

The Netherlands - A Balanced Location Value Proposition for logistics and distribution investments

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Colophon

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1 BACKGROUND AND RELEVANCY OF THIS STUDY

1.1 Introduction

The Netherlands has been committed to economic development for a long time, and more specifically, to market its competitive value proposition in logistics and distribution. Since decades, the Netherlands achieved and enjoyed significant inward investments from corporate investors, especially when considering logistics and centralized warehousing facilities. Yet, more and more investment locations are 'selling' their proposition to potential investors and the competition for inward investments is increasingly becoming fierce. In other words, the window of opportunities is increasing, and so is the complexity in Foreign Direct Investment (FDI) decisions.



"..... the Wallonia region offers a straightforward and attractive system of business incentives. The exact scope of these grants varies according to the strategic value of the project, with larger incentives if it is located in a development area....."

Source: www.investinwallonia.be



".....In terms of overall business costs, France is a low-cost leader in Europe. Business setup costs in France, including labor, facility costs, transport, utility costs and corporate taxes, are very competitive....."

Source: www.invest-in-france.org



".....Germany enjoys international recognition as a high-tech location with a globally unique concentration of R&D networks and infrastructure....."

Source: www.gtai.com



".....The Netherlands: your logistics gateway to the European market and beyond. The Netherlands is famous for its expertise in international trade, and excellence in transport and logistics....."

Source: www.hidc.nl

Examples of different location value propositions marketed by different Investment Promotion Agencies

This leads to the question of how investors are currently dealing with this complexity in order to finally arrive at a well informed *winner* location. Understanding the different drivers that relate to different phases in corporate site selection projects, is essential in all investment promotion activities.

1.2 Investor point of view

There are different dynamics in boardrooms that drive investment decisions. While a *Chief Financial Officer* is focusing on potential cost savings, a *Chief Executive Officer* might be focusing on mitigating risks and executing the long term corporate strategy. These complimentary and in some cases different views might even interfere with a *Chief Operations Officer's* perspective, looking to optimize the global corporate footprint and synchronize supply chains. It is fair to say that an investment decision is determined by a manifold of different business perspectives, all with different business drivers.

In this benchmark report, we will use the following three business perspectives to assess the attractiveness of the Netherlands, compared to regions in Germany, Belgium and France:

1. Operational excellence
2. Financial and tax excellence
3. Risk mitigation perspective

By using a corporate business case technique, Investment Consulting Associates (ICA), Groenewout and Mazars Accountants incorporated these three different aspects into this 2011 NDL Benchmark Report. The corporate business case technique incorporates facility and supply chain modelling, financial cost modelling, regional incentives estimations, 10 year net present value modelling including exit costs, and direct and indirect tax considerations. All of these quantitative results are then being leveraged and balanced against a business climate risk appraisal.

2 BUSINESS CASE MODEL

Before proceeding to the details of the business case model, there are a few important items to address. First, all of the assumptions in the business case model are derived from real logistics investment projects or recent transactions. This means that the model is built on best practices, and real case study materials.

Secondly, the business case simulates a new inward investment in the electronics sector. This particular sector has been chosen, because of its supply chain characteristics. Until recently the most optimal supply chain design in the electronics industry often turned out to be a highly centralized one. Production hereby was often outsourced to Asia. Typically, the European market was served via one or a few major distribution centre(s) serving most of the market, with a few local warehouses in the outskirts of Europe. More recently, determining factors, such as decreasing product value, increasing transportation costs, sustainable supply chain and IT solutions have reshaped the industry supply chain and moved the footprint into a more decentralized one. The changing dynamics within this industry, with new *rules of the game* makes it an interesting industry to focus on.



