



Qualification and appointments — 41

booked

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Document issued on 24/09/2026

What is qualified, what is redirected · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The agent holds no appointment and moves none without the officer's agreement.** It never labels a project “priority”: priority is a political judgement.

What is established before a slot is offered

Criterion	Why it matters
Activity and headcount	Determines which schemes are available
Nature of the project	Setting up, expanding, taking over, in difficulty — four different conversations
Deadline stated by the sponsor	Decides urgency far more reliably than the amount
Municipality concerned	Determines the officer for the sector

What the officer receives before the meeting

Item in the briefing	Origin
Contact history	Territorial CRM
Grants already received by the business	The authority's resolutions
Compatible plots	Land marketing table, with its date
Questions to ask	Drawn from the points left unanswered in the written exchanges

What is not turned into an appointment

Destination	Annual volume	Handling
Another desk — planning, the region, chambers of commerce, state services	309 out of 1,100	Named redirection, with the contact and the reason, and the sponsor is told in the same message

A named redirection is not a brush-off: it is the only moment when a business owner understands who does what between the municipality, the urban community, the region and the state. **An anonymous brush-off produces a second call, usually to you.**

The result on turnaround

Measure	Before	After
First answer	9 days	2 hours
Full answer approved by an officer	Variable	Within 48 hours
Appointments booked over the year	—	41

A project sponsor who waits nine days has already written to two other areas. Time to first answer is not a measure of internal comfort: it is the first thing on which one authority is compared with its neighbour.

For the authority to settle

Criteria triggering an offer of an appointment: _____

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