NATIONAL EXPORT INITIATIVE

STRATEGIC FRAMEWORK

MAY 13, 2014

U.S. Trade Promotion Coordinating Committee & Export Promotion Cabinet

TABLE OF CONTENTS

Introduction	3
Summary of Objectives and Strategies	6
Objective 1	7
Objective 2	9
Objective 3	11
Objective 4	13
Objective 5	15
Cross-cutting Objective	17
Measuring Success	18
Acronym List	19

NATIONAL EXPORT INITIATIVE

NEXT

INTRODUCTION

Exports are critical to the American economy – they fuel economic growth in our communities, support good middle class jobs, and unlock opportunity for American companies**,** farmers, ranchers, and workers to compete in the growing global marketplace. By selling Made-in-America goods and services to international customers, U.S. businesses – including small and medium-sized businesses – are able to grow faster, hire more employees, pay higher wages, and help spread American ideas, innovation and values. Increasing exports will help the U.S. economy continue to rebalance from one mostly driven by domestic consumption to one increasingly engaged with the 95 percent of consumers who live outside our borders. Recognizing the many opportunities exports create for our economy, President Obama launched the National Export Initiative (NEI) in 2010, a whole-of-government effort to help U.S. companies increase exports, including helping them expand into new markets and compete globally.

The NEI has laid a foundation to better connect American businesses to the global marketplace. Thousands of companies across the country have made exporting a strategy to grow their business; states and metropolitan areas turned to exports as a priority element in their economic development plans; and the Administration has achieved unprecedented interagency coordination to better serve and promote exporters. Exports have driven nearly a third of U.S. economic growth since mid-2009, and now account for nearly 14 percent of our economy. Now American businesses export more than ever, helping our economy grow in important ways:

- Since 2009, exports have increased by $700 billion, reaching an all-time high of $2.3 trillion in 2013.
- This past year, American businesses drove export records to 63 countries and across many sectors of our economy, from manufacturing to agriculture to services.
- More American businesses export than ever before.
- In the past few years, states and cities across the country have consistently set export records, and places like the Kansas City metropolitan area attribute their economic recovery almost entirely to exports.
- Most importantly, exports now support 11.3 million jobs in communities across the country, up 1.6 million since 2009.

The Export Promotion Cabinet and Trade Promotion Coordinating Committee agencies have undertaken dedicated efforts since 2010 to better reach and assist more small businesses exporters across the United States and help them access trade events and financing. Due in part to the NEI's focus on improving trade promotion, advocacy, and access to finance as well as reducing barriers and enforcing trade rules – U.S. exports have continued to grow.

EXPORTS MATTER – THE WORLD WANTS MORE AMERICAN GOODS AND SERVICES

Emerging international opportunities show that we must build on the NEI's achievements and renew our focus on helping U.S. companies take advantage of the global economy. Data predict that economies in every region of the world will grow as fast or faster during the next five years than the previous five. This growth creates tremendous demand for Made-in-America products and services, and we must help U.S. businesses capitalize on that increased global demand. Even with all of the progress described above, only a fraction of U.S. companies export and, of those that do, 58 percent export to one market. Yet now technology makes it easier than ever for small businesses to join the global marketplace. With the click of a mouse, customers in Seoul can purchase from a manufacturer in Saginaw or contract the services of an architecture firm in Santa Fe. We must amplify the reach of small and rural businesses into the global marketplace during this new era.

The United States now has trade agreements with 20 partner countries. In addition, the Administration is pursuing the most ambitious trade agenda in a generation, negotiating agreements with countries that together make up more than 60 percent of the world's Gross Domestic Product. Through the negotiation of 21st Century trade agreements – including the new efforts of the Trans-Pacific Partnership, Transatlantic Trade and Investment Partnership, Trade in Services Agreement, and World Trade Organization's (WTO) Environmental Goods Agreement – the U.S. government clears a pathway that opens more global opportunities for American firms, farmers, ranchers, investors and innovators. We have heard what U.S. businesses want from the federal government. We need to make sure more companies can capitalize on these opportunities and that our communities and workers experience the tremendous benefits and promise of trade and investment. We must help our innovative businesses, entrepreneurs, and farmers reach more customers outside of the United States.

