



GFCC

Global Federation of
Competitiveness Councils

Transform Competitiveness! Based upon the GFCC Foundational Global Competitiveness Principles

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The Global Federation of Competitiveness Councils (GFCC) is a network of leaders and organizations from around the world. The GFCC believes that acting globally is now a prerequisite to economic competitiveness nationally.

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The Global Federation of Competitiveness Councils (GFCC) is a network of leaders and organizations from around the world committed to the implementation of competitiveness strategies to drive innovation, productivity and prosperity for nations, regions and cities. The GFCC develops and implements ideas, concepts, initiatives and tools to understand and navigate the complex competitiveness landscape.

The Global Federation of Competitiveness Councils (GFCC) is a nonprofit, 501(c)(3) organization as recognized by the U.S. Internal Revenue Service. The GFCC's activities are funded by contributions from its member organizations.

For more information, please visit www.thegfcc.org.



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Transform Competitiveness!

The Global Federation of Competitiveness Councils (GFCC) is proud to present a set of principles for competitiveness transformation.

Since its inception, the GFCC has reviewed its foundational *Global Competitiveness Principles* regularly to adapt to the critical productivity and prosperity challenges – and opportunities – facing GFCC members. Originally launched in 2010 and endorsed by more than 30 national competitiveness organizations, the GFCC's *Global Competitiveness Principles* offer an overarching framework for national policies and programs aimed at fostering innovation, competitiveness and prosperity in the 21st century.

The *Global Competitiveness Principles* provide an important framework as countries, regions and cities strive to be competitive, grow their economies and become more prosperous. The *Global Competitiveness Principles* emphasize key competitiveness drivers such as investment in research and development; education and training for all citizens; sustainable and responsible development of natural resources; strong intellectual property rights; a stable, transparent and efficient environment that encourages business investment, formation and growth; and open trade, a critical principle to emphasize, particularly when the global trade system is challenged by disputes that we hope will be quickly resolved.

Accelerating technology advancement, rapid global change and the disruptions they are bringing about limit the possibilities of competitive success based on adaptation strategies – speed and agility are imperative and, in many cases, a complete change in business, organizational and institutional models is needed. Technology, global connectivity and new-to-the-world business and organizational models present enormous potential for innovation and value creation. These new drivers of competitiveness can be leveraged for greater positive economic and social impact if they are coupled with solid policy frameworks, such as the 2019 *Global Competitiveness Principles* for competitiveness transformation.

Co-created by GFCC members and fellows, the 2019 *Global Competitiveness Principles* arise from a deep, nearly year-long conversation involving key global competitiveness, business, technology, entrepreneurial, policy and thought leaders, and reflect a variety of perspectives within the GFCC network.

The GFCC envisions these *Global Competitiveness Principles* will encourage new competitiveness strategies, and support nations, cities and businesses in their efforts to develop, grow and transform. We hope their implementation can help build momentum, spreading new opportunities for growth, innovation and prosperity around the world, capitalizing on global efforts around the United Nations' Sustainable Development Goals (SDGs).



Charles O. Holliday, Jr.
Chairman
Global Federation of Competitiveness
Councils

Chairman
Royal Dutch Shell plc

Global Competitiveness Principles

1. Build coalitions and public-private platforms to transform the economic landscape.

Public and private sectors must collaborate and pool resources to enable economic transformation. Collaboration, exchange of information, joint investments and other forms of partnerships between public and private sectors are essential for cities, regions and countries seeking to transform and boost competitiveness. Mechanisms to allow for the exchange of ideas and the development of shared goals and values across public and private sector players should be implemented and strengthened. Regulatory frameworks should promote public-private engagement, joint investment and the free circulation of resources and talent across sectors and organizations.



2. Put innovation at the center of transformation strategies and initiatives.

Transformation depends on the creation of new markets, technologies, products, skills, capabilities, industries and institutions and is only possible through innovation. Policymakers should frame and engineer institutions to be adaptive and create the groundwork to catalyze and reward the development of value from new ideas, business models, organizational solutions and technologies.



3. Anchor transformation in the development of a world-class talent pool, including tapping into the potential of under-represented groups.

Talent is an essential driver for future growth and transformation. Cities, regions, nations and organizations depend on combined scientific, technical, education, business, policy, community engagement and leadership skills to transform. Private and public-sector stakeholders need to work together to cultivate a transformation mindset and prepare the workforce needed to enable transformation efforts and, above all, create frameworks capable of identifying and delivering the skill sets needed for the future. Diversity should be praised and efforts made to create opportunities to engage all demographics and social groups in business, technology and innovation.



4. Drive transformation using local and regional initiatives as pilots and demonstration cases to leverage national endeavors.

