



**The Export-Import Bank
of the United States**

FY2014

Customer Service Plan



EXPORT-IMPORT BANK *of the* UNITED STATES

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EXPORT-IMPORT BANK *of the* UNITED STATES

1. Executive Summary

About Ex-Im

The Export-Import Bank of the United States (Ex-Im Bank) is the official export credit agency of the United States. Ex-Im Bank's mission is to assist in financing the export of U.S. goods and services to international markets. Ex-Im Bank enables U.S. companies — large and small — to turn export opportunities into sales which help to maintain and create U.S. jobs.

In addition to supporting U.S. jobs, Ex-Im Bank is a self-sustaining agency that operates at no net cost to taxpayers. Ex-Im Bank pays for itself by charging fees or interest to its customers for loans, credit insurance and loan guarantees they receive. Over the past five years, Ex-Im Bank has generated \$1.9 billion in excess revenue for U.S. taxpayers.

Ex-Im Bank's Strategic Goals

Our vision is to create and sustain U.S. jobs by increasing the number of companies we serve and expanding their access to global markets. We want to get more U.S. companies to export to more countries and more customers, and thereby create more jobs here at home. To realize this vision, we have established three strategic goals for our agency:

1. Expand awareness of Ex-Im Bank services.
2. Improve the ease of doing business for our customers.
3. Create a work environment that fosters high performance and innovation.

In 2012, the Bank launched an unprecedented operational and technological modernization effort to become more customer-oriented and operationally efficient. The Bank is focusing on modernizing systems infrastructures. Over the next several years, through the Total Enterprise Modernization (TEM) initiative, the Bank will continue to implement innovations that focus on customers, cut red tape and upgrade technology. Some of those customer-focused efforts are included in this customer service plan.

Overview of Initiatives

As requested by Executive Order 13571 "Streamlining Service Delivery and Improving Customer Service," this customer service plan identifies certain projects that are designed to improve customers' overall experiences working with Ex-Im Bank. These projects are designed to leverage technology and/or create synergies with other government agencies while supporting the agency's strategic goals.

Our signature initiative, **Smart Forms**, is a technology-driven, forms-related initiative that will support our strategic goal to improve the ease of doing business for our customers. Another technology-driven project, **The Customer Hub**, will reinforce the success of Smart Forms. Our third service, **U.S. Global**



Business Solutions, is designed to create synergies with other government agencies while expanding awareness of Ex-Im Bank Services to small businesses.

The Bank plans to implement and/or expand these initiatives in FY2014; however, all dates and timelines suggested on the following pages are subject to change based on available resources.

2. Signature Initiative: Smart Forms

Overview: Currently, to initiate the purchase of certain loan and guarantee products, Ex-Im customers must visit the Bank's website, and then accurately select, print, and complete long, paper-based forms, either by hand or on a typewriter. Then, forms must be mailed to the Bank. Once the forms arrive at the Bank, Ex-Im staff must manually key data from the forms into an Ex-Im Bank IT platform before transaction processing can begin. Errors in form selection, redundant or incomplete information, and the time needed for data entry, historically, have slowed processes and turnaround time. The Smart Forms project will overhaul the form selection and completion process from beginning to end.

Overview

Historically, the customer's process of selecting, completing, and submitting a form to Ex-Im Bank, and then waiting for an Ex-Im staff member to receive the form and then key data into an Ex-Im Bank IT system, has contributed to slow, inaccurate, and incomplete processing of transactions. At least 1,500 such paper applications and the required attachments were submitted to Ex-Im Bank in FY2011.

The Smart Forms project moves the entire forms selection and completion process online. The new system will help customers choose the correct form online, fill it out electronically, completely and accurately, and then transmit it to the appropriate Ex-Im Bank processing unit, which will eliminate the need for re-keying data. Additionally, forms will be accessible to customers on any computer or mobile device.

Impact and Benefits

Smart Forms will reduce the rework, errors and costs of paper form processing. First, through a series of online qualifying questions, Smart Forms will help customers select the appropriate form. Then, the system will coach customers through questions on the form, display help terms on-screen, and flag areas of incomplete information. Finally, when the form is complete, it will be transmitted electronically to the appropriate Ex-Im staff member. Moving away from paper and to electronic submission will save customers the time, expense and labor of printing and mailing hand-filled forms. Additional benefits include avoiding errors and eliminating time-consuming duplication of data entry effort.



Key Customer Segments

Customers and financial industry partners of Ex-Im Bank who currently use paper-based applications to apply for certain loan and guarantee products will benefit from the Smart Forms project. These customer segments include foreign buyers, working capital lenders, transportation lenders and project finance lenders, for example.

Set, Communicate and Use Customer Service Metrics and Standards

To measure the project's success, the Bank will track and evaluate the timing, frequency and nature of customers' use of Smart Forms. Additionally, the Bank will monitor changes in turnaround time where a Smart Form serves as the genesis for the transaction. Additionally, resources permitting, the Bank will survey a sample of customers via mechanisms that could be implemented under the expedited Paperwork Reduction Act procedures provided in Executive Order 13571.

Key Milestones and Timeline

The Bank will roll out this initiative by focusing first on its four most widely-used paper forms: Letters of Interest (LIs), Working Capital guarantees, Global Credit Express and long-term loan or guarantees. The LI Smart Form is expected to launch late in the first quarter of FY2014, with subsequent forms rolling out thereafter, throughout FY2014. Prior to the launch of the LI Smart Form, we will initiate a communication and training campaign to ensure customers achieve success in using the new tool.

