



International Trade Centre

Trade support institutions



TPO Best Practices

*Strengthening the delivery
of trade support services*





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Geneva 2004

ABSTRACT FOR TRADE INFORMATION SERVICES

2004

F-08.03
TPO

INTERNATIONAL TRADE CENTRE UNCTAD/WTO

TPO Best Practices: Strengthening the delivery of trade support services

Geneva: ITC, 2004. xv, 108 p.

Collection of practical experiences and best practices of trade promotion organizations (TPOs) in various countries of the world – provides case studies of best practices related to core services of trade support institutions; financing and sources of revenue; leverage of information technology; performance measurement and evaluation; projection of national identity in support of export promotion efforts; innovative methods to promote and support trade activities; outlines implications of ‘TPO best practices’ for such institutions in other transition and developing countries; presents profile of individual TPOs whose best practice appears in the publication; appendix includes sample of questionnaire used by ITC as a platform for the exchange of Best Practice Propositions amongst TPOs.

Descriptors: **Trade support institutions, Trade promotion organizations, Case studies.**

English, French, Spanish (separate editions)

ITC, Palais des Nations, 1211 Geneva 10, Switzerland

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Reprint 2006

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ITC/P168.E/TSS/BAS/06r

ISBN 92-9137-276-5
United Nations Sales No. E.04.III.T.6

Foreword

Trade continues to be at the forefront of the development agenda. But the development of trade requires concerted and sustained action, and this is possible only with well-established trade support institutions (TSIs) that function efficiently and effectively. It is generally recognized that there is need for a network of TSIs, from both the private and public sectors, working together to develop and implement a national trade strategy. There must also be a focal point, acting as a catalyst and coordinator, and this role is normally filled by the national trade promotion organization, or TPO.

The creation and maintenance of TSIs remains a challenge for all countries, developed and developing. This is particularly true of developing and transition economy countries where the demand for resources for many legitimate areas of development is large and the availability of those needed resources is often severely limited. TSIs must therefore continually justify their existence and their right to demand scarce resources. This can be done only if they remain relevant, offer needed services to their client exporters, and strive to provide the best services at a competitive cost.

Successive World Conferences of TPOs have sought to debate, identify and document 'best practice' for TPOs. Unfortunately, these meetings are costly to host and attend, and take place only every two years. Because we live in a rapidly changing global environment, delegates at the Fourth World Conference of TPOs in Beijing, in May 2002, thought that we should have a mechanism for a more frequent exchange of best practice information. Since then, ITC has invited TPOs around the world to contribute their best practice examples and these have been placed progressively on the TPO Net website, www.tpo-net.com and the ITC website, www.intracen.org/instasptp/. The response has been very encouraging: some 38 TPOs responded and 42 best practices, which we think provide an interesting and very informative database, were selected from 22 TPOs for this publication.

ITC regards this publication as yet another step in the ongoing process of helping TPOs to deliver better services more efficiently, by helping them to be aware of the actions their peers are taking elsewhere. No two TPOs in different countries can function identically, because their circumstances will vary; but the success of one can be used as a benchmark or inspiration for another and in this way raise the quality of services and the reputation of all TPOs.

We hope that this publication, which presents a collection of practical experiences, will be of benefit to all who read it and will encourage other TPOs with best practices to share their information.



J. Denis Bélisle
Executive Director
International Trade Centre

Acknowledgements

This publication is an output of a project by the International Trade Centre (ITC) aimed at institutional strengthening of trade promotion organizations (TPOs).

Following the Fourth TPO World Conference in Beijing, ITC Executive Director J. Denis Bélisle developed the idea for a publication on TPO best practices. It has been made possible by the willing cooperation of 22 TPOs, which generously responded to ITC's request for best practice examples and patiently reviewed their draft inputs to the publication.

Joachim Eissler and Alan Reynolds, both ITC consultants, assisted Philip Williams, ITC Senior Adviser on Trade Support Institutions, in developing the format for the publication and the questionnaire for collecting the TPO best practices; in collecting, reviewing and selecting the examples for the publication; and in following up to ensure that the TPOs were in agreement with the material to be printed. Françoise Kurdziel has been responsible for presenting the electronic version of this publication online at www.intracen.org/instasptp/. Alfredo Lazarte, an intern at ITC, helped to coordinate the translation of the material into French and Spanish and to assemble it for editing.

R. Badrinath, Director, Division of Trade Support Services and Sabine Meitzel, Chief, Business Advisory Services Section, ITC provided effective management and guidance throughout the project.

The book was edited by Alison Southby. Carmelita Endaya prepared the book for printing and did final copyediting.

Introduction

This publication is a compilation of material gathered from a survey of over 100 TPOs worldwide. TPOs were asked in a questionnaire (see appendix) to provide examples of areas in which they considered they were particularly strong, in the sense of being innovative, effective and capable of emulation by others.

ITC's focus for the collection of best practices was on seven important areas:

- Membership/client base;
- Core services;
- Sources of revenue;
- Leverage of information technology;
- Performance measurement monitoring and evaluation;
- National branding; and
- Planning for the future/change and innovation.

Although carefully selected for relevance and current interest, these topics are not exhaustive and ITC welcomes suggestions for additional areas of interest to be included in a further round of information sharing. One possible topic for inclusion is: 'TPOs vs trade and investment promotion organizations – what is best practice?'

General information was also collected on each of the participating TPOs. This has been included in part II of the publication as a series of TPO profiles, designed to provide a quick reference guide for readers about the size and scope of each TPO. Each profile includes a contact person from whom further information might be obtained.

All the best practice examples and TPO profiles can also be found on the ITC website at www.intracen.org/instasptp (in English, French and Spanish), and on the TPO Net website at www.tpo-net.com.

If your TPO has an interesting best practice proposition to share, please complete the questionnaire in the appendix or on the website and send it to ITC. Our team will review the information and contact you with a view to posting it on the website. Similarly, if your TPO is already featured on the website and you wish to update your information, please send us a message informing us about the changes to be made.

Your responses will help to expand this database of best practices and make it a better tool for all.

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Note

The following abbreviations are used:

AWO	Austrian Trade Division
CETRA	China External Trade Development Council
CMPE	Moroccan Centre for Export Promotion
COPCA	Consortium for Commercial Promotion of Catalonia
CRM	Customer relationship management
DPR/MRE	Trade Promotion Department, Ministry of Foreign Relations (Brazil)
ERS	Exports Refinance Scheme
HEPO	Hellenic Foreign Trade Board
HKTDC	Hong Kong Trade Development Council
ICE	Italian Institute for Foreign Trade
ICT	Information and communications technology
IES	International Enterprise Singapore
IGEME	Export Promotion Centre of Turkey
ISC	International Sourcing Centre Project [Taiwan (Province of China)]
ITC	International Trade Centre
ITG	International Trade Group
JEDCO	Jordan Export Development & Commercial Centers Corporation
JETRO	Japan External Trade Organization
KPIs	Key performance indicators
LDA	Lithuanian Development Agency
NTC	Norwegian Trade Council
Paltrade	Palestine Trade Center
SME(s)	Small and medium-sized enterprise(s)
STC	Swedish Trade Council
TCI	Team Canada Inc.
TPO	Trade promotion organization
UEPB	Uganda Export Promotion Board
UGT	Uganda Grain Traders Ltd.
UNCTAD	United Nations Conference on Trade and Development
USAID	United States Agency for International Development
WTO	World Trade Organization

Best Practice Areas



Chapter 1

Membership/client base

Many countries have successful enterprises, particularly SMEs, which have never seriously considered exporting or which, though exporting, are not benefiting from TPO services. These businesses represent an important untapped export potential and growth area for TPO activity. TPOs are increasingly concerned to ensure that information about their services is reaching as many as possible of their potential clients who are then helped to start or expand their export business.

In these best practice examples, 10 TPOs share with us how they have sought to survey their client base and to increase its numbers. This chapter focuses mainly on the different approaches TPOs have used to identify their client base, to determine whether or not the firms were export-ready, and to devise services to help those that were not. These TPOs have created databases of suggestions in order to provide tailor-made solutions for clients. These include diverse methods of communication, ranging from direct contact with clients by phone, on-line or through written surveys, to the organization of competitions or seminars to promote awareness of the importance of exports and the services provided by TPOs.

It is clear from the best practices presented in this chapter that information on current and potential clients is a prerequisite for helping them to expand, as is information on clients' needs and possible markets for their goods and services. This is true particularly in the case of SMEs that wish to enter the global market and lack the resources to conduct their own research to identify market opportunities for their products.

There seems to be a particular emphasis on exporter development: five of these best practice examples address different issues that need to be taken into consideration when attempting to improve an enterprise's ability to export. They are all focused on enterprise specific assistance, but most fall into two distinct approaches which can be easily modified and applied by other TPOs.

The first of these two approaches addresses investment in staff training and use of outside professionals in order to provide firms with assistance, at all important stages in the export supply chain (Lithuania, Hong Kong). The other approach focuses on the use of 'Export Fitness' tests to determine whether firms are ready to enter the international market (Austria, Canada). This is important to avoid wasting resources on futile export efforts and also to ensure that firms get assistance that is appropriate to their needs and stage of development.

The chapter is divided into six sections:

Section	Countries
Action plans for exporters	Spain
Customer relationship management	Austria
Call centre	Hong Kong (China)
Export awareness competition	Turkey
Exporter development	Austria, Canada, Hong Kong (China), Lithuania, Palestine
Exporter numbers	Australia, Austria

Action plans for exporters: How a TPO identifies a customer's specific needs and tailors action for that customer

SPAIN (CATALONIA)

Consortium for the Commercial Promotion of Catalonia (COPCA)

Objective To customize the TPO's services to the client's individual needs.

Description COPCA will conduct an interview with an SME to assess its individual needs and to design an individual and exclusive action plan for the target market. The plan includes objectives and targets, methodology, time frame, budget and COPCA services. If the SME accepts the plan, the resulting contract includes a price for the COPCA services contained within it. The delivery of the services is undertaken by COPCA's 37 offices abroad, which then work directly with the customer, monitored by COPCA's headquarters in Barcelona.

Costs and resources The staff discussing the preparation of the business plans need specific skills in the areas of:

- Foreign markets;
- Selling services;
- Enterprise diagnosis.

Results Over a 16-year period, 2,300 firms have been helped, and the average number helped annually now is 300. This is about 5% of all firms approaching COPCA. The 2,300 firms have used around 6,000 COPCA services, meaning both repeat customers and customers taking up more than one service. The service has been rated 'very good' or 'good' by 82% of customers. COPCA has achieved ISO 9001 certification of its procedures, including those of its overseas offices. COPCA believes the accreditation is a good marketing tool but does not know how many firms were influenced by it to seek COPCA's services.

Lessons learned Personal interviews with firms and visits to the firms' premises enable a much better assessment to be made of a customer's needs. Inclusion in the plan of a post-event evaluation system makes both the firm and COPCA determined to achieve a good result.

Customer relationship management (CRM): How a TPO is recording its customers and its dealings with them

AUSTRIA

Austrian Trade Division (AWO – Aussenwirtschaft Österreich), part of the Austrian Federal Economic Chamber (WKO – Wirtschaftskammer Österreich)

Objective To improve customer service through better knowledge of AWO's customers.

Description AWO has installed a customer relationship management (CRM) system that permits access to WKO's client records by staff located in its Vienna headquarters as well as in its international offices. AWO uses the system to 'cross-sell' to a firm other services regarding a foreign market where the CRM system indicates that the firm is using another service in the same or an adjacent market. For example, when there is an event in the United States of America (e.g. a trade mission) AWO selects not only firms from the CRM already doing business in the United States but also firms interested in Canada. All of those firms are invited to take part in that event. All AWO offices abroad use the database for information about firms doing business in their countries abroad to connect the firms with other firms which then could act as a supplier or as an equal partner in one specific project.

Costs and resources AWO has published neither its setting-up costs nor its running costs. The organization uses mainly e-mail and on-line marketing to contact firms. Telemarketing is used for following up with clients.

Results The system has been in place for more than a year. By the end of 2003 AWO expected to be able to calculate how many customers have taken up additional services. However, AWO believes that by sharing information the system is showing to its staff and customers that AWO is an efficient organization.

Lessons learned Although the CRM system is expensive, it is an efficient way to approach clients and their individual needs in a targeted manner. In order for the system to work, it is essential to collect information on client needs on a continuous basis and to keep client records up to date.

Call centre: How a TPO is using a central telephone point to respond to customer inquiries

HONG KONG (CHINA)

Hong Kong Trade Development Council (HKTDC)

Objective To provide an effective and efficient service point to handle telephone inquiries and to promote TPO services.

Description HKTDC has set up a call centre to act as a central inquiry point to handle inquiries about its services, to book places on seminars, to access information services, and so on. The staff at the centre can draw on a knowledge database that captures all information on HKTDC's services and activities, ensuring that consistent and updated information can be given to customers. Screen-based scripts will be prepared for special cases and outbound marketing calls. The call centre will answer general inquiries while in-depth inquiries will be directed to responsible HKTDC staff.

HKTDC has promoted the call centre extensively through its corporate marketing campaigns, and by riding on the promotion of individual events and services. There is no interface between the call centre and the HKTDC website, so HKTDC does not route certain types of inquiries through the website to the call centre.

Costs and resources The call centre is staffed entirely by HKTDC's own employees. Part-time staff will be hired to support the service in peak periods. Information on cost savings among different services resulting from routing calls via the call centre is not available.

Results The volume of inquiries received by the call centre has generally been quite stable. There are more calls when there is a big event to be held, such as an exhibition. Information on inquirers' preference for using the call centre or the website is not available.

Lessons learned High customer satisfaction levels can be achieved through efficient and effective handling of inquiries.

Export awareness competition: How a TPO is organizing a national competition to raise awareness of the importance of exporting

TURKEY

Export Promotion Center of Turkey (IGEME)

Objective To generate export consciousness among university students and stimulate creative ideas on Turkish exports. To promote IGEME activities among university students who are expected to be exporters in the future, leading to long-term benefit.

Description During the second week of October, when a Foreign Trade Week is held in Turkey, IGEME organizes a Foreign Trade Youth Congress. It decides a main theme and invites university students to submit articles based on this theme. The best submissions, usually around 10, are presented by their authors to the Congress and published in IGEME's trade magazine.

Attending the congress are the presenting students, students studying in Ankara, foreign trade bureaucrats and company managers. The audience averages 300 each year. IGEME publicizes the competition on the IGEME website and by marketing directly to universities.

Costs and resources IGEME pays for the cost of the competition, which amounts to between US\$ 15,000 and US\$ 20,000. The competition is seen as a public service function, so IGEME does not seek sponsorship from private companies. However, some firms award prizes and two unions of exporters are now providing additional support.

Results During the five years from 1998 to 2002, 232 students submitted articles, steadily rising from 20 in the first year to 98 in the fifth. The 10 who succeeded in the 2002 competition faced strong competition. There are 77 'economic and administrative science' faculties at universities in Turkey, and so there is considerable scope to attract many more students. While precise records cannot be kept, IGEME has observed that some of the successful competitors have subsequently secured exporting jobs in private companies.

Lessons learned The congress has proved to be a fruitful occasion for IGEME officials, foreign trade bureaucrats and students to exchange ideas, and for IGEME to promote itself to the private sector. More needs to be done to promote the event, as there are university faculties not yet taking part.

Exporter development: How a TPO is improving the ability of its country's firms to export

AUSTRIA

Austrian Trade Division (AWO – Aussenwirtschaft Österreich), part of the Austrian Federal Economic Chamber (WKO – Wirtschaftskammer Österreich)

Objective To increase the number of national companies, especially SMEs, exporting to other countries.

Description AWO has made available on its website an interactive self-diagnostic 'Export Fitness' Test so that firms can work out for themselves whether they are ready to begin exporting and, if not, what steps they need to take in order to become export ready.

Costs and resources The Export Fitness Test is operated by AWO's own staff.

Results The AWO website identifies users of the Export Fitness Test. This can signal to AWO a firm which is new to exporting and not in AWO's customer relationship management (CRM) system.

Lessons learned AWO has found it necessary to market its service in order to increase the number of users of the Export Fitness Test.

Exporter development: How a TPO is improving the ability of its country's firms to export

CANADA

Team Canada Inc (TCI)

Objective

To increase the preparedness and capability of exporters.

Description

An online export readiness assessment tool is a critical tool that helps Canadian businesses and potential exporters determine what preparatory work they need to do in order to be positioned for success in export markets.

In early 1997, the original *Export Readiness Diagnostic for Service Firms* and *Export Diagnostic for Goods Producers* were commissioned by Industry Canada and the Department of Foreign Affairs and International Trade (prior to the launch of Team Canada Inc). While consideration was given to creating only one generic tool, research with exporters indicated that the issues of initial promotion strategies and market entry, plus the weightings given to various factors by successful exporters, were different enough for services and goods exporting to warrant two separate, though similar, tools.

Though initially distributed only on computer diskette, with the increasing popularity of the Internet, from 1998 both tools were reconfigured and made available online both on the 'Take a World View' website and at <http://exportsource.ca>. The tools have enjoyed strong demand and generated positive feedback. However, the tools were developed at a time when the Internet was not yet widely used. Both tools needed to be updated to reflect the current e-trade environment and to support the marketing of the services available from TCI. An updated and more interactive version of the diagnostic tool was launched during the summer of 2003 by TCI.

Launched in 1997, TCI is a partnership of more than 20 Canadian federal departments and agencies that work with provincial and territorial governments and various other partners to assist Canadian companies to achieve greater success in global markets by increasing their export preparedness and capability. TCI offers a number of innovative online tools on its web portal at <http://exportsource.ca>.

Costs and resources

The total cost associated with the development of the Export Diagnostic was around US\$ 55,000. In addition, TCI allocated staff resources to the value of US\$ 7,500.

Results

Working through the Export Readiness Diagnostic gives potential exporters an opportunity to test their export readiness and to identify priorities as they prepare to enter a foreign market. If they are currently exporting, some of the questions may assist them in fine-tuning their export strategy. At the end of the diagnostic, companies will be able to identify whether they are ready to begin exporting and, if so, will be able to use the results of diagnostic, along with their export plan, as a strategic planning tool.

Lessons learned

As a result of positive feedback and advice from users, TCI was prompted to update and enhance the original online diagnostic tool to reflect the increased sophistication of its clients, whose use of online resources has grown dramatically in recent years. TCI prides itself on being client-centric and responding to the changing needs of its clientele and new realities in the marketplace.

Exporter development: How a TPO is improving the ability of its country's firms to export

HONG KONG (CHINA)

Hong Kong Trade Development Council (HKTDC)

Objective To increase the number of exporters and value of exports.

