

## Editorial BY ANDRÉ DE CROMBRUGGHE

**En** I have the pleasure to announce the release of the first issue of “**SPX News**”, a quarterly information bulletin about the activities of the UNIDO industrial subcontracting and supply chain programme, as well as the global Subcontracting and Partnership eXchange network (SPX) established by UNIDO. This bulletin is presented under the following headings:

1. “Editorial”, where we aim to offer you some background articles with strategic information or of general interest.
2. “SPX on the Spot”, where we request SPX Directors to present their institutions and their programmes.
3. “Country Watch”, where we present the strategy or a survey concerning subcontracting and supply chain management aspects in relation to a particular country or group of countries.
4. “An Academic Review”, where we shall highlight a survey, an analysis or a more academic approach, to which we shall add a list of publications.

5. “Club News”, where you can find a list of brief news, subcontracting fairs and various other events.

I hope that this bulletin will contribute to understanding and overcoming challenges as well as to seize new opportunities, whether these be technological or commercial; to share and benefit from successful experiences; to inform you of all types of new developments or services available and to enhance exchanges between us. I extend to each one of our members and readers my best wishes of success.



*André de Crombrugghe  
Coordinator of the Subcontracting  
and Industrial Partnership Programme  
Industrial Promotion and Technology Service*

**Fr** J’ai le plaisir de vous annoncer le lancement de «**SPX News**», un bulletin d’information trimestriel sur les activités du programme de l’ONUDI pour la Sous-traitance, le Partenariat et la Gestion des Fournisseurs Industriels, ainsi que du réseau mondial des Bourses de Sous-traitance et de Partenariat (BSTP) mises en place par l’ONUDI, aussi appelé ‘Club SPX’.

Ce bulletin, dont ceci est la première édition, contiendra les rubriques suivantes:

1. «Editorial», où nous tâcherons de vous donner des articles de fonds avec des informations stratégiques, ou d’intérêt général.
2. «SPX on the Spot», où nous demanderons à un Directeur de BSTP de présenter son institution et son programme.
3. «Country Watch», où nous présenterons la stratégie, ou une étude

**Es** Tengo el placer de hacerles participe del lanzamiento de “**SPX News**” un boletín informativo trimestral sobre las actividades del programa “Subcontratación Industrial y Gestión de Cadenas de Proveedores” de la ONUDI, al igual que sobre el red mundial de “Bolsas de Subcontratación y Alianzas Industriales” (BSA) establecido por la ONUDI.

Este boletín, el cual ésta es su primera publicación, contiene las siguientes secciones:

1. “Editorial”, en el cual es nuestro objetivo ofrecerles algunos artículos de fondo con información estratégica o de interés general.
2. “SPX on the Spot” en el cual requerimos los Gerentes de BSA (o SPX) presentar sus instituciones y sus programas.
3. “Country Watch” en el cual presentamos las estrategias o encuestas

*..continued on page 6.*

*..continued on page 6.*

### IN THIS ISSUE:

SPX ON THE SPOT: SENEGAL .....	2
AN ACADEMIC REVIEW: GLOBAL SUPPLY CHAIN MANAGEMENT .....	3
COUNTRY WATCH: CHINA .....	4
CLUB NEWS .....	7

#### Legend:

**En** Articles in English **Fr** Articles in French **Es** Articles in Spanish

# SPX on the Spot: Senegal

## How it works

**En** The development of sub-contracting and of industrial partnerships constitutes a very efficient and effective mechanism for the enhancement of the productivity and competitiveness of enterprises, especially small and medium-sized enterprises. As a result of its importance, the Senegalese private sector (CNES, SPIDS) in collaboration with UNIDO and the Government of Senegal decided in 1998 to establish a not-for-profit association by the name of "Bourse Nationale de Sous-Traitance et de Partenariat du Sénégal" (National Subcontracting and Partnership Exchange of Senegal). The objective of the center is to promote industrial subcontracting as well as the manufacturing skills and capacities of small and medium-sized enterprises and to provide them with managerial and quality assistance in order to enable them to meet the standards required by national and international

buyers and contractors. This inter-enterprise cooperation would permit



the creation of a more cohesive and integrated working environment for all industries within the nation thereby enhancing their economic performances.

