



World Trade Promotion Organization Awards 2004

What
makes a
winner?





THE AWARDS

Pictured on the cover is one of the trophies presented to the award winners. It is a replica of the traditional Maltese boat, the *Dghajsa*, which, like the Venetian gondola, is a direct descendent of the Phoenician ships used in early Mediterranean trade (Photo: Studio Casagrande).



AWARDS CATEGORIES

The World TPO Awards recognize outstanding performance by trade promotion organizations (TPOs) in the two preceding calendar years to the year in which the award is presented. There are five award categories:

- ▶ **Best TPO from Least Developed Country**
- ▶ **Best TPO from Small Country**
- ▶ **Best TPO from Developing Country**
- ▶ **Best TPO from Transition Economy**
- ▶ **Best TPO from Developed Country**

An additional award is for the:

- ▶ **“Best of the Best” TPO**

The winner of this award is chosen from among the award winners in the five main categories.

Another award is the:

- ▶ **Panellists’ Surprise Award**

This award is for a TPO, which, in the opinion of the adjudicating panel, deserves recognition, but did not score “best” in a particular category.

WORLD TPO AWARDS WINNERS 2004

The case of each award winner tells its own story, but together they share some common features that help to answer the important question for many TPOs: “What makes a winner?” Customer focus is a repeated theme and this translates into strategies to increase TPO outreach, target specific sectors and provide value-added, enterprise-level assistance. Developing and strengthening local and international networks is another recurring theme: here the focus is on using local partners to increase outreach and a network of foreign trade representatives to provide critical market intelligence.

Underpinning all of these features are the rapid changes in the business environment, in particular, the rapid pace of globalization and the remarkable potential for increased efficiency offered by the Internet and other new developments in information and communications technology.

ACKNOWLEDGEMENTS

This publication is based on summaries of the “business case” submissions of the six winners of the WTPO awards 2004. It has been prepared with the help of a number of individuals, both from the TPOs themselves and from the three co-sponsors.

Alan Reynolds and Sue Pfiffner, ITC consultants and Marilyn Langfeld, designer, assisted Natalie Domeisen, ITC Senior Public Information Officer and Philip Williams, ITC Senior Adviser to prepare, edit and design this booklet.

CONGRATULATIONS

Trade is an important tool of economic development. Trade support institutions play a vital role in ensuring that development is sustainable and that companies, particularly small and medium-sized enterprises, get the support they need to remain competitive in a globalizing trade environment: a challenging task, which trade promotion organizations (TPOs) around the world have to face.

What makes a winner? highlights the World Trade Promotion Organization (WTPO) Awards, recently instituted to salute the efforts of TPOs globally. Thirty-two TPOs contested the first set of awards, presented at the 5th World Conference of TPOs, held in Malta in October 2004. This booklet acknowledges each of them and highlights the six TPOs that won awards.

The objectives of the awards competition are to recognize the achievement and reward the success of TPOs, stimulate active networking, share best practices among TPOs and encourage TPO innovative approaches and initiatives.

Over the last 50 years, there have been some outstanding examples of the important role played by successful TPOs in speeding their country's trade development. Some of these exceptional TPOs are amongst the first six WTPO Award winners highlighted in this booklet. They have demonstrated how institutions can and must reinvent themselves in order to remain relevant.

As co-sponsors of this booklet, Malta Enterprise, hosts of the World TPO Conference 2004, the Dubai Chamber of Commerce and Industry, which will host of the 2006 Conference and the International Trade Centre, which has been supporting the work of trade support institutions for over 40 years, congratulate the six award winners and wish them and their clients continued success. We thank all TPOs that entered the competition. We wish to encourage an even greater participation for the 2006 awards, which will be presented at the 6th World Conference of TPOs in Dubai in 2006.



J. Denis Bélisle
Executive Director
International Trade Centre



J. Zammit Tabona
Chairman
Malta Enterprise



Abdulrahman G. Al Mutaiwee
Director General
Dubai Chamber of Commerce
and Industry



WINNER

KOTRA: Korea Trade-Investment Promotion Agency. KOTRA is a not-for-profit governmental agency.



