

PROGRAMME

**Executive Forum on National Export Strategies
Small States in Transition – From Vulnerability to Competitiveness
Port of Spain, Trinidad and Tobago
18 – 21 January, 2004**

Sunday, 18 January

Sunday, 18 January	
11:30	Registration (Savannah Lounge)
17:00	<p>Welcome and Introduction (Hilton Ballroom)</p> <p>Moderator: Brian Barclay, Coordinator, Executive Forum, International Trade Centre</p> <p>Introduction of Participating Strategy Teams</p> <p>Welcoming Addresses</p> <ul style="list-style-type: none"> • Hon. Kenneth Valley, Minister, Ministry of Trade and Industry, Trinidad and Tobago • Winston Cox, Commonwealth Deputy Secretary General • Joseph Smadja, Deputy Executive Director, International Trade Centre • Anthony Hosang, President, Trinidad and Tobago Manufacturers' Association <p>Rules of the Debate</p>
18.30	<p>Group Photograph Visit to ITC Competitiveness Tools Fair (Scarlet Ibis)</p>
19:00	Cultural Evening

Monday, 19 January: A Strategic Approach to Competitiveness and Small States

9.00-12:30

Introductory Proposition:

Vulnerability and Competitiveness of Small States: The Need for a Unique Strategic Framework

This session will set the scene for the entire debate by emphasizing the need for small state strategy-makers to pursue a unique approach to competitiveness. The focus will be on identifying the principal issues that affect, and constrain, the competitiveness of small states and on reviewing possible strategic responses.

The session will begin with three presentations. The first will assess the vulnerability of small states with particular emphasis on the implications for these states of globalization and evolving trade patterns and business practices. The second presentation will review issues associated with the costs of doing business in small states. The third presentation will concentrate on developing the framework of a competitiveness strategy for small states and will include references to competitiveness benchmarking.

Two participating national strategy teams will then respond to the proposition that small states must tailor their export development initiatives to this unique strategic framework. Each team will present its country's approach, highlighting their experience and lessons learned. The key issues, and relevant responses, will then be discussed through table discussion and open debate.

Moderator:

Joseph Smadja, Deputy Executive Director, International Trade Centre

Commonwealth Secretariat

Commentators:

- Eliawony Kisanga, Deputy Director, Economic Affairs Division, Commonwealth Secretariat
Vulnerability of Small States
- Roman Grynberg, Deputy Director, Economic Affairs Division, Commonwealth Secretariat
The Cost of Doing Business in Small States
- Ganeshan Wignaraja, Head, Competitiveness and SME Strategy, Maxwell Stamp plc.
A Conceptual Framework of Competitiveness for Small States

Team Commentators:

- Guyana
 - Geoffrey de Silva, Chief Executive Officer, Guyana Office for Investment and Export
and
 - Komal Samaroo, Managing Director, Demerara Distillers Ltd.
- Fiji
 - Isireli Koyamaibole, Permanent Secretary, Ministry of Commerce, Business Development and Investment
and
 - Jesoni Vitusagavulu, Managing Director, TOPtier Management Consultancy Ltd.

Table Discussion

Open Debate

Summary and Conclusions

12:30-14:00

Lunch

Competitiveness Tools Fair (Team Consultation and Tools Demonstration)

Monday, 19 January: A Strategic Approach to Competitiveness and Small States (continued)

14.00 – 17:00

Second Proposition:

National Export Strategy: Scope, Focus and Process

The discussion will concentrate on the overall approach to export strategy design and the identification of related “best practice” in the context of small states. It will assess the supposition that a strategic approach to export development is a pre-requisite of sustained improvement in export performance. Points of debate will include:

- *The paradox that export strategy requires an “inward” orientation*
- *The “core” of export strategy lies at the sector-level*
- *The value-chain represents the most effective means by which to set strategic priorities*
- *The private sector should take the lead in preparing sector-level strategies and identifying intra-sectoral priorities, while the public sector must set inter-sectoral priorities*
- *The success of strategy depends upon the health of the public-private sector partnership and the quality of business advocacy.*

Moderator:

Winston Cox, Commonwealth Deputy Secretary General

ITC Commentators:

- Brian Barclay, Coordinator, Executive Forum, ITC
Why Strategy and the Key Issues of Scope and Focus
- Anton Said, Senior Officer on National Export Strategy, ITC
Process: The Critical Consideration