## La BNSTP-S amorce l'action

**Fr** Sous la tutelle du Ministre de l'Artisanat et de l'Industrie, la BNSTP-S a organisé un atelier d'évaluation de ses 2½ ans d'existence.

La rencontre qui a eu lieu le 8 Avril 2003 a vu la participation de plusieurs entrepreneurs et divers représentants d'organismes internationaux, notamment celui de l'ONUDI qui coiffe le projet depuis ses débuts.

Le Ministre a parlé de l'extension des services, l'ouverture aux flux de Soustraitance internationale et la mise à niveau de l'industrie sénégalaise. Dans son assentiment, il accorde beaucoup d'importance à la

structure en disant que c'est un outil capital dans le système industriel du pays. «Elle renforce les liens intersectoriels et crée des synergies dans le secteur industriel.»

## Companies Testimonials:

**En** Several companies have already received support from the BNSTP-S. Some selected cases are presented below:

*SOCAS, a food canning factory in Savoigne, was looking for a subcontractor to help with their two types of electric generators. After having received no satisfying results with other firms, SOCAS called on the BNSTP which selected three SMEs. At the end SOCAS decided to work with MTI and „the work started in a very promising way.”*

*ICS Mines was looking for a subcontractor to repair its mine-dredgers which represents 45% of the companies production capacity. Through the BNSTP-S ICS found DAKARNAVE, „a satisfying and rapid solution”, to subcontract to.*

*RESIF was looking for a partner in technical and financial issues. After having been confronted with three possible foreign companies through the BNSTP-S, RESIF started a partnership with GTI, based in France. „The service of the Exchange was very satisfying and allowed a result in a record time.”*

*A partnership between a Senegalese Office for Studies (BETEG) and a Malian office (MCGI) was established thanks to the mediation of the BNSTP-S.*

*ERTEC was supported by the Exchange through mediation to some SMEs which already gathered experience in a project of that kind.*

*ISOS Finance needed special information about companies in the cardboard sector for the purpose to implement an industrial unit in Senegal. BNSTP-S could help by providing extensive information about three European companies.*

## A List of Services offered by the BNSTP-S:

- Inquiries for Subcontracting work
- Available Capacity exchange
- Partnership (national - regional - international)
- Development
- Technical Information and documentation
- Fairs and exhibitions
- Machines - Material - second-hand equipment
- Visits to enterprises
- Mangament of databases

## En suma

**Es** Hay muchos ejemplos que muestran el éxito del trabajo de la Bolsa en Senegal.

La Bolsa toma el papel de mediador, en el sentido de que recaba información sobre las empresas senegalesas y las reúne con el objetivo de mejorar la cadena productiva de proveedores.

Con solo 3 años de actividad, ha conseguido la Bolsa reunir a más de 200 empresas.

### The Stanford Global Supply Chain Management Forum

**En** The Stanford Global Supply Chain Management Forum is a leading research institute in partnership with industry and the School of Engineering and Graduate School of Business at Stanford University that advances the theory and practice of excellence in global supply chain management.

Working with approximately 30 industrial organizations, the Forum is actively engaged with a broad cross-section of leading and emerging industries to identify, document, research, develop and disseminate best practices in a dynamic and increasingly global economic business environment.

The Forum is also affiliated with the Stanford Alliance for Innovative Manufacturing (AIM). The Forum has also formed partnerships with the European Forum on Global Supply Chain Management at Eindhoven University in the Netherlands and with the Hong Kong Logistics and Supply Chain Forum in Hong Kong.

(<http://www.stanford.edu/group/scforum/Welcome/>)

### Supply Chain Security and Quality Management

**En** Co-Director Hau L. Lee recently presented the relation between Supply Chain Security and Quality Management. According to Co-Director Hau L. Lee, after September 11 of 2001, there have been increased concerns on the security of USA logistics network. The supply chain is vulnerable to security breaches, security assurance as well as disaster preparedness and responses in case of security breaches, are both receiving heightened attention to supply chain managers.

The quality movement in the 70s serves as a good example of how management can develop responses to the supply chain security challenge. The quality movement started with the recognition by industry that defects can be very costly to the company. This realization provides the strongest motivation for industry to be engaged in "total quality management," where all in the organization, suppliers and in some cases, customers, have to be involved to zealously improve quality. This, of course, is a striking resemblance to the recognition of the significant costs and importance of security problems, and the need to engage all stakeholders to drive out security breaches.