Description HKTDC has set up a one-to-one advisory service for SMEs covering such matters as export credit management, SME finance, prospects and trends of selected overseas markets, trade law for SMEs, customs declaration, international marketing strategy and practice. The service is offered by research staff of HKTDC as well as professional firms and businesses. Customer service staff of the HKTDC handle the administration. This platform is open to basically all professional service providers: as long as they are interested and they can fit into the programme, HKTDC will arrange advisory service sessions for them.

Costs and resources The local intermediaries who deliver the advice normally treat this as a kind of service to the local business community as well as a soft marketing opportunity (i.e. an opportunity to sell on professional services). HKTDC handles administration, but does not identify the opportunity cost as since 1998 it has been an 'additional' service by existing HKTDC staff. Thus, the visible additional cost to the HKTDC is only the cost of promotion.

Results HKTDC closely monitors the feedback of the users on this service, and keeps statistics on users' evaluation of the usefulness of the service.

Lessons learned Support from intermediaries has been an important factor in the success of the advisory service.

Exporter development: How a TPO is improving the ability of its country's firms to export

LITHUANIA

Lithuanian Development Agency (LDA)

Objective To increase exports of Lithuanian goods and services.

Description Lithuanian companies are developing export strategies using LDA methodology. LDA provides firms with assistance at all points in the supply and exporting chain: on export capacity audit, identification of markets, export marketing strategy, preparation for implementation and assisting in implementation itself. LDA acquired this expertise with support from the European Commission's Phare programme in 1999–2000. This assistance complements consultancy provided by professional firms on such other subjects as marketing, commercial law, and costing and pricing.

Costs and resources LDA uses for this service five staff members (including two who were initially customers) who received training under the Phare programme, and who are now all skilled and trained to carry out assessments at a professional level. LDA does not normally charge because the Government basically pays for its services. However, companies do have to make a small contribution towards LDA's costs such as coffee breaks, room rental and equipment.

Results LDA has assisted the following numbers of firms on export development projects:

- 1999–2000: 30 + 24 (prepared for certification of ISO 9000);
- 2001–2002: 18 + 15 (prepared for certification of ISO 9000);
- 2003, by end May: 23.

This has led to increased exports, strengthening of competitiveness and a growing number of firms certified to ISO 9000 standard. LDA conducts surveys of companies participating in particular events, seeking information on the amount of exports as well as various indicators including: customer satisfaction index; number of participants; number of answered inquiries; and proposed companies from Lithuanian side. Other benefits are currently not measured.

Lessons learned Lithuania has found that it is possible for a TPO to deliver a high value added consultancy service.

Exporter development: How a TPO is improving the ability of its country's firms to export

PALESTINE

Palestine Trade Center (Paltrade)

Objective To introduce tangible bottom-line results for potential export companies through a product-market approach.

Description The evolution of the Export Leaders Program at Paltrade as a complementary aspect of its traditional trade promotion services is focused on identifying Palestinian companies whose products are export ready but need some adaptation in order to make a more solid entrance into regional and international markets. This project adds a new component to trade promotion, by introducing market-driven and product-specific technical assistance to firms.

The initial trawl of possible firms produced over 100 potential companies that fell within the general selection criteria. In the absence of a comprehensive database of Palestinian firms, Paltrade drew on their own prior surveys and on industry associations to compile the initial list. Some 140 manufacturing firms with exporting capability were identified.

Through a comprehensive and objective screening process, 15 potential companies were chosen to participate in this cost-sharing project, which will allow for the effective allocation of funds and efforts. Criteria used included but were not limited to: company size; value of sales; value of exports; number and diversity of exported products; diversity of export markets; total investment in the company; consistency of management, marketing and production procedures; and compliance with international standards and best business practice. Most of the companies chosen are in manufacturing although a few are in ICT industries.

Costs and resources Selection of the initial group of companies and sifting to choose the 15 was done by staff in-house. An external consultant will implement the programme. Paltrade expects that there will be a knowledge transfer to its own staff during that phase. Firms will bear 50% of the costs and Paltrade (funded by the United States Agency for International Development – USAID) will meet the other 50%.

Results Paltrade will hold pre-service data about each firm, such as its total sales, percentage of sales exported and export markets. Paltrade will compare the post-service situation as a starting point for measuring impact of its assistance.

Lessons learned Sector-specific segmentation of target groups allows for much better research results and therefore more focused sector-specific technical assistance directed at product adaptation. Working with industry associations on assembling the initial group of companies assisted in grouping firms by sector.

Exporter numbers: How a TPO is seeking to increase the number of its country's firms that export

AUSTRALIA

Australian Trade Commission (Austrade)

Objective By 2006, to cause another 13,000 companies to export from Australia. This would increase the total from the 25,000 existing exporters known to the Australian Bureau of Statistics to 50,000 (after allowing for natural growth of 12,000). The 25,000 exporters represent about 4% of Australia's firms.

Description A four-pronged approach is being adopted:

- Helping occasional exporters to become regular exporters, e.g. by matching buyer inquiries coming to Austrade's foreign offices to potential Australian suppliers.
- Providing coaching and international experience to 'intending' exporters.
- Focusing on specific knowledge-based industries with the greatest potential and keenness to export.
- Undertaking a community and business awareness programme to increase the percentage of businesses wanting to export – currently 98% do not wish to export.

Costs and resources Austrade has rethought the whole structure of its organization, and its ways of sourcing and processing clients. It has been able to use its own personnel with specialist knowledge. Where firms need market access help, the assistance of the Department of Foreign Affairs and Trade is sought.

Results Exporters in Australia include service industries (a key and growing source of new exporters). 'New' exporters include those previously 'irregular' or 'passive' exporters who developed their export business without much previous assistance from Austrade. The Bureau of Statistics will provide the aggregate figure in 2006 (but will not be at liberty to provide names and addresses). Austrade believes that doubling exporter numbers would raise the value of exports by 5% (40 billion Australian dollars).

Lessons learned The focus on exporter numbers and not just on value of exports brings economic and social benefits such as new skills, technology and marketing techniques.

Exporter numbers: How a TPO is seeking to increase the number of its country's firms that export

AUSTRIA

Austrian Trade Division (AWO – Aussenwirtschaft Österreich), part of the Austrian Federal Economic Chamber (WKO – Wirtschaftskammer Österreich)

Objective To increase the number of national companies that export (especially SMEs) by 15,000 by the year 2007.

Description AWO organizes seminars. The interest of Austrian firms in events explaining the fine details of business-related topics (finance, taxes, investment etc.) through sophisticated experts is very high. An attractive programme and interesting lecturers (e.g. AWO foreign staff, professional experts, Finance Minister) make customer recruitment even easier. Nevertheless, efficient marketing was necessary to make firms aware of the opportunity to learn more about these topics. AWO used different channels to achieve that goal:

- Direct mail (using the CRM system);
- Advertising on its website;
- Advertising in the newspapers of the regional economic chambers; and
- AWO partners in organizing such events – the banks – which have their own valuable channels of communication to their customers.

Costs and resources The full cost of organizing a great number of seminars (e.g. to raise awareness of exporting to specific regions) is met by AWO, but not all seminars are free of charge. AWO has so far not been able to calculate the staff costs involved in achieving the number of additional exporters.

Results The target is to be met by 2007. AWO defines an exporter as any firm with cross-border exports of goods and services (including exports to the European Union). The organization is able to measure the number of new firms being added to the CRM, or the number of existing firms having new markets added. This database does not give the complete picture of numbers of exporters in Austria, but it is sufficient to give good approximate numbers.

Lessons learned Seminars work and are cost-effective but they do need to be marketed effectively. The availability of speakers restricts the time and day when seminars can be held.

Chapter 2

Core services

What should be the core services of a TPO? What new and innovative services must they now offer and what services should they now drop? In an environment of fast-changing global markets, these are questions that TPOs in developed and developing countries must ask themselves almost daily – and certainly when they plan their future strategy – in an effort to remain relevant. It is in order to help TPOs respond to these questions that this topic has been included in the publication.

This second chapter focuses on the services provided by selected TPOs to successfully promote local enterprises abroad, to attract foreign investment, to promote job creation and boost the local economy. Each country described what ‘core’ meant for it; there was no uniform view.

For many TPOs, however, the main service provided is identification of foreign markets for local goods and putting potential buyers abroad in contact with local suppliers, and vice versa. Small firms often do not have information about valuable markets where they nonetheless have a competitive advantage. In order to remedy this, nine TPOs propose a variety of services that successfully accomplish their objectives. These include compiling information on export markets for their clients and grouping together of individual producers so as to sell their products collectively, according to the export market requirements. This is especially relevant for SMEs, which without the joint effort would be unable to meet the size of the orders demanded by the market.

In the best practice examples submitted, there seems to be an emphasis on border-out (market development) services such as foreign market analysis, and less emphasis on the equally important area of border-in (supply-side) services. In order to successfully promote national exports, particularly from developing and transition economy countries, it is important not to neglect services designed to assist new and established exporters in becoming and staying competitive. This requires a focus on the supply side, including product design, packaging, standards and quality.

This chapter is divided into eight sections:

Section	Countries
Cooperative exporting	Uganda
Country information	Japan
Customized services	Italy
Data coordination team	United Kingdom
Information services	Jordan
Priority markets	Austria, Brazil
Sources of supply service	Taiwan (Province of China)
Staff training	Uganda

Cooperative exporting: How a TPO brings together individual producers to sell collectively

UGANDA

Uganda Export Promotion Board (UEPB)

Objective To diversify exports and increase revenue base and earnings as well as the living standards of the people.

Description The UEPB is working with organized farmer groups and private sector exporters to promote exports of grains and legumes, both to strengthen the supply chain and to ensure that there is a steady market for the products.

Some farmers are formally organized in cooperatives (farmer associations). However, those who participated in the mini exhibition during the Smart Partnership dialogue were mainly processors and exporters. The exhibition exposed them to the advantages of working together in order to be able to consolidate export orders/volumes while at the same time maintaining the required product quality. The ultimate outcome of the exhibition was that these exporters formed a company (Uganda Grain Traders Ltd) through which they were able to consolidate volumes and therefore supply the southern African market, which was not possible for a single exporter before the exhibition. The exhibition also changed the attitudes of these exporters, who had previously viewed each other as competitors. By organizing farmers under export production villages (a concept being developed by UEPB which involves working with organized farmer groups, identifying products with export potential and encouraging them to produce according to export market requirements), it is possible to produce according to the market demand and therefore to export. Where possible UEPB has linked these groups with importers of such products who may in turn sign supply contracts. UEPB has also helped to acquire common facilities (collection centre and cold storage) for horticultural products, and conducts training for groups in such critical areas as post-harvest handling, packaging, costing and pricing. In addition, it guides the groups in setting their institutional or organizational framework.

UEPB's mandate includes export promotion, product research and development, and market research. In the process of implementing the initiatives described above, UEPB has found out that in many cases there are no products to supply or to be marketed. In response, UEPB has to work backwards in order to strengthen the supply chain. However, departments or agencies such as the Ministry of Agriculture, Animal Industry and Fisheries, the National Agricultural Research Organisation and the National Agricultural Advisory Services should be addressing supply elements, research and extension services.

Unfortunately, the approaches of these agencies have simply focused on production for food security and increasing household incomes, without direct linkages to export markets. Under the UEPB system, farmers produce what the market demands rather than what they can grow. In other words, UEPB tries to correct the mismatch between production and export market requirements. In all its interventions, UEPB attempts to maintain linkages with the other agencies and local district authorities, for coherence and mobilization of the community.

Costs and resources

The costs involved a modest expenditure for the mini exhibition (US\$ 2,000), after which UEPB assisted 14 grain exporters (now 16) to establish a company, Uganda Grain Traders Ltd (UGT). In addition, UEPB provided help in acquiring a warehouse with a storage capacity of 25,000 metric tons. UGT was then linked to the Export Refinance Scheme (ERS) administered by the Bank of Uganda, where it was able to access a US\$ 5 million financial facility for its stock management. This facility helped it to kick-start its export trade.

Results

By staging a mini exhibition during a Smart Partnership conference the UEPB was able to attract buyers from southern Africa for Uganda's maize. Ugandan exporters had not known that a market for maize existed in southern Africa, and nor had the southern African buyers known that Uganda was capable of supplying good quality maize for their market. In other words, there was a market information gap, which the exhibition solved. The collective exhibition also served to educate the farmers in such matters as standards, grading, packaging and labelling, and gave great encouragement to farmers. For example, UGT now offers prices to the farmers according to grades, thus integrating quality aspects. The exhibition also highlighted other elements such as reliability and volumes that are vital in export markets.

Lessons learned

By organizing exporters as a group it was possible to raise required market orders, as well as serving orders which had not been possible for a single exporter. Consolidation through cooperative arrangements can enable exporters to respond appropriately to export orders.

Country information: How a TPO has compiled reports on 62 countries for its customers

JAPAN**Japan External Trade Organization (JETRO)**

Objective To provide Japanese small and medium-sized enterprises with information support for their international trade and investment activities.

Description JETRO has developed a service known as JETRO File. It makes available through a Japanese-language-only website reports it has compiled on 62 countries. Each report contains useful information such as country profile, economic trends, comparable economic statistical data, and general information needed for international trade and investment. The reports can be viewed and searched online and some of them are also available to download in PDF format.

JETRO provides the JETRO File database at no charge, though all users have to register. JETRO prefers to collect data from its own original sources.

Each report follows a standard format, for ease of access across a range of countries. Users can search by country or by topic.

Costs and resources All reports are written by JETRO research department staff located abroad and at headquarters.

Results By the end of March 2003 there were 38,000 registered users of JETRO File and the number of visits to the home page averaged 16,000 each month (implying that each user visits once every two months). Registered users of JETRO File can access it at any time and get all information contained in the file. An e-mail system to alert users to new information was planned for introduction in June 2003.

Lessons learned JETRO has conducted interviews with users to gain insights about the service. These interviews revealed that it is important for users to be able to search and access the information, including tables of comparative information, quickly and easily. Users want to be notified when there is new information.

Customized services: How a TPO has tailored specific services to meet individual exporters' needs

ITALY

Istituto nazionale per il Commercio Estero (ICE) – Italian Institute for Foreign Trade

Objective To ensure that ICE's services effectively respond to the basic needs and competitive environment of Italian exporters.

Description Since October 2001, ICE's offerings have undergone substantial changes. Particular emphasis has been laid on providing tailor-made services for individual customers and on enhancing information services provided via the Internet. The tailor-made services are individually priced in person-days according to time taken. There are three price bands, reflecting the geographic areas in which ICE offices abroad are located.

ICE offices abroad (over 100) are required to report monthly on their approach to the customized services they provide. This enables headquarters to monitor their approach (in terms of their capability of responding to individual customers' needs and requests), to evaluate the quality of service that the customers can expect, and for headquarters to suggest improvements where necessary. The figures are compared with the objective sales data collected from offices in Italy and abroad. This enables ICE to monitor revenues and customer preferences.

ICE publishes an online catalogue at www.ice.it/servizi/ (the blue section contains most of the tailor-made services, though many of these – identifiable by the fact that pricing is by estimate, on a case-to-case basis – can be found in other sections as well). This gives ICE offices abroad considerable scope for offering personalized services in virtually all fields of companies' activity in foreign markets. Services listed include: all-round consultancy on investment and setting up of businesses locally (from feasibility studies and information on local legislation to partner search, support in conducting negotiations, drawing up contracts, etc.); monitoring and developing distribution channels; relations with local customers; recruitment of local staff; and support in participation in international tenders. Typically, these and other services are part of a list that is intended to be indicative rather than exhaustive. They can be adapted and combined in 'packages' according to individual clients' needs.

Costs and resources Information is currently not available.

Results

Sales numbers for 2002 appear to bear out ICE's expectations of an increase in demand for tailor-made services. The number of 'personalized' services, both in absolute terms and as a share of total services provided, appears encouraging. Turnover for such services seems, however, to have increased to a lesser extent, suggesting that customers have yet fully to appreciate the potential for the more sophisticated (and thus more expensive) part of ICE's offering.

ICE believes it now has a much clearer picture of purchasing trends, of the new customized services and of the actual demand for access to basic information online.

ICE is planning to move more of the basic services – such as search for local partners and reports on individual products – onto its website in order to attract more users and, at the same time, increase general awareness of the more sophisticated follow-up services that can be provided by its offices abroad.

Lessons learned

There is still a partly untapped potential for customized services to exporters. Purchasing trends – though erratic in the initial stages after reform of ICE's offering and the introduction of fees for online information services – are showing an upturn. However, this positive response requires underpinning by continued marketing initiatives such as eliciting customer feedback and continuous effective management training to increase awareness of exporters' needs.

Data coordination team: How a TPO has improved data sharing and management information by establishing an organization-wide data coordination team

UNITED KINGDOM

UK Trade & Investment

Objective To enable sharing of common data and the provision of better quality management information. To ensure legal standards and United Kingdom government standards are being met.

Description A small team has been established as part of the e-Business Programme. The team has worked through others and agreed a policy of corporate ownership of data and data ‘stewards’ for particular types of data. It has also:

- Coordinated with the United Kingdom Office of the e-Envoy (OeE) and other related government departments;
- Participated in the UK Trade & Investment e-Business Programme decision-making process;
- Managed work by contractors examining the data in existing databases in order to draw up a data migration policy for both the customer relationships management and portal systems being developed so that they will use a common source of good quality data.

Costs and resources This information is not available.

Results Standards for common data (names and addresses, countries, export and investment experience levels, sectors, etc.) have been agreed within UK Trade & Investment and with its parent departments, and approved by the OeE. A change process has been established to keep parent departments up to date and meet new requirements. Data entry standards have been drawn up and introduced into training packages. A data migration policy and test bed have been established in readiness for loading data into the new systems. The importance of the issues has been acknowledged, and it has been agreed that compromises need to be made in order to share data.

There is still a long way to go. UK Trade & Investment now needs to ensure that all future projects follow the agreed standards or use the change process.

- Lessons learned**
- It is difficult to create interest in data as a subject.
 - In many areas a common answer, rather than the ‘right’ answer, has to be the goal.
 - Staff have to see the benefit or be aware of the penalty in order to get the theory put into practice.

Information services: How a TPO has created a new trade information service for its customers

JORDAN

Jordan Export Development & Commercial Centers Corporation (JEDCO)

Objective To provide quick, accurate and up-to-date trade information to the relevant business and trade related sectors in Jordan, by developing the information service sector in Jordan with emphasis on trade information. To enhance knowledge among business people about the importance of better use of trade information.

