

# Cross Agency Priority Goal

## Quarterly Progress Update

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### Job-Creating Investment

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FY2016 Quarter 1

# Overview

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## **Goal Statement**

- Encourage foreign direct investment (FDI), spurring job growth by improving federal investment tools and resources, while also increasing interagency coordination.

## **Background and Challenges**

- Competitor nations have mature, robust inward investment promotion programs at the national-level.
- Misperceptions exist regarding the attractiveness of the U.S. as an investment destination.

## **Objectives**

- Ensure federal agencies maintain a focus and allocate adequate resources towards increasing FDI into the U.S.
- Generate, identify and take full advantage of investment leads, projects and opportunities in a timely manner.
- Create a whole-of-government, one-stop-shop approach to assisting investors.

# Progress Update (1)

## Status Updates

- SelectUSA assisted 349 unique investment clients during Q1, an increase of 67% from FY 2015 Q1.
- Increased the number of booths from 36 to 50 at the Hannover Messe 2016's Investment Pavilion, where 34 U.S. economic development organizations (EDOs) will attend and exhibit.
- Launched the SelectUSA Investment Summit [website](#) to begin registration for the summit and Investment Academy in early January 2016.
- Developed promotional materials and conducted outreach, including webinars, to stakeholders to support recruitment for the Summit.
- With WAYRA-UK, organized the first SelectUSA *reverse* investment mission to the Washington, DC, New York City, and Boston areas where nine high-potential UK financial technology start-ups are ready to scale-up in the United States.
- Amplified new Bureau of Economic Analysis (BEA) data by hosting "New FDI Data on Greenfield Investment and Acquisition" presentation from BEA-13 "New Investment Survey" for a U.S. Government (USG) audience. SelectUSA crafted and shared a descriptive blog with a 30,000 investment promotion subscriber list, and worked to further develop public content customized to resonate with specific U.S. EDO stakeholder groups.
- Led/supported domestic and international FDI Events, including the National Aerospace Expo, SelectUSA India Roadshow, SelectUSA Canada 2015, New Zealand Business Seminar, Guangzhou Auto Show, SelectUSA Brazil Road Show, and 2015 Virtual International and Expansion Summit.

## Risks/Challenges

- Operational challenges related to the rapid growth and development of SelectUSA.
- Duration of time it takes to announce Investment WINS given the sensitivities surrounding investment WINS.
- Clarity of roles and responsibilities among federal agencies.
- Inconsistent user adoption of Customer Relationship Management (CRM) in everyday ITA operations.

