

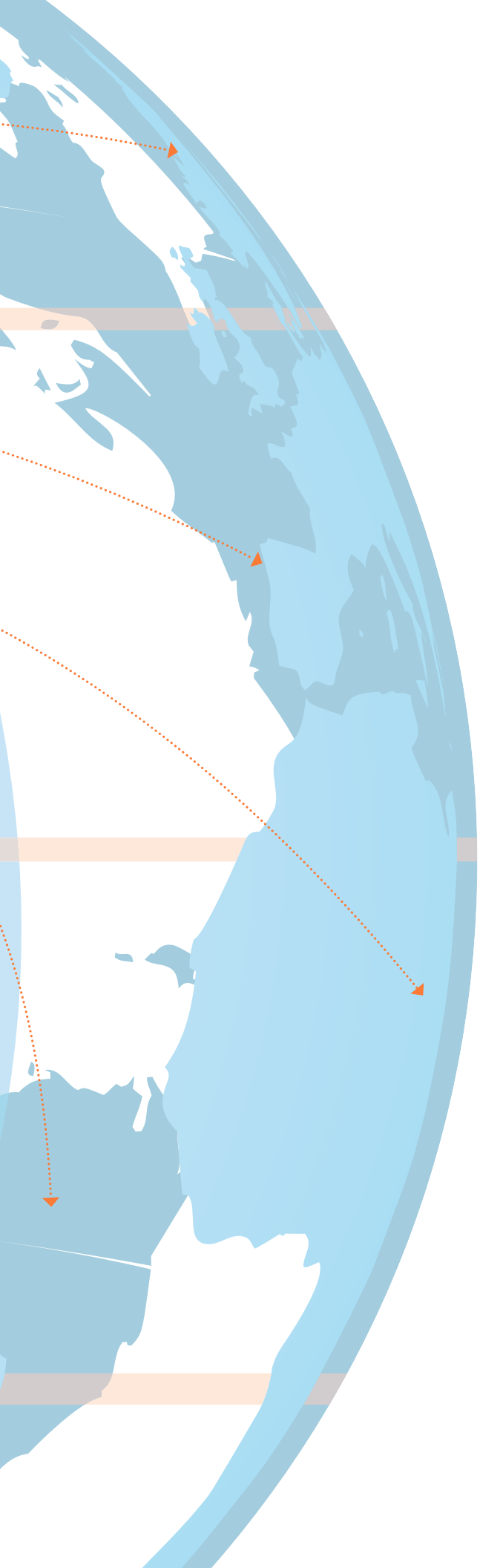


# **GREATER PHOENIX EXPORT PLAN**

METRO EXPORT INITIATIVE

PRODUCED BY THE GREATER PHOENIX ECONOMIC COUNCIL  
AND THE METRO PHOENIX EXPORT ALLIANCE





# **GREATER PHOENIX**

## **EXPORT PLAN**

METRO EXPORT INITIATIVE

A part of The Global Cities Initiative,  
a joint project of Brookings and JPMorgan Chase



A HONEYWELL MECHANIC WORKS ON A BUSINESS JET ENGINE AT THE PHOENIX FACILITY.

THE ARIZONA REPUBLIC

# THE TRANSFORMATIVE MOMENT

Decades of impressive growth have distinguished the Greater Phoenix region as a leading metropolitan area, now home to 4.4 million people and the nation's 15th largest economy. The regional economy is driven by long-standing industrial pillars established in the mid-20th century, including aerospace, semiconductors and electronics, and their vast networks of small- and medium-sized suppliers of technology and manufactured components.

These companies came to the region with a strong focus on research and development and a global outlook, and created thousands of jobs. Today, the region's manufacturing ecosystem is one of the most robust in the nation, and includes specialized collaborative research programs at universities, industry associations and other support organizations, and a large technical and engineering workforce.

However, rapid growth in population and consumption industries during the latter part of the 20th century drove the region's economic momentum. Between 2003 and 2013, the Greater Phoenix economy expanded by more than 15 percent as it competed primarily on the low cost of labor, land, and taxes. The last few decades were dominated by growth in housing and real estate, retail trades and construction, along with healthcare and business services.

The result was a shift in the region's economic portfolio and employment base and a decline in per capita income below the national average. The Great Recession hit the region hard, eliminating more than 300,000 jobs, wiping out more than 50 percent of home values and pushing unemployment from 3.3 percent in 2007 to a high of 10.4 percent in 2010.

