METRO INDIANAPOLIS
EXPORT PLAN
METRO EXPORT INITIATIVE
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The Global Cities Initiative, a joint project of Brookings and JPMorgan Chase

BUILDING AND SUSTAINING A
COMPETITIVE METRO INDIANAPOLIS

Boone | Hamilton | Hancock | Hendricks | Johnson | Madison | Marion | Morgan | Shelby

INDY CHAMBER BUTLER UNIVERSITY IUPUI
The Indianapolis metro has a deep-rooted history in manufacturing that positions the region as a competitor in the domestic and global economies. Beginning with innovative leaders like Colonel Eli Lilly, who founded Eli Lilly and Company as a startup pharmaceutical company, and James A. Allison, who started Allison Transmission to support his Indianapolis 500 racing activities, metro Indy has built a reputation for innovation, quality, and a strong transportation network. These once-small operations are now joined with international powerhouses such as Dow AgroSciences, Cummins, Inc., Roche Diagnostics, and Rolls-Royce.
The Indianapolis metro’s economic progress did not occur overnight, but over decades of gradual regional collaboration, a state-led foreign direct investment (FDI) strategy, and strategic building of key industries such as information technology, life science, and advanced manufacturing. Today’s metro Indy boasts a multi-city mayoral-led regional collaboration, Central Indiana Council of Elected Officials, a strong focus on attracting foreign owned enterprises (FOE), and five distinct industry clusters.

Collaborative leadership has been a hallmark of the Indianapolis metro, from aligning business organizations to growing the life sciences sector to hosting worldwide fans of IndyCar and the Super Bowl. The Indy metro has remained competitive using traditional economic development strategies, coupled with a state-led focus on increasing foreign direct investment.

Metro Indy has a strong foundation built by this regional collaboration, FDI, and industry clusters. However, the landscape of how companies are doing business and interacting with customers is shifting due to the rapidly changing global economy. The world’s growing middle class and the resulting power of their purchasing decisions have the ability to impact the metro’s businesses now more than ever if the opportunity is realized.

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While traditional economic development activities and limiting international strategy to a state-led FDI focus has allowed the metro to stay competitive, the metro must shift its focus to include an export strategy; otherwise, it risks being left behind competitor metros that embrace a holistic global trade strategy.

**TARGETED INDUSTRY CLUSTERS OF METRO INDIANAPOLIS**

- Logistics & Warehousing
- Advanced Manufacturing
- Life Sciences
- Digital Technology
- Motorsports

**METRO EXPORT INITIATIVE**

METRO INDIANAPOLIS EXPORT PLAN
The metro has seen relative success in international trade despite a lack of a holistic and collaborative approach for growing exports. One such success includes a ranking by The Brookings Institution that lists metro Indianapolis seventh in the nation for the largest increase in the growth of private-sector jobs from foreign-owned companies between 1991 and 2011. Changing global demand creates an immediate opportunity to accelerate the metro’s overall global engagement by connecting under-exporters to new opportunities.

Metro Indianapolis is positioned to grow exports from a place of strength. Nationally, the Indy metro ranks 33rd in population, 25th in economic output, and 20th in total value of its exports, while showing steady increases in exports since 2001.

While overall exports are growing in the metro, when comparing pre- and post-recession export growth rates, metro Indianapolis shows a slowing of export growth.

Changing global demand creates an immediate opportunity to accelerate the metro’s overall global engagement by connecting under-exporters to new opportunities.

Indianapolis Metro Export Growth

<table>
<thead>
<tr>
<th>Exports Value (billions)</th>
<th>Exports Share of Metro Outputs</th>
<th>Export Growth Rate</th>
<th>Real Output Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>$14.7</td>
<td>9.5%</td>
<td>13.4%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

Rank Among Metros

| 21 | 18 | 20 | 87 | 27 |

Source: The Brookings Institution

Though some local small- to medium-enterprises (SMEs), companies with fewer than 500 employees, currently export, interview data indicate the largest players account for most of the metro’s export activity. In 2016, Cummins Inc., a Fortune 160 company, will locate the headquarters of its global distribution business in downtown Indianapolis and further strengthen this export group. This diversification of large exporters across industry sectors has helped to position metro Indy as a strong exporting community, while leveraging natural strengths in logistics.

