

What Makes a Winner?

Inspiring initiatives for economic recovery



© International Trade Centre

The International Trade Centre (ITC) is the joint agency of the World Trade Organization and the United Nations.

Street address: ITC
54-56, rue de Montbrillant
1202 Geneva, Switzerland

Postal address: ITC
Palais des Nations
1211 Geneva 10, Switzerland

Telephone: +41 22 730 0111

E-mail: itcreg@intracen.org

Internet: www.intracen.org/publications

What Makes a Winner?

Inspiring initiatives for economic recovery

The 2020 World Trade Promotion Organizations Awards rewarded national trade promotion agencies from around the globe for innovative programmes to support small and medium-sized firms.

These initiatives support economic recovery, focusing on partnerships, digitalization, and sustainability. The nine cases featured in this publication offer insights to trade promotion organizations to strengthen their own support to businesses.

Publisher: International Trade Centre

Title: What makes a winner? Inspiring initiatives for economic recovery

Publication date and place: Geneva, October 2021

Page count: 32

Language: English

ITC Document Number: TISI-21-91.E

Citation: International Trade Centre (2021). *What makes a winner? Inspiring initiatives for economic recovery*. ITC, Geneva.

For more information, contact: Ann Penistan (penistan@intracen.org), and Natalie Domeisen (domeisen@intracen.org)

ITC encourages the reprinting and translation of its publications to achieve wider dissemination. Short extracts of this paper may be freely reproduced, with due acknowledgement of the source. Permission should be requested for more extensive reproduction or translation. A copy of the reprinted or translated material should be sent to ITC.

Digital images on the cover: © Shutterstock

©International Trade Centre (ITC)

ITC is the joint agency of the World Trade Organization and the United Nations.

FOREWORD

My congratulations to all applicants of the 2020 World Trade Promotion Organization (WTPO) Awards for sharing their practices and innovation with the global community. The WTPO Awards recognize institutional excellence and celebrate hard work, innovation, and commitment. The work of these organizations has never been more challenging – and needed – than it is now.

Most micro, small and medium-sized enterprises (MSMEs) have struggled through the pandemic, yet many have remained resilient. As drivers of economic recovery, their business success is inextricably linked to a country's economic health and growth.

Cultivating and maintaining a conducive trade and investment environment for MSMEs is the *raison d'être* of trade promotion organizations (TPOs). These organizations provide a lifeline by creating, developing, rolling out and scaling up solutions that reinforce resilience.

These awards symbolize ITC's partnership and commitment to connect TPOs to each other. They serve to reward success and share good practices so all may benefit. The 2020 award winners demonstrate how TPOs around the world can streamline their practices and services to adapt to the changing global context.

The 2020 applications were sent to ITC before the pandemic sparked the global lockdown. Even then, TPOs were showing flexibility and responsiveness – characteristics that will hold them in good stead today and in the future.

In this Decade of Action, TPO innovations contribute to the goals of the United Nations 2030 Agenda by promoting inclusive initiatives and supporting 'good trade' as a strong platform for recovery, resilience and growth.

What makes a winner? showcases pioneering practices by TPOs that successfully meet the MSME needs. It shows how these organizations create value by bringing companies together; delivering services with digital technologies to reach a wider audience; and embedding green growth into the foundation of MSME strategies.

The winners have inspired their peers and ITC through their vision, innovation, and leadership as they navigate the disruptive trends affecting businesses and trade. Their examples can inspire others who seek to do the same.



As we continue to navigate an uncertain future, we must collaborate on exciting solutions to ensure that natural and human capital are preserved and linked with economic growth. This new business paradigm will give rise to innovations we have yet to imagine.

Congratulations again to the 2020 award winners. We missed the camaraderie and the rich exchange of experiences and ideas when the 2020 conference was postponed. I look forward to celebrating the winners in person and meeting you all at the 2022 WTPO Conference in Accra.

A handwritten signature in black ink, reading "Pamela Coke Hamilton".

Pamela Coke Hamilton
ITC Executive Director

ACKNOWLEDGEMENTS

This publication draws from the submissions of the 2020 WTPO Award winners and the videos produced by the shortlisted winners. Natalie Domeisen and Ann Penistan (both ITC) conceived and wrote the publication. Dianna Rienstra contributed research and content compilation. Jennifer Freedman provided editing services. Anne Griffin (ITC) managed editorial production services Pablo Martinez Mayo and Patrick Schmitt provided Spanish and French translations. Franco Iacovino (ITC) provided layout.

For more information about the WTPO Conference and Awards, visit: www.tponetwork.com

CONTENTS

| | |
|---|----|
| Foreword..... | 5 |
| Acknowledgements..... | 6 |
| Summary: The WTPO 2020 Awards..... | 8 |
| Sharing good practices..... | 9 |
| Winner: Best use of partnerships..... | 11 |
| Business Sweden..... | 11 |
| Winner: Best use of information technology..... | 15 |
| Enterprise Georgia..... | 15 |
| Winner: Best initiative to ensure that trade is inclusive and sustainable..... | 19 |
| Export Promotion Agency of Costa Rica (PROCOMER)..... | 19 |
| Runner up: Best use of partnerships..... | 22 |
| Tanzania Trade Development Authority (TANTRADE)..... | 22 |
| Vietnam Trade Promotion Agency (VIETRADE)..... | 23 |
| Runner up: Best use of information technology..... | 24 |
| China Council for the Promotion of International Trade (CCPIT)..... | 24 |
| Malaysia External Trade Development Corporation (MATRADE)..... | 25 |
| Runner up: Best initiative to ensure that trade is inclusive and sustainable..... | 26 |
| Export Saint Lucia..... | 26 |
| Spain – ICEX Spain Exports and Investments..... | 27 |
| Awards Presentation..... | 28 |
| July 2020..... | 29 |
| Previous conferences..... | 30 |
| Past winners..... | 30 |

SUMMARY: THE WTPO 2020 AWARDS

The ninth World Trade Promotion Organization (WTPO) Awards were presented at the first online awards ceremony, hosted by the International Trade Centre (ITC). More than 200 senior trade and investment representatives from across the globe participated.

