

# SPX

## NEWS

Volume 2  
Issue 1  
Winter 2004

A Newsletter of the United Nations Industrial Development Organization  
- Supply Chain Development Programme

### *The Istanbul Chamber of Commerce wins the race "A worldwide success story"*

The Istanbul Chamber of Commerce (ICOC) won the Best Small Business Project at the 3rd World Chambers Congress Competition, held from 15-17 September 2003 in Quebec City, Canada.

The prize was won by the Turkish Subcontracting Exchange, one of the outstanding functions of the Chamber for more than 13 successful years.

#### **Global Outsourcing from Turkey**

Subcontracting Exchange builds information and expertise infrastructure, which connects

small and medium-sized enterprises (SMEs), and is intended to facilitate the building of comprehensive relationships between the different business entities.

Its exceptional database system, with some 1,500 registered enterprises provides detailed information to its members. Marketing results in the past are solid proof of the Subcontracting Exchange's success.

The results have been extremely positive because Turkish subcontractors are now focusing on international markets more than ever before and the number of members exporting is on the rise. Competitiveness is now stronger due to an increase in international market experience. Overall, the project has increased competitiveness, productivity and the usage of existing capacity.

The Subcontracting Exchange also went beyond itself and assisted UNIDO in its efforts to establish similar Subcontracting Exchanges in other countries such as India and Ghana.



*The Istanbul Chamber of Commerce, winners of "Best Small Business project".*

#### *Français*

La Chambre de Commerce d'Istanbul a remporté le prix du meilleur projet de petites entreprises durant le concours international entre les Chambres de Commerce du Monde qui s'est tenu des 15 au 17 septembre 2003 au Québec. Sont récompensés les projets les plus innovants au niveau local et régional.

#### *Español*

La Cámara de Comercio de Estambul ha sido la ganadora del premio al mejor proyecto para la pequeña y mediana empresa durante el concurso celebrado ante las Cámaras de Comercio del Mundo que se celebró del 15 al 17 septiembre del 2003 en Quebec.

### **IN THIS ISSUE:**

SPX on the Spot: **Paraguay**

An Academic Review: **INSEAD**

Country Watch: **Cameroon**

Club News: **SPX Forum**

## The Istanbul Chamber of Commerce wins the race (cont.)

### Matchmaking between large and small industries

Here are some facts about the Turkish Subcontracting Exchange:

- **1,500 Official Members**
- **of which 86% are SMEs**
- **and 83% are exporters**
- **180 matchmakings per months**
- **of which 75% of all business offers are forwarded to exporters**
- **amounting to a value of \$US 22 million**

This programme also enjoys a 15% increase in membership registration per year.

Keeping in mind the facts, one can say that this programme has been tested, revised and upgraded. Basically, it has undergone all necessary procedures in order to produce an impressive programme.

### Français

Voici quelques chiffres qui illustrent le succès de la BSTP de Turquie:

- **1,500 membres officiels**
- **dont 86% sont des PME**
- **et 83% des exportateurs**
- **180 mises en relations par mois**
- **dont 75% à l'exportation**
- **pour une valeur de 22 millions US\$**

### Español

Unos datos ilustrando el éxito de la BSA de Turquía:

- **1.500 miembros oficiales**
- **de los cuales el 86% son PyME**
- **y 83% son exportadores**
- **180 matchmakings por mes**
- **de los cuales el 75% son para exportación**
- **para un valor de \$US 22 millones**

## The ICOC

*The Istanbul Chamber of Commerce (ICOC) has roots dating back to 1882. Since then, the Chamber has been providing invaluable services to its members and to the community. These services include: The Istanbul Commerce University-Turkish Industrial Development Bank-Founding, The Economic Development Association, World Trade Center.*



### Contact:

Turkish Subcontracting  
Exchange  
Turk Yan Sanayi borsasi  
Resadiye, Caddesi 34378  
Eminönü, Istanbul  
P.O. Box 377, Turkey

mustak.caglar@ito.org.tr  
yansanayi@ito.org.tr

[www.ito.org.tr](http://www.ito.org.tr)

## SPX on the Spot: Paraguay

### La BSI del Paraguay extiende sus redes



La Bolsa de Subcontratación y de Alianzas Industriales del Paraguay ha venido operando en el mundo empresarial paraguayo de manera exitosa desde hace 12 años, convirtiéndose en el principal centro de referencia empresarial del país.

