

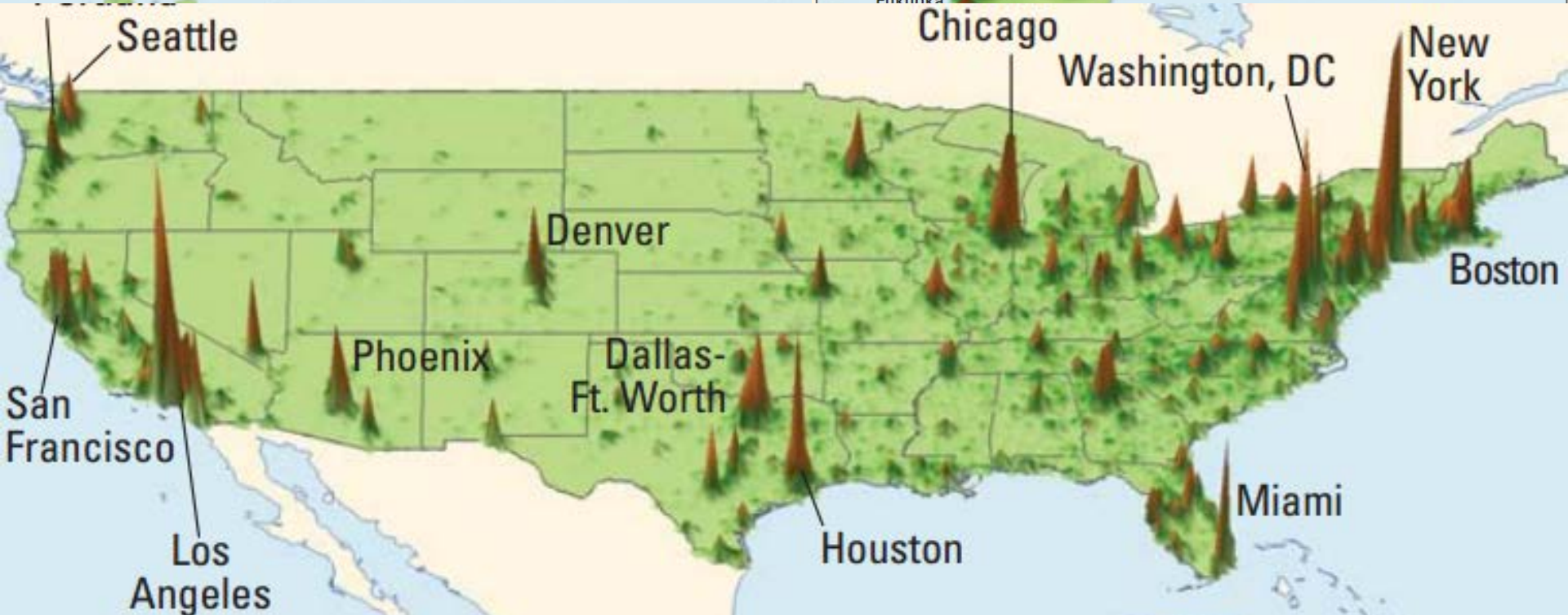
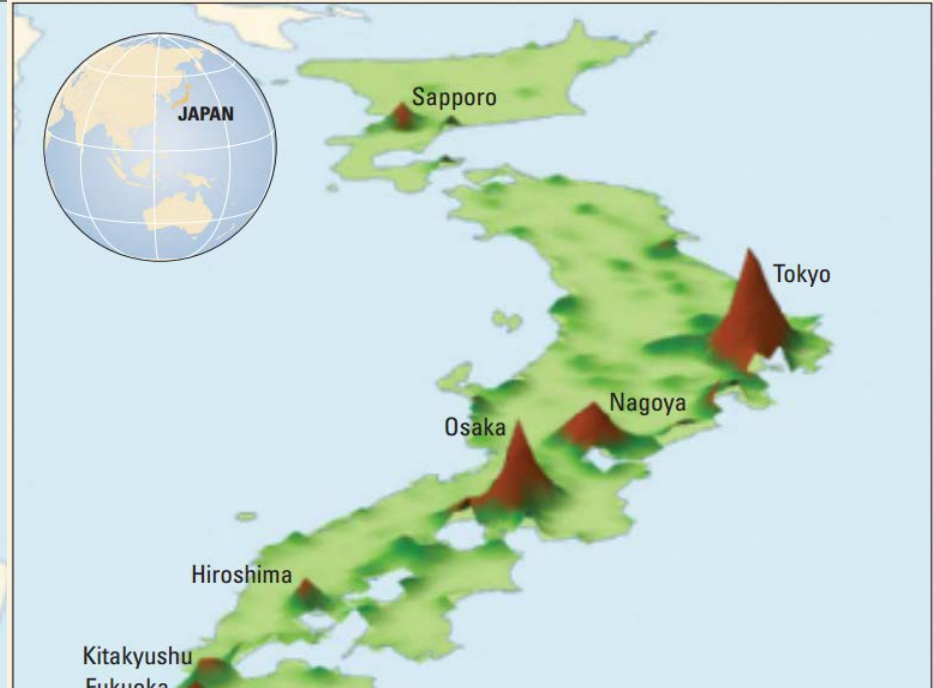
**COMPETITIVE  
CITIES FOR  
JOBS AND  
GROWTH** **WHAT,  
WHO,  
AND  
HOW**

