



WHAT MAKES A WINNER?



THE TRADE PROMOTION ORGANIZATION NETWORK AWARDS

The 7th Trade Promotion Organization (TPO) Network Awards were presented at the 2016 TPO Network World Conference, which took place in Marrakech, Morocco from 24 - 25 November.

More than 250 senior trade and investment representatives participated in the event from over 75 national TPOs and other trade and investment support organizations. Under the theme *Moving Forward – The Future of Trade and Investment Promotion* participants discussed and debated practices and challenges to manage digital technologies, support e-commerce activities, and build on the rise of trade and investment in Africa and its implications on African and global trade flows.

The TPO Network Awards are open to all national TPOs and recognize excellence in trade support services. The Awards celebrate TPOs that have demonstrated outstanding performance in the use of innovative and effective practices in export development initiatives that respond to the needs of SMEs to become sustainable, competitive international players.

The three categories for the Awards, determined by the 2016 Adjudicating Panel, were:

- Best TPO from a Least Developed Country
- Best TPO from a Developing Country
- Best TPO from a Developed Country

More information on the awards can be found at: www.tponetwork.net or requested via e-mail from wtpo-awards@intracen.org, tponetwork@intracen.org.

THE 2016 WINNERS

- Madagascar: Best TPO from a Least Developed Country
International Trade Board of Madagascar
- Costa Rica: Best TPO from a Developing Country
PROCOMER
- France: Best TPO from a Developed Country
Business France

SHARING HIGH STANDARDS

The application process and structure of the awards criteria facilitate the work of the Adjudicating Panel to identify and recognize good practices. This in turn contributes to the constant improvement TPOs undertake to raise the level of standard practice.

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

The 2016 TPO Network Awards' applicants showcased their highest achieving export development initiatives. Three TPOs were recognized for their outstanding national efforts. Each applicant demonstrated a unique approach to the common activities that TPOs must undertake to select, conceptualize, develop and measure the impact of their initiatives. The winners were selected on the basis of their innovativeness and thoroughness of their approach and the impact they were able to demonstrate as a result of their practices.

All applicants described the hard work they undertake to understand and mitigate the challenges faced by SMEs in their journey to becoming – and remaining – competitive exporters.

TPOs are constantly challenged to track their impact. This is due to the intangible changes that often occur as an outcome of many export development programmes. Many applicants demonstrate thoughtful approaches to tackling this issue. The application process itself has stimulated TPOs to review their approaches to track and monitor results. Many applicants are taking a more structured approach to recording and analysing these results to learn from them and improve their service offers.

A LOOK BEHIND THE AWARD

The TPO Network Awards are open to all trade and investment support institutions that are officially recognized as national organizations for trade promotion. An Adjudicating Panel comprised of TPO practitioners, including senior representatives of former winners, reviews the applications.

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

Previous winners and applicants agree the application process is a comprehensive and time-consuming task. But the benefits of winning and of applying exceed their expectations.

What are the benefits of participating in the awards?

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

BRAVO!

“ *Innovation distinguishes between a leader and a follower.* ”

Steve Jobs

Congratulations to trade and investment promotion organizations from Madagascar, Costa Rica and France – winners of the latest global competition to reward excellence and innovation in helping small-and medium-sized enterprises (SMEs) to compete sustainably in international markets.

We also extend our congratulations to the shortlisted organizations from Afghanistan, Australia, Austria, Bangladesh, Brazil, Chile, Ecuador, Jamaica, the Netherlands, Qatar, and the Republic of Korea.

Their efforts, and those of their peers around the world, are more important than ever to enable SMEs to thrive in a competitive global economy, and function with confidence in any location.

Recent ITC research on the impact of European trade promotion agencies shows that for each dollar invested in these agencies, they generated an additional \$87 in exports and an additional \$384 for a country’s gross domestic product.

This booklet, *What makes a winner?* unveils some of the stories behind these figures. The targeted services of these organizations connect businesses to international markets, leading to more local jobs and income.

In doing so, we share a glimpse into innovative practices that promote sustainable, inclusive growth through trade, thus creating a transformational impact on business.

The winners were recognized during the 11th Trade Promotion Organization Network World Conference and Awards in Marrakech, Morocco. First held in 2004, the Awards show appreciation from peers around the globe who work every day to support SMEs. The judges include previous award winners, who brought a wealth of experience to assess the applications, as well as the conference host and ITC.

