling is an energy intensive process as for many of the products, dewatering, evaporating and drying are required. The approximate energy needed for a 200 tonne-per-day plant is above 20,000kWh per day.
Workforce	At least 25 to 50 FTE	<ul style="list-style-type: none"> The employees in the maize milling industries comprised both skilled and unskilled labor. Skilled labour is limited to certain aspects of the milling process including miller operation, quality control, and administration. Based on data from Kenya, Most of the mills (71%) had less than 20% skilled labor and most of the skilled labor was found in large-scale industries. Abilities for skilled workforce include electrical knowledge and mechanical equipment maintenance experience. Employees should be able to disassemble/reassemble the equipment for cleaning and maintenance purposes as well as troubleshoot faulty machinery (to limited capacity). Unskilled workers are expected to be able to lift heavy weights.

6. Assessment of the Bure IAIP and the associated RTCs

Criteria	Assessment
	<p>Amhara region</p> <ul style="list-style-type: none"> • The total net marketable surplus in the ACPZ is 198,787.4 tonnes of maize. • There were 513,367.36 ha of land used for growing maize in the Amhara region in 2014/25. This area was split among 2,671,519 holders. • Production was 1,837,501 tonnes in 2014/2015 (most recent data available).
Raw Materials	<p>Ethiopia (if production expands beyond the Amhara Region’s capacity for raw materials) ★</p> <ul style="list-style-type: none"> • Among African Countries, Ethiopia ranks third in maize production. Maize growing areas and yields in Ethiopia have doubled since the early 1990s, with yields reaching more than 3.5 tonnes per ha, significantly higher than the East Africa average. • Smallholder farmers produce over 95% of total corn and the remaining from commercial farms. • Ethiopia’s wheat and corn production are expected to soar, according to an April 1, 2020, the Global Agricultural Information Network report from the US Department of Agriculture (USDA).
Site	<ul style="list-style-type: none"> • With over 260 ha available at the Bure IAIP and 12ha of these earmarked for cereal processing, the park offers plenty of land and adequate infrastructure for establishing several corn milling facilities. ✓

★ Significant advantage ✓ meets criteria – partially meets the criteria X does not meet criteria

6. Assessment of the Bure IAIP and the associated RTCs (continued)

Criteria	Assessment
Utilities	<ul style="list-style-type: none"> • According to the feasibility and business plan from Mahindra Consulting Engineers (2018), electricity and water supplies at the park should not represent a constraint for a potential project. • The electricity supply to the IAIP is aimed to meet the estimated 449.016 MVA (equal to 400,000+ kWh based on power factor 0.9) power demand from the Bure substation connected to the national grid. In the interview with the Bure IAIP, it was stated that they are still waiting for the construction of the power plant. ✓
Workforce	<ul style="list-style-type: none"> • According to the last census (2005) Bure town had a population of 47,000. • The skilled and unskilled positions should be able to be filled from the region. • Training opportunities to the local communities are one of the key aspects of the IAIP and the associated RTCs. A training center aims to enhance the knowledge, skills, and abilities of local workers. ✓

★ Significant advantage ✓ meets criteria – partially meets the criteria ✗ does not meet criteria

7. Opportunities for the Bure IAIP

- Taking into consideration the surplus of the region, we consider that the Bure IAIP can attract at least three maize processing facilities in the next two years.
- As farmland for maize is divided amongst many farmers, it is imperative to engage local farmers about working with the IAIP for reliable raw materials for potential projects.
- Each project would translate into 15 to 100 new direct jobs and involve a seven-digit-US\$ investment.
- As major companies are seeking to reach developing consumer markets for glucose sweeteners and starch heavy foods, it is a good time to start seeking out investment promotion from large international firms.

3.4 INVESTOR TARGETING TECHNIQUES

Successful methods and key success factors

The target groups selected provide a clearly defined group of potential investors that each IAIP can attract. We consider that these target groups reflect the location's real competitive advantages and provide a specialized focus to the investment attraction activities of the RIPDC and the EIC, enabling a more effective use of resources and facilitating the initial contact and ongoing discussions with potential investors. Additionally, this targeted approach provides credibility and allows differentiation among regions, which increases the probability of conducting sustainable and successful investment promotion and attraction activities.

A successful proactive investment attraction is not possible with a large number of companies. Therefore, developing investor targeting techniques provide key benefits, including a more effective use of time, getting to relevant companies before competitors, pre-matching between company needs and location advantages, and in general a higher likelihood of success. It is important to keep in mind that targets are identified through research, either outsourced to specialists or systematic in-house and ongoing research within the EIC and RIPDC.

A proactive and an effective investor targeting approach includes four steps:

1. Identify

- Identify companies with the greatest potential for investment.

2. Qualify

- Obtain information related to the business and company's main strategic plans, including recent investments. Additionally, identify key contacts.

3. Approach

- Establish first contact to verify potential and generate interest.

4. Monitor

- Enable further contact and provide value and build relationship.

Identify: How to identify target companies

A target company has a clear business reason for establishing a new facility and investing in a certain geographic area. There are two types of target companies:

Strategic targets

This type of target refers to selected (“must-have”) companies that the region wants to attract, regardless of whether they currently have investment plans or not. Some key criteria for selecting strategic targets include:

- Part of a defined target group
- Industry and technology leaders
- Potential impact on location’s image
- Fit with overall development strategy
- Address identified gaps or opportunities

Speculative target

This type of target includes companies that appear to have potential for investment, based on research of recent company developments. A “speculative” target company may have a business reason for being interested in Ethiopia and meets some basic criteria such as:

- Size & Growth
- International orientation
- Recent investment projects
- Financial resources
- Restructuring
- New contract, client or partnership
- Supply chain linkages to the region
- Management connection
- Industry developments
- Stated objectives

Based on our experience working with IPA and SEZ around the globe, we consider it is important that the EIC and RIC targets both types of companies. As a starting point, it is important to define the strategic targets and focus 80% on attracting this type of companies. The remaining 20% would focus on speculative targets, which could strength the supply chain of certain industries.

Identify: How to identify target companies

Sources to identify companies

- Specific business associations and networks (see examples on section 4).
- Rankings and sector-specific studies.
- Trade shows, conferences, and summits (see examples on section 4).
- Specialized websites and portals (e.g., African Agribusiness: www.africanagribusiness.com, Agfunder News: www.agfundernews.com, FoodNavigator: www.foodnavigator.com).
- Systematic research through web search engines (e.g., Google, GoogleAlerts, Binge) to identify companies using keywords such as *New location* (plans to build a plant; plans to establish a subsidiary; new plant in Africa; further facilities planned); *Expansion* (e.g., plans to expand in Africa; announces expansion in Africa; expand its footprint in Africa; strengthen its presence in Africa); *Market entry* (e.g., to enter the market in Africa; eyes new markets in Europe); *production capacities* (e.g., plans to double production; increase production capacity).
- Private data bases such as fDi Markets (www.fdimarkets.com), Orbis from Bureau Van Dijk (www.bvdinfo.com), Preqin (www.preqin.com), and Gazelle (www.gazelle.ai).

Qualify: Building a database of target companies

Qualifying companies is an essential aspect of a successful investment attraction approach. The qualification of companies will allow the EIC, the RIPDC, and RIC to define the degree of support, and therefore resources, provided to the different types of opportunities.

The qualification process can be performed through a range of online sources such as company’s website, annual reports, strategy presentations, earnings call transcripts, and interviews with company executives. This process can also generate the type of information about the investor that can support to provide better facilitation. We provide an example and a template to conduct this process in the annex of this report.

Graphic 1 presents qualifying criteria to decide the priority of a certain company/project. Prioritizing the support offered to a specific project is essential, therefore, we suggest two main categories:

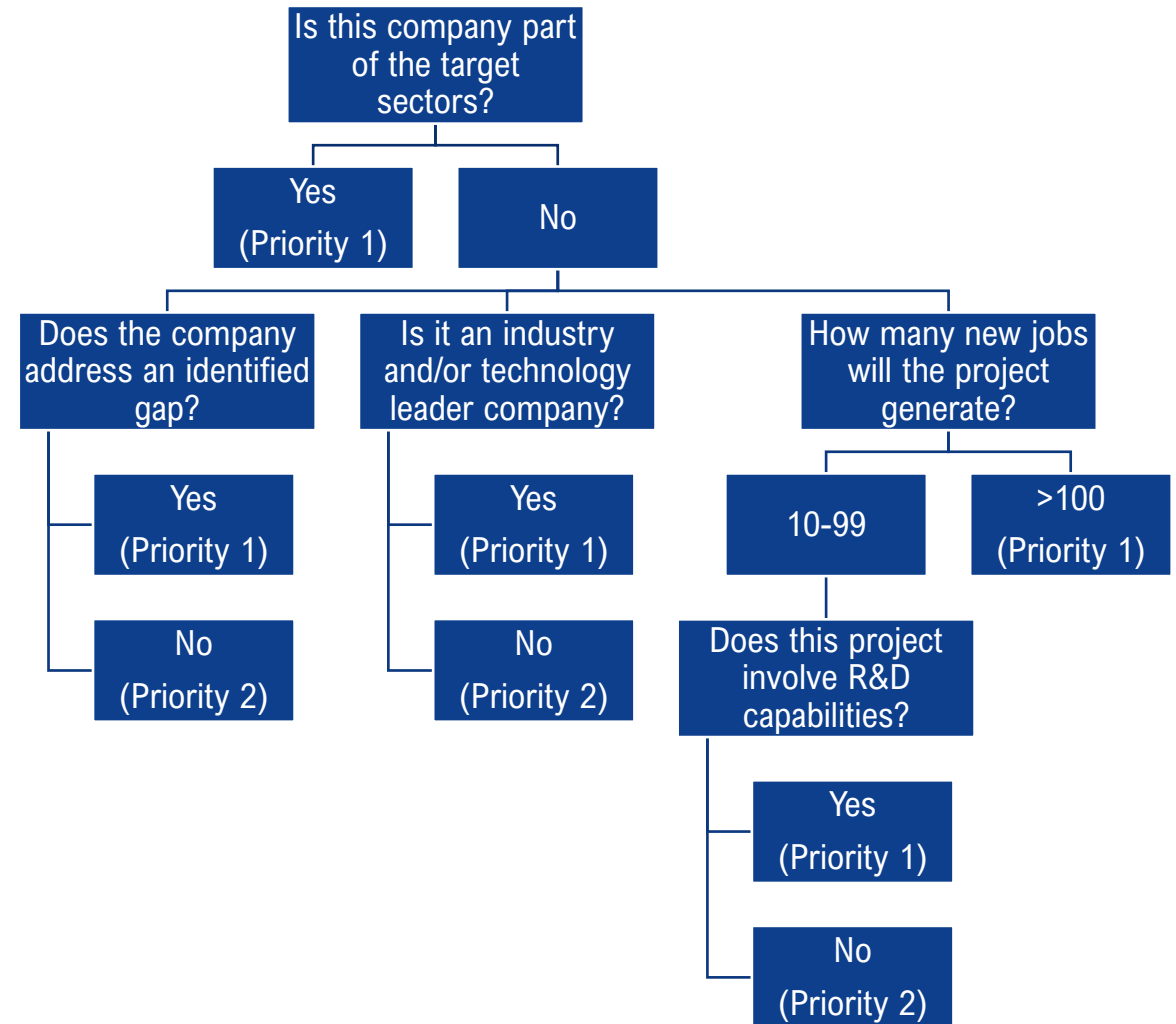
Priority 1: Proactive approach

- Contact directly potential investors to identify potential investment projects
- Establish a close and deep connection with the potential investor.
- Keep a constant contact with potential investment projects to identify all their needs and how can the EIC, the RIPDC, and the RIC provide tailored-support.
- Provide incentives.

Priority 2: Reactive approach

- Provide basic information for potential investment projects.

Graphic 1: Qualifying criteria



Approach, including using networks to identify potential investors

There are several channels to approach investors. The current pandemic worldwide has shifted the relevance of certain way It is possible to organize investment forums and participate on trade shows, but the most effecting way remains to be organizing one-on-one meetings (in person and virtual) with targeted investors.

Engaging with companies requires a clear responsibility within the EIC, the RIPDC, and the RIC teams in terms of who will be the main point of contact and to which degree can each institution provide the required support for the establishment of the project. On page 64, we propose the responsibilities of each institution.

Approaching decision-makers may be in some cases challenging but it is crucial to understand the company's potential interest in investing in Ethiopia. In larger corporations, contacting the Chief Operating Officer (COO), regional or divisional heads, corporate development/strategy team is suggested; while for small and medium enterprises, the ideal point of contact can be the Founder, Chief Executive Officer (CEO), Head of international expansion, and/or the Head of business development. These individuals are often involved in – or at least aware of – international expansion plans.

The first contact can be conducted via e-mail or LinkedIn. In some cases, if the e-mail or contact details are not available, even social media platforms such as Twitter provide an opportunity to establish a contact with key-decision makers. It is important to be precise about the purpose of approaching an individual and a company. Therefore, it is crucial to provide an overview of the organization, understand what are the current plans of the company and offer a proposal of a next step to go further (e.g., sharing some key data on the availability of a particular raw material in the region, current development status of the park, support that could be provided at the IAIP and how it compares to other locations).

In the next pages, we provider real examples on how to engage with potential investors and provide a template to approach decision-makers. It is important that once the first contact has been established, follow-up information to the interested companies is submitted in the next 24-hours, and any additional research information is sent over the first week after the initial call.

Building a strong network with bilateral chambers of commerce, industry associations, and similar organizations is essential to identify potential investors. These institutions are potential allies to strength the investment attraction efforts of the EIC, the RIPDC, and the RIC teams, and can provide channels to conduct innovative approaches. Heilbron and Aranda-Larrey (2020) highlight the case of Invest in Turkey, who used an innovative approach to reach business-people who travel through Istanbul. The agency partnered with Turkish Airlines to set up an Invest in Turkey splash page on the airline's website so that travelers who used Turkish Airlines' Wi-Fi at its Istanbul airport business lounge were automatically directed to the splash page when connecting to the network. The users could download an app with excellent sector-specific data and testimonials.

We suggest on section 4, a list of potential multipliers and networks to connect with to support the investment attraction efforts to Ethiopia and the IAIPs.

Approach, including using networks to identify potential investors – example 1

Subject: Expansion in Australia – Request for a call

Dear Ms. (Name),

I am contacting you on behalf of the Australian government body, AUSTRADE (Australian Trade and Investment Commission), to ask you for a confidential call regarding your expansion in Australia.

We learned amongst others that you won a project with the Australian Government Department in 2019 and assumed that with the increasing demand for digitization across many sectors, an expansion of your company in Australia is not unlikely in the coming years. Being fairly familiar with your current footprint in Sydney, where you recently opened an office, we would like to:

- discuss your planned activities in the country and the need for new locations/offices,
- introduce AUSTRADE's stakeholders and speak about their available support.

Are you available for a call this or next week (14:00, 15:00, or 16:00 – CET) to discuss this in more detail?

Thanks for your reply.

Best regards,

NAME

Title

Phone number

LinkedIn

Approach, including using networks to identify potential investors – example 2

Subject: International expansion APAC – Location in the Middle East

Dear Mr. (Name),

I am contacting you on behalf of the Abu Dhabi Investment Office (ADIO), to ask you for a confidential call regarding your Middle Eastern investment plans.

ADIO provides a range of support (at no cost) to companies that are considering establishing a presence or expanding in the UAE. This includes introductions to relevant local contacts, information about the market and business climate as well as access to government programs.

I read recently that your company has raised €7 million in new equity investment, some of which will be used to accelerate your international expansion plans in Asia. I know that you have supplied some vehicles to Dubai International Airport in the past and the climate and range of industries in Abu Dhabi make the Emirate an attractive market for your company.

It seems like your current model is to grow international sales through a network of distributors. I was wondering whether your expansion plans also include setting up your own offices in the UAE, to provide local sales, administration, and perhaps maintenance support? If that is part of your plan, I would be glad to provide more information about how our agency can assist you to consider Abu Dhabi as a location for expansion.

Please let me know if this is something that could be of interest to you. I look forward to your response.

