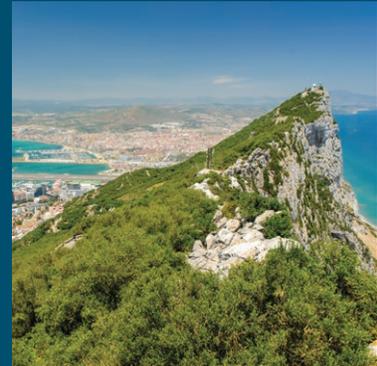




WORLD TRADE CENTERS
ASSOCIATION

Member Case Stories





INTRODUCTION

Comprised of more than 325 highly connected, mutually supporting businesses and organizations in nearly 100 countries, the World Trade Centers Association (WTCA) hosts a robust portfolio of events and programming, and offers valuable resources for our Members to help their local economies thrive. As an incredibly diverse organization — geographically, culturally, and professionally — our Members are a reflection of their communities, and the needs of their local trade and investment ecosystems.

Since launching our annual *WTCA Trade and Investment Report* (wtcareports.com) in 2018, our research partners have held more than seven dozen interviews with Members in every region of the globe. These discussions have added a tremendous amount of insight into not only how these WTCs work in their locales, but the positive effects their operations have on local businesses, infrastructure, and economic development. Here we memorialize a sampling of these stories as a way of communicating just how deep our roots run, and how impressive our Members' efforts are, both individually and when taken together.

This document is not intended to be a final product. It is a living testament to the importance of our network, and the very real and tangible contributions our Members make to global and local trade and investment. As this “storybook” — of sorts — grows and expands we hope it will only deepen the understanding of the good work our Members do every day to connect the business world.

We hope you enjoy reading these case stories that together paint the picture of our collective impact — we could not be more proud of this global network.



WORLD TRADE CENTERS
ASSOCIATION

Member Case Story:

WORLD TRADE CENTER ACCRA



WORLD TRADE CENTER ACCRA



Jane Reindorf-Attoh, CEO, World Trade Center (WTC) Accra, and the WTC Accra team.

Your national economy is stable and newly growing. How do you make the world take note, build international business relationships, and ensure that smaller companies are able to reap the rewards of trade? The answer is simple: utilize a network of businesses that encourages trade and investment on a global scale. For the past four years, World Trade Center (WTC) Accra has brought Ghanaian small- and medium-

sized enterprises (SMEs) on 22 trade missions that leverage the World Trade Centers Association (WTCA) network to help Ghanaian businesses procure supplies, raise capital, expand to new markets, identify partners, and erase the daunting prospect of going through the process alone.

The process is about building on a strong base. According to the World Bank, doing business in Ghana is now easier than in any other West African country. Last year, the country ranked among the fastest growing economies in all of Africa. The nation's Gross Domestic Product (GDP) grew a staggering 8.5 percent. While the Ghanaian government is helping to drive that growth by offering trade assistance to larger companies, there is a critical gap for SMEs looking abroad. That is where WTC Accra has stepped in to fill.

"For small- and medium-sized companies like mine, it's very difficult to expand beyond the borders of Ghana. WTC Accra creates a lot more opportunities," said Jerry Afful, whose various businesses include advertising, entertainment events, and real estate. Afful traveled with WTC Accra on several trade missions to Turkey and the U.S., succeeding on both trips to source materials needed for his businesses. Prior to his first trade mission with the WTC, he traveled to China independently, which was a comparatively cumbersome and costly process, without gaining much success. The World Trade Center's brand has also been key to opening doors to new relationships. "They have a bigger voice that's internationally-recognized, and they are



able to connect people to potentially conduct business,” said Huudu Mesuna Deliman, CEO of Ghana’s Deliman Group, which operates in the oil, transport, and construction sectors. For Deliman, who says his participation in trade missions has resulted in almost 50 percent growth in his business, the proposition to Ghanaian SMEs is simple, “first you travel with the local World Trade Center; then you get partners; and lastly you start working together.”

Positioning themselves as a gateway to West Africa, WTC Accra is using trade missions to promote the country as a trade hub for the greater region, touting the strength of its economy and its political stability. According to Jane Reindorf-Attoh, WTC Accra’s chief executive officer (CEO), “if a company were to set up in Ghana, it would have easy access to so many different countries because of the size of the West African market and its close proximity to other countries including Côte d’Ivoire, Nigeria, and Liberia.” WTC Accra has been making great strides in achieving their goals — trade missions are beginning to visit Ghana, and new investors are contacting the WTC with interest in specific sectors or projects in the country.

