

# WHAT MAKES A WINNER?





---

# FOREWORD

---

At the 2018 World Trade Promotion Organization (WTPO) conference we had the opportunity to hear first-hand the excellent work that Trade Promotion Organizations (TPOs) are doing in supporting business innovation, trade-led growth and the internationalization of small and medium-sized enterprises (SMEs).

Congratulations to all TPOs that participated in this year's Awards process for sharing best practices and innovation with the TPO community.

Given the uncertain trade and investment landscape, TPOs will have to continue to provide cutting edge solutions and show increased value addition and scalability in their interventions. The use of digital technologies, thought leadership and trade and market intelligence will be critical in ensuring SME competitiveness as a means to drive economic growth and job creation.

The WTPO Awards aim to provoke new thinking and provide a platform to share practices that work.

TPOs participating in the WTPO Awards 2018 demonstrated resilience and innovation to meet the individual challenges they face. Across the world, these institutions are streamlining their practices and services to adapt to the changing world of trade and investment. The winners excelled in their vision to benefit their clients. Their clearly defined practices demonstrated excellence in all areas of service design, delivery and measurement.

TPO innovations are contributing to achieving the United Nations 2030 Agenda for Sustainable Development by strengthening institutions, promoting inclusive actions and supporting 'good trade' as a platform for growth. The stories in this booklet portray pioneering practices TPOs are using in building new and lasting partnerships, delivering services with digital technologies and creating inclusive sustainable impact.

Previous winners have found that participating in the WTPO Awards helped them improve their business models and better deliver relevant services with scalable impact. Through these stories and by connecting with award winners and participants, TPOs learn how others are optimizing new technologies and adapting practices to develop new programmes with greater impact.



I would like to thank all organizations that applied for the WTPO Awards 2018. You have provided inspiration to your peers and to ITC. You have demonstrated effective strategies and leadership in navigating the disruptive trends affecting SMEs and trade.

I look forward to working with you in the coming years to strengthen our ecosystem of institutions that surround and support businesses and to collaborate on new and exciting solutions.

  
Arancha González  
ITC Executive Director

---

# THE WTPO AWARDS

---

The 8<sup>th</sup> World Trade Promotion Organization (WTPO) Awards were presented at the WTPO Conference 2018, which took place in Paris from 25 to 26 October. More than 300 senior trade and investment representatives participated in the event from over 95 countries, including more than 120 national Trade Promotion Organizations (TPOs) and other key institutions. Under the theme, *Trade and Investment Ecosystems – Delivering for Growth*, participants explored the new role of these institutions as connecting forces in delivering seamless excellence to exporters and investors, investing in skills for the digital age, supporting the development of SMEs of the future, and measuring impact.

The Awards celebrate TPOs that have demonstrated outstanding performance in the use of innovative and effective practices in export development initiatives that respond to the needs of SMEs to become sustainable, competitive international players.

Participants applied under three categories:

- Best use of a partnership
- Best use of information technology
- Best initiative to ensure that trade is inclusive and sustainable

---

## THE 2018 WINNERS

---

- **Qatar:** Best use of a partnership (Qatar Development Bank / TASDEER)
- **Ghana:** Best use of information technologies (Ghana Export Promotion Authority)
- **Nigeria:** Best initiative to ensure that trade is inclusive and sustainable (Nigerian Export Promotion Council)

### Executive Director's Award

ITC's Executive Director Award recognizes TPO services that contribute to the achievement of the United Nations Sustainable Development Goals.

Mongolia won the award for an SME development programme aimed to generate income and employment in rural areas through product diversification and value addition.

**Mongolia:** Mongolian National Chamber of Commerce and Industry

### Jury award of recognition

This year, the panel of judges chose to recognize three additional applications, which were noteworthy for innovative initiatives, good practices or positive impact.

Consequently, three additional awards – one for each category – were approved during the final meeting of the jury:

- **Republic of Korea:** Best use of a partnership (Korea Trade - Investment Promotion Agency)
- **Switzerland:** Best use of information technology (Switzerland Global Enterprise)
- **Egypt:** Best initiative to ensure that trade is inclusive and sustainable (Export Development Authority)

---

# SHARING GOOD PRACTICES

---

The application process identifies excellence through the impact the TPO achieved and its innovative good practices. Public recognition of these practices is one way of identifying, supporting and sharing the highest standards from which all TPOs can benefit.

Applicants applied under one category to illustrate their highest achieving export development initiatives.

## **Best use of a partnership**

Under this category, applicants highlighted the critical engagement of partnerships and networks required for the initiative to successfully advance export development.

## **Best use of information technology**

This category encouraged applicants to highlight a digital innovation that was central to improving the productivity, efficiency, marketing or performance of the export development initiative.

## **Best initiative to ensure that trade is inclusive and sustainable**

This category gives applicants a platform to communicate about the efforts they are making to contribute to the UN Sustainable Development Goals while increasing the international competitiveness of their SMEs.

Applicants demonstrated innovation and efficiency in their approach to selecting and designing their services, as well as measuring and tracking results.

