WHAT MAKES A WINNER?
THE AWARDS

The 4th TPO Network Awards were presented at the 8th TPO Network World Conference, which took place in Mexico City, Mexico, in October 2010. The event brought together more than 150 participants from 50 countries to address the theme, Building Export Success – Enhancing TPO Impact in a Changing Global Environment.

The Awards recognize successful TPO management and business processes, in order to foster the sharing of distinguished practices among TPOs and encourage TPO innovative approaches and initiatives. The 2010 Awards recognized Excellence in Export Development Initiatives. The four categories for the Award, as decided by the 2010 Adjudicating Panel, were:

- Best TPO from a Least Developed Country (LDC)
- Best TPO from a Developing Country
- Best TPO from a Developed Country
- Best TPO from a Small Island Developing State

In 2010, the Adjudicating Panel members chose to recognize four applications that warranted honouring due to the innovativeness of their initiatives or processes, but had not been strong enough in all areas of their application to win. Consequently four additional awards were approved during the final meeting of the Adjudicating Panel: two Runners-up and two Special Mentions in the developing and developed country categories. No award was granted in the category ‘Best TPO from a Least Developed Country’.

THE 2010 WINNERS

- **Brazil**: Best Trade Promotion Organization from a Developing Country (Brazilian Trade & Investment Promotion Agency – Apex-Brasil)
- **The United Kingdom**: Best Trade Promotion Organization from a Developed Country (UK Trade & Investment - UKTI)
- **Mauritius**: Best Trade Promotion Organization from a Small Island Developing State (Enterprise Mauritius)

Runners-up:

- **Armenia** – from a Developing Country (Armenian Development Agency - ADA)
- **Hungary** – from a Developed Country (Hungarian Investment and Trade Promotion Agency - ITD Hungary)

Special Mention:

- **Malaysia** – from a Developing Country (Malaysia External Trade Development Corporation - MATRADE)
- **Australia** – from a Developed Country (Australian Trade Commission – Austrade)
Between 2008 and 2010, the International Trade Centre (ITC) worked to improve the overall structure and procedure of the Awards, in particular to improve its approach in recognizing good practices and, in turn, to contribute to the constant improvement TPOs undertake to raise the level of standard practice. The definition of success was reviewed and clarified together with revised or clearer criteria to allow for the identification of good practices.

The 2010 application process was restructured to recognize success in terms of the impact the TPO achieves and the processes used to achieve this success. This restructuring provided a means to identify and define good practice. Public recognition of these practices is one way of defining, supporting and sharing the highest standards from which all TPOs can benefit.

The 2010 TPO Network Awards’ applicants used this new approach to describe their highest achieving export development initiatives. They demonstrated innovation and efficiency in their approach to selecting and designing their services, as well as measuring and tracking results. The winners also considered the value of their export development initiatives to support their clients’ sustainable success in the global market.

Three countries were recognized for their outstanding national efforts. Each applicant demonstrated a unique approach to the common activities that TPOs must undertake to select, conceptualize, develop, and track the impact of their initiatives. The winners were selected on the basis of the impact they were able to demonstrate as well as by the innovativeness and thoroughness of their approach to each of these critical activities. Some of these pioneering approaches that are replicable for other TPOs include:

- A model that assists the TPO to identify industry needs, match these needs with support programmes and track the changes in the beneficiaries of these programmes.
- An integrated model that allows customized support to be matched to individual export competency and carries the companies through each stage to exporting. The suite of support services under this initiative includes programmes that facilitate changes in attitude for a more effective result when exporters graduate to programmes that help them change the behaviour that impedes their competitiveness.
- Original approaches to working in partnership on the design, delivery and sustainability of export development initiatives.
- The way beneficiaries are identified and the innovative approaches used to ensure the right support reaches them.
- New technologies used to effectively design measures and track changes in attitudes, behaviours, and export success.

This is a brief description of the many noteworthy approaches that both winners and non-winners illustrated in their applications. All applicants described the work they undertake to understand and mitigate the challenges faced by SMEs in becoming and remaining competitive exporters.

TPOs are constantly challenged to track their impact, yet tracking impact of export development initiatives is much more difficult due to the intangible changes that often occur as a result of these types of services. Thoughtful approaches to tackling this issue were demonstrated by many applicants. Through these awards ITC aims to facilitate knowledge-sharing and the replicating of these practices so that all members of the TPO Network can benefit from them.