Today Greater Phoenix is regaining momentum as 85 percent of the jobs lost in the recession have been recovered, but an underlying structural imbalance remains. Local service and consumption-driven industries make up nearly all of the jobs that have been added in the economic recovery.

In response, Velocity: A Blueprint for Transforming Greater Phoenix into an Innovation Economy was created. Velocity is an unprecedented collaboration among elected officials and business, civic, and university leaders convinced that the region must reclaim its

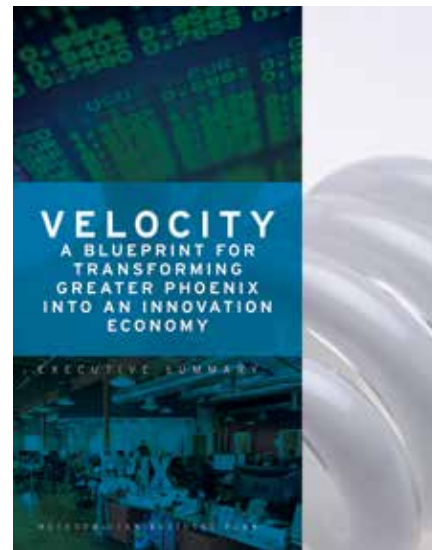
THE REGION MUST RECLAIM ITS PLACE AS A

# GLOBAL INNOVATION LEADER

TO ENSURE A STRONG ECONOMY FOR THE LONG TERM.

place as a global innovation leader to ensure a strong economy for the long term. The regional leaders have put forward an ambitious plan to accelerate the transformation of the Greater Phoenix economy into a global force for innovation and technology by 2025.

A key component of Velocity is to establish Greater Phoenix as a global trade hub by connecting small- and medium-sized suppliers and new businesses to growing markets while positioning the Greater Phoenix region as a location of choice for global investors.



A TECHNICIAN WORKS AT INTEL'S FAB 12 MANUFACTURING FACILITY IN CHANDLER.

# THE GREATER PHOENIX EXPORT PLAN

Through participation in the Global Cities Initiative: A Joint Project of Brookings and JPMorgan Chase, Greater Phoenix has developed an Export Plan to achieve these objectives and increase exports. Tailored to the region's industrial and geographical advantages, the plan focuses on strengthening trade partnerships in North America and beyond, building upon groundbreaking work already underway in the region and forming new collaborations to raise the region's profile in the global economy.

The strategies and tactics proposed in the plan are designed to position Greater Phoenix among the top exporting regions in the United States by 2025. The execution of this plan will entail improving coordination, developing new resources and demonstrating that the Greater Phoenix region is the place to start and grow global companies.

## GOAL

Construct a business environment that creates quality jobs, greater prosperity and economic stability to Greater Phoenix by cultivating base industries that are aligned with growing global markets.

## OBJECTIVES

Based on key findings from the market assessment (see: page 4) and input from experts and regional leaders, four primary objectives have been identified to support the overall goal of job creation, prosperity and stability through exports by 2025.

1. Double the value of exports as a percentage of Greater Phoenix GDP
2. Increase the number of small- and medium-sized exporters in Greater Phoenix
3. Expand and promote awareness of global business opportunities for Greater Phoenix companies
4. Position Greater Phoenix as a global-ready market

## FIVE STRATEGIES

The Export Plan proposes five core strategies designed to best drive attainment of the strategic objectives:

1. Develop a regional model of export collaboration and coordination
2. Coordinate and streamline the delivery of export education and assistance programs
3. Foster and advance service sector and manufacturing exports
4. Strategically promote Greater Phoenix assets, export capabilities and international business opportunities to local and international stakeholders
5. Support the advancement of export-enabling infrastructure and efforts to improve connectivity with other international commerce hubs

## WHY EXPORTS MATTER

U.S. metropolitan areas are leading the way in exports by realizing economic opportunities in emerging markets through strategic and creative engagement. U.S. metropolitan areas exported more than \$1.4 trillion of goods and services in 2013<sup>1</sup>, which directly and indirectly supported an estimated 11.3 million U.S. jobs.<sup>2</sup>

A strong export economy translates into jobs and greater stability against the ups and downs of domestic economic cycles. Export

growth increases the productivity of workers, which, in turn, contributes to higher earnings.<sup>3</sup> For individual companies, international markets represent opportunities to raise sales and profits.