For small- and medium-sized companies like mine, it’s very difficult to expand beyond the borders of Ghana. WTC Accra creates a lot more opportunities.

– Jerry Afful

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WORLD TRADE CENTERS
ASSOCIATION

Member Case Story:

WORLD TRADE CENTER ASUNCIÓN



WORLD TRADE CENTER ASUNCIÓN



World Trade Center (WTC) Asunción.

In 2015, Paraguay was riding an economic wave. The nation's GDP had quadrupled in just 15 years and companies from neighboring countries, such as Brazil, were coming, drawn by lower taxes and a business-friendly legal framework. The economic climate created an opportunity — as well as an economic imperative — to offer local and international companies a business district that is reflective of the country's

growing and modernizing economy. World Trade Center (WTC) Asunción opened that year and was designed to capitalize on the country's existing economic growth, foster it further, and define a new corporate area for the capital and the rest of the country.

"We saw the need and the market for the kind of opportunities and benefits a WTC would bring," said Oliva Ibañez, brand manager for WTC Asunción. The city's corporate office spaces were decentralized and in need of an upgrade. The addition of the new WTC development — which is comprised of four buildings; including two restaurants, Luna 21 and Zulu, that are among the best rated in the city, and more than 200 offices hosting 2,184 professionals — represented the single largest private investment in the country, totaling US \$77 million. Among the companies attracted to the development was Masterline Logistics, which relocated to WTC Asunción after a decade of operating in another city in Paraguay. Today, the company occupies two half-floors in tower two, filled with a young staff and contemporary office spaces that feature pool tables. According to Sales Manager Antonio Acosta, "we were initially supposed to be in the best building in Asunción, but the 'best building' actually didn't exist until the WTC opened. Its addition was a major change for the city."

In addition to being an office development for international companies, WTC Asunción has become the anchor around which a new business district has developed. According to Ibañez, "when we started the process to get the license and build the development, the area was mostly residential — without any office spaces or large corporate buildings



— and in close proximity to the international airport. The new WTC started the corporate migration from downtown to this part of the city.” In just three years after the WTC’s launch, Asunción’s business district has grown into the country’s largest, featuring more than 20 high-rises, 12 hotels, corporate space for 5,000 offices, and nine conference centers within an eight-kilometer area.

WTC Asunción also encourages networking among its businesses and with the city’s community. It hosts six breakfasts per year on topics including professional networking and improving business partnerships, taking advantage of the proximity of so many companies. To connect with the greater public, the WTC began a cultural program that has invited the community, displaying a rotating selection of local artists’ paintings and sculptures in its towers, and even hosting the symphonic orchestra for a public concert in the WTC’s central square.

Now, the WTC is aiming to expand, with branches underway in nearby Ciudad del Este and Encarnación, and local businesses are planning to follow. “Our company was born in the World Trade Center Asunción. The area quickly became the corporate axis of the city and locating in the World Trade Center was and still remains key to the success of our business,” said Mariana Heisecke, director of printing services company Printerpro. “Our idea is to expand, and we believe the best way would be to establish our company in other World Trade Center complexes. World Trade Centers have successfully been established in various parts of the world for years and is a true testament that its business model works wherever it is installed.”

We saw the need and the market for the kind of opportunities and benefits a WTC would bring.

– Oliva Ibañez

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WORLD TRADE CENTERS
ASSOCIATION

Member Case Story:

WORLD TRADE CENTER GIBRALTAR



WORLD TRADE CENTER GIBRALTAR



The lobby at World Trade Center (WTC) Gibraltar.

In the small but agile British Overseas Territory of Gibraltar, attracting and retaining business has required thinking largely about where people want to work and live. One of the key challenges facing the region with a population of just 35,000 — a shortage of office space meeting the demands of modern companies. To address this issue, World Trade Center (WTC) Gibraltar opened in February 2017 with a holistic approach to

economic development, by leveraging proximity to the airport and an adjacent complex of hotels, restaurants, and bars to attract not only businesses, but also the talent on which they depend.

