

Editorial by PATRICK J. GILBERT



**Septembre 2005 :
Partenariat stratégique BSTP ONUDI -
Maison de l'Entreprise, Auxerre
(France)**

Je suis heureux de vous annoncer la création du premier « Centre de Formation d'Experts des BSTP ONUDI » (CFE-BSTP ONUDI). En créant ce Centre, l'ONUDI offre désormais la possibilité aux directeurs et personnels des bourses de sous-traitance et de partenariat du réseau, ainsi qu'à leurs entreprises affiliées, de bénéficier de formations qui leur permettront de maîtriser les outils et techniques utilisés dans les entreprises les plus performantes des pays industrialisés.



**LA MAISON DE L'ENTREPRISE
Yonne**

depuis de nombreuses années.

Chaque session de formation (correspondant à un niveau) est dispensée sur une période de quatre jours. A l'issue de ces sessions, les participants sont évalués et reçoivent une certification officielle de l'ONUDI attestant du

niveau obtenu dans la matière choisie. Les formations dispensées sont organisées autour de trois axes répondant à des problématiques industrielles "universelles" : l'amélioration de la production, de la qualité et du management.

Les niveaux 1 (toutes les formations) et 2 (amélioration de la production et de la qualité) se déroulent au Centre de Formation d'Experts (C.F.E.) à Auxerre, France. Le dernier niveau intitulé "expertise en entreprise", s'effectue dans le pays de la BSTP et consiste à accompagner la ou les personnes dans la mise en place des outils et des méthodologies dans les entreprises locales.

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L'organisation des formations est spécialement conçue et développée en partenariat avec la Maison de l'Entreprise d'Auxerre (France), centre de formation technique de haut niveau et partenaire de l'ONUDI



**September 2005 :
Strategic partnership
UNIDO SPX - Maison
de l'Entreprise, Auxerre (France)**

I am glad to announce the establishment of the first of UNIDO'S SPX Expert Training Centre (ETC), in partnership with the "Maison de l'Entreprise", in Auxerre, France. Training sessions will be organized for SPX Directors and member companies, and will focus on three main areas (production, quality and management improvement) at two levels (basic, expert). Each session lasts for four days and is awarded by a UNIDO certificate level 1, and level 2.



**Septiembre 2005:
Asociación
estratégica ONUDI
SPX - Maison de l'entreprise,
Auxere (Francia)**

Por medio de la presente tengo el gusto de informarles sobre el establecimiento del primer Centro de Formación (Expert Training Center/ETC) de UNIDO SPX, en asociación con la "Maison de l'entreprise" en Auxerre, Francia. En dicho Centro se llevarán acabo capacitaciones destinadas a los directores de los SPX y a las compañías que son miembros. Sus objetivos serán tres áreas principalmente: producción, calidad y perfeccionamiento de la gestión.

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SPX on the Spot: Ghana



The SPX of Ghana

Ghana needs to develop a more competitive industrial sub-sector that is capable of being integrated into the international supply chain market. In February 2003, a Subcontracting and Partnership Exchange (SPX) was founded in Accra, the capital of Ghana.

UNIDO provided technical assistance to the "Association of Ghana Industries" (AGI), which is the main industrial organization in Ghana and comprises dozens of manufacturing industries. The new generation of SPXs act as centres of multidisciplinary support and information for subcontractors and suppliers.

SPX-Ghana is a non-profit orientated private institute that provides free-of-charge services and information to its affiliated members.

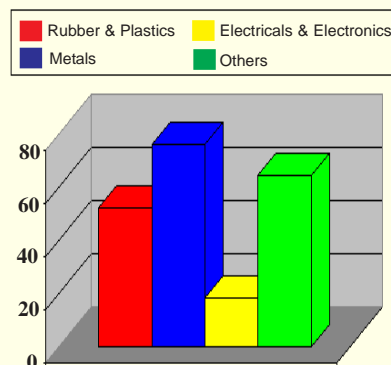
SPX-Ghana is part of an international SPX association, in which cooperation and interaction with other SPXs throughout the world is eminent. SPX-Ghana has helped to promote many of its registered companies to increase international matchmaking, and thus to improve internal-company efficiency and sustainability.

