

APRIL 2016

Selling to the World

Greater Philadelphia Export Plan



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Contents

3	Greater Philadelphia's Export Moment
4	Why Exports?
8	The World Class Agenda
9	Exports and the World Class Agenda
10	Market Assessment
11	Key Findings
16	Greater Philadelphia's Export Economy
18	Greater Philadelphia Export Plan
20	Priority Strategies
23	Implementation
24	Policy Priorities
26	Export Plan Development
27	Acknowledgments



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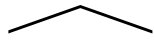
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The Economy League's World Class Greater Philadelphia agenda is a business- and civic-led blueprint for regional growth and opportunity in the Philadelphia metropolitan area. The Greater Philadelphia Export Plan advances a top priority laid out in the World Class business growth agenda—implementing an export strategy to accelerate regional job and revenue growth.

Developed with leadership from the Economy League and the World Trade Center of Greater Philadelphia, this export plan presents a shared regional framework to drive more robust economic growth by helping area firms sell their goods and services abroad.



Greater Philadelphia's Export Moment

The extent to which firms and institutions in Greater Philadelphia engage in global commerce will have a significant influence on the region's ongoing economic competitiveness and prosperity. Helping more area businesses grow by selling their goods and services abroad is critical to sustained economic growth and creating and maintaining quality jobs in the Philadelphia region.

With \$32 billion in exports originating from Greater Philadelphia each year, the region has excellent global business assets to build on and is poised to take its export activity to the next level. This includes expanding upon the export successes of manufacturing firms in the region—including goods ranging from medical devices to helicopters to natural gas products—as well as increasing exports from the services sector.

To capitalize on this opportunity, the Economy League and the World Trade Center of Greater Philadelphia have brought together business leaders, state and federal trade officials, and economic development experts from across southeastern Pennsylvania, southern New Jersey, and northern Delaware to develop a metro export plan. This action-oriented guide to export-led growth in Greater Philadelphia was created with support from the Global Cities Initiative, a joint project of the Brookings Institution and JPMorgan Chase that assists metropolitan areas as they develop plans to drive international trade and foreign investment.

Implementation of this export plan will catalyze much-needed job and revenue growth in our region by leveraging and expanding upon current efforts to help area firms reach global markets.

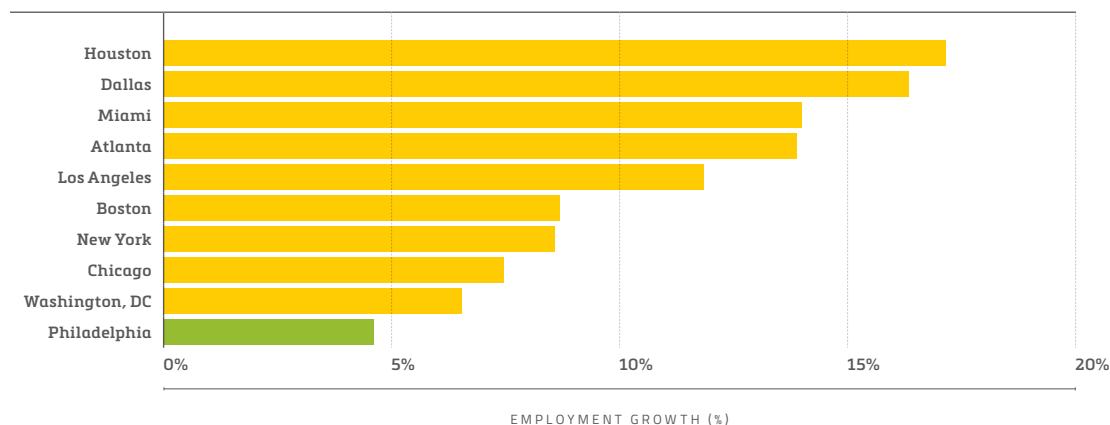
If we ask ourselves how Greater Philadelphia is going to grow, going global has to be a big part of it.

Why Exports?

For a region with such considerable economic strengths and advantages, Greater Philadelphia's persistently lagging job growth numbers remain deeply troubling. Greater Philadelphia has been stuck as the slowest-growing economy among the 10 largest U.S. metros, increasing its job base by only 4.5% since 2010. This employment growth is only two-thirds the rate of the next closest metro, Washington, DC (6.4%), and half that of other large Northeast metros such as New York (8.4%) and Boston (8.5%). This stubbornly sluggish growth has kept Greater Philadelphia from realizing its greatest potential and left its communities with fewer resources to ensure prosperity and opportunity for all.

The region is urgently in need of effective strategies to spur economic growth over the long run.

EMPLOYMENT GROWTH BY 10 LARGEST U.S. METROS (2010–2015)



Source: Bureau of Labor Statistics

Understanding Exports in the 21st Century

An export is the sale of goods or services produced in the United States to a business or resident of a foreign country. While goods like electronics, agricultural products, and oil and gas often come to mind when exports are mentioned, services exports are a critical and growing part of our export economy.

What makes something an export is not where the transaction takes place, but whether or not the buyer is based outside of the United States. Services exports can be purchased overseas, such as work done by a U.S. engineer or architect on a project in another country, and can also be purchased within the United States, such as foreign students attending a U.S. university, international patients seeking treatment at a U.S. hospital, or international tourists making expenditures while in America.

