



## *Canada-Indonesia*

*Trade and Private Sector Assistance Project (TPSA)*

Trade in Services and Services Export Promotion Workshop

### Session 7:

## Coalitions of Service Industries



The Conference Board  
of Canada



Government  
of Canada

Gouvernement  
du Canada





## Session 7

# Coalitions of Service Industries

- What is a Coalition of Service Industries
- Indonesia Services Dialogue (ISD)
- Key Stakeholders
- Common Features of a Coalition
- CSI Services and Strategies
- Creating and Sustaining a Coalition of Service Industries
- Case Study – Caribbean Network of Service Coalitions
- Case Study - CSI Sustainability Framework

# What is a Coalition of Service Industries?

A service coalition is an organization of stakeholders related to the services sector who may have diverse sub-sectoral interests, but who share common industry-wide objectives – namely the development of the service industry.

Ultimately, the role of a Coalition of Service Industries is to enhance the international competitiveness of their national services sector and increase exports.



# Indonesia Services Dialogue

- Indonesia's leading dialogue forum for services sectors
- Leading firms, professional business associations, and academicians
- Umbrella organization designed to strategically represent the voice and bring together service firms and services associations, with the consultative support from the Government as well as research institution on policy, regulatory, and export issues of interest.

**Mission:** *“Promoting Growth and Greater Efficiency of Indonesia Services Sector”*





# Key Stakeholders Working Together

## Government

- A more pro-services government culture
- Improved knowledge and responsiveness
- Better services policies

## Trade Negotiators

- Better informed negotiating positions
- Improved trust
- Improved implementation

## Business Associations

- Increased advocacy power
- Higher-quality member services associations
- Promoting export oriented services
- Better coordinated services strategies
- Networking

## Service Providers

- Improved awareness and of and representation for policy issues
- Access to improved information on opportunities
- Capacity-building activities
- Enhanced credibility



## Common Features of a Coalition

- Collecting services data and statistics
- Trade in services public awareness campaigns
- SME services skills upgrading programmes
- Services SME internationalization programmes
- Enhancing government relations
- Advocating for an enabling environment for competitiveness in services at home and abroad





## Publication available from the International Trade Centre (ITC)

- Why coalitions?
- How are coalitions structured?
- What are the common features?
- How are coalitions formed?
- Primary areas of coalition advocacy
- How coalitions achieve policy reform
- How coalitions manage public relations
- Member benefits
- How coalitions remain financially sustainable

*Written by: Linda Schmid for ITC Geneva*

<http://www.intracen.org/itc/publications/>

### CREATING COALITIONS OF SERVICES INDUSTRIES







## Publication available from the International Trade Centre (ITC)

- Understanding trade in services
- Features and benefits of a coalition
- Structuring a support system
- Research and analysis
- Raising awareness
- Enhancing competitiveness
- SME internationalization
- Enhancing government relations
- Lobbying for regulatory best practices
- Building hubs of services excellence

