



THE TOOLS & ROAD MAP FOR
SME PROSPERITY
IN THE 21ST CENTURY

JOINTLY ISSUED
ADFIAP ANNUAL MEETING
APRIL 2011

PREFACE

Small and medium-sized enterprises (SMEs) have become a global call for action. They represent everything the Global Financial Crisis did not. “Too big to fail” was the sound and fury of the crisis, with financial problems afflicting Wall Street banks and major corporations. Looking ahead, all agree that SMEs must become a bigger part of the economy to reduce economic dependence on big companies and thus lend greater economic stability. SMEs also represent powerful drivers of innovation and sources of jobs, both of which must be the guiding goals of the new economic order. To take their place, however, SMEs must have the 21st century tools they need to trim costs, sell products in national and international markets and, above all, get the financing they desperately need.

The Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) and the Global Coalition for Efficient Logistics (GCEL) have joined forces because we believe the new economic order must be founded on prosperous SMEs. It must also be founded on expanding trade, the globe’s most powerful engine of sustained economic growth. We believe that prosperous SMEs and sustained economic growth through trade are not mutually exclusive pillars in the new economic order. Restarting the world’s trade engine and helping the world’s 500 million SMEs thrive both seem like daunting challenges at a time when memories of the crisis persist. Yet, in what is surely a sign of profound serendipity, the key to expanding trade is exactly the same key to making SMEs more prosperous—a digital platform for trade and commerce spanning the globe.

We are committed to making this digital platform and its associated tools available to SMEs the world over. Our organizations bring a rich complement of strengths to this effort. ADFIAP’s members provide financial services in countries that represent roughly two-thirds of the world’s SMEs. Many of their members have been pioneers in meeting the financial needs of SMEs, providing the framework for innovations such as microfinance in India. Based in Switzerland, GCEL is a nonprofit public/private partnership whose mission is to provide the tools and road map to build a 21st century digital platform for trade and help public and private leaders spur regional and global economic development in the process.

Our world must return to sustained economic growth. The great problems we face can be solved in no other

way. That compelling need motivates us to act. We have the tools and road map to start, and we have the players needed to succeed.

In short, we have a winning formula to achieve 21st century SME prosperity, fueling economic growth and lifting hundreds of millions out of poverty. This publication describes that formula. The program that delivers the tools and the road map for SME prosperity is **HumaWealth**. This publication tells its story and how it will transform the future of 500 million SMEs around the world.

EXECUTIVE SUMMARY

The Global Financial Crisis has ushered in a new economic order—one where the limits of debt are clear, and innovation and productivity are paramount. The seismic proportions of the crisis shook the very foundations of the global economy. While the rebuilding is far from complete, one thing is clear: The new economic order will not resemble what stood before. The G20 replacing the G8 gave us proof of that. And in their annual meetings, the G20 leaders have identified two pillars for sustaining economic growth: Trade and SMEs.

Restarting the global trade engine

The record of the past half century is unequivocal: There is no engine like trade to spur gains in economic well being around the world. When trade grows, economies grow, jobs increase, and incomes rise. The question is how to restart a global trade engine that is still sputtering.

Restarting the global trade engine is a big task, one that depends critically on rebalancing the huge trade balances that persist. Yet this very rebalancing can launch new waves of beneficial trade expansion that support tens of millions of new jobs. The key is to spark new trade connections with high, medium, and low income countries.

These vital trade connections have not been made for two reasons. No one has presented a compelling win-win proposition that shows how *all* benefit from expanding trade. And few have recognized that our world's trade pipelines are clogged and inefficient. The result is that the cost of moving products around the world is massively higher than it should be. The landed import and export costs represent roughly 11% of global merchandise trade, compared with the 6% associated with peak efficiency.

The leaders of developed, emerging, and developed nations in every region must both see and believe a value proposition that grows the pie for everyone. And a way must be found to build a far more efficient trade pipeline. This provides the efficiency spark that can be the real catalyst to trade expansion and sustained economic growth.

Helping SMEs connect with global markets

SMEs have taken center stage in the global policy dialogue. SMEs are powerful drivers of innovation

and sources of jobs, both of which are critical to economic progress. They represent the best path out of poverty for hundreds of millions of the world's poor. And, when they thrive, SMEs provide government budgets a growing portion of tax revenues.

No one doubts these benefits. The real question is how to overcome the biggest problem facing SMEs all over the world: connecting them with national and international markets. In a word, most of the world's 500 million SMEs are *isolated*—disconnected from global markets. And the only way small firms can expand sales is to go global—an extremely difficult task.

Going global is difficult because trading partners in the rest of the world select SME sellers on the basis of their business excellence. In other words, buyers expect SMEs to be both efficient and transparent. And even if SMEs reach these thresholds, they often have trouble simply getting their products to distant markets; they must often overcome what seems like a logistics maze. Above all, they often lack the one thing that lubricates everything they do—financing. According to the recent G20 report, between 45 and 55% of SMEs in developing countries need bank loans but do not have access to them.

Better and more transparent information is what SMEs need to achieve business excellence. They must have critical information on their business to operate at optimal efficiency. They must connect their products with the most promising markets, and have enough information about markets to know which *are* promising. They need to move their products to these markets swiftly and reliably. And to get the financing essential to run their business they need accurate, verified information that can be shared with their financial providers—easily and in real time.

The root problem is that SMEs lack such information systems. As a result, most SMEs are left with 20th century business systems in a 21st century economy.

A global response to the twin challenges

Getting the trade engine going again and solving SMEs' challenges may seem like insurmountable tasks. *Ironically, both problems have the same solution.* A coalition of major international

organizations has come together and has already begun to implement this solution. Together, we recognize that our world will reap enormous benefits from simultaneously expanding trade and helping SMEs thrive.

GCEL, a nonprofit public/private partnership based in Switzerland, is assembling this global team. To mention a few, the team includes ADFIAP, ASEAN's Business Advisory Council, the League of Arab States, and the Organization of American States. Working together, we have a winning formula founded on the real key to solving these twin challenges.

The solution is soft infrastructure or **SI**. For more than a century, government officials have relied on hard infrastructure as the key to trade and development. Yet more roads, bridges, and ports will not, by themselves, overcome the inefficiencies that plague the world's trade pipelines. Only **SI** can do that. Highly efficient, secure trade pipelines are critical to connecting the world. **SI** can also conquer the problem that plagues nearly every SME in reaching business excellence. **SI** can provide an information system that delivers efficiency, e-commerce, and transparency.

SI touches our lives in one form or another virtually every day. For instance, we book flights on the Internet when we travel, often with just a few key strokes on our laptops. We control our flight times, costs, and routes. In a matter of seconds, we print our own e-tickets, itineraries, and boarding passes. Similarly, companies like FedEx and UPS became Fortune 100 companies by achieving logistics efficiency. They have used a limited form of **SI** to create smart trade pipelines and deliver billions of dollars in savings. Similar efficiencies must now be made available to all through the deployment of **SI** in all corners of the world.

Deploying **SI** with HumaWealth

Soft infrastructure will transform our world. With **SI**, we will build a digital platform for trade and commerce that spans the globe—one that provides the very tools that SMEs need to reach business excellence and thrive in the 21st century. This bold work has already begun in an 18-month global initiative called **HumaWealth**. GCEL is now working hand-in-hand with major international and regional organizations to trigger the **HumaWealth** Program, deploying **SI** in a way that will benefit all economies

at no cost to governments or business users, especially SMEs. In total, this bold program will lead to nearly USD 1.2 trillion in new trade around the world, supporting more than 82 million jobs. It will also trigger three powerful business tools that squarely address the challenges now facing the world's 500 million SMEs.

Specifically, **HumaWealth** provides the tools and road map to deploy **SI** around the world in three critical steps:

- Provide a bold new open-source technology platform (the Global Logistics System, or GLS) to connect all businesses with their region and the world—and at no cost to the businesses that use it.
- Deliver that system through a global network of trusted, world-class companies—one that spans the globe and is free of monopolistic influence.
- Deploy this new digital trading platform in all four corners of the world—swiftly and efficiently.

HumaWealth will soon span the globe—and its key elements are already in place. The first ceremony marking its launch was held in Kuala Lumpur on March 30 heralding the start of the first commercial deployment of GLS in Asia. Plans are already under way to finalize the corresponding deployments in the Euro-Med, Europe, and the Americas. In short, most of the key steps are already done.

HumaWealth's answer to SME prosperity

The major problem facing SMEs is achieving business excellence and connecting them to the world. This means achieving a high level of efficiency and becoming more transparent—both in conveying their achievements in efficiency and in presenting their products to new markets, nationally and internationally.

But other challenges remain. SME unit costs run higher than those for larger businesses. SMEs often have difficulty introducing their products into markets where demand might be strongest, especially distant markets. SMEs often have trouble simply getting their products to those markets because they must often navigate a logistics maze. And, SMEs must obtain financing to face all of these challenges. SMEs need to be armed with information that spans the entire business operation. The information must be available in real-time and be corroborated by trust-

ed third parties, not by the business itself. In short, SMEs need 21st century digital business tools that are powered by information.

Ironically, SMEs need exactly the same thing to prosper that the world needs to fuel the global trade engine. SMEs need a 21st century digital platform for trade, one built on **SI**. **HumaWealth** delivers the tools and road map to build this platform. It also gives SMEs a powerful new suite of business tools to make informed decisions and manage all of the critical parts of their business: operations, marketing, integration, finance, and logistics. These tools will be free to SMEs and be available in three modules: operations, e-commerce, and trade.

The benefits to SMEs and lenders

HumaWealth provides the tools and road map to build a 21st century digital platform for trade. That platform is a powerful solution to the challenges facing the twin pillars of the new economic order—trade and SMEs. By creating a new era of trade efficiency, **HumaWealth** provides that catalyst to rebalance trade around the world in beneficial ways. Our analysis show the potential to spark USD 1.2 trillion in new trade, supporting 82 million jobs around the world. Nothing could be more timely.