Description Enhancing knowledge and increasing awareness of the importance of trade information was prompted by spontaneous customer demand from existing and prospective exporters, especially after Jordan had joined the World Trade Organization and signed trade agreements with the United States, the European Union and the Arab Free Trade Area.

JEDCO's strategy was to host the following information networks, considered to be the most reliable in providing trade information:

- IATIN: the Inter Arab Trade Information Network
- TINIC: Trade Information Network for Islamic Countries
- ITTN: International Technology and Trade Network
- ATP: Amman Trade Point

At the same time, JEDCO developed its employees' capabilities in customer relationship management and customer satisfaction, before conducting several awareness seminars to introduce the business sector to the information networks and the best ways of utilizing this information for their benefit.

JEDCO provides information services mainly via fax and sometimes by mail and telephone. Information is also available via its website and by e-mail, but some exporters have neither Internet nor even computers at their premises, or are hampered by lack of English language or unwillingness to learn how to use computers. JEDCO treats its programme of support for attendance at trade fairs as one of its information services because trade fairs provide information on market access and trends, and on consumer demands.

Costs and resources To encourage participants to be more selective in the seminars they attend, JEDCO now bears only part (between 50% and 80%) of the cost.

Results

As a result of hosting those trade information networks, JEDCO has become one of the best trade information providers in Jordan. It now offers different trade services such as: conducting market research; holding trade fairs and exhibitions; organizing trade missions; publishing trade opportunities; and providing information on trade regulations.

In order for JEDCO to show that it was a customer-oriented organization, it was important to assess the needs of its customers by getting feedback from them through awareness seminars and dissemination of a questionnaire.

Lessons learned

An assessment of market needs should be conducted regularly in order to be able to meet those needs.

Priority markets: How a TPO is targeting its promotion in selected markets

AUSTRIA

Austrian Trade Division (AWO – Aussenwirtschaft Österreich), part of the Austrian Federal Economic Chamber (WKO – Wirtschaftskammer Österreich)

Objective To reorient Austria's exporters towards Eastern European markets in order to reflect a change in Austria's geopolitical situation.

Description The WKO has organized seminars about the priority markets, publicizing them through advertisements and intermediary organizations (such as banks). The interest of Austrian firms in events at which sophisticated experts explain the global framework of doing business in Eastern Europe is very high. An attractive programme and interesting lecturers (e.g. AWO staff abroad, experts, Finance Minister) make customer recruitment even easier. Nevertheless, efficient marketing was necessary to make the firms aware of the possibility to learn more about the opportunity. AWO used different channels to achieve that goal:

- Direct mail (using the CRM system);
- Advertising on its website;
- Advertising in the newspapers of the regional economic chambers; and
- AWO partners in organizing such events – the banks – that have their own valuable channels of communication to their customers.

Because of the difficulty of coordinating the different lecturers, AWO cannot always hold these events at the most convenient time for those attending.

Costs and resources Costs of seminars about 'new neighbour' markets have been shared between the WKO and the Federal Ministry for Economic Affairs and Labour so that no charge is made to seminar attendees. WKO offices located in priority markets abroad have increased their temporary staff where necessary. Budgets have been refocused on the identified priority markets. Firms focusing on Eastern Europe benefit from a wide range of services offered by WKO. Its regional chambers are working with chambers in Germany, Greece and Italy under ARGE-28, a project financed by the European Commission to run events on Eastern Europe. As the WKO focus is now dedicated to Eastern European markets it has also developed different programmes to make these priority markets more interesting to Austrian firms.

Results The WKO is installing a balanced scorecard system, with different management and financial ratios, which can be used to evaluate the extent to which WKO activities have contributed to an increase in exports.

Lessons learned Events need to be well marketed, especially via intermediaries, in order to achieve good attendances.

Priority markets: How a TPO is deciding on the markets where it will prioritize efforts

BRAZIL

Trade Promotion Department, Ministry of Foreign Relations (DPR/MRE)

Objective To identify and evaluate export and import trends for selected products.

Description DPR uses statistical models to assess trends concerning trade in specific products exported by Brazil. The statistical packages employed are Comtrade (the United Nations trade database) and ITC's Interactive Trade Map, the World Trade Atlas from Global Trade Information Services in the United States, and SII (Integrated Information System) from the Latin American Integration Association (ALADI).

In this way DPR is able to measure over a five-year period not only Brazil's market shares but also those of its competitors. The model is used only within the ministry and not made available to outside bodies but firms are interested in its results. Armed with the results, DPR is able to pursue specific or strategic promotion activities.

Costs and resources Ministry staff conduct the analysis. The external databases used are those mentioned above.

Results Comtrade has been found to be the most reliable of the statistical packages and disaggregation of data down to Harmonized System 6-digit level to be the optimum level.

Lessons learned It is important to focus on a clearly identified group of products, and to be able to disseminate the information in a targeted way in order to maximize the usefulness of the results.

Source of supply service: How a TPO puts its country's suppliers in touch with foreign buyers

TAIWAN (PROVINCE OF CHINA) **China External Trade Development Council (CETRA)**

Objective To promote Taiwan as an international electronic and mechanical product sourcing centre.

Description The International Sourcing Centre Project (ISC) started in 1997 and is aimed at promoting Taiwan as an international sourcing centre to the world, based on the development of electronic and mechanical manufacturing industries as well as Taiwan's ability to supply. ISC has the dual roles of professional procurement consultant for foreign multinational companies and marketing channel for Taiwanese high-tech manufacturing industries. ISC has assembled a database of 2,700 Taiwanese suppliers, which is not available on the Internet and is not integrated with the Taiwan importers and exporters database at *www.taiwantrade.com.tw*. ISC handles at headquarters all matching of sellers and buyers; the process is manual rather than computerized.

The ISC service is made known mainly through CETRA overseas offices but also through Internet and e-marketing.

Costs and resources There are 11 full-time staff members at CETRA's Taipei headquarters and staff in 18 branch offices who are partially involved.

Results Under this project, CETRA has successfully assisted roughly 1,700 multinational firms to conduct purchasing activities in Taiwan and also helped locally manufactured exports to increase to more than US\$ 3.1 billion over five years. In 2002 there were over 600 purchasing cases being handled, from which the potential revenue generated was US\$ 500 million.

Lessons learned At the start of the ISC project there were a limited number of multinational company profiles available for matchmaking. However, after five years, through the information collection efforts of CETRA's headquarters and overseas branch offices, the ISC database includes around 2,700 detailed, concise, constantly updated, buyer-targeted manufacturer profiles. As a result, ISC's project specialists can now provide detailed manufacturer profiles and professional consultation, as well as arrange procurement meetings and on-site factory visits consistent with the needs of a company.

Staff training: How a TPO is training its staff to better respond to customer needs

UGANDA

Uganda Export Promotion Board (UEPB)

Objective To become more relevant to the changing needs of the business community.

Description As a statutory government institution, UEPB is bound by rules and procedures, most of which tend to be slow and time consuming. Because of its role as national facilitator for JITAP (the Joint ITC/UNCTAD/WTO Integrated Technical Assistance Programme in Selected Least-Developed and Other African Countries), UEPB was told that it needed to be more private-sector centred and cut down on bureaucracy so as to respond in a timely manner to the business needs.

UEPB is currently seeking to address this by retraining its entire staff to be more private-sector centred and responsive by acting in a business-like manner (i.e. fast). The training focuses on customer service as well as on specific UEPB services such as export marketing and business planning. Given the fact that most UEPB staff members have long experience in trade- or business-related activities, the training often takes the form of coaching through workshops and seminars rather than pure academic or classroom training.

Many of the staff have benefited from training seminars and workshops which have given them international exposure and cross fertilization of ideas, by virtue of UEPB working with the collaboration and capacity-building programmes of CBI (the Centre for the Promotion of Imports from developing countries, in the Netherlands), the Commonwealth Secretariat, JETRO and the World Trade Organization.

Costs and resources The proportion of the spending on training as a percentage of the total staff costs is about 1%. UEPB staff train other staff, especially the new entrants. However, care is taken at recruitment to choose those with a basic background in business administration, international trade or economics. To a great extent, training is conducted 'on the job'. However, for some specialized areas such as records management or post-harvest handling, UEPB often outsources training from specialized organizations or agencies. This has proved to be more cost effective and efficient.

Results

The gains from training can be assessed in a number of ways. From the supervisor's stand point, the level and degree of confidence with which an officer handles a task after training and the rate of task output could be benchmarks or performance indicators. On the other hand, client complaints or compliments can also measure the impact of training.

UEPB has been able to dispense with some of the 'bureaucratic' procedures by encouraging staff to specialize in product sectors where they build core competence and confidence in handling any issues pertaining to such products or service sectors without necessarily sticking to rigid procedures. In addition, UEPB has prepared guidelines for decision-making. It is hoped that implementation of these guidelines will allow staff creativity. In addition, job rotation is being carried out to enable the officers to understand the different departments within UEPB as well as encouraging departmental consultations while performing given tasks for organizational coherence.

Lessons learned

As a business support organization, it is important for UEPB to benchmark itself with others in the country and abroad in order to continuously improve on its service delivery mechanism. This is the only way UEPB can position itself among other TPOs.

Chapter 3

Sources of revenue

The underlying rationale for the establishment of a TPO is developmental: to help firms become more competitive and increase their exports. Profitable firms can offer sustainable employment opportunities. TPOs are not profit-making agencies but, as they offer services to business and may be perceived to be in competition with the private sector in delivering such services, governments expect them to generate some revenue and to be less reliant on the taxpayer. TPOs that have introduced charging have found that this ensures that the client appreciates the value of the service provided, demands better quality service from the TPO, and is more selective about the services sought. 'Sources of revenue' is therefore a perennial topic which TPOs seek to address.

This chapter focuses on the different methods used to determine the amount TPOs charge their clients for their services, and the results.

Although most TPOs are either partially or fully financed by their government, they continuously wish and need to improve their services and provide better quality services. Many governments have begun to ask that costs for these improvements be met from sales revenue. Analysis of different charging policies is necessary, especially considering that most enterprises resist paying for a discretionary service provided by a governmental agency.

The three TPO experiences presented here suggest that fluctuations from year to year in the government budget for TPOs can hamper the quality of services provided and hence having a revenue stream from clients is beneficial. However, a successful charging policy requires a long-term commitment, since clients must learn to associate the need to pay for a service with the quality of the service received.

A lesson from experience on charging for services seems to be that there should be a set of basic services available to enterprises for free, but that the cost of specialized, company-specific services should be calculated and charged for, even if at less than the commercial rate (for example, Taiwantrade provides a premium service, where it charges for the extra information). Also, where services are bought in by the TPO (e.g. information or consultancy services), there should be some measure of cost recovery.

If an organization is offering services, whether it charges or not, it is 'selling' something. Therefore it is necessary to develop a sales strategy and to be able to differentiate its products from other services available in the market. It is necessary to offer companies sufficient guarantees that the services the TPO is offering are of high quality. – COPCA, Spain

This chapter is divided into two sections:

Section	Countries
Charging for services	Italy, Spain
Pricing and costing of services	Mexico

Charging for services: How a TPO is determining its charging policy

ITALY

Istituto nazionale per il Commercio Estero (ICE) – Italian Institute for Foreign Trade

Objective To underpin ICE’s strategic role in promoting and supporting Italian exports and investment abroad by rationalizing demand and enabling offices to concentrate on providing services with higher added value.

Description ICE provides services on three pricing bases:

- Free. Basic information services. There has been no change.
- Standard price (which applies across all markets). These are ‘off the shelf’ but specialized service offerings, such as lists of local importers, agents, distributors and information on local legislation.
- Individually priced services based on person-days according to time taken. These are tailor-made for individual customers. There are three price bands reflecting the geographic area in which ICE offices abroad are located.

There is, as yet, no specific policy for varying prices in ‘priority’ markets.

Between 1989 and 2001, an annual subscription entitled subscribers to a 30% reduction in all prices. There are now three subscription levels with entitlements to 10%, 15% or 25% discounts on services, and prepaid ‘credits’ for purchase of information services online. Further incentives are available for industry associations and other bodies (public and private).

Invoicing for services is carried out from ICE headquarters in Rome, on the basis of formal requests from ICE field offices sent through a highly automated EDI (electronic data interchange) system. The demands are issued, after the service has been provided, on the basis of a price estimate which the customer approved.

All prices are significantly below current market prices. There is no competition with private sector consultancy firms, that actually seek out forms of cooperation with ICE and find its information services, among others, attractive. Moreover, the emphasis ICE has placed on up-market and customer-specific services has led to some synergies and working agreements with consultancies.

Costs and resources

Between 1989 and 2002, ICE conducted training programmes with the objective of improving the skills and competence base of its staff, both Italian and local staff with specific knowledge about local market conditions.

Re-routing a greater number of basic information services through the ICE website enables an enhancement of ICE's consultancy services and more effective use of this unique expertise.

Results

Initial client reactions after the 1989 and 2001 reforms provoked some adverse comment and reflected, quite predictably, a basic reluctance to pay for services provided by a public agency. In general, firms have taken some time to adapt to the new system, which is also tied in with the ICE website interface (where, for example, subscriptions should be purchased). Nevertheless, subsequent developments have encouraged ICE to confirm a 'fee for services' policy that involves a constant effort to provide qualified value-added services and keep abreast of exporters' requirements and, last but not least, contributes to shaping exporters' approaches to foreign markets.

Approximately 20% of ICE customers are subscribers, with most opting for the level giving a 15% or 25% discount. Usually those firms taking up subscriptions are multiple users of ICE services, though ICE has found that not all multiple users take up a subscription (suggesting a need for further marketing efforts). A smaller proportion of customers purchase the lower-level subscriptions in order to use prepaid credits for online purchases of information products (thereby also qualifying for lower unit prices).

While individual customers do request special discounts, raise queries or objections, or generally ask for explanations, ICE endeavours to coordinate pricing from headquarters in order to reduce the inevitable discrepancies among prices originating in different geographic areas. ICE offices are encouraged to meet yearly revenue targets.

Periodic analyses of ICE customers' satisfaction show constantly increasing levels of appreciation of the efficiency and effectiveness of the services provided by the organization.

Lessons learned

Clients' perception of ICE's public agency status requires it to adopt specific techniques to market its services, taking full advantage of its worldwide network of offices and its special ties with other export-supporting public and semi-public bodies (export credit insurance, government support for investment abroad, etc.). It would be neither possible nor desirable for ICE to be thought to be competing with consultancies and similar organizations.

Enhancing consultancy services is an ongoing task that still requires some efforts to make the best use of available resources and address training needs that have been identified. Staff are aware of being faced with a challenge, though they have always been conscious of their unique expertise. While they welcome the opportunity to concentrate on higher value-added services that the shift to putting basic information on-line is beginning to provide, much remains to be done in this direction, especially with regard to services such as lists of local importers, agents, etc. which is instead being put on the website.

Charging for services: Why a TPO is charging for its services to customers

SPAIN (CATALONIA)

Consortium for the Commercial Promotion of Catalonia (COPCA)

Objective

To improve the organization's financial self-sufficiency and to achieve a high degree of customer commitment regarding its services.

Description

Since COPCA's creation in 1987, when public bodies were under pressure to reduce public expenditure, it has had to look for new sources of financing to complement the public funds in order to ensure its continued existence and growth. COPCA is convinced that a 'fee for service policy' is not only a good additional source of funding (without which it could not offer such a wide range of services), but also a key factor in getting customers to commit to projects and to demand a high quality which prompts COPCA to improve its services.

To convince SMEs to pay for such services was not easy at the beginning. COPCA now has a good reputation among Catalonian companies and does not have the same difficulty. However it is still not an easy task, and COPCA has developed a sales strategy. A team of market experts based at the headquarters of the organization is charged with implementing it. Another team establishes, assigns, monitors and evaluates the sales objectives and results of each member of the team.

COPCA's prices are slightly lower than those available in the market but that does not present a problem. The only competition, the big multinational consultancy companies, is not targeting the same market (SMEs) as COPCA and thus rarely has negative reactions to COPCA's pricing strategy.

COPCA charges both for individual and for collective (fairs, trade missions, etc.) services. The latter are organized by an intermediary (such as a Chamber of Commerce and Industry or sector trade association), and COPCA charges those bodies. They may add an administration charge for their role. All individual chargeable work is agreed through headquarters, though COPCA's offices always participate in the design of the project.

COPCA invoices after completion of the work and firms pay by bank transfer or cheque. Bad debt experience is low, probably because of high customer satisfaction but also because firms do not want to be in debt to an organization which is a point of reference in Catalonia for the internationalization of SMEs.

Costs and resources

COPCA staff have been trained in calculating the cost of services and in selling them.

Results Catalonian SMEs accept that they will pay a fee for the services provided by COPCA. COPCA recovers close to 40% of its budget (including in the total costs both the premises of its offices abroad and all of its staff costs including such overheads as pension contributions) from the fees charged to the companies.

The demand by companies for a high-quality service has made COPCA enter into a continuous quality improvement process that helped it to obtain ISO 9001 certification in 1996. In 2003 COPCA was in the process of migrating to ISO 9000:2000.

Lessons learned If an organization is offering services, whether it charges or not, it is 'selling' something. Therefore it is necessary to develop a sales strategy and to be able to differentiate its products from other services available in the market.

It is necessary to offer companies sufficient guarantees that the services the TPO is offering are of high quality.

Pricing and costing of services: How a TPO is adjusting its pricing in order to improve self-sufficiency

MEXICO

Bancomext

Objective To increase profitability from financial and non-financial services and to recover 35% of total costs by 2006.

Description To be able to increase the profitability of its services and to raise its level of financial self-sufficiency, Bancomext periodically checks prices of its products in the market, especially training services (courses, workshops and certificate programmes) offered by private universities and consulting companies, and adjusts them, when necessary, closer to market prices or more competitive levels. It has also compared prices with similar organizations abroad, such as ICEX in Spain and ProChile. It gains part of its competitive advantage from its 42 representative offices in the principal destinations of Mexican exports.

At the same time, it reviews operating costs and ways to lower them, and it constantly tries to improve promotion and commercialization strategies. It passes on overheads by way of an administration charge added to the price of some promotional products and services.

Costs and resources Bancomext has achieved savings in its expenditure on direct production costs such as travel, publications and subscriptions, as well as making savings by revising procedures. The annual training cost in Bancomext represents 1% of the total personnel cost. This proportion is double the yearly training cost of similar institutions in Mexico.