TROPHY DESIGN

The trophy design is based on the ITC logo symbolizing ITC’s signature in hosting the only global awards to recognize trade promotion organizations. 2010 marked the first year of this signature trophy and is now the standard TPO Network Award. Every two years, the trophies will be produced in the country hosting the TPO Network World Conference and Awards ceremony as part of the host’s contribution to the event.

The trophy was designed by Jeremy Brown from ITC and produced by Smart Marketing Solutions Mexico City, Mexico.
I would like to congratulate all applicants for the 2010 TPO Network Awards. The new approach devised by ITC for the 2010 Awards allowed the applicants and the Adjudicating Panel to better identify specific practices and provided strong criteria for recognizing and better understanding innovative initiatives.

ITC’s TPO Network Awards recognize those TPOs that understand where the opportunities are and think about innovative ways to motivate companies to improve their capabilities so they are strong players in the export markets they are competing in. Success today also depends on understanding the nuances of supply chains and how companies can fit into a global supply chain. Business is no longer focused solely on end-to-end production – it is about being part of a whole. Globalization is creating more opportunities to do this and SMEs require tools to design strategies that will put them in the forefront.

TPOs contribute to job creation and export income for their countries by offering targeted services to enterprises that enable them to extend their reach globally and boost exports. The global economic recession has increased the pressure on TPOs to demonstrate the value for money they deliver by recording and reporting the impact of their services. Importantly, these Awards encourage benchmarking among TPOs in this area among others. ITC is currently emphasising its commitment to supporting TPOs in enhancing their systems that enable them to illustrate their effectiveness.

What Makes a Winner? showcases the fourth round of the TPO Network Awards, first held in 2004. These winners are successfully tackling the growing challenges of today’s increasingly competitive marketplace and the effects of the global economic recession. They are delivering real value to their customers.

Congratulations again to the 2010 winners! I look forward to working with you over the next two years in the lead-up to the 2012 TPO Network World Conference and Awards, to be hosted by MATRADE in Malaysia.

Patricia Francis
Executive Director
International Trade Centre
As a small island state, we need to cope with the [changing] global environment and constantly adapt. The dynamic evolution of the world trading environment is moving so fast that even the smartest are being outpaced. It’s important to be innovative and inventive, and very close to your stakeholders.

Prakash Beeharry, CEO, Enterprise Mauritius

In the past, TPOs were more geared towards providing information to bridge the knowledge gap between suppliers and demanders of commodities. They had more involvement with supply chain variables. But today’s international commercial environment is complex and presents interlinked challenges.

These changing times prompted Enterprise Mauritius (EM) to re-engineer itself from a Trade Support Institution and Trade Promotion Organization to a full-fledged Trade Development Organization. EM recognized the need for a broad-based arsenal of multi-functional tools to address the full spectrum of enterprises’ needs holistically. The challenge was to diagnose enterprises and sectors and prescribe solutions to strengthen industry’s overall competitiveness.

To do so, EM engaged with all stakeholders – government ministries, institutions and the private sector – to work towards a “solution based architecture”. The result is a nationally and internationally recognized model that is sensitive and versatile enough to be replicated by other TPOs.

THE 3CS MODEL – COMPETITIVENESS, CONFORMITY, CONNECTIVITY

In the 3Cs model, Competitiveness Enhancement focuses on diffusing technology, developing enterprises, providing working capital and sourcing clean energy. Product Conformity provides support for upgrading product quality, standards and packaging. Market Connectivity involves surveys of markets with export potential, business meetings, international trade fairs, and financial assistance to companies exploring foreign markets.

The 3Cs model has the capacity to identify and classify all of industry’s needs, at firm, cluster or sectoral levels. This structured approach enables EM staff to formulate and implement support programmes aimed to optimize TPO performance and maximize the benefits for beneficiaries. The model enables decision-makers to identify:

• Where support is needed
• Which type of support is needed in each area
• How much support is needed in each area
• How to formulate and design effective support schemes
• How to match resource requirements to implement support initiatives

What Makes a Winner?
A public-private partnership was established involving the chamber of commerce, industry associations, ministries and public institutions. Partners worked together to promote a shared vision and to clarify specific responsibilities, beneficiary eligibility criteria, application processes and procedures.

