

# OFFICE OF PERFORMANCE MANAGEMENT & OVERSIGHT

## FISCAL 2013 ANNUAL REPORT GUIDANCE

The Office of Performance Management & Oversight (OPMO) measures the performance of all public and quasi-public entities engaged in economic development. All agencies are required to submit an Annual Report, which includes all of the following information and demonstrates progress made against the Annual Plan submitted for the same year.

Based on review of Performance to Plan, the Office of Performance Management and Oversight will annually re-evaluate the goals and measures established by the agencies. The Office will recommend changes to goals and measures as appropriate to align with the statewide economic development policy and plan.

The annual reports of each agency will be published on the official website of the Commonwealth, and be electronically submitted to the clerks of the Senate and House of Representatives, the Chairs of the House and Senate Committees on Ways and Means and the House and Senate Chairs of the Joint Committee on Economic Development and Emerging Technologies.

### Filing Instructions:

The Fiscal Year 2013 report is due no later than **Friday, November 1, 2013**. An electronic copy of the report and attachments A & B should be e-mailed to [Anne.Struthers@state.ma.us](mailto:Anne.Struthers@state.ma.us).

### 1) AGENCY INFORMATION

<b>Agency Name</b>	Massachusetts Office of International Trade & Investment
<b>Agency Head</b>	C. Richard Elam
<b>Title</b>	Executive Director
<b>Website</b>	<a href="http://www.mass.gov/moiti">www.mass.gov/moiti</a>
<b>Address</b>	212 Northern Avenue, East Building I – Suite 300, Boston, MA 02210

## 2) MISSION STATEMENT

Please include the Mission Statement for your organization below.

The Massachusetts Office of International Trade and Investment (MOITI) is the Commonwealth's primary international business development agency charged with promoting trade and investment with global partners in Massachusetts and around the world. Our office is dedicated to building successful international collaborations and partnerships essential to bringing new economic opportunities and investments to the Commonwealth. MOITI's mission is simple: strengthen the Massachusetts economy, create jobs and increase the Commonwealth's international presence.

MOITI fulfills its mission in the Commonwealth by preparing Massachusetts based companies to work in global markets, connecting Massachusetts businesses to international partners, developing an informed leadership and constituency for global trade and supporting the infrastructure needed to facilitate foreign direct investment in the Commonwealth and the export of Massachusetts goods and services to international markets.

Internationally, MOITI recruits foreign investors, connects the Commonwealth's businesses to global partners, promotes Massachusetts' innovation economy to the international market and educates foreign audiences on the strengths and advantages of Massachusetts as a premier business and investment destination.

MOITI also serves as the Commonwealth's diplomacy advisor and leverages diplomatic contacts to develop and expand international export and investment opportunities for Massachusetts companies. Through developing strategic partnerships and collaborations, the Commonwealth benefits from the international promotion of its business community and the attraction of international investment.

## 3) PERFORMANCE ON GOALS AND OBJECTIVES

Please provide details on the agency's progress and accomplishments for Fiscal Year 2013 as it relates to the Fiscal Year 2013 Plan submitted by your agency. This information should be included as **Attachment A and should include prior year perspective**. In addition to your Performance to Plan Report, Questions 5 through 10 provides guidance on the specific information required under Chapter 240 of the Acts of 2010.

#### 4) ACCOUNTING

Please provide financial information for your agency. Below please give a summary of *Receipts and Expenditures* during the fiscal year, and include the *Assets and Liabilities* at the end of the fiscal year. Please include the most recent audited financial report for the agency as **Attachment B**.

	AMOUNT	
Receipts	\$721625	
Expenditures	\$543881.28	
Assets	\$0.00	
Liabilities	\$0.00	

#### 5) INVESTMENTS OR GRANTS TO BUSINESSES OR INDIVIDUALS

Does your agency make **investments** and/or provide **grants** to businesses or individuals? **Yes**  **No**

If **Yes**, please provide detailed information on investments and/or grants made during FY13 in the **Performance on Goals and Objectives** section of this report. Information should include the number, nature and amounts of investments made and grants awarded by your agency along with job, investment and/or other economic development impact. Please list the name(s) of the investment and/or grant programs offered by your agency in the space provided below:

In FY 2013 MOITI administered the 2013 State Trade and Export Promotion (STEP) Grant Program. This initiative, made possible through a grant from the U.S. Small Business Administration, awarded Massachusetts \$720,856 to help enhance international trade opportunities for small businesses, specifically by offsetting the costs of their pre-approved export initiatives. While the program was run on the federal fiscal calendar (October 1, 2012 – September 30, 2013), all sub-granted awards were made within the window of FY 2013. MOITI received 122 applications and provided awards to 71 companies, totaling \$681,310 (with administrative costs at less than 6%).