Results Bancomext has been able to significantly increase sales of its main products and, therefore, income. The profitability of the products and personnel of the institution has increased. It believes it is now more customer oriented, and has found ways to work more efficiently with new technologies. At the same time, it has implemented new promotion and sales techniques in order to reach more clients. Until 2001, income represented 5% to 6% of total costs. It rose to 14% in 2002. By research, Bancomext has detected that it offers its current services at 35% less than the average market rate.

Lessons learned Bancomext learned that in order to increase profitability of its services, it had to establish a training programme on continuous improvement and quality control for personnel. It has improved the work environment of its employees by developing habits of discipline, order and cleanliness.

Chapter 4

Leveraging information and communications technology

In today's technology-intensive world, exploring and exploiting the technological resources available is no longer an option but a necessity. The use of information and communications technology (ICT) now has an impact on all aspects of business, including trade promotion. It has greatly affected the relationship between buyers and sellers and has provided tremendous opportunities for improving the speed and efficiency of the delivery of TPO services. It has also facilitated the development of completely new services (e.g. virtual trade fairs). No publication on TPO best practices would be complete without a section on leveraging ICT.

This chapter focuses on how TPOs use online systems to promote their services, to extend their reach to a wider audience and to respond to their clients' needs. From the creation of a website or portal, serving as a focal point for conducting business abroad, to the organization of virtual trade fairs, TPOs are trying to exploit the Internet to expand their services and reduce their costs. The effective use of ICT provides both exporters and TPOs with a more efficient system through which they can communicate with clients and process orders promptly, while reducing inefficiency (e.g. errors arising from re-keying paper-based orders).

The case studies in this chapter show how, by using technology to share knowledge among their staff and to reduce processes, seven TPOs have become more efficient.

This use of ICT poses particular problems for countries where Internet access is limited, slow or expensive – commonly referred to as the 'digital divide'. As ICT offers tremendous opportunities for developing and transition economy countries to leap-frog into a competitive marketing position with their more developed trading partners, it becomes increasingly important to 'bridge' the digital divide as quickly as possible, while exploiting the already existing opportunities fully.

Training and change management take a great deal of resources and at least as much planning as the technology. – UK Trade & Investment

Even in this increasingly efficient digital era, a website alone may not achieve a great deal in terms of promotion or marketing. CETRA has discovered the combined effect of 'physical' and 'virtual' promotional forces is greater than the sum of their individual effects. – CETRA, Taiwan (Province of China)

This chapter is divided into six sections.

Section	Countries
Business and investment opportunities	Italy
E-business strategy	United Kingdom
Electronic marketplaces	Australia
Knowledge management of business inquiries	Sweden
Virtual trade fairs and missions	Taiwan (Province of China)
Website	Brazil, Mexico

Business and investment opportunities: How a TPO is using the Internet to promote its services among foreign companies

ITALY

Istituto nazionale per il Commercio Estero (ICE) – Italian Institute for Foreign Trade

Objective To promote Italy in world markets and provide information and assistance to foreign investors.

Description ICE has created a website (*www.italtrade.com*) for foreign companies seeking trade or investment partners in Italy. For each country selected, there is information about the ICE office (the address, e-mail, staff), ICE activities, information about the Italian market, the most important distributors and Italian companies in the country, newsletters and so on.

The firm searching can directly gain access to its own country home page by entering a short Internet address. All the pages are in the local language or English (if that is the business language), which means that, for example, a Brazilian firm can consult in Portuguese the information mentioned above. ICE offices in each country were required to personalize and write a tailor-made text for local potential investors, considering the country, industry characteristics and local business environment.

On each country's page ICE has inserted a 'Send us your business proposal' section where foreign firms have the opportunity to find an Italian business partner. The firm can complete a form requesting or offering goods or services, directed at Italian companies. The requester receives an e-mail stating that the form will be processed by the office, and at the same time the ICE office responsible receives an e-mail notifying it that there is a business opportunity to consider. If the office accepts the offer, it is published on the website and Italian firms can view it by visiting ICE's 'Business opportunities' page.

If a potential investor contacts the ICE local office, the office sends the proposition by e-mail or by phone to Italian firms rather than publishing it on the website. ICE also offers an e-mail alert service, which covers new business opportunities for different industries and products.

Costs and resources

ICE local offices have been responsible for writing the country pages and for updating information on their websites. The role of headquarters has been to coordinate the content structure and form. Starting from 2003, ICE headquarters is also responsible for some of the content as a global investment guide to Italy has been finalized.

Results

By creating a website for foreign investors, ICE has started to promote the organization abroad in a more specific way, especially by contacting those firms in their own language and telling them that ICE is both present on the Internet and, physically, in the local office. Moreover, more Italian companies have seen such business opportunities.

Using the website to reach out to local firms seems to have worked better in the United States and Germany than elsewhere. Complete figures are not available on the number of business and investment proposals submitted to the website, though ICE is aware of some specific success stories.

Lessons learned

ICE encountered some difficulties in creating this innovative website, in particular coordinating all the offices to send the files to create the web pages. ICE headquarters overcame this problem by constantly chasing the offices and by creating two procedures in ICE's Intranet: one to update the pages, the other to validate the business opportunities. ICE also had some difficulties in publishing the pages in so many languages because of the many file formats and different characters, especially for those languages that do not use Western characters. It overcame this problem with its software company by using standard formats for all the offices.

E-business strategy: How a TPO is using the Internet to promote its services among foreign companies online and operate at a truly international level

UNITED KINGDOM

UK Trade & Investment

Objective To join up the organization into a truly global team by exploiting ICT, using the latest portal, content management and CRM software to produce Internet-based tools that will allow all staff worldwide to work collaboratively in order to provide better services for UK Trade & Investment customers.

Description UK Trade & Investment established an e-business strategy in order to underpin its corporate strategy and meet United Kingdom government-wide targets. This was put into practice by using an in-house team of project managers with knowledge of the organization and experience in managing multifunctional teams, external independent advisers from an ICT consultancy, the Department of Trade and Industry's PFI (Private Finance Initiative) partner, ICT suppliers and third party software suppliers, with stakeholder involvement at all stages.

Costs and resources This information is not available.

Results One e-service and a contact management system have been piloted. Development was underway to enable the launch of a new portal in March 2004 including a working area for staff, a new public website with customer registration and personalization, and an alert service to replace the current sales leads service. A CRM system was being developed in order to share information on all customers, both export and investment, United Kingdom and overseas. The first phase was due in March 2004.

Concept models were used in the first instance for both the portal and CRM work before starting development. A short video using cartoon characters was developed to show staff the changes to their working environment during 2004 as part of a communications and training plan. A mix of external trainers and internal staff was to be used for the training itself.

Lessons learned 'Zero footprint' Internet-based applications (i.e. applications that run without being installed on the client's computer) that can be used on differing desktop systems and which also meet UK Trade & Investment's requirements are rarer than it had thought. Packages of applications should be chosen, and these should not then be configured until they resemble a tailor-made system. Requirements can never be expressed too clearly.

Expectations often need to be adjusted. In order to gain affordable solutions, UK Trade & Investment has needed to revise requirements and extend dates, and has joined forces with one of its parent departments in order to provide a joint hosting infrastructure. Training and change management take a great deal of resources and at least as much planning as the technology.

Electronic marketplaces: How a group of TPOs have examined the usefulness of a range of e-commerce markets

AUSTRALIA

Australian Trade Commission (Austrade)

Objective To prepare exporters for the future importance of electronic marketplaces as a tool for accessing customers and opportunities internationally, through raising awareness about e-markets and providing an independent assessment of them.

Description The Swedish Trade Council, the instigator of this project, invited Australia to join following attendance by Austrade representatives at a conference in May 2000 in Stockholm. A five-country team comprising Australia, Denmark, Iceland, Norway and Sweden was formed to assemble a classified database of e-marketplaces on the Internet, using standardized descriptions and evaluations of their usefulness. Since then, Italy, the Netherlands, New Zealand, Portugal and Spain have joined the project.

Costs and resources Sweden financed 37% of the initial up-front investment and contributed prior knowledge acquired about e-markets. The amounts of cash and time contributed by the partner TPOs varied, reflecting different amounts of equity held by each TPO in the project. Austrade seconded a staff member to Stockholm to serve as a team member.

Results The first phase of the project, to launch the directory of e-markets, has been completed. The project is now an operational part of all the participating TPOs. There is a shared directory of e-markets containing about 1,000 published e-markets and a further 3,000+ analysed but rejected sites. There is a database of 28 case studies across a wide range of industries. eMarket Services staff have written 21 articles dealing with a variety of issues including: trust, certification, electronic catalogues, e-business strategy, and reports on the uptake of e-business in different countries, and there is a monthly newsletter.

It is difficult to monitor the achievement quantitatively because the site is open to anyone who has Internet access and the information is free. Companies are not obliged to tell eMarket Services if they join an e-market or make a sale through one. However the group has attempted to assess the opinions of SMEs about the value of the website through focus groups in different countries.

In these focus groups, SMEs have said that their awareness about e-markets is fairly low, as is their uptake, but that they find the service valuable, particularly the case studies of user experiences. While there have not been large differences in the reactions of exporters from country to country, the uptake varies: firms in Scandinavia and Australia have a higher uptake than those in Spain and Portugal.

Lessons learned

Sharing one database and working together into one administrative interface meant sharing a big task, which would have been very costly for a TPO to maintain on its own. The team has a mix of language skills, so each TPO has access to e-market information analysed by a native speaker of that language.

Sharing the case studies has also been a practical advantage. The cases contain the hands-on experiences of buyers and sellers in using e-markets. By working together using an agreed model, the group has access to a much greater diversity of industries, contacts and stories than if TPOs had acted individually.

TPOs have been able to share knowledge on other aspects of their work, and a strong relationship has been built between the TPOs. There have been no disadvantages to the cooperation, but in terms of managing the project it has sometimes been a challenge to ensure that staff are dedicated to eMarket Services tasks when their TPO managers in home countries often allocate other tasks to them.

Knowledge management of business inquiries: How a TPO re-uses information about previous customer inquiries to answer further inquiries

SWEDEN

Swedish Trade Council (STC)

Objective To share information and to keep the knowledge within the company.

Description STC operates two systems, with similar names, to handle inquiries it receives. Business Opportunities (Affärsmöjligheter) is an external web-based service where STC staff publish requests for Swedish products from foreign companies. This service, available only in Swedish, enables Swedish companies to search easily for customers abroad.

The second system, the Super Business Inquiry Management System (SuperBUMS), is an internal web-based knowledge management system in which STC staff register inquiries, answers and sources of information. By doing this, STC recycles a lot of information and retains knowledge for re-use within STC. The intention is for all STC export information staff to work in SuperBUMS, which will give them access to thousands of inquiries and corresponding responses per year. A username and password are needed to work in the database. SuperBUMS is the main source of export information at STC.

Records are not kept of all inquiries from foreign companies wanting to buy from Sweden, so the system is not used to count total numbers of inquiries. If an inquiry relates to a potential export from Sweden and its character is such that the information provided could be useful again, staff are encouraged to register it in SuperBUMS. STC re-uses the answers given; if a staff member leaves, STC still has some of that person's knowledge.

STC can search in SuperBUMS to see if a particular company has contacted it before. It can also see the client type (student, business, embassies), industry concerned, country concerned, and so on. Among other things, this means that STC can see who are its most frequent clients, and how many questions relate to a specific industry – it can then develop a specific 'fact pack' about that industry, or provide organizations in that industry with information about STC.

STC does not tell customers that it registers their inquiries in SuperBUMS.

Costs and resources

It took between 1 million and 2 million Swedish kronor to develop the SuperBUMS system. Annual running costs of the system are currently 200,000 Swedish kronor.

Results

STC should know if clients have been in contact with STC before, and what kind of assistance they received. STC can easily access responses sent from all its offices around the world and share this knowledge between offices and colleagues. From statistical information it is possible to calculate how many inquiries each office handled and recorded, what they were about, and who was asking.

Not all offices use SuperBUMS to the same extent. There are no penalties involved if they do not. However, the offices are requested to report their work and STC believes that SuperBUMS is a valuable tool that staff soon benefit from using. It has not been hard to convince staff of this.

STC customers benefit by getting fast answers. If anyone at STC has received a similar inquiry before and recorded it, another staff member should find it in SuperBUMS, revalidate the answer and reply to the client quickly. If possible, STC re-use the whole reply; otherwise it can visit the source used previously and find additional information.

Lessons learned

The SuperBUMS system was too ambitious in the beginning and included solutions that the users could not use as easily as they wanted. Those templates are now being removed, and STC is instead connecting the system to STC's ordinary e-mail system for a simpler way to respond to its clients.

Virtual trade fairs and missions: How a TPO adds value to a firm's trade fair or trade mission participation via the Internet

TAIWAN (PROVINCE OF CHINA) China External Trade Development Council (CETRA)

Objective To enhance assistance to local suppliers, improve service to international buyers and boost promotion effectiveness.

Description CETRA enhances a firm's physical participation at a trade fair or a trade mission by creating a set of web pages dedicated to all the firms functioning at that event. The web pages provide these firms with an additional Internet presence before, during and after the trade fair or mission. As a pre-event promotion, CETRA's website Taiwantrade (www.taiwantrade.com.tw) encourages online appointment-making while providing intermediate and post-event promotional activities.

When a trade mission or trade show is pending, a banner and link are placed on the Taiwantrade home page connecting to a set of dedicated web pages, e.g. www.taipeitradeshows.com.tw/timtos. After the event, the web page link and banner are removed from the Taiwantrade home page to make room for other links. However, the web page still exists at its original URL, giving buyers continued access. At the same time, mission firms and trade show exhibitors can enter and change their own contact details, product information, and so on.

All trade mission firms or show exhibitors participating in an event are automatically placed onto the website. Although there is no obligation to put information on the site, firms seem to appreciate the free advertising.

Internationally, promotion for trade missions or shows and appointment-making services are accomplished through e-mail sent to potential buyers and by means of banners and links placed on the Taiwantrade home page. CETRA's overseas branches also participate by placing magazine and newspaper advertisements, and through e-mail, fax and personal contact. CETRA obtains the names of foreign buyers through trade inquiries, trade shows, trade missions, its website membership, and CETRA branch offices.

Costs and resources CETRA charges fees for participating in trade missions and trade shows. No extra fees are required for inclusion on a website.

Results Foreign buyers gain greater access to products as well as better service, while Taiwanese suppliers find themselves on the receiving end of increased business. In addition to information provided by CETRA's overseas offices, buyers can learn of new suppliers through the

above-mentioned Internet channels and can easily gain access to the most up-to-date product and company information available. In the interim, Taiwantrade benefits from gained exposure. The complementary relationship between CETRA's trade events and Taiwantrade is much like an upward spiral; each drawing energy from the other for a stronger promotional impact. The same technique proves to be effective not only for trade missions but also for trade shows held at home or internationally. Even when the event has finished, Taiwantrade continues promotion via the website. In summary, the websites have helped to promote CETRA's offices, and vice versa – enhancing the value of each.

While CETRA is able to observe the number of appointments made through the website, follow-up contact between mission members and show exhibitors is too varied to monitor. That is to say, interested buyers may use personal e-mail accounts, phone or fax to make subsequent contact.

Lessons learned

Even in this increasingly efficient digital era, a website alone may not achieve a great deal in terms of promotion or marketing. CETRA has discovered that the combined effect of 'physical' and 'virtual' promotional forces is greater than the sum of their individual effects.

Website: How a TPO is using a website to deliver its services to customers

BRAZIL**Trade Promotion Department, Ministry of Foreign Relations (DPR/MRE)**

Objective To build a user-friendly website, in order to promote a wide range of services to clients.

Description DPR has staff in its Programmes Division dedicated to improving its website in order to meet its customers' expectations. To date DPR has relied on its trade offices (SECOMs) within Brazil's embassies and consulates as well as on its own knowledge of what its customers need in order to determine the content of the site.

Costs and resources DPR has 11 people at its headquarters dedicated to managing the website and exercising final editorial control, including control of changes input by the SECOMs abroad.

Results As a result of the work carried out (which is seen as an ongoing effort), DPR has added a number of new and more user-friendly functionalities to its website (*www.braziltradenet.com*). From the July 2003 version, DPR has been able to track every page consulted including the data saved and searched. The organization plans also to conduct customer surveys online and by e-mail. By mid 2003 the website had not had a great impact on the number of e-mails and calls received by DPR.

Lessons learned It is important to assess the customers' needs and expectations in order to provide them with the best possible tools available on the website.

Website: How a TPO is using a website to deliver its services to customers

MEXICO

Bancomext

Objective To improve the quality of Bancomext's products and services through the use of new information and communications technology (ICT) tools and, thereby, to help its clients to become more competitive internationally.

Description Bancomext has created a portal providing a 'virtual store' in which clients can purchase Bancomext products or services online (e.g. publications, advisory services and information on training) and take up new tools (e.g. consulting, training, technical assistance, international events, financing and credit insurance support) which should help them to be better prepared to participate in international business and promote their products abroad.

Information can be updated by anyone in Bancomext who has relevant data, while the 42 databases accessible through the website are maintained by those in charge of them. The central portal management team endeavours to maintain an editorial line and information and search standards.

Costs and resources The cost of handling customers via the website steadily decreased from US\$ 0.34 per person in the year 2000 to US\$ 0.06 in 2002. Over the same period the cost of client handling by telephone rose from US\$ 0.92 to US\$ 1.40, and face-to-face client interaction went up from US\$ 26.00 per person to US\$ 100.00 per person.

Results ICT has not only helped Bancomext to improve the service offered to companies, but also has made production systems more efficient, lowering operating costs and increasing profitability. One example has been that specialized publications are produced more frequently in computerized or electronic versions.

Between 2000 and 2002, Bancomext recorded a reduction in telephone calls from 52,000 to 50,000. In 2001 the website became transactional and there was a 27% increase in visits from 8 million in 2001 to 10.1 million in 2002. There has been a new version of the portal each year in response to customer comments.

Lessons learned

This project has not been easy for Bancomext and has required working together with all the personnel in the TPO, who have had to apply ICT in their different areas, systems and methods. The General Director of Bancomext participates actively in the strategy and business decisions relating to the Internet. An internal Information Technology Group involves staff across the TPO in the evolution of the portal. A few branch offices maintain their own active sites though Bancomext aims to integrate these in the next version of the portal. Through the use of website tracking software (such as Webtrends) Bancomext has learned which parts of the site content are of most interest to clients, in order to develop publicity campaigns and to improve its business strategy.

