IMPACTS OF THE 2010 TPO AWARD ON APEX-BRASIL

World TPO Network Conference
Kuala Lumpur, October 18th 2012
Main impacts on Apex-Brasil

- Strengthening of peers’, clients’ and stakeholders’ recognition of Apex-Brasil excellence.

- Team motivation: the Award was the starting point to involve collaborators in the Strategic Planning Cycle for 2011-2015

- Use of ITC’s BMS and TSIOS methodologies in an audacious strategic planning process that was participative and client oriented.
Some issues raised by the Strategic Planning Cycle

Renewal of services portfolio

**Issue:** On what bases we can make sure that our services portfolio is designed for the best use of our resources?

**Answer:** Apex-Brasil value chain evaluation

**Methodology applied:** BMS

Enhancement of client orientation

**Issue:** How can we better understand our clients’ needs and demands in order to provide better services?

**Answer:** Assessment of the needs of Brazilian companies + services portfolio redesign

**Methodologies applied:** BMS and TSIOS

Value aggregation to Brazilian exports

**Issue:** How do we know that our services are generating the intended results?

**Answer:** Process Mapping + development of the outcome & impact measurement system

**Methodology applied:** TSIOS
Application of BMS and TSIOS methodologies in Apex-Brasil Strategic Planning Cycle

Practical Examples
Apex-Brasil Value Chain

**Apex- Strategic assets**
- Assets
  - Financial assets
  - Human resources
  - Information and Know-How
  - Physical and technological infrastructure
- Competences
  - Strategic Planning and Management
  - Marketing
  - Business Generation

**Productive process**

**Apex-Brazil Services**

**Customer Service Channels**

**Results and Impacts**

**Needs and expectations**

**Clients** (Brazilian Companies and Foreign Investors)
Assessment of Brazilian companies’ needs

Importance x Performance
Group: Beginners
Sample: 81 enterprises
**Process Scope**

**Service Name:** Trade Missions  
**Category:** Business and Image Promotion  
**Responsible for the Process:** Ricardo Santana  
**Status:** On Going

**Rules and Regulations**
- Bids and Contracts Regulation Unit of Apex-Brasil

**Purpose**
- To generate business, prospect new markets and promote brazilian products

**Indicator of Service Results**
- Volume of business generated

**Suppliers**
- Matchmaking Suppliers
- Apex-Brasil Desks
- Business Association
- Institutional Partners
- Business Support Centers

**Resources**
- Business Agenda; Infrastructure and Logistics.
- Enterprise Recruitment
- Market Selection; Infrastructure and Logistics for Enterprise; Recruitment; Divulgation; Business and Government Network; Institutional Support.
- Infrastructure; Institutional Support.

**Engaged Units**
- Business Area:
  - Business Intelligence; - Sector Projects; - Internacionalization; - Special Projects
- Marketing Area:
  - Customer Relationship; - Press Team; - Marketing
- Management and Planning Area:
  - Contracts and Agreements; - Purchases and Bids; - Finances; - Planning; - Information Technology; - Travel
- Legal Area

**Processes**
- Image and Market Access: TO PREPARE and PERFORM Prospective Mission Average Term: 10 days
- Business Intelligence: TO SELECT priority sectors for the Trade Mission Average Term: 10 days
- Customer Relationship: TO PUBLICIZE and RECRUIT target enterprises Average Term: 10 days
- Enterprise: TO CONFIRM participation in the Trade Mission Average Term: 5 days
- Matchmaking Suppliers: TO PREPARE event infrastructure and logistics Average Term: 10 days
- Marketing: TO PREPARE communication and Marketing material Average Term: 10 days
- Image and Market Access: TO SUPPORT enterprises during the Mission Average Term: 5 days
- Image and Market Access: TO MONITOR Trade Missions execution Average Term: 10 days
- Image and Market Access: TO EVALUATE results and developments Average Term: 5 days

**Deliveries**
- Meeting with potential business partners previously qualified and selected based on export profile of Brazilian enterprises
- Agenda and infrastructure specially prepared in prioritized markets, increasing brazilian products image denomination and business relations network
- Opportunity to increase knowledge of market and of competitors
- Support the definition of product and enterprise positioning at

**Customers**
- Brazilian Enterprise of all maturities

**Systems / Database Used**
- Apex-Brasil Portal
- CRM

**Execution Term**
- 145 days (6 months)
Expansion of International Operations

Consolidation in International Markets

International Presence

Apex-Brasil new services portfolio & impact measurement system

Expansion of International Operations

Consolidation in International Markets

International Presence

Awareness

Behavioral Change

Business Generation

MARKET INTELLIGENCE

ENTREPRENEURIAL TRAINING

INTERNATIONALIZATION STRATEGIES

BUSINESS AND IMAGE PROMOTION

INVESTMENT ATTRACTION

Which are THE BEST MARKETS AND OPPORTUNITIES to expand my international operations?