By giving SMEs the tools they need to prosper, however, the long-term impact will be far greater. SMEs drive innovation and account for the majority of new jobs. When SMEs have the tools they need to achieve business excellence and connect with global markets, the benefits will be measured in more than jobs. It will lift hundreds of millions out of poverty.

One of the biggest dividends from the digital trade platform is supplying the vital financial information that triggers financing for SMEs. In most cases today, that information is missing, unverified, or out of date. The digital platform provides a real-time financial dashboard, addressing all these problems. This opens the door to the financing they need.

Such financial transparency is good news for lenders, since it lowers their credit risk and lets them expand credit lines to SMEs that are reaching business excellence. But **HumaWealth** provides other key benefits to lenders. It provides a composite “regional dashboard” that gives them a real-time monitor of how many businesses in their

region are achieving business excellence and efficiency thresholds. This provides valuable information on whether to fund infrastructure projects.

The GCEL SME Fund

HumaWealth's powerful new business tools represent good news for the world's SMEs. But reaping this dividend will take time because the lending capacity for making SMEs loans is far less than the demand, a result the G20 report underscores. As part of its commitment to improving economic and social well-being around the world, GCEL has created a **Global SME Fund** to finance SMEs, provide technical assistance, and grow the capacity of lenders who specialize in SME finance. This Fund will be governed by GCEL's SME Subcommittee, and ADFIAP is a candidate to be the first chair of this Subcommittee.

GCEL will allocate dollars to the Global SME Fund from two sources. The first source is the GCEL's global R&D Program, which will involve eight subcommittees and could reach an annual funding base of USD 18 billion by 2020. The second source is much greater. GCEL and its financial institution members are committed to social responsibility and wealth creation to lift millions out of poverty around the world. Accordingly, a portion of the projected USD 5 trillion market opportunity that the **HumaWealth** Program creates has been dedicated to the SME Fund. By 2020, the Fund is projected to reach about USD 900 billion a year. All of the SME Fund finance programs will be delivered through development funds around the world. As the association that represents the largest group of such banks in the world, ADFIAP, will provide essential strategic implementation to the SME Fund operations.

This document tells the story of how a 21st century digital trade platform provides the key to prosperity for SMEs. And it shows the benefits of giving this key to the world's 500 million SMEs, including a bold new fund to advantage SMEs and development around the world.

Section I

Describes the challenges to strengthening trade and SMEs as twin pillars in the new economic order.

Section II

Describes how **HumaWealth** tackles both challenges and delivers the tools SMEs need to prosper in the 21st century.

Section III

Describes how **HumaWealth** benefits SMEs and their lenders, including a bold new Global SME Fund.

Section IV

Describes the partners and expresses the ADFIAP-GCEL Communique.

SECTION I

TWIN PILLARS OF THE NEW ECONOMIC ORDER

A new economic order is now emerging from the depths of the Global Financial Crisis. To appreciate the significance of the changes now taking place, one need only look at how the G8 expanded into the G20. This was the biggest change in global economic oversight since the international conferences at Bretton Woods, United States after World War II, which gave rise to the IMF and the World Bank.

As the leaders of the G20 lay the foundation for global prosperity in the 21st century, they have stressed the urgency of strengthening two pillars of the world's economy¹. Trade is the engine of sustained economic growth. And SMEs are the drivers of jobs and economic well-being.

This focus is altogether reasonable. All agree how important both are to economic progress. Yet challenges abound for both trade and SMEs, challenges that have defied global solutions. One need only look at the Doha Round of global trade talks for proof, a Round now entering its 12th year of negotiations with no productive end in sight.

Our clogged global trade pipelines

It is not surprising that trade is a dominant theme of the G20. The record of the past half century is unequivocal: There is no engine like trade to spur gains in economic well being around the world. When trade grows, economies grow, jobs increase, and incomes rise. However, protectionism was close at hand during the crisis and the global recovery still remains fragile. Thankfully, nations mostly resisted the temptation, but now is the time to renew our conviction that trade is the real engine of global economic growth.

The question is how to restart a global trade engine that is still sputtering. To be sure, trade rebounded sharply in 2010 after a deep slump in 2009. A significant portion of this demand, however, was fueled by the biggest fiscal stimulus programs on record (nearly USD 800 billion in the United States alone). Those stimulus programs have run their course, and Japan, Europe, and the United States are now worried about mounting debt, not more stimulus programs. Thus, a new fuel for the trade engine must be found, one that comes from innovation not more debt.

Restarting the global trade engine is a big task, one

that depends critically on rebalancing the huge trade balances that persist. These imbalances must find new equilibrium as regions redraw trading patterns. Yet this very rebalancing can be a powerful catalyst, one that launches new waves of beneficial trade expansion that support tens of millions of new jobs.

The key in every region of the world is to spark new trade connections among high, medium, and low income countries. The United States, Europe, and Japan are all struggling with a huge debt overhang and painful fiscal consolidation. These high-income countries, which represent 15% of global population, are also looking for ways to recover the lost opportunities evident in their huge persistent trade deficits with China. For their part, the mid-income countries that now represent 45% of the world's population are eager to tap the rich consumer markets in developed countries and spark an industrial expansion that leverages their youthful workforce, which is large, growing, and low-cost. Meanwhile, lower-income countries, which are 40% of world population, are struggling to engage in more trade to lift hundreds of millions out of poverty. The difficulty these countries face lies in efficiently connecting their SMEs with buyers in their respective regions and around the world. In many of these countries today, trade is more of a bottleneck than an engine of economic progress.

In every region around the world, the power to expand trade is in the hands of leaders in these diverse types of countries. In its simplest form, trade is about connecting strengths. Yet no solution has been forthcoming. *Why not?* Diverse regional strengths have not been joined for one simple reason: *No one has presented a compelling win/win proposition that shows that all benefit from expanding trade.* Such a value population requires engaged commitment from public and private leaders that span the entire region.

There is another important reason why the world's trade engine is not humming. A new spark is needed. The common denominator in trade is the global logistics industry—the pipeline that connects businesses around the world. Though few recognize it, our world's trade pipelines are actually quite inefficient.

¹The Seoul Declaration released after the November 11-12, 2010 G20 meeting provides an excellent example: http://www.g20.org/Documents2010/11/seoulsummit_declaration.pdf

They are clogged and simply lack the 21st century power that we associate with the fiber optics that connect our laptops, phones, and televisions. That leads to inefficiency and adds to the cost of every product we use.

Simply put, today's global logistics industry lacks the digital power that can create efficiency. This highly fragmented industry is made up of many discrete companies, most with their own proprietary vertical systems of information. Hence, as a shipment passes through the trade pipeline, information is not quickly and easily shared. Very few companies have been able to create effective horizontal integration of information, and the gains achieved do not extend to all firms and products. That means the status of the vast majority of shipments around the world today is often difficult to determine as they transfer from one party to another. According to a recent Asia Pacific Economic Cooperation (APEC) study, the average international trade transaction involves redundancy and too much room for error:

- 27-30 parties handle each shipment
- 40 documents are prepared along the way
- Typical documents contain 200 data elements, of which 30% are repeated 30 times
- 60-70% of the data must be re-keyed at least once

As a result, the cost of moving products around the world is massively higher than it should be. Put another way, the landed import and export costs represent roughly 11% of global merchandise trade, compared with the 6% associated with peak efficiency.

In sum, to get the world's trade engine running stronger, two things are needed. The leaders of developed, emerging, and developed nations in every region must both see and believe a value proposition that grows the pie for everyone. And a way must be found to build a far more efficient trade pipeline. This provides the efficiency spark that can be the real catalyst to trade expansion and sustained economic growth.

SMEs disconnected from global markets

The topic of SMEs is something of a G20 surprise, however, because it has never been at the center of the global economic dialogue. To be sure, it has

risen in importance over the past decade thanks to the work of pioneering researchers and the championing of notable global leaders and organizations. Yet this is the first real time that SMEs have taken center stage in the global policy dialogue. SMEs have become a global call for action. All agree that SMEs must become a bigger part of the economy to reduce economic dependence on big companies and thus lend greater economic stability. SMEs also represent powerful drivers of innovation and sources of jobs, both of which are critical drivers of progress in the new order.

The G20 has recognized how important SMEs are to economic growth and to improving the well-being of billions of people around the world. At their September 2009 meeting in Pittsburgh, G20 leaders created a special experts panel (Financial Inclusion Experts Group) to "scale up" emerging ways of financing SMEs and thus ensure these firms have the capital they need to prosper². This led to the preparation of a major global report on SME finance in the developing world in advance of the Seoul meeting of the G20 last November³.

G20 leaders elevated this issue because they understand what a critical role SMEs play as drivers of economic growth and as sparkplugs for innovation. For instance, in developing countries SMEs contribute up to 45% of total jobs and up to a third of GDP. Among the other benefits that G20 leaders see in making SMEs more prosperous:

- *Spur innovation.* SMEs are much more likely to propagate new ideas in the economy than large, established firms. (In the United States, SMEs have accounted for roughly two-thirds of net new jobs over the past two decades.) This means more patents, more productivity just when the global economy must transition from debt to productivity. In addition, new clusters of small firms are associated with stronger regional economic growth than clusters of large firms⁴.

²They also included a focus on identifying innovative mechanisms to deliver financial services to poor people in developing countries.

³Scaling-Up SME Access to Financial Services in the Developing World. Financial Inclusion Experts Group, SME Finance Sub-Group, International Finance Corporation, World Bank Group. Washington. 2010. The International Finance Corporation (IFC) is the lead technical advisor to the G20 on the SME finance issue.