“We’re competing globally for talent,” said Ed Allison-Wright, director at WTC Gibraltar’s parent company, which owns multiple developments including the adjacent leisure complex in the form of two marinas. “The focus for us is to try and make the World Trade Center a pivotal part of an investment strategy, while also making it somewhere where things happen,” he said. The 250,000-square-foot WTC building is designed to complement new shops, apartments, and nightlife venues nearby, encouraging professionals to immigrate to Gibraltar and making it a more desirable place to live. An all-encompassing building, WTC Gibraltar includes an outdoor atrium, social space, nursery, café, and hairdressers, and is a nine-minute walk from Gibraltar’s international airport. Meeting the demands and needs of the community, the WTC was 97.5 percent occupied at its grand opening and is home to about 58 businesses today (not including the 90+ businesses in Regus).

According to one of its tenants, online gaming company NetEnt, WTC Gibraltar brings together three key factors: a modern space, proximity to clients, and a recognized brand. The Stockholm-headquartered company was attracted to the building’s attention to detail and has doubled its staff from 14 to 28 since moving in. Access to co-working space is also available to the company on site when additional rooms for meetings



are needed. “Some of our biggest customers are located in the same building as us. And it means that we don’t have to travel far. If someone calls with a problem, we can take the lift and be on their floor within five minutes,” said James Elliot, NetEnt’s managing director. Additionally, as the company makes new connections, the WTC brand has added credibility. According to Elliot, “this is by far the best address to have. It makes a big difference — even just using the name World Trade Center on your business card opens many

doors and opportunities for business.”

Today, as Gibraltar competes with other jurisdictions, the WTC is driving economic growth by attracting new businesses to Gibraltar and providing a step change for existing Gibraltarian companies. A study by research firm Nairne Ltd. found that in 2017, WTC Gibraltar made an estimated US \$80 million (£65m GBP) annual contribution to the territory’s economy. According to Bruce Nairne, managing director of the firm, “because Gibraltar is a small place, the World Trade Center has made a big impact in the overall economy.”

**Because Gibraltar
is a small place,
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– Bruce Nairne

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WORLD TRADE CENTERS
ASSOCIATION

Member Case Story:

WORLD TRADE CENTER HARBIN



WORLD TRADE CENTER HARBIN



Rendering of World Trade Center (WTC) Harbin.

The province of Heilongjiang is the center of China's modern agriculture industry and produces 10 percent of the country's grain output, thanks to its nutrient-rich "black earth" soil and manufacturing industry. However, China's rising population, urbanization, and pollution are challenging Heilongjiang's success and that of Chinese agriculture as a whole. Recognizing these problems and the pressing need for regional

and national food security, World Trade Center (WTC) Harbin is using its international collaboration platform in the World Trade Centers Association (WTCA) to help solve China's agricultural problems.

Five years ago, the Shanghai Huahong Group developed a WTC in Harbin, the capital of Heilongjiang, to advance the province's agriculture industry by connecting international agribusinesses and other WTCs, with the goal for the WTC to become a leader in the global agriculture industry through trade promotion, knowledge sharing, and innovation. Seeing the value of greater international cooperation, WTC Harbin created the Agriculture Member Advisory Council (AgMAC) — an output of a Member-collaboration platform created by the WTCA in 2018 — to enable WTCs located in agricultural hubs around the world to learn from and work with one another. "We understand that we can't do this ourselves in Harbin or Heilongjiang," said Steven Lo, WTC Harbin's executive director, "but there is strength in numbers."

Since obtaining the first signature for the AgMAC memorandum of understanding (MOU) in 2017, the WTCA has received signatures from 60 WTCs, committing to address complex agricultural trade issues and share innovation and investment opportunities. "The MOU enables us to capitalize on each other's strengths and compliment what we offer in Harbin," said Lo.

The relationship between WTCs Harbin and Indianapolis provides an illustrative example. WTC Harbin met with Indiana-based companies at the forefront of new production methods that result in a higher yield with fewer pesticides — technology



that can be used around the world. “China is trying to solve the same issue, and they are developing really good technologies, but we all need to use our best talents on both sides of the ocean to push these things forward,” said Doris Anne Sadler, president of WTC Indianapolis.

Such connections across borders are also proving valuable in the context of ongoing trade conflicts and geopolitical uncertainty. For example, in the midst of the U.S.-China trade tensions, Sadler remains optimistic about the WTC Indianapolis-Harbin partnership: “This MOU has created a close working relationship, and we have been extremely appreciative.” This relationship has even opened doors for engagement outside of the traditional business-to-business (B2B) environment. To celebrate the one-year anniversary of their partnership, WTC Harbin donated 2,000 pounds of Wuchang rice to a non-profit organization called Feeding Indiana’s Hungry, which was then distributed to food banks throughout Indiana.