Team Commentators:

- Papua New Guinea
 - Nagora Y Bogan, KBE, Director, Niuginin Cocoa Factory
 - Jonathan Soten, Secretary Department of Trade and Industry
and
 - Ivan Pomaleu, Managing Director, Investment Promotion Authority
- Botswana
 - Gaylard Kombani, Deputy Permanent Secretary, Ministry of Trade, Industry, Wildlife and Tourism
and
 - Iqbal Ebrahim, President, Botswana Confederation of Commerce, Industry and Manpower (BOCCIM)

Table Discussion
Open Debate
Summary and Conclusions

17:00 – 18:30

Competitiveness Tools Fair (Team Consultation and Tools Demonstration)

Tuesday, 20 January: Strategic Balance and Alternatives			
9:00-12:30	<p>Third Proposition: <u>Export of Services: High Potential or Wishful Thinking</u></p> <p><i>The session will debate the proposition that the development of export capacities within the services sector, and particularly the professional and business services sub-sector, is a key to the transition from vulnerability to competitiveness. A series of case analysis and “best practice” scenarios will be presented, including those relating to:</i></p> <ul style="list-style-type: none"> • Capacity assessment • Market entry strategies for small states • The creation of in-country and cross-border alliances • Developing international profile and credibility • The role of the public sector in supporting and expanding exports of services. <p>Moderator: Pierre Berthelot, Deputy Director, Special Advisory Services Division, Commonwealth Secretariat</p>		
	<table style="width: 100%; border: none;"> <tr> <td style="vertical-align: top; width: 50%;"> <p>Commentators:</p> <ul style="list-style-type: none"> • Doreen Conrad, Head Trade in Services Unit, ITC <i>A Competitive Approach to Services Export: Issues and Responses</i> • Dorothy I. Riddle, President & CEO, Service-Growth Consultants Inc. <i>Services Sector Strategy: ‘Best Practice’ Response</i> • Christopher Stevens, Professor, Institute of Development Studies, University of Sussex <i>Approaches for Export Services Diversification</i> </td> <td style="vertical-align: top; width: 50%;"> <p>Team Commentators:</p> <ul style="list-style-type: none"> • Malta <ul style="list-style-type: none"> • Stephen Sultana, Chief Officer, Malta Enterprise and • Joe Pace, Vice President, Malta Federation of Industry • Jamaica <ul style="list-style-type: none"> • Veniece Pottinger, Executive Director (Services), Jamaica Promotions Corporation (JAMPRO) • Hernal Hamilton, Vice President Jamaica Exporters Association and • Sacha C. Vacciana Trade & Environment Officer Private Sector Organisation of Jamaica </td> </tr> </table> <p>Table Discussion Open Debate Summary and Conclusions</p>	<p>Commentators:</p> <ul style="list-style-type: none"> • Doreen Conrad, Head Trade in Services Unit, ITC <i>A Competitive Approach to Services Export: Issues and Responses</i> • Dorothy I. Riddle, President & CEO, Service-Growth Consultants Inc. <i>Services Sector Strategy: ‘Best Practice’ Response</i> • Christopher Stevens, Professor, Institute of Development Studies, University of Sussex <i>Approaches for Export Services Diversification</i> 	<p>Team Commentators:</p> <ul style="list-style-type: none"> • Malta <ul style="list-style-type: none"> • Stephen Sultana, Chief Officer, Malta Enterprise and • Joe Pace, Vice President, Malta Federation of Industry • Jamaica <ul style="list-style-type: none"> • Veniece Pottinger, Executive Director (Services), Jamaica Promotions Corporation (JAMPRO) • Hernal Hamilton, Vice President Jamaica Exporters Association and • Sacha C. Vacciana Trade & Environment Officer Private Sector Organisation of Jamaica
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12:30-14:00	<p>Lunch Competitiveness Tools Fair (Team Consultation and Tools Demonstration)</p>		

Tuesday, 20 January: Strategic Balance and Alternatives (continued)

14.00 – 17.00

Fourth Proposition:

Redefining Tourism as an Export and Development Opportunity

This session deals with the strategic issues of developing a viable tourism sector that contributes both to national export and economic development objectives. Key “best practice” scenarios to be highlighted include:

- *Sustainability and other tourism strategy essentials*
- *Value-addition and value-retention*
- *Linkages with “creative and cultural industries” with export potential*
- *Segmenting the clientele*
- *Differentiation through marketing and promotion.*

ITC’s new Tourism Strategy Support Tool will be introduced at this session.