**CLIENT DEVELOPMENT PLANS AND SUPPORT SCHEMES**

Customized plans are developed to meet identified needs in clearly defined timeframes. This is followed by the design of support schemes that enable enterprises to access assistance – technical, financial, expertise-led, etc. – in a cost-sharing partnership. The following instruments are currently being used under the 3Cs model following cross-sectoral diagnostics of more than 200 companies.

**Competitiveness Enhancement**

**Technology Diffusion Scheme (TDS)** is a co-funding scheme to assist manufacturing enterprises to acquire new technologies or to upgrade existing technological capabilities.

**Enterprise Development Fund (EDF)** assists qualifying businesses to access external resources and expertise not readily available to them. It aims at overcoming organizational barriers to growth and competitiveness, with particular emphasis on developing exports.

**Mechanism for Transitional Support to the Private Sector (MTSP)** supports small companies facing cash flow problems, including meeting working capital requirements and restructuring existing loans.

**Cleaner Production Processes**

This instrument helps businesses in alternative energy sourcing and cost reductions.

**Product Conformity**

**Support to Upgrade Product Quality, Standard and Packaging (PQSP)** assists enterprises to obtain quality certification. This improves product quality and processes in conformity with regulations. It also assists firms to upgrade packaging design for better presentation and to meet EU and US Food and Drug Administration labelling requirements.

**Market Connectivity**

**Market Intelligence**

Market surveys are conducted in selected markets with export potential.

**Contact Promotion Programme**

EM creates platforms to promote business-to-business meetings.

**International Promotional Events**

EM provides logistics and financial support to enable manufacturers to participate in international trade fairs.

**Buyers and Sellers Meetings**

EM provides financial support and organizes international meetings with targeted buyers in a “solo-country” format.

**Marketing Trip Schemes**

Financial assistance is provided to manufacturing companies to explore potential markets.
IMPACT ASSESSMENT – THREE CASE STUDIES

EM applied the 3Cs model in three case studies and reports that the assessed success rate was "beyond expectations". The findings are as follows:

• **New market development for SMEs in the Swedish market.** This project supported Mauritian SME clothing manufacturers in developing export opportunities in Sweden. From 2006-2009, exports of clothing to Sweden grew from less than 2 million rupees to nearly 10 million rupees.

• **Demystifying the US market for SMEs.** This project sought to help Mauritian agro-processing and textile companies penetrate the US market. From 2008-2009, exports by large enterprises increased 21%, while SMEs without prior US export experience realized 69% growth.

• **Preparedness of SMEs to export to the EU market.** EM created an action plan to inform and prepare SMEs to meet new European product regulations. The European Commission commended EM and provided funding. In 2008, not a single Mauritian SME was exporting to the EU. By June 2009, three SMEs were regularly exporting processed food to France with a value of nearly 5 million rupees.

Monitoring and evaluation is ongoing; an impact assessment of the three pilot projects was conducted in July 2010 for a "realistic evaluation" of the 3Cs model.

A REPLICABLE, SMARTER MODEL

EM CEO Prakash Beeharry says the 3Cs model has proven to be SMARTER – simple, measurable, actionable, realistic, timeliness, evaluate and re-evaluation. The unique characters of the model are that it is scientific in approach, orderly in concept and understanding, exhaustive in capturing industry needs, clear in methodology, efficient in resource planning, comprehensive in solution generation, and effective in results orientation.

A TWO-TIME WINNER

This is EM’s second Award. In 2006, it was recognized for an integrated approach that allowed it to look at the internal capability of Mauritian businesses and international market opportunities simultaneously rather than sequentially. This allowed EM to respond to change more rapidly, and support more companies in moving from a local market orientation to exporting.

It looks to be an effective mechanism for all Trade Development Organizations committed to efficient services delivery. It represents an 'all-in-one' formula for best practices and benchmarking.

Prakash Beeharry, CEO, Enterprise Mauritius

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What Makes a Winner?

BRAZILIAN TRADE AND INVESTMENT PROMOTION AGENCY

MEETING THE CHALLENGES OF DOMESTIC AND INTERNATIONAL MARKETS – PEIEX

Our clients are involved and consulted constantly. We always listen to our clients' needs so that we understand how to solve their problems. We have had a significant impact on Brazilian companies’ competitiveness, preparing them to meet the challenges of domestic and international markets.

