



# TPO NETWORK

WORLD CONFERENCE & AWARDS 2016

23-26 NOVEMBER | MARRAKECH, MOROCCO

## MOVING FORWARD

The future of trade and investment promotion



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## ABOUT THE REPORT

Trade promotion and investment megatrends were the focus of the 2016 Trade Promotion Organizations Network World Conference and Awards in Marrakesh, Morocco.

The report includes a summary of discussions with participants from 85 countries. They addressed trends including digital transformation, the rise of Africa, the growing number of standards in value chains, more women in trade, 'green' businesses and the importance of risk management. The report also features award winners from France, Costa Rica and Madagascar.

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# Moving Forward

The future of trade and investment promotion





# Foreword

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Trade and investment promotion organizations (TIPOs) are crucial partners in ITC's work to enable small and medium-sized enterprises (SMEs) to internationalize. SMEs, the largest source of untapped inclusive growth, need TIPOs to be ahead of trends, boost their capacities, provide market information, make business linkages for investment and trade, and reduce risk perceptions in foreign markets.

ITC-University of Geneva research shows that each additional dollar invested in TIPOs generates an additional \$87 of exports and \$384 of additional GDP. This study was of European TIPOs, but the evidence is relevant for all TIPOs. Investing in TIPOs is a wise economic strategy for future growth and competitiveness.

TIPOs, like their clients, operate in a fast-changing world economy. The megatrends they address include demographic and social changes, shifts in global economic power, urbanization, climate change and technological advances. These trends are reshaping our world.

TIPOs also help SMEs navigate today's increasingly complex world of standards. For SMEs to become or remain competitive they must have the knowledge, expertise and resources to meet the growing number of public and private standards. A 10% increase in the number of technical regulations hits small firms' export revenue twice as hard as large firms. This finding alone shows why investing in this capacity stream is a wise move.

The digital revolution is one of the most important megatrends. It opens the door to creativity, new business models and new ways to reach distant customers. Technology also drives the rise of regional and global value chains, which has created new opportunities for SMEs to tap into international trade and investment.



TIPOs are looking at these issues to enable SMEs to take advantage of global value chains in a profitable and sustainable manner and to leverage ongoing regional economic initiatives in regional value chains.

It is important that TIPOs cooperate to develop sub-regional umbrella groups. The establishment of the nascent Arab TIPOs regional network 'ACTION' (Arab Countries Trade Promotion Organizations Network) and TIPO Network of the West African Economic and Monetary Union (UEMOA) are important steps in that direction. We will support these regional networks.

These issues and more were explored at the 11<sup>th</sup> gathering of trade and investment promotion leaders. We hope the event served to provide an opportunity to deepen partnerships and share examples of excellence. We would especially like to thank our host, Maroc Export, for its leadership and warm welcome.

A handwritten signature in black ink, reading "Arancha González". The signature is fluid and cursive, with the first letter of each name being capitalized and prominent.

**Arancha González**  
Executive Director  
International Trade Centre



# Conference remarks by Maroc Export

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*By Zahra Maafirii, General Manager, Maroc Export*

Marrakesh is where the World Trade Organization was born, in April 1994. In 2000, the third World Conference of the Trade Promotion Organizations was held in the same city. We entertained high ambitions for world trade – and still do, as we look to the future with a new generation of export advisers, a new vision of world trade and new challenges to meet.

Our predecessors who met in 2000 anticipated some of the issues we face today. One was based on regional approaches, which led to an international network of trade promotion organizations (TPOs). Another was to build on the power of information technologies, which underscored the importance of establishing a virtual TPO community. Yet another was to advocate for creating greater synergies between trade and investment.

Current megatrends continue to underscore the need to link trade and investment, adapt to increasing digitalization and build on regional coalitions.

Trade promotion organizations share common issues, but we do not face them in the same manner. Consider the example of Africa. His Majesty King Mohammed VI of Morocco stated at the Africa Summit in Marrakech in 2006, organized on the occasion of the Conference of the Parties (COP 22): 'All types of vulnerabilities are concentrated in our continent.'

COP22 revealed the need for new orientations, such as international standards to support the green economy. Organizing this important conference on African soil afforded us the opportunity to share our awareness of these vulnerabilities and strive to remedy them.

The economic development of our continent, mainly achieved through international trade, should mobilize all of us. In this era of globalization, Africa, as a unique development model, is called upon to carry out its regional integration successfully.

For example, with the support of ITC, we set up the African Trade Promotion Organizations Network in Casablanca in December 2014. The network now consists of 13 countries. Our aim is 'to create a balanced partnership with the rest of the world.' This partnership takes into account our common vision, as well as our economic and cultural specificities.

Success is contingent upon collaboration with other regional TPOs networks, comprised of more than 50 countries from Europe, the Arab world, Asia, and America. This collaboration should contribute to bridging our communities.

I hope this WTPO conference marked the beginning of a genuine African integration within the value chain of global trade.

As leaders of trade and investment promotion bodies, we, together with our teams, are actors in defining new development and trade promotion models. It is our responsibility to determine our role as a source of proposals vis-à-vis our respective governments. After all, we serve as a bridge between the government and the private sector – and thus we are major players in developing global trade.

# Abbreviations

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AGOA	African Growth and Opportunity Act	ITC	International Trade Centre
Austrade	Australian Trade and Investment Commission	LDC	Least developed country
CBI	Centre for the Promotion of Imports from Developing Countries (Netherlands)	MATRADE	Malaysia External Trade Development Corporation
CCPIT	China Council for the Promotion of International Trade	MoU	Memorandum of Understanding
CEO	Chief Executive Officer	PROCOMER	Foreign Trade Corporation of Costa Rica
COMESA	Common Market for Eastern and Southern Africa	SADC	Southern African Development Community
DIT	Department for International Trade (United Kingdom)	S-GE	Switzerland Global Enterprise
DITP	Department of International Trade Promotion (Thailand)	SME	Small and medium-sized enterprise
EAC	East African Community	UNCTAD	United Nations Conference on Trade and Development
FAIRTRADE	Fair Trade International	TIPO	Trade and investment promotion organization
FDI	Foreign direct investment	TPO	Trade promotion organization
FNEM	National Federation of E-commerce in Morocco	TISI	Trade and investment support institution
GDP	Gross domestic product	WTO	World Trade Organization
ICEX	ICEX Spain Trade and Investment		
ICT	Information and communications technology		
ITBM	International Trade Board of Madagascar		



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# Voices from the Conference

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Trade promotion organizations are a well-kept secret for their power to generate growth in the economy.

On the heels of the UN climate change conference, in Marrakesh, WTPO brought innovative insights for businesses – and to the institutions that help them.

The collective voices of participants showed the power and potential of the network. There was more TV, web, newspaper, magazine, radio and social media coverage around the world than ever before. The proof? #WTPO16 was 'top trending' on Twitter.

Across multiple languages and communications channels, the message was clear: these organizations innovate to provide value to businesses.

## **Highlights**

From Cameroon to Chile, print, online, radio and TV interviews in English, Spanish, French and Arabic – including a Euronews feature in multiple languages – reached people around the globe.

Participants tweeted in four languages. Here's a snapshot of popular messages:

- \$1 invested in TPOs = \$87 exports, \$384 in GDP.
- ITC's Export Potential Map is a new, practical tool to spot export opportunities.
- UNCTAD Secretary-General says small firms benefit most from coherence between trade and investment promotion, as well as smart choices on technology and e-commerce.

Facebook Live interviews reached 10,000 people. UNCTAD Secretary-General Mukhisa Kituyi and former African Development Bank President Donald Kaberuka set the scene for each day's events, and the heads of three TPOs shared 'what keeps them up at night.'

Twenty-two videos featured conference insights and award winners. Highlights include Maroc Export's new video and an episode of the ITC video news programme, Trade Compass, on how Moroccans businesses feature green, inclusive and high-quality trade. Search 'International Trade Centre' on YouTube (playlist: WTPO 2016).

Twenty photo albums covering all sessions, side events and 19 bilateral meetings provide full photographic coverage of the event. Search 'International Trade Centre' on Flickr (go to More/collection/WTPO 2016-Marrakesh).

The widespread coverage in new and traditional media was greater than for any previous WTPO event. This was due to a collaborative effort: participants reported on the event to their governments and their local media through Twitter; some TPO representatives, from countries such as Chile and Ecuador, brought along communications experts; Maroc Export worked closely with journalists in Morocco and the region; and ITC promoted a collaborative approach by reporting in different languages, time zones and media platforms to reach a wide and diverse audience.

**Africa Trades** @AfricaTrades  
 Make sure to not miss #WTPO16 in #Marrakech. Let's make trade work!



Nov 23

**ITC** @ITCnews  
 Thank you to judges of #WTPO16 awards for trade and investment promotion orgs with innovative initiatives. Winners will be announced tomorrow!



Nov 23

**Matthew Wilson** @Matthewbarbados  
 @ITCnews a lot of press interest in #WTPO16 & how #ITC will help #TPOs & #SMEs connect to markets #trade



Nov 24

**Mukhisa Kituyi** @UNCTADKituyi  
 ECoherence between trade & investment promotion; smart choices on technology & eTrade opportunities key to SMEs of tomorrow. My message #WTPO16

Nov 24

**ICEX Casablanca** @ICEXCasablanca  
 Consejero Delegado @ICEX\_ presenta en #WTPO16 cómo nuestra organización aborda #TransformacionDigital

Nov 24

**Natalie Domeisen** @NatalieDomeisen  
 The power of digital platforms: @eBay has product listings equal to 10000 Walmarts #WTPO16



Nov 24

**DMCC** @DMCCAuthority  
 Digital adoption in #WorldofTrade could add \$29 trillion to economy over next decade #FutureofTrade #WTPO16



Nov 24

**NEPC** @NepcCeo  
 Our CEO presents the Zero Oil plan today! #WTPO16



Nov 24

**PRO ECUADOR** @Pro\_Ecuador

@Pro\_Ecuador compete para los premios #WTPO16 que los otorga @ITCnews, en la categoría de 'Países en desarrollo', en un grupo de 7 naciones



Nov 24

**ITC** @ITCnews

Hear @SaintLuciaTEPA head Jacqueline Flood's hopes & challenges in helping her country's #SMEs trade more: <https://www.facebook.com/InternationalTradeCentre> #WTPO16



Nov 24

**Aranca González** @ArancaGlezLaya

En #Marrakesh me reuní con Pedro Beirute Gerente General de @Procomer\_CR institución que cumple 20 años enhorabuena! #WTPO16



Nov 24

**Matthew Wilson** @Matthewbarbados

@ITCnews when #WTPO16 is trending on twitter



Nov 24

**ITC** @ITCnews

الثورة الرقمية هو تغيير للتجارة البينية. يجب استعمال الانترنت لزيادة نسبة المبيعات



Nov 24

**Steve Tipman** @SteveTipman

86% of digital companies that are born today are automatically international -Yasser Zouaoui, partner, North Africa, McKinsey #WTPO16

Nov 24

**Thierry Ekouti** @ekouti

Le Costa Rica, 4 millions d'habitants, consacre 20 % de son PIB à l'éducation, 90% de son énergie provient des ressources renouvelables #WTPO16

Nov 24



**Geo # Trend** @GeoHashTrend  
**#WTPO16** 

Nov 24

**SOGET** @SOGET\_fr  
 Trade facilitation: there's no shortcut, policies on investment & trade promotion must be done together. -@UNCTADKituyi **#WTPO16**



Nov 24

Nov 25

**ITC** @ITCnews  
 Relive last night's **#WTPO16** awards by watching winning moments of **#ITBM** Madagascar, @Procomer\_CR & @businessfrance



**Dubai Exports** @DubaiExports  
 African countries can use Dubai as gateway to reach far markets because of its location, ports, infrastructure. -A. Mahate **#WTPO16**



Nov 25

Nov 25

**Mariane Tambwe** @MarianeTambwe  
 Vous avez manqué la première journée de **#WTPO16** ? Lisez dès lors cet article du quotidien camerounais, le Quotidien !