Best regards,

NAME

Title

Phone number

LinkedIn

INVESTOR TARGETING TECHNIQUES

Approach, including using networks to identify potential investors

Suggested template to approach potential investors

Subject: Ethiopia's investment opportunities on (INSERT SECTOR) – Call request

Dear Dr./Ms./Mr. (Last name),

We have noticed that (Insert name of the company) has been (INSERT HIGHLIGHT OF THE COMPANY). The African market for the (Sector) sector is expected to continue growing and we would like to set up an introductory call to share the opportunities that Ethiopia has to offer you.

Ethiopia has (INCLUDE ADVANTAGES FOR THIS SECTOR).

Please let us know which date and time suits you better and we would be happy to share the details to connect.

Looking forward to hearing back from you.

Best regards,

NAME

Title

Phone number

LinkedIn

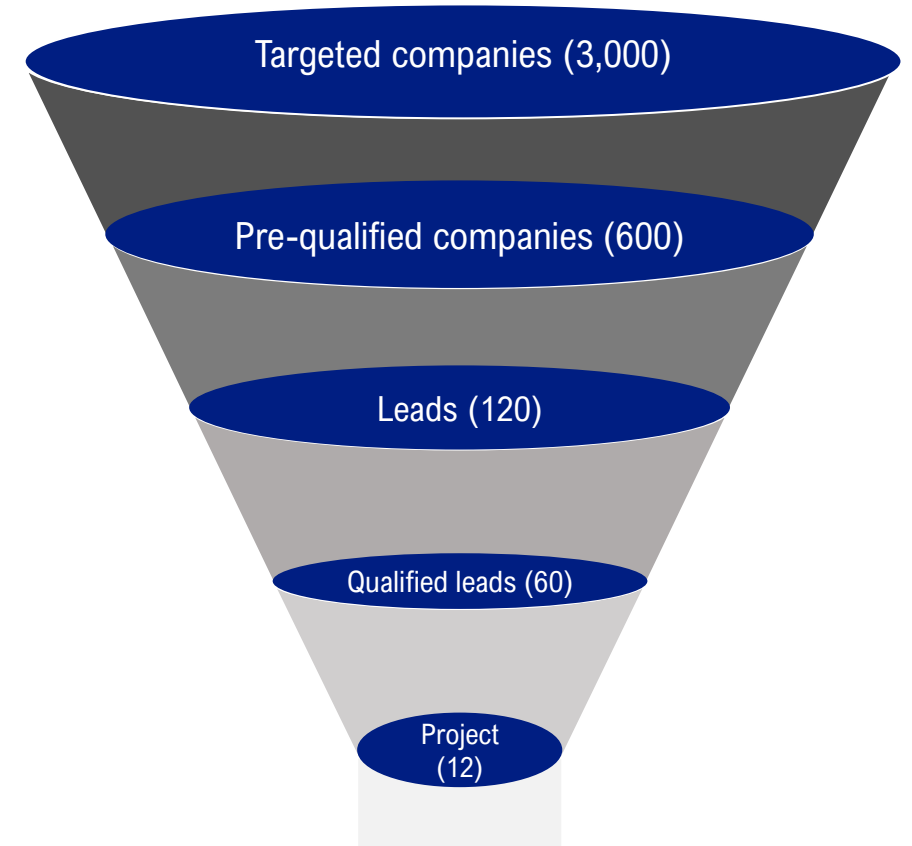
Monitor

Once the first contact has been established, the EIC, RIPDC, and RIC need to make clear that the investor understands in detail what type of support is available and under what circumstances it is provided. Expectation management includes informing the investor about the timing of support and the entities that will be involved in facilitation (e.g., the EIC, RIPDC, RIC, ATA, etc.). It is also important to clarify early in the facilitation process that the support provided by the agencies does not guarantee receiving incentives. All these points will help manage the investor's expectations from the beginning and reduce the risk of disappointment later in the process.

As graphic 2 shows, only about 10% of the leads transform into real investment projects. The investor targeting process goes from:

- Targeted companies: large number of companies in the target group that may have expansion plans.
- Pre-qualified companies: companies that are currently growing, have received capital investment to continue growing, and/or have announced expansion plans.
- Leads: companies that have been contacted and have expressed an interest in getting more information about the opportunities available in Ethiopia.
- Qualified leads: after an initial conversation, the company is interested in receiving information on topics such as potential sites available at the IAIP and access to raw materials.
- Project: the company is considering establishing a new operation at the IAIP. However, it is important to keep in mind that not all projects translate into new investment projects as some of them may cancel or choose a different location in the end.

Graphic 2: Investor targeting metrics over one year (number)



Between two and five investment projects completed!

Source: Vale Columbia Center on Sustainable International Investment and Millennium Cities Initiative (2009)

Monitor

Building a database of targeted companies requires time and needs to be properly tracked. A Customer Relationship Management (CRM) system is needed to record the relation with each company. It also supports new members joining the RIPDC, RIC, or EIC to recognize the history with a company's particular investment project, including if an investment project was cancelled or put in standby.

The monitoring process should be conducted using a CRM. There are several options available online (e.g., Salesforce, HubSpot, Insightly, Wavteq Amplify). Selecting one will support to maintaining a strong relationship with potential investors. A CRM will help the EIC, RIPDC, and RIC to centralize and optimize the communication.

The prices for accessing a CRM vary depending on the provider and the plan chosen. As requested, we provide in the image here an overview of the estimated costs with HubSpot.

Prices for HubSpot as of June 2021

The image displays two pricing cards for HubSpot. The Professional plan is priced at 740 €/mo (billed at 8.880 €/yr) and includes 2,000 marketing contacts. The Enterprise plan is priced at 2.944 €/mo (billed at 35.328 €/yr) and includes 10,000 marketing contacts. Both plans offer a 10% discount for annual commitment. Below each plan are buttons for 'Talk to Sales' and 'Start a free 14-day trial'. The Professional plan features a 'Starter plus' section with features like omnichannel marketing automation, ABM tools, dynamic personalization, multi-language content, social media, video hosting, and contact scoring. The Enterprise plan features a 'Professional plus' section with features like single sign-on, team partitioning, hierarchical teams, user roles, field-level permissions, and email frequency caps. Both plans also offer 'Extend the Platform' (custom objects, Salesforce sync, adaptive testing) and 'Advance your Reporting' (multi-touch attribution, behavioral triggers, predictive lead scoring).

Plan	Price (Monthly)	Price (Annual)	Marketing Contacts
Professional	740 €/mo	8.880 €/yr	2,000
Enterprise	2.944 €/mo	35.328 €/yr	10,000

Professional Plan:

- Starter plus:
 - AUTOMATE & PERSONALIZE ENGAGEMENT ACROSS CHANNELS
 - Omni-channel marketing automation
 - ABM tools and automation
 - Dynamic personalization
 - Multi-language content
 - Social media
 - Video hosting & management
 - Contact and company scoring
 - ORCHESTRATE EFFICIENT CAMPAIGNS
 - Collaboration tools
 - Campaign management
 - Teams
 - OPTIMIZE CAMPAIGN CONVERSION
 - A/B testing
 - Ads optimization events
 - Contact create attribution

Enterprise Plan:

- Professional plus:
 - MANAGE YOUR TEAMS & BRANDS
 - Single sign-on
 - Partitioning
 - Hierarchical teams
 - User roles
 - Field-level permissions
 - Email send frequency cap
 - EXTEND THE PLATFORM
 - Custom objects
 - Salesforce custom object sync
 - Adaptive testing
 - ADVANCE YOUR REPORTING
 - Multi-touch revenue attribution
 - Behavioral event triggers and reporting
 - Predictive lead scoring

Source: [HubSpot \(2021\)](#).

4. INVESTMENT PROMOTION AND LEAD GENERATION

4.1 YIRGALEM IAIP, SIDAMA REGION

INVESTMENT PROMOTION AND LEAD GENERATION – ACTION PLANS

ACTION PLAN FOR THE YIRGALEM IAIP

Overview and proposed overall action plan 2021 – 2022

The investment promotion and lead generation section includes detailed action plans for each of the three target groups selected during our assessment. These action plans are intended to be practical and to be used for promoting the investment opportunities related to the Yirgalem IAIP. Given the ongoing global pandemic, we recommend focusing mainly on digital promotion activities for the rest of 2021 and propose to conduct in-person activities in 2022.

The action plans include a mix of promotions at trade fairs, industry publications as well as roadshows. We recommend complementing all of these activities with direct marketing towards selected target firms.

The action plans are developed in a way that either the EIC can implement the promotion activities aimed at international investors, whereas the Sidama Investment Commission (SIC) focuses mainly on domestic promotion or that the EIC and the SIC can share the international and domestic promotional activities among themselves. If both agencies decide to deliver certain (e.g., international) activities together this might provide a deeper level of information and service to potential investors. However, it also may lead to higher and duplicated cost. Given the different levels of capacity at both agencies, we recommended a higher number of activities for the EIC. Also, it is important to note that the international attraction efforts can be supported by the Ethiopian embassies in the key selected markets.

The total costs for implementing the action plans are difficult to estimate as they will vary depending on the total number of people assisting to an event/international mission and any other investment promotion activities that could be contemplated. We provide therefore only a cost estimate of participating in certain events.

	Jul-Dec 2021	Jan-Jun 2022	Jul-Dec 2022
International investment promotion	<ul style="list-style-type: none"> Attend virtually global avocado congress & Fruit Attraction conference. Attend Afmass Food Expo in Nairobi. Advertise and/or sponsor content in FruitProcessing. 	<ul style="list-style-type: none"> Advertise and/or sponsor content on Fruit Net. Advertise and/or sponsor content in Tea & Coffee trade. Attend FruitLogistica Expo in Berlin. Attend Africa Dairy & Drink Innovations Summit in Nairobi. Attend Gulfood conference in Dubai. Attend Africa's Coffee Exhibition in Nairobi. 	<ul style="list-style-type: none"> Follow up with target companies in all target groups.
Domestic investment promotion	<ul style="list-style-type: none"> Hold domestic webinar/investment seminar together for the Ethiopian Coffee Exporters Association's members. Conduct preparatory work. Engage with multipliers to explore cooperation opportunities. 	<ul style="list-style-type: none"> Hold an investment seminar for EHPEA members regarding the investment opportunities in pineapple as well as avocado processing. The seminar can be broadcasted virtually too. 	<ul style="list-style-type: none"> Follow up with target companies in all target groups.
Direct marketing to selected target companies (EIC, RIC & RIPDC)			

Avocado oil production

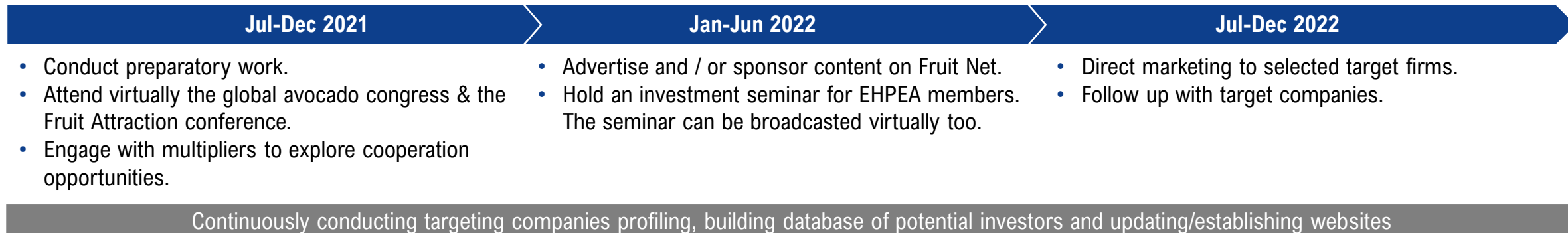
Approach - Producers

- Starting with understanding the avocado industry’s trajectory by attending online the [Global Avocado Congress 2021](#) on September 2. This event is sponsored by a major player in this target group, Westfalia Fruit. Consider inquiring about [sponsorship opportunities](#) for future events.
- Signing up for LiveConnect in preparation for [Fruit attraction](#) to network with fruit processing industries especially those located in Europe (Spain).
- The Fruit attraction event of 2021 in early October is highlighting the avocado industry, potentially attracting industry players.

Approach - Farmers

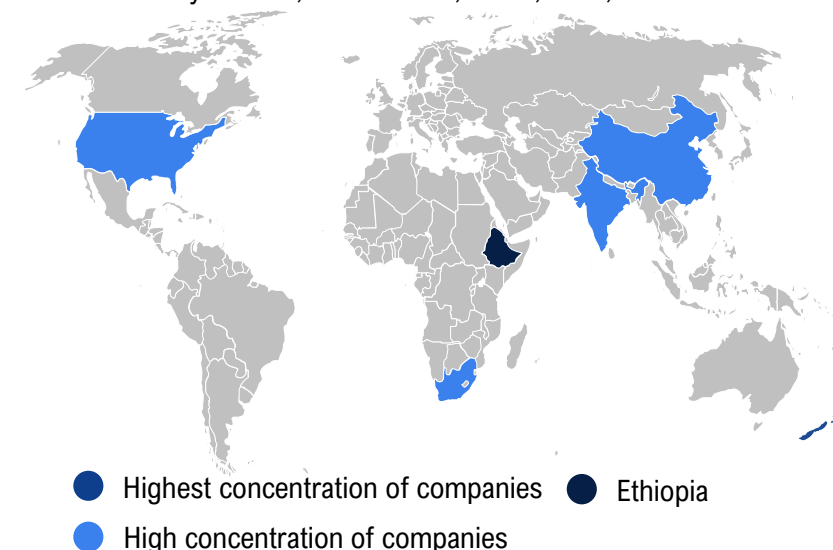
- Creating an Investment Seminar through [EHPEA](#) to facilitate investments.
- EHPEA [contact page](#) offers a possibility to reach out this organization to arrange an event with the local horticulture community to educate them about the current investment opportunities.
- The [Directory of Farms](#) and [List of Input Suppliers](#) provide preliminary ways to understanding the local horticulture environment.

Overview of recommended channels and activities



Geographic focus

Internationally: the US, South Africa, China, India, and New Zealand



Details on the key multipliers and partners

	Fruitnet Media International Group	Fruit attraction	EHPEA	Ethiopia AgroFood (Fairtrade)
Type of organization	Exhibition / Networking platform	Trade Show & Professional community	Domestic Horticulture Organization	Trade show
Outreach	Global	Global	Ethiopia	Ethiopia
Potential opportunities	<ul style="list-style-type: none"> Advertising in specific markets through magazines, including EuroFruit and AsiaFruit. Magazine partners include Westfalia Fruit and FruitLogistica. Networking opportunities thanks to the global events organized by the group. 	Networking opportunities thanks to the global events organized by the group.	Networking opportunities. Check the Directory of Farms and the List of Input Suppliers .	Networking opportunities thanks to the events.
Events	Several events (List of Events) including the Global Avocado Congress 2021 (see details on the next page).	Fruit attraction has avocado as the highlight of the 2021 event (see details on page 68).	N/A	AgroFood Trade show in Addis Ababa on September 23-25, 2021 – 4 th Annual International Trade show (2019 – 3,205 visitors and 153 Exhibitors)
Contact details	Gabriele Bastian , Editor in Chief T +49 (0) 211 99 10 421 E: ba@fruchthandel.de	Candelas Acedos , Coordinator Conferences and Activities T: +34 91 722 30 00 Contact link	Tewodros Zewdie , Executive Director T: +251 116 631 760/6750 Contact link	Luca Leiser T: +49 6221 4565 22 E: l.leiser@fairtrade-messe.de

Avocado oil production

Digital activities

Sponsor content

[FruitNet](#) is a worldwide recognized platform with about 8,500 readers (49.2% of which are based in Europe). Monthly website visitors included 35,000 for Eurofruit and 109,000 for FruitNet.

We see opportunities for the EIC to [advertise](#) in selected key markets (e.g., in Asia). Pricing for print editions starts at €1,590 for a quarter page and reaches €2,790 for a full page. Additionally, there are a wide range of online marketing options (including emails) starting at €100 per week for a small side banner.

Social media

Companies in this target group are very interested in creating awareness of their products and the benefits these products provide. They are active on social media, particularly Twitter, Facebook, and LinkedIn. Engagement through hashtags (#) such as #Avocado and interacting with accounts such as [@FruitnetLive](#) on Twitter can help to create awareness of the advantages available in Ethiopia, and particularly in the Sidama region for avocado investors.