The main industrial sectors, diagrammed in Figure 1, that are covered by SPX-Ghana are: the rubber & plastic, metal, electrical & electronic and industrial service sector. According to the "Global SPX Survey 2005", approximately 210 companies are registered in its database.

The United Nations Development Programme (UNDP) financed 68% of the 2003 budget and the Africa Project Development Facility (APDF) also contributed a significant amount, approx. 32%. Since its creation, SPX-Ghana has expanded its activities and now also provides industrial services in the area of packing, building and construction.

The institute does not charge any registration fees or annual membership fees. The main areas of SPX-Assistance include services such as technical support (product design, technology, equipment, innovation), marketing strategies and analysis, access to credit, financial facilities and incentives, management (rehabilitation, financial management, stock control), legal advice (legal contracts, codes of conduct, reconciliation or settlement of disputes) and Human Resource Management - Training.

Figure 1



Source: UNIDO Global SPX Survey 2005

SPX - Ghana operates as a technical information centre for business contacts and promotion of inquiries by attempting to match Ghana's supply with national or international demand.

SPX-Ghana has an excellent knowledge of its industry and the database is conducted in an excellent manner. The SPX tries to keep good and frequent contact with its members in order to match its inquiries more efficiently.

The Association of Ghana Industries (AGI):

AGI is a non-profit orientated business association with its main objective to promote and support the industrial sector, and to facilitate a better business climate in Ghana. It is being technically assisted by UNIDO under the government of Ghana Private Sector Development Programme. AGI was established in 1958 as the "Federation of Ghana Industries" and nowadays, known as The Association of Ghana Industries, it is a national organization. More than 500 industries -including small, medium and large manufacturing enterprises, from both the private and public sector – are registered as members.

The AGI is in permanent contact with the local government, government departments, public boards, intergovernmental & business organizations, stakeholders and business people outside of Ghana in order to attain more effective results for its members - especially for small and medium enterprises. AGI studies, supports and influences legislative and other measures which are considered favourable for industrial growth and oppose those which are considered injurious. AGI considers all issues connected with industry in Ghana, presents the views and suggestions of industry to the Government and stakeholders and delivers quality services to member-companies - particularly small & medium scale enterprises- in order to bring about improvement in their performance.

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(by Shahidnewaz Sattar)

Academic Review:

Global SPX - Supply Chain Conference - 2005 Beijing

En In his address to the Global SPX Supply Chain Conference 2005 in Beijing Beijing, Mr. Long Yongtu, Secretary-General of the Boao Forum for Asia and UNIDO Goodwill Ambassador, gave the context of China's work with UNIDO's Subcontracting and Partnership Exchange (SPX) Programme with his "Boeing story".

"I wonder if you all know where Boeing planes are made. I had thought that the whole manufacturing process took place only in Seattle. It was not until I went to the US that I realized many components of Boeing planes are produced in over 70 countries including China. That is to say, the production chain and supply chain of Boeing spread almost over the whole world. It is the same with big automakers like Ford and Toyota, plane manufacturers, integrated circuits and large computer manufacturers. Multinational corporations have already outsourced their components to other countries, forming a global production and supply chain."

"Consequently, a new form of global competition has come into being—before, the competition occurred among countries, enterprises and products; while for now, competition is taking place among production chains and supply chains."

"This change has provided us with a new way to participate in the global economic cooperation, that is, a Chinese manufacturer and a Japanese transport company, plus several American distributors may form a strategic alliance and supply chain so as to compete with other supply chains. At present, the criterion for an enterprise's competitiveness does not confine to its own strength, but more importantly, lies in its ability to integrate different resources."