La BSI inicia su actividad con el apoyo de la ONUDI como institución dedicada a la promoción del desarrollo industrial, a través de la articulación de la oferta y la demanda de productos y servicios de subcontratación industrial, pero con el tiempo las acciones crecieron, fruto de la necesidad de las diferentes empresas e industrias y nuestra institución se ha convertido en una verdadera entidad de multi-servicios, en favor de la cooperación empresarial y el desarrollo industrial en su amplio sentido, siendo la promoción de la subcontratación industrial unas de las aristas de trabajo.

El CEDIAL forma parte de importantes redes internacionales como ser: la ALABSUB, la red de Eurocentros, la red BRE y COOPECOS, creando importantes sinergias con cada uno de los miembros de la red, la cual se traduce en importantes beneficios para los empresarios paraguayos, especialmente aquellos asentados en la capital y su entorno.

Para el efecto, gracias al apoyo de la ONUDI, se inicia un proceso

de relevamiento tecnológico de la zona a través de la realización de encuestas, siguiendo la metodología de la ONUDI en tres polos industriales (CAAGUAZÚ, ITAPUA Y ALTO PARANA); para este emprendimiento se cuenta también con el apoyo de las Universidad Nacional de las diferentes zonas, a través de la Facultad de Ingeniería, las Oficinas Regionales del Ministerio de Industria y Comercio y la Asociación Paraguaya de Industria y Comercio - APINCO de Coronel Oviedo - Caaguazú.

La red nacional pretende en una primera instancia identificar los procesos industriales y tecnologías presentes en los diferentes polos industriales, con el objeto de:

- 1) Fortalecer las relaciones y la integración económicas entre PYME ubicadas en zonas urbanas y rurales, a los efectos de apoyar a las empresas que se orienten hacia una complementación industrial en el ámbito nacional.
- 2) Brindar a las empresas del interior del país, servicios de desarrollo industrial, información, capacitación, asistencia técnica y asesoría especialmente en aquellos factores relacionados con la calidad, los costos y los plazos de entrega, a fin de mejorar la competitividad de las mismas.
- 3) Lograr la implementación de alianzas estratégicas que promueva la complementación industrial entre empresas paraguayas de modo de elevar la competitividad y aumentar la posibilidad de exportación a otros países, así como también que las mismas puedan complementarse con empresas del exterior.



#### **CEDIAL**

Centro de Cooperación Empresarial y Desarrollo Industrial  
Bolsa de Subcontratación del Paraguay

#### **Dirección:**

Cerro Corá 1038  
Piso 2 Edificio Unión Industrial Paraguaya (UIP)  
Asunción, Paraguay

#### **Teléfono:**

(595 - 21) 230 047

#### **Fax:**

(595 - 21) 495 724

#### **E-Mail:**

bolsa@cedial.org  
bsp@cedial.org

#### **Composición del Comité:**

- Unión Industrial Paraguaya (UIP)
- Cámara Paraguaya de Bienes de Capital (CAPABIC)
- Centro de Industriales Metalúrgicos (CIME)
- Cámara Paraguaya de la Industria de la Construcción (CAPACO)

#### **Presidente:**

Sr. Luis Alberto Lima

#### **Gerente de la BSA:**

Sra. Victoria Valdez

#### **Feria de Subcontratación:**

Salón de Compradores/al año.  
Sector Autopartista: 2003



## Feria a la Inversa

La Feria a la Inversa es uno de los eventos de mayor impacto realizado por la Bolsa de Subcontratación del Paraguay.

Para la realización de la última edición se identificó al sector industrial de las AUTOPARTES como susceptible y propicio para el establecimiento de alianzas de producción y con potencial de desarrollo.

El Paraguay posee excelentes oportunidades regionales de comercialización en el sector de motopartes y de autopartes en el marco del MERCOSUR, como consecuencia de las negociaciones y acuerdos logrados a nivel de la PAM (Política Automotor del MERCOSUR - Junio de 2001).

Concretamente, dichas oportunidades se refieren a cuotas de suministro de automóviles y autopartes concedidas a Paraguay bajo regímenes ventajosos de producción tales como Ley 60/90, Maquila y Kits.

La Feria a la Inversa se realizó con la presencia de las grandes empresas distribuidoras de autopartes y las empresas ensambladoras de motos.

Las empresas distribuidoras poseen un alto poder de compra, considerando los volúmenes de importaciones realizadas tanto en cantidad como en valor.