- You are playing **a new game!**
- It is a very **competitive** game!
- The rules are **always changing!**
- And you can only **win as a team!**

1. You are playing **a new game!**

It's called: **Economic Development**







- **More than a half** of global population lives in cities
- **80%** of GDP is produced in cities
- **72%** of new private sector jobs are in 750 largest cities
- Top 300 cities host 19% of population and **48%** of GDP.



# **You can't just rely on national governments:**

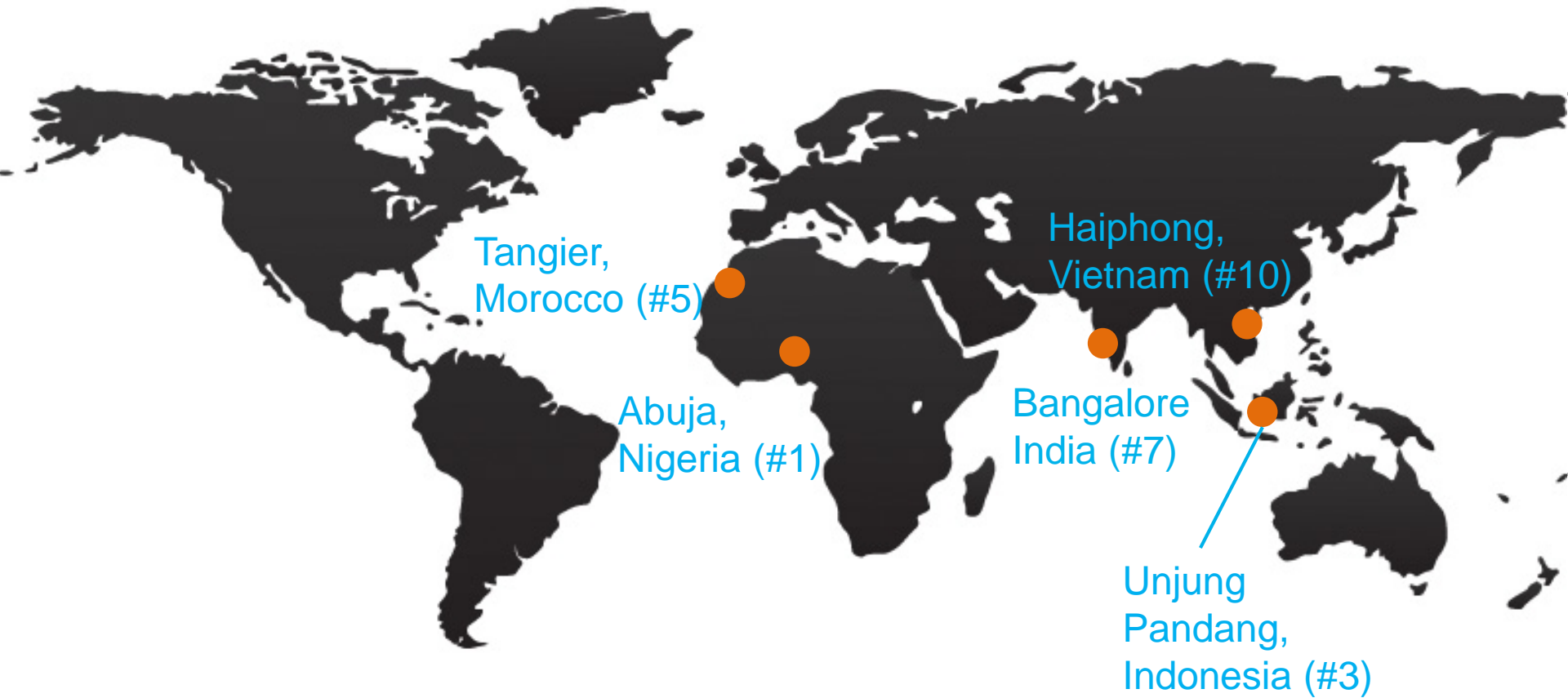
- **They take too long to make decisions**
- **They are too focused on politics**
- **They can't address specific challenges of the city**