With its success, WTC Harbin is determined to strengthen its impact and the relationships among its MOU partners in the years to come. In July 2019, WTC Harbin organized the first AgMAC summit, the “2019 Agriculture and Trade Development Global Summit and World Trade Center Exhibition,” with six participating WTCs and their Member companies. The summit focused on pathways for foreign companies to capitalize on Chinese agricultural opportunities, meeting the dietary needs of a growing population, and providing resources for companies interested in importing or exporting. Lo is eager to scale WTC Harbin’s operations to include more WTCs and tailor discussion topics to their collective and evolving needs. “Our ambition is to get as many Members together as possible,” said Lo. “We aren’t just working for our WTC to shine, but using the WTCA network to create some movement for agricultural trade around the world.”

We aren’t just working for our WTC to shine, but using the WTCA network to create some movement for agricultural trade around the world.

– Steven Lo

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WORLD TRADE CENTERS
ASSOCIATION

Member Case Story:

WORLD TRADE CENTER LAS VEGAS



WORLD TRADE CENTER LAS VEGAS



World Trade Center (WTC) Las Vegas signs an MOU with World Trade Center (WTC) Trieste.

Las Vegas is thriving. In 2017, the city attracted 42 million visitors and its visitor economy accounted for about 20 percent of the Gross Domestic Product (GDP). As America's leisure capital, Las Vegas' key driver of economic growth has been to attract more business travelers, and World Trade Center (WTC) Las Vegas has been integral to that push by leveraging its convention business, relationships with area development authorities, and connections throughout the World Trade

Centers Association (WTCA) network.

In 2010, as part of a citywide push to attract more visitors, the Las Vegas Convention and Visitors Authority (LVCVA), in partnership with the Consumer Technology Association (CTA), designated its convention center as WTC Las Vegas, joining the vibrant network of WTCs worldwide. At that time, the city was emerging from the recession — with seven percent fewer visitors in 2009 than at its 2007 peak of 39 million visitors — and LVCVA recognized an opportunity to invest in and reinvigorate the region. The number of people attending conventions in 2009 was up 17 percent over the year 2000, while visitors overall had grown just 1 percent. Since its launch, WTC Las Vegas has helped to increase convention attendance by 45 percent, driving the city's overall visitor numbers to all-time highs in 2017.

One of the most important events hosted in Las Vegas is the world's largest annual technology convention, CES. Last year, it showcased the importance of attracting and hosting international business travelers, with a total of 182,000 people in attendance. Efforts to attract international participants have yielded a staggering 76 percent increase in international attendance since 2013 — compared to 19.3 percent overall — and today, they account for one-third of all CES guests. According to Gary Shapiro, chief executive officer (CEO) of CTA, the organization that runs CES, "just by promoting the World Trade Center as where we hold our show, it lent credibility to Las Vegas as a



business destination, and since we've done that, our show has grown considerably in size."

Among the event's international attendees last year, WTC Trieste brought 150 people to the convention, including 50 startup companies, giving its businesses a world stage. According to Cheryl Smith, director of operations at WTC Las Vegas and director of specialty market sales at the LVCVA, "our message within the WTCA network is 'come to Las Vegas and meet the rest of the world.'"

The greater state of Nevada is also driving long-term investment by attracting business leaders from around the world. WTC Las Vegas has signed a memorandum of understanding (MOU) with state- and county-level economic development authorities and puts interested businesses in touch with them to discuss investment opportunities. "We've found ourselves at the core of making strategic connections across our community and across the state," said Chris Meyer, executive director at WTC Las Vegas and vice president of global sales at the LVCVA. Encouraging that investment helps the economy diversify beyond visitors, and benefits development authorities with limited resources for international outreach. According to Jared Smith, chief operating officer (COO) at the Las Vegas Global Economic Alliance, "it's the coordination with the World Trade Center that provides us the window to the rest of the world."

**It's the
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rest of the world.**

- Jared Smith

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WORLD TRADE CENTERS
ASSOCIATION

Member Case Story:

WORLD TRADE CENTER PUNE



WORLD TRADE CENTER PUNE



World Trade Center (WTC) Pune and the Antwerp Port Authority at the first think tank event.

