Strengthen the global competitiveness of American businesses

Goal Leaders:

Goal Leader: Marisa Lago, Under Secretary of Commerce for International Trade

Deputy Goal Leader: Diane Farrell, Deputy Under Secretary for International Trade

Goal Team

Marisa Lago
Under Secretary of Commerce for International Trade

Diane Farrell
Deputy Under Secretary for International Trade

Marcus Points	May Cheng	Grant Harris	Lisa Wang	Arun Venkataraman
Chief Financial and Administrative Officer	Deputy Chief Information Officer	Assistant Secretary of Commerce for Industry & Analysis	Assistant Secretary of Commerce for Enforcement and Compliance	Assistant Secretary of Commerce for Global Markets and Director General of the U.S. & Foreign Commercial Service

Goal Overview

Goal Statement

- o By September 30, 2023, in support of expanding the global footprint of American small and medium-sized enterprises (SMEs) and enhancing its accessibility and assistance to businesses in underserved communities, the International Trade Administration (ITA) will accelerate its digital transformation to double the annual number of clients assisted from 38,000 in FY 2020 to 76,000 in FY 2023, with a particular focus on SMEs and the Nation's underserved communities.

Problem to Be Solved

- o While SMEs—especially those in underserved and historically disadvantaged communities—represent most American businesses and contribute significantly to innovation, job creation, and economic growth, they continue to face significant barriers to exporting. Better awareness of ITA's programs and resources as well as more tailored assistance could help them successfully address these barriers to enter and expand into new international markets.

- o ITA needs to leverage digital transformation to modernize its service delivery across all digital channels. Doing so would allow ITA to raise awareness of its programs and resources, particularly with SMEs and underserved communities, as well as to better capture clients accessing ITA's technology-driven solutions available to them.

What Success Looks Like

- o As a result of these digital enhancements and through targeted outreach and engagement, ITA will be able to fully capture the clients it assists and help more U.S. SMEs and underserved businesses to gain awareness of and timely access to tailored trade promotional resources and assistance to become successful exporters, grow internationally, and create U.S. jobs.

Goal Overview

While U.S. SMEs comprise 99 percent of domestic firms and contribute to 44 percent of gross domestic product, they account for only one third of U.S. exports. To help SMEs and underserved/historically disadvantaged businesses to overcome the challenges associated with exporting and attracting inward investment, ITA will tailor and enhance the accessibility to its trade programs through a series of digital milestones in fiscal years 2022 and 2023. This digital transformation will both broaden ITA's network, programs, and services to attract clients as well as improve the ability to more accurately account for the number of clients assisted. ITA-wide efforts include:

- o **Digital Transformation** – ITA will update and expand its use of technology to improve operations and achieve higher productivity and innovation, upgrade and tailor online services to meet the needs of different customers, and continuously enhance and deploy technology as new capabilities are brought to market.

- o **Priority Technology Enhancements** – ITA will identify and acquire the digital tools needed to modernize the customer experiences of its clients. This includes, but is not limited to:
  - Implementing an event technology solution to manage and seamlessly deliver events worldwide.
  - Building out video conferencing features for staff to virtually engage with clients.
  - Deploying a digital experience platform to provide clients with personalized access across ITA's digital touchpoints and enable ITA to capture information on specific client interests and needs.

- o **Improved Website Design** – ITA will make the trade.gov website navigation more approachable and intuitive. It will also enhance digital marketing and outreach efforts to acquire and assist more clients—particularly SMEs and underserved communities.

- o **Implementation Phases** – ITA will collect baseline data on current use of digital services, especially by SMEs and underserved communities, to better understand user volume, problems needs, and preferences, and make design recommendations based on this analysis.

- o **Expand Services to Enforcement of Unfair Trade Practices Actions** – ITA will leverage existing resources to disseminate information on how to resolve unfair trade practices.

Goal Strategies

Strategy 1: Transform ITA's Business Processes, Workforce, and Culture
to more efficiently and effectively assist clients by fully leveraging digital solutions.

Conduct a pilot program to improve ITA's virtual assistance through digital channels.