NEI/NEXT – HELPING MORE AMERICAN COMPANIES REACH MORE GLOBAL MARKETS

During the past few years, federal trade agencies have actively solicited feedback from sectors across our economy including our customers, stakeholders, associations and U.S. industry, including the President's Export Council. Feedback from recent customer surveys and focus groups across the country reinforced that U.S. exporters and potential exporters want a more consistent and customized, industry-tailored approach from the U.S. government on how to capitalize on these vast opportunities.

Now is the time to apply the lessons learned since the NEI's launch in 2010, and take a more tailored, hands-on approach, by providing more information on specific export opportunities, working more closely with financing organizations and service providers, and partnering with states and communities to empower local export efforts. The next phase of the NEI is rooted in this information-based, customer-service driven approach, with an eye to anticipated growth and shifts in the global marketplace.

Therefore, the Administration is building on its achievements and launching – "**NEI/NEXT**" – a strategy to support more U.S. companies to export to more overseas markets by:

1. **Connecting more U.S. businesses to their NEXT GLOBAL CUSTOMER** with industry-specific information and tailored assistance.

2. **Making the NEXT INTERNATIONAL SHIPMENT easier and less expensive,** through efforts to streamline U.S. government export-related services, reporting requirements and processes, and speeding American goods to more markets through domestic infrastructure improvements.

3. **Expanding access to finance for U.S. businesses' NEXT EXPORT TRANSACTION**, helping more exporters obtain financing to meet international demand, and ensuring more companies know what products and services are available to reduce risk and export to new markets with confidence.

4. **Promoting exports and foreign direct investment attraction as the NEXT ECONOMIC DEVELOPMENT PRIORITY** in communities and regions across the country.

5. **Creating, fostering and ensuring U.S. business' NEXT GLOBAL OPPORTUNITY** by helping developing economies improve their business environments, opening new markets, and by establishing conditions and addressing trade barriers to allow more American exporters to compete and win abroad.

Within each of these objectives, we will support the creation of data to help U.S. companies make decisions and better inform exporting communities across the country so they can integrate trade and investment into their economic development strategies. Furthermore, we will seek to consistently gather and use feedback from U.S. industry and stakeholders to constantly improve our efforts.

NEI/NEXT is a long-term economic growth strategy to create and support good-paying jobs here at home by ensuring our companies are poised for success in the global marketplace. NEI/NEXT will help more U.S. companies and entrepreneurs understand the importance and advantages of trade and investment – for their bottom line and the benefit of their employees and communities. NEI/NEXT advances a vision to make trade and investment a bigger part of our economic DNA and help American companies compete and increase their global fluency – for a stronger American economy.

SUMMARY OF OBJECTIVES AND STRATEGIES

OBJECTIVE 1
Connect More American Businesses to their NEXT GLOBAL CUSTOMER

1. **Provide more targeted and tailored assistance** to connect U.S. businesses to buyers and partners in foreign markets
2. **Supply actionable information to U.S. companies** on how to reach customers in more markets
3. **Support companies in emerging U.S. industries** by helping them become global companies

OBJECTIVE 2
Make American Businesses' NEXT INTERNATIONAL SHIPMENT Easier and Less Expensive

1. **Enhance interagency coordination** to ease access and use of export information and assistance, and continue to simplify export processes
2. **Implement the "Single Window" for imports and exports** to save businesses time and money by streamlining reporting requirements and processes
3. **Speed goods to market** through domestic infrastructure improvements

OBJECTIVE 3
Expand Access for American Businesses to Finance Their NEXT EXPORT TRANSACTION

1. **Engage and educate more financial institutions** on U.S. government export financing and insurance programs
2. **Educate more companies** on U.S. government financing resources that support export activity and reduce risk
3. **Streamline service** provided by U.S. government financing agencies

OBJECTIVE 4
Promote Exports and Investment as the NEXT ECONOMIC DEVELOPMENT PRIORITY for American Communities

1. **Educate and partner with local and regional leaders** to promote the benefits of exports and investment to their communities and to help local businesses take advantage of global opportunities
2. **Provide support to states and cities** to prioritize exports and attract and retain investment
3. **Coordinate with SelectUSA** on investment promotion with communities and regions

OBJECTIVE 5
Create, Foster and Ensure the NEXT GLOBAL OPPORTUNITY for American Businesses