In 2013, Greater Phoenix's exports supported 69,680 direct jobs. A close proximity to Mexico and an established international engagement with Canada have positioned Greater Phoenix as a recognized trading hub in North America.



1 U.S. International Trade Administration (2013) U.S. Metropolitan Area Exports  
2 U.S. International Trade Administration (2013) Jobs Supported by State Exports  
3 trade.gov/neinext/role-of-exports-in-us-economy.pdf

## MARKET ASSESSMENT

The strategies and tactics presented in this plan are grounded in the understanding of Greater Phoenix's market position and opportunities. During the first phase of the planning process, Greater Phoenix conducted an in-depth market assessment on the region's export strengths and weaknesses, examining its economy and recent performance, the role of exports in the regional economy, and the resources available to assist companies that want to grow their exports.

The assessment was prepared using 10 years – from 2003 to 2013 – of benchmarking data provided by Brookings, a survey of 158 local companies, and one-on-one interviews with local exporting firms and export service providers.

## KEY FINDING:

**GREATER PHOENIX HAS A DIVERSE EXPORT SECTOR, BUT OVERALL EXPORT GROWTH HAS SLOWED OVER THE LAST DECADE.**

Exports grew in 28 of the 35 major export sectors in Greater Phoenix from 2003 to 2013. These sectors added \$6.2 billion to the total regional export. However, export growth from 2003 to 2013 was below average, at 1.5 percent, ranking 93rd among the top 100 metros. This is reflective of the economic shift toward consumption industries and slow growth rates in the region's largest export sectors – the semiconductor and electronics industries.

### Largest annual growth export sectors, 2003-2013

1. Financial Services
2. Chemical Manufacturing
3. Mining
4. Support Services
5. Insurance Services
6. Miscellaneous Manufacturing
7. Engineering Services
8. Food Manufacturing
9. Tech
10. Educational & Medical Services

## TOP 20 GREATER PHOENIX EXPORT SECTORS IN 2013

INDUSTRY	REAL EXPORTS (\$ MILLIONS)	EXPORT -SUPPORTED JOBS	INDUSTRY SHARE OF EXPORTS (%)	INDUSTRY CONCENTRATION* (% REL. TO U.S.)	ANNUALIZED EXPORT GROWTH 2003-2013
Computer & Electronic Products	3,264.7	15,726.90	17.10%	272.40%	-7.00%
Transportation Equipment	3,177.7	17,355.00	16.60%	135.70%	1.60%
Travel & Tourism	2,301.1	12,676.90	12.00%	127.40%	5.40%
Financial Services	1,390.7	9,845.20	7.30%	169.40%	17.60%
Royalties	1,350.4	9,038.10	7.10%	107.10%	2.40%
Primary Metal Manufacturing	947.9	4,111.20	5.00%	139.40%	6.10%
Freight & Heavy Industry	824.9	5,704.40	4.30%	145.10%	0.40%
Management & Legal Services	682.5	6,230.40	3.60%	144.70%	5.90%
Chemical Manufacturing	670	2,218.90	3.50%	36.20%	14.10%
Mining	582.2	2,576.50	3.00%	293.40%	13.20%
Tech	469.9	2,952.10	2.50%	75.20%	8.50%
Machinery Manufacturing	436.8	2,699.60	2.30%	31.50%	3.20%
Engineering Services	399.6	3,361.20	2.10%	124.00%	9.40%
Miscellaneous Manufacturing	392.1	2,453.90	2.00%	92.10%	10.00%
Educational & Medical Services	342.8	3,833.00	1.80%	107.40%	6.30%
Fabricated Metal Products	300.4	2,154.30	1.60%	71.80%	3.00%
Insurance Services	286.9	1,755.80	1.50%	182.60%	11.40%
Food Manufacturing	263.8	1,985.90	1.40%	40.10%	8.80%
Agriculture	244.3	1,934.20	1.30%	36.40%	-2.20%
Support Services	183.6	1,880.30	1.00%	145.50%	12.60%

\* LOCATION QUOTIENT

## STRATEGY 1

### DEVELOP A REGIONAL MODEL OF EXPORT COLLABORATION AND COORDINATION.

Greater Phoenix will work in a more collaborative and coordinated way to improve and expand its exports. The region will expand the delivery of export assistance services, promote export education and disseminate relevant information about exporting to small- and medium-sized companies. The current capacity and resources within existing export support organizations is limited and constrained. This strategy will create a regional entity that will champion trade and exports as key drivers of economic prosperity, serve as a unified voice in educating the business community and elected officials about the value and importance of trade and exports, and play a key role in overseeing the development and advancement of the region's export services ecosystem.