The WTPO Awards are open to all national trade promotion organizations (TPOs) and recognize excellence in trade support services. The awards celebrate TPOs that have demonstrated outstanding performance in using innovative and effective practices in export development initiatives that help small and medium-sized enterprises become sustainable, competitive international players.

Participants applied under three categories:

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

THE 2020 WINNERS

- **Sweden:** Best use of partnerships
Business Sweden
- **Georgia:** Best use of information technology
Enterprise Georgia
- **Costa Rica:** Best initiative to ensure that trade is inclusive and sustainable
Export Promotion Agency of Costa Rica – PROCOMER

Runner up awards

The panel of judges recognized additional noteworthy applications for their good practices or positive contributions towards the United Nations Sustainable Development Goals.

Consequently, six additional awards – two in each category – were announced:

- **United Republic of Tanzania and Viet Nam:** Best use of partnerships
Tanzania Trade Development Authority
Vietrade
- **China and Malaysia:** Best use of information technology
China Council for the Promotion of International Trade
Malaysia External Trade Development Corporation
- **Saint Lucia and Spain:** Best initiative to ensure that trade is inclusive and sustainable
ICEX Spain Trade and Investment
Export Saint Lucia

SHARING GOOD PRACTICES

Peer recognition of these practices is one way to identify, support and share the highest standards from which all TPOs can benefit. The application process identifies excellence through the impact the TPO achieved and its innovative good practices.

The application process and structure of the awards criteria help the jury to identify and recognize good practices. The approach supports continuous efforts of TPOs to raise the level of standard practice.

The 2020 WTPO Awards applicants applied under one category to illustrate their most successful export development initiative.

Best use of partnerships

Applicants highlighted the critical engagement of partnerships and networks needed for the initiative to successfully advance export development.

Best use of information technologies

Applicants focused on 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 gave applicants a platform to show how they are contributing to the Sustainable Development Goals while increasing the international competitiveness of their small and medium-sized enterprises (SMEs).

Applicants demonstrated innovation and efficiency in their approach to selecting and designing their services, as well as measuring and tracking results. Just providing services is no longer enough. TPOs need to consider the value of their interventions in contributing to their client's sustainable success in international markets.

Three countries were recognized for their outstanding national efforts, and six received special recognition for the good practices described in their respective categories.

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 their innovativeness, the thoroughness of their approach and the impact they achieved.

Tracking impact is critical

Tracking impact is a constant challenge for TPOs due to the changes that often occur from 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 seen many applicants take a more structured approach to recording and analysing results to improve their services.

A LOOK BEHIND THE AWARDS

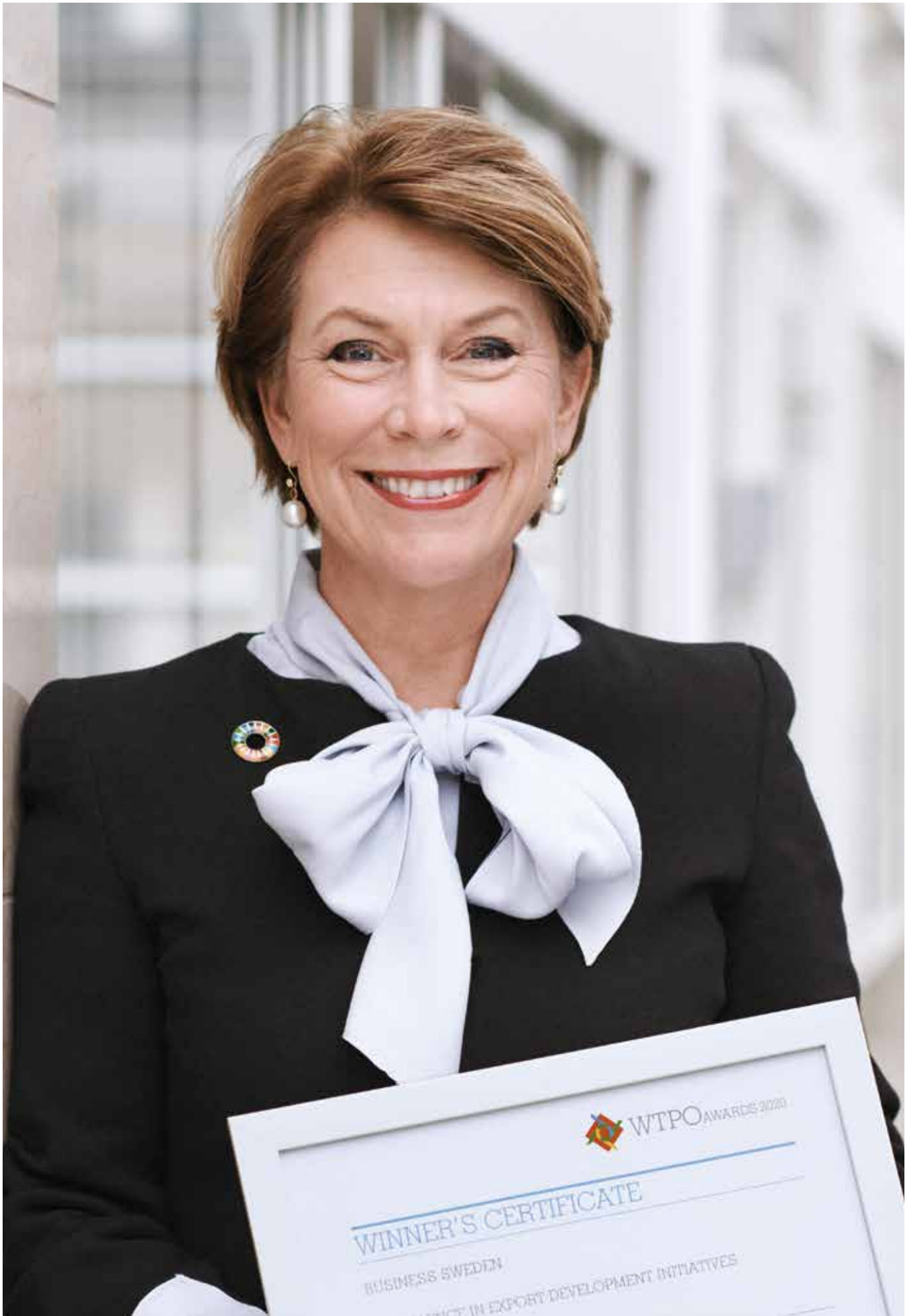
The WTPO Awards are open to all trade and investment support institutions officially recognized as national organizations for trade promotion. A jury composed of TPO practitioners, including senior representatives of former winners, reviews the applications.

