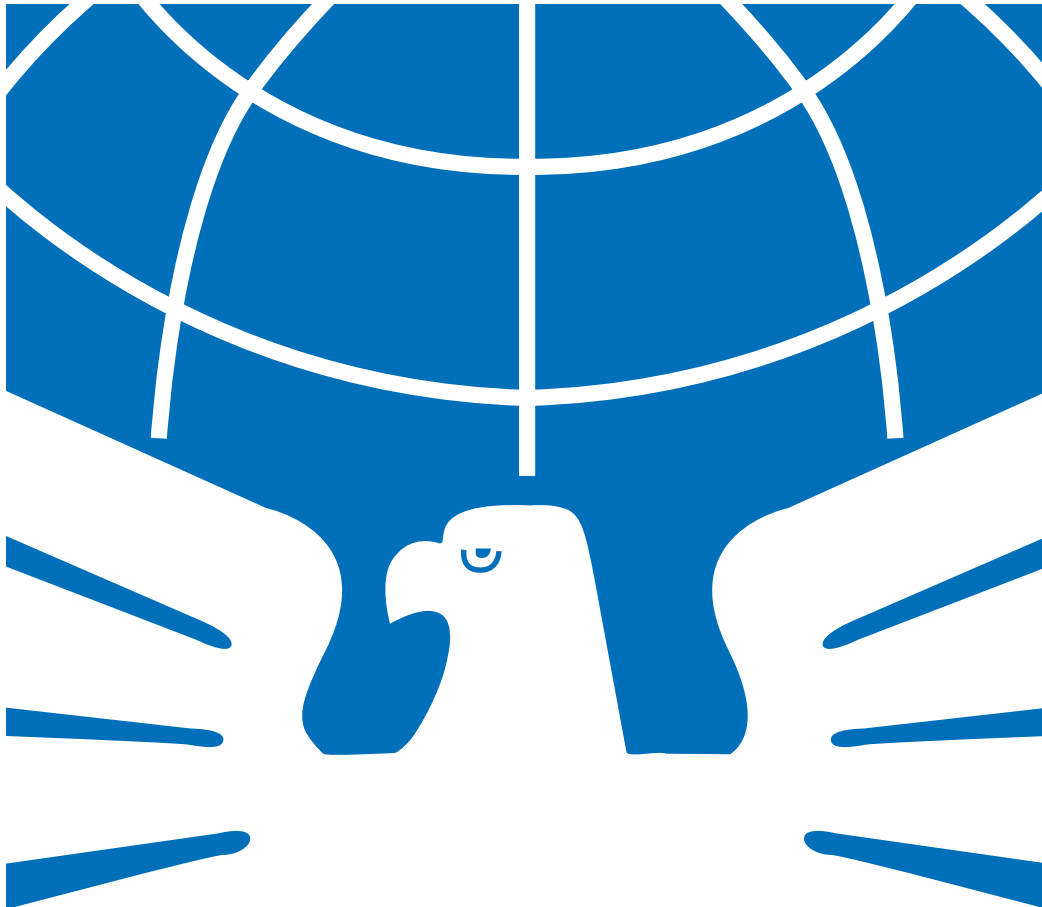




The International Trade Administration  
United States Department of Commerce

# Strategic Plan

Fiscal Years 2002–2006



Mission:

*To create economic opportunity for U.S. workers and firms by promoting international trade, opening foreign markets, ensuring compliance with trade laws and agreements, and supporting U.S. commercial interests at home and abroad*



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# International Trade Administration Strategic Plan FY 2002–2006

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## Purpose

The purpose of the International Trade Administration's (ITA) Strategic Plan 2002–2006 is to define ITA's strategic direction and outline its agenda for the next five years. The plan defines ITA's new mission statement, lays out the goals and objectives to achieve that mission, articulates quantifiable, outcome-oriented performance measures, and presents high level strategies for implementation. In essence, the plan becomes the roadmap for ITA to become the leader in providing customer-focused, responsibly managed Federal government export promotion, *trade agreements compliance, trade agreement negotiations and particularly the elimination of unfair trade practices.*

This document is a step toward performance-driven and accountable management. It includes two management goals: improving customer satisfaction and ensuring effective allocation and management of resources. Our aim is to be “best in class” within the Federal government in performance-based management in the Federal government.

The section on performance measures details how we intend to quantify ITA's success in achieving its goals. In keeping with Government Performance and Results Act (GPRA) regulations and guidelines for performance-based organizations, this is a key step in holding ourselves accountable for achieving our goals.