Mauricio Borges, Director, Apex-Brasil

Brazilian companies were facing increasing competition abroad and at home. Sometimes, going global was the only option to survive. Many companies were not prepared for the new economic reality. Some were interested in taking part in the Brazilian Trade and Investment Promotion Agency’s (Apex-Brasil) trade promotion projects, but they were not ready to become exporters – they needed capacity building and coaching. Other more mature Brazilian companies that were exporting or export ready, needed more sophisticated, integrated services.

AN INTEGRATED APPROACH TO SERVICES

In 2007, Apex-Brasil initiated a broad strategic planning process, involving several internal discussions as well as consultations with Brazilian industry and trade associations representing private sector interests. These discussions raised the need for export development programmes to complement Apex-Brasil’s services.

This called for a new integrated approach to services so that a company could receive different kinds of assistance according to its level of preparedness. Apex-Brasil adopted strategic objectives:

- Promoting the internationalization of Brazilian companies;
- Increasing the number of Brazilian exporting companies;
- Strengthening the Brazilian presence in its main exporting markets;
- Adding value to Brazilian export portfolio; and
- Attracting foreign investments into Brazil.

Following this strategic planning process, that same year Apex-Brasil ran a market study together with the Institute for Applied Economic Research aimed to identify Brazilian non-exporting companies that had features of potential exporters: a highly qualified workforce and innovative products.

The study showed that about 5,000 companies would qualify and confirmed the clear need for an initiative that could support their export efforts. These companies became the target clientele of a new programme, PEIEX – Projecto Extensão Industrial Exportadora (Industrial Extension for Exporting Project) – to support the strategic objective of increasing the number of Brazilian exporting companies.

Geographic segmentation of the target clientele was based upon economic and demographic variables, determined by Apex-Brasil together with the Brazilian Ministry of Labour, Brazilian Institute of Geography and Statistics, UN Development Programme, and the Brazilian Ministry of Development, Industry and Foreign Trade. PEIEX units were established in 10 Brazilian states and have been providing export capacity building services to 5,290 companies since 2009.
ENHANCING COMPETITIVENESS OF BRAZILIAN COMPANIES

PEIX enhances competitiveness of Brazilian companies by using a broad network of consultants to help entrepreneurs identify critical challenges, and improve business processes and operations in areas such as management, marketing, human resources, financing, production and international trade. PEIX’s export development objectives include:

• Creating awareness about the areas of the company that must be improved to increase its competitiveness in the international market;
• Changing company attitudes about the need to improve one or more areas covered by PEIX methodology;
• Changing behaviour through incorporating better managerial practices, such as resources, market and production capabilities; and
• Increasing exports through improving competitiveness and alignment between PEIX and other Apex-Brasil export initiatives.

A customer relationship management (CRM) strategy was launched that divided clientele according to their export readiness: non-exporters, beginners, intermediates, and experienced or international companies. At the same time, Apex-Brasil’s services were classified according to their main benefits and impacts on clients: information, export qualification, export promotion, positioning and image promotion and internationalization support.

PEIX belongs to the export qualification category. All these services are interlinked in a well-designed system. This allows companies from various sectors, different sizes and levels of business development to find the appropriate Apex-Brasil services.

DESIGNING, DEVELOPING AND DELIVERING THE INITIATIVE – IN PARTNERSHIP

After defining PEIX’s target clientele and geographic coverage, Apex-Brasil analysed its internal capabilities and resources. It decided that the more effective and efficient way to create an export capacity building programme was to match its expertise in export promotion initiatives and strategic alliances’ management to the coaching capabilities of regional partners that could leverage the widespread presence and penetration of the service.

Apex-Brasil established strategic alliances with more than 25 local academic institutions to act as distribution channels for the service. PEIX became an off-the-shelf initiative augmented by customized consulting activities performed by the PEIX team and through workshops offered by the academic institutions.

PEIX consulting and coaching services were provided for free, based on the presumption that the companies would have to invest in the changes indicated by the PEIX work plan.
What Makes a Winner?

«MAJOR IMPROVEMENTS» OVER THE LAST THREE YEARS

The PEIEX methodology is based on continuous evaluation and monitoring of outcomes and results achieved by the supported companies. In this way, expected changes can be traced and corrective measures taken. Each phase of the methodology includes standard operational procedures, forms and reports that must be observed to enable the company to move on to the next phase and to give important feedback to the PEIEX team.