# Progress Update (1)

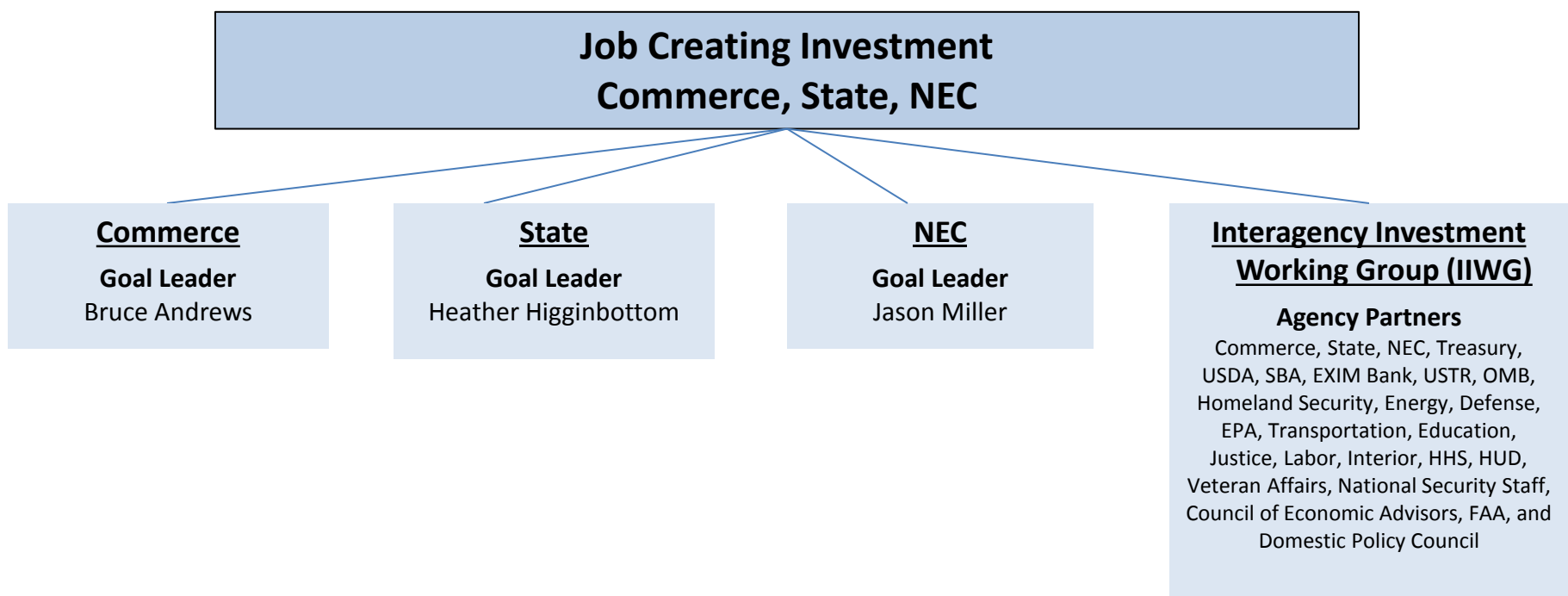
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## **Key Upcoming Milestones in Progress Over the Next Six Months**

- Continue strategic engagement with U.S. EDOs and exhibitor recruitment for Hannover Messe.
- Support recruitment for the 2016 Investment Summit with the Department of State and overseas Posts.
- Implement a Memorandum of Intent with Japan External Trade Organization to promote more direct investment in the U.S. and Japan markets.
- Launch the new SelectUSA program website.
- Continue efforts to develop and refresh communications tools for FDI-promoting partners and expand website content.
- Lead/support domestic and international FDI events including, the SelectUSA China and Japan Road Shows, Israel Catalog Show, Consumer Electronic Show, Asian Financial Forum, and American Chamber of Commerce and SelectUSA Startup Pitch Competition.
- Establish the Investment Advisory Committee and hold inaugural meeting on the margins of the SelectUSA Summit.

# Action Plan Summary (1)

Sub-goal	Major Actions to Achieve Impact (Lead Agency)	Key Indicators
1: Promote and market the U.S. as the premier investment destination	<ul style="list-style-type: none"> <li>Develop a comprehensive FY 16 communications strategy</li> <li>Identify and implement website enhancements to improve end-user experience</li> <li>Develop and refresh communications tools for FDI-promoting partners</li> <li>Plan and organize 2016 Investment Summit</li> <li>Lead EDO recruitment efforts in Hannover Messe 2016</li> </ul>	<ul style="list-style-type: none"> <li>Number of unique investment clients assisted (<i>includes EDO and investors</i>)</li> <li>Number of unique EDOs assisted</li> <li>Number of unique investors assisted</li> </ul> <p><u>Future Indicators*</u>:</p> <ul style="list-style-type: none"> <li>Number of new clients assisted compared to previous FY</li> <li>Number of repeat clients assisted compared to previous FY</li> <li>Percentage of Clients Assisted by SelectUSA that achieve their investment objectives</li> <li>Percentage of Clients Likely to Recommend SelectUSA</li> <li>Number of Investment WINS**</li> <li>Announced dollar value of investment WINS which SelectUSA helped facilitate</li> <li>Number of U.S. jobs supported as a result of inward investment which SelectUSA helped facilitate</li> <li>Investor Perception of the United States</li> </ul> <p>*For these indicators, methodologies for tracking and measuring are being developed in FY15-17.  ** An Investment WIN occurs when a U.S. EDO, foreign investor, or investor partner who has received substantive investment promotion assistance achieves a positive outcome(s) such as: a new or increased foreign direct investment in the U.S.; implementation of new or enhanced U.S. EDO investment strategy; a major milestone accomplished that demonstrates increase in U.S. investment attractiveness (e.g. signed investment agreement); or the retention of operations and investment in the U.S. All Investment WINS are client verified.</p>
2: Improve federal services, tools and resources that facilitate inward investment	<ul style="list-style-type: none"> <li>Develop foreign direct investment (FDI) training to better educate internal USG audience on FDI and SelectUSA's services</li> <li>Establish a structure for coordinated FDI analysis and research across agencies</li> </ul>	
3: Improve and execute federal business processes that assist potential investors and EDOs	<ul style="list-style-type: none"> <li>Institutionalize Interagency Investment Working Group (IIWG) to improve internal collaboration</li> <li>Establish, document, and use cross-agency workflow to improve cooperation on external communications</li> </ul>	



