

# Cross Agency Priority Goal

## Quarterly Progress Update

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### Job Creating Investment

Goal leaders: Jason Miller, NEC; Deputy Secretary, Department of Commerce (Bruce Andrews, Acting); Heather Higginbottom, Deputy Secretary for Management and Resources, Department of State



FY2014 Quarter 2

## Goal Statement

- Improve federal investment tools and resources, while also increasing interagency coordination, to encourage foreign direct investment, spurring job growth.

## Background

- Competitor nations have mature robust inward investment promotion programs at the national-level
- Misperceptions regarding the attractiveness of the United States as an investment destination
- Ensuring that federal agencies maintain a focus and allocate adequate resources towards increasing FDI into the U.S.
- Perceived or real barriers to investment in the U.S. by investors
- Being able to identify and take full advantage of investment leads, projects and opportunities in a timely manner
- Creating a whole-of-government approach and moving towards a one-stop-shop approach to assisting investors
- Changing cultures within federal agencies to actively promote investment and to collaborate more closely to assist investment clients
- No shared client relationship management system or IT tools that link inter-agency activities and client assistance efforts

# Progress Update

## **Status Updates**

- SelectUSA Investment Summit has been announced for March 2015 in Washington, D.C.
- SelectUSA hosted a re-shoring event on Capitol Hill June 17th, 2014

## **Risks/Challenges**

- Clearly defining and maintaining roles and responsibilities across ITA, DOC and other agencies; maintaining open and continual communication within and across agencies to successfully execute key milestones
- Implementation of a platform for client management to link cross-agency activities and client assistance efforts

## **Key Upcoming Milestones in Progress Over the Next 6 months**

- Engage Posts quarterly on action plans for focus markets to assess progress
- Identify Interagency Investment Working Group (IIWG) priorities, objectives, capabilities, and strategic federal investment barriers to optimize client assistance
- Evaluate effectiveness and impact of the Ombudsman and Advocacy processes
- Identify key U.S. strengths and benefits to develop a multi-channel marketing strategy that will leverage the IIWG and other private/public partners

## **Major Accomplishments: FY14 Q1-Q2**

- Successfully implemented first-ever SelectUSA Investment Summit October 2013
- Completed annual action plans for all SelectUSA focus markets
- Signed Memorandums of Intent (MOI) with both Apex-Brazil and ProMexico