AREAS OF EXCELLENCE

KOTRA applied under the following four categories:

- ▶ Client focus and client relations management (CRM).
- ▶ Innovative processes and delivery methods.
- ▶ Performance measurement and monitoring.
- ▶ Leverage of information technology (IT) in furthering the objectives of the TPO.

It also sought recognition for its transition to an organization whose activities are measured by client satisfaction.



MOTIVATION

In 2000 and 2001 KOTRA received the worst scores for customer satisfaction among all Korean public enterprises.

RESPONSE

Customer focus: All aspects of KOTRA's administration and management were changed in order to centre on customers.

Customer relationship management: A new CRM system, linked to an IT system, enabled individual customers to tailor their requests to KOTRA.

Evaluation of KOTRA's performance: A balanced scorecard (BSC) approach was introduced to measure the performance of individual units and staff, based on their achievements and on customer satisfaction.

Staff remuneration: This was tied to performance based on customer satisfaction.

ACHIEVEMENTS

Top ranking: In 2003 KOTRA achieved the second highest score in customer satisfaction among public enterprises.

Increased coverage: The number of clients assisted rose from 7,000 in 2000 to 14,000 in 2003.



Innovation leader: In 2003, KOTRA was recognized as an "Excellent Innovation Leader" among 202 public enterprises in the Republic of Korea.

Employee attitude: More focused on helping customers in challenging markets.



KOTRA AS A MODEL

To be customer-focused, a TPO needs to ensure that all staff are committed to satisfying clients' requests and are remunerated accordingly. There have to be systems to collect and measure the impact on customers.

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Best TPO from a Least Developed Country

WINNER

Uganda Export Promotion Board (UEPB), a government agency.



AREAS OF EXCELLENCE

UEPB applied under the following seven categories:

- ▶ New TPO services and products.
- ▶ Client focus and client relations management.
- ▶ Innovative processes and delivery methods.
- ▶ Contribution to business advocacy.
- ▶ Sustainability of TPO services.
- ▶ Leverage of information technology.
- ▶ Bringing the organization under female management and using the media to develop its activities.



MOTIVATION

UEPB's activities had stagnated while the Ugandan Government considered amalgamating several agencies.

RESPONSE

New management: A determined and enthusiastic woman was appointed as executive director. Her mandate was to give the organization a new focus and dynamism. Staff structures changed to develop levels of responsibility and sector skills.

Sector focus: The UEPB decided to develop the country's organic products trade and services exports.

Registration of exporters: The UEPB registered exporters in order to understand their supply capability and to target support and information. An exporters award scheme raised the profile of exporting.

Use of new technologies: A new, client-focused web site was launched, with more services demanded by customers.

Cost recovery: Charges were introduced for the use of facilities, to help recover more of UEPB's operating costs.

Advocacy: The UEPB encouraged coverage of its activities in newspapers and magazines.

ACHIEVEMENTS

Increased exports: A 50% increase in five years in the value of non-traditional exports.

Financing improved: International donor support obtained and over one-quarter of operating costs raised.

Respected leadership: A woman executive director has repositioned the organisation with great success.

From 'dustbin to glory': The UEPB now has improved status and recognition in the business community.



UEPB AS A MODEL

Given a dynamic leader with determination, UEPB's experience could be emulated elsewhere.

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Best TPO from a Small Country

WINNER

Jamaica Promotions Corporation (JAMPRO), Jamaica's export and investment promotion agency.



AREAS OF EXPERTISE

JAMPRO applied under five categories:

- ▶ New TPO services and products.
- ▶ Client focus and client relationship management (CRM).
- ▶ Contribution to business advocacy.
- ▶ Enhancement of the export capacity of local industries.
- ▶ Leverage of information technology (IT).



MOTIVATION

Changes were facilitated by the Government's modernization agenda.

