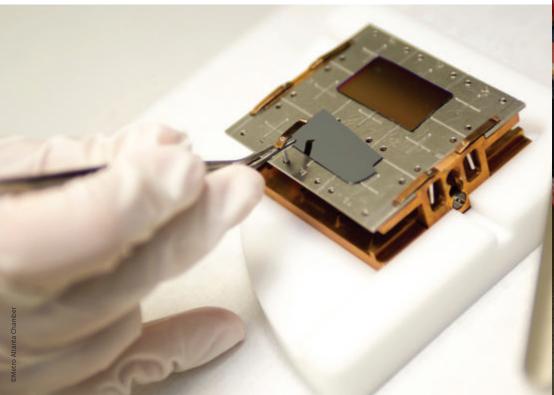
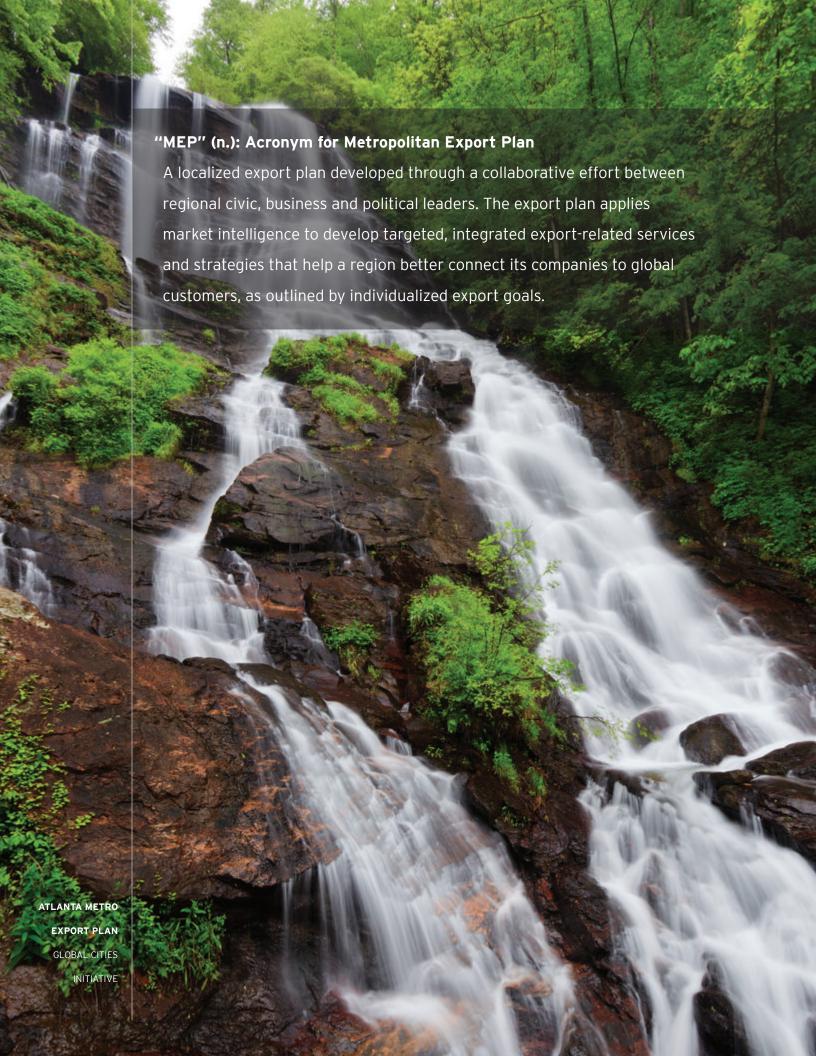


ATLANTA METRO EXPORT PLAN







ATLANTA METRO EXPORT PLAN

GLOBAL CITIES INITIATIVE

THE GLOBAL CITIES INITIATIVE IS A JOINT PROJECT OF THE BROOKINGS INSTITUTION AND JPMORGAN CHASE

ATLANTA METRO

EXPORT PLAN

GLOBAL CITIES



International trade is a vital component of economic development in Georgia. In today's innovation economy, it is critical for our companies to be prepared with the proper knowledge, tools and resources to succeed in global business. Already, 95 percent of the world's consumers are located outside the United States.