# Action Plan Summary (1)

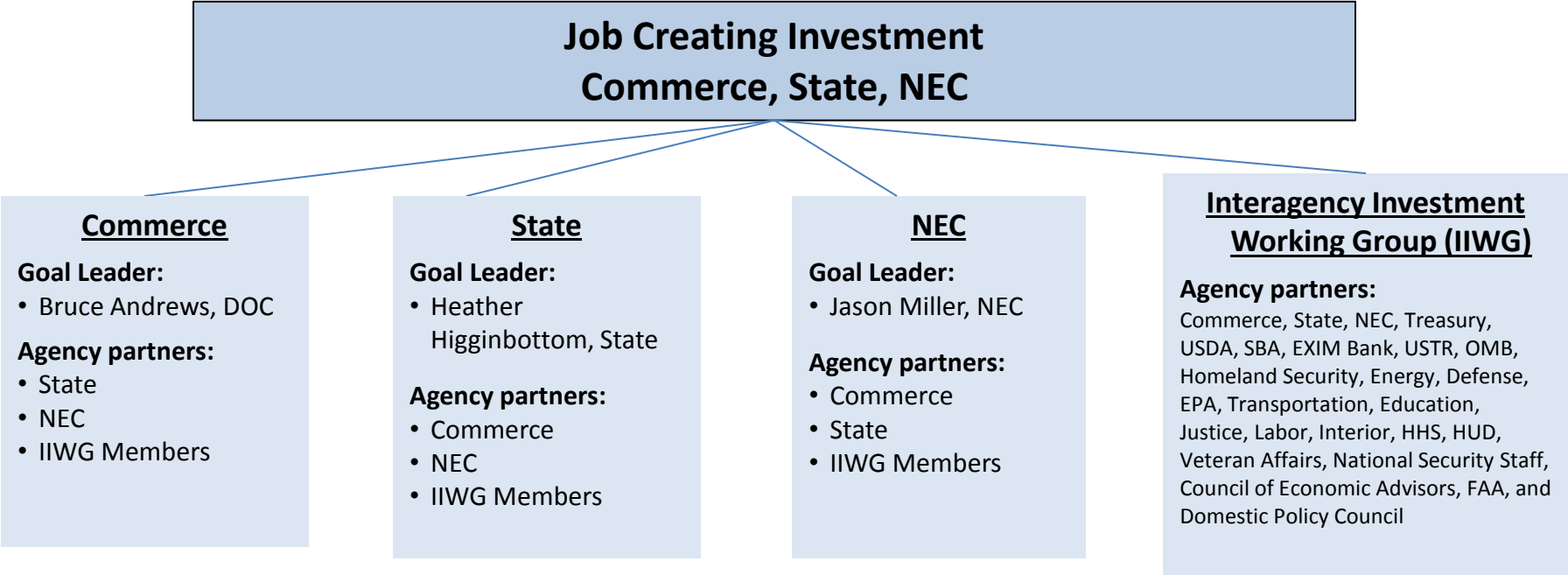
Sub-goal	Major Actions to Achieve Impact
<b>Promote and Market the U.S.</b> as the premier investment destination	<ul style="list-style-type: none"> <li>A. Strategically market key strengths and benefits for investing in the U.S. through multiple channels utilizing the IIWG and other strategic partners (e.g. commercial, economic, public affairs, USDA sections at posts; trade associations and multipliers; etc.)</li> <li>B. Conduct coordinated marketing, outreach and education to increase awareness of investment services, resources, and tools</li> <li>C. Execute key outreach events (e.g. Investment Summit, Investment road shows, Economic Development Forum, etc.)</li> <li>D. Develop a broad range of tools, to include internet based platforms, to promote the United States as the premier investment destination; address misconceptions about the U.S. business climate; and provide actionable information to clients</li> <li>E. Establish formal agreements with key public/private partners to enhance and leverage promotional efforts</li> <li>F. Establish a Federal Advisory Committee comprised of global CEOs to provide guidance and feedback</li> </ul>
<b>Improve federal services, tools and resources</b> that facilitate inward investment	<ul style="list-style-type: none"> <li>G. Conduct regular <b>client needs assessment</b>/focus groups to refine the suite of services and tools offered</li> <li>H. Enhance <b>ombudsman, advocacy, counseling and other services</b> for clients</li> <li>I. Facilitate access and improve quality of information on “how to invest in the United States” on a state-by-state basis</li> <li>J. Augment existing <b>cluster mapping</b> tools</li> <li>K. Provide <b>databases</b> on investment opportunities (e.g. projects, incentives, sites, etc.)</li> <li>L. Develop <b>FDI attraction plan</b> tools for U.S. EDOs as part of counseling services to facilitate their investment attraction efforts and share best practices.</li> </ul>

# Action Plan Summary (2)

Sub-goal	Major Actions to Achieve Impact
<p><b>Improve and execute federal business processes</b> that assist potential investors and economic development initiatives to attract, retain, expand, and reshore investment</p>	<p>M. <b>Develop and implement</b> clear and consistent client identification, intake, management, and referral tools across agencies</p> <p>N. Develop and affect best practice <b>standards for customer service</b> throughout the investment lifecycle</p> <p>O. <b>Implement a new platform</b> for client management to support and streamline work flow and reporting</p> <p>P. Create a process for <b>integrating program evaluation data</b>, performance metrics, and investment policy into strategic program decisions</p> <p>Q. <b>Optimize IIWG capability</b> and <b>leverage interagency teams</b> to improve responsiveness to client needs</p>
<p><b>Create a more attractive investment environment</b> by identifying and initiating processes with appropriate agencies to address barriers and disincentives</p>	<p>R. Establish client “feedback loops” that <b>identify the most significant barriers/issues/trends/opportunities</b> that can be addressed through federal action</p> <p>S. Establish/employ processes that leverage data-driven analysis to <b>address barriers/issues/opportunities</b> impacting the U.S. investment environment</p>

