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PROFILES OF MANUFACTURING ESTABLISHMENTS:

SELECTED CASES FROM VOLUME III^{1/}

Prepared by the
UNIDO Secretariat

^{1/} Volume III has not yet been published. This document has been reproduced without formal editing.

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SELECTED CASES FROM VOLUME III

Major Products
Reporting Unit

II. PHYSICAL ASSETS

	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
Plant and equipment (total)		344	544
- machinery and apparatus		150	190
- buildings		72	72
- land		-	-
- other fixed capital assets (total)		120	-
- land (total acreage: 42,000 m ²)		120	-
- other fixed capital assets (total)		-	-
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)		696	-
4 Other fixed capital assets		120	-
Land (total acreage: 42,000 m ²)		120	-

DETAIL OF PROCESS EQUIPMENT (no.)	Supplier country	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
Canning line system				
a. Pre-cookers	USA	1955	290	360
b. Filling machines				
c. Closing and sealing machines				
d. Autoclaves	FR. Germ.			
e. Conveyor-belts				
f. Labelling machines				
g. Fruit-washing machines				

III. HISTORY OF INVESTMENT:

This branch-establishment was constructed and began commercial production in 1955; in 1966 approximately \$640,000 were invested for the expansion of the canning facilities but this sum is not reflected in the above data. The production in the first year (1955) was already profitable at 75% of the current production level.

CAPACITY POWER:

Process equipment
- Electric motors 700* kW
* rough estimate

Generating equipment:

- Installed capacity: - kVA

EXTERNAL CONDITIONS:

Transport - long distance, fair; local area, excellent.
Utilities - Electricity and gas, excellent; water, fair.
Community - educational, health and recreational facilities, fair.

IV. INVENTORIES AND WORKING CAPITAL

(in 000 US \$)

Actual value	Liquid assets	Actual value
I Inventories	TOTAL	TOTAL
Production materials	Cash - hand bank	30
Other input materials	Market. sec. & bonds	140
Work in process	Short term investment	136
Finished products	Prepaid expense	612
	Accounts receivable	4,272
3 Desired working capital	Number of months	Value
TOTAL		
Production materials		
Other input materials		
Finished products		
Wages & salaries		
Other special items		

III. MANNING TABLE

(number of persons)

A - Machine operators
B - Other operatives

	Total	1st shift		2nd shift	3rd shift
		A	B	A + B	A + B
(1966 average)					
ALL SHOPS & UNITS	701	614	71	16	
1 Primary operative shops	200	105	20	65	10
Canning line system*	200	105	20	65	10
2 Auxiliary operative units	119	106	6	6	
- Repair and maintenance	19	19	-	-	
- Mechanical shop	2	2	-	-	
- Utilities control	7	7	-	-	
- Product & material storage	72	72	-	-	
- Off site transport	-	-	-	-	
- Guards, cleaners, etc.	18	6	6	6	
3 Auxiliary non operative units	383	383	-	-	
- Production management	1	1	-	-	
- Research & development	5	5	-	-	
- Sales unit	170	170	-	-	
- General administration	207	207	-	-	

WORKING TIME PER OPERATIVE WORKER:

Normal hours/day	8 hours	Normal days/year:	283 days
Actual hours/year	2,264 hours		

CAPACITY OF OPERATIVE SHOPS:

The utilization of the capacity (canning line system) is influenced considerably by the orders received from contractors; over 50% of the productive revenues consist of commissions.

IV ANNUAL PRODUCTION

Product (or group of products)	Yr. of first prod.	Quantity produced		Nominal capacity output	Unit area or factory (US \$)	Total production value (000 US \$)
		Unit	Output			
...	000 cases	1,746.1	..	1,100	100
...	" "	1,061.1	..	1,300	100
...	" "	589.3	..	500	245.0
...	" "	3,324.3	..	800	208.0
...	" "	1,629.1	..	900	143.0
...	" "	3,452.0	694.0
Revenue from contract and commission work						3,440.0
Net change in inventories						(+1,070.0)
TOTAL VALUE OF PRODUCTION						6,670.0

* The quantity and the value of production here represent the annual sale. The total value of production is therefore adjusted for the net change in inventories.

CONTRACT AND COMMISSION WORK:

Canning and packaging of tuna, sardines, shrimps, champignons (hongos de México) and other food products is performed in the form of contract and commission work. The so-called contractors are mostly other branch establishments of the same parent enterprise.

EXPORTS: None

AVERAGE UTILIZATION:

The production capacity is considered as being under-utilized, due to insufficient orders, and the consequent supply of raw materials. The nominal capacity output is not available.

VI VALUE ADDED

Item	Value (000 US \$)
1 Wages & salaries	
- Employees in direct production	90
- persons	
- other employees	1,000
- persons	
2 Other payments for employees	100
3 Annual depreciation	10
4 Rentals paid	10
5 Interests & royalties	20
6 Sales tax (including value added tax)	1,000
7 Other indirect taxes	10
8 Subsidies	10
9 Corporate income before tax	10

VII MONTHLY EARNING RATES

End of 1967	No. of pers. empl.	Average earning rate (US \$)
1 Local non-operatives		
TOTAL	146	100
Managers	10	1,000
Engineers	5	600
Technicians	7	340
Accountants	4	600
Sales officers	120	100
Other professional staff	15	120
Stenographers & typists	179	100
2 Local operatives		
TOTAL	118	120
Supervisors	-	-
Foremen	-	-
Machine operators	-	-
Craftsmen	28	144
Truck drivers	-	-
Other full-time operatives	90	120
Unskilled & part-time operatives	-	-
3 Foreign employees		
TOTAL	5	1,040
- Managerial staff	5	1,040

V ANNUAL CONSUMPTION

Item	Quantity consumed			Total consumption value (000 US \$)
	Unit	Purchases	% imported	
1 Energy and water				28
TOTAL				
Electricity	000 KwH	701	-	14
Fuel	000 m ³	..	-	8
Water	000 m ³	..	-	6
2 Production materials				344
TOTAL				
- Tomatoes	000 t	1,687	-	54
- Onions	" "	338	-	32
- Carrots	" "	300	-	36
- Peppers	" "	276	-	36
- Vegetables of various kinds	" "	174	-	10
- Fruits	" "	1,413	-	136
- Other raw materials	" "	826	-	40