Exports Drive Sustainable Growth

As Greater Philadelphia seeks sustainable growth strategies, broad economic trends point toward the importance and promise of global business and exports. With more than 70% of the world's purchasing power currently located overseas and 86 percent of global economic growth between 2015 and 2020 expected to occur outside the United States, exporting is more critical than ever to national and regional economic success. Even with the strengthening dollar and slower growth in Asia and Europe suppressing recent U.S. export sales, exports have been a sustained source of growth

for the U.S., accounting for 27% of overall economic growth between 2008 and 2014. This activity translates into substantial employment, with every \$1 billion in new exports creating approximately 5,600 additional jobs.

As export finance, technology and trade agreements have made global markets easier than ever to reach, federal, state and local leaders across the country are exploring ways to help firms sell their goods and services abroad to grow jobs at home. A rising number of metros, in particular, are focusing on exports as a critical way to grow their tradable sectors—the specialized industries that drive wealth, boost productivity, and maintain a region's competitive advantage in the global economy.



The Export Opportunity

70%	86%	27%	5,600	1%	9.1%	62 nd
share of global purchasing power located outside of the U.S.	share of global economic growth expected to occur outside of the U.S. over the next five years	share of total U.S. economic growth attributed to exports between 2008 and 2014	jobs created per every \$1 billion in new exports	share of U.S. firms that currently export	Greater Philadelphia's export intensity (export share of gross metropolitan product)	Greater Philadelphia's export intensity rank among the top 100 U.S. metros

Strengthening Local Firms by Going Global

While going global has become a regional economic imperative, the arguments in favor of exporting are even more compelling for individual businesses. On average, manufacturing and services firms that export enjoy higher revenues, faster growth, a stronger labor pool, and higher profitability than non-exporters. Exposure to additional markets can also help spur innovation while bolstering firms' competitiveness via diversification—a strategy that can help companies weather year-to-year economic fluctuations and navigate recessions.

Yet despite all of these clear benefits, only one percent of U.S. companies export and, among those that do, 58 percent export to only one market. These numbers underscore the significant opportunity for Greater Philadelphia and other U.S. metros to grow by going global.

Expanding Our Economy by Selling to the World

The good news is that Greater Philadelphia has significant global business assets to build upon. In 2014, the region had almost \$32 billion in export sales from area firms—a level of activity that sustained 201,000 jobs. An extensive array of trade services has contributed to this

export activity, including federal agencies such as the U.S. Export Assistance Center; state programs like Pennsylvania's award-winning Office of International Business Development, which maintains a network of 15 foreign-based contractors to support trade and investment; nonprofits such as the World Trade Center of Greater Philadelphia and DVIRC; and local economic development organizations.

In recent years, the region has seen an increased focus on strengthening connections to foreign markets. In addition to the everyday work of local firms and education and health care institutions connecting abroad, the region's global orientation has been bolstered by the Welcoming Center for New Pennsylvanians' focus on Greater Philadelphia's diverse and growing immigrant communities, international marketing led by the Philadelphia Convention & Visitors Bureau, global conferences and meetings, successful trade missions, Philadelphia's designation as a World Heritage City, and the Global Philadelphia Association's work to support the region's many international efforts.

A useful indicator to gauge the overall health and performance of Greater Philadelphia's export economy is its export intensity, or the share of regional economic output represented by goods and services exports. The region's export

Exports Are Good for Business

On average, firms that export have:



2X higher sales than non-exporters



40% faster growth than non-exporters

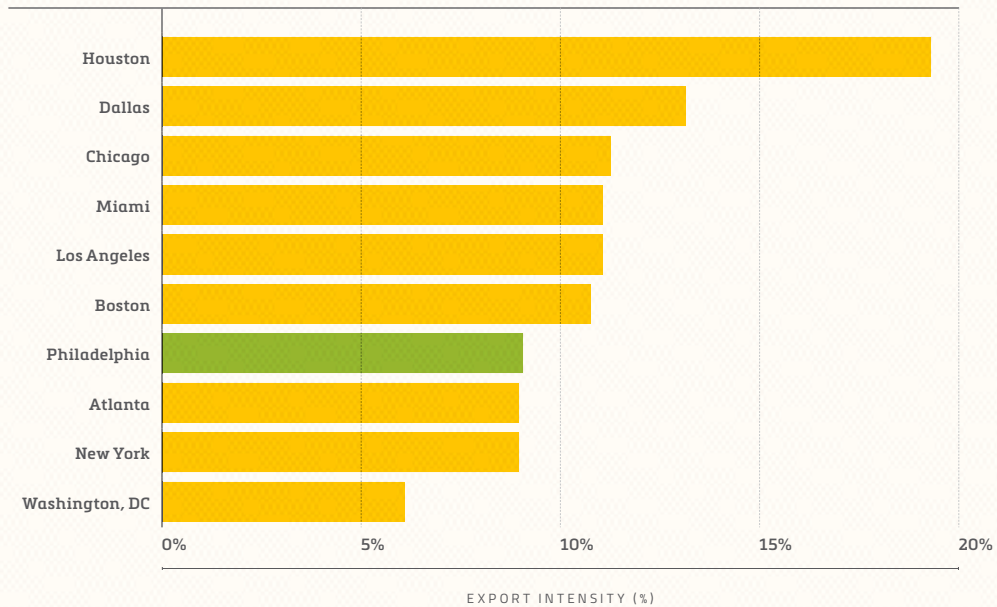


20% higher wages than non-exporters



10% greater likelihood to survive an economic downturn than non-exporters

EXPORT INTENSITY BY 10 LARGEST U.S. METROS* (2014)



* Export intensity is the share of regional economic output represented by goods and services exports.
Source: Brookings Export Monitor 2015

intensity has increased steadily over the past decade and reached 9.1% last year, as one out of every 11 dollars spent on goods and services produced by area firms came from abroad. This represents a significant increase from an export intensity of 6.8% in 2003. However, other metros have been increasing their export activity at a faster rate, as Greater Philadelphia's export intensity ranking among the 100 largest metros fell from 56th in 2003 to 62nd in 2014.

