



WHAT MAKES A WINNER?



THE AWARDS

Fundación Export.Ar, co-host of the 6th World TPO Conference in Buenos Aires in 2007, commissioned the trophies presented to the Awards winners (pictured on the cover) from renowned Argentinean artists, Jorge Abot and Natalia Abot Glenz. The sculpture that forms the basis of the trophies is entitled "Dialogues", reflecting the dialogue that takes place in trading relationships and networks. The trophies were sculpted in bronze and plated with silver.

AWARDS CATEGORIES

The World TPO Awards recognize outstanding performance by TPOs in the two preceding calendar years to the year in which the Awards are presented. There were five categories of Awards in 2006:

- 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

In addition, an Award was presented to the "Best of the Best" TPO. The winner of this Award was chosen from among the Awards winners in the above five main categories.

WORLD TPO AWARDS WINNERS 2006

The 2006 WTPO Awards winners all demonstrate innovation in their diverse approaches to trade promotion. By serving their clients to better meet the increasing challenges of the international marketplace, the winners have demonstrated a commitment to go beyond traditional trade promotion service delivery.

The case of each winner tells its own story, but together they share some common features that help to answer the question for many trade support institutions: "What makes a winner?" Customer focus is a repeated theme that the winners have translated into strategies to increase outreach, target specific sectors, initiate and strengthen local networks, and develop partnerships. Tools used to realize these strategies include:

- Delivering incisive market intelligence, either at home or through foreign representatives.
- Developing effective business advocacy tools.
- Identifying and supporting export capacity for existing and potential products and services.
- Taking advantage of export opportunities under bilateral and multilateral trade agreements.
- Fostering public-private partnerships.
- Cutting through government red tape.
- Lobbying government to create a more friendly business environment.
- Boosting internal capacity through reorganization and/or staff training.
- Delivering tailor-made, for-fee consultancy services to clients.

This list does not cover all of the initiatives taken by the 2006 winners. But it clearly demonstrates their creativity and strong customer focus. The work done by the winners underscores the critical role played by trade support institutions in meeting the challenges and opportunities in today's rapidly changing business environment.

CONGRATULATIONS

- Trade is an important component of economic development. The last decade has shown how it is possible to lift millions out of poverty by taking advantage of more open markets, economic growth and better information flows.

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

While the role of TPOs was queried in the 1990s, recent research demonstrates that the opening up of world trade in the intervening period has set the scene for greater impact from TPOs working in a more conducive trading environment. In World Bank studies, TPOs have been found to have a statistically significant impact on exports.

The best TPOs have shown that it is possible to support and deliver services to their business sectors facilitating export promotion/growth and, more generally, in the internationalization process. However, this role is not static and benchmarking against others is an important part of determining priorities for improvement.

By entering the World Trade Promotion Organization (WTPO) Awards competition, TPOs are looking for this benchmarking amongst their peers. The objectives of the WTPO Awards are to recognize the achievement and reward the success of TPOs, to stimulate active networking, to share best practices among TPOs and to 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 contributing to their country's trade development. Some of these TPOs are amongst the WTPO Awards winners highlighted in this booklet. These Awards winners have demonstrated how institutions can and must reinvent themselves in order to remain relevant.

"What makes a winner?" highlights the second round of the WTPO Awards, first instituted in 2004, to recognize the achievements of TPOs globally. Thirty-two TPOs contested the first set of awards, presented at the 5th World Conference of TPOs in Malta in October 2004. Twenty-six TPOs contested these second Awards, which were presented at the 6th World Conference of TPOs in Buenos Aires in March 2007. This booklet highlights the TPOs that won the 2006 Awards.

I congratulate the WTPO Awards 2006 winners and wish them and their clients continued success for the future. I look forward to meeting, and hearing the experiences of, our next round of winners when the WTPO Awards 2008 are presented at the 7th World Conference of TPOs in The Hague in October 2008.