## Governance

The Goal Team, comprised of staff level members from Commerce, State, and NEC, 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***

- Improve investment promotion and collaboration at the federal level and develop opportunities 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

## ***Barriers/Challenges***

- Ensuring investment promotion remains a priority for federal partners
- Implementing and ensuring consistent messaging to stakeholders across federal agencies and our FDI supporting partners
- Institutionalizing 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>Milestone Due Date</b>	<b>Milestone Status</b>	<b>Owner: Lead &amp; Partners</b>
<b>Priority Action 1: Develop a comprehensive FY16 communications strategy</b>			
Develop comprehensive FY16 communications strategy, including traditional and social media, focusing on foreign stakeholders	FY16Q1	Complete	SUSA & DOS
<b>Priority Action 2: Identify and implement website enhancements to improve end-user experience</b>			
Identify areas for improving the SelectUSA website through stakeholder consultation.	FY16Q1	Complete	SUSA & DOC, DOS
Implement solutions addressing identified issue areas	FY16Q2	On Track	SUSA & DOC
Amplify enhanced website content through cross-agency channels	FY16Q3	Not Started	SUSA & DOC, DOS
<b>Priority Action 3: Develop and refresh communications tools for FDI-promoting partners</b>			
Develop cross-agency communication guides, talking points, and briefs that Posts can use to promote roadshows, events, SelectUSA services, and the benefits of investing in the United States in their markets	FY16Q2	On Track	SUSA & DOS, DOC
Develop and disseminate communications tools for USEACS and U.S. EDOs that support their understanding of or efforts in attracting FDI	FY16Q2	On Track	SUSA & Select IIWG Agencies

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## **Milestone Summary**

Key Milestones	Milestone Due Date	Milestone Status	Owner: Lead & Partners
<b>Priority Action 4: Plan and Organize 2016 Investment Summit</b>			
Develop an engagement strategy with the Department of State and the U.S and Foreign Commercial Service (US&FCS) Posts and overseas to support recruitment	FY16Q1	Complete	SUSA & DOS, DOC
Implement engagement strategy with the Department of State and the US&FCS Posts and overseas to support recruitment	FY16Q3	On Track	SUSA & DOS, DOC
Develop an engagement plan to encourage and support Chiefs of Mission to recruit and lead investor delegations	FY16Q1	Complete	DOS & SUSA, DOC
Implement the engagement plan to encourage and support Chiefs of Mission to recruit and lead investor delegations	FY16Q3	On Track	DOS & SUSA, DOC
Execute the FY16 Summit	FY16Q3	On Track	SUSA, Select IIWG Agencies
Create an events team to continue to plan and promote events in support of FDI	FY16Q4	On Track	SUSA
Establish an Investment Federal Advisory Committee	FY16Q3	On Track	SUSA, DOC
<b>Priority Action 4: Lead EDO recruitment efforts in Hannover Messe 2016</b>			
Lead recruitment of U.S. EDOs to participate or exhibit at Hannover Messe 2016	FY16 Q3	On Track	SUSA, DOC & ITA