Over the last 15 years Pune has been one of the top five foreign direct investment (FDI) destinations in India. The city's economic foundation — built on education, research, manufacturing, and information technology (IT), and energized by one of the youngest and most educated workforces in India — is thriving. Since its inception in 2010,

WTC Pune has been integral to this dynamism by fostering international trade and providing a headquarters and trade services for Pune's business community. It is no wonder foreign companies are pouring into the city, with more than 1,000 multinational corporations (MNCs) operating locally and even more moving in.

Among the many companies that have played key roles in Pune's investment environment is Panchshil Realty. Panchshil established WTC Pune with the primary goal of providing the city's rapidly growing IT sector and budding start-up community with a world-class campus for technology and innovation. The 1.6 million-square-foot business park was specifically designed to attract and support Pune's local entrepreneurs and connect MNCs with local businesses. Hundreds of Indian and foreign companies have since moved in, attracted by the trade and investment support services offered to tenants as WTC patron Members, as well as the office's sustainability-focused, collaborative, tech-centric design. A local hub of business and investment activity, the campus has hosted more than 200 trade events in the past four years, and the demand for WTC Pune's real estate and trade services isn't slowing down. With the original campus already at full capacity, WTC Pune is constructing two additional towers to house Pune's growing business community and facilitate more events.

WTC Pune's impact is further strengthened by its range of partnerships, bringing together local governments, businesses, and groups of stakeholders. The Deccan Chamber of Commerce (DCCIA) represents a case in point. According to DCCIA Vice Chairman Hari Srivastava, its business programming has benefited tremendously from WTC Pune's resources since it signed a memorandum of understanding (MOU)



to conduct joint programming one year ago. Srivastava emphasized that the chamber's participant companies value a premium event space for programming, noting that finding the right venue is a top priority. "The infrastructure WTC Pune has is outstanding. It has been a big help to our platform to have a conducive environment for conducting our trainings and other programs."

WTC Pune's partnership with the Port of Antwerp is also helping members successfully navigate international trade and investment challenges and foster Pune's continued growth. According to the Port of Antwerp's India Representative, Malini Dutt, the port was initially attracted to WTC Pune's ability to connect it with local companies, but it is now looking for tangible ways to benefit the industry in Pune. In one of its latest initiatives, WTC Pune worked with the Port of Antwerp to create a think tank program with events and panel discussions to promote trade research and policy advocacy. The first event, held in August 2019, included a number of industry experts from WTC member companies who spoke on supply chains and logistics as the keys to foreign trade. "The whole idea behind the think tank was to share these best practices on supply chain and international trade linked to foreign trade between the India-Europe corridor, to understand challenges of companies engaged in international business in this regard, and to brainstorm possible solutions," said Dutt. WTC Pune and the Port of Antwerp hope to hold think tanks twice a year, with the topics and programming evolving to reflect the changing interests and concerns of local industries, ensuring various members' needs are met.

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- Hari Srivastava

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**WORLD TRADE CENTERS
ASSOCIATION**

Member Case Story:

WORLD TRADE CENTER ST. LOUIS



WORLD TRADE CENTER ST. LOUIS



St. Louis Mosaic Project International Mentor Program - mentors and mentees at World Trade Center (WTC) St. Louis.

In 2012, St. Louis confronted a challenge: how could a mid-sized US city with a metro population of just over 2.8 million people effectively build its talent base, compete for investment, and drive economic growth. When compared to its faster growing peers, one key differentiator stood out — the size of the city’s foreign-born population. Two years prior, St. Louis had only about half of the immigrants that lived in similar-sized metro areas such as Baltimore and

Minneapolis, and about a quarter of the foreign-born population of larger areas such as Boston and Chicago. Immigrants already living in the St. Louis region represented a strong case for attracting more foreign-born residents — they averaged higher pay and lower unemployment than native-born residents, and contributed an average of 29 percent more to the overall regional income.

Recognizing the economic imperative to grow the city’s immigrant population, in 2013 World Trade Center (WTC) St. Louis launched the St. Louis Mosaic Project — a public-private initiative designed to attract an additional 25,000 foreign-born people to the region by 2025, with the understanding that creating a welcoming environment for foreign-born businesspeople and their families is essential to attract skilled talent and new investment. “Attracting foreign investment is really about knowing how to help those companies after the deal is done and get integrated into the community better,” said Tim Nowak, executive director at WTC St. Louis.