2.1 Operational excellence

The first pillar is based on the operational aspects of this simulated investment project. Our investment project is considered to be an European Distribution Center (EDC) with the following characteristics:

EDC Characteristics

- Electronics - EDC for customers in various European markets
- Annual shipment volume is 400.000 m³
 - from which 80% is shipped as pallets (groupage network)
 - and 20% as parcels
- Sales is subject to seasonality – 2 peak months, with volumes 25 % higher than average
- Sales value per m³ = 2.500 Euro
- Inventory level = 4 weeks sales coverage
- Warehouse property is 30,000 m²
- Ratio facility / land = 0.6 / 1 - meaning 30,000 m³ facility on 50,000 m² land plot
- Construction cost for EDC facility is 500 Euro per m²
- Equipment cost is 500 Euro per m²



For this business case a 10 years Net Present Value (NPV) will be calculated given the startup costs, yearly operational costs, and exit-costs for each of the 4 alternative locations in this benchmark.

2.2 Startup Costs

In the location selection process, investors will evaluate and assess the different startup costs for the regions under study. With startup costs, is meant those costs that are required to become operational. In this perspective we have simplified the business case and included the following cost items:

- Capital Expenses (CAPEX) on land, building and equipment
- Recruitment costs based on total annual labour cost
- Training costs to train staff at the EDC
- National and/or regional incentives (i.e. negative cost)

2.3 Capital Expenses

The first observation is the fact that land costs are significantly higher in the Netherlands compared to surrounding European regions, especially when benchmarked to certain areas in Belgium (i.e. 300%). The Ruhr area and logistics parks near Le Havre show similar land cost rates to Belgium.

Table 1 Land prices in the different regions in 2011

Country	Region	price per m ² (land)
Netherlands	Southern region of the Netherlands	105
Germany	Ruhr area	60
Belgium	Wallonia	35
France	Western region of France	60

Source: Jones LangLaSalle, Investment Consulting Associates and Groenewout (2011)

The total capital expenditures for the respective regions are calculated by multiplying the land prices per square meter times the required land plot sizes added with the construction and equipment costs times the required facility size.



Table 2 Total capital expenditure:

All amounts in Euro	Belgium	France	Germany (via Rotterdam)	Germany (via Hamburg)	Netherlands
Investment land	1.723.077	2.953.846	2.953.846	2.953.846	5.169.231
Investment warehouse	15.384.615	15.384.615	15.384.615	15.384.615	15.384.615
Investment equipment	15.384.615	15.384.615	15.384.615	15.384.615	15.384.615
Total Capex	32.492.308	33.723.077	33.723.077	33.723.077	35.938.462

Source: Groenewout and Investment Consulting Associates (2011)

2.4 Recruitment- and training costs

The recruitment costs are calculated as an equivalent of the annual total labour costs for blue and white collar workers, i.e. 2 months of total labour costs. The total annual labour costs are comprised of the gross annual salary costs for workers plus the social contributions (e.g. sickness, disability, and pension plan) that are payable by employers.

Table 3 shows the different labour costs in the four countries.

Table 3 Total labour cost per type of EDC worker

Country	Blue worker	White worker	Temporary employee
Belgium	€ 39.676	€ 68.220	€ 55.546
France	€ 32.062	€ 65.402	€ 44.887
Germany	€ 36.486	€ 70.508	€ 51.081
Netherlands	€ 32.289	€ 61.315	€ 45.205

Sources: Watson Wyatt, Eurostat, WhyGeneva Publication, LocationSelector (2011)

For training costs we assumed a fixed budget of 500 Euro per Full Time Equivalent (FTE) per year.



2.5 National- and regional incentives

The Netherlands and Germany provide a relatively small incentive to promote training services (e.g. 50% of training costs are subsidized). Far more important are the incentive opportunities offered in Belgium and France with regard to the Capital Expenditures of the investment project. In both countries large companies can apply for a 15% refund¹ of the total capital expenditure.

Table 4 Overview of the Start-up costs

Assumption	Unit	Belgium	France	Germany (via Rotterdam)	Germany (via Hamburg)	Netherlands
Incentives	mio Eur	-4,9	-5,1	-0,7	-0,7	-0,1
Recruitment	mio Eur	0,8	0,7	0,7	0,7	0,6
Total Start up	mio Eur	-4,1	-4,4	0,0	0,0	0,5

Source: Groenewout and Investment Consulting Associates (2011)

In this example this would mean an incentive amount of 4,9 and 5,1 million Euros for Belgium and France respectively (see Table 4).