Past winners have used the award in many ways. They tell us that it boosts organizational morale, and often contributes to sharing good practices among similar organizations in their region. Some were encouraged to extend their award-winning approach in one programme to a full range of new projects. One organization even revamped its whole strategy, integrating its award-winning approach into impact measurement.

We encourage this year’s award winners and shortlisted organizations to continue this tradition. The exchange of experiences in Morocco is the door to further networking and exploration in helping SMEs, the engines of our economies, to grow.

Celebrating excellence in performance to deliver concrete outcomes for clients matters. We would like to thank all of the organizations which participated in the competition. Explaining how they make a difference helps demonstrate how they continue to be centres of excellence and drivers of performance for SMEs.

Thank you for your creativity, innovation and persistence – the main drivers for success in this increasingly challenging global business environment. I look forward to working with you in the coming years as we collaborate to showcase innovation, share best practices and lead the way for trade and investment promotion organizations around the world.



Arancha González
ITC Executive Director



WINNER

BEST TPO FROM A LEAST DEVELOPED COUNTRY



ITBM
INTERNATIONAL
TRADE BOARD OF
MADAGASCAR

INTERNATIONAL TRADE BOARD OF MADAGASCAR

“*The ITBM cluster network covers 393 beneficiaries; among them 70% are women and 82% are young entrepreneurs. We are proud to have helped them succeed in growing their businesses.*”

Herintsalama A. Rajaonarivelo
President, International Trade Board of Madagascar

PROMOTING DEVELOPMENT, JOBS AND GROWTH

Created in 2013 in response to political and economic turmoil across the country, the International Trade Board of Madagascar (ITBM), a private initiative, supports traditional, semi-industrial and handicraft exports, and stimulates employment in the handicraft and agricultural sectors.

Madagascar is rich in biodiversity. By putting value into raw materials; connecting rural areas with international markets; and empowering women, youth and small-and medium-sized enterprises (SMEs), ITBM is leading a sustainable, responsible export strategy.

ITBM's activities focus on:

- Supporting actual and potential exporting SMEs;
- Conducting strategic observation and studies of export fields;
- Assisting export-related organizations.

ITBM receives funding from the Agence Française de Développement, the African Development Bank and the European Union.

ITBM has a staff of five people and operates on a limited budget. It provides services flexibly and targeted to its clients' specific needs. ITBM supports 11 intermediate organizations,

including six chambers of commerce and industry and five exporting SME clusters.

ITBM directs its efforts in five sectors:

1. Hand-made fashion products for women and children;
2. Oils from black peppers;
3. Oils from vanilla, geranium, honey and other raw materials.
4. Spices; and
5. Luxury handicraft products from raffia, precious woods and other materials.

A board of trustees from private sector associations approved the choice of these sectors. ITBM experts conducted research to help the chosen sectors define needs and develop business plans. Contracts were then signed between ITBM and the sectors for grant allocations.

EXPORT TRAINING

ITBM provides training in the following categories:

- Technical training on packaging, conditioning, design and biological plant processing;
- Export procedures, standards requirements and local regulations;
- Management training, including marketing, negotiations, stand animation, logistics, business plans and export lines of credit;
- International trade and market access using ITC market analysis tools;
- Custom-designed training. For example, in 2015, ITBM engaged an American designer to share expertise with Madagascar designers on fashion trends in the United States.



ITBM provides a paid coordinator or coach to each sector to help implement its business plan. It also provides technical support for organic and fair trade certification.

ADDING EXPORT VALUE TO RAW MATERIALS

ITBM aims to add export value to local raw materials by providing grants to its five product clusters. It engages in three specific activities:

- Assisting exporting SMEs in international forums and fairs;
- Improving capacity of actual and potential exporter through training and technical assistance;
- Assisting export-related intermediary organizations (IO) (clusters and chambers of commerce and industry) in implementing export promotion projects.

With ITBM's support, each intermediary organization drafts a business plan, an implementation plan and an annual work plan. These documents form the basis of a bilateral convention between these intermediary organizations and ITBM.

ITBM monitors performance through analysing disbursement rates, monthly reports, and meetings, field visits and interviews.

UNDERSTANDING PROCUREMENT PRACTICES

According to ITBM's President Rajaonarivelo, 'An effective monitoring and evaluation system is crucial to assist IOs to implement export promotion projects. Based on verifiable indicators such as disbursement rates, ITBM sends collaborators to IOs to identify impediments and determine measures to correct the trends.'