Apex-Brasil experienced major improvements over the last three years. Statistical data comparing 2006 to 2010 shows positive results. The number of events grew from 394 in 2006 to 842 in 2009. By the end of 2010, Apex-Brasil will have organized more than 900 events.

The number of companies assisted rose from 4,699 to 12,783 and the share of assisted companies in total exports increased from 6.5% to 22.98%. The number of industrial and services sectors served grew from 52 to 80.

In addition to quantitative results, Apex-Brasil has a methodology of monitoring and measuring the other impacts of its activities. A sophisticated system of project management used across Apex-Brasil, as well as by all the partners involved in supported projects, enables staff to identify all the outputs and results of the initiatives.

BUSINESS INTELLIGENCE DELIVERS VALUE FOR MONEY

For Apex-Brasil the value for money principle has been realized since the new strategy was developed in 2007. Since then, identifying priority markets and sectors, as well as the kind and format of activities is based on business intelligence. Each decision considers research, analysis, statistical data and market trends together with the characteristics of the potential sectors and clients involved.

A GOOD MODEL FOR OTHER TPOs

There are many innovative features of Apex-Brasil’s model that can be benchmarked and used by other TPOs. This is already happening.

Apex-Brasil’s successful initiatives that can be replicated include:

- An integrated approach to the services portfolio;
- A project management and results monitoring system;
- A strategic decision-making process based on business intelligence;
- Customer relationship management; and
- A strategic partnership approach.
For UKTI, measuring impact is all-important. This helps us identify gaps in services for experienced SME exporters who could achieve benefits by expanding into new markets – a key tipping point for exporters. We also found that a service was needed to help innovative SMEs grow their businesses.

UKTI Deputy Chief Executive Susan Haird

UKTI recognized the need to develop a service that would help innovative SMEs with two to ten years of export experience to grow their business by entering new, more challenging markets. These companies needed a new approach to export support that recognized the changes in the international business environment that have occurred over the last 10 years.

Today, every government is demanding that TPOs show value for money. In the US and Europe, growth rates are low and the pace of global demand is also slow. To be competitive when global demand is restrained by the economic recession is a huge challenge. TPOs must promote growing markets, which will help to demonstrate value for money. They must also measure what they do.

UKTI’s programme, Passport to Export, delivered very structured and specific export support to new-to-export SMEs. However, as of 2007, evidence, including academic analysis of UKTI data concerning the maturity and size of exporters and the barriers they face, showed SMEs could achieve significant benefits from expanding into new markets. But in attempting to do so, they would encounter new and varied challenges.

Evidence also showed that UKTI assistance had the greatest effect on innovative companies, which were most likely to maximize the benefits from exporting. Diversifying into new export markets is critical to a business; it provides the opportunity to expand, to improve the business and to grow greater returns on investment in business infrastructure, including R&D.

UKTI research also showed that international business is important to innovative SMEs because it allows them to maximize returns on investment in innovation and intellectual property. As a result, it maximizes their potential to add dynamism to the UK economy.

Once we identified this gap in the market, we implemented a system for in-depth account management for a group of new customers for 18 months, through which we identified needs and markets that might be most appropriate.
Ms. Haird says implementing in-depth account management for a new group of customers and drawing on the private sector for supporting these customers was innovative for UKTI.

AGE – A CRITICAL FACTOR

Expanding into new markets creates a key ‘tipping point’ in terms of business growth, while creating a further demand for support. UKTI maintains that exporting does not get easier after the first couple of years for experienced exporters. Barriers remain or become more difficult because the company increasingly faces more challenging markets. UKTI supports SMEs to recognize their potential and to expand into new markets, but also accompanies businesses through this journey.

UKTI found that two to ten years of exporting experience was the “critical age” at which companies could benefit most from support because barriers increase after two years of experience and increase up to 10 years. SMEs exporting for two to ten years have a higher probability of reporting cultural or procedural barriers than firms that are new to exporting. After 10 years, these barriers start to fall.

TAILORED TO SPECIFIC NEEDS

UKTI’s more structured support delivered through the Gateway to Global Growth (G3) programme offers a single route to a range of guidance and support services to take these companies to a higher level of international success. It uses private and public sector consultants to deliver support, guidance, specialist training and action planning. Solutions are often complex and require specialist information and skills.

