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COUNTRY PAPER TUNISIA

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This document has not been formally edited.

A. INFORMATION ON THE COUNTRY'S EXPERIENCE

A. 1 Country policy to promote exports and main indicators

Tunisian export promotion policy is mainly the responsibility of two ministries:

- **The Ministry of Industry, Energy and SME**, which is in charge of the Industrial Upgrading Programme PMI. The main objective of this programme is to strengthen the competitiveness of manufacturing firms and related services.

Among the various programs and incentives promoted by the Ministry of Industry, Energy and SMEs, the two main sources of financial incentives in relation with export promotion are: FODEC (Competitiveness Development Fund) and FOPROHOC (a new fund for the promotion of conditioned and packed olive oil).

- **The Ministry of Trade and Crafts**, which is in charge of the Export Development Programme PDE.

As for the Ministry of Trade and Crafts, the agency in charge of export promotion is CEPEX (Center for Export Promotion), and the main sources of incentives and subsidies are FOPRODEX (Export Promotion Fund), a public fund, and FAMEX (Market Access Facilitation Fund), which is financed through a World Bank loan. In addition to these schemes, there is FGAE, a guarantee fund for exports.

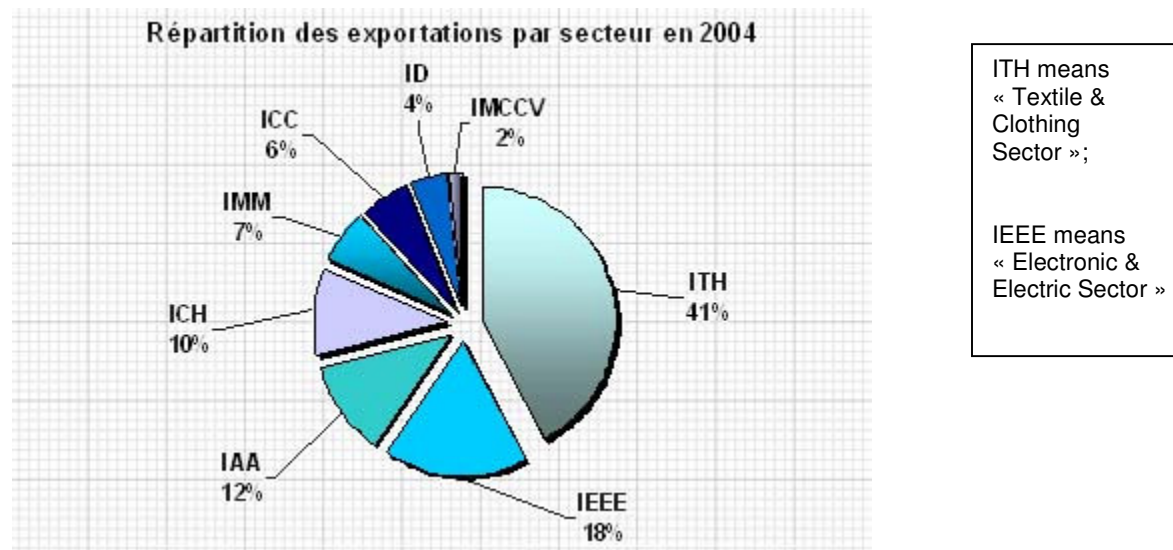
Governmental institutions collaborate systematically with employers associations when formulating and executing policies and strategies. These include the general and sectoral federations, the exporters federation, the association of export advisers, the Interprofessional Grouping¹ in the agroalimentary sector and the regional Chambers of Commerce and Industry. Business is represented on the steering committees for strategic studies and structural programmes such as the Industry Upgrading Programme PMN, the Industrial Modernization Programme PMI, and PDE, as well as on the administrative committees of incentive funds such as FODEC, FOPROHOC, FOPRODEX and FAMEX.

¹ Interprofessional Groupings are public-private sector associations for a complete value chain, 'from earth to fork', in the case of food processing. They are important support institutions: they can, for example propose policies and exports development subsidies.

Export industries and export trends

Total amount of exports of industrial manufactured goods in 2004 was \$ 8180 millions.