#### 6) DEBT OR EQUITY INVESTMENT DETAILS

Is your agency involved in **debt** or **equity investments** for businesses? **Yes**  **No**

If **Yes**, please provide detailed information on debt and/or equity investments made during FY13 in the **Performance on Goals and Objectives** section of this report along with job, investment and/or other economic development impact. Please list the name(s) of the debit and/or equity investments programs offered by your agency in the space provided below:

[Please enter the debt or equity investment details here.]

## 7) LOAN DETAILS

Is your agency involved in **real estate loans, working capital loans, or any other type of loan or guarantee**? Yes  No

If **Yes**, please provide detailed information on loan(s) and/or guarantee(s) made during FY13 in the **Performance on Goals and Objectives** section of this report along with job, investment and/or other economic development impact. Please list the types of loan(s) and/or guarantee(s) offered by your agency in the space provided below:

[Please enter the loan details here.]

## 8) OTHER FORMS OF FINANCING OR FINANCIAL ASSISTANCE?

If your agency provides any other form of financing or financial assistance, please include FY13 details in the **Performance on Goals and Objectives** section of this report along with job, investment and/or other economic development impact. Please list the types of other forms of financing offered by your agency in the space provided below:

None

## 9) PATENTS OR PRODUCTS

Does your agency track **patents or products** resulting from agency-funded activities? Yes  No

If **Yes**, please include details in the **Performance on Goals and Objectives** section of this report along with job, investment and/or other economic development impact. Please list the agency-funded activities of your agency that promote patent and product advancement in the space provided below:

[Please enter the details on patents or products here.]

## 10) TECHNICAL ASSISTANCE

If your agency provides technical assistance, please provide detailed information on technical assistance provided during FY13 in the **Performance on Goals and Objectives** section of this report along with job, investment, and/or other economic development impact. Please list the name(s) of the technical assistance programs offered by your agency in the space provided below:

Please see Attachment A for details on webinars and consultations as provided to exporters.

## Attachment A

The Massachusetts Office of International Trade & Investment (“MOITI”) had two primary strategic goals for the OPMO FY 2013 Business Plan: 1) to attract foreign companies to locate into MA (foreign direct investment or “FDI”) and 2) to assist Massachusetts companies growing internationally through focused export promotion.

In addition to those two primary goals, the agency had three specific shared goals as part of the Massachusetts Marketing Partnership (“MMP”): 4.3.1) to increase by 20% annually over the next five years the number of private sector “ambassadors” sharing their knowledge and enthusiasm about the Commonwealth with businesses interested in locating or growing here, with a corresponding increase in the number of networking events, forums and marketing channels in which these ambassadors participate – through the creation and implementation of the international Global Alumni Network; 4.3.2) to leverage status as a leading host of international scientific, Medical and technical conferences to better connect and market our key industry clusters – for FDI purposes; and, 4.3.3) to increase the number of direct flights between Massachusetts and other global centers of activity for our key industry clusters.

The Goals, Actions, and Measurements, with relevant progress thereto, are included below.

### **Goal: Attract foreign companies to locate into MA – foreign direct investment**

#### **Actions:**

- Increase foreign direct investment lead generation and tracking
- Create comprehensive database documenting state and local programs and services available to international companies looking invest and or locate in MA

- Build relationships with key international contacts including the Consular Corps, international economic development agencies and international industry associations
- Develop new MOITI website highlighting all resources of the Commonwealth relating to international trade and investment
- Coordinate with other state and regional economic development agencies/groups to present the best information and marketing to foreign companies
- Market the Strengths of doing Business in Massachusetts to international groups:
  - 4.3.1 increase by 20% annually over the next five years the number of private sector “ambassadors” sharing their knowledge and enthusiasm about the Commonwealth with businesses interested in locating or growing here, with a corresponding increase in the number of networking events, forums and marketing channels in which these ambassadors participate – through the creation and implementation of the international Global Alumni Network
  - 4.3.2 Leverage status as a leading host of international scientific, Medical and technical conferences to better connect and market our key industry clusters – for FDI purposes
  - 4.3.3 Increase the number of direct flights between Massachusetts and other global centers of activity for our key industry clusters

### **Measurements:**

1. *Established metrics for FDI Leads and follow-up; historical benchmarks:* During FY 2013 MOITI assisted five international companies establish operations in the Commonwealth. At market entry, the total respective companies projected initial hires at between 43-71. During this period also MOITI met with or called over 50 companies, many of which continue as active leads. The FDI “wins” are listed below.