*In 2014, Greater Philadelphia had \$32 billion in export sales from area firms—a level of activity that sustained 201,000 jobs.
Photo by J. Fusco for Visit Philadelphia™*



A Major Potential Payoff for Greater Philadelphia

The potential payoff for taking Greater Philadelphia's export activity to the next level is notable—especially in light of the region's ongoing slow-growth challenges. Estimates indicate that **raising the region's export intensity to the average for the 100 largest U.S. metros**—an ambitious but realistic goal—**would translate into \$6.3 billion in new economic activity every year and 35,000 additional jobs.** This represents enormous untapped potential to strengthen our economy. However, this potential will only be realized if our region's leaders understand Greater Philadelphia's export growth opportunities and collaborate around shared strategies.

The timing is right for an export plan for Greater Philadelphia.

The World Class Agenda

Built with input from more than 1,700 regional business, nonprofit, government, labor, and community leaders, the Economy League's World Class Greater Philadelphia agenda lays out goals and priority strategies for improving education and talent development outcomes in our region, boosting business growth, and making our infrastructure more effective and reliable. These goals and strategies set the stage for regional impact initiatives and campaigns taken on by the Economy League and World Class partners.

PRIORITIES

EDUCATION & TALENT DEVELOPMENT

VISION: Greater Philadelphia has a talented workforce where every resident has the skills needed to compete in the global economy.

BUSINESS GROWTH

VISION: New and growing businesses fuel a dynamic regional economy that builds on Greater Philadelphia's industry and research strengths and connects to global opportunities.

INFRASTRUCTURE

VISION: Greater Philadelphia has convenient connections to regional, national, and global destinations and efficiently provides the key infrastructure necessary for business success and high quality of life.

FOCUS AREAS

EARLY LEARNING

K-12 EDUCATION

POSTSECONDARY CREDENTIALS

WORKFORCE READINESS

STARTING & GROWING BUSINESSES

INNOVATION

SELLING TO THE WORLD

GLOBAL & NATIONAL CONNECTIONS

REGIONAL MOBILITY

SUSTAINABLE SYSTEMS

DESTINATIONS

All of the region's children are prepared to start school.

All of the region's children graduate from high school college- and work-ready.

Greater Philadelphia is a national leader in postsecondary credential attainment.

The region's workforce skills adapt and match industry needs and support family-sustaining wages.

Greater Philadelphia is a place where entrepreneurs can successfully create and grow businesses to scale.

Greater Philadelphia is a leader in bringing innovative ideas and technologies to the marketplace.

Greater Philadelphia's businesses capitalize on global export and investment opportunities.

Greater Philadelphia connects with the largest and fastest-growing metropolitan areas in the world.

The region's transit and road networks provide convenient and efficient connections to communities and employment centers.

Modernized energy and water systems and open space networks enhance business performance and quality of life.

Photo by B. Krist for GPTMC

Exports and the World Class Agenda

The World Class business growth agenda identifies *strengthening global business connections* as one of three critical long-run focus areas and developing a metropolitan export strategy as a top recommended action to drive job and revenue growth in Greater Philadelphia.

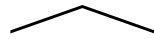


Market Assessment

During 2015, regional business, civic, and government leaders launched the Greater Philadelphia Export Initiative with an in-depth market assessment of Greater Philadelphia's export economy, its strengths and weaknesses, and opportunities for growth. The assessment drew upon extensive data analysis, a survey of area firms, and interviews with exporting companies and economic development experts.

The market assessment was conducted by the Economy League of Greater Philadelphia with assistance from Drexel University's LeBow College of Business and the World Trade Center of Greater Philadelphia and with oversight from the Greater Philadelphia Export Plan Steering Committee. This comprehensive analysis yielded the following key findings that helped guide the development of this export plan.

The complete market assessment report can be found at economyleague.org/exports.