City and regional innovation ecosystems concentrate talent and provide innovative businesses with essential skills, infrastructures, connections and knowledge. Cities and regions should leverage their varying and distinctive resources and institutions to transform their economies, creating concrete cases to inspire national initiatives. In doing so, they should accelerate growth through connections with global resources and opportunities.



5. Implement and promote the global deployment of functional, forward-looking and technology-enabled IP regimes and institutions capable of supporting technology acceleration and fast-paced innovation.

Innovators and change makers rewarded for their efforts, investment and risk taking will ensure that innovation thrives and, in doing so, drive needed economic transformations. Functional and efficient IP regimes are essential to this process of providing incentives, catalyzing and attracting innovative ventures and investments in a fast-paced, global economy. Policymakers should forge IP regimes that are quickly adaptable in an era of disruptive and exponential technology growth.



6. Use infrastructure projects to transform the physical world and catalyze industry transformation, creating demand for innovative and sustainable technologies and businesses.

The world is not short of infrastructure needs in areas such as water, energy, transportation, housing, connectivity, etc. Targeting those infrastructure projects can transform physical and cyber realities and, beyond that, leverage the development of new capabilities, technologies, businesses models and industries, accelerating economic transformation. In order to do that, forward-looking infrastructure projects should build sustainability by design and adopt innovative technologies, business, finance, regulation, trade and public-private partnership models.



7. Accelerate transformation and economic growth through global partnerships and platforms to connect business, technology and government innovators, speeding up the flows of goods, people, capital and ideas across nations.

International flows of goods, capital, information, talent and ideas are essential enablers of business, energy, city, industry and national transformation. Global connections expand the pool of ideas available for any project or initiative, boost creativity, bring in diverse and complementary skills, contribute to the convergence of goals, make new technologies accessible, create opportunities for investment and business scale-up, catalyze the development of business capabilities and inform policy and strategy formulation. Policy and business stakeholders should support open and transparent markets, and implement innovative platforms for global collaboration, trade and investment.



8. Explore the potential of innovative technologies and sustainable business models to increase natural resource productivity, decouple growth from environmental impact and transform the industrial footprint.

Advancements in technologies such as the Internet of Things, artificial intelligence, high performance computation, robotics and advanced materials can substantially increase the efficiency and productivity of energy, land, water, minerals, etc. Companies can leverage such technologies to transform their sustainability footprint and build new businesses. Cities and nations should create frameworks to support the emergence and scale-up of technology-enabled, innovative and sustainable solutions and businesses. The revenue obtained from existing assets should be used to build the industries of the future, drive economic transformation and sustain the efforts to reconcile growth with the preservation of biodiversity and national assets.



9. Enable transformation via forward-looking, seamless and efficient regulations that allow for experimentation and learning on innovative technologies, business models and institutional setups.

Forward-looking regulatory frameworks that allow for experimentation and speedy institutional and business learning are needed to accelerate the introduction of new technologies, enable innovative businesses to emerge and grow, and catalyze economic transformation. Regulatory frameworks establish the conditions under which business and public sector operate and collaborate, and set limits and incentives for investors, entrepreneurs and innovators in all sectors. They should be engineered to reduce friction in the business environment and be conducive to innovation, not to hinder it. Cities, regions and cities that succeed in innovating these frameworks can gain a competitive edge.



10. Design transformation initiatives systematically taking into account global best practices in strategy, regulation, policy and business.

Knowledge is a fundamental driver for business, city and national transformation. In order to be successful in today's fast-changing, technology-intensive global landscape, competitiveness and transformation strategies should be well-informed by state-of-the-art concepts and proven global best practices. Business, research and public sector stakeholders need to systematically engage in strategy, regulation and policy benchmarking.



United Nations Sustainable Development Goals

The 10 Principles of Competitiveness align with the United Nations Sustainable Development Goals (UN SDGs) launched in 2015. To learn more, visit sustainabledevelopment.un.org/sdgs.

 <p>1 NO POVERTY</p>	<p>End poverty in all its forms everywhere</p>	 <p>2 ZERO HUNGER</p>	<p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all at all ages</p>
 <p>4 QUALITY EDUCATION</p>	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	 <p>5 GENDER EQUALITY</p>	<p>Achieve gender equality and empower all women and girls</p>	 <p>6 CLEAN WATER AND SANITATION</p>	<p>Ensure availability and sustainable management of water and sanitation for all</p>
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>Ensure access to affordable, reliable, sustainable and modern energy for all</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>Reduce inequality within and among countries</p>	 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns</p>
 <p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts*</p>	 <p>14 LIFE BELOW WATER</p>	<p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>	 <p>15 LIFE ON LAND</p>	<p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>		

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