By 2030, the Organisation for Economic Co-operation and Development (OECD) estimates that global middle class consumption will exceed \$35 trillion. That is good news for American businesses because consumers around the world recognize the quality and craftsmanship of American-made products and services. In 2013, exports supported 11.3 million jobs in the U.S., and with every additional \$1 billion in exports, we have the ability to create as many as 5,600 new jobs in the region.

However, we recognize that many metro Atlanta companies simply are not oriented to exports. Data show that metro Atlanta's Export Intensity (exports as a percentage of economic output) is 9.5 percent, lagging the average of 11.95 percent for its peers in the top 100 metros. This opportunity gap is one of the primary reasons metro Atlanta has joined the Global Cities Initiative (GCI), a joint project of the Brookings Institution and JPMorgan Chase.

Our first step is the Atlanta Metropolitan Export Plan (MEP), a new plan to boost economic growth in the metro Atlanta region by strengthening companies and creating quality jobs through exports. Metro Atlanta is uniquely positioned to grow through exports, given its global connectivity and growing international diversity. The Atlanta MEP is a perfect opportunity to leverage the role that small- and medium-sized businesses (SMBs) play in the growth of our economy. According to the International Trade Association, almost 98 percent of U.S. exporters are SMBs with fewer than 500 employees, and the U.S. Small Business Administration cites that small businesses created two-thirds of new private-sector jobs in 2014.

The Atlanta MEP is a collaborative effort between the Georgia Department of Economic Development, Office of the Mayor of Atlanta, the U.S. Export Assistance Center, JPMorgan Chase, UPS, metro Atlanta regional economic development partners and the Metro Atlanta Chamber. It is one more example of how we come together to help grow our companies and our region's economy.

ATLANTA METRO

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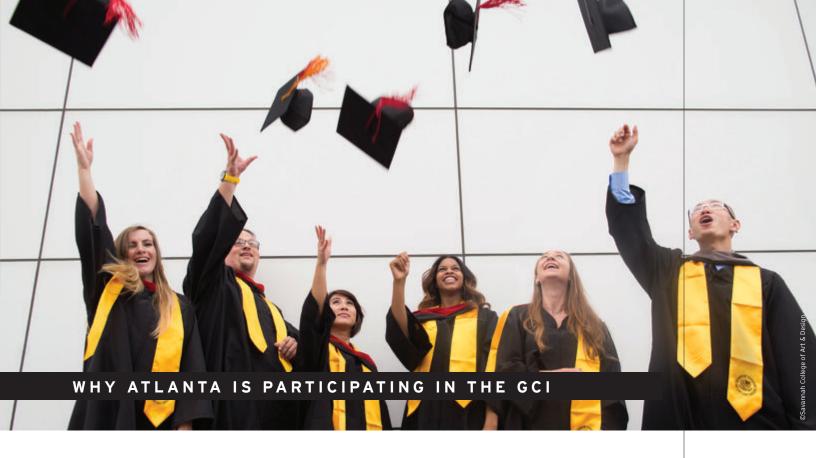
Chris Carr Commissioner Georgia Department of Economic Development Kasim Reed Mayor

City of Atlanta

Hala Moddelmog President & CEO

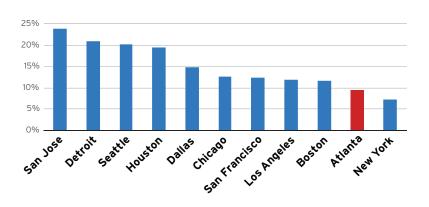
Metro Atlanta Chamber

Hala Morldeler



he recession that began in 2008 hit metro Atlanta especially hard. The downturn caused problems for other U.S. metros too, but the recovery for metro Atlanta, which was already slipping behind its peers in export intensity when the recession started, has been particularly lackluster. In fact, according to 2012 data, the region lagged behind other metros in getting back to pre-recession levels of peak economic performance.¹

EXPORT INTENSITY: ATLANTA VS. 10 LARGEST EXPORTING METROS (exports as a percentage of economic output, 2012)



Source: Brookings Institution, Export Nation 2013

FOOTNOTES

1. Further, research has indicated the slow pace of recovery is likely to continue if the metro Atlanta region maintains its current export trajectory.

