TRANSFORMING TPOs’ BUSINESS THROUGH INNOVATION

2012 CONFERENCE REPORT
MESSAGE FROM THE EXECUTIVE DIRECTOR

The 9th Trade Promotion Organizations (TPO) Network World Conference and Awards in Kuala Lumpur was an important opportunity for participants to exchange views and identify good practices on subjects of common concern to all TPOs: how to contribute to sustainable and inclusive export growth in today’s challenging global trade environment. The 2012 event – under the theme of Transforming TPOs’ Business through Innovation – was held in cooperation with the Malaysia External Trade Development Corporation (MATRADE).

The conference took place as the ongoing global economic crisis, unforeseen environmental disasters and social unrest have added pressure to TPOs to step up support for exporters and provide new, innovative solutions to meet the changing needs of small and medium-sized enterprises (SMEs) to compete in foreign markets. The conference also provided an opportunity for delegates to expand their contact networks and exchange views with peers from 65 countries.

As a global TPO, ITC itself needs to innovate to respond to countries’ changing needs. Participants at the 9th conference explored new approaches to enhancing TPO efficiency. The event opened with the demonstration of a recent ITC innovation which directly facilitates this, the TPO Benchmarking Programme. The plenary session generated lively discussions on demonstrating relevance, and moving from TPO assessment to improvement of their operational processes through engaging in benchmarking activities. Delegates further explored innovative solutions that fast track SMEs entry into new and profitable markets. They also debated how TPOs can better respond to requests by governments, not only to help drive economic growth, but to generate a positive social impact in terms of employment generation, overall welfare and environmental benefits.

The TPO Network Awards recognize excellence in export development initiatives. Winners of the 2012 Awards were recognized for having demonstrated outstanding performance in the use of innovative and efficient systems and procedures in their export development initiatives. I extend my heartfelt congratulations to this year’s winners – the TPOs from Uganda, Jamaica, Mexico and Austria.

On behalf of ITC I would like to thank the Government of Malaysia for their support and congratulate the MATRADE team for the outstanding management of the conference, the exciting awards night activities, which exemplified Malaysian culture, and the very warm welcome from MATRADE’s management and staff that was extended to the ITC’s staff and the delegations at the conference.

This was my last TPO Network World Conference as my term as ITC Executive Director ends in June 2013. I encourage all of you to be in Dubai in 2014 to experience the energy of that vibrant city and its equally vibrant TPO community. I would like to take this opportunity to thank you for what you have taught me over the past seven years: vision, determination and the importance of concrete results. I wish you all the very best for the future.

Patricia Francis
Executive Director, ITC
ACKNOWLEDGEMENTS

The Report was written by: Nick Parsons, ITC consultant, together with Imamo Ben Mohamed Imamo Senior Officer for Networking and Business Generation, ITC and Ann Penistan, Senior Training Assistant, ITC. Copy- editing was done by Miklos Gaspar, Acting Chief, Communications and Events, ITC and design and layout by Kristina Golubic, Graphic Designer, ITC. With thanks to ITC’s officers Kofi Essuman, Torek Farhadi, Xuejun Jiang, Raimund Moser and Rob Skidmore for their assistance as rapporteurs of the conference and review of the report.
### ABBREVIATIONS

<table>
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<tr>
<th>Abbreviation</th>
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<tr>
<td>ASEAN</td>
<td>Association of Southeast Asian Nations</td>
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<td>CEO</td>
<td>Chief Executive Officer</td>
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<td>CRM</td>
<td>Client Relationship Management</td>
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<td>FTA</td>
<td>Free Trade Agreement</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>IMF</td>
<td>International Monetary Fund</td>
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<td>ITC</td>
<td>International Trade Centre</td>
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<td>JTC</td>
<td>Joint Trade Committee</td>
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<td>LDC</td>
<td>Least Developed Country</td>
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<td>MATRADE</td>
<td>Malaysia External Trade Development Corporation</td>
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<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
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<td>SIDS</td>
<td>Small Island Developing State</td>
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<td>SME</td>
<td>Small and Medium-sized Enterprise</td>
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<td>TPO</td>
<td>Trade Promotion Organization</td>
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<td>TSI</td>
<td>Trade Support Institution</td>
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<td>WEDF</td>
<td>World Export Development Forum</td>
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<td>WTO</td>
<td>World Trade Organization</td>
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<td>WTPO</td>
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INTRODUCTION

THE 9TH TRADE PROMOTION ORGANIZATIONS NETWORK WORLD CONFERENCE AND AWARDS

TRANSFORMING TPOs’ BUSINESS THROUGH INNOVATION

The 2012 TPO Network World Conference and Awards (WTPO) was hosted by the Malaysia External Trade Development Corporation (MATRADE). This biennial event brought together more than 200 participants from 65 countries in Kuala Lumpur, Malaysia, to address the theme: Transforming TPOs’ Business through Innovation. Close to 40% of the world’s TPOs were represented and 55% of delegates came from developing countries and transition economies. The conference followed ITC’s World Export Development Forum (WEDF) in Jakarta, Indonesia, where participants recognized the increasing importance of South-South trade and the need for emerging economies and developing countries to diversify their exports to buyers in the global South.

The key issues covered during the two-day conference included benchmarking, assessment and performance improvement, measuring TPO’s impact on employment generation, reacting to and preparing for sudden change, developing green industry, tapping into niche markets, and finding innovative solutions for promoting exports.

This report reflects the debates and discussions and their conclusions, and also showcases the winners of the 2012 TPO Network Awards.

For the full text of the speeches and presentations, consult the conference web site at: http://www.tponetwork.net

RECOGNIZING AND CELEBRATING EXCELLENCE

The TPO Network Awards ceremony held on 18 October recognized excellence in trade support services and celebrated TPOs that demonstrated outstanding performance in the use of innovative and efficient systems and procedures in their export development initiatives. The Awards were given in four country groupings, along with a special mention award.

- Least Developed Countries
- Small Island Developing States
- Developing Countries
- Developed Countries
- Special Mention
ITC is the secretariat of TPO Network Awards. This year was the 5th edition of the Awards, which, since the programme’s inception, have become a key activity where peers identify innovative and proven business processes that can be replicated by other TPOs. ITC is mandated to assist SMEs in developing countries to become more competitive in global markets and accomplishes this primarily through its work with its partner TPOs. Through facilitating global recognition by their peers of effective business practices, TPOs are encouraged to review and improve their own processes. In this way, ITC and its partners work together for effective service delivery that contributes to Export Impact for Good and to achieving the Millennium Development Goals.
This was the 9th in the series of biennial TPO Network World Conferences, the international networking event for TPOs. It has been hosted by TPOs for TPOs, together with ITC, since 1996:

- The 1st Conference in 1996 in Cartagena, Colombia, addressed the impact of the new multilateral trading system in the wake of the creation of the World Trade Organization (WTO).
- The 2nd Conference in 1998 in Santiago, Chile, followed with a closer look at trade promotion tools. It concluded with a declaration from the 86 participating TPOs of their commitment to promoting free trade in the new international order.
- At the 3rd Conference in 2000 in Marrakech, Morocco, participants addressed the challenges of the digital economy and began to review the challenges of public-private partnerships (PPPs) and impact assessment.
- The turbulent business environment was the theme of the 4th Conference in Beijing, China, in 2002.
- At the 5th Conference in 2004 in St. Julian’s, Malta, participants focused on innovation and practical action as a response to rapid evolutions in global trade.
- The opportunities and challenges for TPOs in global trade were discussed at the 6th Conference in Buenos Aires, Argentina, in 2007.
- The 7th Conference in 2008 in The Hague, the Netherlands, explored key issues for TPOs to remain competitive in the changing international marketplace.
- The 8th Conference in 2010 in Mexico City, Mexico, addressed the theme Building Export Success: Enhancing TPO Impact in a Changing Global Environment.
- Participants at the 9th Conference in 2012 in Kuala Lumpur, Malaysia, exchanged innovative practices to transform their operations and new services to meet the social and economic challenges of today and the future.
- The 10th Conference will be held in Dubai, UAE, in 2014.
TPOs – AN IMPORTANT ROLE IN CHALLENGING TIMES

OPENING CEREMONY

The 9th Trade Promotion Organizations (TPO) Network World Conference was opened by Wong Lai Sum, CEO of MATRADE and Patricia Francis, ITC’s Executive Director.

Malaysia’s Minister of International Trade and Industry, Dato’ Sri Mustapa Mohamed, delivered the keynote address. He was speaking on behalf of Deputy Prime Minister, Tan Sri Dato’ Hj. Muhyiddin Hj Mohd Yassin, who had to withdraw at a late stage.

‘EVERYONE IS WILLING TO WORK TOGETHER’

WELCOME ADDRESS
Delivered by Wong Lai Sum, Chief Executive Officer, MATRADE

Wong Lai Sum welcomed Dato’ Sri Mustapa Mohamed, Minister of International Trade & Industry, Malaysia; Datuk Rebecca Fatima Sta Maria, Secretary General of Ministry of International Trade and Industry, Malaysia; Patricia Francis, Executive Director, International Trade Centre and all of the participants. She also thanked the Minister of International Trade and Industry, Mustapa Mohamed, for his presence at this opening ceremony.

Wong noted that the conference is being held in Malaysia, bringing together more than 200 participants representing leading TPOs and trade-related institutions from 65 countries - almost 40% of TPOs in the world, which influence trade and make decisions on trade development. She pointed out that 45% of representatives were from developed countries and the rest from developing countries.

‘This means that everyone here is earnest at what the future world trade entails and is willing to work together,’ she commented. ‘Global economic uncertainties have put a damper on international trade, and the business of marketing goods and services has become more challenging. This is therefore really an opportune time for TPOs to meet and discuss and share experiences with one another.’

Wong praised the strong representation from Malaysian trade-related agencies and associations. ‘I am confident that the private sector will leverage on this networking opportunity to strengthen business linkages and to collaborate for mutual advantage,’ she added.
The TPO Network World Conference and Awards brings together heads of TPOs, government bodies, trade support institutions and related organizations from all over the world, she said.

‘The gathering of these CEOs – like minds, to discuss issues related to the business community is commendable. The organization of this event would not have been possible without the support of various Ministries, agencies and organizations – in particular, the Ministry of Foreign Affairs, the Ministry of Home Affairs and the Ministry of Tourism,’ Wong said. ‘My sincere appreciation to each and every one of you.’

She concluded by affirming MATRADE’s continuing collaboration with ITC and other international organizations to develop initiatives that will enhance the competitiveness of the business and trading communities.
INNOVATION IN A CHANGING TRADE ENVIRONMENT

WELCOME ADDRESS
Patricia Francis, Executive Director, ITC

Patricia Francis welcomed the Honourable Minister of International Trade and Industry, Dato’ Sri Mustapa Mohamed, and the Secretary General of the Ministry of International Trade and Industry of Malaysia, Datuk Rebecca Fatima Sta Maria, ambassadors, representatives of United Nations organizations and representatives of TPOs from all 65 participating countries.

