STRATEGIC PLAN 2019-2020
2019-2020 STRATEGIC PLAN

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MOTIVATION FOR THE PLAN
Motivation (1): economic context and main challenges in the Spanish foreign sector (1)

The Spanish economy has experienced a change in its growth model in recent years. Spain is today an economy with a degree of openness, as measured by the share of goods and services exports in its GDP, which is greater than that of France, United Kingdom and Italy, all with a greater exporting tradition. 2018 was the seventh consecutive year of external financing capacity, and the fifth year of GDP growth, a situation hitherto unseen in the Spanish economic growth model.

In 2018, Spain’s world share of goods exports was 1.8% (17th place) and 2.6% (11th place) for commercial services, both exceeding Spain’s 1.69% weight in GDP worldwide. In a scenario of significant pressure from emerging economies, Spain has had a better track record than other developed countries in maintaining its share of world goods exports, reflecting the positive performance of Spanish structural competitiveness. However, groups with a medium-high or high technology content continue to have a similar participation in exports (53.3%) to 2010 (54.1%).

The number of regular exporters has been rising for seven years in a row to a figure of 51,768 companies in 2018, 2.4% more than in 2017. However, exporters have a smaller average size than in our neighboring countries, which may imply greater difficulties for obtaining economies of scale or access to resources. Additionally, the empirical evidence shows that many new exporters abandon their activities after an initial unsuccessful attempt.
Motivation (1): Economic context and main challenges in the Spanish foreign sector (2)

4 In spite of a favourable trend towards diversifying exports, there is still strong reliance on the EU as a destination (65.6% of total goods exports went to the EU-28 in 2018) and very particularly to the Eurozone. The growth of exports to countries at the forefront of the worldwide rise in imports has been positive but modest.

5 According to data from the UNCTAD, Spain was the ninth receiver country of FDI in 2018, with a stock of over 659.038 billion euros, representing 46% of its GDP. Between 2014 and 2018 it was the fourth receiver country of greenfield projects in Europe, after United Kingdom, Germany and France.

6 Spain has a positive position in global value chains (GVC, 40.3%), above the EU (39.3%) and OECD (38.1%) averages. Whether these chains can be more effectively leveraged will depend on its capacity to progressively improve its positioning through greater added value. This aspect is particularly important in a context in which these value chains are becoming reconfigured as a consequence of the rise in protectionism.

7 The growth rate for exports has stalled since 2017, and was 0.9% for goods in the first four months of 2019. The return of geopolitics to international trade, heightened uncertainty and the rise of protectionism affects an open country like Spain; another factor is the slowdown in the growth of our main markets.
Motivation (2): New players and new rules

As a service provider for internationalisation, ICEX must work by taking the following factors into account:

- **Disintermediation** and the progressive rise in the number of public and private actors providing support services for internationalisation make it necessary to forge new bonds of trust with the customers.

- **Technological development and innovation** alter the model of internationalisation (born global, start up), demanding new services adapted to their business reality that do not follow the traditional patterns.

- The global eCommerce platforms reduce the costs of information searches and transactions, and require new signalling strategies, through differentiation and the brand.

- The privatisation of data and digital data management tools mean that information is now a company’s most important asset, making segmentation the cornerstone of their strategy.

- Arrival of new “local values” in the global world. Social and environmental impact has now become a significant variable in decision-making on purchasing, provisioning and investment.

- **Synergies** between policies designed to support exports and attract investment can be obtained by integrating industrial processes and generating value chains.
Motivation (3): Main milestones of the 2017-2018 Strategic Plan...

1. Launch of the customer relations management model by implementing the global CRM, the Data Governance Unit and communicating with companies via portals, social networks and other digital marketing tools.

2. Reinforcement of the market intelligence services to detect opportunities, with a specific focus on emerging countries and business opportunities deriving from a shared trade policy or from multilateral markets.