Sectoral distribution of exports of manufacturing industries in 2004



Source: API, site: www.tunisieindustrie.nat.tn

Because of the dismantling of the multifibre agreements (MFA) and the Asian products easier access to the European market, the sectoral distribution represented above evolved very quickly from 2004 to 2006.

Over the last three years the share of exports of the Electronics and Electric Sector reached 25%, and approached the one of the Textile and Clothing Sector whose share dropped (from 40% to 28%).

Table 1: Main export industries, 2004, ranked according to export rate; and Evolution rate

Industrial sub-sector	Export rate (% of output)	Added value: %	Exports Evolution (2000- 2004)
Electrical goods & Electronics	88,5	29	92%
Textile and clothing	82,5	30	38%
Leather & Shoes	67	32,2	22
Plastics	40	29,1	121
Chemistry	38,8	23	24
Mechanical and metal products	32,5	28	118
Paper boards, Packing & Printing Works	30,8	30	138
Agro alimentary	15,8	24,5	95
Building materials, ceramics and glass	9,8	37,9	52
Wood & Furnishing	5,5	40	90

Source: Data base API

Weaknesses that could be addressed by SME consortia

The data above and other data reveal that added value varies between 22% to 40%, with an average of 31%, and remains relatively weak in many industries, either because the activity is often dependent on unskilled labor (such as textiles and clothing) or because of low value added and lack of product innovation (as in the food processing industries and some branches of the electrical, chemicals and other industries).

Table 2 below presents for each sector the weaknesses identified in recent branch-level studies. These weaknesses indicate a latent need for alliances between SMEs. In addition to the industries listed in the preceding tables, we also present findings on the engineering and information and communication technology industries.

Taking into consideration these weaknesses, the counterpart suggested to concentrate some of the project activities towards the promotion of the collaboration between companies for services; two examples for this could be:

- « Sourcing » specially for Textile and Leather sectors;
- « R &D » and « Technological Ressources » with a special focus on the Electronic sector

Table 2: Weaknesses that reduce export competitiveness, by sub-sector

Industry	Situation	Weaknesses
Clothing	Strong exporters, but most firms are subcontractors and produce mainly according to designs specified by the buyer (products are sold under the buyer's brand name)	<ul style="list-style-type: none"> ▪ Lack of competences for designing, producing and marketing original Tunisian products ▪ Reduced productivity
Electrical and electronics goods, electric household appliances	Strong exporters especially for electronic components and cable beams. Many firms producing electric household appliances are only carrying out assembly operations	<p><i>For some of the electric companies:</i></p> <ul style="list-style-type: none"> ▪ Lack of human and material resources for original products <p><i>For the majority of electric household appliances companies:</i></p> <ul style="list-style-type: none"> ▪ Only a small fraction of the value chain is represented ▪ Overcapacity (small domestic market)
Chemicals, rubber and pharmaceuticals	Tunisia has a very strong position in the world market for phosphate-enriched fertilizers. Other industries: small range of products, standards not always applied. Emerging of engineering plastics for auto components	<p>Except phosphate-enriched fertilizers:</p> <ul style="list-style-type: none"> ▪ Lack of local raw materials ▪ No conformity with international standards (some companies) ▪ Small firm size
Food processing	Field crops generally only undergo basic processing. Certain activities are seasonal and sensitive to climate variations (fruit and vegetable processing, olive oil). Exports are dominated by the olive oil (Tunisia is the 4 th largest exporter).	<ul style="list-style-type: none"> ▪ International Marketing, Innovation, diversification and packaging ▪ Product traceability, standards and implementation of Hazard Analysis Critical Control Point procedures; ▪ Seasonal availability of raw materials (especially fruit and vegetables) ▪ Most olive oil is exported in bulk
Footwear and leather	Part of the firms only do simple subcontracting work	<ul style="list-style-type: none"> ▪ Lack of high quality local raw material ▪ Low productivity ▪ Human and financial resources to capture a larger part of the value chain
Engineering and metallurgy	Some branches (mechanical car components) show strong export growth. Others (iron and steel, foundry) stagnate or regress.	<ul style="list-style-type: none"> ▪ Low productivity, outdated equipment, lack of automation and R& D
Building materials, ceramics and glass	The acquisition of the cement factories by international groups was a success. Other products have been integrated but their quality is not competitive enough	<ul style="list-style-type: none"> ▪ Low added value, lack of innovation and diversification of products ▪ Inadequate control processes, outdated technologies, engineering and management; ▪ Low energy effectiveness;
Other industries	These industries primarily serve the domestic market	<ul style="list-style-type: none"> ▪ Low productivity ▪ Outdated equipment, lack of automation and R& D
Engineering and information technology	Tunisian firms are normally very small and they have limited access to the export markets. A mass of graduates in data processing enters the market	<ul style="list-style-type: none"> ▪ Industries are often below the critical size ▪ Inadequate R&D, project management systems and quality control for software production ▪ Weak innovation, competence certification and management systems certification

