



UPSTATE SC REGIONAL EXPORT PLAN



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



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Beginning after World War II, visionary Upstate leaders implemented an economic development strategy for the region focused on recruiting foreign companies. Little did they know, this strategy would drive the Upstate for many decades to follow and transform a once textile-dependent economy into a diverse center for advanced manufacturing.



Their strategy has been successful at attracting companies like Michelin, BMW, Uniscite, ZF, Fujifilm, and Toray Industries and cementing the region's global reputation as a magnet for foreign direct investment (FDI). It provided a welcome relief as once thriving domestic companies in the region faced upheaval as globalization decimated the local textile industry. The Upstate's foreign owned enterprises (FOEs) brought higher wages, advanced technologies, and increased exports. Now more than 10 percent of jobs in the region are with FOEs, and almost a quarter of the region's output is from exports.¹

But as the Upstate has changed, so has the global economy. Reliance on FDI as the primary engine of regional growth is becoming unsustainable as competition for investment increases.² A renewed focus on assisting existing companies to gain global market share through international trade will help Upstate companies stay competitive and resilient in the face of global economic changes, while also anchoring cluster growth and bringing new wealth to the region. To respond to these challenges, local economic developers must expand their focus beyond FDI, diversify their toolkits, and help more local companies connect to global opportunities with a renewed strategic approach to assisting existing industry.

The Upstate's positive export performance, led by FOEs, has long masked the fact that the region's export support system is under-supported and under-developed. The aggressive focus on FDI recruitment certainly contributed to a siloed division between export service providers and economic developers, while protectionist trade politics rampant throughout the latter decades of the 20th century as local leaders and company owners attempted to stem the loss of textile jobs, also had an inhibiting influence. More recently, state export services were drastically reduced during the recession, limiting the number of trade missions available to local companies; and U.S. Export Assistance Center resources in the region are also being stretched to capacity.

With a renewed national focus on exporting and several key free trade agreements in the works - including the Transatlantic Trade and Investment Partnership (TTIP) that could potentially increase our state's exports dramatically by 187% - the Upstate must focus now to bolster capacity of existing export services and to develop a fully functional ecosystem.³ By neglecting to do so, we risk limiting our region's future prosperity.

POSITIONING THE UPSTATE FOR SUCCESS

The Upstate region has reached a tipping point in its development – having transitioned from low wage, low cost manufacturing to a center of high-quality advanced manufacturing with developed cluster strength. Today's Upstate is home to an inland port and international airport, advanced manufacturing assets, more than 400 FOEs, a top-20 ranked research university, dynamic public-private regional economic development organizations, and supports a diverse group of world-class traded clusters. Wages in these traded clusters are increasing and have now surpassed state and southeast levels in some key occupations. Meanwhile, local entrepreneurship and innovation are developing at a faster rate, acting as magnetizing forces within the region's strong clusters, and connecting them more securely to the region. Now better positioned than ever to ride the current wave of globalization, the Upstate clearly has the potential to be a model global region for the future; yet significant challenges remain.

With this in mind, the Upstate SC Alliance applied for and was accepted in late 2013 to a new exchange network of the Global Cities Initiative, a joint project of the Brookings Institution and JPMorgan Chase. The Upstate joins a group that includes twenty-eight metropolitan regions working together over the next several years to establish new metro-to-metro relationships, share best practices in global economic development, and develop actionable plans to promote greater global trade and economic competitiveness.

This Regional Export Plan is a result of these efforts, and represents the first phase of a multi-step process. Work on the plan began in January of 2014 and included an in-depth Market Assessment, and a series of meetings with private industry leaders, public officials, and exporters to develop strategies to address the Upstate's distinct needs. This plan will be followed by a Regional FDI Plan and when combined, these will form the basis of a fully customized Global Engagement Strategy for the region, a framework to lead the Upstate into the next era of prosperity, toward job growth, GDP growth, and personal income growth.

The Upstate region has reached a tipping point in its development – having transitioned from low wage, low cost manufacturing to a center of high quality advanced manufacturing with developed cluster strength.