**Sadiq** @SadiqKaziSyed  
 Canada strongly believes in free trade & is keen to promote trade & investment in Africa - Stephane Lambert **#WTPO16**



Nov 25

Nov 25

**ProChile** @ProChile  
 2do día **#WTPO16** Panel dedicado a África y oportunidades para comercio mundial y representantes de Emiratos Árabes, Nigeria, Senegal y Canadá



**ITC** @ITCnews  
 Partnering with Mojtba Khosrowtaj, Iran's Vice Minister of Industry/Mine/Trade & President of Iran TPO to connect **#SMEs** to markets. **#WTPO16**

Nov 25

**Miguel CAMACHO** @MiguelC\_Axonica

@ApexBrasil is working to close the gap for #WomenEntrepreneurs to facilitate #SheTrades and #WomenEconomicEmpowerment #WTPO16



Nov 25

Nov 25

**Arancha González** @AranchaGlezLaya

La grande famille d'organisations de promotion de commerce et d'investissements de l'UEMOA #WTPO16



**Alejandro Buvinic** @ABuvinic

Entrevistado por #WTPO16 en Marrakech, hablando sobre la promoción de nuestras exportaciones y @ProChile



Nov 25

Nov 25

**Arancha González** @AranchaGlezLaya

Thanks Max Timmerman CEO @CBI\_NL for your insights on trade capacity building at #WTPO16



**Arancha González** @AranchaGlezLaya

Bonne rencontre avec Dr Malick Diop DG @ASEPEX1 et partenaire incontournable d @ITCnews au #Senegal #WTPO16



**TİM** @turkihracat

TİM Başkanı Büyükekşi beraberliğindeki TİM heyeti, küresel ticaretin gelişimi için #WTPO16 Zirvesi'nde Türkiye'yi temsil etti.



Nov 27

Nov 25

**Arancha González** @AranchaGlezLaya

Commerce mondial: Le challenge africain  
#WTPO16 #ITCnews



**Commerce mondial : Le challenge africain**

Malgré la crise économique qui affecte les économies, le commerce international entre l'Afrique et le reste du monde s'accélère. Le continent offre un marché d'un milliard de perso...

Nov 27

**daleen hassan** @daleenhassan

Glad to cover #WTPO16



**ITC** @ITCnews

#Ecommerce takes focus at #WTPO16, Morocco gathers leaders to discuss future of African trade & investment: euronews.com/2016/11/25/mor...

Nov 28

**France au Salvador** @FR\_El\_Salvador

Éxito para @businessfrance mejor organización de promoción de exportaciones de los países desarrollados #WTPO16



Trade Promotion Network Awards 2016

**France**

Developed Country Award

for excellence in export development initiatives

Nov 29

**French Government** @French\_Gov

#WTPO16: Congratulations to @businessfrance for being named 'Best Trade Promotion Organization'!



Nov 30

**ITC** @ITCnews

#Morocco is taking a new, sustainable direction in trade. Check out this video by our #WTPO16 partner #MarocExport



Dec 2

**ITC** @ITCnews

\$1 invested in trade & investment support orgs = \$87 in exports; Morocco helps form regional network of Arab trade promo orgs. #WTPO16

*investi dans un OPC génère 87 dollars et a contribué à la création du réseau de Arabes*



Dec 3

**Natalie Domeisen** @NatalieDomeisen

Trade development keywords: green, digital, standards, innovation, investment - the way forward, say #WTPO16 leaders



**ITC** @ITCnews

Africa, the next destination for trade & investment? READ @quotidieneo for how trade promotion orgs help #SMEs thrive in a changing world.

Dec 6



# Executive summary

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The slowdown of trade and the rise of e-commerce are two contrasting trends that shape the future of trade and investment, particularly in Africa, according to leaders at the 2016 Trade Promotion Organization (TPO) Network World Conference and Awards.

Hosted by Maroc Export from 24 to 25 November 2016, the event brought together more than 250 participants from more than 85 countries in Marrakesh, Morocco, representing 70 trade and investment promotion organizations. These organizations aim to connect dynamic small and medium-sized enterprises (SMEs) to regional and global markets.

The event explored trends as diverse as the impact of climate change on trade, women's entrepreneurship, standards and e-commerce.

### **Offering value for money**

'Trade and investment promotion organizations are crucial partners in ITC's work to enable SMEs to internationalize,' said ITC Executive Director Arancha González. 'They sustain and multiply the impact of trade-related technical support, and allow SMEs to function with confidence in any location.'

Recent ITC research on the impact of European trade promotion agencies showed that for each

dollar invested in these agencies, they generated an additional \$87 in exports and an additional \$384 for a country's gross domestic product.

The Executive Director noted that trade and investment agencies can enable SMEs to take advantage of value chains in a profitable, sustainable manner, especially by building on regional initiatives to develop value chains among neighbouring countries.

### **Spotlight on Africa**

Morocco hosted this event 16 years ago, making the 2016 conference an occasion to examine the evolution of trade and investment promotion, and focus on Africa as a big global pole of growth.

'We promote free trade, inclusive trade and protection of the environment,' said Mamoune Bouhdoud Minister Delegate to the Minister of Industry, Trade Investment and Digital Economy. 'Using renewable energy to increase competitiveness is possible. Our automobile manufacturing factories are competitive – and they are zero-carbon emission factories.'

'I hope that this world conference will mark the beginning of a genuine African integration within the value chain of global trade,' said Zahra Maafiri, General Manager of Maroc Export.



Mukhisa Kituyi, Secretary-General of the United Nations Conference on Trade and Development, spoke of the synergies needed to address turbulence in trade. 'Slow economic growth, unequal distribution of the benefits of trade and policies that have gradually removed safety nets created the anti-globalization movements of today [...] but the robotics revolution is causing reshoring of labour-intensive sectors.'

'We need new sustainable avenues to leap out of poverty. For countries to break out of the traditional basket of export products [...] there must be synergies between policies on investment and trade promotion.'

The challenge is not digitalization but how to manage those who lose out during the process, said Dr. Donald Kaberuka, former President of the African Development Bank. 'Successful businesses will be those who integrate social goals into their business plans.'

### **Adapting to digital**

The role of trade and investment promotion organizations (TIPOs) is evolving with the increasing use of digital tools where the increasing use of mobile phones makes it easier for businesses to communicate and sell.

'E-commerce is a powerful means to connect the unconnected to global trade,' added ITC's Executive Director. 'We need to act on both hard and soft infrastructure to make it happen.'

Organizations are increasingly using social media platforms to engage with clients and communities, to advertise and to directly conduct business, in a general trend towards using innovative initiatives to better serve businesses.

'We're moving more towards creating a network to link demands to offers instead of serving as a consulting force,' said Daniel Kung, S-GE. 'We need to balance our service delivery channels between bricks and clicks,' he added, referring to the shift from physical stores to online platforms.'

### **Creating regional networks**

The conference served as a springboard for a new regional network of eight Arab states, which met just ahead of the event. TIPOs from Egypt, Lebanon, Morocco, Oman, State of Palestine, Sudan, Tunisia and the United Arab Emirates created the Arab Countries Trade and Investment Organizations Network (ACTION) to boost business linkages across the Middle East and North Africa.

A virtual 'Made in Africa' exhibition features African TIPOs from Benin, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, the Democratic Republic of Congo, Gabon, Guinea, Mali, Morocco, Senegal, and the United Republic of Tanzania.

ITC signed a Memorandum of Understanding with the Iranian Ministry of Industry, Mine and Trade, as well as a letter of intent with the Turkish Exporters Assembly to work with their national trade and investment support institutions to help SMEs reach new markets.

### **Awards and initiatives to promote innovation**

Madagascar, Costa Rica and France received top awards for their innovative ways of equipping SMEs with the skills, knowledge and networks to do more business in international markets.