Asimismo, las empresas ensambladoras tienen gran interés en aumentar el índice de contribución local de sus productos para cumplir con las normas de origen y poder exportar, por los cuales estos factores contribuyeron al éxito del evento.

El objetivo de la feria fue facilitar al potencial productor local tomar datos, contactar a distribuidores y realizar análisis para determinar la factibilidad de fabricar en sus talleres algunos repuestos de automóviles y motocicletas, considerando las condiciones tecnológicas, de calidad y de costo requeridas.

El Centro de Industriales Metalúrgicos (CIME) y la Cámara Paraguaya de Fabricantes de Autopartes y Motopartes (CAPAFAM) han contribuido activamente a la realización del Evento. El evento contó con la participación de 4 empresas como expositores (3 empresas distribuidoras y una ensambladora) y compradores de partes, piezas y componentes y de 88 empresas subcontratistas. Paralelamente a la exposición, se han desarrollado charlas técnicas y ruedas de negocios. Los impactos obtenidos de esta actividad son muy alentadores, pues se cuenta con varios contratos de provisión en proceso de aprobación.

## Français

La Bourse de Sous-traitance et de Partenariat de Paraguay (BSI-P) fut créée en 1992 avec l'assistance de l'ONUDI, et s'est progressivement converti dans le Centre de Coopération Interentreprises et de Développement Industriel (CEDIAL), le principal centre de référence du pays pour les entreprises. Sous l'impulsion de l'ONUDI, elle vient de créer 3 Antennes provinciales avec lesquelles elle forme un réseau national.

La BSI-P organise régulièrement, et avec succès, des «Salons inversés». La dernière édition en 2003 fut dans le secteur des

Composantes Automobiles, en raison principalement de son potentiel de développement au sein du MERCOSUR dans le cadre des accords de la PAM (Politique Automobiles du MERCOSUR) en Juin 2001. Ce Salon avec 4 grandes entreprises d'assemblage et/ou de distribution automobiles et 88 entreprises sous-traitantes, a connu un succès certain.

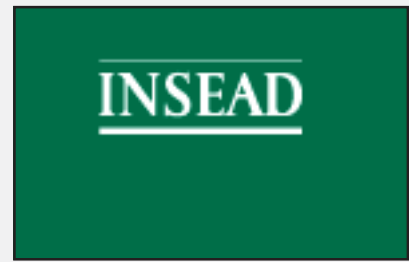
## English

The Subcontracting and Partnership Exchange of Paraguay (BSI-P) was established in 1992, with the assistance of UNIDO, and has progressively converted itself into the Centre for Enterprise Corporation and Industrial Development (CEDIAL) - the main reference centre in the country for enterprises. With the support of UNIDO, it has recently created 3 provincial Antennas with which it forms a national network.

The BSI-P organizes regularly, and with success, "Reverse Fairs". The last edition in 2003 was in the Automotive Components sector, due mainly to its development potential within the MERCOSUR in the framework of the PAM (MERCOSUR Automotive Policies) agreements in June 2001. This Fair, which four large assembling and distribution enterprises and 88 subcontracting enterprises, was a real success.



At the Feria la Inversa.



According to Professor Enver Yücesan at the Institut Européen d'Administration des Affaires (INSEAD) in Fontainebleau, France, companies must effectively and efficiently manage material, information and financial flows, to ensure successful competition in a global market. This cuts across functions, companies and even industries.

Furthermore, to ensure a significant business impact, companies have to complement excellence in manufacturing and logistics operations with excellence in other key business processes, such as product/process development and financial management.

Companies are faced with the daily challenge of managing a set of dualities such as: internal efficiency for cost containment versus external effectiveness for rapid customer response; functional responsibility versus process orientation; and local performance at one site versus system performance throughout the chain.

Since world-class companies have streamlined their internal operations, the point of diminishing returns within their organizations was reached.

These companies are now focusing on supply chain management in order to reach the next frontier of operational excellence. In simple terms, better cooperation across corporate boundaries presents the greatest opportunities.

The supply chain is a network consisting of suppliers, manufacturers, distributors, retailers, and customers. There are three key flows in a supply chain that require careful planning and close co-ordination:

**•Material flows**

Involving physical product flows from suppliers to customers, as well as the reverse flows of product returns, servicing, and recycling.

**•Information flows**

Involving order transmissions and delivery status, as well as co-ordinating the physical flows.

