

# Technical Deep Dive: Competitive Cities



## Mayors Toolkit Part 1: Analytical tools

# The Vision



# The Tools





# How do you choose what to do?

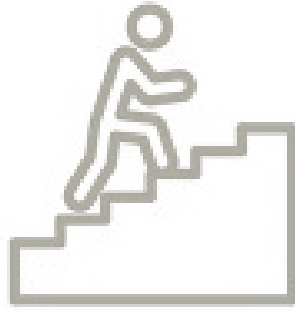
Tools



Vision



Opportunities



Vision



Reality today



Obstacles



## **Plan for the next 10-15 minutes**

**Conceptual approach to city competitiveness analysis**

**Examples of analytical techniques**

**How to go about organizing your analytical work**

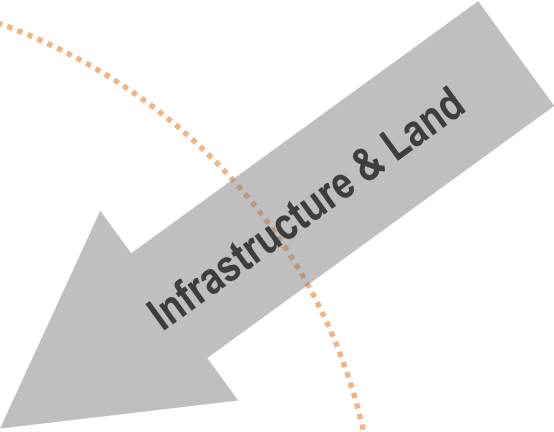
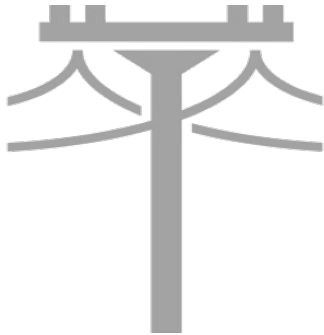
# CONCEPTUAL APPROACH TO DIAGNOSTICS

# What are we diagnosing?

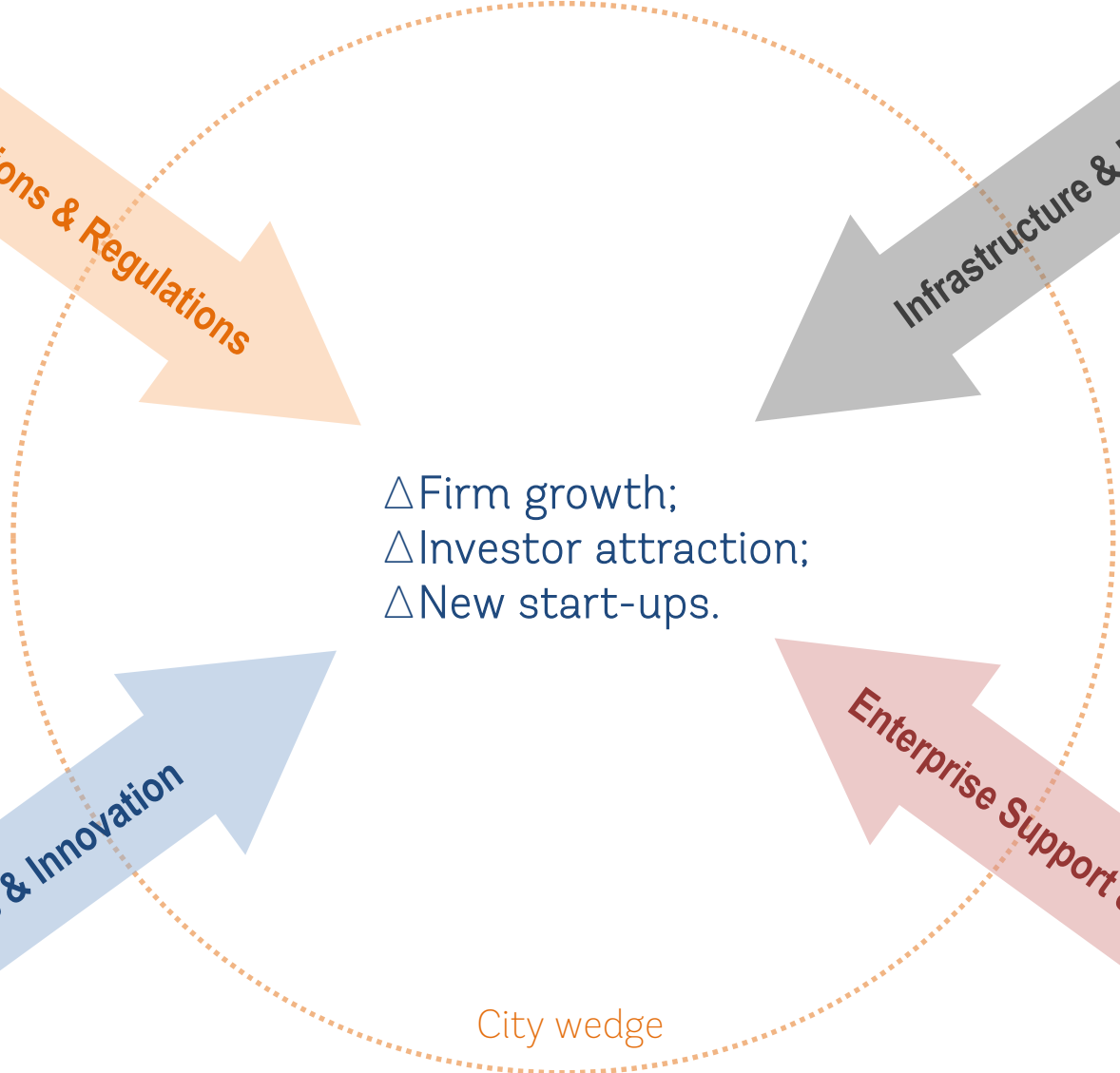
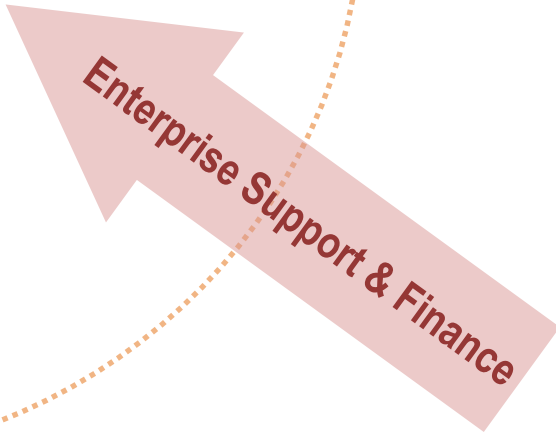
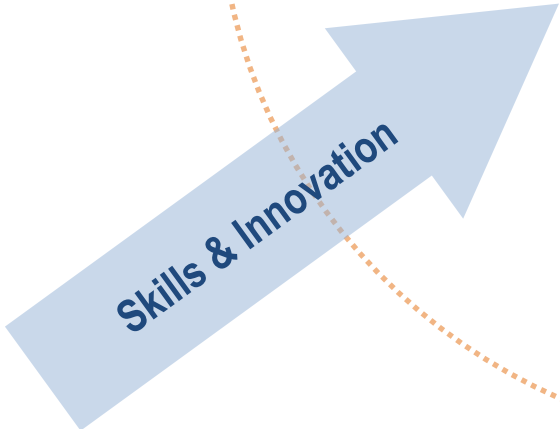
**A “COMPETITIVE CITY” facilitates firms and industries to grow jobs, productivity and incomes over time**