In the quality movement, the big message was that quality should not be "inspected" into the product. The naive approach to improving outgoing product quality was increasing final inspection of finished products to screen out non-conformances. Instead, we should focus on prevention. Prevention emphasizes on education, organizational collaboration, design improvement, process variation reduction, and accountability of the total company. The security equivalent to final inspections for quality is relying on inspection of inbound containers at domestic ports and border crossings. Some in government have called for heightened inspection of *...continued on page 6.*

### The Column of Quotes

**Es** "Las diversas vinculaciones que las pequeñas y medianas industrias (PyMI) puedan establecer entre si y con las grandes empresas y las empresas estatales son factores decisivos para su crecimiento y competitividad. La organización de estas vinculaciones es esencial tanto en la fase previa con los proveedores y subcontratistas como en la fase ulterior con los canales de distribución y comercialización."

ONUUDI

**Fr** «Dans la compétition mondiale actuelle, la chaîne logistique globale et les achats constituent des domaines stratégiques essentiels pour améliorer l'efficacité des systèmes opérationnels des entreprises et ainsi consolider leur compétitivité, leur flexibilité et leur aptitude à la création de valeur.»

HEC PARIS, FRANCE

**En** "The enterprise Global Value Chain (GVC) is one of continuous, value-added activities that include supply-side relationships, inbound logistics, production processes and demand-side activities. Because the Internet eliminates time and space limitations, it enables this virtual enterprise to operate at extreme velocity."

COMPAQ.COM

**Fr** « La chaîne logistique globale - ou «supply chain» selon le vocable anglo-saxon qui mériterait plutôt d'être traduit par chaîne clients-fournisseurs - recouvre l'ensemble des mécanismes permettant de fournir des produits ou des services au bon moment, avec les bonnes quantités et au bon en-droit... La différence fondamentale introduite par cette approche de gestion de la chaîne globale vis-à-vis du fonctionnement classique tient dans le caractère transversal aux fonctions et à l'organisation de l'entreprise. La chaîne logistique doit être alignée avec la stratégie de l'entreprise et mise en oeuvre en conséquence. Compte tenu des fonctions mobilisées, il s'agit là d'une responsabilité de niveau de direction générale».

JEAN CHARLOT, PRICEWATERHOUSECOOPERS,  
SUPPLY CHAIN MANAGEMENT.

**En** "enterprises should... encourage where practicable, business partners, including suppliers and sub-contractors, to apply principles of corporate conduct compatible with the Guidelines".