ATLANTA METRO

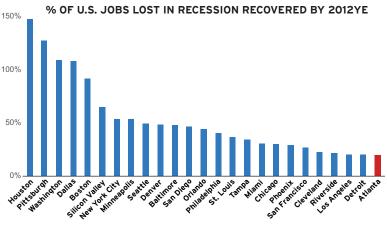
EXPORT PLAN

GLOBAL CITIES



Source: Ralph Daniel Photography courtesy of the Madison Convention and Visitors Bureau

Nowhere is statistical evidence of metro Atlanta's weak recovery more stark than in past job numbers. The Metro Atlanta Chamber's Forward Atlanta Five-Year Strategic Plan for 2013-2017 pointed out that by the end of 2012 metro Atlanta had recovered only 19.5 percent of the more than 200,000 jobs the region lost during the recession. That rate of recovery for jobs, which directly affect the quality of life throughout any metro area, ranked dead last among the top 25 U.S. metros - behind peer metros such as Houston, Pittsburgh, Dallas, Boston, Tampa and Detroit.



Source: IHS, using BLS data (Dec. 31, 2011)

A coalition of civic and business leaders – the City of Atlanta, Invest Atlanta, the Metro Atlanta Chamber (MAC) and JPMorgan Chase – knew that the city that had hosted the 1996 Centennial Olympics could do better. So when Brookings invited the metro Atlanta partners to engage in the Global Cities Initiative (GCI), they agreed that metro Atlanta should develop a plan to become more strategic about the region's approach to global trade and investment. The first step was to develop the Atlanta Metropolitan Export Plan (MEP), with a subsequent Foreign Direct Investment (FDI) plan to follow. Becoming more globally competitive could address two critical factors that directly impact the future economic stability of the region. The first is that metro Atlanta has become increasingly less competitive than its metro peers because it has become less export intensive than other peer regions. The second is that the metro area experienced a noticeably slow recovery from the recent recession.

WHY METRO ATLANTA NEEDS AN EXPORT PLAN

Metro Atlanta added 88,200 new jobs between 2013 and 2014, according to the U.S. Bureau of Labor Statistics and the Georgia Department of Labor. However, despite these gains, the region still lags behind its peer metros. Metro Atlanta's low export intensity and slow economic recovery are indicators of its comparably weak global engagement. Going forward, simply maintaining the status quo – or worse, a reduction – in the number of goods and

services regional businesses export is not a viable option.

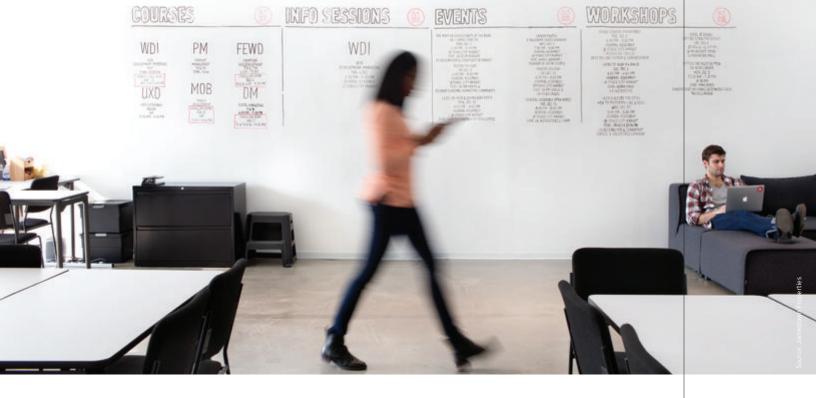
Failing to grow exports would cause further damage to the metro Atlanta region because continued export sluggishness would mean that metro Atlanta companies are not taking advantage of the business opportunities in global growth markets while their competitors – both domestic and global – are seizing the moment. Such a lack of action would potentially make our companies even less competitive

in global markets and further damage metro Atlanta's ecosystem of export resources. This robust local ecosystem is vital to helping metro Atlanta companies grow globally.