# Overall framework



△ Firm growth;  
△ Investor attraction;  
△ New start-ups.



City wedge

**First step: is to understand how you are doing?**



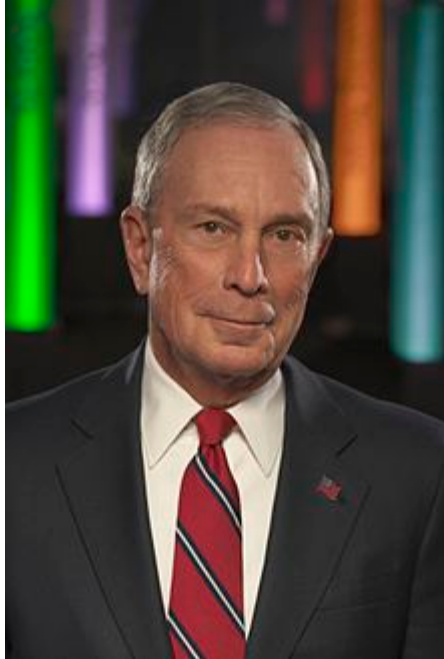
## Step 2: Go deep to understand what shapes performance.

	<b>Competitiveness factors</b>	<b>Sectors</b>		<b>Sizeband</b>		<b>Ownership</b>	
		Manuf. (e.g.)	ICT (e.g.)	SMEs (e.g.)	MNCs (e.g.)	Foreign owned	Local business
<b>Institutions and Regulations</b>	Taxes, licenses, duties Legal system Market regulations Local government						
<b>Infrastructure and Land</b>	Physical infrastructure Social infrastructure Housing						
<b>Skills and Innovation</b>	Human capital Education and research Networks						
<b>Enterprise Support and Finance</b>	Financial maturity Cost of credit						
<b>Agglomeration</b>	Industrial mix/clustering Local supply chains						
<b>Other endowments</b>	Location, history, amenities City image and other intangibles						





# Michael Bloomberg



**Why did you decide to bring a school to NYC to focus on incubating new technology and tech companies?**

I think the government's job is to, among other things, help the economy so that you'll have a tax base and people will have employment. I think that we saw an opportunity to get a graduate engineering school so that people coming out would start companies here rather than what you see in Silicon Valley. Most [tech] companies came out of Stanford. New start-ups in New York City won't just come