Each applicant demonstrated a unique approach to the common activities that TPOs must undertake to select, conceptualize, develop, deliver and measure the impact of their initiatives. The winners were selected on the basis of the innovativeness and thoroughness of their approach and the impact they were able to demonstrate as a result of their practices.

## **Tracking impact is critical**

Tracking impact is a constant challenge for TPOs. This is due to the changes that often occur as an outcome of many export development programmes. The application process aims to stimulate TPOs to develop and share innovative approaches in measuring and monitoring results.

Over the years, ITC has witnessed many applicants taking a more structured approach to recording and analysing results to improve services offers.

---

## A LOOK BEHIND THE AWARD

---

The WTPO Awards are open to all trade and investment support institutions officially recognized as national organizations for trade promotion. A jury comprised of TPO practitioners, including senior representatives of former winners, judges the applications.

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

---

## WHAT ARE THE BENEFITS OF PARTICIPATING IN THE AWARDS?

---

- Participation can be used for national public relations purposes, to demonstrate effectiveness to policymakers and boost influence with stakeholders;
- Peer recognition;
- Winners may feature the WTPO Award winner logo on all corporate communications;
- Winners have visibility on the WTPO website ([www.tponetwork.net](http://www.tponetwork.net)) and in ITC's promotional activities;
- Learning and improvement through knowledge sharing among staff members and TPO to TPO exchanges;
- Winning practices may be applied as good practice examples in ITC's capacity-building programmes.



Hassan Al Mansoori, Chief Executive Officer, Qatar Development Bank, (QDB) TASDEER

WINNER

# BEST USE OF A PARTNERSHIP



QDB

بنك قطر للتنمية  
QATAR DEVELOPMENT BANK

## QATAR DEVELOPMENT BANK – TASDEER

**“ Together, we are helping companies build new export capacity, get to know new trading partners and learn the rules of a wider trading world. Our success is due to our constant search for new opportunities. We seek out and target promising opportunities and partnerships through the bank’s selection and vetting process. Our fruitful association with Business France is an example of our efforts. ”**

**Abdulaziz bin Nasser Al-Khalifa, Chief Executive Officer, Qatar Development Bank, (QDB)**

**“ To achieve success and serve your client base effectively, I believe the ideal TPO must be well-oriented to client needs, respected by government, encouraged with good funding, and backed by the right leadership. ”**

**Hassan Al Mansoori, Chief Executive Officer, Qatar Development Bank, (QDB) TASDEER**

QDB Tasdeer was awarded for its Export Readiness Initiative (ERI), a collaboration with Business France, which has proved to be productive and invaluable to Qatar’s small and medium-sized enterprises (SMEs).

### A MUTUALLY BENEFICIAL RELATIONSHIP

The Qatari French partnership began following the 2012 WTPO Conference in Kuala Lumpur. Since then, a mutually beneficial relationship has developed. The relationship leverages the worldwide resources that QDB Tasdeer needs from the much larger Business France, which has significant global reach.

QDB Tasdeer is the arm of QDB supporting the implementation of Qatar’s national export strategy. By contrast, Business France is a French government agency created to combine trade promotion with international investment. It has a worldwide network of approximately 87 offices in France and 70 other countries, and more than 1,500 staff serving around 120,000 French SME exporters.

### ENCOUNTERING CRISIS – ADAPTING TO CHANGE

In 2015, Qatar was confronted with a decline in exports due to the impact of persistently low oil prices and an unpredictable geopolitical environment in the Gulf. QDB senior management was obliged to revise its strategy and recalibrate its services.



Prevented from doing export business-as-usual by an economic blockade, the Export Readiness Initiative (ERI), supported by Business France, was able to mitigate the economic challenges and turn the export slump into an opportunity.

## WHY THEY WON

Qatar's SMEs faced the challenge of limited markets for their products. They needed to adapt, find new markets and change strategies to meet the requirements of new buyers. Business France provided an array of options, including training, developing databases, and the trade information library. Their export coach, who was resident in Doha, provided a one-stop-shop for advice, assessment, and motivation to Qatar's export-willing, non-oil SMEs.

## A 10-STEP PROCESS FOR THE EXPORT READINESS INITIATIVE

The ERI designed a 10-step process for new SMEs which includes:

- Visiting the SME production premises;
- Evaluating the product and market readiness;
- Tailoring capacity building;

- Briefing on QDB financing opportunities and export insurance;
- Providing market intelligence;
- Developing an export strategy plan;
- Networking and trade fair participation;
- Obtaining an Export Success Form; and
- Helping with port and customs issues.

These steps are repeated as regularly as needed. At its core, QDB Tasdeer's ERI model functions on understanding its clients. Personal interactions are essential to offer clients the right advice at the right time.

In parallel to the ERI, Business France helped the Tasdeer team to strengthen its own export capacity skills and knowledge. By the end of 2017, the acceleration of ERI had successfully resulted in 69 new SMEs being export ready.

The Tasdeer team introduced Qatari SMEs to the Enterprise Europe Network (EEN), bypassing the previous intermediaries and enabling direct dealings with suppliers and buyers in promising new markets.