## TACTICS

- Form the Metro Phoenix Export Alliance (MPEXA).
- Facilitate the coordination of trade and export support activities in the Greater Phoenix region and build collaboration among MPEXA key partners, members and stakeholders. The MPEXA Board will consist of key partners, including representatives from: the Arizona Commerce Authority; Arizona Export District Council; Arizona Small Business Association; Arizona State University; Arizona Technology Council; Greater Phoenix Economic Council; Maricopa Association of Governments; Phoenix MBDA Business Center; Transportation and Trade Corridor Alliance; the U.S. Department of Commerce; and the U.S. Small Business Administration.
- Formalize relationships among key partners, members and stakeholders. MPEXA will sign a memorandum of understanding as needed with the U.S. Department of Commerce, the International Trade Administration, and other organizations, committing to finding pathways to work together toward improving access to trade opportunities for local businesses.
- Collaborate with the Transportation and Trade Corridor Alliance (TTCA) to improve coordination of trade and export support activities in the region. Tasked by the Governor of Arizona, the TTCA's mission is to provide a framework for increased statewide collaboration and raise the level of attention to issues and opportunities in trade, transportation, and logistics and supply chain development.



## KEY FINDING:

**GREATER PHOENIX HAS A DYNAMIC ENTREPRENEURIAL CULTURE AND ECOSYSTEM THAT GENERATES NEW STARTUPS, BUT MORE NEEDS TO BE DONE TO INTEGRATE EXPORT STRATEGIES IN THEIR BUSINESS PLANS.**

Greater Phoenix is recognized among the nation's top regions for the concentration of technology startups with a High-Tech Startup Density of 1.5.<sup>4</sup> Over the last decade, the region has established a rich entrepreneurial ecosystem, including a network of incubators, accelerators and prototyping centers – 80 entities and counting – supporting new innovation and entrepreneurs.

Greater Phoenix has the opportunity to strategically help qualified early stage companies integrate export strategies into their business plan. The significant concentration of a highly qualified technical workforce offers the opportunity for small- and medium-sized enterprises in the region to compete and expand their reach into international growth markets.



## STRATEGY 2

### COLLABORATE AND LEVERAGE THE DELIVERY OF EXPORT EDUCATION AND ASSISTANCE PROGRAMS.

Greater Phoenix encompasses 36 municipalities, 2 counties, 4.4 million people and more than 95,000 businesses. This strategy aims to educate and support companies looking to expand globally by leveraging business retention and expansion capabilities of municipal economic development departments, regional economic development agencies, local chambers of commerce and other supporting organizations.

### TACTICS

- Create a unified, proactive and targeted company outreach program to integrate available regional, state and federal export assistance services into existing services. The program, which will include export training, will be integrated with city level business retention and expansion programs and be coordinated with local chambers of commerce activities across the region.
- Streamline company access to knowledge, services and expertise necessary to implement the export strategy. Facilitate the flow of targeted and tailored assistance, actionable information and support provided by the International Trade Administration NEI/NEXT to connect more businesses to their global customers and establish relationships with U.S. Consulates in strategic markets.
- Work with incubators, accelerators and applied research assets in the region to deliver programs and services suited to early-stage and high-growth potential companies to reach global markets faster.
- Streamline the coordination of international promotion, trade missions, B2B events, and investment opportunities forums through MPEXA.

### KEY FINDING:

#### SMALL AND MEDIUM-SIZE COMPANIES LACK THE REQUIRED KNOWLEDGE TO EXPORT THEIR PRODUCTS AND SERVICES GLOBALLY.

Only 4 percent of the region's small- and medium-size firms (SMEs) export, and 47 percent said that limited knowledge and experience in exporting overseas and lack of financing are their top reasons for not exporting.<sup>5</sup>

SMEs that have used export support services from federal, state and local governments and other organizations are highly satisfied with these services. Six percent of SMEs surveyed do not export

because they are more interested in expanding within the U.S.