ITBM organizes training sessions based on results-based management; project implementation, monitoring and evaluation; as well as procurement. Delayed disbursement rates occur due to lack of mastery of procurement processing and procedures. By mainstreaming these concepts, ITBM increases IOs' annual disbursement rates.

Evidence of ITBM's effectiveness includes:

- Opening the 'One Stop Shop of Exports';
- Certifying two clusters as 'bio' and 'fair trade', which permit exports to European Union and United States markets;
- Seven IOs are launching websites;
- Malagasy luxury clothes exporters successfully participated in trade fairs in Europe, the United States and Canada.



International Trade Board of Madagascar

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TARGETED COMMUNICATIONS SUPPORT

'The most important factor contributing to Madagascar export growth is promotion,' says Rajaonarivelo.

ITBM promotes exports through trade fairs, events, roadshows, television documentary and targeted communications in magazines, booklets and brochures.

WHY DID MADAGASCAR WIN?

Rajaonarivelo believes that Madagascar won the TPO Award for several reasons:

- Flexible structure, due to small size. It can customize client support and respond quickly;
- Strong expertise in international trade and project management;
- Encouraging a culture that constantly listens to its clients and beneficiaries.
- Results-based management for all activities is effective in contributing to national trade promotion objectives.

'We conduct a strategic watch on the export environment and organize periodic visits to entrepreneurs, chambers of commerce and industry, and clusters,' he says. 'By being updated constantly on the needs of clients and beneficiaries, ITBM is able to respond appropriately and foster innovation.'

ITBM'S CLIENTS SPEAK OUT

“ To get a good reputation and image in handicrafts, we need a constant, regular and permanent presence in international commercial trade fairs. We were not able to ensure this permanent presence without ITBM. ”

Noeline Andrianarivelo Razafy
President, Madaq cluster

“ We are very satisfied with ITBM support and proud to receive bio and fair trade certificates. We now can reach markets in the United States and the European Union. ”

Harivelo Rasolonjatovo
Coordinator, HEM cluster

“ ITBM's support and assistance allowed me to expand my cluster, CHESE, to women pepper producers and create new revenue generating activity for women in the East Madagascar region. ”

Lysiane Tang
President, CHESE cluster



WINNER

BEST TPO FROM A DEVELOPING COUNTRY



PROCOMER

“When SMEs work together, they are empowered to believe they can successfully internationalize.”

Laura Lopez Salazar
Strategic Alliances Developer

“When SMEs understand the benefits of working together, we provide training and support that deliver much more than shared knowledge. SMEs eventually understand that by collaborating they can achieve more competitiveness.”

Micaela Mazzei
Assistant Director

MEETING THE CHALLENGES OF INTERNATIONALIZATION

Productivity, economies of scale and access to knowledge are common challenges facing small-and medium-sized enterprises (SMEs) that want to expand their businesses in international markets. PROCOMER, Costa Rica’s TPO, helps SMEs to meet those challenges using innovative, robust business models.

PROCOMER’s Associative Models for Export (AME) methodology, launched in 2015, is designed to diversify the country’s exports and to bring SMEs together in voluntary alliances to develop, promote and sell their goods and services abroad.

The AME methodology works across different sectors, resulting in less risk, lower costs, more sales, increased profits and improved economies of scale. There are

14 different models operating in three types of alliance structures:

- Horizontal networks, where SMEs offering similar products or services cooperate on export development activities, yet compete in the same market;
- Promotion consortiums, where member businesses promote their goods and services in international markets; and
- Origin consortiums, where producers or companies work together to jointly enhance and promote a product of origin.

TEAMWORK IS KEY

‘When companies work together, they benefit from sharing knowledge and experience’ says Micaela Mazzei.

‘Companies begin to understand they can achieve more competitiveness when they collaborate. That is the most important lesson learned.’

Teamwork is at the heart of the AME concept. Clearly defined common goals drive the collaboration. SMEs work in a structured, formal process for medium- to long-term cooperation. The methodology facilitates SME engagement from the early stages of export development to internationalization:

- Flexibility to work with companies of export potential from different sectors under the same model. The model’s systematized processes are in line with PROCOMER’s services, yet are flexible enough to incorporate geographic, cultural, socioeconomic, and environmental variables of different sectors;
- Empowerment for companies through direct, active participation that ensures a sustainable export model, once support ends;



- Performance monitoring at all levels, from progression towards the overall aims of the sector to single company engagement, using PROCOMER's customer relationship management (CRM) tool.