- a. **E-CAL:** Australia, IT, September 2012; initial projection 1-3 employees
  - b. **Takasago Electric:** Japan, LS, October 2012; initial projection 2-3
  - c. **Netwatch:** Ireland, IT/Security, October 2012; initial projection 30-50
  - d. **Reprocell:** Japan, LS, December 2012; initial projection 1-5
  - e. **LabMinds:** UK, LS, February 2013; initial projection 9-10
2. *Number of agencies and services captured in data base:* Over FY 2013 MOITI underwent a significant restructuring of its website in order to bring the website fully into the Commonwealth's system. At the end of FY 2013 the website included over 70 local, regional, statewide, federal, and international partners in the database, further enabling constituents to access the resources to help them do business globally. For exporters specifically, the website includes a list of over 250 international trade shows in 42 countries.
  3. *Track and monitor website analytics and usage:* Over the FY 2013 period, MOITI had approximately 40,000 unique pageviews, averaging approximately 200 pageviews per day; a large spike occurred in September 2012, reaching approximately 750 per day for a week. The MOITI webpage was launched with a new design in 2012 and as a result traffic increased by 150% when compared to previous years. The website continues to be updated and new analytics information specifically regarding new website features will be available at the beginning of next year.
  4. *Number of MA Global Alumni joining group:* In FY 2013 approximately 550 new contacts were entered into the Global Alumni database. Also in this period, 69 contacts joined the LinkedIn Global Alumni Group
  5. *Number of Global Alumni Events taking place:* In FY 2013 MOITI, in conjunction with private and public sector partners, hosted two Global Alumni events. The events, held in Colombia and Ireland, coincided with Governor Deval Patrick's "Massachusetts-Colombia Innovation Partnership Mission" in February 2013 and Senate President Therese Murray's mission to Ireland in May 2013 (Governor Patrick also

participated in that mission). Total attendance over both events was approximately 450.

- a. Reception Hosted by United States Ambassador P. Michael McKinley and Mrs. Fatima McKinley, on **February 19, 2013** in Bogota Colombia at the US Ambassador's Residence: ~300
  - b. Massachusetts Global Welcome Reception on **May 14, 2013** in Dublin, Ireland at The Residence Members Club ~150 attendees
6. *Track MOITI participation in international scientific, Medical and technical conferences in MA:* In FY 2013 MOITI participated and supported two major conferences in the Commonwealth, AdvaMed 2012 from October 1-3, 2012 and the EU-US eHealth Marketplace from October 23-24, 2012. AdvaMed welcomed, "2,400 attendees [to the conference], representing over 900 medical technology companies and stakeholder groups from 24 countries, 38 states and the District of Columbia" (<http://www.prnewswire.com/news-releases/advamed-2012-wraps-up-in-boston-with-record-numbers-of-registrants-172439361.html>). At the EU-US eHealth Marketplace welcomed 420 attendees from 24 European countries/regions and 21 states. MOITI played a significant role in welcoming Estonian President Toomas Ilves to the conference.
7. *Implied Measurement – Increase the number of direct flights between Massachusetts and other global centers of activity for our key industry clusters:* As a follow up to the Direct Air Service Roundtable MOITI organized in June, 2012, the agency worked actively with Governor Deval Patrick, Massport and other stakeholders to secure direct air service to Latin America. Through these combined efforts COPA Airlines announced it would expand service between Tocumen International Airport (PTY) in Panama City, Panama and Boston Logan International Airport on January 24, 2013. MOITI assisted in organizing a breakfast event on April 10, 2013 to promote the new route to the business community.
8. *Implied Measurement – Build relationships with key international contacts including the Consular Corps, international economic development agencies and international industry associations:* On

October 4, 2012 MOITI hosted a briefing on the Innovation Economy, with keynote remarks by Governor Patrick, to members of the Consular Corps in Boston. The Consular Corps represents approximately 55 international markets and is a key coalition to promote the Commonwealth as a destination for investment and partnership.