3. Incorporation of sustainability and digital transformation as vectors of competitiveness and as differential supply factors, reinforcing training and promotional activities in inclusive models, eCommerce, digital economy and the environment.

4. Increased activities in sectors with high technology content, for insertion in value chains, and reinforcement of the Spanish high-potential entrepreneurial ecosystem and its immersion in the international market.

5. Growth of the training offer. The number of students has stabilised, and the course ratings have increased. Courses on eCommerce, digital economy and niche activities are reinforced.

6. Increase in the number of FDI projects captured in 2017-2018, with particular attention to their early identification. Participation in conferences in international forums has doubled and the number of reference actors has increased (multi-Latin companies and investment funds).

7. Development of a digital tool for monitoring the indicators in the Plan and creating regular assessment reports on results and impacts.
Motivation (4): ...And new challenges

1. CONSOLIDATE the use of digital tools to improve the diagnosis of companies' needs and the factors that determine their capacity to survive in the international market.

2. STRENGTHEN the value chain for information, advisory and training services and their integration with services to support exports and attract investment.

3. REINFORCE the customer focus through services linked to projects or from the perspective of the foreign importer/bidder as a mechanism for optimising business opportunities and the diversification of markets.

4. OPTIMISE collaboration with international investor networks to maximise capitalisation and company growth.

5. REFORMULATE ICEX-CECO’s training strategy in response to the new regulatory challenges.

6. PROMOTE activities and sectors with a strong innovative component, focused particularly on links to the digital economy, the environment and social inclusion, and reinforcing the role of the private sector in achieving the SDGs and the 2030 Agenda.

7. ESTABLISH a new work culture based on the interrelation between areas through cross-cutting digital tools, transparency, simple processes, continuous assessment and the measurement of results.
Motivation (5): Inspirational principles with a cross-cutting nature, according to the Action Plan for the internationalisation of the Spanish Economy

Establish a customer-centric culture through an entity that provides all-in-one high-added-value personalised promotion and information services, continuously evaluating the measures, programmes and instruments and analysing their impact and the degree of user satisfaction.

Integrate sustainability and digitalisation in a cross-cutting way in the entity – both internally and in its policies and programmes – as vectors of competitiveness for companies and drivers of innovation.

Support and reinforce the internationalisation ecosystem through strategic partnerships that make it possible to increase specialisation, promote innovation and enlarge the offer of services to companies within the sphere of internationalisation.
2019-2020 ICEX Strategic Plan (1): Vision, mission and mandate

VISION
ICEX will continue to be a key reference in the support system for internationalisation, reinforcing its position and ensuring the reliability and trustworthiness that companies require.

MISSION
To support companies, the training of professionals and the attraction of foreign investment to enhance the internationalisation of the Spanish economy and accelerate a more inclusive and sustainable economic growth, with high quality employment.

MANDATE
Optimise the use of public and private resources to maximise efficiency in the services provided to companies in terms of its impact.
2019-2020 ICEX Strategic Plan (2): Values

**ADDITIONALITY AND COMPLEMENTARITY**
Because ICEX is a private-public partnership that works in direct contact with companies to respond to their needs, compensating for “market failures” but without substituting private initiative.

**SUPPORT** for companies, the training of professionals and the attraction of foreign investment to enhance the internationalisation of the Spanish economy and **ACCELERATE** a more **INCLUSIVE** and **SUSTAINABLE** economic growth, with quality employment

**ACCELERATION**
Because special attention is given to the sectors and markets with the greatest potential for growth and the competitive elements of the company are reinforced to take maximum advantage of these variables.

**SUSTAINABILITY**
Because it facilitates and drives companies’ structural competitiveness, promoting environmental, social and corporate governance strategies that contribute to achieving the 2030 Agenda.