BECOMING EXPORT-READY

Each group of SMEs must follow four stages. The first three must be completed before they can export:

- Raising awareness and recruitment, using a diagnosis to carefully select the group of companies that can jointly benefit from the initiative;
- Formalizing and structuring the business model for the group, as well as defining its mission, vision, objectives and governance;
- Planning and consolidating to define productive capacity, market segments, specific goals, and implementation plan;
- Internationalization, which includes identifying opportunities, promotional activities, capacity development and compliance with international standards.

A ROBUST MONITORING AND RESULTS MEASUREMENT

An innovation for PROCOMER is AME's performance measurement model. It enhances PROCOMER's existing CRM and performance management system. The model was designed to enable systematic and comprehensive monitoring, measuring and assessment of managerial and

operational activities throughout the four stages of the programme.

Quantitative and qualitative measures are assigned to every stage of the model. All activities and results are recorded in PROCOMER's CRM. The structured approach and systematic tracking and measurement facilitate quick access to information for assessing AME's progress, outcomes and impact, from the sector productivity level to the individual company level.

IMPACT THROUGH STRUCTURED GUIDANCE AND COLLECTIVE BRANDING

More SMEs are included in the internationalization process, thanks to PROCOMER's innovative product and service offers. Competitiveness of the SMEs is backed through participation in international shows, where the firms come together under an umbrella name and the country brand.

As a result, consumers more frequently associate Costa Rican products and services with the country's values: innovation, sustainability, efficiency and social progress.



PROCOMER

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CRAH – TRANSFORMING THE FILM ANIMATION SECTOR

PROMOTION CONSORTIUM

Costa Rica Animation Holdings (CRAH), a cluster of the six award-winning studios in Costa Rica, has transformed the sector. The group offers animated services, animated content, 2D, 3D, character development, flash, motion graphics and many other animation products.

PROCOMER and the Ministry of Culture and Youth joined forces to promote the Costa Rican animation sector in the international market. A mission to the United States yielded positive results, as Mars Studio sold a project to Mattel, the world's largest toymaker.

These and other studios created a more conducive business environment by partnering with Costa Rica's film academy, government institutions and non-governmental organizations (NGOs).

Oswaldo Sequeira, Head of Flex Studio, says, 'CRAH, along with the other studio allies, has positively permeated the film academy, government institutions and NGOs to create a better environment for this sector, all with the single goal of turning this into an industry.'

SMES ASSOCIATE TO EXPORT COFFEE AND RAMBUTAN

HORIZONTAL NETWORK

The ASOFRUBRUNCA association is comprised of 25 companies, primarily involved in coffee production. It also engages 115 partners that cultivate, produce and process high-quality rambutan – a tropical fruit – for export.

The association has completed the four phases of PROCOMER's model and is now successfully exporting both products to global markets.

SCIENCE AND TECHNOLOGY FIRMS COLLABORATE ON RESEARCH AND INNOVATION

PROMOTION CONSORTIUM

The country's aerospace cluster started as a promotion consortium, to save the costs of attending international trade fairs. Today, it has evolved into a group of 27 SMEs that collaborate on research and innovation. This enables them to sell to US companies. Certification was a common goal, encouraging producers to implement the improvements needed to internationalize.

In the biotech sector, companies came together in AME. 'They realize they can work together to develop the sector,' says Micaela Mazzei. 'The country has been involved in biotech research for decades, but to transform the sector into exporting goods and services as a consortium is new, and it is evolving into a cluster.'



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WINNER

TPO FROM A DEVELOPED COUNTRY



BUSINESS FRANCE

“We are proud that our peers recognize the quality of our strategy to propel companies into foreign markets. This award requires us to be even more self-demanding to sustain the internationalization of French companies.”

Muriel Pénicaud
Chief Executive Officer, Business France

“An important need expressed by our clients is to work long-term in a customized way. Some companies in a solid financial situation are ready to export, and need help with international development programmes. That is when we step in with the CEBI programme to support them.”

