



Alliance Sciences LLC

Case Study: North Carolina Department of Commerce International Trade Division



Client: NC DOC ITD

A public agency of the North Carolina Department of Commerce, the International Trade Division provides North Carolina companies with vertical oriented expertise in establishing international trade opportunity.

Alliance Environment:

Vertically oriented, multiple programs focused on both supply (sourcing and research & development) and distribution of North Carolina based commerce.

Alliance Sciences Services:

- Document departmental success objectives
- Capture total value created for partners
- Establish departmental partnership lifecycle
- Create management tools to:
 - Map tactical activity to departmental success objectives
 - Track partnership lifecycle stages
 - Provide scorecard architecture to qualify partners as “export ready”
 - Provide a partnership roadmap and secure executive commitment

About the Customer

North Carolina Department of Commerce’s International Trade Division (NC DOC ITD)—through two domestic and six foreign office locations—provides expert assistance to North Carolina businesses seeking to take advantage of overseas market opportunities. Trade consultants with vertical industry expertise assist companies with tapping into resources and programs that help business grow through international sales trade opportunity. Specifically, the ITD trade consultants, known as International Business Development Managers (IBDMs) assist companies with counseling and referrals, distributor and agency searches, trade events and trade shows, education and training, export financing and business advocacy.

The NC DOC ITD views their client constituents as partners and as such they gauge their effectiveness based on their partner’s success. A primary IBDM activity is helping North Carolina companies become “export ready” through training and education prior to establishing overseas activity with their Foreign Trade Offices in Hong Kong, Tokyo, Korea, Frankfurt, Toronto and Mexico City.

Customer's Challenge

As a public agency, the NC DOC ITD is required to provide service to any and all of their North Carolina constituents. This broad mandate can cause a systemic volume based activity approach to meeting their success objectives. Although the established success objectives accounted for primary factors such as revenue generation, there was tremendous value being delivered to partners without accurate accounting, specifically in the areas of education and training. Additionally, the ITD needed to create a “filtering” process to help identify which partners were qualified to become “export ready” and ultimately conduct international trade through the Foreign Trade Offices. To help the IBDMs allocate their time to organizations capable of achieving the established departmental success objective of revenue, the ITD needed a partner lifecycle to help identify stage deliverables designed to move a partner to the end goal of “export ready” and conducting international trade.

"I found Alliance Sciences to be very professional and diligent in their work with us. They followed a structured and effective methodology and made us very comfortable throughout an otherwise challenging process. Their work was highly professional, efficient and appreciated."

– **Peter Cunningham**
Director
NC Dept. of
Commerce,
International Trade
Division

Solution

Alliance Sciences conducted management interviews with primary stakeholders both inside and outside the NC DOC ITD. The interview results were mapped to our SAM² Alliance Analysis Methodology to identify “red flag” areas of need. Alignment disparity was identified in areas such as value creation, roles & responsibilities, success profile criteria, partner engagement lifecycle. The analysis was summarized into a holistic report identifying improvement opportunity in all four pillars of program structure; Strategy, Alignment, Management Processes and Metrics. The summary report inventoried a potential expansion of departmental success objective metrics by a factor of 10. Additionally, a single page tool management tool called the, Success Estimation Level tool, was developed to accommodate partner scoring, partnership lifecycles, service offerings (tied to success objectives) and expanded documentation of value creation mapped to delivery time frames. The SEL tool enables both the IBDMs and the Departmental Director to track value based activity with partners tied directly to published departmental success objectives. To assist with securing partner commitment, a Partnership Proposition document was created to baseline pace, roles & responsibilities and estimated costs affirmed with an executive signature requirement. Primary analysis and the Consulting Report findings were completed within two weeks following our “Triple A” client engagement methodology.

Success Factors

- More efficient use of resources (FTOs, “Export Ready” programs)
- Increased productivity (Assist qualified companies rather than pushing volume of partners through the system)
- Improved efficiency (Lifecycle designation determines discreet deliverable rather than time consuming general support service)
- Greater IBDM availability (quickly identifying discreet needs and template deliverables based on partner lifecycle allows for volume increase in service offerings)

Results

The NC DOC ITD was able to achieve excellent optimization of their partnership program by addressing critical red flag areas uncovered by the Alliance Sciences SAM² analysis. IBDMs were able to account for the total value they delivered to partners and partners benefited by a clearly defined partnership process leading to international commerce.