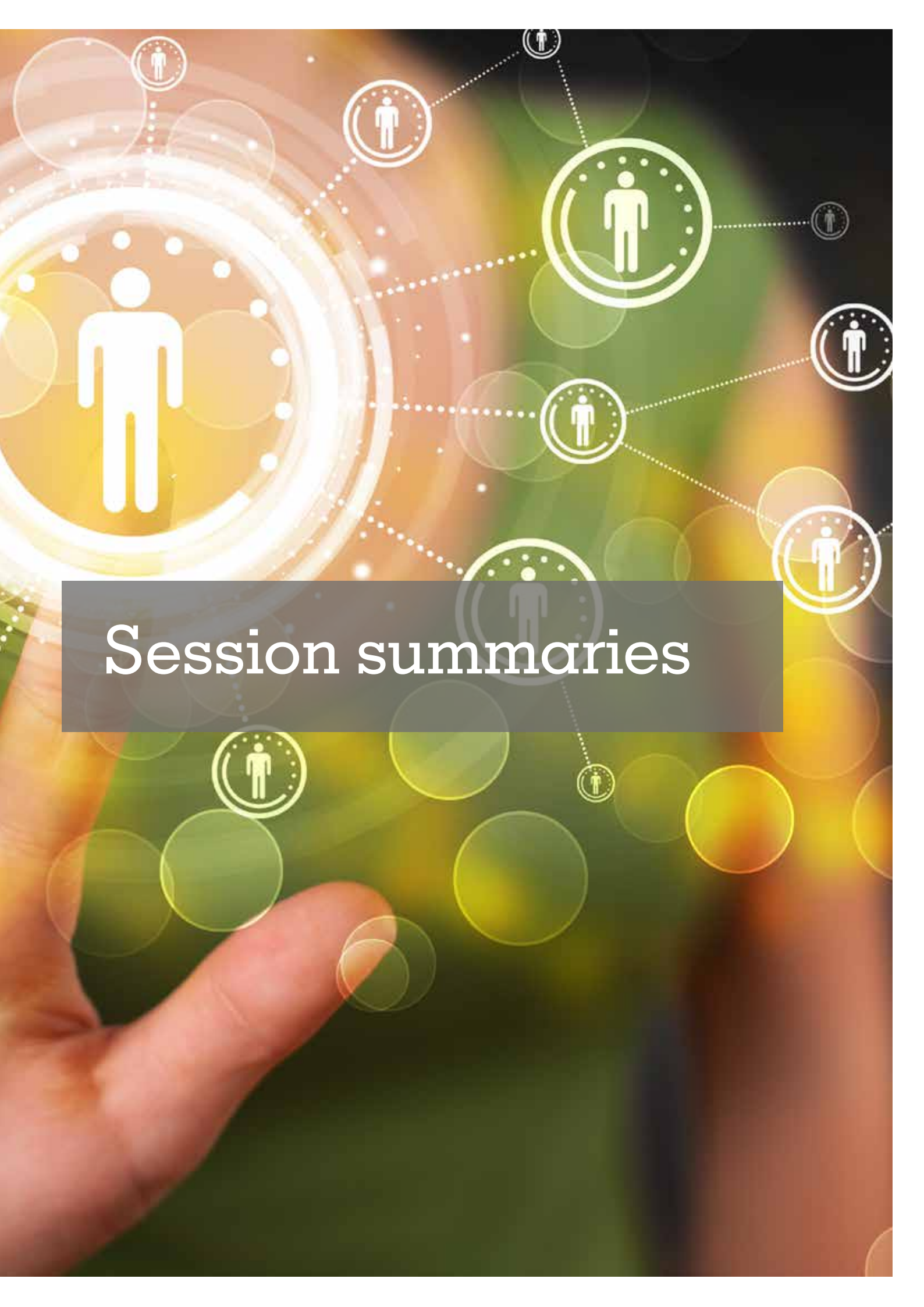
The other finalists of this global competition to reward excellence in trade promotion were from Afghanistan, Australia, Austria, Bangladesh, Brazil, Chile, Ecuador, Jamaica, the Netherlands, Qatar, and the Republic of Korea.

ITC also shared innovative initiatives to help TIPOs better serve their clients. These included the Export Potential Map, which reveals existing sectors with strong potential, and new sectors with opportunities for diversification; the *SME Competitiveness Outlook*, which focused on 'Meeting the Standard for Trade'; and the ITC SheTrades initiative, which aims to connect one million women entrepreneurs to global markets by 2020.

ITC agreed to establish an online knowledge-sharing platform to help trade and investment promotion organizations network and share experiences. Additional work will be undertaken to research the economic and social impact of trade and investment promotion.

Members of the network have selected Paris (France) as the next conference host. Business France will partner with ITC in the organization of the event.



The image shows a hand in the bottom left corner, appearing to interact with a digital interface. The background is a dark gradient with a network of glowing human icons (represented by white silhouettes inside circles) connected by dotted lines. There are also several large, semi-transparent glowing circles in shades of green and yellow. A dark grey rectangular box is centered in the lower half of the image, containing the text "Session summaries" in white.

# Session summaries



# Megatrends affecting trade and investment promotion

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## KEYNOTE SPEAKER

- Mr. Mukhisa Kituyi, Secretary-General, United Nations Conference on Trade and Development

The Secretary-General told participants that slow economic growth, unequal wealth distribution and removal of safety nets are creating anger. Internationalization is falsely accused, and false prescriptions have a high cost.

### ***Top to bottom globalization is bad***

'We have learned lessons. Top to bottom globalization is bad,' he said. 'Too many can be left behind. We cannot afford to turn our backs on each other.'

International trade is falsely accused as the culprit of safety net deterioration, unequal wealth distribution and slow trade in developed countries. Anti-globalization is attacking international trade, so part of the solution is being attacked as a source of the problem.

### ***Unequal recovery from the global crisis***

He noted that slow economic growth, unequal distribution of trade benefits and removal of safety nets generated current anti-globalization trends.



'Recovery from the global crisis of 2008 and 2009 has been unequal,' Kituyi said. 'For many developing countries, especially in Africa, dropping commodity prices are challenging the planned development investment for these countries.'

Kituyi pointed out that turbulence in global trade causes distress in countries. 'In the South, at first we were suspicious and talked about new imperialism,' he said. 'But we all joined in a leap of faith. Today, we find the other side is leaping the wrong way.'

Trade is growing more slowly than gross domestic product for the first time since World War II. Commodity prices are bottoming out, creating problems in meeting Sustainable Development Goals commitments.

He noted that the greatest frontier is a regional frontier. 'No country becomes globally competitive without becoming regionally competitive,' he said.

#### ***New sustainable avenues are needed***

At the same time, technology is cementing markets, bypassing regulations and connecting to consumers directly. But the robotics revolution is causing a labour shortage. New sustainable avenues are needed to leap out of poverty.

'Technology and the digital economy are driving advances at a higher speed than that of regulators,' Kituyi remarked. The robotics revolution changed the labour intensity formula for the African development strategy, which was positioned to be the next China.

#### ***Improving productive capacity is key***

Trade facilitation without improving productive capacity will lead to mere facilitation of imports for

developing countries. Therefore, trade promotion organizations must work coherently with investment promotion agencies. Without structural transformation, one cannot break out of the traditional basket of products. There is no synergies shortcut between policies on investment and on trade promotion.

Government popularity defines short-term goals to be reached by the time of the next election, but investment needs a long-term vision and infrastructure. This is particularly important for young women and small enterprises with fewer than 30 employees.

#### ***China steps up to the world stage***

The leader of the world is traditionally the leader of free trade, he concluded. The symbolic significance of the United States withdrawing from this role and China's stepping into it is of historic significance that is yet to be comprehended.

# Megatrends of a complex and changing world

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## PANELLISTS

- Mr. Pedro Beirute, General Manager, Foreign Trade Corporation of Costa Rica
- Mr. Mohamed Benayad, Secretary-General, Moroccan Ministry of Foreign Trade
- Ms. Priscilla Pilime, Chief Executive Officer, Zimtrade
- Mr. Max Timmerman, Managing Director, Centre for the Promotion of Imports from developing countries
- Mr. Chen Zhou, Vice-Chairman, China Council for the Promotion of International Trade

## MODERATOR

- Mr. James Zhan, Director of Trade and Investment Division, United Nations Conference on Trade and Development

Megatrends – large-scale social, economic, political, environmental and technological changes – are shaping the economic and business landscape. These trends usher in potentially disruptive forces that create challenges and opportunities for the business community.

### **Investment challenges**

Panellists addressed the role that TIPOs can play to support their clients to meet challenges and to capture opportunities: TIPO services to facilitate the long-term health of the business, particularly SMEs and how TIPOs can adapt their management and operations in anticipation of these changes.

Chen Zhou, Vice-Chairman of the China Council for the Promotion of International Trade, pointed out that 'the global economy is not ideal for international investment, as the 2008 crisis is not solved.' He added that China is active in international investment cooperation, and is working with other Silk Road countries in investment cooperation.

### **Leverage partnerships**

Participants heard that facing megatrends in the Netherlands implies being involved with each important actor to facilitate planning and coordination of actions, thereby leveraging partnerships.





Max Timmerman, Managing Director, Centre for the Promotion of Imports from developing countries, said that to understand the Dutch diamond industry, for example, and meet the challenges of megatrends, a Memorandum of Understanding (MOU) is needed. The MOU is among the different parties including the government, the private sector, trade and labour unions, the research and planning community, and civil society. This MOU engages all of these actors to agree on certain issues.

‘By focusing on the limited number of sectors, investing both in them and in research in sectors such as agriculture, as well as using this [MOU] approach, we have tried to achieve the best results,’ he said.

#### **Act early on megatrends**

Costa Rica has invested heavily on a Project Management Office that implements projects to ensure a quick response to marketplace requests and developments. Pedro Beirute, General Manager, Foreign Trade Corporation of Costa Rica, said: ‘Early adaptation to megatrends is important to our country. Forty years ago we realized that protecting the environment is vital for the future. Today, 90% of all energy is generated by renewable sources.’

He added: ‘We hired experts on e-trade to support companies and adapted our processes to leverage technology for our clients. We are developing partnerships with more than 40 countries and have more than 70 delegations abroad with a commercial function.’

#### **Promote green growth**

Mohamed Benayad, Secretary General, Moroccan Ministry of Foreign Trade, said that the Ministry is increasingly aware of the need to promote green and sustainable growth. ‘This has implications on trade because recycling requires local networks, not international flows,’ he said ‘Trends point to a reduction of international trade, protectionism and anti-globalization. TIPOs need to develop services and strategies catering to these trends.’

He pointed to ‘huge opportunities’ created by digitalization, but warned that TIPOs’ work is becoming more difficult as the increase of e-trade reduces intermediaries and promotes industrial production, such as 3-D printing.

#### **Megatrends for agri-foods**

Priscilla Pilime, Chief Executive Officer, Zimtrade, the National trade development and promotion organization of Zimbabwe, pointed to several megatrends that are impacting – or set to impact – the work of ZimTrade. The country has an enormous under-exploited agri-food potential. Zimbabwe can take advantage of:

- Population growth, especially in Africa, and the related demand for food products.
- Economic development. The emerging middle class generates stronger demand for high-value products, for example, animal proteins, especially meat.
- With urbanization there is more demand for value-added quality processed prepared foods.



China, India and other new players are turning to Zimbabwe as a potential source of imports. 'Zimbabwe will need to improve its ease of doing business so that large-scale investment in technology will be possible,' she said.

Zimbabwe will have to manage its export strategy skilfully if it is to invest in value-added production, instead of exporting unprocessed commodities. Like many emerging economies, Zimbabwe needs to position itself as a supplier of quality, value-added foods, rather than competing at the low end of commodity-based products.