2. And it is a **competitive game!**



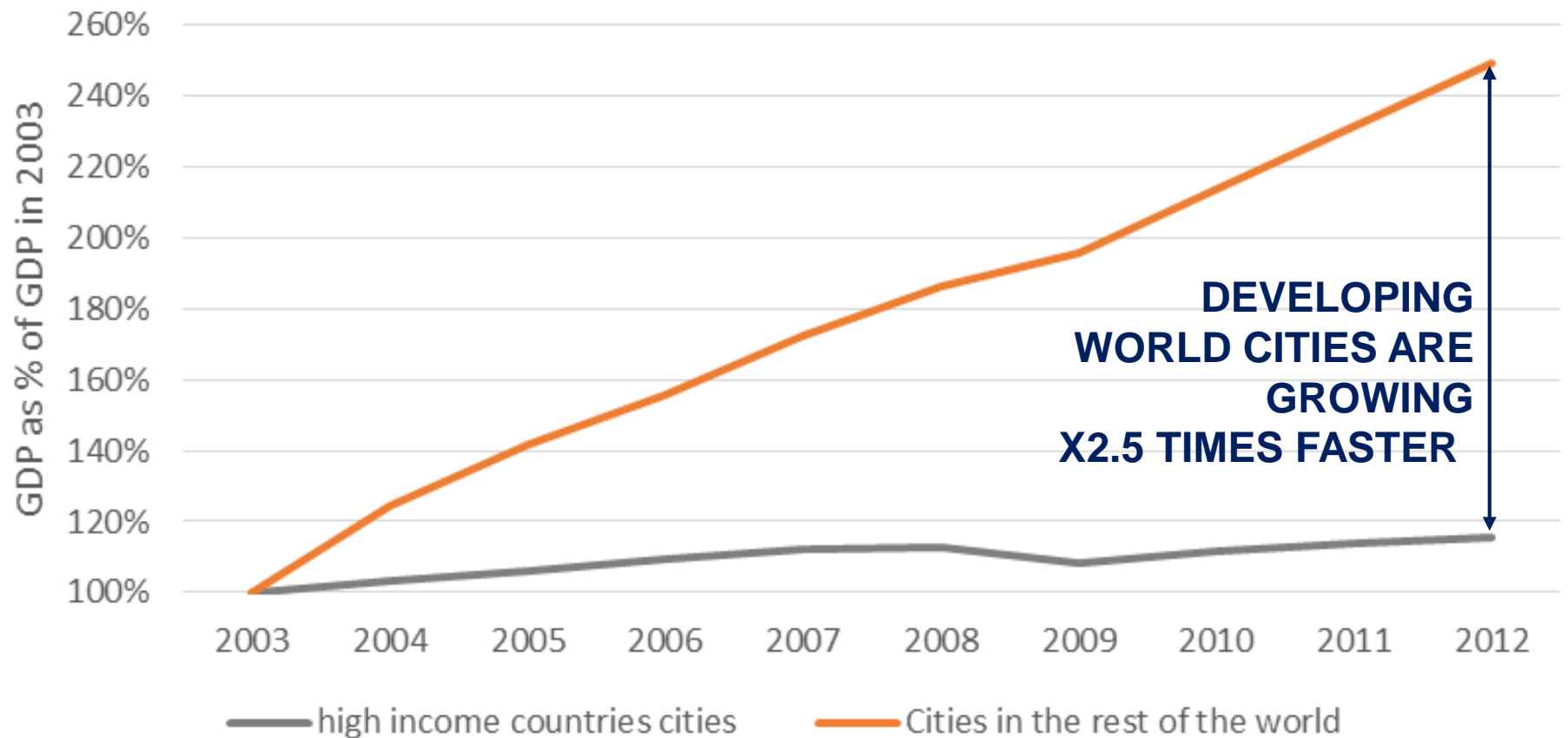
# Guess who leads competition for investment!