RESPONSE

Focus on company development: JAMPRO is no longer purely a promotional agency but proactively supports competitive, export-ready firms with export potential through technical assistance.

Reorganization of services: Services are now organized in six main groups: trade information; trade finance; trade promotion; trade development; client servicing; and trade facilitation. Staffing was restructured.

Improved IT: A CRM system was introduced to streamline handling of client needs and a new online system was set up to register exporters.

Greater business advocacy: To help exporters, JAMPRO supports industry requests for improvements in infrastructure and in public services.

Introduction of a "Trade Point": JAMPRO established a "Trade Point" model, integrating the services of trade facilitation agencies on a web-enabled platform.

Increased self-financing: JAMPRO is raising revenue through rental of facilities and charging fees for some services with the aim of covering 40% of its budget.

ACHIEVEMENTS

Exporters assisted: In 2003–2004, JAMPRO helped 73 companies to carry out activities in their company export plans.

Company registration: JAMPRO has registered over 700 companies on its online exporter registration system, one of the services provided through its Trade Point.



EU programme management: JAMPRO secured European Union (EU) funding to run the four-year private sector development programme.

Greater efficiency: Despite cutting its staff by 4% in 2003, JAMPRO said publicly that it would "achieve the same with less".

JAMPRO AS A MODEL

Given dynamic and imaginative leadership, other TPOs could emulate JAMPRO's improvements.

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World TPO Awards Gala Dinner & Presentation

One of the highlights of the 5th World Conference of TPOs, the World TPO Awards 2004 were presented at a gala dinner and presentation ceremony at the

Hilton Malta on 1 October 2004. After opening remarks by Mr J. Denis B elisle, ITC Executive Director, and Mr J. Zammit Tabona, Chairman of Malta Enterprise, Mr B elisle presented the

PRESENTATIONS



"BEST OF THE BEST" TPO
KOTRA: Korea Trade-Investment Promotion Agency



BEST TPO FROM A SMALL COUNTRY
Jamaica Promotions Corporation (JAMPRO)



BEST TPO FROM A LEAST DEVELOPED COUNTRY
Uganda Export Promotion Board (UEPB)



BEST TPO FROM A TRANSITION ECONOMY
Bulgarian Trade Promotion Agency (BTPA)

GALA DINNER





impressive awards. Malta Enterprise and ITC also exchanged awards as host and co-sponsor, respectively, of the conference.

Representatives of UEPB, Uganda and BTPA,

Bulgaria, who were unable to be in Malta for the presentation ceremony, received their awards at a reception at ITC in Geneva, in December 2004.



PANELLISTS' SURPRISE AWARD
Proexport Colombia



BEST TPO FROM A DEVELOPED COUNTRY
Austrade, the Australian Federal Government's TPO



Mr Tabona, Chairman, Malta Enterprise receiving the Host TPO award.



Mr Bélisle, Executive Director, ITC receiving the Co-sponsor's award





Best TPO from a Transition Economy

WINNER

Bulgarian Trade Promotion Agency (BTPA), a governmental agency, since merged into the Bulgarian Small and Medium Enterprises Promotion Agency (BSMEPA).



AREAS OF EXCELLENCE

BTPA applied under the category of enhancement of the export capacity and/or performance of local industries for recognition of its Food Industry Export Promotion Programme (FIEPP).



MOTIVATION

The FIEPP was designed to remedy and address structural weaknesses in that sector of the economy.

RESPONSE

Research: BTPA drew on previous internationally funded studies to identify food and processed food products as sectors that had potential for future investment and growth.

Weaknesses: BTPA identified lack of information and worker skills in the industry.

Dedicated team: BTPA allocated five staff to the FIEPP and drew on internationally funded projects to target resources to the FIEPP.

Information sources: Databases of market information, suppliers and buyers were made available.

Training: Trainers were taught management and foreign trade techniques, in order to train industry staff.

Promotion: Groups were organized at international trade fairs, and both inward and outward trade missions were arranged.



ACHIEVEMENTS

Transition to market economy: Foreign best practice models were adapted and long-term trade relationships developed.

