

Global San Diego – FDI Strategy (Extracted from Go Global – San Diego’s Trade and Investment Plan)	
Overarching FDI Performance and Goals	<ul style="list-style-type: none"> · “Drive job growth through expanding FDI and international exports.” · “Enhance our regional identity” · Improve FDI ranking among metros (currently underperforms in FDI, as ranked only 49th among metros in terms of share of employment in foreign owned firms) · Increase employment in FOEs and percentage of employment of FOEs in advanced industries
Regional Strength/Asset, Value Proposition and Branding	<ul style="list-style-type: none"> · Proximity to Mexico / Calibaja region: having access to both sides of the border for manufacturing and R&D; nearshoring opportunity on Mexico side; access to customer base in Mexico · Advanced, innovative industries: particular strength in life sciences, as well as wireless communication, and defense technology · Highly-skilled and educated workforce and world-class research capabilities (88 in region) that support these advanced industries · High percentage of advanced degrees (13% of population) and bachelor’s degrees compared with US average, and high concentration of STEM degrees and high concentration of STEM-focused occupations · Perfect weather and world-class tourist destination · Military presence
Weaknesses	<ul style="list-style-type: none"> · Capital gaps – venture capitalists and entrepreneurs see a lack of available capital vs Bay area and Boston · Lack of clear story about value proposition of region · Trade infrastructure needs modernization: port, airport, border wait times
Target Investors and Countries	<ul style="list-style-type: none"> · Countries: Mexico, Japan, UK, Korea, and France, Sweden · Peer Metros with similar advanced industries: Seoul, Cambridge, Stockholm
Strategies	Action Items
Catalyze growth of advanced industries and innovation clusters	<ul style="list-style-type: none"> · Strengthen ties to other innovation-intensive global metro areas (Seoul, Cambridge, Stockholm) with interests in advanced industries like SD through a challenge grant (MetroConnect Prize) to offset the costs of export-ready SMEs for export assistance services, such as market research and matchmaking, or costs of travel and participation in partnering events · Host Global San Diego event for potential foreign investors and buyers · Deliver high impact trade missions focused on advanced industries, and leveraging Brookings and National Geographic “world smart cities” relationships · Strengthen workforce by informing and inspiring students through programs such as Link2Industry events, where industry leaders from innovation clusters highlight career paths for students
“Realize Calibaja’s potential through connections with priority	<ul style="list-style-type: none"> · Advocate for two additional foreign offices from key trade and investment partners · Determine financial feasibility of setting up overseas offices to

<p>and emerging markets:” 1) “build relationships with key metropolitan regions within select markets with significant potential”; 2) “position CaliBaja as the premier location where companies can do research, development, commercialization, manufacturing, and exporting.”</p>	<p>represent San Diego in key trade and investment target markets, such as Mexico, Japan, the United Kingdom, Korea, and France.</p> <ul style="list-style-type: none"> · Produce market profiles for San Diego and for SD’s top 10 investment and export markets · “Hold alumni events in conjunction with San Diego trade and economic missions to priority markets, especially in Pacific Rim countries that send students and researchers to San Diego’s universities and research institutions.” · Determine viability of attracting alternative firms of FDI, such as EB-5 and sovereign wealth funds – to fill capital gaps · “Showcase SD and Baja as one region” and highlight the binational advantages for export/FDI through events, workshops and publications · Strengthen communication and coordination between SD and Tijuana economic development entities · Expand Link2 Industry events to students in Baja’s advanced industries · Expand the MetroConnect Prize to Baja companies
<p>“Mainstream global engagement as a key component of business retention and expansion”</p>	<ul style="list-style-type: none"> · Initiate a business retention and expansion initiative around FOEs and exporters, including a rapid response protocol for follow-up after acquisition (which will help local leaders of FOEs position the SD footprint as a strong candidate for further investment) · Educate regional leadership about exporting and FDI · Develop roadmaps for exporters, investors and investment-ready companies, and connect them to available resources · Develop protocol network of civic and business organizations to better handle visiting foreign delegations · Reinforce research institutions leading role in innovation and global engagement, by articulating their role and engaging them proactively
<p>“Maximizing Infrastructure assets”</p>	<ul style="list-style-type: none"> · Modernize trade infrastructure - port, airport, rail, land border crossing · “Retain and attract international flight routes to key markets”
<p>“Communications and Marketing – telling the SD story”</p>	<ul style="list-style-type: none"> · Implement a global identity campaign to tell the story of working and living in San Diego, by developing a robust online presence and cultivating a “grassroots network” of civic leaders to engage in social media marketing promoting the region · Marketing and communications to local companies, equipping them with information to “spread the word” about San Diego’s advantages, and providing information on sources of assistance related to export and investment · Engaging elected officials by educating them on the importance of global engagement, and positioning them to tout the advantages of San Diego in the media · Spreading the message to global investors and buyers by engaging foreign media, preparing companies attending key tradeshow with San Diego talking points, converting leisure to business travelers by telling the story of regional innovation at ports of entry, and inviting business and political leaders from key target markets to participate in the Global San Diego event.