Chapter 5

Performance measurement, monitoring and evaluation

Performance measurement, monitoring and evaluation are sensitive, but critical issues for most TPOs, though often it is considered difficult to address them in an efficient and constructive manner. An increasing number of TPOs, mainly in developed countries, are taking assessment of their organization's performance and that of their staff very seriously and are seeking to develop ever more effective assessment tools. This feedback is being used in a positive way to improve organization and individual performance and job satisfaction, and to increase the transparency and fairness of staff remuneration.

This chapter focuses mainly on the different methods TPOs use to monitor their performance and measure client satisfaction, and on the valuable lessons they have learned in the process.

The selected TPOs all recognize that they must continuously monitor and evaluate their performance in order to identify any potential dissatisfaction among clients at an early stage and to continue to improve their services. This chapter presents different tools and guidelines employed by TPOs in seven countries, which are used to evaluate their performance during and on completion of the delivery of a service. These tools include a list of performance indicators to help a TPO judge whether it is meeting its objectives, and ways of finding out the degree to which customers are satisfied with the services provided.

Given the complex nature of trade performance and the large number of related variables, it remains difficult to measure the direct relationship between trade support services and export performance. However, 'customer satisfaction' and the 'number of exporters' seem to be two important performance indicators worth monitoring, in addition to the individual client and national 'export performance' statistics.

It is important for the TPO to have cofinancing of programmes with one part paid by means of public contribution and the other part by the company, to improve its services, its relevance to industry and quality. – NTC, Norway

An optimum interval for the customer satisfaction surveys would be a maximum of 3 months. To evaluate impact indicators (extra sales, productivity, etc.), the interval needs to be greater than 12 months. – COPCA, Spain

Staff are keen to deliver good customer service but training is vital to promote consistency and develop the necessary skills. – UK Trade & Investment

This chapter is divided into four sections.

Section	Countries
Customer satisfaction	Greece, Norway, Spain
Key performance indicators	Australia, Italy, Lithuania
Staff performance assessment	Finland
Standard targets and service delivery	United Kingdom

Customer satisfaction: How a TPO has found out what its customers think of its services

GREECE

Hellenic Foreign Trade Board (HEPO)

Objective To measure the results and effectiveness of HEPO's programmes in order to adapt them to customer needs.

Description HEPO sees itself as working in a competitive environment and as being a client-oriented organization that cares about the degree of satisfaction of its client companies.

For every programme, international trade fair or promotion activity, HEPO designs questionnaires and contacts participating companies to measure and monitor satisfaction and effectiveness. The questionnaires are handed out towards the end of each event. On the basis of the answers, HEPO evaluates its activities and adapts its services to the demands of the companies, to whom it communicates the results. HEPO also asks companies to indicate the trade fairs in which they wish to participate.

Companies generally sign their questionnaire replies, so the results are not anonymous. The surveys are used to measure both the practical results of the events and the satisfaction of the companies with the quality of the services provided by HEPO.

In addition, HEPO conducts a survey every two years in order to assess clients' needs in the area of export marketing and priorities regarding export markets.

Costs and resources HEPO staff issue the questionnaires and handle the replies. HEPO uses a specialized office to conduct surveys of integrated marketing programmes.

Results HEPO gets replies from all the participants at international fairs, on trade missions and training programmes, and about a 70% response rate on marketing programmes (after reminder calls).

Lessons learned In the training programmes, on the basis of the study of the questionnaires, HEPO realized that the participants preferred to have more case studies and HEPO has provided them. For the integrated programmes, HEPO discovered that some of the advertisements used were more successful than others, and HEPO used them for the following campaign.

Customer satisfaction: How a TPO has found out what its customers think of its services

NORWAY

Norwegian Trade Council (NTC)

Objective To show the owners and partners of NTC that it gives value for money.

Description NTC monitors all TPO services using one set of measuring principles. Because each service differs from the others, NTC checks separately the quality and impact of the four types of services provided (general export services; Government-sponsored export development programmes; client-financed export consultancy services; and TPO-initiated country or sector programmes). NTC considers this to be more efficient with regard to adjusting its services according to the reported needs of each customer group.

NTC uses a mix of outside consultancy services (such as Gallup) and internal reviews. It considers there is an advantage in knowing the organization from inside. Also, by analysing customer evaluations internally, NTC gets the feedback direct from the customers.

Costs and resources NTC employs Gallup and uses its own staff to conduct the surveys.

Results NTC has gained a better insight into the strengths and weaknesses of services provided, which has enabled it to develop better tools to improve its services. It has not discontinued any services based on the analysis performed.

NTC cannot document a direct link between its services and any actual increase in exports of its client companies. However, it does try (via questionnaires conducted by the external company Gallup) to find out customer opinions on whether its services were of great relevance to a company's success.

Lessons learned It is important for the TPO to have cofinancing of programmes, with one part paid by means of public contribution and the other part by the client company, to improve its services, its relevance to industry and quality.

Customer satisfaction: How a TPO has found out what its customers think of its services

SPAIN (CATALONIA)

Consortium for the Commercial Promotion of Catalonia (COPCA)

Objective

To evaluate customer satisfaction with the services provided, in order to introduce improvements; and to identify potential dissatisfaction in order to remove it and keep regular customers.

Description

COPCA's Quality Department sends a very detailed satisfaction questionnaire to firms after it has provided services to them. An external company does the follow-up, gathering the questionnaires and aggregating the results. Any negative results are immediately communicated to the appropriate staff member to take the necessary corrective actions.

COPCA knows the identity of all respondents. The survey is not anonymous as COPCA wants to identify the successes and faults in the individual and exclusive services given to each firm.

COPCA is interested in both perception of its services and the practical impact on the customer. It systematically seeks the former and undertakes deeper impact evaluation studies at intervals. Such studies are quite expensive if contracted to an external objective institution such as a university.

The survey firm chases up forms, by fax or e-mail. If there is no response, it tries in a small number of cases to get the answer by telephone; it is provided with the name and contact person in the company.

COPCA also uses passive indicators (e.g. the numbers of repeat customers, willingness to pay for a service, and the number of complaints received) to measure customer satisfaction.

Costs and resources

COPCA's Quality Department is composed of two people. COPCA staff receive regular training on quality issues.

Results

On a response rate of 79%, 82% of the companies qualified COPCA services as 'good' or 'very good'. The results help to change and improve the quality of TPO services (some changes have been made) and to assess the performance of the staff (some staff training has been undertaken).

If desired, COPCA analyses jointly with the customer the reasons for its dissatisfaction. Solutions are agreed with the customer. They could range from creating a new service contract to complement the work done, to waiving or reducing the fee.

Lessons learned

To get an objective evaluation of the results, it is necessary to contract with an external organization. The system must be flexible and prompt if it is to gather impressions from the customers just after the service ends. If a long interval elapses, it could introduce a bias – positive or negative – into the enterprise's opinions because other factors could intervene in the meantime (market breakdowns, incorrect follow-up by the company, etc.). An optimum interval for the customer satisfaction surveys would be a maximum of 3 months. To evaluate impact indicators (extra sales, productivity, etc.), the interval needs to be greater than 12 months.

Key performance indicators: How a TPO has defined and used key figures to measure its performance for its customers

AUSTRALIA

Australian Trade Commission (Austrade)

Objective	To focus Austrade on main outcomes and to measure the effectiveness of performance.
Description	<p>Austrade has been given a lead role in working to achieve an Australian Federal Government key policy objective to double the number of Australian exporters by 2006/07. Austrade has adjusted its key performance indicators (KPI), both to drive staff behaviour towards, and to measure Austrade's success against, this goal.</p> <p>The KPIs for 2003/04 include:</p> <ul style="list-style-type: none"> ● <i>Number of Australian exporters.</i> The total number of companies in Australia that export in a particular year, with or without Austrade's help. ● <i>Client satisfaction.</i> A measure of how Austrade clients rate their experiences with Austrade. This is confirmed through an annual client survey by telephone which measures satisfaction and performance against service standards and is used to identify areas for improvement. ● <i>Export impact: number of clients and dollars.</i> The number of clients who have made an export sale of over \$5,000 that have rated Austrade's assistance as positive or better, and the value of the export sales. ● <i>New Exporter Development Program (NEDP) and general export impact: number of clients.</i> The number of clients on NEDP that achieve an export sale and rate Austrade's assistance as positive or better; or clients not on the programme having made their first sale of over 5,000 Australian dollars in the last three years and rating Austrade's assistance as positive or better. ● <i>Outward investment impact: number of clients and dollars.</i> The number of clients having made foreign direct investment overseas that have rated Austrade's assistance as positive or better, and the dollar value of investments. ● <i>Biotechnology, ICT and service clients who achieve success with Austrade's assistance.</i> The number of clients in biotechnology, ICT or service industries who achieve export sale, foreign direct investment or some other type of success (winning regulatory approval, conducting field trials, research collaboration etc.) and rate Austrade's assistance as positive or better.

- Community awareness of the importance of the Government's trade and international business facilitation activities through Austrade.
- Proportion of Australians who believe that exports make a major contribution to the economy.

Costs and resources

Austrade continually follows up and liaises with clients after the provision of services to ascertain how clients are progressing and whether Austrade can be of further assistance. A professional and independent research firm undertakes Austrade's annual client service improvement study (CSIS).

Results

The Australian Bureau of Statistics tracks exporter numbers. From a base figure of 25,000 in 2000/01, the number had risen to 31,450 in 2001/02. The process of change and moving organizational capacity to SME export support is just as important as the targets themselves. While the target is 'whole of government' and the responsibilities of all agencies, Austrade is playing the leading role in meeting the target.

Austrade becomes aware of any sales that clients have had by following up with them. In these instances, Austrade staff will ask clients to sign a standard form verifying Austrade's assistance.

Lessons learned

- KPIs need to be simple and easily understood by staff and stakeholders. There needs to be a clear link between each strategy and the KPIs that drive and measure performance against them. The achievement of individual KPI targets must not be at the expense of the organization's overall objective.
- The KPIs have been integrated into staff performance agreements in order to make all staff members aware of how their work contributes to the organizational objectives. The establishment of an employee's performance agreement is based on a discussion between an employee and his or her manager in which they discuss and agree the key result areas and targets to be achieved for the forthcoming year. The level of achievement against a performance agreement is also the basis upon which performance bonuses are paid. A bonus of 2% of gross annual base salary is paid to employees who achieve a performance rating of fully proficient, whereas 7% and 12% of gross annual base salary are paid to employees achieving ratings of superior or exceptional respectively.
- The methodology for collecting and measuring performance data must be very thorough, rigorous and capable of standing up to close scrutiny. Two KPIs were abandoned because they were 'activity indicators' rather than 'performance indicators'. This had focused staff on increasing the level of activity as opposed to the level of outcome. The majority of Austrade KPIs are now based around the outcomes of its clients.

Key performance indicators: How a TPO has defined and used key figures to measure its performance for its customers

LITHUANIA

Lithuanian Development Agency (LDA)

Objective

To justify activities and become more customer oriented.

Description

In early 2002 LDA defined for the first time criteria for its key performance indicators (KPIs) and established a system including quantitative and qualitative KPIs. This has led to justification of LDA activities and has also helped LDA to start delivering services needed by the business community.

Each project manager completes a weekly registration form reporting his or her experience under nine criteria to measure performance. The KPIs include:

- Customer satisfaction index;
- Newly identified Lithuanian exporters;
- Number of inquiries answered;
- Number of companies that have participated in events (seminars, workshops, trade fairs);
- Number of companies included in online database.

Much data collected is quantitative in nature, though companies are asked to express their opinions about particular events (e.g. are you fully/partly/not satisfied), which are qualitative responses. Surveys are conducted during events and forms collected afterwards as LDA has found that surveys conducted by fax or e-mail do not result in sufficient responses. Forms are not completed anonymously and the LDA can follow up direct with each firm.

Costs and resources

Data are collected and analysed by LDA staff. External survey firms are not used.

Results

The KPIs provide LDA with factual information about its performance as well as enabling it to react to customers' needs. A KPI asking about the financial effect of LDA support has been abandoned, as companies simply do not provide that information. Changes made to LDA services as a result of information gathered by the surveys include:

- No general training is now done, only training on export-related subjects;
- Regional delivery of services has been launched.

Lessons learned

For each kind of service (e.g. event, workshop), LDA has found different results. It has also found that the time interval which must elapse before surveys are carried out should vary. Delaying surveys enables experience to emerge. LDA has found it necessary to get written responses to surveys as stakeholders (board, audit, management) do not accept results gathered in other ways as authoritative and valid.

Key performance indicators: How a TPO is improving its internal forecasts for participation in its events

ITALY

Istituto nazionale per il Commercio Estero (ICE) – Italian Institute for Foreign Trade

Objective To measure the extent to which a promotional event has met its targets.

Description In 1999 ICE started evaluating its ability to plan the level of participation in the trade promotion events it organizes, by giving in advance to each event a specific target for the number of firms expected to take part, and comparing this target afterwards with the actual number.

Staff who organize the event have to indicate a general objective ('export growth', 'improving knowledge of Italian companies/products', 'improving knowledge of Italy's image' etc.) and at least two indicators for the expected level of participation. The indicators vary according to the type of trade promotion, with different ones used for trade fair participation, seminars, trade missions, advertising and so on.

For example, for trade fair participation, staff have to indicate in the ICE database the expected numbers of Italian participants and newcomers. Staff draw on their knowledge rather than relying on extrapolations from past ICE experience. As soon as the trade fair is ended, the actual data are compared with previous figures, in order to measure the extent to which an event has met its target.

Costs and Resources Information currently not available.

Results ICE looks at the outcomes, averaging over all events. As the forecast targets have to be set 1 or 1½ years in advance, individual events can be subject to considerable variation because of external factors. Each year, ICE's annual report includes a table with the number of different trade promotion actions that have been realized, and the indicators that were given, before and after the event.

ICE also has better statistics on the total number of participants for each trade promotion programme, and its distribution between the different trade promotion tools.

Lessons learned Staff are becoming more client oriented, focusing more on the number of participants they want to involve.

Staff performance assessment: How to set and assess performance targets for TPO staff

FINLAND

Finland Trade Promotion Organisation (Finpro)

Objective To create transparency and continuity in performance assessment for higher motivation and more flexible management.

Description Like most TPOs, Finpro is a multicultural and multidisciplinary team of professional experts. As such, it is a complicated set of individuals to manage, requiring plenty of room for professional individualism while at the same time needing the team to be ‘glued’ together into an organizational backbone.

To balance diverging aspirations, to communicate organization-level strategies and objectives to the staff and convert them into individual targets, and also to establish a channel to collect feedback to the managers themselves, Finpro has adapted the practice of performance and development (PeDe) discussions.

Twice a year, the managers and their staff members spend two hours discussing and reviewing the target achievements in an open, relaxed and confidential atmosphere. The managers encourage their staff to express their feelings about their own management style and exchange views about eventual areas of improvement. A key feature of the PeDe discussions is their two-way traffic character. The idea works well because both sides have a real need and interest to get direct feedback.

Methodologically, the PeDe dialogue is supported with specific documentation templates where the relevant target areas (following a balanced scorecard structure) are documented, scored and weighted. Finpro’s balanced scoreboard is based on four targets:

- Client relationships: valued by satisfied clients;
- Services and processes: best client-oriented solutions;
- Competence: learning organization and best expertise in internationalization;
- Financial: efficiency and productivity ensure organization’s success.

The PeDe documents support the parties’ understanding of a fair bonus level in their pay-scheme.

Costs and resources

After the initial planning and training phase, no direct costs are involved.

Results

The PeDe dialogue has resulted in a better working atmosphere, less implicit tension between management and staff, and a more equitable incentive pay scheme.

Lessons learned

The dialogue is useful only if it is frank and real. Appropriate time allocation, undisturbed atmosphere and ethical discipline must be assured.

Standard targets and service delivery: How a TPO improves its customer service by implementing and monitoring service standard targets

UNITED KINGDOM

UK Trade & Investment

Objective The Modernizing Government agenda sets out a programme of public sector reform outlining a commitment to delivering responsive, efficient, high quality public services. Since its formation, UK Trade & Investment has continuously sought to improve its standards of service and overall performance. In line with other actions to make its services more customer focused, it was decided that it should also take steps to improve customer care and standards of service delivery. The organization is committed to becoming a model of public service delivery by improving its levels of customer care in line with the Government's agenda.

Description The programme set out six standards for central government departments. UK Trade & Investment was using the standards set out by its two parent departments (the Department of Trade and Industry, and Foreign and Commonwealth Office), and needed to formulate its own standards to support efforts to provide customers with a high level of service delivery. Although it was important that the provisional standards not be a burden to staff, performance against them would be monitored on a regular basis by the new mystery shopper programme. The results of this are reported to the management committee so that targeted action can be taken to improve service delivery.

Costs and resources This information is not available.

Results A pilot mystery shopper programme was carried out in autumn 2001 to test whether this form of research would provide the organization with an objective opinion about the quality and consistency of advice and service delivery provided to customers. The pilot was successful and the findings highlighted many practical service delivery issues, including examples of both excellent customer service and non-responses to customer inquiries. The results showed that although, in some cases, UK Trade & Investment customer service was excellent, across the whole organization delivery was inconsistent and further training was needed.

Lessons learned Staff are keen to deliver good customer service but training is vital to promote consistency and develop the necessary skills. Staff must be committed to the mystery shopping performance monitoring scheme in order to effect positive change. Monitoring service against standards must be fair to staff and as inclusive as possible, and service standards should not burden staff.

Chapter 6

National branding

It is said that ‘a rising tide lifts all vessels’, and in much the same way it is thought that a good national image helps with all economic development activity. As a result, national branding has become a feature of government policy in many countries. As major national promotional agencies, at the centre of a country’s economic development, TPOs are frequently required to advise on or coordinate the national branding campaign. Increasingly, TPOs are faced with the questions: What is national branding? How is it achieved and what is best practice in this area?

This chapter gives an example of a TPO which is trying to develop the national image in order to help promote the country’s exports. Through the programme ‘Italy – Life in I Style’, the Italian Government and the local TPO wish to promote the brand ‘Made in Italy’ as a synonym not only of quality but also of style.

Exploiting the already established reputation of the different sectors for which Italy is renowned, they have organized events to help promote their image and logo to a more diverse market. In this case, we are given a brief overview of the reasoning behind the project and how it was implemented.

Equally important, but not covered here, is product branding, which can be used as a means of product differentiation (e.g. for a commodity export such as bananas) and a means of adding value, most noticeably in the case of garments, where a sports shirt with a famous brand name can command a considerably higher price than the same product without the famous logo. Perhaps TPOs that have assisted in this process may wish to share their experiences in future.

This chapter contains just one section.