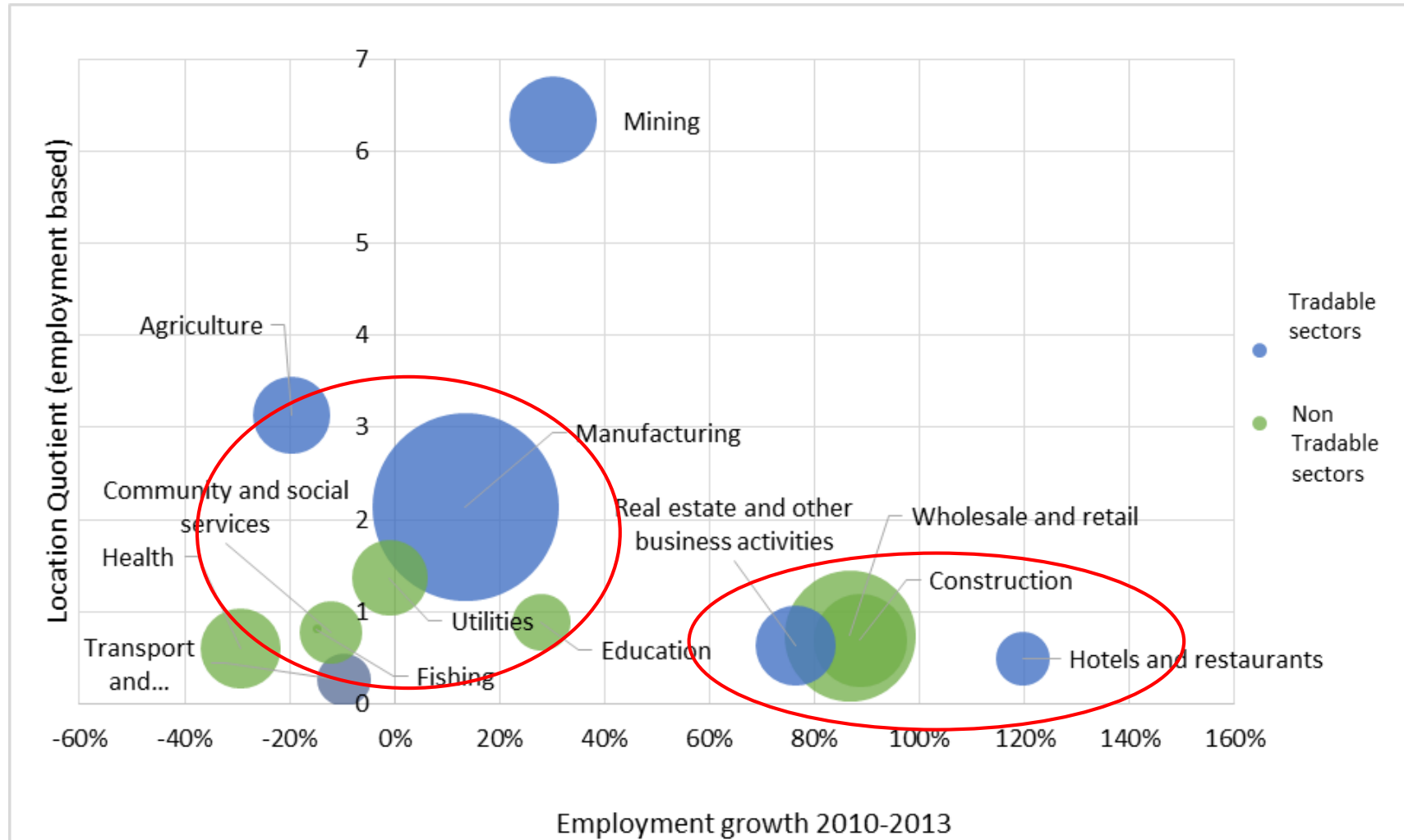
**Is there a particular challenge in launching start-ups in New York City, given the cost?**

No, I don't think costs really matter. Young people will go to work for almost nothing if they think they have enormous opportunities. And what we tried to do in New York City was—for the 12 years I was in office—[to] make available facilities that were underused, including the Brooklyn Army Terminal and the Brooklyn Navy Yard. There are lots of old buildings that were able to be repurposed, and provide opportunities for people to do things that they couldn't do elsewhere.