OECD, GUIDELINES FOR MULTINATIONAL  
ENTERPRISES

# China

BY PATRICK J. GILBERT

## Chine-OMC: un événement aux conséquences à long terme

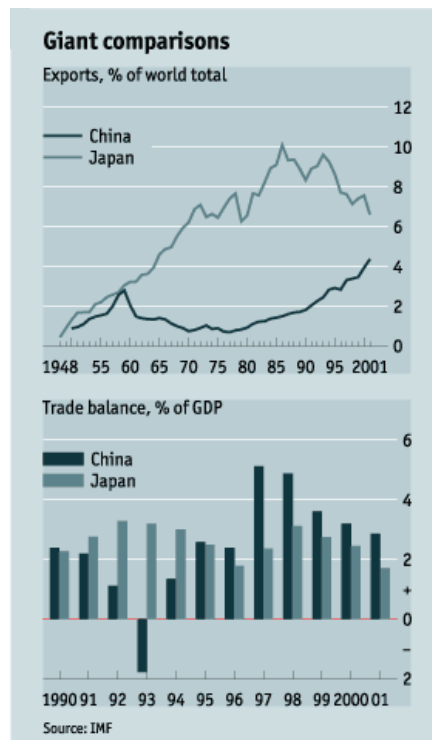
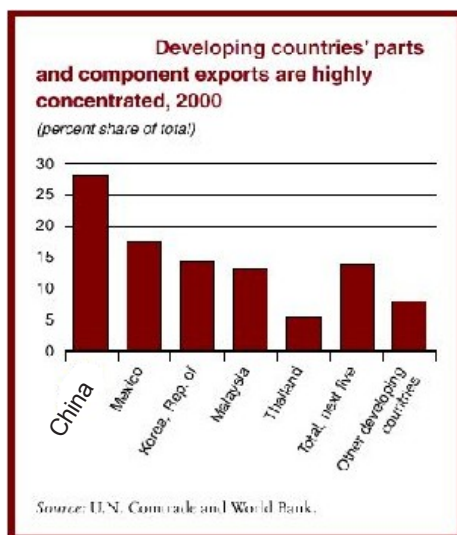
**Fr** L'accession de la Chine à l'OMC a constitué un événement, à la fois pour la Chine qui affirme son attachement aux règles du commerce international, mais aussi pour l'OMC qui, en intégrant le pays le plus peuplé de la planète, devient une organisation véritablement mondiale. Pour autant, les conséquences de cette accession sur l'économie chinoise, sur celles de ses voisins asiatiques et sur le cadre des affaires en Chine ne se feront sentir qu'à long terme. En premier lieu, les engagements de la Chine se déploieront dans le temps, pour une mise en oeuvre complète en 2010. L'amélioration réelle du cadre des affaires et de l'accès au marché dépendra de l'interprétation par la Chine de ses engagements, et de leur application au niveau provincial, municipal et local. Nul doute que la Chine interprétera ses engagements à la lumière des conséquences économiques et sociales pouvant en résulter. Dans le même temps, l'OMC servira d'aiguillon pour approfondir les réformes engagées dans les années 1990 (réformes rurale, des entreprises publiques, du secteur financier). Enfin, la montée en puissance commerciale et politique de la Chine en Asie correspond à un Développement continu du commerce extérieur chinois depuis 20 ans. Pour les opérateurs étrangers, l'attraction de la Chine (52 milliards de dollars d'IDE en 2002) devra aller de pair avec une vigilance accrue sur l'application de ses engagements.

Source: MINEFI, DREE

## China's Trade and Foreign Outsourcing

**En** China is increasingly becoming integrated into global production networks. With its rapid growth, robust trade growth and foreign investment inflow, China is now the world's preeminent low-cost manufacturer, not only of traditional labor-intensive goods like footwear and toys and apparel and sporting goods, but increasingly goods like information technology and hardware.

In electronics, it began in the late 1980s and early 1990s when Foreign companies, mainly Taiwanese, began moving production of very simple computer peripherals to China: power supply units, keyboard, mice, etc. By the mid-1990s Companies were beginning to produce PCs in China. By the late 1990s they were beginning to produce laptops in China. This reflects China's integration into global production networks and is becoming a major exporter of information technology hardware to international markets, and new products are moving to China, such as LCDs, Notebooks, transforming the nature of trade relations in East Asia and the nature of trade relations between East Asia and advanced industrial economies as well. Thus, Exports are now mainly labor-intensive low-tech components in the high-tech industries, such as telephone sets, computer keyboards, etc; or they are the final goods assembled labor-intensively in China with imported



high-tech parts, such as McDonnell Douglas jets.

Trade between China and the industrialized nations have also rapidly expanded. Processing trade and foreign investment are the two elements that were crucial to the creation of export promotion regime in China. These two elements are also

**FDI in China by foreign high-tech companies is an effort of outsourcing strategy.**

the major modes of foreign outsourcing to China. China trade statistics show that, in 1995, the share of processing exports in China's total exports to its major trading partners are as high as 69.4% for the US, 52.0% for Japan, 44.8% for EU, and 51.9% for NIEs. By outsourcing to China through processing trade, the

**China's exports produced by foreign-funded enterprises account for about 50% of its total exports**

industrialized countries are establishing production linkages with China. These production linkages are further reinforced by the surge of China's inward foreign direct investment. FDI in China started in early 1980s. Since early 1990s, China has become the largest recipient of FDI among developing countries and

only second to the US in the world. One of the goals of foreign investment is to seek footholds for entering Chinese market in the long run, but the investors' access to domestic market is restricted by rules such as the export ratio requirement and the foreign exchange account-balancing requirement. As a result, in the short run, FDI in China by foreign high-tech companies is, in part, an effort of outsourcing strategy. Therefore, bulk of the FDI outputs are shipped back to source countries, some entering the high-tech production as intermediate inputs. In recent years, China's exports produced by foreign-funded enterprises account for about 50% of its total exports.