# 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 affecting change for 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>Milestone Due Date</b>	<b>Milestone Status</b>	<b>Owner: Lead &amp; Partners</b>
<b>Priority Action 1: Develop foreign direct investment (FDI) training to better educate internal USG audience on FDI and SelectUSA's services</b>			
Develop training content and materials focused at Foreign Service (FS) and Commercial Service (CS) Officers and Locally Engaged Staff (LES) designed to educate audience on foreign direct investment (FDI) and their roles in supporting FDI in the U.S.	FY16Q4	Not Started	SUSA , DOS
Conduct FDI-related training session(s) for FS and CS Officers and LES to institutionalize FDI into their respective portfolios	FY17Q1	Not Started	SUSA & DOS
<b>Priority Action 2: Establish a structure for coordinated FDI analysis and research across agencies</b>			
Establish a working-level group of experts across agencies to share or collaborate on new FDI analysis and research for U.S. EDOs and potential investors.	FY16 Q4	On Track	SUSA & Selected IIWG Agencies as Needed

# Work plan 3: Improve and execute federal business processes

## **Purpose**

- Implement processes across federal partner agencies to ensure consistency, while also improving efficiency through improved processes in order 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**

<b>Key Milestones</b>	<b>Milestone Due Date</b>	<b>Milestone Status</b>	<b>Owner: Lead &amp; Partners</b>
<b>Priority Action 1: Institutionalize Interagency Investment Working Group (IIWG)* to improve internal collaboration</b>			
Organize and prepare IIWG members for participation in 2016 Investment Summit.	FY16Q3	On Track	SUSA & IIWG Agencies
Clarify roles and responsibilities across IIWG.	FY 16Q4	Not Started	SUSA & IIWG Agencies
Identify international events to increase cross-agency awareness and engagement on FDI events.	FY17Q2	Not Started	SUSA & Select IIWG Agencies
<b>Priority Action 2: Establish, document, and use cross-agency workflow to improve cooperation on external communications</b>			
Develop an external communications and outreach cross-agency information workflow.	FY16Q4	On Track	SUSA & IIWG Agencies

\*The Interagency Investment Working Group (IIWG), consisting of members from over 24 federal agencies, was established through Executive Order 13577 to coordinate interagency activities to promote business investment and responds to specific federal regulatory issues that may impact business investment decisions.

# Key indicators

## Key Implementation Data

Key Indicators	Latest Data (FY16 Q1)*	FY16 Annual Target	% of Target Achieved	FY15 Q1 Count*	FY15 Annual Count
<i>Number of unique investment clients assisted (includes EDO and investors)**</i>	349	1,760***	20%	209	1,651
<i>Number of unique EDOs assisted</i>	63	N/A	N/A	18	93
<i>Number of unique investors assisted</i>	226	N/A	N/A	117	940

\*Quarterly data is not cumulative.

\*\* The number of unique investment clients assisted includes, but not limited to investors and EDOs.

\*\*\*The FY16 target was reduced from 2,400 to 1,760 to reflect the reduction in FY16 funding levels. Although the funding level remained unchanged from FY15 to FY16, the revised FY16 target reflects a 10 percent increase over the previous fiscal year.

## Macroeconomic Data:

The United States is both the largest recipient of FDI and the world's largest source of cumulative foreign direct investment. In 2014, U.S. subsidiaries of foreign firm invested \$107 billion in the U.S. economy and at year end the total stock of direct investment in the United States was valued at over \$2.9 trillion.

(Source: Bureau of Economic Analysis)

## Future Indicators in Development\*:

- *Number of new clients assisted compared to previous FY*
- *Number of repeat clients assisted compared to previous FY*
- *Percentage Clients Assisted by SelectUSA that achieve their investment promotion objectives*
- *Percentage of Clients Likely to Recommend SelectUSA*
- *Number of Investment WINS\*\**
- *Announced dollar value of investment WINS which SelectUSA helped facilitate*
- *Number of U.S. jobs supported as a result of inward investment which SelectUSA helped facilitate*
- *Investor Perception of the United States*

\*For these indicators, methodologies for tracking and measuring are being developed in FY15-17.

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# Contributing Programs

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

- International Trade Administration – SelectUSA, Global Markets
- International Trade Administration – 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