Francis noted that participants at WEDF, held in Jakarta, Indonesia, earlier in the week, discussed the consequences for developing country exporters of the profound changes taking place in the world economy, creating both a threat and an opportunity.

‘Growth in industrialized countries continues to be slow. As a result, many emerging economies are now experiencing flat or in some cases even declining exports to key traditional markets. Trade patterns are already shifting, South-South trade is now a reality,’ she said. ‘Many emerging economies are already diversifying their exports towards other emerging economies to increase their exports. All developing countries and LDCs need to do the same.’

The role of TPOs in this process is plain to see, she said. Trade patterns are shifting dramatically and growth in these new areas is still challenging, and will not happen without support. Trade promotion has a key role in conquering new markets – and requires adapting to the needs of these new working methods. At the same time, in traditional markets, where demand is often shrinking and competition is becoming tougher, there is a heightened need for trade promotion activities.

‘In the midst of these trends the need for trade promotion activities and the role for TPOs is clear. But it is through innovative approaches that TPOs can rise to these challenges and assist their clients in seizing new opportunities,’ she said.

Growth in Services

Changing trade patterns is not the only reason for expanding the services TPOs provide clients. Global supply chains have become more complex and are taking up an increasingly larger percentage of trade. Services represent more than 50% of the economy even in the poorest countries, but only 21% of exports worldwide – presenting a major unexploited growth opportunity.

‘Understanding trade in tasks related to global supply chains, the world of creative industries and the services sectors requires new thinking and new approaches by trade promotion organizations,’ Francis said. ‘It will require innovative services for TPOs to take advantage of these new opportunities.’

She pointed to Malaysia’s launch of its National Innovation Strategy and research and development work on new derivatives of palm oil, pink guava fibre and other products as illustrations of new ways of supporting innovation with the potential to grow trade and add value.
Inclusive, Equitable Growth

Governments all over the world increasingly realize the need for not just growth, but equitable, inclusive growth. TPOs also need to recognize that the industries they promote provide opportunities for women-owned enterprises (often SMEs) and producers in poor, rural areas.

Francis pointed out that more than one-third of firms worldwide have female participation in ownership, but their share among exporting companies in developing countries remains low. Women-owned enterprises are often outside traditional business networks, so services, including trade promotion services, do not often reach them.

‘This is a challenge TPOs of the modern world must face up to. Economic empowerment of women is not only the right thing to do: it is also good development policy, as women reinvest 70% of their earnings in family well-being,’ she said.

Equally important is the challenge to reach potential exporters in rural areas. TPOs are not always able to expand their services to the regional level. Producers from what are often the most vulnerable groups struggle to become and remain competitive in export markets.

Meeting the needs of a larger clientele and assisting inclusive export growth requires different channels and approaches, including establishing partnerships with a countrywide network of trade support institutions that are closer to end beneficiaries.

‘Yet again, TPOs need to identify innovative channels and appropriate business models,’ she observed.

Innovation – An Opportunity and a Necessity

Innovation is not only an opportunity, it is also a necessity, she said. ‘As many of you have told us, fiscal tightening by your governments has put pressure on you to provide more for less. To meet this challenge requires a paradigm shift not only in terms of services you offer but also in the way these services are delivered. So yet again, innovation it is: the theme of this year’s conference.’

The word ‘innovation’ is typically associated with high-tech startups founded in college dormitories or in the proverbial garage. Most innovations, however, take a lot more than sheer genius. ‘Many of you have experimented with various innovative solutions, some of which will be shared at this conference,’ she told participants. ‘In our space, like in medicine or clean energy, research and innovation require substantial financial resources, experimentation and – at the end of the day – determination and stamina,’ she said.

Despite the inherent challenges, there are impressive examples in innovation among TPOs that everyone can learn from. MATRADE, for instance, has a commendable best practice programme to reach out to SMEs with majority women-ownership, she said.

ITC – A Partner in Innovation

ITC, like national TPOs, sees an opportunity in innovation. ‘We understand that you need new services to meet the needs not only of today, but also of tomorrow. In partnership with TPOs, ITC’s key constituency, we continue to introduce new products and services for our partners,’ Francis said.

She pointed to the number of new products that ITC has launched over the last couple of years and highlighted the TPO Benchmarking initiative, a programme developed with TPOs for TPOs to measure effectiveness and efficiency while demonstrating value for money.
For us to meet your evolving needs, we need to hear from you and keep the conversation going during this conference and beyond,’ she added.

Francis called for all participants to ‘walk out of this conference with a set of actionable ideas and relationships that will help you implement the kinds of actions that will be discussed over the next two days’.

She concluded by thanking ITC’s co-organizer, MATRADE, the Government of Malaysia, and the team at ITC.
THE MALAYSIAN EXPERIENCE – ‘STRONG GROWTH BUT WE CAN DO MORE’

KEYNOTE ADDRESS
Tan Sri Dató Hj. Muhyiddin Hj Mohd Yassin, Deputy Prime Minister, Malaysia
Delivered by Dato' Sri Mustapa Mohamed, Minister of International Trade and Industry

Dato’ Sri Mustapa Mohamed welcomed Datuk Rebecca Fatima Sta Maria, Secretary General, Ministry of International Trade and Industry; Patricia Francis, Executive Director, International Trade Centre; and Wong Lai Sum, Chief Executive Officer, MATRADE.

He apologized on behalf of Tan Sri Dató Hj Muhyiddin Hj Mohd Yassin, Deputy Prime Minister of Malaysia, for his absence as he had been called away for an official function, and delivered the Deputy Prime Minister’s speech.

‘This conference is convening at a time when the world economy is experiencing sluggish growth. Many institutions have revised downwards their growth forecasts for the world economy,’ he said.

He pointed to International Monetary Fund (IMF) estimates that global GDP growth will fall marginally from 3.6% to 3.5%, while world trade volume will fall from 4.1% to 3.8%. In September, the World Trade Organization (WTO) had revised global trade growth for 2012 from 3.7% to 2.5% and for 2013 from 5.6% to 4.5%. Even dynamic developing Asia will not be spared, he said. The World Bank has revised its growth from 7.2% to 6%. The Asian Development Bank had similar forecast of Asia’s growth mediating from 6.9% to 6.1%.

However, despite the challenging international economic environment, Malaysia was able to record strong growth in trade and exports, he said. In 2011 trade expanded by 8.9% while exports registered growth of 9.2%. The World Economic Forum ranked Malaysia as the 25th most competitive nation having recorded respectable growth year after year.

‘In spite of this, we also expect our trade performance for this year and the next to be impacted by the world situation. We have revised our estimates for trade growth in 2012 from 4.8% to 4.2% and for 2013 the forecast is 4.2%,’ he said. ‘How then do we improve the situation?’

To support and facilitate the business sector, especially SMEs, in this difficult environment, the Malaysian Government in its recently announced 2013 budget, introduced several programmes aimed at improving access to financing, encouraging expansion and diversification as well as creating the environment for greater innovation, creativity and productivity to generate growth, he said.

‘The role of trade promotion organizations becomes particularly important in times like this. Nations have to look for more effective and innovative ways to promote trade and investment. Some encourage their companies to make better use of free trade agreements (FTAs) to penetrate new markets and increase exports. Others liberalize previously untouchable sectors of their economy to attract foreign investment,’ the Minister told participants.

Countries will differ on strategies to sustain and enhance growth. In Malaysia’s case, bilateral and regional free trade agreements are important to help access markets around the globe. There is an extensive network of free trade agreements (FTAs) that cover not only its major trading partners – ASEAN, China, Japan, Korea and Australia – but also newer markets such as Pakistan, India, Chile and New Zealand. Malaysia is currently involved in FTA negotiations with the European Union, and also with the United States through the Trans-Pacific Partnership. Once concluded, this network of FTAs will ensure that close to 80% of Malaysia’s global trade will be given preferential market access.
Other platforms to facilitate trade include Joint Trade Committees (JTCs). Currently, Malaysia has 16 including with Australia, China and Taiwan. JTCs are established under bilateral trade agreements, memoranda of understanding and joint declarations, he said. They provide a platform for Malaysia and its trading partners to address trade and investment issues and implement cooperation programmes.

‘We also engage with private-sector organizations of our major trading partners such as business councils and chambers of commerce and meet with them regularly. These meetings help to foster closer working relations and give us an opportunity to update participants on business conditions and opportunities in Malaysia,’ he explained.

‘But is this enough? How else can countries promote exports and attract investments?’ Mustapa asked.

This conference is making the proposition that for a start, trade promotion organizations should be better organized and managed if they want to be better marketing agents for the economies they represent. They also need to be supported with appropriate resources and armed with the right know-how.

‘TPOs now have to be proactive rather than reactive,’ he declared.

The Minister then turned to the presentation of the TPO Network Awards. The aim of this award programme is to recognize and share good practices so that all TPOs may benefit.

‘The 2012 awards, I am told, will recognize excellence in the provision of trade support services. We will also have the opportunity to listen to a number of case studies and learn from them,’ Mustapa concluded. ‘I just want to take this opportunity to congratulate in advance the winners of this year’s awards and encourage everyone to share experiences with one another.’
RELEVANCE OF TPOS IN TODAY’S WORLD: BENCHMARKING FOR TPOS

PLENARY SESSION

INTRODUCTION

TPOs are key players in increasing the export competitiveness of SMEs. Studies undertaken by the World Bank and the Inter-American Development Bank in the past three years have estimated that a 10% increase in the budget of TPOs would expand countries’ exports by 0.6% to 1%. Given the median budget of TPOs in developing countries, this means that for each US dollar increase in the budget of TPOs, there is potential to increase exports by more than US$ 50. At the same time, further improving the efficiency and effectiveness of TPOs and TSIs has a large potential to increase exports as well. This session focused on ITC’s innovative organizational and benchmarking methodology.

The two-part session was moderated by ITC’s Deputy Executive Director, Mr Jean-Marie Paugam. The first part of the session examined ITC’s new Assessment and Benchmarking Programme for TPOs while the second looked at the question of how to build on the results of the assessment to improve performance. Paugam noted that against a background of reducing public expenditures it is particularly important to ensure that TPO’s make the most efficient use of their resources and demonstrate value for money. The session aimed to find concrete answers to this dilemma.

The overall conclusion of the session was that benchmarking in general, and ITC’s benchmarking tool in particular, has an important part to play in enabling TPOs to demonstrate the value of their operations to their stakeholders and decision-makers determining their funding. At the same time, even among world leading institutions, it could identify weaknesses and areas for improvement. Across the spectrum, this included weaknesses in human resource, or talent management, results measurement systems, managing client relationships, and a lack of risk management systems.
PART I - BENCHMARKING FOR TPOS

Moderator
Jean-Marie Paugam, Deputy Executive Director, ITC

Panel members
José Prunello, Senior Benchmarking Adviser, Trade Support Institutions Strengthening Section, ITC
Kari Häyrinen, Executive Director, FINPRO, Finland
Robert Akinde, Executive Director, Benin Agency for Trade Promotion (ABePEC), Benin
Pilar Lozano Ramirez, Director of Cooperation, PROEXPORT, Colombia

José Prunello described the ITC Benchmarking programme, explaining its rationale, the content, its delivery methodology and results. He said the aim is to provide a management tool for TPOs and TSIs to help them identify their strengths and weaknesses, identify good practices as a basis for comparison and sharing, and lead to the identification of goals and plans for improvement to enable them to be more effective and efficient in supporting the expansion of exports by SMEs.