**•Financial flows**

Involving credit terms, payment schedules, and the consignment and title of ownership arrangements.

Supply Chain Management	
Sustainability of Different Competitive Advantage Factors	
Factor	Reaction Time of Competitors
Lower Price	2 months
Publicity Campaign	1 Year
New Product	2 Years
New Production Process	3 Years
Distribution Network	4 Years
Human Resources	7 Years

Source: European Commission , EUR 18103, 1999

**Supply Chain Mappings**

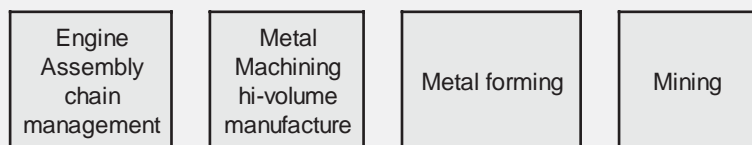
**Organizational Supply Chain**



**Technology Supply Chain**



**Capability Chain**



The key challenge is to design a platform (the supply network) that facilitates these flows. Such a platform is built on three pillars:

### 1. Core Processes

The supply chain has two crucial functions. The first is the physical function, concerned with production, storage, and transportation. The second is the market mediation function, concerned with ensuring that the variety of products reaching the market place matches customers' expectations.

Effective execution of these functions necessitates the implementation of key processes such as a seamless manufacturing and logistics process, a dynamic new product and development process, and a support and service process.

It is therefore crucial for companies to understand key customer service criteria, to

define global performance metrics, to benchmark the supply chain to uncover the best practices, and to use decision-support tools for optimal network design and management.

### 2. New Organisational Forms

A process orientation invariably entails the deployment of new organizational forms. The transformation from a functional organization to a process-oriented organization is crucial.

Supply chain excellence not only requires a fundamental understanding of basic flows, but also necessitates cross-functional collaboration.

Cooperation across organizational boundaries has gained further importance, with most world-class companies viewing such initiatives as the next source of competitiveness, once the maximum internal efficiency has been achieved.

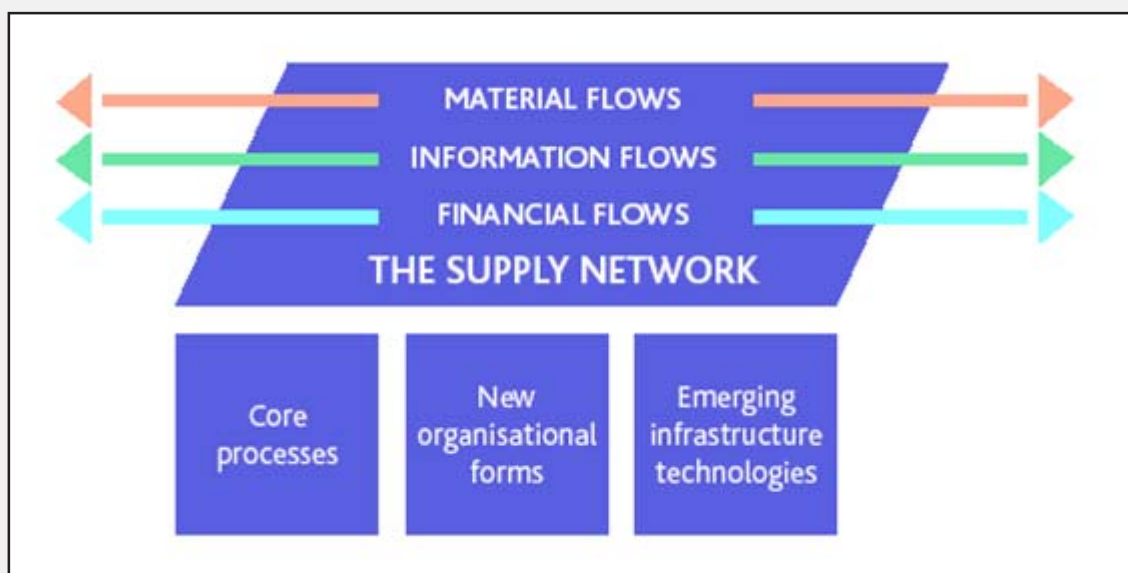
### 3. Emerging Infrastructure Technologies

The emergence of powerful information technologies is a key enabler in transforming organizations, and in redefining supply chain relationships. The pace at which such innovations are introduced, as well as its significant impact at all levels within an organization, necessitates the development of a selection and deployment framework.

