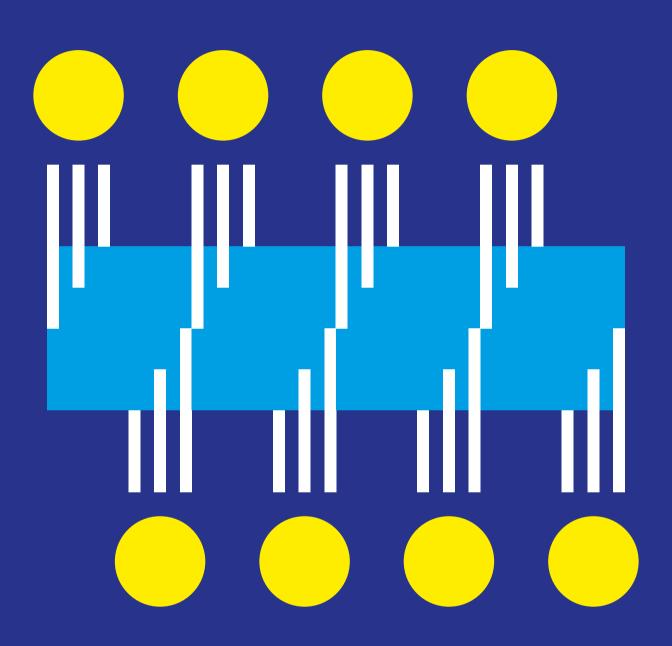


### INVESTLISBOA

Your Atlantic Partner



INVEST LISBOA 2009 / 2017 CONTRIBUTIONS OF A PARTNERSHIP

## Duarte Cordeiro

Deputy Mayor of Lisbon City Council



Lisbon Council has played a ground-breaking role in promoting and supporting entrepreneurship and innovation since 2009 and there are a number of milestones that we can highlight, such as the foundation of Invest Lisboa and Startup Lisboa, which are partners in our strategy of international accessibility and a more competitive economy. Now that it is celebrating its ninth anniversary, we want to pay tribute to Invest Lisboa and Câmara de Comércio e Indústria Portuguesa (Portuguese Chamber of Commerce and Industry) for their steadfast, unshakable support for the Council's strategy.

Lisbon City Council is proud to be one of its founding parties and play an active part in Invest Lisboa. We have no doubt of the effects that our partnership has had on the city's development and we reiterate our commitment to continuing to focus on new plans with Invest Lisboa, intent as we are on achieving our main goals.

## Bruno Bobone

President of Câmara de Comércio e Indústria Portuguesa



Today, more than 180 years later, we are still a civil society institution that is politically independent and wishes to support companies and be a fundamental partner in the international expansion of the country's economy.

We believe in the importance of companies as drivers of the economy and the creation of dignified jobs. This is why we are proud that in 2009 we formed Invest Lisboa – Agência de Promoção de Investimentos de Lisboa, in close partnership with Lisbon City Council and with the support of the AICEP and, as of 2014, also Baía do Tejo.

The results of our work, including support for around 3,000 projects undertaken by investors, companies and entrepreneurs, clearly show the initiative's success and the advantage of bringing together the skills and strengths of civil society and the state in one place for the common good.

We are convinced that the work done by Invest Lisboa in international promotion, support for investors, companies and entrepreneurs and stimulation of the economy has made a decisive contribution to the rebirth of Lisbon as a more dynamic hub of economic development for the country. It has also confirmed Lisbon's place as an Atlantic business platform that attracts more and more investments, companies and talents.

The results achieved are even more laudable because they were obtained in very difficult years for the national and international economies and with far fewer resources than similar international (rival) institutions.

In addition to financial and logistical support, the Chamber of Commerce contributed ambition, close links to the Portuguese and international business communities, attention to financial stability and focus on results.

Now that more and more cities are asserting themselves as generators of jobs and economic development, we will do everything we can to continue to support a project that has proved its merit and still has a lot to give the city, the country and our companies.

# Rui Coelho

Executive Director of Invest Lisboa



#### The beginning

On 4 February 2009, after a selection process that involved CVs, psychometric tests and three interviews, I took office as Executive Director of Invest Lisboa.

I was given the task of implementing and running an agency for promoting investment in Lisbon on the basis of an agreement between Lisbon City Council and Associação Comercial de Lisboa / Câmara de Comércio e Indústria Portuguesa (the Chamber of Commerce).

Formally, we would be a department of the Chamber of Commerce with two people and our own trademark and would be funded by Lisbon City Council and the Chamber of Commerce. We would also have the support of the AICEP, Portugal's agency for promoting foreign trade and investment. The aim was to "promote and attract direct, constructive investment to Lisbon by bringing in companies, economic agents and research and development centres".

#### The founding partners

Many people believe that this approach to economic promotion, combining local government and civil society and state support, has produced good results at low cost. Its merit springs from the leadership of António Costa (Mayor of Lisbon at the time) and Bruno Bobone (President of the Chamber of Commerce).

Where the operational component was concerned, we must highlight the support and trust we have always received from those responsible for supervising Invest Lisboa:

- for Lisbon City Council, Alberto Laplaine Guimarães (Director of the Investor Support Office), Paulo Carvalho (Municipal Director of the Economy and Innovation), Councillor Graça Fonseca and Deputy Mayor Duarte Cordeiro;
- for the Chamber of Commerce, secretaries general Pedro Madeira Rodrigues and João Pedro Guimarães (as of 2017).

A word of thanks also goes to:

- many Lisbon City Council employees with whom we have dealt over the years, especially the teams at GAI, DMEI, Iniciativa Lisboa and the staff of the councillors mentioned, with a special mention for Margarida Figueiredo, who has been accompanying (and putting up with) us since 2009;
- colleagues from the Chamber of Commerce, who are also part of the team;
- interlocutors from the AICEP, especially out first contact people, Luís Florindo and Pedro Macedo Leão, and later Pedro Patrício and Luís Castro Henriques, among so many others.

#### Strategic guidelines

#### a) Vision

To achieve full, sustainable employment in Lisbon.

#### b) Mission

To efficiently and effectively advertise Lisbon's advantages, support investors, companies and entrepreneurs in making decisions and foster an environment that is favourable to investment and the installation of businesses and talents in Lisbon.

#### c) Values

Honesty, accessibility, availability, dynamism, sense of urgency, non-complacency, public service.

#### d) Position

Facilitators of investments and partnerships for projects that boost the economy.

#### e) Work areas

#### 1. International promotion

We are endeavouring to position Lisbon as the best platform for the European market and emerging Portuguese-speaking economies, under the concept of an Atlantic Business Hub in order to attract investments, businesses and talents.

If our targets are multinationals, we also position Lisbon as the ideal place for setting up service centres of excellence.

Taking account of available resources, we focus mainly on organising promotion campaigns abroad. These campaigns provide an opportunity for direct contact with our target audiences, with the support of the AICEP and Portuguese embassies, consulates and chambers of commerce.

We set up **Lisbon stands** at the most important international city and real estate investment fairs (MIPIM and EXPO REAL), which we share with regional companies and institutions, with which we split the expense. Since 2015, private funding of international promotion has been greater than that provided by Lisbon City Council.

We also use digital tools, such as promotional videos (19 by 2017) for publicity online and through events and partners.

We have so far participated in 87 events and 22 international fairs. We have also welcomed 80 foreign business delegations.

#### 2. Support for investors, companies and entrepreneurs

We try to facilitate and provide rapid, free, personalised, confidential answers to requests for advice, information, contact details, potential partners, premises and investment opportunities from investors, companies and entrepreneurs of any size, sector or nationality. This is our main area of activity and we have assisted 3,000 projects since our foundation.

We have created some support services, such as the Invest Lisboa virtual offices, which are an economical alternative to the domiciliation of companies that do not need physical premises. We discontinued this service at the end of 2017 so that we could focus our resources on personalised service.

Taking advantage of the Chamber of Commerce's excellent facilities and especially its Great Hall and professional team of event planners, we have also organised free training courses with the support of specialists. The subjects include Business Plans, Urban Renewal, Franchising, Licensing of Bars, Restaurants and Local Accommodation, Search Engine Optimisation, Portugal 2020 and other company financing and Blockchain. We have held 68 courses to date.

#### 3. Stimulating the economy

We endeavour to promote projects that help to boost the economy by mobilising partners and resources. Our most important project so far has been **Startup Lisboa**.

When we started contacting institutions and companies to provide support and ask opinions about what we should do in 2009, several people (including Pedro Macedo Leão at the AICEP) suggested setting up a new business incubator in Lisbon.

After validating the idea and making some failed attempts at finding premises, we spotted the opportunity offered by the Lisbon Participatory Budget (OP Lisboa). We wanted the premises to be in Baixa [the old city centre] as an attraction and due to the effect it might have on the renewal and revitalisation of the area

We prepared our application, conducted a campaign to attract votes (we did two, as the first vote was annulled half-way through, to our great despair, due to attempted fraud). Eventually, to our surprise, ours was one of the projects with the most votes from Lisbon's inhabitants and we received funding from Lisbon City Council to go ahead with it.