A rationale behind the programme was the recent World Bank study, which found that a 10% increase in the budget of a TPO produced an expansion of exports of between 0.6% and 1.0% – in real terms a multiplier of about 50.

This means that improvements in productivity that should follow the assessment would be the equivalent of an increase in budget. Prunello emphasised that the model of assessment looked not so much at what TPOs do, but on how they do it – a focus on processes, because if the processes are right, they will improve services to beneficiaries. The four main areas covered by the assessment include leadership and direction, resources and processes, products and service delivery, and measurement and results. After the assessment, ITC provides a confidential report summarizing the main findings and conclusions, indicating the strengths and weaknesses identified, making recommendations for improvement, and providing a detailed analysis of the results compared to best practices in the sector.

Kari Häyrinen explained that 93-year-old Finpro is a private association representing Finnish businesses, but receives more than 50% of its funding from government, although this has been reducing. He said Finpro immediately saw advantages in the ITC programme since TPO activities are very special compared to those of other organizations and therefore assessment and comparisons should be done with the right peers and by people who understand the general framework.

The programme exceeded Finpro’s expectations, and the results were very concrete and specific. Staff came to realize that it was important to be open-minded and fully committed. If you don’t answer the questions sincerely, you will get the wrong results, he said. Finpro scored well in operational efficiency, service delivery and strategic direction, even better than expected, but more important were the areas where the scores were lower. These included measurement and communication of the actual national impact created by Finpro, which needed substantial improvement. The organization had been forgetting stakeholders and how to communicate with decision-makers, he said. It already had plans and activities in place to focus more on client impact than just client satisfaction, but now, following the assessment, Finpro is taking more determined actions to make the shift.

Robert Akinde described his organization’s participation in the programme, and said it had already resulted in the introduction of positive changes in services offered as well as in the organization’s operations. The main weaknesses identified included excessive focus on activities rather than results, a lack of procedural documentation, a lack of a good client management system, a lack of investment in IT and the website, lack of a system of staff performance evaluation, and lack of balance in use of human resources within the organization.

The assessment also showed the lack of a mechanism for identifying and managing risk. Akinde said the report had been very well received by the government and he believed that by applying best
practice, his organization would be able to perform its mission in enabling economic operators to enter new markets. He urged other African countries to seize the opportunities offered by the programme.

Pilar Lozano Ramirez said it was appropriate for organizations to focus on what they are doing and how efficiently they are doing it. Tools such as the benchmarking assessment process make it possible to identify what is being done well and where improvements can be made to benefit the private sector, the organization and the country. There is also the opportunity for a learning process after applying the benchmarks, to know who is doing what and to learn from the best. One of the key weaknesses revealed by the assessment was in management of talent. The results of the programme made it possible for PROEXPORT to demonstrate to stakeholders that what it is doing is good for the country, and where it is having an impact. The best way to promote ourselves is to show we are achieving results, how we are doing it, and that we are doing it in the right way, she said.

IN CONCLUSION

Summing up the discussion, Aicha Pouye, Director of ITC’s Division of Business and Institutional Support (DBIS), said that ITC’s job is to promote business, and to do this it needs to work through TPOs – they need vision, they need to work for their clients, to deliver products and services that meet real needs, and to demonstrate the optimal use of resources. This requires rigorous management, and the ITC benchmarking process could validate the raison d’être of a TPO.

PART II - FROM TPO ASSESSMENT TO PERFORMANCE IMPROVEMENT

Organizational assessment and benchmarking represents the first step in the performance improvement process of a TPO. Independently or through technical assistance, TPOs’ strengths needs to be actively enhanced and weaknesses addressed to allow effective change. Panelists in this session shared their experience on how they have initiated change and improved performance in their organizations.

Moderator
Jean-Marie Paugam, Deputy Executive Director, ITC

Panel members
Susila Devi, Senior Director, Strategic Planning Division, MATRADE, Malaysia
Giovanni Berti, Executive Director, PROESA, El Salvador
Antoine de Dianous, International Cooperation Mission, Directorate General, UBIFRANCE, France
Saruar Kenzhebulat, Director of the Corporate Development Department, KAZNEX INVEST, Kazakhstan
Andrea Santoni, Benchmarking & Capacity Building Officer, TSI Strengthening Section, ITC

The second part of the plenary was opened by Susila Devi. She said the benchmarking exercise had enabled her organization to realize that everyone shared common problems, for example, managing human resources and measuring impact. The assessment took place at a time when the organization was embarking on a new strategic plan, and it helped to validate the plan. She said that at first staff found themselves being defensive, but they came to realize that outside assessors could identify weaknesses and ways of improving productivity. We found we could discuss without defending, she said.

The organization was surprised to receive some low ratings where it thought it was doing well, and vice versa, she said. Gaps included risk management and internal communication, efficient utilization of
physical assets, strengthening key performance indicators to achieve a transition to outcome and impact based assessment, and improved assessment of client needs and expectations. Her final point was that benchmarking is not a one-off, but an ongoing process that never ends, as the benchmarks get higher and higher.

Giovanni Berti said it was important that benchmarking and assessment took account of the economic and political context of a country within which an organization was working. While it was really important to understand and see worldwide best practice so this can be transferred, the operating environment must be kept in mind. His organization wanted to do a better job in the services provided to its clients, analysing the impact and intelligently assigning resources to achieve a more positive social impact. Berti also valued how the benchmarking process maintained the necessary confidentiality between the ITC team and the management of the organization.

Antoine de Dianous described a parallel benchmarking exercise undertaken by UBIFRANCE as a result of its recognition of a need to: a) continuously improve its internal organization by monitoring best practices, b) help the government in better designing its trade policy and setting TPO priorities for action, and c) measure the impact of the TPO compared to other agencies. The survey showed that some TPOs were involved in areas not covered by UBIFRANCE. Among the services on offer, 77% of TPOs were offering a range of consultancy services, market intelligence and promotional services; 70% offer business contacts research; 30% propose networking and communication events, and 44% are seeking inward foreign investment to boost their own country's exports.

Saruar Kenzhebulat said his organization was only four years old but it had already demonstrated it could generate some US$ 56 in additional exports for every US$ 1 of its budget. The results of the ITC Benchmarking and Assessment exercise were generally satisfactory and produced 12 concrete recommendations. An action plan had been drawn up covering areas such as strengthening governance, bringing in the private sector through a new consultative group, introducing more client segmentation, decentralizing financial planning, IT development, improving product and service delivery standards, and conducting a more detailed cost-benefit analysis. Turning to the actual assessment experience, he said he felt more time would have been desirable, more sensitivity to language requirements, a more nuanced scoring system, as well as more attention to products and services and the process of delivery.

Andrea Santoni discussed the three key learning components behind the benchmarking exercise: the assessment process of the TPO being benchmarked; the subsequent capacity-building programmes designed to address the identified weak areas; and the online learning and sharing platform, a global public good, where results are showcased and good practices are exchanged. He explained that ITC services and products are designed to respond to many of the identified needs of TPOs.

IN CONCLUSION

Jean-Marie Paugam summarized the main conclusions of the speakers and discussions with participants as follows:

- The need for TPO benchmarking and knowing what others are doing;
- The value of confidentiality;
- The need to prioritize follow up action;
- The importance of innovation in finding new actions and solutions; and
- The existing expectation of technical assistance for implementation.
1a: IMPACT ASSESSMENT OF TPO’S SERVICES: WAYS TO MEASURE TPOs’ IMPACT ON EMPLOYMENT GENERATION

**Moderator**
Aicha Pouye, Director of Division of Business and Institutional Support, ITC

**Panel members**
Ana Paula Lindgren Alves Repezza, General Business Manager, Apex-Brasil
Kulatunga Perera, Head of Research and Policy Advocacy, Federation of Commerce and Industry, Sri Lanka
Senen M. Perlada, Director, Bureau of Export Trade Promotion, Philippines
Robert Bödöcs, Business Development Director, Hungary Investment and Trade Agency (HITA)

In the current competitive economic environment, TPOs are increasingly requested by their governments and development partners to demonstrate not only positive changes in driving economic growth, but also their contribution to social development. Measuring the broader impact of trade promotion initiatives, particularly on generating employment, is one of the challenges faced by TPOs. As a result, many TPOs have recently deployed efforts to record, monitor and report the impact of their export initiatives on employment at the country level. During this session, speakers focused on the type of innovative practices their TPOs have put in place to track the impact of their initiatives on employment; how the practices were developed and implemented; and the lessons learned.

Innovation is key to the survival and growth of businesses around the globe as the marketplace becomes more competitive during a period of slowing growth. The first breakout session examined the role of the TPOs from Sri Lanka, Brazil, Hungary and the Philippines in their efforts to identify creative extensions to old products and new ways of commoditizing and marketing native goods, with the ultimate goal of creating jobs in their economies. The key guiding questions suggested to the TPOs in preparation of their presentations were:

- What innovative practices has your TPO implemented to measure the impact of its services on employment?
- What were the major challenges that your organization faced to measure the impact of its services on employment?
- How did your TPO implement these practices?
• Which of your TPO’s business-development initiatives has had the biggest impact on employment?
• Do you have plans to extend any of these practices to other initiatives?
• What were the main lessons learned in implementing these practices that you can share with other TPOs?
• In what way did these practices contribute to enhancing the credibility of your TPO?

Opening the session, Aicha Pouye emphasized that ITC also needs to contribute to social development and employment. ITC’s mission, Export Impact for Good, sums up this objective. To measure the impact of ITC in this area, it is important for TPOs to also measure their impact on economic and social development and employment.

Ana Paula Lindgren Alves Repezza explained how Apex-Brasil developed a set of measurable key performance indicators for each of its key strategic objectives, including:

• Increasing awareness about exporting;
• Behavioural change in business for more efficient internationalization; and
• Increasing the international competitiveness of Brazilian businesses.

Measuring impact, including impact on employment, is done using a set of surveys before and after service delivery, using information from the organization’s client relationship management system and official statistics. Apex-Brasil measured the variation in the average level of instruction of employees and the variation in average wages between 2009 and 2011 of a group of clients, compared to a control group of non-users of its services. The results revealed that support from Apex-Brasil resulted in employment increasing more in the supported group of clients than in the control group, and with a higher than average wage rate.

Kulatunga Perera explained how Sri Lanka is developing a number of rural employment development activities through clusters of small entrepreneurs in local communities and youth training. In Sri Lanka, the exodus from remote areas to the cities to gain employment has led the Federation of Commerce and Industry to seek ways to stem the tide. The creation of self-employment opportunities and the support of regional cluster development programmes are assisting the organization in achieving this objective.

As these small exporters lack the know-how in technology and knowledge, the organization introduced a three-pronged plan to equip them with these skills. Three training programmes were offered to advance their skills in technology and financial management. One of these linked them with large exporters, the aim being that these experienced companies would share their know-how on issues ranging from packaging to the workings of international markets.