Digital and in-person activities

[Global Avocado Congress 2021](#)

- **Organizer?** FruitNet
- **When?** September 2, 2021
- **Where?** Digital across three time zones (i.e., Europe, Asia and the Americas).
- **Fee?** Registration enquiries: Stephanie Gibb - stephanie@fruitnet.com
- **Audience?** The audience includes business leaders from every part of the avocado supply chain. It is sponsored by Westfalia Fruit, AgroFresh, Fruit Logistica, among others and provides, therefore, a networking channel to avocado oil manufacturing experts.

[Conducting an Investment Seminar with the EHPEA](#)

- The EHPEA [Newsletter](#) and [Business Promotion Pages](#) have examples of [workshops](#).
- EHPEA [contact page](#) is a good ally to organize an event with the local horticulture community and educate them about the investment opportunities available at the IAIP and the associated RTCs.
- The [Directory of Farms](#) and [List of Input Suppliers](#) provide preliminary ways to understanding the local horticulture environment.

Digital and in-person activities

Fruit attraction

- **Organizer?** [IFEMA](#) and [FEPEX](#)
- **When?** October 5-7, 2021 (annual)
- **Where?** Feria de Madrid Spain and online through [LiveConnect](#)
- **Fee?** Registration fee [LiveConnect](#) to digitally access network and all trade show events is €500 and visibility on platform costs €2,000 annually. Prices for trade show booths start at €1,850. To participate in the trade show, follow this [application form and cost calculator](#) for pricing.
- **Audience?** The event has 95,000 visitors (29.9% in management/ownership) from 2,000 companies of 140 countries. Participants include [Westfalia Fruit](#) and [Global Avocados](#). After applying through the application form linked above, use [LiveConnect](#) through the [Apple Store](#) or [Google Play](#) and connect to companies like those listed above in the largest professional community specialized in the fruit and vegetable sector.
- **Advertisement?** Through [LiveConnect](#) there are also [sponsorship and promotional services](#) (scroll towards the bottom). For example, an exclusive email to the [LiveConnect](#) community. In the 2021 event, avocado is the highlight – there are specific activities to promote the emergence of markets and development of promotion strategies for companies.

We suggest attending this event in-person in 2022, once travel restrictions have been eased worldwide.

Coffee processing

Approach

- We recommend the EIC to focus both on promoting the park to international investors in Europe (Italy, Switzerland, and Germany), the Americas (Brazil and Colombia), and Asia (China) as well as regionally to African investors.
- The Sidama Investment Commission shall focus mainly on the domestic investment promotion. For this, we recommend to focus on existing coffee processors and on coffee traders, growers, and other actors that show a potential to expand or diversify into coffee processing.
- We recommend different activities aimed towards international investors as well as domestic investors

Preparatory work

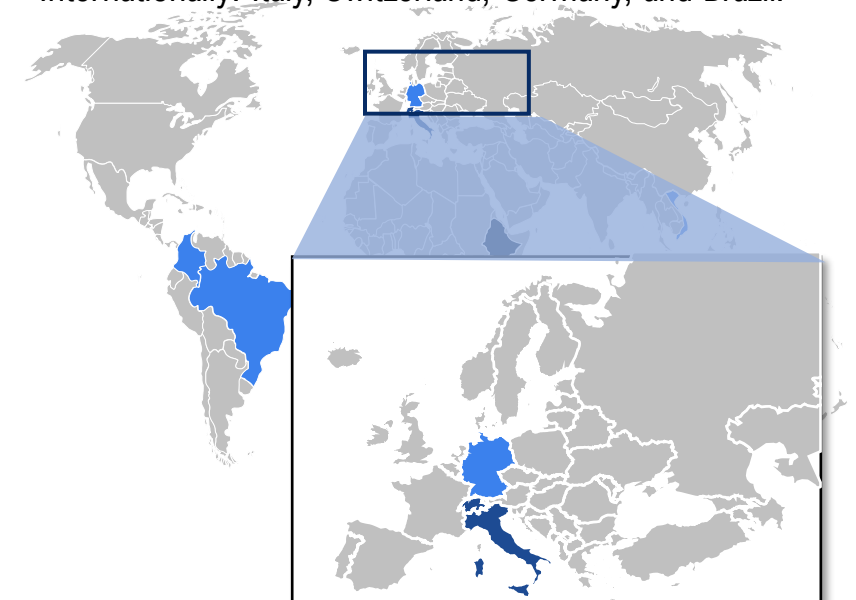
- Talk to the local cooperatives and farmers about their willingness and conditions to partner with coffee processors.
- Arrange an understanding with them for site visits with interested investors.

Overview of recommended channels and activities



Geographic focus

Internationally: Italy, Switzerland, Germany, and Brazil.



Coffee processing

Details on the key multipliers and partners

	<u>European Coffee Federation (ECF)</u>	<u>African Finest Coffee Association</u>	<u>Ethiopian Coffee Exporters Association (ECEA)</u>	<u>Tea and Coffee Trade Journal</u>
Type of organization	Association	Association	Association	Trade magazine
Outreach	Europe	12 African countries	Domestic (representing 85% of the Ethiopian coffee industry)	100 countries
Potential opportunities	<ul style="list-style-type: none"> Networking: the ECF is the leading European coffee roasters association with key members such as Illy (Italy) and Lavazza (Italy). Also, the ECF can provide introductions to national associations. 	<ul style="list-style-type: none"> Attend event. 	<ul style="list-style-type: none"> Their members should be the prime target for domestic investment promotion. 	<ul style="list-style-type: none"> Advertise and sponsor content in the magazine.
Events	Training seminars for their members	African Finest Coffee Conference and Exhibition	N/A	Annual event: Tea & Coffee World Cup (in 2021 online)
Contact details	Eileen Gordon-Laity , Secretary General E: egordon@ecf-coffee.org T: +32 (0) 2 549 56 41	Mr. Gizat Worku Kebede Ethiopia Chapter Chair T: +256 (0) 414 269140/1/7	T: +251 11 466 45 92 / 64 90 E: eceaoffice@gmail.com / eceaoffice2@gmail.com	Steve Crowhurst, Head of Sales E: steve@bellpublishing.com

Details on the key multipliers and partners (continued)

	Ethiopian Coffee and Tea Authority (ECTA)
Type of organization	Industry development body
Outreach	Domestic (Ethiopia)
Potential opportunities	<ul style="list-style-type: none"> As a major stakeholder in the Ethiopian coffee industry, ECTA should be able to provide introduction to domestic target firms. Collaborate on investment webinar.
Events	N/A
Contact details	T: +251 118 33 30 51 E: info@ethiocta.gov.et ; etcoftea@telecom.net.et

Coffee processing

Digital activities

Hold a webinar/investment seminar in cooperation with the ECEA and/or ECTA

- One of the main domestic target groups are the Ethiopian companies currently engaged in the coffee sector. Even if they are currently not (yet) engaged in processing, they constitute a target group for potential downstream/upstream expansion.
- The webinar/investment seminar shall present the investment opportunities for coffee processing in the park. As it is digital the event may represent an opportunity for international investors to get an overview of the current opportunities too.
- If possible, the event can also be held as a dual event, an in-person investment seminar in Addis Ababa or at a venue close to the Yirgalem park at Hawassa, and share it live through social platforms.

Advertise in Tea & Coffee trade magazine

- Leading English-language trade magazine in the coffee sector.
- Print circulation of over 8,000 and monthly online readership of over 14,000 industry representatives.
- A quarter-page one-time advert costs US\$2,950.
- See the detailed media kit [here](#).

In-person activities

Gulfood 2022

- **When?** February 13-17, 2022
- **Where?** Dubai, UAE
- **Target audience?** Over 2,500 exhibitors from the food and beverage industry around the world. There is a separate category for the beverage sector which includes large coffee processing firms such as Aktürk Group (Turkey), Al Ameen Coffee (Jordan), and Instanta (Poland).
- **Costs?** Costs for a booth start from US\$7,000.
- **Other:** Ethiopian Coffee Exporters Association is attending this event.

African Finest Coffee Conference and Exhibition 2022

- **When?** The dates for 2022 have not been announced yet. In 2021; the event was held between February 17 and 19.
- **Where?** To be announced. In 2021, the event was held in Addis Ababa.
- **Target audience?** African and international coffee industry, including companies like Illycafe (Italy), Supremo (Belgium), and Loius Dreyfus Company (Netherlands) in recent years.
- **Costs?** Costs for a booth start from US\$3,300; an individual pass starts from US\$500.

Digital activities (continued)

List the Yirgalem IAIP on the Ethiopian Coffee Guide

- Ethiopian Coffee Guide is a website serving as a one-stop central database about the Ethiopian coffee industry
- It serves as an information portal for domestic as well as international coffee firms with an interest in Ethiopian coffee
- The Yirgalem IAIP will benefit from the visibility of being listed on the platform. We recommend to also purchase a listing as a featured business for greater visibility.
- The IAIP can be added to the platform by following this [link](#).
- In addition, the directory can serve as a good starting point to identify target companies to reach out to as part of the direct marketing.

Pineapple processing

Approach - Processors

- Starting Locally with [subscribing to](#) FoodBusinessAfrica newsletter. Potentially leading to advertising where [Ingredion](#) (pineapple concentrate seller) and [Bühler](#) (Machinery for fruit sorting) are included in reach.
- [Sign up](#) Afmass Food Expo and Africa Dairy & Drink Innovations Summit (both free) to better understand the food industry and international company interest in Ethiopian Pineapple (Avocado) industry.
- [Registrar for Free](#) for Virtual Market Place to build towards Berlin FruitLogistica show where major industry companies show.
- For FruitLogistica registration contact regional representative [Hauke Plambeck](#).

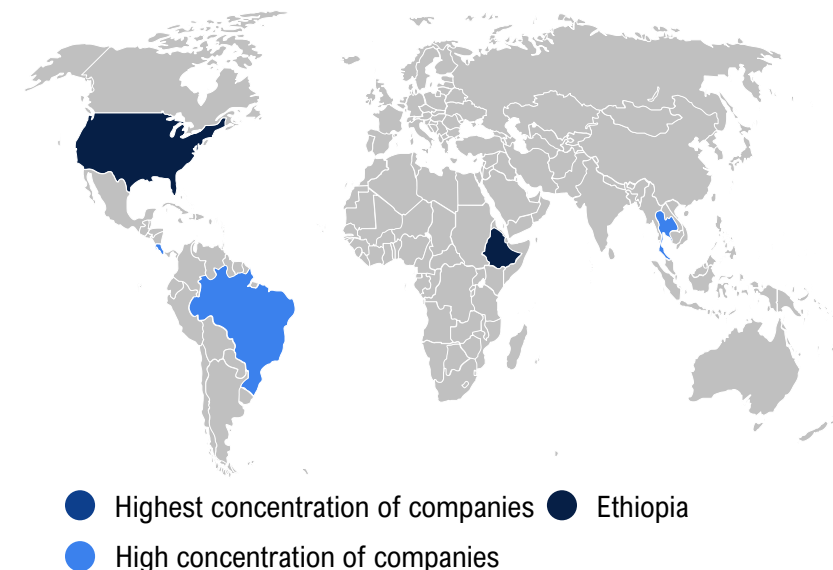
Approach - Farmers

- To facilitate investment – create an Investment Seminar through [EHPEA](#).
- EHPEA [contact page](#) is a good place to reach out to organize an event with the local horticulture community to educate them about these investment opportunities.
- The [Directory of Farms](#) and [List of Input Suppliers](#) provide preliminary ways to understanding the local horticulture environment.

Overview of recommended channels and activities



Geographic focus



Pineapple processing

Details on the key multipliers and partners

	<u>Fruit Processing</u>	<u>FruitLogistica</u>	<u>FoodBusinessAfrica</u>	<u>EHPEA</u>	<u>Ethiopia AgroFood (Fairtrade)</u>
Type of organization	News Platform/Data Report	Exhibition/Networking platform	Local News and Networking Platform	Domestic multiplier	Trade show
Outreach	Global	Global	Regional	Ethiopia	Ethiopia
Potential opportunities	Advertising to over 15,400 readers in 103 countries.	Sponsoring and attending events. There are over 3,000 exhibitors and 72,000 trade visitors at the shows, including Dole Europe	25,000 magazine readers and 850,000 website visitors with 12.2 million hits in 2018. Sponsors include Ingredion (pineapple concentrate seller).	Networking: Directory of Farms – including AfricaJuice BV List of Input Suppliers - including Bayer	Networking: past attendees include canned pineapple seller Kodanmal Group Co., Ltd
Events	<ul style="list-style-type: none"> Does not sponsor events. List of featured events and people 	<ul style="list-style-type: none"> Main FruitLogistica Expo (see details in the next page). 	<ul style="list-style-type: none"> Afmass Food Expo (see details in the next page). Africa Dairy & Drink Innovations Summit (see details in the next pages). 	NA	AgroFood Trade show in Addis Ababa on 23-25 September 2021 – 4 th Annual International Trade show (2019 – 3,205 visitors and 153 Exhibitors)
Contact details	Cornelia Hebbe , Sales Manager for Media & Marketing +49 (0) 2634 9235 16 cornelia.hebbe@confructa-medien.com	Julia Klemann , Senior Advertising Consultant +49 (0) 30 / 3038-1856	Francis Juma , Founder & CEO +254 725 34 39 32 info@fwafrica.net Twitter: @FoodBizAfrica	Tewodros Zewdie , Executive Director +251 116 631 760/6750 Contact link	Luca Leiser +49 6221 4565 22 l.leiser@fairtrade-messe.de

Pineapple processing

Digital activities

Africa Dairy & Drink Innovations Summit

- **Organizer?** [FoodBusinessAfrica](#)
- **When?** March 24-25, 2022.
- **Where?** Nairobi (Kenya).
- **Fee?** Free to attend for regional attendees – [link to register](#). For sponsorship or investment opportunities contact [Francis Juma](#) or click [here](#).
- **Audience?** latest innovative sustainable technologies and practices in the Dairy and Drink Industry including fruit juices/drinks. There are more than 2,000 attendees throughout over 20 conferences in a hybrid setting with both live and virtual events.
- **Advertising?** Before the event, [advertising](#) with FoodBusinessAfrica gets your name and message out ahead of time. With 25,000 magazine readers and 850,000 website visitors with 12.2 million hits in 2018, the reach is wide. Magazine Sponsors include [Ingredion](#) ([pineapple concentrate seller](#)) and [Bühler](#) (Machinery for fruit sorting).

Digital activities

Sponsor content and advertise through Fruit Processing

- [Fruit Processing Media Kit](#) - Advertising across print, digital media including newsletters, website, social media, and calendar.
- Rates range from €140 to €900 in digital ads and €390 to €2,500 in print and digital.
- Distribution goes mainly to Senior Management/CEO (47%) around the world (mainly to Western Europe (29%), Asia (20%), and North America (13%)).

Pineapple processing

In-person activities

FruitLogistica Expo

- **Organizer?** [FruitLogistica](#)
- **When?** February 9-11, 2022.
- **Where?** Berlin (Germany).
- **Fee?** Registration possible in early June 2021. To buy tickets or become an exhibitor contact the Representative to Ethiopia: [Hauke Plambeck](#), Managing director (contact at +49 030 98324882 or info@fairpros.com).
- **Advertising?** A compulsory part of the initial stand registration is the Media Package Advertising box which is €604 and includes publication of detailed company information in the printed exhibition catalogue as well as an entry in the FRUIT LOGISTICA Virtual Market Place.
- **Audience?** 3,300 exhibitors and 72,000 trade visitors, including Dole Europe; all can be searched through the [Virtual Market Place](#). Fruit Logistica covers every link in the international supply chain, offering superb networking and contact opportunities to the key decision-makers in every sector of the industry. [Free Registration](#) for Virtual Market Place to start finding companies and networking. To extend a Germany visit add Dole Europe headquarters in Hamburg.

In-person activities

Afmass Food Expo

- **Organizer?** [FoodBusinessAfrica](#)
- **When?** December 2-4, 2021
- **Where?** Sarit Expo Centre, Nairobi (Kenya).
- **Fee?** Free for regional attendees. Here is the [link to register](#).
- **Audience?** Over 5,000 attendees with sponsors including companies like Nestlé (other companies available [here](#)). The audience includes companies focused on food innovation in Africa.

