



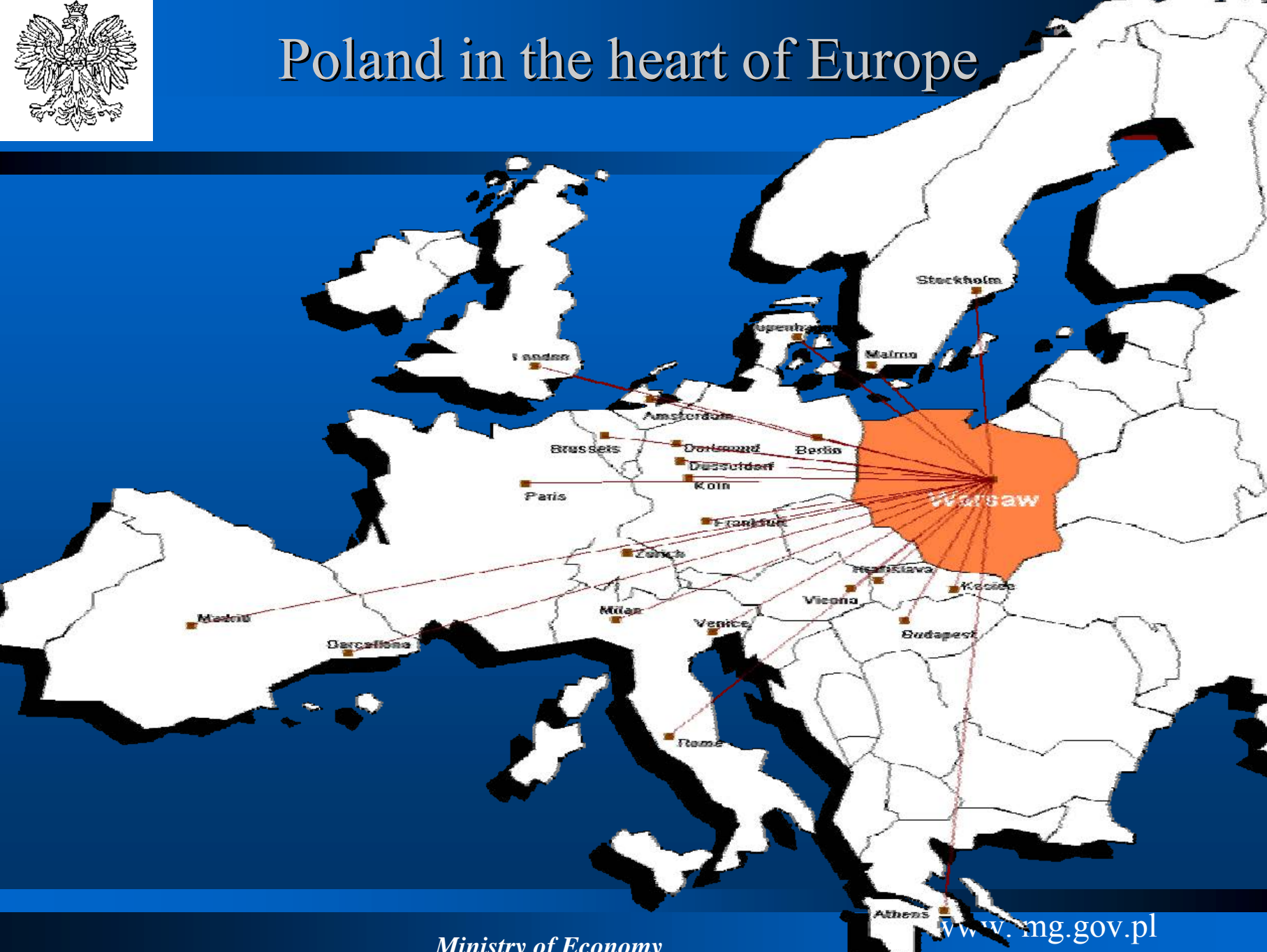
Benchmarking TPOs activities – the Polish ETPO perspective

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Poland in the heart of Europe





Poland in the heart of Europe



- 39 mln population;
- leading FDI location in the region of CEE;
- EU, OECD, WTO member;
- native country of Copernicus, Chopin, Maria Curie– Skłodowska, Walec, JP II
- the oldest trade mark in Europe – Wieliczka;
- over 1000 years of Polish state history;



Poland in the heart of Europe





Poland – economic performance



- strong economic growth of 5,8% last year, estimated between 6.3 and 7% in 2007;
- diminishing unemployment (some regions below NRU?) and low inflation rate;
- rising standard of living and life expectancy (78,3 women/70,2 men);
- strong and highly competitive private sector;
- fast growing labour productivity;
- strong and growing internationalisation of economy (both trade – exports' dynamics 20% and FDI inflow almost US\$ 15 bn in 2006);



Poland – economic performance



- **strong spirit of entrepreneurship;**
- **active and educated young population;**
- **willingness to take risks and strong individualism;**
- **established democratic order;**
- **independent central bank;**
- **safeguards in constitution to protect from excessive public sector indebtedness;**
- **strong media market;**
- **strong and efficient self-government sector;**



Poland – economic performance



In benchmarking exercise with the EU average some challenges still remain:

- **Catching-up – need to increase GDP *per capita*,
(GDP *per capita* in Poland = 52% of EU average)**
- **Increase the employment rate
(EU - 25 = 63,8% against Poland = 52,8%)**
- **Raise the productivity level
(Poland = 51% of average of EU)**



Benchmarking – what do we mean?



