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**The Field Guide by
SelectGlobal, LLC
Your Monthly Compass for Global Expansion
April 2026**

Welcome to The Field Guide - your monthly compass for navigating global expansion. Each month, you'll find leadership insights from our CEO, curated events, partner spotlights, and direct access to the tools and intelligence that make market entry systematic, not chaotic.

Let's get started

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From the Field:



The first quarter of 2026 surprised a lot of people. The war with Iran. The tariff restructuring. Energy price shocks. A fundamental shift in site selection logic. The U.S. government's explicit pivot to 28 priority industrial sectors. **We were not surprised by any of it.**

That is not a boast. It is a description of what jurisdictional intelligence is for. In addition to working with companies, communities, and trade commissioners through Q1, we published three articles that stitch together what changed, where

the fulfillment gaps are opening, and which locations are now on the right side of the filter -- most of them not on anyone's radar yet.

"Three Mistakes That Will Define the Next Industrial Cycle" came first. The argument is blunt: the metrics, incentive frameworks, and site selection vocabulary that built economic development's track record were designed for a cycle that has already ended. Communities that correct the structural errors forming right now will not need to compete on incentives. They will be the obvious choice.

"The Tier 1 Instinct" landed March 31. Water access, power reliability, and proximity to active Department of War (DoW) demand concentration are not secondary variables. They are the three constraints that eliminate most candidate locations before any incentive conversation begins. The piece maps the geography that survives those constraints - and why the answer is almost never the core city inside a Tier 1 metro.

"After the Announcement" is the third piece and, structurally, the last chapter. Most market entry analysis stops at the site decision. That is where the fulfillment gap opens. Workforce pipeline construction, permitting sequence, supply chain localization, and regulatory compliance do not wait for the ribbon cutting. They begin the day the announcement is made - or they fall behind immediately.

Read separately, **each piece addresses a distinct moment in the market entry sequence**. Read together, they describe the full arc: what the cycle demands, where the location filter actually runs, and what operational readiness requires once the decision is made.

Beyond our jurisdictional intelligence and site selection work, **we had a stretch goal this quarter: build our own mental model for why all of these changes are happening all at once**.

"Builders vs. Diplomats" is the result. Last November we published our first Strong Convictions, Loosely Held series, an eight-part framework on capital allocation in an industrial cycle. This is the second series and the most ambitious thing we have published.

The argument draws on Neil Howe's Fourth Turning as the generational frame, then layers in the neomercantilist transition Michael Every has been mapping at Rabobank, Peter Zeihan's demographic and geographic determinism, Lyn Alden's fiscal dominance thesis, and Doomberg's energy market mechanics. These are not naturally adjacent sources. Weaving them into a single coherent account of this moment required three years of parallel reading and a citation apparatus that, in several sections, runs longer than the text it supports. That density is intentional. It is what separates analysis from assertion.

"Builders vs. Diplomats" is not a market entry checklist. It is not a policy summary. It is not written for the reader who wants conclusions without the mechanism that generates them. It is analytical architecture, dense and sourced, the kind of work you can only do if you have done the reading.

The six-part series launches April 15 on the SelectGlobal website. The complete omnibus will be published as a standalone Atlas Feature on July 4, 2026.

We will see you April 15th.

Michael T. Edgar, Founder and CEO
SelectGlobal LLC
www.SelectGlobal.net

P.S. For readers who want the argument without the apparatus, we are building a chatbot interface that navigates the full text by question. Target release is before Memorial Day 2026.

Featured Blog Post

"After the Announcement"

Michael T. Edgar examines economic development's biggest blind spot: the 12–24 month operational buildout that determines whether an announced project actually survives. Learn why founder-led manufacturers need Jurisdictional Intelligence — not just incentive packages — and how communities that invest in post-announcement execution are the ones projects actually stick to.

Read more Here → <https://www.selectglobal.net/blogs/post/after-the-announcement>

Upcoming Events

[ITA/GC: Wednesday, April 8](#)

April 8 - AI across Supply Chains

Luncheon program. Scott Case, Founder and Chief Storyteller, Position: Global, on AI types, major players across logistics industries, and what companies should ask before adoption - necessity, cybersecurity, deployment, and support. Wednesday, April 8, 11:45 a.m. - 2:00 p.m., Carlucci Rosemont, 6111 North River Road, Rosemont, IL. Members \$50 / Non-members \$75.

[ITA/GC: Thursday, April 16](#)

April 16 - Tariff Classification (Trade Essentials Workshop Series)

Instructor: David Forgue, LCB, Partner, Barnes, Richardson and Colburn, LLP. Correct classification reduces duty costs and compliance exposure. Certificate of attendance included. CCS/LCB credit requested. Thursday, April 16, 9:00 - 11:00 a.m., 1701 Golf Road, Building 3, Suite 300, Rolling Meadows, IL. Members and Affiliates \$30 / Non-members \$50.

[ITA/GC: Wednesday, May 13](#)

May 13 - Foreign Exchange and Currency Risk Management

Luncheon program. Associated Bank's Angie Kappel, CTP and Mike Sankowski on FX market fundamentals, currency risk management tools, and stablecoins and their implications for international payments and treasury management. Wednesday, May 13, 11:45 a.m. - 2:00 p.m., Carlucci Rosemont, 6111 North River Road, Rosemont, IL. Members \$50 / Non-members \$75.

Partner Spotlight

OutPace Business Solutions brings military-grade execution discipline to the government contracting arena. Led by retired USAF Lt. Col. Rob Fekete—a two-time commander with 25 years of global logistics, sustainment, and acquisition experience—OutPace helps manufacturers, advanced technology firms, and growth-oriented small businesses accelerate entry into federal markets.

Their approach blends operational credibility with advanced automation. OutPace's proprietary AI-powered SAM.gov engine processes roughly one government opportunity per minute, scoring and filtering contracts for optimal client fit. In the past year, one defense sustainment client tripled pipeline visibility within 90 days, while another secured a \$1.8M contract award with scalable follow-on potential.

Within SelectGlobal's Constellation (TM), OutPace serves as the government contracting specialist—activated when clients require SAM registration guidance, SBIR/STTR pursuit support, or compliance expertise tied to the Buy American Act and related federal requirements.

What sets OutPace apart is discipline at speed: AI-driven opportunity identification paired with expert, operator-level validation before anything reaches the client. The result is precision, momentum, and contracts that match real capabilities.

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Partner with us in 2026

SelectGlobal works with three distinct partner types:

- **For Companies:** Strategic orchestration of U.S. market entry and expansion —Virtual Path testing or Physical Path execution, with convergence into sustained operations support.
- **For Communities:** Foreign direct investment attraction strategy, including Atlas profile development, investor-ready infrastructure intelligence, and partnership activation.
- **For Trade Commissioners:** Collaborative client referral networks, joint market studies, and curated introductions to SelectGlobal's vetted constellation of site selectors and expansion specialists.

All partnerships begin with a Discovery Call—transparent assessment, clear recommendations, honest go/no-go guidance.

Navigating together in 2026

As we refresh our systems this quarter, a quick favor: If SelectGlobal's insights on global expansion are valuable to you, help us serve you better by:

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Still finding your way? That is what we're here for.

About SelectGlobal

SelectGlobal operates as your single point of accountability throughout your entire U.S. market entry journey. The Fork Framework (tm) gives established international companies a structured, de-risked approach to American expansion - whether testing demand virtually or committing to physical infrastructure. Our LatticeWorks (tm) ecosystem coordinates 250+ municipalities, 68+ trade offices, and 100+ alliance partners on your behalf.

Select Global, Box 402 , Libertyville, Illinois 60048, United States

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