Service 1: The Customer Hub

Overview: The Customer Hub project is designed to expedite customers' experiences with the completion of electronic applications, forms and reports encountered via two key IT platforms used most frequently by customers: Smart Forms and Ex-Im Online. The Customer Hub will facilitate customer self-service, expedite the completion of forms, and reduce errors in the submission of forms.

Key Customer Groups: New and existing Ex-Im Bank customers, including U.S. exporters and working capital lenders, for example.

Challenges: Continual updating and scrubbing of business contacts within the system.

Overview

While not outwardly visible as a standalone tool for customers, the Customer Hub will expedite customers' experiences with the completion of applications, forms and reports encountered via Smart



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Forms and Ex-Im Online—two key, technology-oriented customer interfaces to Ex-Im Bank. The Customer Hub will facilitate customer self-service, expediency and reduce errors in processing.

Key Customer Segments

Exporters, financial institutions, brokers, and City/State Partners, for example, who interface with the Bank via Smart Forms or Ex-Im Online will benefit from the Customer Hub.

Impact and Benefits

Currently, Ex-Im Bank “customer” information—that is, contact, e-mail and mailing address information on the financial institutions, brokers, exporters and foreign buyers that comprise the Bank’s customer base—is fragmented within Ex-Im’s IT system. This system is stand-alone and does not “talk to” other IT systems used by customers to purchase products, complete forms, or report export shipments. The project will clean up and omit duplications in the existing system. It will then link electronically, although seamlessly and invisibly to customers, to Smart Forms and Ex-Im Online. When customers fill out a Smart Form or log in to Ex-Im Online to report exporting shipments, for example, the names, telephone numbers and correct mailing addresses of known, required recipients should populate for the customer after just a few beginning keystrokes, thereby saving customers the time and effort of keying that information. Errors will likely be mitigated, as well.

Set, Communicate and Use Customer Service Metrics and Standards

Because the Customer Hub is, in essence, invisible to customers and serves in an integrated capacity to other platforms, there will be no need to engage customers in training specific to The Customer Hub. Still, measurements of success are important. Since The Customer Hub works in concert with Smart Forms, the Bank will interweave questions pertaining to the tool’s effectiveness into survey efforts mentioned in conjunction with our Smart Forms project, above.

Key Milestones and Timeline

Completion of the Customer Hub is expected in Q1 of FY2014. In FY2013, the Bank began testing the system and training and selected group of employees on its usability. Testing and training will continue until the tool is launched. On an ongoing basis, staff will be responsible for scrubbing the Customer Hub data that is necessary to support Smart Forms and Ex-Im Online transactions.



Service 2: U.S. Global Business Solutions

Overview: U.S. Global Business Solutions is designed to create synergies among government agencies that have similar U.S. export-related programs and expand the reach of federal export assistance to small and medium-sized exporters.

Key Customer Groups: Financial services organizations and small- and medium-sized U.S. exporters.

Challenges: Success will hinge upon a well-defined value proposition for financial institution intermediaries to work with the government agencies for the purpose of expanding export activity. Additionally, the cross-agency nature of this effort requires that personnel, resources, support, messaging and leadership of the initiative across all agencies involved be maintained.

Overview

U.S. Global Business Solutions (U.S. GBS) is designed to simplify, streamline and expand the reach of federal export assistance to small and medium businesses to 50,000 by 2017. Primarily, U.S. GBS aims to expand the base of financial institutions and service providers that facilitate exports. Six federal agencies are involved: Ex-Im Bank, the U.S. Small Business Administration (SBA), the U.S. Department of Agriculture, the U.S. Department of Commerce/International Trade Administration, the U.S. Trade and Development Agency (USTDA) and the Overseas Private Investment Corporation (OPIC). U.S. GBS “bundles” U.S. government trade finance products and services into a single menu of options that is scalable to the exporter’s stage of development and the capacity of the financial institution. Financial institutions then co-brand with the U.S. GBS menu of services to reach small businesses in their geographies.

Key Customer Segments

Financial institutions assist and advise many small and medium exporters. Therefore, financial institutions are a primary focus. Early stage exporters and experienced exporters are the ultimate targets.

Impact and Benefits

U.S. GBS promotes efficiencies among multiple agencies that serve the same customers. Agency field staff in certain geographies from all participating agencies will become one-stop-shop sources of export finance information to financial institutions. In essence, field staff will represent all agencies, not just their own, while communicating the availability of export finance resources to financial institutions. Field staff will enter the market with a “bundle” of seven mainstream financial products and seven export services with high volume potential. The messaging, branding and focus surrounding the bundling is on exporters, exporters’ needs, and the range federal products and services available, rather



than on the agencies providing those services, so as to reduce confusion. The program is designed to create new lines of business for banks that will, in turn, attract export-ready customers to those banks.

Set, Communicate and Use Customer Service Metrics and Standards

Ultimately, the goal of the interagency effort is to help add 50,000 small businesses to the nation's exporter base by 2017. Additionally, the Bank will support the acquisition of 250 new lenders by the end of Q1 2015. The Bank will monitor the number of deals referred to other agencies, and count the number of deals referred to Ex-Im. For Ex-Im Bank specific transactions referred to the Bank via GBS, the Bank will monitor turnaround time against established goals.

Key Milestones and Timeline

An interagency referral system, with information sharing, shared credit, and monitoring will be running effectively by Q1 of FY2014. Training and marketing materials will be available and ready by Q2 of FY2014. Ex-Im Bank field staff will be prepared to begin outreach beneath the framework of this interagency effort by Q1/Q2 of FY2014.