WTC St. Louis and Mosaic were key to wooing Germany-based Klein Wanzlebener Saatzeit (KWS) to St. Louis when the company was considering where to open a plant science research center. According to Derek Bartlem, managing director at KWS Gateway Research Center, “People have come to us with a passion to offer support, make us feel welcome, and help our company grow and keep growing. The World Trade Center is a core part of this and the Mosaic Project is a perfect means to



accomplish the initiative.”

With a 32-member steering committee, Mosaic builds on WTC St. Louis’ position within the city’s government and connections in business and academia to offer a broad range of services. The project includes an entrepreneurship program to help immigrants launch businesses as well as a professional connector service to help newcomers network with local businesspeople. It also features a global talent hiring initiative to encourage

companies to hire immigrants, and a trailing spouses program with about 240 people from 54 countries designed to integrate family members into the community.

According to Betsy Cohen, the program’s executive director, one of Mosaic’s greatest strengths is a person-centered and holistic approach that adds a missing personal factor to typically more “clinical” investment-courting efforts. “I say if you or your company come to St. Louis, it’s not just about the business. We’re here to make sure that the people have successful lives here, and that they love working and living here,” she said. “It’s a whole different approach that adds to the business-to-business sides that World Trade Centers are known for.”

Attracting foreign investment is really about knowing how to help those companies after the deal is done...

- Tim Nowak

For Sivan Weitzman, a former chief financial officer (CFO) from Israel who met with Mosaic before her husband brought a branch of his tech company to the city, the project’s ongoing assistance includes helping her to navigate the professional interview process to advance her own career. According to Weitzman, Mosaic’s support has been instrumental in making both her family and her husband’s company stay in the region. “You know that you are not alone. There is someone there that will help you in whatever you will need,” she said. “The people want to help you and want you to succeed.”

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WORLD TRADE CENTERS
ASSOCIATION

Member Case Story:

WORLD TRADE CENTER SYDNEY



WORLD TRADE CENTER SYDNEY



Rendering of World Trade Center (WTC) Sydney.

Already Australia's financial capital, Sydney is driving future economic growth by developing its western industrial area, integrating it with the rest of the city, and connecting it to the world. With 2.2 million residents, Western Sydney alone would be Australia's fourth largest city, and the population is expected to grow 50 percent by the 2030s. To drive and facilitate this growth, a massive infrastructure development project is

underway, including connective road and rail services; a second international airport set to open in 2026; and the new World Trade Center (WTC) Sydney, a purpose-built complex designed to create a trade hub for the region expected to open by 2026.

"Sydney's a hugely aspirational place at the moment," said Neil Hill, design director at Woods Bagot, a global architectural and consulting firm who is helping to plan the WTC.

The economic powerhouse city accounts for almost 25 percent of Australia's Gross Domestic Product (GDP), but its economy has been growing slower than Brisbane, Canberra, and Melbourne. With a new airport as its anchor, the development of Western Sydney is designed to reverse that trend. The city is receiving US \$3.8 billion in government investment, and will host 10 million people per year in its first phase, with plans for direct flights delivering goods to Asia overnight. A study by PwC estimates that the airport will create 28,000 direct and indirect jobs by 2031, and three times that number by 2040.

According to Jomon Varghese, managing director and chief executive officer (CEO) of WTC Sydney, "local businesses here in Sydney will be getting wings to fly to 320 cities across the world."

To develop a model for WTC Sydney, planners undertook a systematic evaluation of WTCs around the globe. That included detailed examination of WTCs in Amsterdam,



Dubai, Miami, New York, and Seoul, assessing their impact in improving regional economies, centralizing services, and attracting people from abroad. In addition, WTC Sydney has directly consulted with WTCs in Bengaluru, Bombay, Gibraltar, Kochi, and Miami. Born from that review and consultation, the construction plan for WTC Sydney includes four towers with commercial space for both SMEs and larger corporations, a convention and exhibition center, a hospital and a university, and retail and residential space. It

will consist of a mixed-use International Trade City situated on 220 hectares of land near the airport, which is currently under construction. According to the Economic Impact Analysis by PwC, WTC Sydney will create 43,500 direct jobs, 45,000 indirect jobs, and 52,900 induced jobs.