In addition to the direct export-related resources, such as the U.S. Export Assistance Center, export-related training programs, and export management companies, other relevant resources in this ecosystem include venture capitalists, top-level business students, and experts in fields critical to global trade. If these vital resources gravitate



EXPORT PLAN



to cities with more of an international focus than Atlanta, metro Atlanta companies would become less competitive not only with domestic peers such as those in Los Angeles, Houston or Boston but also with similar companies in metros around the world.

Growing exports can strengthen our region's economic growth. Growing exports for metro Atlanta companies could help strengthen these firms and make them more resilient to future recessions.

Companies that enter or expand into international markets have shown positive growth compared to their non-exporting counterparts, especially in times of recession.² In addition, exports typically mean higher wages. According to the International Trade Administration (ITA), workers in export-intensive industries generally earn more. The ITA estimates that exports can translate into 18 percent higher wages on average in the U.S. manufacturing sector alone.³ It is clear that exports offer a great opportunity to grow metro Atlanta's economy.

In addition, growing exports also would elevate metro Atlanta's relevance in the global economy. Elevating the region's global profile could improve metro Atlanta's reputation as a place to start or grow businesses – especially innovative, cutting-edge knowledge and digitally oriented businesses – whose goods and services are in high demand around the world. These types of businesses have the potential to grow quickly through exports and significantly build regional workforces both quantitatively and qualitatively.

THE PATH FORWARD

Participation in the GCI couldn't have come at a better time to boost metro Atlanta's economic growth and protect its brand as a leading global center for business. Between 2013 - 2018, 83 percent of international economic growth is projected to occur outside of the United States. The Atlanta MEP, developed as part of the GCI, will set a path for new opportunities for metro businesses to expand into both mature and developing world markets where urbanization is creating a new global consumer class. This is important because companies that engage in global markets are proving to be more diversified and sustainable than companies that don't maximize their export potential.

Becoming a stronger global metro will demonstrate to overseas markets that metro Atlanta is much more than just the business hub of the Southeast. The Atlanta MEP offers a chance to grow and strengthen our local companies and our regional economy, while also promoting the Atlanta brand by demonstrating to world markets that metro Atlanta has a global mindset focused on integrating exports into economic growth strategies centered around an international business ecosystem and culture.

FOOTNOTES

- 2. Source: U.S. International Trade Commission, 2010, "Small and Medium Enterprises: Characteristics and Performance": a study of revenue growth of U.S. manufacturing firms between 2005-2009 showed that exporting companies grew revenue at an average rate of +37% compared to an average of -7% for non-exporters.
- 3. U.S. Department of Commerce International Trade Administration, "Manufacturing and Services Economics Brief: Do Jobs in Export Industries Still Pay More? And Why?" David Riker, Office of Competition and Economic Analysis, July 2010

ATLANTA METRO

EXPORT PLAN

GLOBAL CITIES



FOOTNOTES

4. The full Atlanta MEP Steering Committee list is available on the Export Plan Development, page 16

ATLANTA METRO

EXPORT PLAN

GLOBAL CITIES

he Atlanta MEP Steering Committee⁴ started its efforts with an in-depth Market Assessment to inform the strategies and tactics of the final Metro Export Plan. The committee began by conducting an analysis of export data provided by the Brookings Institution, including trends of goods and services exports from 2003 to 2012 for metro Atlanta, the U.S. and the 100 largest U.S. metro areas. In addition, the Steering Committee launched an online survey that garnered more than 220 responses from the local business community and led to more than 30 individual interviews (1-on-1) with local companies. The Steering Committee used these individual interviews to identify both opportunities and challenges that metro Atlanta companies face when it comes to exporting. Based on the export data and the feedback from local companies, the Steering Committee identified the following key findings.



KEY FINDINGS FROM MARKET ASSESSMENT:

Metro Atlanta has an economy dominated by small- and medium-sized businesses, and these companies historically have not focused on exports.

The strength of metro Atlanta as one of the nation's top 10 population and economic centers is that it has a broad-based economy composed largely of small- and medium-sized businesses (SMBs). In fact, SMBs, defined as those with less than 500 employees, account for 97 percent of all businesses in metro Atlanta. Of the 102,000 total businesses in the region, 99,000 have fewer than 500 employees. These firms employ a total of 860,000 people.