¹ 30% of the eligible capital expenditures are refundable for Small and Medium Sized Enterprises (SME's)

2.6 Yearly operational expenditures (OPEX)

Understanding the annual operational expenditures per location is a key exercise in the location selection process. In this case, the total yearly operational expenses of an EDC comprises of the following elements:

- Transport costs
 - Inbound freight
 - Outbound freight
- Warehousing- & utility costs
- TAX and VAT considerations

Each element will be elaborated in the next sections.

2.7 Total Inbound freight cost

In the business case we assume that all inbound logistics occur by using 40 ft containers handled and shipped through the nearest port directly to the EDC. In general, the transportation costs for a 40 ft container contains €1,20 per kilometer.



Table 5 Inbound freight costs

Country	City	Port inbound	Distance to nearest port	Inland haulage 40ft
Netherlands	Tilburg	Rotterdam	117	140,4
Germany	Duisburg	Hamburg	375	450,0
Germany	Duisburg	Rotterdam	243	291,6
Belgium	Hainaut	Antwerp	103	123,6
France	Le Havre	Le Havre	10	12,0

Table 6 provides an overview of the different Total Handling Cost (THC) per port in 2011. The port of Antwerp offers the lowest THC per 40ft container (e.g. €150 per 40ft container), followed by Rotterdam and the French ports of Dunkerque / Le Havre.

Table 6 Total Handling Costs per port in the respective countries

Port	Country	THC 40ft
Rotterdam	Netherlands	190
Hamburg	Germany	220
Antwerp	Belgium	150
Dunkerque / Le Havre	France	190

Source: NYK Europe and Logistiek.nl (2011)

Given the geographical proximity to the port of Le Havre, locating an EDC there will result in relatively low inbound freight costs compared to the other locations that require further inland transportation costs.

Cost driver	Unit	Belgium	France	Germany (via Rotterdam)	Germany (via Hamburg)	Netherlands
Terminal Handling	mio Eur	0,9	1,2	1,4	1,4	1,2
Inbound Freight Cost	mio Eur	0,8	0,1	2,8	1,8	0,9
Total	mio Eur	1,7	1,2	4,1	3,1	2,0

Source: Groenewout and Investment Consulting Associates (2011)

Therefore locating the EDC in Germany would result in the highest inbound freight cost, while Belgium and the Netherlands are cost competitive with 1,7 and 2,0 million Euro annually. Yet, the inbound shipment costs are relatively small compared to the total outbound costs.



2.8 Total outbound freight cost

Total outbound freight costs are a major recurring cost driver that significantly impacts the total logistics costs, and therefore influences the final location decision of the EDC. To calculate the total outbound freight costs we have used the following assumptions.

Assumption	Volume	Unit
Total sales shipment volume	400.000	m ³
Price per km	1,2	euro/km
Reach per truck	600	km per day
To UK	For this business case we considered same kilometer price despite sea transport / tunnel charges	
m ³ per truck	50	m ³ truck

Source: Groenewout and Investment Consulting Associates (2011)

The most important product shipment locations are Germany, France and Central Europe, followed by Scandinavia and Spain. This market segmentation has been based on real cases and reflects Europe's most important consumer markets.

Table 7 Sales volumes and associated number of truckloads per country

	Assumption	Share of sales volume	Shipment sales volume (total 400,000 m3)	# Truck loads p/a (50 m3 per truck)
Germany	Duisburg	20%	80.000	1.600
France	Paris	20%	80.000	1.600
Netherlands	Tilburg	5%	20.000	400
Belgium	Hainaut	5%	20.000	400
Spain	Barcelona	10%	40.000	800
Poland	Warsaw	5%	20.000	400
Central Europe	Vienna	15%	60.000	1.200
Italy	Milan	5%	20.000	400
UK	London	5%	20.000	400
Scandinavia	Copenhagen	10%	40.000	800

Source: Groenewout and Investment Consulting Associates (2011)



By means of a distance matrix (see Table 8) and the assumed price per kilometer we have calculated the annual total outbound freight cost.