Trade inquiries: Over 500 enquiries processed.

Promotion: 240 firms participated in specialist trade fairs and 2,115 in missions and forums.

Institutional strengthening: BTPA reinforced staff skills in its organization.

Training: 50 trainers are now available in foreign trade issues and 120 companies have been trained in export marketing, although the high turnover of staff lengthened the time needed for training.



BTPA AS A MODEL

It would be possible for another TPO with good information about its country's supply capability in a particular sector, to target staff and other resources in support of that sector's exporters.

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Best TPO from a Developed Country

WINNER

Austrade, the Australian Federal Government's trade promotion organization.



AREAS OF EXCELLENCE

Austrade applied under the category of enhancement of export capacity and performance of local industries, through its New Exporter Development Program (NEDP).



MOTIVATION

Research found that only 4% of Australian businesses were exporting and that Austrade's services were not adequate to meet the needs of businesses getting into export.

RESPONSE

New programme: In 2002 Austrade introduced the NEPD to encourage new firms to export.

Tailored assistance: The NEPD provides "hands-on" individual help to exporters, through a network of export advisers throughout Australia. Austrade is working with other public and private sector bodies in order to expand the number of export advisers and have them in geographically strategic locations.

Initial services free of charge: Austrade's NEPD programme provides up to 20 hours' time, free of normal charges, to assist a firm in selecting a market, devising an entry strategy, identifying a potential partner and making appointments. New services to help firms in the services sector have been introduced.

Aimed at non-exporting firms: The NEPD is open to any Australian firm that has not previously benefited from an earlier service during the preceding three years or earned recurring export revenue during that same period in the same market. Inclusion in the programme lasts on average 18 months.

ACHIEVEMENT

Increased number of successful exporters:

Firms using the NEPD are obliged to notify Austrade of export sales over 5,000 Australian dollars and are then counted as a successful exporter. From a base position of 25,000 in 2000–2001, the Australian Government aims to double the number of firms exporting by 2006. By 2002–2003 Austrade had helped to increase the number of successful exporters to 30,788. In 2003–2004 Austrade helped 1,193 firms to make an initial export sale.

AUSTRADE AS A MODEL

This approach could be adapted for most TPOs looking to contribute significantly to the internationalization of small and medium-sized businesses. TPOs need to understand, however, the essence of supporting and coaching businesses from the moment they enrol in the programme and of continuing to offer that support, even after the company has demonstrated export successes. Successful implementation requires commitment by all parts of the organization to treat a firm in the same way. Austrade uses an information technology system developed in-house that is capable of tracking and supporting a company's participation in the NEPD.

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Panellists' Surprise Award

WINNER

Proexport Colombia, the country's official trade promotion organization.



AREAS OF EXCELLENCE

Proexport applied under six categories:

- ▶ New TPO services and products.
- ▶ Client focus and client relations management (CRM).
- ▶ Innovative processes and delivery methods.
- ▶ Human resource development.
- ▶ Performance measurement and monitoring.
- ▶ Leverage of information technology (IT).



MOTIVATION

Changes were made so that new management could set business objectives, measure impact and offer incentives to its staff, with the wider objective of increasing Colombian exports.

RESPONSE

Enterprise development: Proexport has introduced training programmes and services to help firms become ready to export.

Matching buyers and sellers: Proexport pairs Colombian sellers with foreign buyers, facilitates contacts, tracks progress and measures resulting export sales and impact.

Web site: Proexport's web site (<http://www.proexport.com>) enables firms registering on the site to receive tailored information on selected markets and sectors.

Staff: Proexport's staff have been retrained and now have a greater commercial focus. Part of their salary is calculated according to how successful the organization, the specific area and individual staff members have been in accomplishing their own goals.

Cost/impact: Each area of activity can be costed and compared with companies' export earnings.

ACHIEVEMENTS

Increased coverage: Since 1999, 2,107 companies have completed Proexport's academic exporting programme; by 2003, 732 of them had become successful exporters.