# Action Plan Summary (3)

Sub-goal	Key Performance Indicators
<ul style="list-style-type: none"> <li>• <b>Promote and Market the U.S.</b> as the premier investment destination</li> <li>• Improve federal <b>services, tools and resources</b> that facilitate inward investment</li> <li>• Improve and execute federal <b>business processes</b> that assist potential investors and economic development initiatives to attract, retain, expand, and reshore investment</li> <li>• Create a more attractive <b>investment environment</b> by identifying and initiating processes with appropriate agencies to address barriers and disincentives</li> </ul>	<p><b><u>Key Indicators</u></b></p> <ul style="list-style-type: none"> <li>• <i>Number of investment clients assisted</i></li> <li>• <i>Number of EDOs counseled</i></li> </ul> <p><b><u>Future Indicators</u></b></p> <ul style="list-style-type: none"> <li>• <i>Number of Investment Successes*</i></li> <li>• <i>Announced dollar value of investment success which SelectUSA helped facilitate*</i></li> <li>• <i>Number of U.S. jobs supported as a result of inward investment which SelectUSA helped facilitate*</i></li> <li>• <i>Percentage of clients that achieved their investment objectives**</i></li> <li>• <i>Improvement in investor perception of the United States as a premier investment destination**</i></li> <li>• <i>Impact of investment promotion activities**</i></li> <li>• <i>Response times or timeliness of USG response to client needs**</i></li> <li>• <i>Overall customer satisfaction (both quality and efficacy) with services provided**</i></li> <li>• <i>Number of top strategic barriers/issues/trends/opportunities identified impacting investment**</i></li> </ul> <p>*For these indicators SelectUSA is currently tracking and developing baseline data and trends in fiscal years 2014-2015.</p> <p>**For these indicators, methodologies for tracking and measuring will be developed and implemented over the course of fiscal years 2015-2017.</p>



**Senior Lead** is responsible for driving CXO-level consensus, providing senior-level influence (e.g. making major decisions on methodology, removing obstacles to success), and ultimate ownership of results

**Team Leads** are responsible for managing day-to-day activities and priorities to sustain progress, coordinating across agencies, candidly reporting status to senior leadership, and ensuring quality and value of benchmarks

**Agency partners** are “customer representatives” for their function and benchmarking advocates among their CXO peers; in some cases, agency partners play a critical role in data collection, standardization and analysis

# Governance

## **Goal Team Members**

**EOP Goal Leader:** Jason Miller (NEC)

**Agency Goal Leader:** Bruce Andrews (DOC) and Heather Higginbottom (State)

**Key Agency Partners:** Collaboration across the Interagency Investment Working Group Members (IIWG): Departments of State, Treasury, Defense, Justice, Interior, Agriculture, Commerce, Labor, Veterans Affairs, Health and Human Services, Housing and Urban Development, Transportation, Energy, Education, and Homeland Security, the Environmental Protection Agency, the Small Business Administration, the Export Import Bank of the United States, the Office of the United States Trade Representative, the Domestic Policy Council, the National Economic Council, the National Security Staff, the Office of Management and Budget, and the Council of Economic Advisers, Federal Aviation Administration

## **Governance**

The Goal Team will convene monthly to discuss progress of sub-goals and relevant milestones. Team members will meet as needed. SelectUSA will leverage IIWG members and associated meetings to encourage further progress of these goals. The Goal Team will report quarterly in alignment with CAP Goal reporting requirements and in conjunction with existing program reporting process so as to not duplicate efforts.



# Work plan 1: Promote and Market the United States as the premier investment destination

## ***Purpose***

- Increase inward investment by improving investment promotion and collaboration at the national level to drive economic growth and job creation in the United States
- Actively promote the United States to increase overall awareness and competitiveness of the U.S. as an investment destination
- Develop opportunities for enhanced collaboration and integration at the national level to drive economic growth

## ***Barriers/Challenges***

- Ensuring investment promotion remains a priority for federal partners
- Implementing and ensuring consistent messaging to stakeholders across federal agencies and partners
- Institutionalize operational structures across federal agencies that are equipped with adequate resources and skills required to effectively execute the objectives of investment promotion and marketing
- Addressing foreign perspectives and misperceptions regarding the extent to which the U.S. is open, supportive and receptive to foreign investors

## **Milestone Summary**

<b>Key Milestones</b>	<b>Major Action(s) Supported (slides 5-6)</b>	<b>Milestone Due Date</b>	<b>Milestone status</b>	<b>Change from last month</b>	<b>Owner</b>
Identify key U.S. strengths and benefits to develop a multi-channel marketing strategy that will leverage the IIWG and other private/public partners	<b>A, B</b>	FY15 Q1	In Progress	N/A	Commerce
Engage overseas offices/Posts quarterly in key focus markets to assess progress	<b>B, C, D</b>	Ongoing Quarterly	In Progress	N/A	SelectUSA
Develop a digital, online web presence and social media strategy that includes a range of tools and resources	<b>A, D</b>	FY15 Q3	In Progress	N/A	ITA/SelectUSA/State
Establish an Investment Federal Advisory Committee	<b>F</b>	FY15 Q4	In Progress	N/A	ITA/SelectUSA

# Work plan 2: Improve federal services, tools, and resources that facilitate inward investment

## **Purpose**

- Through collaboration with federal partners, streamline and improve the efficiency of resources and effectiveness of federal services provided by leveraging individual agency strengths to maximize the impact of assistance while avoiding duplication of efforts
- Encourage the collective knowledge, resources and skills of federal agencies to optimize the assistance provided to potential inward investors
- Promote and foster innovation and business process improvement to continually provide improved and value-added services, tools, and resources that meet the current needs of clients