Item	Total consumption value (000 US \$)
3 Other materials & supplies	
TOTAL	1,700
- Packagings (boxes, cans, labels, etc.)	1,400
- Repair & maintenance	160
- Non-factor service inputs	100
4 Business services purchased	
TOTAL	1,800
- Transport, storage & insurance	1,520
- Communication, advertisements, etc.	1,280
5 Work performed by sub-contractors	
TOTAL	-

VIII CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1967)

Industry group: Canning and preserving of fruits & vegetables (ISIC 101)

1 Size groups by number of persons employed:	Number of establ.	Number of empl.	Avg. gross W & S. per pers. (US \$)	Avg. gross prod. val. per pers. (US \$)	Avg. cap. prod. rate* (%)
up to	26	37	143	2,343	5
over	135	21,584	528	3,970	83
TOTAL	161	21,621	529	3,370	81
2 Size groups by sale of annual production (000 US \$):					
up to	2	26	80	302	231
5 - 9	24	127	219	1,008	101
10 - 20	52	1,249	352	1,655	119
25 - 50	84	20,272	542	4,140	87
TOTAL	162	21,728	527	3,264	80

* Capital is defined as physical capital assets.

IX SUPPLEMENTS

Environmental policies: No particular observations.

Future plans: Within the next 3 years (1967-1970), approximately US \$ 400,000 will be invested for the installation of a faster and more automated production line. No additional man-years are envisaged.

Major Products

Olives, olives, papers, olive oil, powdered soups, vinegar, etc.

Reporting Unit

A government-owned enterprise founded in 1950
with an initial participation in 49% and local capital 51%

PHYSICAL ASSETS

	Year of installation	Orig. purchase value (1000 US \$)	Replacement value (1000 US \$)
1. Buildings			
- Administration		240.0	240.0
- Production		209.6	248.0
- Warehouse		6.4	28.0
- Industrial building		80.0	104.0
- Office spaces	1960 (700 m ²)	80.0	104.0
2. Auxiliary facilities		64.0	70.8
- Water, steam, electricity, heating & cooling		16.0	18.0
- Transportation facilities		18.4	20.8
- Administrative facilities		18.4	20.8
- Laboratory facilities		-	-
- Others		11.2	11.2
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)		384.0	458.0
4. Other fixed capital assets		232.0	-
- Land (total average 29,000 m ²)		232.0	-

DETAIL OF PROCESS EQUIPMENT (no.)	Supplier country	Year of installation	Orig. purchase value (1000 US \$)	Replacement value (1000 US \$)
Oil presses	Argentina	1960	48.0	57.6
Centrifuges and separators	Argentina	1960	11.2	14.4
Grinders	Argentina	1960	2.4	3.2
Boilers	Mexico	1964	12.0	12.8
Soup process equipment	France	1965	120.0	144.0
Miscellaneous	Spain	1954	16.0	16.0

HISTORY OF INVESTMENT:

The factories were constructed in 1954. The first trial as well as commercial production started in the same year. In 1956 approximately \$20,000 were invested for the expansion of the olives processing capacity. In 1960 approximately US \$ 40,000 were invested for the expansion of the olive oil processing and in 1965 US \$ 96,000 were invested for the expansion of the soup production.

CAPACITY POWER

Process equipment
150 kW

Generating equipment:
Installed capacity - kVA

EXTERNAL CONDITIONS

Water: long distance, excellent; local area, fair.
Electricity: -
Residential, health and recreational: -
Educational: fair.

INVENTORIES AND WORKING CAPITAL

	Actual value	2. Liquid assets	Actual value
1. Inventories	364.0	TOTAL	408.1
- Production materials	432.0	- Cash hand/bank	35.3
- Other input materials	-	- Market securities	16.4
- Work in process	-	- Short term investment	154.4
- Finished products	12.0	- Prepaid expenses	-
		- Accounts receivable	-
3. Desired working capital			
TOTAL		Number of months	Value
- Production materials	1	240.0	
- Other input materials	2	42.0	
- Wages & salaries	3	56.7	
- Other special items	4	12.0	

III. MANNING TABLE

No. average	number of persons			4. Machine operators	
	Total	1st shift	2nd shift	A	B
		A	B	A	B
ALL SHOPS & UNITS	114	114		-	-
1. Primary operative shops	100	20	80	-	-
- Processing and canning of olives and olive oil	90*	10	80*	-	-
- Papers and soups	10	10	-	-	-
* A greater part is seasonal labour (working some 3 months per year)					
2. Auxiliary operative units	8	8	-	-	-
- Repair and maintenance	1	1	-	-	-
- Mechanical shop	-	-	-	-	-
- Utilities control	-	-	-	-	-
- Product & material storage	1	1	-	-	-
- Off site transport	-	-	-	-	-
- Guards, cleaners, etc.	-	-	-	-	-
3. Auxiliary non operative units	12	12	-	-	-
- Production management	1	1	-	-	-
- Research & development	1	1	-	-	-
- Sales unit	-	-	-	-	-
- General administration	10	10	-	-	-

WORKING TIME PER NON-SEASONAL OPERATIVE WORKER:

Normal hours/day	9 hours	Normal days/year	240 days
Actual hours/year	2,096 hours		

CAPACITY OF OPERATIVE SHOPS

The daily (8-hr) maximum capacity of installed equipment is: 12 t of olives, 2.5 t of olive oil, 0.7 t of soup concentration, and 0.2 t of vinegar. (Estimated based on one shift). The capacity of process equipment is thus much greater than the current production level.

Bottling and packing are not automated.

VI ANNUAL PRODUCTION

Product or service produced	Yr of first prod	Quantity produced		Normal capacity output	Unit	Total production value (US \$)
		Unit	Output			
olive oil	..	1	150	2,400	kg	100
olive pomace	..	1	43	500	kg	10
olive oil pomace	..	1	2	170	kg	5
olive	..	000 t	1	12	0.40 t	1
TOTAL VALUE OF PRODUCTION						115

Producing a 12 shift operation. Estimates based on nominal engineering specifications of the major machinery. These estimates are believed to be upward biased.