1. **Support a level playing field for U.S. businesses in emerging economies** by advancing interagency efforts to facilitate technical assistance, build trade capacity, and contribute to transparent business climates
2. **Negotiate, implement and enforce international trade-related agreements** to ensure U.S. companies can take advantage of them and pursue new, market-opening opportunities
3. **Address overseas trade barriers adversely affecting U.S. exports and investment**

CROSS-CUTTING OBJECTIVE
Support the CREATION OF IMPROVED DATA to:

1. **Help companies make decisions and better inform communities** across the country on the benefits of trade and the potential to export
2. **Gather feedback** from customers, industry, and stakeholders to continuously improve our efforts

OBJECTIVE 1

Connect More American Businesses to their NEXT GLOBAL CUSTOMER

Many American businesses remain unaware of global opportunities to increase sales and diversify their customer base, nor are they aware of the positive impact exporting can have on their firms in terms of productivity and innovation. Feedback from recent customer surveys and focus groups across the country reinforced that U.S. exporters and potential exporters want a more consistent and customized, industry-tailored approach from the federal government on how to capitalize on these vast opportunities.

Agencies Involved: DHS, DOC, DOD, DOE, DOT, EPA, EXIM, OPIC, SBA, STATE, USDA, USTDA, USTR

KEY STRATEGIES:

1.1) Provide more targeted and tailored assistance to connect U.S. businesses to buyers and partners in foreign markets:

Develop interagency tools, trade events and training on an industry-specific and market-specific basis to help U.S. companies become exporters or expand exports. Build on existing efforts such as the Doing Business in Africa Campaign and Look South initiatives.

Create customized approaches to engage with segments of the business community, particularly small businesses, including minority-owned businesses, immigrant or diaspora-owned businesses, women-owned businesses, startup companies and rural businesses (such as through the "Made in Rural America" export and investment initiative.)

Enhance overseas marketing and advocacy. Develop a U.S. brand – communicating quality, value and innovation – to market U.S. goods and services to international buyers at overseas trade events and through public diplomacy channels. Advance the USTDA Global Procurement Initiative, which seeks to level the playing field for U.S. businesses competing globally by educating foreign procurement officials on introducing "best value" and "life-cycle cost analysis" consideration into procurement regimes that formerly relied only on a least-cost method. Strengthen DOC's Intellectual Property (IP) attaché program, so that businesses have a regional resource at embassies to better understand how their products and innovations can be protected and enforced through intellectual property rights.

Agencies involved: DOC, DOD, DOE, DOT, EXIM, OPIC, SBA, STATE, USDA, USTDA

1.2) Supply actionable information to U.S. companies on how to reach customers in more markets:

Strengthen relationships with partners and multiplier organizations to disseminate coordinated industry-specific information on export opportunities, services available to help, and the overall benefits of exporting for businesses, workers and communities. Ensure U.S. businesses know about the advantages gained for U.S. exporters under current and future U.S. trade agreements. Explain the importance of Trade Promotion Authority and trade negotiations such as the Trans-Pacific Partnership (TPP), Transatlantic Trade and Investment Partnership (T-TIP), and Trade in

Services Agreement through increased awareness of the export opportunities that will derive from the negotiations. Develop online tools and resources to help U.S. firms take advantage of U.S. trade agreements, particularly small businesses. Expand online tools such as the FTA Tariff Tool to include new agreements such as TPP and T-TIP.

Explain/market to U.S. companies the sales opportunities in high-growth world regions/markets. Continue efforts to enhance data products to provide businesses, especially SMEs, with the information they need to compete in a global economy.

Develop partnerships across the United States with service providers and trade facilitators to reach a broader network of exporters and potential exporters.

Ensure Administration-wide coordination on marketing and engagement.

Agencies involved: DOC, DOD, DOE, DOT, EXIM, OPIC, SBA, STATE, USDA, USTDA, USTR

1.3) Support companies in emerging U.S. industries by helping them become global companies:

Develop focused initiatives on emerging industries of opportunity, including but not limited to: emerging technologies, the digital economy, energy, agribusiness, services and infrastructure development. Produce focused, sector-specific outreach materials and events and strengthen public-private partnerships.

Create innovative approaches to promoting and assisting services exports, including professional services and education services. Continue to support the National Travel and Tourism Strategy, look to it as a model, and work with interagency and private sector partners to improve systems that enable legitimate travel to the United State for business, investment and leisure and related purposes.

