

# Adaptive Reuse: Planning with the End-User in Mind

Tuesday Oct 2, 2018



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# ICA Company overview

World leader in helping locations attract FDI



## REGIONS

United States and North America

Europe

Middle East and Africa

Caribbean and Latin America

Asia and Pacific

## *Founder of 2 Technologies:*



## SERVICES

Location Strategies

Supply Chain Optimization

Incentive Strategies

Real Estate Optimization

Economic Development

Investment Promotion

Incentive Policy Design

FDI Services

Corporate Profiling

Marketing Strategies

Free Zone & Foreign-Trade Zone

Advisory

Implementation & Management Support



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# Making Lemonade

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# Polaroid

Once upon a time....



## Polaroid

Once upon a time....



OUR FOURTH BUILDING IN WALTHAM, PICTURED AT RIGHT, WAS COMPLETED LATE IN 1960. IT WILL DOUBLE THE SPACE AVAILABLE FOR FILM ASSEMBLY.

# Polaroid

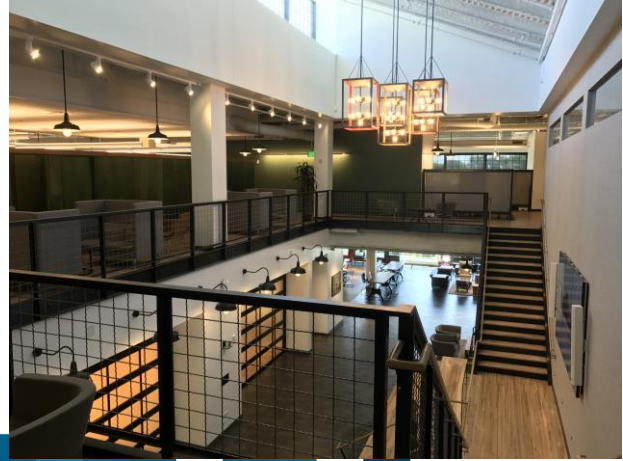
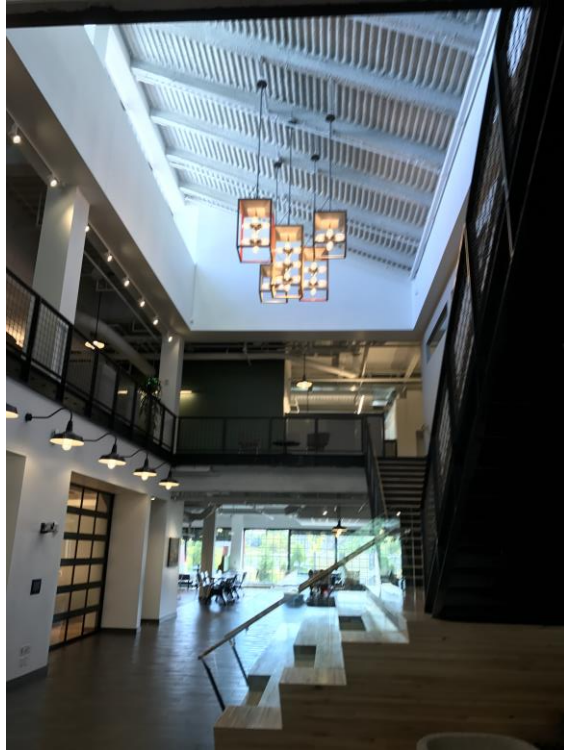
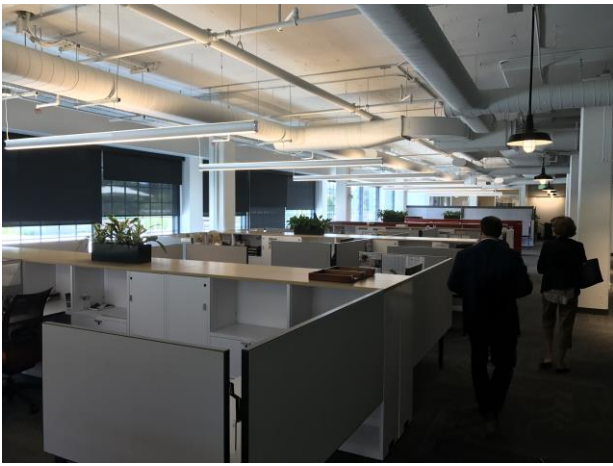
But then....



# Clarks

...and a new life!









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# Adapt and Prepare

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# Adapting to a Changing World

## Investment Attraction Strategy

How do we match community strengths and goals to the needs of business?



# Introduction to Location Strategy

Are we selecting a site,....

....Or a home for a business



***Location  
In a  
Business Context***



# Reverse Engineering

## Investment Attraction Strategy

### Understand the link between community attributes and business needs

#### Investment Strategy Assessment

- Determine investor goals and resources
- Determine key stakeholders
- Catalog site characteristics
- Determine market and catalog regional attributes
- Examine existing regional and local economic base
- Establish initial strategic parameters

#### Market Analysis

- Collect published and proprietary data on key criteria
- Construct weighting and ranking model to test development candidates under prime and alternative scenarios
- Combine screening results with industry knowledge to understand market dynamics
- Identify initial target industry candidates

#### Industry Targeting

- Determine existing industry base
- Understand key dynamics for selected industries
- Examine availability of key inputs
- Look for key vendors and partners
- Determine existing reality and perception of benefits and obstacles in the site and region

#### Final Investment Attraction Plan

- Complete remediation plan as required
- Develop incentive plan if required
- Develop key marketing targets and customized message and tactics for each
- Develop deal structure(s)



**Investment Attraction Plan**



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