Zimbabwe has the natural resources – minerals and other strategic resources – that emerging economies will need to develop their industries.

Several countries in Africa, the Middle East and Asia will struggle to maintain their agriculture because of climate change. 'Zimbabwe has favourable conditions to be a potential supplier to these markets,' she said.

***The way forward***

- Long-term change is shaping the business environment. TIPOs need to acknowledge these trends and design plans to adapt.
- Digital transformation, instability in global financial markets and political regimes, anti-globalization and free trade, slow recovery from the 2008 crisis, increased awareness and importance of recycling, and growth of the middle class, will continue to shape the trade and business landscape.

- Responses to these change requires diverse thinking. Collecting and centralizing many points of view can help governments prepare adapted responses.
- Country cooperation is needed, as well as synergies between trade and investment promotion agencies.



# Digital transformation: What implications for trade and investment promotion organizations?



## PANELLISTS

- Mr. Nils van Boxsel, Chief Information Officer, Australian Trade and Investment Commission
- Mr. James Doran, Head of Content, Dubai Multi-Commodities Centre
- Mr. Daniel Kung, Chief Executive Officer, Swiss Global Enterprise
- Mr. Zhu Lingyan, Deputy-General Director of the Department of Trade and Investment Promotion, China Council for the Promotion of International Trade
- Mr. Francisco Javier Garzón Morales, Chief Executive Officer, ICEX Spain Trade and Investment

## MODERATOR

- Mr. Yassir Zouaoui, Associate Principal, McKinsey, Morocco

Digital tools are driving significant changes in the way business and service organizations understand client needs, as well as evolve operations and processes. These tools are also influencing the way businesses communicate and sell.

As new digital channels affect the way SMEs operate, this trend has implications for the way TIPOs learn, communicate and deliver services.

Nils van Boxsel, Chief Information Officer, Australian Trade and Investment Commission (Austrade), noted that technology, processes and people are critical to respond to companies' demands. To develop responsiveness, one must learn quickly from failures and value experimentation.

### ***Determining companies' demand in the future***

'We often talk about organizations we work with, but it's important to look at those companies' suppliers,' he said. 'We need to know what



companies' demand will be in the future. A government agency working as a start-up is very innovative.

'We are starting to think about how Austrade's services could be delivered unconstrained by physical or historical practice,' he said. 'What if Austrade were born today in a digital world? Would we deliver the services that we do today? In the same way?'

#### **Re-imagining the business**

'What would we do if we were a lean start-up and looking at this problem?' he asked participants. Lean start-ups are forced to think differently. 'How can established businesses like ours think differently? We are making the space to re-imagine our business and transform it in a more digital business.'

To meet the challenges – and take advantage of the opportunities – Austrade is focusing on reach, relationship, responsiveness and connectedness.

He pointed out that all TIPOs share the following characteristics:

- Our business is rich in information. It's strong on relationships.
- We don't manufacture products and we don't need to ship anything anywhere.
- We are global and we do business over vast distances.
- We connect people to people wherever they are.
- We have ready access to high-speed communications networks and technology.
- A business that joins individuals and groups across the internet and online networks with a range of technologies.

#### **The future of trade is digital**

James Doran, Head of Content, Dubai Multi-Commodities Centre, said that as commodity trader and regulator for the Dubai government, it had to adapt to clients' demands. 'We had so many companies demand to register that we transformed ourselves, focusing on client interface,' he said

Doran emphasized that the future of trade is digital. Every step of supply chains and operations is becoming fully digitalized. 'As about 42% of companies registered in global databases are digitalized, there are huge opportunities for increasing trade and exchange,' he said.

#### **New clients require new services**

Daniel Kung, Chief Executive Officer, Swiss Global Enterprise (S-GE), pointed out that traditional clients require traditional approaches to services, but that new clients require new services. 'Balancing between the bricks and the clicks is a challenge for trade and investment promotion organizations,' he added.

Strategy and planning to manage risks and take advantages of opportunities are always important, but the speed of change adds pressure on the speed of design and implementation. S-GE accelerated its strategy development process by directly consulting clients and quickly implementing changes, while at the same time allowing for the possibility of failure.

#### **E-commerce increasingly drives exports in China**

Zhu Lingyan, Deputy-General Director, Department of Trade and Investment Promotion at China Council for the Promotion of International Trade (CCPIT), said that as e-commerce is increasingly driving exports China will cooperate with many and



any organizations to facilitate trade growth in this sector.

Global economic recovery remains weak and global trade is in a downturn period of development. In contrast, e-commerce, as the technical basis for economic integration promotion and trade globalization, has enjoyed rapid development in recent years, she added.

Lingyan pointed out that at the B20 Summit, China advocated establishing the Electronic World Trade Platform to promote public and private dialogues in cross-border e-commerce.

'This year, we launched the overseas promotion plan of China's e-commerce enterprises, aiming to cooperate with domestic e-commerce platforms and overseas business associations to help Chinese enterprises promote their products by using CCPIT's advantages,' she said.

Francisco Javier Garzón Morales, Chief Executive Officer, ICEX Spain Trade and Investment, noted that Spanish companies are demanding that ICEX respond to their needs to receive services through digital channels. ICEX developed an integrated portal to deliver services, including e-learning and electronic promotion tools, and implemented a customer relationship management system integrated with the portal to provide a fast and flexible response.

'As an organization, we changed our way of thinking to cater digital providers. We developed the Smart Cities concept to promote companies working in digital services and transformation, and developed 'community managers' instead of traditional account managers,' he said.

### ***The way forward***

- Developing partnerships and networks is critical. Relying on powerful internal systems, particularly a customer relationship management system.
- Building these networks abroad and domestically is key to responding to changing and increasing demands from companies.
- To respond at digital speed, organizations need to be internally flexible, to experiment, and to learn from failure.
- Companies' digital transformation creates opportunities for more than 350 million companies, but may result in the loss of jobs. Human resource training and development is critical.

# Africa is rising

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## KEYNOTE SPEAKER

- Dr. Donald Kaberuka, High Representative for the Peace Fund, Commission of the African Union

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*'Successful businesses will be those who integrate social goals, environmental goals, in their business models. And once we do that, huge opportunities will arise. Whether it is food and agriculture, whether it is cities and mobility, whether it is energy and materials, whether it is health and well-being; the amount of opportunities that are there for business if we integrate the Sustainable Development Goals in the way we are doing business, are immense.'*

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*'For the continent of Africa the biggest trend of all, is the demographic dynamics. There will be more Africans, they will be younger, they will be urban, and they will be better connected, maybe even highly educated.'*

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*'In my view, tax holidays and fiscal incentives for investment are a race to the bottom. As long as businesses are fully convinced that everybody is paying taxes, there are no favoured cows, and that these taxes are predictable over the long term and reasonably low, businesses are happy to pay the taxes.'*

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# Africa: Is it the next trade and investment destination?



## PANELLISTS

- Mr. Gerard Amangoua, Vice President, Marketing, Communication, Development and Public Relations, Association for the Promotion of Exports of Côte d'Ivoire
- Dr. Malick Diop, General Director, Export Promotion Agency of Senegal
- Mr. Stephane Lambert, Director-General, Global Affairs Canada
- Mr. Ashraf Mahate, Head of Export Market Intelligence, Dubai Exports

## MODERATOR

- Ms. Zahra Maafiri, General Manager, Maroc Export

Key trade opportunities in Africa will be driven by megatrends such as the growing number of young middle-income consumers, as well as by stimulating investment in infrastructure, education, and health. Past trends such as the internet technology (IT) and telecommunications sector deregulation and its enabling impact on transactions, communications and banking remain crucial.

Significant market opportunities in Africa lie in intraregional trade, but challenges like regional non-tariff measures must be addressed. Though some countries will be negatively affected by falling commodity prices, more countries will gain particularly from cheaper oil.

Trade and investment promotion organizations, predictable trade and investment policies, strategic infrastructure development and one-stop-shops will be essential to stimulate private sector and investor confidence.

Gerard Amangoua, Vice President, Marketing, Communication, Development and Public Relations, Association for the Promotion of Exports of Cote d'Ivoire, said that a very important factor for TPOs is corporate Africa. 'We have seen a lot of companies, although we are dealing mainly with SMEs, there are large companies in Africa with a turnover of more than \$1 billion,' he pointed out.

'We are looking for predictability in the business environment,' he added. 'Most of our countries are changing in terms of regime, in terms of political stability, and this is also a challenge that we have to face. For example, TPOs can draw out some scenarios to adapt to some of the risks that come with such changes.'

### **Deeper collaboration between TPOs**

Malick Diop, General Director, Export Promotion Agency of Senegal, called for deeper collaboration between TPOs; they should not be restrained to elements assigned by governments. 'TPOs should obtain more influence on given decisions towards ensuring efficient and effective trade,' he said.



'TPOs are able to exchange information on market access issues faced by companies, as well as non-tariff measures that the government may not know about.'

Diop added that TPOs can pioneer customs solutions, help address non-tariff measures, and support the implementation of trade agreements.

***A vibrant diaspora in Canada***

Stephane Lambert, Director-General, Global Affairs Canada, pointed out that African immigrants represent 12% of the Canadian population. This is a significant and vibrant diaspora in Canada upon which to build a future trade and investment relationship. Many African business people are achieving a high level of success in Canada.

'I could not think of a better example than Amina and Isa Odidi, the Nigerian scientist power couple that came to Canada and changed the pharmaceutical landscape,' Lambert told participants. 'Their company now trades on the Toronto Stock Exchange and the NASDAQ.'

'In an era in which protectionism and isolationism are taking root in certain circles in the world, Canada strongly believes in open free trade and investment as the path to prosperity both for us and also for commercial partners.'

***Africa's strength is its diversity***

Ashraf Mahate, Head of Export Market Intelligence, Dubai Exports, said that Africa is a very diverse continent. There is Nigeria with 150 million people and Comoros with half a million people. 'We have always found that with Africa, diversity is its strength, and the approach that we use builds on this diversity,' he said. 'We expect that by 2030, Africa will have 528 million middle-class

consumers. This is a trend that is more than a megatrend. It is a super-megatrend, and that is a permanent fixture.'

Mahate added: 'We think that between now and 2040, intra-African trade is going to increase sevenfold because we are going to have improved linkages, and we are going to have the EAC-COMESA-SADC Free Trade Area. This is going to increase further opportunities.'

(The EAC-COMESA-SADC Free Trade Area was launched 10 June 2015 by the 26 member states of the East African Community; the Common Market for Eastern and Southern Africa; and the Southern African Development Community.)