Enabling information technologies, such as Enterprise Resource Planning schemes and other infrastructure technologies such as the Internet, are discussed in the programme. A special focus is placed on implementation challenges, both from an organizational and a technological perspective.

L'ONUDI participe au programme "Supply Chain Management" de l'INSEAD,

Pour plus de renseignements sur le contenu de ce programme, contacter:  
**Patrick J. Gilabert**  
(P.Gilabert@unido.org)



## Internet Commerce Model

Internet commerce is defined as “the purchase of goods and services that must be at least initiated from the Web”:

•U.S.: \$50Bn (1999), \$633Bn (2003). Non-U.S.: \$80.4Bn (1999), \$1.1Tr (2003)

Internet commerce is defined as “the trade of goods and services in which the final order is placed over the Internet”:

•U.S.: \$109Bn (1999), \$2,400Bn (2003)



## Estimated Potential Savings

Industry	Potential Savings
Aerospace	11%
Chemicals	10%
Coal	2%
Computing	11%-20%
Electronic Components	30%-40%
Freight Transport	15%-20%
Healthcare	5%
Media and Advertising	10%-15%
MRO	10%
Oil and Gas	5%-15%
Paper	10%
Steel	11%



**Enver Yücesan**  
**Professor of Operations Management**

**Leader of the INSEAD Supply Chain Management Programme**

*Enver Yücesan (Turkey), INSEAD Professor of Operations Management, led the INSEAD Supply Chain Management Programme.*

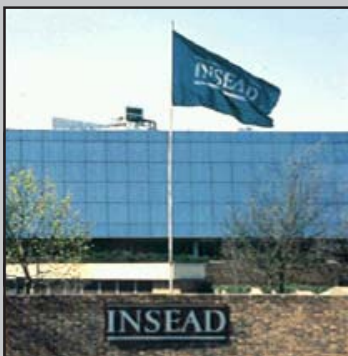
*Professor Yücesan's main teaching and research activities focus on tactical operational problems such as process analysis, manufacturing planning and control, integrated logistics, supply chain management, and performance assessment in manufacturing as well as service environments.*

*He is also a specialist in computer simulation with an emphasis on large-scale industrial applications and performance analysis. Professor Yücesan is an Industrial Engineer with a PhD in Operations Research from Cornell University.*

## INSEAD - The School

*INSEAD (www.insead.edu) is widely recognised among the world's top-tier business schools as one of the most innovative and influential. It is the only business school with full-fledged campuses in Asia (Singapore) and Europe (Fontainebleau). Currently, 141 faculty members teach more than 840 MBA students, 6,500 executives and 66 PhD students from over 75 countries. The INSEAD Executive MBA was launched in autumn 2003.*

*INSEAD's unique global perspective and multicultural diversity are reflected in all aspects of its research and teaching. The INSEAD-Wharton Alliance, announced in May 2001, combines INSEAD's resources with those of Wharton's campuses in Philadelphia and San Francisco, to deliver business education and research across a Global Learning Network.*



## Country Watch: Cameroon



Cameroon has the potential to join the club of the African continent's richest nations. The country has gradually pulled itself out of an unprecedented economic crisis and is now enjoying a period of growth (4.8 percent in 2000).

Cameroon is a key player in the sub-region of Central Africa, accounting for 45 percent of the region's total GDP. Nevertheless, half of the country's population lives below the poverty line while debt continues to accumulate and regional disparities are becoming more deeply entrenched.

Cameroon, with a surface of 475,000 square kilometres, is rich in natural wealth, skilled human resources and boasts an economic growth and level of stability that is unusual in the sub-region. Often referred to as "Africa in miniature", Cameroon has almost all the resources required to guarantee its development.

While the country is slowly emerging from the economic crisis of the 1980s, it is at a crossroads in its democratisation process. Cameroon is placed in 125<sup>th</sup> place in the list of 162 countries classified in the UNDP 2001 Human Development Index.

**Devaluation gives new impetus to growth**

The country's economy has steadily recovered following the devaluation of the CFA Franc in 1994, which allowed Cameroon to restore its export competitiveness and helped sustain the implementation of IMF/World Bank reforms.

Real GDP growth turned positive in 1996/97 and has averaged 4-5% in recent years. Expansion has been driven by private consumption, which has been boosted by increased public-sector pay; rising employment in construction owing to the Chad-Cameroon oil pipeline; the clearing of domestic debt arrears; and government spending before the legislative and local elections in June 2002.