VII EXPORTS

No exports. All the sales network is secured by a foreign-owned enterprise which is the major share holder for this reporting firm.

VIII CAPACITY UTILIZATION

Capacity is underutilized due to shortage of the supply of raw material, which occasionally interrupts the operation.

V ANNUAL CONSUMPTION

Item	Quantity consumed		% imported	Total cost	Total consumption value (000 US \$)
	Unit	Purchase			
1 Energy and water					
TOTAL					
Electricity	000 kWh	168	-	-	6.7
Gas	000 m ³	5	-	-	0.2
Water	000 m ³	6	-	-	0.2
2 Production materials					
TOTAL					
Olive	t	700	-	-	300
Pepper	t	6	100	100	9
Pepper	t	30	-	-	30
Salt	t	30	-	-	3
Miscellaneous					197

VIII CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

Industry group	Number of persons employed	Number of units	Number of emp	Per gross prod. of		Per emp gross prod. value (US \$)
				US \$	US \$	
1. Olive group	161	21,681	529	3,972	46	
TOTAL						
2. Olive group by unit of annual production (000 US \$)						
Small	26	80	18	102	231	
Medium	24	127	218	1,108	103	
Large	11	1,249	152	1,655	106	
Other	14	70,272	542	4,114	75	
TOTAL						

Source: Ministry of Agriculture, 1970-1971

VI VALUE ADDED

Item	Value (000 US \$)
Wages & salaries	100
Other payments for employees	10
Annual depreciation	10
Rentals paid	10
Interest & royalties	10
Sales tax (not included in GVA)	10
Other indirect taxes	10
Subsidies	10
Corporate income before tax	10
TOTAL	

VII MONTHLY EARNING RATES

Category	No. of emp	Average earning rate (US \$)
1 Local operatives		
TOTAL		
Managers	1	140
Engineers	1	120
Technicians	1	100
Accountants	1	100
Sales officers	1	100
Other professional staff	1	100
clerks & typists	1	100
2 Local operatives		
TOTAL		
Supervisors	1	100
Foremen	1	100
Machine operators	5	80
Craftsmen	1	112
Truck drivers	1	100
Other full time operatives	1	100
Included & part time operatives	1	100
3 Foreign employees		
TOTAL		
Engineers, Technicians and other technical control staff	1	100
4 Other materials & supplies		
TOTAL		
Packaging, bottles, boxes, etc.	1	10
Repair & maintenance	1	10
Non-factor service inputs	1	10
5 Business services purchased		
TOTAL		
Transport, storage & insurance	1	10
Communication, advertisements, etc	1	10
6 Work performed by sub-contractors		
TOTAL		

IX SUPPLEMENTS

Future Plans: Within the next 2 years, the factory will invest approximately US \$ 50,000 for olive oil processing. Another 5 persons will thus be employed.

Major Products

... and ...
 ... annual ...

Reporting Unit

...
 ...

I. FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average age, yrs.
1. Primary process equipment (including installation costs) TOTAL	1,519
Process equipment *	1,429
Installation apparatus	90
2. Buildings TOTAL	1,196
Process industrial buildings	372
Process plant spares	3,557 (m ²)	103	...
Auxiliary buildings	458
Warehouses	190
Administration buildings	73
3. Auxiliary facilities (excl. buildings) TOTAL	209
Process power equipment	78
Laboratory facilities	15
Major office apparatus	82
Office equipment	54
TOTAL PHYSICAL FIXED ASSETS (excluding land)	2,944
4. Other fixed capital assets TOTAL	253
Land (total acreage 61,378 m ²)	252
Land improvements (total acreage 260 ")	1

II. MONTHLY BUSINESS WAGES AND SALARIES

	Number of persons					
	1988	1989	1990	1991	1992	1993
1. Unskilled operatives
Assemblers
Fitters
Machine operators
Packers
Truck drivers
2. Skilled operatives
Supervisors
Technicians
Machine operators
Craftsmen
Truck drivers
Inked and operatives
Short-time operatives
Long-time operatives
3. Foreign employees
Managerial staff
Technical staff
Other skilled operatives
Unskilled operatives

No data available.

EXTERNAL CONDITIONS

Transport	external long distance	fair
	internal long distance	excellent
	air and rail	"
Utilities	electricity	insignificant
	water	excellent
	gas	-
Community	residence	fair
	health and recreation	excellent
	education	fair
Other Welfare Facilities		-

III. INVENTORIES

	Actual value (000 US \$)	Number of months
Inventories TOTAL	1,276	...
Production materials	173	...
Other input materials	3	...
Work in process
Finished products	1,099	1

WORKING TIME PER OPERATIVE WORKER

	1st shift	2nd shift	3rd shift	annual hours available
...
...
...

IV. MANNING TABLE

	Total	Shift categories					
		1st Shift			2nd Shift	3rd Shift	
		A	B	C	D	E	
ALL SHOPS & UNITS	575 (*)	105	...	224	...	200	46
1. Primary operative shops	402	4	30	45	129	180	14
All primary operative departments	402	4	30	45	129	180	14
2. Auxiliary operative units	80	10
Repair & maintenance	27	3
Mechanical shop	-	-
Tooling shop	-	-
Utilities control	10	4
Product & material storage	20	2
Off-site transport	7	1
Maintenance, cleaners, etc.	16	-
3. Auxiliary non-operative units	91	91
Production management	6	6
Research & development	3	3
Sales unit	49	49
Accounting	18	18
General administration	15	15

* ... seasonal workers

VII. ANNUAL PRODUCTION

Description of products	Year	Quantity produced		Average price ex-factory (US \$)	Total output value (000 US \$)
		Units	Quantity		
1. Canned vegetable products	1980/81				
Peeled tomatoes		578.2	1,126.3	326	
Peeled green beans		619.4	472.7	41	
Peeled corn		140.9	558.4	14	
Peeled peas		16.2	563.8	4	
Peeled lentils		259.7	873.7	22	
Peeled chickpeas		150.7	411.1	62	
Peeled mung beans		658.3	465.9	307	
Peeled soybeans		5,479.9	319.5	1,751	
Peeled other legumes		1,831.3	294.5	539	
2. Frozen food		1,038	219.2	226	
3. Pickled vegetables		1,793.2	712.9	1,278	
TOTAL VALUE OF PRODUCTION:					5,445