1. Brookings Institution
FDI in Metro US Areas
2014

Brookings Institution
Export Nation 2015,
forthcoming

2. UNCTAD
Global Investment
Trends Monitor

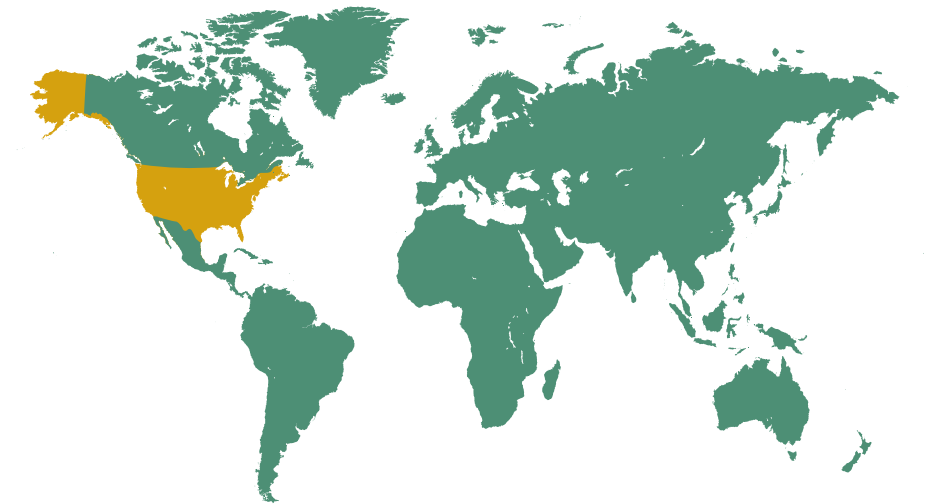
3. Atlantic Council
TTIP and the Fifty
States

WHY EXPORTING MATTERS

Around the world, advances in technology and communications are leveling the global playing field, and increasing prosperity abroad is driving demand for high-quality, American-made goods. With 79 percent of the world's economic growth projected to occur outside the United States over the next five years, the ability to access and gain market share in global markets may determine the sustainability and competitiveness of local enterprises.⁴

Nonetheless, International Trade Administration data suggests few companies are maximizing their global potential. Despite the fact that 95 percent of the world's consumers live outside the United States, only 5 percent of U.S. employer firms currently export and 59 percent of exporters sell to only one foreign market.⁵ Data also indicates that the most profitable and resilient U.S. firms are usually the ones that export.

95% OF ALL CONSUMERS LIVE OUTSIDE OF THE U.S.



- FROM 2005-2009, U.S. MANUFACTURERS THAT EXPORTED SAW REVENUES GROW BY 37 PERCENT, WHILE THOSE THAT DID NOT EXPORT SAW REVENUES FALL BY 7 PERCENT
- COMPARED TO NON-EXPORTERS, U.S. BUSINESS SERVICE EXPORTERS HAVE 100 PERCENT HIGHER SALES, 70 PERCENT HIGHER EMPLOYMENT, AND 20 PERCENT HIGHER WAGES
- EVERY BILLION DOLLARS OF EXPORTS SUPPORTS 5,590 U.S. JOBS⁶

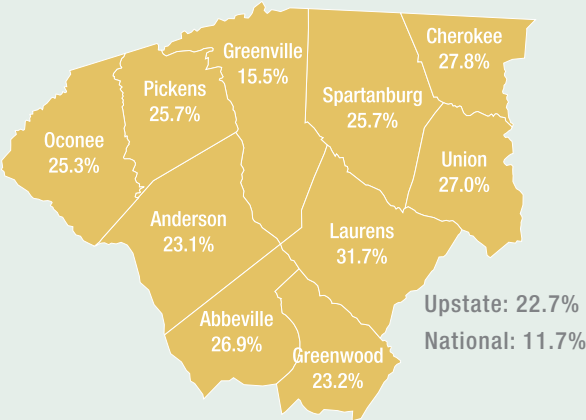
Export markets offer growth opportunities for Upstate companies, and closing the gaps in the Upstate's export support and global outreach systems will provide an economic boost benefiting all levels of the regional economy, not just the companies engaged in exports. The region's economic development organizations and export support organizations must work together to develop a supportive ecosystem for export growth, a vibrant new system to connect companies with information, training, support and solutions - much of which are already available through local resources, federal/state organizations and colleges/universities. These organizations have sophisticated resources, but often struggle to connect at the company level. Strong private industry relationships and access to company executives are a strength that regional and local economic developers have that these groups may lack. The time is now. The Upstate's regional and local economic development organizations must leverage these strengths to be part of the solution for growing exports and securing the Upstate's future.