---

## QATAR DEVELOPMENT BANK – TASDEER

---

### CONTACT

Hassan Al Mansoori  
Chief Executive Officer

### ADDRESS

Grand Hamad Street  
Doha  
Qatar

### WEBSITE

[www.qdb.qa](http://www.qdb.qa)

---

Over the last five years of the programme, healthcare, engineering, IT and jewellery have been added to the list of export products and services.

New export markets include the People's Republic of China, Sri Lanka, South Africa, Turkey and Oman. Some participating businesses reported four times the number of export customers compared to conditions before the ERI began.

In March 2018, QDB Tasdeer and Business France signed their fifth successive Technical Agreement to continue their relationship to diversify Qatar's economy and strengthen its export market. New trade agreements were forged with Australia, Iceland, Norway, Singapore and Switzerland, among others. By June 2018, 250 Qatari SMEs supported by the initiative were actively exporting.

## BENEFITING FROM TASDEER'S TRAINING AND COACHING

---

**“ Among the advantages of working with Tasdeer is the face-to-face, one-on-one attention we get. Instead of having to search around for bits of information here and there, Marc and the Tasdeer team know us enough by now to come to me, proactively, with specific trade and market information for our particular product. That personal support means a lot to us. It's a real-time money saver. ”**

---

**Manoj Kumar, Operations Manager,  
Al Bedaya Steel Industries**

## QATAR'S CLIENTS SPEAK OUT – OVERCOMING BARRIERS TO TRADE

---

**“ The crisis meant we lost all of our main customers. We didn't give up. Tasdeer helped us with good country reports. Now we have four times as many export customers as before the blockade started; 85% of our recycled paper products today go to new markets: China, Sri Lanka, South Africa, Turkey, and Oman. ”**

---

**Abdullah Ibrahim Al-Suwaidi, CEO,  
Elite Paper Recycling**



Afua Asabea Asare, Chief Executive Officer, Ghana Export Promotion Authority

## WINNER

# BEST USE OF INFORMATION TECHNOLOGY



## GHANA EXPORT PROMOTION AUTHORITY

**“The GEPA Market Hub has become an integral part of GEPA’s drive to provide simple, relevant, timely and market-driven information resources to our clientele who are predominantly made up of MSMEs. As the national TPO cloaked with the mandate to develop and promote non-traditional exports, providing information to the various trade actors in the export ecosystem is one of our fundamental activities.”**

**Afua Asabea Asare, Chief Executive Officer,  
Ghana Export Promotion Authority**

The Ghana Export Promotion Authority (GEPA) was awarded for its Market Hub, an online facility that delivers reliable, pertinent and timely trade information to the export community in Ghana, as well as external buyers wishing to purchase Ghanaian products.

GEPA designed the online platform in response to a comprehensive and multifaceted assessment of client needs. A rigorous audit revealed a serious mismatch between the information desired by companies and the printed publications and information available at the GEPA office. GEPA’s review of good practice in information provision by other TPOs prompted a rethink of its mode of information delivery.

### RESPONDING TO THE TPO CLIENT BASE

The needs assessment revealed a strong demand for real-time intelligence about foreign markets as well as new markets with untapped potential. GEPA’s clients are primarily small and medium-sized enterprises (SMEs) from the

manufacturing, handicraft and farming sectors. The farmers export food products are grown throughout the different climates and regions of Ghana. They required easily accessible data on specific products, buyers and other relevant information, which would assist them to make confident strategic decisions and grow their businesses.

GEPA realized it needed to overhaul its information delivery service if it wanted to stay relevant. It proposed to bring GEPA into line with 21<sup>st</sup> century technology and respond to the expectation of touch of the button interconnectivity for its digital savvy clients. GEPA also envisioned a way forward to deliver some of its services digitally through the Hub – particularly capacity building.

### 24/7 ACCESS TO MARKET INFORMATION

The GEPA team constructed an online platform that could deliver efficient 24/7 access to vital market information. By integrating the Hub into the existing GEPA website, the staff amassed a huge amount of detailed information and created profiles for Ghana’s SMEs, searchable by product or service.

The team guided the production of features such as animated videos and inbuilt social media functions. The Hub can be accessed through WhatsApp and deploys a variety of digital tools. An RSS feed allows users to access updates to content in a standardized, computer readable format.

### LEVERAGING PARTNERSHIPS

As an entirely new area for GEPA, and a significant new investment, which required new expertise in digital technologies, GEPA’s partnership support proved to be invaluable. Staff were given extensive training by the United Nations Industrial Development Organization (UNIDO), and Globally Cool – experts in developing trade portals – were engaged to design the Hub.



Commitment to the initiative ran throughout the organization and with funding from the Swiss State Secretariat for Economic Affairs, and an operational partnership with UNIDO, milestones, plans and deliverables are now guided and monitored jointly by a GEPA/UNIDO Steering Committee. GEPA drew from ITC's online 10-step guide to developing a trade intelligence portal to implement the project and improve the quality and scope of its market information service.