*Written by: Michelle Hustler for ITC Geneva*

<http://www.intracen.org/itc/publications/>

### SUSTAINING COALITIONS OF SERVICES INDUSTRIES



TRADE IMPACT  
FOR GOOD





# Coalitions Meet at the Global Services Summit



## Listing of Coalitions Worldwide

- Antigua and Barbuda Coalition of Service Industries [www.abcsi.org](http://www.abcsi.org)
- Australian Services Roundtable <http://www.servicesaustralia.org.au/>
- Barbados Coalition of Services Industries. Available from <http://bsci.org.bb/>
- Belize Coalition of Service Industries [www.bcsip.org.bz](http://www.bcsip.org.bz)
- Brazil Association of Information Technology and Communications Companies. Available from <http://www.braascomglobalforum.com/>
- Business New Zealand. Available from <http://www.businessnz.org.nz/>
- Canadian Services Coalition. Available from <http://www.chamber.ca/advocacy/canadian-services-coalition/>
- Caribbean Network of Service Coalitions [www.c-nsc.org](http://www.c-nsc.org)
- China Association of Trade in Services. Available from [www.catis.org.cn/english/english/default.asp](http://www.catis.org.cn/english/english/default.asp)
- Coalition of Service Industries Malaysia. Available from <http://csim.com.my>
- Coalition of Service Industries. Available from <http://www.servicescoalition.org>
- Dominica Coalition of Service Industries. Available from <http://www.dominicacoalition.org/>
- European Services Forum. Available from <http://www.esf.be/>
- Hong Kong Coalition of Service Industries. Available from <http://www.hkcsi.org.hk/>
- Indonesia Service Dialogue. Available from <http://indonesiaservicedialogue.wordpress.com>
- Jamaica Coalition of Service Industries. Available from <http://jamaicacsi.org/>
- Japan Business Federation. Available from <http://www.keidanren.or.jp/en/bbscom/>
- Meeseem. Available from <http://www.meeseem.in/>
- Philippine Services Coalition. Available from <http://www.competitive.org/philippine-services-coalition>
- Taiwan Coalition of Service Industries. Available from <http://www.twcsi.org.tw>
- The Caribbean Network of Service Coalitions. Available from <http://c-nsc.org/>
- The City UK. Available from <http://www.thecityuk.com>
- Trinidad and Tobago Coalition of Services Industries. Available from <http://www.tbsi.org/>



# Examples of Coalitions (developed countries)



## US Coalition of Service Industries

Funded by corporate members

Main activity: advocacy



## European Services Forum

Funded by corporate members and member countries

Main activity: advocacy



## Canadian Services Coalition

Co-located with Canadian Chamber of Commerce

Main activities: advocacy, FTA



# CSIs in Developing Countries

## Similar Challenges

### Challenges

- Insufficient staffing
- Insufficient financial resources
- Insufficient material resources (training aids)
- Lack of monitoring and impact assessment (opportunities from donors, fee-for-service - private sector and government)
- Lack of clear strategies and work plans, in particular sustainability plans
- Over-dependency on donor and government funding

### What are the solutions?



# Case Study



The Caribbean Network of  
**Service Coalitions**



# CSI Strategies and Services

Strategies				Services
Raising Awareness	Capacity Building	Advocacy	Export Promotion	Newsletters Networking Events Training Advocacy Support Market Research Trade Missions Policy Development Association Building & Strengthening
				...and many more



## The Caribbean Network of Service Coalitions (CNSC)

RAISE AWARENESS  
OF THE IMPORTANCE  
OF THE SERVICES  
SECTOR AT NATIONAL/  
REGIONAL LEVEL

DEVELOP EXPORT  
PROMOTION  
PROGRAMMES

ADVOCATE FOR THE  
DEVELOPMENT OF  
THE SERVICES SECTOR  
/PRIVATE SECTOR  
CAPACITY-BUILDING

SUPPORT INSTITUTIONAL  
STRENGTHENING FOR  
THE SERVICES SECTOR  
(ASSOCIATIONS AND  
COALITIONS)



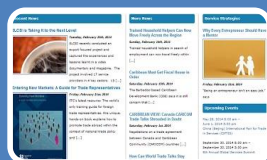
### Eleven (11) Member Countries

Antigua & Barbuda, Belize, Barbados, Dominica,  
Dominican Republic, Grenada, Jamaica, Saint Lucia,  
St. Vincent and the Grenadines, Trinidad & Tobago





# Current Communication Initiatives



## WEBSITE

- Providing updates on a regional basis
- Regular additions to 'Resources' and other sections of the website
- Structural updates as required



## NEWSLETTER

- End of 2011 – 150 people on mailing list
- End of 2013 - 1187 people on mailing list
- Circulated monthly



## FACEBOOK

- End of 2011 – 85 'LIKES'
- End of 2013 - 236 'LIKES'
- Average 4+ posts per week



## SERVICES SCOOP

- 2012 Edition – 8 contributors / 18 submissions
- 2014 Edition – 46 contributors / 48 submissions
- 2015 Edition – interested new contributors include ICTSD, ESF, MSG Secretariat



# CNSC's Services Scoop Magazine

Services Scoop is the Caribbean region's trade in services magazine. The objective of this publication is to raise awareness on the value of the services sector and the potential of trade in services and thereby encourage more support in the development of both.