Mayor António Costa and Councillor Graça Fonseca did their utmost to support the project. Banks were invited to be partners in exchange for a building for the incubator in the Baixa area. Montepio was the only one to accept. IAPMEI later became the third founding partner.

The rest is history. We continued to work on the project until João Vasconcelos took over as Executive Director (doing an excellent job as everyone knows). It was decided officially that Invest Lisboa would be part of the board, with non-executive functions.

Startup Lisboa made an unquestionable contribution to Lisbon's new positioning. We believe that the Entrepreneurial Region of the Year 2015 award for Lisbon and later the hosting of the Web Summit would not have been possible without it. More than this, it gave a decisive boost to a new generation of Portuguese entrepreneurs, such as Miguel Santo Amaro (Uniplaces), Anthony Douglas (Hole 19), Jaime Jorge (Codacy) and many others.

Thanks to this result, we continued to turn to OP Lisboa to try and implement other projects. Every year we submitted applications, conducted campaigns and almost always lost. The exceptions were the **Lisbon Wi-Fi Network** in 2012 (being implemented) and **Coding Courses – Zero Unemployment** in 2014, which was implemented by Lisbon City Council in 2015.

Right from the start, we were faced with the existence of countless abandoned, derelict properties, many of which were well located, while companies and entrepreneurs were looking for spaces for their businesses. On our own scale, we tried to combat this imbalance in the real-estate market with what we considered to be emblematic projects:

- Low-cost rental auction (partnership with EPUL) We rented out 52 shops in an afternoon at a totally transparent auction in the packed Great Hall at the Chamber of Commerce, at a time when no-one wanted to invest in Lisbon. As we now say, one shop is a drop in the ocean, 52 shops is an ocean...
- **Property Clinic** We undertook this project in 2013 and 2014 with the help of partners specialising in architecture (Matelier), engineering (RegenUrb), law (Pares Advogados) and restoration (Reabilita) to help owners make abandoned, derelict properties profitable again. The partners analysed the information sent by owners and wrote a report with options for making their property profitable. However, we had to discontinue this free service so that, once again, we could concentrate on personalised services for investors, companies and entrepreneurs.
- Reuse of Desterro Convent One day, we invited ESTAMO (Grupo Parpublica, 100% state-owned) to provide one of the properties that they couldn't sell (no-one wanted to invest in Lisbon at the time) for alternative use. After first saying no, they then decided to offer us Desterro Hospital, which had been abandoned since 2007. We got to work and in May 2013 Lisbon City Council, ESTAMO and Main Side (the company that created Lx Factory) signed a cooperation agreement on the restoration and reuse of Desterro Hospital. Unfortunately, due to a number of circumstances, the implementation of the project is taking much longer than expected, though we are in no doubt that it will be a huge asset for Lisbon.

#### f) Markets and target segments

We use a matrix to define our target segments (type, location and sector of activity). It has evolved on the basis of markets and opportunities. A mention goes to two of the segments that we have considered a priority from the start. They are the Portuguese diaspora and Brazil, as they are certainly those to whom Lisbon has the most to offer.

The quality of our strategy was recognised in 2016 by fDi (Financial Times group), which recognised Lisbon as having the second best strategy for attracting investment in Southern Europe. We must stress, however, that we do not regard our strategies and plans as set in stone and we adjust our work on the basis of what we learn along the way and the opportunities that we come across.

#### The team

We began by hiring Inês Cunha Alves, who came from the AICEP delegation in China. A few months later she received an unrefusable offer to be in charge of the Portugal Pavilion at the Shanghai EXPO (we would later hold a promotional event there in 2010).

And so we hired **Diogo Ivo Cruz**. Since then he has been jointly responsible for the work done and I have to thank him not only for his efforts and creativity but also for his staying power.

We resorted to interns to help with the huge volume of work under the EuroYouth and IEFP programmes:

- Koosha Kowsari (2012):
- Ana Ruipérez (2013);
- Teresa Lencastre (2014);
- Frederica Lima (2014 / 2015), who made history, as she was responsible for the promotion and victory of the Coding Courses - Zero Unemployment programme, for which we applied to OP Lisboa in 2014;
- Benjamin Stuart (2015).

In July 2017, we hired Maria João Borges, who has proved to be an excellent professional and a huge asset in the different types of work that we do. She has rapidly been taking on more and more responsibility.

#### **Our partners**

We have built a network of public and private partners, such as APPII, Associação do Turismo de Lisboa, Audax-ISCTE, Câmara de Comercio Hispano Portuguesa, Câmara Portuguesa de Comércio no Brasil, Câmara de Comércio e Indústria Luso-Brasileira, FEDERASUR (South America), Caiado Guerreiro Advogados, Parish of Santo António, Fundação CERTI (Brazil), IAPMEI, IBREI (Brazil), IGFSS, Lispolis, the Political Observatory, Pereira Ventures (United States), True Bridge Consulting, Universidade Católica, SBI Consulting and Women Win Win.

We formed a partnership of great strategic importance with Baía do Tejo in 2014. This 100% state-owned company manages industrial and logistics estates in Barreiro and Seixal and a large piece of land in Almada for the installation of Water City.

This partnership gives Invest Lisboa and Lisbon the ability to attract industries and major logistics operators that cannot find suitable locations to set up in the city. It also enables Baía do Tejo to promote itself with the Lisbon South Bay brand and take advantage of its international renown. In short, it gives both partners much greater capacity to compete internationally for investments and companies.

Our cooperation with Baía do Tejo and particularly with its directors Jacinto Pereira, Sérgio Saraiva and Paulo Gamito, has always been excellent and has focused on international promotion. This included joint participation in MIPIM and Expo Real, so that Lisbon played a larger, better quality part, and in campaigns in other markets.

In 2017, in a process headed by Lisbon City Council, we signed agreements for the soft landing of startups with Tel Aviv Global and London & Partners.

#### **Our culture**

Our culture has been built over the years and can perhaps be summarised in a few key sentences:

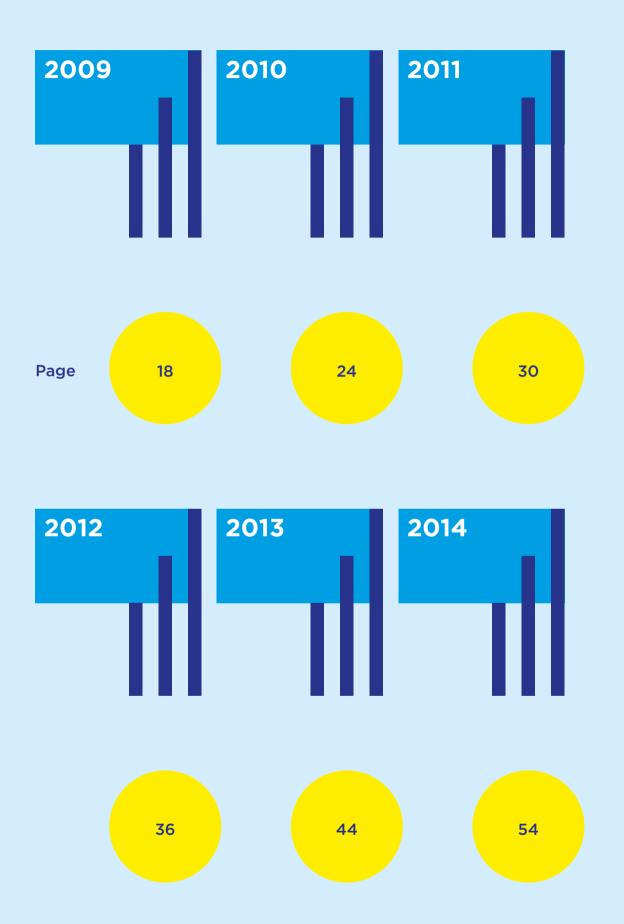
- "We don't promote Invest Lisboa, we promote Lisbon." public service.
- "A small client or project today can become a large project in the future."accessibility.
- · "We are always willing to listen to ideas and projects and analyse the possibility of partnerships." - availability.
- "We can't go to China and say that Lisbon has half a million inhabitants. The Lisbon region has three million inhabitants." - non-complacency.

- "We don't have a problem working with intermediaries and we may not even know the final clients. What we want is for people to invest in Lisbon." - pragmatism.
- "It is a great pleasure when we feel that we are helping to create jobs and wealth." sense of purpose.
- "Lisbon does not compete with other municipalities in the region, or with Porto. If companies invest in Portugal, Lisbon will always benefit. Lisbon competes with other cities in Europe and the rest of the world." - global positioning.
- "We are the only public-private startup in the world." entrepreneurship and innovation.