MARKET ASSESSMENT

During the first months of 2014, a comprehensive Market Assessment was conducted to provide a foundation of information to guide the development of export strategies for the region. The Assessment included a data-driven profile of the region, as well as a survey of 118 businesses conducted under the guidance of the University of South Carolina Upstate's Center for Metropolitan Studies. The team also participated in 25 one-on-one interviews with local exporting companies and interviewed 13 export service providers with both local and statewide responsibilities. The following is a summary of the key data points and findings from the assessment.

EXPORT INTENSITY BY COUNTY

The degree to which an area takes advantage of global opportunities.

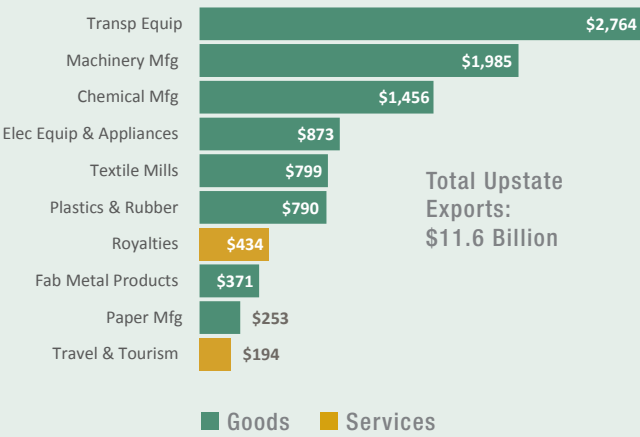


TOP MARKETS FOR EXPORTS & FDI

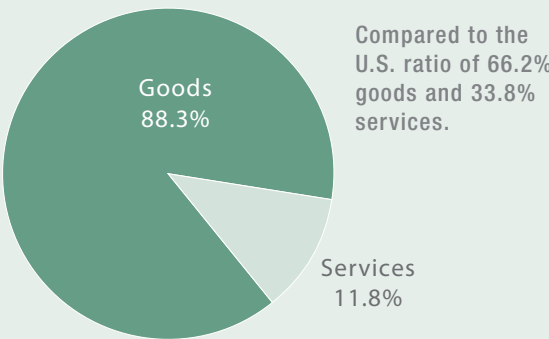
Measured by exports of top commodities and number of companies.

COUNTRY	EXPORTS	FDI
Canada	1 st	4 th
Mexico	2 nd	17 th
China	3 rd	11 th
Japan	4 th	2 nd
United Kingdom	5 th	3 rd
Germany	6 th	1 st

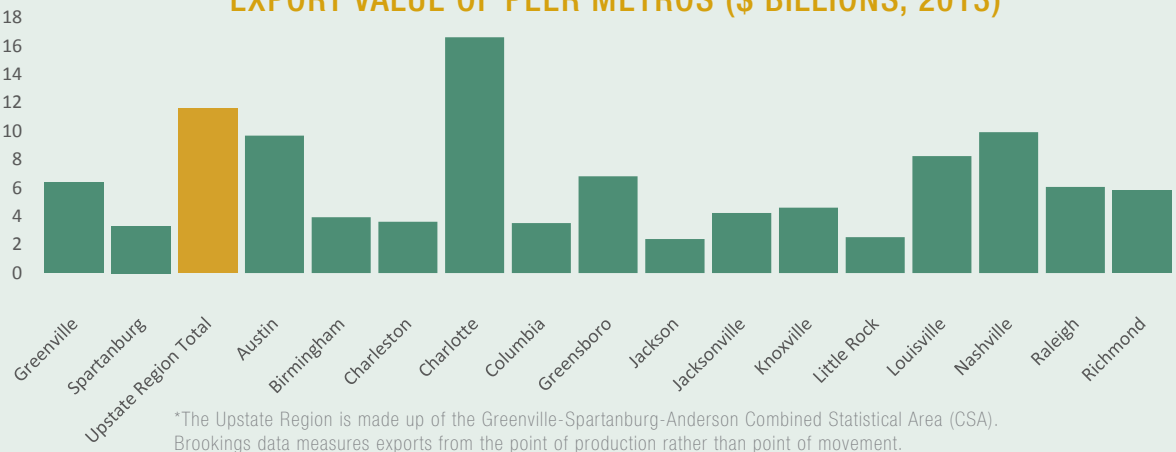
TOP 10 EXPORTS (\$ MILLIONS, 2013)



PERCENT OF EXPORTS BY TYPE



EXPORT VALUE OF PEER METROS (\$ BILLIONS, 2013)



All graphs, data-sets and facts provided by the following:

Brookings Institution, Export Nation 2015, forthcoming

Upstate SC Alliance

U.S. Census Bureau, Foreign Trade Division

7. Forbes
America's Engineering
Capitals
2013

Economic Modeling
Specialists
International (EMSI)

Brookings Institution
Export Nation 2015,
forthcoming

KEY FINDING
Global Growth will Emerge from Specializations

The economic health of the region is based in its specialization of unique traded clusters: automotive, advanced materials (including plastics, metals, chemicals, carbon fibers, and other advanced textiles), biosciences, aerospace and energy companies. These are the five industries identified by the Upstate SC Alliance's Target Industry Study in 2009 for their cluster depth, innovation capacity and opportunity for world-class competitiveness; and represent the most efficient targets for intervention. The current export support system is not leveraging the region's cluster initiatives and new research/innovation campuses to identify export-ready firms despite the fact that emerging companies in these key clusters need to integrate strategies for going global into their initial business plans. They need deep market intelligence and focused assistance to develop international markets. Over time, these high-value, growing companies may also need assistance with global strategies beyond exporting such as developing international partnerships/joint ventures, and even identifying foreign firms for acquisition.

KEY FINDING
Domestic Companies Have Different Needs than FOEs

The majority of Upstate exports are a byproduct of the area's recruitment strategy, driven by FOEs which tend to export more than domestic companies. FOEs arrived in the Upstate with global networks intact and find exporting a natural byproduct of their business. They identified few challenges beyond higher-level issues such as regulatory environments and free trade agreements. On the other hand, domestic operations make more of their own decisions and therefore need access to market intelligence, must build their own international networks, and often want hand holding as they learn the complicated ins and outs of exporting. Most of these services are readily available through existing organizations and survey respondents feel existing services are doing a good job once they connect with companies. However only 10 percent of respondents reported having received support, and none reported receiving export financing. Domestic companies also voiced concerns over building networks and forging the relationships that make for successful exports.

KEY FINDING
Underperformance in Engineering Exports

Despite ranking 6th in the nation for engineers per thousand employees, 9th in the nation for concentration of engineering

and engineering technology degrees, and being home to Fluor, Ch2MHill, and many of the nation's top performing engineering firms; the region's engineering sector accounts for only 1 percent of regional exports.⁷ As the developing world continues to adopt new industrial methods and invest in infrastructure, the Upstate's engineering firms have a golden opportunity to take advantage of the current boom in projects around the world.

KEY FINDING
Our Leadership Needs Global Vision

Many survey respondents indicated that export growth would coincide with the opening of markets through Free Trade Agreements, such as the Trans Pacific Partnership (TPP) and the Transatlantic Trade and Investment Partnership (TTIP). Yet, the Upstate has learned from experience that free trade can have winners and losers, and local leaders must be able to communicate how trade policy will positively affect Upstate companies and the economy. With training and resources, regional leaders can prompt a culture change toward greater global awareness; prepare for the ramifications of trade policy, currency fluctuations, and globalization trends; and can use the stature of elected offices to build bridges abroad for Upstate companies. The region will also need leaders to push for additional personnel and resources at the State and Federal levels to support export growth.

KEY FINDING
Regional Tools are Needed to Support the Export Ecosystem

The availability of reliable information about area exporters is a primary frustration of service providers, and a centralized contact database of companies in the region that are already exporting or have the potential to export is needed to support targeted communication with export prospects. Meanwhile, work is also needed to catalogue, map, and leverage the global activities of the region's colleges, universities, and exchange programs; and to align inbound delegation teams with economic development and export efforts.

Additionally, more than half of survey respondents identified transportation costs as a primary concern in deciding to export or develop new export markets. As air freight options from the Greenville-Spartanburg International Airport (GSP) develop, the Port of Charleston's 52' deepening project begins, and the SC Inland Port grows its customer base, an additional study can determine relative freight costs for the Upstate and surrounding regions, and whether any strategies can be implemented to impact freight pricing for Upstate exporters.

MOVING THE UPSTATE SC REGION FORWARD

Although the Upstate's export performance is generally good and has a positive outlook, it masks an underlying weakness in existing support systems that must be addressed. The region must link the strengths developed over decades of strong international recruitment to the needs of established and emerging domestic enterprises in order to build globally nimble companies that can grow into multi-national corporations. By aligning existing resources and mainstreaming exports into the traditional economic development framework, the region will be able to multiply the value of its resources to the local economy.