Implement self-service dashboards for ITA staff to view web analytics for trade.gov in real time to build a culture of continuous improvement through digital engagement.

Train staff on new digital solutions implemented by ITA and the skillsets needed to assist clients across digital and non-digital channels.
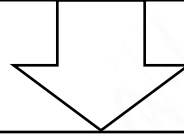
Strategy 2: Attract and Acquire New Clients
particularly SMEs and underserved communities, through digital content and omnichannel marketing tools and event/service offerings

Improve the quality of ITA's digital content and expand the breadth, depth, and cultural appropriateness of information available to clients on ITA's website (trade.gov).

Enhance ITA's marketing campaigns through IT automation and private-public sector best practices.

Expand outreach to underserved communities through the Global Diversity Export Initiative (GDEI), Women's Global Trade Empowerment program, and Rural Export Center (REC).
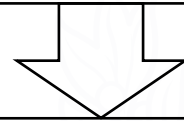
Strategy 3: Capture Clients Assisted Online and Offline
through a digital experience platform and event/service technology solutions.

Implement a digital experience platform to provide clients with personalized access across ITA's digital touchpoints and to enable ITA to capture clients assisted online.

Modernize ITA's delivery of events and services through best-in-class technology solutions that expand access to ITA's assistance and ensure participants are captured as clients assisted.

Stakeholder data analysis will enable ITA to improve its provision of information and enforcement and compliance services digitally.

Goal Targets

Achievement statement	Key indicators	Quantify progress				Frequency

By September 30, 2023, in support of expanding the global footprint of American small and medium-sized enterprises (SMEs) and enhancing its accessibility and assistance to businesses in underserved communities, the International Trade Administration (ITA) will accelerate its digital transformation to double the annual number of clients assisted from 38,000 in FY 2020 to 76,000 in FY 2023, with a particular focus on SMEs and the Nation's underserved communities.

By…	We will…	Name of indicator	FY 2023 Target value*	Baseline value*	FY 2022 value*	Current value Q1 FY 2023	Update cycle
09/30/2023	Double ITA Clients Assisted	Number of export and investment clients assisted	76,000	38,000	51,486	**14,582**	Quarterly
9/30/2023	Ensure over 80% of U.S. exporter clients assisted are SMEs	SME percentage of U.S. exporter clients assisted	80%	86%	85%	**83%**	Quarterly
9/30/2023	Focus outreach on the nation's underserved communities	Number of clients assisted in underserved communities	11,500	5,700	6,447	**8,627**	Quarterly

*Note that FY 2023 target value reflects the APG goal target. Baseline value reflects FY 2020 actuals, which ITA used to set this APG's targets during its development in FY 2021. FY 2022 value reflects the end-of-year result. Definitions of these indicators are provided on slides 12 through 14.