How to PREPARE my company to EXPAND my INTERNATIONAL OPERATIONS?

Which is the best STRATEGY to EXPAND MY INTERNATIONAL OPERATIONS at the selected markets?

How to SECURE MORE BUSINESS DEALS based on the expansion of my international operations?

How to ATTRACT FDI into my company?

Which are the best MARKETS and OPPORTUNITIES to BOOST my international sales?

How to PREPARE my company to BOOST INTERNATIONAL SALES?

Which is the best STRATEGY to BOOST INTERNATIONAL SALES at the selected markets?

How to DISTINCTIVELY POSITION my PRODUCT at the selected markets?

How to ACCESS potential BUYERS in order to BOOST my international sales?

Which are the best MARKETS and OPPORTUNITIES for my company’s initial exports?

How to PREPARE my company to START exporting?

Which is the best STRATEGY to START exporting to the selected markets?

How to ACCESS potential BUYERS to launch my exporting operations?

How to PREPARE my company to BOOST INTERNATIONAL SALES?

Which is the best STRATEGY to BOOST INTERNATIONAL SALES at the selected markets?

How to DISTINCTIVELY POSITION my PRODUCT at the selected markets?

How to ACCESS potential BUYERS in order to BOOST my international sales?
Spillovers of the applying **BMS** and **TSIOS** into Apex-Brasil Strategic Map
APEX-BRASIL’S STRATEGIC MAP 2011-2015

MISSION
TO FOSTER THE COMPETITIVENESS OF BRAZILIAN COMPANIES BY PROMOTING THEIR INTERNATIONALIZATION AND THE ATTRACTION OF FOREIGN DIRECT INVESTMENTS (FDI).

VISION
BRAZIL IN THE WORLD
Innovative, Competitive and Sustainable

Results

Internationalization
1. To promote the inclusion and the advance of Brazilian companies in the internationalization process.

Competition
2. To promote the innovation, design and sustainability in Brazilian companies in order to foster their international competitiveness.
3. To diversify products, services and markets, adding value to Brazilian exports.
4. To encourage sustainable businesses that use sociobiology resources.

Positioning and Image
5. To improve the positioning and image of Brazilian products and services worldwide.
6. To improve the positioning of Brazil as an attractive market for foreign direct investments (FDI).

Attraction of FDI
7. To attract foreign direct investments (FDI) in strategic sectors for the Brazilian development and competitiveness.
8. To promote the transfer of innovative technologies to Brazilian companies by attracting foreign direct investments (FDI).

Internal Processes

Integrated Communication
9. To develop integrated communication at ApexBrasil focused on its institutional positioning, dissemination of its products and services and consolidation of its corporate values.
10. To promote public awareness about Brazilian business internationalization and foreign direct investment (FDI) attraction.

Customer Relationship
11. To align the offer and the management of ApexBrasil's solutions portfolio to the export maturity and competitiveness levels of Brazilian companies and foreign investors.
12. To improve customer relationship processes and the use of solutions.
13. To develop the integrated management of customer relationship channels of ApexBrasil.

Strategic Alliances
14. To strengthen and develop strategic alliances that contribute to the achievement of ApexBrasil’s goals.
15. To influence the development of public policies and international agreements that foster the internationalization of Brazilian businesses and the attraction of foreign direct investments (FDI).
16. To facilitate the coordination between productive sectors and private and/or public institutions in promoting the internationalization of Brazilian companies and the attraction of foreign direct investments (FDI).

Governance
17. To increase ApexBrasil’s operational efficiency by using business process management and by integrating organizational units.
18. To organize planning, control and decision making processes of ApexBrasil.
19. To manage resources with excellence and transparency.
20. To promote the Corporate Social Responsibility among employees, suppliers, clients and partners.

Learning and Improvement

Personnel
21. To manage ApexBrasil’s personnel competences, emphasizing result oriented management, leadership and customer relationship.
22. To promote employees’ well-being in the workplace.
23. To promote the internalization of ApexBrasil’s corporate values.

Knowledge Management
24. To create, to organize and to disseminate knowledge related to ApexBrasil’s management and business.
25. To improve and to integrate technologies focused on knowledge and corporate management.
26. To make ApexBrasil become a reference in terms of technical expertise related to internationalization and foreign direct investment (FDI) attraction.

Financial Sustainability

Financial Sustainability
27. To diversify financial resource sources.
28. To increase the volume of financial resources available.
TPO Network Award: a strong changing agent

- BMS and TSIOS methodologies fulfilled classic management theories gaps throughout the Strategic Planning Cycle
- It served as a catalyzer for strategic discussions amongst top management and service managers
- It fostered teamwork: knowledge sharing, empowerment and buy-in effects
- It has made Apex-Brasil business processes much more transparent and meaningful to all involved: clients, service managers and top management
Thank you

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