Ensure high-level interagency coordination to advance the mission of the interagency Task Force on Commercial Advocacy – especially regarding major overseas infrastructure projects – and 1) Better identify major projects worldwide through an interagency process, and 2) Develop and execute an outreach plan to raise awareness of opportunities among U.S. companies.

Agencies involved: DOC, DOD, DOE, DOT, EPA, EXIM, MCC, OPIC, SBA, STATE, USDA, USTDA, USTR

OBJECTIVE 2

Make American Businesses' NEXT INTERNATIONAL SHIPMENT easier and less expensive

The search for solutions, paperwork and other steps exporters must take to ensure their product reaches customers can translate into costs and delays for companies, especially small and medium-sized enterprises (SMEs). World Bank studies suggest that by reducing document preparation time by even a day, with a virtual "single window," exporters could save $115 per container.

To make it easier for businesses to export, more work must be done to streamline service, simplify data and document requirements, implement a single-window system, and better orchestrate the review and release of goods at the border among the dozens of agencies with control authorities.

In addition, DOT has a strong mandate in its current authorization legislation, the "Moving Ahead for Progress in the 21st Century Act" (MAP-21), to improve the condition and performance of the national freight network, and to develop a national freight strategic plan by October 2015. As an Administration, we have the opportunity to examine hurdles exporters face getting goods to market and ensure exporter needs are reflected in the first-ever national freight strategy.

Agencies involved: DHS, DOC, DOD, DOT, DOC, SBA, STATE, TREASURY, USDA, USTR

KEY STRATEGIES:

2.1) Enhance Interagency Coordination to ease access and use of export information and assistance, and continue to simplify export processes:

Ensure more coordinated federal, state, and local export resources to optimize service and increase awareness of export opportunities and resources. Continue to expand the network of business counselors able to identify export-ready businesses and connect them with assistance, expanding training for Small Business Development Centers (SBDCs), Women's Business Centers, MBDA Business Centers, and USDA Rural Development (RD) field staff.

Identify opportunities to streamline, simplify, speed, and better coordinate agencies' review/decision-making policies and processes related to the clearance of exports. Develop common risk management principles and methods to inform agency operations associated with the review and clearance of cargo at the border. Through the DOC Bureau of Industry and Security (BIS), provide exporters and potential exporters with information on how to navigate the U.S. export control system.

Globally, enlist Ambassadors to promote the value of exports and inward investment (into the United States), and ensure that there are tailored export promotion and foreign direct investment strategies within broader U.S. embassy plans.

Agencies involved: DHS, DOC, EXIM, OPIC, SBA, STATE, USDA, USTDA, USTR

2.2) Implement the "Single Window" for imports and exports to save businesses time and money by streamlining reporting requirements and processes:

Complete and achieve government-wide use of the International Trade Data System (ITDS) by December 2016, and raise awareness of the Executive Order on Streamlining the Export/Import Process for America's Businesses, released on February 19, 2014, with domestic exporting companies, international trading partners, and potential foreign investors. Ensure alignment/interoperability of export licensing systems with the ITDS to streamline and automate the process by which goods presented for export at the border are verified to have appropriate licenses/permits. Continue to streamline U.S. government electronic trade processing systems to reduce administrative costs and simplify industry compliance.

Engage with federal advisory committees, industry, and other relevant stakeholders, including small businesses, to identify ways to develop and implement an effective "Single Window" and to improve border management and collaboration.

Agencies involved: DHS, DOC, STATE, TREASURY, USTR

2.3) Speed Goods to Market through domestic infrastructure improvements:

Improve the condition and performance of the national freight network by developing and implementing a national freight strategic plan along established timelines. As the plan is being developed, ensure exporter needs are identified and considered. Direct the Advisory Committee on Supply Chain Competitiveness (ACSCC) to provide commercially based guidance on specific topics in improving the overall end-to-end performance of U.S. supply chains. Integrate the ACSCC's advice and input on supply chain and freight movement with the advice and recommendations received from DOT's National Freight Advisory Committee.

Agencies involved: DHS, DOC, DOT, USDA

OBJECTIVE 3

Expand Access for American Businesses to Finance Their NEXT EXPORT TRANSACTION

Access to financing remains one of the critical needs of exporters. Many businesses still face challenges getting export financing, partly because many community banks are neither aware of nor use federal financing mechanisms and partly because of gaps in the market. Efforts, such as the U.S. Global Business Solutions program, have begun (and deserve increased emphasis) to train more community banks and lenders about U.S. government export assistance products and services.