**Goal: Assist Massachusetts companies growing internationally through focused export promotion**

**Actions:**

- Manage and administer MA STEP Grant Program
- Provide comprehensive database on international tradeshow opportunities to MA companies
- Assist with Massachusetts Pavilions at large international trade shows
- Host inbound foreign delegations
- Organize Governor-led international trade mission with a delegation of Massachusetts companies
- Facilitate access to various export promotion services at the state and federal level
- Host Export related seminar series; “Doing Business In.....” for MA companies
- 4.3.2 Leverage status as a leading host of international scientific, Medical and technical conferences to better connect and market our key industry clusters – for export promotion purposes

**Measurements:**

1. *Track STEP Grant Applicants/Recipients and job creation resulting from the STEP Grant.* In FY 2013 MOITI administered the 2013 State Trade and Export Promotion (STEP) Grant Program. This initiative, made possible through a grant from the U.S. Small Business Administration, awarded Massachusetts \$720,856 to help enhance international trade opportunities for small businesses, specifically by

offsetting the costs of their pre-approved export initiatives. While the program was run on the federal fiscal calendar (October 1, 2012 – September 30, 2013), all sub-granted awards were made within the window of FY 2013. MOITI received 122 applications and provided awards to 71 companies, totaling \$681,310 (with administrative costs at less than 6%). Please see below for more detailed metrics for each round of applications:

- a. Round 1 – November 30, 2012 – February 28, 2013
    - i. Applications – 76
    - ii. Award Notification Date – March 15, 2013
    - iii. Awards Granted – 35
    - iv. Total Awards - \$327,125
  - b. Round 2 – March 1, 2013 – May 30, 2013
    - i. Applications – 46
    - ii. Award Notification Date – June 15, 2013
    - iii. Awards Granted – 36
    - iv. Total Awards - \$354,185
- 2. *Companies Assisted:*** In FY 2013 MOITI assisted over 160 companies with questions relating to exporting, market access, and trade shows. MOITI participated and collaborated with the Massachusetts Export Center to connect with over 100 companies during 5 webinars in this period. In addition, MOITI organized and facilitated the Massachusetts Pavilion at Medica 2012(November 14 -17, 2012), the largest international medical device trade show, with 4,500 exhibitors and over 140,000 visitors held in Dusseldorf, Germany.
- 3. *Amount of increased exports (in USD, as reported by the companies):*** As the current STEP Program is extended through federal fiscal year 2014, complete metrics for export increase are unavailable at this time.
- 4. *Number of trade missions; deliverables from missions:*** MOITI organized, coordinated, and managed Governor Patrick’s “Massachusetts-Colombia Innovation Partnership Mission 2013.” The trade mission was an opportunity for Governor Patrick to promote the Massachusetts innovation economy in Colombia and to meet with key leaders in the Colombian government and business sector, to build

and strengthen relationships and develop new opportunities for collaboration between Massachusetts and Colombia in innovation economy sectors such as clean and renewable energy, digital iTech and life sciences. On the mission Governor Patrick signed a collaboration agreement between the Commonwealth and Colombia, partnering the Massachusetts Life Sciences Center, the Massachusetts Clean Energy Center, and the Massachusetts Technology Collaborative with Colombian agency Colciencias, to foster collaboration in the innovation economy. In addition MOITI coordinated Governor Patrick's participation in Senate President Murray's mission to Ireland in May 2013.

5. Number of inbound foreign trade delegations: In FY 2013 MOITI welcomed over 55 delegations from 35 countries representing over half of global output. Of note MOITI coordinated the visits of British Prime Minister David Cameron (May 2013) and Peruvian President Ollanta Humala (June 2013).
6. *Number of regional resource briefings held to introduce companies to state/federal export services:* In FY 2013 MOITI held 13 regional resources briefings on STEP, state/federal export services, and related regional economic development partners/contacts.
  - a. 10/11/12 – Clarion Hotel and Conference Center, One Atwood Drive, Northampton, MA, hosted by AIM
  - b. 1/8/13 – New Bedford Area Chamber of Commerce, 794 Purchase Street, New Bedford
  - c. 1/15/13 – Plymouth Area Chamber of Commerce, 134 Court Street, Plymouth
  - d. 1/16/13 – Blackstone Valley Chamber of Commerce, 110 Church Street, Whitinsville
  - e. 1/22/13 – Metro West Chamber of Commerce, 1671 Worcester Road, Framingham
  - f. 1/23/13 – Southbridge Hotel and Conference Center, 14 Mechanic Street, Southbridge
  - g. 1/29/13 – Pittsfield Export Forum - Crowne Plaza, One West Street, Pittsfield