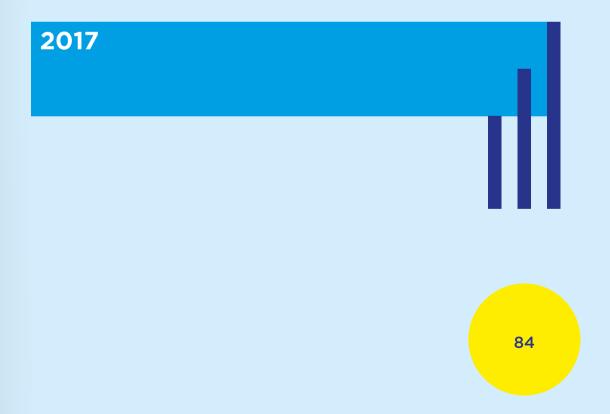
#### In conclusion

- We have built a motivating brand, a vast network of partners and strong ties with Lisbon's business world:
- We are flexible, low-cost and focused on clients and results (creation of jobs and wealth) and we work in close cooperation with and under the supervision of Lisbon City Council and the Chamber of Commerce:
- We have accumulated experience in the fields of international promotion, support for investors, companies and entrepreneurs and the boosting of the economy;
- We are motivated, together with Lisbon City Council, the Chamber of Commerce and other partners, to help to create jobs and wealth in Lisbon and take the opportunity offered by the city's improved attractiveness as a destination for investment, companies and talents (to which we have made a recognised contribution).

Finally, we would like to leave a photo history of Invest Lisboa, which we hope you will find interesting.











"I had the privilege of working with Invest Lisboa for six years, from 2009 to 2015. They were years of hard work on the launch of an economic development strategy for the city based on fundamental pillars like the promotion of entrepreneurship and attraction of foreign investment. During this time, Invest Lisboa played an essential role in changing Lisbon. Today it is a competitive, enterprising, creative city. Congratulations, Invest Lisboa!"

Graca Fonseca, Councillor for the Economy and Innovation (2009 to 2015). **Lisbon City Council** 



"I had the privilege of watching Invest Lisboa take its first steps. Its team's determination and good performance certainly made a solid contribution to the excellent image and reputation that Lisbon has today on the international scene. Investing in Lisbon has become easier and monitoring of opportunities is now more efficient. Congratulations!"

Pedro Macedo Leão, Economic and Commercial Counsellor, Portuguese Embassy in Berlin, AICEP

Creation of the organisation | Support for 111 projects | Startup Lisboa application to OP Lisboa











#### Launch of Invest Lisboa, **16 February 2009**

In the photo, Basílio Horta, President of the AICEP, António Costa, Mayor of Lisbon, and Bruno Bobone, President of the Chamber of Commerce, signing agreements setting up Invest Lisboa.



#### **Launch of Invest Lisboa**

Great Hall at Lisbon City Council - front row Luís Florindo and Rita Araújo from AICEP and Pierre Debourdeaux, José Miguel Júdice, João Lúcio da Costa Lopes and Pedro Rocha e Melo from the Board of the Chamber of Commerce.



#### **Organisation's Brochure**

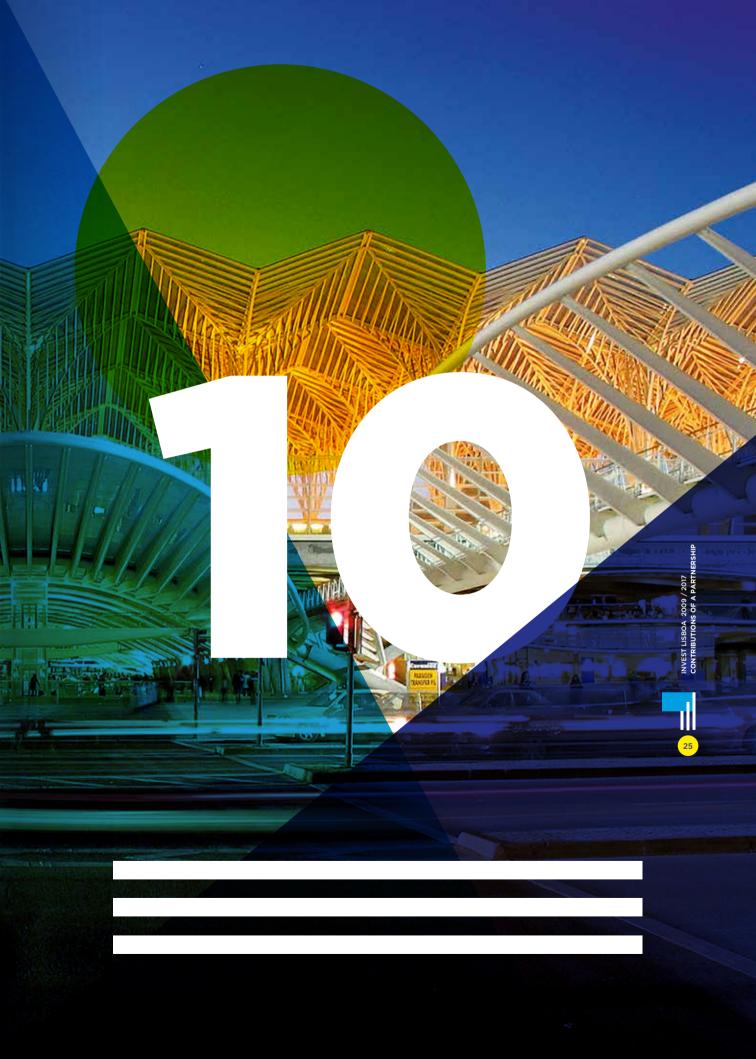
As part of the setup of Invest Lisboa we had to establish our strategic guidelines and design our brand and our brochure, which we sent to embassies, chambers of commerce and AICEP delegations, our website (in six languages) and social media...



#### A Signing of agreement with Pereira **Ventures**

With Hélder Antunes at the signing of a cooperation agreement with Pereira Ventures -Entrepreneurship & Innovation, in order to promote Lisbon to companies and institutions based in Silicon Valley and attract investments in Lisbon by companies with innovative projects. This agreement reflects two of our aims, i.e. favouring partnerships and focusing on the Portuguese diaspora all over the world.





"Invest Lisboa was our window to the launch of a project that had been gaining shape over the last five years. Many thanks and congratulations on your work!"

Miguel Faria, Promoter, Ludopolis



"Invest Lisboa has been an agile,
competent, safe partner in building bridges
with potential tenants and executives
in the municipality and other institutions.
Its enterprising attitude and ease of access
made a huge difference for EastBanc Portugal."

Catarina Lopes, CEO, EastBanc Portugal



"Invest Lisboa acts as a facilitator for investors and companies and endeavours to attract direct, constructive investment to Lisbon in order to help grow the city's economy. In a way, this mission matches Beta-i's own mission which has always been to support entrepreneurship in the city. This is why we believe that our organisations are symbiotic. We know that Rui Coelho, dynamic as he is, wanted to do more, but there is no doubt that the footprint that he left on the city's ecosystem is very important."

Pedro Rocha Vieira, co-founder and CEO, Beta-i

First international promotions with events in Paris (Portuguese Embassy) and a roadshow in China | Support for 181 projects | Opening of Invest Lisboa virtual offices | First promotional video





#### **Startup Lisboa is born**

A symbolic cheque for the victory in the Lisbon 2009 Participatory Budget with the New Company Incubator in Baixa project | Fantastic support from António Costa and Graca Fonseca.



### Brochure in Mandarin, Lisbon your gateway to Europe, Africa and America

For the roadshow promoting Lisbon in Shanghai, Hong-Kong and Macau (three cities in three days).



#### **Hong-Kong Trade Council event**

In the photo, Pedro Madeira Rodrigues (Chamber of Commerce), Diogo Ivo Cruz (Invest Lisboa), head of the Hong-Kong Trade Council, Bruno Bobone (Chamber of Commerce), Miguel Crespo (AICEP) and Rui Coelho (Invest Lisboa).



#### **Hong-Kong Trade Council event**

Speech by Bruno Bobone.





#### **IPIM Macau event**

At the table: Rui Coelho (Invest Lisboa),
Pedro Madeira Rodrigues (Chamber of Commerce),
Manuel Cansado de Carvalho (Portuguese Consul)
and Miguel Crespo (AICEP).





"The formation of solid partnerships
makes it easier to achieve success.
This is true of the partnership between Invest
Lisboa and Câmara Portuguesa de Minas Gerais."

Vittorio Lanari, Executive Director, Câmara Portuguesa de Minas Gerais



"Invest Lisboa is our eyes and arms in Portugal providing constant support by receiving and providing information, contact details and consultancy for Brazilian companies and entrepreneurs who want to invest in Lisbon and Portugal.

The strong partnership that has developed over these last few years has made an effective contribution to new business between Portugal and Brazil and especially between the cities of Rio de Janeiro and Lisbon."