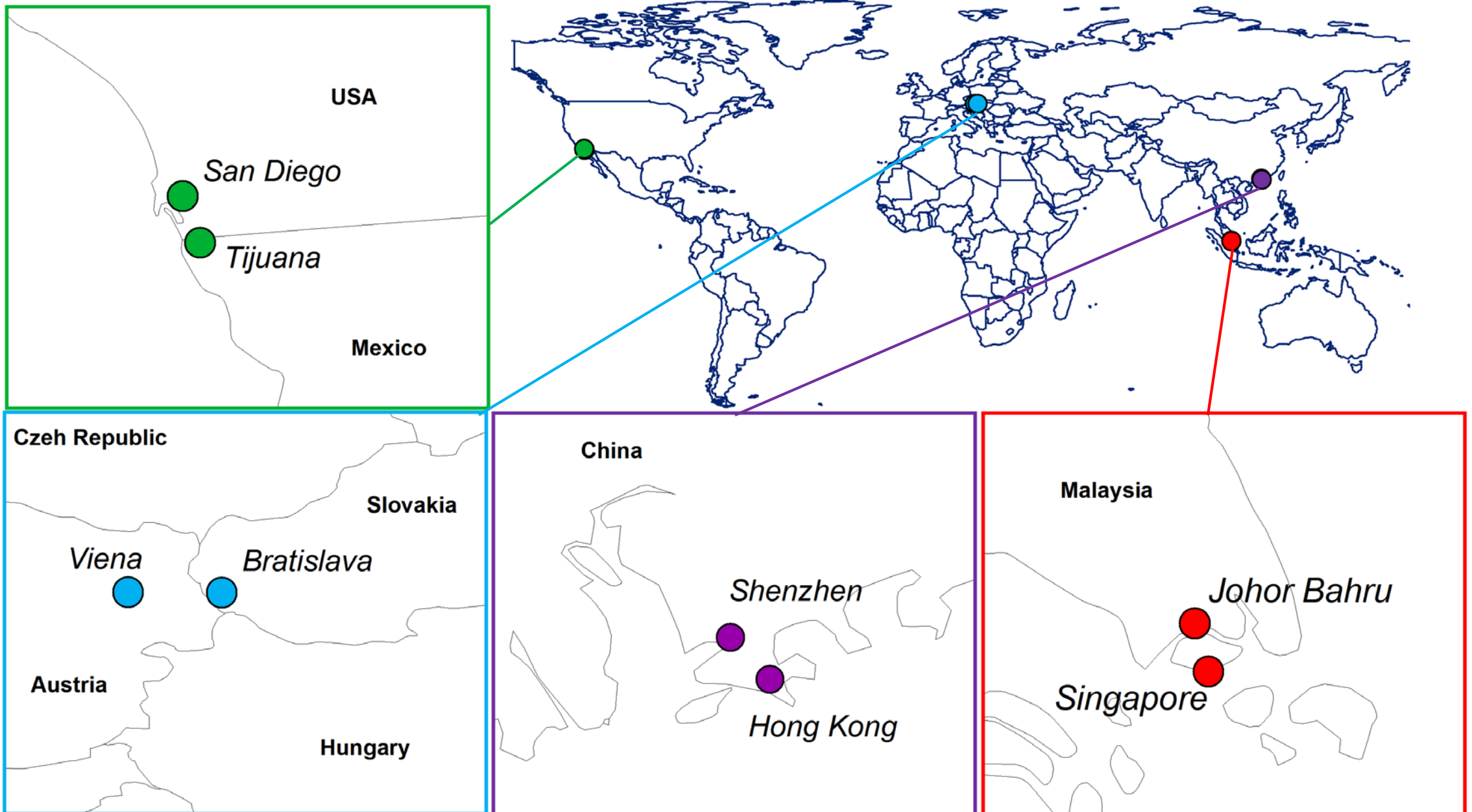
# EXAMPLES OF TECHNIQUES



# Understanding your economy: Kutaisi (Georgia)

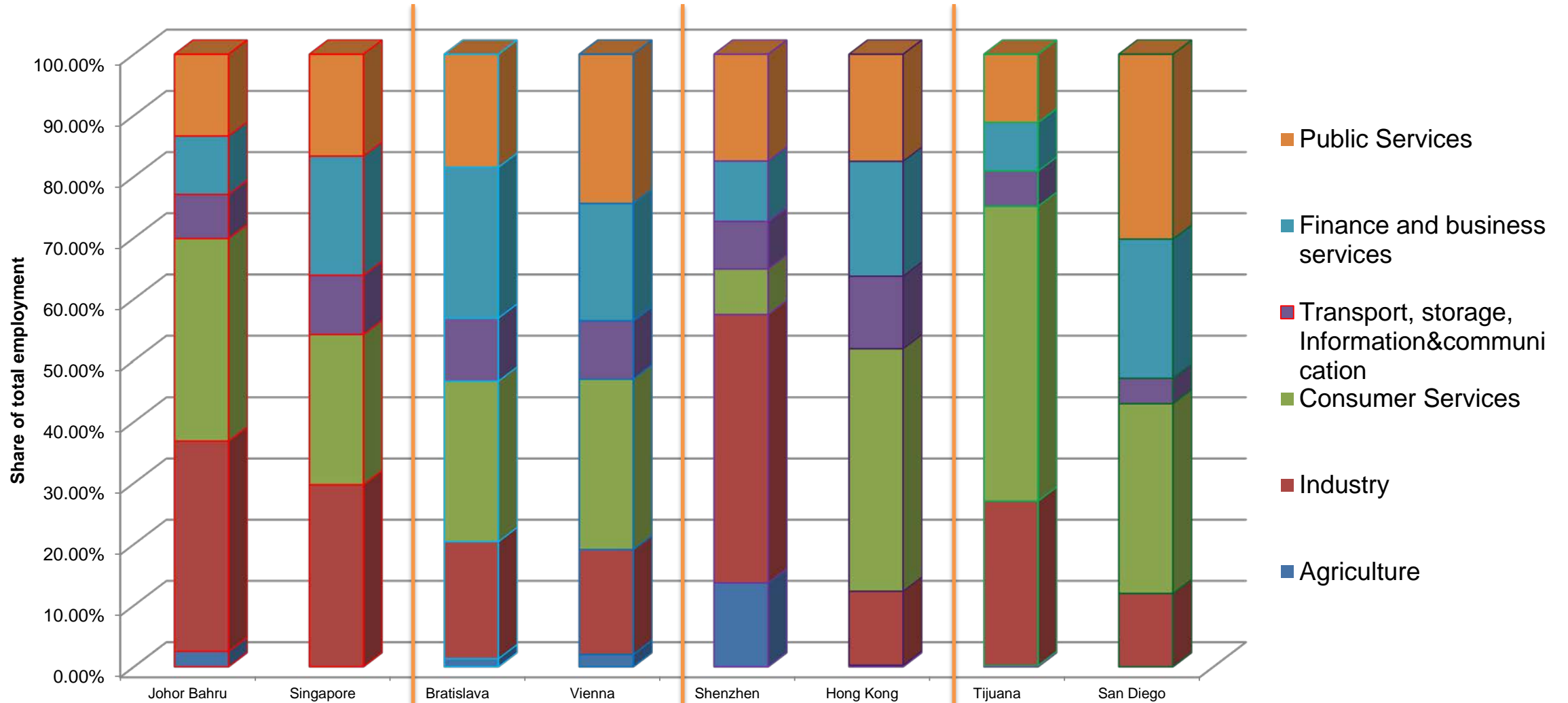