With these major companies accounting for much of the metro’s export activity, a slowdown in export growth reveals a need for more Indy firms to be globally engaged. Much like the early days of building the metro’s economy, engaging small- and medium-enterprises as engines of export growth is a key strategy to increasing overall exports from the metro. With the strengths of the metro, SMEs have the potential to become the next generation’s major employers and economic drivers. Through activities like readiness assessments, business coaching, and network-building, SMEs will be an area of strength as the Indy metro strives to increase export growth in the years to come.
While the Indianapolis metro weathered the Great Recession relatively well, with the unemployment rate returning to pre-recession levels, shrinking wages have had negative effects on the metro’s workforce and economic progress. Metro Indianapolis trails the nation and many of its peer metropolitan areas in terms of personal income growth. According to the U.S. Bureau of Economic Analysis, U.S. metro areas and the Indy metro reported nearly identical per capita income in 2003 ($34,086 and $33,911 respectively). However by 2013, U.S. metro per capita income grew to nearly $4,000 more than the Indy metro ($46,177 to $42,542). This is demonstrated by the fact that the Indy metro ranked 121st nationally in per capita income growth between 2011 and 2013.

Furthermore, metro Indy ranked 275th out of 389 metros in the percent of per capita income growth during the same time period. The Indy metro underperformed against peer cities such as Cincinnati, Columbus, Cleveland, Denver, and Kansas City. Stagnant growth in industries with high-wage jobs such as advanced manufacturing and life sciences while lower-wage jobs like back-office operations and warehousing have experienced growth. These factors are just a few of the reasons why the metro has underperformed.

With exporting firms paying 17 percent more in wages on average than non-exporting firms, according to The Brookings Institution data, the need for metro companies to engage in export activity has never been clearer. The convergence of regional buy-in, a growing global middle class demanding U.S. products, and the opportunity to grow the net wealth of the metro’s workforce combine to create a unique opportunity to launch a robust export strategy. A strategic export plan will set forth goals that guide expanding global activities by metro companies, add to the toolkit of the metro’s economic development leaders, and capture the potential of the metro’s output.

Metro Indy is a growing metropolis with renewed energy, and now is the time to expand its international focus by facilitating the expansion of exports by way of an increased global awareness; providing better access to support; and bringing export opportunities into everyday conversation. This export strategy aims to grow the local employment base, guard against economic downturn, and tap into the greater growth potential of the world market. With almost 80 percent of global purchasing power residing outside of the United States, exporting creates new customers for metro businesses resulting in potential sales increases and job growth.

The Indianapolis metro export plan is championed by regional leaders who see metro Indy’s participation in global trade as a near and long-term opportunity for growth and an essential part of economic development efforts. The plan unifies the efforts of business, government, and academia to inform and prepare exporters seeking new markets, assist SMEs that express interest in exporting, and educate non-exporting companies about opportunities and approaches to the global marketplace.
In 2012, exports made up 17 percent of the Indianapolis gross metropolitan product, higher than its neighboring metro areas. In 2013, that figure dropped to 13.4 percent. The metro’s exports are strong but concentrated in relatively few firms, and changes in exports by one company can dramatically impact the totals. In an effort to diversify the regional economy, a new focus on encouraging and educating small- and medium-enterprises to enter the international market through exporting is a priority. Deepening the Indy metro’s experienced exporters beyond large firms to include small- and medium-enterprises will diversify the metro’s export landscape and capitalize on SMEs’ entrepreneurially-minded business opportunities.

Metro Indy Export Intensity, Compared to Midwest
(Note: Baton Rouge included as top U.S. exporting metro as a benchmark indicator)

As a traditionally FDI-focused state and metro, an increased focus on exports will reposition economic development activities into a holistic trade perspective that embodies an international mind-set for both domestic and foreign-based companies.

In 2013, the Indianapolis metro was selected as one of eight metro areas to participate in the Global Cities Initiative, a joint project of The Brookings Institution and JPMorgan Chase. The initiative is being led by the Indy Chamber in collaboration with Indiana University-Purdue University Indianapolis (IUPUI) and Butler University and supported by leaders across the metro. The four-year project will develop and implement regional strategies to boost global trade and investment, forge partnerships between U.S. and international metro areas, and advocate for local, state, and national policy changes that support export activity.
MARKET ASSESSMENT

The Indianapolis metro’s Metro Export Initiative Team instituted a multifaceted strategy of data analysis, online surveys, and face-to-face interviews involving hundreds of regional business leaders to gain market information and insight into the export experiences of metro businesses.
MARKET ASSESSMENT