The UNIDO Industrial Subcontracting and Partnership Exchange Beijing Center, or SPX Beijing Center was set up by UNIDO and the Beijing Municipal Science and Technology Commission on May 31,



Address by Mr. Long Yongtu, UNIDO-China Goodwill Ambassador Secretary-General of Boao Forum for Asian

2004. Its aim, as Secretary-General Long Yongtu said, "is to help overseas large sized enterprises to find qualified domestic enterprises so as to finish the production of partial equipment or components. At the same time, the SPX Beijing Center will introduce the internationally unified and mature management of the ind-

Es "Una programa extensivo del desarrollo de la cadena de proveedores puede ser un medio instrumental para realizar los objetivos del gobierno de China, particularmente en el proceso para disminuir las disparidades sociales y económicas entre el Este, por un lado, y el Oeste y el Noreste China por el otro. (Global SPX- Supply Chain Conference- 2005 Beijing)"



Guest Speechmakers including Ms. Liang Dan, Director PTC/IPT, Ms. Liu Yingjun, Vice Director, Ministry of Commerce, Mr. Sergio Miranda da Cruz, UNIDO Representative for China, Mr. Yuandong Hu, Head, ITPO Beijing

Mas de 150 ejecutivos y expertos participaron en la primer "Global SPX-Supply Chain Conference – 2005 Beijing", que fue promovida por UNIDO y la Comisión Municipal de Ciencia y Tecnología, y organizada por el Programa del SPX – UNIDO, el Centro de SPX -Beijing

ustry chain to China, which will help domestic enterprises secure more opportunities for international cooperation and increase export orders."

Mr. Long Yongtu, formerly China's chief negotiator for accession to the WTO, reminded owners of small and medium sized enterprises that hard work was ahead of them, "Once entering the SPX network, enterprises will have to report their capability data in line with the UN unified standard, adjust their technology and quality guarantee measurement in accordance with internationally general practices and improve their management. Therefore, the most important thing for domestic small and medium sized enterprises is to seize the opportunity to enhance their own

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y además el Centro de Productividad Beijing.

Conferenciantes distinguidos participaron, como el Sr. Yongtu Long, el "Goodwill" – Embajador de UNIDO – China, el Secretario-General de Boao Forum, ejecutivos de UNIDO, economistas de "London School of Economics (LSE)", HEC Montreal, Universidad de Fundan y Tsinghua, jefes de multinacionales como BearingPoint y Carrefour, el Ministerio del Estado de Ciencia y Tecnológica, el Ministerio del Comercio, el Centro de SPX – Beijing, directores de SPX y Centros de la Productividad de muchas ciudades en China.

La conferencia permitió un intercambio de experiencias avanzadas entre los Centros del SPX global y también estrategias y oportunidades de global industrial outsourcing. Esta primera conferencia fue el comienzo de una cooperación a largo plazo, por medio de ONUDI (China SPX – Network) en China. Hay discusiones para organizar la próxima "Global SPX – Supply Chain Conference 2006" de UNIDO en los países del Medio-Este.

Academic Review: Global SPX - Supply Chain Conference - 2005 Beijing

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management and processing capability, accelerate technical innovation, improve the product quality, increase their international competitiveness, and thereby attract more investment and orders, then expand the scale of processing, service and export, increase the revenue, create more job opportunities, gradually get involved in the global market and participate in the global production system and supply chain.”



Conference hall Scene of Global SPX Supply Conference 2005 Beijing

enterprises are playing a remarkable role; modes of operation are gradually diversifying and the level is steadily enhancing.

UNIDO Representative in China, Sergio Miranda da Cruz in his address, brought attention to the fact that the conference was the occasion for the official beginning of a long-term cooperation in China through the development of the



Mr. Patrick J. Gilbert, Programme Manager SPX-Supply Chain Development Programme UNIDO

going-global strategy; and how service contracting is getting on in China. She said that Chinese businesses are picking up their pace of “Go out” and taking active part in various forms of international economic cooperation at a larger scale, a wider field and a higher level. “They are making full use of international and domestic markets and have made a remarkable achievement.” she said.