Note an immediate goal for this objective is ensuring Congressional reauthorization of Ex-Im Bank in 2014, so that Ex-Im Bank may continue to support U.S. exporters and jobs.

Agencies involved: DOC, EXIM, OPIC, SBA, TREASURY, USDA, USTDA

KEY STRATEGIES:

3.1) Engage and Educate More Financial Institutions on U.S. government financing and insurance programs:

Raise awareness and continue partnerships with financial regulators and associations, such as the National Association of Government Guaranteed Lenders, National Association of Development Companies, the Bankers' Association for Finance and Trade, American Bankers Association, etc. – to provide lender training at programs sponsored by them. Use the U.S. Global Business Solutions program as the primary mechanism to market U.S. government services to lenders. Bring more commercial lenders, trade associations, and educational institutions with strong international business programs into TPCC agencies' partnership programs. Focus on foreign banks, U.S. banks and foreign buyers through outreach, trade show participation and trade finance events.

Agencies involved: DOC, EXIM, SBA, TREASURY, USDA, USTDA

3.2) Educate More Companies on U.S. government financing resources that support export activity and reduce risk:

Provide information on federal export finance programs to the business community by partnering with other federal agencies and resource partners, such as Small Business Development Centers (SBDCs). Also, engage the DOC SelectUSA program to increase awareness of export financing mechanisms among potential foreign investors and U.S. companies considering reshoring, which may help increase the attractiveness of investment in the United States.

Improve trade financial literacy among small and medium-sized enterprises, women-owned businesses, and minority-owned business enterprises by expanding the use of the *Trade Finance Guide* through educational, communications, and social media initiatives and activities in collaboration with private-sector strategic partners and other TPCC agencies.

Agencies involved: DOC, EXIM, SBA, USDA, USTDA

3.3) Streamline Service provided by U.S. government financing agencies:

Strive to reduce transaction processing times and align more closely with industry. Where appropriate, reorient operations, personnel and business to build internal sector expertise and efficiency, and contribute to higher levels of customer service.

Increase the number of third-party partners for U.S. government agencies. Recruit additional partners to Ex-Im's Global Credit Express, such as SBDCs, MEPs, Women's Business Centers, Veteran Business Centers, SCORE, state trade offices, and World Trade Centers. Approve more delegated lenders for SBA's financing programs, reducing costs and increasing efficiency in processing.

Establish a Global Finance Team within the DOC International Trade Administration to initiate, coordinate, and support global programs that focus on finance issues including trade finance and access to capital. The team will support both domestic and international trade and access to finance work including financial services-related trade missions, and other policy and/or promotional initiatives.

Agencies involved: DOC, EXIM, SBA

OBJECTIVE 4

Promote Exports and Investment as the NEXT ECONOMIC DEVELOPMENT PRIORITY for American Communities

More American community leaders than ever are looking abroad – at international customers and investors – for future economic growth. Recent reports from the Brookings Institution show that metropolitan areas where exports contributed more to economic output also experienced higher economic growth. Under the National Export Initiative, the U.S. government began coordinating with efforts like the Global Cities Initiative (GCI) Exchange, a joint project of Brookings and JPMorgan Chase, which includes 20 regions – urban and rural communities – that are taking action on export strategies through public-private economic development partnerships. The U.S. government now has the opportunity to encourage broad growth strategies, build regional capacity – including in rural communities – and set up new or support existing export pipelines. Agencies will work with states and metropolitan areas to help integrate these global opportunities into economic development plans.

During the next phase of the NEI, the U.S. government will continue to partner with, educate, and provide coordinated assistance to communities on trade as well as inward investment. The NEI will enhance collaboration with SelectUSA to give states and metropolitan areas the tools they need to create jobs in the U.S. through exports and business investments.

Agencies involved: DOC, EXIM, OPIC, SBA, STATE, USDA, USTDA, USTR

KEY STRATEGIES:

4.1) Educate and partner with local and regional leaders:

Promote trade and investment as critical regional economic development tools that support jobs. Tailor information and best practices for mayors, governors, county leaders, economic development organizations and districts, and other community leaders. Coordinate and build awareness of trade and investment resources, including financing (at the federal, state, and local levels).