Major Export Industries

PHARMA
$3.4 BILLION

MOTOR VEHICLE PARTS
$1 BILLION

AIRCRAFT PRODUCTS & PARTS
$740 MILLION

ENGINE & POWER EQUIPMENT
$760 MILLION

MEDICAL EQUIPMENT & SUPPLIES
$760 MILLION

ROYALTIES
$720 MILLION

Source: Export Nation, 2013

Metro Indianapolis Wage Decline

Source: U.S. Bureau of Economic Analysis

Indianapolis Metro’s Established and Emerging Markets, by dollar value of exports and growth rate

Source: The Brookings Institution
Indianapolis is a leader in economic recovery following the Great Recession, but income growth is lagging

Metro Indianapolis is currently at a position of strength due to its strong and resilient local economy. The metro’s unemployment rate stands at 5.4 percent, the lowest rate since the start of the Great Recession and the metro’s gross domestic product growth rate ranked seventh nationally, according to the 2012 U.S. Bureau of Economic Analysis. And while the metro’s population is also growing at the fastest pace since the early 1990s, personal income growth lags behind peer metros.

Indy exports are dominated by industry heavyweights

Although company-level export data is not publicly available, The Brookings Institution’s 2013 metro export data estimates show that the dollar value for the top categories of exports closely align with the metro’s largest employers. The top categories and their corresponding source are: Pharmaceuticals (Eli Lilly and Company), Motor Vehicle Parts (Allison Transmission), Aircraft Parts (Rolls-Royce), Medical Equipment (Roche Diagnostics), and Pesticides and Fertilizer (Dow AgroScience).

Small- to medium-enterprises are hesitant to enter the global market

Metro Indy survey data show 79 percent of responding firms do not export. Those non-exporting firms, which tend to be considerably smaller in terms of revenue and employees, cited many barriers to entry including:

- Intellectual property protection
- Transportation and storage
- Funding and financing
- Legal protection and foreign laws
- Market identification
- Securing contracts
- Language and cultural barriers
- Travel time and time zone differences
- Lack of branding and awareness of Indianapolis from a global perspective
OPPORTUNITY EXISTS FOR SMALL-TO MEDIUM-ENTERPRISE EXPORT GROWTH

According to market surveys conducted by the research team, 23 percent of non-exporting companies would consider entering foreign markets to increase growth but cite several barriers to entry. Companies indicated the promotion and awareness of export-focused business coaching and educational opportunities would be beneficial to making the leap to exporting. In fact, nearly 20 percent of potential exporters requested introductions to global markets through trade shows and conferences in an effort to become more familiar with international business. The business community is primed to support these efforts with more than 20 providers of export services, ranging from market analysis to financial and legal expertise.

With nearly a quarter of survey respondents identifying themselves as potential new-to-exporting companies, the Indy metro faces real opportunity. As these companies cite many barriers to entry, nearly all of them indicated they do not know where to find appropriate resources to assist them to become exporters.

Free trade agreement (FTA) countries are ready markets for SME firms to target for exporting due to existing, reliable supply chains; intellectual property protection; and longer-standing trade relationships within the business community.

LARGE EXPORTERS AND SOME SME ENTREPRENEURS LEAD INDY’S RAPID GROWTH IN EMERGING MARKETS

The top export destinations of the Indy metro are: Canada, Germany, Japan, Mexico, and United Kingdom. Market assessment data show that the metro is also outperforming the U.S. in growth of exports to BRICS (Brazil, Russia, India, China, and South Africa) countries. Executive interviews point to Indy’s large exporters as leading this growth, developing supply chains, and occasionally identifying vendors to export along with them.

A potential opportunity became apparent through research with exports to China increasing 700 percent since 2002, now totalling $1.3 billion. According to local industry experts, the Chinese market for medical supplies is growing 40 percent to 80 percent annually as the country puts a priority on providing more access to medical services.

INDIANAPOLIS IS IN A GEOGRAPHIC SWEET SPOT FOR TIME-SENSITIVE SHIPMENTS, YET COMPANIES CITE TRANSPORTATION COSTS AS A MAJOR BARRIER TO EXPORTING

One of the Indy metro’s greatest economic assets is its location and infrastructure. Indy is served by four major interstates and its relative location to the majority of the U.S. population. Despite this strength, businesses both small and large indicate an ongoing need for shared transportation options to reduce exporting costs.