Patricia Francis
Executive Director
International Trade Centre



WINNER BEST OF THE BEST TPO AND BEST TPO FROM A DEVELOPED COUNTRY

FINPRO – FINLAND'S TRADE PROMOTION ORGANIZATION IS
A PRIVATE SECTOR ASSOCIATION

AREAS OF EXCELLENCE

As an organization that transformed itself into one partnering with individual companies to help them innovate and internationalize their business, FINPRO applied under several categories, including:

- Innovation in TPO services and delivery methods.
- Client focus and client relationship management (CRM).
- Human resource development within the TPO.

MOTIVATION

To maintain its highly developed social welfare system, Finland is pursuing an industrial policy that emphasizes innovation as its key national competitive edge and involving all national bodies, like FINPRO, in it.

RESPONSE

FINPRO works with about 3,000 companies annually, delivering traditional TPO services through its website and call centre, as well as providing market information. FINPRO decided that with support, 1,000 of these companies had the potential to capitalize on foreign market opportunities. FINPRO achieved this by:

- Delivering a tailor-made, for-fee consultancy to clients, involving a high level of interaction and developing a long-term relationship.
- Collaborating and sharing information with its clients about existing and new international market opportunities, as well as potential for companies to innovate and expand.
- Launching a matrix management system, organizing its staff worldwide vertically by sector and horizontally by key markets, allowing staff to develop the expertise to help clients. It also streamlined and retrained staff.
- Sharing knowledge among staff and clients rather than relying on large-scale statistical processing of market data. This is resulting in a 'shared vision for future activity'.



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ACHIEVEMENTS

From a zero position, FINPRO is now earning about 25% (approximately €7.5 million per year of its total budget) from consultancy fees. Other achievements include:

- 3,000 companies per year use FINPRO's information services and 300 pay consultancy fees.
- FINPRO has become more productive with fewer staff and has located two-thirds of its staff abroad.
- Offices have been established in the countries accounting for 95% of Finland's exports.
- Clients work with a single manager, either in Finland or abroad.

FINPRO AS A MODEL

The new political climate in Finland, focusing on innovation as a key national competitive edge, links FINPRO to industry policy rather than to trade and export policy. This has prompted it to go beyond the traditional TPO offering and deliver targeted services that more directly support individual companies to enter international markets.

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WINNER BEST TPO FROM A LEAST DEVELOPED COUNTRY



THE EXPORT BOARD OF ZAMBIA – NOW PART OF THE ZAMBIA DEVELOPMENT AGENCY

AREAS OF EXCELLENCE

The Export Board of Zambia (EBZ) received the award for its lobbying, capacity building and service delivery, which resulted in an increase in non-traditional exports. EBZ sought recognition under several categories, including:

- Delivery of innovative services.
- Performance measurement.

MOTIVATION

Since 1987, the Zambian government has recognized the need to reduce the country's reliance on its traditional exports of copper and cobalt, which at the time represented 90% of export earnings. EBZ was created to accomplish this goal.

RESPONSE

EBZ, based in the capital, Lusaka, launched an outreach programme to companies across the country by working

with four other business support organizations. This has continued with the creation of the Zambia Development Agency. EBZ's success is also attributed to:

- Identifying and supporting capacity for exports in the services sector, which included workshops funded by donor organizations.
- Conducting an annual export audit to collect information on the export activity of companies and identifying issues that need to be addressed by the government.
- Calling for a Presidential Award to recognize successful exporters.
- Recognizing and taking advantage of export opportunities under COMESA, the Common Market for Eastern and Southern Africa, which includes missions and buyer-seller meetings between Zambian companies and those in neighbouring markets.
- Lobbying government together with the export growers association, ZEGA, to build facilities to export agricultural and floricultural products.
- Creating a staff development programme and arranging funding from donors.



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ACHIEVEMENTS

EBZ's activity over 20 years has resulted in a significant shift in the volume and make up of non-traditional exports. From a starting point of just 10%, non-traditional exports comprised 25% of total exports in 2006. Other achievements include:

- In alliance with other local district business services organizations, EBZ delivered training in export tools to Zambian companies outside the capital.
- Services export potential was identified in accountancy, mining survey, horticulture and construction advice. EBZ organized a mission to Botswana and South Africa and a buyer-seller meeting in Zambia. Thirty-five companies went on missions to four COMESA countries.
- The annual export audit was used to solicit funding by donor agencies.