# Benchmarking: Johor Bahru – Choosing comparators



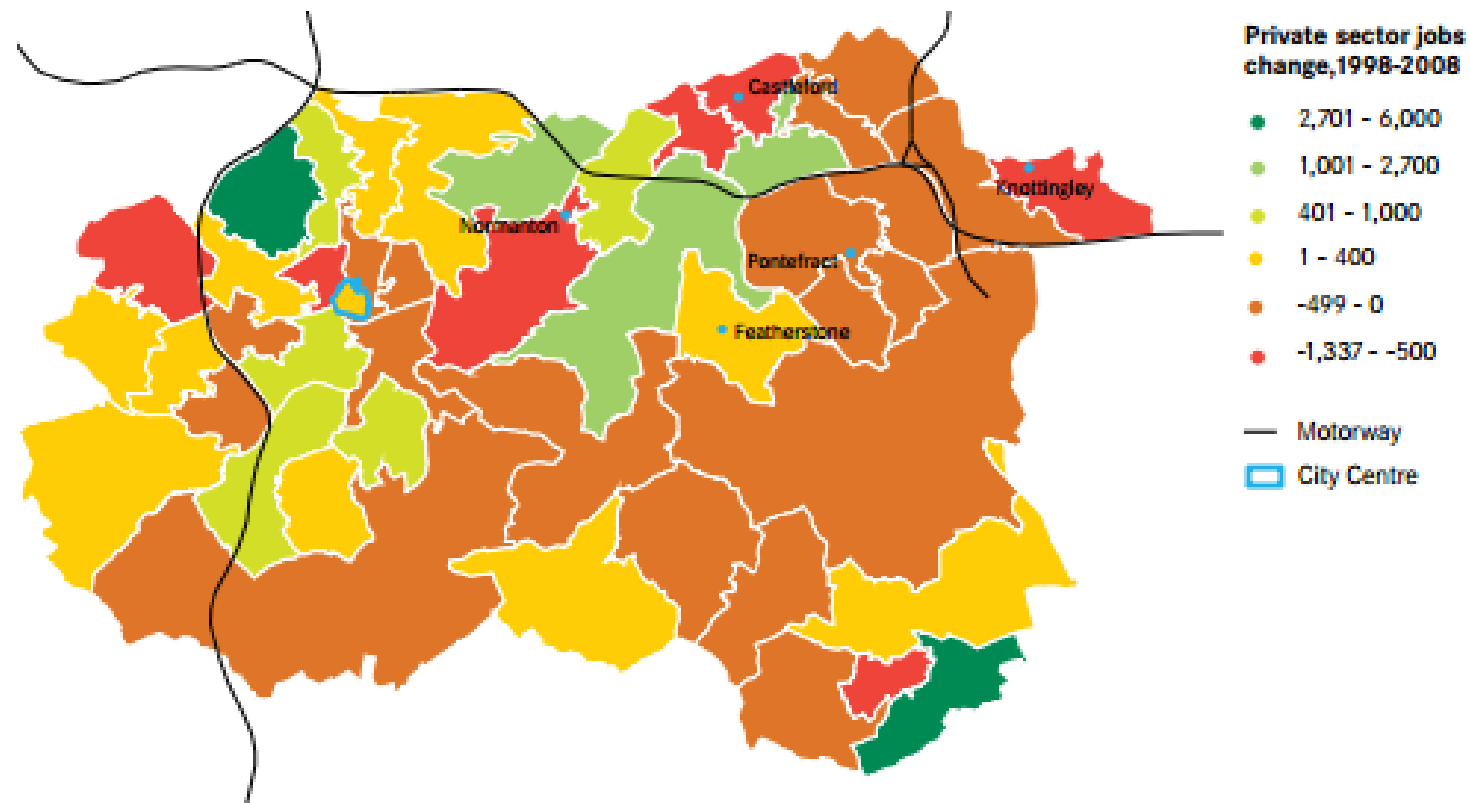
# Benchmarking: Industrial structure of Johor Bahru