VIII. VALUE ADDED

Description	Total value (000 US \$)
1. Annual wages & salaries	918
- Wages of permanent workers (100 persons)	610
- Wages of seasonal workers (308 persons)	308
2. Other payments for employees	181
3. Annual depreciation	224
- Machinery & equipment	173
- Buildings & other facilities	38
- Non-physical capital assets	13
4. Rentals paid	51
5. Interests & royalties	74
6. Sales tax	277
7. Other indirect business taxes	-
8. Subsidies	-
9. Corporate income before tax	375
TOTAL VALUE ADDED:	2,100

DESCRIPTION OF MAJOR PRODUCTS:

All products: Serial production.
 Packaging units: Cans, glasses, and various large packages of frozen food weighing between 2.5 - 40 kg; 12 or 34 units/carton.
 Terms of delivery: 3 - 4 days.

MARKET ASPECTS:

EXPORT:
 Canned vegetables, fruits and meat; baby food, ketchup, frozen vegetables, frozen breaded food.

customers of products:
 restaurants, canteens, households.

Sales organization:
 sales representatives for households as well as for large-scale customers.

Share in the domestic market:
 Approximately 30% of industrially processed fruits and vegetables.
 Ketchup: 10%
 Company belongs to one of the four largest enterprises of this industry in the country.

Competition in the market:
 Domestic producers are almost equal. Export prices are adjusted to foreign price level.
 Major markets: USA, Europe and abroad.

EXPORT:

Total annual export: US \$ 1,395,000.

Major product	To Western countries	To Eastern countries	To Developing countries
Frozen food	100%	-	-
Pickled vegetables	100%	-	-
Canned vegetables	100%	-	-
Ketchup	50%	50%	-

The establishment has the highest export ratio of the fruit and vegetable processing industry in the country.

VIII. ANNUAL CONSUMPTION

Description	Quantity consumed		Average import duties	Total consumption value (000 US \$)
	Units	Quantity		
1. Energy and water				123
Electricity	000 kWh	1,830	-	45
Steam	t	-	-	29
Gas	t	-	-	29
Coal (for heating)	000 t	-	-	0.04
Water	000 m ³	370	-	20
2. Production materials				1,604
TOTAL:				
Fruits	t	887	89	98
Vegetables	t	8,274	0.5	383
Meat and fish	t	425	-	353
Other ingredients	t	1,489	-	246

Production materials of steam are internally supplied.

3. Other materials & supplies	1,124
TOTAL	1,009
- Packaging material (glasses, bottles, cans, labels, cartons)	
- Parts, supplies & services	91
- Other materials & supplies	24
4. Business services purchased	414
TOTAL	115
- Transportation, storage & insurance	
- Communication, advertising & other business services	299
5. Work performed by subcontractors	-
TOTAL	-
TOTAL VALUE OF CONSUMPTION:	3,345

VIII TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (I.1)	Number	Original Purchase Value (1000 US \$)	Replacement value (1000 US \$)	Av. Age (yrs)	Remarks		Year of installation	Daily running time (e)	Output capacity
					SM Purchased second-hand	OB Obsolete			
Various crushing machines	56	78			1964	(a) 16 hre	4,000 kg/hr
Pea-threshing plant	8	123	..	4			1964	(c) 18 "	..
Autoclave-station	12	36	..	4			1964	(c) 18 "	..
Sterilizer (conveyor-belt type)	1	33	..	4			1966	(b) 10 "	1,700 kg/hr
Proofer (conveyor-belt type)	1	80	..	5			1963	(b) 16 "	500 kg/hr
Peeling plant	1	11	..	3			1965	(a) 16 "	300 kg/hr
Bean processing plant	6	19	..	3			1962	(a) 16 "	..
Cherry pitting machine	1	7	..	6			1963	(b) 16 "	400 kg/hr
Various sorting machines	19	37	..	5			1963	(b) 16 "	..
Filling and capping machines	34	98	..	1			1967	(b) 16 "	70 units/min
Bottle stopping and labelling machine	1	10	..	1			1967	(b) 16 "	35 "
Packing machine	1	26	..	3			1965	(b) 16 "	27 "
Other packing and labelling machines	21	41					
Other special machines	..	419					
Empty can conveying machinery	1	14	..	4					
Lift trucks	17	4	..	2-4					
Stacker truck	7	28	..	1-4					
Various conveyor-belt type sorting machines	74	81	..	4					
Platform balance (5-6 t)	1	14	..	6					
Various balances (5-6 t)	22	8	..	1-6					
Various containers and tank cars	39	12	..	2-6					
Other machines	..	266	..	1-6					

For further details see page 4/XII.

CAPACITY POWER:
 Process equipment:
 .. electric motors kW 680
 Generating equipment:
 installed capacity kVA -

CAPACITY OF PRIMARY OPERATIVE SHOPS:

Major primary operative shops	Kind of process involved	Mechanization:		Further details:
		Machin.	Autom.	
All operative shops		B	II	The machinery and equipment utilised is rather new and of modern standard.

CAPACITY UTILIZATION:

Full capacity output: US \$ 5.5 million.

Current utilization Based on 3-shift operation.

Major products (or processes)	Approximate %					
	up to 30	40	50	60	70	80
All products						X

The company only operates at full capacity during harvest time.

In order to shorten the period during which machinery and equipment can not be fully utilised due to insufficient domestic supply of raw material, the company increased imports of fruits.

IX. HISTORY & PLAN

1. Performance in the past

Year	Total output (1000 US \$)	No. of persons employed	Total exports (1000 US \$)
1963			
1964			
1965			
1966			
1967			
1968			

No data available.

2. Investments in the past:

From 19 60 to 19 67 :	Approximate amount (1000 US \$)	Type of investment
" 1960 " 1967 :	1,470	Land, buildings
" 1960 " 1967 :	1,200	Machinery
" 1960 " 1967 :	670	Office equipment
in 1967 :	530	

3. Future Plan:

From 19 67 to 19 69 :	Approximate amount (1000 US \$)	Expansion of primary operative shops; rationalisation of machinery and equipment.
	970	

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

C = confidential; figures of these size groups are included in those underlined.