Economic growth has slowed over the past two years but still remains strong. The slowdown in growth is attributable to the completion of the Chad-Cameroon pipeline and electricity shortages, which constrained the performance of the manufacturing sector.

Growth in 2002/03 was driven mostly by the strong performance of the services sector and primarily due to the expansion of the cellular telephone network.

Agriculture has also produced better than expected results: food production has increased and there has been some recovery in export crops such as cocoa and cotton. The forecast for 2004 is for continued strong economic performance, with a projected GDP growth of 4%.

**The European Union is a key trading partner**

The EU is Cameroon's most important trade partner, absorbing over two-thirds of the country's exports and providing about half of its imports. Within the EU, France dominates Cameroon's

external trade, enjoying a significant trade surplus. Official recorded trade with Sub-Saharan Africa is increasing, albeit from a modest base.

On the import side, Nigeria is a heavy supplier of petroleum products: the national refinery, Société nationale de raffinage, imports heavy crude oil for blending and refining for re-export to Nigeria. The extent of cross-border trade between the two neighbouring countries, Cameroon and Nigeria is likely to be much higher than official figures suggest.

**Trade with CEMAC is marginal**

Cameroon's sales to the Central African Franc Zone - the Communauté économique et monétaire de l'Afrique centrale" (CEMAC) - consisting mainly of manufactured goods, are small despite a reduction in tariffs.

Most trade in the region is informal, as it suffers from a poor transportation and communications network. The payments system between countries is also slow and mostly inefficient. Exports to CEMAC countries may expand if Cameroon succeeds in diversifying its economy and improving its competitiveness. A common external tariff system is already in place while a project for improving the regional payments system, which is supported by the World Bank, aims at improving telecommunications infrastructure to enable low-cost transfers of data and payment transactions within the region.

**Industrial Sector**

Overall, the industrial sector in Cameroon is made up of small

sized undertakings. Between 1989/1990 and 1998/1999, more than 80% of industrial concerns surveyed each year had a work force of less than 300 persons. Only about 9% of these industries had more than 500 employees. Statistics since 1990/1991, show that an average of 218 enterprises employ 98% of the workers in the industrial sector and realize more than 97 percent of industrial aggregates.

On the whole, industrial undertakings are distributed as follows in the ten provinces of the country: 80 percent in the Littoral and 20 percent in the rest of the country. The concentration of undertakings in the Littoral province is certainly due to the existence there of the necessary infrastructure (roads, energy, and telecommunications) and of the main seaport.

The construction of major highways linking the Littoral to the Centre, the West and the North-West provinces as well as the extension of the electricity network, have helped decongest the Littoral and made it possible for industries to locate conveniently in other regions of the country.

The industrial sector in Cameroon employs an average of 60,000 people, of which some 90% are unskilled workers. Middle and upper management employees make up only 10%. This number

dropped from 69,515 in 1990/1991 to 58,348 in 1998/99, representing a loss of 10,867 jobs over the nine-year period.

This figure adequately illustrates the gravity of the economic crisis that hit the country during this period. In addition and according to nationality, Cameroonian employees account for 98.3% of the workforce while expatriate employees account for only 1.7%.

Valued added, estimated at CFAF283.4 thousand million in 1990/91, dropped to 218 thousand million in 1992/93 as a result of the persistent crisis. Subsequently, value added grew to CFAF500 thousand million in 1998/99.

Value added and factor costs increased in the same proportion, meaning that taxation did not increase in the wake of the customs and tax reforms that took place in 1994 contrary to expectations.

During this period valued added accounted for 45% in the payments for labour and 55% in capital reconstruction.