Table 8 Distance Matrix

			From			
		EUR/FCL ²	Germany	France	Netherlands	Belgium
To	Germany	Duisburg	-	736	160	319
	France	Paris	623	236	503	305
	Netherlands	Tilburg	160	637	-	222
	Belgium	Hainaut	319	421	210	-
	Spain	Barcelona	1.736	1.462	1.770	1.542
	Poland	Warsaw	1.320	2.040	1.477	1.624
	Central Europe	Wien	1.171	1.796	1.328	1.380
	Italy	Milan	1.061	1.249	1.192	1.094
	UK	London	656	523	536	436
	Scandinavia	Copenhagen	846	1.585	985	1.169

Source: Groenewout and Investment Consulting Associates (2011)

It shows that in terms of outbound costs, Germany is the most strategically location to serve the major European markets. The Netherlands and Belgium have similar cost levels, while the remote location of Le Havre is reflected by significantly higher outbound transportation costs.

² FCL is Full Container Load

	Belgium	France	Germany (via Rotterdam)	Germany (via Hamburg)	Netherlands
Annual outbound freight cost in Euro	6.173.280	8.096.640	5.874.240	5.874.240	6.224.160

Source: Groenewout and Investment Consulting Associates (2011)

2.9 Warehouse & Utility costs

Besides the outbound freight costs, the annual warehousing costs play a decisive role in the location selection evaluation. The cost drivers that we take into account in this business case are the following:

Warehousing Costs

- Maintenance costs
- Annual turnover rates
- Annual Labour costs
- Annual recruitment costs
- Electricity rates
- Gas rates



The maintenance costs are considered a fixed amount per year based on the value of the initial capital investment for the facility (5%) and the EDC equipment (10%). Although the labour turnover rates are kept constant for all locations at 8%, there are still different turnover costs per country due to different total labour costs and different dismissal costs.

An important factor that is discriminating among the countries, relates to labour law regulations. Common for the electronics industry are peak levels during the summer period and the December period. Although labour contractual agreements with own staff are somewhat more flexible concerning working hours in Belgium, it is difficult to hire temporary workers if the peak in workload is structural and predictable. Contrary, the Netherlands and Germany offer more flexible terms and conditions when it comes to hiring temporary workers. To take into account this in the business case, we accounted 10% additional blue collar FTE's required in Belgium to achieve the peak load. In comparison, The Netherlands and Germany hire 3,3 FTE extra for the peak months as temporary workers.

Table 9 Human resource requirements given the national labour regulations

Country	Region	# blue FTE	# white FTE	# Temp FTE
Netherlands	South	80	20	3,3
Germany	Ruhr	80	20	3,3
Belgium	Wallonia	90	20	0,0
France	North-West	90	20	0,0

Source: Groenewout and Investment Consulting Associates (2011)

The utility costs are included in the overall warehousing costs. Table 10 shows the different electricity and gas rates for the respective countries. France is particularly cost competitive for electricity supplies while the lowest gas rates are found in Belgium. The Netherlands follows closely with relatively low rates for both utility supplies.

Table 10 Utility costs for the respective countries

Countries	euro/1kWh	Index	Gas	Index
Belgium	10,5	101,7	7,9	88,5
Germany	11,2	108,1	10,1	112,7
France	7,5	72,0	9,2	102,6
Netherlands	10,4	100,0	9,0	100,0