Mr. Zhang Qiang, Director, Beijing Productivity Center - SPX Beijing Center, with speakers

The Global SPX - Supply Chain Conference - 2005 Beijing, 20 - 23 May, 2005 was the first of its kind. Portrayed by Liu Yingjun, Vice Director from China’s Ministry of Commerce, as part of China’s “going out for development” strategy, the conference was attended by more than 150 executives and experts. Ms. Liu said that the Ministry of Commerce, as the department organizing and executing the going-global, or “going out for development” strategy, has taken a number of measures with related departments. “So far, we have established a set of policies and regulations in line with the China’s actual conditions. The first is to establish in the main a policy system to support the going-global strategy; the second is to build up a service system; the third is to set up a macro supervision system; and the fourth is to reform and perfect the management system.”

Ms. Liu introduced China’s “going out for development” from two aspects: the general situation, main policies and prospects of China’s



The characteristics of the “go-out” were described as follows: regional and industrial scopes are expanding; the number of operation enterprises is soaring; large sized

UNIDO - China SPX Network. A concrete proposal for the creation of a supply chain development programme in China consisting of five centres strategically located on dynamic regions in the country was put forward: Chongqing (underway in Western China); Beijing (underway in Bohai Rim Region); and Shanghai (starting in September, 2005, Yangtze River Delta); Harbin (starting 2006 in North-eastern China); and a location to be selected in the Peart River Delta, to start in 2006.

“A comprehensive supply chain development programme can be an instrumental tool to the Government to reach its objectives, particularly in the process of reducing the social and economic disparities between East, at one side, and the West and Northeast China, at the other. At the same time, a supply chain programme, if properly designed and coordinated, would be similarly instrumental in creating jobs, and continuing with the process of increasing productivity and competitiveness.” said Mr. Miranda da Cruz.

Country Watch: Bangladesh

although the Multifibre Agreement expired on 31st December 2004, but concerns and prospects of International Organizations should not be underestimated.

According to a sanguine outlook of the Asian Development Bank especially Asia's emerging economies will enjoy a puissant growth into 2007 due to strong domestic demand, regional trade, and an interminable affluxion of FDI.

However, according to UNCTAD – Statistics, the total flow of FDI in Bangladesh is relatively low in comparison with other South-East-Asian countries. In order to woo FDI the government of Bangladesh has to dwell more properly and precisely on the basic decision criteria of foreign investors. Figure 1 below shows what in general the fundamental considerations are when companies invest abroad.

preferential treatments of imports and various kinds of taxes, etc.).

All sectors -except for arms, ammunitions and other defence equipment and machinery, production of nuclear energy, forest plantation and mechanized extraction within the bounds of reserve forests, security printing (currency notes) and minting, air transportation and railways- are open to private investment including FDI.

The paramount goal of the government is to eradicate poverty and achieve economic growth and thus macro-economic stability by propelling private enterprises, in which Small and Medium Enterprises (SMEs) will take over an important role. One very popular trend, especially in the South East Asia regions, to foster the development and growth of SMEs is to subcontract and outsource these enterprises to foreign private companies.



Bangladesh's Global Economy

The \$2 billion investment by India's Tata Group in Bangladesh's industry –steel, power and fertilizer sector- is an ambiguous signal that the country is on the right path towards industrialization. The fact that Bangladesh is transforming from a preponderant agrarian economy to an industrial and service economy is clear.

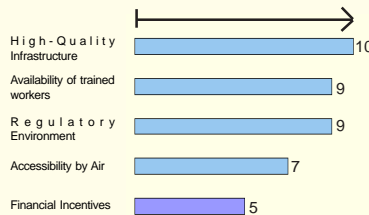
In matters of Foreign Direct Investment (FDI) in Bangladesh, apparently, the energy sector is the most favoured sector. Comparatively the vital manufacturing sector, in particular the textile sector, is relatively unpopular. However, the government of Bangladesh is attempting to improve its conditions by lifting of a decade-old ban, which previously hindered foreign firms to invest in Bangladesh. Another obvious trend and economic strategy in Bangladesh to boost FDI is that Indian investors are being allured to come to Bangladesh to target the big Indian market. Over the next couple of years the Bangladeshi garment sector is expecting tremendous flows of FDIs mainly from Indian companies. Due to these circumstances Bangladesh can expect more reliably prosperous economic outputs

Some crucial efforts have already been undertaken by the government to approach the vision of a global market. The government of Bangladesh has established new strategies in order to promote both national and international trade. A regulatory regime for private investment and FDI has been established, which is one of the most compelling among South East Asian countries.