Key Findings

1

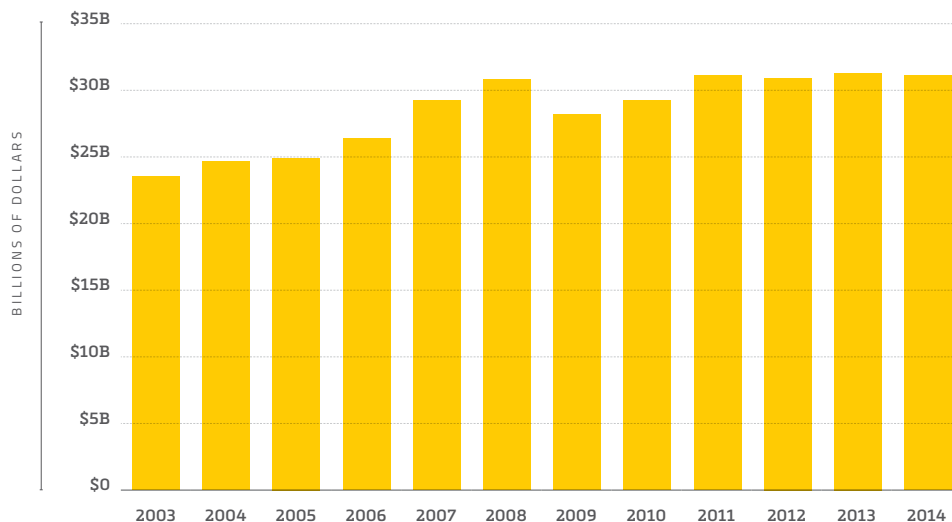


Greater Philadelphia's export economy is large and diverse, but its growth has been slow relative to other metros.

With goods and services exports generating \$31.7 billion in revenues for Greater Philadelphia firms in 2014, the region ranks as the 10th largest export economy in the U.S. The region's top five industries by export value are chemical manufacturing (\$4.7 billion), followed by financial services (\$3.9 billion), travel and tourism (\$2.9 billion), the technology sector (\$2.1 billion), and transportation equipment (\$1.9 billion). The diversity of Greater Philadelphia's export economy mirrors the diversity of its overall economy, helping to protect against global economic shocks and decline in particular sectors.

Over the past decade, exports in Greater Philadelphia have grown almost three times as fast as the region's economy, with an annual export growth rate of 2.5% compared to annual gross metropolitan product growth of 0.9%. This stronger relative performance points to the importance of exports in shoring up economic growth for our region. However, even with this steady increase in export activity over the past decade, Greater Philadelphia has not kept pace with other metros, ranking 82nd out of the 100 largest regions and last out of the 10 largest for annual export growth since 2003.

GREATER PHILADELPHIA EXPORT VALUE (2003–2014)



Source: Brookings Export Monitor 2015

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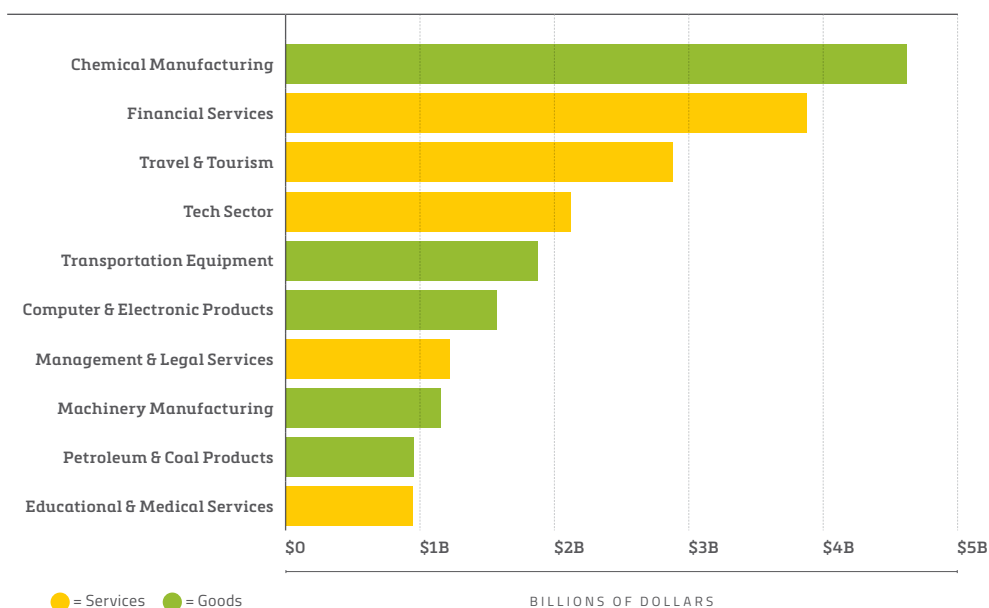


Despite an overall decline in manufacturing, the region has maintained a **competitive advantage in several specialized goods-producing industries.**

While Greater Philadelphia has, like other major metros, experienced a decades-long decline in manufacturing employment, the region maintains specialized manufacturing strengths. Analysis of recent export performance and trends reveals that several established or emerging specialized manufacturing industries in Greater Philadelphia appear well-positioned for increased export activity. Export industries showing promise for growth include **precision**

instruments (analytical instruments, medical devices, environmental controls, navigational and measuring instruments); **aircraft products and parts**; **communications and electrical equipment**; and **medical equipment and supplies**. The region's export growth potential with respect to health care-related manufacturing across pharmaceutical, medical devices, and medical supplies is notable alongside the region's health services strengths.