---

## ALIGNING WITH THE COUNTRY'S OBJECTIVES

---

The Market Hub is fully aligned with GEPA's strategy of providing timely relevant resources to exporters and other trade actors on priority products to support the National Export Strategy. The Hub seeks to play a crucial role in achieving the government's target of \$5 billion worth of non-traditional exports by 2021. Exporters and buyers portals provide immediate gateways to much-needed information for the national export community and allow foreign buyers to see what Ghana has to offer.

---

## MEASURING RESULTS

---

The Market Hub has already extended the reach of the GEPA information service, recording a sizeable number of daily web visitors after only a year. It has also encouraged stakeholders to upscale their enterprises by developing websites and promoting themselves more actively online, thereby strengthening GEPA's network, and consequently their profile and relevance in the trade community.

Measuring Market Hub hits within the first month, Google Analytics revealed a doubling of anticipated visits and page-views: 4,500 unique monthly visits, 10,705 average page views per month. 86% are new visitors and 14% returning visitors.

Positive testimonials and feedback collected from exporters demonstrate the potential for increased satisfaction and improved relationships between GEPA and its clients.

Efficiency gains have been documented by GEPA through the reduction of costs associated with information retrieval. The reduction in client visits to GEPA premises has meant more time for the team to develop additional quality services for its clients. However, the Hub is not intended to replace human contact with their clients.

---

## A RESOURCE FOR REGIONAL TRAINING AND EXPORT PROMOTION

---

The GEPA Export School, which tailors training sessions to its diverse exporters in all eight regions of Ghana, is now using the Hub as a resource to catalyze learning and motivate its export clients; SMEs are taught to navigate the site and are familiarized with all the tools the Hub has to offer, including the Guide to Export.

---

## OPEN TO THE WORLD – BUILDING CLIENT CONFIDENCE AND TRUST

---

The Market Hub has attracted new interest from buyers who can use the Buyers Portal to contact Ghana's exporters directly or send general enquiries to GEPA. GEPA is conducting regular surveys among its exporters to assess the quantity and quality of these contacts and whether they have resulted in increased sales.

The Hub has enhanced GEPA's reputation. Several leading exporters and associations have confirmed that the Hub has become the main reference point for export trade information in Ghana.



## GHANA EXPORT PROMOTION AUTHORITY

### CONTACT

Abdallah Zakari Khalifa Banda  
Deputy Director, Services Manufactures and Petrochemicals  
Manager of the GEPA Market Hub

### ADDRESS

5<sup>th</sup> Circular Road  
1<sup>st</sup> Floor Ghana Freezones Building  
Cantonments Accra  
Ghana

### WEBSITE

[www.gepaghana.org](http://www.gepaghana.org)

## THE FUTURE FOR GHANA'S EXPORT MARKET HUB

Unlike most global online platforms that provide trade information, GEPA positions the Hub as a continuation of the tailored personal service it offers to its clients. The capacity of SMEs in Ghana is diverse. The Hub is a tool to enhance their understanding of the world of export and at the same time promote Ghana's export potential to the world stage.

What are the next steps? GEPA is considering e-commerce as a natural development of the Hub in the future.

**“It is a good platform that has helped me attract buyers from Turkey. It is a wonderful showcase and a testament of GEPA's resolve to assist exporters. It is helping exporters immensely.”**

**Kofi Asare-Koranteng, CEO and Owner,  
Asarco Cacao Processing Company Ltd**





Olusegun Awolowo, Chief Executive officer, Nigerian Export Promotion Council

## WINNER

# BEST INITIATIVE INCLUSIVE AND SUSTAINABLE TRADE



## NIGERIAN EXPORT PROMOTION COUNCIL

**“The Zero to Export training programme has enhanced the capacity of our MSMEs and the survival and sustainability of their businesses, making them relevant in the Nigerian export ecosystem. I am pleased about the success of the programme because it helps us to reach our goal of inclusive socio-economic development through non-oil exports. It is worthy to highlight that most of the programme’s beneficiaries are women and young entrepreneurs.”**

**Olusegun Awolowo, Chief Executive Officer,  
Nigerian Export Promotion Council**

The Nigerian Export Promotion Council (NEPC) was awarded for its Zero to Export initiative, a capacity building programme designed to turn domestic success into an export opportunity thereby helping to make the non-oil export sector a significant contributor to the gross domestic product of the country.

The government of Nigeria has tasked the NEPC with building sustainable value chains, targeting the export market as one of the ways to address the myriad economic issues confronting the country. Sectors such as agriculture, mining, ICT and manufacturing are typically areas of opportunity for small and medium-sized enterprises (SMEs) in Nigeria, including cooperatives.

A young and vibrant population with innovative ideas and willingness to engage in the export sector drives Nigeria’s SMEs. However, they lack the skills to compete in international markets.

### ANALYZING THE CHALLENGES

The situational analysis conducted by the NEPC, prior to developing the Zero to Export programme, revealed that many of these businesses do not have the know-how to expand successfully into the export market. The challenges were many, including lack of awareness of the export process, lack of experience delivering to buyers’ requirements, and a lack of cooperation among SMEs.