EBZ AS A MODEL

Creating and maintaining alliances with business support organizations takes considerable effort, but yields results. The services sector offers great potential for growth in exports. EBZ found that carrying out an annual audit provides valuable information, but requires a guarantee of confidentiality for companies and the participation of government agencies.

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WINNER BEST TPO FROM A SMALL COUNTRY

*Enterprise
Mauritius*



ENTERPRISE MAURITIUS – A LIMITED LIABILITY COMPANY

AREAS OF EXCELLENCE

Enterprise Mauritius (EM) applied under several categories, including:

- Providing innovative TPO services.
- Enhancing export capacity.
- Leveraging information technology.
- Integrating trade promotion and business capability development into EM's service delivery.

MOTIVATION

Mauritius' economy was traditionally driven by textiles and sugar – sectors facing fierce international competition. The government wanted to boost these key sectors, but also to diversify the economy by focusing on new opportunities.

RESPONSE

Operating as a private sector company rather than as a government agency, EM is convincing companies to be market demand driven rather than supply driven and is delivering new services:

- Lobbying government to improve the business environment and ensuring companies' needs are reflected in trade negotiation agreements.
- Identifying companies with export potential, providing them with technical assistance and helping them to identify market opportunities.
- Organizing a high-level forum that led to a three-year strategy for the textiles sector.
- Helping businesses in the sugar sector to develop new markets, for example, by developing sugar as a bio-fuel.
- Leveraging information technology tools to create a CRM (customer relationship management) system and a document management system. EM launched an e-marketplace that provides sourcing information and transaction processing: www.makeitmauritius.com.



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ACHIEVEMENTS

EM is accomplishing the government's goals by:

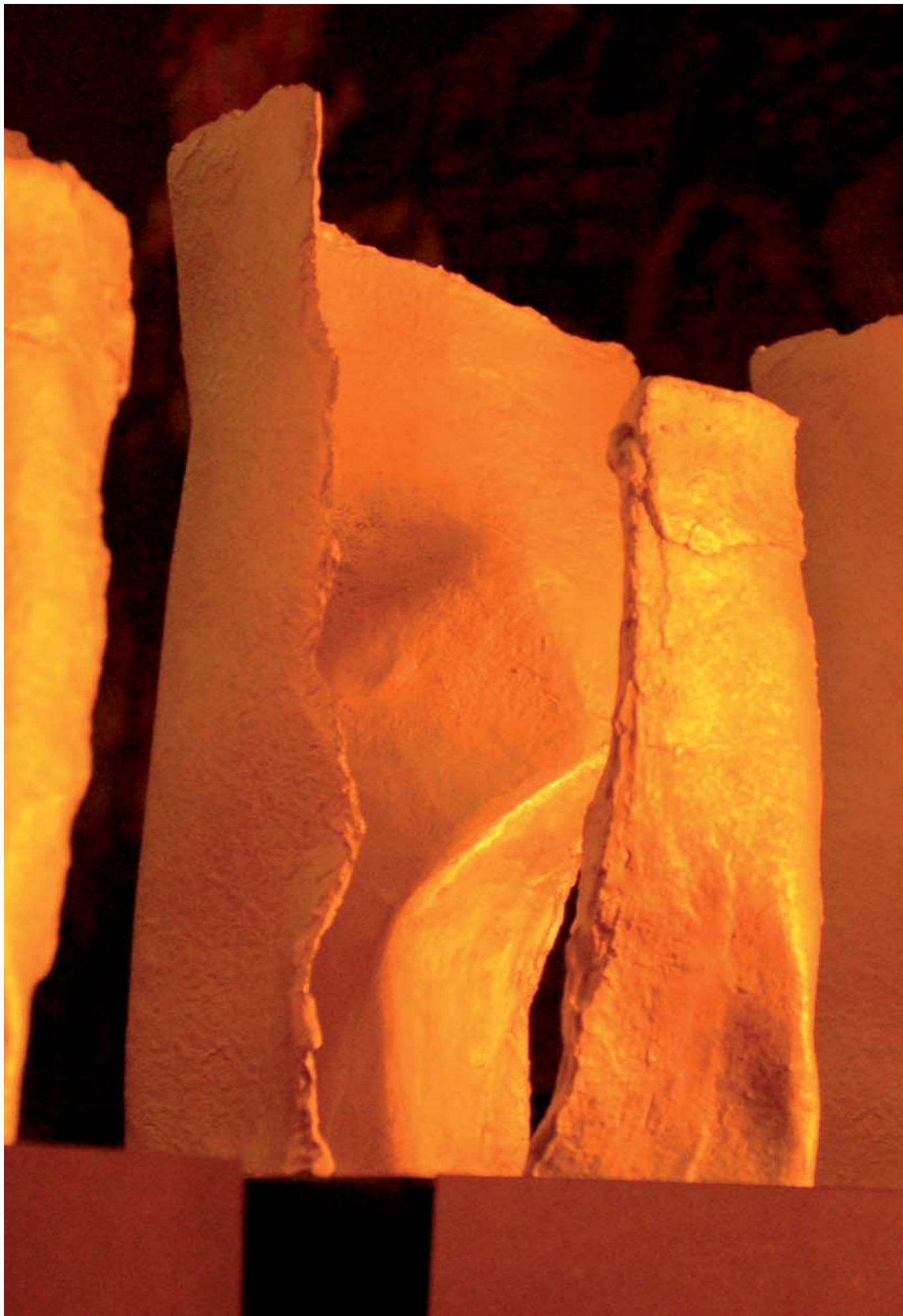
- Commissioning market study reports on three African markets, and in 11 sectors, focusing on opportunities created by bilateral and multilateral trade agreements.
- Creating a high-level forum in the textiles and garments sector that led to development of new products and new markets, such as France, the UK and Scandinavia.
- Between 2005 and 2007, the percentage of total exports represented by sugar and textile exports rose from 55% to 61%.
- Organizing competitions in 2007 for the best designs in artisanal products for tourists, as well as for jewellery and furniture.
- Helping 150 companies prepare client development plans to increase profitability, exports and productivity. EM used e-tools such as 'Q-fitness' to assess the businesses and 'Optimist' to monitor results.
- Expanding e-marketplace membership to cover 12 sectors.

EM AS A MODEL

The strategic goals EM outlined are relevant to other developing countries and could be implemented by a small, flexible organization focusing on sectors and delivering supply chain assistance. The combination of government finance and private sector governance has worked well for EM.

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GALA DINNER AND AWARDS PRESENTATION CEREMONY

The World TPO Awards 2006 were presented at a gala dinner and presentation ceremony at the San Martin Palace, Buenos Aires, on 12 March 2007. The ceremony was a highlight of the 6th World Conference of TPOs.

Ms. Patricia Francis, Executive Director of ITC, presented the Awards, following opening remarks by herself and Dr. Marcelo Elizondo, Executive Director of Fundación Export-Ar. Fundación Export-Ar and ITC also exchanged Awards as co-hosts of the Conference.

Representatives of Mongolia and Zambia, who were unable to be in Buenos Aires for the presentation ceremony, received their Awards at the ITC Joint Advisory Group (JAG) meeting in Geneva in April 2007.



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01 Mr. Jorma Turunen, President and CEO of Finpro, which won the "Best of the Best" TPO Award

02 Mr. Jorma Turunen, President and CEO of Finpro, Finland, which won the Best Developed Country TPO Award; Ms. Patricia Francis, Executive Director of ITC (co-sponsor); Dr. Marcelo Elizondo, Executive Director, Fundación Export.ar (host)

03 Mr. Lance Wickman, Former CEO, Enterprise Mauritius, which won the Best Small Country TPO Award; Ms. Patricia Francis, Executive Director of ITC (co-sponsor)

04 Ms. Alicia Frohmann, Executive Director, ProChile, which won the Best Developing Country TPO Award; Ms. Patricia Francis, Executive Director of ITC (co-sponsor); Dr. Marcelo Elizondo, Executive Director, Fundación Export.ar (host)