# Cities in developing world are catching up!

GDP growth in cities in high income countries  
versus developing countries



# New cities are entering global competition



# Competing for talent

**Microsoft®**



1979

**amazon®**



1994





3. And the rules **keep changing!**



# Container changed the way ports look and work







**3D printing**

Internet of things

Renewables  
Robotics

**Economic  
Crisis**

**Driverless  
Cars**

**Global**

Artificial  
intelligence

**Voice  
recognition**

**Warming**

**Political changes**

Next generation  
genomics

Cloud  
computing

**Energy storage**

**Extreme weather events**



Detroit , 1972





**Detroit , 2012**





# Changsha, 2005



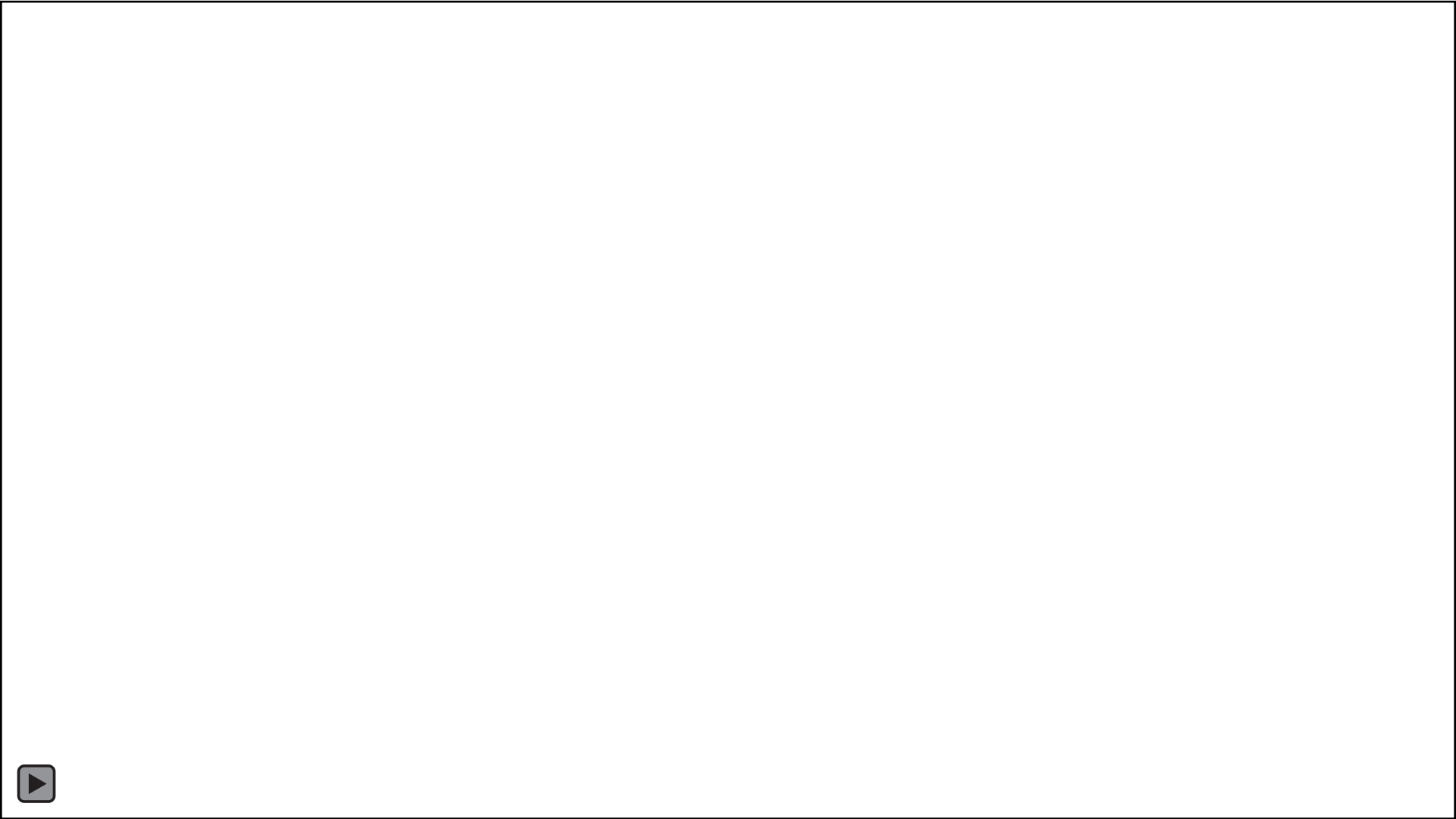


# Changsha, 2015





4. You can only **win as a team!**





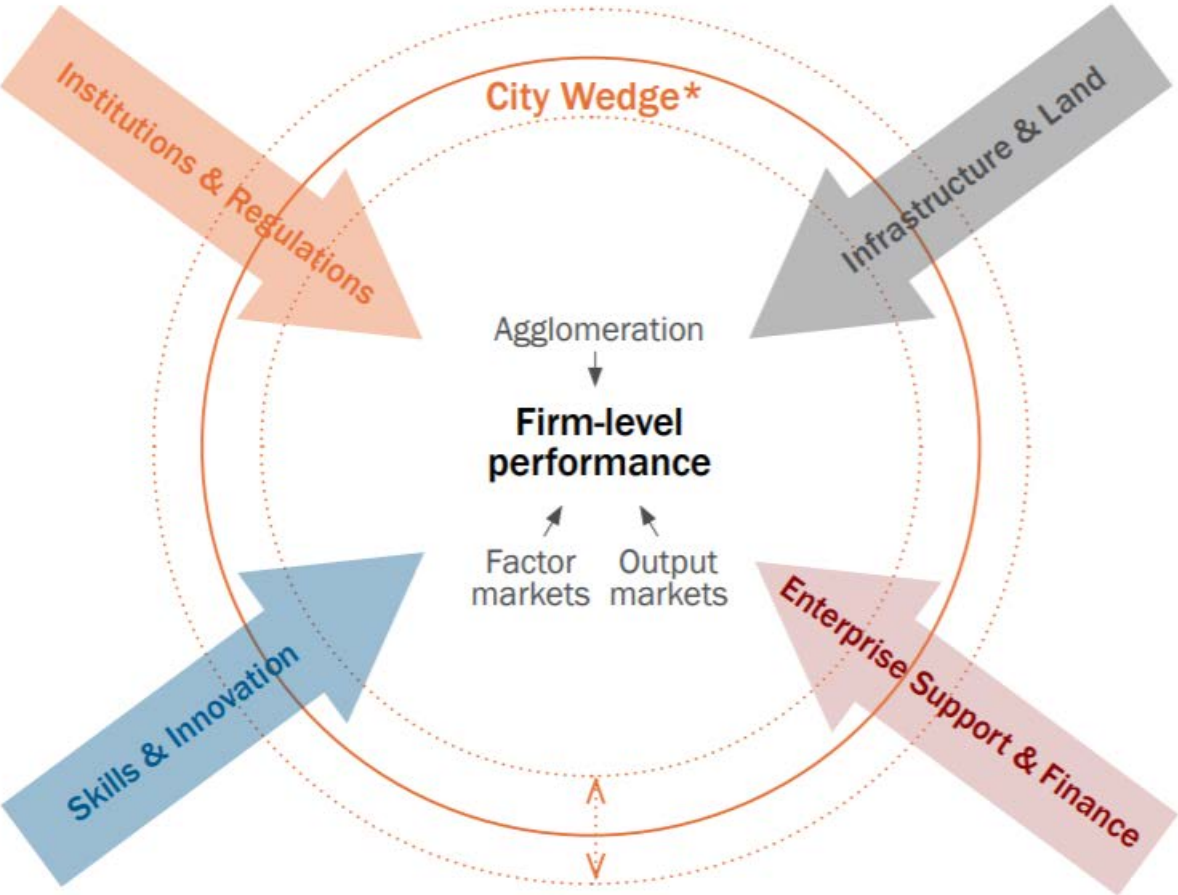
- Am I doing enough for **Economic Development?**
- Do I know **who I am competing with?**
- Am I ready to **respond to change?**
- Am I **working as a team?**