TPOs worldwide, as well as the business community, governments and international agencies, recognize these prestigious biennial awards.

Previous winners and applicants agree the application process is a comprehensive and time-consuming task. However, the benefits of participating exceed their expectations.

WHAT ARE THE BENEFITS OF PARTICIPATING?

- A TPO can use participation for national public relations purposes, to demonstrate its effectiveness to policymakers and boost its influence with stakeholders;
- Peer recognition;
- Winners can feature the WTPO Award winner logo on all corporate communications;
- Winners have visibility on the WTPO website (www.tponetwork.com) 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.



Ylva Berg, former Chief Executive Officer and President, Business Sweden

WINNER

BEST USE OF PARTNERSHIPS



BUSINESS SWEDEN

THE HIGH POTENTIAL OPPORTUNITIES PROGRAMME

This award [signals] to everyone in the organization that we **do** make a difference and that we **are** world class ... This is also an award for our partners. It recognizes their contribution to help us close big deals and points out to them that all of us together make a difference.

Yiva Berg, former Chief Executive Officer and President, Business Sweden

WHAT THE JUDGES SAY

Very innovative: Magnifies the role of trade promotion organizations as catalysers and accelerators of large export projects.

Highly relevant: Partnership focus on Swedish SMEs, not simply international donors or other national agencies.

Collaborative: Team Sweden's trade support network is crucial in generating new business.

Well-designed: Unique, well-thought concept.

AT A GLANCE

A 'TEAM SWEDEN' FOR INFRASTRUCTURE BIDS

Business Sweden found its export sector was facing declining market share in the global marketplace. Industry leaders confirmed a lack of cooperation was holding back both large and small companies.

Business Sweden recognized that it could power up competitive bids for sizable infrastructure projects by setting up a project pipeline; integrating services from official business support organizations, embassies and Swedish government offices; and building the capacity of companies to provide a collective, competitive offer.

This created an ecosystem for large firms and SMEs to collaborate on these bids, either as suppliers to Swedish companies or complementary direct exports of their own.

Finance is always a challenge in such consortia, as Swedish firms did not wish to take on the role of a major contractor for large international projects.

Thus, the Swedish Export Credit Agency and the Swedish Export Credit Corporation formed the core of a working group with Business Sweden. They were joined by the Ministry for Foreign Affairs and Swedfund. This nucleus became Team Sweden, a partnership created in 2015 and still vibrant today.

The partnership gave SMEs access to a strong team for major international projects. They have access to market information, business partners and financing solutions.



LOOKING CLOSER

BUSINESS SWEDEN AS A HUB

Business Sweden is the project manager, focusing on the most promising leads. It presents the entire Swedish offering, including the set of bidding companies, financing solutions, risk mitigation for local partners and support for project preparation.

Once the lead companies are committed to an opportunity, Business Sweden participates in a second phase of partnership building, where it helps establish a business cluster of large companies and SMEs.

Engineering, procurement and construction projects are initiated with foreign companies looking to access Swedish suppliers and financing solutions. Business Sweden's capacity building supports these sustainable projects through Team Sweden. Team Sweden also assists by identifying enough Swedish content for the project to qualify for export credit, which ensures it will be finalized.

This gives buyers, financiers and other decision makers a comprehensive view of Sweden's contribution to international projects. It also allows them to provide complementary support.

Regular reporting provides a continuous health check on individual opportunities and helps Team Sweden members to plan initiatives.

SUSTAINING A GLOBAL PIPELINE

To keep a global pipeline of projects flowing, Business Sweden has learned to target the early project development stage for big infrastructure and nurture a team of companies to provide a viable concept with resources. It also targets the late stages of procurement and financing.

MEASURING SUCCESS

Roundtable discussions with CEO-level representatives and government, think tanks and academia in 40 global markets laid the groundwork to win new business and open the door to new opportunities.

Twenty projects have been completed in the energy, transportation, mining, and information and communication technologies sectors. Measures of success:

- Contracts awarded with an estimated value of €4.7 billion;
- More than half of the participating companies are SMEs;
- Positive feedback from Swedish companies and stakeholders.



BUSINESS SWEDEN

CONTACT

Jan Larsson
Chief Executive Officer and President

ADDRESS

PO. Box 240
SE 101 24 Stockholm
Sweden

WEBSITE

www.business-sweden.com

ASSESSING IMPACT: SUSTAINABLE DEVELOPMENT GOALS

Since 2019, Business Sweden has begun to assess the impact of each project against three Sustainable Development Goals:

- Industry, Innovation and Infrastructure
- Sustainable Cities and Communities
- Climate Action

SUSTAINABLE TRANSPORT IN CÔTE D'IVOIRE

In Abidjan, Business Sweden worked closely with the government to develop sustainable public transport. Scania, one of the largest bus manufacturers in Sweden, played an important role. Several SMEs specialized in biofuel production, both in Côte d'Ivoire and Sweden, were also suppliers. Team Sweden provided advisory services, based on its experiences in Sweden and around the world.