⁴One example of this finding is Zoltan Acs and Catherine Armington. 2004. "The Impact of Geographic Differences in Human Capital on Service Firm Formation Rates," *Journal of Urban Economics*, vol. 56, pp. 244-78.

- *Grow jobs.* SMEs account for a huge portion of net new jobs in the developed world (two-thirds in the US), and up to 45% in the developing world. By increasing profits and helping SMEs get the financing they need, these tools will spur job growth around the world.
- *Alleviate poverty.* Experts now agree that entrepreneurship is the best path out of poverty. These tools will make it far easier for hundreds of millions of the world's poor to have the best opportunity to own a prosperous SME.
- *Stabilize national economies.* The Global Financial Crisis revealed the danger of being too dependent on big firms, whether banks or corporations. Prosperous SMEs help diversify a nation's economy and make it less susceptible to the vagaries affecting any one firm⁴.
- *Bolster government budgets.* Government budgets can be too reliant on big firms, a lesson again underscored by the Crisis. When SMEs thrive, they provide a growing portion of tax revenues, cushioning budgets from cyclical ups and downs.

No one doubts these benefits. The real question is how to overcome the biggest problem facing SMEs all over the world: connecting them with national and international markets. In a word, the world's 500 million SMEs are mostly *isolated*—disconnected from global markets. To underscore this point, one recent study in the U.S. shows that nearly all small firms (88%) receive a mere fraction (10%) of total sales from exports⁵. The only way small firms can expand sales is to go global, but this is extremely difficult for small firms to do.

Going global is difficult because SMEs usually fail to achieve the business excellence essential to selling products in global markets. Business excellence rests on two critical requirements: *efficiency* and *transparency*. Trading partners in other parts of the world, and especially in high-income countries, select the SMEs they want to buy products from based on these twin criteria. They want SMEs that have proven they are efficient, competitive, consistent producers. They also want SMEs that can provide two critical facets of transparency. First, of course, they want the efficiency to be readily apparent. For many SMEs, just reaching some level of efficiency

is hard enough, but being able to make that result visible to other firms is quite another story. Second, global buyers need to be able to “see” and evaluate an SME's products. For many SMEs, projecting their products into unknown markets half-way around the world is a huge problem.

This is not the end of SME problems, though. Even if SMEs can find buyers in global markets, they often have trouble simply getting their products to those markets; they must overcome what seems like a logistics maze. And, above all, they often lack the one thing that lubricates everything they do—financing. According to the recent G20 report, between 45 and 55% of SMEs in developing countries need bank loans but do not have access to them.

Better and more transparent information is what SMEs need to achieve business excellence. They must have critical information on their business to operate at optimal efficiency, and this efficiency must be visible to others. They must connect their products with the most promising markets, and have enough information about markets to know which *are* promising. They need to move their products to these markets swiftly and reliably. And to get the financing essential to run their business they need accurate, verified information that can be shared with their financial providers—easily and in real time.

In sum, the root problem is that SMEs do not have the information systems to do all of the above. To be sure, the Internet provides a kind of virtual bazaar (Ali Baba comes to mind). However, this is not enough. To achieve business excellence, large corporations developed sophisticated, real-time information systems a long time ago. But small companies cannot afford to hire technology companies to do the same. Thus, most are left with 20th century business systems in a 21st century economy.

A global response to the twin challenges

The G20 faces twin challenges—getting the trade engine going again and solving an age-old problem of helping SMEs overcome the challenges attached to their small scale.

⁴One example of this finding is Zoltan Acs and Catherine Armington. 2004. “The Impact of Geographic Differences in Human Capital on Service Firm Formation Rates,” *Journal of Urban Economics*, vol. 56, pp. 244-78.

⁵From Business Assistance to Market Expansion: Helping Maine Firms Succeed in National and Global Markets. Maine Office of Innovation, Department of Economic and Community Development. Prepared by PolicyOne Research, EntreWorks Consulting, and Scruggs and Associates. January 2011.

These are huge tasks in their own right; together they may seem insurmountable. *Ironically, both problems have the same solution.* A coalition of major international organizations has come together and has already begun to implement this solution. Together, we recognize that our world will reap enormous benefits from simultaneously expanding trade and helping SMEs thrive.

GCEL, a nonprofit public/private partnership based in Switzerland, is assembling this global team. We bring together the best efforts of both public and private stakeholders who believe that expanding trade and helping SMEs thrive are the twin pillars of the new economic order. Major international organizations have joined in this mission because they recognize the problems are too big for any single group to tackle. Those organizations include: ADFIAP, ASEAN's Business Advisory Council, the League of Arab States, and the Organization of American States. Working together, we have a winning formula founded on the real key to solving these twin challenges.

What is the solution? Soft infrastructure or **SI**. For more than a century, government officials have relied on hard infrastructure as the key to trade and development. Yet more roads, bridges, and ports by themselves will not overcome the inefficiencies that plague the world's trade pipelines. Only **SI** can do that. Soft Infrastructure addresses all of the factors that determine the efficiency of the trade pipeline—integration, e-documentation, tracking and visibility, competence, processes, and cargo security. Addressing all of them at once creates a highly efficient, secure trade pipelines. Such pipelines are critical to connecting the world, allowing each country to do what they do best. And when every country does what it does best, trade expands, jobs increase, and the globe sustains economic progress.

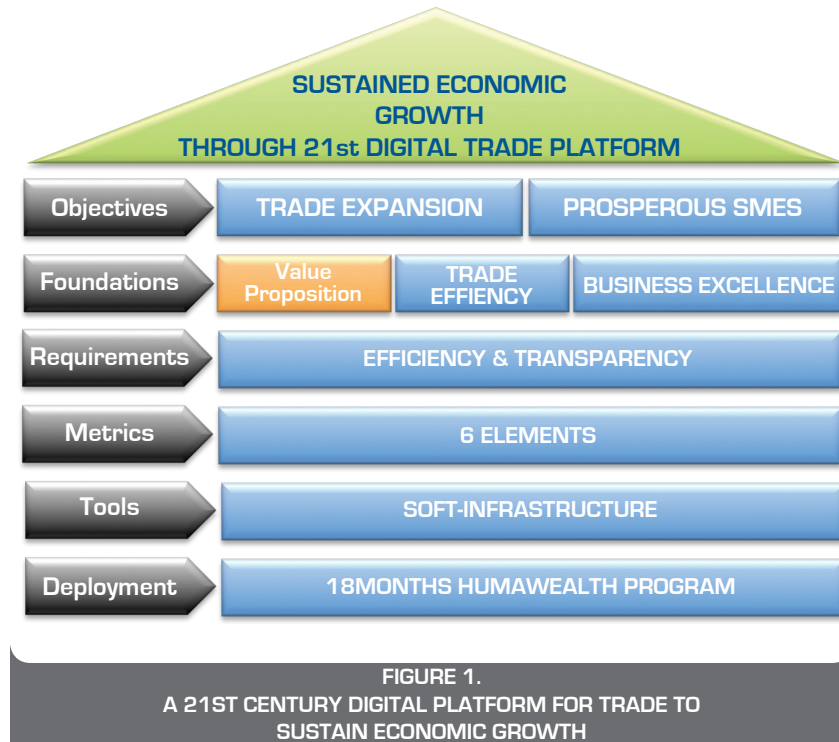
Governments and development organizations have also focused mainly on hard infrastructure in their quest to help SMEs. They have focused mainly on physical public goods—roads, water and sewer projects, and industrial parks. In recent years, to be sure, more attention has focused on technical assistance, clusters and networks, and lending programs. Overall, though, none of these programs has fully achieved their desired objectives. The underlying problem remains, one that

plagues nearly every SME in reaching business excellence: the lack of an information system that delivers efficiency, e-commerce, and transparency.

Most of us already have experienced the benefits of **SI**. Soft infrastructure touches our lives in one form or another virtually every day. For instance, we book flights on the Internet when we travel, often with just a few key strokes on our laptops. We control our flight times, costs, and routes. In a matter of seconds, we print our own e-tickets, itineraries, and boarding passes.

Similarly, a few companies have achieved logistics efficiency by quietly focusing on the six critical elements of the horizontal shipment process. FedEx and UPS became Fortune 100 companies by using a limited form of **SI** to combine the six factors that drive efficiency. These smart trade pipelines, though sharply limited in scope, have delivered billions in dollars of savings. Similar efficiencies must now be made available to all through the deployment of **SI** in all corners of the world.

As shown in Figure 1, Soft infrastructure will transform our world and sustain the economic growth so desperately needed now. With **SI**, we will build a digital platform for trade and commerce that spans the globe. This provides highly efficient, secure trade pipelines. Such pipelines are critical to connecting the world, allowing each country—whether developed, emerging, or developing—to do what they do best. And when every country does what it does best, trade expands, jobs increase, and the globe sustains economic progress.



The world is in desperate need of returning to strong, sustained economic growth. This is the goal we all aim to achieve. *But how to get there?* Twin pillars support this noble goal: expanding trade and prosperous SMEs. Each has critical foundations. Trade can only expand when leaders in developed, emerging, and developing countries see and believe a compelling value proposition that shows how everyone wins. In addition, trade can only grow if a way is found to make the world's trade pipelines much more efficient. SMEs, for their part, can only prosper if they achieve business excellence and connect with global markets by gaining the confidence of buyers in global markets. There is one powerful requirement to *both* trade efficiency and business excellence: gaining efficiency *and* transparency. In other words, ways must be found to gain cost and time, but there must also be real-time sharing of information to advantage everyone involved in the entire trade pipeline. Such gains in efficiency and transparency are far from abstract. They can be measured through a powerful set of six metrics: Integration, Tracking and Visibility, Standard Processes, Cargo Security, Competence, and e-Documentation. These six factors have been proven in the smart trade pipelines that a

handful of firms, including UPS and FedEx, have already created in limited form. These same metrics can open up a whole new world of savings and benefits. To do that, however, requires deploying powerful Soft Infrastructure, or **SI**, around the world. Hard infrastructure alone is not sufficient. This **SI** has three critical ingredients: an open source information system that connects business with their region and the world; a delivery network for the system comprised of 28 world-class finance, insurance, and technology companies; and a well-designed plan to rapidly deploy the system around the world. The **HumaWealth** Program is an 18-month global initiative that will deliver the tools and road map to deploy this Soft Infrastructure.