**INCLUSIVENESS**
Because it mainly supports SMEs and encourages quality employment with greater productivity and added value in order to raise income levels in all the autonomous regions in Spain.
2019–2020 ICEX STRATEGIC PLAN: MAIN OBJECTIVES AND GOALS

CHALLENGES FOR THE 2027 INTERNATIONALISATION STRATEGY

- €400 bn in nominal goods exports/year
- 60,000 regular exporting companies
- €650bn in international tenders
- €500bn in foreign direct investment stock

OUR VISION: ICEX will reinforce its position as a key reference in the support system for internationalisation, ensuring the reliability and trustworthiness that companies require

OUR MISSION: To support companies, the training of professionals and the attraction of foreign investment to enhance the internationalisation of the Spanish economy and accelerate a more inclusive and sustainable economic growth, with quality employment

MO1
Increase the number of companies that export regularly and the value of their international revenues

MO2
Diversify markets, leveraging the opportunities offered by eMarketplaces

MO3
Promote the added value of exports

MO4
Attract foreign direct investment, with quality employment

MO5
Train people and capture talent for a sustainable internationalisation

MO6 MANAGEMENT OBJECTIVE: AN INTEGRATED – UNITED – DIGITAL – SUSTAINABLE ICEX

HR
Personal development

CUSTOMER MANAGEMENT
Personalisation with CRM

SUSTAINABLE ICEX
More attention to the impact on the environment

SIMPLIFICATION AND DIGITALISATION
Simpler, more streamlined digital processes

CULTURE
Greater cohesiveness, cross-cutting and multidisciplinary working groups

MONITORING AND ASSESSMENT
Regular monitoring and results-focused culture

PARTNERSHIPS
More and better coordinated
THE OBJECTIVES OF THE STRATEGIC PLAN
MAIN OBJECTIVES

01 INCREASE the number of companies that export regularly and the value of their international revenues

02 DIVERSIFY markets, leveraging the opportunities offered by eMarketplaces

03 REINFORCE the added value of exports

04 ATTRACT foreign direct investment, with quality employment

05 TRAIN people and capture talent for a sustainable internationalisation

06 IMPROVE internal management: an integrated, united, digital and sustainable ICEX
# Main Objective 1

Increase the number of companies that export regularly and the value of their international revenues

One of the main challenges facing ICEX is to increase the base of companies that export—particularly those that do so regularly—and the value of their international revenues, and minimise the failure rate for companies that are not yet internationally consolidated in order to ensure a model of economic growth based on a vigorous foreign sector.

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<td>Know the companies with potential for internationalisation, identify their <strong>needs</strong>, acquaint them with the portfolio of services and gain their loyalty as ICEX customers.</td>
<td><strong>Raise awareness</strong>, train, reduce aversion to foreign risks, inform and <strong>advise</strong> companies to help them make decisions about their internationalisation process, with a special focus on the early stages when the risk of failure is higher.</td>
<td><strong>Encourage</strong> participation in meeting spaces, both our own and organised by third parties, that <strong>link</strong> international demand with the offer of Spanish companies</td>
<td>Provide companies with services that are <strong>tailored to their needs</strong> in their different phases of growth and according to their business models.</td>
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(Area 1 A.P. 2019/2020)
MAIN OBJECTIVE 2

Diversify markets, leveraging the opportunities offered by eMarketplaces

The process of diversifying markets for Spanish companies will encourage their presence in markets with high potential and growth, in line with the PASE exercise and with particular attention to emerging and developing countries and frontier markets. It is also important to position Spanish companies in market segments and niches that offer opportunities, and on the major international eCommerce platforms.

(Area 4 A.P. 2019/2020)

**INTERMEDIATE OBJECTIVES**

2.1 Promote market diversification, prioritising the presence of Spanish companies in markets with high potential and growth, particularly highlighting the PASE markets.

2.2 Foster the presence of Spanish companies in niches and key sectors with greater added value and growth potential, and train companies within the framework of inclusive businesses targeting the base of the pyramid.

2.3 Promote access by Spanish companies to opportunities deriving from projects financed by international financial institutions (IFIs) and the common commercial policy.