Marlene Fialho, Former Secretary-General, Câmara Portuguesa do Rio de Janeiro

Roadshow promoting Lisbon in Brazil
(5 cities in 5 days) | Support for 209 projects |
Visits from 11 foreign delegations | 16 workshops



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### <u>Business Model Canvas -</u> New Lisbon Incubator (Startup Lisboa)

Entrepreneurs in the service of the city.



#### **New Invest Lisboa brochure**



#### **Event at Campinas Prefecture**

Promotional roadshow in Brazil (Rio de Janeiro, S. Paulo, Campinas, Belo Horizonte and Salvador), five cities in five days | Right from the start, Brazil was considered one of the main target markets as it is the one to which we have the most to offer. Brazil is one of the main investors in Lisbon today.



#### "Lisbon for Brazilian companies" video

Mário Vilalva, Brazilian Ambassador to Portugal (in the photo) took part, along with important Brazilian business managers in Lisbon. They pointed out the city's advantages for Brazilian companies. It was an important part of communication to one of our main target markets.





"As an agency for attracting foreign investment and business, Invest Lisboa was a pioneer in its ability to understand what foreign entrepreneurs and investors want and in speaking their language. It has played an absolutely vital role in promoting Lisbon and Portugal as an entrepreneurship hub that can compete with the best in the world."

João Vasconcelos, former Secretary of State for Industry

Bernardo Delgado, founder and CEO, Grupo Banana Café



"In addition to the exceptional work that it has done locally in connecting investors and local partners, Invest Lisboa has shown considerable enterprise in advertising Lisbon and, therefore, Portugal, overseas. It has been producing a lot with very few resources."

Paulo Silva, Head of Country Portugal, Savills Aguirre Newman

39

"Lisbon Startup City" video | The first fairs |
Support for 248 projects | 16 workshops |
Win in OP Lisboa with the Wi-Fi network |
Low-cost rental project with EPUL |
218 references in the media

INVEST LISBOA 2009 / 2017 CONTRIBUTIONS OF A PARTNER? 248 16 WORKSHOPS

PROJECTS

218

MEDIA REFERENCES



#### **Urban Renewal Workshop**

Great Hall of Chamber of Commerce with Sofia Galvão (one of the 16 held in 2012).



#### **Low-cost rental auction with EPUL**

One of the projects that we most enjoyed implementing - 52 shops rented in an afternoon... Thank you Pedro Vicente and EPUL.



#### Visit by a business delegation

One of the nine that we received in 2012.







#### Official opening of Startup Lisboa

In the photo: João Vasconcelos (Executive Director of Startup Lisboa), António Costa (Mayor of Lisbon), Graça Fonseca (Councillor for the Economy and Innovation) and several entrepreneurs.



### Customer at the Lisbon Stand at FILDA in Luanda

Lisbon Stand decorated with key words.



#### Come and invest in Lisbon!

We always welcome everyone who contacts us.





#### Radio programme during FILDA

One of the 218 media references in 2012.



#### "Lisbon Startup City" video

The first video that we are proud of | We received lots of praise. This was yet another step in the construction of a startup city... with testimonials by entrepreneurs from China, Brazil, Russia, India, Argentina and the United States. It was also important for the city's self-esteem (as Henrique Raposo said in Expresso, "...these foreigners left a message in the online cloud: PIIGS, my ass"...).



#### "Why Lisbon" video

Foreign business managers explain the advantages of Lisbon for setting up companies. It includes testimonials from the British Embassy in Portugal and Bruno Bobone (Chamber of Commerce).







"(...) At the start, it wasn't easy to believe in someone planning to send us potential investors without asking for anything in return. But with Lisbon City Council and the Chamber of Commerce as sponsors, it was worth a try. Timidly and very cautiously, we made the first deal and others followed. Today we feel that it is very useful to find out Invest Lisboa's opinion about real-estate market trends in Lisbon.

Many thanks to Rui Coelho and his whole team"

Filipe Ondas Fernandes, former director, ESTAMO

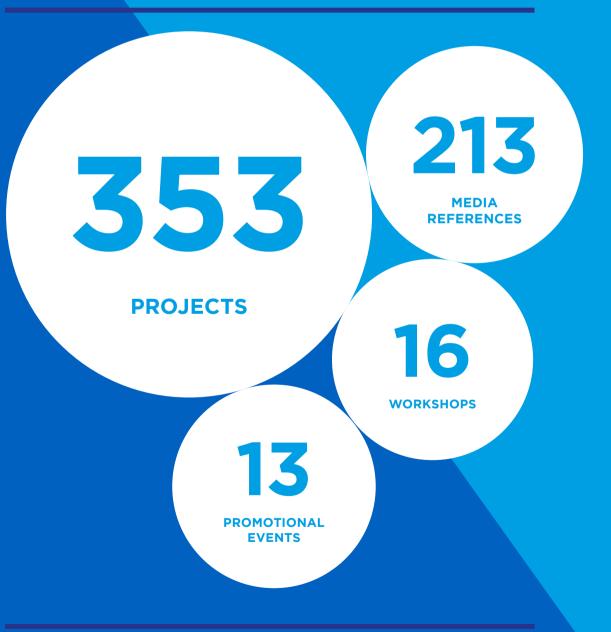
"PLMJ is delighted to have Invest Lisboa as a partner of reference in asserting Portugal as one of the best destinations for setting up new businesses."

Rita Alarcão Júdice, partner, PLMJ



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#### **Event at the AICEP Delegation** in Shanghai with Filipe Costa

Organised to complement the trip and events in Xian.



#### **Reception in Xian for the international** event to launch the new Silk Route

Two events in Xian | Excellent welcome and a Portuguese-speaking guide (she studied in Coimbra).



#### Lisbon, cool for tourism, hot for investment

Endeavouring to capitalise on the success of tourism for investment | Sponsorship of a Lisbon City Council photography exhibition was an opportunity to spend a few days communicating in Lisbon's main square.





#### Model of the Lisbon Stand at MIPIM

Lisbon fighting on the largest stage for real-estate investors with the support of important partners such as ESTAMO, EDP Imobiliária, PLMJ...

"The renewal and revitalisation of Colina de Santana will make a huge contribution to enhancing Lisbon. It will not only restore and show off its important heritage but also create new locations for housing, shops, services and tourist and social facilities with better access and protection against fires and earthquakes. It will also create the right conditions for attracting foreign investment and creating jobs and wealth. Let us hope that those responsible for the plans have the wisdom and courage to find better solutions for Lisbon."



# Enorme contributo para a valorização de Lisboa

#### Debate Colina de Santana Rui Coelho

os últimos dias muito se tem discutido o Estudo Urbano da Colina de Santana, ou seja, as propostas da Estamo para os locais onde estão atualmente implantados os hospitais de São José, Santa Marta, Capuchos e Miguel Bombarda.

Enquanto responsavel pela Invest Lisboa, a agência de promoção económica de Lisboa, constituída pela CML e a ACL/CCIP, com o apoio da AICEP, bem como de parceiro da Estamo, CML e Mainside na implementação do projeto de reabilitação e revitalização do Convento do Desterno, senti necessidade de intervir para chamar a atenção para os potenciais impactos positivos deste projeto na economia e na valorização da cidade.

De acordo com os números publicados prevê-se um investimento de cerca de 250 milhões de euros para a implementação do projeto, que abrange uma área de 145.000m2, a construção de cerca de 113.400m2 de habitação, comércio e serviços e a reabilitação de 22.500m2 para a instalação de dois hotéis. Para além da reabilitação do Palácio Mello, Convento e Igreja dos Capuchos e do Edificio principal de S. José (estes com área não quantificada) que serão entregues à CML como contrapartidas.

Este montante será investido no trabalho de arquitetos, engenheiros e muitos outros profissionais, empresas de construção civil, materiais, equipamentos, mobiliário, etc., etc., previsivelmente com significativa incorporação de serviços e produtos nacionais, e irá estimular muito mais do que o sector da construção civil devido ao seu efeito multiplicador, pois quem receber o capital vai, por sua vez, investi-lo noutros bens e serviços. Deveremos também ter em conta os montantes gerados pela comercialização dos espaços e as receitas dos equipamentos ao longo da sua vida útil, bem como os impostos angariados, que por sua vez serão investidos na melhoria das nossas condições de vida. Outra consequência muito relevante será a criação de empregos diretos e indiretos, que contribuirá para combater a elevada taxa de desemprego do

Previsivelmente, muito do investimento virá do exterior, por falta de capacidade interna, pelo que também contribuirá para melhorar a nossa balança de pagamentos. Note-se que projetos com dimensão e qualidade têm mais capacidade de gerar notoriedade internacional e captar investimentos.

Face aos motivos expostos anteriormente estou convicto de que os efeitos económicos do projeto para a Colina de Santana serão muito superiores ao, já de si muito substancial, valor do investimento inicial. Porém o que torna realmente interessante este investimento são os seus efeitos na valorização da cidade como um todo, na melhoria da qualidade de vida e de segurança nas zonas intervencionadas e nas zonas circundantes.