Indianapolis, which was ranked #1 for rail and highway connectivity by AreaDevelopment.com, is located within one day’s drive to 70 percent of the nation’s business centers and major port cities such as Chicago, Detroit, and New York. In addition, the Indianapolis International Airport is home to the second-largest FedEx Express hub in the world. The FedEx Express hub connects shippers to 220 countries on six continents and processes an average of 50,000
shipments per day. Many metro-area companies rely on the region’s vast network of rail lines to transport goods. In 2013, Canadian National Railroad and Indiana Rail Road Company joined forces to create the only North American railroad with its own bypass of Chicago’s rail terminal. This venture created a new containerized rail line to the Canadian ports of Vancouver and Prince Rupert to form a 21-day transit to key Asian ports, reducing transit time by an average of five days.

**INDY COMPANIES NEED EXPORT TRAINING AND COACHING**

According to in-person interviews conducted by the research team, two of the top three needs identified by non-exporting companies are export training (20 percent) and mentor/networking opportunities (16 percent). Metro Indy is home to many companies with a great deal of exporting experience and existing relationships. Seven exporting companies from the survey reported exporting to 14 or more countries. This is an opportunity for ready-to-export and new-to-market SMEs to learn from exporters with experience in the international marketplace.

**METRO INDIANAPOLIS NEEDS GLOBALLY-MINDED TALENT AND A GLOBAL IDENTITY**

Surveys and interviews reveal a need from businesses and community leaders for a stronger metro emphasis on developing and attracting talent with global experience and perspective. Higher education institutions are a source of international talent, but the metro is losing graduates to peer cities. Business leaders attribute this loss to a lack of metro branding and awareness in the international community.

Area colleges and universities have a unique role to play in preparing globally savvy leaders and workers, connecting those leaders with the private sector, educating the workforce about international market trends, leveraging and connecting alumni networks, and marketing an identity that captures and encourages the metro’s special qualities.
Metro Indianapolis has a long history of bringing together public and private strengths to accomplish great things. The Indianapolis Metro Export Initiative adds to that legacy by building the region’s global reputation, securing long-term economic stability, and raising personal income.
GOAL: Develop a comprehensive export assistance ecosystem to support and grow existing exporters and encourage small- and medium-enterprises (SMEs) to enter the export market.

WHY SMEs?
- SME engagement in export activity is necessary to achieve the objectives of the plan
- A growing global middle class demands more products and creates growth opportunity
- Emerging selling platforms enable easy access to foreign markets, an often-cited barrier
- A minority percentage of SMEs are exporting, creating an opportunity for engagement and growth
- Engaging SMEs builds international awareness at a peer level
- SMEs often have an entrepreneurial spirit that thrives in the global economy
- SME export engagement creates greater economic stability by deepening the Indy metro’s export economy outside of a handful of industry heavyweights

OBJECTIVES: Based on the key findings from the Market Assessment, the Indy Metro Export Initiative identified four objectives to support and grow the region’s exports.

1. INCREASE EFFICIENCIES IN THE METRO’S SUPPLY CHAIN, FOCUSING ON LOGISTICS
2. INCREASE NUMBER OF EXPORTING COMPANIES BY 20% BY 2020
3. REDUCE TRANSPORTATION COSTS FOR METRO INDY FIRMS
4. INCREASE INTERNATIONAL AWARENESS AND BUILD A GLOBAL REPUTATION
The Indy Metro Export Initiative Team proposes the following strategies and tactics to realize the plan’s stated goal and objectives.

**STRATEGY 1**
CAPTURE THE POTENTIAL OF EXPORT HEAVYWEIGHTS TO DRIVE GROWTH FOR SMEs

Export activity in the Indianapolis metro is dominated by large, experienced exporting companies in a variety of industries. These companies account for the majority of the $14.7 billion in goods shipped to and services exchanged with the world from the Indy metro. Increases in export activity by these companies have the potential to significantly increase the export output of the metro. These companies manage existing supply chains that represent a body of knowledge and relationships of benefit to non-exporting companies. Leveraging the strengths of these companies to help grow new-to-market companies is a core regional priority.