## **Barriers/Challenges**

- Gaining buy-in and affect change on EDOs to implement and support newly established tools and services targeting investment attraction
- Ability to meet threshold requirements for addressing issues regarding the legal requirements necessary to collect and share client information across federal agencies
- Ensuring collaboration at the state and local levels to address a range of interests and objectives that vary state-by-state while maintaining geographic neutrality

## **Milestone Summary**

<b>Key Milestones</b>	<b>Major Action(s) Supported (slides 5-6)</b>	<b>Milestone Due Date</b>	<b>Milestone status</b>	<b>Change from last month</b>	<b>Owner</b>
Finalize methodology and approach for client needs assessment/focus groups for services, tools, and resources development/improvement	<b>G</b>	FY15	Not Started	N/A	ITA/SelectUSA
Identify best practices of EDO investment promotion efforts	<b>L</b>	FY15	Not Started	N/A	ITA/SelectUSA/EDA
Engage EDOs to provide state-by-state information and investment opportunities	<b>I, K</b>	FY15 Q2	Not Started	N/A	SelectUSA/EDA

# Work plan 3: Improve and execute federal business processes

## **Purpose**

- Implement processes across federal partner agencies to ensure consistency while improving efficiency through improved processes to maximize the federal impact towards increasing inward investment

## **Barriers/Challenges**

- Ability to meet the differing needs of federal partners in a timely manner to enable streamlined workflow and timely reporting of activities and results
- Ensuring the standardization of processes across agencies to ensure timely responses and consistent delivery to clients
- Defining, communicating and reporting investment success consistently across federal agencies and partners

Milestone Summary					
Key Milestones	Major Action(s) Supported (slides 5-6)	Milestone Due Date	Milestone status	Change from last month	Owner
A Commerce CRM platform will be implemented by the International Trade Administration (ITA) that can allow participation by other federal agencies	<b>N, O</b>	FY15	In Progress	N/A	Commerce/ITA/SelectUSA
Develop an evaluation methodology and system to streamline and integrate program and client data capture to improve analysis capabilities	<b>P</b>	FY15	In Progress	N/A	ITA/SelectUSA
Identify IIWG priorities, objectives, capabilities, and strategic federal investment barriers to optimize client assistance	<b>Q</b>	FY14 Q4	In Progress	N/A	Commerce/SelectUSA/NEC
Evaluate effectiveness and impact of the Ombudsman and Advocacy processes towards meeting client objectives	<b>M, N, P, Q</b>	FY14 Q4	In Progress	N/A	SelectUSA

# Work plan 4: Create a more attractive investment environment

## **Purpose**

- Identify and address barriers and disincentives that inhibit inward investment

## **Barriers/Challenges**

- Ability to effectively address barriers may be limited due to lack of authority held by federal agencies (i.e., not within their control to affect)
- Barriers and disincentives may serve legitimate policy objectives, including protecting national security, and may have established domestic constituencies opposing reform

Milestone Summary					
Key Milestones	Major Action(s) Supported (slides 5-6)	Milestone Due Date	Milestone status	Change from last month	Owner
Establish a process and framework by which to systematically gather and analyze ongoing client feedback to inform programmatic and strategic decision-making	R	FY15 Q4	Not Started	N/A	Commerce/ITA/SelectUSA/State
Identify the most significant barriers for investors and the necessary actions to address them	R, S	FY15 Q4	Not Started	N/A	Commerce/ITA/SelectUSA/State

# Key indicators

## Key Implementation Data

Key Indicators	Latest Data (FY14 YTD)	Target	% of Target Achieved	Frequency
<i>Number of investment clients assisted</i>	591	900	65%	Monthly
<i>Number of EDOs counseled</i>	69	TBD	N/A	Monthly