A.2 Legal and incentive framework

- In Tunisia, there is no specific legal form for export consortia, and there are no formalized requirements in terms of capital, number and size of member companies for the creation of an SME consortium;
- The economic interest grouping (GIE, Groupement d'Intérêt Economique), a legal form adopted in Tunisia in 2001, is well adapted to the needs of consortia because of its flexibility, minimal requirements and low costs of incorporation. This is why today half of the existing consortia have chosen the GIE form. The only drawback is the unlimited responsibility of the members for the obligations contracted by the consortium;
- Exporting firms are tax exempted but export consortia have not reached this status yet;
- On the other hand, since 2005 export consortia receive more subsidy than individual exporters under several programmes (see Table 4);
- To qualify for subsidies, groups must be legally constituted and the presentation of a business plan is required;
- Some incentives provided by the export promotion agency CEPEX and packed olive oil promotion fund (FOPROHOC) only require a request accompanied by a marketing plan and some basic documentation.

Table 3 summarizes the existing incentives and subsidies.

Table 3 : Existing subsidies and their modalities

Type of activities	FODEC		FOPRODEX		FAMEX		FOROHO		
	Individual companies	Consortia	Individual companies	Consortia	Individual companies	Consortia	Individual companies	Consortia	
Promotional materials (catalogues, CD rom, films) multi-media publicity, publication on Internet			Subsidy 30% + loan 50% or 35% subsidy	Reform in progress	50%	70%	50%	70%	
Creation of label, design and recording of trade marks	70%	70%	Subsidy 30% + loan 50% or 35% subsidy		50%	70%	50%	70%	
Fashion collections and other collections	70%	70%	Subsidy 40% + loan 40% or 45% subsidy		50%	70%			
Participation in international tenders			Subsidy 30% + loan 50% or 35% subsidy		50%	70%	50%	70%	
Invitation of foreign clients			Subsidy 30% + loan 50% or 35% subsidy		50%	70%	50%	70%	
Foreign representation			Subsidy 40% + loan 40% or 45% subsidy		50%	70%	50%	70%	
Market research			Subsidy 30% + loan 50% or 35% subsidy		50%	70%	50%	70%	
Design and construction of a stand at trade fairs			Subsidy 30% + loan 50% or 35% subsidy		50%	70%	50%	70%	
Assistance for the Design & Implementation of a marketing strategy	70%	70%			50%	70%	50%	70%	
Installation of a web site	70%	70%		50%	70%	50%	70%		
Maximum amount of subsidies	No limitation	No limitation	No limitation		120 000 \$	120 000 \$	50 000 \$ for 3 years	No limitation	
Technical aid for the consortium or for the companies as a group	70%	70%					70%	70%	
Modalities for accessing incentives and required documentation	Companies must be 2 years old	No age condition	Companies must be 2 years old, no age condition for the consortium				One of the members of the consortium must have at least once exported packed olive oil		
	Manufacturing, IT and engineering companies only		Members can be from any economic sector				Packed Olive Oil Producers & Exporters only		
	Documents: an exhaustive strategic diagnosis and a business plan		A 3-5 page argumentation only				5 pages Marketing strategy and Action Plan		

A.3 Role of support institutions

Tunisia, in comparison with other South Mediterranean countries, has a high density of support institutions. The more important ones are :