Together, these elements provide the essential foundation for a 21st century digital trade platform for trade. This platform provides the tangible catalyst to expand trade and support jobs. The same platform provides a powerful suite of new tools that arm SMEs with the information they need to be competitive, expand sales, and obtain the financing they need. A powerful trade engine and prosperous SMEs: the real foundation for putting our world on the path to stronger, sustained economic growth.

That same digital platform provides the very tools that SMEs need to reach business excellence and thrive in the 21st century. It helps them drive down their costs. It connects their products with the most promising global markets. It provides them with the real-time, verified financial information essential to obtaining financing. And it provides a level of transparency that inspires the trust and confidence of global trading partners.

In short, we have joined together because **SI** packs a powerful punch in advancing the new economic order. It provides just what is needed to spark trade while providing the very tools that SMEs need to prosper. But this single solution should not really surprise global leaders. The two challenges are very much intertwined. Trade is not conducted by nations; it is driven by the collective decisions of millions of firms, most of them small or medium in size. These businesses must be connected before trade can grow again. This depends on digital trade connections. At the same time, SMEs cannot thrive unless they connect with global markets. Therefore, SMEs are highly dependent on efficient trade pipelines to join the global economy and grow their sales. In summary, there is a powerful virtuous cycle to be achieved—making trade efficient will make SMEs prosperous, while

providing digital business tools to SMEs will help expand trade and grow the global economy.

SECTION II

MAKING SMES PROSPEROUS WITH *SI*

Soft infrastructure is a potent answer to the world's challenges today. Any solution that offers such a huge global impact must be expensive. Or take a long time. Or be so complex that it will never really work.

We beg to differ. And in fact, we're doing something very different. As mentioned above, people around the world already use some form of *SI* every day. And it is not always expensive, protracted, or complicated. Just consider the case of Indonesia's telecommunications. Indonesia was one of the first nations in the world to deploy digital soft infrastructure for telecommunications despite starting out far back in the pack. It deployed cellular towers swiftly, triggering rapid adoption of digital telecommunications. In fact, it surpassed the United States, where copper lines and analog switches (the existing investments in hard infrastructure) were a legacy that actually delayed the transition to digital communications.

Our *SI* will provide the tools and road map to build a 21st century digital trade platform that spans the globe. We have already completed many of the steps preparing for an 18-month global initiative called **HumaWealth**. GCEL is now working hand-in-hand with major international and regional organizations to trigger the **HumaWealth** Program, deploying *SI* in a way that will benefit all economies and be free of cost to governments and business users, especially SMEs. In total, this bold program will:

- Trigger nearly USD 1.2 trillion in new trade around the world, supporting more than 82 million jobs.
- Launch three powerful business tools that squarely address the challenges now facing the world's 500 million SMEs.

Specifically, **HumaWealth** provides the tools and road map to deploy *SI* around the world in three critical steps:

- An open source information technology platform (Global Logistics System, or GLS) that drives powerful new levels of efficiencies for operations, logistics, finance and insurance, all at no cost to end users.
- A global network comprised of the world's best technology, finance, and insurance businesses to deliver the GLS to businesses around the world. These Gateway companies will be selected through a transparent Request for License (RFL) process, starting in the MEA

region.

- Rapid global launch of the platform led and monitored by a global nonprofit oversight body. This organization will be governed by a board comprising public, private, and nonprofit leaders from all parts of the world.
- A full discussion of the tools and road map can be found in the Appendix.

HumaWealth is a major undertaking. The key elements, however, are already in place. Moreover, the first ceremony marking its launch was held in Kuala Lumpur on March 30 attended by high-level officials from India, Indonesia, and Malaysia. In an important sense, therefore, a new era for SMEs around the world has already begun.

Indeed, many of the key steps to ensure **HumaWealth**'s full global implementation are already completed:

- *Value Proposition.* Given the need to engage the global trade engine, it is crucial to present a compelling win/win proposition that engages leaders from developed, emerging, and developing countries. GCEL has prepared three major publications that show how trade efficiency sparks 1.2 trillion in new trade around the world, supporting 82 million jobs. The Asia document was produced in partnership with ASEAN's Business Advisory Council⁶. The Euro-Med document is forthcoming, in partnership with the African Union, the League of Arab States, and the Union for the Mediterranean. The Americas document is forthcoming, in partnership with the Organization for American States.
- *Global partners.* In a global campaign that is reaching to all corners of the world, GCEL has built strong public/private consensus to trigger and support **HumaWealth**. In addition to the major regional organizations listed above, GCEL has also enlisted strong support from many international organizations, government ministries, chambers of commerce, and banking associations.

⁶The ASEAN HumaWealth Program. Global Coalition for Efficient Logistics and ASEAN Business Advisory Council. October 2010.

To name a few, the United Nations Capital Development Fund, which targets development assistance to the world's poorest countries, is a global partner. The Confederation of Indian Industry and KADIN, Indonesia's national chamber of commerce, are anchors in the Asia deployment of **HumaWealth**. Malaysia's national technology development agency, MDeC, is also playing an instrumental role in the Asia launch. GCEL has already held **HumaWealth** Awareness Events in many countries around the world, with several more planned in coming months.

- *The Global Logistics System.* The Global Logistics System (GLS) lies at the heart of **HumaWealth**. This system has already been proven on the ground, and is now under final development in preparation for the Asia launch later this year.
- *Business tools.* In tandem with the development of the GLS, GCEL is leading the development of the SME business tools that will be enabled by the digital platform for global trade.
- *Global network.* In partnership with major international organizations, including the United Nations, GCEL will hold a major international event later this year. **HumaWealth** Genesis will trigger the selection of the world-class network of finance, insurance, and technology companies that will deliver the GLS to private companies. In-depth informational discussions have already been held with leading firms around the world. This selection is being planned very carefully to ensure the network is geopolitically balanced and free of monopolistic concerns.
- *Benchmark Trade Lanes.* The recent event in Kuala Lumpur heralds the start of the first commercial deployment of GLS in Asia. Plans are already underway to finalize the corresponding deployments in the Euro-Med, Europe, and the Americas.

After the Benchmark Trade Lanes are completed in 18 months, what remains is for the global network to complete global coverage. This is expected to take another 12 months. For now, the critical issue is ensuring that SMEs and their lenders around the world start preparing for a new world of SME prosperity. *How will **SI** make SMEs more prosperous?*

Challenges and solutions for SME prosperity

As a first step it is important to recognize the problems that SMEs now face. As discussed above, the major problem is one of achieving business excellence. This means achieving a high level of efficiency and becoming more transparent—both in conveying their achievements in efficiency to others and in presenting their products to new markets, both nationally and internationally.

But the roots of the challenges to SMEs actually run much deeper. Compared with larger, more established firms, SMEs face many more hurdles in reaching prosperity. Their unit costs run higher than for larger businesses. They often have difficulty introducing their products into markets where demand might be strongest, especially distant markets. And, they often struggle to move products to those markets because they must often navigate a logistics maze.

More to the point, SMEs face five basic challenges to thrive, challenges that can each be met through a 21st century digital trade platform. It is helpful to think about these as a sequence that extends from basic operations to final delivery of their product.

1. **They must have competitive operations.** SMEs must have the management savvy and tools required to be cost-competitive. This is one part managerial art and one part organizational science. In the end, nearly all SMEs find their operating costs run higher than bigger firms because they cannot capture economies of scale. Thus, they are in a constant battle to cut costs wherever they can. The question is how to do this systemically, not in an ad hoc way.

The answer lies in harnessing the information provided by the digital platform. The digital trade platform provides a steady stream of information on overall business operations that allows SMEs to adjust business decisions in an optimal way. Real-time information about incoming materials and outgoing product shipments allows an SME to optimize their efficiency and achieve business excellence, becoming more cost competitive.

2. **They must expand sales in distant markets.** Most SMEs can only grow by selling more products beyond the local area. This presents two

problems. They must find ways of “presenting” their products where they are, by definition, unknown. Getting recognized in those markets is a major problem. An SME often has fine, unique products. The problem is that few people know about them. Firms must also concentrate marketing efforts on the markets where the sales opportunities are greatest. Selecting “promising” markets is often extremely difficult for the SME.

The solution is tapping the B2B e-commerce that the digital platform enables. The digital trade platform helps SMEs obtain and manage information about global markets. A global digital trade platform represents the ultimate business-to-business (B2B) marketplace, generating up-to-the-minute information on what’s selling where. This not only puts global market intelligence at the fingertips of SMEs, but also manages that information in the way that suits them best. This critical information allows them to position their products and connect with markets they would never know about otherwise.

3. **They must integrate their business into the supply chain of major buyers.** Every SME wants to score a big sale with a major buyer in a major market. The problem is that such buyers not only want quality, competitively priced products, they also want to integrate the SME into their own supply chain system to manage the transactions more effectively. Most SMEs simply do not have the technology to do that.

The digital platform puts this technology at their fingertips. The digital platform provides a common platform on which businesses can easily integrate into common supply chain management systems. For SMEs, this means they can use the Internet to plug their business into the system of a major buyer a continent away.