Fabrice Lelouvier
Deputy Head, International Cooperation Department,
Business France

SUPPORTING EXPORT GROWTH

Business France, a government agency that supports the international development of the French economy, fosters export growth for French businesses and facilitates international investment in the country.

Each year, Business France works with 10,000 companies. For the last 5 years Business France has focused more on small- and medium-sized enterprises (SMEs) that need customized and long-term assistance to design and implement internationalization strategies.

‘We work with companies facing different challenges,’ says Fabrice Lelouvier, Deputy Head, International Cooperation Department, Business France. ‘But they all need support to implement their international business development plans to export efficiently and effectively.’

Lelouvier adds, ‘This award is a strong recognition of what we have done so far, but it is also a lesson that we as TPOs should always strive to improve and find better solutions for our clients.’

INTERNATIONALIZING MID-SIZE COMPANIES

To boost competitiveness, in 2012 the French government called on Business France, Bpifrance (an investment bank) and Coface (a leader in credit insurance), to jointly support SMEs with high, untapped growth potential for export.

Most mid-size companies, being part of a large French or foreign group were already internationalized. Independent companies have a lower export rate of 16% compared to 22% for the average midsize company. This is due to lack of:

- Export awareness about market opportunities and ways to convert them into sustained business; and
- Appropriate financing for new export programmes.

PARTNERSHIPS GENERATE EXPORTS

Since the Customized Export Boost Initiative (CEBI) was launched in 2013, it has targeted companies with more than 50 employees and at least €100,000 of annual export. After just three years, results are on target: 1,000 companies have enrolled in CEBI, 56% of which have secured a signed or negotiated export contract.



Forty-five full-time account managers work from over 30 Bpifrance regional offices, working with the Bpifrance teams to provide financial support.

‘We support companies that are in a secured financial position thanks to Bpifrance support and need guidance on where and how to export,’ Lelouvier says. ‘We work with them to create and implement international development plans and to help them grow.’

Companies receive information about potential markets and regulatory requirements. They also participate in trade shows and individual missions to targeted markets to meet potential buyers, partners and suppliers.

Bpifrance experts help design finance for their export development plans and deliver risk assessment and insurance solutions. Coaching and follow-up is ongoing.

DEPTH IN EXPERTISE, NETWORKS, PROCESS AND LOCATION

The quality of contact and long-term follow-up between the companies and CEBI team members is critical to the programme’s success. Full-time account managers with expertise in SME internationalization were selected to manage a client account on behalf of the three partners. The 45 account managers, or CAIs (chargés d’affaires international), work from Bpifrance offices across the country, which enables them to be close and accessible to the companies.

To support CAIs and ensure a cohesive implementation of CEBI, the team must follow common processes. To achieve this, a 67-page operational manual is given to project team members at the beginning of their mission.

The manual provides them with the information they need about the spirit and objectives of CEBI, the role and expected input of each partner, the detailed procedures to follow with each company enrolled in CEBI, as well as their role in the monitoring, reporting and impact assessment processes.

INNOVATIVE FINANCIAL INSTRUMENTS

Business France signs a strategic agreement with companies, and its partner Bpifrance offers financial instruments, including:

- An international growth loan to finance export expenses, ranging from €30,000 to €5 million to fund trade missions, salaries and travel expenses;
- An international project guarantee of economic risk up to 50%. If a company needs €1 million to set up an office, Business France guarantees an investment of 50%;
- An advance export credit insurance scheme that grants credit to foreign partners, both buyers and sellers. This ensures Business France’s clients will be paid.



Business France

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“*Business France, Bpifrance made our life easier. Becoming an international leader in a market segment is a long adventure to success. Market studies, customer targeting, connecting us with decision-makers, along with our valued products, services and know-how, have been the key elements of our export success.*”

Soufyane Miloudi
Director of Development, Aubrilam

Aubrilam is an SME based in Clermont-Ferrand, Auvergne, France, that designs and produces eco-friendly furniture and solutions for outdoor spaces such as smart lighting posts, shelters and charging stations for electric vehicles. With an annual turnover of €14.6 million, the company was ready to export.

Aubrilam started collaborating with CEBI in 2013, with the goal to help the company expand beyond Europe to new markets in Maghreb, the Middle East, Asia and the United States. Since then, Business France experts designed more than 12 customized export missions. Aubrilam’s investment of €46,000 in export services paid off – more than €3 million has been billed to new customers in target markets.