GREATER PHILADELPHIA'S LARGEST EXPORT INDUSTRIES (2014)



3

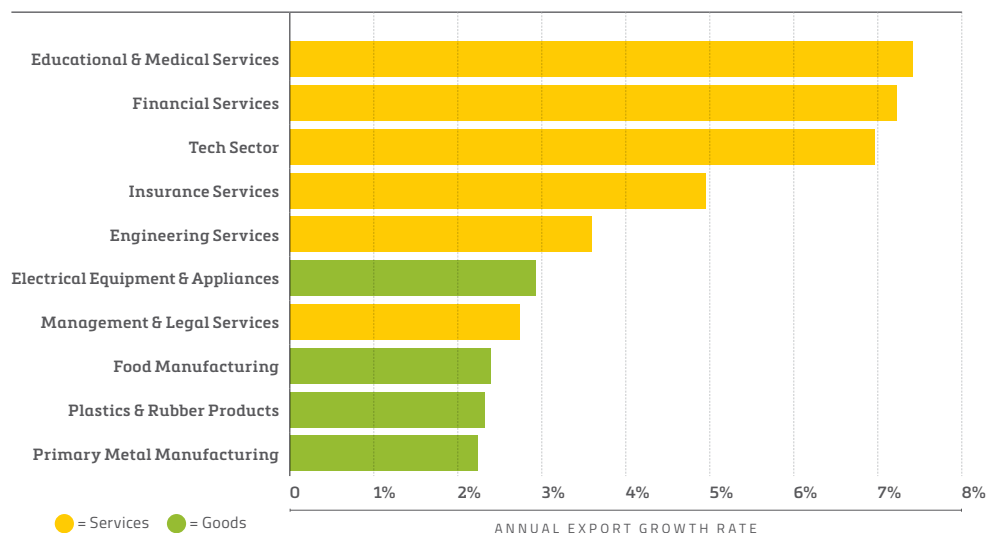


Greater Philadelphia has experienced recent **export growth in leading service sectors**, with potential for further expansion.

The total value of services exported from Greater Philadelphia surpassed that of goods exported from the region for the first time in 2013. This continues a dramatic trend over the past decade that has seen flat overall numbers for manufacturing exports, reflective of both growth and decline across particular manufacturing industries, alongside a near doubling in services exports from \$8.6 billion to \$16.4 billion. Three services sectors rank among both the top 10 in export value as well as among the 10 fastest growing between 2008 and 2014 for Greater Philadelphia—financial services (\$3.9 billion, 7.3% annual export growth), the technology sector (\$2.1 billion, 7.0%), and management and legal services (\$1.2 billion, 2.7%).

An array of services sectors in the region display strong export growth potential, including **R&D services, education, health care, telecommunications, legal, management and consulting, software/IT, computer services, advertising, and architectural and engineering services**. While Greater Philadelphia has seen employment and export growth across these industries, several—such as computer services and management and consulting—have been growing at a slower rate and are at risk of losing ground to competitor metros if stronger connections are not made to promising foreign markets.

GREATER PHILADELPHIA'S FASTEST-GROWING EXPORT INDUSTRIES (2008–2014)



Source: Brookings Export Monitor 2015

4



Many small and mid-sized companies have limited awareness of their global growth potential or of existing export services.

Small- and medium-sized enterprises (SMEs), defined as those with fewer than 500 employees, are a major driver of the Philadelphia region's diverse economy, accounting for 97 percent of all businesses in Greater Philadelphia and almost half of the region's employment base. Both survey results and interviews with leaders of these companies indicate that many are unaware of their export potential. There is also a widespread lack of awareness among area

SMEs of support organizations and services at their disposal to assist with export strategy and counseling, though firms that have worked with local export service providers report very high satisfaction. Local economic development and trade experts indicate that more proactive and coordinated outreach will be needed to engage SMEs that currently do not export but are in a position to grow by going global.



Above: An array of services sectors in the region display strong export growth potential.

Right: Manufacturing industries showing promise for export growth include medical devices and equipment, precision instruments, and aircraft products and parts.



5



Greater Philadelphia has a comprehensive export support ecosystem, but some gaps and weak links exist.