The strategic plan outlines an overarching goal, followed by specific objectives in each area. It also contains an explanation of the cross-cutting activities in which ITA works with other government agencies and an explanation of external factors that could affect outcomes. The plan also includes guidelines for program evaluations to gauge the effectiveness of our strategies.

The plan lays out a detailed improvement agenda for encouraging continuous improvement. The list of priorities identifies some immediate opportunities to move ITA in the direction of its goals.

To develop this GPRA-compliant strategic plan, ITA initiated a cross-agency Strategic Planning Leadership Team composed of executive management from all of ITA's program units. This group met weekly for eight weeks to develop this plan. Both the expectations of stakeholders and the needs of customers were assessed to understand ITA's operating environment and ensure that ITA's plan would satisfy its constituencies.





## Executive Summary

A vibrant and prosperous American trade community supported by the Department of Commerce's International Trade Administration has driven the longest economic expansion in United States history. ITA opens markets, promotes export activity, and ensures fair competition and compliance with international trade agreements for the benefit of firms, particularly small and medium-sized enterprises, and workers throughout the United States. To best perform its functions, ITA employs almost 2,500 people, stationed in the U.S. and abroad, in five major program units:

- Market Access and Compliance
- U.S. and Foreign Commercial Service
- Trade Development
- Import Administration
- Executive Direction and Administration

### *ITA's Mission:*

*To create economic opportunity for U.S. workers and firms by promoting international trade, opening foreign markets, ensuring compliance with trade laws and agreements, and supporting U.S. commercial interests at home and abroad*

ITA faces new demands as the international trade environment rapidly changes. Challenges are constantly emerging, with new markets to target, new barriers erected, new firms in need of export assistance, shifts in industry dynamics, a stronger role for international organizations and alliances, various policy mandates and the fluctuation in exchange rates. The success of America's export community depends upon ITA's addressing both these challenges and the expectations and needs of its stakeholders and customers. Rising to this challenge, ITA has redefined its strategic direction to establish itself as the leader in Federal government export assistance.

ITA's new mission statement reflects its three roles: promotion/economic impact, policy support, and effective self-management:

To create economic opportunity for U.S. workers and firms by promoting international trade, opening foreign markets, *ensuring compliance with our trade laws and agreements*, and supporting U.S. commercial interests at home and abroad.

To achieve this mission, six goals have been laid out, four mission-focused and two management-focused. Among them, they capture all of the objectives which ITA must achieve to succeed in its mission. These goals include:

- Increase trade opportunities
- Broaden and deepen participation in international trade

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- Ensure fair competition particularly by small and medium-size enterprises
- Advance U.S. international commercial and strategic interests
- Improve customer satisfaction
- Ensure excellent management of resources and investment in our most important resource — the staff of ITA

Reflecting the increasing role of information technology in our society and government agencies' heightened focus on serving their customers, many of the detailed strategies involve leveraging electronic commerce and improving customer relationship management.





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## Introduction

### The Role of the International Trade Administration

The United States recently enjoyed the longest economic expansion in its history, evidenced by 21 million new jobs, unemployment and inflation at their lowest levels in three decades, and the first balanced budget in a generation. At the core of this economic success is a vibrant and prosperous American trade community. Exports support more than 11 million U.S. jobs, and wages from these jobs are 15% higher than the U.S. average. Advancing, supporting, and assisting this export community is the basic objective of the Department of Commerce's International Trade Administration (ITA).

ITA opens markets and promotes export activity. In FY 2000, the Administration generated \$2.3 billion in market openings and brought more than 42,000 new firms into export activity. Through its almost 80 advocacy successes, ITA helped generate more than \$5.6 billion in trade activity and opened critical markets for U.S. businesses, including the insurance and telecommunications markets in China.

ITA is also responsible for ensuring that competition is fair and that America's trading partners comply with their international trade agreements. The Administration plays an important role in the World Trade Organization (WTO) negotiations and has strengthened its capability to enforce trade agreements, like the WTO, through its Trade Compliance Center. ITA also conducts proactive investigations and monitoring of foreign subsidy practices to support U.S. businesses.

While contributing to the success of U.S. workers and firms, ITA has also performed as a leader in the Federal government's export assistance programs and in the Federal government at large. ITA has led the implementation of the President's National Export Strategy and has opened the USA Trade Center, a single point of contact for exporters. ITA has also operated efficiently and productively; for example, over \$250 in exports *are* generated for each Federal dollar spent through its Market Development Cooperator Program. In FY 2000, ITA also received its second consecutive ever clean audit.