SMEs identified the following gaps in the current export support services: events focused on matching new-to-export businesses with prospective foreign business partners; export financing programs that target SMEs or new-to-export businesses; and mentorship programs and networking opportunities.

<sup>5</sup> The Office of Trade and Economic Analysis, Industry and Analysis estimated 2012 that there are 4,196 known exporters in the Greater Phoenix region.

## STRATEGY 3

### FOSTER AND ADVANCE SERVICE SECTOR AND ADVANCED INDUSTRY EXPORTS.

The region will build upon existing strengths and cluster advantages in advanced industries, which hold the greatest potential for long-term prosperity and solid economic growth.

The following tactics will strengthen advanced industry clusters and assist the firms in finding new markets for their products and services.

## TACTICS

- Provide ongoing business advisory services, peer-to-peer mentoring and service provider referrals by specialty area, including export financing.
- Organize regular educational workshops around opportunities, programs or key issues of interest to service sector and advanced industry exporters.
- Advance exports through the recruitment of target companies with existing global supply chains to Greater Phoenix in service and advanced industry clusters.
- Forge new and strengthen existing relationships with trade assistance organizations in Canada, Mexico, Western Europe and emerging and compatible markets.

## KEY FINDING:

### SERVICES EXPORT IS LEADING EXPORT GROWTH IN GREATER PHOENIX.

During the last decade, service sector exports grew by more than 79 percent in Greater Phoenix. In 2003, they represented 22 percent of the region's total export value and 43 percent in 2013, adding more than \$3.6 billion in new export growth since 2003. About 39 percent of survey respondents were self-identified service exporters.

Top service export sectors are financial services, travel and tourism, management and legal services, and royalties.

Other service industries including architectural and engineering services, management and scientific services, and data processing and hosting have a smaller share of exports, but provide critical functions that reach

### Service sector export growth, 2003-2013

FINANCIAL SERVICES*	41%
TRAVEL & TOURISM	34.9%
MANAGEMENT & LEGAL SERVICES	11.1%
ROYALTIES	10.8%

*\* Exports in the credit issuance and lending, financial management and investment banking industry grew by more than \$1.1 billion*

across several areas of strength.

<sup>6,7</sup> Scientific research, software publishing, biomedical, energy and environmental services represent emerging strengths that hold significant potential for supporting new forms of technology-driven and export-oriented production in the region.<sup>8</sup>



KEY FINDING:

GREATER PHOENIX HAS THE POTENTIAL TO EVOLVE ITS EXISTING INDUSTRIES INTO NEW TECHNOLOGY-INTENSIVE PRODUCTS.

Based on national and global market trends and technology developments across key industries in Greater Phoenix, Stanford Research Institute identified areas of opportunity

with high export potential that are based on the region’s existing industrial strengths to pivot existing industries in new strategic directions and build on nascent assets.

CURRENT REGIONAL STRENGTHS	POTENTIAL TECHNOLOGY OPPORTUNITIES	GLOBAL MARKET POTENTIAL
Aerospace & Defense Electronics & Instruments	Active Sensing & Cyber-Security Intelligent Control Systems	\$76.9 Billion by 2018-20 (Active Sensing) \$54.1 Billion by 2016-17 (Controls)
Mining, Material & Chemical Advanced Manufacturing	Advanced Materials	\$435.5 Billion by 2030 (Advanced Materials)
Energy & Environment	Alternative Energy Deployment; Mobile Power Management	\$640 Billion by 2030 (Capital Deployment of Renewable Energy)
IT, Telecom, Engineering, & Research Services Biotech & Biomedical	Academic Technology; Healthcare Device & Data	\$73.8 Billion by 2020 (Academic Technology) \$302 Billion by 2017 (Medical Device) \$21.3 Billion by 2020 (Healthcare Analytics)

KEY FINDING:

THE AEROSPACE INDUSTRY IS A SIGNIFICANT PART OF THE GREATER PHOENIX EXPORT ECONOMY

In 2013 aircraft products and parts accounted for 15.1 percent of total exports. Aerospace-related exports have steadily grown since 2010 due primarily to increased demand for commercial aircrafts and this demand is expected to continue to grow. Over the next 20 years the Boeing Company forecasts that global demand for new commercial aircrafts will be more than \$5.2 trillion.