2.4 Train and support Spanish companies to help them access and position themselves in eMarketplaces and identify the most important eCommerce platforms in each market to ensure their entry in the most favourable conditions.
3.1 Foster technological innovation as a vector for competitiveness for internationalisation and enhance the collaborative open innovation model, also reinforcing the positioning in the value chain.

3.2 Disseminate the incorporation of digitalisation in Spanish companies' business models and promote the internationalisation of digital sectors.

3.3 Reinforce the presence of brands associated with the image of our productive sectors using a multichannel approach and ensuring consistency between the global and local promotional strategy.

3.4 Enhance the cross-cutting aspect of sustainability (economic, environmental and social) as a tool for competitiveness and a driver of innovation and the image of our productive sectors.

The ability to compete in international markets will be conditioned by how far the Spanish offer can adapt to an ever more sophisticated environment, where any elements that mark the differentiation and provide added value become powerful tools for internationalisation and vectors for companies' competitiveness, allowing companies to position themselves through criteria other than price.

(Area 2 A.P. 2019/2020)
Attract foreign direct investment, with quality employment

The economic growth of a country and the creation of stable quality employment is directly related with its capacity to attract foreign investment, so measures will be developed to attract strategic investments from countries and in priority sectors, and Spain will be promoted as a global platform for business and investment.

(Area 5 A.P. 2019/2020)

**INTERMEDIATE OBJECTIVES**

**4.1**
Reinforce the active capture of foreign investment projects from countries and in priority and/or strategic sectors, while at the same time promoting the improvement of the business climate.

**4.2**
Capitalise our partnership with creators and opinion leaders to continue reinforcing Spain’s image as a global platform for international business and investment.

**4.3**
Support technological investment and entrepreneurship in innovative sectors, to help improve the positioning of Spanish entrepreneurship for international investors. The attraction of R&D&i talent will also be reinforced.

**4.4**
Improve the positioning in international investment networks to create new channels of connection with Spanish companies with funding needs, particularly SMEs.
Main Objective 5

Train people and capture talent for a sustainable internationalisation

The training of professionals is a key factor in improving companies' competitiveness and is crucial for their international success. ICEX will therefore launch a series of tools to attract talent and experts in internationalisation, and identify new vocations in internationalisation.

(Area 3 A.P. 2019/2020)

Intermediate Objectives

5.1 Attract talent and experts in internationalisation, promoting the ICEX interns programme and the activities of the global network of ICEX Alumni.

5.2 Foster training and internationalisation for companies and public employees using the new technologies.

5.3 Stimulate programmes specialising in digital business, sustainability or multilateral markets.

5.4 Promote programmes for students engaged in practical work experience in the area of internationalisation.
MAIN OBJECTIVE 6

To improve internal management: an integrated, united, digital and sustainable ICEX

To ensure optimal compliance and monitoring of the objectives in the Strategic Plan, internal management must be improved in order to build an integrated, united, digital and sustainable ICEX

(Area 6 A.P. 2019/2020)

6.1 Human resources. Attract and retain talent and promote personal development, training and constant communication for a more inclusive and effective ICEX.

6.2 Customer management. Optimise the use of digital diagnostic and customer knowledge and management tools.

6.3 Sustainable ICEX. Apply criteria of sustainability in internal policies in regard to gender equality, transparency, responsible tendering and good governance.

6.4 Simplification and digitalisation. Simplify and streamline the operational processes using more digital tools for a more efficient ICEX.

6.5 Culture. Encourage internal cohesion through cross-cutting and multidisciplinary committees and work groups that promote information exchange, the search for synergies and the development of joint projects.

6.6 Monitoring and assessment. Promote the system for monitoring and assessing results and consolidate a results-focused work culture.

6.7 Partnerships. Continue coordinating with other organisations and strategic partners to avoid duplications and maximise the impact and added value of the tools at the service of the companies.
THANK YOU FOR YOUR ATTENTION