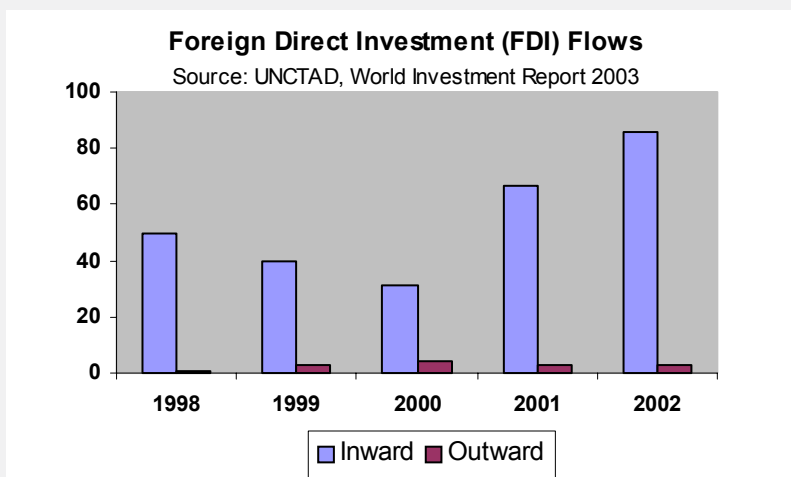
Statistics show that up until 1992/93, value added was used to remunerate labour to the tune of 55%. This witnessed a downturn in 1993/94 when it remunerated labour to the tune of only 40% and capital reconstruction by 60%.

## UNIDO Integrated Programme

A UNIDO Integrated Programme for Cameroon was designed to fulfil a main objective of the UN Development Assistance Framework (UNDAF) from 2003 to 2007, namely the promotion of sustainable economic growth and job creation. The Integrated Programme is structured to reinforce the development initiatives of the government and the private sector in Cameroon through six components, which provide for strategic and operational activities.

## Français

A la demande des Autorités Camerounaises, l'ONUDI va assister à la mise en place d'une Bourse Nationale de Sous-traitance et de Partenariat (BNSTP-Cam). Cette Bourse aura comme contrepartie la Chambre de Commerce et d'Industrie de Douala, ainsi que les principaux acteurs de la vie économiques camerounaises. Le Cameroun sera le premier pays d'Afrique centrale à posséder cet instrument de développement des affaires et aura ainsi valeur d'exemple dans la sous-région. Nous souhaitons longue vie à la future BNSTP-Cam.



### Contact:

**UNIDO Representative:**  
UNIDO Field Office  
Ms. Fatima Zohra  
Bennani-Baiti,  
F.Bennani@unido.org  
Boulevard de l'URSS  
(ancienne Ambassade du  
Senegal)  
Rue 1782, Batiment no 78  
Yaoundé, Cameroon

**Office e-mail:**  
office.cameroon@unido.org

## UNIDO SPX Forum 2003

The 55 SPX members of the UNIDO SPX Club were invited to participate in the International SPX Forum, organized by UNIDO and COSTEP in Auxerre, France, 17-21 November 2003, and in cooperation with RIOST and MIDEST.

During the forum, the ITPOs of the United Kingdom and France organized a joint-briefing session and proposed the creation of a program and framework co-operation between their offices and the SPX network.



The UNIDO SPX Forum 2003 in France.

### Ghana

The Minister of Trade, Industry and the President's Special Initiative, Alan Kyerematen, inaugurated a 15-member Advisory Committee on Sub-contracting and Partnership Exchange Programme (SPX) in

Accra. This program forms part of the new Industrial Reform and Accelerated Growth Program being implemented by UNIDO, UNDP and the African Project Development.

The 15-member Committee will give advice on policy and strategic direction of the SPX program and ensure that the program's objectives are achieved. Another committee was inaugurated, the Technology Improvement Program (TIP), under which technology audits will be conducted to retool industries with the purpose of improving their productivity and enhancing their competitiveness.



### Sri Lanka

At the request of the UNIDO focal point for Sri Lanka (SMED-SPX), a workshop was conducted on Entrepreneurship & Marketing Development. This workshop was especially targeted for the Ruhunu Business Incubator (Pvt)

Ltd. (RBI) and Matara District Chamber of Commerce and Industry (MDCCI) – both are assisted by UNIDO.

Following the workshop, the SPX was involved in matchmaking to introduce an RBI incubatee who produces motor spare parts to SPX member Jude Rodrigo, a reputed manufacturer of spare parts who purchased the first lot of spares. This is an example of networking between UNIDO projects component and serves as an example of the progress of RBI and SPX.



#### Contact:

SPX of Sri Lanka c/o SMED  
Level 04, No. 53  
Vauxhall Lane  
Colombo – 02, Sri Lanka  
**Email:**  
jlidc@slt.lk or smedsp@sltnet.lk  
**President:**  
Nihal Abeysekera



### Promotion de la Sous-traitance en Afrique

Après la demande du Cameroun pour développer une Bourse de sous Traitance, c'est au tours du Bénin et du Togo d'envisager la création d'une telle structure.

