

## GOAL FIVE: By FY2006, Increase the Percentage of US Exporters Aware of Ex-Im Bank by 20% (off the FY2001) Base

**Performance Goal 5.1: In FY2000, increase the number of outreach partners by 10%.**

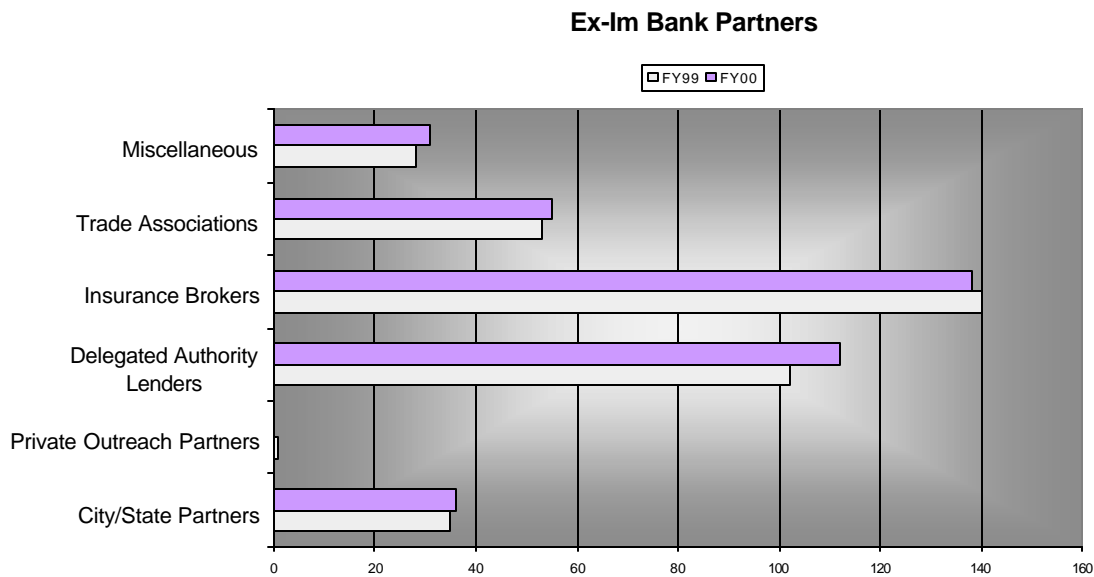
**Strategies:**

- Ex-Im Bank will seek to improve its Website to improve its outreach capacity. Such improvements will include: web-links with Trade Associations and City/State Partners and dedicated pages for our partners within the Ex-Im Bank Website. Ex-Im Bank will also market and advertise outreach programs principally through the Website;
- Establish closer ties with trade associations by co-sponsoring functions and seminars relevant to a particular association; and
- Establish a direct mail campaign directly to US exporters.

**Data Source:** Databases within the Small and New Business Group contain basic information on the number of participants in its various outreach programs.

**Actual Performance:**

The Business Development Division (BDD) is responsible for marketing, promoting and improving awareness of Ex-Im Bank’s financing products and services to the US exporting community. Despite the development and implementation of an integrated marketing strategy, Ex-Im Bank did not reach its FY00 goal of increasing outreach partners by 10%. The inherent constraints on human resources, travel budget and the finite number of outreach partners were the primary reasons why this target proved elusive. Nevertheless, it is important to note that Ex-Im Bank’s marketing efforts yielded an increase of 4% over the FY99 number of outreach partners.



Ongoing efforts to expand Ex-Im Bank's outreach capacity have been an important strategy in growing Ex-Im Bank's business and supporting exporters. The continued relevance of the Internet and e-commerce solutions have made them useful tools to reach partners who can help promote Ex-Im Bank's programs, and to connect exporters with those outreach partners who can provide necessary assistance. In FY00, Ex-Im Bank updated the Ex-Im Bank website with links to approximately 55 members of the Trade Association Partners Program (TAPP), and continued efforts to maintain current contact information and links to 36 city/state partners. Use of the website has facilitated the exchange of information and resources and this will continue in FY01.

Ex-Im Bank continued developing its relationship with TAPP in FY00, building on a concerted effort to focus on export-ready small businesses by providing them with the financing tools necessary to compete in today's market. With a special emphasis on small businesses, TAPP supplies a network of associations that work with Ex-Im Bank to inform and educate the associations' member companies about Ex-Im Bank's programs. Ex-Im Bank enhanced its Trade Association Partners Program (TAPP) in FY00 by offering member associations referral fees for connecting their members with Ex-Im Bank's programs. Through TAPP, 55 affiliated trade associations disseminate export financing information and refer trade association members to Ex-Im Bank's regional offices and city/state partners for one-on-one assistance. TAPP members also agree to participate in at least two outreach enterprises annually with Ex-Im Bank to their members such as joint mailings, conference participation, and providing links to web sites.