4. **They must obtain financing to do all of the above.** Financing is the Achilles heel of almost every SME. They need operating loans to make their products. They need trade finance to ship them. They need long-term capital to buy equipment and buildings. The problem is that they often operate their business out of their check book, or in some cases, just the cash box in the back room. Many SMEs do not have in-depth financial records about their business. This

puts them at a huge disadvantage when they go to a financial provider. Because financing is all about information.

The digital trade platform also provides what SMEs need most—a composite picture of their business financial information that is accurate, real-time, and verified. This information engine represents the real answer to SME finance. It provides lenders with a true, transparent financial picture, and in real time!

5. **They must deliver products quickly and reliably to distant markets and maximize sales ‘turnover.’** Making products at competitive prices and then selling them in the right markets is really only the beginning. SMEs must then find a way to get their products to those distant markets. This requires navigating a logistics trade pipeline they often find daunting and unfamiliar. An overriding concern is to ensure their products arrive quickly and reliably. This whole process also must be repeated many times over, with an overall goal of increasing sales turnover and improving the bottom line.

The digital platform allows SMEs to manage their whole supply chain. With a powerful stream of market information, the digital platform puts SMEs in touch with the competitive, reliable logistics providers, speeds delivery times and payment, and maximizes overall turnover of sales. SMEs can also find the most competitive prices for the materials they must purchase in their business operations. This amounts to a virtual “supply manager” at their fingertips.

In sum, helping SMEs overcome their five great challenges requires a *digital trade platform*. SMEs cannot thrive unless they master every challenge. Each is necessary for prosperity, together they are sufficient. And to build this platform, it is essential to deploy all of the **SI** needed to build the platform. The open source technology platform is critical (the Global Logistics Systems). SMEs must be able to access the system through a trusted global network. And the soft infrastructure must be deployed rapidly around the world. It does an SME little good to have the platform in his part of the world if his buyer does not.

A closer look at the financing problem

The challenge of financing SMEs merits a closer look. By most accounts, financing represents the real foundation for SME prosperity around the world, since finance lubricates everything an SME does. It is also probably the biggest unmet need for SMEs. According to the recent G20 report, between 45 and 55% of SMEs in developing countries need bank loans but do not have access to them. The number is even higher for so-called “informal” SMEs, often micro firms that lack a formal business registration. Small firms often do not have finely detailed financial information like their larger counterparts, and the information is often not verified to the same extent. Thus, many SMEs must rely on the good faith of the lender, what is often called “relationship lending.” In an information economy, though, relationships are not enough. What SMEs need is better and more transparent information.

The lack of information is a huge hindrance to SME prosperity. The G20 report states that 43% of SMEs in low-income countries regard access to finance as a major obstacle to their overall operations⁷. Nearly a third of SMEs in mid-income countries report the same. And as a signal that this problem is truly global, fully 17% of SMEs in high-income countries report that financing is a big problem.

There is a clear reason for this obstacle. Most SMEs, especially those in developing countries, do not have robust financial information on their business. They often cannot afford to hire a CPA. They do not have good record-keeping systems. The information is rarely up to date because the paper trail takes a long time to complete. They may find a way to sell their products in distant markets, but the shipments are slow to reach those markets, and the payments even slower.

As a result, lenders have trouble assessing the real financial status of a given SME. Experts have a word they attach to this problem: the SME’s financial information is “opaque.”⁸ Because it is hard for banks to “see” the firm’s true financial picture, they attach a higher risk to the loan (the “credit risk” is higher). And when risk goes up, lending goes down. Many SMEs get less financing than they need, and an even bigger number of firms, especially in the developing world, get none at all.

This problem (opaqueness) is well known, and the financial community and governments have both

responded to it. Banks have resorted to “relationship lending.” Essentially, this means that the bank improves its understanding of the business owner and makes the loan largely on the basis of this “relationship.” (Experts describe this as relying on “soft” information instead of “hard” information.) Such lending typically falls to a small local bank, which usually has better business and social networks on which to gauge a business owner’s credit worthiness. In the end, though, significant collateral is still required in the form of financial assets or the home of the owner.

More recently larger banks have begun to use technology to address the problem, although mostly in high-income countries⁹. They take whatever “hard” information is available and then combine it sophisticated ways to produce a “credit score.” This is their estimate of how likely the SME is to repay a loan. This approach depends entirely, however, on the quantity *and* quality of the underlying business information, and so far this credit scoring approach has not been fully tested by time.

Governments and international organizations have responded to the lack of SME financing in three ways. Public agencies underwrite part or all of the risk of SME financing through loan guarantees. *This simply transfers the risk from the bank to the taxpayer.* Government agencies and international banks also make loans directly to SMEs, taking the place of private banks altogether. The World Bank, for instance, has committed USD 2.2 billion to SME loans in just the past two years under its Arab World Initiative. Other organizations and governments have committed even more. *Again, this leaves taxpayers with the risk, along with the costs of administering the loan.* And public agencies and international organizations have invested in a long list of programs that help SME owners improve their business and financial management. *These “technical assistance” programs do bear fruit, but only over a long period of time.*

⁷International Finance Corporation, Figure 3.4, p. 21.

⁸Allen N. Berger and Gregory F. Udell, “A More Complete Conceptual Framework for SME Finance,” *Journal of Banking and Finance* 30 (2006) 2945-2966.

Yet all of these approaches tackle the symptom, not the real problem. SMEs don't get enough loans because their lenders can't see a transparent, timely financial picture. Governments can absorb all or some of the credit risk, but that does nothing to solve the core problem.

HumaWealth's revolutionary business tools

SMEs need a 21st century digital trade platform to prosper. GCEL's **HumaWealth** Program provides the tools and road map to build that platform which will arm SMEs with all the information they need. And, GCEL's revolutionary business model goes one step further—by making that platform available for free, deployed by a trusted global network.

The digital platform for trade and commerce is a major achievement, as shown by the results of its test program on the auto industry's trade pipelines between Canada and the U.S. Based on these on-the-ground results, the GLS reduces the cost of trade (landed import and export costs) by 30% and cuts unit operating costs by up to 15%.

For SMEs, this platform enables a seamless flow of all of the information associated with the pipeline of global commerce. This pipeline represents the biggest agglomeration of information on global commerce in the world's history. And not only is that information extraordinarily robust in terms of scale and reach, it has another attribute that makes it even more valuable—it is available in real time.

The information streaming through the global pipeline of trade and commerce enables three powerful business information tools. Each represents a "module" that allows a business to make informed decisions and manage three critical elements of their business in unprecedented ways: **operations, e-commerce, and trade**.

1. Operations Module. SMEs are by nature innovators, but there is one battle they never stop fighting: cutting costs. Like all businesses, SMEs must purchase inputs or raw materials, combine them through their chosen business process, sell the resulting products, collect the revenues, pay the bills, and reinvest or enjoy the profit that remains.

The HumaWealth Operations Module provides the real-time information to empower optimal decisions on the overall business decisions. This information will be combined in a user-friendly web application that gives businesses the following real-time "dials" of information:

- *Production.* Informs the business manager exactly when materials and key inputs will arrive, giving the opportunity to adjust production accordingly and operate at optimal efficiency 24/7. Employees can also access the GLS database directly over the Internet to manage shipment related activity. In all, this will reduce unit operating costs up to 15%.
- *Supply chain.* Enables standardization and electronic distribution of all shipping documents. Provides global, automated feedback for delivered, late, misdirected or cancelled shipments. Allows SMEs to dynamically monitor each participant in its supply chain in terms of contracted vs. forecasted vs. actual service, a capacity previously unthinkable to most SMEs. Collects and makes available dynamic and historic information from multiple sources about the shipment and each participant in the supply chain. Supplies tools to create or change a supply chain quickly based on service, product, quality, delivery and price, as well as industry and country requirements. Avoids the high cost of supplier turnover through decisions based on better information about suppliers.
- *Purchasing.* Provides access to competitive, real-time online quotes for the materials the business needs to function.

The Operations Module will be launched by the **HumaWealth** Program. It is powered by the Global Logistics System, an open source technology information engine that lies at the heart of GCEL's global **SI**. This module will be delivered to SMEs via web-portal access via GCEL's global network of gateway companies.

2. e-Commerce Module. Most experts agree that SMEs struggle mightily to expand their sales beyond the local market.

⁹Allen N. Berger, W. Scott Frame, and Nathan H. Miller, "Credit Scoring and the Availability, Price, and Risk of Small Business Credit," *Journal of Money Credit and Banking*, Vol. 37, No. 2 (April 2005).

This is because they must present their product to people who have never heard of it while simultaneously choosing the “best” market in which to make this introduction. Many regarded the Internet as the solution, and SMEs around the world are enrolled in legions of Internet marketing courses now offered by governments, NGOs, and private companies. Yet in nearly all cases, the result is presenting products to the world, not the market segments where sales are the most likely. Put another way, the Internet makes it possible to fire a sales “shotgun,” but SMEs need a laser-guided rifle.

HumaWealth will deliver next generation e-commerce to SMEs. This includes helping users find information about global trade, develop new global markets and adopt or refine the systems and supply chains to support e-commerce. B2B marketplaces require online systems that must deal with much greater complexity than B2C marketplaces. B2B systems must support intuitive product filtering, bundling, contract management and pricing rules. Large companies can hire service providers to adapt complex internal systems for e-commerce, but SMEs can often find the online e-commerce transition more daunting. *The e-Commerce Module* provides the tool SMEs need to adapt to e-commerce, which opens up new global markets. This Module will be made available free of charge to all users.