Section	Country
National branding	Italy

National branding: How a TPO has sought to project a national identity in support of its export promotion efforts

ITALY

Istituto nazionale per il Commercio Estero (ICE) – Italian Institute for Foreign Trade

Objective To support the concept of ‘Made in Italy’ worldwide as a synonym not only for product quality but also for style and Italian living.

Description ICE, with the Italian Ministry of Productive Activities, Foreign Trade Department, first promoted the ‘Italy – Life in I Style’ programme in 2000. The programme involves several industrial associations in sectors where Italian style is most renowned. It consists of three separate projects: Abitare (furniture, lighting and decoration, marble and tiles); Filmare (film, audiovisual, multimedia); and Moda (fashion). A wide range of institutional, artistic, social and commercial events aimed at industry professionals, trade press and end consumers have been organized to publicize Italian style and living internationally, mostly in Japan and the United States. Seminars and training initiatives are organized with the aim of promoting a knowledge of Italian products. New partnerships with media and distribution will also allow Italian style to reach end consumers.

Costs and resources This information is not available.

Results ICE launched ‘Italy – Life in I Style’ after assessing targets and goals with Italian industrial associations active in the three relevant fields of fashion, house living and design, and multimedia. There was no pre-campaign survey to determine the level of recognition of Italy and Italian products.

Formal quantitative surveys and follow-up evaluation studies have not been carried out but the associations’ appreciation and satisfaction were qualitatively reported during meetings and working groups at the Ministry of Productive Activities. Retailers’ and wholesalers’ interest is also constantly monitored by ICE offices abroad. In practice, assessing the value derived from specific initiatives of national identity marketing and national branding seemed to be difficult. Indirect results of the ‘Italy – Life in I Style’ campaign have been the appearance of the logo in more shops and flagship stores in competitive markets such as Japan and the United States.

Lessons learned The ‘Italy – Life in I Style’ logo was not always clearly perceived, especially by non native English speakers. Short notes and write-ups, highlighting benefits were attached to the logo to explain the aims and goals of ‘Italy – Life in I Style’ programmes and initiatives.

Chapter 7

Planning for the future, change and innovation

In inviting contributions for this publication, ITC recognized that it would be unable in five or six areas to cover all categories of importance and interest to TPOs. 'Planning for the future, change and innovation' was intended to be a 'catch all' category for other innovative best practices, with a focus on the future and change, with which all TPOs must be concerned in this fast-changing global business environment.

This chapter highlights the different innovative methods used by four selected TPOs to help promote and support their trade activities. These TPOs share with us the different methods they have successfully implemented to improve their internal structure or, by working together with other public and private sector bodies, to provide an integrated and enhanced service (rather than a service provided by one institution alone) to the nation's exporting firms.

Noticeably absent in these best practices is any example of the process used for formulating a TPO's strategy: we have many examples of best practice services, but we could benefit from TPO contributions on how they arrive at the decision to offer their trade support services and how they ensure that the range of services being offered constitutes a coordinated mechanism for national or sector-specific trade development.

Three important lessons have been learned:

First, cooperative partnerships can be an efficient and cost-effective means of service delivery.

Second, ongoing success and sustainability are dependent on actions being taken to gather and respond to client feedback and react to changing client needs.

And finally, it is imperative to actively engage partners in the governance process and maintain strong communications. – TCI, Canada

This chapter is divided into three sections.

Section	Countries
Organizational structure	Philippines
Regional delivery of services	Canada, Norway
Trade associations and trade bodies	Morocco

Organizational structure: How a TPO uses matrix management to manage the activities of bodies engaged in trade promotion

PHILIPPINES

International Trade Group (ITG), Department of Trade and Industry

Objective To coordinate the efforts of the various agencies that comprise the trade promotion organization of the Philippines.

Description The Department of Trade and Industry has four groups of functions, one of which is the International Trade Group (ITG). ITG is responsible for managing the activities of nine separate bureaux and agencies. These receive their funding from Congress (parliament) rather than from the ministry, and each has its own management and personnel. The agencies and bureaux have specialized functions, such as garments and textile exports, product development and design, training, and trade fairs. The objectives of each agency are aligned with the overall objectives of ITG.

ITG also has 10 sector specializations ('brand management applications') such as information technology, food, organics and motor. The matrix management system is the mechanism by which ITG balances cross-cutting interests.

Matrix management is intended to introduce inter-dependence between the agencies and, by eliminating conflicting actions, to bring about more efficient use of allocated resources. The programmes of the sector ('brand') managers draw on the functions of the specialist agencies to arrive at a coordinated plan of activity for a specific sector.

Costs and resources This information is not available.

Results ITG measures performance in terms of client satisfaction, number of export companies assisted, number of performed research projects, volume of web usage, and so on. It also tracks the export performance of each sector. Between 2001 and 2002 there was an 11% increase in exports in those sectors, compared with an 18% decrease in relation to 2000. ITG can link exports deriving from participation in trade fairs, outgoing trade missions and inward trade missions. However it notes that global market strategies and currency movements can emphasize or contradict ITG efforts.

Lessons learned By organizing agencies by reference to functional specializations, ITG can respond to clients' needs for services. The challenge for ITG is in coordinating the initiatives of the agencies. Doing so at the ITG Management Committee is insufficient, and ITG is looking for lower level coordination. Matrix management can blur responsibilities, authority and accountability.

Regional delivery of services: How a TPO is working with regional and other national organizations in order to deliver export support

CANADA

Team Canada Inc (TCI)

Objective To coordinate and streamline the delivery of trade development programme and services and direct available resources where they will have the most benefit to clients in their efforts to improve their export-readiness and capabilities.

Description TCI is a network of 21 federal government departments and agencies, which collaborates with provincial, territorial and municipal governments and other partners to educate, inform and support Canadian businesses to succeed in world markets.

This single window for Canadian business simplifies access for potential, new and experienced exporters. TCI operates an award-winning Internet portal (<http://exportsource.ca>) and provides general export information and referrals via a local Canada Business Service Centre through a national toll free number. Other common services include a series of interactive online tools, various export guides and an introductory workshop series.

Together, TCI and its network of partners offer a wide range of useful export services to help businesses at their specific stage of export development. The services offered include general information, skills development, counselling, market entry support, financing and in-market assistance; these comprise the 'exporter services continuum'.

TCI is the result of a collaborative arrangement and was not created by legislation.

Costs and resources Each member organization contributes a level of financing to the TCI partnership which totals 1.6 million Canadian dollars per year. However, total departmental spending (i.e. the expenditures of all federal departments and agencies that are members of TCI) devoted to international business development (programmes, services, etc.) was approximately 400 million Canadian dollars in 2000.

Results Since its launch in 1997, TCI has accomplished a great deal. For examples, refer to TCI's annual reports, which can be found online at <http://exportsource.ca>.

Lessons learned Three important lessons have been learned. First, cooperative partnerships can be an efficient and cost-effective means of service delivery. Second, ongoing success and sustainability are dependent on actions being taken to gather and respond to client feedback and react to changing client needs. And finally, it is imperative to actively engage partners in the governance process and maintain strong communications.

Regional delivery of services: How a TPO is working with regional and other national organizations in order to deliver export support

NORWAY

Norwegian Trade Council (NTC)

Objective To ensure that TPO services are relevant to its clients.

Description NTC has developed regional export development projects which are cofinanced by the regional development fund and regional authorities around the country.

The joint effort in Trøndelag was established in order to promote and strengthen the export competence in this region of Norway. One hundred and twenty firms applied to join, which provided them with an export-readiness assessment. Different activities such as seminars on a number of foreign markets, cultural issues related to business and study tours to relevant countries were conducted.

NTC pledges money to the local committee through its SME programmes; the possibility for firms to participate in those programmes represents NTC's contribution to the regional cooperation effort. The Trøndelag campaign was cofinanced by the Norwegian Industrial and Regional Development Fund (SND), the two Trøndelag counties and NTC.

NTC is represented on the steering committee of regional projects.

Costs and resources Cooperation with the regional development fund and regional authorities implies more public contribution as a whole to the participating companies (but not extra public contribution to activities funded by NTC). Companies can take part in SME programmes offered by NTC and receive the 50% public contribution. Overall, NTC costs are not influenced by offering its programmes as part of the regional cooperation.

Results A better interaction with industries in the regions as the TPO works in cooperation with local authorities. Closer interaction with local companies results in more companies joining NTC's SME programmes. It has resulted in increased marketing of NTC and all its services.

NTC knows that a local presence is important for promoting its services to companies, especially regarding SME programmes. Regarding the Trøndelag project, NTC would not have been able to recruit so many companies if the project had been run on a national basis only. However, currently there are no figures available to verify this interrelation.

Lessons learned It is important for a TPO to be close to its customer base, both physically (geographically) and in spirit.

Trade associations and trade bodies: How a TPO is harnessing private sector bodies in order to deliver export support

MOROCCO

Moroccan Centre for Export Promotion (CMPE)

Objective To coordinate, harmonize and increase promotion activities; and to optimize use of resources.

Description CMPE took a strategic decision in 1992 to work closely with business sector associations and federations. CMPE now assists them in the choice and design of their export activities and provides logistical and financial support. CMPE also collaborates with them on the implementation of their own export promotional events. It also runs its own programme, in which these organizations are involved, as well as conducting follow-up and evaluation of activities.

CMPE is involved in capacity building for these professional bodies by providing relevant training for their staff. It is represented on governing boards and management committees, and the bodies are represented on committees of CMPE.

Costs and resources CMPE bears from 30% to 100% of the cost of the organization of trade fairs, trade missions, seminars, business days, etc. In addition, it provides technical assistance by putting CMPE officers at the disposal of business associations.

Results CMPE secures strong involvement by the private sector, large participation of firms and lasting relationships with these associations. It creates a long-term planning horizon for planned promotional events.

Lessons learned The obtained results depend on the size of the sector, the interest of the market targeted, and the representatives of the association.

Chapter 8

Implications of 'TPO best practices' for transition and developing country TPOs

General findings

About 25% of national TPOs worldwide responded to ITC's call for best practices. Only a relatively small number of TPOs have practical experiences in the selected areas that they are proud of and would regard as worth sharing with others. Most of these best practice submissions are from developed countries, and it was disappointing to note that only two were from Africa and two from Latin America.

No single TPO offered best practices in more than 5 areas, and the average for the 22 selected respondents was approximately 2 areas.

'Membership and client base' was the area in which most (11) best practices were submitted, and they fell into 6 sections suggesting that many different solutions are being used to determine clients' needs and to achieve increased use of TPO services. At the other end of the scale, 'national branding' elicited only one example and 'product branding' did not feature as a best practice area. This might reflect a lack of awareness of their importance, or the cost and difficulty of implementing such programmes and difficulty in assessing their impact. National branding may also be too broad-based an area for most national TPOs to tackle, requiring as it does support at many levels of national activity – e.g. economy, environment, education, sport, tourism, entertainment.

'Core services' was also an area in which many TPOs (9) submitted best practices. In this category there were 8 sections, suggesting a wide divergence in what core services TPOs deliver and how they deliver them. These sections range from 'market information' (Japan/Jordan) to 'sources of supply' (Taiwan) and 'TPO staff training' (Uganda).

The category 'sources of revenue' attracted only three submissions, although it is generally accepted that clients value most what they pay for, even if payment is nominal. This might suggest that many countries are still not charging for services, and that even those that do are not yet satisfied that they have the right formula to strike a balance between ensuring that the service is valued and that it remains available to those SMEs that most need it but can least afford it.

The important area of ‘performance measurement, monitoring and evaluation’, despite indications of interest, did not attract submissions from any developing country. This might suggest an area where considerably more work is required. ‘Planning for the future, change and innovation’ attracted only four best practices; this again might suggest an area requiring more attention.

This collection of practical experiences reconfirms that ‘no one size fits all’. Trade development requires focus on strategically important areas, some of which have been highlighted in this publication’s choice of best practice areas. However, how an individual TPO or country actually deals with the area depends largely on the stage of development of the country and consequently the needs of the TPO’s client exporters. Whereas national branding may be a priority for the TPO in a developed country like Italy, Uganda’s TPO pays major attention to core services, such as cooperative exporting and staff training, while Lithuania’s TPO is concerned with exporter development and key performance indicators.

It is noticeable that even where countries are focused on the same section (e.g. exporter development in the area of membership and client base), their approach may be different. However, under ‘performance measurement’, customer surveys and key performance indicators do appear to be widely accepted as the focus of best practice.

There were several gaps in the experiences submitted: greater emphasis is generally given to border-out issues than to border or border-in issues. Yet all of these are very important, particularly for developing and transition economy countries, where the problems frequently relate to supply capacity and the logistics of getting goods and services to the market.

Also, most practical experiences focused on the services offered by TPOs, and less on the institutional structures and strategy formulation process. There is a noticeable gap in information on the strategy formulation process TPOs use to decide on what services to offer and how they organize their structure to meet the needs of their clients. The practical experiences under ‘planning for the future, change and innovation’ did seem to recognize that a network of trade support institutions (including major trade-related government departments, regional bodies and sector associations) working in a coordinated manner could offer a more effective service to exporters than a single institution.

Conclusions

In summary, there are four important conclusions:

1. Clients and core services are crucial. TPOs need to know who their clients are and to be constantly reaching out to potential clients in order to increase their client base and ensure that exporters and potential exporters are aware of and are using their services. TPOs must also decide and focus on their core services, based on the identified needs of their clients.

2. The emphasis of developing and industrialized country TPOs differs, because of the different needs of their clients reflecting their different national environments. However, the international trading environment is the same for all and therefore there is a level at which all firms – developing or developed – must compete. TPOs must therefore be very aware of what services are being offered by other TPOs, if they are to ensure that their client export enterprises are not at a serious disadvantage.
3. The absence of more ‘border’ and ‘border-in’ best practice examples is a cause for concern. It is clear that TPOs must pay more attention to these areas and try to develop appropriate services which they might regard as best practices, because without emphasis on the product and how one gets it to market, there will be no expansion in exports.
4. Networking of trade support institutions is likely to produce better results than the efforts of any single institution. Therefore a TPO should seek to partner with other important service providers in an effort to ensure an appropriate package of assistance to its clients. It is still important to focus on strengthening the capacity of the individual institutions, as the whole network will only be as effective as its constituent parts.

It is important for TPO management to have a clear understanding of what areas are important in light of their particular environment and challenges. This book presents exposure to the many options that exist for dealing with some key areas. The actual choice of an approach for implementation must depend entirely on national circumstances and the most appropriate response to the needs of the individual TPO’s clients in their quest to penetrate markets abroad. Management must also be aware that in a rapidly changing international trade environment, best practices of today may no longer be relevant in a few years. This requires constant vigilance, flexibility and a strategic approach, looking at not only border-out issues, but also border and border-in matters. As much emphasis should be placed on the ‘process’ of arriving at a strategy as on the strategy itself and on ensuring that the right structures are in place to meet the needs identified.

Suggested technical assistance response

The dearth of informed, current literature on trade development and in particular on TPO best practices has resulted, in many countries, in a rather ad hoc approach to technical assistance in the area, with little regard to the medium- to long-term needs of the country and inadequate thought for sustainability of the initiatives. Collections of practical experiences, as in the present publication, are a contribution to filling this void and indicating possible directions for technical assistance. Below are a few suggestions to continue the exchange of experiences and ensure that focus remains on the most ‘burning’ areas and issues.

Continued collection and sharing of best practice data. Given the absence of such information readily available, there is a need to continue this exercise so as to increase the body of knowledge concerning TPO best practices.

This will be of great value to the management and staff of TPOs, particularly those in developing and transition economy countries. It will also be important in raising the status of TPOs and their recognition as a body of professionals with a very important and highly specialized task to perform, requiring appropriate skills and resources.

Broadening the areas of data collection. The seven areas covered in this publication are in no way definitive. There is therefore a need, with TPO input, to identify other areas of importance to TPOs and over time, to encourage the sharing of information on practical examples in all key areas of interest.

Ensuring maximum publicity for the best practices among TPOs. Resources are required for additional seminars, workshops, conferences, study visits and training events generally, focusing on the role of TPOs and TSIs, and highlighting the examples of best practices that have emerged. This will facilitate the awareness building and sharing of information that is currently lacking in this field. This need is ongoing and urgent because of the rapid turnover of key personnel in many developing country TPOs and the number of new entrants to the field with relatively little relevant knowledge and experience.

Using data as a checklist for resolving problems and meeting needs of TPOs. As this body of knowledge is collected, technical assistance providers and others will increasingly be able to refer to it as a checklist, in their efforts to assist developing country TPOs and TSIs. This should be of tremendous help in preparing appropriate programmes for institutional capacity building, a vital module in the sustainability of any trade development initiative.

Chapter 9

TPO profiles

This section presents a short profile on each of the 22 TPOs whose Best Practice submissions appear in this publication.

As well as providing contact details for readers seeking more detailed information on the best practices, each profile describes the TPO's mandate, mission, focus, status, year of establishment, sources of funding, office locations, total staff and best practice areas.

With regard to mandate, focus and level of economic development of the environment, there appears to be no strong pattern among these TPOs, in terms of whether they focus on trade and investment, or merely trade promotion: slightly more than half – 13 – of them provide both trade and investment services. TPOs presenting best practices are equally divided between developing and developed countries.

Most of these TPOs are statutory corporations, falling under government ministries. Of the three private sector TPOs, the Austrian Trade Division (AWO) noted that it was exclusively business driven, financially self-sufficient and fully independent from Government. The Palestine Trade Center (Paltrade) is 60% funded by the private sector and 40% by USAID and the Islamic Development Fund. The Finland Trade Promotion Organization (Finpro), although legally a private organization, receives 60% of its revenue from Government. Two other TPOs, JEDCO in Jordan and COPCA in Spain, are mixed Government and private sector bodies.

Only 3 of the 22 TPOs are 100% funded by Government. Most of the TPOs do charge for services, and derive between 4% and 18% of their revenue in this way. Five TPOs have outstanding cost recovery from sale of services to their private sector clients. These are the Hong Kong Trade Development Council (76%), the Swedish Trade Council (43%), Finpro (40%), COPCA (40%) and the Norwegian Trade Council (35%). This would seem to confirm that the trend towards charging for services can be considered a best practice.

Just four TPOs had no offices abroad. This would appear to indicate that most TPOs regard it as essential to have representation in priority markets abroad in order to enable them to perform their functions effectively.

In several cases, the number of staff abroad significantly exceeds the staff at head office. Also, there seems to be noticeable use of local staff in overseas offices. During the collection of material for this publication, some interest was expressed in the relationship, if any, between numbers of TPO staff and export performance. Also, further study has been suggested on the value of having staff at home (onshore), compared to abroad (offshore). As in so many matters related to trade development, there is probably no definitive best practice, as it depends on the country's stage of development, priority export sectors and main markets. However, more submissions on TPOs' experiences with these matters would be welcome.

