By combining employment growth, value of jobs, and Louisiana’s ability to win,” six “Blue Ocean” themes and 12 growth initiatives were selected.

<table>
<thead>
<tr>
<th>Sector themes</th>
<th>Growth initiatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Digital media/software development</td>
<td>▪ Next generation digital media/software development ecosystem (includes Healthcare software development)</td>
</tr>
<tr>
<td>Next generation auto</td>
<td>▪ Auto: Supplying the future driving experience</td>
</tr>
<tr>
<td>Specialty healthcare</td>
<td>▪ Specialty research hospital and corridor: Treating the nation</td>
</tr>
<tr>
<td>Renewables &amp; energy efficiency</td>
<td>▪ Obesity/diabetes research and treatment</td>
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<tr>
<td>Water management</td>
<td>▪ Manufacturing pharmaceuticals</td>
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<td>Next wave oil &amp; gas</td>
<td>▪ Energy efficiency: Green living, green building, green manufacturing</td>
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<td>▪ Renewable energy: Power and fuel for the future (includes biomass and hydropower)</td>
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<td>▪ Nuclear Power: Parts and modular production</td>
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<td>▪ Enhanced oil recovery: Scraping the bottom of the barrel</td>
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</table>
### Initiative summary (1/6)

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<th>Why exciting?</th>
<th>Why Louisiana?</th>
<th>Example action steps</th>
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<tbody>
<tr>
<td>A full “ecosystem” that draws digital media and software development employers, entrepreneurs, researchers and investors that keep developing “the next wave”</td>
<td>High expected employment growth in US</td>
<td>Highly competitive and broad tax credit</td>
<td>Attract companies in high growth areas (e.g., education IT, healthcare IT, digital gaming, cyber security, mobile applications, eReader)</td>
</tr>
<tr>
<td></td>
<td>High wage positions</td>
<td>Creative culture that is attractive to young professionals</td>
<td>Market the “eco-system” to attract talent</td>
</tr>
<tr>
<td></td>
<td>“Buzz” factor that could transform image of state</td>
<td>LONI high speed optical network</td>
<td>Align education system with industry needs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Many early wins</td>
<td>Increase VC capital presence</td>
</tr>
</tbody>
</table>

### Next generation digital media/software development ecosystem

- Digital media/software development ecosystem
- Attract companies in high growth areas (e.g., education IT, healthcare IT, digital gaming, cyber security, mobile applications, eReader)
- Market the “eco-system” to attract talent
- Align education system with industry needs
- Increase VC capital presence

### Next generation auto

- Auto: Supplying the future driving experience
- Consider target niches such as
  - Composite manufacturing
  - New entrants (US-based or global) seeking a US facility (like V-Vehicle)
- Focus on building relationships
- Use incentives if there is real interest

- Become a manufacturing center for the next generation of cleaner, greener automobiles or parts
- High growth as US shifts from traditional auto to more efficient auto
- Shift is global in scope, driven by market and regulatory factors
- New, disruptive entrants with new business models that need new facilities
- Low, flexible labor costs in line with other Southern States
- Early win (V-Vehicle) adds credibility

- Attract companies in high growth areas (e.g., education IT, healthcare IT, digital gaming, cyber security, mobile applications, eReader)
- Market the “eco-system” to attract talent
- Align education system with industry needs
- Increase VC capital presence
### Initiative summary (2/6)

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<tr>
<td><strong>Energy efficiency: Green living, green building, green manufacturing</strong></td>
<td>Large projected investments in energy efficiency globally and domestically – potential US spend of $290B per yr on labor-intensive energy efficiency</td>
<td>Momentum and rising demand exists in the state</td>
<td>Market state’s existing incentives to “go green,” like solar tax credits</td>
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<td></td>
<td>Low-cost manufacturing destination</td>
<td>Cultivate emerging green materials companies and attract manufacturing operations looking for low-cost domestic destination</td>
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<td>Distinctive logistic and transportation assets</td>
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**Renewables & energy efficiency**

- Lead the South into the “green century” by attracting manufacturing operations to the state and stimulating demand for EE technologies and applications

**Renewable energy: Power and fuel for the future**

- Cultivate emerging renewable technologies with an eye toward
  - Powering Louisiana and the country in the 21st century and beyond
  - Reducing electricity costs for energy-intensive businesses in Louisiana

- Large US and international mandates and incentives anticipated
- Consumer demand to pursue green energy

- Wealth of natural resources for commercial stage technologies
  - Supply of timberland for wood-based biomass & biofuels
  - Red & Mississippi Rivers for hydropower
- Resources for renewable fuel sources on the horizon (e.g., algae, switchgrass)