*Employment structure by Industrial sector 2012*



# Identifying drivers and constraints

**Figure 5: Private sector jobs growth in Wakefield, 1998-2008**

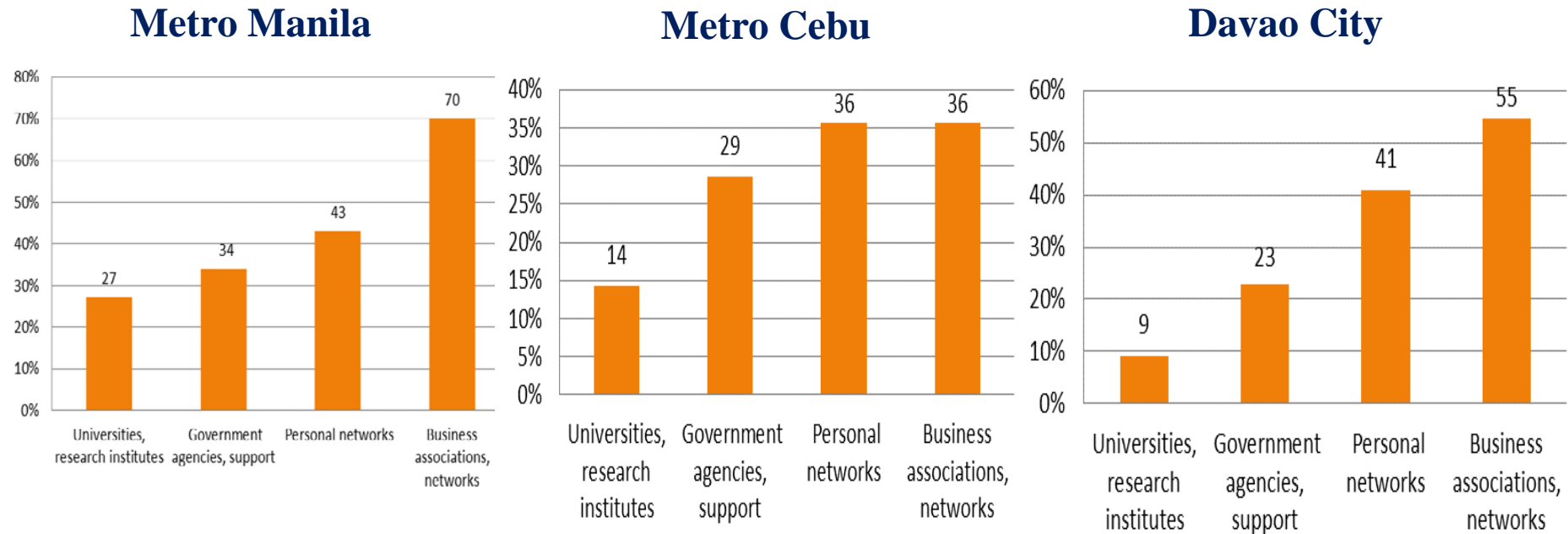


Source: ONS 2013, Business Structure Database. Contains Ordnance Survey Data © Crown copyright and database right 2012

Source: Swinney, Sivaev (2013)