Despite the fact that from 2003 - 2012, 97 percent of net job creation in U.S. metros, such as Atlanta, came from new businesses and expansions, many SMBs are under exporting.

SOURCE OF U.S. METRO JOB GROWTH



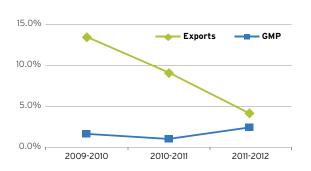
Source: Federal Reserve Bank of Atlanta and Brookings Institution 2012

A common theme from interviews with leaders of these companies about why they are not reaching their export potential is that there is a lack of awareness among SMBs that: 1) global demand exists for their goods and/or services, and 2) a robust ecosystem of resources to help them export does, in fact, already exist in metro Atlanta.

➤ Metro Atlanta is an under exporter despite being one of the country's largest metro economies.

Metro Atlanta is the nation's 9th-largest population center and 10th-largest economy as measured by gross metro product (GMP). It is the 13th-largest exporter by volume, with an estimated \$25.5 billion of goods and services exported in 2012. However, metro Atlanta ranks 75th among the nation's 100 largest metro areas for export intensity. With just 9.5 percent of economic output (GMP) attributable to exports in 2012, metro Atlanta lags the average export intensity of 11.95 percent for the top 100 metros in the U.S. The data show that metro Atlanta lacks an export focus.

GROWTH RATES FOR METRO ATLANTA: EXPORTS VS. GMP (2009-12)



Source: Brookings Institution, Export Nation 2013



ATLANTA METRO

GLOBAL CITIES

➤ Services drive a significant portion of metro Atlanta's economy, but they are slowly losing ground.

Private services-providing industries account for 79 percent of metro Atlanta's GMP, and services-providing industries employ 90 percent of the metro Atlanta workforce of 2.4 million. With 45 percent of total exports coming from services-providing industries, metro Atlanta's export mix is more service-oriented than the nation's export mix. While services exports have posted positive growth since 2009, the rate of growth has declined year after year. From 2011 to 2012, services exports grew at the same lackluster rate as metro Atlanta's GMP – 2.3 percent – which lags the nation's growth rate of 3.8 percent for services exports.

SERVICES GOODS 45%

Source: Brookings Institution, Export Nation 2013

➤ Metro Atlanta's export economy, like its overall economy, is highly diversified and can lead to fragmentation and a lack of export support.

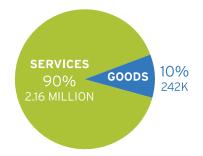
Metro Atlanta has a highly diverse economy that is not dependent upon just a few industries. In fact, the region is one of only 14 U.S. metros in which the largest export industry accounts for less than 15 percent of total exports. Metro Atlanta's six largest industries, which produce half of the metro's exports, are split between goods and services. While a highly diverse economy is a good thing, historically, the local trade organizations for the metro's biggest industries are the first resources to which local companies turn for growth opportunities. However, these organizations have not focused on the importance of exports with their constituents.

METRO ATLANTA TOP SERVICES INDUSTRY SECTORS BY LOCATION QUOTIENT (LQ), 2012

Rank	Detailed Industry Sector	Location Quotient
1	Air Transportation Services	5.05
2	Telecom Services	3.09
3	Freight & Port Services	2.48
4	Information Technology Royalties	2.11
5	Computer & Information Services	2.09

Source: Brookings Institution, Export Nation 2013

METRO ATLANTA INDUSTRY MIX BY EMPLOYMENT



Source: U.S. Bureau of Labor Statistics; Georgia Department of Labor, 2013 nonfarm employment

ATLANTA METRO

EXPORT PLAN



➤ Local exporters generally do not seek the expertise of export assistance providers because they do not know, or trust, the resources available.

Many companies are unaware of the local players that facilitate trade opportunities, and they can be confused about the benefits and rules of engagement. Some cited mistrust of government as a reason not to approach government-provided export assistance resources at all levels (federal, state or municipal). In addition, others have not considered export financing or credit insurance. However, surveys have shown that when local companies engaged export assistance providers, the companies perceived a high value for their services and reported high satisfaction rates.