AUSTRALIA

TPO	Australian Trade Commission (Austrade)
Mandate	The Australian Trade Commission (Austrade) is the federal government agency that helps Australian companies win overseas business for their products and services by reducing the time, cost and risk involved in selecting, entering and developing international markets.
Mission statement	To contribute to community wealth by helping more Australians succeed in export and international business.
Focus	Trade promotion
Status	Statutory organization with Foreign Affairs portfolio, responsible to Ministry of Trade
Establishment	1986
Sources of funding	95% national Government 5% charges to customers for services provided
Office locations	Sydney (headquarters), field offices in each State and territory within Australia, 59 field offices abroad
Total staff	Headquarters: 149 National offices: 253 Offices abroad: 89 Australian staff, 492 local staff
Best practice areas	<p>Membership/client base</p> <ul style="list-style-type: none"> • Exporter numbers <p>Leveraging information technology</p> <ul style="list-style-type: none"> • Electronic marketplaces • Performance measurement, monitoring and evaluation • Key performance indicators
More information	<i>www.austrade.gov.au</i>
Contact details	Mr Leigh Wilmott Senior Policy Officer – Corporate Tel.: +61 2 6201 7535 Fax: +61 2 6201 7301 E-mail: leigh.wilmott@austrade.gov.au

AUSTRIA

TPO	Austrian Trade Division (AWO – Aussenwirtschaft Österreich), part of the Austrian Federal Economic Chamber (WKO – Wirtschaftskammer Österreich)
Mandate	The Austrian Federal Economic Chamber coordinates and represents the interests of the Austrian business community on the national and international level. The importance to Austria of export trade is reflected in the range of services provided by AWO as part of WKO with an international network of offices. AWO is also in charge of the organization of trade missions and official participation in international trade fairs, and provides advice and assistance to in-bound buying missions.
Mission statement	Export wins with export support.
Focus	Trade promotion, investment promotion, tourism promotion, SME promotion
Status	Established by public law, WKO is exclusively business driven, financially self-sufficient and managed through democratic self-government, making it fully independent from Government.
Establishment	WKO established in 1848; AWO established in 1945
Sources of funding	90% private sector (e.g. subscriptions, membership fees) 10% sale of services
Office locations	Vienna (headquarters), 9 regional chambers, 110 industry-specific trade associations in Austria About 70 Austrian Trade Offices located abroad
Total staff	Headquarters: 5 management and technical staff, 93 support staff Offices abroad: 120 management and technical staff, 485 support staff, 40 consultants, 200 interns/trainees
Best practice areas	Membership/client base <ul style="list-style-type: none"> • Customer relationship management • Exporter development • Exporter numbers Core services <ul style="list-style-type: none"> • Priority markets
More information	http://wko.at (in German) and www.austriantrade.org (in English)
Contact details	Mr Drazen Miletic Assistant Director General Tel.: +43 1 501 05 3620 Fax: +43 1 501 05 255 E-mail: drazen.miletic@wko.at Austrian Trade Department e-mail: awo@wko.at

BRAZIL

TPO	Trade Promotion Department, Ministry of Foreign Relations (DPR/MRE)
Mandate	The Ministry of Foreign Relations, through its Department of Trade Promotion, is in charge of carrying out Brazil's foreign trade policy.
Mission statement	DPR manages and supervises its units to best assist the Brazilian business community in its export effort. Through the Brazilian Trade Promotion Network (BrazilTradeNet) it guarantees the diffusion of both trade and investment opportunities and also acts as a facilitator of technology transfer to Brazil. In addition, it organizes events (exhibitions, business missions, investment seminars) aiming at promoting the productive and technological image of Brazil. Apart from that, DPR supports activities focused on enhancing flows of tourism to Brazil.
Focus	Trade promotion, investment promotion, tourism promotion, SME promotion
Status	Government-affiliated organization
Establishment	1961 (Department of Trade Promotion)
Sources of funding	100% national Government
Office locations	Brasilia (headquarters), 8 national branch offices, 53 field offices abroad
Total staff	Headquarters: 56 management and technical staff, 32 support staff, 5 interns/trainees National offices: 16 management and technical staff Offices abroad: 157 management and technical staff, 36 support staff
Best practice areas	<p>Core services</p> <ul style="list-style-type: none"> • Priority markets <p>Leveraging information technology</p> <ul style="list-style-type: none"> • Website
More information	www.braziltradenet.gov.br
Contact details	Mr Ricardo Jose Lustosa Leal Second Secretary and Head's Assistant Tel.: +55 61 411 6393 Fax: +55 61 322 0827 E-mail: dpg@mre.gov.br

CANADA

TPO	Team Canada Inc (TCI)
Mandate	TCI is a federal government department promoting eight business lines, of which International Business Development constitutes a full branch supporting the Trade Commissioner Service (TCS). The TCS is headed by a Chief Trade Commissioner who reports directly to the Deputy Minister for International Trade. One of three key priorities of the Department of Foreign Affairs and International Trade* is the creation of jobs and prosperity by encouraging Canadians to take full advantage of international business opportunities and facilitating investment and technology flows. One of TCI's objectives is to increase the number of exporters and value of exports. * Now two separate departments: International Trade Canada (ITCan) and Foreign Affairs Canada (FAC). For more information about the change see: www.dfait-maeci.gc.ca/department/focus/dfait_changes-en.asp .
Mission statement	To promote the economic interests of Canada in the global marketplace.
Focus	Trade promotion, investment promotion
Status	Statutory organization within the Foreign Affairs and International Trade Portfolio
Establishment	1997 (TCI)
Sources of funding	96% national Government; 4% charges to customers for services
Office locations	Ottawa (headquarters), 100 field offices abroad
Total staff	Headquarters: 250 Offices abroad: 345 management and technical staff, 240 support staff
Best practice areas	Membership/client base <ul style="list-style-type: none"> • Exporter development Planning for the future, change and innovation <ul style="list-style-type: none"> • Regional delivery of services
More information	www.infoexport.gc.ca
Contact details	Mr Charles Larabie Director, Policy & Strategic Planning Division E-mail: Charles.Larabie@dfait-maeci.gc.ca Mr Michael Clavert Head, Team Canada Inc Directorate E-mail: calvert.michael@ic.gc.ca Mr Pierre Boyer Policy Analyst Tel.: +1 613 944-0117 Fax: +1 613 996-9265 E-mail: pierre.boyer@dfait-maeci.gc.ca

FINLAND

TPO	Finland Trade Promotion Organization (Finpro) Finnish Business Solutions Worldwide
Mandate	Finpro provides specialized internationalization services to Finnish SMEs.
Mission statement	To speed up the internationalization of Finnish companies.
Focus	Internalization services: providing information on potential markets and help in finding local business partners.
Status	Legally private organization
Establishment	The Finnish Export Association was founded in 1919 after Finland became independent, and in 1938 the organization changed its name to the Finnish Foreign Trade Association. The new operational concept and the name Finpro were introduced in March 1999.
Sources of funding	60% national Government; 40% from fees and services
Office locations	Helsinki (headquarters), 52 trade centres in 40 countries
Total staff	Headquarters: 130 Offices abroad: 240
Best practice areas	Performance measurement, monitoring and evaluation <ul style="list-style-type: none"> • Staff performance assessment
More information	<i>www.finpro.fi</i>
Contact details	Mr Seppo Laine Senior Vice President Tel.: +358 204 695 342 Fax: +358 204 695 563 E-mail: seppo.laine@finpro.fi

GREECE

TPO	Hellenic Foreign Trade Board (HEPO) S.A.
Mandate	HEPO is a public, non-profit organization supervised by the Ministry of Economy and Finance. It has played a successful role in promoting exports and improving the international performance of Greek enterprises over the past 30 years.
Mission statement	To implement national policy concerning exports and foreign trade in general. To promote and develop all kinds of exporting activities regarding goods and services. To provide support, guidance and orientation for the exports of Greek enterprises.
Focus	Trade promotion, SME promotion
Status	Private, statutory organization responsible to Ministry of Economy
Establishment	1978
Sources of funding	100% national Government
Office locations	Athens (headquarters), 2 national offices
Total staff	Headquarters: 37 management and technical staff, 52 support staff
Best practice areas	Performance measurement, monitoring and evaluation <ul style="list-style-type: none"> • Customer satisfaction
More information	<i>www.hepo.gr</i>
Contact details	Mrs Aspasia Vaya Section Head, Promotion Department Tel.: +30 1 99 82 100 Fax: +30 1 99 69 100 E-mail: vaya@hepo.gr

HONG KONG (CHINA)

TPO	Hong Kong Trade Development Council (HKTDC)
Mandate	HKTDC is the statutory organization to promote Hong Kong's external trade in goods and services.
Mission statement	To create and facilitate opportunities in international trade for Hong Kong-based companies, most of which are SMEs, and to strengthen Hong Kong as the global trade platform of Asia with an ever-increasing critical mass of 'players'. HKTDC assists Hong Kong manufacturers, traders and service providers to succeed through marketing opportunities, trade contacts, market knowledge and competitive skills.
Focus	Trade promotion
Status	Statutory organization responsible to Ministry of Trade
Establishment	1966
Sources of funding	24% Government; 76% charges to customers for services
Office locations	Hong Kong (headquarters), 12 national branch offices, 30 field offices abroad
Total staff	Headquarters: 318 management and technical staff, 350 support staff, 23 interns/trainees National offices: 39 management and technical staff, 27 support staff, 1 consultant Offices abroad: 65 management and technical staff, 68 support staff, 11 consultants
Best practice areas	Membership/client base <ul style="list-style-type: none"> • Inquiry point/call centre • Exporter development
More information	<i>www.tdctrade.com</i>
Contact details	Mr C.H. Lai Executive Director Tel.: +852 2584 4333 Fax: +852 2824 0249 E-mail: hktcdc@tdc.org.hk Mr Wong Yik Man Senior Customer Service Manager, HKTDC Tel.: +852 1830 668 Fax: +852 2824 0249 E-mail: y.m.wong@tdc.org.hk

ITALY

TPO	Italian Institute for Foreign Trade (ICE)
Mandate	See mission statement
Mission statement	ICE promotes, facilitates and develops trade and investment between Italy and the rest of the world, encouraging the internationalization of Italian firms and their establishment in foreign markets.
Focus	Trade promotion, investment promotion, SME promotion
Status	Statutory organization responsible to Ministry of Industry and Trade
Establishment	1926
Sources of funding	82% Government; 18% private sector (subscription and membership) and charges to customers for services
Office locations	Rome (headquarters), 16 national offices, 104 offices abroad
Total staff	Headquarters: 43 management and technical staff, 592 support staff National branch offices: 8 management and technical staff, 254 support staff Offices abroad: 14 management and technical staff, 108* support staff * Figure indicates Italian staff only
Best practice areas	<p>Core services</p> <ul style="list-style-type: none"> • Customized services <p>Sources of revenue</p> <ul style="list-style-type: none"> • Charging <p>Leveraging information technology</p> <ul style="list-style-type: none"> • Business/investment opportunities <p>Performance measurement, monitoring and evaluation</p> <ul style="list-style-type: none"> • Key performance indicators <p>National branding</p> <ul style="list-style-type: none"> • National branding
More information	<i>www.italtrade.com or www.ice.it</i>
Contact details	Mr Riccardo Landi Manager, Institutional Relations Unit Tel.: +39 065 992 9441 Fax: +39 065 992 9219 E-mail: r.landi@ice.it

JAPAN

TPO	Japan External Trade Organization (JETRO)
Mandate	Conducting and disseminating research on topics related to international trade. Rendering services to introduce and publicize the industry and merchandise of Japan. Rendering services to facilitate international trade transactions. Issuance and distribution of publications concerning international trade and areas related to international trade and other promotions of information related to international trade. Activities concerning the expansion of international trade, with which JETRO has been entrusted by the government. Collecting research materials on the economy and related affairs of Asia and other regions.
Mission statement	Not available
Focus	Trade promotion, investment promotion, SME promotion
Status	Statutory organization responsible to Ministry of Trade
Establishment	1958
Sources of funding	85% Government; 11% private sector (subscription and membership) and charges to customers for services; 4% local government
Office locations	Tokyo (headquarters), 36 national branch offices, 80 field offices abroad
Total staff	Headquarters and national offices: 810 Offices abroad: 780
Best practice areas	Core services <ul style="list-style-type: none"> • Country information
More information	www.jetro.go.jp
Contact details	Mr Koichi Takano Deputy Director, Economic Development Assistance Department Tel.: +81 3 3582 5574 Fax: +81 3 3585 1630 E-mail: Koichi_Takano@jetro.go.jp Mr Yoshiaki Ishihara Deputy Director, Planning & Coordination Division Tel.: + 81 3 3582 5543 Fax: +81 3 3585 1630 E-mail: Yoshiaki_Ishihara@jetro.go.jp Ms Sachiko Yoshimura Chief Deputy Director, Overseas Research Department Tel.: +81 3 3582 5545 Fax: +81 3 3582 5309 E-mail: sachiko_yoshimura@jetro.go.jp

JORDAN

TPO	Jordan Export Development & Commercial Centers Corporation (JEDCO)
Mandate	JEDCO is considered a corporate body enjoying administrative and financial independence, and is related to the Ministry of Industry and Trade. It contributes to national export development and promotion according to approved governmental policies. JEDCO furthermore contributes to the implementation of general policies related to investment promotion for export development purposes. The organization has the authority to establish trade centres and exhibitions inside and outside the country as well as organizations of delegations for promotion and marketing of Jordanian products. It is responsible for the preparation of studies and provision of information, services and technical expertise to support export operations, including surveying foreign markets to promote Jordanian commodities and services therein. JEDCO can carry on trading to its own account or the accounts of others to promote Jordanian commodities and services and to practice selling, purchasing, leasing as well as to practice the duties of the trade agency and promotion services agency in order to develop and encourage Jordan's products and services.
Mission statement	To increase the volume of Jordanian exports, to open new markets and to encourage investment intended for exports.
Focus	Trade promotion, investment promotion (partially), SME promotion
Status	Semi-governmental organization
Establishment	1972
Sources of funding	70% charges to customers for services; 30% from direct related investments, donations and grants
Office locations	Amman (headquarters), 6 field offices abroad
Total staff	Headquarters: 20 management and technical staff, 65 support staff, 3 interns/trainees Offices abroad: 6
Best practice areas	Core services <ul style="list-style-type: none"> • Information services
More information	<i>www.jedco.gov.jo or www.atp.jedco.gov.jo</i>
Contact details	Ms Fatima Homsy Al-Dajani Head of Amman Trade Point, JEDCO Tel.: +962 6 560 3507 Fax: +962 6 568 4568 E-mail: jedco@jedco.gov.jo

LITHUANIA

TPO	Lithuanian Development Agency
Mandate	Investment promotion, export promotion, image building.
Mission statement	<p>To contribute to the economic development and prosperity of Lithuania through:</p> <ul style="list-style-type: none"> • Attracting foreign manufacturing investments, green-field/brown field investments and joint ventures in strategic companies and sectors where the strengths and needs of Lithuania coincide with the needs of investors. • Enhancing the export capacity and capability of Lithuanian companies to successfully compete in international markets with value-added products which meet customer needs and expectations.
Focus	Trade promotion, investment promotion, SME promotion
Status	Public organization under the Ministry of Economy and the European Committee under the Government of the Republic of Lithuania.
Establishment	1997
Sources of funding	<p>63% national Government 23% Export Development Fund 7% charges to customers for services 7% foreign projects</p>
Office locations	Vilnius (headquarters), 1 field office abroad
Total staff	<p>Headquarters: 32 management and technical staff Offices abroad: 2</p>
Best practice areas	<p>Membership/client base</p> <ul style="list-style-type: none"> • Exporter development <p>Performance measurement, monitoring and evaluation</p> <ul style="list-style-type: none"> • Key performance indicators
More information	<i>www.lda.lt</i>
Contact details	<p>Mr Sigitas Brazinskas Manager, Export Department Tel.: +370 5 264 9074 Fax: +370 5 212 0160 E-mail: sigitas@lda.lt</p>

MEXICO

TPO	Bancomext
Mandate	Bancomext's mandate is defined in the law establishing the Institution, which was published in the <i>Diario Oficial de la Federación</i> in 1986. This law was reformed in June 2002. The legal framework establishes that the Institution operates as a National Credit Society and Development Bank responsible for the promotion and financing of Mexico's foreign trade.
Mission statement	Bancomext is the Government of Mexico's instrument whose mission is to further the growth of Mexican enterprises, mainly small and medium sized, and increase their participation in the global markets, offering integrated solutions that strengthen their competitiveness and fostering investment through the access to financing and other services.
Focus	Trade promotion, investment promotion, SME promotion
Status	Government-affiliated organization
Establishment	Created in 1937 as a bank Encompasses TPO activities since 1986
Sources of funding	Self-generated income through banking activities and sale of products and services
Office locations	Mexico City (headquarters), 32 national branch offices and 32 field offices abroad
Total staff	Headquarters: 1,033 National offices: 363 Offices abroad: 88
Best practice areas	Sources of revenue <ul style="list-style-type: none"> • Pricing and costing Leveraging information technology <ul style="list-style-type: none"> • Website
More information	www.bancomext.com
Contact details	Mr Carlos Casas Executive Director for Promotional Services Tel.: +55 5449 9186 Fax: +55 5449 9036 E-mail: ccasas@bancomext.gob.mx

MOROCCO

TPO	Moroccan Centre for Export Promotion (CMPE)
Mandate	To contribute to the development and diversification of Moroccan exports.
Mission statement	To serve as the national focal point for trade promotion and export development.
Focus	Trade promotion
Status	Statutory organization responsible to Ministry of Trade
Establishment	1981
Sources of funding	100% national Government
Office locations	Casablanca (headquarters)
Total staff	Headquarters: 40 management and technical staff, 42 support staff
Best practice areas	<p>Planning for the future, change and innovation</p> <ul style="list-style-type: none"> • Trade associations and trade bodies
More information	<i>www.cmpe.org.ma</i>
Contact details	<p>Mr Ali El Alaoui Secretary General Tel.: +21 2 22 30 22 10 Fax: +21 2 22 30 17 93 E-mail: cmpe@cmpe.org.ma</p>