The present situation of competition in the world market of high-tech goods and China's role in this race is the following: the US, EU and Japan are still the leading countries in export of capital-intensive manufactured goods, mainly, high-tech goods; and

**Competitiveness of US, EU, Japan and NIEs high-tech industries in the world market can be affected by changes in intermediate input supply from China**

NIEs are catching up, though at less advantageous position. China, on one hand, is a potentially huge market for the manufactured products of the industrialized countries, and on the other hand, with abundant labor resource, serves as a supplier of labor-intensive consumer goods and intermediate inputs for their high-tech sector.

Producers in export sectors in US, EU, Japan and NIEs benefit from China's supply of labor-intensive intermediate inputs, which serve as a tool of outsourcing for their high-tech industries. Therefore, the competitiveness of their high-tech industries in the world market can be affected by changes in intermediate input supply from China.

### China Economic forecast summary

	2002	2003	2004
<i>Real GDP (% change)</i>	8.0	7.6	7.8
<i>Consumer prices (% change; av)</i>	-0.8	-0.2	0.5
<i>Exchange rate Rmb:US\$ (av)</i>	8.28	8.28	8.28
<b>Current account (US\$ m)</b>			
<i>Goods: exports fob</i>	322,289	364,825	413,711
<i>Goods: imports fob</i>	-278,151	-333,973	-386,849
<i>Trade balance</i>	44,137	30,852	26,862
<i>Current-account balance</i>	33,520	15,739	12,420
<i>Current-account balance (% of GDP)</i>	2.5	1.1	0.8
<b>External financing (US\$ m)</b>			
<i>Financing balance</i>	19,233	1,312	-2,807
<i>Total debt</i>	150,750	157,341	165,779
<i>Total debt service</i>	19,384	19,565	21,793
<i>Debt-service ratio, paid (%)</i>	5.2	4.7	4.6

*Source: Country Risk Service*

### US Congress on China-WTO Anniversary

December 2002 marks the one year anniversary of the PRC's accession to the World Trade Organization (WTO). Administration officials report that Beijing's compliance with its WTO obligations has been mixed. Major points of contention include recently issued PRC regulations on agricultural products and services, which U.S. officials charge limit market access for foreign firms.

*Source: Report for Congress, USA, 3 January 2003*

### Forecast

Issues relating to the transition from the third-generation to the fourth-generation leadership will dominate the domestic political scene throughout the forecast period. US action in Iraq will not lead to a breakdown of relations with China, but ties between the two countries will remain volatile in 2003-04, as China remains suspicious that the US is seeking to constrain or contain it. GDP will grow by 7.6% in 2003 and by 7.8% in 2004. Prices are expected

to fall slightly in 2003 and rise by 0.5% in 2004. The exchange rate will remain around Rmb8.3:US\$1 over the next two years. The current-account surplus will narrow from an estimated US\$33.5bn (2.5% of GDP) in 2002 to US\$12.4bn (0.8% of GDP) in 2004.

*Source: The Economist Intelligence Unit*

### UNIDO activities in China

#### UNIDO in China

[www.unchina.org/unido/](http://www.unchina.org/unido/)  
[office.china@unido.org](mailto:office.china@unido.org)

#### UNIDO office in Beijing

UNIDO Beijing Office  
 2, Liangmahe Nanlu  
 Beijing 100600, China  
 Tel: +86-10-65323731  
 Fax: +86-10-65326315

#### ITPO Beijing

9, Tayuan Nan Xiao Jie,  
 Chaoyang District  
 100600 Beijing, China  
 Tel: +86 10 65326140  
 Fax: +86 10 65326145  
 e-mail: [itpo.beijing@unido.org](mailto:itpo.beijing@unido.org)

*Academic Review, continued from the 3rd page* cargoes, containers, and transportation vehicles at ports and border crossings—for example, increasing the inspection rate of containers from today's one-to-two percent to ten percent. In the aftermath of September 11, there were even calls for universal inspection of import containers. The US and some trading partner governments are pushing inspections and screening upstream to originating ports. The goal is a series of bilateral agreements that would permit exchange of Customs officers and more screening of shipments at the outbound ports. Inspection at the source, instead of at the final destination, is exactly in line with the sound principle that we have learnt from the quality movement.