➤ Companies recognize that successful growth in foreign markets requires relationships and globally fluent staff.

Metro Atlanta exporters cited relationships as the primary reason for exporting. Executives indicated that direct sales/export opportunities often came as a result of prior relationships or experiences in international markets. The same applies when local companies have needed international contacts, partnerships with foreign companies, and/or distributors in international markets. Consequently, a common theme from interviews with local companies is that metro Atlanta has a shortage of professionals with international business experience. Such expertise would enable companies to proactively build internationally-oriented business strategies.







GOAL

Increase economic impact of exports, particularly in quality jobs, for metro Atlanta by expanding a sustainable export ecosystem and culture

OBJECTIVES

The Atlanta MEP Steering Committee has identified three primary objectives to drive its efforts toward export success:

- Improve metro Atlanta's export intensity to match, or exceed, the average export intensity for the top 100 metros in the U.S. within five years
- ② Grow metro Atlanta's exports at a higher rate than the metro economy over a five-year period
- Increase number of exporters in metro Atlanta, reaching an average of 75 confirmed, new exporters per year by end of a five-year period

THREE CORE STRATEGIES

The Atlanta MEP Steering Committee went through a multi-step process to develop its export strategy, starting with an analysis of the key findings provided in the Market Assessment. The Steering Committee broke into numerous sub-committees to analyze the key findings and recommend strategies and tactics. The sub-committees further refined each of the strategies and tactics over several months before presenting a streamlined list of final strategies and tactics to the full Steering Committee for its approval. The streamlined strategies address three primary areas in need of focus to grow exports in the metro Atlanta region. The strategies approved by the Atlanta MEP Steering Committee are:

Enhance and better coordinate metro
Atlanta's existing export assistance ecosystem/community

Drive new interest in exporting and grow demand for export assistance services

Establish a global
Atlanta identity to
drive demand for
Atlanta-made products
and services

ATLANTA METRO



STRATEGY 1:

ENHANCE AND BETTER COORDINATE METRO ATLANTA'S EXISTING EXPORT ASSISTANCE ECOSYSTEM/COMMUNITY

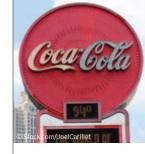
Many local companies have indicated that they simply do not know how to utilize local export assistance resources available to them. First, companies, especially SMBs, do not know where, or to whom, to turn when they need help. Secondly, they do not fully understand how to engage the local resources as well as the benefits that are available to them. To further complicate matters, most export assistance resources are available through government agencies at all levels – federal, state and local – while a majority of local companies interviewed expressed a mistrust of government at all levels and a reticence to utilize their services.

Tactics

Launch metro Atlanta Export Portal, an online one-stop shop to engage both metro Atlanta companies and regional economic development partners and connect them with the appropriate export-related tools and resources. The portal

- will include multiple offerings, such as an export readiness assessment, consolidated calendar of events, directory of service providers, export assistance resources, global business opportunities database, targeted market research, and general export training tools
- Implement a CRM tool to track and manage connections for companies, partners, and service providers, while maintaining transparency for all export assistance partners
- Create a portfolio of target markets tailored to three company categories in order to focus resources and maximize impact of export-related efforts, including market-focused programs, trade shows and trade missions; the categories are:
 - New-to-Export
 - New-to-Market
 - Advanced Exporters
- 4 Create a Small Business Higher Education Consortium to identify global business needs of local companies and guide development of appropriate programs and services to drive workforce/global skills development

ATLANTA METRO



STRATEGY 2:

DRIVE NEW INTEREST IN EXPORTING AND GROW DEMAND FOR EXPORT ASSISTANCE SERVICES

Less than five percent of companies in the U.S. actively export despite the fact that 95 percent of the world's consumers reside outside the U.S. Based on Export Intensity, it is apparent that metro Atlanta lags behind its peers when it comes to exporting. Throughout the first year of the Atlanta MEP efforts, executives and civic leaders were increasingly aware of the potential economic impact of exports on the local economy. In addition, many companies do not fully realize the export opportunities that exist globally for metro Atlanta goods and services. There is a need to reach out directly to local companies and regional partners to raise awareness for export opportunities and the local export assistance resources available.