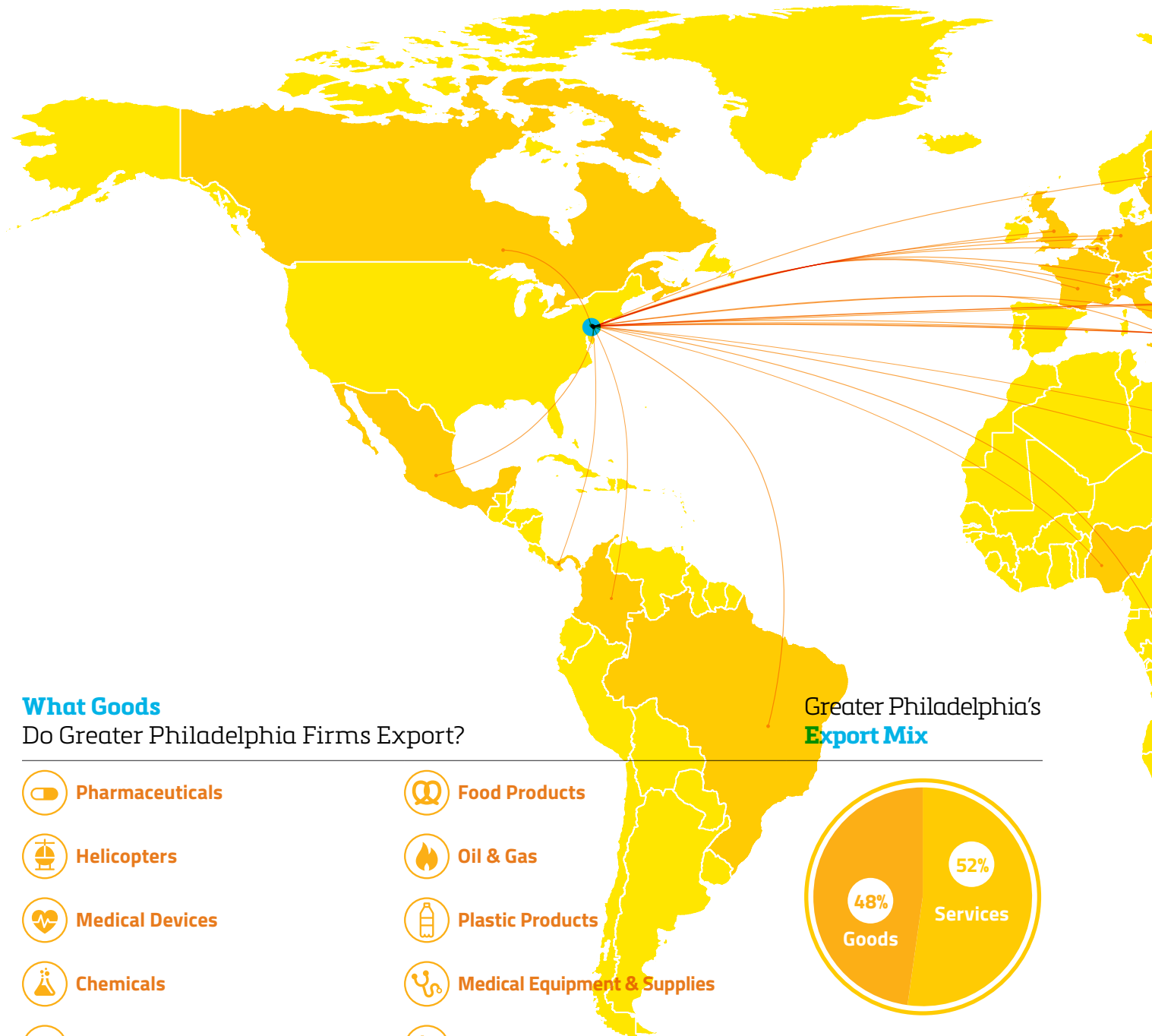
The quality and range of export assistance provided to firms in the region is strong. Leading export support and business development players include public agencies such as the U.S. Commercial Service, U.S. Small Business Administration, Pennsylvania Office of International Business Development, New Jersey and Delaware Departments of State, and local economic development agencies, as well as nonprofits including the World Trade Centers of Greater Philadelphia and Delaware, DVIRC, and small business development centers, among many others.

However, market assessment interviews indicated that export service providers and economic development organizations could generate greater impact by collectively developing a more seamless set of information and services. Although there is cooperation among top service providers, it remains informal and opportunities exist to address gaps in service provision and better leverage and scale successful efforts. Such an approach is all the more important in light of constrained regional resources to support export growth.

Increased cooperation among the region's export service providers could leverage successful efforts and increase awareness among small firms about global business opportunities.



Greater Philadelphia's Export Economy



Source: Brookings Export Monitor 2015

Where Do Exports from Greater Philadelphia Firms Go?

While goods and services produced locally go all over the globe, some leading destination markets include:

Canada	Switzerland	Vietnam	Australia
Mexico	Italy	India	South Africa
United Kingdom	Turkey	Saudi Arabia	Colombia
Belgium	Sweden	South Korea	Panama
Netherlands	Japan	Brazil	Indonesia
Germany	China	France	Nigeria

What Services Do Greater Philadelphia Firms Export?

- Higher Education
- IT Services
- Architecture & Design Services
- Legal Services
- Health Care Services
- Software
- Tourism Services
- Financial Services
- Management & Consulting Services
- Advertising Services

Greater Philadelphia Export Plan

The priority strategies at the center of the Greater Philadelphia Export Plan focus on opportunities and needs that emerged from the market assessment: limited awareness of export opportunities or services among small and mid-sized businesses, the existence of regional industry cluster strengths, and the potential for greater collaboration and coordination among export service providers and economic development leaders.

GOAL

Accelerate regional job and revenue growth via a dynamic export economy

OBJECTIVES

1. Increase Greater Philadelphia's export intensity to match or exceed the average for the top 100 U.S. metros within five years
2. Increase the number of identified new exporting firms in the region by 10 percent within five years
3. Elevate exports as a top-of-mind economic development priority among regional leaders within three years

PRIORITY STRATEGIES

Drawing upon the market assessment findings, three core strategies have been identified to drive achievement of the export plan's goal and objectives:

1. Build Export Awareness and Capacity among the Region's Small and Mid-Sized Businesses
2. Catalyze Export Growth in the Region's Health and Professional Services Clusters
3. Strengthen and Enhance Coordination within Greater Philadelphia's Export Support Ecosystem



Priority Strategies

STRATEGY 1

Build Export Awareness & Capacity Among the Region's Small & Mid-Sized Businesses

Getting exports on the radar of more small and medium-sized enterprises (SMEs) and connecting them to resources to help them become export-ready will spur a virtuous cycle of increased export activity in the region as the density of globally-oriented firms grows. With a strong set of local, state, and federal export assistance services available in our region and a high level of satisfaction among firms that use them, this strategy will focus on raising awareness among SMEs of their export potential and getting more of them engaged with existing export supports. Regional economic development stakeholders will focus on three tactics to advance this strategy:

Activating Business Networks to Increase the Pipeline of SMEs Considering Exporting

This tactic will focus on engaging area chambers of commerce and networks of business service providers including banks, law, accounting, consulting, and logistics firms and arming them with information and messaging about export growth opportunities and resources for their clients and members. Resources will also be devoted to engaging county economic development officials, industry associations, and CEO fellowship groups to build on trusted business relationships and influencer networks for SMEs. With limited current marketing and outreach budgets for export service providers, this tactic will help raise overall awareness and increase the pipeline of SMEs considering exporting.