The shortage of financing from local commercial banks was another hurdle that the organization managed to solve by intervening on behalf of SMEs to arrange for loans based on feasibility studies, and tutoring them on credit management.

Senen M. Perlada said that the Philippines Council of Export has set the goal of doubling exports to US$ 120 billion by 2016. The council has developed a methodology to measure impact, using a set of multipliers between export/GDP growth and employment, not only at the aggregate level, but also at the level of some key sectors. One of the main conclusions of the study was that for each 1% increase in exports there is a 0.58% increase in employment, equivalent to 150,000 jobs. If the target of doubling exports by 2016 is achieved, GDP would increase by 58% and employment by 9.1 million.
Robert Bödöcs said that one of the explicit strategic objectives of HITA is to generate employment. In the case of investments, the impact is more direct and easier to measure. In terms of the employment impact of exports, the four main challenges are:

- Obtaining SME feedback;
- Explaining expectations on employment generation that have not resulted in the expected impact;
- Understanding that the impact is not always on employment generation but on productivity;
- Processing of full-time and part-time employment in impact measurement.

**IN CONCLUSION**

Aicha Pouye summed up the key points of the session:

- TPOs need to be involved closely with the private sector to maintain a dialogue and influence policymakers; furthermore, the close relationship facilitates the gathering of relevant information to allow the TPO to estimate its impact;
- TPOs need to invest in client relationship management systems to create a centralized database of their customer relationships. If the data is centralized, it can be better used for impact measurement purposes;
- Monitoring systems need to be put into place to enable beneficiaries to easily report on outcomes and impact;
- Proxies could be established as a valuable alternative to measuring the effect of exports on employment generation.

1b: HOW CAN TPOs REACT TO AND PREPARE FOR SUDDEN CHANGE

**Moderator**

Wong Lai Sum, CEO, MATRADE, Malaysia

**Panel members**

Abdellatif Hamam, Chief Executive Officer, Centre de Promotion des Exportation (CEPEX), Tunisia
Hiroaki Isobe, Executive Vice President, Japan External Trade Organization (JETRO)
Jane Cunliffe, Director, NZ Inc. Relationships, New Zealand Trade Invest (NZTE)
Giovanni Berti, Executive Director, PROESA, El Salvador

Recent political, economic and financial turmoil, as well as unexpected natural disasters, have seriously affected global trade, particularly exports from developing countries and LDCs. As a result, many TPOs in developing countries have put in place innovative organizational structures, tools and services to position themselves better for the future by boosting their international competitiveness. The challenge for those TPOs is to turn the current threats into opportunities to improve the long-term competitiveness of their industries while complying with the new requirements concerning sustainable exports. The key guiding questions proposed to the TPOs when preparing their presentations were:

- What innovative services have your TPO put in place to support your exporting SMEs in tackling sudden changes?
- How did your TPO provide this service to exporting SMEs?
- Has your TPO been able to serve all exporting SMEs?
- Do you have plans to embed such services into your business-development portfolio?
- What were the key lessons learned in implementing these services that you can share with other TPOs?
The second breakout session focused on disaster preparedness and was moderated by Wong Lai Sum. Conference participants heard how four TPOs responded to drastic events in their countries, and the lessons that could be drawn from their experiences. Recent political, economic and financial turmoil, as well as natural disasters, have seriously affected global trade, and particularly exports from developing countries and LDCs. As a result, many TPOs in developing countries have put in place innovative organizational structures, tools and services so they are prepared to quickly assist their affected beneficiaries in recovering their export capacity and international competitiveness.

Abdellatif Hamam told participants that in the wake of the Arab Spring each exporter was called and a 24-hour listening line was set up. At the same time, CEPEX intensified its promotion activities and built confidence both with exporters and with Tunisia’s traditional client countries. Communication channels were established with staff to maintain and boost their morale, and Tunisia confirmed its active participation in international events. This was complemented by a new programme developed and designed for exporters, including technical assistance and financial support. By late 2012, positive results were starting to emerge. Tunisian exports were up by 3.9%, and the number of countries it was exporting to increased, for example, exports to Africa increased by 42%. Following the crisis, the diversification of exports was greater and national and international networks expanded.

Hiroaki Isobe spoke of two emergencies: the Fukushima earthquake and tsunami in April 2011, which caused 18,000 deaths and left many more missing; and the serious floods in Thailand in October 2011, where several Japanese companies operate subsidiaries. He said that following the earthquake, many importing countries increased inspections of Japanese goods and generally world import controls increased for Japanese products. It was essential for Japan to allay concerns. To dispel false rumours, scientific seminars were held to establish the true facts and the extent of any risks, and information booths were installed at international trade fairs, supporting the exports of Japanese companies.

After the floods in Thailand, telephone consultations were initiated and experts sent to affected companies to work with them on how to resume their activities. The Thai Government helped by exempting machinery imports, and possibilities for new distribution routes were studied. JETRO also offered support to Thai companies as the economic future of these companies was connected to that of affected Japanese companies. Meanwhile, a number of investor conferences were set up to rebuild confidence in Thailand, and OVOP (one village, one product) programmes advocated by the Thai Government were supported by installing sales booths at Narita Airport in Tokyo. Direct support was given not only to affected companies, but also to their entire value supply chain.

Jane Cunliffe discussed the impact of the earthquake that struck Christchurch, New Zealand, in February 2011 killing 185 people in the country’s second largest city. The total cost of the crisis amounted to about 10% of annual GDP and 1,633 buildings were approved for full or partial demolition. New Zealand Trade and Enterprise appointed a senior officer to lead the response: needs were identified and funds were diverted from other projects. First the agency took care of its employees, as they were personally affected by the earthquake, Cunliffe said. Financial assistance was offered for them as well as to those who had lost their homes. The Christchurch Market Connection Fund was formed. Every client was called to see how overseas customers could be best served and assured that their business partners in New Zealand were open for business. A 25% expense reimbursement was established and funds were committed for enterprises to visit their clients abroad. Federal and local authorities collaborated to rebuild businesses. Companies were offered temporary rent-free premises and banks made interest-free loans.

Giovanni Berti said the disaster that hit his country, the economic and financial crisis of 2008, had a particularly drastic impact on an economy as small and open as El Salvador’s. Turning to the role that a trade and investment agency such as PROESA should play in a situation like this, he said the agency traditionally operated at the end of the value chain, at international trade fairs and in developing sector brand campaigns. In the face of the crisis, the organization created new work tools and built competitiveness. It approached companies that had never exported, and encouraged them to attend international trade fairs. The agency assigned itself new priorities, introduced new ways of working and measuring its performance. It was a question of thinking outside the box to develop new overseas markets, creating new work tools and strategies.
PROESA established new alliances with the private sector and as a result there are more exporting companies in El Salvador today than before the crisis and trade has grown in value even if it has dropped in volume (down 16% in 2009). But jobs have been created. Berti highlighted the need to go to venture into new markets where they have lacked business intelligence. They are currently looking to Cuba and Panama as new markets following an initiative to send plastic and pharma products to Ecuador.

IN CONCLUSION

Wong Lai Sum summed up the discussions with the following conclusions:

- Plans need to be prepared for managing disaster;
- True extent of the crisis and the real consequences needs to be communicated;
- Communication needs to be fast and accurate to dispel rumours and false information and to sustain the credibility of the country and its companies;
- Employees need to take top priority; they are the TPOs best communicators;
- The TPO needs act quickly to minimize the impact on trade when disaster strikes;
- TPOs must ensure that their support services address the needs of the whole value chain.
PRESENTATIONS FROM WINNERS OF THE 2010 TPO NETWORK AWARDS

PLENARY SESSION

Moderator
Aicha Pouye, Director, Division of Business and Institutional Support, ITC

Panel members
Ana Paula Lindgren Alves Repezza, General Business Manager, Apex-Brasil
Susan Haird, Senior Representative for United Kingdom Trade and Investment – UKTI

Two of the winners of the 2010 TPO Network Awards, also members of the 2012 Adjudicating Panel, introduced their TPOs and their recent innovations. They also discussed the merits of being a winner and lessons learned from being both an applicant and an award winner.

Aicha Pouye said the winners of the awards had demonstrated a unique approach to the activities that TPOs need to undertake to select, conceptualize, develop and track the impact of their initiatives. Some of the pioneering approaches adopted by the 2010 winners that could be replicated by other TPOs include:

- A model to help identify industry needs, match those needs with support programmes and track the changes in the programme’s beneficiaries;
- An integrated model that allows customized support to be matched to individual export competency and carries companies through each stage to exporting;
- A suite of support services that facilitates changes in attitude for a more effective result when exporters graduate to programmes that help them boost their competitiveness; and
- Original approaches to working in partnership in the design, delivery and sustainability of export development initiatives.

The first speaker was Ana Paula Lindgren Alves Repezza, the General Business Manager at Apex-Brasil. Apex-Brasil won the 2010 award for Best TPO in the developing country category for its Industrial Extension for Exporting Project (PEIEX), a strategic initiative to build the export capacity of Brazilian SMEs. She said that the greatest consequence of winning the award was the change in
perception among their peers, clients and stakeholders, which in turn motivated them to maintain and raise the standards that had helped them win in the first place.

The initiatives included the introduction of a new methodology for strategic planning to strengthen the value chain. This led to an improved needs assessment survey and provided critical information to introduce of a new service portfolio for five segments of companies. The methodology led to the design of an improved monitoring and recording system allowing the organisation to track and report on the changes in client’s behaviour and competitiveness level.

The second presentation was by Susan Haird, for United Kingdom Trade and Investment (UKTI), which won the 2010 award for the best TPO from a developed country. She explained that its Gateway to Global Growth programme delivers structured and specific export support to new-to-export SMEs. She told delegates that, as with Apex-Brasil, the award helped to raise UKTI’s profile among customers, and the mark of extra credibility was helpful in meeting the organization’s goals.

The win also raised staff morale and helped them to feel part of a team that delivers results for their clients. Since UKTI’s previous approach was vindicated, it allowed the organisation to present a strategy that is more evolutionary than revolutionary. The focus is now on acquiring mid-ranking SMEs as clients and placing greater emphasis on relationship management.