The Greater Phoenix aerospace

industry is dominated by a small number of large Original Equipment Manufacturers (OEMs) but their supply chains are extensive and global. As nine percent of transportation equipment is exported directly to international markets, local supply chain companies will benefit from this growing global demand. Greater Phoenix could profit by helping local firms connect with international OEMs.



THE ARIZONA REPUBLIC  
A PRODUCTION ASSEMBLY TECHNICIAN WORKS ON ONE OF A SERIES OF AH-64D APACHE HELICOPTERS AT THE BOEING COMPANY FACILITY IN MESA.



## STRATEGY 4

### STRATEGICALLY PROMOTE GREATER PHOENIX ASSETS, EXPORT CAPABILITIES, INTERNATIONAL BUSINESS OPPORTUNITIES, AND SUCCESS STORIES TO LOCAL AND INTERNATIONAL STAKEHOLDERS.

Integral to the success of this plan is a process to improve awareness of the region's resources to grow a businesses' access to global markets. A sustained and coordinated public engagement process is necessary to raise awareness among key stakeholders, including the local business community and government entities, as well as international markets, to change the culture of the region.

Specifically, this strategy will change how people, civic leaders and businesses perceive international business opportunities and help show them, through the use of local success stories, that exports are a viable means to grow a company and a region's economy.

## TACTICS

- Promote strategically relevant research on markets trends, opportunities and best practice, and develop/enhance analytic tools to better serve and inform the export community.
- Promote the continuation of market-led export strategies based on data and knowledge of industry as well as trade-supporting sectors, market assessments, international export and import, and investment trends.
- Use the local trade associations to improve awareness of Arizona's export assets, capabilities, available services (e.g., MPEXA) and trade opportunities.
- Implement targeted media campaigns to build export awareness, through the use of local export success stories in the Greater Phoenix region and support media trade promotion campaigns in strategic markets.

## KEY FINDING:

**MEXICO AND CANADA ARE THE REGION'S TOP EXPORT MARKETS AND REPRESENT ROBUST OPPORTUNITIES FOR EXPORT GROWTH.**

Greater Phoenix has benefited from the North American Free Trade Agreement (NAFTA) and from its close relationships with Mexico and Canada.

**2013 GREATER PHOENIX EXPORTS TO MEXICO**

**\$2.7 billion**

(24% of the region's merchandise exports )

**2013 GREATER PHOENIX EXPORTS TO CANADA**

**\$1.5 billion**

(12.9% of the region's merchandise exports)

**2013 U.S. EXPORTS TO CANADA AND MEXICO**  
**\$527 billion**





## STRATEGY 5

### SUPPORT THE ADVANCEMENT OF EXPORT-ENABLING INFRASTRUCTURE AND EFFORTS TO IMPROVE CONNECTIVITY WITH OTHER INTERNATIONAL COMMERCE HUBS.

Reliable and cost-efficient infrastructure is essential to increase exports. This includes roads, rail, aviation, water, wastewater, power and utilities infrastructure. This strategy aims to align and coordinate the export community's interests as the region's infrastructure continues to support and enhance exporting.

## TACTICS

- Advocate for sustained efforts to assess regional export-enabling infrastructures for advanced industries and plans to improve roads, rail, aviation, water, wastewater, power and utilities infrastructure.
- Support efforts promoting local, state and federal regulatory environments that encourage exports and facilitate the expansion of exporting firms.
- Promote investment in regional export-enabling infrastructures for advanced industries.

## KEY FINDING:

### IMPROVEMENT TO EXPORT-ENABLING INFRASTRUCTURE IS KEY TO FUTURE GROWTH IN EXPORTS.

According to a recent assessment by the W.P Carey School of Business (2012), the factors most often mentioned to drive business expansion and relocation of export oriented firms are the quality and availability of transportation and utilities.<sup>9</sup>

All businesses depend on reliable, efficient and cost effective infrastructure including roads, rail, aviation, water, wastewater, power and utilities infrastructure to

operate and conduct business.

Shippers recently expressed the need to improve north-south interconnectivity to increase goods' movement options and competition in the Sun Corridor.<sup>10</sup>

Businesses in advanced industries spanning from semiconductors to pharmaceuticals recognize that maintaining a secure water supply is pivotal to their operation in the region.