G3 support to exporting SMEs is always tailored to the specific needs of the individual company to help it internationalize through exploiting opportunities in complex value/supply chains, joint ventures, collaborative research and product development, and entry to more difficult and challenging markets.

G3 support typically lasts for 12 months and begins with an international business review followed by action planning and implementation and the completion of an agreed set of actions and an exit strategy.

Implementing in-depth account management for a new group of customers and drawing on the private sector for supporting these customers is innovative for UKTI.
UK TRADE & INVESTMENT

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“ We turned to private sector advisors in the UK to get advice on issues such as IPR.”
UKTI Deputy Chief Executive Susan Haird

MEASURING PERFORMANCE

UKTI used its Performance Impact Monitoring Survey (PIMS) to recognize the gap in its services and to develop new services to meet the needs of more experienced SME exporters. It also allows UKTI to monitor G3’s effectiveness. PIMS ensures:

• Robust accountability to report the value trade services deliver for customers and for the UK economy.
• Strong customer focus and increased professionalism enables UKTI to understand the impact of its services on customers.
• Effective performance management and human resource development.

Impact is rigorously measured using external contractors: 15% of clients are interviewed six to eight months after the service is delivered and a smaller number of clients are consulted again one year later.

Consultants ask targeted questions in a 20 minute interview focusing on the quality of and satisfaction with the service: Did it help them? Did it give them access to contacts? Did UKTI help to build their reputation? Did they change their business processes? Did they carry out more R&D? What additional profit do they expect to make? Did UKTI help to increase competitiveness?

Ms. Haird points out that UKTI’s evaluation model is replicable by other TPOs.

A REAL SUCCESS FOR UKTI’S CLIENTS

UKTI’s independent evaluation of G3 shows that the programme has been highly successful. Performance & Impact Monitoring Surveys (PIMS) found that 1,200 SMEs participated in G3 in the programme’s first 12 months. Sixty-seven percent of these companies improved their business performance, and 80% increased productivity and competitiveness.

Quality and satisfaction ratings for G3 are at 88% and 81%, respectively. In its first year, G3 was already amongst UKTI’s best performing services. At a time when overseas business has grown ever more competitive, G3 has been a real success for UKTI’s clients.

DELIVERING VALUE FOR MONEY

In 2009, UKTI supported 25,000 companies and created £5 billion of additional profits for its customers and £35 billion of additional exports, a ratio of £19 to every £1 the UK spends on trade promotion.
The 2010 TPO Network Awards were presented at a gala ceremony in Mexico City, hosted by PROMEXICO.
01 Gala dinner setting, Banker’s Club, Mexico City.
02 Mexican Musicians entertain the guests during the gala dinner.
03 The signature trophy of the TPO Network Global Awards.
04 Prakash Beeharry, Chief Executive Director, Enterprise Mauritius, winner of the Best TPO from a Small Island Developing State, coming to the stage to receive the award.
05 Patricia Francis, Executive Director, ITC; Mauricio Borges, Director, Apex-Brasil; Winner of the Best TPO from a Developing Country.
06 Patricia Francis, Executive Director, ITC; hands the award for Best TPO from a Developed Country to Susan Haird, Deputy Director of UK Trade and Investment.
07 The winners. From left to right: Patricia Francis, Executive Director, ITC; Prakash Beeharry, Chief Executive Director, Enterprise Mauritius; Susan Haird, Deputy Director, UKTI; Mauricio Borges, Director, Apex-Brasil; Alonso Cervantes Sánchez Navarro, Acting General Director, ProMexico, host of the 2010 TPO Network World Conference. (ITC gave an award to ProMexico in recognition of the organization’s efforts in providing sustainable export trade support to its enterprises and its joint collaboration with ITC to host the 2010 TPO Network World Conference.)
Standardization was the only way to overcome these problems. But it was possible only by the full support and readiness of cheesemakers and the dedicated work of the Cheesemakers’ Association. I consider this project a very interesting experience for ADA, which we are planning to replicate in another area.

Robert Harutyunyan, General Director, ADA

ADA facilitates foreign direct investment and promotes exports. Armenia has long been known for producing high quality cheeses. During the Soviet era, most cheese went to that market, but with the collapse of the Soviet Union, Armenian cheese producers faced several challenges – many did not meet foreign regulatory requirements.