IN CONCLUSION

Summing up the session, Aicha Pouye recalled that the purpose of the awards is to stimulate innovation, continuous improvement and knowledge sharing in the TPO community. She noted that ITC depends on strong TPOs as multipliers to reach exporters around the world. ITC offers a host of services to TPOs, from benchmarking assessment through to capacity building and networking, such as this event for TPOs, and then through TPOs to business generation activities for exporters thus reaching the ultimate goal of export growth.
INNOVATION IN TPO SERVICES: 
THE ROLE OF TPOs

BREAKOUT SESSION 2a & 2b

2a: SHARING OF EXPERIENCE BY TPOs IN DEVELOPING GREEN INDUSTRY

**Moderator**
Anders Aeroe, Director, Division of Market Development, ITC

**Panel members**
Mohamed Azrin Mohamed Ali, Vice President, Malaysian Green Technology Corporation (MGTC)
Archana Bhatnagar, Managing Director, Haylide Chemicals, India
Zhang Wei, Vice Chairman, China Council for the Promotion of International Trade (CCPIT)

Rising concern about the environment and climate change has prompted countries around the world to invest in and promote green technologies. Governments and the private sector have invested in low-carbon transport and energy systems, energy efficiency in buildings, as well as increased funding for green research and development. A green economy model of development that addresses and balances the issues of environment and economic growth is needed. During this session, the speakers focused on highlighting the type of innovative practices that TPOs can put in place to promote green products and services that address environmental concerns. The key guiding questions suggested to the TPOs in preparation of their presentations were:

- How do you view the industries relating to green technologies and services and associated demand from markets? Which related innovations do TPOs need to be aware of over the next five years?
- What challenges are faced by exporting companies and TPOs in developing and promoting green products and services?
- What innovative practices have your TPOs implemented to develop the green industry in your country and related exports?
- How has your TPO measured the impact of its work in this sector?
- In what way did these practices affect exports in this sector?
- What advice would you give to TPOs and governments to foster green exports?
Anders Aeroe introduced the theme of the session by highlighting that the green, or climate-smart, economy is not only low carbon and energy efficient, but also socially inclusive. A new model of industrial development is on the rise. The green economy is not only protecting our environment, but is also a good business case. Rising concern about the environment and climate change has prompted countries to invest in and promote green technologies. Governments and the private sector have made investments in low-carbon transport and energy systems, and energy efficiency in buildings, as well as increasing funding for green research and development. A green economy model of development that addresses and balances the issues of environment and economic growth is needed.

Azrin Mohamed Ali defined green technology as an application of a product, equipment or system intended for conserving resources and the natural environment, resulting in reducing the negative impact of human activities. He said renewable industry opportunities in the energy sector are expected to grow dramatically in the near future. The energy sector was thus among the top priorities for Green Tech Malaysia to provide incentives. Malaysia has launched a strategy for low-carbon cities, looking at urban environment, urban transport, urban infrastructure and building. Green transportation, for instance, provides a chance to claim leadership in the regional automotive sector through electric vehicles. Major challenges stem from lack of policies, legislation and end-user incentives. In addition, financial institutions tend to be risk averse when it comes to supporting new green initiatives, which is mainly due to a lack of knowledge and familiarity with green industries. Similarly, equity capital for project developers is scarce.

Green Tech Malaysia is organizing a number of exhibitions and events to raise awareness and activate business opportunities of green technology and eco-products. Malaysia’s incentives to encourage Green Technology and Renewable Industries include the Green Technology Financing Scheme (GTFS), Green Building Index (GBI), and Pioneer Status & Investment Tax Allowance for energy efficiency, renewable energy, and waste recycling projects under MIDA as well as FiT (Feed-in Tariff) under the Renewable Energy Act. The Green Technology Financing Scheme makes provision of RM 2.7 billion (USD$ 8.8 million) soft loan until 2015. It also provides up to RM 50 million (USD$ 16,500 million) for producers and RM 10 million (USD$ 3.3 million) for users of green technology. Furthermore, the government is offering a 2% interest subsidy as well as a 60% guarantee for soft loans. The soft loans come from the banks while the scheme is administered by Greentech Malaysia.

Archana Bhatnagar contributed an entrepreneur’s perspective. She highlighted the challenges related to exporting green cleaning chemicals in the absence of relevant standards in developing countries along with the high costs of green certification. But the challenges are also due to a knowledge gap and lack of priority given to green aspects of cleaning chemicals by private and government end users. Governments in developing countries should start regulating domestic effluents. While industrial effluent is already regulated, domestic effluent is not, despite the fact that 70% of effluent is domestic and contains high level of pollutants. Most sewage treatment plants are not equipped to handle these high levels of chemicals and thus discharge them into rivers and the groundwater system.

Regulation could be introduced in a phased manner starting with sensitization efforts before introducing standards and certification based on public-private consultation. TPOs play an important role in familiarizing and sensitizing the public. To be effective, the standard ultimately has to become mandatory as is the case in other domains such as food safety. Governments could also provide incentives to smaller manufacturers such as subsidies or tax breaks so they adopt new standards. At the same time, there needs to be awareness and advertising campaigns to sensitize consumers about green standards and thereby expand the market. Efforts by the government could also be undertaken to incorporate green sourcing and aspects in government procurement.

Zhang Wei explained that China, as the largest developing country, attaches great importance to promoting green industries. The energy sector is at the core of China’s green policy framework. This is reflected in China’s mid-term development strategy, which aims to satisfy 25% of national energy consumption from renewable sources by 2020. The main vehicles are photovoltaic and wind industries and other renewable sources; 20% of the government budget allocated to structural reform in China is aimed at developing green industries. In addition, China has promulgated a series of laws and regulations in support of establishing a green economy. The role of CCPIT is to foster the development of green industries, ranging from policy interpretation to establishing platforms and mechanisms for communication. For example, CCPIT organizes the China–Korea Economic Cooperation Forum, the
China–Japan Green Expo and the Asia Trade Promotion Forum. Complementing its promotional efforts, CCPIT also provides technical and financial support in collaboration with financial institutions such as the Export-Import Bank of China. CCPIT considers the exchange of information, know-how and technology essential to promote and develop green industries. Technology transfer, however, is challenging as most green technology originates from abroad.

IN CONCLUSION

Anders Aeroe summarized the key points of the discussions as follows:

- Experts agree that the lack of awareness and understanding of green industries represent a major obstacle to promoting climate-smart innovation to boost the green economy. This translates into the challenge of mobilizing financial resources to promote the benefits of green technologies and develop the industries products and services. TPOs are well placed to conduct promotional campaigns to raise the profile and stress the importance of the industry.
- Political commitment is strongly needed to support the green agenda and it is important to provide incentives to industry players. Possible vehicles are soft loans, interest subsidies and tax breaks, among others. However, incentives are not enough. A broad spectrum of initiatives is needed to transform the economy and boost environmental industries. Regulation and mandatory standards and enforcement of certification are ultimately crucial to boost environmental industries.
- Green industry depends heavily on technology. Experts agreed that the transfer of such technology is a major challenge, both domestically and across borders. Most green technologies still originate in developed countries and the developing world is struggling to absorb them.
- A collaborative approach for promoting green industries is key. Successful TPO initiatives bring together the major stakeholders including local industries, multinational corporations and universities.
- TPOs must develop services that support their beneficiaries to become more competitive through integrating green initiatives in their operations and/or becoming providers of green technologies.

2b: NEW AVENUES OF TPO SERVICES THAT HELP ENTERPRISES TAP INTO NICHE MARKETS

Moderator
Friedrich von Kirchbach, Director, Division of Country Programmes, ITC

Panel members
Fahim Mashroor, President, Bangladesh Association of Software and Information Service (BASIS)
John Kester, Programme Manager, World Tourism Organization (UNWTO)
Othman Md Yusoff, Head of Halal Affairs, Nestlé Manufacturing, Malaysia
Hervé Briand, Local Authority Representative, National Institute of Origin and Quality, France

The role of TPOs in assisting exporting companies to reach highly targeted market segments is more important than ever. This session focused on cases from the services and agri-food sectors where trade support institutions and companies have worked together to reach these markets, which are typically hard to target. Services account for more than half of GDP in most developing countries, up to 70% or more in high-income countries, and are growing as a share of exports. As a result, sub-sectors such as information and communication technology (ICT) and tourism, play an increasing role in export growth. The key guiding questions suggested to the TPOs in preparation of their presentations were:
What innovative practices did your TPO put in place to support services exporters and how did you implement and measure these practices?

Does your institution have plans to extend this practice to other sub-sectors?

What were the key lessons learned to be shared with other trade support institutions?

How does your institution promote geographical indications, halal or other differentiators to SMEs for their agro products?

What was the impact of these specific services on export development for the country?

How is your institution planning to sustain these specific services?

What are the largest challenges facing trade support institutions in developing geographical indicators and halal designations and how should they boost these segments?

Fahim Mashroor presented the case of outsourcing Information Technology Enabled Services (ITES) from the perspective of a small trade support institution in Bangladesh, BASIS. He explained that since its founding 10 years ago, BASIS has had a traditional approach of promoting the industry through market missions, attending trade shows and assisting in closing large outsourcing deals. With crowdsourcing emerging as an important niche for Bangladesh, BASIS has now developed new services, for instance focusing on small-scale payment systems and facilitating conferences bringing together freelancers with managers of global crowdsourcing platforms.

John Kester presented an overview of the evolving tourism market, which has resulted in a different approach for companies and TPOs in the sector. He said that tourism is growing and diversifying rapidly. Consumers are increasingly buying an ‘experience’ rather than a product, and new technology created more of a buyers’ market where consumers build their own packages without intermediaries. This evolution means TPOs and companies have to be more systematic in understanding consumers and how they experience a particular offering. Consumer’s needs can be gauged through accessing media such as blogs and other online forums so that tourism products and services can be customized to meet their current needs and wants.

Othman Md Yusoff described Nestlé’s investment since the 1970s to raise awareness of consumers and build the capacity of the Malaysian industry to lead the halal segment. Halal, like many other niches, requires an important commitment by companies and TPOs in certification, audit, enforcement and other areas, but has had a large payoff in positioning the industry in a market that could reach US$ 600 billion annually in food alone. For segments like halal, TPOs must have the technical knowledge and must communicate with exporters regarding the importance of making the necessary commitment to comply with requirements and work closely with all concerned stakeholders – for instance the certification authority and regulatory bodies.

Hervé Briand explained that a geographical indication (GI) is the name of a region or locality of designated product produced using traditional practices originated in the area. The purpose is to provide a sign of the product quality and is recognized as an intellectual property right. As such, GI’s provide protection to producers, form a basis for joint marketing and branding, and can facilitate rural development by giving value to local traditions and products. In the EU, GI’s are mainly confined to the agricultural sector and these products and practices enjoy protection under EU regulations.

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1 Crowdsourcing is the practice of obtaining needed services, ideas, or content by soliciting contributions from a large group of people and especially from the online community rather than from traditional employees or suppliers. “crowdsourcing.” Merriam-Webster Online Dictionary.2012. http://www.merriam-webster.com (20 December 2012).
TPOs should support and nurture local demand for developing GIs as a differentiator, with the understanding that the level of investment in promotion will depend on the size and attractiveness of the segment.

In the general discussion that followed the presentations, participants discussed the difficulty of promoting halal certification to Muslim populations, who often assume everything is halal, and emphasized the importance of awareness building, as the industry in Malaysia has been doing since the 1980s. The panel agreed that the expected return on investment for niche products and understanding when a niche product becomes mainstream depends both on the market and the consumer. For instance in Malaysia, halal has gone from niche to mass market. In response to a question on how to ensure exporters have the financing needed to invest in certification or other requirements to enter niche markets, speakers pointed out that availability of financing is often not the problem – rather exporters need support to develop viable business cases.