Relativamente ao projeto, o ponto de partida das equipas projetistas foi o de preservar os edificios classificados como património nacional ou de interesse público bem como alguns a que identificaram valor arquitetónico e/ou histórico e cuja manutenção não comprometia as melhores soluções encontradas para os locais a intervencionar. As propostas procuram maximizar a qualidade urbana dos espaços intervencionados, mas também, e obedecendo à legislação aplicável, as áreas de construção. Os projetos procuram corrigir as intervenções casuísticas a que as áreas de intervenção foram sujeitas (vítimas) ao





longo de décadas. em que não existiam planos, nem critérios de qualidade urbanistica estabelecidos e que. no seu conjunto, contribuíram para a criação de uma área da cidade deprimida e deprimente, com tendência para piorar quando e se os hospitais de St.ª Marta, Capuchos e S. José deixarem de ser utilizados.

Sem prejuízo de as críticas apresentadas deverem ser tidas em conta, se eventualmente

tíverem razão de ser — para nós não é claro o impacto no sistema de vistas dos projetos situados nos pontos altos (Miguel Bombarda e S. José) —, importa perceber que Lisboa está perante uma oportunidade única para valorizar toda esta importante área.

A regeneração e revitalização da Colina de Santana será um enorme contributo para a valorização de Lisboa, reabilitando e dando visibilidade ao seu importante patrimônio mas também criando novos espaços para habitação, comércio, serviços e equipamentos turísticos, culturais e sociais, com melhores acessos e condições de segurança contra incêndios e sismos, ao mesmo tempo que cria condições para captar investimento externo e gerar empregos e riqueza. Esperemos que os responsáveis pela apreciação dos projetos tenham a sabedoria e a coragem para chegar às melhores soluções para Lisboa.

Director executivo da Invest Lisboa

**Opinion piece** (Expresso): new concepts save landmark cinemas

"Let us take Lisbon's most interesting locations as an example. They all use their distinctive architectural

### Novos conceitos salvam cinemas de referência

#### Rui Coelho

arabéns aos promotores dos novos cinemas de Lisboa: @cinema no Saldanha Residence e Ideal no Chiado. Os novos conceitos que desenvolveram, um focado na tecnologia e no baixo custo, o outro numa programação alternativa, são uma mais-valia, também para o imobiliário, para as zonas em que se inserem e para a cidade, oferecendo novas possibilidades de lazer e enriquecimento cultural aos residentes, visitantes e turistas, ocupando espaços devolutos (antigos cinemas) e criando empregos e riqueza.

Contrariamente, lamentamos o fecho dos cinemas King e Londres, salas de referência da av. de Roma, que não conseguiram adaptar-se às novas realidades do mercado, designadamente a diminuição acentuada de público do cinema e a nova lei das rendas, empobrecendo esta zona de Lisboa.

Ambas as situações são exemplos de que também para as cidades, a única certeza é a mudanca e a sua cada vez major velocidade. Interessando assim procurar perceber e, se possível, antecipar as novas dinâmicas da sociedade e dos mercados, agindo em conformidade com os riscos e as oportunidades que oferecem, e não tentar lutar contra dinâmicas que têm razões profundas para acontecer, como a demografia e a evolução cultural e tecnológica das sociedades.

No caso do cinema, hoje concorre com os mais de 100 canais de televisão que temos em casa e que podemos gravar, com o aluguer de filmes através do telecomando e com um universo de informação (e filmes) através da internet. É óbvio que os cinemas se teriam de adaptar a esta realidade encontrando formas de serem atrativos e rentáveis ou então fechar as portas e mudar de atividade. Lembram-se das loias de aluguer de cassetes de vídeo?

Somos também confrontados com a recorrente polémica em torno do Cinema Odéon, fechado há cerca de 20 anos e a ameacar descaracterização ou ruína. A história é triste mas comum: um imóvel extraordinário, arrendado a uma empresa incompetente, que vivia da exibição de fil-





No centro comercial Saldanha Residence, em Lisboa, o cinema sofreu uma transformação FOTO ALEXANDRE VAZ

mes pornográficos e depois deixou de pagar a renda, processo de despejo, ocupações ilegais, atos de vandalismo e roubos.

Enquanto isso, todas as grandes salas de cinema de Lisboa se reinventaram, passando a multiplexes ou encontrando outras funções: veja-se o Condes e o Eden mesmo ali ao lado. Os herdeiros do Odéon, muitos e com diferentes interesses, decidem vender. Aparecem interessados em instalar um hotel, projeto recusado pela Assembleia Municipal de Lisboa. Posteriormente é aprovado um pedido de informação prévia para uma espécie de centro comercial 'cultural', que divide a sala em andares, para aumentar a área utilizável, o valor e as possibilidades de venda (no entender dos proprietários), contempla um parque de estacionamento de elevado custo mas duvidosa utilidade, pois há outro a 40 metros, e preserva, de acordo com as orientações do IGESPAR e da CML, a fachada, o teto de madeira e o frontão do palco.

À notícia de que o Odéon ia ser vendido e descaracterizado surgem petições para a sua classificação, apelos à sua transformação em cinema, ou em museu do cinema...

O mesmo que se tem vindo a passar com a Livraria Sá da Costa e outros espaços emblemáticos e queridos da cidade que, pa-

ra o seu bem, tem uma opinião pública (e publicada) cada vez mais forte. Acontece que, do meu ponto de vista, a solução para o Odéon ou outros imóveis emblemáticos não está na obrigatoriedade de manter as antigas funções, mas sim em encontrar rapidamente quem lhes dê uma nova vida através de conceitos adaptados ao presente e ao futuro, para benefício e valorização das zonas onde se inserem e da cidade. Precisamente como estão a fazer os promotores do @cinema e cinema Ideal. Mas para isso não é necessária, antes pelo contrário, a sua descaracterização.

Tomemos como exemplo os espaços mais interessantes de Lisboa, todos eles fazem das suas características arquitetónicas distintivas, por alguns julgadas irremediavelmente desatualizadas e impeditivas de sucesso comercial, a sua grande força, como são os casos da LX Factory, Startup Lisboa, Central Station, Embaixada, ou até do MUDE e das Arcadas da Praça do Comércio. Cada um, da sua forma, conseguiu manter as suas características arquitetónicas distintivas, com adaptações é certo, e desenvolver conteúdos apelativos. É exatamente o que se deveria fazer com o Odéon, cuja grande mais-valia, além da localização, é a arquitetura, exterior e interior. É isso que fará com que pessoas de todo o mundo lá queiram ir, desde que a mesma seja adaptada e complementada com conteúdos de excelência, não forçosamente cinema. Se o normalizarem destroem não só o património arquitetónico mas também o grande potencial económico que o imóvel possui e a possibilidade de se desenvolver uma nova atração turística em Lisboa.

Diretor-executivo Invest Lisbon





"The cooperation by Lisbon South Bay with Invest Lisboa is essential in promoting a stronger, more competitive Greater Lisbon that focuses around the Tagus."

Sérgio Saraiva, director, Baía do Tejo



"When Zomato started up in Portugal in early 2014, as businesspeople we sought partners and feedback about what we were doing right in our startup, what we could be doing better and the right people to show the project and talk to. Invest Lisboa was crucial in this phase and I believe that they helped us considerably to grow fast and in the right direction. Our partnership is still going strong after almost three years."

Miguel Ribeiro, CEO, Zomato Portugal





13
INTERNATIONAL EVENTS

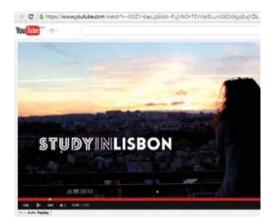
**312**PROJECTS





Signing of partnership with Baía do Tejo for international promotion of Lisbon

This was one of the initiatives that we were proudest of. Combining efforts and resources, we achieved economies of scale and gains in visibility that improved our position in relation to international competitors for attracting investment and companies, i.e. the creation of jobs and wealth in the Lisbon region.



#### "Study in Lisbon" video competition

We organised a competition for videos on "Study in Lisbon" with prizes of more than €45,000 in grants from The Lisbon MBA Católica | Nova, IADE - Creative University and ETIC - Escola de Tecnologias Inovação e Criação. Attracting students has a positive impact on a number of areas, as every foreign student is a potential ambassador for the city for the rest of his or her life.

### Describing the advantages of Lisbon at an Urban Land Institute (ULI) conference

To the European real-estate sector in Hamburg.



#### Article "Lisbonne un vrai luxe!"

In the magazine of Câmara de Comércio e Indústria Franco-Portuguesa.



#### **Lisbon Stand at Expo Real**

Diogo Ivo Cruz (Invest Lisboa) with clients and partners



#### On the programme Olhar Lisboa | Prós e Contras (RTP)

Whoever said it was easy to talk on live TV?
But our reference to the S. Vicente Panels
and the need to get together again for the sake
of Lisbon's development went well.