Size groups by number of persons employed	No. of establ.	No. of empl.	Aw. W & S per pers. (US \$)	Aw. gross prod. val./per pers. (US \$)	Aw. value added/gross prod. ratio (%)	2. Size groups by annual scale of production (1000 US \$):		Aw. W & S per pers. (US \$)	Aw. gross prod. val./per pers. (US \$)	Aw. value added/gross prod. ratio (%)	
						No. of establ.	No. of empl.				
up to 20	157	83	974	9,664	49						
20 - 40	26	99	927	7,547	43						
40 - 200	55	629	1,302	8,303	44						
200 - 400	7	275	1,444	7,730	46						
400 - 2,000	18	2,780	1,804	11,326	46						
over 2,000	4	C	C	C	C						
TOTAL	267	3,966	1,657	10,448	46	TOTAL	267	3,966	1,657	10,448	46

XI DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of services:

- | | | |
|---|---------------------------------------|-----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transactions |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply, installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of services	Country or region	No. of projects	Field of industry	Description of projects
------------------	-------------------	-----------------	-------------------	-------------------------

No data available.

XII. SUPPLEMENTS & NOTES

(*) occasionally

ad VIII. TECHNOLOGICAL CHARACTERISTICS (page 3):

Further details of process equipment:

	Supplier country	Year of installation	Daily (*) running time	Output capacity
Blanching machines	Belgium	1966	16 hrs	-1,500 kg/hr
Vacuum-steam stopping machine	Sweden	1961	(b) 8 "	90 units/min.
Can filling machine	Netherlands	1966	(b) 16 "	60 units/min.
Pea sorting machine	Denmark	1966	(b) 16 "	2,000 kg/hr
Meat miller	Sweden	1965	(b) 8 "	500 kg/hr
Corn processing machine	USA	1967	(b) 8 "	1,000 kg/hr
Cube cutting machine	Belgium	1966	(b) 16 "	600 kg/hr
Filling machine	Belgium	1966	(b) 16 "	60 units/min.

Inventory policy:

On the average the stock of finished products amounts to 26% of the total value of production.

Depreciation policy:

The company applied the straight-line method of depreciation only.

Major Products:

Canned fruits and vegetables.

Capacity of producing annually 1,200 t of canned fruits and 350 t of canned vegetables based on 1-shift seasonal operation. Full-capacity output amounts to US \$ 1 million.

Reporting Unit:

Manufacturing enterprise; privately owned; founded in 1925; 100 employees. Favourable location with reference to raw material supply and markets. Exports are of minor importance.

I FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average (Yrs)
1 Primary process equipment (including installation cost)	99	121	
TOTAL			
- Process equipment *	88	107	4
- Hand tools & apparatuses	11	14	5
2 Buildings	32	40	
TOTAL			
- Primary industrial buildings (total floor space: 812 m ²)	17	21	18
- Auxiliary buildings	4	5	12
- Warehouses	-	-	-
- Office administration buildings	11	14	20
- Housing	-	-	-
3 Auxiliary facilities (excl. buildings)	25	32	
TOTAL			
- Internal power equipment	3	5	20
- Laboratory facilities	4	4	6
- Means of transportation	16	20	4
- Office equipment	2	3	5
TOTAL PHYSICAL FIXED ASSETS (excluding land)	156	193	
4 Other fixed capital assets	11	22	
TOTAL			
- Land (total acreage: - m ²)	-	-	-
- Land improvements (t.ocr. 2,894 ")	11	22	-
- Others	-	-	-

*NH: Details of process equipment and capacity of primary operative shops are given on Page three (Section VIII.)

II MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

(1968 monthly average)	up to 175 US\$	175 - 250 US\$	250 - 375 US\$	375 - 500 US\$	500 - 1,000 US\$	over 1,000 US\$
1. Local non-operatives						
- Managerial staff	-	-	-	-	1	-
- Technical staff	-	1	2	-	-	-
- Commercial staff	2	1	1	-	-	-
2. Local operatives						
- Foremen	-	-	-	-	-	-
- Skilled operatives	-	5	2	-	-	-
- Semi-skilled operatives	1	4	-	-	-	-
- Unskilled operatives	2	4	-	-	-	-
- Part-time operatives	14	-	-	-	-	-
3. Foreign employees						
- Managerial staff	-	-	-	-	-	-
- Technical staff	-	-	-	-	-	-
- Other skilled operatives	-	-	-	-	-	-
- Unskilled operatives (*)	12	-	-	-	-	-

(*) Part-time workers.

EXTERNAL CONDITIONS:

Transport	external long distance	-
	internal long distance	fair
	local and city	excellent
Utilities	electricity	fair
	water	fair
	gas	-
Community	residence	-
	health and recreation	-
	education	-
Own Welfare Facilities		-

III INVENTORIES

(End of 1968)

	Actual value (000 US \$)	Number of months
Inventories	65	
TOTAL		
- Production materials	4	0.1
- Other input materials	1	1
- Work-in-process	-	-
- Finished products	60	1.2

WORKING TIME PER OPERATIVE WORKER:

	1st shift	2nd shift	3rd shift	
Shift hours/day	8	-	-	hours
Actual hours/year (*)	860	-	-	hours
Actual days/year	106	-	-	days

* Company is operated seasonally.