Agencies involved: DOC, EXIM, OPIC, SBA, USTDA, USDA, USTR

4.2) Provide support to states and cities to promote trade and attract and retain investment:

Encourage and support U.S. regions to develop global-focused economic development strategies. In addition – prioritize, emphasize, and award capacity-building grants to support the development and implementation of regional initiatives. Continue to enhance coordination with states. Ensure coordination and support for USTDA's reverse trade missions, which connect foreign buyers directly to U.S. companies in communities across the country. Provide support for communities competing to host major international events, including trade shows, conferences, and sporting events.

Foster effective networks of local, state, and federal service providers through mechanisms including Export Outreach Teams. Encourage the inclusion of industry leaders, strategic partners, and advisors where possible.

Strengthen DOC's SelectUSA services for economic development organizations and in advocacy cases with Administration-wide awareness building and outreach.

Agencies involved: DOC, DOT, EXIM, SBA, USDA, USTDA, USTR

4.3) Coordinate with SelectUSA on investment promotion with communities and regions:

Provide coordinated information and technical assistance for regions pursuing trade and investment promotion strategies. Facilitate trade and investment promotion programs, including business development missions, and coordinate a U.S. pavilion at trade shows for U.S business exhibitors as well as for U.S. economic development organizations.

Agencies involved: DOC, STATE

OBJECTIVE 5

Create, Foster and Ensure the NEXT GLOBAL OPPORTUNITY for American Businesses

When companies start exporting or enter new markets, they benefit from a transparent and level playing field, a predictable rules-based environment, and low tariffs. Our trade agreements eliminate substantially all tariffs on trade; tackle costly "behind the border" non-tariff barriers that impede the flow of goods, including agricultural goods; expand government procurement opportunities and market access on trade in services; and significantly reduce the cost of differences in regulations and standards by promoting greater compatibility, transparency, and cooperation, while maintaining our high levels of health, safety, and environmental protection. Our trade agreements develop rules, principles, and new modes of cooperation on issues of global concern, including intellectual property protection and market-based disciplines addressing state-owned enterprises and discriminatory localization barriers to trade.

Under the next phase of the NEI, agencies will continue and enhance efforts to 1) build capacity for U.S. trade with developed and developing markets and expand opportunities abroad, 2) enforce international trade agreements, and 3) identify and address trade barriers.

Agencies Involved: DHS, DOC, DOD, DOE, DOT, EPA, EXIM, OPIC, SBA, STATE, TREASURY, USAID, USDA, USTDA, USTR

KEY STRATEGIES:

5.1) Support a level playing field for U.S. businesses in emerging economies by advancing interagency efforts to provide technical assistance, build trade capacity, and contribute to transparent business climates:

> Coordinate among the several U.S. agencies leading efforts to build trade capacity and contribute to transparent business climates, including assuring intellectual property protections, tackling corruption and lack of transparency, and harmonizing regulations and standards. Identify ways to maximize efficiency through partnerships, share best practices, and coordinate marketing on what these efforts mean for U.S. businesses.
>
> Agencies involved: DHS, DOC, DOE, DOT, STATE, USAID, USDA, USTDA, USTR

5.1a) Assist countries to implement the WTO's Trade Facilitation Agreement to reduce costs globally:

> Develop and appropriately resource effective programs in developing countries to implement the specific provisions of the WTO Trade Facilitation Agreement, which creates binding commitments across 159(+) countries to expedite the movement, release, and clearance of goods; improve cooperation on customs matters; and help developing countries fully implement the obligations. The Agreement will increase customs efficiency and effective collection of revenue, and help small businesses access new export opportunities through measures like transparency in customs practices, reduction of documentary requirements, and processing of documents before goods arrive.
>
> Agencies involved: DHS, DOC, STATE, USAID, USTR

5.2) Negotiate, implement and enforce international trade-related agreements:

Continue to vigorously monitor and enforce U.S. rights under existing trade agreements so U.S. companies can compete on a level playing field, and pursue new, market-opening opportunities under new trade agreements to ensure that more U.S. farmers, ranchers, manufacturers, and service providers can obtain benefits under such agreements and remain globally competitive even in today's difficult economic environment.

Continue to enhance the Administration's ability to aggressively challenge other countries' unfair trade practices that affect U.S. exports, as well as imports into the United States, through interagency coordination and cooperation and the Interagency Trade Enforcement Center (ITEC).