Recognizing that the Upstate's future prosperity and competitiveness is tied strongly to its global connectivity, the region will build on its shared global heritage, expertise in advanced manufacturing, world-class clusters, strong business climate, and quality of life to establish a distinctive regional identity as a leading location for international business, trade, and investment - thereby completing its transition from global player to global leader in the world economy.

GOAL

Transitioning the Upstate from global player to global leader in the world economy

OBJECTIVES

- Maintain our strong export intensity-equal to or greater than 20%-as the region's economy continues to develop and diversify.
- Increase exporting activity by 75% for domestic companies and small business, including actively developing new international markets.
- Foster a strong, export-oriented business culture while building our reputation as a competitive trading region.



ACHIEVING EXPORT SUCCESS

The Upstate SC Regional Export Plan outlines three key strategies and provides a series of supporting tactics designed to reach our stated goal and objectives. Each individual strategy correlates to one or more of the key findings, information collected from our stakeholders and other resources. The strategies and tactics below are high impact components of the Regional Export Plan that leverage the Upstate’s strengths, fortify its weaknesses and lay the foundation for the multi-year implementation.

1	Align and Strengthen the Export Support System
2	Drive Participation in Exporting
3	Heighten Global Awareness

1 ALIGN AND STRENGTHEN THE EXPORT SUPPORT SYSTEM

TACTICS:

Create a Seamless Pipeline to Deliver Export Support

By aligning currently siloed economic development and export support organizations within the region, we can create a seamless pipeline to deliver export support. The region’s economic development organizations currently collaborate seamlessly through the Upstate SC Alliance, which will now take an active role in export support. South Carolina’s federal, state and private organizations involved in promoting international trade are already highly integrated and respond as one team by coordinating planning, calendars, travel, and training topics as members of the S.C. International Trade Coalition. Integrating new partners such as the Small Business Development Centers, S.C. Manufacturing Extension Partnership, entrepreneurial support organizations, and the Upstate SC Alliance into the coalition will increase manpower and connections with companies and will boost referrals.

Develop an Export Roadmap

Creating an Export Roadmap will coordinate export support delivery among providers and local economic developers. The Roadmap, which will exist in print and as a web portal, will be designed to match an inquiring company’s level of export readiness to the appropriate person and organization in the export service referral chain. Promoting existing services in a streamlined way will efficiently drive traffic to existing programs, connect companies with important local contacts, and provide a systematic way to track referrals.

Leverage Business Retention Programs for Referrals

Equipping business retention and expansion professionals and local economic developers with the proper exporting knowledge will help feed a pipeline with referrals. Economic developers can encourage local companies to expand exports through existing Business Retention and Expansion (BRE) programs, and by referring companies to local export service organizations. The Export Roadmap will be a high-priority new tool for local economic developers to share with their existing industry contacts during BRE visits.

Create New Support Tools

Developing new information and research tools will support export growth by allowing the region to better leverage and promote its current activities. Top priorities will include: a regional company database to capture information about local companies that are exporting or would like to start exporting; a data repository to collect and share information about inbound and outbound delegation visits and other international initiatives being conducted in the region or abroad by organizations within the region; and a freight cost study to determine cost drivers and identify possible strategies that can be implemented to lower freight costs in the region. In addition, resources such as the U.S. Trade and Development Agency’s “Making Global Local” partnership, Export-Import Bank of the U.S. City/State Partners program, and the U.S. Global Leadership Coalition’s South Carolina Advisory Committee will be leveraged to support regional export growth.

2 DRIVE PARTICIPATION IN EXPORTING

TACTICS:

Tailor Programs to Targeted Clusters

Developing export outreach programs for companies within target industries/clusters beginning with a focus on Advanced Materials and Bioscience industries will be key to building strength within our regional clusters. These targets offer potential to increase regional exports of difficult to replicate technologies and high-value added products. These companies also share a need for high-level intellectual property, regulatory understanding, and licensing guidance that other companies may not. Industry tailored export programming will be developed and delivered in partnership with Clemson University and its research and innovation campuses, the S.C. Manufacturing Extension Partnership, cluster-building associations in the region, and the Upstate SC Alliance’s Industry Task Forces on an ongoing basis as an element of cluster-building initiatives. Programming will include presentations, panel discussions, webinars, and video chats with the U.S. Commercial Service and other industry experts and promotion of export training events at cluster and industry association events.