2014



2013



2012

Free download: [www.c-nsc.org](http://www.c-nsc.org)

# SME Export Readiness Training



NEW TRAINING  
PROGRAMME  
COMING  
SOON!

The benefits of exporting services are enticing: increased profits and foreign exchange earnings, the opportunity to specialize, improved competitiveness and enhanced credibility, to name just a few. But you're too small to export... Right? **WRONG!**

There is a common misconception that services providers require large start-up capital, numerous employees or large financial investments to export. This is not true. Small service providers, like you, need to be nimble, flexible, innovative and most of all, prepared. **SERVICES Go Global** can help.

## STEPS TO EXPORTING



### PREPARING YOUR BUSINESS

Understanding Trade in Services  
Assessing Your Export-Readiness  
Developing Your Export Plan



### CONDUCTING MARKET RESEARCH

Researching Markets  
Researching Sectors  
Gathering Market Intelligence



### DEVELOPING A MARKETING STRATEGY

Starting with a Marketing Plan  
Developing an Online Strategy  
Making the Sale



### ENTERING THE MARKET

Market Entry Options  
Traveling to the Market  
Financing and Contracting

## 25 Certified Instructors in 10 countries

### FORMAT

4 STAGES • 12 MODULES • 60 COMPETENCIES • CERTIFIED TRAINERS •  
GRAPHIC PRESENTATIONS • TOOLS • TEMPLATES • EXERCISES

### PARTICIPANTS

**SME SERVICES FIRMS:** Creative Industries, Management Consultants, ICT, Marketing and Communications, Business Process Outsourcing, Professional Services, Business Services, Construction Related, Health Related, Travel Related, and many more • Government • Business Support Organizations • Sector Associations

For more information on training dates and costs, contact your national coalition of service industries or visit the CNCSC website - [c-nsc.org](http://c-nsc.org).

100%  
recommend  
by participants  
in the pilot  
sessions



SERVICES Go Global has been made possible through the generous support of the Caribbean Export Development Agency and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).



# Regional Support

Many agencies have extended support to the regional services sector development efforts:

- National Governments
- CARICOM Secretariat
- Caribbean Export Development Agency
- European Development Fund
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Commonwealth Secretariat
- Caribbean Development Bank (CARTFUND)





## Case Study: Project to Enhance Sustainability of the CSIs

### Four Strategic Priority Areas



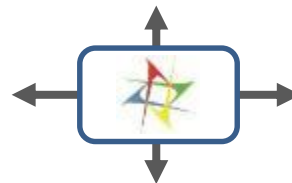


## CSI Sustainability Framework

Programmes & Services	
<b>Strategic Goals:</b> <ul style="list-style-type: none"> <li>Export development</li> <li>Business case analysis and implementation</li> <li>Revenue generation</li> </ul>	
Initiative	Measures
Services Export Training	\$ # courses, participants Impact
Continuous Professional Development	\$ # courses, participants, successful graduates, impact
Networking events	\$ # events, # part.
Consulting services	\$ # consulting partners, # projects
B2B Matchmaking	\$ # opportunities
Trade Missions	\$ #/year, # participants # new opportunities, # new partners
Proposal Writing	\$ consulting partners # export opportunities realized
Virtual Office, Meeting Rooms, Online Platforms	\$ service offerings, clients

Organizational Development	
<b>Strategic Goals:</b> <ul style="list-style-type: none"> <li>Organizational effectiveness</li> <li>Maximum impact</li> <li>Sustainability</li> </ul>	
Initiative	Measures
Strategic Plan	Developed and adopted, % implementation, regular organizational monitoring and evaluation
Governance	Board management, bylaws, relevance, leadership
Financial Management	Balanced budget
Human Resources	Staff, short-term contracts, Interns, Competencies/Skills
Strategic Alliances	Gov't, Regional, Int'l, CNSC