- BMN, the Industrial Upgrading Office of the Ministry of Industry, Energy and SMEs. This office assesses strategic business plans of industrial companies for funding under FODEC. BMN has been designated by the Ministry to implement technical assistance to the export consortia programme with UNIDO.
- CEPEX, the export promotion agency, providing training, information and incentives and organizing grouped participation to international exhibitions;
- Régional CCI, the Chambers of Commerce and Industry. There are 8 regional chambers providing advise and support for the export opérations at the local level;
- CTS, the Sectoral Service Centres. 8 of these provide support to existing companies, including technical information, training, productivity coaching, laboratory services, technical support for standardisation of products and certification of management systems, and the formulation of business and technology development plans;
- Business Centers, promoting and guiding the creation of new companies
- “Pépinières” which are incubators lodging and coaching entreprises creators
- UTICA, the employers union active in managers training
- PMI, which is financed by the European Union. It supports private companies development of productivity, economic and technologic studies and Institutions’ development. Consortia can also be supported by this program
- FIPA, the Foreign Investment Promotion Agency;
- API, the Industrial Promotion Agency. It supports entreprise creation, industrial investments, strategic studies, training, and coaching of promoters.

Since 2000, UNIDO has been supporting the Tunisian Government in the promotion of export consortia through a technical assistance project funded by the Italian Development Cooperation. The project aims at:

- 1) Creating export consortia in different sectors;
- 2) Training national promoters of export consortia in the public and private sectors;
- 3) Creating a good institutional and regulatory environment for the development of export consortia; and
- 4) Benchmarking with international practice.

Table 4 presents the role of each actor in supporting export consortia.

Table 4 : Roles of institutions and private sector in supporting export consortia

Actors			Kind of support	Motivation and intensity
Ministries	Others	Main operators supporting export consortia		
Ministry of Industry, Energy & SME		BMN - Industrial Modernization Office	<ul style="list-style-type: none"> ▪ Strategic advice and group coaching (with support of UNIDO experts) ▪ Authorizing FODEC subsidies 	Very high
		The 8 CTS – Sectoral Service Centres	<ul style="list-style-type: none"> ▪ One CTS (the Technical Centre for the Textile Industry, CETTEX) gives strategic advice and coaches groups (with support of UNIDO experts) ▪ CETTEX & CNCC are supporting consortiums “Sourcing” projects 	Low except for 2 out of the 8 centers (CETTEX & CNCC)
		General Direction for Agro alimentary sector (DGAA)	<ul style="list-style-type: none"> ▪ Strategic advice and group coaching (with support of UNIDO experts) ▪ Authorizing FOPROHOC subsidies 	High
		General Direction for Electric and Mechanic Sector (DGIM)	<ul style="list-style-type: none"> ▪ Strategic advice and group coaching (with support of UNIDO experts) 	High
Ministry of Trade and Crafts		CEPEX – Export Promotion Agency	<ul style="list-style-type: none"> ▪ Marketing advice and group coaching (with support of UNIDO experts) ▪ Authorizing FAMEX subsidies 	Very high, especially for FAMEX fund
		The 8 CCI - Chambers of Commerce and Industry	<ul style="list-style-type: none"> ▪ First, basic advice for groups (with support of UNIDO experts) ▪ Space for meetings and dialogue for new groups, act as an incubator 	High, but only for the CCIs of Sfax and Sousse, two of the main industrial regions
	Employers' organizations	UTICA with its numerous national and regional associations	<ul style="list-style-type: none"> ▪ First basic advice for groups (with support of UNIDO experts) ▪ Space for meetings and dialogue for new groups, act as an incubator 	Low
	Private consultancy sector	Private export advisers	<ul style="list-style-type: none"> ▪ First, basic advice for groups (with support of UNIDO experts) ▪ Coaching formalized consortium ▪ Provide space for new consortia in their offices ▪ Act as executive directors 	High, but only for consortia which include firms purchasing specialized services from the consultant