Key Indicators
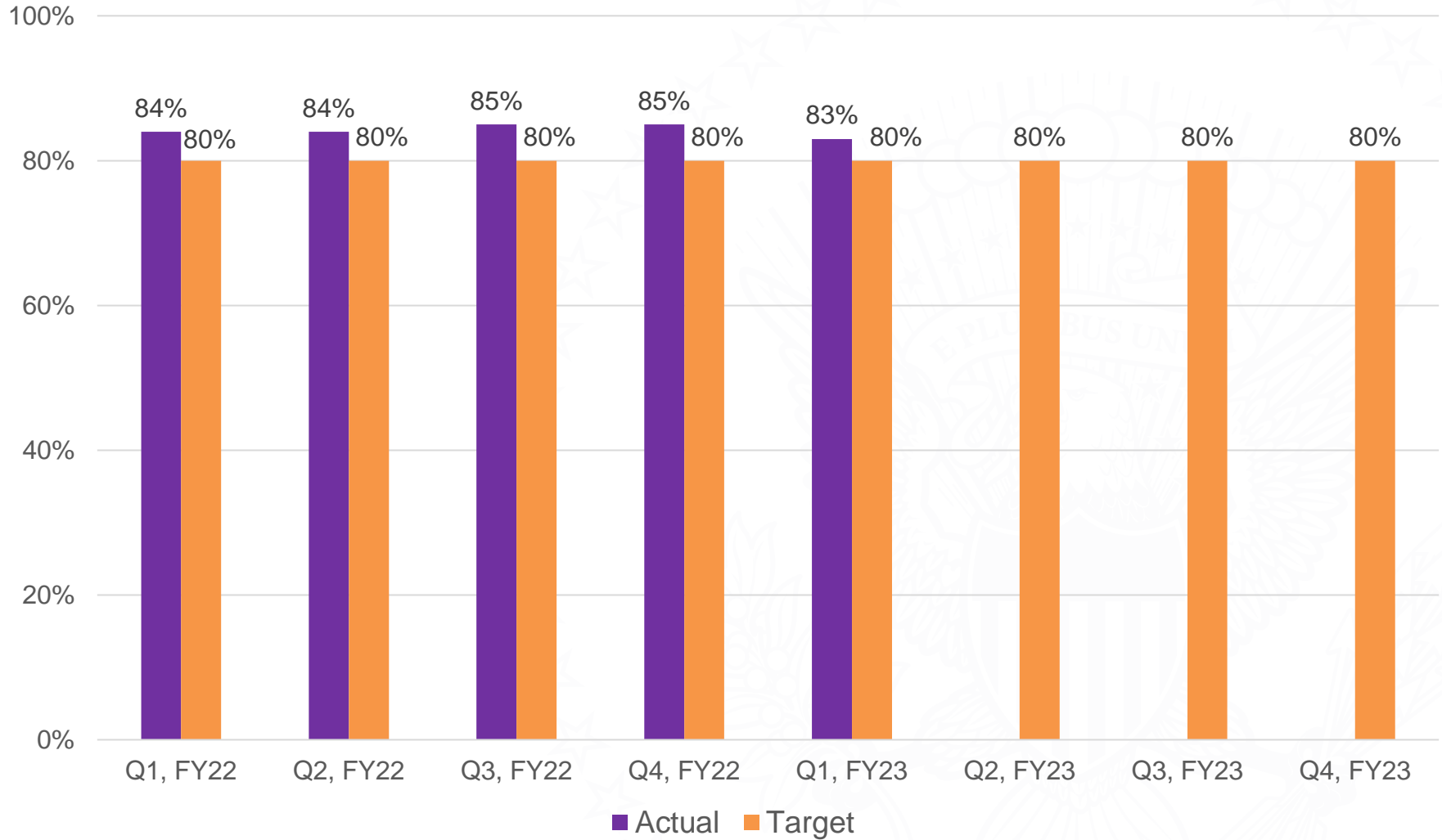
Number of Export and Investment Clients Assisted*
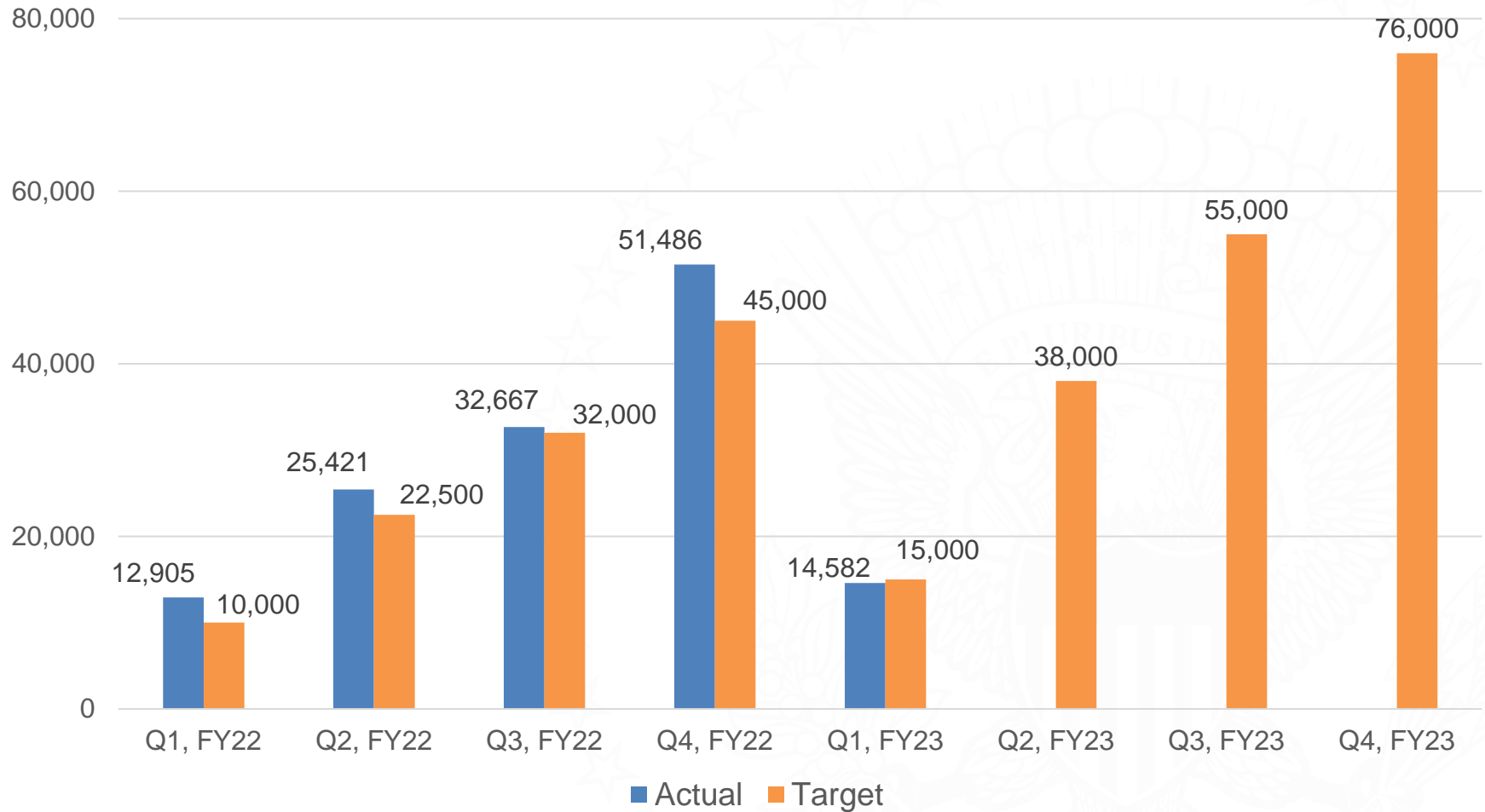
*Actual and target numbers reported are cumulative over the associated fiscal year. ITA's APG is to double the annual number of clients assisted from 38,000 in FY 2020 to 76,000 in FY 2023. ITA achieved 42,462 clients assisted in FY 2021 and seeks to increase the annual number in FY 2022 to 45,000 and then to 76,000 in FY 2023.