■ We've just concluded the signing of 450 buses for the new bus system here in Abidjan. This was possible due to the great collaboration with Team Sweden, including Swedfund, Business Sweden and the local embassy. ■

Anna Carmo e Silvia, Head of Buses and Coaches, Scania

■ This project has a positive climate impact and will create thousands of jobs in Côte d'Ivoire over the next several years. ■

Tom Walsh, CEO Renetech

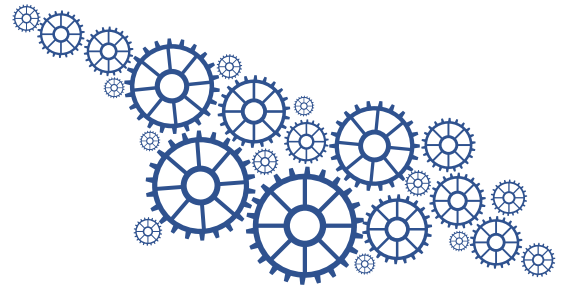




Mikheil Khidureli, Chief Executive Officer, Enterprise Georgia

WINNER

BEST USE OF INFORMATION TECHNOLOGY



ENTERPRISE GEORGIA

ENTERPRISE GEORGIA

ONLINE TRAINING ON EXPORT BASICS

Online training on export basics has become more useful than expected, especially during COVID-19. According to official data, many beneficiaries entered new export markets or further developed existing channels.

We created a programme that is 100% relevant to the current situation.

Mikheil Khidureli, Chief Executive Officer, Enterprise Georgia

WHAT THE JUDGES SAY

Meticulously designed service for SMEs – based on customer feedback and needs assessment.

Monitoring is explained well and results are detailed.

Good promotion for the courses, using multiple channels.

AT A GLANCE

TRAINING ON EXPORT BASICS

Georgian SMEs seek information to understand their export readiness and to make strategic decisions on diversifying their products and markets. Decision-making requires a range of skills and knowledge that the SMEs tend to lack, including in the areas of branding and marketing expertise.

Enterprise Georgia developed a certification course, run by several universities, to address these needs. Demand for the course grew. In parallel, Enterprise Georgia experienced an increase in requests for training and information. Several requests came from SMEs that could not attend on-site training due to distance, time or financial constraints.

The solution to meet these needs was to offer free online training in export operations.

LOOKING CLOSER

Enterprise Georgia engaged with new and established exporters across Georgia, as well as consumers, suppliers and other stakeholders, to prioritize SME needs and identify export topics.

THE ROAD TO THE FINAL PRODUCT

Enterprise Georgia teamed up with the company Mindworks to develop the online course, comprising 10 modules covering 'trending' export topics. The content benefits both existing and potential exporters, given its needs-based approach.



Their research had shown that the best delivery mode were video lectures, supported with downloadable documentation. They selected experienced lecturers for each topic, filmed them and added animation to make the lectures memorable. At the end of each course, users could check their knowledge with a voluntary test.

The online video courses are self-paced, using a mix of multimedia, text and assessment quizzes. Each course requires a minimum of six hours of engagement.

OUTREACH

To promote the course, Enterprise Georgia organized gatherings across the country in different universities and presented the innovative remote learning opportunity.

The campaign to promote the course was channelled through online newspapers and social media platforms. Enterprise Georgia delivered 15 workshops, targeting young professionals and women.

This promotion attracted sufficient attention to pilot and then refine the 10 modules. They launched the programme on four major platforms:

- Enterprise Georgia website: www.enterprisegeorgia.gov.ge
- Innovative Systems Management, an educational and library service provider: www.oc.ac.ge
- Education Management Information Systems, an agency of the Ministry of Education: www.edx.emis.ge
- Iliia State University: www.online.iliauni.edu.ge

MEASURING SUCCESS

Enterprise Georgia used Google Analytics and the agency's internal monitoring system to track interest. It looked at viewer numbers, frequency of views, the number of successful tests by users and interest of educational institutions.

Most are from the food and beverage sector. A growing number are from the apparel sector (cloth, shoes, accessories, leather and leather products) as well as the toy, pet food and furniture. Most are export managers, though in some cases, company owners and CEOs attend the training.

Incoterms has been the single most popular course, in terms of new registrations. Export fundamentals, export potential and international trade are the most requested modules.

The Bank of Georgia has integrated the training modules into its online learning platform. This enables millions of customers to have free access to the materials.

Several universities offer these courses to their students.





ENTERPRISE GEORGIA

CONTACT

Mikheil Khidureli
Chief Executive Officer
Enterprise Georgia

ADDRESS

5/6 Marjanishvli Str.
0102 Tbilisi
Georgia

WEBSITE

www.enterprisegeorgia.gov.ge



Enterprise Georgia has created a wonderful tool ... to prepare for exports, to plan and to keep the market they enter. We faced challenges with exports to China.

After completing the Enterprise Georgia course, we understood how to prepare for negotiations. Now we have a good contract with good terms. We had the possibility to have a good deal with the help of this tool.

George Lomtadze, Export Manager, Campa LLC





Pedro Beirute Prada, Chief Executive Officer, PROCOMER

WINNER

BEST INITIATIVE TO ENSURE THAT TRADE IS INCLUSIVE AND SUSTAINABLE



EXPORT PROMOTION AGENCY OF COSTA RICA

THE GREEN GROWTH PLATFORM

“We seek for Costa Rica’s exportable offer to be more sustainable, because we understand this is where the world, consumers and new markets are going.”

“The programme aims to make our exporters more competitive, and that sustainability sophistication can be a differentiating element for international buyers.”