Organize Engineering Task Force

Organizing and convening an Engineering Exports Task Force will help the region capitalize on its capacity for innovation. The Upstate SC Alliance will convene and establish a task force of industry professionals to discuss and facilitate collaboration among regional companies in pursuit of international procurement opportunities for infrastructure and industrial projects. It will also establish a U.S. Trade and Development Agency “Making Global Local” partnership to gain access to information and understanding of international opportunities for the industry and will promote going global through its investors representing the industry, the Society for Marketing Professional Services-Upstate Chapter, and other industry associations.

Integrate Exports into Business Planning

Encouraging the inclusion of export planning as a crucial bullet point in a successful business plan is a key step in growing and diversifying regional exports. Groups such as the Service Corps of Retired Executives, Clemson’s Center for Applied Technology, regional incubators and accelerators, chambers of commerce, the NEXT Innovation Center, and The Iron Yard will be trained on and given access to the Export Roadmap, training events, international networking, and additional materials/modules as necessary. Already the Appalachian Council of Governments is integrating export services into its program, “The Entrepreneur Friendly Toolkit”, a new seven-step community planning interactive program for cities and towns.

Create Geography-Focused Opportunities

Facilitating target geography network building opportunities and establishing geographic-focused task forces will be another tactic for driving participation in exporting. The Upstate SC Alliance, the South Carolina Manufacturers Alliance, and the International Center for the Upstate will partner to host a series of global business networking events based on target geographies. These events will convene existing international companies, international business service providers, international students and cultural organizations to build and strengthen international relationships and networks. Geographies will be chosen to complement planned S.C. Department of Commerce trade missions and U.S. Commercial Service events, as well as to begin identifying and developing regional networks of individuals interested in visiting other new markets. Individuals identified through these networking events will be asked to participate in or lead geography-centered task forces at the Upstate SC Alliance.

Raise Awareness for Exporting Benefits

Championing export successes and global engagement through regional public relations and marketing channels will raise awareness for the positive benefits of exporting. The Upstate SC Alliance will assist partnering export service organizations to share success stories featuring local exporting companies with the media, its investors, and regional stakeholders; and will encourage community and educational partners to promote their own global awareness efforts such as language training, cultural events, international competitions, and trade-related training opportunities.

3 HEIGHTEN GLOBAL AWARENESS

TACTICS:

Cultivate Global Leadership

Preparing a network of globally-oriented regional leaders to build collaborations and partnerships around the world, to open doors for regional firms and delegations overseas, is a crucial step in heightening global awareness in the Upstate. These bridges are the key infrastructure that leaders will need to address the challenges that are to come in tomorrow's global economy and are crucial for companies trying to expand their global reach. Building up systems and infrastructure to inform the region's leaders about trade issues and the Upstate ecosystem's pressing needs will be important to the success of this plan and the region's trade future, as will convincing local council members and everyday citizens that travel conducted by elected officials is necessary and valuable to the region's economic future. The Upstate SC Alliance, Appalachian Council of Governments, and other regional organizations will integrate the importance of global engagement into both programming and discussions with elected officials and constituents throughout the region toward this cause.

Establish a World Affairs Council

Establishing a World Affairs Council will provide a regional home for global education, advocacy events, and cultural awareness initiatives. Export service providers have witnessed instances where top-level trade representatives, such as consuls and ambassadors, have visited the state capitol or the coast but bypassed the Upstate region because it did not have a natural home to host the delegates. The Council's mission of education and advocacy will establish a regional stage and audience for trade-related issues, and will complement the more specific export programming and international marketing efforts that the Upstate SC Alliance and its export support partners are undertaking with general global awareness advocacy. The International Center for the Upstate is currently assessing the feasibility of expanding its mission to include being the Upstate's World Affairs Council.

Develop Protocol for Leveraging Global Networks

Connecting the Upstate's global networks will help companies and organizations build on previous relationships and initiatives. The Upstate SC Alliance will reach out to its economic development partners to establish a regional network and collaborative protocol for delegation visit opportunities. This delegation team will create a protocol document to facilitate collaboration for delegation visit planning and sharing intelligence (when not forbidden by confidentiality agreements) about international visitors' interests and purposes. The information will be developed into a database that will be accessible to the team to facilitate tracking and trends. The Upstate SC Alliance will also conduct annual planning and feedback sessions with stakeholders and partner organizations to collect and map information about other existing international initiatives. These sessions will create the opportunities for synergistic relationships and initiatives to build stronger trade ties for Upstate companies.