In 2009, ADA initiated a project to promote the export of Armenian cheese to foreign markets. First, ADA created a sales consortium with the Armenian Cheesemakers’ Association, which subcontracts local cheese producers and exports the cheeses under its own brand name.

The second step was establishing sanitary standards for producers, product standards for each type of cheese, and assisting producers to increase their range and quantity of products through the use of innovative methodologies and new ingredients.

In 2007, cheese producers exported 60 tonnes, mostly to Georgia and Russia. In 2009, export volume increased to 250 tonnes, and in the first two quarters of 2010, exports totalled 400 tonnes with another 400 tonnes of orders pending. The foreign markets in 2010 included Russia, Georgia, Ukraine and the US.
ITD Hungary launched its two-year project, ITD Goes In-house, in spring 2008. The project sought to transform ITD into a proactive, client-focused TPO by establishing a sector-based key account management system. The project also supported SMEs in exploring new market opportunities and aimed to stabilize their existing position.

Key were site visits by sector managers to all clients in the target group – regularly exporting Hungarian SMEs with more than 100,000 Euros of export revenue per year. Sector managers created personal contacts and conducted regular meetings to develop export development plans during visits to 2,073 companies – with combined export revenues of €5 billion – that were working on export development plans and participating in export promotion programmes.

AN ESTIMATED 10% INCREASE IN EXPORT REVENUES

The project created an estimated €490 million in export revenues, a 10% increase. It found that traditional industries such as food, textiles, metal work and machinery employed the most workers and had the highest export revenues. However, knowledge-based industries, especially biotechnology, ICT and environmental protection, had a higher growth potential.

The ITD Goes In-house project enabled ITD Hungary to offer exporters new services, personal assistance and relevant market information on sector-based experience.

ITD Hungary won the runner-up category for work done from 2008-2010. On 31 December 2010, ITD functions moved to the National Foreign Economy Office. Information concerning the economy, tax, rules, investment, incentives, and so on, is to be found on the website: http://www.itdh.com/
Many women entrepreneurs are unaware about available export programmes. They also face difficulties in penetrating global markets due to lack of marketing skills and knowledge about export markets. Women business owners need access to finance for growth and for export market development, but usually have to use their personal resources, which limits potential export growth.

Noharuddin Nordin, Chief Executive Officer, MATRADE

WOMEN EXPORTERS DEVELOPMENT PROGRAMME

Malaysia External Trade Development Corporation (MATRADE) launched the Women Exporters Development Programme (WEDP) to increase the level of participation of women entrepreneurs in international trade. Currently, only about 25% of Malaysian exporting companies are women-owned or managed. The programme targeted women entrepreneurs from a wide range of sectors, including unconventional sectors for women in Malaysia, such as information communication technology, advanced coastal surveillance system, aviation lighting and power generation equipment.

WEDP complements other programmes in Malaysia that aim to develop the management, marketing and international business skills, entrepreneurial attitudes, aptitude and business acumen of women-owned companies. WEDP supports women entrepreneurs to be competent, confident, resilient, professional and able to identify opportunities leading to success in export ventures. The programme monitors the growth of women-owned companies’ turnover, export sales and market share.

A PROVEN SUCCESS

The WEDP programme has four unique features:

- An Exporters’ Readiness and Capacity Assessment (ERCA), which evaluates export capacity in attitude, readiness, capability and marketing of products and services.
- Strengthening women-owned companies through coaching, training, networking and mentoring, leadership and entrepreneurial development, and exposure to international business.
- Impact assessment through evaluating companies’ export strategy formulation and execution; export sales and market share; management and entrepreneurial skills; and export achievement shown by increased export sales value, market expansion and diversification.
- Measuring sophistication through assessing the degree of adopting new technologies, creativity, innovation, R&D and marketing.

WEDP has helped Malaysian women-owned companies become more competitive in the export market. It has supported 58 companies in a wide range of industries. The average annual growth for these companies in export share of total turnover is more than 30%.
Strong industry leadership of clusters by an experienced exporter or industry association is a key factor for success. TPOs can add value by supporting cluster development and reducing search costs in finding supply chain partners, customers or distributors. Companies participating in clusters benefit from the opportunity to offer a broader range of innovative products that better meet the needs of the marketplace than individual company offerings.