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## Enabling Legislation

Previously operating as the Domestic and International Business Administration, the International Trade Administration was established on January 2, 1980, by order of the Secretary of Commerce to build on its authority to promote and regulate trade.

## Key Operations and Organization

The International Trade Administration performs a number of operations critical to achieving its export successes:

- Opening markets for U.S. firms in foreign markets through agreements and negotiations
- Informing the U.S. business community of export opportunities
- Developing and disseminating trade and industry market research
- Promoting U.S. businesses abroad
- Counseling and providing technical assistance to small and medium-sized enterprises (SMEs) on creating export capabilities
- Supporting policy development
- Ensuring compliance with trade agreements and laws and protecting U.S. businesses from unfair competition.

ITA offers a wide range of products and services in performing these operations, including, but not limited to:

### **Trade/Industry Research and Information**

- Customized market research
- Industry analysis
- Trade publications

### **Trade Agreements, Advocacy and Compliance**

- Market Access Support
- Bilateral and multilateral trade agreement negotiations
- Trade Policy papers
- Export advocacy
- Trade compliance monitoring and support
- Case analysis and litigation support in international trade disputes





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## Export Promotion

- Trade missions and events
- Video conferencing
- Matchmaking
- Business consulting

To best perform these operations and deliver these products and services, ITA employs almost 2,500 people, stationed in the U.S. and abroad, across five major units:

- Market Access and Compliance
- U.S. and Foreign Commercial Service
- Trade Development
- Import Administration
- Executive Direction and Administration

ITA also provides trade compliance support through its Trade Compliance Center; a single point of customer contact to government programs through its USA Trade Center; and leadership in coordinating government export assistance programs through leadership of the Trade Promotion Coordinating Committee (TPCC).



## A Challenging Trade Environment

The international trade environment changes every day, creating new demands on ITA. With new markets to target, new firms in need of export assistance, shifts in industry dynamics, the growing importance of international organizations and alliances, and various policy mandates, we face constantly emerging challenges. To ensure that ITA can still succeed in its efforts, the agency must be flexible enough to respond.

ITA has traditionally focused upon opening large, developed markets. However, many of these markets have by now been opened. While vigilantly maintaining those gains, we must increasingly focus on opening smaller, emerging markets. The process of opening markets has also shifted from reducing and removing tariffs to identifying and removing non-tariff barriers, such as standards and regulatory impediments.

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In serving U.S. firms, ITA observes an increasing number of small businesses engaged in exporting. Many of these small businesses, along with larger businesses entering new markets, need assistance in driving market entry and expansion, and taking advantage of trade opportunities. Moreover, developments in e-commerce, information technology, biotechnology, the service industry, and environmental technologies are challenging ITA to develop new skills and new approaches to address issues such as intellectual property exports.



With the emergence and increasing role of international organizations and alliances, such as NAFTA, WTO, OECD, and trade blocs like the European Union, ITA must address new participants in the international trade environment and collaborate when necessary. ITA must also address the increasing role of policy imperatives, the relationship between export and domestic employment, and the U.S. trade imbalance, which reached a record \$368 billion deficit in 2000.

Meanwhile, there are significant emerging opportunities of which ITA must take advantage. Information technology and e-commerce present new opportunities for ITA to disseminate information and connect U.S. exporters with foreign buyers. ITA also faces emerging opportunities to partner with other agencies and with the private sector to deliver integrated services, especially through the Internet.

## Addressing Customer Expectations

ITA's customers are U.S. businesses. To export successfully in a fair trade environment, U.S. firms have five basic needs:

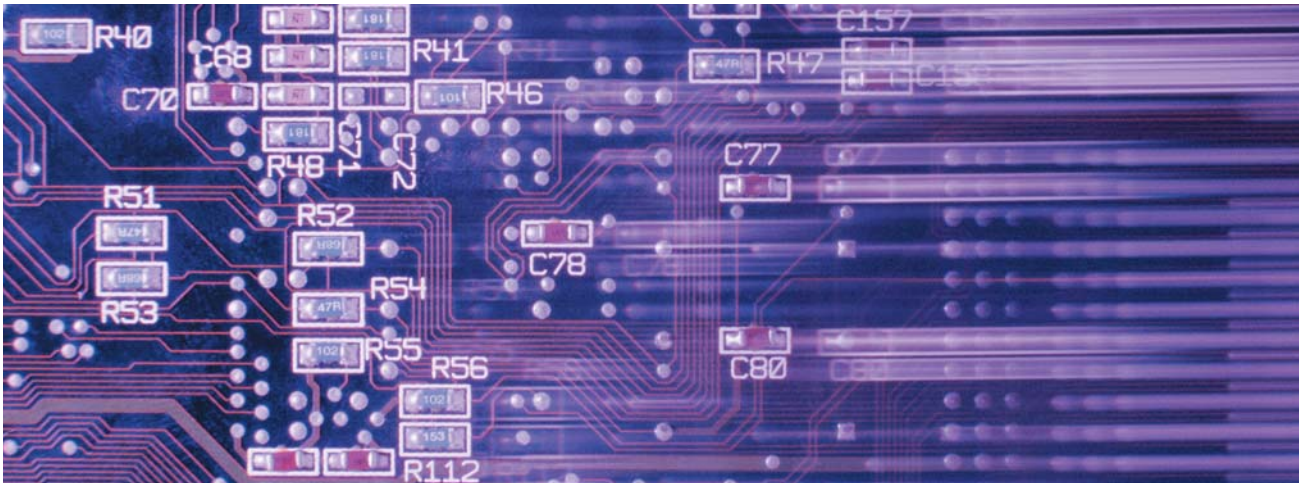
- Awareness of export opportunities and benefits
- Access to new markets
- Entry to markets
- Expansion of export activities
- Protection from unfair competitive practices

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U.S. firms have also expressed several needs for enhanced products and service offerings and service delivery capabilities from ITA. Customers desire more industry-specialized and customized products, provided fast, accurately, and consistently updated. Customers also want regulatory and product standard information to address non-tariff trade barriers. Finally, customers desire simplified access to ITA's services, as well as, the services of all Federal government export assistance programs.

ITA cannot always meet all of the needs of its customer as a singular agency. ITA often partners with other agencies, both public and private, to meet its customers' needs. Other government agencies frequently join ITA in its efforts to promote trade or expand market access. ITA also works with non-governmental organizations such as trade groups or other private-sector organizations to deliver its messages and meet the needs of U.S. businesses.

The success of America's export community depends upon ITA's addressing the challenges in the trade environment, and meeting the expectations and needs of its stakeholders and customers.



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## Strategic Plan

ITA faces a unique combination of policy and economic objectives. As it seeks to affirm itself as the leader in trade agreement enforcement as well as export promotion and policy, it faces emerging challenges from the international trade environment and shifting expectations from stakeholders and customers. The multidimensional and complex nature of the environment in which it operates requires ITA to redefine its role in supporting U.S. firms and workers, and maintain the flexibility and organizational capabilities to continue to achieve success. ITA senior leadership recognizes this mandate and believes that achieving success begins with defining a new strategic direction and developing a new strategic agenda.

## Mission



ITA plays an important role in fulfilling the Department of Commerce's mission of promoting job creation, economic growth, sustainable development, and improved living standards. Reflecting new challenges and a changing trade environment, the International Trade Administration has redefined its mission.

## Vision

ITA's vision for the future addresses both where the organization will stand in five years and how it will operate.

### *ITA Strategic Vision*

#### **Customer**

- Make all U.S. businesses particularly small and medium-sized enterprises aware of what ITA can offer them
- Provide value-added export assistance that contributes to the mission of American exporters
- Ensure that ITA's services are tailored to meet the customer's needs
- Be viewed as a leader in e-commerce-enabled trade support

#### *ITA's Mission:*

*To create economic opportunity for U.S. workers and firms by promoting international trade, opening foreign markets, ensuring compliance with trade laws and agreements, and supporting U.S. commercial interests at home and abroad*



## **Policy**

- Become the recognized government-wide leader in the US trade promotion area
- Offer innovative and essential solutions to U.S. trade policy problems
- Make desired foreign markets available to U.S. exporters
- Positively address the United States foreign economic interests
- Monitor trade agreements to ensure that U.S. firms and workers receive the benefit of the negotiations, and that trade laws are vigorously enforced

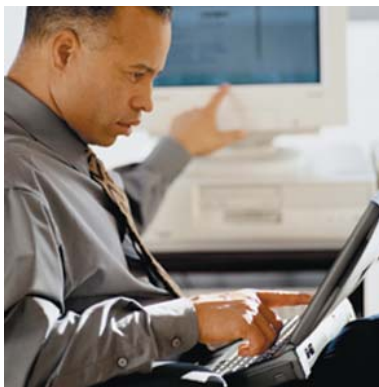
## ***ITA Operational Vision***

### **Customer Service**

- Coordinated interface and point of contact is available for customers
- Improved understanding of customer needs
- Products and services reflect customer needs
- Sharing of customer data within ITA and among other agencies
- Customer relationship management integrated within ITA and between other agencies

### **Organization**

- Organization is nimble, proactive, flexible, and increasingly efficient
- ITA resources leveraged and deployed where most needed
- ITA adequately resourced to accomplish its mission
- Efforts tightly coordinated with other trade-related agencies



### **Process**

- Technology and e-commerce used to develop innovative solutions to reach new customers
- Administrative processes are streamlined and effective

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## Goals and Objectives

To accomplish its mission, ITA has four mission-focused goals and two management-focused goals, with several supporting objectives under each goal.