In addition, raising working capital to develop and grow enterprises for export was also proving too difficult for a large number of businesses.

The diverse needs of SMEs in different regions of the country meant that ‘hands on’ local mentoring would be necessary. To improve export readiness and enhance the skillset of SMEs, the NEPC designed the Zero to Export programme to focus on training existing and potential exporters about the export process, providing advice on products and markets, and enhancing marketing and management skills.

### DEVELOPING A SUSTAINABLE EXPORT PROGRAMME

Determining the precise training needs of exporters and potential exporters was the first step. The NEPC undertook an audit of strengths and weaknesses to gain a better understanding of each SME’s capacities and began to plan for individual coaching and market access assistance.

The goal was to develop a programme that would boost the export capacity of the SME community, create a sustainable export trade sector aligned with the national export strategy, and diversify Nigeria’s exports, thereby reducing reliance on the oil sector.



---

## A PARTICIPATORY APPROACH

A participatory approach drove the design of the programme, which helped to make optimal use of limited resources and strengthened the NEPC's staff capacity. Partners and participants, including the NEPC staff, agreed on the programmes' activities, objectives and process indicators. The training benefitted everyone – NEPC, SMEs, partners, buyers and the NEPC regional networks were upskilled to meet the SMEs' coaching needs.

Critical practical obstacles to export needed to be overcome. For example, contamination of Nigerian bean exports prevented access to the lucrative EU market. The NEPC worked with the Customs Service, the Agricultural Quarantine Service, the National Agency for Food and Drug Administration and others, to improve processes and restore access, guided by expertise from the United Nations Industrial Development Organization (UNIDO) and Wageningen University in the Netherlands.

SMEs also needed exposure to trade fairs and buyers and other relevant institutions. With the support of the Netherlands' Embassy in Nigeria and the Centre for Promotion of Imports from Developing Countries (CBI), which also provided technical support for the up-skilling of the NEPC staff and the SMEs, a small team was able to visit the ANUGA trade fair to gain a better understanding of European markets.

---

## LEVERAGING PARTNERSHIPS

Like many TPOs, the NEPC struggles to secure sustainable funding. This was a significant challenge to overcome to implement the Zero to Export programme. The strategic partnerships formed with the National Expanded Trade and Transport Programme, USAID, CBI and other financial institutions and international trade organizations made the necessary resources and expertise available to strengthen the programme and contributed to making it a success.

---

## CREATING A 'CAN DO' MINDSET – BUILDING TRUST

Face-to-face coaching, continuous assessment and mentoring were provided throughout the Zero to Export programme, as well as during the final exporting phase. The NEPC was able to build trust through the different phases. This support resulted in strong relationships between the NEPC and the SMEs. As a result, SMEs were comfortable providing information on new business deals and export orders which helped the NEPC to report its results.



## NIGERIAN EXPORT PROMOTION COUNCIL

### CONTACT

Olusegun Awolowo  
Chief Executive Officer  
Nigerian Export Promotion Council

### ADDRESS

Plot 424, Aguiyi Ironsi Street  
Maitama, Abuja  
Nigeria

### WEBSITE

[www.nepc.gov.ng](http://www.nepc.gov.ng)



## ECONOMIES OF SCALE

Due to the high cost of exporting products in Nigeria, the NEPC encouraged the formation of alliances to pool resources and share expenses. As a result, 10 value chain alliances and cooperatives were set up for export trade supported by capital of \$1.3 million raised from three banks.

More than 500 exporters were trained during 2016 and 2017. New sales of EUR 22 million to Europe generated 338 new jobs at 12 companies. New exports, valued at \$30 million per year included ginger, cashew kernels, cocoa products, hibiscus, sesame seeds, columbite for use in alloys, monalite for use in engineering, as well as zircon gemstones.

## PLANNING FOR THE FUTURE

The NEPC is planning for the future. It wants to scale up the Zero to Export programme and move to other sub-sectors. In addition, it plans to establish an Export Training Institution with the assistance of UNIDO and create a virtual export training platform to build the next vanguard of exporters.

With many TPOs, the NEPC has experienced setbacks and challenges. As well as recognizing its own strengths and weaknesses, perseverance has been the key to its success.

**“The knowledge that I gained was of immediate use in my company. It enabled me to make competitive bids for a European contract. I was able to provide some insight to their opinions, and they were both grateful for the advice and surprised at the level of specific knowledge available from my organization. I’m very grateful for the training.”**

*Haj Maryam Garba, CEO Ari’am Global Investment Ltd.*

**“It wasn’t just about the knowledge. The training gave me the confidence to drive my passion for doing export business.”**

*Akilu Mohammed, Dan Kano Farms Nigeria Ltd.*

# EXECUTIVE DIRECTOR'S AWARD



## MONGOLIAN NATIONAL CHAMBER OF COMMERCE AND INDUSTRY

**ProValue enables rural producers from disadvantaged areas to expand their markets and earn more income. MNCCI is proud to be the key driver in this project jointly with its German partners. MNCCI is glad to see that its local branches managed to increase their membership and reputation as a result.**

**Magvan Oyunchimeg, Chief Executive Officer,  
Mongolian National Chamber of Commerce and Industry**

### PROMOTING ADDED VALUE CREATION

Mongolia was awarded for its ProValue project, designed to add value to Mongolia's principle wool and sea buckthorn (a local berry) produce.