But source inspection is not sufficient. We also have to have tight process control to ensure that no tampering of shipments has occurred during the journey of transportation from one port to another. Here is where information technology can play a role. The latest RFID (Radio-Frequency Identification) technologies can be used to electronically seal and monitor a container, so that any security breaches can be identified. As a result, final inspection at the receiving port is not necessary for those containers where no tampering has been found from the RFID tag. Those identified by the RFID tag as having security problems can be isolated and inspected. Indeed, the ports of Hong Kong, Singapore and Seattle are currently experimenting with such an approach to ensure supply chain security. Using RFID tags and internet-based tracking software provided by Savi Technology, the experiment will potentially have a big impact on port operators, transportation providers, customs, supply chain companies, and ultimately, the consumers. This new initiative is named "Smart and Secure Trade Lanes." We applaud the efforts that are underway to instill quality processes, to inspect products and containers at the points of origin, to use technology to automate the chain of custody, to monitor the process closely during the transportation journey, and to create transparency and visibility across the supply chain. Information, rather than physical inspection, is the preferred way. The Stanford Global Supply Chain Management Forum is very excited that both its co-directors are going to be engaged in studying the economic impacts of the use of sound quality management concepts in ensuring supply chain security.

*Editorial, continued from the 1st page*

**F**r des aspects de la Sous-traitance et de la Gestion des Approvisionnements au niveau d'un pays, ou groupe de pays, déterminé.

4. «An Academic Review», où l'on présentera une étude, une analyse ou une approche plus académique, avec une liste de publications.

5. «Club News», qui donnera une liste de nouvelles brèves, de salons de sous-traitance et de manifestations diverses.

Je souhaite que ce bulletin contribue à comprendre et surmonter les défis et à saisir les opportunités, à partager et à bénéficier des expériences

réussies, à vous informer de tout nouveau développement ou service disponible et à accroître le flux d'échanges entre nous. Je formule mes meilleurs vœux de succès à chacun des membres et des lecteurs.

*Editorial, continued from the 1st page*

**E**s referentes a los aspectos de subcontratación y cadenas de proveedores empresariales en relación a algún país o region en particular.

4. "An Academic Review", en el cual se enfatizará una encuesta, análisis o un enfoque más académico, al cual se le añadirá una lista de publicaciones.

5. "Club News" en el cual podrá encontrar una lista de breves noticias, ferias de subcontratación y otros varios eventos.

Espero que este boletín ayude a contribuir a una mayor comprensión y superación de posibles retos al igual que a ofrecerles nuevas oportunidades; a compartir y beneficiarse de experiencias exitosas; a proveerles información sobre todas las clases de desarrollos o servicios disponibles y para fortalecer el continuo intercambio entre nosotros. Les deseo a cada uno de nuestros miembros y lectores mis mejores deseos de éxito.

## Recent Publications

- **Guide to Supplier Development** - A. DE CROMBRUGGHE AND G. LE COQ (2002)

- **SPX Success Stories 2001**-A. DE CROMBRUGGHE WITH THE ASSISTANCE OF K. BHUSHAN AND I. SAN ROMÁN SIRVENT (2002)

- **International Directories of Industrial Subcontracting and Partnership Exchanges (SPX) and of the SPX Club Associate Members** (YEARLY)

- **Code of Conduct for industrial subcontracting, supply and partnership relations** - UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (2002)

## Some Additional Quotes

*Let us choose to unite the power of markets with the authority of universal ideals. Let us choose to reconcile the creative forces of private entrepreneurship with the needs of the disadvantaged and requirements of future generations.*

KOFI ANNAN,  
SECRETARY-GENERAL OF THE UNITED NATIONS

*I have no doubt that the business community, in its own interest, has a role in defining the multilateral institutions' mandate in the new millennium. Working with private sector is one of my highest aspirations and priorities.*

CARLOS A. MAGARIÑOS  
DIRECTOR-GENERAL OF UNIDO

# Club News

## UNIDO SPX FORUM - 2003

in cooperation with  
**MIDEST - RIOST - COSTEP**

**Paris & Auxerre, France -  
November 17-21, 2003**

**En** The 55 Subcontracting and Partnership Exchanges (SPXs) members of the UNIDO SPX CLUB, as well as the Associate Members (100), are cordially invited to participate, at their own expenses, in an International SPX Forum jointly organized by UNIDO, MIDEST, RIOST and COSTEP. We would like to celebrate with you the 20 years of cooperation between UNIDO and MIDEST, the 13 years of cooperation between UNIDO and RIOST and the 5<sup>th</sup> Anniversary of the COSTEP.