#### <u>Victory for Coding Courses -</u> <u>Zero Unemployment project!!!!!!</u>

Thank you Frederica Lima (the intern who promoted the project)! We are certain that we have helped to change some lives for the better.

In the photo: Miguel Coelho, Chairman of St<sup>a</sup>. Maria Maior Parish Council, and Rui Coelho, Frederica Lima, Benjamin Stuart (intern) and Diogo Ivo Cruz from Invest Lisboa. INVEST LISBOA 2009 / 2017 CONTRIBUTIONS OF A PARTNERSHIP



#### **OPINIÃO**

# Cooperar para competir

#### Rui Coelho

m 2009 foi preciso acreditar que valia a pena cooperar, investir e trabalhar para competir internacionalmente pelo desenvolvimento da economia de Lisboa, e foi assim que, através da iniciativa da Câmara Municipal de Lisboa (CML) e da Câmara do Comércio e Indústria Portuguesa, com o apoio da Agência para o Investimento e Comércio Externo de Portugal (AICEP), foi criada a Invest Lisboa.

Desde aí apoiámos mais de 1100 projetos de investimento, empresas e empreendedores, promovemos Lisboa em cerca de 30 ações internacionais e dinamizámos parcerias para a implementação de projetos como a Startup Lisboa e a reutilização do Convento do Desterro.

Hoje queremos aproveitar o trabalho feito e a conjuntura mais favorável para incrementar a cooperação com diferentes entidades para a captação de investimento: no Salão do Imobiliário e do Turismo Português de Paris, em maio, estaremos em parceria com o Turismo de Lisboa e quatro empresas, e na Expo Real, uma das maiores feiras internacionais de investimento imobiliário, onde queremos estar com os principais atores do sector, sob a marca Lisboa. Desta forma, conjugando meios e esforços, obteremos economias de escala e ganhos de visibilidade.

Com o mesmo objetivo: melhorar a posição competitiva face à concorrência de regiões estrangeiras, pela captação de investimento e empresas, ou seja, pela criação de empregos e riqueza, estabelecemos uma parceria com a Baía do Tejo, para construir uma oferta mais atraente e ampliar os recursos e as sinergias disponíveis para a promoção da Região de Lisboa, esperando vir a agregar, brevemente, mais parceiros relevantes a esta estratégia.

Procurando aproveitar a vantagem de Lisboa ser uma cidade universitária lançámos, na semana passada, um concurso para a produção de vídeos sob o tema "Study in Lisbon", com prémios de mais de €45.000 em bolsas do The Lisbon MBA Católica Nova, IADE -Creative University e ETIC - Escola de Tecnologias Inovação e Criação, com o objetivo de captar mais estudantes estrangeiros, algo tão importante como captar empresas e investimento, dado os impactos positivos, em várias áreas, e o facto de cada estudante estrangeiro poder vir a ser um embaixador da cidade para o resto da vida.

Este ano apoiámos mais de 90 projetos, alguns dos quais poderão gerar centenas de empregos. Promovemos em colaboração com a CML uma verdadeira mudança de paradigma na atuação da administração local, que consiste na deslocação de funcionários da CML às empresas para a emissão, presencial, de Certificados de Registo de Cidadão da União Europeia, em vez de os funcionários das empresas terem de se deslocar à CML. Ao inverter o processo eliminam-se, potencialmente, milhares de horas de

-



Lisboa vai estar no Salão do Imobiliário e do Turismo a realizar em Paris FOTO JOÃO CARLOS SANTOS

trabalho perdidas e de deslocações. É uma medida simples mas que facilita a vida a trabalhadores e empresas e, neste caso específico, a captação de cidadãos europeus para Lisboa. A Teleperfomance, multinacional que já contratou cerca de 3300 portugueses e 700 estrangeiros, foi a primeira a beneficiar deste serviço, devido ao elevado número de trabalhadores estrangeiros que tem vindo a contratar.

Temos também procurado contribu-

ir para a reabilitação urbana de Lisboa e a ocupação de imóveis devolutos e com esses objetivos vamos lançar em maio uma nova edição do Consultório dos Imóveis, em parceria com a Renda Zero, uma startup das incubadoras de Lisboa, e a Reabilita a que se juntam a Matelier e RegenUrb, parceiros da primeira edição. Esperamos dar aos proprietários de imóveis devolutos mais opções para a reabilitação dos seus imóveis, designadamente a pos-

sibilidade de os arrendar em troca da sua reabilitação.

Continuamos a posicionar-nos como parceiros e facilitadores e acreditamos cada vez mais no potencial de Lisboa e na necessidade de cooperação, para aproveitar as suas inúmeras vantagens e ter sucesso na competição internacional pela captação de empresas e investimento.

Diretor executivo da Invest Lisboa





"Invest Lisboa is a gateway to the city.

It provides special assistance to foreign investors and Level Constellation not only used it but also highly recommends it."

Pedro Vicente, CEO, Level Constellation Portugal



Ingrid Koeck, Partner, Torel Palace Hotel



"Over the last few years, Invest Lisboa has been the city's most important initiative in attracting investment, companies and talents, making Lisbon more and more a true Atlantic Business Hub."

Paulo Soeiro de Carvalho, Municipal Director of the Economy and Innovation, Lisbon City Council



Two new promotional videos (to attract talent) |
5 fairs | Support for 389 projects |
€195,000 raised to promote Lisbon

INVEST LISBOA 2009 / 2017 CONTRIBUTIONS OF A PARTNERSHIP **389**PROJECTS

5 FAIRS





#### **Lisbon Stand at the Portuguese Tourism and Real Estate Fair in Paris**

We have been participating since the first fair in order to promote Lisbon to one of the most important target segments, the diaspora. This was our largest: 144 sqm and 14 companies.



#### Frankfurt loves Offenbach loves Frankfurt

Invest Lisboa was invited to join a group of international ULI experts that gave advice to the cities of Frankfurt and Offenbach. We were very proud of the work we did in a few days and to be presenting it in public.



#### **Lisbon Stand in Lyon**

A fair organised by Câmara de Comércio e Indústria Franco-Portuguesa with Abreu Advogados, Stay Properties and others.



#### **Implementation of the Coding Courses - Zero Unemployment project**

Invest Lisboa project funded by the Lisbon Participatory Budge and set in motion by Academia do Código at Startup Lisboa. Thank you Councillor Graça Fonseca.



**Opinion piece** (Expresso):

What else can we

do for Lisbon?

"Perhaps it is possible to create a universal Atlantic capital,

Expresso, 29 de agosto de 2015

#### OPINIÃO

## O que mais podem



Rui Ramos Pinto Coelho

isboa, decrépita ou pujante, é a minha cidade e, politiquices à parte, a sua fantástica evolução dos últimos anos foi o resultado da implementação de centenas de medidas e projetos, por vezes simples e sem custos. Veja-se como exemplos, pequenos mas sintomáticos, as esplanadas e o apoio ao empreendedorismo.

Gerir Lisboa é muito mais complexo do que gerir uma empresa, não é apenas uma organização (cerca de 9000 funcionários), é também um território. uma história, uma população e um futuro que não se esgotam na prestação de contas do trimestre. Acresce que se está constantemente sob escrutínio (oposição, cidadãos e media) e que o retorno material é miserável, por comparação com o de qualquer administrador do PSI-20.

Mas o contributo que uma boa gestão de Lisboa pode dar ao país é muito superior ao de qualquer empresa (ou sector de atividade). Havendo até autores que referem serem as cidades, mais do que os países, os atores da competição económica internacional.

A ser assim, o sucesso de Portugal (económico e qualidade de vida) depende, cada vez mais, da capacidade das suas cidades criarem emprego e riqueza, gerirem da melhor forma

os seus recursos e captarem investimento, empresas, talentos e turistas. E importa perceber o que podemos fazer para melhorar a capacidade de gestão e competição internacional das cidades e concretamente de Lisboa. sem respostas fáceis e falaciosas como: atribuir mais orçamento...

Além de permitir maior autonomia de gestão, parece-nos fundamental aumentar a dimensão de Lisboa. Olhemos para a nossa concorrência mais direta - a peninsular - e constatemos, estupefactos, que Lisboa é o sétimo município em população e, dentro destes, o sétimo em área. E se tomarmos em consideração os cerca de 1000 ha de Monsanto que, sendo uma enorme mais-valia, são também um constrangimento, e bem, à instalação de habitação, equipamentos e empresas, e os vários motivos que desaconselham a construção em altura, a área disponível é ainda menor e menos urbanizável.

Ora, só a dimensão (população e território) permite ter massa crítica (para competir em todos os domínios). economias de escala (menores custos e melhor gestão dos recursos e infraestruturas, transportes e serviços) e melhor planeamento (porque a escala superior).

Dar mais dimensão a Lisboa seria uma decisão ousada, inovadora, inteligente e que, além das vantagens já referidas, teria um enorme efeito na sua projeção internacional, na motivação interna e traria grandes benefícios à população da região e a Portugal. Agora que se discute um Governo Europeu, parece prioritário discutirmos um verdadeiro Governo para a Região de Lisboa.