### *Mission-Focused Goals and Objectives*

#### **Increase Trade Opportunities**

- Open markets
- Provide leadership in promoting trade

#### **Broaden and Deepen Participation**

- Increase awareness among U.S. companies
- Increase SME exporters and exports
- Facilitate deal making

#### **Ensure Fair Competition**

- Combat unfair trade practices
- Ensure compliance with trade agreements

#### **Advance U.S. International Commercial and Strategic Interest**

- Support the Administration's broader policy objectives through trade
- Increase U.S. competitiveness through global e-commerce

### *Management-Focused Goals and Objectives*

#### **Improve Customer Satisfaction**

- Provide excellent customer service
- Ensure ease and accessibility

#### **Ensure Excellent Management of Resources**

- Manage finances effectively
- Manage HR effectively
- Leverage IT as a strategic asset
- Build organizational capabilities and flexibility
- Increase employee satisfaction “putting people first”





## Performance Measures

The International Trade Administration is committed to performance and accountability. To ensure that ITA focuses on tangible, outcome-oriented performance, several quantifiable performance measures have been articulated for each goal.

### **Increase Trade Opportunities for U.S. Firms**

- Number of export transactions made as a result of ITA involvement
- Number of customers acquired through proactive ITA efforts
- Number of new or enhanced partnerships with public and private entities
- Number of customer export activities per customer surveyed

### **Broaden and Deepen U.S. Exporter Base**

- Percent of undertaken advocacy actions completed successfully
- Dollar value of completed project advocacies (U.S. export content)
- Number of U.S. firms exporting for the first time
- Number of U.S. firms entering a new market

### **Ensure Fair Competition In International Trade**

- Number of AD/CVD cases completed
- Number of market access and compliance cases initiated
- Dollar value of trade barriers addresses and/or removed/reduced

### **Advance U.S. International Commercial and Strategic Interest**

- Dollar exports in priority markets
- Change in U.S. share of priority product markets in total and for individual foreign markets

### **Increase U.S. Competitiveness Through Global E-Commerce**

- Number of new subscribers using Buy USA.com services
- Percent of ITA business processes provided electronically to customers
- Customer perception of portal ease of use

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## Improve Customer and Stakeholder Satisfaction

- Customer satisfaction with ITA's products/services
- Level of awareness of ITA products and services
- Customer perception of ease of access to export and trade information and data
- Percent of internal processes/services provided electronically
- Employee job satisfaction
- Clean audit

## Strategies: By Goal and Objective

ITA has defined actionable strategies to achieve its mission, goals, and objectives.

## *Increase Trade Opportunities for U.S. Firms*

### Open Markets

- Develop new agreements
  - Focus on priority, industry-specific agreements (e.g. biotech, aerospace, etc.)
  - Target negotiations for FTAA and Chilean FTA
  - Gain access to China markets by creating and implementing agency-wide commercial strategy
- Support WTO second-round negotiations
  - Focus on key regions with built-in agenda
  - Create strike force for rapid deployment to “hot spot” countries with trade barriers
- Remove non-tariff barriers, particularly the “new generation” of regulatory barriers that discriminate against U.S. exports or represent barriers to trade
- Develop commercial infrastructure in target markets
  - Provide technical assistance and support for commercial infrastructure
  - Coordinate with aid programs to build economic capabilities





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### **Provide Leadership in Promoting Trade**

- Integrate policy and promotion
  - Create coordination capability between ITA advocacy successes and fast-follow promotion efforts
- Increase collaboration
  - Expand partnerships and collaborations with private sector entities in export promotion
  - Coordinate government-wide trade promotion programs
- Generate leads
  - Integrate services to SMEs
  - Conduct needs-focused market research
  - Identify and aggregate foreign buyers and distributors
  - Target foreign government contracts
  - Promote U.S. firms and products abroad
  - Coordinate promotional activities across ITA
- Develop and provide products and services that enhance U.S. firms' export capabilities
  - Reposition ITA offerings to provide customized solutions and menu of services
  - Improve level of counseling expertise to provide deepened and specialized information