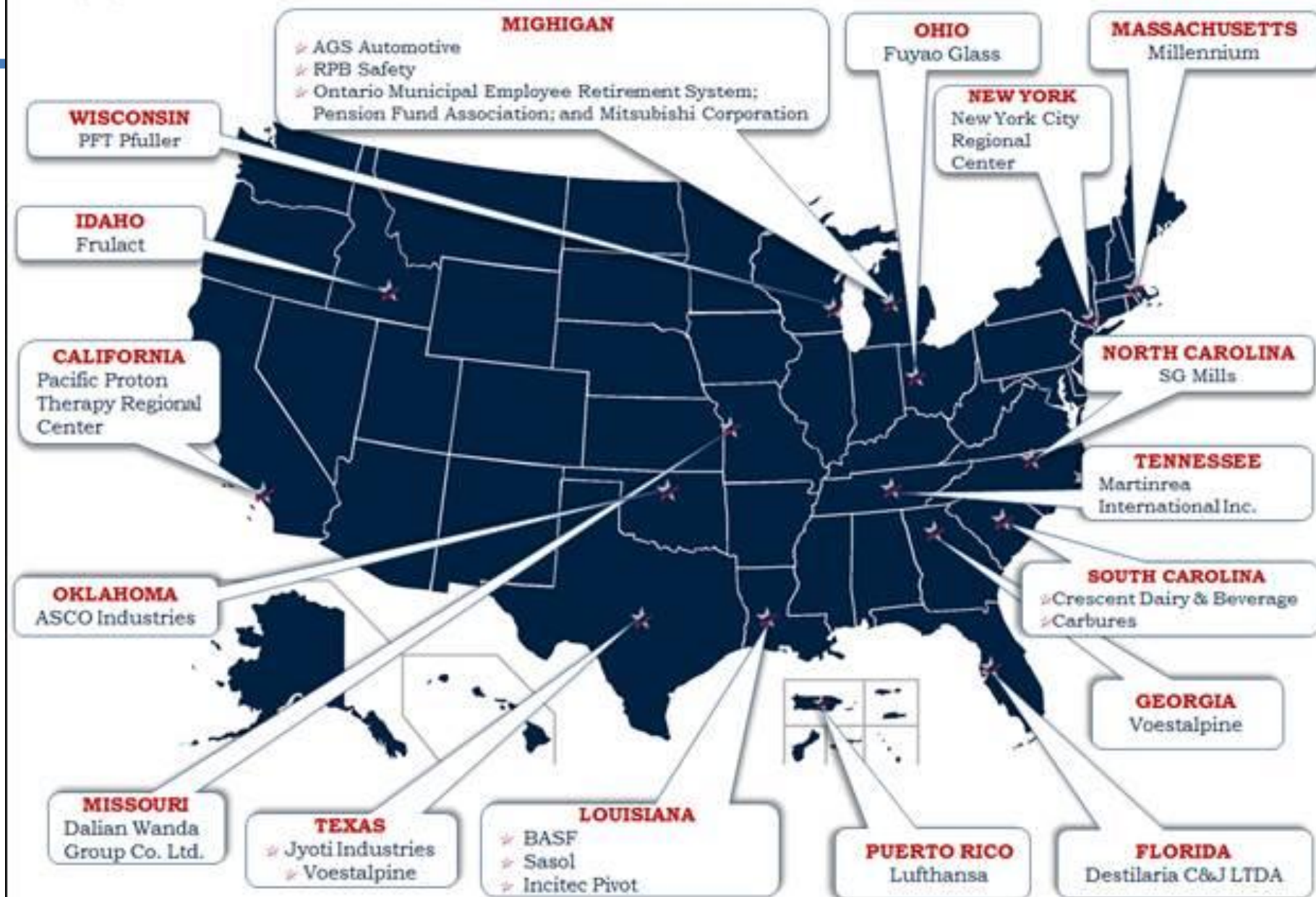
## Future Indicators in Development:

- *Number of Investment Successes\**
- *Announced dollar value of investment success which SelectUSA helped facilitate\**
- *Number of U.S. jobs supported as a result of inward investment which SelectUSA helped facilitate\**
- *Percentage of clients that achieved their investment objectives\*\**
- *Improvement in investor perception of the United States as a premier investment destination\*\**
- *Impact of investment promotion activities\*\**
- *Response times or timeliness of USG response to client needs\*\**
- *Overall customer satisfaction (both quality and efficacy) with services provided\*\**
- *Number of top strategic barriers/issues/trends/opportunities identified impacting investment \*\**

\*For these indicators, SelectUSA is currently tracking and developing baseline data and trends in fiscal years 2014-2015.

\*\*For these indicators, methodologies for tracking and measuring will be developed and implemented over the course of fiscal years 2015-2017.

# SELECTUSA INVESTMENT SUCCESS



# Contributing Programs

## **U.S. Department of Commerce**

- SelectUSA
- International Trade Administration (ITA) – Global Markets (GM) & Industry and Analysis (I&A)
- Economic Development Administration (EDA)
- Economic Statistical Administration (ESA)
- National Institute for Standards and Technology – Manufacturing Extension Partnership (NIST – MEP)

## **U.S. Department of State**

- Bureau of Economic and Business Affairs
- Bureau of Consular Affairs
- Bureau of Political and Military Affairs