To attract asset-based lenders and small community banks, Ex-Im Bank developed more user-friendly documentation for its Working Capital Guarantee Program. The Ex-Im Bank also reached out to a broader spectrum of lenders through new marketing initiatives, including a strengthened Delegated Authority Lenders Program that allows lenders to give their customers quick approval on Ex-Im Bank working capital guarantees without prior Ex-Im Bank approval. Ex-Im Bank now has more than 100 lenders in the program.

In FY00, Ex-Im Bank also successfully reached out to state and local government offices and private sector organizations, bringing the total number of city/state partners up to 36. A city/state partnership is a joint effort between Ex-Im Bank and state and local entities around the country to introduce and bring Ex-Im Bank's financing services to small and medium-sized US companies that are ready to export. Ex-Im Bank provides the financing tools while local representatives provide staff and the knowledge of the local market and how to reach it. In FY00, Ex-Im Bank established city/state partnerships in Wyoming and New Jersey, enabling Ex-Im Bank to reach out more effectively to companies in these states. These relationships allow Ex-Im Bank and local governments to pool their strengths in local-federal partnerships that help both accomplish what neither could do alone—create high-quality US jobs and expand the local tax base through exports.

Ex-Im Bank was active in over 100 trade associations during FY00, including the National Association of Manufacturers and the Commercial Finance Association. Seminars and a variety of outreach tactics yielded 20 new participants in the delegated authority lenders program. Use of the Private Outreach Partners Program, however, has declined due to the high cost associated with private contractors. Instead, local chambers of commerce and city/state partners have been more responsive to addressing the needs of the export community.

**Performance Goal 5.2: In FY2000, increase the number of new to Ex-Im Bank customers by 5%.**

**Strategies:**

- Ex-Im Bank will increase its sales and marketing efforts in underserved markets, which include exporters in rural areas, minority-owned exporters, and women-owned exporters. Ex-Im Bank will make use of additional outreach partners, and will make applying to Ex-Im Bank easier. Ex-Im Bank has organized sales representatives in niche markets that include women- and minority-owned exporters, exporters located in rural and urban areas, and environmental exporters;
- Create sales targets for sales staff; and
- Develop qualified leads for sales staff

**Data Source: Ex-Im Bank's participant database and application processing systems**

**Actual Performance:**

In FY00 Ex-Im Bank endeavored to increase the number of new-to-Ex-Im Bank customers. While a gain of 2% over FY99 levels was achieved, this attempt did not yield the desired 5%. Recognizing limitations in personnel and travel budget, Ex-Im Bank staff focused on maximizing Ex-Im Bank's resources by evaluating the effectiveness of Ex-Im Bank's strategies and relationships with outreach partners. Ex-Im Bank reexamined established relationships, and concentrated on those partnerships that would generate the greatest results for US exporters. Ex-Im Bank also targeted new partnerships that emphasized quality over quantity.

Ex-Im Bank aimed at attracting and serving new customers, including businesses that traditionally have been under-served by export financing such as minority- and women-owned companies, and businesses in rural or economically depressed urban areas. In FY00, Ex-Im Bank brought focus to meeting its congressional mandate to assist small businesses by implementing multidimensional outreach. Initiatives included developing an extensive exporter database and direct marketing effort, working with customers through the Ex-Im Bank's six regional offices, and establishing new strategic alliances with state and local organizations, trade associations and lenders.

October 2000 marked the first year anniversary of the Minority and Women-Owned Business Outreach Initiative. During FY00 the number of minority and women-owned businesses utilizing Export Credit Insurance Policies increased from 60 to 71. To encourage more minority and women-owned firms to export, Ex-Im Bank increased its coverage of working capital loan guarantees for these businesses from 90 to 100 percent, giving these companies greater access to financing for pre-export costs. In FY00 Ex-Im Bank appointed a business development officer to work directly with minority- and women-owned companies and establish stronger relationships. Ex-Im Bank also signed agreements with two private business organizations to set up partnerships to market export financing to their members: the National Minority Supplier Development Council (NMSDC) and the Business Women's Network.

Recognizing the need to build awareness of its financing among U.S. exporters, Ex-Im Bank developed a targeted exporter database of 127,000 U.S. companies and conducted a direct marketing program and advertising campaign. Using the new exporter database in FY00, Ex-Im Bank's regional offices in New York, Washington, DC, Miami, Houston, Chicago, and Long Beach, Calif. (and satellite offices in Orange County and San Francisco) contacted more than 29,000 new and prospective customers. The regional offices staff conducted nearly 3,000 office visits with U.S. companies and participated in more than 250 seminars nationwide that helped over 12,000 attendees to learn about the Ex-Im Bank's financing.

The regional offices continued to provide nationwide outreach to the exporter community and their success is measured in terms of new insurance policies generated in FY00. Insurance represents the Ex-Im Bank's core business, consisting of roughly 76% of the transactions processed each year. With this fact in mind, BDD outreach calls continued to concentrate on insurance products. The regional offices had 694 new policy sales, representing a 3% increase over the established fiscal year goal of 675. Multi-buyer insurance quotes issued also increased 60% in FY00 compared to FY99 from 377 to 605.