Tactics

- Create and deliver a metro Atlanta Export Grant program that emphasizes engagement of smalland medium-sized businesses from throughout the metro Atlanta region, especially those with little or no export history, to build their export capacity and activities
- Develop an export messaging campaign that leverages local export champions to appeal to peer companies and cultivate interest in exports
- Conduct roadshows to economic development partners and industry trade organizations in the metro region to raise awareness for importance of exports and empower them to extend the export message
- Build a media plan to engage local media outlets to increase coverage of export-related news and local export success stories

STRATEGY 3:

ESTABLISH A GLOBAL ATLANTA IDENTITY TO DRIVE DEMAND FOR ATLANTA-MADE PRODUCTS AND SERVICES

Metro Atlanta is home to some of the most recognizable global brands, including The Coca-Cola Company, Delta Air Lines and UPS. However, metro Atlanta has done a poor job of raising global awareness for the industries in which metro Atlanta is a world leader. For instance, Atlanta boasts world-class clusters in areas of high global demand, such as cybersecurity, mobility/ wireless technologies, healthcare, and biomedical devices & pharmaceuticals, especially vaccinations and immunizations. Metro Atlanta needs to leverage these industry strengths to build a global brand that will help to drive global demand for Atlanta-made goods and services.

Tactics

In partnership with the existing regional marketing coalition led by the Metro Atlanta Chamber, expand the scope of metro Atlanta marketing initiatives to incorporate a new focus on global branding and the potential impact on global growth for metro Atlanta companies:

- Develop and implement new marketing strategies that build metro Atlanta's brand beyond domestic markets, with particular focus on prioritized foreign markets
- Deliver strategic marketing campaigns in foreign markets to: 1) showcase metro Atlanta as a center of excellence for targeted export industries, and 2) build industry reputation to benefit metro Atlanta companies in prioritized global markets
- 3 Enhance metro Atlanta's global brand especially related to targeted export industries – in select foreign markets by planning and executing highprofile trade missions and marketing missions that are closely coordinated with strategic global marketing campaigns

ATLANTA METRO



The Atlanta MEP Steering Committee agreed that the implementation of the Atlanta MEP will be led and coordinated through the office of Global Commerce at the Metro Atlanta Chamber. MAC is the only regional economic development agency with full-time staff dedicated to global commerce, and it is in the best position to drive daily operations and efforts to achieve the goals of the Atlanta MEP within the full 29-county metropolitan region. To support MAC's implementation efforts, the Steering Committee has chosen to break up into two groups going forward:

1. Advisory Board

The Advisory Board will be made up of the core members of the Steering Committee in addition to executive leaders from local companies, agencies, and interested organizations, such as academic institutions and key industry trade groups. Thus far, the core members carrying over to the Advisory Board include:

Metro Atlanta Chamber
City of Atlanta - Office of the Mayor
Invest Atlanta
Georgia Dept. of Economic Development
U.S. Commercial Service
JPMorgan Chase
UPS

Additional members of the Advisory Board will be identified by the core members and may include other members from the Atlanta MEP Steering Committee as well as other interested parties in the region.

Georgia District Export Council

The members of Advisory Board shall oversee progress of the implementation plan, with MAC directly accountable to the Advisory Board for regular updates and progress reports. In addition, the Advisory Board shall monitor success metrics, which are yet to be approved, suggest any changes in strategy and tactics, and determine ongoing policy recommendations related to the goals and objectives of the Atlanta MEP.

2. Working Committees

The Working Committees will comprise the remaining members of the Atlanta MEP Steering Committee, plus any additional interested parties from throughout the metro Atlanta region. In particular, the Working Committees will consist of entrepreneurs, leaders from small & medium-sized businesses, service providers, academics, market experts and export assistance professionals. The role of the Working Committees will be to support the daily efforts of the MAC team to implement the Atlanta MEP, including:

- Assist with delivery of tactics outlined in Atlanta MEP
- Raise awareness, public support and financial support for the Atlanta MEP
- Serve as export champions throughout metro Atlanta
- Deliver export-related programs and events
 The function of the Working Committees will be
 to augment the limited staff from MAC, both in the
 delivery of programs and events, and in the outreach
 to companies and partners throughout the metro
 Atlanta region.