Austrade’s CEO, Peter Grey

Austrade launched the Global Opportunities (GO) programme in 2009. The objective was to provide export and investment facilitation services and funding support over a three-year period to eight industry clusters to help them expand their international business. Two of the clusters were in the automobile industry: Australian Automotive Aftermarket Export Network (High Performance Brands) and Automotive Interior Systems Australia (Autolink).

CLUSTER APPROACH CREATES COMPETITIVE ADVANTAGES

Austrade’s cluster initiative uses a coordinated approach to promote Australia’s automotive capabilities to overseas customers. A coordinated approach under one recognizable brand promotes the brand and market recognition, and allows for enhanced knowledge, valuable and productive relationships, information sharing and motivation.

High Performance Brands estimates an A$40 return for each dollar of government funding. In 2010, the General Motors Pace Car at the Indianapolis 500 was fitted with Aftermarket parts from a cluster member. Two cluster members have received US auto industry awards for innovative products.

Autolink has secured direct sales of over A$1 million since inception and member companies predict sales of A$100 million in the ASEAN region by 2012.
### ADJUDICATING PANEL

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<td>Chair</td>
<td>International Trade Centre Switzerland</td>
<td>Ms. Patricia Francis Executive Director</td>
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<td>Members</td>
<td>Export Promotion Agency of Afghanistan</td>
<td>Mr. Ahmad Jawaid Chief Executive Officer</td>
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<td>Afghanistan</td>
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<td>EVD Agency for International Business and</td>
<td>Mr. George Penders Head, Trade Network &amp; Diplomatic Relations</td>
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<td>Cooperation The Netherlands</td>
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<td>ProMéxico Mexico</td>
<td>Mr. Alejandro Saldivar von Wuthenau Director of Mexican</td>
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<td>Business Bureau for the Benelux</td>
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<td>Export Promotion Centre Kenya</td>
<td>Mr. Matanda Wabuyele Chief Executive</td>
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<td>Jamaica Trade and Invest Jamaica</td>
<td>Ms. Delaine Morgan Vice President, Trade &amp; Business</td>
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<td>New Zealand Trade and Enterprise New Zealand</td>
<td>Mr. Jack Stephens Group General Manager – International</td>
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<td>PROCOMER Costa Rica</td>
<td>Mr. Jorge Sequeira General Manager</td>
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<td>International Trade Centre Switzerland</td>
<td>Ms. Aicha Pouye Director, Division of Business &amp; Institutional Support</td>
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ADJUDICATING PANEL 2012

The Adjudicating Panel for the 2012 TPO Network Awards is chaired by the Executive Director of the International Trade Centre, and includes senior representatives of the winners of the 2010 Awards, as well as the former and current TPO Network Conference hosts.

The winners of the 2012 TPO Network Awards will be presented during the 9th TPO Network World Conference in Kuala Lumpur, Malaysia.

More information on the Awards can be found at: www.tponetwork.net or requested via e-mail from: tpoawards@intracen.org

CONFERENCE HOST 2012

The Malaysian External Trade Development Corporation (MATRADE) won the bid to host the 9th TPO Network World Conference in the autumn of 2012 in Malaysia at the Conference in Mexico City, Mexico. The event will be co-sponsored by MATRADE and the International Trade Centre.
ACKNOWLEDGEMENTS

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Dianna Rienstra, International Consultant, Ann Penistan and Marilyn Hubble, of the TSI Strengthening Section, Micaela Daniel, Antonia Heidelmann, Laurena Arribat, of the Communications and Events Section.

PREVIOUS CONFERENCES

The next conference in Malaysia will be the 9th in the series of biennial TPO conferences. The TPO Network World Conference is the international networking event of TPOs. It is hosted by TPOs for TPOs, in conjunction with ITC. Conferences have been held 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.
- The 2nd Conference in 1998 in Santiago, Chile, followed with a closer look at trade promotion tools.
- At the 3rd Conference in 2000 in Marrakech, Morocco, 2,000 participants addressed the challenges of the digital economy and began to review the challenges of public-private partnership 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. Julians, 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 impact of TPOs and how to improve and report on their efforts.

For more information on the TPO Network Conference: www.tponetwork.net
The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.

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