The Mongolian National Chamber of Commerce (MNCCI) partnered with the German Association of Chambers of Commerce and Industry and the German Federal Ministry of Economic Cooperation and Development to support people in the Uvs and Arkhangai provinces.

By adding value to sheep's wool and sea buckthorn, the project aims to boost production and expand income opportunities in rural areas, which contributes to reducing poverty.

### PROVALUE PROJECT – ADDING VALUE TO COMPETE IN GLOBAL MARKETS

Mongolia is one of the largest suppliers of raw sheep wool. Calculations suggest that Mongolia could earn more than \$150 million every year by first processing the wool into competitive products for export.

Sea buckthorn, a rich source of Omega 7, represents 92% of Mongolia's total fruit and berry crop. To increase exports, analysts advocate that producers must diversify buckthorn products and improve packaging and labelling.

The MNCCI cooperation project ProValue provides technical and organizational support, and facilitates the processing of these raw materials. These activities are increasing profits in both sectors.

### CLUSTER TEAMS – STRENGTHENING KNOWLEDGE, BUILDING CAPACITY

MNCCI supports the local wool and sea buckthorn industries in Arkhangai and Uvs by acting as project partners and forming cluster teams of cultivators, herders, representatives from local associations, local banks and provincial governments. The cluster teams determine the needs of the industries. This support includes training, as well as improving cultivation practices, research, and providing infrastructure. It also develops strategies and collects in-kind or financial support from members to realize those strategies.

ProValue Project grants funds for demand-driven activities agreed by these clusters, and additional partnerships with the National Fruits and Berries Associations and National Wool Associations, as well as the Food Research Centre of the Mongolian National University of Science and Technology. The objectives are to strengthen knowledge and build capacity.



## MONGOLIAN NATIONAL CHAMBER OF COMMERCE AND INDUSTRY

### CONTACT

**Ayana Badralt**  
 Officer of Foreign Relations  
 Trade and Investment Department

### ADDRESS

MNCCI building, Mahatma Gandhi Street  
 15<sup>th</sup> khoroo Khan-Ul district  
 Ulaanbaatar 17011  
 Mongolia

### WEBSITE

[www.mongolchamber.mn/en/](http://www.mongolchamber.mn/en/)

## PRODUCT DIVERSIFICATION, HARVEST INCREASES, JOBS AND INFRASTRUCTURE

### Sea buckthorn – approaching new markets

Sea buckthorn is a plant. Its leaves, flowers, seeds, and fruits are used to make medicine to treat arthritis, gastrointestinal ulcers, gout and skin rashes caused by infectious diseases such as measles.

As a result of the ProValue Project, the first sea buckthorn festival, was organized in Uvs to highlight the potential of the fruit and the range of possible products. Sea buckthorn juices with less sugar, as well as wine and powder, have been introduced. New export markets, such as Japan, are being approached.

Harvests of sea buckthorn berries and volumes of juice and oil have boosted the activities of the Uvs sea buckthorn cluster group. This initiative has helped to strengthen the Uvs Chamber of Commerce and Industry, making it more sustainable by enhancing its membership and its finances. Sea buckthorn cultivators are now more aware of standards and compliance checks and adhere to international good practices. They also undertake more sustainable cultivation techniques and use fewer pesticides.

### Sheep wool project a great success

The sheep wool washing and storage houses constructed in Arkhangai province with ProValue Project support have enhanced animal health, increased meat production and improved sheep wool production and quality. The centre serves 150 herder families. Inspired by the project's success the provincial government is planning to replicate the approach in other regions.

A wool-combing factory is planned for Arkhangai province that will generate 15 new jobs. It aims to benefit local herders by generating higher prices for raw wool. Local felt producers are supported in manufacturing innovative products with fresh designs, which enables them to enlarge their market and increase their income. Following an opportunity to exhibit their products in the People's Republic of China for the first time, the producers sold their entire stock of goods.





01

---

# AWARDS PRESENTATION CEREMONY

---

The 2018 WTPO Awards were presented at a gala ceremony in Paris, hosted by Business France.