The goals and objectives for the Atlanta MEP are proposed as part of a five-year work plan to demonstrate and build the economic impact of exports on metro Atlanta's economy. Funding needed for each year of the plan may vary based on any modifications to strategy and tactics.

ATLANTA METRO

EXPORT PLAN

POLICY STATEMENT

he Atlanta Metro Export Plan (MEP) Steering Committee
acknowledges that a well-defined Policy Strategy is necessary to
complement the Implementation Plan. The Committee has identified
six key policy issues that it feels could have a significant impact
on the ability of metro Atlanta companies to begin exporting or grow through
exports. The Committee also identified specific approaches to direct its policy
efforts at all levels of government, including the federal, state and local levels.

KEY POLICY ISSUES FOR ATLANTA MEP:

- Infrastructure: a top issue mentioned during individual interviews with local companies during the research phase. Infrastructure for metro Atlanta signifies both physical and virtual structures related to the movement of people, products, data and ideas
- 2 Talent Retention and Immigration: a significant and growing concern of many metro Atlanta product- and service-oriented companies
- Federal Financing and Assistance for Import and Export Services: an essential resource for local companies, especially small- and mediumsized businesses, to expand and be competitive in the global marketplace

- 4 Free Trade Agreements: a significant factor for local companies to expand into new international markets
- Global Fluency: a major need for companies that wish to expand internationally, it reflects metro Atlanta's level of global understanding, competence, practice and reach within the interconnected global economy
- G Federal Regulatory Concerns: a growing concern for metro Atlanta companies, especially regulatory measures related to export controls as well as current and future regulations related to cross-border e-commerce



EXPORT PLAN DEVELOPMENT

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

AirWatch by VMware

AJC International

Atlanta Center for International Arbitration and Mediation

Atlanta Convention & Visitors Bureau (ACVB)

Atlanta Regional Commission

Carr Riggs & Ingram

Carroll Tomorrow

Cherry Bekaert LLP

CISCO

City of Atlanta

Cobb Chamber of Commerce

Coweta County Development Authority

Delta Air Lines

Development Authority of DeKalb County

Development Authority of Fulton County

Georgia District Export Council

Equifax Inc.

Ex-Im Bank

Fayette County Development Authority

Georgia Department of Economic Development

Georgia Foreign-Trade Zone

Georgia-Pacific LLC

Georgia Ports Authority

Georgia Power

Georgia State University CIBER

Georgia Tech CIBER

Global CIF, LLC

Gwinnett Chamber / Partnership Gwinnett

Habif, Arogeti & Wynne, LLP

Hartsfield-Jackson Atlanta International Airport

Hector Javier Romero, CHB

Invest Atlanta

JPMorgan Chase

Kennesaw State University

McKinsey & Company

Metro Atlanta Chamber

NCR

Paulding County Economic Development

Pendelton Group

Progress Partners of North Fulton

U.S. Small Business Administration (SBA)

Small Business Development Center (SBDC)

Team Worldwide

Tilson Group

tvsdesign

UPS

US Commercial Service/USEAC

World Affairs Council

World Trade Center - Atlanta

Worldwide Editing

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EXPORT PLAN

GLOBAL CITIES

ACKNOWLEDGEMENTS

ABOUT

The Global Cities Initiative is a joint project of the Brookings Institution and JPMorgan Chase to help metropolitan private and public sector leaders grow their regional economies by strengthening international connections and competitiveness through exports, foreign investment, and other strategies. GCI activities include producing research and data for better decision-making, fostering policy and practice innovations, and promoting collaboration and replication through a peer learning network.

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

GCI/GCX DISCLAIMER

This report was developed by the Atlanta MEP Steering Committee through the collaboration of political, business and civic leaders of metro Atlanta. 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 the scholarly activities in the Global Cities Initiative, including the research agenda and products.

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