<sup>9</sup> [wpcarey.asu.edu/sites/default/files/uploads/research/competitiveness-prosperity-research/Competitiveness-Assessment2\\_201205.pdf](http://wpcarey.asu.edu/sites/default/files/uploads/research/competitiveness-prosperity-research/Competitiveness-Assessment2_201205.pdf)  
<sup>10</sup> White Paper on Organizational Structures to Realize Freight Framework (2013)

## PERFORMANCE MEASUREMENT

There are many factors that affect international trade and export performance that cannot be controlled at the local level. Nevertheless, macro and strategy level indicators will be monitored and tracked to measure the improvements in the region's export performance and to help fine tune the programs.

### MACRO INDICATORS INCLUDE:

- Changes in metro export activity by sector
- Number of firms (goods and services) entering new export markets
- Number of firms (goods and services) expanding in export markets
- Utilization of Foreign Trade Zone facilities
- New export markets
- Changes in Export-Import Bank financing

### STRATEGY-LEVEL INDICATORS INCLUDE:

- Number of firms identified, contacted, visited, followed up on and referred to relevant export assistance services by type
- Conversion rate
- Expansion rate
- Expansion of export assistance ecosystem
- Utilization of key export assistance services
- Dissemination and impression of educational material
- Number of educational workshops
- Number of startups and SMEs using the new programs
- Number of international promotion, trade and investment forums hosted
- Number of new and recurrent program users by type and technology/service area
- Number of mentors recruited and number of program users
- Number of special advisors and service providers
- Number of new firms attracted by type and technology/service area
- Number of new contacts and relationships established
- Number of co-marketed, promoted and supported events



THE ARIZONA REPUBLIC  
A WORKER PACKS A BOX AT THE PACKAGING FLOOR AT THE AVNET DISTRIBUTION  
CENTER IN CHANDLER.

## IMPLEMENTATION PLAN SUMMARY

The Metro Phoenix Export Alliance (MPEXA) will be established to oversee and support the implementation of this plan. MPEXA will be a public/private partnership organization consisting of C-level industry executives and university experts along with key regional and state leaders. It will provide oversight of the plan's strategies and tactics.

MPEXA will be affiliated with the Arizona Small Business Association (ASBA) until such time as it is established as a 501(c)(3). ASBA is a 41 year old organization that provides services and resources to over 10,000 small businesses in Arizona.

This support will ensure that the plan gains momentum as MPEXA's founding partners work to generate public support and financial resources. Operationalizing the Export Plan will require a full-time project manager and eventually an executive to lead MPEXA as an independent civic organization.

The first year's activities include:

- Establishing the Metro Phoenix Export Alliance and fundraising
- Formalizing partnerships among key partners, members and stakeholders
- Launching an Export Alliance website
- Creating a calendar of new trade events
- Starting educational workshops across the region
- Promoting available regional, state and federal export assistance services through city-led business retention and expansion programs

The execution of the plan extends for several years, with a fundraising goal to support a three-year initial work plan that will provide project management, marketing resources, and administrative support to help consolidate the model and prove its viability with the business community.

Most of the implementation of the strategies and tactics will be executed through existing organizations and resources in the form of in-kind staffing contributions from partner agencies. This approach makes best use of current resources and fosters continued collaboration and efficiency.





## POLICY IMPLICATIONS

The work leading to this Export Plan has uncovered many challenges facing exporters and would-be exporters of services and goods. MPEXA will work and advise the Arizona Chamber of Commerce and Industry, the Transportation and Trade Corridor Alliance, the Arizona Technology Council and the Arizona Commerce Authority with regards to policy recommendations – at the federal, state, and local levels – that will encourage exports and facilitate expansion of exporting firms. Recommendations include:

- Increase resources dedicated to state trade and export promotion programs
- Increase resources dedicated to federal trade programs
- Increase technical assistance for existing small- and medium-sized manufacturers and service providers
- Improve access to capital
- Improve access to federal data and real time opportunities identified by U.S. Consulates abroad
- Recognize the role of services in generating benefits across all sectors of the economy and facilitating trade
- Address digital goods and services, cross-border data flows, unrestricted access to online information, intellectual property protections and telecommunications issues in federal trade policies, agreements, and authorities

## ACKNOWLEDGMENT

The Greater Phoenix Export Plan was developed by the Greater Phoenix Economic Council in collaboration with political, business, and civic leaders of the Greater Phoenix region. Enormous gratitude is extended to leaders and organizations that provided significant commitments of time, staff, and intellectual resources that went into the creation of this plan.