***The way forward***

- TIPOs and ITC should be innovative and ensure companies receive services reflecting emerging times and the megatrends identified.
- Faced with limited resources, TIPOs should focus on African sectors with more trade value added, towards and outward from Africa. These sectors should have the best competitive advantage and highest possibility for success and economic impact.
- The continental TIPOs should network and build similar partnerships to those in Europe and Asia.
- TIPOs should facilitate collaborative efforts between private sector players across regional value chains, addressing challenges in intra-African trade, particularly non-tariff measures.
- TIPOs should connect the government to the private sector, and lobby to enhance the business environment in Africa, including reinforcing trade and investment promotion.

# Global value chains in 2025: The standards for trade



## PANELLISTS

- Mr. Larry Attipoe, International Development Director, Fair Trade International
- Mr. Mojtaba Khosrowtaj, First Vice Minister of Trade, and President of Iran's TPO
- Ms. Indira Malwatte, Chairperson and Chief Executive Officer, Sri Lanka Export Development Board
- Mr. Dato' Dzulkifli bin Mahmud, Chief Executive Officer, Malaysia External Trade Development Corporation
- Ms. Adriana Rodrigues, Coordinator of Competitiveness, Brazilian Trade and Investment Promotion Agency (Apex-Brasil)

## MODERATOR

- Ms. Marion Jansen, Chief Economist, ITC

### Standards Map

ITC has been active through the development of Standards Map, a tool that enables SMEs to get information on different voluntary standards and compare them. This improves transparency and opens the possibility for alignment among global retailers and large companies, and thus harmonization.

The integration of SMEs from developing countries into global value chains is hampered by the proliferation of private standards. TIPOs need to collaborate in the harmonization and mutual recognition of standards, particularly within the area of the Free Trade Agreements.

### **Working in partnership**

TIPOs should work in partnership with both private and public sector stakeholders. They could also advocate international standards incorporation in national legislation to increase SME competitiveness in both national and international markets.

'The sheer pace of technological change as well as the small scope of SME operations add to their challenges in interacting with global value chains,' said Larry Attipoe, International Development Director, Fair Trade International (Fairtrade). 'We help them participate despite all of these challenges by assisting them to understand standards and move towards meeting them.'

Fairtrade standards cover terms of trade. Most products have a set Fairtrade Minimum Price, which is the minimum that must be paid to the producers. In addition, producers get an additional sum, the Fairtrade Premium, to invest in their communities or businesses.

Attipoe added that fair trade is based on a partnership between producers and consumers.





'Fairtrade promotes trade of producers by assisting them to sell on Fairtrade International terms,' he said. 'When they do, it provides them with a better deal and improved terms of trade.'

Mojtaba Khosrowta, First Vice Minister of Trade, and President of Iran's TPO, said that Iran's peculiar political and economic situation has made government intervention and governmental organizations essential to trace and support the expansion of certain industries such as the petrochemicals and mining industries so that the SMEs get the chance to enter global value chains. SMEs need to meet standards requirements to this.

In Sri Lanka, compliance with standards is time-consuming and costly for SMEs. 'Global and regional requirements are not always harmonized, so that TIPOs cannot initiate the conversation with regulators to form a more supportive regulatory environment leading to a more favourable business environment,' said Indira Malwatte, Chairperson and Chief Executive Officer, Sri Lanka Export Development Board.

She pointed out that many free trade agreements are focused on reducing import duties. However, there are numerous non-tariff barriers, including sanitary and phytosanitary barriers that hinder SMEs from accessing the market.

'Without using standards and accounting for these non-tariff barriers to trade, for instance by initiating mutual recognition agreements, free trade agreements cannot really improve the access to the market for SMEs,' she said.

Dato' Dzulkifli bin Mahmud, Chief Executive Officer, Malaysia External Trade Development Corporation (MATRADE), warned standards could act as barriers to access to the market in global value chains. He pointed out that Malaysia has initiated many mutual recognition agreements with Asian partner countries to have Asian harmonized

standards. MATRADE has tried to help SMEs to embrace standards to improve their market access.

Mahamud noted that global value chains drive many foreign direct investments (FDIs) in Malaysia, as well as Malaysian companies investing abroad. 'MATRADE is nurturing, helping, and grooming the SMEs to become the champions and go higher in global value chains, he said.

#### ***Building capacity for small companies***

Adriana Rodrigues, Coordinator of Competitiveness at Brazilian Trade and Investment Promotion Agency (Apex-Brasil) said that bringing more companies into foreign markets has been a challenge. 'By focusing on small companies and launching different assistance projects, including establishing a think tank focused on solutions for sustainability, and by boosting capacity building efforts, Apex-Brasil helps SMEs to position themselves in the international market,' she told participants.

#### ***The way forward***

- TIPOs have a strong role to play in advocating for and developing a conducive business environment. It is vital for them to be flexible to deal with continuously fast markets and requirements.
- TIPOs must work together towards transparency so that standards become an opportunity for partners to collaborate.
- Incorporating international standards into domestic regulation facilitates compliance. It is vital, particularly for small and medium-sized farmers and producers.
- TIPOs have a key role in facilitating both access to standards for SMEs and the partnership between international organizations and certification bodies.



# TPOs as agents of transformative change

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## PANELLISTS

- Mr. Olusegun Awolowo, Chief Executive Officer, NEPC
- Ms. Adriana Rodrigues, Coordinator of Competitiveness, Apex-Brasil
- Mr. Dato' Dzulkifli bin Mahmud, Chief Executive Officer, Malaysia External Trade Development Corporation, MATRADE

## MODERATOR

- Ms. Vanessa Erogbogbo, Women and Trade Programme Manager, ITC

ITC analysis reveals that women own 20% of exporting companies. These enterprises tend to be smaller than those owned by men. Even when export regulations are identical, women entrepreneurs face greater procedural obstacles and higher exporting costs.

### ***Expand opportunities for women entrepreneurs***

ITC launched the SheTrades initiative to expand opportunities for women entrepreneurs. The goal of SheTrades is to connect one million women to markets by 2020. It is a set of seven global actions supported by a web and mobile app – providing a blueprint and action plan for partners towards creating an enabling ecosystem and greater integration of women in the world's economies.

SheTrades provides a platform where prospective buyers can find women entrepreneurs, matchmaking and networking occur, and access to information and training courses is provided. TIPOs can register their SheTrades commitments and sign on as verifiers for women entrepreneurs who are participating.

To date, ITC has received commitments to connect 600,000 women and is working with partners such as Barclays Bank, Chile Compra, the Nigerian Export Council and Apex-Brasil to realize these goals.



Olusegun Awolowo, CEO, NEPC, said, 'Women own the majority of Nigeria's micro-businesses and account for most consumer spending. We need to empower them,' he said. 'Our Women in Export programme helps women producers to internationalize. SheTrades takes it to the next level.'

**Advance the Sustainable Development Goals**

Adriana Rodrigues, Coordinator of Competitiveness, Apex-Brasil, observed: 'In 2015 we hosted the Women Vendors Exhibition and Forum in Brazil, which was very important for us as a trade promotion organization. ApexBrasil wanted to contribute to the Sustainable Development Goals and to help women entrepreneurs in Brazil take advantage of international networks and opportunities abroad.'

**Help women export**

MATRADE has made great efforts to get more women to export under the Women Exporters Development Programme. 'Women entrepreneurs need support to meet standards and buyers,' said Dato' Dzulkifli bin Mahmud, CEO. 'To strengthen Malaysia's overall export branding, our organization has launched the CelebExports initiative via social media.'

**The way forward**

- Women are the most underused resource in most countries economies. The future of trade and investment lies in empowering women and ensuring trade and investment benefits for all.
- By enabling women to participate equally in the economy, an additional \$28 trillion could be added to global GDP by 2025.

- More gender-disaggregated data must be available to allow tailored interventions to assist women entrepreneurs.
- TIPOs can be catalytic by shaping inclusive and sustainable economies by supporting women entrepreneurs.
- Procurement from women is a huge market opportunity. The UN Global Compact alone has 8,000 companies seeking to procure more goods and services from women.

# New channels: E-commerce, global market places, crowdfunding



## PANELLISTS

- Ms. Kelly Dolan, Social Commerce Strategy Lead, Department for International Trade, United Kingdom
- Ms. Kwanapa Phivnil, Director of International Trade Promotion Strategy, Department of International Trade Promotion, Thailand
- Mr. Al Amin Serhani, President, National Federation of E-Commerce in Morocco
- Mr. Fabian Stäechelin, Business Development Mobile Manager, eBay
- Mr. Roman Lyadov, Board of Directors, Russian Trade and Economic Development Council
- Mr. Patrick Sagmeister, Head of Operations, Advantage Austria
- Ms. Christine Gitau, Business Development Coordinator, Craft Afrika

## MODERATOR

- Mr. Marcos Vaena, Chief of Sector and Enterprise Competitiveness Section, ITC

Two workshop sessions on e-commerce showed how these institutions are working with e-commerce.

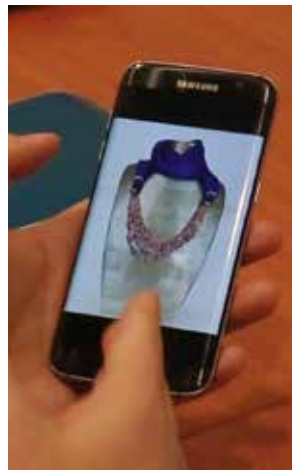
### **UK innovates for business**

The United Kingdom Department for International Trade (DIT) observed that by 2020, 40% of retail in the United Kingdom will take place online. DIT launched a social e-commerce programme in 2014, building formal partnerships with platforms across the globe. Great.gov.uk lists these sites with country and sector filters.

DIT recently launched United Kingdom technology products on New Egg, a United States e-commerce site, with a 'GREAT Britain' branding campaign. The programme offers reduced fees and special deals, such as a free trial, for the first three months to participating United Kingdom companies.

'A key success factor is that we triage our companies before listing them on a particular market place,' said Kelly Dolan, Social Commerce Strategy Lead, DIT.

Advantage Austria, too, is working with digital tools, to customize content for the right online communities.



### **Thailand outlines its response to e-challenges**

Kwanapa Phivnil, Director of International Trade Promotion Strategy, Thai Department of International Trade Promotion (DITP) outlined the challenges facing e-commerce raised by the growth in the population. These include cybersecurity; the need for raising awareness as a selling platform, not just a communications platform; lack of IT staff; short product life cycles; rules and regulations that do not follow the pace of innovation, leaving SMEs unprotected; and online payment options, which are not widely available.