A.4 Number and typology of operational export consortia

Table 5 : Registered and operational export consortia in March 2007

	Name	Number of firms	Region	Sector	Legal form	Year of incorporation	Mission	Target markets	Exported products	Buyers : large retail, importer, large companies, etc.
1	C8	8	Tunis	Car components	SA	2000	Promotion	Sub-saharian Africa & Algeria	Filters, blade springs, batteries, tyres, telescopic shock absorbers, windscreens, exhaust systems	High standard specialized retailers, distributors, central purchasing agencies
2	TEC	12	Tunis	Engineering	SA	2001	Sales & Promotion	Sub-saharian Africa & Algeria	Engineering services, project management, consulting	Construction market (public and private customers)
3	ACT-International	4	Sfax	Food	SARL	2003	Promotion	France, UK, Gulf Countries	Pasta, olive oil, oriental pastry and confectionary, olive oil, chewing-gum	Large and traditional retail
4	GMC	9	Tunis	Garment	GIE	2005	Promotion & Sourcing	Spain, UK	Garment (casual-wear, jeans, corsetry, professional clothing, sportswear, ...), labels and accessories	Subcontracting and co-contracting customers
5	Global Consulting	5	Tunis	Engineering	GIE	2005	Sales & Promotion	Sub-saharian Africa & Algeria	Engineering services, project management, consulting	Construction market (public and private customers)
6	GET- IT	8	Tunis	ITC	GIE	2005	Promotion	Europe & French-speaking Africa	ERP, Web design CRM, Software development and maintenance, Infrastructures, Networks and Security Remote Management	ICT European companies and business clients
7	CIC	3	Tunis	Engineering	SARL	2005	Sales & Promotion	Sub-saharian Africa & Algeria	Engineering services, project management, consulting	Construction market (public and private customers)
8	CAJAD	5	Nabeul	Furniture & handicraft	GIE	2005	Promotion	Europe, USA & Gulf Countries	Interior furniture, haberdashery and garden items	Large and traditional retail
9	ZAYATINE	20	Sfax	Food	SA	Joined the programme in 2005	Sales & Promotion	Europe	Extra virgin olive oil, organic and biodynamic	Importers
10	CMC	3	Tunis	Leather & shoes	SARL	In process	Design, Collections & Sales	Europe	Finished shoes collection with common brand	Store chains, large and traditional retail central purchasing agencies
11	CPA	4	Sfax	Car components	GIE	2007	Promotion	UE & Algeria	Filters, batteries, telescopic shock absorbers, exhaust systems	High standard specialized retailers, distributors, central purchasing agencies
	Total	81								

10 Groups in progress in several sectors:(1) CIMO Project (moulders in Sfax) reoriented to "car components" »; 2. CEPEX project Car components (Tunis- Sousse); 3. Building material project –Algeria / GTZ ; 4. Group of 20 craftswomen from Ksibet Mediouni promoted by JCE ; 5. Destination Mali project (5 garment and shoes companies) ; 6. Technologic Resources of Electronic Off-shore Enterprises group promoted by DGIM/ MIEPME; 7. Packed olive oil group/ Tunis; 8. Packed olive oil group/ Sfax; 9. Engineering group of the Ksar Helal business incubator; 10. Packed olive oil group / Nabeul.

A.5 Main problems hampering the creation of export consortia and proposals for improvement

The main difficulty encountered during the creation of an export consortium is the SME attitudes towards interfirm cooperation, and this for two main reasons:

- 1) Firms usually consider other firms as competitors and are reluctant to share information with them. However, after creating a consortium, we have observed that fear and apprehensions disappear step by step and members start cooperating in harmony.
- 2) In the case of small firms with a limited organization and management structure ('one man show') it is even more difficult to organize a viable consortium, as there are difficulties in sharing responsibilities, information and tasks with other members of the consortium, etc.

In addition, there are two other main problems:

- Absence of a specific legal form and regulation on export consortia composition and on how to access the different incentives cited above;
- In the first phase of the project a passive attitude of some support institutions that were not familiar with the export consortia concept.

Proposals for improvement

According to our experience, adopting the following principles can solve such problems:

- Be careful when making the first steps towards a group: a good strategic profile of every company must be presented to the whole group and a matrix representing companies profile, actual market and objectives of all candidates must be made, distributed and analyzed in a common meeting. Questions about the product lines of the future consortium, objectives, markets to be targeted and the - export or non-export - services of the future consortium must be some of the priority topics to be discuss.
- Intensify and boost the communication between members. For example, we encouraged members to meet, in turn, in their own factories and head offices, not always in a neutral place such as a support institution. These meetings help generating confidence and developing better communication.
- Convince institutions to communicate and collaborate on the subject. Invite them to participate in activities such as training for executives and consultants, seminars where new ideas were discussed and disseminated, and meetings of consortia directors and organizers.