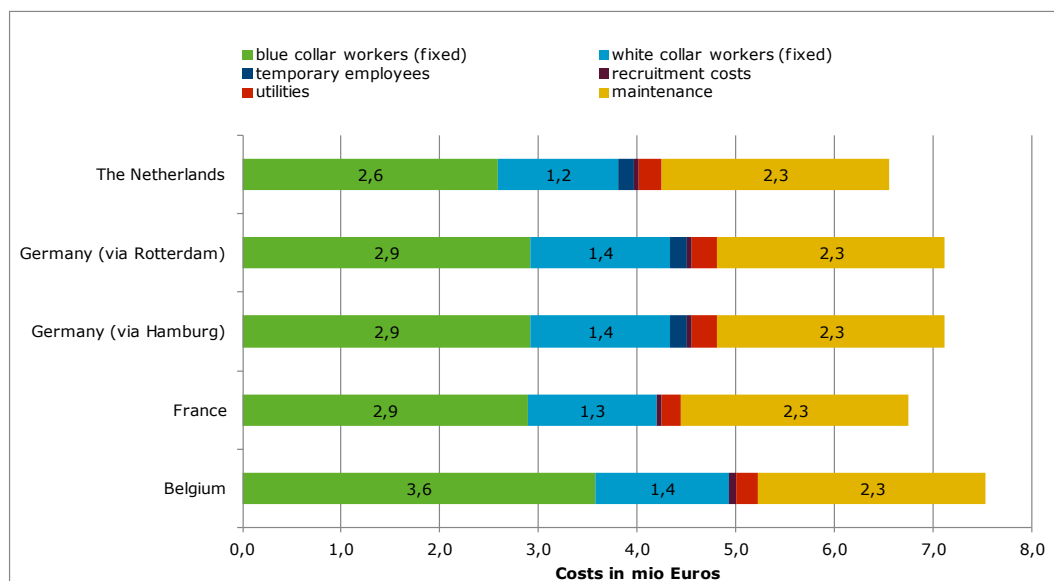
Source: Eurostat and LocationSelector.com (2011)



Incorporating all annual warehousing costs results in the below annual cost overview. Figure 1 shows that the Netherlands ranks first mainly due to its relatively low labour costs compared to the alternative locations.

Contrary Belgium shows relatively high warehousing costs as a direct result of the lower utilization due to the lack of temporary staff flexibility in peak periods.

Figure 1 Overview of the total warehousing costs



Source: Groenewout and Investment Consulting Associates (2011)

2.10 TAX & VAT

The discerning tax factors for each of the four alternative locations are the corporate tax and VAT deferment.

The national corporate tax rate in The Netherlands is 25%, this same tax rate is over 33% in France and Belgium. Where the national corporate tax rate in Germany is only 15%, however local corporate tax levels (Solidarit t zuschlag) should be added, bringing the total corporate tax percentage even over 35%.

The Netherlands offers clear agreements on VAT deferment. The payment of the VAT can be moved from the time of import to the periodical declaration of taxes. The periodical declaration in general is monthly. The due VAT for the import will be mentioned at the declaration as payable. At the same time amounts will be subtracted as paid pre-taxes. The other three countries provide less mature VAT arrangements, automatically leading to higher costs as a result of the requirement to pre-finance the unsettled VAT fees. To prevent this, one can establish a bonded warehouse which will result also in an additional administrative burden and -costs in the operational organization.



2.11 Exit costs

It shows that after ten years the residual value of the initial investment in France and Belgium is significantly lower compared to the Netherlands and Germany, however much less incentives are offered in the latter two countries.

In other words, there seems to be a negative correlation between the higher amount of incentives offered (i.e. Belgium and France) that is being cannibalized by a (much) lower residual value of the warehouse after a ten year period. The residual value assumptions are based on recent transaction deals and existing distribution facilities currently offered on the market.

Based on current dismissal laws that are in place, dismissing all of the staff after ten years would result in a dismissal cost of 1,7 million Euro in the Netherlands. This severance fee is based on the various labour costs times the number of months payable by the employer. France and Belgium both have relatively low dismissal costs, followed by the Netherlands and Germany.