Organize investment seminar for EHPEA members

- One of the main domestic target groups are the Ethiopian companies currently engaged in the pineapple sector. Even if they are currently not (yet) engaged in processing, they constitute a target group for potential downstream/upstream expansion.
- The investment seminar shall present the investment opportunities for pineapple processing in the park.

4.2 BULBULA IAIP, OROMIA REGION

INVESTMENT PROMOTION AND LEAD GENERATION – ACTION PLANS

ACTION PLAN FOR THE BULBULA IAIP

Overview and proposed overall action plan 2021 – 2022

The investment promotion and lead generation section includes detailed action plans for each of the three target groups selected during our assessment. These action plans are intended to be practical and to be used for promoting the investment opportunities related to the Bulbula IAIP. Given the ongoing global pandemic, we recommend focusing mainly on digital promotion activities for the rest of 2021 and propose to conduct in-person activities in 2022.

The action plans include a mix of promotions at trade fairs, industry publications as well as roadshows organized. We recommend complementing all of these activities with direct marketing towards selected target firms and regular follow ups with investors that showed an initial interest.

The action plans are developed in a way that the EIC can implement the promotion activities aimed at international investors, whereas the Oromia Investment Commission (OIC) focuses on domestic promotion or that the EIC and the OIC can share the international and domestic promotional activities among themselves. If both agencies decide to deliver certain (e.g., international) activities together this might provide an deeper level of information and service to potential investors. But it also may lead to higher and duplicated cost. Given the different levels of capacity at both agencies, we recommended a higher number of activities for the EIC.

The total costs for implementing the action plans are difficult to estimate as they will vary depending on the total number of people assisting to an event/international mission and any other investment promotion activities (e.g., lead generation for arranging meetings with potential investors) that could be organized.



Tomato processing

Approach

- The global leading tomato processing companies are concentrated across California (US), the Mediterranean, and China (see also next page).
- There are dedicated media platforms and events in this industry worldwide, except in China.
- In China, we recommend going through the relevant Chinese government agencies to gain access to target companies.
- Chinese companies are currently supplying international brands such as Heinz and Kagome from their operations in Xinjiang. With the recent sanctions against products from Xinjiang by multiple countries such as the US and Japan, the Chinese tomato processors might consider relocating their tomato processing facilities to another country so that they can continue supplying international firms with tomato paste. This would provide an opportunity for Ethiopia to attract large-scale Chinese tomato processors.

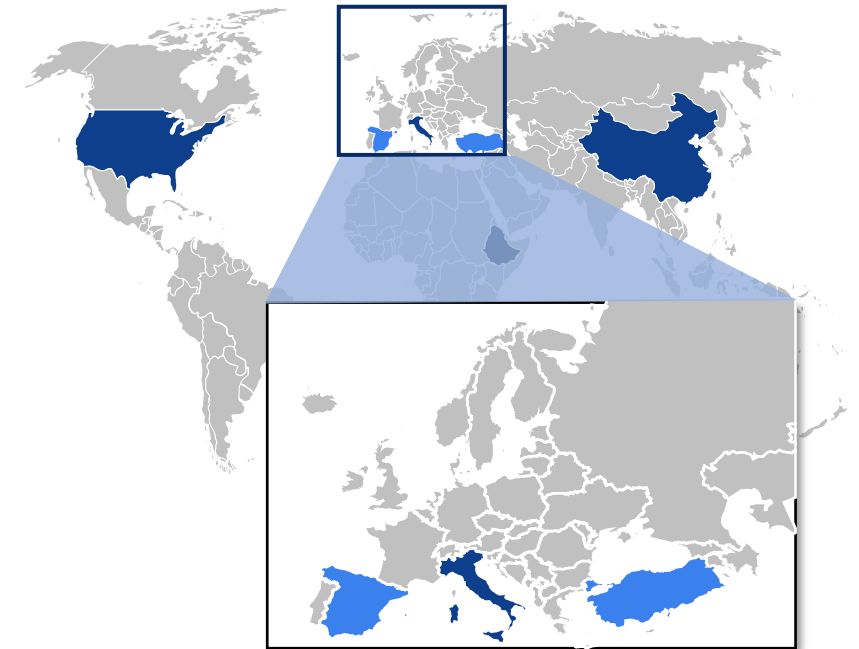
Preparatory work

- Speak to local cooperatives and farmers about their interest to switch production from salad tomatoes to sauce tomatoes.
- Also, identify cooperatives and farmers to visit during site visits with potential investors.

Overview of recommended channels and activities

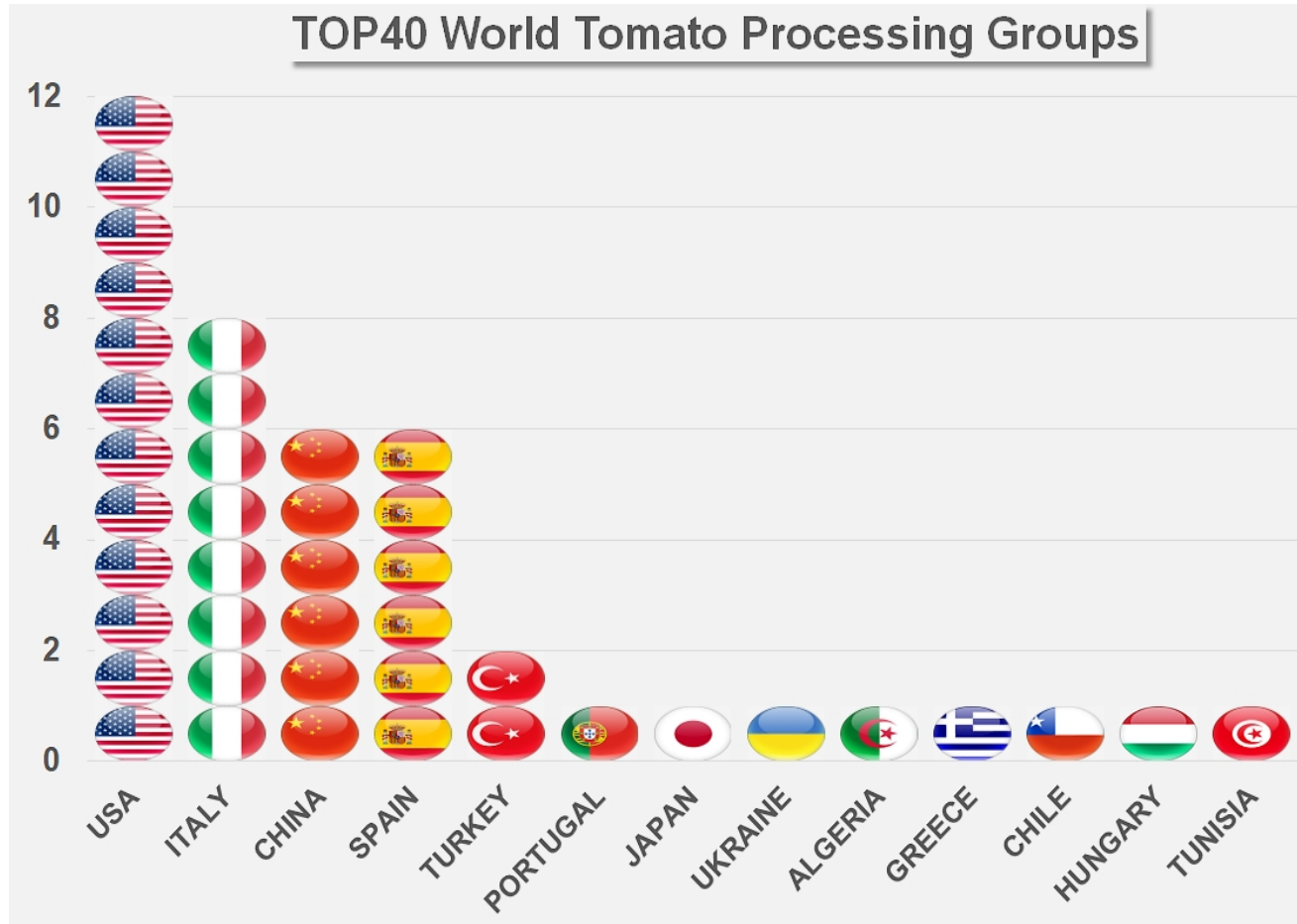


Geographic focus



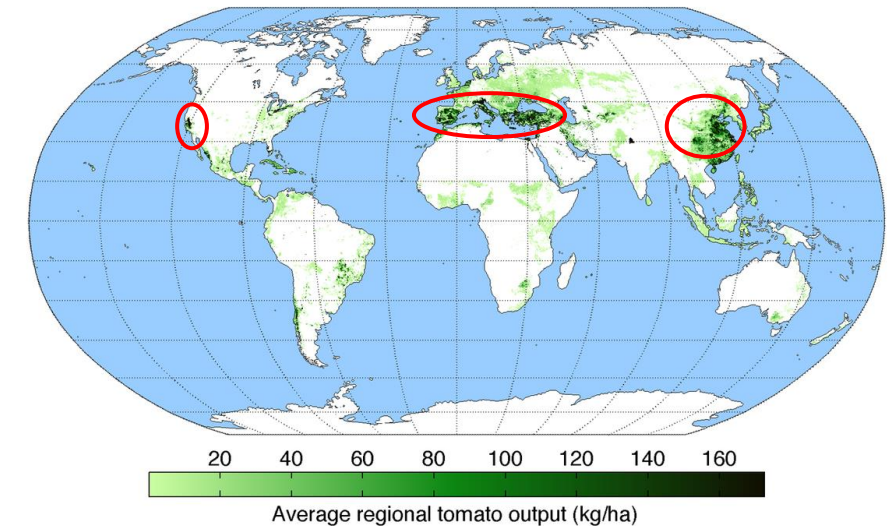
- Highest concentration of companies
- Ethiopia
- High concentration of companies

Geographic focus (deep dive)



Comments

- The five target countries (the US, Italy, China, Spain, and Turkey) are together home to 34 of the 40 largest tomato processing companies.
- The target countries closely match the world’s main tomato growing areas (see map below).



Source: Tomato News (2018); Wikimedia (2021).

Tomato processing

Details on the key multipliers and partners

	<u>Tomato News</u>	<u>Tomato Europe Processors Association</u>	<u>Xinjiang Uygur Autonomous Region Commerce Department</u>	<u>EHPEA</u>
Type of organization	Media	Association	Government agency	Domestic Horticulture Organization
Outreach	Worldwide	Europe	Xinjiang, China	Ethiopia
Potential opportunities	<ul style="list-style-type: none"> Attend the events organized by them to get knowledge of the industry and use it as a networking platform. 	<ul style="list-style-type: none"> Provide introductions to national associations and member companies 	<ul style="list-style-type: none"> The largest Chinese tomato processors are based in Xinjiang. In China, the government typically plays an important role in facilitating outward investment. The department can introduce Bulbula IAIP to companies in Xinjiang. 	<ul style="list-style-type: none"> Co-organize an investment seminar for their members.
Events	<ul style="list-style-type: none"> Tomato News Online Conference 	N/A	N/A	N/A
Contact details	<p>Sophie Colvine, Editor and General secretary at the World Processing Tomato Council (WPTC) E: news@tomatonews.com</p>	<p>Antonio Casana, President T: +39 0377 707011 E: antonio.casana@solanaspa.it</p>	<p>T: 0991 2883186 F: 0991 2883186-700 Address: No 1292 Xinhua South Road, Urumqi, China; Postcode: 8300492</p>	<p>Tewodros Zewdie, Executive Director T: +251 116 631 760/6750 Contact link</p>

Tomato processing

In-person activities

14th World Tomato Congress

- **What?** This biannual event is the main conference in the tomato processing industry.
- **When?** March 7-11, 2022
- **Where?** San Juan, Argentina.
- **Target audience?** Attendees include major players of the industry such as Morning Star, Kagome and Heinz.
- **Costs?** A single entry pass starts at US\$1,200.

Investment seminar in cooperation with the EHPEA

- The EHPEA members engaged in tomato growing or exporting are a prime target for potential downstream expansion to increase their value add in the value chain.
- We recommend to hold an investment seminar in Addis Ababa to present the tomato processing investment opportunity.
- Interested firms should be invited to a site visit to Bulbula to see the IAIP and to meet with local cooperatives and other potential partners.

Digital activities

Advertise and sponsor content on Tomato News

- Tomato News offers a number of different advertisement options ranging from a company profile on the website over feature articles and dedicated newsletters.
- We recommend the publication of one feature article (“advertorial”), which introduces the opportunities at the Bulbula IAIP and lists contact details for potential investors.
- **Costs?** €800.

Attend Tomato News Online Conference 2022

- **When?** The dates for 2022 have not been announced yet. As a point of reference, the 2021 edition was held in June.
- **Where?** Virtual event.
- **Target audience?** Tomato processors.
- **Costs?** Attendance: €100; Sponsorship package: €2,000.

Tomato processing

Direct marketing targets (1/2)

2018 TOP WORLD TOMATO PROCESSING GROUPS								
RANK (by daily capacity)	COMPANY	COUNTRY	NUMBER OF FACTORIES	PROCESSING REGIONS	PROCESSING CAPACITY		2017 PROD (MT)	2016 PROD (MT)
					DAILY (MT)	YEAR (MT)		
1	MORNING STAR	USA	3	CALIFORNIA	59 000	5 700 000	3 000 000	3 600 000
2	TUNHE (*)	CHINA	16	CHINA	48 000	2 500 000	2 600 000	2 300 000
3	CHALKIS (*)	CHINA	17	CHINA	40 000	2 000 000	1 500 000	1 200 000
4	SUGAL GROUP	PORTUGAL	5	PORTUGAL, SPAIN, CHILE	29 000	2 465 000	1 878 000	n.a
5	KAGOME GLOBAL (1)	JAPAN	5	CALIFORNIA, PORTUGAL, AUSTRALIA, JAPAN	27 900	2 380 000	1 886 000	1 982 000
6	CONESA (2)	SPAIN	8	SPAIN, PORTUGAL, CHINA, CALIFORNIA	27 100	1 500 000	1 331 000	870 000
7	OLAM	USA	3	CALIFORNIA	22 000	1 575 000	800 000	1 050 000
8	JG BOSWELL	USA	2	CALIFORNIA	16 000	1 350 000	900 000	1 114 000
9	AGROFUSION	UKRAINE	3	UKRAINE	12 500	750 000	541 347	454 866
10	GUANNONG (*)	CHINA	1	CHINA	12 000	600 000	480 000	270 000
11	STANISLAUS (*)	USA	1	CALIFORNIA	11 500	750 000	n.a	n.a
12	HAOHAN GROUP (*)	CHINA	6	CHINA	11 000	1 125 000	650 000	600 000
13	CONSERVE ITALIA (*)	ITALY	6	ITALY, FRANCE	11 000	500 000	n.a	n.a
14	TAT KONSERVE (3)	TURKEY	3	TURKEY	11 000	500 000	320 000	320 000
15	CASALASCO (4)	ITALY	3	ITALY	11 000	560 000	560 000	543 000
16	MUTTI (5)	ITALY	3	ITALY	11 000	650 000	560 000	320 000

Source: Tomato News (2018).