### CO-CHAIRS

#### GREG STANTON

Mayor  
City of Phoenix

#### KAREN DICKINSON

Shareholder, Polsinelli PC  
Chair, Arizona District Export  
Council

#### HANK MARSHALL

Economic Development  
Executive Officer  
City of Phoenix

### MEMBERS

#### JASON BAGLEY

Government Affairs Manager  
Intel Corporation

#### DENNIS HOFFMAN

Professor  
ASU W. P. Carey School  
of Business

#### CURTIS REED JR.

Market Manager,  
Arizona & Nevada  
JPMorgan Chase Arizona

#### LEE BENSON

President  
Able Engineering

#### WENDY JAMESON

CEO  
Colnatec

#### KRISTIAN RICHARDSON

Director  
US Commercial Service  
in Arizona

#### ROBERT BLANEY

District Director  
U.S. Small Business  
Administration

#### BRETT JOHNSON

Partner  
Snell & Wilmer

#### MARK ROBERTS

Vice President,  
Specialty Banking  
Alliance Bank of Arizona

#### CHRIS CAMACHO

President & CEO  
Greater Phoenix  
Economic Council

#### ALIKA KUMAR

Executive Director  
Phoenix MBDA Business Center

#### MELISSA SANDERSON

Vice President,  
International Affairs  
Freeport McMoRan Copper  
& Gold, Inc.

#### GONZALO DE LA MELENA

President & CEO  
Arizona Hispanic Chamber  
of Commerce

#### STEVE MACIAS

President & CEO  
Pivot Manufacturing

#### DENNIS SMITH

Executive Director  
Maricopa Association  
of Governments

#### MARGIE EMMERMAN

Executive Director (Former)  
Arizona-Mexico Commission

#### MICAH MIRANDA

Economic Development  
Director  
City of Chandler

#### MARISA WALKER

Senior Vice President,  
Strategic Planning  
Arizona Commerce Authority

#### LAURA FRANCO FRENCH

Director of Community Relations  
Arizona Office of Tourism

#### RICK MURRAY

President  
Arizona Small Business  
Association

#### GLENN WILLIAMSON

Founder & CEO  
Canada Arizona  
Business Council

#### DARREN GEORGE

Corporate Relationship Manager  
BBVA Compass

#### ERIC NIELSEN

Regional Director  
U.S. Commercial Service

#### STEVEN ZYLSTRA

President & CEO  
Arizona Technology Council

## PARTNERS



U.S. Commercial  
Service

U.S. Small Business  
Administration

US Commercial Service  
in Arizona





METRO PHOENIX EXPORT ALLIANCE

Phone: (602) 306-4000

Website: [mpexa.com](http://mpexa.com)

Address: 4600 E. Washington St., Suite 340  
Phoenix, Arizona 85034



## ABOUT THE GLOBAL CITIES INITIATIVE

A Joint Project of Brookings and JPMorgan Chase

The Global Cities Initiative is a joint project of the Brookings Institution and JPMorgan Chase to help business and civic leaders grow their metropolitan economies by strengthening international connections and competitiveness. GCI activities include producing data and research to guide decisions, fostering practice and policy innovations, and facilitating a peer learning network.

For more information, see [www.brookings.edu/projects/global-cities.aspx](http://www.brookings.edu/projects/global-cities.aspx) or [www.jpmorganchase.com/globalcities](http://www.jpmorganchase.com/globalcities)

---

This report was developed by the Metro Phoenix Export Alliance through the collaboration of political, business, and civic leaders of Greater Phoenix. The conclusions and recommendations of this report are solely those of its authors and do not reflect the views of the Brookings Institution or JPMorgan Chase. The Brookings Institution is a private non-profit organization. Its mission is to conduct high-quality, independent research and, based on that research, to provide innovative, practical recommendations for policymakers and the public. Brookings recognizes that the value it provides is in its absolute commitment to quality, independence and impact, and makes all final determinations of its own scholarly activities in the Global Cities Initiative, including the research agenda and products.