L'ONUDI affirme sa présence en Afrique par une implantation forte à travers le continent qui a déjà vu la création des bourses au Sénégal, en Côte d'Ivoire et au Ghana.

### Official inauguration of the SPX-Chongqing

The SPX-Chongqing, in the People's Republic of China, will be officially inaugurated on 15 April 2004, at the Chongqing Exhibition Centre, on the occasion of the International Fair and Conference at the "Auto Component Outsourcing Fair" from 15 to 17 April 2004. UNIDO will participate in the inauguration ceremony at the International Conference.

### The 3rd APEC SME Technology Conference and Fair

UNIDO has been invited to participate in the 3<sup>rd</sup> APEC Technology Conference and Fair, which will be held in the Chinese coastal city of Qingdao from 2-6 June 2004. UNIDO will be making a presentation on how Chinese companies can connect to the global supply chain.

The 3<sup>rd</sup> APEC Technology Conference and Fair, with the theme "Technology boosts economy and co-operation creates future", aims at improving co-operation among APEC members in economic and trade practice and at enhancing the competence of SMEs in APEC member countries.

APEC is one of the major regional economic associations in the world with 21 members, and has already hosted two SME technology conferences in the past, in Tokyo, Japan (1996) and in Yantai, China (1998).

**For more information please contact:**  
Patrick J. Gilabert (P.Gilabert@unido.org)



UNIDO's headquarters at the premises of the Vienna International Centre in Austria.

## 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 Margariños, 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 the responsibility of 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

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

**Coordinator:**

André de Crombrughe

**Editors:**

Patrick J. Gilibert  
Adriana Pontieri

**Design:**

Adriana Pontieri

**Contact:**

UNIDO

Vienna International Centre

Programme Development and  
Technical Cooperation Division

Industrial Promotion and  
Technology Branch

Supply Chain Development  
Programme PTC/IPT

P.O. Box 300  
A-1400 Vienna, Austria

Fax: +43 1 26026 6806

Email: [p.gilibert@unido.org](mailto:p.gilibert@unido.org)

**All issues of SPX News are  
available on the Internet:**

[www.unido.org/spx](http://www.unido.org/spx)

## Your SPX Network

### AFRICA:

**ALGERIE:**

- BASTP-Centre, Alger
- BASTP-Est, Constantine
- BASTP-Ouest, Oran
- BASTP-Sud, Ghardaia

**COTE D'IVOIRE:**

- BSTP-CI, Abijan

**GHANA:**

- SPX-AGI, Accra

**MADAGASCAR:**

- BSTP-M, Antananarivo

**MAURITIUS:**

- SUBEX-M, Port Louis

**MAROC**

- BNSTP-M, Casablanca

**SENEGAL:**

- BNSTP-S, Dakar

**TUNISIE:**

- BNSTP-T, Tunis

### AMERICA:

**ARGENTINA:**

- BSA-UJA, Buenos Aires

**BOLIVIA:**

- BSA-Fundacion, La Paz

**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-Sevicios, 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, Ibague

**COSTA RICA:**

- BSI-CI, San Jose

**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, Guadajara
- BSPI&DP-CAINTRA de Nueva Leon, Monterrey
- CEPED, Chihuahua

**PANAMA:**

- BSA de Panama

**PARAGUAY:**

- BSA-CEDIAL, Asuncion

**PERU:**

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

**URUGUAY:**

- BSA-CIU, Montevideo

**VENEZUELA:**

- BSA de Caracas

### ASIA:

**CHINA:**

- SPX-Chongqing

**INDIA:**

- National SPX Network, New Delhi
- SPX-CII, New Delhi
- SPX-CII, Pune
- SPX-CII, Hyderabad
- SPX-SISI, Chennai
- SPX-KASSIA, Bengalore

**LEBANON:**

- BSTP/SPX-L, Beirut

**QATAR:**

- GOIC (Gulf Organization for Industrial Consulting)-SPX

**SRI LANKA:**

- SPX-SL, Colombo

### EUROPE:

**FRANCE:**

- COSTEP, Auxerre
- BSTE, Nancy

**RUSSIAN FEDERATION:**

- International Center for Sub contracting and Partnership, ICS, Moscow

**SLOVAKIA:**

- SPX-SES, Bratislava

**TURKEY:**

- SPX-ICC, Istanbul

## IN THE Next ISSUE:

SPX on the Spot: **Slovakia**

An Academic Review: **MIT**

Country Watch: **Algeria**