In order to meet the requirements to cope with the changing global economic scenario and the need to promote private investment the Board of Investment (BOI) has been established. Its main aim is to encourage investment in the private sector, especially in the industrial sector, and provide necessary assistance and facilities in the establishment of industries.

The government has set incentives and facilities in order to encourage investors (among other benefits,

Figure 1
From least to most important



Source: McKinsey Quarterly

Outsourcing & Offshoring

It's not a question of patriotism, but one of competitiveness, adjustment to dynamic markets and changeable frameworks.

Outsourcing and offshoring are economic requirements for all enterprises and companies if they want to cope and succeed in international competition. Nevertheless, there exist many criticisms about outsourcing and in particular about offshoring and protectionism is definitely not the right answer to these critics. In the long run the progress of technological development and innovation as well as the creation of jobs will significantly suffer from protectionism.

In reality, the process of global economic integration disperses best business ideas and management tools, intensifies competition, and triggers innovation. According to McKinsey, around 80% of FDIs are made by companies in order to enter local markets and to sell their goods and services there, and not because of export purposes. This striking form of FDI brings new capital and

at the same time it boosts productivity and output in the sectors involved. As a result thereof it is raising national income while lowering prices of goods and services and improving both quality and selection of products and services. Prices of goods and services fall because foreign players improve a sector's efficiency and productivity and on that account force less efficient domestic companies to improve their operations or to exit the industry.

As a newcomer in this business area, Bangladesh has good conditions and potential to cooperate with Western companies and enterprises in order to enhance more economic growth, which can consequently improve the country's standard of living. Although Bangladesh is a small country, its magnitude of available work force is impressive. The abundant supply of disciplined, easy-trained and low-cost working force is capable and sufficient for any labour-intensive industry.



Bangladeshi people working in the textile sector

Industrialized European countries will focus more on the new Eastern-bloc members and want to make use of the opportunity of "Near-Shoring" -set-up costs are very low within the own Union, cultural differences can be avoided more easily and the available cheap labour force in the Eastern-bloc is also well educated. Due to these circumstances, Bangladesh has to attract more the USA as its main outsourcing- and offshoring- partner and therefore the USA's domestic policy will have a big influence on Bangladesh's outsourcing- and offshoring-strategy. Also the huge Japanese market should be attracted, because it is aggressively looking for outsourcing partners from South Asian countries as they want to make use of the comparative advantages that outsourcing and offshoring can provide.

"It's economic development that will be the real engine of poverty reduction"

new management organization, and define the roles and responsibilities of each party involved from the commencement. Furthermore, the establishment of the right team, to manage, control and report the whole deal and the eventual associated risks, is essential for the arrangement. Outsourcers and outsourcees have to focus on their values rather than their costs.

However, through a well considered, managed and effective interaction between the outsourcer and the outsourcee mutual benefits can be gained (exchange of information, technology, skills, methods, techniques, etc) not only in economical terms, but also in sociological terms (partnership, friendship, trust, etc).

Fundamental results of researches over the past years at the McKinsey Global Institute have proven that the development and promotion of the private sector is the real engine of poverty reduction. Bangladesh's SMEs, in particular should receive more support and assistance from the government in order to prompt this engine. Besides Bangladesh's interaction with other countries has to be improved.

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Bangladesh's software and data-processing industry has had a magnificent prosperousness of export-relations to the USA and Europe. Bangladesh's IT-Industry has the aptitude to be involved in the offshoring and outsourcing areas of software development; web-enable software development and web-page design; multimedia design and publishing; IT enabled services; alphanumeric data processing; relational database applications development; Euro-money related database; program modification work; medical transcription; call center and telemarketing.