'There are more than three million micro and small enterprises in Thailand, for which this evolution represents both a challenge and a formidable business opportunity,' said Phivnil.

To respond to some of these challenges, DITP launched thaitrade.com five years ago as a B2B (business-to-business) platform providing certifications to decrease fraud risk. DITP created partnerships with public and private players, including Paypal, DHL and Alibaba.

Online and offline business matching is provided as an integrated marketing approach. DITP runs training and workshops offered to exporters as well as an SME programme that is working on product attractiveness.

### **Address customs challenges**

The Russian Trade and Economic Development Council is also partnering with Alibaba for its Made in Russia platform. Despite cost competitiveness and visibility, customs has been a challenge; a new Russian online trading platform is underway to simplify customs formalities for SMEs.

The National Federation of E-commerce in Morocco (FNEM) advises the government on legislation, including consumer protection. FNEM faced customs clearance, as each market entails new

requirements and challenges. Some marketplaces do not list African products, and multinationals fix higher prices in Africa. FNEM recommended that African countries create a pan-African platform to include African products and reduce their dependency on multinational platforms.

'E-commerce brings great opportunities, but has also raised a whole range of new issues for SMEs, in particular in customs formalities,' said Al Amin Serhani, President, FNEM.

Fabian Stäechelin, Business Development Mobile Manager, eBay noted that eBay lists 165 million active buyers. 'eBay's vision is an 'open marketplace accessible to everyone and powered by technology,' he said.

"We have been very successful on crowdfunding platforms: our fastest campaign allowed us to raise \$10 000 in just eight days, said Christine Gitau of Craft Afrika. Crowdfunding has helped SMEs, yet has its challenges, since suppliers are required to develop appropriate messaging to face online interactions with many potential funders.

### **The way forward**

- Embed digital tools in the service offering for SMEs.
- Contribute to bridging the gap on regulations, digital payment solutions and e-logistics, which remain major bottlenecks.
- Online platforms are tools to expand and generate businesses, as well as to present a company internationally. These can be embedded in trade shows, events or managed independently to reshape TPO services.
- Mobile commerce, smart devices and social commerce all play major roles in trade, and will continue to do so.
- Combine online and offline B2B matchmaking as an integrated marketing approach.



# Readiness and risk: Preparing for the unimagined (day 1)



## PANELLISTS

- Mr. Olusegun Awolowo, Chief Executive Officer, Nigerian Export Promotion Council
- Ms. Aziza Htira, President Director General, Tunisia Export Promotion Center
- Mr. Caleb Jarvis, Trade & Investment Commissioner, Pacific Islands Trade & Investment (PT&I), Australia
- Mr. Sung Gi Lee, Director, Planning and Coordination Department, Korea Trade-Investment Promotion Agency

## MODERATOR

- Ms. Pennie Humdell, Senior Benchmarking Officer, Trade and Investment Support Institution Strengthening Section, ITC

Risk is any issue or development that impacts an organization's ability to achieve its objectives. Risks are complex and come in a multitude of forms – from global financial crashes and pandemics to earthquakes and sudden waves of migration.

Participants in this session explored the governance, leadership strategies, structures, resources and processes that TIPOs need to deliver effective support to SMEs in today's complex, fast-changing world – a world of both known and unimagined risks.

### ***Small businesses suffer the most***

According to Caleb Jarvis, Trade Commissioner, Pacific Islands Trade & Invest, Australia, when cyclones, storms and other climatic events occur, small businesses and the economy suffer. 'We must anticipate what SMEs need during crises and how to service those needs,' he told participants. 'For climate sceptics out there, they only need to look at what's happening in the Pacific to know that the climate really is changing.'



### ***Strengthening institutions is key***

Olusegun Awolowo, Chief Executive Officer, Nigeria Export Promotion Council (NEPC), noted: 'Strengthening our institutions is a key first step to ensure readiness and responsiveness to risk. In the face of falling oil prices, export diversification programmes based on a "zero oil plan" are necessary, drawing on best practices from countries having survived similar situations.' He added that SMEs are vital for any country in recession. 'They are the drivers of growth and creators of jobs,' he said.

The Korean Trade-Investment Promotion Agency consulted stakeholders to define seven risk categories: disaster, government policy, budget, business, operation, public relations, and information security risk.

### ***Risk management needs to be embedded***

Sung Gi Lee, Director of the Planning and Coordination Department, Korea Trade-Investment Promotion Agency, said that risk management should be embedded in the organization, but it should not be simple and passive. 'With growing uncertainty, there is a need to design a proactive risk management system focused on improving three aspects,' he said. He pointed to ownership and governance, pro-activeness and agility, and information sharing and collaboration with stakeholders.

Lee added: 'We can use four steps to anticipate and mitigate risk: recognize, prevent, respond, and restore.'

Trade and support investment agencies are critical partners in helping SMEs cope with risk, as they do not have the resources to pursue solutions. SMEs are essential to a nation's economic recovery, as was proven during the economic crisis in 2008.

### ***Mitigating risk***

Some risks can be anticipated, such as the impact of commodity price crashes, for example the oil price in Nigeria, and climate change in the Pacific. 'Black swans' include the risk to tourism created by civil unrest and terrorism, for example, in Tunisia. Both Nigeria and Tunisia developed export diversification strategies to mitigate risk.

Aziza Htira, President Director-General, Tunisia Export, advised that risk and contingency management in government institutions should be the norm, not the response to emerging risks. Institutions must adapt their tools and strategies to ensure readiness. 'Our capacity to anticipate and respond to risk is essential to the survival of SMEs and the stability of the economy in times of turmoil,' she said.

### ***Stakeholder engagement is critical***

Htira emphasized that stakeholder engagement is critical to mitigating risk. Collaboration with the private sector and SMEs helps decision-makers and others to understand the effect of crises. Partnerships are needed with civil society, the public sector, and collaborative partners such as international organizations, which offer financial and expert support to craft and implement effective solutions.

### ***The way forward***

- Institutions need to develop and implement systems, including scenario planning and response to risk.
- It is important to understand what SMEs need when risk becomes reality and results in crisis. SME needs should be addressed.
- The way forward is to develop partnerships with countries and organizations that have experienced risks and crises to facilitate learning lessons that can be used to develop mitigation strategies and solutions to avoid risk.

# Readiness and risk: Preparing for the unimagined (day 2)



## PANELLISTS

- Ms. Jacqueline Flood, President, Saint Lucia Trade Export Promotion Agency
- Mr. Arvind Radhakrishna, Chief Executive Officer, Enterprise Mauritius
- Ms. Mafruha Sultana, Chief Executive Officer, Export Promotion Bureau, Bangladesh
- Ms. Caroline Tompkins, President, Forum for International Trade Training, Canada

## MODERATOR

- Ms. Pennie Humdell, Senior Benchmarking Officer, TISI Strengthening Section, ITC

Participants agreed that to mitigate risk and cope with crises, it is critical to build knowledge about the effect of specific risks on businesses, provide risk intelligence to SMEs and conduct environmental scanning and scenario planning to map potential crises and responses.

Close collaboration among the private sector, TIPOs and government agencies is useful in preparing stakeholders' responses to risk. Building technical competence for people working in trade, including SME staff and policymakers, has significant impact on risk management.

### **Enable high-risk tolerance in new markets**

Enabling a high-risk tolerance in new markets is important to drive SME market diversification efforts. Jacqueline Flood, President of the Saint Lucia Trade Export Promotion Agency, explained that in Saint Lucia risk is managed during the predictable hurricane season through an annual plan for a hurricane response.

'We developed a system to scan the markets relevant to exporters that achieves an early warning market intelligence system, and we work with producers to develop risk-treatment plans,' she said. 'We also monitor factors that affect tourism, the economy's key driver.'





Facing other risks, such as political risk, is less clear. 'We remain neutral and negotiate our position with both main political parties during government changes,' Flood added.

***Brexit a major risk***

Arvind Radhakrishna, Chief Executive Officer, Enterprise Mauritius, told participants that the major risk for Mauritius today and for many other African countries is Brexit, Great Britain's plan to leave the European Union. Mauritius has already taken the lead in the region to initiate discussions with other countries.

'With members of the Common Market for Eastern and Southern Africa, the South African Development Community and other Commonwealth countries we can come in as a solid group when the time comes to negotiate with the United Kingdom, which is the major market for Mauritius' exports,' he said.

'The African Growth and Opportunity Act [AGOA] could eventually be another risk given political and trade policy changes in the United States, which may be coming quite soon,' Radhakrishna warned.

(AGOA, effective 18 May 2000, offers tangible incentives for African countries to continue their efforts to open their economies and build free markets.)

***Risk, an integral part of the export journey***

Mafruha Sultana, Chief Executive Officer, Export Promotion Bureau, Bangladesh, said that risk is an integral part of the export journey in Bangladesh and has many facets. Equally, internal or external to the country, risk may be predictable or unpredictable. Each facet of risk requires careful attention.

'A wide range of conditions are often incorporated under the banner of compliance, requiring strict adherence by companies that are willing to export in developed markets,' he explained 'Fulfilling these

conditions pushes the exporters for extra investment, which essentially reduces profit margins for businesses from our country.'

***Trade-capable people reduce risk***

According to Caroline Tompkins, President, Forum for International Trade Training, Canada, 'If you have trade-capable people, business risk can be reduced,' she said. 'When a company is looking at international trade as a growth strategy, why not go to an international trade professional who knows how to identify and mitigate risk and has the industry credentials to prove it?'

She told participants that the Canadian government is defining the profession of trade experts. Training for Canadian SMEs incorporates competency standards. Professionals understand international trade businesses, monitor international markets and capture early warnings. The competency programme offered for companies enables them to better understand and mitigate risk.

***The way forward***

- Risk management and mitigation must be an integral part of trade strategies.
- TIPOs should take a lead in anticipating risks and alternative scenarios to prepare and support SMEs.
- People engaged in making trade deals must be up-to-date with the latest knowledge, standards and regulations for successful trade.
- Training for SMEs should incorporate competency standards.



# Awards recognize excellence



# Meet the winners



## PANELLISTS

- Mr. Tahiriniaina Rajaonarimanana, Secretary General, International Trade Board of Madagascar
- Ms. Laura Lopez Salazar, Strategic Alliances Developer, PROCOMER
- Ms. Micaela Mazzei, Assistant Director, PROCOMER
- Mr. Fabrice Lelouvier, Deputy Head, International Cooperation Department, Business France

## MODERATOR

- Ms. Aicha Pouye, Director, Division of Market Development, ITC

The TPO Network Awards recognize excellence in trade support services and celebrate TPOs that demonstrate effective, innovative and efficient performance in their export development initiatives.