Key Indicators

SME Percentage of U.S. Exporter Clients Assisted

Legend: Actual (purple), Target (orange)

	Q1, FY22	Q2, FY22	Q3, FY22	Q4, FY22	Q1, FY23	Q2, FY23	Q3, FY23	Q4, FY23
Actual	84%	84%	85%	85%	83%			
Target	80%	80%	80%	80%	80%	80%	80%	80%

Key Indicators

Number of Clients Assisted in Underserved Communities*

Q1, FY22	Q2, FY22	Q3, FY22	Q4, FY22	Q1, FY23	Q2, FY23	Q3, FY23	Q4, FY23
2,081	4,142	5,119	6,447	8,627			11,500

■ Actual ■ Target
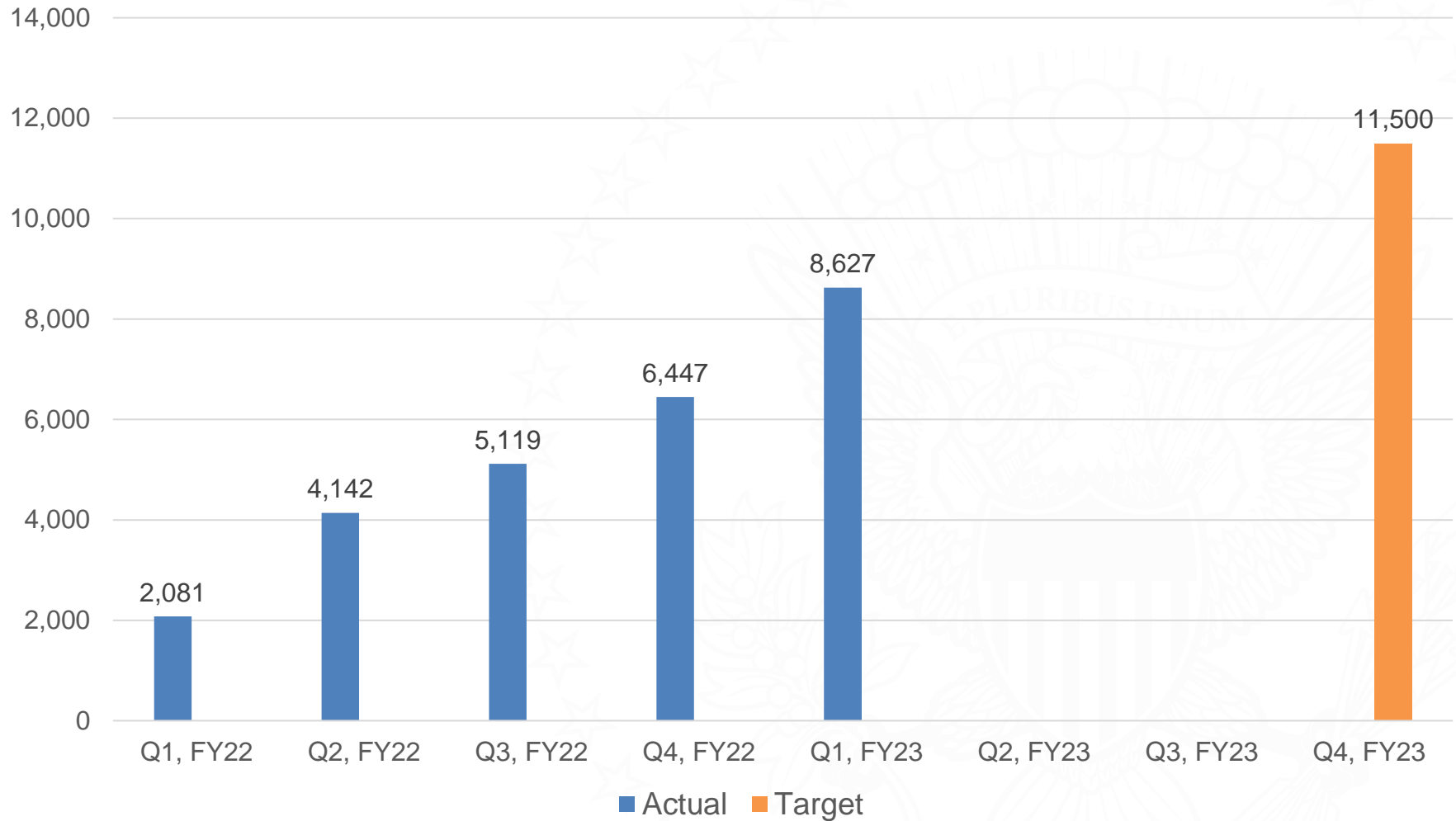
* Note that the target value is for the two-year lifecycle of the APG, with a starting value based on FY 2020 data.