Table 11 Overview of total exit costs per country after a ten year period

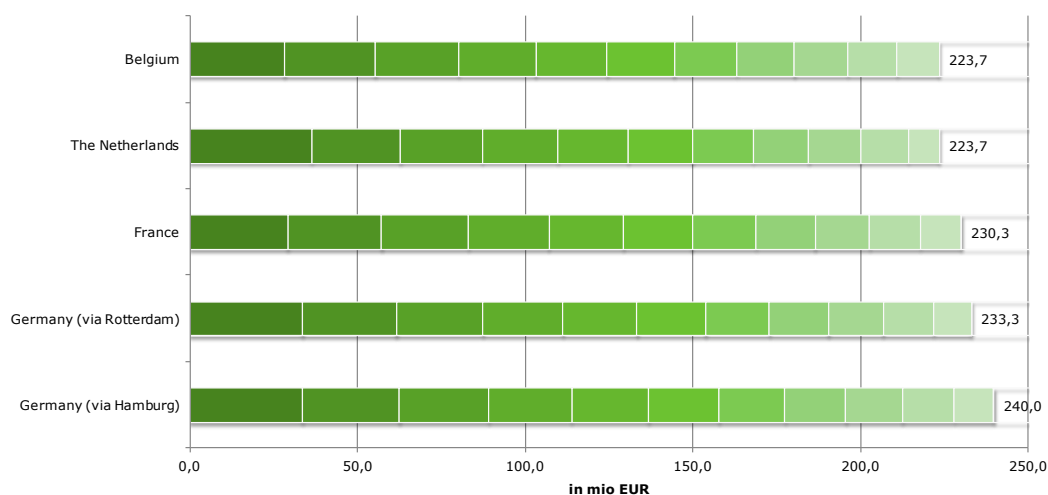
Assumptions	Unit	Belgium	France	Germany (via Rotterdam)	Germany (via Hamburg)	Netherlands
Residual value of Initial investment	% of Initial Investment	15%	15%	40%	40%	40%
Sale revenues assets ³	mio Eur	-5,6	-6,8	-10,6	-10,6	-12,9
Dismissal costs	mio Eur	1,5	1,2	2,6	2,6	1,7
Total Exit costs	mio Eur	-4,1	-5,6	-8,1	-8,1	-11,2

³ Negative figures are used to indicate a negative cost (in this case a sales revenue)

The total exit costs of -11.2 million Euro are the lowest for the Netherlands compared to the other countries (i.e. highest net revenue). Main reason for this is the relatively high residual value that is based on the highest initial capital investment.

3 TOTAL NET PRESENT VALUE (NPV)

The final result of this business case approach with detailed financial cost modeling is the ten-year Net Present Value⁴, which provides an overall summary of the start-up costs, operational costs (including TAX) and exit costs over a 10 years operational period



Both Wallonia and the Netherlands rank first with a total NPV of 223,7 million Euro. This coincidental similar NPV is based on very different assumptions. Wallonia offers substantial incentives that results in a low start up cost, yet there are rules and regulations that comes along with these incentives. On the other hand, the Netherlands enjoys relatively low warehousing costs and the lowest exit costs given the high residual value of the property. The cost differentials with France and Germany are 3% and 4,2% respectively.

4 WHAT-IF ANALYSIS

As the NPV calculation shows, the two dominant financial differentiators are (1) the national incentives on the CAPEX and (2) the residual value of the logistics property after 10 years.

For the what-if analysis, both parameters are considered in or out of the NPV calculations, leading to 4 what-if scenarios. Although the differences are small, this proves the robustness of The Netherlands as warehouse settlement with 3 number 1 positions out of the 4 what-if scenarios. Only when the residual value is not considered Belgium is on the number 1 position, under the strict restriction that the national incentives are granted.

⁴ Based on a Weighted Average Cost of Capital of 8%

5 QUALITATIVE ANALYSIS – RESULTS

As mentioned in the introduction, there are different drivers and opinions by different boardroom members that will influence the ultimate location decision. There are many examples of companies focusing too much on achieving short term cost advantages. While neglecting potential risk factors and ignoring qualitative aspects that might end up in a costly mistake after all.

Table 12 Qualitative assessment based on a weighted multi-criteria analysis

Countries	Weight	Belgium	France	Germany	Netherlands
Business Environment	30%	16.12	13.65	19.26	17.31
Infrastructure	40%	34.20	35.40	36.40	35.20
Tax	30%	22.17	23.98	21.92	28.74
Competitiveness Score		24,2	24,3	25,9	27,1
Ranking based on weighted analysis by Location Group		4	3	2	1

Source: www.locationselector.com



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Table 12 shows the different scores for each of the location groups. Each location group is comprised of a number of location factors (see annex), on which the overall location group score is based. In order to prioritize certain location groups (and location factors), different weights are allocated to the three respective location groups.

In terms of business environment, Germany and the Netherlands rank first and second. This location group reflects the ease of doing business and serves as a first indication of the risk proxy.