The Awards were announced during the gala dinner at the 11<sup>th</sup> TPO Network World Conference and Awards on 24 November. The evening was hosted by Maroc Export, in partnership with ITC.

The winners of the TPO Network Awards presented their innovative export development initiatives and good practices to participants at the 11<sup>th</sup> TPO Network World Conference and Awards.

The winners emphasized that their initiatives could be adapted by other institutions. Aicha Pouye, Director of the Division of Market Development, ITC, told the winners that ITC is a 'super-TPO' that counts on TPO Network members to be multipliers in the field.

'You have been creative while creating economic and social benefits for your countries,' she said. 'You are shining examples to your peers.'

She pointed to the 'transformational effect' of providing effective services to enterprises. 'You are helping your countries create jobs and export income,' she said.

Pouye emphasized the need for teamwork among TPOs. 'We all work together in a one-to-one-to-many approach. Together we can do much more. That is the concept of teamwork. ITC will continue to accompany you,' she said.

The Director pointed to the 'humility' demonstrated by the winners and noted that it is important to keep this in mind as TPOs – and ITC – navigate the complex trade landscape.

# Shortlist of TPO Network Awards applicants

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The Adjudicating Panel, chaired by ITC Executive Director Arancha González, faced a difficult task to judge which of the applicants merited receiving an award.

‘SMEs are engines of development in their countries,’ Arancha González said. ‘We know – and celebrate – that TPOs drive these engines by delivering targeted services and export development initiatives.’

She added: ‘Of all the applicants, these TPOs have made a difference in their home countries by supporting SMEs to internationalize. They have set excellent examples for others to follow.’

## Least developed country category

<b>Afghanistan</b>	Export Promotion Agency of Afghanistan
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<b>Bangladesh</b>	Export Promotion Bureau
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<b>Madagascar</b>	International Trade Board of Madagascar
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## Developing country category

<b>Brazil</b>	Brazilian Trade and Investment Promotion Agency (Apex-Brasil)
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<b>Chile</b>	ProChile
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<b>Costa Rica</b>	Foreign Trade Corporation of Costa Rica (PROCOMER)
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<b>Ecuador</b>	Instituto de Promoción de Exportaciones e Inversiones (Pro Ecuador)
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<b>Jamaica</b>	Jamaica's National Trade Promotion Organization
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<b>Republic of Korea</b>	Korea Trade-Investment Promotion Agency
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<b>Qatar</b>	Qatar Development Bank
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## Developed country category

<b>Australia</b>	Australia Trade and Investment Commission (Austrade)
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<b>Austria</b>	Advantage Austria
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<b>France</b>	Business France
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<b>Netherlands</b>	Netherlands Enterprise Agency
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# Best TPO from a Least Developed Country: International Trade Board of Madagascar

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**ITBM**  
INTERNATIONAL  
TRADE BOARD OF  
MADAGASCAR

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*'The ITBM cluster network covers 393 beneficiaries; among them 70% are women and 82% are young entrepreneurs. We are proud to have helped them succeed in growing their businesses.'*

**Herintsalama A. Rajaonarivelo**, President, International Trade Board of Madagascar

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## **Promoting development, jobs and growth**

Created in 2013 in response to political and economic turmoil across the country, the International Trade Board of Madagascar (ITBM), a private initiative, supports traditional, semi-industrial and handicraft exports, and stimulates employment in the handicraft and agricultural sectors.

Madagascar is rich in biodiversity. By putting value into raw materials; connecting rural areas with international markets; and empowering women, youth and small-and medium-sized enterprises (SMEs), ITBM is leading a sustainable, responsible export strategy.

ITBM's activities focus on:

- Supporting actual and potential exporting SMEs;
- Conducting strategic observation and studies of export fields;
- Assisting export-related organizations.

ITBM receives funding from the Agence Française de Développement, the African Development Bank and the European Union.

ITBM has a staff of five people and operates on a limited budget. It provides services flexibly and targeted to its clients' specific needs. ITBM supports 11 intermediate organizations, including six chambers of commerce and industry and five exporting SME clusters.

ITBM directs its efforts in five sectors:

1. Hand-made fashion products for women and children;
2. Oils from black peppers;
3. Oils from vanilla, geranium, honey and other raw materials.
4. Spices; and
5. Luxury handicraft products from raffia, precious woods and other materials.

A board of trustees from private sector associations approved the choice of these sectors. ITBM experts conducted research to help the chosen sectors define needs and develop business plans. Contracts were then signed between ITBM and the sectors for grant allocations.



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### **Export training**

ITBM provides training in the following categories:

- Technical training on packaging, conditioning, design and biological plant processing;
- Export procedures, standards requirements and local regulations;
- Management training, including marketing, negotiations, stand animation, logistics, business plans and export lines of credit;
- International trade and market access using ITC market analysis tools;
- Custom-designed training. For example, in 2015, ITBM engaged an American designer to share expertise with Madagascar designers on fashion trends in the United States.

ITBM provides a paid coordinator or coach to each sector to help implement its business plan. It also provides technical support for organic and fair trade certification.

### **Adding export value to raw materials**

ITBM aims to add export value to local raw materials by providing grants to its five product clusters. It engages in three specific activities:

- Assisting exporting SMEs in international forums and fairs;
- Improving capacity of actual and potential exporter through training and technical assistance;
- Assisting export-related intermediary organizations (IO) (clusters and chambers of commerce and industry) in implementing export promotion projects.

With ITBM's support, each intermediary organization drafts a business plan, an implementation plan and an annual work plan. These documents form the basis of a bilateral convention between these intermediary organizations and ITBM.

ITBM monitors performance through analysing disbursement rates, monthly reports, and meetings, field visits and interviews.

### **Understanding procurement practices**

According to ITBM's President Rajaonarivelo, 'An effective monitoring and evaluation system is crucial to assist IOs to implement export promotion projects. Based on verifiable indicators such as disbursement rates, ITBM sends collaborators to

IOs to identify impediments and determine measures to correct the trends.'

ITBM organizes training sessions based on results-based management; project implementation, monitoring and evaluation; as well as procurement. Delayed disbursement rates occur due to lack of mastery of procurement processing and procedures. By mainstreaming these concepts, ITBM increases IOs' annual disbursement rates.

Evidence of ITBM's effectiveness includes:

- Opening the 'One Stop Shop of Exports';
- Certifying two clusters as 'bio' and 'fair trade', which permit exports to European Union and United States markets;
- Seven IOs are launching websites;
- Malagasy luxury clothes exporters successfully participated in trade fairs in Europe, the United States and Canada.

### **Targeted communications support**

'The most important factor contributing to Madagascar export growth is promotion,' says Rajaonarivelo.

ITBM promotes exports through trade fairs, events, roadshows, television documentary and targeted communications in magazines, booklets and brochures.

### **Why did Madagascar win?**

Rajaonarivelo believes that Madagascar won the TPO Award for several reasons:

- Flexible structure, due to small size. It can customize client support and respond quickly;
- Strong expertise in international trade and project management;
- Encouraging a culture that constantly listens to its clients and beneficiaries.
- Results-based management for all activities is effective in contributing to national trade promotion objectives.

'We conduct a strategic watch on the export environment and organize periodic visits to entrepreneurs, chambers of commerce and industry, and clusters,' he says. 'By being updated constantly on the needs of clients and beneficiaries, ITBM is able to respond appropriately and foster innovation.'



## ITBM'S CLIENTS SPEAK OUT

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*'To get a good reputation and image in handicrafts, we need a constant, regular and permanent presence in international commercial trade fairs. We were not able to ensure this permanent presence without ITBM.'*

**Noeline Andrianarivelo Razafy**, President, Madaqh cluster

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*'We are very satisfied with ITBM support and proud to receive bio and fair trade certificates. We now can reach markets in the United States and the European Union.'*

**Harivelo Rasolonjatovo**, Coordinator, HEM cluster

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*'ITBM's support and assistance allowed me to expand my cluster, CHESE, to women pepper producers and create new revenue generating activity for women in the East Madagascar region.'*

**Lysiane Tang**, President, CHESE cluster

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# Best TPO from a Developing Country: Costa Rica (PROCOMER)

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*'When SMEs work together, they are empowered to believe they can successfully internationalize.'*

**Laura Lopez Salazar**, Strategic Alliances Developer

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*'When SMEs understand the benefits of working together, we provide training and support that deliver much more than shared knowledge. SMEs eventually understand that by collaborating they can achieve more competitiveness.'*

**Micaela Mazzei**, Assistant Director

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## **Meeting the challenges of internationalization**

Productivity, economies of scale and access to knowledge are common challenges facing SMEs that want to expand their businesses in international markets. PROCOMER, Costa Rica's TPO, helps SMEs to meet those challenges using innovative, robust business models.

PROCOMER's Associative Models for Export (AME) methodology, launched in 2015, is designed to diversify the country's exports and to bring SMEs together in voluntary alliances to develop, promote and sell their goods and services abroad.

The AME methodology works across different sectors, resulting in less risk, lower costs, more sales, increased profits and improved economies of scale.

There are 14 different models operating in three types of alliance structures:

- Horizontal networks, where SMEs offering similar products or services cooperate on export development activities, yet compete in the same market;
- Promotion consortiums, where member businesses promote their goods and services in international markets; and
- Origin consortiums, where producers or companies work together to jointly enhance and promote a product of origin.

## **Teamwork is key**

'When companies work together, they benefit from sharing knowledge and experience' says Micaela Mazzei. 'Companies begin to understand they can achieve more competitiveness when they collaborate. That is the most important lesson learned.'

Teamwork is at the heart of the AME concept. Clearly defined common goals drive the collaboration. SMEs work in a structured, formal process for medium- to long-term cooperation.



The methodology facilitates SMEs engagement from the early stages of export development to internationalization:

- Flexibility to work with companies of export potential from different sectors under the same model. The model's systematized processes are in line with PROCOMER's services, yet are flexible enough to incorporate geographic, cultural, socioeconomic, and environmental variables of different sectors;
- Empowerment for companies through direct, active participation that ensures a sustainable export model, once support ends;
- Performance monitoring at all levels, from progression towards the overall aims of the sector to single company engagement, using PROCOMER's customer relationship management (CRM) tool.