Tomato processing

Direct marketing targets (2/2)

17	TRANSA (6)	SPAIN	2	SPAIN, PORTUGAL	10 500	440 000	349 217	304 326
18	LOS GATOS	USA	1	CALIFORNIA	10 000	1 000 000	n.a	n.a
19	CAMPBELL (*)	USA	2	CALIFORNIA	10 000	800 000	n.a	n.a
20	TOMA-TEK (*)	USA	1	CALIFORNIA	8 000	750 000	n.a	n.a
21	T. DEL GUADIANA	SPAIN	1	SPAIN	8 000	440 000	372 578	322 596
22	ITALTOM (7) (*)	ITALY	1	NORTH ITALY	8 000	500 000	350 000	n.a
23	CONS. BENAMOR (*)	ALGERIA	4	ALGERIA	7 600	500 000	n.a	n.a
24	LA DORIA	ITALY	5	ITALY	7 500	360 000	278 000	241 000
25	NOMIKOS (8)	GREECE	3	GREECE, TURKEY	7 400	380 000	290 000	400 000
26	FUYUAN (*)	CHINA	2	CHINA	7 200	360 000	150 000	45 000
27	CONAGRA (*)	USA	2	CALIFORNIA	7 000	650 000	n.a	n.a
28	AGROZZI	CHILE	1	CHILE	6 500	400 000	385 000	385 000
29	TOMALIA (*)	SPAIN	1	SPAIN	6 500	325 000	n.a	n.a
30	THAI SUN (*)	CHINA	1	CHINA	6 000	300 000	n.a	n.a
31	DEL MONTE (*)	USA	1	CALIFORNIA	5 700	513 000	n.a	n.a
32	PCP (*)	USA	1	CALIFORNIA	5 500	500 000	n.a	n.a
33	PRONAT	SPAIN	1	SPAIN	5 400	380 000	244 669	188 776
34	RODOLFI (9) (*)	ITALY	3	NORTH ITALY	5 300	265 000	250 000	n.a
35	PRINCES IND. ALIM. (*)	ITALY	1	ITALY	5 000	300 000	250 000	n.a
36	ASSAN FOODS (*)	TURKEY	1	TURKEY	4 500	270 000	n.a	n.a
37	UNIVER	HUNGARY	1	HUNGARY	4 300	150 500	79 200	49 500
38	ALSAT	SPAIN	1	SPAIN	4 000	200 000	158 000	125 000
39	ESCALON (*)	USA	1	CALIFORNIA	3 500	318 000	n.a	n.a
40	MIZKAN	USA	1	CALIFORNIA	3 500	325 000	n.a	n.a
41	SOLANA	ITALY	1	NORTH ITALY	3 500	200 000	162 000	172 000
42	SICAM (*)	TUNISIA	1	TUNISIA	3 000	180 000	n.a	n.a

Source: Tomato News (2018).

Dairy processing

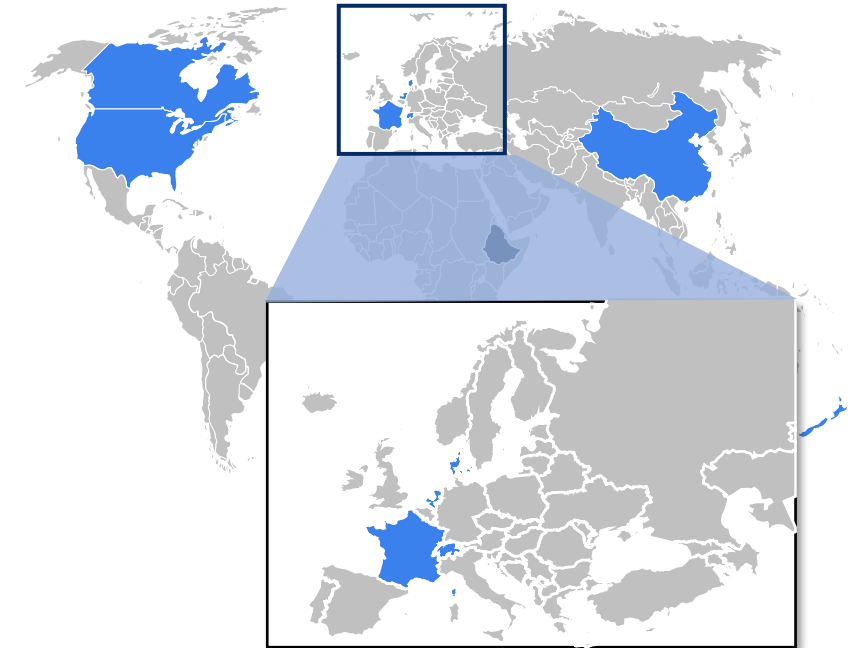
Approach

- We recommend that the international promotion by the EIC should be combined with the promotion of the dairy processing industry for the Bure IAIP.
- The domestic promotion for Bulbula shall be undertaken by the respective regional investment commission.
- We recommend working through multipliers to reach target companies.

Preparatory work

- Reach out to the Ethiopian Milk Processor Industry Association (EMPIA) regarding their willingness to cooperate.
- Identify local farms and cooperatives for site visits with potential investors.

Geographic focus



- Highest concentration of companies
- Ethiopia
- High concentration of companies

Overview of recommended channels and activities



Details on the key multipliers and partners

	<u>Dairy Industries International</u>	<u>Eastern and Southern Africa Dairy Association (ESADA)</u>	<u>European Dairy Association (EDA)</u>	<u>Ethiopian Milk Processor Industry Association (EMPIA)</u>
Type of organization	Media	Association	Association	Association
Outreach	Global	Africa; dedicated Ethiopia chapter	Europe	Ethiopia
Potential opportunities	<ul style="list-style-type: none"> Advertise in the magazine reaching international target companies 	<ul style="list-style-type: none"> Introductions to potential domestic and international investors Attend their conference 	<ul style="list-style-type: none"> Introductions to their members Attend their events 	<ul style="list-style-type: none"> Introductions to potential domestic investors Organize an investment webinar for their members
Events	N/A	<ul style="list-style-type: none"> ESADA conference (details TBA) 	<ul style="list-style-type: none"> Annual convention: mode and dates to be announced 	N/A
Contact details	Samantha Bull Advertising Sales Manager T: +44 1474 532 202 E: sam@bellpublishing.com	Liberty Plaza, 4th Floor, Suite 4 Mombasa Rd., Nairobi, Kenya T: +254 721 266 481 / +254 703 501 532 E: secretariat@dairyafrika.com	Alexander ANTON, Secretary General T: +32 2 549 50 43 E: aanton@euromilk.org	Fekade Silassie T: +251 091 161 7042 E: fedadesilasie@yahoo.com

Dairy processing

In-person activities

World Dairy Expo

- **When?** September 28 - October 2, 2021 (if travel possible – otherwise in 2022).
- **Where?** Madison, US.
- **Target audience?** Global dairy industry with an emphasis on the US. Attendees include major players such as Dairy Farmers of America, Danone, and Land O'Lakes.
- **Costs?** The entry pass costs US\$35 per person; fees for a booth are available upon request.

Agrofood Ethiopia

- **When?** October 14-16, 2021.
- **Where?** Ethiopian Skylight Hotel, Addis Ababa.
- **Target audience?** International agro-processors including major dairy firms such as Kaskat (Poland), Priamo (Italy), and Intermak Makina (Turkey).
- **Costs?** Free online registration for day passes; possibility for a booth (cost information upon request).
- **Other?** Provides an opportunity to promote also to other target groups such as bakeries, tomato, and fruit processors.

Digital activities

Investment webinar in cooperation with EMPIA

- EMPIA is the main domestic dairy industry association in Ethiopia.
- We recommend organizing an investment webinar in cooperation with EMPIA to promote the dairy investment opportunities in the Bulbula IAIP to their members.

Advertise and/or sponsor content in the Dairy Industries International magazine

- The industry publication is reaching dairy industry decision-makers in 75 countries.
- The majority of the readership is from Europe and the Americas.
- Advertising fees range from US\$1,300 to US\$6,000 depending on the type of advertisement chosen.
- See the detailed media kit [here](#).

ACTION PLAN FOR THE BULBULA IAIP

Production of bakery products

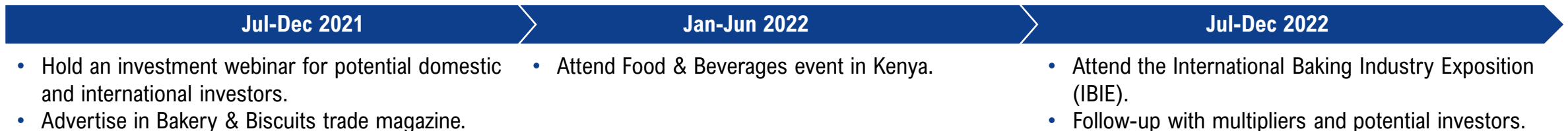
Approach

- We recommend the EIC to focus both on promoting the park to international investors in Europe and North America, due to the size of their existing market and consistent growth.
- We also suggest following the Asia Pacific market, possibly through the [Asia Pacific Bakery&Biscuits Magazine](#), for opportunities due to its rapid growth.

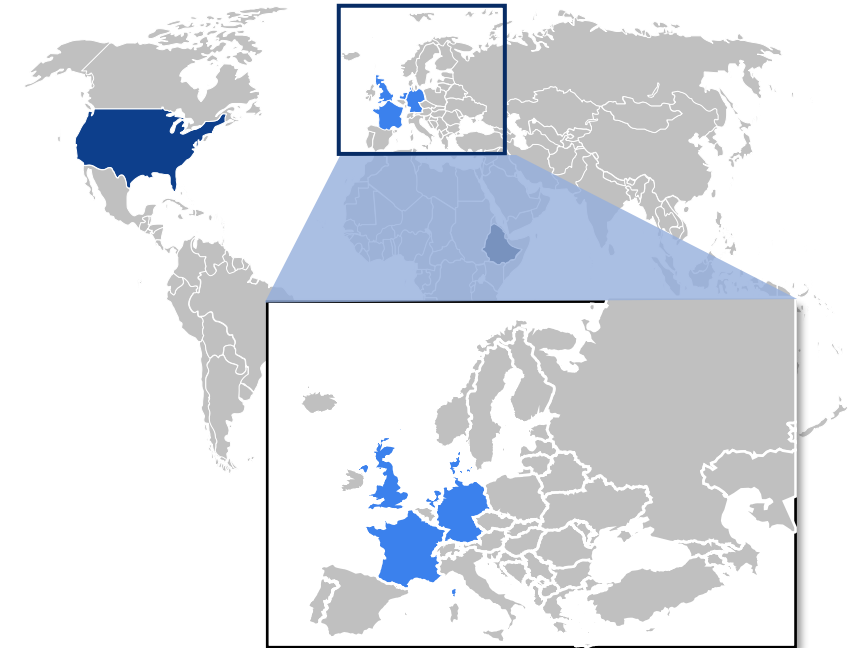
Preparatory work

- Talk to the local cooperatives and farmers about their willingness and conditions to partner with bakery goods manufacturers.
- Arrange meetings with the local Research Associations that are working on extending the production of wheat to prepare growers for investment and increased demand.

Overview of recommended channels and activities



Geographic focus



- Highest concentration of companies
- Ethiopia
- High concentration of companies

Production of bakery products

Details on the key multipliers and partners

	<u>American Bakers Association</u>	<u>World Bakers: Bakers&Biscuits Magazine</u>	<u>Ethiopian Institute of Agriculture Research</u>
Type of organization	Association	Trade magazine	Research association
Outreach	Global (Majority in the US)	Split into Europe and Asia Pacific (also includes Americas 18%) Magazines	Domestic
Potential opportunities	Networking: Over 300 members including Aryzta Americas and Pepperidge Farms as well as international players like Parle (Mumbai) and Arnott's Biscuits (Australia)	Advertise in the Magazine, creating content specific to split global markets. Readership base: 7,000 professionals.	Opportunity to reach domestic investment promotion. For example: in May 2021 EIAR lead a two-day workshop on vitalizing the Ethiopian wheat sector.
Events	<ul style="list-style-type: none"> International Baking Industry Exposition Various Webinars 	ISM 2022 - The world's largest trade fair for sweets and snacks	N/A
Contact details	Ben Simpson Director of Membership T: +1 202 789 0300 E: bsimpson@americanbakers.org	Ms. Cristina Nae Advertising Sales Director M: +32 499 73 11 14 E: cristina.nae@trade.media	Feto Esimo (PhD) Director General T: +25 111 646 0380 E: feto.berisso@eiar.gov.et

Production of bakery products

In-person activities

International Baking Industry Exposition (IBIE)

- **When?** Education: September 17-21, 2022, and Expo Hall Sept. 18-21, 2022.
- **Where?** Las Vegas Convention Center, Nevada (US).
- **Target audience?** 939 baking exhibitors from 109 countries in 2019 including members from across the supply chain. Targets include some of the main leaders of this target group like General Mills and Bühler Group.
- **Costs?** Full pricing information for attendees will be available soon - registration will open September 18, 2021. [Booth rates](#) for non-members are US\$42 per sq. ft. with a minimum of 100 sq. ft. size.

Food & Beverages Kenya (2022)

- **When?** July 9-11, 2021 (annual event – look for 2022 dates).
- **Where?** Sarit Expo Centre Nairobi, Kenya.
- **Target audience?** Approx. 950 visitors in total. Exhibit profiles include Bakery Equipment and products. Companies include BakeMate (Saudi Arabia).
- **Costs?** [US\\$650](#), including hotel accommodations.
- Exhibitor application is available [here](#).

Digital activities

Advertise in World Bakers trade magazine

Bakers&Biscuits Print

- Europe: Bimonthly distribution with a circulation of 14,000.
- Asia Pacific: Quarterly distribution with a circulation of 9,000.
- Approximately 40% of all readers are CEOs, Presidents, or Owners.
- A quarter-page one-time advert costs €1,100.
- See the detailed media kit [here](#).

World Bakers Online

- Readership base consists of 7,000 professionals.
- Advertising includes content banners on website, newsletters, and e-blasts each starting at €500 (see media kit above).

Hold a webinar/investment seminar in cooperation with the EIAR

EIAR stated that wheat production is expanding into lowland areas of Ethiopia using irrigation, making more potential land for wheat available.

Based on EIAR's past workshop on vitalizing the Ethiopian wheat sector, where private sector engagement and investment was a focus, expand on future opportunities through the park.

4.2 BURE IAIP, AMHARA REGION

INVESTMENT PROMOTION AND LEAD GENERATION – ACTION PLANS

ACTION PLAN FOR THE BURE IAIP

Overview and proposed overall action plan 2021 – 2022

The investment promotion and lead generation section includes detailed action plans for each of the three target groups selected during our assessment. These action plans are intended to be practical and to be used for promoting the investment opportunities related to the Bure IAIP. Given the ongoing global pandemic, we recommend focusing mainly on digital promotion activities for the rest of 2021 and propose to conduct in-person activities in 2022.

The action plans include a mix of promotions at trade fairs, industry publications as well as roadshows organized. We recommend complementing all of these activities with direct marketing towards selected target firms.

The action plans are developed in a way that the EIC can implement the promotion activities aimed at international investors, whereas the AIIB focuses mainly on domestic promotion. or that the EIC and the AIIB can share the international and domestic promotional activities among themselves. If both agencies decide to deliver certain (e.g., international) activities together this might provide an deeper level of information and service to potential investors. However, it also may lead to higher and duplicated cost. Given the different levels of capacity at both agencies, we recommended a higher number of activities for the EIC. Also, it is important to note that the international attraction efforts can be supported by the Ethiopian embassies in the key selected markets.

The total costs for implementing the action plans are difficult to estimate as they will vary depending on the total number of people assisting to an event/international mission and any other investment promotion activities that could be contemplated. We provide therefore only a cost estimate of participating in certain events.