Key Milestones

Milestone Summary					
Key Milestone	**Milestone Due Date**	**Milestone Status**	**Change from last quarter**	**Owner**	**Comments**
Transforming Service Delivery*					
WebEx Training and Build Out	Q2, FY22	Complete			Completed in FY 2022 Q2.
Self-service Dashboards	Q3, FY22	Complete			Completed in FY 2022 Q3.
Event Technology Solution	Q4, FY22	Complete			Completed in FY 2022 Q4.
Digital Experience Platform	Q4, FY22	Complete			Completed in FY 2022 Q4.
I&A Digital Assistance Pilot	Q4, FY22	Complete			Completed in FY 2022 Q4.
Enhanced Marketing Campaigns	Q1, FY23	Complete			Completed in FY 2022 Q4.
Website Optimization	Q1, FY23	Complete			Used two web optimization tools to improve trade.gov customer journeys and maintain ITA's presence in web browser results.
Digital Content Quality & Expansion	Q1, FY23	Complete			Used software to maintain trade.gov content quality and accessibility above industry benchmarks.
Service Technology Solution	Q3, FY23	On Track			
AI Chatbot	Q3, FY23	On Track			
Equity & Inclusion					
Global Diversity Export Initiative	Q4, FY23	On Track			
Women's Global Trade Empowerment	Q4, FY23	On Track			
Rural America's Intelligence Service for Exporters	Q4, FY23	On Track			
Expanded Service Delivery					
Implement New Tools and Visualizations	Q4, FY23	On Track			

*Milestones listed under Transforming Service Delivery, as part of ITA's digital transformation, are designed to provide enhanced service delivery to SMEs and underserved communities. ITA reframed its approach towards some of the key milestones, which could impact the timeline of their completion. ITA does not expect this to impact its ability to achieve the APG.

Narrative – FY 2023 Q1

ITA remains **On Track** to accomplish its APG.

In FY 2023 Q1, ITA achieved 97.2 percent of its quarterly target for the total number of export and investment clients assisted. Although this represents a minor shortfall, ITA is still projected to fully meet all of its performance targets within the two-year timeframe of this APG. To more accurately track this metric, ITA acquired a new web application to count the number of digital clients assisted.

ITA boosted its outreach and assistance to underserved business communities through the following key initiatives.

- ITA led a [Building Bridges](#) event in Arizona. This event marked the sixth entry in ITA's ongoing series that offers global business opportunities and support to SMEs in underserved communities.
- ITA led its Women in Tech Trade Mission to France, the Netherlands, and Portugal. This was the agency's first-ever women-focused trade mission.
- ITA represented the Department at the World Trade Organization inaugural World Trade Congress on Gender virtual event. This was the first international research conference on promoting gender equality in trade.
- ITA co-hosted the virtual Women's Funding Summit, which connected women-owned businesses to resources to help their businesses grow.

ITA worked to enhance its Market Development Cooperator Program (MDCP) to expand digital engagements with existing stakeholders and outreach to underserved organizations.

- In Q1, ITA conducted user testing on the MDCP application with representatives from non-profit organizations owned by or serving underserved groups. Based on feedback and data collected, ITA is updating the application and instructions posted on ITA's website for the annual competition opening in March 2023 to improve the customer experience for underserved organizations and make it easier for them to apply for a 2023 MDCP award.

ITA worked to expand its outreach and dissemination efforts pertaining to unfair trade practices.

- In Q1, ITA completed a hometown tour in Wisconsin as part of its ongoing outreach series to promote its suite of services to U.S. clients. This series aims to increase client awareness of tools available to them to combat unfair trade and support local jobs.

Data Accuracy & Reliability

Clients are ITA's external customers. They include individual businesses, industry associations, trade organizations, state economic development organizations (EDOs), educational institutions, and foreign investors. Please note that internal customers such as DOC or ITA Senior Leaders and other ITA business units are not considered clients for the purpose of this performance measure.

Total Number of Clients Assisted by traditional or digital means
o   Encompasses total clients assisted across ITA's export and investment functional areas and irrespective of size and mode of assistance (i.e. offline through traditional fee and non-fee-based assistance as well as digital/online assistance). The data are generated from ITA's Salesforce Customer Relationship Management database.
    o   Unique Export Clients Assisted by traditional means: Total clients assisted with either an Export Promotion, Commercial Diplomacy, or Advocacy activity, or a case opened/closed in Salesforce. Regardless of whether the exporter client was assisted multiple times, that assistance is deduplicated and the client counts only once. Export Clients must be U.S.-based such that the organization's country, or the country of its global parent, is the United States.
    o   Unique Digital Clients Assisted by only digital means: U.S. companies that are active consumers of ITA-generated digital content such as export mechanics, industry and market intelligence, country commercial guides, and website registrants.
o   The term unique signifies that each client (i.e., organization, not contact) is only counted once, regardless of the depth (i.e., activity versus case) or breadth (i.e., number of times) of ITA's assistance.