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05 Mr. Mathias Daka, Deputy Permanent Representative, Permanent Mission of the Republic of Zambia to the United Nations Office in Geneva; Ms. Patricia Francis, Executive Director, ITC; Mr. Sambuu Demberel, Chairman & CEO, Mongolian National Chamber of Commerce and Industry (MNCCI)

06 Mr. Siphana Sok, Director, Division of Technical Cooperation, ITC with Mr. Sambuu Demberel, Chairman & CEO, Mongolian National Chamber of Commerce and Industry (MNCCI)

07 Ms. Aicha Pouye, Director, Division of Trade Support Services, ITC with Mr. Mathias Daka, Deputy Permanent Representative, Permanent Mission of the Republic of Zambia to the United Nations Office in Geneva

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WINNER BEST TPO FROM A TRANSITION ECONOMY



MONGOLIAN NATIONAL CHAMBER OF COMMERCE & INDUSTRY – A VOLUNTARY MEMBERSHIP ORGANIZATION OF 2,350 COMPANIES

AREAS OF EXCELLENCE

The Mongolian National Chamber of Commerce & Industry (MNCCI) applied under the category of 'Contribution to Business Advocacy'.

- MNCCI evolved from a quasi-governmental agency into an independent organization providing customer focused services.
- In partnership with government, MNCCI launched a public-private initiative to champion the cause of its members.
- Key business advocacy tools used: a red tape perception index, a business confidence index and an award programme recognizing good governance.

MOTIVATION

In the wake of the break up of the USSR, Mongolia's legacy as an emerging market economy included state-owned enterprises responsible for most exports, outdated trade barriers and a bureaucracy ill-equipped to deal with a fledgling private sector. Businesses – the key drivers of change – were also demanding government action on social and environmental issues.

RESPONSE

MNCCI went beyond supplying the traditional range of chamber of commerce services to:

- Creating a public-private partnership of industry and government representatives who meet monthly, which led to the creation of an annual business forum.
- Creating a Green Credit Guarantee Fund to provide loans to companies to promote energy efficiency projects.
- Launching the River Tuul 21 Project to develop effective wastewater strategies.



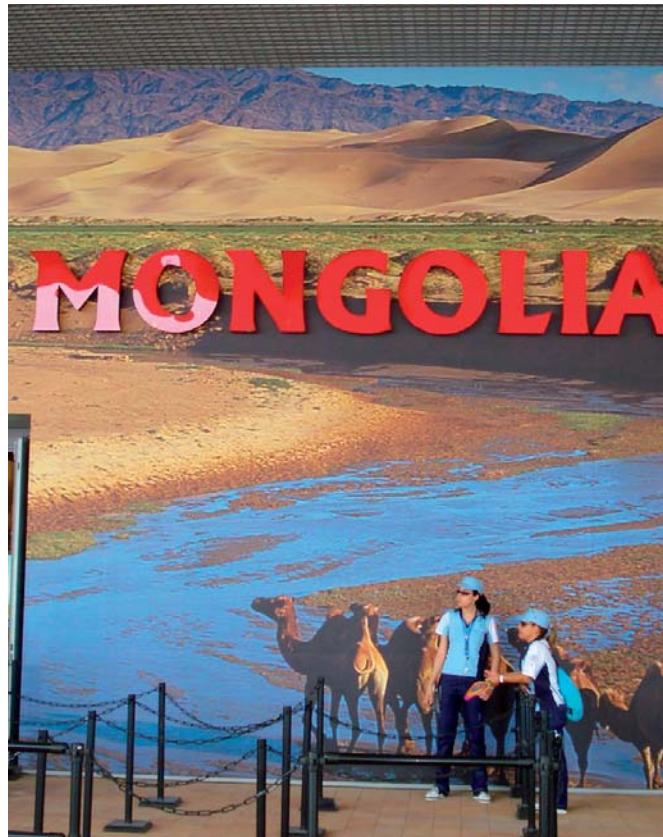
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 Commerce & Industry

- Instituting green bar coding and labelling for eco-friendly products.
- Facilitating trade through MONPRO to streamline procedures for goods in transit between Russia and China. Activities include establishing a single electronic window for foreign trade.
- Initiating a corporate social responsibility movement.