In Sydney's business community, there is an understanding that the WTC would fill a gap — “there is no equivalent in Sydney. There is no curated physical place where there's such a focus on tenants, conferences, events and exhibitions that are centered on trade. So that would give it a unique place in the market,” said David Borger, executive director of the Western Sydney Business Chamber. “Trade needs connection, it needs introduction, it needs curation. It's hard work, and the World Trade Center model seems to be perfect for this precinct.”

Trade needs connection, it needs introduction, it needs curation. It's hard work, and the World Trade Center model seems to be perfect for this precinct.

– David Borger

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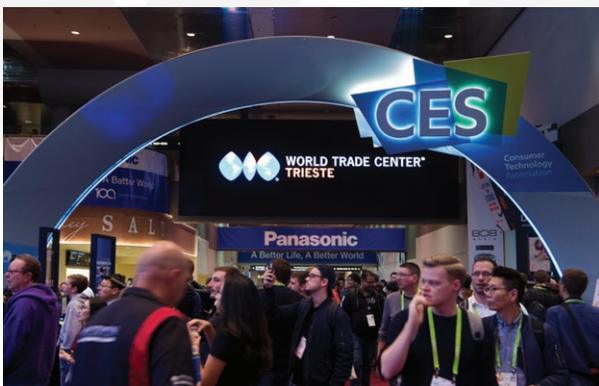
WORLD TRADE CENTERS
ASSOCIATION

Member Case Story:

WORLD TRADE CENTER TRIESTE



WORLD TRADE CENTER TRIESTE



World Trade Center (WTC) Trieste en el CES de Las Vegas.

Trieste, a port city of more than 200,000 inhabitants, isn't just trying to grow by attracting businesses — it's trying to future-proof its economy by drawing the most innovative companies. To compete with cities many times its size, Trieste launched a new public-private initiative called "FREEWAY Trieste," which is integrating World Trade Center (WTC) Trieste's international business expertise with scientific research facilities,

industrial areas and connective trade infrastructures with the Free Port Zones, and is enabling Trieste to court companies on the cutting-edge.

According to Enrico Samer, president of WTC Trieste, "Trieste has a distinct advantage by incorporating an International Free Port, regulated by Annex VIII (8) of the Peace Treaty after World War II. This Free Zone of approximately 2 million square meters is unique in Europe, as confirmed by GATT/WTO, Tax Justice Network, the US State Department, and other institutions." The city's port is a customs-free zone, which is well connected to the European continent by rail and road as well as shipping routes through the Suez Canal. Six miles away, AREA Science Park's laboratories and equipment have helped make the proportion of researchers in Trieste comparable to that in the areas surrounding MIT and Stanford.

Launched in 2017, FREEWAY Trieste is a partnership between a private company, Samer & Co. Shipping S.p.A., which is a port terminal operator and owner of the WTC Trieste license, and a public entity, AREA Science Park. The partnership was founded with the confidence that in joining forces, the region's public and private sectors could accelerate innovation with world-class infrastructures and efficient, coordinated services for manufacturing, research and logistics. According to Stephen Taylor, director of innovation and complex systems at AREA Science Park, "there are things that the public sector can do well; there are things that the private sector can do well; and then there are some things that require an active collaboration between the public and private



sectors in order for them to happen well, but also efficiently and effectively within reasonable time scales.”

WTC Trieste takes the coordinating role in FREEWAY Trieste, globally promoting the assets and benefits of this industrial innovation hub, facilitating companies’ consultations with partners and building on connections in the World Trade Centers Associations (WTCA) network to attract

businesses to Trieste and help them grow.

Acting as a one-stop shop, FREEWAY Trieste can help companies find support in developing proposals leasing real estate, navigating Italian corporate law, finding public grants and financial resources available for projects development, and managing complex permitting processes, among other services.

The FREEWAY Trieste partnership has already demonstrated considerable success and was instrumental, for example, in attracting the first European branch of Indonesia’s Java Biocolloid. AREA Science Park offers Java Biocolloid — a manufacturer of agar, a product derived from seaweed and commonly used in food products — a base to develop a new bacteriological grade agar blend for use in scientific tests.

WTC Trieste has helped the company acquire business permits, find and invest in a warehouse at the port, and provided its historic building for the company to host meetings. “The FREEWAY Trieste project has opened up doors that we could have not even dreamed of seeing from a distance,” said Giulio Paravano, who heads sales and distribution for Java Biocolloid’s Trieste branch. “They really helped us. We wouldn’t be here otherwise.”

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– Giulio Paravano

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