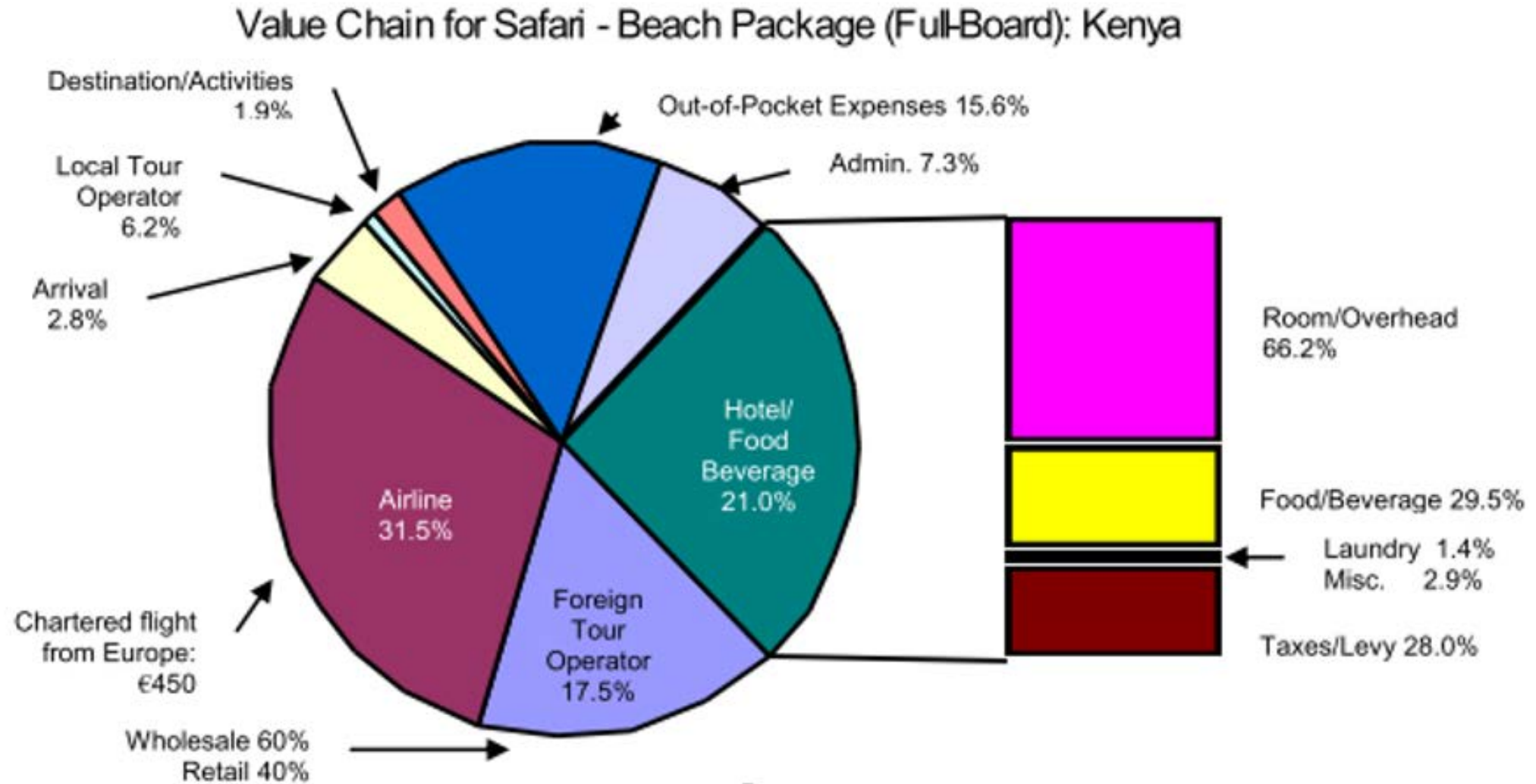
# Focusing on a specific constraint

## Example: Economy-Wide Constraints (Philippines)



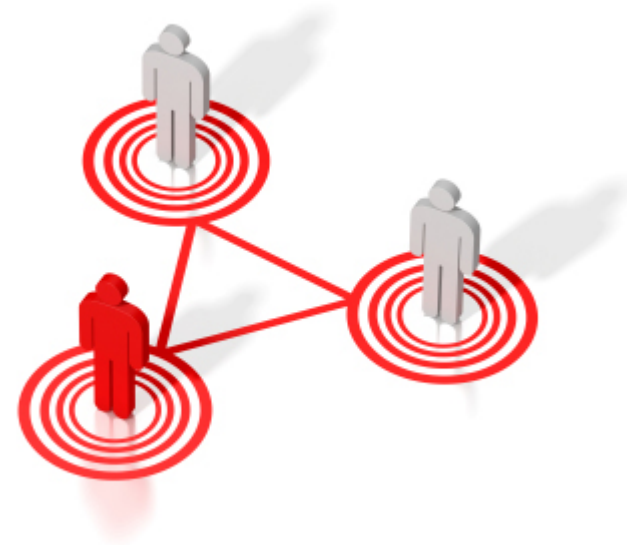
Source: The World Bank

# Focusing on an Industry: (Tourism in Mombasa, Kenya)





# Using qualitative methods



# How to organize analytical work

# What is the CitiStat Approach?



“CitiStat is a leadership strategy that a mayor can employ to mobilize city agencies to produce specific results.”