### ***Broaden and Deepen Participation in U.S. Exporter Base***

#### **Increase Awareness among U.S. Companies**

- Enhance ITA brand identity
  - Strengthen marketing capabilities
  - Centralize relationships with customers
- Proactively identify potential exporters who need assistance
  - Target under-served communities, environmental technologies and under-served businesses (SMEs)
- Leverage new and traditional media
  - Focus on direct mail, broadcast, trade shows, seminars, and Web promotion
- Establish, strengthen and coordinate Web presence
  - Create centralized website for all Internet functions
  - Ensure that existing websites and functionality are coordinated and consistent

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- Develop alliances and partnerships
  - Focus on the private sector and other organizations, including trade associations, to deliver message

### **Increase SME Exporters and Exports**

- Tailor existing products and services to identified client needs
- Develop technical assistance based on identified need
  - Provide targeted export education to under-served businesses (SMEs)
  - Provide counseling on country requirements
  - Empower exporters with Web self-service
  - Improve integration of services across government

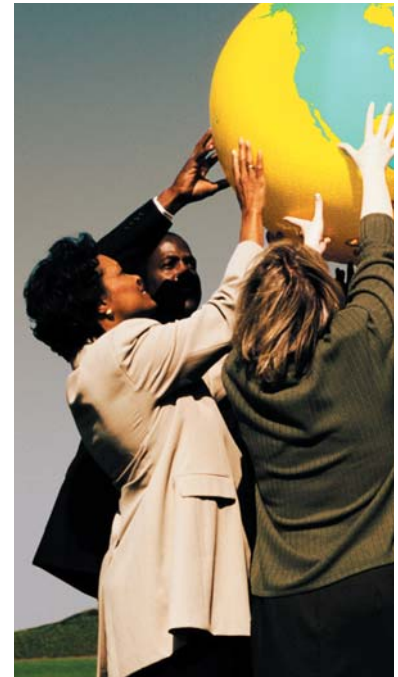
### **Facilitate Dealmaking**

- Provide matchmaking capability using e-commerce and the Internet
- Strengthen matchmaking programs
- Expand established exporters into additional markets
- Strengthen advocacy program and coordinate government-wide, collaborative advocacy efforts

### ***Ensure Fair Competition in International Trade***

#### **Combat Dumping and Subsidy of Imports**

- Create and deploy education and outreach programs
  - Deploy attaches to foreign locations to educate foreign governments and businesses regarding U.S. antidumping (AD)/countervailing duty (CVD) laws and support U.S. AD/CVD proceedings in foreign locations
  - Create a center to proactively inform U.S. companies of options and resources available under U.S. AD/CVD laws to combat dumping and subsidization of imports
- Proactively identify and monitor import surges, foreign subsidy practices and other harmful import trends
- Conduct all AD/CVD investigations, administrative reviews, and sunset reviews within statutory deadlines and requirements and in accordance with international obligations
- Expedite investigations when warranted by import surges and foreign subsidy practices
- Pursue the elimination of unfair trade practices through negotiation





### **Ensure Compliance with Trade Agreements**

- Collaborate with CITA and other government agencies to stop illegal imports
- Prevent non-compliance through consultation with foreign-governments
- Prevent non-compliance through consultation with U.S. exporters
- Quickly identify non-compliance
  - Increase communication and relationship with U.S. industries to identify non-compliance
  - Increase data collection and analysis to gather customer data and report, and improve coordination with other agencies (e.g. Census, Customs, etc.)
- Respond quickly to illegal acts
  - Initiate mobile strike-force and rapid response
  - Develop liaison program with U.S. Trade Representatives on enforcement actions
- Audit foreign government compliance with trade agreement obligations

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- Establish compliance case docket to audit progress towards resolving cases

## ***Advance U.S. International Commercial and Strategic Interest***

### **Support the Administration's Broader Policy Objectives through Trade**

- Mobilize financing and development of commercial infrastructure in target countries
- Increase information flow to U.S. exporters about target countries
- Increase facilitation of business-to-business exchange/contact in target countries
  - Develop reverse business forums
  - Provide additional technical assistance
  - Convene conferences
- Increase compliance with accepted business standards and potential sanctions

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## ***Improve Customer Satisfaction***

### **Provide Excellent Customer Service**

- Develop and monitor performance of products and services based on customer needs
- Develop trade specialists to increase customer facing activities
  - Ensure employees have tools to serve the new economy companies
  - Implement standards of service
  - Evaluate employees on customer service performance
- Rationalize points of contact
  - Integrate customer relationship management
  - Enable network of experts available via technology at point of need