However, with the introduction of the Eastern-European countries into the European Union, the competition in the outsourcing and offshoring market for Bangladesh will increase.

If the country manages to improve its poor infrastructure and its insufficient pool of English-educated computer-trained software specialists, then Bangladesh will do better in the global economic market.

Nowadays, outsourcing arrangements have become more capacious, more complex and strategically important. Statistics indicate that up to 50% of outsourcing deals worldwide fail to generate the outputs the involved parties initially expected. Often companies overestimate the economic benefits of the arrangement, fail to establish a proper ground line for price negotiation and performance tracking, or are ill-prepared to surmount the transition and post-deal situation. Outsourcers and outsourcees, both have to clarify explicitly the strategic objective, the

The United Nations Industrial Development Organization (UNIDO) has already recognized the country's ability to participate in global activities.

UNIDO's Supply Chain Development Programme (SCDP) is trying to involve and integrate Bangladesh in its project – Subcontracting and Partnership Exchange (SPX). The main purpose of establishing a SPX is to increase competitiveness, performance, and growth of SMEs by building up the capacity of selected textile suppliers (SMEs) and linking-up textile suppliers to the global supply chain markets in order to effectuate more outstanding outsourcing and supply opportunities worldwide. The establishment of SPXs will create more jobs, increase productivity and competitiveness, reduce transaction costs and promote import, export and investment.

(by Shahidnewaz Sattar)

Club News

Success Story: SPX - Chongqing

Since the establishment of the SPX-Chongqing the advantages of subcontracting and partnership exchange have been pressed home very efficiently. In particular the Chongqing vehicle and component industries avail themselves of this opportunity.

The participation in MIDEST 2004, an international subcontracting fair, and visits to the ITPO in Paris, the UNIDO Headquarters in Vienna and the famous engine producer Italian Lombardini by a Chongqing delegation of local companies was the result of 10 preliminary orders which totally valued over \$100 million.



Chongqing Delegation at UNIDO
Headquarters

On March 15th 2005, the first purchasing information-releasing meeting of SPX-Chongqing was held with the support of the local government. Altogether 58 international purchasing orders, totally valued \$130 million, were released.

In April 2004 and in April 2005 the "Auto Components Outsourcing Seminar" took place that purposes to promote subcontracting and partnership internationally. Many domestic and international main contractors and suppliers were stipulating cooperation agreements. Among other deals, Lucas-TVS

reached preliminary cooperation agreement of US\$ 200.000 million

with Chongqing Wanda Instrument Co.Ltd. .

VALEO China will outsource 70% of its components from low cost Asia areas by selecting one or two local companies in West China for cooperation or Joint-Venture.

However, in order to effectuate more outstanding economic results, at the end of June 2005 the Chongqing delegation led by the Governor visited Santiago, Chile. Afterwards a journey to Buenos Aires, Argentina, took place. The main purpose of these missions was to strengthen bilateral business cooperation by having B2B meetings, and by undertaking political- and business visits.

联合国工业发展组织国际技协与工业转包促进机构重庆中心
Subcontracting and Partnership Exchange of Chongqing



Sub - Con China 2005

The International Industrial Subcontracting and Outsourcing Fair 2005 will be held from November 7th -10th in Chongqing Exhibition Centre. It is the most important and comprehensive subcontracting and outsourcing event in Western China, which is the focus area of the development plan of the Chinese Government.

SubCon China 2005

Local and international participants will meet with local quality suppliers and subcontractors from the Automotive, Motorcycle, and Mechanical Industry among others.

The 13th China International Industry Fair (organized by China Mechanical Engineering Society) and 2005 CMES Annual Conference (with 1500 decision makers and experts attending) will be held simultaneously with Subcon- China 2005 in Chongqing.

Qatar: SPX - Seminar

The "Gulf Organization for Industrial Consulting (GOIC) - SPX" organized Subcontracting and Partnership Awareness Seminars in Doha - Qatar on 1st November 2004, furthermore in Muscat - Oman on 4th June 2005 and in Abu Dhabi - United Arab Emirates on 5th June 2005.