IV. MANNING TABLE

(number of persons)

(1968 average)

Skill categories: A Supervisory staff and foremen (for all shifts)
B Skilled operatives
C Semi-skilled operatives (machine operators)
D Unskilled operatives

	Total	1st Shift				2nd Shift	3rd Shift
		A	B	C	D	B-D	B-D
ALL SHOPS & UNITS:	52	8		44			
1. Primary operative shops	35	3	7	19	6	-	-
- Production department	33	3	7	17	6	-	-
- Packing department	2	-	-	2	-	-	-
2. Auxiliary operative units	12	-		12			
- Repair & maintenance	1	-		1			
- Mechanical shop	-	-		-			
- Tooling shop	-	-		-			
- Utilities control	-	-		-			
- Product & material storage	4	-		4			
- Off-site transport	4	-		4			
- Guards, cleaners, etc.	2	-		2			
- Other auxiliary op. units	1	-		1			
3. Auxiliary non-operative units	5	5					
- Production management	1	1					
- Research & development	-	-					
- Sales unit	2	2					
- Accounting	2	2					
- General administration	-	-					

V. ANNUAL PRODUCTION

Products (or group of products)	Yr. of first prod.	Quantity produced		Av. unit price ex factory (US \$)	Total output value (000 US\$)
		Unit	Quantity		
Canned fruits	1925	kg	983,540	0.4	356
Canned vegetables	1928	kg	734,120	0.3	254
TOTAL VALUE OF PRODUCTION:					610

VI. VALUE ADDED

(1968)		Total value (000 US \$)
1 Annual wages & salaries		77
- Operative workers (44 persons)	56	
- Non-operative workers (8 persons)	21	
2 Other payments for employees		15
3 Annual depreciation		8
- Machinery & equipment	6	
- Buildings & other facilities	2	
- Non-physical capital assets	-	
4 Rentals paid		2
5 Interests & royalties		9
6 Sales tax		7
7 Other indirect business taxes (*)		2
8 (-) Subsidies		-
9 Corporate income before tax		30
(*) Motor vehicle tax. TOTAL VALUE ADDED:		150

DESCRIPTION OF MAJOR PRODUCTS:

Fruits and vegetables, canned or bottled.

MARKET ASPECTS:

Consumers of products:

Wholesalers, servicing bakeries and pastry shops; chain stores.

Sales organization:

Sales agents as well as a co-operative purchasing agency for bakeries.

Share in the domestic market:

Less than 1%.

Competition in the market:

Mainly competing with other domestic canneries.

EXPORT:

Total annual export: US \$ 6,500.

Major products	To Western countries	To Eastern countries	To Developing countries
Canned fruits	100%	-	-
Canned vegetables	100%	-	-

Export price policy:

Export prices are adapted to EEC-market prices.

VII. ANNUAL CONSUMPTION

(1968)		Quantity consumed	% import	Average import duties (100 US \$)	Total consumption value (000 US \$)	Total consumption value (000 US \$)
Unit	Quantity					
1 Energy and water					7	
TOTAL					3	
- Electricity	000 kWh	55	-	-	2	
- Light fuel oil	t	93	-	-	2	
- Water	000 m ³	4 (*)	-	-	2	
(*) Not including internal supply of 8,000 m ³ .						
2 Production materials					352	
TOTAL						
- Fruits	t	1,180	-	-	181	
- Vegetables	t	930	-	-	163	
- Preservatives	t	28	-	-	8	
3 Other materials & supplies					54	
TOTAL					48	
- Packaging material						
- Parts, supplies & services					3	
- Other materials & supplies					3	
4 Business services purchased					47	
TOTAL					21	
- Transportation, storage & insurance						
- Communication, advertising & other business services					25	
5 Work performed by subcontractors					-	
TOTAL						
TOTAL VALUE OF CONSUMPTION:						460

VIII. TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (11)

	Number	Original Purchase Value (1000 US \$)	Replacement value (1000 US \$)	Avg. Age (yrs)	Remarks	Further details:
Milk removing machines	6	14	17	5	-	
Floning machines	4	18	22	6	SH	
Sterilizer and boiling facilities	1	13	15	3	-	
Peeling machines	2	9	11	4	SH	
Canning machines	2	3	4	2	SH	
Juice separators	2	2	3	3	SH	
Lift trucks	4	7	8	4	SH	
Fork truck	1	6	7	3	SH	
Other machines (e.g. testing machines for cans and jars)	..	17	20	8	SC/Ob	

Remarks
 SH Purchased second hand
 Ob Obsolete
 R Rented
 SC Self constructed

CAPACITY POWER:

Process equipment:
 - electric motors kW 132

Generating equipment:
 installed capacity kVA -

CAPACITY OF PRIMARY OPERATIVE SHOPS:

Major primary operative shops	Kind of process involved	Mechanization:		Further details:
		Mechan.	Autom.	
Production department		C	II	
Packing department		C	II	

Mechanization:
 A most advanced
 B considerably high standard
 C moderate standard
 D appreciably short of today's standard
 E almost outdated

Automation:
 I fully automated
 II semi-automated
 III non-automated

CAPACITY UTILIZATION:

Full capacity output: Approximates US \$ 1 million based on seasonal 1-shift operation; could be reached with 3 additional non-operatives and 20 - 25 operatives.

Current utilization based on seasonal 1-shift operation.

Major products (or processes)	Approximate %					
	up to 30	40	50	60	70	80 90 100
Production						x
Packing						x

Utilization of plant capacity depending on harvest and supply of seasonal labour.

IX. HISTORY & PLAN

1. Performance in the past:

Year	Total output (1000 US \$)	No. of persons employed	Total exports (1000 US \$)
1963	570	61	-
1964	590	63	-
1965	700	64	-
1966	550	57	-
1967	680	55	3
1968	610	52	7

2. Investments in the past:

From	Approximate amount (1000 US \$)	Type of investment
1960 to 1962	50	Buildings, machinery and equipment.
1965 " 1967	60	Machinery and equipment.
in 1968	60	Expansion of machinery.

3. Future Plan:

From	Approximate amount (1000 US \$)	Type of investment
1969 to 1970	40	Rationalization of machinery and equipment, primary and auxiliary production facilities in order to reduce labour costs. Expansion of auxiliary production facilities.

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

C = confidential; figures of these size groups are included in total.