Communications	
<b>Strategic Goals:</b> <ul style="list-style-type: none"> <li>Positioning for growth and revenue generation</li> <li>Visibility and credibility</li> <li>Outreach and momentum</li> </ul>	
Initiative	Measures
Communication Plan	Stakeholder messaging, positioning, standards, member relations, predictability
Customer Relationship Management	Stakeholders, customers Percentage accuracy and completeness
Communication Channels: digital, print	Timeliness, Relevance, Results-oriented, Predictable, Monitored
Government Relations	Collaboration on resolving issues, influence, focal points
Regional & Intl Communications	Committees, Formalized relationships, Regional collaboration



Sector Development	
<b>Strategic Goals:</b> <ul style="list-style-type: none"> <li>Sector strengthening and stakeholder engagement</li> <li>Formation of new associations</li> <li>Revenue generation</li> </ul>	
Initiative	Measures
Association membership	\$ Core services Fee for service
Sector Analysis	\$ Data collection, Analysis
Sector Roadmaps	\$ Strategies
Sector Projects	\$ Donor or govt funded

Source: Global Links Network





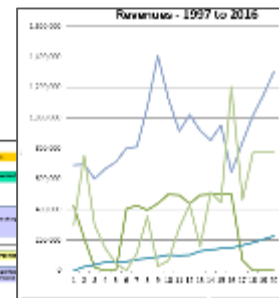
# Sustainability Tools

# Sustainability Framework (the menu)



# Workplans

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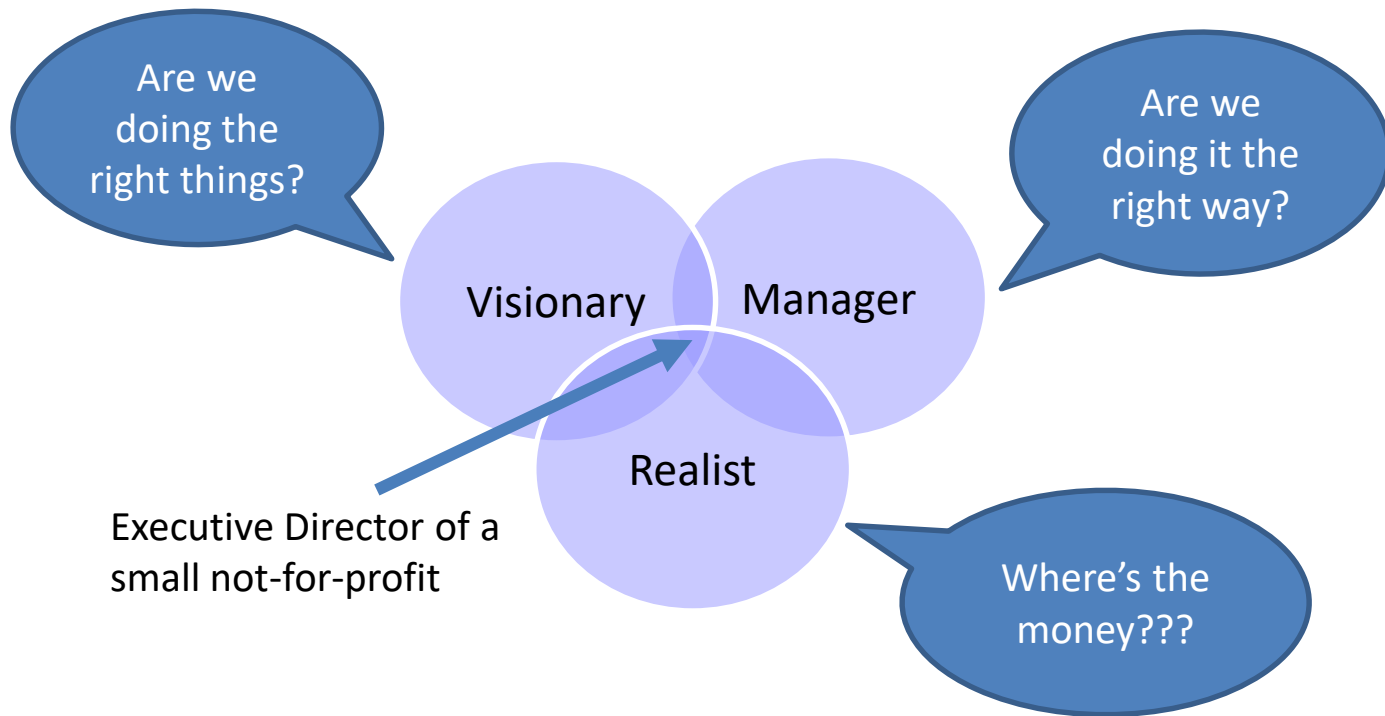