	Jul-Dec 2021	Jan-Jun 2022	Jul-Dec 2022
International investment promotion	<ul style="list-style-type: none"> Attend the World Dairy Expo in the US. Advertise and/or sponsor content in the “Dairy Industries International” magazine. Advertise and/or sponsor content in Miller Magazine. Conduct preparatory work. 	<ul style="list-style-type: none"> Advertise and/or sponsor content in “Fleischwirtschaft” trade magazine. Attend Dairy Livestock and Poultry Expo Africa in Nairobi. 	<ul style="list-style-type: none"> Attend the Global Agrobusiness Forum in Brazil. Follow up with target companies in all target groups.
Domestic investment promotion	<ul style="list-style-type: none"> Engage with multipliers to explore cooperation opportunities. Attend Agrofood Ethiopia in Addis Ababa. Attend African Livestock Exhibition and Congress in Addis Ababa. Attend Africa FoodAgro in Addis Ababa. 	<ul style="list-style-type: none"> Organize an investment seminar in cooperation with the EMPIA. This can be also transmitted online. Organize an investment seminar in cooperation with the BNMRC. This can be also transmitted online. 	<ul style="list-style-type: none"> Hold an investment seminar in cooperation with local livestock associations for potential domestic and international investors. Follow up with target companies in all target groups.
Direct marketing to selected target companies (EIC, RIC & RIPDC)			

Dairy processing

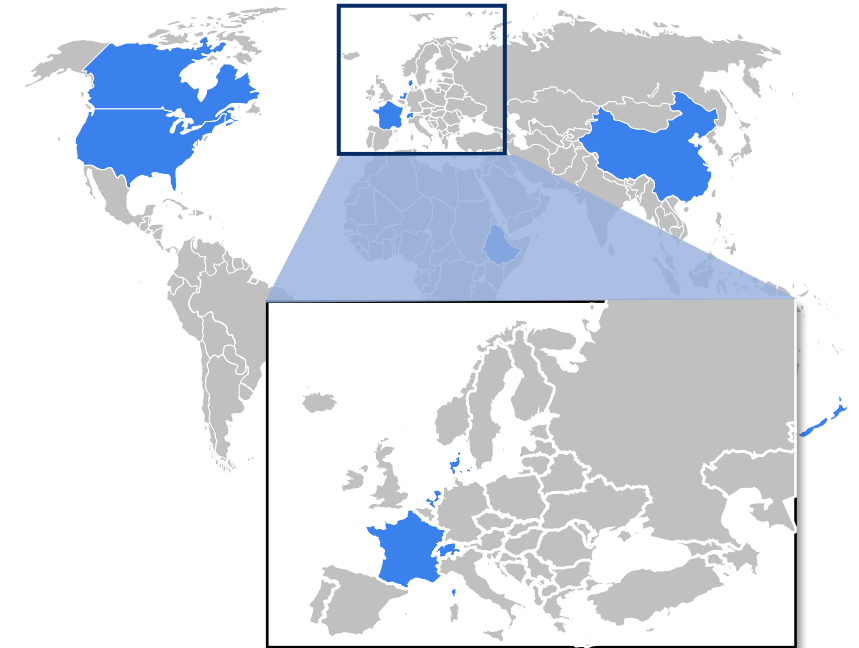
Approach

- We recommend that the international promotion by the EIC should be combined, meaning the international promotion of the dairy processing industry should be for the Bulbula IAIP as well as the Bure IAIP.
- The domestic promotion for Bure shall be undertaken by the respective regional investment commission.
- We recommend to work through multipliers to reach target companies.

Preparatory work

- Reach out to the Ethiopian Milk Processor Industry Association (EMPIA) regarding their willingness to cooperate.
- Identify local farms and cooperatives for site visits with potential investors.

Geographic focus



- Highest concentration of companies
- High concentration of companies

Overview of recommended channels and activities



Dairy processing

Details on the key multipliers and partners

	<u>Dairy Industries International</u>	<u>Eastern and Southern Africa Dairy Association (ESADA)</u>	<u>European Dairy Association (EDA)</u>	<u>Ethiopian Milk Processor Industry Association (EMPIA)</u>
Type of organization	Media	Association	Association	Association
Outreach	Global	Africa; dedicated Ethiopia chapter	Europe	Ethiopia
Potential opportunities	<ul style="list-style-type: none"> Advertise in the magazine reaching international target companies. 	<ul style="list-style-type: none"> Introductions to potential domestic and international investors. Attend their conference. 	<ul style="list-style-type: none"> Introductions to their members. Attend their events. 	<ul style="list-style-type: none"> Introductions to potential domestic investors. Organize an investment webinar for their members.
Events	N/A	<ul style="list-style-type: none"> ESADA conference (details TBA) 	<ul style="list-style-type: none"> Annual convention: dates to be announced 	N/A
Contact details	Samantha Bull Advertising Sales Manager T: +44 1474 532 202 E: sam@bellpublishing.com	Liberty Plaza, 4th Floor, Suite 4 Mombasa Rd., Nairobi, Kenya T: +254 721266481,+254 703501532 E: secretariat@dairyafrika.com	Alexander ANTON, Secretary General T: +32 2 549 50 43 E: aanton@euromilk.org	Fekade Silassie T: +251 91 161 7042 E: fedadesilasie@yahoo.com

Dairy processing

In-person activities

World Dairy Expo

- **When?** September 28 – October 2, 2021 (if travel possible – otherwise in 2022).
- **Where?** Madison, US.
- **Target audience?** Global dairy industry with an emphasis on the US. Attendees include major players such as Dairy Farmers of America, Danone, and Land O'Lakes.
- **Costs?** Entry pass US\$35 per person; fees for a booth upon request.

Agrofood Ethiopia

- **When?** October 14-16, 2021.
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- **Costs?** Free online registration for day passes; possibility for a booth (cost information upon request).
- **Other?** Provides an opportunity to promote also to other target groups such as bakeries, tomato and fruit processors.

Digital activities

Investment webinar in cooperation with EMPIA

- EMPIA is the main domestic dairy industry association in Ethiopia.
- We recommend to organize an investment webinar in cooperation with EMPIA to promote the dairy investment opportunities in the Bure IAIP to their members.

Advertise in the Dairy Industries International magazine

- The industry publication is reaching dairy industry decision makers in 75 countries.
- The majority of the readership is from Europe and the Americas.
- Advertising fees range from US\$1,300 to US\$6,000 depending on the type of advertisement chosen.
- See the detailed media kit [here](#).

Livestock processing

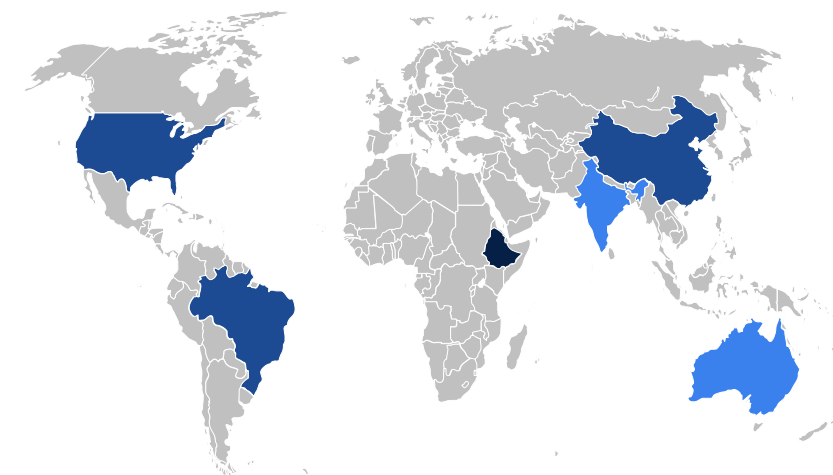
Approach

- We recommend the EIC to focus on promoting the park to international investors in Asia-Pacific and the Americas. Another focus includes expanding upon existing trade with the Middle East.
- For domestic investment promotion, we recommend to focus on existing livestock holders and abattoirs, which show a potential to expand or diversify into meat processing. There should be a concentration on the poultry industry as this shows the most potential for growth.

Preparatory work

- Better understand any limitations of abattoir access to the IAIP.
- Talk to the local cooperatives and farmers about their willingness and conditions to partner with meat processors.
- Arrange an understanding with the local cooperatives and farmers for potential site visits with interested investors.
- Expand education for Halal certification, which is necessary for exporting to the Middle East markets.

Geographic focus



- Highest concentration of companies
- Ethiopia
- High concentration of companies

Overview of recommended channels and activities



Livestock processing

Details on the key multipliers and partners

	<u>Fleischwirtschaft</u>	<u>Ethiopian Meat Producer-Exporters Association (EMPEA)</u>	<u>Ethiopian Poultry Producer and Processors Association (EPPPA)</u>
Type of organization	Trade magazine	Domestic association	Domestic association
Outreach	Global (German and International publications)	Domestic abattoirs	Domestic Poultry Producers and Processors
Potential opportunities	Advertising and content creation opportunities targeting various specialized regions including Germany, Asia, Russia, International magazines. There are also special edition projects.	Networking with current Ethiopian Abattoirs like Luna Exports and Halal Food Industries, Plc. providing a prime target for domestic investment promotion.	Networking with local poultry producers and processors, another target for domestic investment promotion. The EPPPA seeks to modernize farm management and facility ease to market, creating a network of producers prepared to expand.
Events	N/A	Potential to work with association to create a webinar/event.	Potential to work with association to create a webinar/event. Has history of partner projects including 'Empowering Marginal Economic Actors through Policy Reform from the Bottom Up' with Initiative Africa.
Contact details	Christine Contzen Advertising Manager T: +49 (0) 69 7595 1852 christine.contzen@dfv.de	Abebaw Mekonen Office Manager T: +251 116 628 292 abebaw.m1@gmail.com	Misgina Fitsumbirhan (DVM, MScSE) General Manager T: misgina23@gmail.com misgina23@gmail.com

Livestock processing

In-person activities

African Livestock Exhibition and Congress

- **Organizer?** Prana Events and the Ethiopia's Ministry of Agriculture.
- **When?** [Live event](#): October 28-30, 2021; Online: November 1-30, 2021.
- **Where?** Ethiopian Skylight Hotel, Addis Ababa.
- **Fee?** Free entry for visitors. Exhibit space start at US\$2,700 for 96 m².
- **Audience?** With 100+ exhibitors and 2072 visitors focused locally but also including representation from 26 countries. Domestic companies including Sinknesh Poultry Farm and Processing and Luna export Abattoir PLC attend, giving an opportunity to network with possible small domestic investors.
- **Others?** Event sponsorship and marketing opportunities [media kit](#).

Dairy Livestock and Poultry Expo Africa

- **Organizer?** Radeecal Communications and the Republic of Kenya Ministry.
- **When?** 2021 postponed due to the global pandemic (check website).
- **Where?** Kenyatta International Convention Center, Nairobi Kenya.
- **Fee?** For inquiry follow [Registration Link](#). Booth minimum area of 9m².
- **Audience?** 150+ participating companies and 11000+ business visitors which include Poultry and Livestock entrepreneurs and investors. The [Ethiopian ATA](#) also attends. 25+ countries represented, including China, US, India, and Turkey: [2019 Post Show Report](#).

Digital activities

Hold a webinar/investment seminar with the EMPEA or EPPPA

- One of the main domestic target groups are the Ethiopian companies are current abattoirs. If they are not yet in the meat processing sector yet, selling whole (skinned and eviscerated) carcase, they constitute a target group for potential downstream/upstream expansion.
- The webinar/investment seminar shall present the investment opportunities for meat processing in the park. Since it is digital the event may represent an opportunity for international investors to get an overview of the current opportunities as well.
- If possible, the event can also be held as a dual event, an in-person investment seminar in Addis Ababa as many existing abattoirs are located here.

Fleischwirtschaft

The advertising and content creation opportunities in varied markets:

- The main website has over 140,000 visitors and various advertisement/content creation options: [Online Media Kit](#).
- The [Media Kit Asia](#) describes how to reach the Asian market through WeChat and a [China-focused website](#) starting at €490.
- The international print magazine has a circulation of 8,000 and A quarter-page one-time advert costs €1,785: [Media Kit International](#).

ACTION PLAN FOR THE BURE IAIP

Production of consumer goods from maize

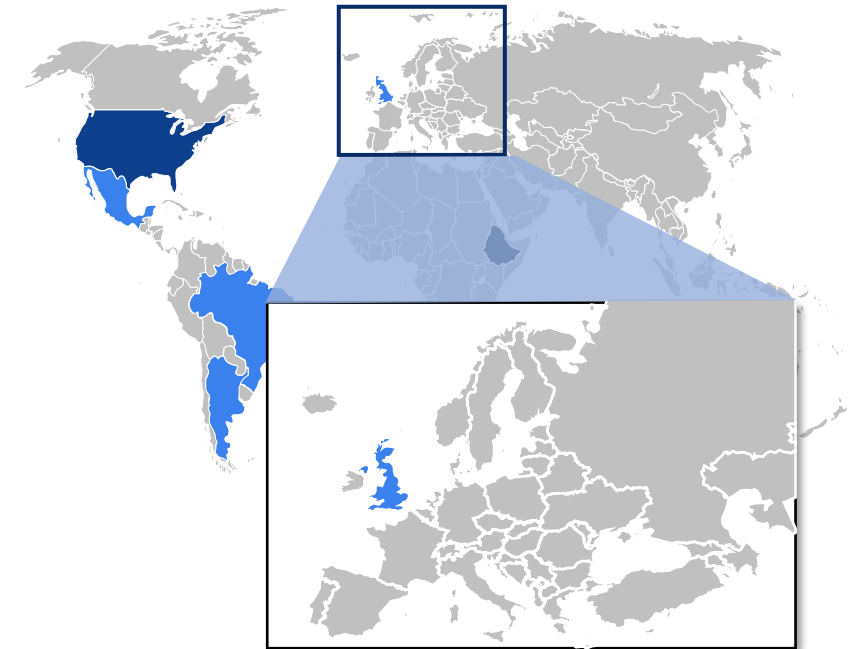
Approach

- The US and Brazil are key producers as well as processors of maize. In Europe, the UK is home to the largest maize processing companies.
- We recommend international investment promotion to focus on these countries. International promotion should follow a multi-channel approach incorporating in-person as well as digital events and advertising in industry publications.
- There is no national association of maize processors in Ethiopia. As an alternative, we recommend to work through the Bako National Maize Research Center (BNMRC) as a domestic multiplier.
- Further, we recommend the IAIP and the RIC to also attend the Africa FoodAgro in Addis Ababa to promote themselves to domestic as well as international firms.

Preparatory work

- Reach out to the BNMRC to discuss their interest in cooperation.
- Identify local maize growers and farms that are willing to serve as suppliers for an investor.

Geographic focus



- Highest concentration of companies
- Ethiopia
- High concentration of companies

Overview of recommended channels and activities



Details on the key multipliers and partners

	<u>Corn Refiners Association (CRA)</u>	<u>MAIZALL</u>	<u>ABRAMILHO (Brazilian Association of Corn Producers)</u>
Type of organization	Association	Association	Association
Outreach	Global with an emphasis on the US	The US, Brazil, Argentina	Brazil
Potential opportunities	<ul style="list-style-type: none"> • Provide introductions to member companies 	<ul style="list-style-type: none"> • Provide introductions to member companies • Attend their event 	<ul style="list-style-type: none"> • Provide introductions to member companies • Attend their event
Events	N/A	Global Agribusiness Forum	Global Agribusiness Forum
Contact details	John Bode, President & CEO E: jbode@corn.org	Benno van der Laan MAZALL coordinator E: benno@greenorangeglobal.com	Address : SHIS QL 10 Complex 08 House 06, Lago Sul/DF; 71.630-085 Telephone : +55 61 3963 2266 E-mail : abramilho@abramilho.org.br

ACTION PLAN FOR THE BURE IAIP

Production of consumer goods from maize

Details on the key multipliers and partners (continued)

	<u>Miller Magazine</u>	<u>Bako National Maize Research Center (BNMRC)</u>
Type of organization	Media	Research Institute
Outreach	Global (dedicated English, Turkish, Spanish, Russian, and Arabic editions)	Domestic (Ethiopia)
Potential opportunities	<ul style="list-style-type: none"> • Advertise in the magazine • Get featured as a “country profile” 	<ul style="list-style-type: none"> • Gain introduction to target firms • Cooperate on investment webinar/seminar
Events	N/A	N/A
Contact details	T: +90 212 347 31 64 E: info@millermagazine.com	Birhanu Tadesse, Director T: +251 57 8611 083; +251 57 8611 082 Cellphone: +251 91 1715 484 E: berhanu.te@gmail.com

Production of consumer goods from maize

In-person activities

Global Agribusiness Forum 2022

- **When?** July 25-26, 2022
- **Where?** Sao Paulo, Brazil.
- **Target audience?** Agro-business with a special focus on maize processors.
- **Costs?** Information on costs for in-person attendance tba. Sign up to the newsletter [here](#). (Online attendance for free).

Africa 2021 FoodAgro

- **When?** September 23-25, 2021
- **Where?** Millennium Hall, Addis Ababa.
- **Target audience?** Agro-businesses from Africa.
- **Costs?** Entry for free (register [here](#)). The costs for a booth are available upon request (submit inquiry [here](#)).
- **Other?** The event is supported by the EIC. The event is also well suited for promoting other types of investment opportunities.