-Robert Behn, Harvard’s Kennedy School of Government

**The PerformanceStat Potential**  
A LEADERSHIP STRATEGY FOR PRODUCING RESULTS  
Center for American Progress

**The CitiStat Model**

PROVIDING CUTTING-EDGE KNOWLEDGE TO GOVERNMENT LEADERS  
**What All Mayors Would Like to Know About Baltimore's CitiStat Performance Strategy**  
Performance and Results Series  
Robert D. Behn  
Lecturer  
Harvard University School of Government  
Cristina Perez and Reece Rushing  
April 2007

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

**INNOVATIONS IN AMERICAN GOVERNMENT AWARD**

## What are the key elements?

Meeting on a biweekly or monthly basis, the CitiStat approach relies on:

Operations Research

Mutually Agreed Performance Indicators

Relationships between City Hall and Line Agencies

Together, these can shape a powerful discussion for performance management, based on:

Accurate and timely intelligence shared by all

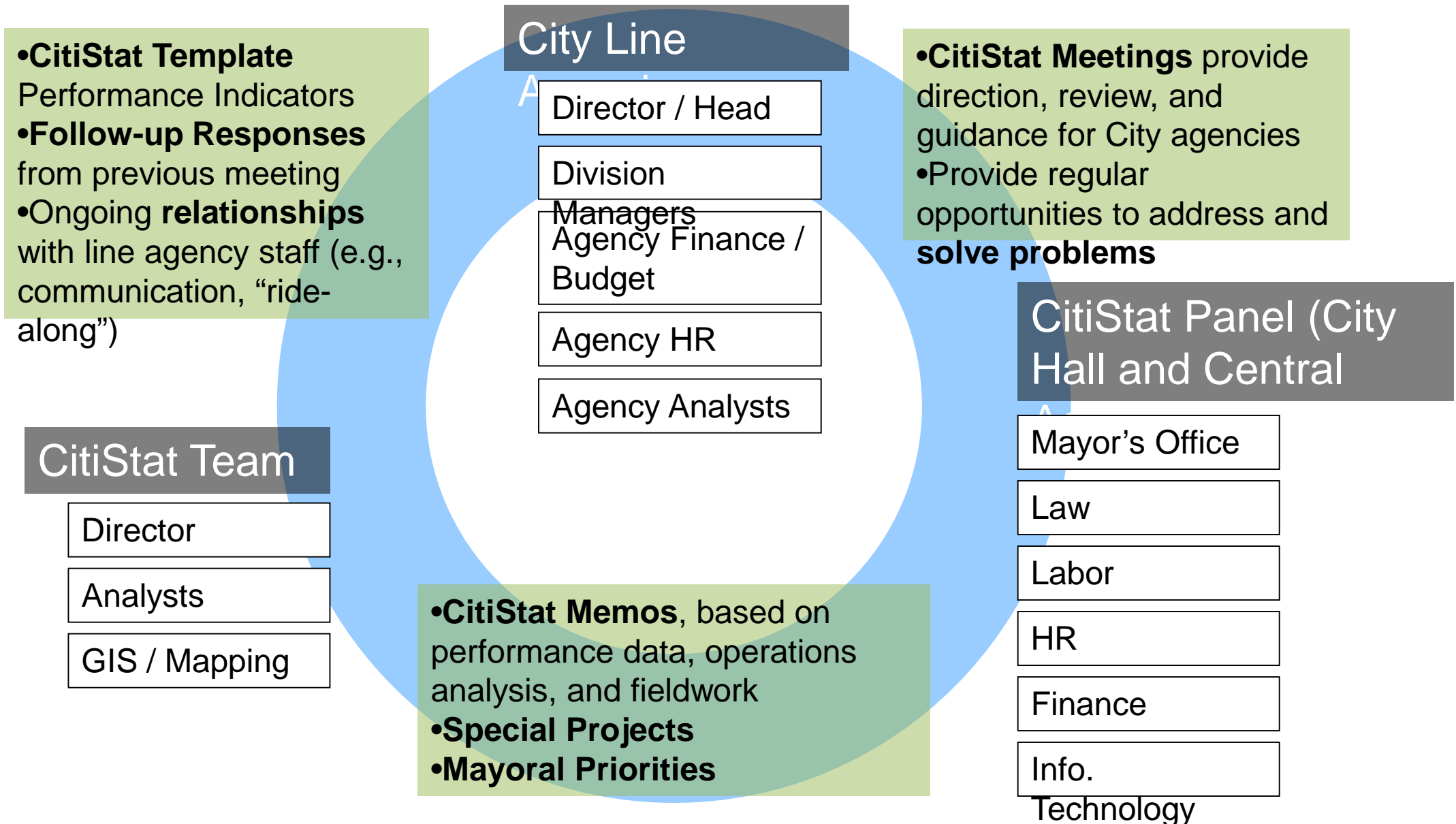
Rapid deployment of resources

Effective tactics and strategies

Relentless follow-up and assessment



# How do Stakeholders Contribute to CitiStat?



**TO CONCLUDE**



# Several questions for you

- How often do you need to analyze your economy?

**ALL THE TIME**

- What are the essential components of any analysis?

**COLLECT DATA, PROCESS DATA, INTERPRET DATA**

- What are the technical tools that you should use?

**THERE IS A LOT TO FIT ANY BUDGET AND TECHNICAL CAPACITY**

- How can you improve you analytical capabilities?

**GRADUALLY BUILD TEAMS AND INVEST IN THEIR CAPACITY**

**THANK YOU**