IN CONCLUSION

The main conclusions of the discussion were:

- TPOs must be agile and adapt their services quickly to serve the changing needs of exporters in the services sector. In ICTs, for instance, the advent of crowdsourcing has changed the market from large companies outsourcing large contracts, to SMEs sourcing from freelancers.
- TPOs need to be aware of the new technologies and update how and where they track changes in the market. For instance, critical information is now frequently communicated through blogs and crowdsourcing platforms.
- Identifying and moving early into new market segments can have an important impact. Malaysia experienced important benefits through early recognition of the potential of halal products.
- TPOs need to adapt to the changing needs of exporters that relate to the evolving buying habits of consumer. For instance, tourism consumers are increasingly seeking a personal experience and looking for certain niche products such as geographical indications.
- TPOs should be aware of important feedback links between products, especially niche products, and services. For instance, food products with designated geographical indications are an important part of tourism promotion.
- There is no one answer to asking how much TPO or companies should invest in creating or promoting a niche market or to knowing when a niche market becomes a mass market. Halal for instance, is now moving out of the niche category. TPOs must carefully analyse target segments and prepare for rapid evolution.
ACHIEVING TPO EXCELLENCE FOR PROMOTING EXPORT: ITC AND PARTNERS’ INNOVATIVE SOLUTIONS

PLENARY SESSION

Moderator
Anders Aeroe, Director, Division of Market Development, ITC

Panel members
Stephan Blanc, Chief, Trade Information Services, ITC
Dick de Man, Deputy Executive Manager, Centre for the Promotion of Imports from Developing Countries (CBI), The Netherlands
Ali Mehrez, Senior Manager, Strategy unit, Moroccan Center for Export Promotion (MAROC EXPORT)
John Kester, Programme Manager, World Tourism Organization (UNWTO)
Antoine de Dianous, International Cooperation Mission, Directorate General, UBIFRANCE, France

In a highly competitive environment new approaches and tools to support export promotion and trade-related technical assistance for enterprises, particularly SMEs, are essential in the day-to-day operations of TPOs. In this session, speakers shared examples and introduced their innovative concepts and best practices developed to assist exporting SMEs to achieve sustainable business results. The key guiding questions proposed to the panel for developing their presentations were:

- What innovations have you implemented in your organization, specifically in relation to the following areas:
  - Product and services innovation
  - Process innovation
  - Service delivery mechanisms
  - Internal and external communication
  - Impact measurement

- How do you support innovation in your organization?
- How has your innovation been taken up by your clients, meaning the SMEs?
- If you are part of a network, how has this contributed to innovation in your own organization?

Anders Aeroe opened the session by remarking that while current difficult economic difficulties demand innovation from exporters, TPOs also need to innovate in their products and services to their
clients, and demonstrate their value for money to stakeholders. An international organization such as ITC faces the same imperative. Thus, in this highly competitive environment, new approaches and tools to support export promotion and trade-related technical assistance for enterprises, particularly SMEs, have become essential in the day-to-day operations of TPOs.

**Stephan Blanc** said that ITC is constantly striving to ensure that its offering is relevant for TPOs and SMEs, and that it identifies early opportunities for innovation. Its technique is to: listen to clients and partners, whether through the annual client survey or at events such as this conference; develop ideas internally through thematic working groups, and, to take advantage of the organization’s built-in diversity – a staff of 270 from some 70 nations. The focus is on value, impact and identifying areas for improvement both internally and in the products and services developed for clients and partners. Blanc described a number of ITC initiatives in the areas of business processes and monitoring, product and services portfolios, delivery modes, and partnerships and learning.

**Dick de Man** explained the mission of his organization to contribute to the sustainable development of developing countries through exports to Europe. He described a newly launched market intelligence programme designed for TPOs, other business support organizations and SMEs. A new initiative has been the formation of 25 sector-specific peer groups of business people importing from developing countries, who know their supplier SMEs and their problems, as well as the European context. de Man described a number of CBI’s web-based products, re-designed to be more accessible, offering sector and product level information, many in collaboration with ITC. Furthermore CBI wants to help share information across continents, and he invited conference participants to contribute their experiences, information and lessons learned.

**Ali Mehrez** described his organization’s strategic plan for 2009 to 2018, which has the goal of doubling exports by 2015 and tripling them by 2018 and generating significant new employment. The strategy has three main thrusts: the first focuses on sectors and products, the second on markets most likely to be fruitful for Moroccan exporters, and the third on finding ways to provide full assistance to companies, accompanying them in their export activities. There is a particular emphasis on training, with the aim of helping companies that have never previously exported to become exporters. The organization takes an interactive approach, listening to clients to understand their needs. Its promotional activities include trying to raise visibility for Moroccan products at exhibitions and undertaking a programme of executive marketing, which involves visiting companies and holding meetings with senior management to listen to their needs. Feedback on this approach from Moroccan businessmen has been very positive. The third activity is developing the African market, where Morocco’s penetration has historically been very low. The technique has been to organize ‘flying caravans’ of businessmen, 100 individuals at a time, to visit three or four countries in a week, to establish South-South trading partnerships. The sixth “caravan” is about to set off, and has been heavily oversubscribed.

**John Kester** described the functions of UNWTO, which aims to raise awareness of tourism as an economic driver. Tourism is a complex product with many stakeholders and represents a serious economic activity for many countries, with substantial impacts on employment and economic diversification. All in-bound tourism is an export and all out-bound tourism an import, he noted. Tourism numbers are expected to exceed 1 billion this year, with economic activity around US$ 1,030 billion, plus US$ 203 billion in air transport. Tourism accounts for some 30% of the export of services globally and is the fifth largest export category after fuel, chemicals, food and automotive products. Tourism marketing is usually undertaken by tourist boards on behalf of operators, who are typically SMEs. Tourist authorities are also involved in administration, planning, infrastructure, investment and facilitation. They use classic marketing tools, but few sectors have been changed so much by the internet as tourism. UNWTO has produced guides on e-marketing, benchmarking and evaluation of marketing services, and on crisis communication.
IN CONCLUSION

Antoine de Dianous of the Directorate General of UBIFRANCE took the floor to round up the session and make a special announcement. De Dianous said that all TPOs share the challenge to offer the best possible service to companies in their countries and the need to understand the evolution of the strategic environment in which they operate, and how it affects services and operations. There is an increasingly important link between investment and the creation of new export flows for investors and the country of production; what the French term co-localisation. This is a new export dynamic that TPOs need to integrate into their operations. To assist in this, UBIFRANCE proposed a gesture of solidarity to be adopted by the conference, by which TPOs in developed countries contribute to a fund that will enable TPOs in developing countries to have free access to ITC’s databases. Online access to these tools is of high value to SMEs in developing countries he said. UBIFRANCE proposed to make a financial contribution to such a TPO Support Partnership Fund, and also to link its own databases with those of ITC to broaden and deepen the range of information available.
CONFERENCE SUMMARY

PLENARY SESSION

CONCLUSIONS
Jean-Marie Paugam, Deputy Executive Director, ITC

Jean-Marie Paugam’s speech gave a summary of the conference discussions and he noted that the changes in world trade and the economic climate highlight the relevance of TPOs, which today face three types of challenges:

- The business challenge of boosting exports at a time of sluggish growth at many of the traditional export markets;
- The fiscal challenge of delivering more for less, at least less in terms of public funding; and
- The impact challenge of needing to demonstrate that our work and exports we promote ultimately create jobs and improve living standards.

To confront these challenges and reiterate their legitimacy to policymakers as cost-effective providers of services that benefit society at large, TPOs need to be perceived by their customers and stakeholders as effective and efficient in delivering results.

He said that the conference discussions have provided very valuable and pragmatic directions on confronting these challenges.

Assessing impact

It is through impact assessment that TPOs can meet the three challenges. ‘We must modestly acknowledge that impact assessment for TPOs is in the very early stages of development,’ he said. He outlined three different approaches to impact assessment discussed during the conference:

- The macroeconomic route: this approach essentially tries to measure the labour intensity of export generation, ideally through an indicator of export-supported jobs. The methodologies used by the TPOs in France and the Philippines take this approach.
- The tracking, recording and reporting route: this approach monitors the changes in behaviours and export competitiveness levels of clients due to the TPOs services. Apex-Brasil follows this approach.
- The return on investment route: this approach aims to calculate the multiplier effect that demonstrates the gain in exports based on the public investment into TPOs. This is the methodology that was followed by the World Bank and Kaznex.

All three types of evaluation are very inspiring and promising, but they also have limits: data is hard to gather and linkages between the impact and the TPO’s role are not straightforward to establish.

‘We need to intensify our work on impact assessment. I believe that ITC can be instrumental in accelerating this process both in terms of conceptual contribution and as a platform for knowledge sharing. I look forward to discussing a major breakthrough in this area at our next meeting in two years’ time,’ he told participants.
Operational improvement

At times of change, TPOs need to adapt – and need to be working on how to answer tomorrow’s challenges. Conference participants delivered some concrete and innovative directions. Paugam outlined four of them: innovative services, benchmarking, reaction to sudden change and competition and award.

Innovative services

Innovations can be very simple ideas that make a big difference, he said. At other times they are the outcome of a complex process. He highlighted two innovations discussed at the conference:

- Participants learned tips on how TPOs can serve niche markets. Consumers are moving from buying a standard product or service to buying an ‘experience’ and expecting more customization and personal marketing. For instance, in tourism, consumers increasingly seek a personal and personalized experience, rather than packaged tours;
- Through the example of provision of support services for the green sector, participants learned how well some TPOs are able to adapt and customize their services to the particular needs of a sector. In this case, to raise the industry’s profile through promotional campaigns and assist with gaining access to finance.

Benchmarking

Benchmarking has been clearly recognized as a valuable tool for TPO performance improvement: it is a journey of self-evaluation and it leads to concrete and operational action plans for improvement. Two operational recommendations have come from the discussions:

- Prioritization: TPOs need to accept that not all of the findings of the benchmarking evaluation can be acted on immediately. They need to create an action plan with priorities and realistic milestones and move forward in increments;
- Internal communication: staff may react defensively at first and need to be brought on board. It is important to ensure they do not feel scapegoated in the process and see it as a natural reaction to a more demanding external environment.

‘ITC’s benchmarking tool has reached the maturity that allows us to commit the organization to the development of an ambitious benchmarking work programme and we are looking forward to working on this with many of you,’ Paugam added.

Reaction to sudden change

Paugam thanked MATRADE for proposing a session on how to respond to environmental and other disasters and noted, ‘We have learned a lot from the sharing of individual experiences of reactions to unfortunately horrendous events.’

Paugam emphasised a key take-away from this session: as other public institutions, TPOs have an interest in investigating the risks of adverse shocks against their economies and exporter populations, and prepare in advance an emergency response plan to manage consequences of disasters beyond their control. Such plans should cover: staff mobilization, restoring customer confidence in your country, rebuilding export potentials and detecting new ones, and coping with new measures imposed by foreign partners against your exports.
‘This will contribute to the credibility and relevance of TPOs in the eyes of policy-makers,’ he said.

**Competition and award**

Paugam congratulated the TPO award winners, who ‘demonstrated that the sky is the limit’ when it comes to innovation. ‘We are not shy of competition as TPOs; we are trade people,’ he declared.