Main objectives of these seminars were the comparative analysis between Industrial Subcontracting schemes in Asia, Europe and the USA and also sharing of the experiences of the operating SPX-Offices in Turkey, Sri Lanka, India and Qatar.

The SPX - Panama

SPX - Panama invites international companies to partake in the global market, through the national supply and demand of participating countries. It has over 200 affiliate companies and promotes outsourcing to increase national supply.



Panama City

SPX - Panama released its first bulletin, which provides information on subcontracting opportunities to investors provided by companies from Panama, Colombia, Venezuela, and Cuba. Moreover, topics on the technological processes of production capacity are included.



19 local main contractors attended the event. 312 Subcontractors participated, 212 different parts, components and processes were requested. Furthermore, 2950 meeting applications were received from subcontractors and transmitted to the main contractors, which eventually concluded the 3- day affair with 1320 bilateral meetings.

infrastructure and an export oriented industry.

The companies come from various industrial sectors and offer products such as plastic and carton packing, batteries, wire, zinc products, carton boxes and clothes.



Resale 2005

RESALE 2005, the 11th International Trade Fair for Used Machinery and Equipment was held in Karlsruhe, from April 18 - 20 2005. With over

10,085 visitors from 118 countries and 567 exhibitors, the world's leading trade fair for the used machinery market set a new record, surpassing the attendees in the past year. Approximately 67 percent of the buyers came from abroad from countries such as Romania, Ukraine, Iran, China, Nigeria, Algeria, Congo, Senegal, Tunisia and Moldova.

The fair was a tremendous success that many machines were sold directly at the trade fair on the first day. Furthermore, about 70 percent have already bought machines during or after the fair. This great response was due to the quality of the visitors. The participating companies who sold metal working machines, food production units, refrigeration technology and agricultural machines were very satisfied. Because of the positive feedback, there are plans to rent a larger space for the event next year.

Turkish Subcontracting Exchange

The III. Partnership Days event was held from the 1st to 3rd of September 2004. 9 foreign (Italy, Germany, UK, France, Belgium) and

IV.Partnership Days

The Turkish Subcontracting Exchange organized the " IV Partnership Days" event from the 20th to 25th of September 2005. This was a great opportunity for buyers and contractors to meet and identify Turkish subcontractors. TYSB initially evaluated all the requirements of the buyers and contractors for parts, components, modules and various operations.



Istanbul, Turkey

Afterwards, the proper subcontracting companies were matched and identified from the data bank. Moreover, the Turkish Subcontracting Exchange took care of coordinating process between partners and various meetings were set during the event.

Within these face-to-face meetings, the participants were able to readily evaluate the appropriate Turkish subcontractor then eventually discuss alternative actions, thus saving time and money. All together, buyers and contractors were able to take advantage of doing business in a country with solid industrial

INTERNATIONAL SUBCONTRACTING FAIRS

Chongqing, China
7-10 November 2005
 (<http://www.subcon.cn>)
 >> Subcon-China 2005
 E-Mail: service@subcon.cn

SubCon China 2005

Paris, France:
15-18 November 2005
 (www.midest.com/)
 >> MIDEST 2005
 E-Mail: mario_fiems@reedexpo.fr
 or
aurelie.drevillon@reedexpo.fr



Singapore: **6 - 8 December 2005**
 (www.worldtradeco.com)
 >> Asia Pacific Supply-Chain and Logistics Summit
 E-Mail: oscar.fuchs@worldtradeco.com

SPX now also in Greece?

UNIDO SPX attends the General Assembly of the Union of Chambers of Greece, Florina, 2 July 2005



General Assembly of the Union of Chambers of Greece

The General Assembly organized by the Union of Chambers of Greece was opened by high level officials: a deputy from the Parliament, the General Secretary of Ministry of Development, the president of the Union.

The Assembly was attended by some 80 Union delegates from all over the country's Chamber of Commerce. During the Assembly, UNIDO ITPO and SPX programme were presented by Mr. Ioannis Karmokolias, Head of Service, ITPO Athens, Mr. Elias Antonakakis, Deputy Head, ITPO Athens and Mr. Mustak Caglar, Chief of the SPX Istanbul and UNIDO PX Expert.