- h. 2/12/13 – AIM Springfield Office, TD Bank Building, 1441 Main Street, Springfield
  - i. 4/3/13 – Northeast Electrochemical Energy Storage Cluster 2013 Supply Chain Exchange - Doubletree Hotel, Westborough
  - j. 4/11/13 – North Central Chamber of Commerce, Fitchburg
  - k. 4/30/13 – Blackstone Valley Chamber of Commerce, Whitinsville
  - l. 5/7/13 – Cape Cod Chamber of Commerce, 5 Patti Page Way, Centerville
  - m. 5/16/13 – Metro South Chamber Small Business Awards and Expo, The Shaw's Center, 1 Feinberg Way, Brockton
- 7. *Implied Measurement – Host Export related seminar series; “Doing Business In.....” for MA companies:*** In FY 2013 MOITI, with overseas partners, hosted 6 “Doing Business In...” seminars to introduce Massachusetts companies to market opportunities overseas
- a. September 17, 2012: Portugal
  - b. October 10, 2012: Chile
  - c. October 16, 2012: Portugal
  - d. October 19, 2012: Malaysia
  - e. March 25, 2013: Colombia
  - f. April 26, 2013: Philippines

# Massachusetts Office of International Trade & Investment

## BUSINESS PLAN FY2013

### Mission:

The Massachusetts Office of International Trade & Investment (“MOITI”) is the Commonwealth’s primary international business development agency charged with promoting trade and investment with global partners in Massachusetts and abroad. More specifically, MOITI’s underlying mission includes identifying and promoting export opportunities for Massachusetts goods and services, promoting the Commonwealth as a destination for foreign direct investment (“FDI”), providing guidance on matters of protocol for Massachusetts, and supporting the infrastructure necessary for incoming foreign direct investment and the export of Massachusetts goods and services to international markets.

### Strategic Goals, Action Steps and Performance Measures

Goal	Action	Measurement
<p><b>Attract foreign companies to locate into MA – foreign direct investment</b></p>	<ul style="list-style-type: none"> <li>• Increase foreign direct investment lead generation and tracking</li> <li>• Create comprehensive database documenting state and local programs and services available to international companies looking invest and or locate in MA</li> <li>• Build relationships with key international contacts including the Consular Corps, international economic development agencies and international industry associations</li> <li>• Develop new MOITI website highlighting all resources of the Commonwealth relating to international trade and investment</li> <li>• Coordinate with other state and regional economic development agencies/groups to present the best information and marketing to foreign companies</li> <li>• Market the Strengths of doing Business in Massachusetts to international groups:               <ul style="list-style-type: none"> <li>▪ 4.3.1 increase by 20% annually over the next five years the number of private sector “ambassadors” sharing their knowledge and enthusiasm about the Commonwealth with businesses</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Established metrics for FDI Leads and follow-up; historical benchmarks</li> <li>• Number of agencies and services captured in data base</li> <li>• Track and monitor website analytics and usage</li> <li>• Number of MA Global Alumni joining group</li> <li>• Number of Global Alumni Events taking place</li> <li>• Track MOITI participation in international scientific, Medical and technical conferences in MA</li> </ul>

	<p>interested in locating or growing here, with a corresponding increase in the number of networking events, forums and marketing channels in which these ambassadors participate – through the creation and implementation of the international Global Alumni Network</p> <ul style="list-style-type: none"> <li>▪ 4.3.2 Leverage status as a leading host of international scientific, Medical and technical conferences to better connect and market our key industry clusters – for FDI purposes</li> <li>▪ 4.3.3 Increase the number of direct flights between Massachusetts and other global centers of activity for our key industry clusters</li> </ul>	
<p><b>Assist Massachusetts companies growing internationally through focused export promotion</b></p>	<ul style="list-style-type: none"> <li>• Manage and administer MA STEP Grant Program</li> <li>• Provide comprehensive database on international tradeshow opportunities to MA companies</li> <li>• Assist with Massachusetts Pavilions at large international trade shows</li> <li>• Host inbound foreign delegations</li> <li>• Organize Governor-led international trade mission with a delegation of Massachusetts companies</li> <li>• Facilitate access to various export promotion services at the state and federal level</li> <li>• Host Export related seminar series; “Doing Business In.....” for MA companies</li> <li>• 4.3.2 Leverage status as a leading host of international scientific, Medical and technical conferences to better connect and market our key industry clusters – for export promotion purposes</li> </ul>	<ul style="list-style-type: none"> <li>• Track STEP Grant Applicants/Recipients and job creation resulting from the STEP Grant</li> <li>• Companies Assisted</li> <li>• Amount of increased exports (in USD, as reported by the companies)</li> <li>• Number of trade missions; deliverables from missions</li> <li>• Number of inbound foreign trade delegations</li> <li>• Number of regional resource briefings held to introduce companies to state/federal export services</li> </ul>