## Organizational Development - Governance

Governance Model		Current	Future
Operational	Directors do the work of the organization, and well as governing it.		
Management	Directors manage the operations, but have staff provide support.		
Traditional	Directors govern and oversee operations through Committees, and delegates management functions to the senior staff officer.		
Leadership	Directors set direction for the organization, and senior staff officer is responsible managing results and is provided broad freedom to determine the means that will be implemented to achieve results (the FITT model).		
Fundraising	Directors focus on fundraising.		
Advisory	Directors generally chosen by the CEO and is managed by the CEO.		



## 3 Characteristics of a Good Team





# Cost/Benefit Analysis

A Cost/Benefit Analysis demonstrated that the CSI can offer Export Training and generate new revenue for the CSI while building the capacity of its SME members

Cost/Benefit Analysis - Service Export Training Program									
BCSI - Barbados		Model A: Full day sessions (with lunch)							
		1 day for each of 4 stages					# days /month	# days /quarter	# days /year
# days		1					4	12	48
US									
<b>Revenue</b>									
Participant fee/day	100								
# participants/class		8	10	12	15	20	12	12	12
# student days							48	144	576
Total Revenue		800	1000	1200	1500	2000	4800	14400	57600
<b>Direct Costs</b>									
Trainer	200	200	200	200	200	200	800	2400	9600
Room rental w projector	200	200	200	200	200	200	800	2400	9600
Refreshments + lunch	30	240	300	360	450	600	1440	4320	17280
Printing (.20/page, 50 pages)	10	80	100	120	150	200	480	1440	5760
Direct Costs		720	800	880	1000	1200	3520	10560	42240
<b>Gross Profit</b>									
		80	200	320	500	800	1280	3840	15360



# Workplan 1.1 Strategic Plan

#	Initiative	Current status	Target	Priority	Lead role	Estimated level of effort by CSI	External resources required	Timeline	Projected impact on sustainability
1.1	Strategic Plan								
<b>DESCRIPTION OF THE INITIATIVE</b>									
Development and Implementation of the Coalition's Strategic Plan (or integration of sustainability strategies into existing plan)									
<b>OBJECTIVES</b>							<b>EXPECTED OUTCOMES</b>		
1. To develop a Strategic Plan that will guide the activities of the CSI, with a particular focus on relevance, growth and sustainability. 2. To implement strategic initiatives within the Strategic Plan within specific timeframes, while continuing to update and monitor as the organization grows and changes.							Full implementation, regular organizational monitoring and evaluation		
<b>ACTIVITIES</b>						<b>TOOKE</b>	<b>WHO</b>	<b>WHEN</b>	<b>STATUS</b>
1.	<b>STRATEGIC PLAN</b> If you do not currently have a formal strategic plan, this is the first place to start. A sample has been provided in the toolkit for your use. Identify board members who can dedicate the time and effort to this important development phase. Refer to "How to Create a Strategic Plan" in your toolkit. If you currently do have a strategic plan, refer to the various documents in the toolkit to integrate sustainability strategies into your existing plan. You may wish to incorporate your own Sustainability Tips using the example provided by FITT.					✓			
2.	<b>STRATEGY MAP</b> This can be a useful tool to help you to develop your strategic plan. It will provide your organization with a high level view of your organization and can help direct your efforts in strengthening the organization. Refer to the model developed by FITT.					✓			
3.	<b>1 PAGE BUSINESS MODEL</b> In approximately 1 page, this summary helps to keep you focused on the important elements of your strategy – goals, strategies, activities and the all-important 'make or break' position. Refer to the FITT example in the toolkit.					✓			
4.									