# HOW WILL THE NEXT 5 DAYS HELP?

*what, who and how*



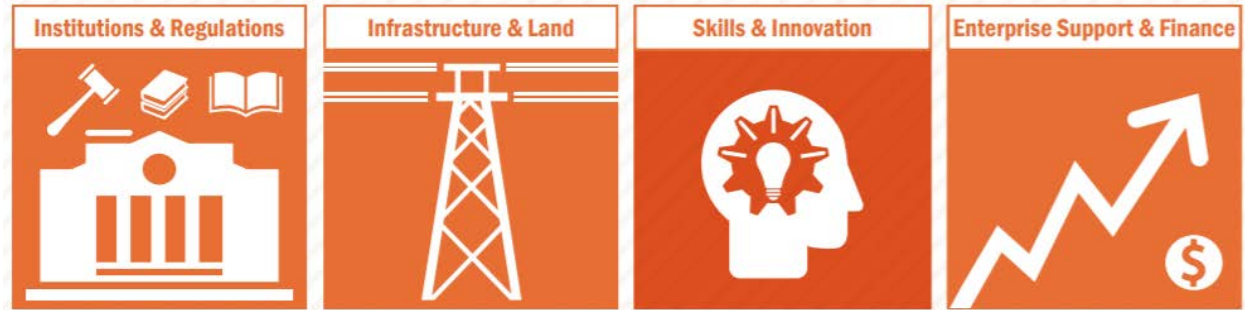
# Competitive Cities focus on firm-level performance for improved job creation and growth



What do  
competitive cities  
do?



# 1. Four categories of interventions



# 2. Don't have to overhaul their economies but improve on what they already do



Moving from market town to production town



Increase production centers

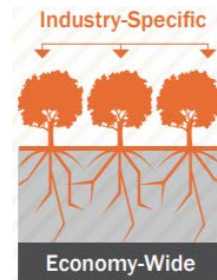


Increase creative and financial services

# 3. Leverage their comparative advantage



Focusing on tradable sectors



General reforms as well as specific initiatives



Focusing on all three forms of growth

Who get's things  
done?

**CPR training teaches us that...**



**Children are not small adults...**

***Cities are not small countries...***

**Competitive cities** require many groups working together



“

”