Problems that still need to be solved:

- Clarification and acceptance of the GIE as a legal form of company by other institutions, especially the Investment Promotion Agency and the Finance Department;
- Unequal access to tax incentives: consortia completely dedicated to export should be granted the same tax incentives applied to individual exporters;
- Better information on the different incentives available and on how to take advantage of this support, as well as a better differentiation of the different support schemes.

Table 6 : Problems and solutions

Main problems	(Proposed) solutions	Methodology and tools
Reluctant attitude towards inter-firm cooperation	A rational approach of building firm alliances	Selection system resulting in a coherent group of members
	Better communication	A methodology for identifying common objectives
		Stimulating face-to-face meetings that permit a real exchange of views
		Increase meetings between consortia directors
Reluctant attitude towards GIE (problem linked with the members' unlimited responsibility for financial obligations)	Opt for a promotional consortium (which does not directly sell goods) to limit financial obligations, ensure consortia members approve all activities. Choose another legal form for the case of Sales Consortium	Present and discuss a case study focused on an existing promotion consortium budget
		Invite directors of pioneer consortia to present their experience
Subsidies and tax breaks missed because of some institutions reluctant attitude	Involve institutions concerned in some of the project activities	Involve institutions in a steering committee
	Coordinate requests by existing consortia through the creation of a federation/association of consortia acting as a lobbying institution.	Organize institutional capacity building Create a network of support institutions
		Coordinate the different export consortia's requests according to the rationale of the existing incentives.

B CASE STUDIES OF EXPORT CONSORTIA

Table 7: Case studies of two Tunisian export coonsortia

	Consortium name	ACT	GET' IT- GIE
Consortium profile, services and organization	Sector	Agro alimentary	Information & Communication Technology (ICT)
	Type	Promotional	Promotional essentially (some sales operations from 2007)
	<ul style="list-style-type: none"> ▪ Legal form and capital ▪ Number of firms and their size ▪ Year of incorporation 	<ul style="list-style-type: none"> ▪ Limited liability company; capital 60,000 DT (45,000 US\$) ▪ 2 SMEs, 2 large firms ▪ 2003 	<ul style="list-style-type: none"> ▪ GIE (Economic Interest Groupment) ; capital 22 500 DT (17,000 US\$) ▪ 9 firms ▪ 2005
	Organizational structure	<ul style="list-style-type: none"> ▪ Full director for 2 years, now a part-time director ▪ Separate registered office 	<ul style="list-style-type: none"> ▪ A unique administrator (one of the firms) ▪ A consultant as organizer and manager ▪ Part time secretary ▪ Registered office (the consultant's office)
	Type of services provided	<ul style="list-style-type: none"> ▪ Coordination of trade fair participation ▪ Foreign trade information, Market studies & international marketing ▪ Organization of meetings with foreign buyers in Tunisia or abroad 	<ul style="list-style-type: none"> ▪ International marketing ▪ Participation in international exhibitions and seminars ▪ A professional Website, a regular newsletter ▪ Regular meetings between members to exchange strategic information and organize cooperation in real operational projects ▪ Participation in common offers and international tenders ▪ Organization of meetings with foreign operators in Tunisia and abroad
	Main markets addressed.	<ul style="list-style-type: none"> ▪ Europe ▪ USA ▪ Arabian Gulf 	<ul style="list-style-type: none"> ▪ France ▪ Germany
	Yearly operational and promotional costs.	<ul style="list-style-type: none"> ▪ Operational costs: ~ 10,000DT (8,000 US\$) ▪ Promotional costs: 100,000 DT (80,000 US\$) 	<ul style="list-style-type: none"> ▪ Operational costs: ~ 25,000 DT(19,000 US\$) ▪ Promotional costs: ~ 200.000 TD (150,000 US\$)
	Consortium's funding mechanisms	<ul style="list-style-type: none"> ▪ Annual quota 2 ,000 US\$ per company ▪ A contribution for the financing of any activity, equally divided only between the participating companies ▪ Support from institutions ~50% of total of the services purchased 	<ul style="list-style-type: none"> ▪ Annual quota = 3,000 DT (2,300 US\$) ▪ A contribution for the financing of any activity, equally divided only between the participating companies ▪ Support from institutions ~50% of total of the services purchased
	Registration cost for the consortium	Same as for any other limited liability company (about 1 000 DT or 750 US\$)	Same as for any other GIE (about 1 000 DT or 750 US\$)