**MIDEST**, is the world largest Industrial Subcontracting Fair. This year we are expecting more than 50,000 visitors and 2,200 exhibitors coming from 35 countries. UNIDO launched its' new Program for the Promotion of

Industrial Sub-contracting and Partnerships, through a joint participation (UNIDO, Colombia, Egypt, India, Mexico and Turkey) at the 1983 edition of the MIDEST Fair in Paris. Subsequently, MIDEST and UNIDO signed an agreement in 1989, which initiated the trend to establish similar agreements with other important world fair organizations (<http://www.midest.com>).



**RIOST**, an International Network of Industrial Subcontracting Organizations and Fairs, is celebrating in 2003 its' new development through internet services available on its' new Internet Portal. UNIDO is a founding member of RIOST which enjoys consultative status with UNIDO (<http://www.riost.com>).



**COSTEP**, the operational Center for Subcontracting and Partnership, is a pilot SPX established by UNIDO according to its proven methodology. COSTEP acts as an information, training and testing center for UNIDO's Industrial Subcontracting and Supply Chain Management Programme (<http://www.costep.fr>).

## INDUSTRIAL SUPPLY CHAIN DEVELOPMENT

### Modalities of UNIDO Intervention

#### Government policies & programmes

- Enabling environment, legislation, code of conduct, Investment incentives, local content, EPZ, ...

#### Information & Match-making Mechanisms

- Over 50 SPXs in more than 30 countries

#### UNIDO Methodology

- Common approach: institutional, managerial, operational and technical
  - Set of Standard instruments: Nomenclatures, questionnaires, **outsourcing** software, legal guide & model contracts, etc

#### International Promotion & Fairs

- National and International Subcontracting Fairs;
- International Business Partnership Meetings and Forums;
- Reverse Fairs for local Suppliers & Subcontractors;

#### SPX Club & Networking

- Networking among SPXs
- Networking with other Agencies & Institutions
- Networking with UNIDO (Web Page, -Exchange, ITPOs, ITCs)

#### Support Services for Subcontractors & Suppliers

- Vendor development programs for subcontractors
- Quality up-grading programs for subcontractors
- Technical, legal & marketing advice and training

## International Subcontracting Fairs

Istanbul, Turkey **8 to 11 May 2003** ([www.subconist.com](http://www.subconist.com)):

» *The Second International Subcontracting Exhibition.*

Alger, Algeria **8 to 11 May 2003** ([www.siprost2003.com](http://www.siprost2003.com)):

» *SIPROST 2003 - Le Salon International du Partneriat et de la Promotion de la Sous-Traitance.*

San Domingo, Dominican Republic **7 to 10 October 2003**:

» *XIII Meeting of ALABSUB (Latin American Association of SPXs)*

Shanghai, China **15 to 18 October 2003** ([www.cmpsinoexpo.com/cif/](http://www.cmpsinoexpo.com/cif/)):

» *The China International Industrial Subcontracting Fair*

Paris & Auxerre, France **18 to 21 November 2003** ([www.midest.com](http://www.midest.com)):

» *The UNIDO International SPX Forum*

## About UNIDO

**Mission:** The United Nations Industrial Development Organization (UNIDO) helps developing countries and countries with economies in transition in their fight against marginalization in today's globalized world. It mobilizes knowledge, skills, information and technology to promote productive employment, a competitive economy and a sound environment. Carlos Magariños, the Director-General of UNIDO, describes the Organization as a specialized United Nations agency that focuses its efforts on relieving poverty by fostering productivity growth.

**Background:** UNIDO was set up in 1966 and became a specialized agency of the United Nations in 1985. As part of the United Nations common system, UNIDO has responsibility for promoting industrialization throughout the developing world, in cooperation with its 169 Member States. Its headquarters are in Vienna, and with 35 country and regional offices, 13 investment and technology promotion offices and a number of offices related to specific aspects of its work, UNIDO maintains an active presence in the field.

SPX News is produced four times a year by the UNIDO Supply Chain Management Programme.