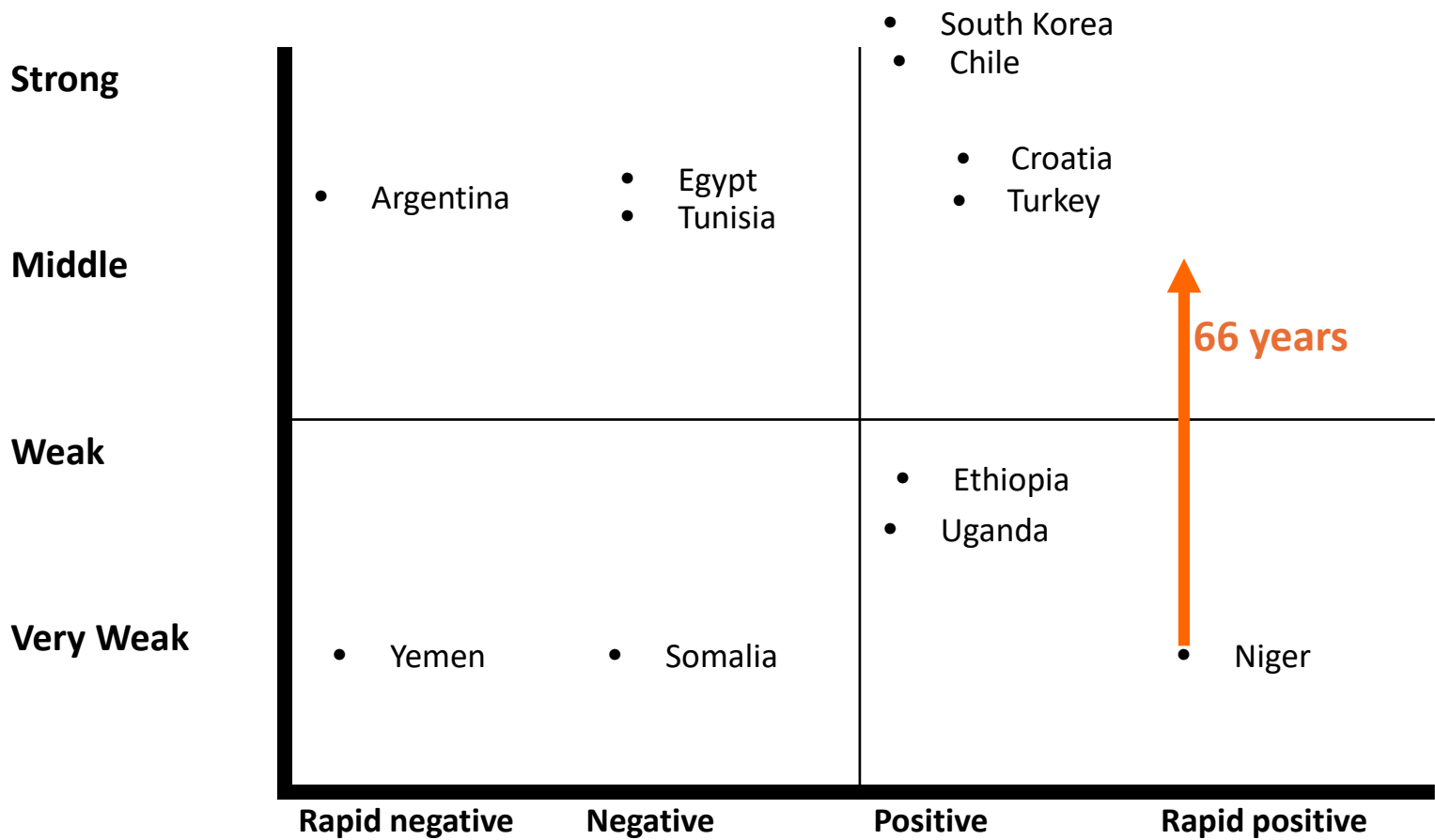
*Alone we can do so little, together we can do so much*

- Helen Keller



**How** do cities get  
things done?

# Interventions **can't be transplanted** but instead need to match **what institutions are capable of**



**Capabilities vary** and **take time** to develop

**How** do cities get  
things done?

The importance of  
*muddling*  
*through...*

Provide you a compass **not a map**







# How the week will play out:

- **Day #1:** What is the Competitive Cities Framework? What diagnostics and policy tools can I use to understand what to do?
- **Day #2:** Learning from Yokohama: How to expand my policy remit? How to build capabilities?
- **Day #3:** Learning from Kobe: How to turn bad luck into opportunities for competitiveness?
- **Day #4:** How do I attract capital and talent?
- **Day #5:** Applying learnings to design a city action plan