#### ***Becoming export-ready***

Each group of SMEs must follow four stages. The first three must be completed before they can export:

- Raising awareness and recruitment, using a diagnosis to carefully select the group of companies that can jointly benefit from the initiative;
- Formalizing and structuring the business model for the group, as well as defining its mission, vision, objectives and governance;
- Planning and consolidating to define productive capacity, market segments, specific goals, and implementation plan;
- Internationalization, which includes identifying opportunities, promotional activities, capacity development and compliance with international standards.

#### ***A robust monitoring and results measurement***

An innovation for PROCOMER is AME's performance measurement model. It enhances PROCOMER's existing CRM and performance management system. The model was designed to enable systematic and comprehensive monitoring, measuring and assessment of managerial and operational activities throughout the four stages of the programme.

Quantitative and qualitative measures are assigned to every stage of the model. All activities and results are recorded in PROCOMER's CRM. The structured approach and systematic tracking and measurement facilitate quick access to information for assessing AME's progress, outcomes and impact, from the sector productivity level to the individual company level.

#### ***Impact through structured guidance and collective branding***

More SMEs are included in the internationalization process, thanks to PROCOMER's innovative product and service offers. Competitiveness of the SMEs is backed through participation in international shows, where the firms come together under an umbrella name and the country brand.

As a result, consumers more frequently associate Costa Rican products and services with the country's values: innovation, sustainability, efficiency and social progress.



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## **CRAH – TRANSFORMING THE FILM ANIMATION SECTOR PROMOTION CONSORTIUM**

Costa Rica Animation Holdings (CRAH), a cluster of the six award-winning studios in Costa Rica, has transformed the sector. The group offers animated services, animated content, 2D, 3D, character development, flash, motion graphics and many other animation products.

PROCOMER and the Ministry of Culture and Youth joined forces to promote the Costa Rican animation sector in the international market. A mission to the United States yielded positive results, as Mars Studio sold a project to Mattel, the world's largest toymaker.

These and other studios created a more conducive business environment by partnering with Costa Rica's film academy, government institutions and non-governmental organizations (NGOs).

Oswaldo Sequeira, Head of Flex Studio, says, 'CRAH, along with the other studio allies, has positively permeated the film academy, government institutions and NGOs to create a better environment for this sector, all with the single goal of turning this into an industry.'

## **SMEs ASSOCIATE TO EXPORT COFFEE AND RAMBUTAN HORIZONTAL NETWORK**

The ASOFRUBRUNCA association is comprised of 25 companies, primarily involved in coffee production. It also engages 115 partners that cultivate, produce and process high-quality rambutan – a tropical fruit – for export.

The association has completed the four phases of PROCOMER's model and is now successfully exporting both products to global markets.

## **SCIENCE AND TECHNOLOGY FIRMS COLLABORATE ON RESEARCH AND INNOVATION PROMOTION CONSORTIUM**

The country's aerospace cluster started as a promotion consortium, to save the costs of attending international trade fairs. Today, it has evolved into a group of 27 SMEs that collaborate on research and innovation. This enables them to sell to US companies. Certification was a common goal, encouraging producers to implement the improvements needed to internationalize.

In the biotech sector, companies came together in AME. 'They realize they can work together to develop the sector,' says Micaela Mazzei. 'The country has been involved in biotech research for decades, but to transform the sector into exporting goods and services as a consortium is new, and it is evolving into a cluster.'

# Best TPO from a Developed Country: France (Business France)

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*'An important need expressed by our clients is to work long-term in a customized way. Some companies in a solid financial situation are ready to export, and need help with international development programmes. That is when we step in with the CEBI programme to support them.'*

**Fabrice Lelouvier**, Deputy Head, International Cooperation Department, Business France

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## **Supporting export growth**

Business France, a government agency that supports the international development of the French economy, fosters export growth for French businesses and facilitates international investment in the country.

Each year, Business France works with 10,000 companies. For the last 5 years Business France has focused more on SMEs that need customized and long-term assistance to design and implement internationalization strategies.

'We work with companies facing different challenges,' says Fabrice Lelouvier, Deputy Head, International Cooperation Department, Business France. 'But they all need support to implement their international business development plans to export efficiently and effectively.'

Lelouvier adds, 'This award is a strong recognition of what we have done so far, but it is also a lesson that we as TPOs should always strive to improve and find better solutions for our clients.'

## **Internationalizing mid-size companies**

To boost competitiveness, in 2012 the French government called on Business France, Bpifrance (an investment bank) and Coface (a leader in credit insurance), to jointly support SMEs with high, untapped growth potential for export.

Most mid-size companies, being part of a large French or foreign group were already internationalized. Independent companies have a lower export rate of 16% compared to 22% for the average midsize company. This is due to lack of:

- Export awareness about market opportunities and ways to convert them into sustained business; and
- Appropriate financing for new export programmes.

## **Partnerships generate exports**

Since the Customized Export Boost Initiative (CEBI) was launched in 2013, it has targeted companies with more than 50 employees and at least €100,000 of annual export. After just three years, results are on target: 1,000 companies have enrolled in CEBI,



56% of which have secured a signed or negotiated export contract.

Forty-five full-time account managers work from over 30 Bpifrance regional offices, working with the Bpifrance teams to provide financial support.

‘We support companies that are in a secured financial position thanks to Bpifrance support and need guidance on where and how to export,’ Lelouvier says. ‘We work with them to create and implement international development plans and to help them grow.’

Companies receive information about potential markets and regulatory requirements. They also participate in trade shows and individual missions to targeted markets to meet potential buyers, partners and suppliers.

Bpifrance experts help design finance for their export development plans and deliver risk assessment and insurance solutions. Coaching and follow-up is ongoing.

**Depth in expertise, networks, process and location**

The quality of contact and long-term follow-up between the companies and CEBI team members is critical to the programme’s success. Full-time account managers with expertise in SME internationalization were selected to manage a client account on behalf of the three partners. The 45 account managers, or CAIs (chargés d’affaires international), work from Bpifrance offices across the country, which enables them to be close and accessible to the companies.

To support CAIs and ensure a cohesive implementation of CEBI, the team must follow common processes. To achieve this, a 67-page

operational manual is given to project team members at the beginning of their mission.

The manual provides them with the information they need about the spirit and objectives of CEBI, the role and expected input of each partner, the detailed procedures to follow with each company enrolled in CEBI, as well as their role in the monitoring, reporting and impact assessment processes.

**Innovative financial instruments**

Business France signs a strategic agreement with companies, and its partner Bpifrance offers financial instruments, including:

- An international growth loan to finance export expenses, ranging from €30,000 to €5 million to fund trade missions, salaries and travel expenses;
- An international project guarantee of economic risk up to 50%. If a company needs €1 million to set up an office, Business France guarantees an investment of 50%;
- An advance export credit insurance scheme that grants credit to foreign partners, both buyers and sellers. This ensures Business France’s clients will be paid.



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*'Business France, Bpifrance made our life easier. Becoming an international leader in a market segment is a long adventure to success. Market studies, customer targeting, connecting us with decision-makers, along with our valued products, services and know-how, have been the key elements of our export success.'*

**Soufyane Miloudi**, Director of Development, Aubrilam

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Aubrilam is an SME based in Clermont-Ferrand, Auvergne, France, that designs and produces eco-friendly furniture and solutions for outdoor spaces such as smart lighting posts, shelters and charging stations for electric vehicles. With an annual turnover of €14.6 million, the company was ready to export.

Aubrilam started collaborating with CEBI in 2013, with the goal to help the company expand beyond Europe to new markets in Maghreb, the Middle East, Asia and the United States. Since then, Business France experts designed more than 12 customized export missions. Aubrilam's investment of €46,000 in export services paid off – more than €3 million has been billed to new customers in target markets.

Aubrilam benefitted from Business France's services to secure development loans, export credit solutions on new contracts in the Middle East and Eastern Europe; it used Bpifrance for export insurance. The company was also introduced to the French patent agency to protect its intellectual property rights in these new markets.

The support provided by CEBI enabled Aubrilam to move closer to target markets by opening foreign subsidiaries and communicating with its existing and potential clients through the company's upgraded website.



# About the TPO Network World Conference

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## TPO Network World Conference 2018

Business France will host the 2018 edition of the TPO Network World Conference and Awards. Business France was selected following a vote by members of the global TPO Network.

The runners up were ExportAr, Argentina, and the Turkish Exporters Association (TIM), Turkey. Both organizations presented strong bids to host the next TPO Network World Conference and Awards.

## Awards

The TPO Network Awards are open to all trade support institutions that are officially recognized as national organizations for trade promotion. An Adjudicating Panel comprised of TPO practitioners, including senior representatives of former winners, reviews the applications. ITC's Executive Director Arancha González chairs the panel.

The TPO Network Awards focus on outstanding performance of TPO processes and practices. Export development initiatives respond to the needs of SMEs by building their competencies to be enduring, competitive international players.

These prestigious biennial awards are recognized by TPOs worldwide as well as by the business community, governments and international agencies.

Previous winners and applicants agree the application process is a comprehensive and time-consuming task. But the benefits of winning and of applying exceed their expectations.

## 20 Years of TPO Network World Conferences

This was the 11<sup>th</sup> 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 1<sup>st</sup> 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 2<sup>nd</sup> Conference in 1998 in Santiago, Chile, followed with a closer look at trade promotion tools.
- At the 3<sup>rd</sup> 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 4<sup>th</sup> Conference in Beijing, China, in 2002.
- At the 5<sup>th</sup> 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 6<sup>th</sup> Conference in Buenos Aires, Argentina, in 2007.
- The 7<sup>th</sup> Conference in 2008 in The Hague, the Netherlands, explored key issues for TPOs to remain competitive in the changing international marketplace.
- The 8<sup>th</sup> Conference in 2010 in Mexico City, Mexico, addressed the impact of TPOs and how to improve and report on their efforts.
- The 9<sup>th</sup> Conference in 2012 in Kuala Lumpur, Malaysia, explored the innovative approaches TPOs are implementing to meet the challenges of today's new business environment and to prepare for the future.
- Participants at the 10<sup>th</sup> Conference in 2014, Dubai, United Arab Emirates focused on the role of TPOs in facilitating the internationalization process of SMEs with a specific emphasis on linking trade and investment promotion activities.
- The 11<sup>th</sup> Conference, Marrakech, Morocco in 2016 focused on the impact and implications on trade, investment and employment imposed by digital technologies, global value chains of the future and the emergence of Africa as the next trade and investment destination.
- The 12<sup>th</sup> TPO Network World Conference will take place in Paris, France in 2018.







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