The tactics to accomplish this strategy include:
1. Develop shared export routes and solutions to reduce logistics costs for all exporting companies
2. Facilitate collaboration between established exporters and economic development officials when planning trade missions and meetings
3. Encourage companies in the supply chains associated with industry leaders to cluster in the Indianapolis metro to take advantage of logistical assets
4. Develop mentoring and trade mission programs to leverage large exporter contacts and market knowledge to assist small exporters with introductions and new-market navigation
STRATEGY 2
DRIVE STRONGER PARTICIPATION IN EXPORT ASSISTANCE FROM SMEs

Nearly one-quarter of non-exporting companies in the metro Indy market assessment identify themselves as potential future exporters. Companies cited lack of awareness of export support and education as a barrier to exporting. Priority needs for resources include access to information and experience, as well as financial and legal expertise. Overcoming barriers to export by utilizing the experience and expertise of the metro's existing export companies will prepare SMEs to enter the global marketplace.

The tactics to achieve this strategy include:
1. Develop a toolkit to help SMEs assess their export readiness, develop export strategies, and pull customized market data through an online dashboard to present international market trends
2. Create a designated single source to make it easier for companies to interact with export information and assistance
3. Create a new-to-market export development program for SMEs
4. Establish a mentorship program led by existing exporters for SMEs self-identified as ready-to-export
5. Educate SMEs by helping them to overcome barriers to trade presented by differences of culture, logistics, and law
6. Create a matchmaking portal for shared logistics opportunities to lower export costs
7. Serve as a fiscal agent to seek public and private grant dollars to be used to support SME participation in trade shows, conferences, and trade missions
8. Partner with U.S. Department of Commerce to leverage Silver, Bronze, and Gold Key services and the Central Indiana Small Business Development Center’s export resources to assist new-to-exporting companies and identify markets to conduct trade missions
METRO EXports INITIATIVE METRO INDIANAPOLIS EXPORT PLAN

EXPORT PLAN: STRATEGIES & TACTICS

STRATEGY 3
SUPPORT LARGE EXPORTERS’ EXPANSION TO BRICS AND OTHER EMERGING MARKETS

The Indy metro is outperforming the rest of the country in its growth of exports to China. The Chinese economy is experiencing 40 percent to 80 percent annual growth in demand for medicine and medical supplies. This demand matches the Indy metro’s strength in exporting pharmaceuticals and medical equipment. One export service provider experienced in Chinese export activity identified the expansion of medical services as China’s top priority in its most recent five-year plan. The Indy Chamber and its one-stop export shop seek to build on this market demand and position the Indianapolis metro and its companies to meet product and service demand found in BRICS and other emerging markets.

*Tactics to support this strategy include:*
1. Identify and recruit regional companies that produce products and services with international demand.
2. Build supply-channel opportunities to target countries and emerging markets by leveraging U.S. Department of Commerce, Central Indiana Corporate Partnership (CICP) strategies and contacts.
3. Identify opportunities in new markets with an online dashboard that shows demand by market for products and services produced in and distributed through the Indianapolis metro.
4. Use dashboard data and market trends to direct trade missions and meet-and-greet opportunities for regional companies with contacts from targeted countries.
STRATEGY 4
DEVELOP THE METRO’S LOGISTICS INFRASTRUCTURE TO SUPPORT SHARED SUPPLY CHAIN AND INCREASED EFFICIENCY AND COST SAVINGS

The Indianapolis metro is known worldwide for automobile racing and speed. The metro will tap into that identity to promote the use of its transportation and logistics channels and will advocate improvement of those assets. Existing exporters are asking for increased matchmaking and shared supply-chain opportunities to reduce costs associated with transportation and to open new paths to emerging markets. Indy features unparalleled highway, rail, and air accessibility without the congestion and shipping delays found in other major metro regions. Yet companies report transportation costs as a top barrier to exporting. Many Indiana-based exports do not flow through Indianapolis on their way out of the country. Maintaining redundancy in our logistics infrastructure requires ongoing investment.

The Indy Chamber will support efforts by Conexus, a division of CICP, and collaborate with the State of Indiana, using the data from the Governor’s Blue Ribbon Panel for Transportation Infrastructure, to plan for infrastructure and promote streamlined air and freight collaboration to companies seeking fast, affordable, and reliable transportation to anywhere in the world.

Increasing the utilization of Indy’s infrastructure for exporting by companies outside of the metro will provide greater opportunities to share logistics and lower costs for regional companies. Promoting job creation in the logistics and transportation industries and encouraging development of additional travel channels to take advantage of Indy’s increased activity will have a positive impact on the metro’s economy. This will also help local exporters and SMEs ready-to-export by providing additional export experience, channels, and contacts.