**Coordinator** ..... André deCrombrughe  
**Editor** ..... Patrick J. Gilibert  
**Design** ..... Janpeter Beckmann

All issues are available on internet.



UNIDO  
Vienna International Centre  
Programme Development and Technical  
Cooperation Division  
Supply Chain Management Programme,  
PTC/IPT  
P.O. Box 300, A-1400, Vienna, Austria  
Fax. 43 1 26026 6806  
Email: P.Gilibert@unido.org  
Website: www.unido.org/spx

### IN THE NEXT ISSUE:

SPX ON THE SPOT: TURKEY

AN ACADEMIC REVIEW: FDI,  
OUTSOURCING AND DELOCALISATION

COUNTRY WATCH: MEXICO

## Your SPX Network

### AFRICA:

#### ALGERIE:

- BASTP-Centre, Alger,
- BSTPE- Est, Constantine,
- BSTPO-Ouest, Oran,
- BSTPS-Sud, Ghardaia,

#### COTE d'IVOIRE:

- BSTP-CI, Abidjan,

#### GHANA:

- SPX-AGI, Accra,

#### MADAGASCAR:

- BSTP-M, Antanarivo,

#### MAURITIUS:

- SUBEX-M, Port Louis,

#### MAROC:

- BNSTP-M, Casablanca,

#### SENEGAL:

- BNSTP-S, Dakar,

#### TUNISIE:

- BNSTP-T, Tunis,

### AMERICA:

#### ARGENTINA:

- BSA-UIA, Buenos Aires,

#### BOLIVIA:

- BSA-Fundacion, La Paz,
- BOLSICRUZ-CCI, Santa Cruz,

#### BRAZIL:

- BSI&N-SEBRAE, Sao Paolo,
- BSI&N-ABIMAQ, Sao Paolo,

#### CHILE:

- BSA-Corpac, Santiago,

#### COLOMBIA:

- Red Colombiano de CSI, Bogota,
- CSI-Centro, CCB, Bogota,
- CSI-Servicios, ACIEM, Bogota,
- CSI-del Pacifico Occidente, Cali,
- CSI-del Eje Cafetero, Manizales,
- CSI-de Antioquia, Medellin,
- CSI-del Costa Caribe, Barranquilla,
- CSI-de Narino Pasto, Pasto,
- CSI-de Bucaramanga, Santanderes,
- CSI-de Barrancabermeja,
- CSI-de Tolima Huila, Ibagué,

#### COSTA RICA:

- BSI-CI, San José,

#### CUBA:

- BSA, La Habana,

#### DOMINICAN Republic:

- BSA-RD, Santo Domingo,

#### ECUADOR:

- BSA-CAPEIPE, Quito,

#### GUATEMALA:

- BSA-CIG, Guatemala-City

#### MEXICO:

- Red Mexicano de BSA, BEPIQ, Queretaro,
- BSIM-CIMEG de Jalisco, Guadalajara,
- BSPI&DP-CAINTRA de Nueva Leon, Monterrey,
- CEPED, Chihuahua,
- MOLTRO, Queretaro,

#### PANAMA:

- BSA de Panama,

#### PARAGUAY:

- BSA-CEDIAL, Asuncion,

#### PERU:

- BSA-ADEX, Lima,
- BSA-ADEPIA, Arequipa,

#### URUGUAY:

- BSA-CIU, Montevideo,

### ASIA:

#### INDIA:

- National SPX Network, New Delhi,
- SPX-CII, New Delhi
- SPX-CII, Pune,
- SPX-CII, Hyderabad,
- SPX-SISI, Chennai,
- SPX-KASSIA, Bangalore,
- SPX-IAT, Ludhiana,
- SPX-ESC, New Delhi,

#### LEBANON:

- BSTP/SPX-L, Beirut,

#### SAUDI ARABIA:

- Industrial Integration Center, Riyadh,

#### SRI LANKA:

- SPX-SL, Colombo,

### EUROPE:

#### FRANCE:

- COSTEP, Auxerre,
- BSTE, Nancy,

#### RUSSIAN Fed.

- International Center for Subcontracting and Partnership, ICS, Moscow,

#### SLOVAKIA:

- SPX-SES, Bratislava,

#### TURKEY:

- SPX-ICC, Istanbul.