

This paper sets out the general case for TPOs to reach beyond their traditional scope of trade promotion activities to meet the challenge of facilitating integrative trade³ in the Internet age. It draws on a survey of well-established integrated trade service leaders, with a particular focus on electronic trade finance. The observations from the survey are placed in a conceptual framework to facilitate analysis on the basis of which operational suggestions and recommendations for TPOs can be derived, and areas for further and more detailed research can be identified.

Background and Methodology

Trade facilitation functions and institutions

The various functions and services that enter into trade facilitation can usefully be sorted into two groups based on whether they are provided prior to a sale (front-end or upstream) or following the sale (fulfillment or downstream):

- a) Global Trade Development (GTD) activities support the front end of transaction development; these include:
- Electronic marketplace facilities, including trade portals/samples, virtual trade shows and electronic catalogues.
 - Exporter and importer missions.
 - Country image building (e.g., advertising, promotional events, advocacy).
 - Firm-specific export support services (e.g., exporter training, technical assistance, capacity building).
 - Provision of market intelligence, market research and publications (including general sector and firm-level information⁴), qualifications search.
 - Legal and contractual services.
 - Customer Relationship Management (CRM) services.

³ The "integrative trade" terminology/model has been outlined by Export Development Canada (EDC) in various publications and in successive EDC Corporate Plans. See, for example, EDC, *Anticipating Needs, Delivering Results: EDC in an Evolving Trade Environment*, Submission to the 2008 Legislative Review of the Export Development Act, May 2008.

⁴ See for example Lederman et al. (2007).