According to the definition of DG Industry of the European Commission:

Benchmarking is a “continuous, systematic process for comparing performances of organisations, functions or processes against the “best in the World”, aiming to not only match those performance levels but to exceed them”



Benchmarking – what do we get out of it?



Benchmarking is valuable exercise for a TPO:

- Analyse and hopefully improve key processes – only by comparing with the best practice you can realise how good/poor your actions are;
- Improve performance – it is possible by learning from the others that know better;
- Improve efficiency and increase impact – in order to serve the enterprises in internationalisation processes;
- Engage in international comparisons with a will to better the situation at home – if only possible;



Benchmarking – the ETPO experiences



It is rather difficult to benchmark worldwide, the European exercise shows also some problems:

Completely different history of development of administrative set-up and business system of European countries leading to:

very different institutional set-up of TPOs in Europe: chambers of commerce with long tradition in DE and AU, strong well established TPOs in Western Europe like Enterprise Ireland, UK Trade and Investment, FinPro of FI, EVD of the NL and other TPOs of EU countries, relatively new agencies in new member states, Ministry of Economy itself being a TPO in Poland;



Benchmarking – the ETPO experiences



It is rather difficult to benchmark worldwide, the European exercise shows also some problems:

different scope of activities of European TPOs: export promotion, foreign investment promotion, SME development and tourism promotion;

Scale does matter: budgets and staffing of TPOs vary in Europe as to 50;

Can You really do the benchmarking in a meaningful way?



Benchmarking – the ETPO experiences



The ETPO experience shows that it is possible and valuable:

ETPO the European Trade Promotion Organisation is meeting once a year for a main conference in order to discuss and compare best practices in trade promotion and to network;

ETPO is a process rather than organisation with transformation of activities from the gentlemen's' club of Western Europe at birth (1958) to genuine network of mutual benchmarking nowadays;

the ETPO 42 (2000 Helsinki FI) questionnaire results shows three most important parts of the movement's mission being learning, networking and benchmarking;



Benchmarking – the ETPO experiences



The ETPO experience shows that it is possible and valuable:

the number of twinning projects within the region, including the PL – UK – NL – IRL exercise of 2002/03;

growing need for a sound benchmarking exercise being the core of the meetings – as stressed during ETPO 48 (2006 Cracow, PL) - short, full of value added programmes meaningful to the TPOs' CEOs to sacrifice their time;

good performance of the working group on information processing as a case for benchmarking at expert level;

working group on fairs and exhibitions needed only for a limited time to compare practices;



Benchmarking – the EC experiences



The EU experience shows that it is possible and valuable:

The European Commission runs a number of working groups of all member states to compare and select best practice in a number of areas, including SME promotion, management and internationalisation of SMEs;

The internationalisation EC group expected to deliver final report late this year on best practice in the field of SMEs support schemes - 7 countries and 80 support measures compared;



Benchmarking – the ITC experiences



The ITC experience shows that benchmarking is the name of the game:

Executive forum 2001: Is your trade support network working? /Redefining Trade Promotion
World TPO Conference Beijing 2002
and the best practice proposition –
1 TPOs, 38 best practice submissions;
The TPO world award promotion;





Benchmarking – the Anholt Nation Brand Index



The Anholt Nation Brand Index is an analytical ranking of the world's nation brands in which 35 countries are compared;

Nation brand is decomposed into 6 areas: Exports, governance, investment and immigration, culture and heritage, people and tourism;

| <i>Some data:</i> | <i>brand value US\$Bn</i> | <i>brand value to GDP</i> |
|-------------------|---------------------------|---------------------------|
| <i>USA</i> | <i>17,893</i> | <i>152%</i> |
| <i>Japan</i> | <i>6,205</i> | <i>133%</i> |
| <i>Germany</i> | <i>4,582</i> | <i>167%</i> |
| <i>UK</i> | <i>3,475</i> | <i>163%</i> |
| <i>Denmark</i> | <i>772</i> | <i>320%</i> |
| <i>Argentina</i> | <i>55</i> | <i>36%</i> |
| <i>Poland</i> | <i>43</i> | <i>18%</i> |



Benchmarking – World Exhibitions



The World registered exhibitions experience shows that benchmarking is the name of the game:

2000 EXPO Hannover

2005 EXPO Aichi

2008 EXPO Saragossa

2010 EXPO Shanghai

2012 EXPO Wrocław?

Audience compares countries by comparing national stands or pavilions and ranks them;



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Thank You for attention



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