As it is for the Olympic Games, participation is what matters because applying for the award is a change agent that increases performance awareness and instigates improvement. Away from the limelight, the ultimate purpose of the awards is to stimulate innovation, continuous improvement and knowledge sharing in the TPO community. ITC depends for its own impact on strong TPOs to act as multipliers and to reach exporters around the world.

**Partnership and solidarity**

The third major takeaway of the conference is in the area of partnership and solidarity between TPOs. ‘While policy-makers easily lean toward mercantilism, trade people know that trade is not a zero-sum game,’ he said.

‘This is even truer in a hyper-connected world, where trade and investment are intimately linked and the import content of exports has dramatically increased within globally integrated supply chains. TPOs must be part of these new dynamics in global trade and increase partnerships between them,’ he said. ‘TPOs need to work together and share best practices – between WTPO conferences – virtually as well as through regional events and one-on-one partnerships.’

Another partnership activity is in sharing access to trade information. Paugam thanked UBIFRANCE for promoting, with ITC, a sponsorship scheme by which TPOs in developed countries contribute to a fund that will enable TPOs in developing countries to have free access to ITC’s market analysis tools.

‘We will do our best to rally some support from developed countries TPOs and try to roll out this TPO Support Partnership Fund in the coming months, ideally before the end of the year (2012). This is of course a symbol more than anything,’ he told participants. ‘It shows the direction in which TPOs from rich and poor countries will increase their partnership for joint operations, shared knowledge, win-win engagement… this [solidarity] is proof that we are a network that continues to innovate and thrive.’

Paugam concluded by announcing that Dubai Exports won the bid to host the 10th TPO Network World Conference and Awards to take place in 2014.
CLOSING CEREMONY

PLENARY SESSION

Panel members
Patricia Francis, Executive Director, ITC
Wong Lai Sum, CEO, MATRADE

TACKLING THE CHALLENGES AT THE PRACTICAL LEVEL

Patricia Francis noted that when ITC closed the World Export Development Forum in Jakarta, Indonesia, two days ago, there was a feeling that participants had gained a better understanding of the trends that affect world trade and the challenges that lie ahead for policy-makers, trade support institutions and exporters.

‘The last two days have given us the chance to go even further and see how some of the challenges identified can actually be tackled at the practical level,’ she said. ‘From benchmarking and assessment to managing sudden change, we have heard some incredible stories of not just innovations by TPOs, but also their impact on exports.’

Francis pointed to three compelling examples presented during the conference:

- **A compelling solution:** It is uplifting to hear stories like El Salvador’s PROESA, which has reinvented itself in the midst of the economic crisis and played midwife to the creation of exports that did not exist before. ‘So when you see or hear of Salvadorian plastics and pharmaceuticals in Ecuador – think of PROESA’, she said.

- **A compelling perspective:** Kazakhstan’s Kanex Invest, which after only four years of operation can demonstrate that every dollar it received in government funding generated US$ 56 in new exports.

- **A compelling opportunity:** Participants have seen how identifying niche markets and moving early into those markets can lead to establishing important market positions. For example, Malaysia has gained important benefits from recognizing early the importance of halal and it continues to develop that market and hold on to its strong export position.
The session on benchmarking and assessment revealed that ITC’s programme has come of age: ‘After two years of hard work by ITC and the TPOs that piloted it the initiative is now a key ITC product with a track record,’ she said. ‘As we roll out this programme, I hope many of you will take advantage of it and in two years’ time we will hear more success stories of TPO improvement and export growth.’

Discussing the way forward, Francis pointed out that TPOs must do a better job of selling themselves as the work of TPOs often goes unnoticed in the eyes of decision-makers and the wider public.

Francis noted that many participants discussed the importance of communicating to stakeholders, of making them understand the impact of their work. She referred to the World Bank study that concluded a 10% increase in the budget of a TPO produces an expansion of exports of between 0.6% and 1.0% – a multiplier of about 50. But does anybody else know? she asked.

‘[What about] our exporters, politicians and the budget hawks at the Ministry of Finance? As Ms. Pilar Lozano Ramirez of ProExport Columbia put it so succinctly, the best way to promote ourselves is to show that we are achieving results, how we are doing it, and that we are doing it in the right way. I hope that by our next conference we will have settled on a best practice methodology of impact measurement,’ she said.

To increase their impact TPOs need to establish ties with sector associations and other private-sector trade support institutions to further enhance the distribution of good practices and build strong bridges with the private sector.

‘All of us will leave the conference energized; contemplating what we can concretely implement from the stories we have heard from our peers. For ITC a key take-away has to be the importance of facilitating the sharing of knowledge and best practices among members of the worldwide TPO community,’ she observed. ‘We are committing ourselves to establishing a TPO networking programme and an online networking community that will allow the conversations to take place virtually, in real time, all the time.’

Francis said ITC will be in touch with participants to seek their input as this platform is being developed. Once a lively network has been created the biennial TPO conference will retain its relevance, but will change in nature.

‘We will not go there to find out about each other’s stories and learn best practices, but will use the time together to build on them, contrast and debate them,’ she said.

In concluding, Francis congratulated this year’s award winners: the Uganda Export Promotion Board, Jamaica Promotions Corporation, ProMéxico and Advantage Austria. She also thanked everyone who made this conference possible: MATRADE, the Government of Malaysia, the team at ITC, and the participants for their time and contributions.

IMPLEMENTING INNOVATIVE PRACTICES

Wong Lai Sum expressed her ‘sincere appreciation’ to all that have contributed to the successful organization of the 9th TPO Network World Conference and Awards. ‘To the delegates who have come from all over the world to join this two-day conference, I am certain your time was well spent listening and participating in the discussions and in the networking opportunities that the conference provided to all of us,’ she said.

However, she pointed out that the greater benefit of events of this nature is in the follow-through, follow-up and the implementation of ideas presented, solutions discussed and best practices shared for the enhancement of trade facilitation and trade promotion.

‘We need to work together as one big trading and exporting community to ensure we can continue to grow trade and contribute to the economic development of all our economies,’ she told participants. ‘As
TPOs, we assume an important role in economic development, generating employment and raising income levels by assisting companies in creating added value to products and services and opening up new market opportunities.

Wong acknowledged that the task is indeed very challenging, especially in the current global environment. However, TPOs can lighten their burden a little by working together and complementing their efforts in various areas, including exchanging and sharing of trade information, training and capacity development programmes, as well as leveraging on trade promotion platforms.

‘We do not have to wait for another two years for a conference to share information, but to keep the lines of communication open through to the next conference where we will gather again to expound on new solutions,’ she said.

Wong thanked ITC Executive Director Patricia Francis and her team for the guidance and support throughout the preparation and hosting of the 2012 TPO Network World Conference and Awards.
‘What does it mean to be a winner in general and the winner of the TPO Awards in particular? The awards are more than a sign of appreciation from your peers. They are confirmation of your performance to deliver export development initiatives with concrete outcomes and impact on export development. TPOs’ success will be measured by the success of the companies they assist.’

Patricia Francis, Executive Director, ITC

The TPO Network Awards Ceremony traditionally takes place at a Gala Dinner following the first day of the conference. Before the dinner and the announcement of the award winners Patricia Francis addressed the audience.

‘We have spent a day talking about innovation, sharing good practices and learning. This morning I talked about some of the take-aways relevant for TPOs from our World Export Development Forum (WEDF) in Jakarta earlier this week,’ she said. ‘As Minister Y.B Dato’ Sri Mustapha Mohamed highlighted, TPOs need to innovate deliver improved services.’

Francis noted that innovation is a necessary but not in itself sufficient condition for a TPO to be a winner, to meaningfully impact a country’s exports. TPOs and their clients must also have the relevant market information and the right networks; and for exporters to be successful, they need to be able to navigate easily through the overall regulatory environment in a business friendly manner. The importance of information, networks, trade finance and trade facilitation were all highlighted at WEDF, particularly in the South-South context, where the crucial information link between countries in different regions is often missing.

She commented that of all these important areas, the need for information and market intelligence perhaps comes first. Unless companies understand market trends and needs, trade flows and the status of the competition, they will not be able to identify and take advantage of market opportunities.

‘This is particularly the case for South-South trade. Exporters in emerging economies often lack the market information and contacts that their competitors in OECD countries have, because they are not used to trading with other emerging regions,’ Francis told participants. ‘If South-South trade is to thrive, this information asymmetry must be addressed. This is the raison d’être of ITC’s work in trade intelligence.’

She reminded participants that last month ITC made available via its online market intelligence portal, Trade Map, which provides key data on importers and exporters from more than 60 countries. The goal of this portal is to assist in the identification of potential trading partners.
We hope to at least double the current database of 250,000 companies, particularly with data from developing and least developed countries. If you have a database of export or import companies, please let us know so that we can find a way to integrate that data and help your companies locate trade contacts more easily,' Francis said.

She informed participants that in the spirit of cooperation on market intelligence among TPOs, that ITC and selected partners plan to launch a North-South partnership for TPO development later at the conference. Under this partnership, TPOs from high-income countries can sponsor free access to ITC’s market analysis tools for users in developing and least developed countries.

Wong Lai Sum and Datuk Rebecca Fatima Sta Maria joined Patricia Francis on the stage to congratulate the winners of the 2012 TPO Network Awards in Export Development Initiatives.

GLOBAL AWARDS RECOGNIZE EXCELLENCE IN EXPORT DEVELOPMENT INITIATIVES

Winners of the 2012 Awards are recognized for having demonstrated outstanding performance in the use of innovative and efficient systems and procedures in their export development initiatives. ITC’s Director of the Division of Business and Institutional Support, Aicha Pouye said: ‘The winners of the 2012 TPO Network Awards have been chosen because of the hard work they have laid down and the results they have achieved in their efforts to serve their exporters in the best possible way. They are innovative, forward-looking, and have set examples for others to follow.’

To allow for more good practices to be shared among the TPO Network, the Adjudicating Panel this year recognized second and third place winners in some categories, as well as a Special Mention award.

**Least Developed Country category:** The Uganda Export Promotion Board (UEPB) received its award of excellence in this category. Second place went to the Zambia Development Agency (ZDA) and third to the Benin Agency for Trade Promotion (AbePEC).

**Small Island Developing States category:** In this category, the Jamaica Promotions Corporation (JAMPRO) came out on top, followed by the Dominican Republic Export and Investment Centre (CEI-RD) in second place.

**Developing Country category:** ProMéxico was found to have excelled in its country category while second and third place recognition went to the Jordan Enterprise Development Corporation (JEDCO) and Dubai Exports respectively.

**Developed Country category:** In this category Advantage Austria was given the highest accolade, followed by the panel’s recognition of Enterprise Lithuania in second and UBIFRANCE third.

**Panel’s Special Mention Award:** Swiss Trade and Invest (OSEC) won the Special Mention award for its Pool of Experts initiative which has sustainably and efficiently optimized OSEC’s business model in the provision of effective consulting services.
WHY THE AWARD?