Expanding Export Mentoring Initiatives for SMEs

Both firms and export service providers tout the success of mentoring initiatives to help

SMEs overcome barriers to exporting. Several successful formal and informal mentoring programs already exist in the region where experienced exporters provide new-to-exporting and new-to-market firms with critical information and connections in promising markets as well as assistance with navigating trade compliance requirements. Additional resources will help to scale these programs, recruit large firms to serve as mentors, and establish more peer-to-peer mentoring forums.

Increasing Coverage of Exports and Export Success Stories

A targeted media messaging campaign will provide a consistent stream of export economy coverage to increase SME and broader leadership community awareness of international trade and export activity in the region. This will include development and dissemination of export case studies across key regional sectors via web and print content as well as videos of local business leaders telling their export success stories.

Catalyze Export Growth in the Region's Health & Professional Services Clusters

Greater Philadelphia has a diverse set of goods- and services-producing industry clusters that appear well-positioned for increased export activity. Focusing regional export growth efforts on priority clusters provides an opportunity to more deeply understand and meet the needs of firms within a given industry and target outreach to threshold SMEs that currently do not export but are in a position to do so. Greater Philadelphia's health cluster—spanning both manufacturing and services—and its professional services cluster are poised to benefit significantly from targeted cluster growth efforts.

Health

As the region's leading advanced industry cluster, Greater Philadelphia's health cluster already has a well-developed global footprint. Major pharmaceutical firms in the region contribute \$2 billion in annual manufacturing exports, and smaller medical devices and equipment and supplies firms present additional opportunities for export growth.

patient care, physician and nurse training, and administration at medical centers abroad. The region's life sciences R&D strength represents additional potential for export growth, with more than 400 scientific research SMEs in the region. Greater Philadelphia is also home to a concentration of professional service firms serving the health care sector, in particular advertising and architecture firms, that also could be well-positioned for international growth.

Professional Services

The greatest export growth in our region over the last decade has occurred in the services sector, with many of the most competitive and fastest growing industries in professional services. Industries within the professional services cluster—including architecture and engineering, legal services, management and consulting, finance, computer services, and advertising—are dominated by SMEs, many of which have export potential but have yet to explore global markets. Although more than half of all regional export value now comes from services, the export assistance needs of services firms are not as well understood as those of manufacturers. An export-growth initiative focused on professional services will enable the region's export support ecosystem to develop innovative approaches to grow this critical driver of Greater Philadelphia's economy.

The region's health cluster—spanning both manufacturing and services—has a well-developed global footprint.



While medical care is usually considered a locally-serving industry, Greater Philadelphia's high concentration of health care employment and advances in telemedicine have helped to drive medical services exports including international

STRATEGY 3

Strengthen & Enhance Coordination Within Greater Philadelphia's Export Support Ecosystem

While Greater Philadelphia has a comprehensive set of programs in place to support export growth, area economic development leaders recognize the opportunity to improve international business outcomes via increased collaboration. Building upon the momentum generated over the past year of metro export planning, top economic development and trade officials will work together to establish a new global trade and investment coalition.

This global trade and investment alliance will leverage the engagement and excitement generated in developing Greater Philadelphia's export plan and play a critical role in driving implementation of plan strategies and actions. The alliance will work to increase alignment across trade and economic development service providers, develop shared resources and messaging, advance advocacy campaigns, share research and market intelligence, and drive plan implementation. In addition to these efforts, the alliance will oversee ongoing awareness-raising about the importance of global trade and investment to the region's economy and cultivate

a broader set of business, civic, and elected official champions for regional export growth.

The alliance's initial charge will be to advance the stated goal, objectives, and strategies of the metro export plan, with a particular focus on strengthening and enhancing coordination within the region's export support ecosystem. Recognizing the close relationship between boosting trade and foreign direct investment in the region and the opportunity to engage a broader stakeholder and leadership community, the alliance will expand its efforts over time to focus on both trade and investment.



In addition to increasing the region's export intensity and the number of new exporting firms, the Greater Philadelphia Export Plan aims to elevate exports as a top-of-mind economic development priority.

Implementation

The Economy League and the World Trade Center of Greater Philadelphia will continue to be the champion organizations for the export plan's implementation and will act in concert with state and federal export agencies and an array of public and private sector partners. Regional stakeholder organizations will align existing resources and provide in-kind support to advance the plan's objectives and three priority strategies. Raising additional resources beyond current levels, however, will be required to fully implement the Greater Philadelphia Export Plan.

A three-year campaign will drive measurable results around small business engagement with exports, catalyzing export growth in priority clusters, and strengthening the region's export support ecosystem. Many implementing organizations will assume lead and supporting roles to advance pieces of the plan, including the World Trade Centers of Greater Philadelphia and Delaware, U.S. Commercial Service, DVIRC, chambers of commerce, business and industry associations, the CEO Council for Growth, and state and local economic development organizations, among many others. The Economy League will incubate the global trade and investment alliance.