### **Ensure Ease and Accessibility**

- Use technology to speed access to relevant information by customer and service staff
  - Deliver services on the Web, based on exporter needs
  - Ensure capability for simple self-service
  - Develop clear and rational points of customer contact
- Coordinate ITA and government-wide trade program effort based on exporter needs through the TPCC

## ***Ensure Excellent Management of Resources***

### **Manage Finances Effectively**

- Ensure accurate, timely, and understandable financial data
- Provide timely and accurate financial reports that inform management decision making
- Create an effective and repeatable budget/investment management prioritization process across ITA
- Implement an ITA-wide program evaluation methodology to effectively monitor accomplishment of our mission and goals



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## **Manage HR Effectively**

- Improve management and employee training
- Automate processing of forms and hiring
- Increase diversity recruitment
- Improve personnel hiring and promotion decisions and actions

## **Leverage IT as a Strategic Asset**

- Establish a CIO office to ensure ITA-wide technical standards and focused IT leadership
- Use e-commerce to enable core business processes
- Develop clear IT management roles and responsibilities across ITA
- Maximize use of technology to perform effective information dissemination

## **Build Organizational Capabilities and Flexibility**

- Focus efforts on foreign markets most suited to Department's priorities
- Move from one-on-one general field visits to centralized, specialized counseling and self-service web-site
- Configure ITA resources for rapid re-deployment based on shifting demands
- Develop alliances and partnerships with trade associations and state and local governments
- Develop a rapid product development capability

## **Increase Employee Satisfaction “Putting People First”**

- Define clear career paths
- Improve accuracy and timeliness of staffing
- Institute job rotation programs
- Support employee skill development through focused training programs





## Cross-Cutting Activities

ITA as a Trade Promotion Coordination Committee chair will work closely with other agencies to fulfill its lead role in international trade. Through these efforts, ITA will improve coordination of cross-cutting trade activities within ITA and across the Federal government. Efforts will focus on the following six key activities:

### **Develop and Implement a Commercial Strategy for China**

*Description:* Compliance and monitoring, technical assistance, export promotion

*Participating Agencies:* Department of Commerce (DOC)/ITA, U.S. Trade Representatives, Export-Import Bank, Department of Energy, State Department, Department of Agriculture (USDA)

*Goals:* To help U.S. exporters understand and be able to take advantage of China's membership in the WTO and the Chinese accession agreement

To ensure that China complies with the terms of the agreement and become a full partner in the WTO

### **Promote Exporting of Energy-Related Goods, Services, and Environmental Technologies**

*Description:* Focus on clean energy, responding to market trends and international competition

*Participating Agencies:* DOC/ITA, Trade and Development Agency (TDA), Overseas Private Investment Corporation (OPIC), Export-Import Bank

*Goals:* Conduct 30 trade promotion events and 25 technical conferences/seminars to help generate a 15% increase in environmental technologies exports

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### **Develop Export Assistance Products for the Service Sector**

*Description:* Develop new products, services, and information resources tailored to the needs of the services sector. In addition, focus on training government staff

*Participating Agencies:* DOC/ITA, Export-Import Bank, Small Business Administration (SBA), TDA

*Goals:* To increase the number of service firms that export

Targeting firms in the business-to-business sector where most services are exportable

### **Increase Focus on Africa**

*Description:* Activities under the President's Partnership for Economic Growth and Opportunity in Africa, particularly after the pending African Growth and Opportunity Act is passed by Congress

*Participating Agencies:* DOC / ITA, State Department, OPIC, TDA, Export-Import Bank, Department of Energy, U.S. Agency for International Development

*Goals:* To increase the amount that U.S. firms are exporting to and investing in Africa and increase the continent's participation in the world economy

Focus on improving financial, regulatory, and physical infrastructure

### **Focus on E-Commerce Services and Policy Development**

*Description:* Activities to provide products and services using the internet and advance a supporting cross-border regulatory framework



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*Participating Agencies:* DOC/ITA, Export-Import Bank, OPIC, TDA, SBA, USDA, USAID

*Goals:* To increase the use of e-commerce in international transactions

To make government regulations on cross-border transactions transparent and easy to comply with

To make all services and products available for use electronically, and to develop tools for small businesses to enable them to use the Internet

### **Strengthen Advocacy Efforts**

*Description:* Counter involvement of foreign governments to support U.S. economic interests

