• 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!

- Tangier, Morocco (#5)
- Haiphong, Vietnam (#10)
- Abuja, Nigeria (#1)
- Bangalore, India (#7)
- Unjung Pandang, Indonesia (#3)
Cities in developing world are catching up!

GDP growth in cities in high income countries versus developing countries

DEVELOPING WORLD CITIES ARE GROWING X2.5 TIMES FASTER
New cities are entering global competition
Competing for talent
3. And the rules keep changing!
Container changed the way ports look and work
And the way global supply chains are organized.

Size of the apple and the number represent number of suppliers of components of Apple IPhone 6 in different countries.
Detroit, 2012
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 gets 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*
We heard you...
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