The e-Commerce Module will provide SMEs with unprecedented ease of expanding sales around the world through several “dials” that connect them with global markets in real time:

- *Marketing & Sales.* Allows SMEs to present products in the markets that hold the greatest promise for them. Provides dynamic market information regarding purchases by region, buyer and seller and the toolsets to create web sites with extensive product information. Delivers real-time quotes with both pricing and shipping options and provides complete ordering and fulfillment capabilities.
- *Trading relationships.* The New Markets Module provides greater control over trading relationships, which helps both users and their trading partners. It dynamically prompts service providers to meet contractual obligations and assesses shipper/customer security risk prior to engagement. It enables the identifica-

tion of responsible parties for damage claims, and presents clear information on the party's past trends in claims and fraud. It provides a toolset to prompt and manage activities based on contractual relationships. All of these features help an SME choose the right market partners.

- *Expediting the sales cycle.* Putting a quality product in front of promising buyers is not enough to close the sale. Buyers want assurances that the product is as advertised and the seller is reliable. The New Markets Module provides buyers with real-time, verified information that gives buyers greater confidence and means more product offerings translate into firm sales.

The e-Commerce Module will be launched by the **HumaWealth** Program. Available via web-portal access via the global network, this tool will be delivered under the overall governance of leaders from all four regions of the world to ensure that this historic information system will open new markets for SMEs.

3. *The Trade Module.* The last module addresses the problems that SMEs face once they have completed the sale—getting the product to market while financing and insuring the product. In fact, this module is based on the longstanding axiom that global trade has three critical elements: logistics of the trade, finance of the trade, and insurance of the trade. The digital platform for global trade and commerce enables a tool that addresses all three at once.

- *Logistics.* Provides a quick, user-friendly means to plan how to move product to distant markets in a more effective, faster, reliable and dependable manner. Provides dynamic, real-time shelf-to-shelf shipment tracking based on minimal technology requirements, giving confidence to buyers that they will receive products in a timely way. Also provides the ability to leverage multiple modes of transport (ocean, truck, rail, and air) door-to-door with global personalized service provided by the selected carrier's agents. In the past, such capacity was simply unavailable to small businesses. Also provides access to a simplified system process for on-line quoting, booking, and bill of lading instructions while reducing personnel dedicated to manual faxing, e-mailing, postal mail, and phone calls.

- *Trade finance.* The module gives SMEs access to financial services that are tied to the movement of physical products and documents through the pipeline of commerce. These services include trade finance, commercial letters of credit, and currency exchange. In the case of credit services, the SME will be able to connect electronically with local banks able to provide credit swiftly via a credit card mechanism. Banks will be able to reach swift decisions on the basis of transparent, corroborated financial information. The Module also links a user's supply chain with its financial accounting functions to achieve three valuable SME outcomes: (1) triggers billing and payment processes automatically upon delivery or job completion; (2) consolidates billing to reduce workloads and speed invoice and payment processing (3) offers secure-payment services similar to eBay's PayPal.
- *Insurance services.* Similarly, SMEs will have ready access to insurance services to reduce the risk of loss in shipment. These services will be competitively priced because providers will have real-time information about the shipper, buyer, and movement of the product through the shipment process.

The *Trade Module* will be launched by the **HumaWealth** Program, be accessed by web portal, and be provided free of cost to all business users via the global network of Gateway companies. As with the other business tools, the overall objectives of GCEL will guide the deployment of this tool, and it will be governed by a board that represents the interests of businesses in all four regions of the world.

In short, SMEs no longer need to operate with 20th century business systems in a 21st century economy. Through the power of a digital platform for trade and commerce, one founded on **SI**, they can connect their products with the most promising markets, and have enough information about markets to know which are

promising. They can move their products to these markets swiftly and reliably. And they can get the trade finance and insurance services they need to complete the sale.

SECTION III

THE BENEFITS TO SMES & THEIR LENDERS

The organizations that now stand ready to launch **HumaWealth** believe it will plant two key pillars in the new economic order: expanding trade and helping SMEs. These pillars will sustain economic growth by connecting the diverse strengths of the world and by unleashing the businesses that research shows are the best drivers of job creation and innovation. As never before, our world needs these outcomes.

Our analysis shows that the world will reap big benefits from implementing **HumaWealth**. The benefits are too numerous to list here, but it is worth stressing a few of the global benefits:

- Sparks a constructive re-balancing of trade across the globe, has the potential to grow trade by USD 1.2 billion.
- Based on this trade expansion, supports 82 million jobs around the world: 46 million in manufacturing and 36 million in the service industries that deploy **SI** around the world.
- Creates a USD 5 trillion market opportunity by 2020 for the financial institutions that deploy the system, a welcome shoring up of bank balance sheets when memories of the crisis still linger.
- Attracts hundreds of billions of dollars of new investment in hard infrastructure once higher levels of efficiency improve future expected rates of return.

These are the targets that inspire our collective action today. Yet, the benefits that flow to SMEs and their lenders may be even bigger in the end. These benefits take three forms: better financial information for SMEs, a powerful financial dashboard for lenders, and a significant new Global Fund for SMEs.

Improved financial information for SMEs

The digital platform for trade and commerce pays its biggest dividend in supplying the vital information that triggers financing for SMEs. In most cases today, that information is missing, not verified, or out of date. The digital platform provides a digital “window” on SME business operations, and it does that in real time. Moreover, this information is corroborated by third parties in the pipeline of commerce. In total, this represents a quantum leap forward in connecting SMEs with the financing they both need and lack today.

The value of this digital window cannot be understated. Today, legions of financial programs all around the globe focus on SMEs. In the end, though, most simply treat the symptoms. Most try to shift credit risk to government agencies, or use public funds to make the loans in the first place. **HumaWealth**'s focus is entirely different. It actually *lowers* the credit risk through accurate, transparent, real-time information that allows private lenders to do what they do best. It allows them to make loans.

In effect, **HumaWealth** gives SMEs a powerful financial dashboard with a composite set of dials, or financial indicators. In addition to linking financial transactions to an SME's business operations, the dashboard also compiles these to provide a comprehensive financial “snapshot” of the business in real-time. This is a huge benefit, offsetting the “opaque” problem that explains why most SMEs do not get the financing they need. In word, SME finances become transparent, a powerful outcome since finance is all about accurate information.

Higher profits, lower risk for SME lenders

This transparency is great news for lenders to SMEs. By having a true financial picture, they are in the best possible position to evaluate credit risk. And by providing credit to SMEs with business excellence, they can participate in that success by extending more loans for operations or capital expenditures with firms they already know well. This amounts to a win-win, benefiting the lender and the SME.

But **HumaWealth** provides other key benefits to lenders. First, it provides a composite “regional dashboard” that shows the extent to which businesses in a particular trade area are achieving business excellence and reaching efficiency levels. This dashboard is extremely valuable to the lender in evaluating another critical area of lending: physical infrastructure investment. High levels of business excellence provide a strong signal that the underlying business climate will support repayment. Today, many lenders have only limited information on the merits of such projects, and thus they are cautious to finance them. As a result, many SMEs operate their businesses without sufficient physical infrastructure. Once again, better real time information creates a virtuous cycle that helps business, lender, and the region.

The GCEL SME Fund

HumaWealth promises to be “game changer” that tackles the core problems that have vexed SMEs for decades through a digital platform for trade and commerce. While there are many benefits that result, none is bigger than putting financing at an SME’s fingertips.

The story might end here. But to do so would be neither just, nor good for the planet. Based on the G20 report, literally hundreds of millions of SMEs around the world lack the credit they need. This is an enormous problem that simply cannot be addressed overnight. There are not enough lenders to meet the demand in many countries of the world. And the lenders that have been working hard to meet the demand have been hampered by the seemingly insurmountable problem of insufficient financial information on SMEs.

Accordingly, GCEL proposes to create a **Global SME Fund** in a strategic collaboration with ADFIAP. As part of our shared commitment to improve economic and social wellbeing around the world, this Fund will advance three critical objectives: (1) finance SMEs around the world; (2) provide technical assistance to SMEs; and (3) enhance the capacity of lenders who specialize in SME finance.

The Fund will be governed by GCEL’s SME Subcommittee, part of its overall global R&D program. ADFIAP is a candidate to serve as the first chair of this Subcommittee. As the association that represents the largest group of such banks in the world, ADFIAP may provide essential strategic implementation of the Global SME Fund operations.

The R&D program aims to help every region of the world seize the full potential of the digital platform for trade and commerce. GCEL’s R&D program creates eight subcommittees to invest in ongoing research programs, each aimed at a major benefit from **HumaWealth**. The research programs address the following: *economic development, trade development, cargo security, food safety, disaster impact readiness, technology, academic, and SMEs*. Assigning a portion of the global revenue pool will fund the program. The R&D fund has the potential to grow into a very large commitment, projected to surpass \$18 billion annually by 2020. Overseen by a global nonprofit public/private partnership, the funds

will be free of geopolitical constraints and invested for maximum humanitarian benefit.

GCEL will allocate dollars to the Global SME Fund from two sources. The first source is the R&D Program. The second source is much greater. GCEL and its financial institution members are committed to social responsibility and wealth creation to lift tens of millions out of poverty around the world. Accordingly, a portion of the projected USD 5 trillion market opportunity that the **HumaWealth** Program creates has been dedicated to the Global SME Fund. By 2020, the Fund is projected to reach about USD 900 billion a year. All of the Global SME Fund capital projects will be delivered through development banks around the world.

The Fund will provide grants to development banks on a competitive bid basis. The grants program will operate on the basis of the following principles:

- *SME projects.* A majority of total Fund distributions will be awarded to finance SMEs around the world. The funds can be used for operating loans or capital expenditures.
- *Regional projects.* Grants will also be made for regional development projects. To qualify, projects must be part of a sound regional development plan that meets Fund guidelines as a regional competitiveness strategy.
- *Matching funds.* Grants for financing SMEs and regional development projects will be made in all countries of the world. However, they will require a match from the development bank or participating organization based on the income level of the country. The matching requirement will adjust on the basis of a sliding scale: The Fund will provide 25% of project funds in high-income countries, 60% in mid-income countries, and 95% in low-income countries. The development bank or a participating private or public organization must pledge to absorb the remainder.
- *Priority funds.* A critical decision factor in all grant decisions will be the degree to which SMEs or regions demonstrate high levels of business excellence and efficiency through effective use of the digital platform for trade and commerce.
- *Capacity building.* The Fund is committed to enhancing the capacity of development banks to serve the future financing needs of SMEs. Therefore, development banks will retain 5% of each grant to invest in personnel training and technical assistance programs for SMEs.