- Coordinate with existing sectors to avoid unintended consequences
- Focus early business development on proven technologies (e.g., small hydro, biomass) and assist these companies with obstacles (e.g., access to power grid)
- Create “ecosystem” that “pioneers” promising but unproven technologies
  - Lure cadre of small companies
  - Available research funding and talent
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</table>
| **Nuclear power: Parts and modular production** | Continue attracting parts manufacturers while staying abreast of developments in both the US and global nuclear energy markets | ▪ 50-200 new plants expected globally  
▪ 5-10 new plants in US, which could increase dramatically dependent on regulation | ▪ Early wins and major player  
▪ Low-cost manufacturing destination  
▪ Distinctive logistics and transportation assets | ▪ Target and attract nuclear parts manufacturers and maintenance firms  
▪ Monitor next generation technologies to understand new and growing players in nuclear  
▪ Attract engineering and construction firms if new build gains momentum |
| **Specialty hospital and medical district: Treating the nation** | Transform into a medical destination of the Southeast by cultivating a specialized hospital that could anchor a flourishing medical district to attract both out-of-state patients and talent | ▪ Healthcare projected to be one of highest growth sectors in US  
▪ Opportunity to fill Southeast’s void of top ten ranked hospitals in certain areas | ▪ Wealth of assets concentrated in specific areas (e.g., Shreveport, Baton Rouge, New Orleans)  
▪ Exciting opportunities to drive significant improvements (e.g., building of LSU Teaching Hospital & VA Hospital, merger of Our Lady of the Lake)  
▪ Vibrant culture as a draw for medical travelers | ▪ Distinguish the state’s treatment offerings by either growing organically (i.e., funding growth in existing hospital) or inorganically (i.e., through partnership with leading treatment center)  
▪ Assist in raising the needed resources to achieve success (e.g., building world-class facilities, recruiting top talent) |
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| **Obesity/diabetes research and treatment** | Become the national epicenter for treating obesity, diabetes, and related co-morbidities | ▪ Growing epidemic in US with no end in sight  
▪ Southeast is at the epicenter of the problem  
▪ Large increases in national funding and research grants | ▪ One of the highest rates of obesity and diabetes mortality rates in the US  
▪ Costs expected to reach $4.5 billion annually in Louisiana by 2018  
▪ Pennington Biomedical Research Center is a leader in the study of obesity and preventative medicine | ▪ Make Pennington the leader in obesity/diabetes research and world class at writing grants  
▪ Consider the following  
  — Developing 4-5 treatment centers statewide and attracting physicians  
  — Supporting the creation of a clinical database with large supply of study subjects  
▪ Attract pharmas, medical suppliers, and NGOs focused on diabetes and obesity treatment and prevention |
| **Manufacturing pharmaceuticals** | Cultivate a thriving pharma manufacturing sector by attracting international manufacturing operations looking to enter US market and domestic operations seeking lower-cost destinations | ▪ High overall industry growth in US  
▪ Worldwide growth driven by close to $300 billion in branded drug sales going off patent by 2015 | ▪ Low-cost manufacturing environment  
▪ Access to distinctive transportation assets providing outlet to rest of the country and world  
▪ Increasing momentum led by recent and potential wins | ▪ Drive momentum by creating a marketing campaign to increase awareness of emerging sector  
▪ Continue reaching out to branded and generic companies looking for low-cost manufacturing destinations |
### Initiative summary (5/6)

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<td><strong>Water management:</strong> The Netherlands of the US</td>
<td>Translate current significant spend on water defense into a sticky capability to capture future growth opportunities to become a true regional water hub</td>
<td><strong>World-wide issue of coastal restoration and defense</strong>&lt;br&gt;<strong>Renewed attention to threat/impact of natural disasters</strong></td>
<td><strong>Will spend $3-4 billion a year on coastal restoration in the next 20 years</strong>&lt;br&gt;<strong>Initial base of 40 companies</strong></td>
</tr>
</tbody>
</table>

**Unconventional gas:** Not everything’s bigger in Texas | Accelerate and increase scope of Haynesville shale development to ensure that it remains one of the most economic unconventional natural gas plays (get down the learning curve before other basins) | **Shift from gas short to gas long**<br>**Cutting edge drilling and fracking technologies to unleash full potential of natural gas reservoirs**<br>**Cleaner alternative to other widely used fuels e.g., coal** | **Largest unconventional natural gas play in the US (and the fourth largest in the world)**<br>**Developed oil and gas industry** | **Ensure that Exploration & Production companies scale up Haynesville operations**<br>**Cultivate R&D (fracking, drill pace) to make Haynesville more cost competitive** |
### Ultra-deep water: Under the sea

**Description:** Become (again) the operations hub for deepwater drilling in the Gulf of Mexico (similar to Aberdeen or Bergen)

**Why exciting?**
- New wave of exploration to capture oil deposits 10,000 feet beneath the ocean surface
- One avenue to decreased dependence on foreign oil

**Why Louisiana?**
- O&G infrastructure
- Better proximity to existing and new deepwater discoveries
- Developed oil and gas industry in the state

**Example action steps**
- Understand the location decisions of E&P and oilfield service companies
- Attract operations business of E&P and oilfield services
- Selectively upgrade infrastructure (e.g., extra supply port)

### Enhanced Oil Recovery techniques: Scraping the bottom of the barrel

**Description:** Monitor and employ EOR techniques in LA’s oil fields as the technology advances (e.g., chemical, CO2)

**Why exciting?**
- Can increase oil recovery from 20-40% to 30-60%
- If carbon capture technology develops, could be a use for carbon in traded carbon economy

**Why Louisiana?**
- Large number of mature oil fields within the state
- Some legislative action in place incentivizing the use of CO2 EOR
- Developed oil and gas industry

**Example action steps**
- Engage and understand intentions of EOR players
- Determine set of potential future actions based on oil price and technological development
- Move big when time is right