For infrastructure quality, differences between the countries are relatively small. Yet taxation factors, are clearly in favour of the Netherlands. Not only does the Netherlands apply a relatively low total corporate income tax rate, also the ease of paying taxes, and personal income taxes are relatively low.

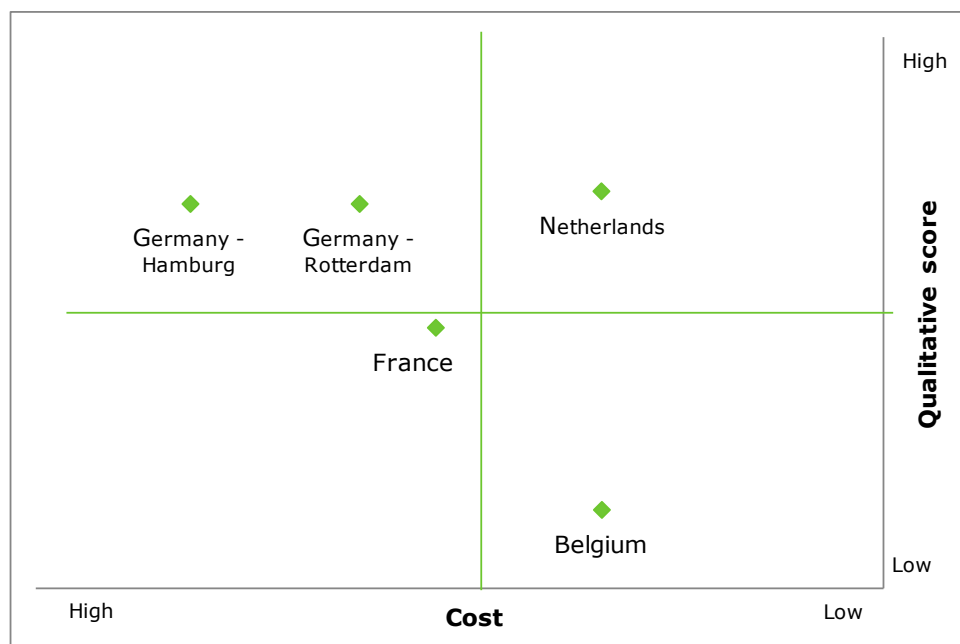
Given the current selection of location groups and with the applicable weights, this qualitative assessment ranks the Netherlands number one with a total score of 27,1, just before Germany. France and Belgium are ranking number three and four with competitiveness scores of 24,3 and 24,2 respectively.

Below a summary and index score, based upon the Net Present Value (NPV) is given. Both Belgium and the Netherlands have a similar NPV and therefore have an index score of 100. The other countries have an index score based on the respective NPV differentials.

Countries	Belgium	France	Germany (via Rotterdam)	Germany (via Hamburg)	Netherlands
Total NPV	223,7	230,3	240,0	233,3	223,7
Index Score	100,0	102,9	107,3	104,3	100,0

Source Investment Consulting Associates (ICA) and Groenewout

Figure 2 Cost – Quality Benchmark Study



6 CONCLUSIONS & FINAL REMARKS

Although different European regions in France and Belgium provide appealing incentive opportunities, in practice this also means less flexible terms and conditions due to penalty costs when considering an (early) exit within i.e. 5 years. In today's volatile market, such a lack of operational flexibility to adapt your supply chains footprint, proves to be a profound business risk.

On a cost and qualitative level it shows that the Netherlands is able to provide a powerful location value proposition. Instead of focusing on incentives and relatively low land costs, the Netherlands show relatively low operating costs and a high residual value of the initial investment.

Furthermore The Netherlands has a neutral, objective position between the different country operating units within a company. It is a relatively small market, positioned strategically with a good logistics infrastructure (i.e. lead-times) between the main markets as UK, Germany and France. This makes The Netherlands politically easy to accept as new investment location for the EDC, e.g. it will make impartial decisions when assigning inventory to the main markets in times of shortages.

So although today's operational and financial differences between the 4 countries of settlement seem to be relatively small, The Netherlands offers a profound advantage on transparency and responsiveness of your logistics. A new competitive landscape is developing based on technical revolution and increasing globalization, where such logistics flexibility will prove to be of an invaluable value.