The Global SME Fund is intended to change the landscape of SME financing in a positive way, filling an urgent gap that will affect the well-being of hundreds of millions around the globe. It provides an important complement to the contributions of the HumaWealth Program to trade efficiency and SME prosperity. The Fund will issue an annual report to share its results with global stakeholders and to continue to highlight issues of overriding importance to the future of SMEs.

SECTION IV

ABOUT THE PARTNERS

Association of Development Financing Associations in Asia and the Pacific – ADFIAP

ADFIAP is the focal point of all development banks and other financial institutions engaged in the financing of development in the Asia-Pacific region. Its mission is to advance sustainable development through its members. Founded in 1976, ADFIAP has currently 120 member-institutions in 44 countries and territories. ADFIAP is also a founding member of the World Federation of Development Financing Institutions composed of regional associations in Africa, Asia-Pacific, Latin America and the Middle East. ADFIAP is an NGO in consultative status with the United Nations' Economic and Social Council. The permanent Secretariat of ADFIAP is based in Makati City, Metro Manila, Philippines.

Global Coalition for Efficient Logistics - GCEL

Based in Switzerland, GCEL is a nonprofit, public/private partnership, which has developed a comprehensive solution to the multiple problems that make the global logistics industry inefficient today. GCEL's members include governments, NGO's, and leading finance, insurance, and technology companies around the world. GCEL is currently funded for the benefit of all through the generous support of public/private organizations around the world. The key to GCEL's approach is its unique global structural formula that bridges the gap between governments and the private sector, allowing each to do what they do best. GCEL's **HumaWealth** Program provides the tools and road map to create a 21st century platform for trade and commerce. This Program will be deployed in a way that provides a solution that is: truly global; open and equitable to all companies and all regions of the world; based on partnership rather than competition; and available to all potential users throughout the world and free of cost to all.

THE ADFIAP-GCEL COMMUNIQUE

SMEs are critical to the globe's future. Legions of new programs all over the world are targeting SMEs today. We are heartened by this new effort. However, unless and until we address the core problems that SMEs face to thrive in today's information economy we will not achieve the results the world now desperately seeks. The financial crisis was deep and the recovery is weak and fragile. SMEs must be a pillar of sustained economic growth.

We must harness the power of information if we want to make SMEs prosper. SMEs must cut their costs to be competitive; arming them with real-time information about all of their operations is the only way to do that. SMEs must introduce their products in the right global markets; intelligent e-commerce is the only way to do that. SMEs must deliver their products efficiently and reliably; information-driven supply chain management is the answer. Above all, SMEs must obtain financing; real-time, verified financial information is the only answer. This is a daunting menu of needs. And SMEs cannot afford to pay for the solution.

The **HumaWealth** Program delivers what SMEs need, and it does so at no cost to them. **HumaWealth** deploys the Soft Infrastructure the world needs to build a digital platform for trade and commerce. It also delivers three powerful tools that allow SMEs to succeed. These modules put the power of information in the hands of SME owners. The rest is up to them. Finally, HumaWealth offers a road map to get us to these outcomes in 18 months.

We are especially committed to making the resulting financial dashboard available to every SME in the world. It does what most other SME programs today do not: **It lowers credit risk and makes SMEs bankable**. This solves the real problem in SME finance—information that is incomplete, unsubstantiated, and out of date. It lowers credit risk rather than simply passing it to the taxpayer, a cost the world increasingly cannot bear.

The financial dashboard makes SMEs more bankable, but the gap in SME financing today remains vast. Therefore, together we propose to launch GCEL's Global SME Fund. This Fund will give millions of SMEs hope of seizing their dreams. We believe in those dreams. And we embrace a future where SMEs *are* a central pillar in the new economic order.

The Association of Development Financing

Institutions in Asia @ the Pacific

The Global Coalition for Efficient Logistics

APPENDIX

HUMAWEALTH & ITS BENEFITS

The **HumaWealth** Program provides the tools and road map to build a digital platform for trade and commerce founded on **SI**. It will also launch of three powerful business tools for businesses, including SMEs, that will help them cut costs, connect with global markets, and become more bankable. All of these tools are available to end users at no cost. It will follow a detailed road map to ensure that the digital platform and the associated tools reach around the world by the end of the 18-month timeline.

HumaWealth provides the three critical elements of **SI** needed to build this platform:

The first element is the Global Logistics System. The GLS is open platform technology that provides nonintrusive integration and allows seamless sharing of critical trade and commerce information in a manner that does not require standardization. This path-breaking technology will be made available to all businesses at no cost to the end user.

Combining a robust set of technology features, the GLS maximizes the efficient movement of goods from shelf to shelf, resulting in a significant cost reduction for all entities involved in the logistics supply chain. These productivity gains are achieved by targeting all six factors that ultimately determine the efficiency of this chain: integration, e-documentation, tracking & visibility, processes, competence, and cargo security. Many international organizations, including the World Bank, have recognized these critical elements that affect overall logistics efficiency (World Bank Logistics Performance Index 2008).

The second element is a 21st century business model the world can embrace. **HumaWealth's SI** builds a strong worldwide network of finance, insurance, and technology firms to deploy the technology. At the heart of this business model is a global network of trusted, world-class companies who act as Gateways to the GLS. These companies have enormous technical capacity and are selected from GCEL's members, which already serve about 60% of the world's GDP. These Gateways are selected through an equal opportunity, transparent Request For License process. To ensure global acceptance and optimal delivery, the Gateways are allocated equally in two critical ways. First, they are shared among four global regions (seven each in Asia, Europe, MEA, and the Americas). Second they

are shared among the three industries that service the logistics industry (Finance, Insurance and Technology). Altogether, the World Logistics Council Network (WLCN) comprises 28 Gateways.

The **GLS** will be provided *free of cost* to the end user through an innovative revenue sharing model among the World Logistics Council Network (WLCN). For every \$1 of revenue generated, 10¢ will be shared with the Technology Gateways to build, deploy, maintain and enhance the core system. By sharing revenue this way, all the benefits of the **GLS** can be provided at zero cost to all end users, including shippers, receivers, LSPs, ports, governments, international organizations, and so on. What is more, this access is made available in a highly user-friendly manner, through easy web-portal access and nonintrusive integration of any existing systems.

The third element is a rapid global deployment program. It does little good to have elegant technology and a 21st century business model if the solution is not global—and *quickly* global. Thus, **HumaWealth** triggers full global coverage through four deployment Benchmark Trade Lanes over an 18-month period, one in each of the four regions of the world. These Trade Lanes will provide in-depth assessments of actual benefits realized by industry participants, demonstrating how the **GLS** drives new efficiency. Showcase events in each region will share these findings with business, financial, and public leaders in all four global regions.

Global deployment is spurred by two other key factors in the **HumaWealth** deployment strategy. One is the public/private partnership that GCEL represents. All parties fully understand the benefits of a new era of trade efficiency, and public and private leaders work together, each doing what they do best, to ensure the new technology is triggered around the world.

The other key factor is the simple fact that this new platform will be free to businesses all around the world, big and small alike. Everyone agrees that businesses themselves drive the real growth in trade and gains in economic well-being. The key is ensuring they have all the information they need to thrive. GCEL's **SI** provides the digital platform for trade and commerce with all the information they need. And, GCEL's revolutionary business model goes one step further—by making that

platform available for *free*, deployed by a trusted global network.

These three elements add up to a new efficiency era—a digital platform for trade and commerce. This is not a dream. The **SI**, technical capabilities, and scalability have been tested and proven in a multimonth project over one of the world’s busiest trade corridors between Canada and the U.S. This test involved one of the most complex supply chains in the world—the automotive industry. Based on these on-the-ground results, GLS reduces the cost of trade (landed import and export costs) by 30% and cuts unit-operating costs by up to 15% (Secure Cargo Anti-Terrorism Coalition Report, 2003).

Following HumaWealth’s road map

Deploying **SI** and launching the business tools are vital elements of the **HumaWealth** Program. But critical to the Program’s overall success is the road map that puts all the pieces together. This road map follows an 18-month timeline and requires bringing together the strategic partners necessary to complete the program. The road map has seven key milestones:

1. **Global Awareness Campaign.** In partnership with government ministries and private sector organizations, GCEL is conducting a global campaign to present the **HumaWealth** Program to public and private leaders and present the opportunity to participate to leading finance, insurance, and technology firms around the world. The Campaign is completed in Asia. It is now under way in the Middle East/Africa and will wrap up in the Americas and Europe.
2. **HumaWealth Genesis Event.** GCEL and international organizations will hold a major international meeting at the United Nations in Geneva. Attendees will include government leaders, as well as prominent finance, insurance and technology (FIT) executives from the Americas, Asia, Europe and MEA. The FIT firms will be invited to join GCEL and introduced to a transparent equal opportunity Request For License (RFL) process. These firms will network with each other to form joint ventures, if necessary, to qualify for selection as World Logistics Council Network (WLCN) Gateways who will deliver the GLS globally.
3. **Request For License (RFL) Process.** Each of the attending companies at the **HumaWealth** Gen-

esis Event will be invited to participate in an RFL process for finance, insurance or technology positions as WLCN Gateways. A total of 28 positions will be selected, with 12 finance, 4 insurance and 12 technology opportunities allocated equally among all 4 regions (i.e., 7 per region). Selection criteria include technical capability, the extent to which the company can offset geopolitical and monopolistic concerns, and their reach in the global marketplace. Selected companies will be announced 30-60 days after the conference.