SME Percentage of U.S. Exporter Clients Assisted is a contextual indicator
o   Data are generated from the Dun & Bradstreet Corporation (D&B). SMEs are defined as U.S. companies with 1,000 or fewer employees, including global and parent companies.
o   The SME percentage of U.S. exporter clients assisted is the portion of SME clients of all clients assisted (i.e., SMEs and large companies) in the given time period. Organizations without size data are excluded from this calculation.

Data Accuracy & Reliability

Number of Underserved Community Clients Assisted is a contextual indicator

o   Given its mission, ITA is focused on increasing assistance to small businesses from underserved communities, disadvantaged by historically limited access to trade resources, vulnerable to sudden economic shocks, and interested in becoming or growing as U.S. exporters. ITA defines underserved clients assisted as ***small U.S. businesses in underserved communities including socially and economically disadvantaged populations such as African American, Asian American and Pacific Islander, Hispanic American, Native American, service-disabled veteran-owned businesses, rural businesses, women-owned businesses, and LGBTQI+-owned businesses that seek to become or grow as U.S. exporters***.

o   In defining small businesses, ITA follows the U.S. Small Business Administration (SBA) [industry size standards](#) established under the North American Industry Classification System (NAICS). For guidance on minority, veteran, women-owned, and rural businesses, ITA draws from the [Minority Business Development Agency (MBDA)](#), [SBA](#), [U.S. Census Bureau (Census)](#), and [U.S. Department of Agriculture (USDA)](#) sources and programs, as follows:

    o   SBA: [Underserved communities (sba.gov)](#).

    o   SBA/MBDA Minority-owned: [8(a) Business Development program (sba.gov)](#).

    o   The federal government fully defines who qualifies for the 8(a) program—including what counts as being socially and economically disadvantaged—in Title 13 Part [124 of the Code of Federal Regulations](#) (CFR).

    o   Rural: As defined by the USDA Rural Development and Census [rural-urban commuting area (RUCA) codes](#) (based on the organization's zip code location). The rural-urban commuting area (RUCA) codes classify U.S. census tracts using measures of population density, urbanization, and daily commuting.

o   ITA is committed to increasing its outreach and assistance to *all groups* within the underserved community to achieve more success exporting and attracting inward investment through a diversified strategy—including voice of the customer research, digital enhancements, purpose-driven initiatives, and various outreach efforts—to better tailor its programs and broaden access to its network, trade resources, and services.

Number of Underserved Community Clients Assisted is a contextual Indicator (continued)

o   All underserved business data that ITA gathers to measure the number of underserved clients assisted comes from ITA's CRM database. Data for minority- and women-owned businesses are generated from D&B's [optimizer for data management](#), which links to the CRM. In situations where D&B does not provide the data, and ITA has separate documentation attesting that the U.S. organization is at least 51 percent owned, operated, and controlled by a minimum of one U.S. citizen whose ethnic background is at least 25 percent Asian-Indian, Asian-Pacific, Black, Hispanic, or Native American; or controlled by a minimum of one U.S. citizen whose gender is female, ITA can manually select that client's minority or woman-owned status in the CRM. Data on rural-owned businesses stem from the organization's zip code location. ITA uses [RUCA codes](#) (4-10). If the zip code is located in a rural RUCA code, then that business will be marked as a rural client.

Additional Information

Contributing Programs

Organizations:

- International Trade Administration (ITA)

Program Activities:

- ITA Global Markets (GM)
- ITA Industry & Analysis (I&A)
- ITA Enforcement & Compliance (E&C)
- ITA Office of the Chief Information Officer (OCIO)

President's Management Agenda:

- Priority 2: Delivering Excellent, Equitable, and Secure Federal Services and Customer Experience.

Policies:

- Executive Order 13985: Advancing Racial Equity and Support for Underserved Communities Through the Federal Government.
- Executive Order 14058: Transforming Federal Customer Experience and Service Delivery to Rebuild Trust in Government.