“This recognition makes us proud and grateful. It recognizes Costa Rica’s efforts to protect our planet.”

**Pedro Beirute Prada, Chief Executive Officer,
PROCOMER**

WHAT THE JUDGES SAY

“Well-designed and documented. Evaluation is conducted externally.”

“Aligned with the TPO mission of export promotion and Sustainable Development Goals.”

“Reflects Costa Rica’s focus on sustainability.”

“Strong focus on clean energy, waste management and water usage.”

“Great to see the falling carbon footprint – fascinating project.”

AT A GLANCE

SUSTAINABLE TRANSFORMATION FOR SME COMPETITIVENESS

PROCOMER recognized that consumers are increasingly basing their purchasing decisions on environmental issues.

The Green Growth Platform, launched in 2018, demonstrates Costa Rica’s commitment to sustainability. It aims to benefit 260 SME exporters or potential exporters over four years. This represents 10% of the export sector.

The platform was based on an alliance between PROCOMER and the Costa Rica-USA Foundation for Cooperation. It started with \$3 million in funding, for seed capital for innovations that help Costa Rican SMEs to be more sustainable, productive and competitive. Funding for the platform totals \$4.5 million, with support from the Inter-American Development Bank.

Currently, 105 SMEs are receiving \$1.3 million. Of these companies, 36% are located in less developed regions and 40% are women-owned. This demonstrates the initiative’s commitment to inclusive development.

PROCOMER’s five objectives drive the Green Growth Platform:

- Exporter creation
- Consolidation and diversification
- Productive linkages
- Simplification of procedures
- Institutional excellence



LOOKING CLOSER

A GREEN EXPORTABLE OFFER

Aligning with Costa Rica's reputation for sustainability and social welfare, PROCOMER focused on improving environmentally responsible production and ensuring certified quality. The early adoption of technologies, particularly exportable green energy projects, is creating a more innovative, sustainable and resilient export sector.

When a company approaches PROCOMER for support, it carries out a diagnostic to determine gaps and recommend how to improve the company's export profile. These companies then compete to join the Green Growth Platform. They are selected for their strategy and potential for impact.

The four key performance indicators are renewable energy use, emission reduction, water management and integrated residue management.

In addition, the technologies should be usable for agricultural products with high international demand that can be processed in Costa Rica. Among them are dragon fruit, passion fruit, cocoa, sweet potato, turmeric, tropical roots and organic products.

PROCOMER chooses companies based on the technical merits of their proposals through open bids held every six months, evaluating companies for their approach and potential impact.

Winning companies receive funds and support to develop and carry out their projects. They are expected to complete the transformation process in one year.

SUSTAINABLE IMPACT

Initially, 370 companies expressed interest in participating. Of these, 229 presented projects, 170 received one-on-one support to formulate proposals and 105 were chosen.

The first group of 26 companies, selected in October 2018, completed their green transformation. Impressively, they collectively reduced their carbon footprint by the equivalent of 405.81 tons of carbon dioxide. Focused on green energy, they saved \$57,000 in just two months, which is recovery of 20% of their investment.

Exports rose by 23.3% in 2018–2019. These numbers should continue to rise, because the higher-quality products can be placed in the global market.

MEASURING SUCCESS

The Green Growth Platform measures the impact of each project by analysing environmental indicators, economic savings and – one year after its transformation – the specific impact of the project, with an econometric evaluation, through a regression discontinuity design. The combined evaluation of the projects provides a measurement of success for the programme as a whole.

The results demonstrate how the Green Growth Platform is part of an institutional strategy that enables PROCOMER to provide customized services. Its services address the needs of individual companies and have the ongoing support of business and export promotion advisers. PROCOMER is proud of this accomplishment because it reflects Costa Rica as a small country with a huge vision.



PROCOMER

CONTACT

Pedro Beinute Prada
Chief Executive Officer

ADDRESS

Complejo Plaza Tempo, piso 3
Apartado Postal: 1278-1007
San José
Costa Rica

WEBSITE

www.procomer.com



As a typical successful example of a company using the Green Growth platform, a woman-owned small firm radically transformed its fruit cleaning and packaging, and increased exports. This resulted in a 50% decrease in waste and a 97% reduction in water use at the packing plant. Given local water shortages and challenges to legalize wells, this is critical. The company obtained Rainforest Alliance certification, which gives it access to the European market. Exports rose 35% in one year.

“The production transformation processes are in accordance with world trends, which helps us to achieve better recognition by our international clients due to our commitment to the environment.”

PSME manager

“Our responsibility is to invest from our own resources to complete the project. Our company is growing thanks to the funding we received, but also due to the work we put in.”

SME manager



BEST USE OF PARTNERSHIPS



CONTACT

Edwin N. Rutageruka, Director General
Tanzania Trade Development Authority (TanTrade)
P.O. Box 5402, Dar es Salaam, Tanzania
www.tantrade.go.tz

TANZANIA TRADE DEVELOPMENT AUTHORITY

THE BUSINESS CLINIC

With strong partnership between public and private institutions, we assisted SMEs to improve their competitiveness. Our target now is to digitalize the service, to bring timely services closer to SMEs across the country.

Latifa Khamis, Deputy Director General, Tanzania Trade Development Authority

WHAT THE JUDGES SAY

Clear understanding of needs, matched with service design.

One-stop shop approach to solving problems of SMEs, which is particularly essential in developing economies.

Monitoring is well documented, with assigned responsibilities and measurement processes.

TanTrade contributes to improving the Tanzanian business environment, aligning with a major blueprint for regulatory reform.

It categorized challenges of 1,603 business owners to understand their needs and created the Business Clinic in July 2018.

The Business Clinic provides coaching, mentoring, training and consultancy services for established small firms and start-ups. Reaching more than 1,000 businesses across several regions, the clinic advises on quality standards, sustainable raw materials suppliers, technology/machine solutions and taxation.