The 2012 TPO Network Awards – Excellence in Export Development Initiatives – focused on key processes required to offer an effective export development initiative and on the overall impact of the initiative. The award was granted to the TPOs that demonstrated outstanding performance in the use of innovative and efficient systems and procedures for an export development initiative that has produced a demonstrable impact on the competitiveness of enterprises and/or sustainable exports. The key areas were assessed by the Adjudicating Panel, comprised of four distinguished TPO practitioners, including a senior representative of each of the 2010 TPO Network Awards winners. ITC Executive Director Patricia Francis chaired the Adjudicating Panel. The business processes assessed were:

- Determining the needs for the export development initiative;
- Performance monitoring of the initiative;
- Confirming the consistency and compatibility of the export development initiative with the overall strategy of the TPO; and
- The demonstrated effectiveness of the initiative.

ADJUDICATING PANEL

The TPO Network Awards Adjudicating Panel is comprised of distinguished TPO practitioners, including a senior representative of previous edition’s TPO Network Awards winners. ITC’s Executive Director chairs the Adjudicating Panel. The 2012 Adjudicating Panel members are:

- Patricia Francis, Executive Director, ITC, Chairperson
- Aicha Pouye, Director, Division of Business and Institutional Support, ITC, Panel member
- Ana Paula Lindgren Alves Repezza, General Business Manager, Apex-Brasil, Panel member
- Dev Chamroo, CEO, Enterprise Mauritius, Panel member
- Susan Haird, representing UKTI, Panel member
- Wong Lai Sum, CEO, MATRADE, Panel member
WINNERS’ SHOWCASE

UGANDA – LEAST DEVELOPED COUNTRY AWARD

Uganda: The Uganda Export Promotion Board (UEPB)

‘UEPB together with other stakeholders formulated the National Export Strategy, which is the cornerstone for export promotion and development… and synchronizes with the National Development Plan and National Trade Policy. Also, previously, production and marketing were not synchronized. Today, there is a lot of effort in ensuring that ample market research is undertaken before production begins. Cooperatives understand what the market needs and produce as per market specifications and timelines. Countries should not fall into the pitfall of haphazard production.’

Daniel Karibwije, Director, Trade Promotion & Public Relations, Uganda Export Promotion Board

Uganda’s Export Promotion Board partnered with the Uganda National Agricultural Advisory Services and created the Horticultural Export Initiative Programme Marketing Project. The project is designed to boost market-led production and productivity in selected agricultural clusters. This is a critically important sector with huge potential in many countries, particularly LDCs. This sector has the potential to employ disadvantaged men, women and young people across the entire value chain. The Board chose three cooperatives clustered to produce citrus in northern Uganda, pineapples in central Uganda and hot peppers in eastern Uganda. A Market Linkage Centre was created in each cooperative to link cooperatives and farmers groups to export markets. The first step is to enter regional markets with a target of US$ 500,000 in export earnings.

JAMAICA – SMALL ISLAND DEVELOPING STATES AWARD

Jamaica: The Jamaica Promotions Corporation (JAMPRO)

‘[We selected companies] in sectors highlighted in our National Export Strategy, mainly from the agro-processing sector. The biggest challenge our companies face is access to financing. [But they] were also in need of technical assistance to improve their operations, infrastructure, factories and production facilities so they could meet market access requirements.’

Delaine Morgan, Vice President, Jamaica Promotions Corporation

JAMPRO from Jamaica launched its Export Max: Enterprise Development for Export Growth programme to enhance the competitiveness of existing exporters and export-ready firms. The programme provides customized capacity building and marketing support to 15 firms selected as having the best growth potential. Just seven months into the programme, participating companies have reported export sales of US$ 1.5 million and more than 70 trade leads are being pursued.
MEXICO – DEVELOPING COUNTRY AWARD

Mexico: ProMéxico

‘Big corporations in Mexico export millions of dollars of agricultural products to the US. But we have thousands of small producers who don’t know how to do it. We had to certify first; they also needed financing and to change the type of production they have. They needed to know about procedures and logistics. But basically, they just had to get together.’

Carlos Casas, Head of Export Promotion Unit

ProMéxico’s Export Supply Integration Model (INTEX) is an example of an innovative model. It focuses on increasing the productivity and competitiveness of SMEs. It does this by enabling them to take advantage of the opportunities in international market by using partnership schemes. ProMéxico identified a market opportunity of US$ 250 million annually for greenhouse tomatoes. Then, it developed a plan to boost the export capacity of small producers of greenhouse tomatoes. INTEX brought together 500 small producers from 133 different states under a unified brand that in 2011 resulted in US$ 40 million of exports.

AUSTRIA – DEVELOPED COUNTRY AWARD

Austria: Advantage Austria (WKO) – Developed Country Award

We needed to remedy a situation in Austria – the shortage of venture capital and access to key markets. We have a vibrant scene of IT companies ... but there is a lack of money for small companies that have good ideas and need big global markets. So we introduced small Austrian start-ups to venture capitalists and to other technology firms [in the US] to look for partners and share technology.

Karl Hartleb, Deputy Director General, Advantage Austria

Advantage Austria, the country’s Foreign Trade Promotion Agency, developed a unique initiative to promote Austria’s IT industry abroad and strengthen its competitiveness at home. The ‘Go Silicon Valley’ initiative is enabling small and medium-sized companies to break into the US market and to access risk capital. Under the ‘Go Silicon Valley’ project, Austrian companies spend three months in Sunnyvale California at the Business Accelerator Plug and Play Center to kick-start their businesses. By exposing Austrian companies to the fiercely competitive Silicon Valley environment, they quickly adapt their business plans and become scalable businesses.

TPO NETWORK AWARDS WINNERS BOOKLET

Following each edition of the TPO Network Awards, ITC publishes a booklet showcasing the achievements of the winning TPOs. The TPO Network Awards Winners Booklet will be published in hard copy and made available for download from the TPO Network website in the first quarter of 2013. The booklet will be published in English, French and Spanish.
APPENDIX

CONFERENCE EVALUATION

The following is the statistical evaluation of the participants’

<table>
<thead>
<tr>
<th>Overall event success</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 What is your overall evaluation of the Conference?</td>
<td>32%</td>
<td>62%</td>
<td>6%</td>
<td></td>
</tr>
<tr>
<td>2 Has your knowledge about different mechanisms for innovating TPOs’ business improved as a result of the conference discussions?</td>
<td>19%</td>
<td>56%</td>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>3 How would you rate what you have learnt during the Conference as to the practical design and implementation of innovative solutions to achieve TPO excellence in promoting exports in current competitive economic and unforeseen environment?</td>
<td>19%</td>
<td>52%</td>
<td>29%</td>
<td></td>
</tr>
<tr>
<td>4 How would you describe the level of dialogue with participants from other countries?</td>
<td>38%</td>
<td>53%</td>
<td>6%</td>
<td>3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Conference organization</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 How do you rate the management and organization of this Conference by MATRADE as the host TPO?</td>
<td>63%</td>
<td>34%</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td>6 How do you rate the location (Kuala Lumpur, Malaysia)?</td>
<td>48%</td>
<td>42%</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>7 How do you rate the Conference facilities (MATRADE Exhibition &amp; Conference Centre)?</td>
<td>66%</td>
<td>28%</td>
<td>3%</td>
<td>3%</td>
</tr>
<tr>
<td>8 How do you rate the accommodation at your Conference hotel?</td>
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<td></td>
<td></td>
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<tr>
<td>• Hilton KL</td>
<td>83%</td>
<td>17%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Sunway Putra</td>
<td>22%</td>
<td>64%</td>
<td>14%</td>
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<tr>
<td>• Seri Pacific</td>
<td></td>
<td>100%</td>
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<td></td>
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<tr>
<td>• Other (please specify)</td>
<td>50%</td>
<td>50%</td>
<td></td>
<td></td>
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</tbody>
</table>

| How do you rate the simultaneous interpretation in English? | 8% | 44% | 40% | 8% |
| How do you rate the simultaneous interpretation in French? | | 56% | 44% | |
| How do you rate the simultaneous interpretation in Spanish? | 8% | 50% | 25% | 17% |
### Please evaluate the usefulness / quality of each of the Conference sessions/events -

<table>
<thead>
<tr>
<th></th>
<th>Session Description</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
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<tr>
<td>10</td>
<td>Plenary 1 - Relevance of TPOs in today’s world: Benchmarking for TPOs</td>
<td>19%</td>
<td>68%</td>
<td>10%</td>
<td>3%</td>
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<tr>
<td>11</td>
<td>Plenary 2 – From TPO assessment to performance improvement</td>
<td>20%</td>
<td>74%</td>
<td>3%</td>
<td>3%</td>
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<tr>
<td>12</td>
<td>Break out session 1: Impact assessment of TPO’s services: Ways to measure the TPOs impact on employment generation.</td>
<td>27%</td>
<td>69%</td>
<td>4%</td>
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<tr>
<td>13</td>
<td>Break out session 2: How can TPOs react to and prepare for sudden change?</td>
<td>21%</td>
<td>42%</td>
<td>37%</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>Presentations from winners of the 2010 TPO Network Awards</td>
<td>26%</td>
<td>63%</td>
<td>11%</td>
<td></td>
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<tr>
<td>15</td>
<td>Bidding for the 10th TPO Network World Conference: Presentations by prospective hosts</td>
<td>41%</td>
<td>45%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>TPO Network Awards Night 2012</td>
<td>65%</td>
<td>27%</td>
<td>8%</td>
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</tr>
<tr>
<td></td>
<td>Please evaluate the usefulness / quality of each of the Conference sessions/events -</td>
<td></td>
<td></td>
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<tr>
<td>17</td>
<td>Break out session 1: Sharing of experience by TPOs in developing green industry</td>
<td>14%</td>
<td>50%</td>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Break out session 2: New avenues of TPO’s services that help enterprises to tap into niche markets</td>
<td>28%</td>
<td>48%</td>
<td>24%</td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Plenary Session 1: Achieving TPO excellence for promoting export: ITC &amp; Partners’ innovative solutions</td>
<td>24%</td>
<td>72%</td>
<td>4%</td>
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</tr>
<tr>
<td>20</td>
<td>Visit to the Malaysia Export Exhibition Center (MEEC) / Business Information Centre (BIC) / Trade Museum</td>
<td>27%</td>
<td>69%</td>
<td>4%</td>
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</tr>
<tr>
<td>21</td>
<td>Lunch Break Presentations: New Features of ITC’s Trade Map</td>
<td>8%</td>
<td>63%</td>
<td>17%</td>
<td>12%</td>
</tr>
<tr>
<td>22</td>
<td>Lunch Break Presentations: ITC’s Standards Map</td>
<td>20%</td>
<td>62%</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>23</td>
<td>Presentations by the 2012 TPO Network Award winners</td>
<td>47%</td>
<td>50%</td>
<td>3%</td>
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</tr>
<tr>
<td>24</td>
<td>Conference Summary</td>
<td>46%</td>
<td>50%</td>
<td>4%</td>
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</tr>
<tr>
<td>25</td>
<td>Closing ceremony</td>
<td>62%</td>
<td>38%</td>
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</tr>
</tbody>
</table>
The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.

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