Increase Global Partnerships

Launching new global engagement efforts will work to increase region-to-region partnerships and other cultural exchanges. The global engagement map described above will provide access to an ever-expanding base of international networks and partnerships that can be leveraged, cultivated and expanded on by economic developers, city and regional officials into more substantial business pathways for both public and private sector gain. For instance, building on existing university student exchange partnerships to connect students to cluster organizations here and abroad would benefit companies on both sides of the exchange. Leveraging an existing Sister City partnership to build a region-to-region trade alliance is another possible example.

Promote the Region as a Global Leader

Building the region's reputation as a leading location for international trade will be an important step in positioning the Upstate as a global leader. As the primary marketing and branding organization for the region, the Upstate SC Alliance will define and promote the external brand of the region as a global leader in keeping with the goals, objectives and strategies laid out in the plan.

MEASURING EXPORT SUCCESS

Success of the Upstate SC Regional Export Plan will be measured using a combination of metrics designed to track not only export growth but the culture change toward greater global awareness and engagement. In addition to growth in GDP, export jobs, export intensity and export volume, success will be measured by increases in:

METRICS

- Referrals to export service pipeline
- Companies participating in trade missions
- Companies receiving export finance support
- Participation in outreach events and initiatives
- Globally engaged organizations in the region
- New international region-to-region and city-to-city partnerships
- Trade-related mentions in the media
- Inbound and outbound delegation visits

POLICY MEMO

The policy recommendation identified here are derived from the Market Assessment and the leadership of the Regional Export Plan. These recommendations are crucial to the efforts laid out in the Plan and the advancement of these policies will support business growth across the Upstate and ensure our competitiveness in the global economy.

LOCAL LEVEL

Local officials can assist by understanding that trade creates jobs, and that foreign travel by local officials is helpful and necessary in pursuing a regional global engagement strategy. Local elected officials can open doors for local companies to trade and invest abroad. Their participation is also key to successful inbound delegations from countries abroad and sister city and regional-level partnerships.

STATE LEVEL

On the state level, having access to more state-led trade missions will benefit local companies. Pro-global business leadership from elected officials, recognizing the importance of trade missions, export training programs, and export financing and promotion grants to local companies is critical, as is support from state officials in coordinating successful inbound delegation visits. Recognizing the value of the state's road, bridges, port facilities, railroads, and airports to the success of local businesses, the state must solve infrastructure funding issues to allow for future growth.

FEDERAL LEVEL

The region will benefit from more free trade agreements, streamlining of export regulatory requirements, and ensuring transparency and fair practices and a competitive business climate. Finally, funding adequate trade service support in the state and the region is critical to the growth of the Upstate's exports. Adequately staffing U.S. Commercial Service locations abroad is also critical, especially in developing markets where demand for services is high.



RECOMMENDATIONS

Support of Export Service Providers

Sustained support is needed for and from the S.C. Department of Commerce's International Trade Program, the U.S. Export Assistance Centers of South Carolina, U.S. Commercial Service, and the S.C. International Trade Coalition partners. Federal and state leaders must work to support these organizations that provide training, critical market intelligence, access to trade missions, and other boots-on-the-ground assistance in helping the Upstate region realize its export goals.

Pursuit of Free Trade Agreements

In support of a level playing field, predictable rules, and low tariffs, negotiation and fair implementation of free trade agreements are important to the Upstate's competitive position in the global economy.

Support for Export Financing

Access to financing is a critical component of a successful export strategy, and the right help at the right time can jumpstart a lifetime of export success. Awareness of and use of existing financing mechanisms, and efforts to expand these options are vitally important to the region's success. Specific options include the Export-Import Bank, STEP grants, SCOPE grants, ARC grants and others.

Improve Transportation Infrastructure

A comprehensive statewide strategy to improve the condition and performance of the state and local freight networks is crucial to supporting both future and existing exporter and supply chain needs.

Streamlined Regulatory Requirements

To make it easier for businesses to export, more must be done to streamline and simplify data and document requirements, implement a single-window system, and better orchestrate the review and release of goods at the border. World Bank studies suggest that by reducing document preparation time by even a day, exporters could save \$115 per container.

Eliminate Tax Barriers to Competitiveness

To level the playing field with competitive nations like Germany, the United States must do more to encourage investment in research and development, such as raising the R&D Tax Credit. This may be particularly beneficial to the Upstate where FOEs dominate, making it easier for these companies to invest in R&D in the region, leading to more exports of hard-to-replicate products and services.

IMPLEMENTATION

Establishing a reputation as a leading global region will require extensive cooperation and communication among the region's economic development team. Demonstrating confidence in its past initiatives, the Steering Committee has charged the Upstate SC Alliance with taking on the project management role in implementing the Regional Export Plan.