ACHIEVEMENTS

Overall business advocacy activities resulted in:

- The lowest flat rate tax in Asia, at 10%.
- Reducing or eliminating about 2,000 unnecessary regulations and documents.
- Aiming to be one of the 10 best countries in Asia, as measured by the World Bank's Doing Business Index.
- Seven demonstration projects that reduced energy consumption and improved air quality.

- Seven organizations using the green bar code and labelling.

MNCCI AS A MODEL

To be successful, a TPO in a transition economy must be willing to embrace a holistic approach to progress that encompasses social, economic and political development. It must also be committed to addressing members' concerns through action and be prepared to add value through innovation.

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WINNER BEST TPO FROM A DEVELOPING COUNTRY

pro|CHILE



PROCHILE – CHILE'S EXPORT PROMOTION BUREAU, WITH REPRESENTATIVES IN 56 CITIES ABROAD

AREAS OF EXCELLENCE

ProChile applied under four categories:

- ProChile is helping small- and medium-size enterprises (SMEs) to expand in foreign markets.
- It is raising Chile's brand image abroad.
- ProChile is exploiting opportunities from FTAs (free trade agreements).
- It is actively engaging the private sector in its work.

MOTIVATION

The private sector is comprised of a number of small firms that needed to work together to promote a quality, competitive national brand. Climactically, Chile has a number of advantages, for example, in producing wines and temperate fruit. ProChile seized a business opportunity to increase exports to the European Union.

RESPONSE

ProChile created staff groups to focus on three primary sectors: food, industry and services. It also identified 35 key markets, representing 90% of the country's exports, where it established offices. ProChile supported its customers by:

- Providing advice and guidance through call centres, online trade information (statistics), training for exporters and tailored market studies.
- Creating online market information, including a foreign importers' database.
- Promoting Chile in foreign markets through trade fairs and missions.
- Supporting a national brand image through a campaign launched in 2004 – Chile: All Ways Surprising.
- Targeting support to SMEs to help them enter markets where Chile has FTAs, helping them to build production chains to match market demand, organizing matchmaking roundtables of buyers and sellers, and by fostering knowledge exchange among firms.



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ACHIEVEMENTS

ProChile reports that the number of companies, products and markets to which the country has exported has increased. In 2007, its client firms recorded a 12% increase in exports. Other accomplishments include:

- 70,000 monthly visits to ProChile's website portal.
- 300 firms have been supported under the SMEs special programme.
- Eight export clusters were formed and six market studies undertaken to help boost competitive production chains.
- 200 SMEs participated in matchmaking roundtables.
- 40 SMEs are involved in exchanging experiences.
- A study in five markets show increased recognition of country's brand in the wake of the Chile: All Ways Surprising campaign.

PROCHILE AS A MODEL

It is important to work closely with the private sector to promote exports and to open up new export opportunities. This also involves co-financing of projects and activities by the export sector and public authorities.

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ADJUDICATION PANEL

WORLD TRADE PROMOTION ORGANIZATION
AWARDS 2006



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	Mr. Ian Wing Regional Director, Americas Australian Trade Commission (Austrade)	
	Ms. Borianna Mintcheva Head, International Cooperation & Projects Division Bulgarian Small & Medium Enterprises Promotion Agency (BSMEPA)	
	Mrs. María Victoria Iragorri Agregada Comercial Proexport, Colombia	
	Ms. Janet Crick Senior Consultant, Business Facilitation Department JAMPRO, Jamaica	For: Mrs. Sancia Templer President
	Mr. Jong-Ho Lee Vice-President, Latin America Regional Unit Korea Trade-Investment Promotion Agency (KOTRA)	
	Ing. Ray Muscat Chief Officer, Enterprise Support and Innovation Malta Enterprise	
	Ms. Florence Kata Executive Director Uganda Export Promotion Board (UEPB)	
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	Coordinator	Mr. Philip A.W. Williams Senior Adviser on Trade Support Institutions ITC