Initial implementation efforts will focus on activating business networks to engage small businesses around their export potential and available services, a communications campaign to share export success stories, and the launch of the alliance. The alliance will lead ongoing fundraising efforts and pursue investment and partnership opportunities to support export plan implementation across the three core strategies.

Regional stakeholder organizations will align existing resources, provide in-kind support, and raise additional funds to advance the plan's objectives and priority strategies.

Measuring Progress

Performance metrics are crucial in gauging the progress of any strategy. In addition to top-level indicators tracking Greater Philadelphia's export intensity and the number of new exporting firms in the region, success will be measured by increases in:

- › New firms entering the export service system
- › Referrals to export services
- › Firms serving as export mentors
- › Companies participating in trade missions
- › New-to-exporting and new-to-market firms in priority clusters
- › Number of stories and media placements on exports and exporting firms
- › Policy changes that support trade and exporting





Policy Priorities

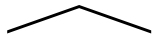
Increasing Greater Philadelphia's export activity requires civic and business leaders to work together to advocate at the local, state and federal levels for policy priorities that will leverage the region's strengths in the global marketplace.

The region has identified a set of recommendations to support the goal and objectives of the Greater Philadelphia Export Plan. Current policy priorities include:

-
- **Sustaining and Expanding Support for Export Service Provider Capacity:** Federal and state funding for public sector and nonprofit export service providers is critical in building export awareness and capacity among area small businesses. As the export plan aims to increase the number of area businesses entering the export support pipeline, ensuring adequate resources will be necessary to respond to increased demand for services.
 - **Investing in Greater Philadelphia as an Energy Hub:** Increased pipeline capacity connecting Greater Philadelphia to the Marcellus Shale could have the dual benefit of attracting new energy-intensive manufacturing industries and reducing costs for manufacturers. If this energy hub vision is realized, pipeline investments could yield new chemical and petrochemical manufacturing export activity, in addition to natural gas shipments.
 - **Increasing Airport Capacity and Direct International Flights:** Limited direct airline service to major international markets is cited as a barrier to attracting more foreign direct investment and can also negatively impact export activity among services firms that need to fly executives to target markets to build the direct relationships necessary to secure business.
 - **Improving Metro-Level Export Data:** While there have been recent improvements in available data as exports has risen as a national priority, Greater Philadelphia and other regions would benefit from more timely and accurate metro-level and service exports data to refine and track progress with their export growth strategies.
 - **Expanding Regional Port Capacity:** Completion of dredging of the Delaware River and area port enhancements will enable shipping facilities across the tri-state region to compete with other ports in the Northeast and add new maritime routes.
 - **Easing Access to Foreign Markets:** National policies and investments set the stage for firms to be able to export their goods and services abroad. Key federal policies that can help local firms grow by going global include additional free trade agreements, streamlined regulatory requirements, support for export financing, and stricter intellectual property protection.



Raising the region's export intensity to the average for the 100 largest U.S. metros—an ambitious but realistic goal—would translate into \$6.3 billion in new economic activity every year and 35,000 additional jobs.



Export Plan Development

The Greater Philadelphia Export Plan was developed by a steering committee comprised of top leadership from the following regional partners from the private and public sectors:

BDP International

Ben Franklin Technology Partners
of Southeastern Pennsylvania

Bradley & Bradley Associates

British American Business Council

Bucks County

Camden County

Chester County Economic Development Council

China Partnership of Greater Philadelphia

City of Philadelphia Commerce Department*

Delaware Department of State

Diamond State Port Corporation

Drexel University

DVIRC

Economy League of Greater Philadelphia*

GlaxoSmithKline

Greater Philadelphia Chamber of Commerce

Harold Beck & Sons

JPMorgan Chase

Montgomery County

New Jersey Department of State

**Pennsylvania Department of Community
and Economic Development***

Philadelphia City Council

Philadelphia International Airport

Philadelphia International Medicine

Philadelphia Regional Port Authority

Pennsylvania State Senate

PIDC

ReedSmith

Schramm

Select Greater Philadelphia

South Jersey Port Corporation

TD Bank

Team PA Foundation

UPS

U.S. Commercial Service

U.S. Economic Development Administration

U.S. Small Business Administration

Wharton Small Business Development Center

White & Williams

World Trade Center Delaware

World Trade Center of Greater Philadelphia*

**Member of Greater Philadelphia Export Plan Core Team*

Acknowledgments

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About the Global Cities Initiative

The Global Cities Initiative is a joint project of the Brookings Institution and JPMorgan Chase designed to help metropolitan leaders advance and grow their regional economies by strengthening international connections and competitiveness on key economic indicators such as advanced manufacturing, exports, foreign direct investment, and traded sectors. GCI activities include producing data and research to guide decisions, fostering

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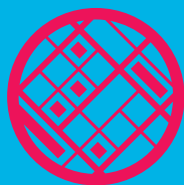
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The Economy League's World Class Greater Philadelphia agenda focuses on improving education and talent development outcomes in our region, boosting business growth and making our infrastructure more effective and reliable. The World Class agenda was developed with input from more than 1,700 regional business, nonprofit, government, labor, and community leaders from across Greater Philadelphia.



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