(1967) Food manufacturing industries, including beverage industries. (ISIC Code 20; 21)

1. Size groups by number of persons employed			2. Size groups by annual scale of sales (1000 US \$)		
No. of estab.	No. of empl.	Avg. W & S (US \$)	No. of estab.	No. of empl.	Avg. W & S (US \$)
1-9	11,977	1,337	up to 250	7,140	634
10-49	1,260	1,214	250 - 500	1,459	1,440
50-99	201	1,211	500 - 1,250	1,572	2,475
100-499	62	1,211	1,250 - 2,500	721	68,093
500-999	11	1,211	2,500 - 6,250	473	93,506
1000+	10	1,211	over 6,250	271	215,144
TOTAL	13,521	1,211	TOTAL	11,615	1,773

1. Size groups by number of persons employed			2. Size groups by annual scale of sales (1000 US \$)		
No. of estab.	No. of empl.	Avg. W & S (US \$)	No. of estab.	No. of empl.	Avg. W & S (US \$)
1-9	11,977	1,337	up to 250	7,140	634
10-49	1,260	1,214	250 - 500	1,459	1,440
50-99	201	1,211	500 - 1,250	1,572	2,475
100-499	62	1,211	1,250 - 2,500	721	68,093
500-999	11	1,211	2,500 - 6,250	473	93,506
1000+	10	1,211	over 6,250	271	215,144
TOTAL	13,521	1,211	TOTAL	11,615	1,773

XI DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of services

- | | | |
|---|---------------------------------------|----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transaction |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultation | |
| 4. Equipment supply, installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of services	Country or region	No. of projects	Field of industry	Description of projects
------------------	-------------------	-----------------	-------------------	-------------------------

The establishment is interested to employ foreign operatives.

Other possibilities for co-operation with developing countries, however, are not possible since the establishment is far too small.

XII. SUPPLEMENTS & NOTES

Depreciation policy:

The company applies both the straight-line and accelerated methods of depreciation.

Inventories policy:

On the average the value of the stock of finished products amounts to 10% of the total value of production. Company has to purchase fruits and vegetables in large quantities during harvest time. Sales of final products are usually delayed by several months.

Major Products: Wheat flour and by-products. Installed capacity is about 80,000 t of wheat per annum with 3 shifts.

Reporting Unit: Branch of an enterprise, founded in 1929. Private corporation with no foreign capital participation. The parent enterprise has another large branch (with over 1,000 employees) producing biscuits, pastry, etc., and using the flour from this branch.

I FIXED CAPITAL ASSETS

	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
1 Primary process equipment			
TOTAL		914	1,217
- Process equipment		735	1,411
- Hand tools & apparatuses		13	26
- Cost of installation		166	280
2 Primary industrial building			
TOTAL		312	623
(total floor space: 6030 m ²)		312	623
(19 silos)			
3 Auxiliary facilities			
TOTAL		192	384
- Water, steam, electricity, cooling & storing and others		160	320
- Transportation facilities (Trucks, etc.)		20	40
- Administrative facilities		12	24
- Laboratory facilities			
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)			
		1,418	2,524
4 Other fixed capital assets			
TOTAL		5.3	489
- Land (total acreage: 23,100 m ²)		5.3	489

DETAIL OF PROCESS EQUIPMENT (no.)	Supplier country	Year of installation	Orig. (** purchase value (000 US \$)	Replacement value (000 US \$)
Transport equipment, feeding machinery, air conditioning equipment, bleaching equipment, centrifuges, separators, grinders, roller mills, purifiers, sifters, mixers, dust-collectors, classifiers, sewing machines, packaging equipment and auxiliary equipment	(*)	1942-1955	263.4	526.9
		1956	335.6	671.2
		1957	22.3	44.6
		1958	28.8	57.6
		1959	6.6	13.3
		1962	21.2	29.7
		1963	16.0	20.8
		1964	18.7	22.4
		1965	14.7	16.2
		1966	7.7	8.0

(*) The greatest part of equipment was supplied from Switzerland; only in 1956 some machines were supplied from Federal Republic of Germany.

** Excludes net investments.

HISTORY OF INVESTMENT:

In 1929 the factory was constructed and the first trial and commercial production started. The break-even point was surpassed in the same year. In 1955 US \$ 700,000 were invested for the expansion of grinders and store-rooms for wheat and in 1950 US \$ 336,000 were invested for the same purpose. Investments in later years can be seen in the above.

This branch establishment operates as a completely decentralized unit of the parent enterprise, although a significant part of its output is sold to the other branch of the same enterprise.

CAPACITY POWER:

Process equipment		Generating equipment	
Electric motors	400 kW	Installed capacity	- kVA

EXTERNAL CONDITIONS:

Transport: long distances, fair; local area, poor.

Utilities: electricity, water, fair.

Community: residential, health and recreational, educational, fair. The land on which the factory is situated is not solid up to a depth of 10 m. The factory is situated far away from the source of supply of raw materials.

II INVENTORIES AND WORKING CAPITAL

(in 000 US \$)

(End of 1966)

I Inventories	Actual value	2 Liquid assets	Actual value
TOTAL	527	TOTAL	529
- Production materials	400	- Cash (hand/bank)	341
- Other input materials	51	- Market. sec. & bonds	-
- Work-in-process	-	- Short-term investment	-
- Finished products	276	- Prepaid expenses	-
		- Accounts receivable	188
3. Desired working capital			
	Number of months	Value	
TOTAL		997.3	
- Production materials	3	960.0	
- Other input materials	1	8.3	
- Finished products	-	-	
- Wages & salaries	2	21.	
- Other special items	..	8.0	

III. MANNING TABLE

(number of persons)

A - Machine operators

B - Other operatives

	Total	1st shift A	2nd shift B	3rd shift A + B
(1966 average)				
	95	68	14	13
ALL SHOPS & UNITS:	=====	=====	=====	=====
1 Primary operative shops	49	27	6	8
- Milling department	28	12	-	8
- Packing department	21	15	6	-
2. Auxiliary operative units	35	24	6	5
- Repair and maintenance	13	6	4	3
- Mechanical shop	-	-	-	-
- Utilities control	-	-	-	-
- Product & material storage	9	9	-	-
- Off-site transport	6	2	2	2
- Guards, cleaners, etc.	-	-	-	-
- Others (Manual workers)	7	7	-	-
3. Auxiliary non-operative units	11	11	-	-
- Production management	2	2	-	-
- Research & development	4	4	-	-
- Sales unit	1	1	-	-
- General administration	4	4	-	-

WORKING TIME PER OPERATIVE WORKER:

Normal hours/day	8 hours	Normal days/year:	310 days
Actual hours/year	2,480 hours		

CAPACITY OF OPERATIVE SHOPS:

Ordinary flour-milling factory with a moderate degree of mechanization.