Agencies involved: DHS, DOC, STATE, USAID, USDA, USTR

5.3) Address overseas trade barriers adversely affecting U.S. exports and inward investment

Monitor market access conditions and intellectual property rights protection; investigate problems; and through diplomacy with foreign governments seek removal or mitigation of foreign trade barriers adversely affecting U.S. exports and inward investment in a commercially-meaningful timeframe.

Agencies involved: DHS, DOC, STATE, USDA, USTR

CROSS-CUTTING OBJECTIVE

Support the CREATION OF IMPROVED DATA

Improving the quality of our data and expanding its dissemination will bolster efforts under all five of NEI/NEXT's objectives. Data is a national asset with untapped potential to advance trade and innovation. The NEI assessment made clear that American companies want improved data from the federal government to increase their knowledge base and make smarter, more informed export-related decisions. Communities and states need data to inform their economic development strategies that will allow them to increase exports. In addition, gathering and sharing the success stories of exporters of all sizes and types will bring NEI/NEXT to life and encourage other U.S. businesses to export by demonstrating the benefits of trade for American communities, businesses, farmers, ranchers, workers, and innovators.

Agencies Involved: CEA, DHS, DOC, DOE, DOL, DOT, EPA, EXIM, SBA, STATE, USDA, USTDA, USTR

6.1) Help companies make decisions and better inform local economic development strategies

Maximize the value of government data for businesses and communities and make data easier to find, access, and use. Provide useful information to businesses of all sizes, to improve their ability to craft successful strategies to expand in global markets so that companies, farmers, and entrepreneurs are making the most of opportunities the U.S. government creates through trade agreements and other initiatives. Disseminate information on U.S. government market opening efforts to ensure they are factored into local and state economic development strategies.

Enhance partnerships with industry associations and economic development organizations to disseminate data.

Agencies Involved: CEA, DOC, DOL, DOT, EXIM, SBA, USDA, USTR

6.2) Gather feedback from customers, industry, and stakeholders to continuously improve our efforts

Develop a regular system of customer feedback and set measures to track progress both on the NEI/NEXT objectives and our services and programs.

Collect case studies about the impact of exporting on and the benefits of trade agreements for businesses, strategic partners, and communities. Identify what benefits (reduced tariffs, intellectual property protection, etc.) contributed to success.

Agencies Involved: CEA, DHS, DOC, DOE, DOT, EXIM, OMB, SBA, STATE, USAID, USDA, USTDA, USTR

MEASURING SUCCESS

NEI/NEXT builds on our Administration-wide achievements as a sophisticated and customer-focused strategy with the qualitative goal of helping more American companies export to more markets.

We propose to measure success under NEI/NEXT by tracking several metrics, including:

- Dollar value of U.S. exports
- Number of U.S. companies exporting, including number of companies new to exporting
- Number of companies exporting to more than one market (specifically those exporting to 2 to 4 markets and those exporting to 5 to 9 markets, and more – as measured by the Census Bureau)
- Exports to emerging markets and trade agreement markets (by dollar value and number of companies)

NEI/NEXT also will track these figures from a regional/metropolitan perspective, to measure its success in communities across the United States. Agencies also are exploring how to determine and track the improved speed and/or declining cost of exporting.

NEI/NEXT also will track a number of programmatic metrics that align with each objective, such as companies counseled, clients whose export objectives are met, advocacy wins, and financial institutions using or trained on federal export financing products. Additionally, to encourage more exporters to reach more markets, including SMEs, minority- and women-owned businesses, we will regularly track and highlight exporter success stories.

ACRONYM LIST

CEA	Council of Economic Advisors
DHS	U.S. Department of Homeland Security
DOC	U.S. Department of Commerce
DOD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOL	U.S. Department of Labor
DOT	U.S. Department of Transportation
EPA	U.S. Environmental Protection Agency
EXIM	U.S. Export-Import Bank
MCC	Millennium Challenge Corporation
OMB	Office of Management and Budget
OPIC	Overseas Private Investment Corporation
SBA	U.S. Small Business Administration
STATE	U.S. Department of State
TPCC	Trade Promotion Coordinating Committee
TPP	Trans-Pacific Partnership
T-TIP	Transatlantic Trade and Investment Partnership
USAID	U.S. Agency for International Development
USDA	U.S. Department of Agriculture
USTDA	U.S. Trade and Development Agency
USTR	Office of the U.S. Trade Representative
WTO	World Trade Organization