02



03



04



05



06

01 Group photo, all winners: Daniel Küng, Nancy Hathout, Ahmed Kamal, Olusegun Awolowo, Pyung-oh Kwon, Arancha González, Magvan Oyunchimeg, Afua Asabea Asare, Hasan Al Mansoori , Christophe Lecourtier

02 – 06 Gala evening

# AWARD OF RECOGNITION

## BEST USE OF A PARTNERSHIP

**kotra**

Korea Trade-Investment  
Promotion Agency

### CONTACT DETAILS

Jooho Eric Park  
Assistant Manager, Planning  
and Coordination Department

13, Heolleung-ro, Seocho-gu  
06792 Seoul, Republic of Korea

[www.kotra.or.kr](http://www.kotra.or.kr)

## KOREA TRADE-INVESTMENT PROMOTION AGENCY

**I am very delighted and thankful that KOTRA's efforts to build an ecosystem for global business have been recognized internationally. Since I became the president and CEO of KOTRA, we have pursued innovation in four different areas. One of them is 'partnership'. I believe every organization has its own specialty. What SMEs really want from a TPO is to cooperate with other organizations, bringing more benefits to companies. Based upon this belief, KOTRA will continue to expand partnerships with other organizations.**

**Pyung-oh Kwon, President and Chief Executive Officer,  
Korea Trade- Investment Promotion Agency**

### USER-ORIENTED EXPORT VOUCHER PROGRAMME

Korea was recognized for its Export Voucher Programme, which makes export support more user-oriented. The programme introduced a 'cash-like coupon' to purchase export support services from providers selected and administered by KOTRA and the Small and Medium Business Corporation. The voucher system breaks away from the traditional practices of government export support, and allows a more streamlined web-based purchase of export-related services to fit the needs of small businesses.

### A MENU OF EXPORT SUPPORT SERVICES

The voucher programme allows small and medium-sized businesses (SMEs) to understand clearly the range of services available, and reduces competition between export support service providers. Jointly established by the Ministry of Trade, Industry and Energy, and the Ministry of SMEs and Start-ups, the voucher programme packages support a broad menu of services from which enterprises can 'buy' what they need. The menu ranges from support for starter exporters to more advanced services such as providing marketing for consumer goods and service industries. The services include:

- Export preparation;
- Business partner search;
- Contract support;
- Overseas expansion.

### INCREASES IN EXPORTS, CAPACITY AND JOB CREATION

The programme's performance is measured by the increase in exports and improvement in export capacity of participating SMEs. However, an unexpected outcome of the programme was that it also contributed to an increase in job creation – adding social value to the Export Voucher Programme.

For approximately 448 enterprises, export capacity improved, and the actual exports of 2,604 enterprises participating in the programme increased by 7.2%. The participating enterprises were also able to create 878 new jobs – a 13.2% increase in employment.

For the export support service providers, it was also good news. Their revenues grew by 7.6% from 2016-2017, and employment increased by 22.8%.

# AWARD OF RECOGNITION

## BEST USE OF INFORMATION TECHNOLOGY



### CONTACT DETAILS

David Avery  
Head of Cleantech  
Stampfenbachstrasse  
85 8006 Zürich, Switzerland  
[www.s-ge.com](http://www.s-ge.com)

## SWITZERLAND GLOBAL ENTERPRISE

**“The Cleantech CUBE is a win-win solution, bringing Swiss innovation in clean technologies and services to the world and providing firms abroad with needed expertise. This exchange creates value for all players and promotes cleantech globally.”**

**Daniel Küng, Chief Executive Officer,  
Switzerland Global Enterprise**

### CLEAN TECH CUBE

Switzerland Global Enterprise (S-GE) was recognized for Cleantech CUBE, an innovative online platform that promotes Swiss suppliers of clean technologies to foreign markets.

S-GE helps Swiss companies maximise their export potential. Operating in a small country with a limited domestic market, Cleantech CUBE companies frequently do not have the resources to position their products and expertise internationally. Cleantech CUBE consolidates information about registered Swiss cleantech companies and offers the necessary networking platform to facilitate exchange, international trade and economic growth in this sector.

### CREATING OPPORTUNITIES TO EXPORT SWISS SOLUTIONS

Before CUBE, no single source of information for specifically Swiss cleantech companies existed. S-GE assessed client needs, tested and validated ideas, and finally came up with

a user-oriented platform giving Cleantech companies opportunities to export.

CUBE showcases a highly specific profile of cleantech companies. It promotes their capabilities, the types of business in which the companies are engaged, the industry sectors they represent and their geographical markets. Interested buyers can contact the Swiss firms directly.

Cleantech CUBE has created an environment where exporters can present information about cleantech solutions, stakeholders can search for solutions and trends, and potential foreign investors can find Swiss expertise and know-how if they are thinking about setting up their cleantech business in Switzerland.

The platform is supported by the registered Swiss firms, as well as the Swiss Company Trade register. The platform features links to the companies' social media presence to gain a richer understanding of their current activities.

CUBE's impact is being monitored by S-GE through Google Analytics and client surveys. Growing interest in specific companies is captured by measuring direct clicks on their company profile.

The support provided by CUBE to export Swiss cleantech solutions is helping the cleantech sector become a major growth area in Switzerland. This is evidenced by the cleantech sector representing 4.2% of Swiss gross domestic product, with a 25% increase in employment in cleantech-related jobs over the last five years.