4. **Implement the HumaWealth Benchmark Trade Lanes.** The GLS will be triggered through four **HumaWealth** Benchmark Trade Lanes, one in each region of the world. Each Trade Lane will include sellers, buyers, carriers, and logistics service providers—everyone participating in the shipping process from shelf to shelf. Each Trade Lane will be selected with care to ensure a “before and after” assessment of trade efficiency and security. A rigorous and thorough “Benchmarking Operations Excellence” process will assess performance before and after deployment of the **SI**. GCEL will define trade lane parameters and location in consultation with regional government officials and Technology Gateways. The lane selection criteria include:

- Strategic locations of shipper and receiver
- Strategic relationship between regional countries
- Technology Gateway input regarding existing customers to speed integration
- Analysis of trade lane volumes and value of locations to promote benchmarking results

To facilitate rapid and smooth deployment, the technology gateways will place priority on implementing the new horizontal system through integrating existing client systems.

5. **Launch Business Tools.** In the 12 months following the completion of **HumaWealth** Trade Lanes, strategic partners will work with the Finance, Insurance and Technology Gateways to integrate the suite of three business tools and ensure full global coverage.
6. **“Showcase” the Benchmark.** Benchmarks are critical to validate and promote the lanes. After a **HumaWealth** Trade Lane is launched and

benchmarking is completed, the Finance, Insurance and Technology Gateways, as well as the lane participants, will invite their public and private sector customers from throughout the global logistics industry to attend regional Showcase Forums. There they will see firsthand the benefits achieved via the GLS. These “Showcase” events will build strong momentum for full regional and global deployment of GLS.

7. **Accelerate Global Deployment.** The initial **HumaWealth** Trade Lanes will be benchmarked and globally deployed in 18 months. Based on the extensive benefits received, the **HumaWealth** Trade Lane participants will promote the use of the GLS to their own extended supply chains and customers through a viral deployment effect. The global financial, insurance and technology Gateways will also engage their own worldwide customer network. It is enough that each regional Technology Gateway sign approximately 100 of their own customers by 2020 for the network to gain 60% of the world trade volume.

A digital platform for trade and commerce must be powered by innovation. Soft infrastructure unlocks that power and permits the seamless sharing of information that drives business excellence in the 21st century. The HumaWealth Program will deploy SI in a way that benefits all economies and be free of cost to governments and business users, especially SMEs.

HUMANEALTH BENEFITS

OVERALL GLOBAL BENEFITS

- Provides the tools economies across the Globe need to reduce the cost of trade (landed import /export cost). Combined with growing regional market demand and low production costs, this completes the formula to attract national and foreign investment, thus supporting new jobs.
- By sparking a constructive re-balancing of trade across the entire Globe, has the potential to grow trade by USD 1,166 billion, supporting 46 million jobs in goods production and an additional 36 million in the service industries that deploy **SI** across the region.
- Gives developing economies skilled training programs to train the workforce and attract production firms from developed economies in the region and beyond.
- Creates up to 105 million containers in new trade crossing the Globe while simultaneously maximizing throughput in existing trade infrastructure.
- Provides the tools to reach the required level of operational excellence, thus attracting investment funds from private sector funders. Such investments can be focused on new enterprise zones to help build competitive clusters in new industries. In all, this will reduce dependence on funding from either public budgets or international donor organizations.
- Spawns new manufacturing plants and construction activity to boost jobs and income, increasing consumer demand and lifting individual buying power and prosperity.
- Provides an early warning system for cargo security while lowering the cost of customs clearance. Also creates tools that create greater accountability for border officials.
- Reduces the region's carbon footprint by increasing capacity utilization throughout the logistics pipeline—especially increasing throughput at ports and border crossings. Also lowers carbon monoxide emissions by reducing multimodal freight congestion at high-volume ports and other logistic chokepoints.

ECONOMIC BENEFITS

- Reduces the cost of trade across the Globe from the current average of 11% to 6%, saving the globe USD 687 billion a year (USD 138 billion in the Americas, USD 282 billion in

Europe, USD 74 billion in MEA and USD 193 billion in Asia), and reducing average unit operating costs at businesses up to 15%, all at no cost to end users.

- Creates up to 46 million jobs from increased trade in goods, with up to 36 million in finance, insurance, and technology industries associated with the deployment of **SI**.
- Attracts billions of dollars in physical logistics infrastructure investment from private sector funders, diminishing reliance on funds from public budgets and international donor organizations.
- Maximizes the impact of economic programs and strategic investments.
- Provides the systems, tools, processes, and world-class strategic partners to build and upgrade the service industry infrastructure throughout the Globe.
- Increases the flow of trade finance to Global businesses by providing real-time data transparency of trading activities and thus reducing risk. Also expedites and facilitates trade finance underwriting requirements. This benefit is especially significant to SMEs.

BENEFITS TO GOVERNMENTS

Customs and Border Protection

- Protects international borders and flow of commerce through multiple layers of cargo security defense.
- Assists in meeting international cargo security mandates, and reduces cost of cargo security compliance, thus increasing global cargo security participation.
- Provides the world's first early warning system on cargo security—Advance Dynamic Global Cargo Visibility—that will combine multiple sources of information to confirm goods' sources of origin for proper customs duties and expedited advance clearance.
- Provides the tools to create scalable accountability for border officials.

Food Safety

- Ensures the source of origin and timely delivery of high-quality food, as defined by public regulations and private sector specifications.
- Provides a globally efficient agricultural health surveillance system that will contain food disease outbreaks—proactively, not reactively.
- Cuts the cost of agriculture industry regulatory compliance.

Disaster Impact Readiness

- Provides global real-time information on the availability of all materials needed for emergencies, allowing the global logistics industry to mobilize rapidly and deliver necessary disaster supplies in the fastest and most efficient manner.
- Provides toolsets to re-route goods to avoid the impacted area while minimizing disruption to commerce.
- Delivers an Emergency Transportation Flow Management System that directs and re-directs traffic as required and rerouting shipments during emergency situations, ensuring a sustained flow of commerce.

BENEFITS TO THE SERVICE INDUSTRY THAT DEPLOYS SI

Financial Institutions

- Provides seamless integration into the dynamic market for global trade financial activities. This represents a USD 5 trillion market opportunity by 2020.
- Allows real-time and dynamic monitoring of transactions, minimizing fraud and reducing compliance reporting efforts. It will also permit dynamic exception reporting, enhanced risk analysis, and better data validation and consistency.
- Links financial institutions to the world's top technology deployers through a global public-private initiative.

Insurance Institutions

- Provides insurers with a seamless integration into the global trade insurance market, projected to be a USD 400 billion

market by 2020.

- Delivers the technology capability to provide door-to-door competitive insurance premiums by reducing administrative costs while improving customer service and the speed of response to customer concerns.
- Provides the capability to analyze in a fully dynamic way historic and real-time data about customers and everyone involved in the shipment process. This enables proper risk assessments and accurate premium evaluations.

Technology Deployers

- Gives IT companies a new business model, with a market opportunity in excess of USD 400 billion by 2020.
- Increases the return on investment for their current customer base by enhancing the efficiencies of current “vertical” logistics systems.
- Provides the capacity to add additional features to current customers’ in-house vertical systems while also enabling new vertical systems that maximize the success of market expansion.

Tracking System Providers and Data System Integrators

- Gives tracking and data businesses access to a market opportunity projected to reach USD 88 billion by 2020.
- Reduces their operation costs while enhancing the value proposition to their present and future customer base.
- Gives them new capacity to expand their global reach.

BENEFITS TO THE PRIVATE SECTOR

SMEs

- Reduces the cost of trade (landed import-export cost) by 30% and average unit operating costs up to 15%.
- Makes SMEs more bankable through real-time visibility, dynamic updates, data consistency, and third party corroboration.
- Provides the ability to leverage multiple modes of transport (ocean, truck, rail, and air) door-to-door with global personalized service provided by the selected carrier’s agents. In the past,

such capacity was simply unavailable to small businesses.

- Provides access to a simplified system process for on-line quoting, booking, and bill of lading instructions while reducing personnel dedicated to manual faxing, e- mailing, postal mail, and phone calls.
- Increases the business' global visibility and its access to ancillary service providers.

Large Enterprises

- Reduces the cost of trade (landed import-export costs) by 30% and average unit operating costs by up to 15%.
- Provides businesses with a coherent program for regional market expansion and the tools to reach new markets quickly and efficiently.
- Provides businesses with the tools to minimize the costs of operating a supply chain—plus dynamic tools to monitor the ongoing performance of global service providers and trading partners.
- Assures ease of access to integrated ancillary services (e.g., finance, insurance, and technology).

Carriers

- Maximizes capacity utilization and minimizes administrative costs, thus increasing carrier profitability.
- Reduces operating costs, enhances customer service, and enhances fraud detection through direct, point-to-world integration in global supply chains.
- Provides the tools to organize and expand the private market.

Logistics Service Providers

- Enables global market expansion at no cost.
- Reduces operating costs and enhances customer service by removing the requirement for point-to-point integration of EDI and other transmitted data. This provides true point-to-world integration, boosting efficiency and reducing effort by avoiding redundant data entry (and fewer keystrokes minimize errors).
- Provides one system to meet global industry and country requirements.

Points of Entry

- Maximizes capacity utilization of existing logistics infrastructure and meets global cargo security requirements at no cost.
- Reduces operating costs and enhances customer service through direct point-to-world integration in global supply chains.
- Provides port officials and others with advanced and dynamic tools to manage inbound and outbound trade volume, greatly expediting documentation.



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A Swiss-Based Non-Profit Public Private Partnership
www.gcel.net



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