NORWAY

TPO	Norwegian Trade Council (NTC)
Mandate	Trade promotion, SME promotion.
Mission statement	NTC shall support and promote the Norwegian business sector internationally. NTC shall be a partner for the business sector and the public authorities in the fields of export, internationalization and technology cooperation.
Focus	Trade promotion, investment promotion, SME promotion
Status	Statutory organization responsible to Ministry of Trade
Establishment	1946
Sources of funding	65% national Government; 35% charges to customers for services
Office locations	Oslo (headquarters), 37 field offices abroad
Total staff	Headquarters: 80 Offices abroad: 200
Best practice areas	<p>Performance measurement, monitoring and evaluation</p> <ul style="list-style-type: none"> • Customer satisfaction <p>Planning for the future, change and innovation</p> <ul style="list-style-type: none"> • Regional delivery of services
More information	<i>www.eksport.no</i>
Contact details	<p>Mr Jon T. Strømberg Director, Quality and Products Division Tel.: +47 2292 6300 Fax: +47 2292 6400 E-mail: jon.stromberg@ntc.no</p>

PALESTINE

TPO	Palestine Trade Center (Paltrade)
Mandate	Paltrade's mandate is to encourage increased trade and investment in the Gaza Strip and the West Bank, support the Palestinian private sector to become more competitive in local, regional and international markets, and to advocate for improvements in the business and investment climate on behalf of its members.
Mission statement	To be the focal point for private sector initiative in the formation and implementation of strategies related to international trade and to ensure that private sector-directed export and export-oriented foreign direct investment are the engines that drive the economic growth of Palestine.
Focus	Trade promotion, investment promotion, SME promotion
Status	Private organization
Establishment	1998
Sources of funding	60% private sector; 40% USAID and Islamic Development Fund
Office locations	Ramallah (headquarters), Gaza (national branch office)
Total staff	Headquarters: 6 management and technical staff, 10 support staff, 2 consultants, 4 interns/trainees National branch office: 1 management and technical, 2 support staff
Best practice areas	Membership/client base <ul style="list-style-type: none"> • Exporter development
More information	www.paltrade.org
Contact details	Mrs Arda Mardirossian Programme Development Officer Tel.: +972 2 240 8383 Fax: +972 2 240 8370 E-mail: info@paltrade.org

PHILIPPINES

TPO	International Trade Group (ITG), Department of Trade and Industry (DTI)
Mandate	The International Trade Group (ITG) of the Department of Trade and Industry (DTI) shall be involved in policy formulation, standards development, programme development, and monitoring of the development, regulatory, and service delivery programmes of the DTI relating to international trade and commerce.
Mission statement	ITG is tasked to: <ul style="list-style-type: none"> • Sustain and grow existing competitive products and services. • Transform non-competitive products and services that have a high probability of success, to become competitive global players. • Transition non-competitive industries towards new competitive models giving sufficient time to address social and equity issues.
Focus	Trade promotion, SME promotion
Status	Statutory organization responsible to Ministry of Trade
Establishment	27 February 1987 (entire DTI)
Sources of funding	80% national Government 18% charges to customers for services 2% private sector
Office locations	Makati City, Manila (headquarters); national branch offices: 16 regional offices, 79 provincial offices, 3 city offices and 4 areas in the national capital region; field offices abroad (25 Philippine Trade and Investment Centres).
Total staff	Information not available
Best practice areas	Planning for the future, change and innovation <ul style="list-style-type: none"> • Organizational structure
More information	<i>www.dti.gov.ph</i>
Contact details	Mrs Marie Tardecilla Manager, Technical Staff Group Tel.: +632 890-4655 Fax: +632 876-3250 E-mail: betptsg@dti.gov.ph

SPAIN

TPO	Catalonian Trade Promotion Consortium (COPCA)
Mandate	COPCA is the services centre for the internationalization of Catalan companies.
Mission statement	To become the reference for companies in Catalonia regarding high value-added services of internationalization support and its customization to their individual needs.
Focus	Trade promotion, investment promotion, SME promotion
Status	Permanent consortium formed by the Autonomous Government of Catalonia (Spain) including about one hundred enterprises, chambers of commerce, industry associations, employer unions, financial institutions and business schools.
Establishment	1987
Sources of funding	60% national Government; 40% charges to customers for services
Office locations	Barcelona (headquarters); 8 national branch offices (delegates in different chambers of commerce in Catalonia), 36 field offices abroad
Total staff	Headquarters: 13 management and technical staff, 13 support staff, 27 consultants, 1 intern/trainee Field offices: 36 management and technical staff, 15 support staff, 38 consultants
Best practice areas	<p>Membership/client base</p> <ul style="list-style-type: none"> • Action plans for exporters <p>Sources of revenue</p> <ul style="list-style-type: none"> • Charging for services <p>Performance measurement, monitoring and evaluation</p> <ul style="list-style-type: none"> • Customer satisfaction
More information	www.copca.com
Contact details	Mr Diego Guri Head of International Cooperation Division Tel.: +34 93 484 9605 Fax: +34 93 484 9605 E-mail: dguri@correu.gencat.es

SWEDEN

TPO	Swedish Trade Council
Mandate	The role of the Swedish Trade Council is to promote Swedish exports and develop the international growth of Sweden-related companies.
Mission statement	To facilitate international growth for Swedish companies.
Focus	Trade promotion
Status	The Swedish Trade Council is jointly owned by the State and the business sector.
Establishment	1972
Sources of funding	39% assignments from Government; 43% assignments from private sector; 15% other assignments; 3% membership fees
Office locations	Stockholm (headquarters), 40 field offices abroad
Total staff	Headquarters: 117 Offices abroad: 235
Best practice areas	Leveraging information technology <ul style="list-style-type: none"> • Knowledge management of buyer inquiries
More information	<i>www.swedishtrade.se</i>
Contact details	Mr Göran Häggfeldt Business Controller Tel.: +46 8 7838 734 Fax: +46 8 6629 093 E-mail: goran.haggfeldt@swedishtrade.se

TAIWAN (PROVINCE OF CHINA)

TPO	China External Trade Development Council (CETRA)
Mandate	The Executive Yuan (the Cabinet) of Taiwan (Province of China) approved the establishment of CETRA. The Government, industrial associations and commercial associations jointly sponsor CETRA.
Mission statement	To assist Taiwanese businesses and manufacturers to reinforce their international competitiveness and expand foreign trade. CETRA also aids the Government of Taiwan in attracting foreign direct investment to Taiwan.
Focus	Trade promotion, investment promotion
Status	Government-affiliated organization
Establishment	1970
Sources of funding	61% Government (mainly from Trade Promotion Fund of the Ministry of Economic Affairs) 16% charges to customers for services 23% other income sources (e.g. interest on investments, rental fees, administrative fees, exhibition hall fees)
Office locations	Taipei (headquarters), 4 national branch offices, 30 field offices abroad
Total staff	Headquarters: 438 management and technical staff, 116 support staff National branch offices: 20 management and technical staff, 7 support staff Offices abroad: 57 management and technical staff, 93 support staff
Best practice areas	<p>Core services</p> <ul style="list-style-type: none"> • Sources of supply services <p>Leveraging information technology</p> <ul style="list-style-type: none"> • Virtual trade fairs and missions
More information	www.taiwantrade.com.tw

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TURKEY

TPO	Export Promotion Center of Turkey (IGEME)
Mandate	IGEME, which is the only public sector organization in its field, was founded with the aim of developing and promoting Turkish exports. In line with its objective IGEME acts as an intermediary in establishing business contacts between foreign importers and Turkish exporters. Thus it contributes to both parties, providing a two-way service, enlightening Turkish businesses in their efforts to export more and furnishing foreign importers with information on economic conditions, market prospects, exporters and trade related regulations in Turkey. IGEME performs this function in a series of activities which can be categorized in five main areas: research and development; training; trade information; publicity and promotion; and international relations.
Mission statement	Promoting and developing Turkish exports.
Focus	Trade promotion, SME promotion
Status	Government-affiliated organization
Establishment	1960
Sources of funding	69% national Government; 19% private sector (subscription, membership fees); 12% charges to customers for services
Office locations	Ankara (headquarters); 18 national branch offices, 2 field offices abroad
Total staff	Headquarters: 88 management and technical staff, 48 support staff National branch offices: 9 management and technical staff, 9 support staff Offices abroad: 2 management and technical staff, 1 support staff
Best practice areas	Membership/client base <ul style="list-style-type: none"> • Export awareness competition
More information	www.igeme.org.tr
Contact details	Ms Beratiye Oncu Deputy Secretary General Tel.: +903 12 417 2223 Fax: +903 12 417 2233 E-mail: boncu@igeme.org.tr

UGANDA

TPO	Uganda Export Promotion Board (UEPB)
Mandate	<p>UEPB mandate, which is derived from Statute No. 2 of 1996, includes:</p> <ul style="list-style-type: none"> • Provision of trade and market information; • Promotion of exports; • Provision of trade promotional service; and • Provision of customized advisory services.
Mission statement	To promote and develop Uganda's exports to a sustainable level in regional and international markets.
Focus	Trade promotion
Status	Private organization
Establishment	1969
Sources of funding	96% national Government; 4% charges to customers for services
Office locations	Kampala (headquarters)
Total staff	Headquarters: 18 management and technical staff, 5 support staff, 1 intern/trainee
Best practice areas	<p>Core services</p> <ul style="list-style-type: none"> • Cooperative exporting • Staff training
More information	<i>www.ugandaexportsonline.com</i>
Contact details	<p>Ms Florence Kata Executive Director Tel.: +256 41 259779 Fax: +256 41 259779 E-mail: uepc@starcom.co.ug</p> <p>Mr Othieno Oddo Trade Promotion Officer Tel.: +256 41 230233 Fax: +256 41 259779 E-mail: uepc@starcom.co.ug</p>

UNITED KINGDOM

TPO	UK Trade & Investment
Mandate	UK Trade & Investment is the government organization that supports both companies in the United Kingdom trading internationally and overseas enterprises seeking to locate in the United Kingdom. Previously it was known as Trade Partners UK and Invest-UK.
Mission statement	UK Trade & Investment is the lead government body responsible for fostering United Kingdom business competitiveness through overseas trade and investment, and through high-quality foreign direct investment. Its focus is international, but its remit is improved competitiveness.
Focus	Trade promotion, investment promotion, SME promotion
Status	Government-affiliated organization
Establishment	In 1999, British Trade International was set up (the umbrella of Trade Partners UK and Invest-UK). In 2003 these became UK Trade & Investment.
Sources of funding	100% national Government
Office locations	London (headquarters), 45 national branch offices, 200 commercial posts abroad
Total staff	Over 2,500 full time staff in the United Kingdom and abroad: About 1,500 abroad, 300 in different United Kingdom regions and 800 in London
Best practice areas	<p>Core services</p> <ul style="list-style-type: none"> • Data coordination team <p>Leveraging information technology</p> <ul style="list-style-type: none"> • E-business strategy <p>Performance measurement, monitoring and evaluation</p> <ul style="list-style-type: none"> • Standard targets and service delivery
More information	<i>www.uktradeinvest.gov.uk</i>
Contact details	<p>Ms Rachel Egan Policy Advisor, Strategy & Communications Tel.: +44 20 7215 4710 Fax: +44 20 7215 4653 E-mail: Rachel.egan@dti.gsi.gov.uk</p>

Appendix

Questionnaire: Annotated directory of trade promotion organizations

Information obtained from Mr/Ms: _____

Organization: _____

Position: _____ Service/Unit: _____

Tel.: _____ Fax: _____ E-mail: _____

City: _____ Country: _____ Date: __/__/____

Website: _____

SURVEY INSTRUCTIONS:

1. Please complete contact details of your organization (refer to box listed above).
2. As a next step, fill out PART 1: 'GENERAL INFORMATION'
3. Review PART 2: 'POSSIBLE AREA(S) OF BEST PRACTICE' and indicate which of these area(s) your Trade Promotion Organization is particularly good at and where you would like to share your experience with other TPOs. Use 'Category G: OTHER' if you want to highlight an area which does not fall under Categories A–F.
4. PART 3: 'DESCRIPTION OF TPO BEST PRACTICE AREA(S)' is provided for you to briefly describe your TPO's Best Practices in the area that you have indicated in PART 2 above. In addition, kindly describe one innovative approach, which you might be aware of, which is being used by another TPO. An example of the format of the information requested is provided on Page 5 of this document.
5. Please return (by mail, fax or e-mail) all parts of the completed survey to:

Mr Philip Williams
Senior Adviser on Trade Support Institutions
International Trade Centre UNCTAD/WTO
Palais des Nations
1211 Geneva 10
Switzerland
Tel.: +41 22.730.03.12
Fax: +41 22.730.05.76
E-mail: williams@intracen.org

6. Upon receipt of the completed survey the International Trade Centre will review the submitted information. All TPO profiles will be published. Best practice propositions will be selected for publication, using the following criteria:
 - Degree of innovativeness (Is it a new approach? Has it been tried before?)
 - Impact on organization and clients
 - Application to other institutions
 - Diversity of subject area

PART 1: GENERAL INFORMATION

- 1.1 Can you briefly describe the mandate of your organization?
- 1.2 Does it include ...? (Indicate appropriate option 'X')
- a) Trade Promotion —
 - b) Investment Promotion —
 - c) Tourism Promotion —
 - d) SME Promotion —
- 1.3 What is the mission statement of your TPO?
- 1.4 How would you describe the institutional positioning of your organization? (Indicate appropriate option 'X')
- a) Government affiliated —
 - b) Statutory organization within Foreign Affairs portfolio —
 - c) Statutory organization responsible to Ministry of Trade —
 - d) Private organization —
 - e) Other (please specify): _____ —
- 1.4 In which year was your organization established?
- 1.5 In which city(ies) is your organization located?
- a) Headquarters:
 - b) Field office(s) in your country:
 - c) Field offices abroad:
- 1.6 What are the major funding sources of your TPO? (Kindly refer to figures of most recent financial year)
- a) National Government (e.g. ministry of finance): __%
 - b) Private sector (e.g. subscription, membership fees): __%
 - c) Charges to customers for services: __%
 - d) Any other income sources (please specify): __%
- 1.7 How many staff does your organization presently employ?

Staff categories/office locations	Headquarters	Other offices in home country	Offices abroad
Management and technical staff:			
Support staff:			
Consultants:			
Interns/trainees:			

PART 2: POSSIBLE AREA(S) OF BEST PRACTICE

Please indicate appropriate Best Practice Area(s) of your TPO with 'X'.

A: MEMBERSHIP/CLIENT BASE

- a) Offering of existing service/products to new clients. —
- b) Offering of new services/products to old or new clients. —
- c) Implementation of needs assessment to assess client needs. —
- d) Other (please specify): —

B: CORE SERVICES

- a) Review of core services. —
- b) Modification of core services. —
- c) Market research to identify new products/services with export potential. —
- d) Other (please specify): —

C: SOURCES OF REVENUE

- a) Introduction of 'fee for service' policies and convincing clients to pay for services. —
- b) Strategy to charge different prices to different customer segments (price differentiation). —
- c) Other (please specify): —

D: LEVERAGING INFORMATION TECHNOLOGY

- a) Expansion of usage of information technology. —
- b) Introduction of knowledge management system to share knowledge, experiences and information. —
- c) Introduction of Internet-based service to survey customer needs. —
- d) Establishment of Internet platform to create buyer–seller e-marketplaces. —
- e) Innovative website in order to promote services to clients. —
- f) Improvement of website to facilitate collection and distribution of business information on the Internet. —
- g) Utilization of website to attract qualified new employees (vacancy announcements/application process). —
- h) Other (please specify): —

E: PERFORMANCE MEASUREMENT, MONITORING AND EVALUATION

- a) Establishment of a customer satisfaction management system. —
- b) Conduct customer satisfaction surveys via website. —
- c) Establishment of quantifiable performance targets and indicators. —
- d) Benchmarking against other TPOs. —
- e) Other (please specify): —

F: PLANNING FOR THE FUTURE, CHANGE AND INNOVATIVE PRACTICES

- a) Improvement of customer relationship management in order to respond to customers more quickly and accurately. —
- b) Specific training and coaching activities for staff. —
- c) Motivation of staff. —
- d) Strategic linkages with national trade support institutions and/or trade promotion organizations in home country (partnership agreements). —
- e) Partnerships and networking between trade promotion organizations of developed and developing countries and/or regional groupings. —
- f) Creation of stronger linkages between TPO and regional TPO groupings. —
- g) Other (please specify): —

G: OTHER AREAS

Kindly use this section to indicate other areas of innovative approaches that you think are worthwhile sharing in a wider forum and which do not fall in any of the categories listed above.

- a) Other (please specify): —

PART 3: DESCRIPTION OF TPO BEST PRACTICE AREA(S)

Please use the space provided below (SECTION A) to briefly describe the areas (several listings are possible) concerning activities of your trade promotion organization that you have indicated in PART 2 that in your opinion deserve special attention and are therefore worthwhile sharing with other trade promotion organizations.

In addition, kindly use the format listed under SECTION B to provide an example of an activity conducted by another trade promotion organization that you might be aware of and which you think is worthwhile mentioning to other trade promotion organizations interested in learning about new ideas and approaches.

In order to facilitate the process of completing this documentation, we provided you with an example which you can follow for SECTION A as well as SECTION B. Please limit each description of best practice area to a maximum of one page.

Example:	Best Practice Description
Key area of interest:	Performance measurement, monitoring and evaluation
Objective:	To become more customer oriented
Brief description:	Our TPO has oriented its entire administration to become more customer oriented. For that purpose we have established a team of employees that has designed and implemented a customer satisfaction survey that was administered through our website and by direct mail to key clients of our TPO.
Result:	As a result of the customer survey we gained insights about our service offering (type and quality) and how it is perceived by our main clients. Furthermore, we were able to obtain valuable ideas on which additional services/products we could offer to our customers.
Lessons learned: (Please include problems encountered and how your organization went about overcoming them.)	As a service and customer oriented organization it is important to assess, preferably on a regular basis, client needs and how satisfied clients are with the services that our TPO is offering. By conducting a customer survey we were able to realize this goal. We had never actually conducted such a survey before and needed to do some research on the type of questions that should be included in the survey. For us it was very beneficial to contact another TPO which had conducted this kind of exercise before to learn from their experiences.

SECTION A: YOUR TRADE PROMOTION ORGANIZATION

(Use a maximum of one page only for each description)

BEST PRACTICE AREA 1:

Area:

Objective:

Brief description:

Result:

Lessons learned:

BEST PRACTICE AREA 2:

Area:

Objective:

Brief description:

Result:

Lessons learned:

SECTION B: OTHER TRADE PROMOTION ORGANIZATION

Name of organization:

Contact name:

Address:

Area of best practice:

Objective:

Brief description:

Result:

Lessons learned:

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