ITPO Greece and SPX Expert

The Union should take the decision to establish a SPX in Greece as soon as possible.

SPX - Marseille

SPX Programme invited by the city of Marseille to participate in the Mediterranean International Business Convention held from 15 to 17 March 2005.

A specific presentation was made during the conference on "Innovation and Competitiveness: Work within a network and mutual benefit from shared resources".



Marseille is now looking at the possibility to open a SPX for south east of France.

New SPXs in China: Shanghai and Harbin

Shanghai Industrial Investment (Holdings) Co. Ltd (SIIC) will host the next SPX in China. After the establishment of the SPX Shanghai within SIIC, UNIDO will develop antennas in East China in 2006-2007 and expand and establish SPX branches in provinces of East China region in 2007-2008. Shanghai Industrial Investment (Holdings) Co., Ltd. ("SIIC") was incorporated in Hong Kong in July 1981 and became a holding company in 1993. In the year of 1996, it set up Shanghai Industrial Holding Company and had it listed in Hong Kong; In 1997, it grouped with all its overseas subsidiaries and became a multi-national enterprise. SIIC is a holding group company and consists of a number of listed companies and subsidiaries in China and abroad plus nine overseas regional headquarters. The Group has developed into the biggest and best-resourced enterprise operating out of Shanghai with consolidated assets of HK\$35 billion (USD 4,4 billion).



An UNIDO Team, composed of the UNIDO Representative, National Programme Officer and SPX Programme Manager, held a one-day meeting in May 2005 with the Heilongjiang Authorities to discuss the establishment of a SPX located in Harbin. A large number of officials were met from the Heilongjiang Provincial Development and Reform Commission, the Department of Commerce of Heilongjiang Province, the China Harbin Fair for Trade and Economic Cooperation and Heilongjiang CCPIT. Vice-Governor of Heilongjiang Province was very interested in UNIDO's services and requested to establish a SPX for Northeast China.

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L'achèvement du cycle complet d'une formation (2 ou 3 niveaux), permettra aux participants d'acquérir des compétences les autorisant à intervenir en tant que conseil auprès des entreprises locales. Des Centres similaires devront voir le jour en Asie et en Amérique Latine.

Je vous invite à participer à la première session du CFE BSTP de niveau 1 qui aura lieu en français, après la tenue du MIDEST, 21-24 novembre 2005, à Auxerre, France.



I invite you to participate in the first training session, organized in French, to be held in conjunc-

tion with MIDEST, from 21 to 24 November 2005, at the SPX - ETC in Auxerre, France



La capacitación comprenderá dos niveles: básico y avanzado. Cada sesión de capacitación durará cuatro días y será reconocida con un certificado de UNIDO nivel 1 y 2.

Los invito de la manera más atenta a participar en la primera sesión de capacitación (que será en francés) que se llevará a cabo con la cooperación de MIDEST, y que tendrá lugar los días 21 a 24 de Noviembre del 2005 en nuestro centro de formación SPX en Auxerre, Francia arriba mencionado.

About UNIDO

Mission: The United Nations Industrial Development Organization (UNIDO), set up in 1966, helps developing countries and countries with economies in transition in their fight against marginalization in today's globalized world. 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.

About SPX

UNIDO is at the forefront in assisting developing countries to connect to the global subcontracting and supply chain network. The services offered in this connection include both the establishment of Subcontracting and Partnership Exchanges (for more information: spx@unido.org) and the development of supply chain partnerships (for more information: supply-chain@unido.org).

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All issues are available on the internet



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- BSA de Panama

PARAGUAY:

- BSA-CEDIAL, Asuncion

PERU:

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- BSA-ADEPIA, Arequipa

URUGUAY:

- BSA-CIU, Montevideo

VENEZUELA:

- BSA de Caracas



ASIA:

CHINA:

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- SPX-Chongqing

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