*Participating Agencies:* DOC/ITA, State Department, Export-Import Bank, OPIC, TDA, Department of Transportation, Department of Energy, and others

*Goals:* Increase involvement and coordination of other government agencies to advance advocacy efforts



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## External Factors

There are several critical external factors in the trade environment which will affect the success of ITA's efforts. These factors present significant barriers to achieving the aforementioned goals and objectives. These include:

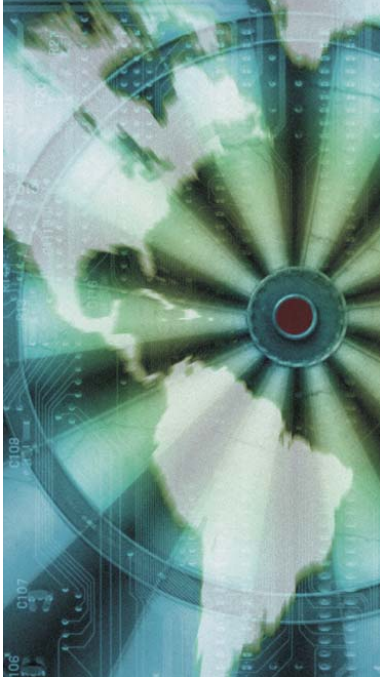
### **Foreign Economic Market Performance**

- Economic shocks in foreign markets can adversely affect demand for U.S. exports
- Relative strength of U.S. currency can make U.S. exports more costly in foreign markets
- Fluidity of exchange rates

### **Foreign Political Environment**

- Political instability/war can disrupt commercial infrastructure and means of exchange
- New/changing governments can create new barriers to access for U.S. companies





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### **Domestic Economic and Political Environment**

- Economic disruption can reduce output of U.S. exporters
- Change in U.S. political climate can affect national trade priorities (e.g. opening China)

### **Availability of Resources**

- New initiatives subject to approval of increased appropriations or restriction of other activities

## **Program Evaluations**

The ITA will conduct Program Evaluations annually to ensure effective monitoring of our mission accomplishment. Results will be communicated in our Annual Performance Report. ITA will establish clear data validation and verification methodologies to accurately monitor its goal achievement through its newly established performance measures.

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## Key Improvement Priorities

ITA's leadership is committed to implementing the Strategic Plan and has outlined key improvement priorities that will revolutionize ITA's business. These improvement priorities include both mission-focused and management-focused initiatives.

### *Mission-Focused*

#### **Create More Effective Customer Relationships and Awareness**

- Elevate communications and outreach
- Determine appropriate ITA brand/identity
- Deepen customer insight/research
- Rationalize customer points of contact



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### **Fundamentally Redesign ITA's Role in Market Access and Export Promotion**

- Concentrate market access efforts on key market opportunities and follow up with targeted promotion plans
- Develop targeted commercial infrastructure initiatives in emerging markets to better position U.S. firms
- Develop new and innovative export promotion tools
- Establish effective leadership in the coordination of government-wide export promotion activities

### **Leverage E-Commerce in Product Development and Service Delivery**

- Develop new matchmaking tools
- Virtualize information delivery and knowledge management (linking content experts, storing and retrieving ITA information, list buyers, and suppliers)
- Create rapid product development process

### **Develop Proactive Compliance Capability**

- Increase research and monitoring capacity
- Develop targeted outreach to build awareness and develop clear points of contact for exposed companies
- Develop “rapid-strike force” to quickly act upon non-compliance

### **Increase Private Sector Alliances**

- Improve partnerships
- Develop new venture relationships
- Establish outsourcing arrangements

## ***Management-Focused***

### **Improve Financial Management Effectiveness**

- Strengthen budgeting and accounting
- Enhance financial analysis and reporting
- Improve resource management

### **Position Human Capital as a Strategic Asset**

- Improve speed to fill vacancies and improve accuracy of staffing

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- Develop clear and flexible career paths, and focus on career development and retention
- Develop ITA-wide job rotation program
- Improve employee satisfaction
- Increase diversity recruiting

## **Establish Client-Focused/Mission-Driven IT Management**

- Secure a Chief Information Officer (CIO) and build a CIO organization
- Establish ITA-wide IT management
- Leverage e-commerce

## **Optimize Organizational Flexibility and Management Capabilities**

- Deploy resources rapidly in response to shifting demands
- Develop excellent management and managers

## **Continue ITA-wide Strategic Planning Leadership Team Efforts, Increase Senior Executive Involvement, and Engage ITA Organization in Continuous Strategic Planning and Change Initiatives**

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