LISBOA Tem cerca de 548 mil habitantes dentro dos seus limites administrativos e uma área de 100 km2

Quantos e quais os municípios a fundir, como seria organizada a governança, são questões a ser analisadas e discutidas por especialistas e populações e, no limite, sujeitas a referendo

"Dar mais dimensão a Lisboa seria uma decisão ousada e inovadora, que teria um enorme efeito na sua projeção internacional, na motivação interna e traria benefícios à população"

regional. Tantas cidades pelo mundo fora já o fizeram... Mas por favor se algum dia o fizerem sejam ambiciosos, Madrid têm 604 km2, a média dos seis municípios com mais população, na Península Ibérica, é de 391 km² e Lisboa tem 100 km2...

No dia seguinte, Alfama continuaria a ser Alfama, e o Tejo, o Tejo. Só teríamos a possibilidade de ser melhor governados e mais ricos. Continuavam a ser necessárias muitas medidas e projetos para melhorar muita coisa, mas os nossos gestores teriam mais e melhores meios para dar resposta aos anseios da população.

Continuaria a ser necessário focar

em dois objetivos: melhorar a economia (gestão de recursos, sempre escassos, criando emprego e riqueza) e a qualidade de vida da população, reconhecendo que o segundo está largamente dependente dos resultados do primeiro.

Talvez então se pudesse criar a capital atlântica de vocação universalista. cidade de todos e onde todos desejam viver, exemplo de tolerância, pensamento e progresso, capaz de atrair os melhores talentos de todo o mundo. Com o nosso clima e charme isso não seria difícil.

Gestor





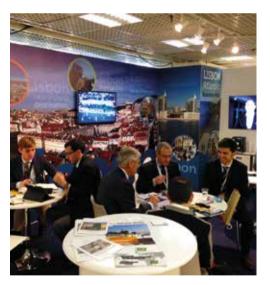
### **Chamber of Commerce mission** to Vienna

The Portuguese Ambassador, João Paes Cabral (Chamber of Commerce), Isabel Douglas (AICEP), Astrid (Advantage Austria) and businesspeople and managers from the participating companies...



#### "Lisbon Welcoming Talents" video

We really like this video. At a time when the world is facing so many terrorist attacks, it shows an idyllic image of Lisbon. Fantastic music from Luísa Gonçalves.



#### **Lisbon Stand at MIPIM**

In the photo: meetings of representatives of the Port of Lisbon, Cobertura...



#### "Lisbon Your Creative Heart" video

Fantastic promotional video produced by Todos with one of our clients, Mónica Gonçalves, the fashion designer and entrepreneur, who invented a process for making cork thread.



#### **Lisbon Stand at Expo Real**

With B. Prime, SAPEC, PLMJ and Caiado Guerreiro.



#### <u>Lisbon Business Connections</u> networking event at Cais das Colunas

Excellent organisation by Cristina Silva Ferreira with the support of Lisbon City Council.



# **European Union 2015 Entrepreneurial Region of the Year award**

Recognition of Lisbon's excellent work for entrepreneurship | The creation of Startup Lisboa made a decisive contribution to everything that happened later in this field.

# DA 2009 / 2017 ONS OF A PARTNERSHIP



# 10 mitos sobre a ca



Rui Ramos Pinto Coelho

udo tem o seu contexto e o deste artigo é o de um país com um elevado desemprego e dívida externa, em que a captação de investimento é decisiva para a criação de emprego e redução da dívida das empresas, famílias e Estado.

#### O investimento chinês é mau e o alemão é bom

A nacionalidade dos investidores não deve ser fator de análise, mas sim os impactos específicos dos investimentos. Não convém depender demasiado de um mercado, por segurança, e é desejável que haja (se possível — ver contexto) reciprocidade na abertura dos mercados. Tudo o resto é ignorância, racismo ou má-fé — comparar a loja do chinês com a Autoeuropa...

#### A dimensão (dos investimentos) é importante

Uma pequena startup (ou filial com duas pessoas) hoje, poderá, caso tenha sucesso, evoluir para uma grande empresa — tudo começa pequeno... Assim, não devemos desprezar os pequenos, antes acarinhá-los para que cresçam. A indústria é mais importante do que os serviços

Mais uma vez, o que interessa são os impactos específicos, designadamente a criação de emprego. Querem centrais nucleares (indústria e grande investimento)? Atenção que os serviços também se exportam e as indústrias também se deslocalizam. Os serviços precisam de pessoas inteligentes e as indústrias de robôs.

# 4 O investimento no imobiliário é mau

Ao contrário, tem um impacto muito positivo no emprego (arquitetos, engenheiros, construção civil, etc.) e usa grande percentagem de matérias--primas e equipamentos nacionais. A acrescer, a reabilitação tem impacto na segurança, na atratividade turística e na qualidade de vida das cidades. Felizmente a nossa regulação impede que se construam porcarias e a falta de financiamento a casas vazias...

#### Há hotéis a mais

Portugal tem especial vocação turística e está longe de ter sido descoberto, mesmo pelos europeus. Prevê-se um enorme crescimento do turismo mundial e o crescimento das low-cost é fator a ter em conta. Quem

"Vistos gold? Devemos acolhê-los a todos, de braços abertos. Se forem criminosos devem ser presos e devolvidos à procedência. Limpinho limpinho"

# ptação de investimentos

tem competência e coragem para assumir um novo condicionamento industrial? São investimentos privados que, no limite, se não tiverem sucesso, deverão ser reconvertidos noutros formatos. Havendo privados disponíveis a investir, não devem ter apoio público.

A promoção internacional deve ser nacional e não regional Nas feiras de investimento há muito mais representações de cidades e regiões do que de países (quase inexistentes), porquê? Porque as regiões têm características distintas e competem pela captação de empresas e investimentos.

O investimento público é melhor do que o privado

Nada contra o bom investimento público e tudo contra o mau, em que um decide e pagam todos. Por favor não usem o nosso dinheiro para comprar votos. Não façam autoestradas onde não há carros e não assumam os prejuízos dos privados... Em suma, não endividem os nossos filhos nem os obriguem a emigrar.

A promoção internacional não é importante

Se a publicidade não é importante porque se investiram 512,7 biliões de dólares, no mundo, em 2014? Não basta ter qualidades é necessário que o nosso público-alvo as conheça. E há muita concorrência. São muitos os estrangeiros que me perguntam porque é que Portugal não se promove no exterior e que ficam maravilhados quando conhecem a nossa realidade...



O imobiliário português está a atrair estrangeiros de várias nacionalidades

Deviam baixar os impostos aos portugueses... (residentes não habituais)

Este incentivo também é aplicável a portugueses que tenham sido residentes fiscais no exterior nos últimos cinco anos (emigrantes). Parece-me inteligente e ter bons resultados pois está a fazer com que haja novos investidores, consumidores e pagadores de impostos em Portugal. Pensar que esteve bloqueado anos devido a uma funcionária das finanças...

Os vistos gold só servem para atrair mafiosos

Tendo em conta que se eu fosse chinês, ou de muitos outros países, e pudesse, a primeira coisa que fazia era comprar um visto gold e mudar-me

para Lisboa, identifico-me bastante com quem toma essa atitude. Devemos acolhê-los, a todos, de bracos abertos. São investidores, muitas vezes empreendedores e procuram um lugar melhor para viver com as suas famílias, ou apenas um visto para viajar para a Europa. Se forem criminosos devem ser presos, serem-lhes confiscados os bens e devolvidos à procedência. Limpinho limpinho. Oual é a dúvida? Nós precisamos de investimento e de famílias e eles de um novo local para viver. Não esquecer que temos 5 milhões de portugueses emigrados e que há muitos países, designadamente Espanha, a tentar captar as mesmas pessoas.

Gestor

...





Opportunities mean exploring new paths.

Lisbon today is a city of opportunities that is innovating along the new paths that it offers entrepreneurs and investors. This is the result of the dogged, professional work of Invest Lisboa. And 2016 was an exceptional year to show it."

Alberto Laplaine Guimarães, Secretary-General, Lisbon City Council



"An exceptional agency that has given us continued support by facilitating contacts and partnerships throughout Lisbon's investment ecosystem."





"Thanks to Invest Lisboa and their highly dedicated team it was super easy for us to find out the most relevant prospects we wanted to get in touch and start making business with. I recommend working with Invest Lisboa and appreciate their efforts."