**Revenues - 1997 to 2016**

Legend:

- Rent Commercial Real Estate
- Franchising
- Food & Beverage Sales
- Rent Property

[illegible]

Governance Model	Current	Future
Operational	Directors do the work of the organization, instead of governing it.	
Management	Directors manage the operations, but have staff provide support.	
Traditional	Directors govern and oversee operations through committees, and delegate management functions to the senior staff culture.	
Leadership	Directors are direction for the organization, and senior staff is responsible for managing results and is provided the freedom to determine the extent that is the empowerment to achieve results (the MIT model).	
Participating	Directors focus on benchmarking.	
Advisory	Directors generally chosen as the CEO and are managed by the CEO.	

International Business Strategy

Internationalism: central aspect of excellence = global business format: success in excellence

Enlighten the profitability of trade = international trade: possibilities by offering: previous knowledge, local resources, standards, etc. conditions

Equip individuals to support their businesses in international trade.

**Success Strategy**

- flexibly individualize partnerships
- Quality, economy and accessibility of knowledge

**Productivity Strategy**

- systems processes in place to deal with the changing needs of customers + stakeholders
- optimize technology to meet customer

Financial	Customers + Stakeholders	Business Processes	Organizational Capacity
<b>Directly-revenue</b> <b>Manage cost-structure</b> <b>Real management + ROI</b>	<b>Increase customers and satisfaction</b> <b>Enhance Brand Perception</b>	<b>Currency of IP</b> <b>Optimization of technology and information systems</b>	<b>High performance /</b> <b>Extensive improvement</b>

Source: Patrick Van International Trade Policy (2010, 2002)

[illegible][illegible]





## Stakeholder Matrix

[illegible]

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## Communications Plan

[illegible]

## Communication Channels

Themed/ Description of Activity	Self- assessment	External assessment	Teacher
1. Welcome to - Parents (check-in)			
2. Icebreaker			
3. Names rotation			
4. <i>Parade and other verbal works</i> (Parade, Airplane)			
5. Read			
6. Press to learn			
7. Press to learn			
8. Video			
9. Read marketing			
10. Video speaking			
11. Parental presentations			
12. Informal come and see			
13. Other			

## Product/Service Brief

Education is critical to the development of any of NTT's Tephlo products. For the full discussion, see the entire ENR Technical Series.

### Online Student Profile Quiz

1. Measure Intelligence
2. Measure Personality
3. Measure Intelligence
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99. Measure Intelligence
100. Measure Personality

The label value is unique for every page within a specific identity group by definition, as within a group, no two pages can share the same identity value. However, it is not unique across all identities, as the same identity value can be used for different pages within different identity groups.

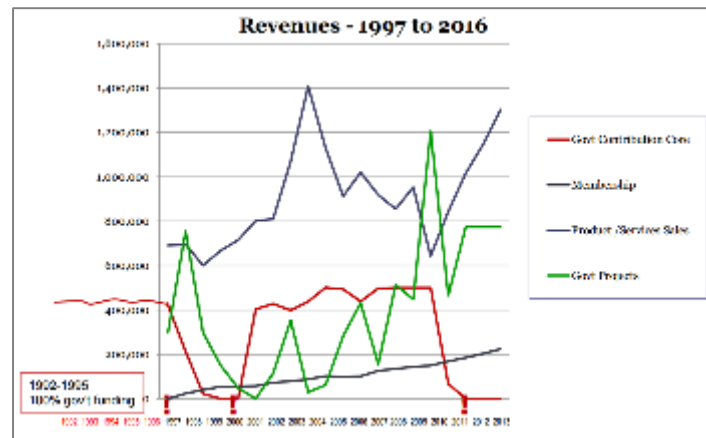
## Database and CRM System

Evaluation  
Design  
Pilot  
Implement



## Making the transition from Operational Funding to Project Funding

- Longer term thinking
- Building strong relationships
- Identifying niches
- Find out where the program funding is
- Align with your objectives
- Share and exchange information
- Ask if they would be receptive to a proposal
- Partner with subject matter experts
- Submit proposal
- Project milestone meetings





## Group Discussion

Do you now  
better  
understand  
how Coalitions  
of Service  
Industries  
work?

What was the  
most interesting  
thing you  
learned in this  
module?

Next steps?