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7 ANNEX

List with qualitative location criteria

7.1 Business Environment - 30%

Location Factors
• Closing a business Ranking
• Dealing with construction permits Ranking
• Employing workers Ranking
• Enforcing contracts Ranking
• Getting credit Ranking
• Paying taxes Ranking
• Protecting investors Ranking
• Registering property Ranking
• Starting a business Ranking
• Trading across borders Ranking
• Global Competitiveness Score (GCI) - WEF
• IMD Competitiveness Index

7.2 Infrastructure – 40%

Location Factors
• Quality of Overall Infrastructure
• Quality of Port Infrastructure
• Quality of Railroad Infrastructure

7.3 Tax – 30%

Location Factors
Ease of paying taxes
Resident individuals, Income tax rates
Total Tax Rate
Turnover taxes, VAT/GST (standard)



8 ABOUT THE AUTHOR AND GROENEWOUT



Alain Beerens is Managing Consultant and member of the MT of Groenewout Consultants since 2000. Before joining Groenewout, Alain worked in the field of logistics & supply chain management for St. Gobain and JD Edwards. Alain has led major designs and redesigns of European supply chain concepts for numerous multinationals. He has a master's degree in Industrial Engineering & Management Science from Eindhoven University of Technology with a specialization in International Distribution Logistics. Alain obtained a CPIM certification in 1999.



Dirco Verburg joined Groenewout as a consultant in August 2011. Dirco's consulting services focus on data analysis, logistics models and computer simulations within a broad range of Logistics & Supply Chains projects. Dirco has been involved in different projects for multiple clients, such as CEVA and LogiXperience. Dirco has a Master's Degree in Technical Engineering & Management Science from the University of Twente, the Netherlands. He has several years of experience in business analysis across different industries. Furthermore, he has been involved in numerous improvement projects such as optimization of logistics processes and an SAP ERP implementation.



Matthijs Weeink holds a double master degree in International Economics & Geography and Business Administration, providing him with key essentials to understand the complexities of FDI advisory and Corporate Site Selection work. He has now more than 8 years of experience in this particular field of business. Throughout his career, Matthijs has been working for some of the world's largest multinationals, providing location and site selection services in various continents. As project leader of high profile cross border investment projects, he knows the essentials and understands the challenges of foreign direct investment and outsourcing projects. Examples of clients Matthijs has worked for:

- Electrolux – Locating a financial SSC in Asia
- Daimler Trucks – Locating a new factory in Russia
- MTC Vodafone – Locating a global HQ in the Middle East

In conjunction with the corporate clients, Matthijs provided FDI advisory and training workshops for various Economic Development Organizations (EDO's) and Investment Promotion Agencies. With a team of specialists he developed FDI Academy, consisting of a full set of training workshops that can be provided to maturing as well as advanced EDO's. In addition, Matthijs provides regular guest lectures at Universities and Business Schools, highlighting the investment decision making process by multinationals and successful FDI acquisition strategies by governmental agencies.



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Founded in 1966, Groenewout provides professional consulting in Logistics and Supply Chains Management. Our core competence has been sharpened in supply chains optimization and detailed designs of manufacturing-, distribution- and fulfillment centers. We place a great deal of emphasis on both the identification and realization of feasible opportunities.

Our advice is impartial, our knowledge of the European logistics arena is extensive. This way we always provide you with the best products, systems and services based on the latest thinking and technology available. We are Europe's foremost logistics advisor and one of the largest independent consultancies in this field. We are specialized in the integration of business and operational processes for enhancing supply chains performance, logistics cost reductions and service improvements. Our team of highly qualified and experienced business consultants is specialized in either logistics or supply chains management. We work closely with clients in multiple industry sectors and support our clients with an integrated approach.

While we execute the greater part of our assignments throughout Europe, we also conduct projects in North America, The Far East, the Middle East and Africa. We are privileged to provide our services to numerous (inter) national but also mid-sized companies from all over the world. Every client is our most important.

For more information about our company, we invite you to visit us on the internet: www.groenewout.com