Digital activities

Seminar/Webinar in cooperation with the BNMRC

- The BNMRC is a major stakeholder in the domestic maize industries and can facilitate access to potential local investors.
- We recommend to organize a joint investment seminar/webinar to promote the investment opportunities in the Bure IAIP.
- If the pandemic situation allows it, the event can be held as an in-person seminar in either Bure or Addis Ababa.

Advertise and/or sponsor content in Miller Magazine

- Leading industry publication with global reach.
- We recommend placing an advertisement in the English language edition (potentially this can be combined with processing opportunities for other grains).
- Discuss opportunities for an Ethiopia country profile with the editor.
- See full media kit [here](#).

5. INVESTMENT FACILITATION

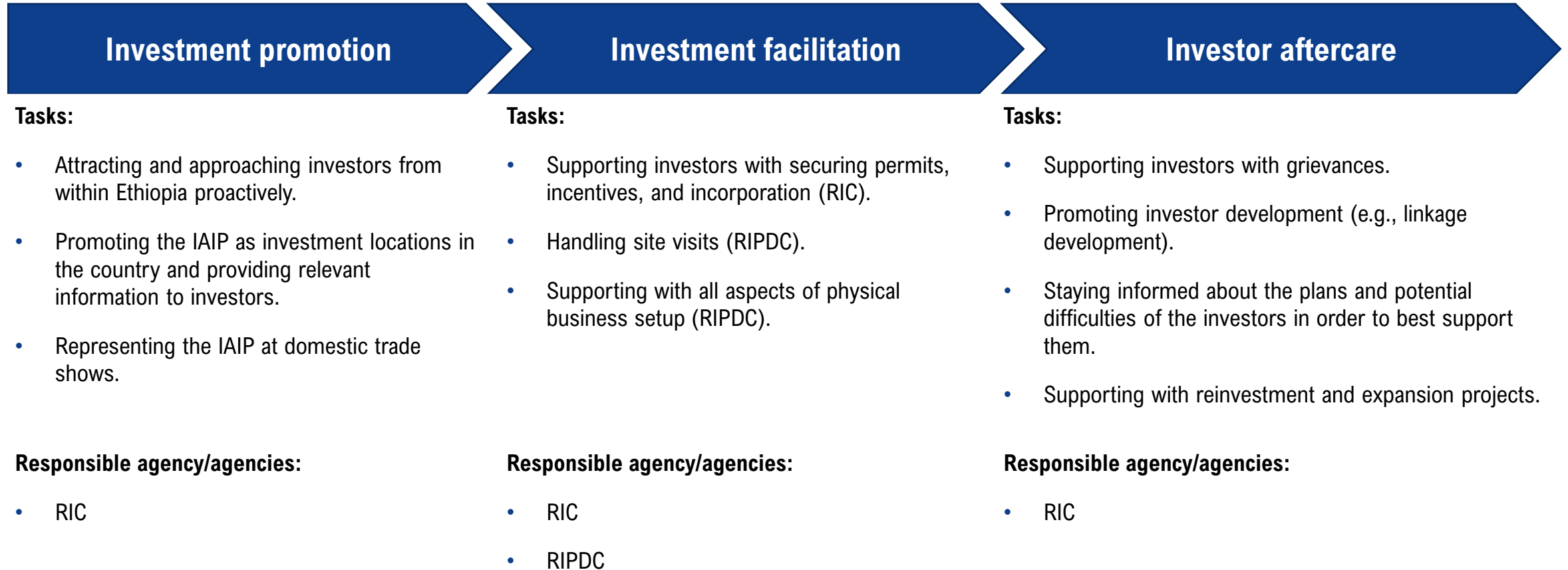
Investment facilitation roles of involved agencies at the federal and regional level

Investment process for **foreign** investors:



Investment facilitation roles of involved agencies at the federal and regional level

Investment process for **domestic** investors:



Workforce needs

We estimate the following workforce needs at the involved agencies to successfully implement this strategy:

Ethiopian Investment Commission (EIC)	Regional Investment Commission (RIC)	Regional Industrial Park Development Corporation (RIPDC)
<p>FTE: Two (2)</p>	<p>FTE: One (1) for each RIC</p>	<p>FTE: One (1) for each RIPDC</p>
<p>Key skills required:</p> <ul style="list-style-type: none"> • English and Amharic language skills, additional languages (local or foreign languages) would be a plus. • FDI or site selection experience (desirable). • Business understanding – preferably gained through previous private sector experience. • Knowledge of the agro-processing industry. • Service orientation. • Marketing or B2B sales experience. 	<p>Key skills required:</p> <ul style="list-style-type: none"> • Amharic and local language, English and other language skills would be a plus. • Business understanding – preferably gained through previous private sector experience. • Knowledge of the agro-processing industry. • Marketing or B2B sales experience. 	<p>Key skills required:</p> <ul style="list-style-type: none"> • English and local language, additional languages (Amharic or foreign languages) would be a plus. • Technical understanding of construction, logistics and utility needs. • Service orientation.

These resources may be allocated from within the existing workforce of the agencies. In case this is not feasible the agencies might want to consider recruiting additional staff with the necessary qualifications.

Templates for responding to investor inquiries

Through which channel can investors reach you?

Two options:

- I. Competent officials mentioned on the website (recommended)
- II. Contact forms

Recommendations based on current websites of the EIC:

EIC:

- Remove the contact form under contact us
- List the respective contact person(s) with their photo, phone number, and e-mail for each target sector profile.

As of May 2021, the Sidama Investment Commission does not have a website yet. Once it is developed, it is important to:

- Have a corporate e-mail address for employees instead of free e-mail accounts such as gmail or yahoo.
- Provide information in English and Amharic
- List the contact persons by industry with a photo, phone number, and e-mail

I. Contact persons on the website:

We recommend this option as it provides potential investors with the feeling that their request will be taken care of.

- See on the right side a best-practice example from Business Finland – the national Investment Promotion Agency (IPA) of Finland.
- Contact persons should be provided by the industry sector. This allows the investors to directly speak with a person who understands their industry and their location-specific needs.
- For each contact person, the following information should be provided: profile picture, name, position, phone number, and e-mail address (with hyperlink). If available, social media pages such as LinkedIn can be provided as well.
- For the EIC, the website should be available in English, Amharic, and potentially other languages of key target markets. For the RICs, the website should be in English, Amharic, and the local language.
- Potential investors can directly e-mail the contact person for their industry. On the next page, we provide a template for how to respond to a potential investor inquiry via e-mail, which should be modified on a case-by-case basis.

Best case practice example: Business Finland – contact persons

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I. Contact persons mentioned on website:

E-mail response template:

Dear Mr./Ms./Dr. [insert last name here],

thank you very much for your message and interest in [insert name of location].

[Insert text based on request]

Please see enclosed flyer for more detailed information on what our location can offer to your business.

I would be happy to schedule a call in the next days to tell you more about what our location can offer to your business and answer any questions you might have.

For further questions, I am always at your disposal by e-mail or phone. You can find my contact details below in my signature.

Looking forward to hearing back from you.

Kind regards,

NAME

Title

Phone number

LinkedIn

Link to the website of the agency

II. Contact form on the website:

- We consider this is the second-best option. It is less popular with investors as they don't know who will read their message and if they will receive a response.
- The same issues are valid for info@ addresses.
- Nonetheless, the EIC as well as the OIC are currently offering these options for investors to contact them. If they wish to continue using these formats, we provide a best practice process for handling investor requests based on a contact form on the next pages.

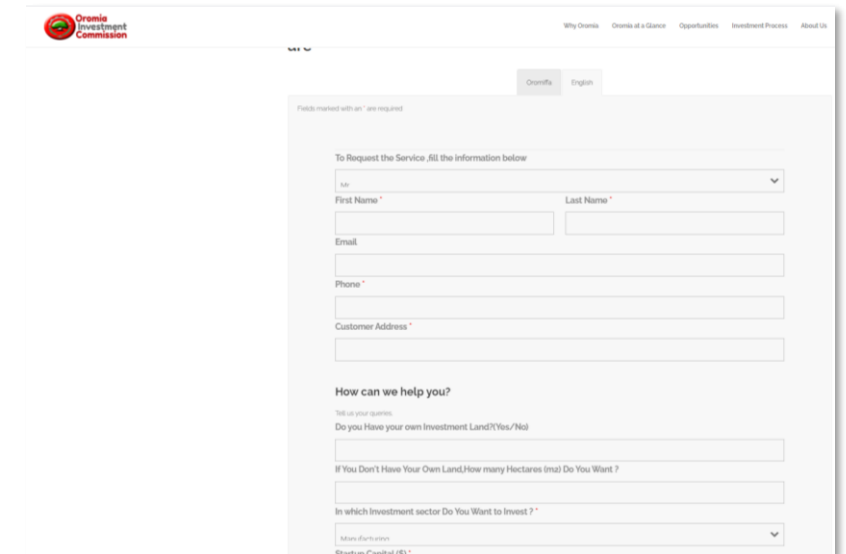
Current contact forms on the websites of EIC and OIC

You can also reach us through the form below and tell us more about your investment project in Ethiopia. We'll contact you back at our earliest!

The fields in **bold face** are obligatory.

About Yourself:	
Salutation	Title
--None--	
Last Name	First Name
Phone	Mobile
Email	Fax
About Your Company:	
Company	Industry
	--None--
PO Box	Street
Postal Code	City
State	Country of Origin
	--None--
Website	
Enquiry	

Submit



Why Oromia | Oromia at a Glance | Opportunities | Investment Process | About Us

Oromia | English

Fields marked with an * are required

To Request the Service, All the information below

Mr

First Name * | Last Name *

Email

Phone *

Customer Address *

How can we help you?

Tell us your queries.

Do you Have your own Investment Land?(Yes/No)

If You Don't Have Your Own Land,How many Hectares (sqm) Do You Want ?

In which Investment sector Do You Want to Invest ? *

Manufacturing

Startup Capital (k\$) *

Templates for responding to investor inquiries

II. Contact form on the website:

- We consider this is the second-best option. It is less popular with investors as they don't know who will read their message and if they will receive a response.
- The same issues are valid for info@ addresses.
- Nonetheless, the EIC as well as the OIC are currently offering these options for investors to contact them. If they wish to continue using these formats, we provide a best practice process for handling investor requests based on a contact form on the next pages.

Current contact forms on the websites of EIC and OIC

EIC

You can also reach us through the form below and tell us more about your investment project in Ethiopia, we'll contact you back at our earliest!

The fields in **bold face** are obligatory.

About Yourself:	
Salutation	Title
<input type="text" value="--None--"/>	<input type="text"/>
Last Name	First Name
<input type="text"/>	<input type="text"/>
Phone	Mobile
<input type="text"/>	<input type="text"/>
Email	Fax
<input type="text"/>	<input type="text"/>
About Your Company:	
Company	Industry
<input type="text"/>	<input type="text" value="--None--"/>
PO Box	Street
<input type="text"/>	<input type="text"/>
Postal Code	City
<input type="text"/>	<input type="text"/>
State	Country of Origin
<input type="text"/>	<input type="text" value="--None--"/>
Website	
<input type="text"/>	
Enquiry	
<input type="text"/>	

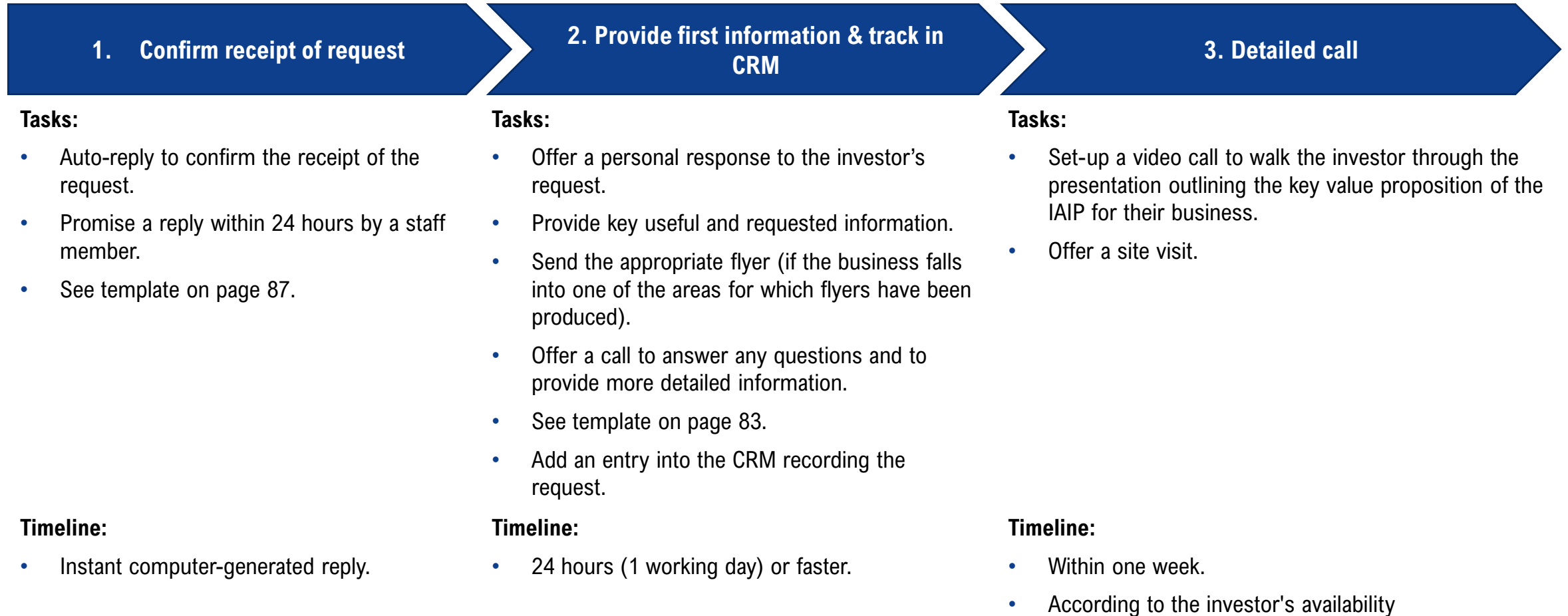
Submit

OIC

To Request the Service ,fill the information below

Mr	
<input type="text" value="Mr"/>	<input type="text"/>
First Name *	Last Name *
<input type="text"/>	<input type="text"/>
Email	
<input type="text"/>	
Phone *	
<input type="text"/>	
Customer Address *	
<input type="text"/>	
How can we help you?	
Tell us your queries	
Do you Have your own Investment Land?(Yes/No)	
<input type="text"/>	
If You Don't Have Your Own Land,How many Hectares (m2) Do You Want ?	
<input type="text"/>	
In which Investment sector Do You Want to Invest ? *	
<input type="text" value="Manufacturing"/>	
Startup Capital (\$) *	
<input type="text"/>	

Dealing with investor inquiries received through a contact form by e-mail:



1. Automatic confirmation receipt of request – template

Dear investor,

Thank you very much for your message.

Your request has been assigned the tracking ID #XXXX.

A staff member will respond to your request within the next 24 hours.

Kind regards,

“Ethiopian/Oromia/Amhara/Sidama” Investment Commission

Site visits

Site visits are a key part of investment attraction. They provide an opportunity for investors to get to know the location and clarify all the important questions they have before deciding on an investment. Providing support and guidance during site visits is one of the key services that an investment promotion agency can offer.

As the circumstances for site visits differ for foreign and domestic investors, we recommend two different programs tailored to these two groups:

- Foreign investors: They will fly in from abroad to Addis Ababa and continue from there to the specific site. Besides detailed information on the site, they will also need to be provided with information about the investment environment in Ethiopia in general. Due to longer travel times, the site visit should be extensive and cover all relevant aspects of the investors site selection decision making in one site visit.
- Domestic investors: Domestic investors will be more familiar with the investment environment in Ethiopia and the site visit should focus on the specific aspects relevant to the specific site. They will also be able to travel to the site directly, resulting in a shorter overall timeline of the site visit.

See the following pages for detailed example agendas and descriptions. We recommend arranging the agenda for each site visit in close coordination with the investor to tailor the program according to their information needs.

Investors visits (2/5)

Site visits – example agenda for an investor coming to visit from abroad

Below we provide an example of an agenda, which should be arranged and agreed with the potential foreign investor (company) in advance.