PARTICIPANTS

WORLD TRADE PROMOTION ORGANIZATION
AWARDS 2006



Twenty-six TPOs submitted applications for WTPO Awards 2006. They were:

- Argentina: Fundación Export.Ar
- Brazil: Agência Brasileira de Promoção de Exportações e Investimentos (APEX-Brasil)
- Cambodia: Cambodia Export Development Agency (EPD)
- Canada: Canadian Trade Commissioner Service (TCS)
- Chile: Dirección de Promoción de Exportaciones (ProChile)
- Côte d'Ivoire: Association pour la promotion des exportations de Cote d'Ivoire (APEX-CI)
- Czech Republic: Czech Trade Promotion Agency (CzechTrade)
- Dominica: Dominica Export Import Agency (DEXIA)
- Ecuador: Corporación de Promoción de Exportaciones e Inversiones (CORPEI)
- El Salvador: Banco Central de Reserva de El Salvador (CENTREX)
- Finland: Finpro
- Ghana: Ghana Export Promotion Council (GEPC)
- Hong Kong: Hong Kong Trade Development Council (HKTDC)
- Hungary: The Hungarian Investment and Trade Development Agency (ITDH)
- Iran: Iran Trade Promotion Organization (ITPO)
- Kenya: Export Promotion Council (EPC)
- Mauritius: Enterprise Mauritius
- Mexico: Banco Nacional de Comercio Exterior (BANCOMEXT)
- Mongolia: Mongolian National Chamber of Commerce and Industry (MNCCI)
- Netherlands: EVD Agency for Business & Cooperation
- Oman: The Omani Centre for Investment Promotion and Export Development (OCIPED)
- Switzerland: Osec Business Network
- Thailand: Department of Export Promotion (DEP)
- Turkey: Export Promotion Center of Turkey (IGEME)
- United Kingdom: UK Trade & Investment (UKTI)
- Zambia: Export Board of Zambia (EBZ)



The offer of the Dutch TPO, EVD Agency for International Business and Cooperation, to host the World Conference of TPOs in October 2008 in The Hague, The Netherlands, was approved by the Conference in Buenos Aires. The event will be co-sponsored by EVD and the International Trade Centre.

This will be the 7th in the series of biannual TPO conferences, which started in 1996 in Cartagena, Colombia. Conferences followed in Santiago, Chile in 1998; Marrakech, Morocco in 2000; Beijing, China in 2002; St Julian's, Malta in 2004; and Buenos Aires, Argentina in 2007. The WTPO Conference is 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.

This will mark the first time the Conference has been held in Europe. It coincides with EVD's hosting of the 50th anniversary meeting of the European Trade Promotion Organization (ETPO) network.

Further information on the WTPO Conference is available from:



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The Adjudicating Panel for the World TPO Awards 2008 is chaired by the Executive Director of the International Trade Centre and includes senior representatives of the winners of the 2006 Awards, the former and current WTPO Conference hosts.

A record number of applications were received for the 2008 Awards, demonstrating the continued relevance and usefulness of the Awards process to national TPOs. Being an effective TPO is a challenge and TPOs need to continually strive to do their best. The WTPO Awards recognize and reward these efforts.

The winners of the WTPO Awards 2008 are presented at a gala ceremony on 13 October, during the 7th WTPO Conference in The Hague.

Further information on the WTPO Awards can be found at www.tpo-net.com or requested via email from wtpo-awards@intracen.org.

ACKNOWLEDGEMENTS

This publication is based on summaries of the 'business case' submissions made by the winners of the WTPO Awards 2006. It has been prepared with the help of a number of people, both from the winning TPOs themselves and from ITC.

Alan Reynolds and Dianna Rienstra, ITC consultants, and Marilyn Langfeld, designer, assisted Julie-Anne Lee, ITC TSI Strengthening section, and Natalie Domeisen, ITC Communications & Events section, to prepare, edit, design and produce this booklet.



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