Tactics to implement this strategy include:
1. Commission a comprehensive volume study and feasibility report in conjunction with the State of Indiana, Indianapolis International Airport, and Conexus
2. Convene major exporters in the metro to develop a strategy for information sharing
3. Work with major Midwest manufacturers to identify their export transportation chain and offer custom Indy-based solutions to serve their needs better
4. Coordinate shared supply-chain channels to lower costs of shipments to specific export markets
5. Collaborate with rail and air service providers to ensure destinations match the needs of exporting companies
METRO EXPORT INITIATIVE
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EXPORT PLAN: STRATEGIES & TACTICS

STRATEGY 5
ALIGN HIGHER EDUCATION INSTITUTIONS TO ADVANCE GLOBAL AWARENESS, LEARNING, AND IDENTITY OF THE METRO

1. Schedule more opportunities to increase visits by business leaders, international delegations, trade groups, and educational institutions to the Indy metro

2. Make trade analysis a priority of academic, public, and private organizations

3. Create opportunities for Indiana students to develop global awareness and for international students to serve as ambassadors for trade

4. Maintain communication with foreign students who study in metro Indianapolis after they return to their home countries, facilitating ongoing contact and visits with local businesses

5. Facilitate trade policy analysis at the city, regional, and state level

6. Educate community leaders with disciplinary expertise and global awareness; provide professional development; and offer industry- and business-specific consulting and training

7. Provide immigrant visa-friendly support services
States, metros and cities often focus on reducing regulatory and tax burdens to attract new development. Historically we have sought to attract companies from another city, county or state. While these approaches can bear fruit, 80 percent of the world’s purchasing power is now outside the U.S. Future company growth and expanded employment will likely come from customers in global markets, perhaps in partnership with former competitors. Key issues that the Indy Chamber will advocate for include:

1. **Free Trade Agreements to Reduce Barriers**
2. **Renewed Support for Trade Missions**
3. **Reauthorization of the Export-Import Bank**
4. **Increase of Work Visa Cap**
5. **Explore Economic Benefits and Fiscal Impact of the Repeal of Throwback Rule on Exports**
• Convene an Export Roundtable of highly engaged exporters bi-annually to increase dialogue and assist in the formation and implementation of a “Global Trade Advocacy Agenda.”

• Research, interpret, communicate, and collect information related to transportation costs and reliability. Advocate for well maintained and strategically improved infrastructure.

• Work with State of Indiana leadership to explore the re-establishment of the Trade Show Assistance Program.

• Advocate for the State of Indiana to assist Indiana companies with exporting, in addition to foreign direct investment.

• Educate businesses about export opportunities through provision of routine assessment and introductory materials, including information about exports and links to tools/services.

• Identify business retention and expansion (BRE) activity materials and assessment that will help companies learn ways to take advantage of opportunities to grow through exporting.

• Devise a robust trade policy that responds both to the reality of a growing global middle class and associated increased purchasing power, as well develop new approaches to business attraction and retention, including a foreign direct investment strategy.

• Educate companies and encourage involvement in trade policy and support grassroots policy initiatives of SMEs.

• Create regional marketing and branding materials that include information on global business activity, international programs at universities, and international residents living in the metro.
The Indy Chamber will lead implementation of the export plan with the guidance of key implementation stakeholders; which will meet quarterly to track key performance indicators and guide progress.

PARTNER ORGANIZATIONS ASSISTING IN IMPLEMENTATION INCLUDE:

- U.S. Department of Commerce, Indiana Office
- Central Indiana Small Business Development Center
- Business Ownership Initiative
- Central Indiana Corporate Partnership
- Indianapolis International Airport
- IUPUI – Office of International Affairs
- IUPUI – Office of Community Engagement
- Butler University – College of Business
- City of Indianapolis – Office of International Affairs
- The International Center
- Metro Indy’s Local Economic Development Organizations:
  - Boone County Economic Development Corporation
  - Invest Hamilton County
  - Hancock Economic Development Council
  - Hendricks County Economic Development Partnership
  - Johnson County Development Corporation
  - Madison County Corporation for Economic Development
  - Morgan County Economic Development Corporation
  - Shelby County Development Corporation
This report was developed by the Indy Chamber, Butler University and Indiana University-Purdue University Indianapolis through the collaboration of political, business, and civic leaders of metro Indianapolis. 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.

ABOUT GCI
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 http://www.brookings.edu/projects/global-cities.aspx or www.jpmorganchase.com/globalcities.

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