To implement the Regional Export Plan goals, the Upstate SC Alliance will work in partnership with local, state and federal economic development organizations, private businesses, and the export support community. To facilitate these efforts, the Upstate SC Alliance will convene a council of investors and partnering organizations that will:

- Oversee implementation of the Upstate Regional Export Plan goals
- Issue export policy recommendations on behalf of the region
- Generate public and financial support for the export plan

The plan proposes a three-year strategic timeline during which initial funding for the strategies described will not be required, as each partnering organization has agreed to adopt the recommended strategies into their overall plan of work. As additional funding is required for special programs, the council will lead fundraising efforts and will engage with the Upstate SC Alliance staff to pursue grant opportunities. At the end of the third year of plan implementation, the council will determine if additional permanent funding will be required. This funding will most likely be for a full-time regional trade staff person at the Upstate SC Alliance, who may also be charged with leading regional trade missions.



Formed in 2000, the Upstate SC Alliance is a public/private regional economic development organization designed to market the dynamic 10-county Upstate region to the world.

The Upstate SC Alliance conducts over 30 events around the world on an annual basis. In 2014, the Alliance participated in tradeshow, conferences and business development missions in the countries of United Kingdom, Spain, China, Germany, India and Canada. The Alliance also hosted companies and government officials from throughout Europe, Asia, Central and South America, and Australia. The Alliance works hand-in-hand with the South Carolina Department of Commerce and local economic development organizations to execute these initiatives.

To learn more about the Upstate SC Alliance and how you or your company can be involved, go to www.upstateSCalliance.com.

EXPORT PLAN DEVELOPMENT

The development of the Upstate's Regional Export Plan was a collaborative effort including the following organizations and individuals:

CORE TEAM

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Jim Cook, Cherokee County Development Board
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Heather Jones, Greenwood Partnership Alliance
Marvin Moss, Laurens County Development Corporation
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ABOUT THE GLOBAL CITIES INITIATIVE

A Joint Project of Brookings and JPMorgan Chase

The Global Cities Initiative equips city and metropolitan area leaders with the practical knowledge, policy ideas, and connections they need to become more globally connected and competitive.

Combining Brookings' deep expertise in fact-based, metropolitan-focused research and JPMorgan Chase's market expertise and longstanding commitment to investing in cities, this initiative:

- Helps city and metropolitan leaders better leverage their global assets by unveiling their economic starting points on key indicators such as advanced manufacturing, exports, foreign direct investment, freight flow, and immigration.
- Provides metropolitan area leaders with proven, actionable ideas for how to expand the global reach of their economies, building on best practices and policy innovations from across the nation and around the world.
- Creates a network of U.S. and international cities interested in partnering together to advance global trade and commerce.

The Global Cities Initiative is chaired by Richard M. Daley, former mayor of Chicago and senior advisor to JPMorgan Chase. It is co-directed by Bruce Katz, Brookings vice president and co-director of the Brookings Metropolitan Policy Program, and Amy Liu, senior fellow and co-director of the Brookings Metropolitan Policy Program.

Launched in 2012, the Global Cities Initiative will catalyze a shift in economic development priorities and practices resulting in more globally connected metropolitan areas and more sustainable economic growth.

CORE ACTIVITIES INCLUDE:

Independent Research: Through research, the Global Cities Initiative will make the case that cities and metropolitan areas are the centers of global trade and commerce. Brookings will provide each of the largest 100 U.S. metropolitan areas with baseline data on its current global economic position so that metropolitan leaders can develop and implement more targeted strategies for global engagement and economic development.

Catalytic Convenings: Each year, the Global Cities Initiative will convene business, civic and government leaders in select U.S. metropolitan areas to help them understand the position of their metropolitan economies in the changing global marketplace and identify opportunities for strengthening competitiveness and expanding trade and investment. In addition, GCI will bring together metropolitan area leaders from the U.S. and around the world in at least one international city to explore best practices and policy innovations for strengthening global engagement, and facilitate trade relationships.

Global Engagement Strategies: In order to convert knowledge into concrete action, Brookings and JPMorgan Chase launched the Global Cities Exchange in 2013. Through a competitive application process, economic development practitioners in both U.S. and international cities are selected to receive hands-on guidance on the development and implementation of actionable strategies to enhance global trade and commerce and strengthen regional economies.

This report was developed by the Upstate SC Alliance through the collaboration of political, business, and civic leaders of Upstate South Carolina. 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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