Mário Baumann, CEO, LatinDV

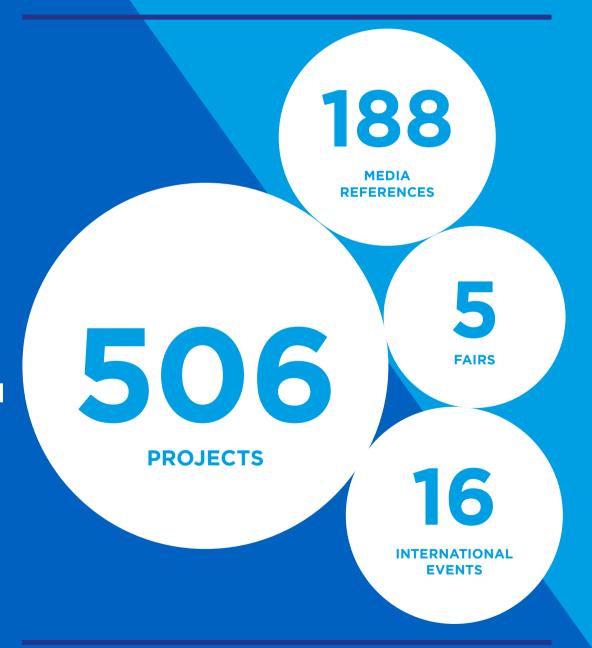


"Invest Lisboa has been with Startup Lisboa since it was founded and has been a hands-on partner in asserting Lisbon as an increasingly enterprising city that is open to the world."

Miguel Fontes, Executive Director, Startup Lisboa



Video at the opening of the Web Summit |
Tom tells his parents that he's staying in Lisbon |
5 fairs | 16 international events | Support
for 506 projects | 188 media references



INVEST LISBOA 2009 / 2017 CONTRIBUTIONS OF A PARTNERSHIP







#### **STUDY IN LISBON**

Tom fell in love with Lisbon! And everybody fell in love with Tom. Huge success with over a million views.



#### **Speaking to one thousand Chinese** in Beijing

Invest Lisboa invited to two promotional events.



#### Full house for a promotion of Lisbon at Runway East in London

With Startup Lisboa, Beta-i, Uniplaces...



#### Lisbon's presence gets bigger in Expo Real Magazine

Working to make Lisbon bigger and better...





#### **Lisbon Stand at Expo Real**

With Baía do Tejo, B. Prime, PLMJ...



# <u>Full house at Portuguese Consulate</u> in Rio de Janeiro

Our thanks go to the Portuguese Consul, who has always been ready to help us. First roadshow event, which included S. Paulo (also at the Portuguese Consulate) and Belo Horizonte (with the support of Câmara Portuguesa)



# At the Real Estate and Portuguese Tourism Fair in Paris

With Secretary of State for the Portuguese Communities, José Luís Carneiro.



# Real Estate Personality 2016 of Magazine Imobiliário

Because, according to Magazine Imobiliário, he put Lisbon and Portugal back on the list of key European real-estate fairs and his commitment to attracting foreign investment.





#### Video of Lisbon at the opening of the Web Summit

After a lot of thought about guerrilla action, we saw the light. What we're going to do is appear on the screens of the main stage. And after a lot of persuasion, we did it. Thanks very much for your confidence, Deputy Mayor Duarte Cordeiro.



#### **Campaign in the streets of Lisbon** during the Web Summit

"Startup in Lisbon! Cool for Living, Hot for Business."



#### Interview with the BBC

It's not every day that you can get the BBC to say that Lisbon is the best European capital to work and play in...





"Invest Lisboa has been a good source of information on initiatives at home and abroad to promote the best that Lisbon has to offer investors."

Marisa Antunes, journalist, Expresso



"For us, the work and commitment from Invest Lisboa are very impressive. Whenever we faced some challenges here in Portugal, you were there to help us or connect us just with the right people. This saved us so much time and made our Portugal experience very smooth for now."

Nils Henning, founder, Casafari



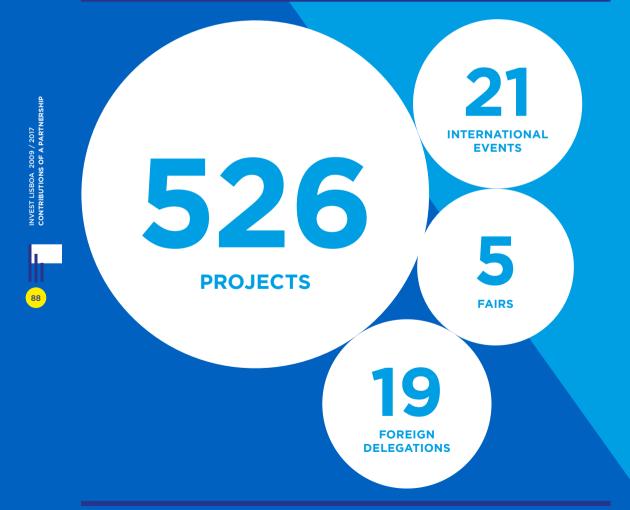
Ricardo Veludo, Coordinator of the Affordable Rent Programme Mission Team, Lisbon City Council



"I had the opportunity to work with Invest Lisboa in promotion projects in London. Excellent commitment and an extraordinary team. Congratulations!!"

Rui Boavista Marques, Director United Kingdom and Ireland, Economic and Commercial Counsellor at the Portuguese Embassy in London, AICEP

Daimler, Google, Bose, Zalando, Farfetch,
Casafari and many others announce that
they are coming to Lisbon | New video and
moderation of debates at the Web Summit |
5 fairs | 21 international events | Video to attract
companies | Support for 526 projects |
Visits from 19 foreign delegations





# Welcom to Lisbo

#### "LISBON: Feel the Momentum" video

Thank you Fujitsu, IBM, Daimler and Teleperformance. Thank you Sofia, António, Alexandre and João. Thank you FIM (producers). Viva Lisboa!

## Rohan Silva promoting Lisbon at Second Home in London

Speeches by Pedro Rocha Vieira (Beta-i) and Paulo Carvalho (Lisbon City Council) during the event.





# Bruno Bobone promoting Lisbon at the Portuguese Embassy in London

Promotion campaign in London with events aimed at startups and venture capital, real-estate investors, companies and the Portuguese community with the support of AICEP, the Portuguese Embassy, Second Home, the Portuguese Chamber of Commerce, Portugal In, Baía do Tejo, SGAL and Lisbon City Council's Affordable Rents.

#### **Lisbon Stand at Expo Real**

With Affordable Rents, (Lisbon City Council), Baía do Tejo, Alta de Lisboa, B. Prime, Infante & Riu, SGAL...





## Official opening of Bose office in Lisbon

A company that we attracted to Lisbon | In the photo, Rui Coelho (Invest Lisboa), Susana Faneca (Bose), Sofia Tenreiro (Cisco), Diogo Ivo Cruz (Invest Lisboa) and Holger Sigloch (Bose).



# Fernando Medina (Mayor of Lisbon) and Paula Marques (Councillor for Housing) on the Lisbon Stand at MIPIM

The largest project that we undertook for the international promotion of Lisbon, with Baía do Tejo, Vanguard Eagle, Habitat Invest, B. Prime....



# Speech by Duarte Cordeiro, Deputy Mayor of Lisbon, announcing the launch of Zalando in Portugal

In the Great Hall of the Chamber of Commerce.





#### Casafari team headed by Nils Henning and Mila Suhareva

Excellent startup that we helped to set up in Lisbon - the team grew from three to 14 in three months.



#### Full house at the French Embassy in Lisbon

Two presentations in two days to the Frenchspeaking community in Lisbon.

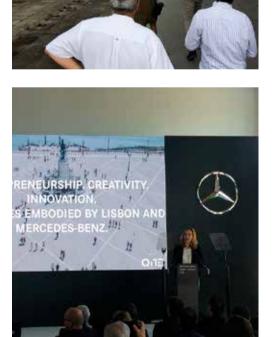


#### 3<sup>rd</sup> Efficacy Award for the video "Study in Lisbon" produced in 2016

In the photo, Rui Malvarez (Forever in Movies), Diogo Ivo Cruz (Invest Lisboa) and Vasco Durão (scriptwriter).







#### Lisbon stand at the Real Estate and Portuguese Tourism Fair in Paris

With Habitat Invest, Portugal Perfect, PLMJ, BAS Advogados...

#### **Visit to Barreiro with investor** and Baía do Tejo

We can always count on the best support from Baía do Tejo and the city councils of Almada, Barreiro and Seixal.

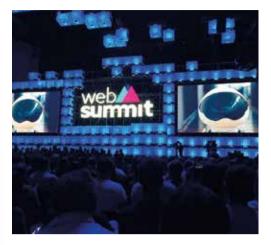


in Lisbon

When a company of this quality chooses the city for its digital innovation centre and says that it doesn't want miss out on Lisbon's momentum, it means things are going well.







#### Video of Lisbon at the Web Summit opening session

This is the time for Lisboa! Once again we have managed to be on the best stage in the world. Produced by Solidogma.



#### **Invest Lisboa event for the diaspora** during the Web Summit

In the Great Hall at Lisbon City Council, a few words to draw attention to the challenges (and opportunities) that Lisbon is facing.



#### **Diaspora event**

Mayor of Lisbon City Council with representatives of the diaspora and Lisbon's economic ecosystem.