It offers a mobile clinic, to extend its reach of services, and attends trade fairs. The Business Clinic serves as an umbrella for public and private institutions to offer their services. Trade experts collaborate, pooling their skills and resources, to diagnose business challenges and suggest solutions.

PRODUCER ASSOCIATIONS, SOCIAL NETWORK TOOLS

Focused networks are essential to provide targeted information.

The Business Clinic created two producer associations to mobilize efforts to meet market demand:

- the Tanzania Cassava Producers and Processors Association, involving more than 300 producers;
- the Tanzania Leather Producers Association, with more than 150 members.

Other small and medium-sized enterprises are being encouraged to join sector associations.

TanTrade finds that social media is key to getting out targeted information. It uses Whatsapp groups to communicate with agri-sector networks including grains, cashew nuts, pulses, fruits and vegetables, as well as cassava and honey producers. These groups, in turn, share valuable market information on prices and opportunities.

MEASURING SUCCESS

TanTrade systematically implements five performance measures:

- **Top-line figures.** The number of business clinics organized annually, the number of companies that accessed the services and the challenges identified.
- **Figures for each clinic.** Number of sessions and participating institutions; number of companies, size and business sector.
- **Challenges.** Their nature and causes, and the number of challenges resolved.
- **Client feedback.** This is incorporated into the Business Clinic's services.

The team uses reports, newspaper clippings, social media messages, client testimonies, assessment questionnaires and evaluation forms to back up impact measurement.

BEST USE OF PARTNERSHIPS



BỘ CÔNG THƯƠNG - MINISTRY OF INDUSTRY AND TRADE
CỤC XÚC TIẾN THƯƠNG MẠI
VIETNAM TRADE PROMOTION AGENCY

CONTACT

Vu Ba Phu, Chief Executive Officer
20 Lý Thường Kiệt, Phan Chu Trinh,
Hoàn Kiếm, Hà Nội, Viet Nam
www.vietrade.gov.vn

VIETNAM TRADE PROMOTION AGENCY

NATIONAL EXPERT NETWORK FOR EXPORT DEVELOPMENT

“We have been building up the experts’ network for Vietrade, and for provincial business support organizations and enterprises. In return, the experts’ network has been building the capacity for us.”

Vu Ba Phu, Chief Executive Director, Vietrade

WHAT THE JUDGES SAY

“Interesting, effective, well-documented.”

“Clear demand, efficient solutions.”

“Partnerships clearly defined with key local institutions.”

“Builds capacity of trade support institutions in a bid to equip SMEs effectively.”

Trade support institutions in Viet Nam have at times been under-resourced or lacked knowledge to respond to company needs. Furthermore, they focused more on short-term company promotion than on long-term trade development.

Vietrade, in response, set up a network of international and national certified trainers and coaches to boost SME competitiveness. They developed tools aligned with export

policies, selected institutional partners that could deliver local trade support services, and trained them. This built a wider network, based on common needs and approaches, for Vietnamese exporters.

EXPANDING A NETWORK TO SUPPORT EXPORTERS

Vietrade assessed export needs in six sectors: fresh fruit, green tea, lychee, tuna, pangasius and pepper. After several months, 41 SMEs had refined their export development plans, with assistance from dedicated trainers. These businesses then joined the trade support network as role models.

The integrated network is live and web-based. An off-line network of trainers, coaches and consultants is available. Through the networks, SMEs can access Vietrade’s partner national and provincial trade support institutions.

EXPORT PLANNING – FOCUSING ON TRADE DEVELOPMENT

All network players realized the importance of following a thorough approach and tapping into network-level planning. Chief Executive Officers became actively engaged and made it a company-level exercise.

SMEs reformulated their export strategies using external assistance to take a SWOT approach – analysing strengths, weaknesses, opportunities and threats.

MEASURING SUCCESS

The pilot SMEs participated in several international trade fairs and missions and, among them, signed 103 export contracts. Vietrade’s network of certified trainers and consultants has grown from 20 to 200.

RUNNER UP

BEST USE OF INFORMATION TECHNOLOGY

CONTACT

Yan Yun

Director General,
Commercial Certification
Center, CCPIT

1, Fuxingmenwai Street, Beijing
100861, China

www.trustrader.ccpit.org;

www.ccpit.org



中国国际贸易促进委员会
CHINA COUNCIL FOR THE PROMOTION
OF INTERNATIONAL TRADE

CHINA COUNCIL FOR THE PROMOTION OF INTERNATIONAL TRADE

TRUSTED TRADERS ONLINE

Credit lays the foundation stone of business. The Trusted Traders Online Initiative was launched by CCPIT to better connect business communities, highlight creditworthy SMEs, enhance mutual exchanges and help forge new trade opportunities. We hope to work together with TPOs worldwide to pilot new trade promotion models and to contribute to global economic prosperity.

Gao Yan, Chairperson

WHAT THE JUDGES SAY

Useful, innovative way to build trust with buyers and third parties outside China.

Well-documented delivery.

Standardized, structured, pre-defined evaluation indicator.

This initiative showcases creditworthy SMEs on a trustworthy platform. It also provides trade opportunities and export profiles. This helps exporters show their credibility to potential buyers and other parties outside of China.

To develop the platform, CCPIT carried out a national survey of SMEs in 2018, focusing on service requirements for exporters and importers. The survey netted 7,459 responses. CCPIT also visited numerous SME headquarters.

Launched in May 2019, the platform:

- Provides standardized credit assessment;
- Offers enterprise profiles, with company information, product data and displays;
- Answers business queries;
- Provides brand support;
- Identifies trade opportunities.

The platform confirms that an SME is running a reliable business, which reinforces credibility and boosts confidence to contract with it. It also helps forge new global trade links, creating higher contracting possibilities and lowering marketing costs.