Day 1 – Monday, May 24 of 2021

Time	Activity	Location	Responsible
14:00	Pick up investor from the airport	Bole International Airport, Addis Ababa	EIC
15:30-16:30	Presentation on tax & legal aspects of investing in Ethiopia	EIC or partner organization office in Addis Ababa	EIC and/or partner organization

Day 2 – Tuesday, May 25 of 2021

Time	Activity	Location	Responsible
09:00-12:00	Transfer to the site of the industrial park	-	RIC
12:00-13:00	Lunch	Restaurant	RIC
13:30-14:30	Presentation on the IAIP	RIC or RIPDC office	RIC & RIPDC
15:00-16:00	Visit to suitable sites in the park General tour of the park and its amenities	IAIP	RIC & RIPDC
16:00-17:00	Visit of an established investor at the IAIP to learn from their experience	IAIP	RIC & RIPDC
19:00	Business dinner	Restaurant	RIC & RIPDC

Site visits – example agenda for an investor coming to visit from abroad (continued)

Day 3 – Wednesday, May 26 of 2021

Time	Activity	Location	Responsible
09:00-10:30	Visit potential feedstock supplier (e.g., cooperative, aggregator, commercial farm)	TBD	RIC
11:00-12:30	Visit to the vocational training center	TBD	RIC
13:00-14:00	Lunch	Restaurant	RIC
15:00-16:30	Visit at the local University to learn about R&D cooperation opportunities and talent availability	TBD	RIC

Day 4 – Thursday, May 27 of 2021

Time	Activity	Location	Responsible
	Transfer to airport	-	RIC

Accommodation: one (1) night in Addis Ababa and two (2) nights in a hotel relatively close to the IAIP.

Handouts: business cards and relevant information material.

Include the full address of each location in case the investor needs it

Include the contact details of the person in charge of accompanying the investor

Investors visits (4/5)

Site visits – example agenda for a domestic investor coming to visit

Day 1 – Monday, May 24 of 2021

Time	Activity	Location	Responsible
09:00	Arrival	RIC or RIPDC office	RIC & RIPDC
09:30-10:30	Presentation on the IAIP	RIC or RIPDC office	RIC & RIPDC
11:00-12:00	Visit to suitable sites in the park General tour of the park and its amenities	IAIP	RIC & RIPDC
13:00-14:00	Lunch		RIC & RIPDC
14:30-15:30	Visit of an already established investor in the park to learn from their experience	IAIP	RIC & RIPDC
19:00	Business dinner	Restaurant	RIC & RIPDC

Include the full address of each location in case the investor needs it

Include the contact details of the person in charge of accompanying the investor

Investors visits (5/5)

Site visits – example agenda for a domestic investor coming to visit (continued)

Day 2 – Tuesday, May 25 of 2021

Time	Activity	Location	Responsible
09:00-10:30	Visit potential feedstock supplier (e.g., cooperative, aggregator, commercial farm)	TBD	RIC
11:00-12:30	Visit to the vocational training center	TBD	RIC
13:00-14:00	Lunch	TBD	RIC
15:00-16:30	Visit at the local University to learn about R&D cooperation opportunities and talent availability	TBD	RIC
17:00	Departure	-	

Accommodation: One night in a hotel close to the IAIP, if the investor comes from another part of the country.

Handouts: business cards and information material

Include the full address of each location in case the investor needs it

Include the contact details of the person in charge of accompanying the investor

One-stop-shop (OSS)

The one-stop-shop (OSS) should make administrative procedures easier for investors. Investors should be able to conduct all necessary processes at one office at the park. Our recommendations are based on relevant reports, international best practices and the experience with OSS in the other industrial parks in Ethiopia.

We recommend offering the following services at the OSS. The following agencies will need to be present in the OSS to provide these services. Please note that no specific order of importance is suggested as all the services are relevant for the OSS.

Agency	Service
Ethiopian Investment Commission (EIC)	<ul style="list-style-type: none"> • Business registration and licensing (for foreign investors). • Investment incentives information. • Issuance of work permit.
Regional Investment Commission (RIC)	<ul style="list-style-type: none"> • Business registration and licensing (for domestic investors). • Investment incentives information.
Regional Industrial Park Development Corporation (RIPDC)	<ul style="list-style-type: none"> • Utilities. • Planning and construction. • Leading and coordinating the OSS.
Ministry of Environment and Forest (MoEF)	<ul style="list-style-type: none"> • Environmental approvals.
Ethiopian Revenue & Customs Authority (ERCA)	<ul style="list-style-type: none"> • Customs services. • Tax services. • Issuance of Tax Identification Number (TIN) for taxpayer workers.
Commercial Bank of Ethiopia (CBE) and private commercial banks	<ul style="list-style-type: none"> • Banking services.
Public notary	<ul style="list-style-type: none"> • Notarization.

One-stop-shop (OSS)

Agency (continued)	Service (continued)
Immigration and Nationality Affairs main Department	<ul style="list-style-type: none"> • Work visa. • Residence permits.
City administration	<ul style="list-style-type: none"> • Issuance of Tax Identification Number (TIN) for taxpayer workers. • Collection of personal income tax.
Ethiopian Telecom	<ul style="list-style-type: none"> • Providing telecommunication service, including maintenance work. • Collection of charges of telecommunication.
Ethiopian Shipping and Logistic Service Enterprise	<ul style="list-style-type: none"> • Logistic and freight forwarding service.
Agricultural Transformation Agency (ATA)	<ul style="list-style-type: none"> • Agricultural extension services.
Ethiopian Food and Drug Administration (EFDA)	<ul style="list-style-type: none"> • Food quality and assessment certifications.

All these services are necessary in order to offer a proper and complete “one-stop-shop” experience where an investor can receive all the relevant services in one place without the need to visit any other office outside the park.

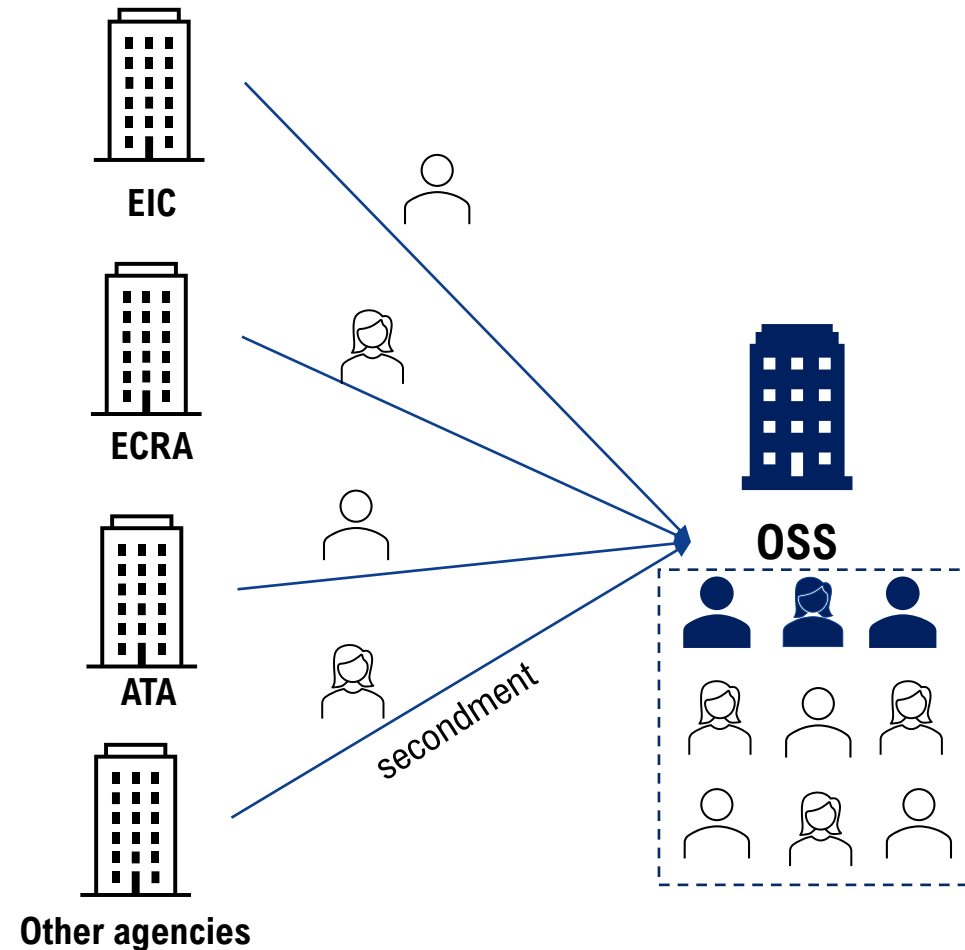
In case it is not possible to host all the agencies and provide all these services from the beginning, we recommend prioritizing the establishment of the EIC, RIC, and RIPDC, with the respective services highlighted for these agencies. These institutions are suggested as a priority as they will facilitate business licenses and utility access, which are the most urgent needs for a new business to start operations.

One-stop-shop (OSS)

Interagency coordination

- We recommend a model with seconded staff from other agencies to be placed in the OSS.
- The seconded staff will need to be competent to make decisions on standard procedures on site without a need for liaising with the headquarter.
- It helps to formalize the inter-agency cooperation through MOUs, which describe the responsibilities of both the OSS and the partner agency.
- Model MOUs are provided in the annexures (13B-13E) of the feasibility studies for each of the IAIPs.

Graphic 3: Illustration of interagency coordination



One-stop-shop (OSS)

Based on the experience of the existing OSSs at Hawassa and Bole Lemi IP, we provide the following specific recommendations for the OSSs at the IAIPs:

- Have seconded officials on site who can issue work permits.
- Provide certificates of origin.
- Ministry of Environment and Forest (MoEF) shall establish an office within the IPs for the application, supervision, protection and enforcement of environmental norms, standards, safeguards, management, and mitigation plans within the IPs.
- One file for each tenant company should be established. This will allow (partial) information sharing among different OSS sections, so that tenant companies that need to resubmit the same information multiple times.
- The EIC should concentrate on the facilitation of the “Approval and Licensing Procedure”; other services should be entrusted to the responsible entities for each service.
- Initially focus on services with higher demand from tenant companies, and gradually add services that will increase in demand.

6. CONCLUSION

This report represents the final deliverable for phase 1 and includes all the changes received after submitting the draft report on June 11, 2021, and the comments obtained during the “Pilot-IAIP investment promotion strategy validation workshop” held virtually on July 15 with UNIDO and the relevant stakeholders.

ANNEX

Interviews and Sources

Interviews conducted during the project

- Ms. Ruchika Bahl, Chief Technical Advisor, ILO Ethiopia
- Mr. Ayalu Admass, National project coordinator, ILO Ethiopia
- Mr. Giacomo Casari, FAO Ethiopia
- Ms. Mercedes Marin Nortes, Delegation of the European Union to Ethiopia, Green Deal Team – Agro-industrialization
- Mr. Christian Dohse, Project Manager – Special Initiative on Training and Job Creation, GiZ Ethiopia
- Ms. Ludovica Marangoni, Agro-Component Manager – Sustainable Training and Education Program (STEP), GiZ Ethiopia
- Mr. Andrea Limiroli, Programme Coordinator, Italian Agency for Development Cooperation
- Ms. Senidu Fanuel, Senior Private Sector Specialist, World Bank
- Mr. Temesgen Zana Jaffo, Regional coordinator for Sidama, UNIDO
- Mr. Filippo Brasesco, Partner (Co-Founder), Scio Network
- Mr. Massimo Pera, Project Coordinator/AgrInvest, FAO
- Ms. Milica Petruljeskov, Consultant, FAO
- Mr. Ayalew Ferede, FAO
- Mr. Olijira Kuma Addamo, Project Coordinator, UNIDO
- Mr. Andrea Ghione, Chief Technical Advisor, UNIDO

Interviews conducted during the project

- Mr. Aschalew Tadesse, Director for Investment Promotion, EIC
- Mr. Techane Adugna, Director ACC, ATA
- Mr. Biru Wolde Gujo, CEO, SNNP RIPDC
- Mr. Ayalneh Abawa, IAIP Director, MoTI
- Mrs. Haymanot Asfaw, General manager of Ethiopian Millers Association

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Profiling target companies – example for plant-based products

Bunge (1/2)



Founded: 1818

Sector: Agribusiness

Turnover: US\$41.4 billion (2020)

Employees: 24,000 (2021)

Website: www.bunge.com

Phone: +1 314 292 2000

Headquarter: 1391 Timberlake Manor
Parkway, Chesterfield, MO 63017, USA

Overview

Bunge has five reportable segments, of which both agribusiness and milling products include activities related to the pulse-based ingredients market. In Q1 of 2021, the agribusiness segment and milling segment had net sales of US\$9,791 million and US\$390 million respectively, of total company net sales of US\$12,961 million. Currently, the plant-based segment is in its early stages of development and not included as a reportable segment. However, it currently focuses on two types of pulses: faba beans and peas.

Manufacturing and R&D footprint

Bunge has over 360 facilities across 40 countries, of which 117 are food and ingredient production facilities. A third of Bunge's total production capacities are 34% located in South America, 27% in North America, 26% in Europe, and 13% in Asia-Pacific. As of July 2021, the milling facilities are only located in North and South America (mainly in Brazil).

Bunge has had operations in Melbourne since 2001. However, the company does not have manufacturing facilities in Australia, only a storage and port access for grains in Bunbury (Western Australia). The port terminal provides farmers a way to export rapeseed to Europe (e.g., the Netherlands and France) and China, where it is used to make cooking oils. It also exports wheat to Southeast Asia and the Middle East, where it is milled and used to make bread and other bakery products. In 2015, Bunge constructed two new grain bunker sites at Arthur River (Tasmania) and Kukerin (Western Australia) with the potential to store over 200,000 metric tonnes.

Profiling target companies – example for plant-based products

Bunge (2/2)

Recent developments and investments

Bunge is entering the pulse market through investments into established companies. In January 2021, Bunge invested AU\$45.7 million (US\$35 million) in Australian Plant Proteins (APP) to acquire a minority interest and certain intellectual property, licensing, and distribution rights in APP. APP produces faba bean, yellow lentil, and red lentil isolate powders, which are highly soluble and can be used in protein bars, baked goods, non-dairy drinks, and other products. The APP facilities are in Werribee and Horsham (Victoria). The agreement will allow APP to double the output of its plant protein isolates by March 2022. Bunge will become the exclusive distributor in the Americas region and will have the option to license APP proprietary processing technology outside Australia. Since 2020, the company also holds a 25% ownership interest in Merit Functional Foods Corp., a plant-based protein ingredients company established in 2019 in Canada.

According to a recent interview with the CEO, Bunge expects continued growth in its plant-based protein segment with a special focus on the production of food ingredients. This suggests a high likelihood of future investment activity in this area, either through continued acquisitions or greenfield investment.

Bunge Limited delivered strong gains for shareholders over the twelve months to June 2021. The company has outperformed expectations particularly in processing and merchandising, where strength in softseed crush and global grain and oil value chains drove favorable returns. This performance should provide the resources required for future expansion.

Key decision-makers

- John Nepl is the Chief Financial Officer at Bunge Limited. He has been at the company for over two years and is based in its headquarters in Chesterfield Missouri. E: john.nepl@bunge.com
- Stephen Bennett has been working at Bunge for over 14 years and is currently the commercial manager, based in Melbourne. E: stephen.benett@bunge.com

Assessment of investment potential

There is potential for future expansions as the company plans to innovate and expand the plant lipids portfolio to serve the global demand for plant-based proteins. Investment projects could also take place through the Australian Plant Proteins company as opposed to Bunge directly.

Profiling target companies – template

Company name**Founded:** Year**Sector:****Turnover:** US\$ (last year available)**Employees:** ### (last year available)**Website:****Phone:****Headquarter:** Address**Overview**

Provide an overview of the company including main products and market share in key markets.

Manufacturing and R&D footprint

- Include all key locations worldwide.

Recent developments and investments

- Include key developments over the last three to five years.

Key decision-makers

- Name, position, contact details, and if possible key information such as any membership to an association or relevant experience in this industry/company.

Assessment of investment potential

- Summary assessment.

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