Increased exports: Matching of exporters and importers has led to 2,333 business opportunities, and in 65% of the cases, deals were finalized, benefiting 888 Colombian companies.

Increased take-up of services: The web site has 20,582 users. Of the 4,470 exporters registered through the web site, 2,944 have

requested tailored services.

Client satisfaction: An independent study of more than 600 firms showed that on average 85% were satisfied with Proexport's services.

Motivated employees: Performance-related pay resulted in 27 employees receiving a bonus for outstanding performance; 12 staff members were also promoted within the organization.

Leading TPO: Proexport is now recognized as a regional leader among TPOs.



PROEXPORT AS A MODEL

Proexport's approach to matching buyers and sellers requires a similar IT system and the commitment of the entire organization and customers to use it. The matchmaking business forums are more readily replicated.

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PARTICIPANTS AND PANELLISTS 2004

PARTICIPANTS

Thirty-two organizations submitted applications for awards in the five different categories. These are:

National Foreign Trade Commission of Argentina
Australian Trade Commission
Austrian Trade
Bulgarian Trade Promotion Agency
Canadian Trade Commissioner Service
ProChile
Proexport, Colombia
Czech Trade
Georgia National Investment Agency – Export Promotion Department
Ghana Export Promotion Council
AGEXPRONT, Guatemala
Indian Merchants' Chamber
Indian Trade Promotion Organisation
Iran Trade Promotion Organisation
Jamaica Promotions Corporation (JAMPRO)
Jordan Export Development & Commercial Centers Corporation
Export Promotion Council, Kenya
KOTRA: Korea Trade-Investment Promotion Agency
Latvian Investment & Development Agency
Lithuanian Development Agency
BANCOMEXT, Mexico
Mongolian National Chamber of Commerce & Industry
Omani Centre for Investment Promotion & Export Development
PROPARAGUAY, Paraguay
Romanian Trade Promotion Center
Serbian Investment & Export Promotion Agency
International Enterprise Singapore
Sri Lanka Export Development Board
Swedish Trade Council
Export Promotion Center of Turkey
Uganda Export Promotion Board
Uzicomcenter, Uzbekistan

DISTINGUISHED MEMBERS OF THE ADJUDICATING PANEL

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THE CONFERENCE

The offer of the Dubai Chamber of Commerce and Industry to host the next World Conference of TPOs in November 2006 was approved by a majority of participants at the conference in Malta. The event will be co-sponsored by the Dubai Chamber of Commerce and Industry and the International Trade Centre.

This will be the sixth in the series of bi-annual TPO conferences, which started in 1996 in Cartagena, Colombia, then moved to Santiago,

Chile in 1998, Marrakech, Morocco in 2000, Beijing, China in 2002 and St Julian's, Malta in 2004. These conferences are now the established occasion for heads and senior officials of TPOs to meet and discuss current trends in global trade and issues affecting the delivery of trade support services.

Dubai, which has one of the fastest growing economies in the Middle East, is an ideal location for the 2006 conference.



WORLD TPO AWARDS 2006

The Adjudicating Panel for the World TPO Awards 2006 will be chaired by the Executive Director of the International Trade Centre and will include representatives of the winners of the 2004 awards, the Chairman of Malta Enterprise and the Director-General of the Dubai Chamber of Commerce and Industry. The panel will meet shortly to review the arrangements for the 2006 competition.

The awards categories and criteria are expected to be similar to those of the 2004 awards. The

supporting "business case" submission must be based on the TPO's performance in 2004 and 2005. Full details of the competition, including the deadline for submission of applications will be released towards the end of 2005.

The awards are designed to encourage excellence — which feeds on competition. We encourage all officially recognized, national organizations for trade promotion to strive for excellence by joining the competition in Dubai in 2006.

Further information can be requested via e-mail from:

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International Trade Centre
UNCTAD/WTO



غرفة تجارة وصناعة
دبي

D U B A I
CHAMBER OF COMMERCE & INDUSTRY