Moderator:

Peter Walters, Director, Division of Product and Market Development, ITC

Commentators:

- Auliana Poon, Managing Director, Tourism Intelligence International, Germany
Competitive Strategies: Lessons for Small Tourism-Dependent Economies based on the Caribbean Experience
- Luther Miller, Director - Marketing, Caribbean Tourism Organization, Barbados
Trade and Tourism: A Competitive Linkage?
- Ken Robinson, CBE, Managing Director, Leisure, Recreation & Tourism Ltd., UK
Sustainable Tourism Development: Issues and Responses

Team Commentators:

- Trinidad and Tobago
 - Brian Harry, President, Tourism and Industrial Development Company of Trinidad and Tobago
- Namibia
 - Gideon Shilongo, Chief Executive, Namibia Tourist Board
 - Annascy Mwanyangapo Ag. Director Ministry of Trade & Industry
 - Phillip H. Namundjebo Offshore Development Company
- and
- Tarah N. Shaanika, Chief Executive Officer, Namibia Chamber of Commerce and Industry (NCCI)

Table Discussion

Open Debate

Summary and Conclusions

17:00 – 18:30

Competitiveness Tools Fair (Team Consultation and Tools Demonstration)

Wednesday, 21 January: Institutional Implications of Competitiveness

09.00 – 12.30

Fifth Proposition:

Managing the Trade Support Network

The session reviews “best practice” for structuring, strengthening and managing the institutional support for national export strategy. Given the unique circumstances of small states, particular attention will be given to the issue of combining the export, investment and tourism development/promotion functions, and the implications for the national trade support network. Other key issues to be debated will include:

- *The need for a national competitiveness network*
- *Addressing institutional weaknesses*
- *Who coordinates? - The role of a National Export Council*
- *The role of a Competitiveness Council*
- *The “one-stop-shop” versus the “first-stop-shop”*
- *Combining export, investment and tourism promotion: The advantages and the dangers*
- *Monitoring performance and impact.*

Moderator:

Brian Barclay, Coordinator, Executive Forum, International Trade Centre

Commentators:

- Ganeshan Wignaraja, Head, Competitiveness and SME Strategy, Maxwell Stamp plc.
“Best Practice and Strategic Implications”
- Anton Said, Senior Officer on National Export Strategy, ITC
“Best Practice- What Case Studies Recommend ”

Team Commentators:

- Mauritius
 - Elizabeth L.C.Y. Ah Chong, Director, Mauritius Industrial Development Authority (MIDA) and
 - Rajendra Tagore Servansingh, Deputy Secretary General, Mauritius Chamber of Commerce and Industry
- Belize
 - Marnie Santana, Manager, Export Promotion Department, Belize Trade and Investment Development Service (BELTRAIDE) and
 - Fidel Luciano Cuellar, Director, Citrus Products of Belize Ltd

Table Discussion

Open Debate

Summary and Conclusions

12.30 – 14.00

Lunch

Competitiveness Tools Fair (Team Consultation and Tools Demonstration)

Wednesday, 21 January (continued) Summing Up	
14.00 – 16.00	<p>“Best Practice” for Small States</p> <p><i>At this session the key issues reviewed and conclusions reached during the debate will be reviewed. The ideas generated will be incorporated into the Executive Forum Report, which will be made available to all participants through the Commonwealth Secretariat and Executive Forum web sites. Conclusions that are likely to be of particular interest to decision-makers in small states include those relating to:</i></p> <ul style="list-style-type: none"> • <i>The Strategic Framework for Sustained Competitiveness and Export Development</i> • <i>The Strategic Priority – Scope, Focus or Process</i> • <i>Services Exports – Expansion and Diversification</i> • <i>Tourism “Exports” – Balancing Commercial and Developmental Objectives</i> • <i>The Trade Support Network – Modalities for Institutional Development</i> <p>Chairperson: Hendrick Roelofsen, Director, Division of Technical Cooperation Coordination, International Trade Centre</p> <p>Co-Moderators: Olga Jonas, Small States Program Manager, World Bank Elisabeth Parsan, International Trade and Competitiveness Consultant</p>
16:00	Close of the Debate