Aubrilam benefitted from Business France’s services to secure development loans, export credit solutions on new contracts in the Middle East and Eastern Europe; it used Bpifrance for export insurance. The company was also introduced to the French patent agency to protect its intellectual property rights in these new markets.

The support provided by CEBI enabled Aubrilam to move closer to target markets by opening foreign subsidiaries and communicating with its existing and potential clients through the company’s upgraded website.



01



02



03

AWARDS PRESENTATION CEREMONY

The 2016 TPO Network Awards were presented at a gala ceremony in Marrakech, Morocco hosted by Maroc Export.



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01 The winners from left to right: Mr. Herintsalama A. Rajaonarivelo, Mr. Pedro Beirute Prada, Mr. Axel Baroux

02 Ms. Arancha González and Ms. Zahra Maafiri

03 TPO Network Awards 2016 trophy: designed by Mission Conseil, Rabat, Morocco and produced by Agam Design, Casablanca, Morocco.

04 Gala dinner

05 Ms. Zahra Maafiri

06-08 Gala entertainment

ADJUDICATING PANEL

The Adjudicating Panel, chaired by the ITC Executive Director includes senior representatives of the 2014 winners, and the 2014 and 2016 TPO Network Conference hosts.

Position	Organization	Name
Chair	International Trade Centre	Ms. Arancha González Executive Director
Members	Dubai Exports	Mr. Mohammed Ali al Kamali Deputy Director General
	Enterprise Lithuania	Ms. Simona Gailiunaite Head of Human Resources
	Enterprise Mauritius	Mr. Arvind Radhakrishna Chief Executive Officer
	Spanish Institute for Foreign Trade	Mr. Francisco Javier Garzón Morales Chief Executive Officer
	ProColombia	Ms. Maria Cecilia Obando Vice President of Corporate Planning
	Zambia Development Agency	Mr. Jonathan Simwawa Director Export Development
	International Trade Centre	Ms. Aicha A. Pouye Director, Division of Market Development
Coordinators	International Trade Centre	Mr. Imamo Ben Mohamed Imamo and Ms. Ann Penistan



PREVIOUS CONFERENCES

- The 1st Conference in 1996 in Cartagena, Colombia, addressed the impact of the new multilateral trading system in the wake of the creation of the World Trade Organization.
- The 2nd Conference in 1998 in Santiago, Chile, followed with a closer look at trade promotion tools.
- At the 3rd Conference in 2000 in Marrakech, Morocco, 2,000 participants addressed the challenges of the digital economy and began to review the challenges of public-private partnership and impact assessment.
- The turbulent business environment was the theme of the 4th Conference in Beijing, China, in 2002.
- At the 5th Conference in 2004 in St. Julian's, Malta, participants focused on innovation and practical action as a response to rapid evolutions in global trade.
- The opportunities and challenges for TPOs in global trade were discussed at the 6th Conference in Buenos Aires, Argentina, in 2007.
- The 7th Conference in 2008 in The Hague, the Netherlands, explored key issues for TPOs to remain competitive in the changing international marketplace.
- The 8th Conference in 2010 in Mexico City, Mexico, addressed the impact of TPOs and how to improve and report on their efforts.
- The 9th Conference in 2012 in Kuala Lumpur, Malaysia, explored the innovative approaches TPOs are implementing to meet the challenges of today's new business environment and to prepare for the future.
- Participants at the 10th Conference in 2014, Dubai, United Arab Emirates focused on the role of TPOs in facilitating the internationalization process of SMEs with a specific emphasis on linking trade and investment promotion activities.
- The 11th Conference, Marrakech, Morocco in 2016 focused on the impact and implications on trade, investment and employment imposed by digital technologies, global value chains of the future and the emergence of Africa as the next trade and investment destination.
- The 12th TPO Network World Conference will take place in Paris, France in 2018.

PAST WINNERS

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

ACKNOWLEDGEMENTS

This publication draws from the submissions of the 2016 TPO Network Award winners. It has been prepared with the help of a number of people, both from the winning TPOs and from ITC.

Dianna Rienstra, International Consultant; Natalie Domeisen, Evelyn Seltier, Isabelle Jouve and Kristina Golubic, ITC Communications and Events; Ann Penistan helped to research, write, edit, design and produce this edition of *What Makes a Winner?*

For more information on the TPO Network World Conference and Awards visit: www.tponet.net





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