BREAKING DOWN INFORMATION BARRIERS

Available in Chinese and English, *Trusted Traders Online* provides information on 300,000 importers and exporters. All information comes from official records or is reported by the trader and manually checked. This enables SMEs to break down information barriers with reliable data.

Results include:

- Trustworthiness. Traders are encouraged to operate in good faith, abide by their promises, value product quality and care for their brand image.
- Breaking down credit-based information barriers. This gives companies confidence to contract with the SME and helps to forge new global trading links.
- Exploring new ways for trade promotion organizations to serve the business community. This could pave the way for TPOs to pilot new trade service models.

STANDARDIZED CREDIT ASSESSMENT

CCPIT's standardized credit assessment rating is based on:

- the overall condition of the enterprise;
- performance ability;
- debt repayment risk;
- compliance risk;
- operational/management risk.

MEASURING SUCCESS

As of December 2019, 333 Chinese SMEs had submitted credit assessment applications. CCPIT has also established mutual recognition cooperation mechanisms with the Egyptian Credit and Risk Association, the Federation of Chambers of Commerce and Industry of Sri Lanka, and the Portuguese-Chinese Chamber of Commerce and Industry.

RUNNER UP

BEST USE OF INFORMATION TECHNOLOGY



CONTACT

YBrs. En. Mohd Mustafa Abdul Aziz
Chief Executive Officer

Menara MATRADE, Jalan Sultan Haji Ahmad Shah
50480 Kuala Lumpur, Malaysia

www.matrade.gov.my

MALAYSIA EXTERNAL TRADE DEVELOPMENT CORPORATION

MYEXPORT - REAL-TIME, ONLINE MARKET INTELLIGENCE

MyExport has become even more relevant in the time of the pandemic. Malaysians have been hit hard as they are not able to travel overseas to attend trade fairs or conduct face-to-face meetings with potential customers. MyExport gives them access to trade leads from foreign importers compiled by our 46 offices worldwide.

Datuk Wan Latiff Wan Musa, Chief Executive Officer, MATRADE

WHAT THE JUDGES SAY

Hugely impressive number of features, appealing interface.

Directly addresses exporters' needs – streamlines market information from trade representatives.

Monitoring focuses on use and satisfaction rate, and is well documented.

MATRADE is constantly seeking ways to better connect exporters to markets and support its commercial diplomats around the world who work with exporters. This service helps MATRADE respond quickly to current and changing global market situations and better advise the business community.

DELIVERING REAL-TIME TRADE INFORMATION

The trade information platform includes:

- Alerts: market conditions, trends, policies, regulations and opportunities;
- Product market studies: prospects, standards, distribution, potential buyers;
- Leads: from foreign importers;
- Market information: specific products and markets, tender notices, exporter profiles, trade promotion seminar announcements and summaries, online publications;
- Export Readiness Assessment: an online tool to help companies assess themselves about export resources, marketing methods, management commitment, and product or service potential.

The content-rich, accessible resource was developed in-house and is continuously updated. This allows MATRADE to add new features, such as enabling exporters to check their event participation status. MATRADE is considering expansion to include success stories, more trade and industry reports, and video content, based on feedback from users.

Malaysian exporters now have a single channel to access information 24/7 through their desktops or mobile phones. On average, the platform distributes 1,000 items of trade information annually to more than 15,000 subscribers. In 2019, it also disseminated 4,157 trade leads and 880 market alerts.

MyExport has benefited exporters by saving them time accessing information and by reducing the need to buy costly commercial market reports. The platform has also helped MATRADE work with foreign companies to source suppliers of Malaysian products and services. It is used in more than 40 locations in major commercial cities and five national branches.

MEASURING SUCCESS

MATRADE measures the relevance and usefulness of the platform using Google Analytics. Indicators include the number of MyExport subscribers and total login information for the month and the year, as well as the page views for each of the services offered.

BEST INITIATIVE TO ENSURE THAT TRADE IS INCLUSIVE AND SUSTAINABLE



CONTACT

Sunita Daniel
Chief Executive Officer
Export Saint Lucia
P.O. Box CP 5524
Castries, Saint Lucia
www.exportsaintlucia.org

EXPORT SAINT LUCIA

EXPORT DEVELOPMENT ASSISTANCE – PRASLIN SEAMOSS

We have seen tremendous growth in seamoss exports. Our technical assistance to the seamoss association has resulted in improvements in the livelihood of rural farmers.

Sunita Daniel, Chief Executive Director, Export Saint Lucia

WHAT THE JUDGES SAY

Very good – export development for a rural community around a specific product.

Combination of export and SDG is clear.

Strong statistical analysis – in particular, breaks down the number of new farmers by gender.

Employment, social, cultural and environmental impacts are well described.

When Saint Lucia's banana industry lost market access preference, many farmers were left without a livelihood. Exporters had mixed results in diversifying to new markets.

Export Saint Lucia stepped in to reinvigorate the cultivation and production of sun-dried seamoss in Praslin, a small coastal community. Seamoss is surging in popularity with consumers because of its powerful immune-boosting nutrients.

Export Saint Lucia engaged the Praslin Seamoss Farmers Association. The association was created in 1998 with the aim of helping to boost the incomes of farmers operating below the poverty line. Farmers were unable to develop sustainable markets, however, and many abandoned their seamoss farms.

STRENGTHENING THE CAPACITY OF FARMERS

Export Saint Lucia launched its programme to strengthen the capacity of farmers by improving quality, post-harvesting techniques, branding and packaging. The objectives were to increase exports by accessing foreign markets, create employment, and empower women and vulnerable youth.

Seamoss farmers initially lacked inventory management and quality controls. New greenhouses to dry the seamoss improved quality and efficiency, as farmers no longer had to remove it from drying tables due to changes in the weather.