## AWARD OF RECOGNITION

# BEST INITIATIVE INCLUSIVE AND SUSTAINABLE TRADE



### CONTACT DETAILS

**Ahmed Kamal**  
Head  
International Cooperation and  
Development Programs

06 Gamet Al Dewal El Arabia  
St. 5th Floor, El Mohandseen  
Cairo, Egypt

[www.expoegypt.gov.eg](http://www.expoegypt.gov.eg)

## EXPORT DEVELOPMENT AUTHORITY (EGYPT)

**“ The WTPO Award is a great honor for EDA, which highlights Egypt’s efforts over the last two years to develop the export competitiveness of SMEs and expand their international market share. The Green Trade Initiative is in complete alignment with Egypt’s export strategic objectives and priorities that focus on inclusiveness and sustainability. ”**

**Sherine El Shorbgi, Chief Executive Officer,  
Egypt Export Development Authority**

### EGYPT GOES GREEN TRADE

Egypt was recognized for its Green Trade Initiative (GTI) designed to build export capacity. Frequently, Egypt’s small and medium-sized enterprises (SMEs) are unable to develop their export potential due to their size and the cost of participating in training and export promotion fairs.

These companies represent an estimated 4% of Egypt’s exporters. Based on their clearly identified needs, the Export Development Authority (EDA) designed GTI to build export capacity tailored to SMEs, and support them with appropriate export promotion services. All activities were 100% subsidized. With a focus on inclusiveness and sustainability, GTI aimed to enhance the export of agricultural and horticultural products, particularly to Europe. In line with EDA

objectives, GTI also aimed to raise all Egypt’s exports from this sector by 10% annually from 2017.

### DEVELOPING AN ACTION PLAN AND SECURING FUNDS

GTI’s action plan involved partnering with national trade, agriculture and export organizations, as well as developing a comprehensive training programme, which included workshops. GTI also supported the development of export plans and provided coaching and mentoring for each of the 30 companies.

A website was created as a hub to provide market intelligence. SMEs were supported to participate in trade fairs and an export mission to the Netherlands. In addition, marketing, promotion workshops and a branding campaign for SMEs helped promote them to EU markets. GTI cost estimates were based on careful and thorough budgeting and enabled \$780,000 to be secured from the Italian Agency for Development cooperation.

### A SUCCESS STORY

A midterm evaluation reported that export sales of SMEs participating in the programme have increased by \$6 million and 120 export leads were identified in Italy and the Netherlands. GTI also successfully brought 100 Egyptian SMEs into the export sector.

---

# JURY 2018

---

| Position     | Organization                            | Name   |
|--------------|---|--|
| Chair        | International Trade Centre              | Arancha González<br>Executive Director                             |
| Members      | Morocco's Investment and Trade Agency   | Hicham Boudraa<br>Director General                                 |
|              | Business France                         | Christophe Lecourtier<br>Chief Executive Officer                   |
|              | International Trade Board of Madagascar | Herintsalama Rajaonravelo<br>President                             |
|              | PROCOMER                                | Pedro Beirute Prada<br>General Manager                             |
|              | International Trade Centre              | Anders Åeroe<br>Director, Division of Enterprises and Institutions |
| Coordinators | International Trade Centre              | Imamo Ben Mohamed Imamo and<br>Ann Penistan                        |

---

## PREVIOUS CONFERENCES

---

- 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> Conference, Paris, France, in 2018 addressed the new role of TPOs as a connecting force for a broad range of actors to deliver seamless services through partnerships, adopting new business models, measuring and reporting on outcomes and impact, and investing in skills for the digital age.

---

## PAST WINNERS

---

- **2004:** Uganda, Korea, Australia, Jamaica, Bulgaria, Colombia
- **2006:** Zambia, Finland, Mauritius, Mongolia, Chile
- **2008:** Afghanistan, New Zealand, Jamaica, Kenya, Costa Rica
- **2010:** Mauritius, United Kingdom, Brazil. Special mention and runners up: Armenia, Australia, Hungary, Malaysia
- **2012:** Uganda, Austria, Jamaica, Mexico; Special Mention, 2<sup>nd</sup> and 3<sup>rd</sup> place: Switzerland, Dominican Republic, Zambia, Jordan, Lithuania; Benin, United Arab Emirates and France
- **2014:** Zambia, Mauritius, ProMexico; Special mention: Lithuania and Spain
- **2016:** Costa Rica, France and Madagascar

---

## WTPO 2020

---

- The 13<sup>th</sup> World Trade Promotion Organizations Conference will take place in Accra, Ghana in 2020.

This publication draws from the submissions of the 2018 WTPO Award winners. It has been prepared with the help of numerous people, both from the winning TPOs and ITC.

For more information on the WTPO Network World Conference and Awards visit: [www.tponet.net](http://www.tponet.net)

Printed by ITC Digital Printing Service on an environmentally-friendly paper (without chlorine) using vegetable-based inks. The printed matter is recyclable.

A free pdf is available on ITC's website at:  
[www.tponetwork.net](http://www.tponetwork.net)



**Street address**  
International Trade Centre  
54-56 Rue de Montbrillant  
1202 Geneva, Switzerland

**P:** +41 22 730 0111  
**F:** +41 22 733 4439  
**E:** [itcreg@intracen.org](mailto:itcreg@intracen.org)  
[www.intracen.org](http://www.intracen.org)

**Postal address**  
International Trade Centre  
Palais des Nations  
1211 Geneva 10, Switzerland