Table 7 continued

Consortium name		ACT	GET' IT- GIE
History, evolution and challenges	History of the consortium	<p>At the beginning, UNIDO experts, Counterparts BMN and Commerce Chamber of Sfax played a key role in mobilizing and coaching the group.</p> <p>In the beginning of the creation of ACT INTERNATIONAL there were 10 enterprises interested and they participated in the preparatory meetings, but at the consortium official creation, in 2003, only 4 of the initial companies remained: these companies had a big experience in international marketing, and their alliance has also been facilitated by friendship among their owners.</p>	<p>January 2004 : UNIDO experts asked CEPEX , through the director of FAMEX, the incentive program supported by the World Bank, to be involved as a promoter for the project.</p> <p>After two months, FAMEX offered a grant and an international expert for 3 groups organizing joined activities to access a new foreign market, one of these groups was the future GET'IT</p> <p>After one year of experiments of not formalized grouped collaborations (period of « fiancailles »), 6 among the first 9 members constitute the consortium with the support of UNIDO expert and opted for a « GIE » at the end of 2005.</p>
	Performance	<p><u>Main activities and direct results:</u></p> <ul style="list-style-type: none"> ▪ Web site created and promotional documentation produced <p><u>Main Markets Addressed (Missions & fairs)</u></p> <ul style="list-style-type: none"> ▪ U.S.A / Canada (Fairs, market studies, commercial relations, <u>logistic and Commercial presence</u>, industrial vigil...) ▪ Europe (Fairs, commercial vigil, market studies...) ▪ Gulf Countries (Commercial relations) ▪ Algeria, Libya and Sub- Saharan Africa ... ▪ New destinations for the consortium members like Japan, South Africa, China... (Fairs, commercial vigil...) <p><u>Performances</u></p> <ul style="list-style-type: none"> ▪ <i>Web site created and promotional documentation produced</i> ▪ Number of international exhibitions attended: +100%; ▪ Space exposure in m2 per participation: +100%; ▪ Autonomous stands in foreign fairs: the most important independent Tunisian foreign participation in a sectorial fair: SIAL 2004 with 106 m2 and ANUGA 2005 with 100 m2. After that, other consortia like C8 and GET'IT follows the example 	<p><u>Main activities and results:</u></p> <ul style="list-style-type: none"> • Communication plan, Web site created and promotional documentation produced • Coordination of an intensive participation in trade fairs, seminars and other international events (2005- 2006): SMSI,/Tunis GITEX /Dubai, CeBIT/Allemagne, INFOCité/ France, MEDINSOFT/ France, 3 business conferences / Paris, SIPPO Road Show / Switzerland • Organizing meetings with foreign operators in Tunisia and abroad. Conventions have been signed with some of them • Reengineering of the strategy at the end of 2005: the consortium presents a more integrated image with a complementary consolidated offer of services and competences • Commercial establishment in Germany following a signature of convention with a local software firm • Networking and Commercial agreements with many associations
	Main challenges ahead	<ul style="list-style-type: none"> • Creation of commercial presence abroad 	<ul style="list-style-type: none"> • To manage the orders of common businesses which start
	Changes in membership	<ul style="list-style-type: none"> ▪ Official number of firms doesn't change 	<ul style="list-style-type: none"> • The opening to new members is a constant strategic orientation, but it is conditioned by selection criteria such as size, seniority, references, etc <p>2005: 6 members; 2006: 8 members; 2007: 9 members</p>
	Changes in type of services	<p>No changes, but after an intensive activity in the first year, activities are now less intensive but better targeted</p>	<p>In 2006 the Web site has been modified to integrate the image of a consolidated offer of services and complementary competences rather than an image of juxtaposed companies.</p> <p>http:// www.getit-tunisia.com</p>