The farmers learned new management practices. Basic bookkeeping courses helped track procurement and sales, and an inventory management system improved stock management. The farmers also learned new post-harvest management and storage techniques. Most of the training took place on the ground, making it more accessible and meaningful to farmers.

Export Saint Lucia then included seamoss in the Taste of Saint Lucia brand, and set up a Facebook page for the association. This created substantial demand from abroad, by linking the product to the qualities of Saint Lucia and by ensuring production, quality and delivery.

SUCCESS CONTRIBUTES TO SDGs

Export Saint Lucia targeted niche markets of consumers interested in fair trade food products. In 2018, seamoss exports totalled \$54,912. By the following year, exports had surged to \$557,453.

The number of farmers active in seamoss cultivation increased from 43 to 157, as the farmers – many of them women – flocked to re-establish their farms.

Trade missions and shows in Canada, the United Kingdom and the United States also helped spur export growth.

Export Saint Lucia is working to obtain a geographical indication for Saint Lucian sun-dried seamoss to further boost its export branding.

RUNNER UP

BEST INITIATIVE TO ENSURE THAT TRADE IS INCLUSIVE AND SUSTAINABLE



CONTACT

María Peña
Chief Executive Officer
Paseo de la Castellana, 278
28046 Madrid, Spain
www.icex.es

SPAIN – ICEX SPAIN EXPORTS AND INVESTMENTS

ICEX IMPACT+ PROGRAMME

As with all disruptive pilot projects, implementation involved challenges, such as raising awareness and training employees, developing innovation processes, generating strong, non-traditional alliances, and finding new approaches for clients' business models. ICEX IMPACT+ is the jewel in our crown.

María Peña, Chief Executive Officer, ICEX Spain

WHAT THE JUDGES SAY

Very innovative, with strong analysis of how the project ties in with SDGs.

Good monitoring, with complete, well-documented results.

ICEX-Spain empowers Spanish SMEs to explore new markets in low-income countries. They partner with local business communities and investors to design and deliver business products that meet local needs – and contribute to the United Nations Sustainable Development Goals.

Spanish companies are motivated because of the opportunity to strengthen their culture of innovation, contribute to development needs and increase profits.

CONNECTING HIGH-POTENTIAL SMES TO LOW-INCOME MARKETS

These markets offer companies opportunities to use disruptive innovations to fulfil their corporate social responsibilities and achieve their business objectives.

Among the areas with potential are agricultural modernization, renewable energy for electricity, the water cycle, textiles and sustainable tourism.

The ICEX IMPACT + programme offers:

- Workshops, self-diagnostics and toolkits to design sustainable and inclusive business models;
- Business opportunities published on its online marketplace.

BOOT CAMPS FOR COMPANIES

One-week boot camps cover:

- Access to business experts with deep local knowledge and contacts;
- Developing business models with local communities;
- Pitching to potential funders;
- Tailor-made advice to bring the models to life.

SUCCESS LEADS TO NEW PROJECTS

The programme began in 2017 in Colombia, with 12 Spanish companies. It now involves 30 Spanish companies in Colombia, Ecuador, Mexico, Morocco and Peru and is expanding globally.

AWARDS PRESENTATION



The 2020 WTPO Awards were presented at an online ceremony streamed from ITC in Geneva, Switzerland. The event was attended in person by Ambassadors from short listed countries. It started with a discussion among jury members – all previous award winners – on the benefits of the WTPO Network, the awards and winning.



JURY 2020

| Position | Organization | Name |
|-------------|----------------------------------|---|
| Chair | International Trade Centre | Dorothy Tembo Acting Executive Director |
| Members | Business France | Philippe Yvergniaux Director International Relations |
| | Ghana Export Promotion Council | Afua Asabea Asare Chief Executive Officer |
| | Nigeria Export Promotion Council | Olusegun Awolowo Chief Executive Officer |
| | Qatar Development Bank – TASDEER | Hamad Salem Mejegheer Executive Director of Export Development & Promotion |
| Coordinator | International Trade Centre | Ann Penistan |

PREVIOUS CONFERENCES

- The 1st Conference in 1996 in Cartagena, Colombia, addressed the impact of the new multilateral trading system in the wake of the creation of the World Trade Organization.
- The 2nd Conference in 1998 in Santiago, Chile, followed with a closer look at trade promotion tools.
- At the 3rd Conference in 2000 in Marrakech, Morocco, 2,000 participants addressed the challenges of the digital economy and began to review the challenges of public-private partnership and impact assessment.
- The turbulent business environment was the theme of the 4th Conference in Beijing, China, in 2002.
- At the 5th Conference in 2004 in St. 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 6th Conference in Buenos Aires, Argentina, in 2007.
- The 7th Conference in 2008 in The Hague, the Netherlands, explored key issues for TPOs to remain competitive in the changing international marketplace.
- The 8th Conference in 2010 in Mexico City, Mexico, addressed the impact of TPOs and how to improve and report on their efforts.
- The 9th 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 10th 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 11th 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 12th 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.
- The 13th World Trade Promotion Organizations Conference will take place in Accra, Ghana in 2022.

PAST WINNERS

- **2004:** Uganda, Republic of Korea, Australia, Jamaica, Bulgaria and Colombia
- **2006:** Zambia, Finland, Mauritius, Mongolia and Chile
- **2008:** Afghanistan, New Zealand, Jamaica, Kenya and Costa Rica
- **2010:** Mauritius, United Kingdom and Brazil. Special mention and runners up: Armenia, Australia, Hungary and Malaysia
- **2012:** Uganda, Austria, Jamaica and Mexico; Special Mention, second and third place: Switzerland, Dominican Republic, Zambia, Jordan, Lithuania; Benin, United Arab Emirates and France
- **2014:** Zambia, Mauritius, Mexico; Special mention: Lithuania and Spain
- **2016:** Costa Rica, France and Madagascar
- **2018:** Ghana, Nigeria, Qatar