IV. ANNUAL PRODUCTION

Products (or group of products)	Yr. of first prod.	Quantity produced		Nominal capacity output	Unit (**)	Total production value (1000 US \$)
		Unit	Output			
- Wheat flour	..	t	38,436	60,450	109.03	4,190.3
- By-products (80% bran)	..	t	15,600	20,150	59.18	923.2
- Sales of waste				109.4
TOTAL VALUE OF PRODUCTION						5,222.9

(*) The nominal capacity output assumes 3 shifts.

(**) The flour price is regulated by the Government. Price does not include sales tax.

EXPORTS: None.

CAPACITY UTILIZATION: The overall rate of capacity utilization is 66%.
Weak demand is the major factor responsible for the underutilization.

V. ANNUAL CONSUMPTION

(1966)	Quantity consumed				Total consumption value (1000 US \$)
	Unit	Purchase	% imported	Tariff rate	
1. Energy and water					81.3
TOTAL					81.3
- Electricity	000 Kwh	4,112			79.0
- Water	000 m3	41.6			2.3
2. Production materials					4,600.6
TOTAL					4,600.6
- Wheat	t	38,000			4,600.6

VI. VALUE ADDED

(1966)	Value (1000 US \$)
1. Wages & salaries	
- Employees in direct production (72 persons)	93.3
- Other employees (21 persons)	32.0
2. Other payments for employees	16.4
3. Annual depreciation	28.4
4. Rentals paid	-
5. Interests & royalties	232.3
6. Sales tax (not incl. in TOTAL)	(0.9)
7. Other ind. b.s. taxes	-
8. (-) Subsidies	-
9. Corporate income before tax	(-) 43.7
	408.4

VII. MONTHLY EARNING RATES

(End of 1966)	No. of empl.	Average earning rates (US \$)
1. Local non-operatives		
TOTAL	10	206
- Managers	1	400
- Engineers	-	-
- Technicians	4	136
- Accountants	1	320
- Sales officers	1	480
- Other professional staff	-	-
- Clerks & typists	3	104
2. Local operatives		
TOTAL	84	97
Supervisors	3	192
Foremen	-	-
- Machine operators	43	104
- Craftsmen	13	104
- Truck drivers	2	120
- Semi-skilled operatives	17	88
- Unskilled & part-time operatives	-	-
- Others	6	88
3. Foreign employees		
TOTAL	1	1,200
- Engineers, trainers and other technical control staff	1	1,200

VIII. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1965)

Industry group: Manufacture of grain mill products (ISIC: 205)

1. Size groups by number of persons employed:	Number of establ.	Number of empl.	Aw. W. & S. per pers. (US \$)	Aw. gross prod. val. per pers. (US \$)	Aw. cap. gross prod. rate* (%)
up to 25	6,098	16,607	449	6,716	43
26 - 50	123	4,366	1,035	20,781	71
51 - 100	52	3,715	1,200	21,047	58
over 100	32	6,387	586	5,364	64
TOTAL	6,305	31,075	649	10,128	57
2. Size groups by scale of annual production (1000 US \$):					
up to 2	16,717	25,244	51	400	94
2 - 8	1,841	3,828	159	1,853	35
8 - 40	1,406	4,852	427	6,324	21
40 - 120	270	3,018	463	5,280	39
120 - 800	198	7,363	689	9,419	69
over 800	113	7,554	1,286	25,865	59
TOTAL	20,545	51,859	389	6,335	57

* Capital is defined as physical capital assets.

IX. SUPPLEMENTS

Operating loss: The high financial costs, which arise from the short-term loans needed for advance purchase of wheat, are the major factors responsible for the loss. The loss seems to be covered up by the parent enterprise in a manner that is not revealed in the branch-accounting records shown here.

Future plan: During an investment period of 5 years approximately US \$ 320,000 will be invested for the expansion of wheat storage facilities.

Major Products

Wheat flour, wheat bran, rye flour, branied whole meal rye, rye pollards, rye bran, etc.
 Total production about 10,000 metric tons (weight) per month.

Reporting Unit

Reporting Unit: an enterprise, founded in 1956, registered, owned, operated and controlled in the country of origin, with separate balance and income statements.

I. FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average age (Yrs)
1. Primary process equipment (including installation cost) TOTAL	2,028	3,801	-
- Process equipment *	2,028	3,801	-
- Measuring apparatus	27	40	-
2. Buildings TOTAL	1,718	2,669	-
- Primary industrial buildings	696	1,506	16
- Total floor space: - m ²			
- Auxiliary buildings	448	510	16
- Warehouses	391	429	40
- Office administration buildings	61	61	10
- Housing	142	163	30
3. Auxiliary facilities (excl. buildings) TOTAL	371	506	-
- Internal power equipment	-	-	-
- Auxiliary facilities	18	27	-
- Means of transportation	154	231	-
- Office equipment	57	86	-
- Staff housing	142	163	-
TOTAL PHYSICAL FIXED ASSETS (excluding land)	4,144	6,256	
4. Other fixed capital assets TOTAL	298	436	-
- Land total acreage: - m ²	-	-	-
- Land improvements (t.acr. 25,808 ")	62	82	-
- Others	236	354	-

*M² - Square meters. Equipment and capacity of primary operative shops are given on Page three (Section III).

II. MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

	1970	1971	1972	1973	1974	Over 1974
	US\$	US\$	US\$	US\$	US\$	US\$
1. Local operatives	-	-	-	-	-	-
- Managers	-	-	-	-	-	2
- Engineers	-	-	-	-	-	1
- Technicians	-	-	-	-	-	3
- Accountants	-	-	-	-	1	6
- Sales officers	-	-	-	-	3	16
- Clerks and typists	-	-	-	-	33	-
- Others	-	-	-	-	-	6
2. Local operatives	-	-	-	-	-	-
- Supervisors	-	-	-	-	-	-
- Foremen	-	-	-	-	-	-
- Skilled operatives	-	-	-	-	27	-
- Machine operators	-	-	-	-	47	-
- Craftsmen	-	-	-	-	-	-
- Truck drivers	-	-	-	-	-	-
- Unskilled operatives	-	-	-	-	5	-
- Other full-time operatives	-	-	-	-	67	-
- Part-time operatives	-	-	-	-	-	-
3. Foreign employees	-	-	-	-	-	-
- Managerial staff	-	-	-	-	-	-
- Technical staff	-	-	-	-	-	-
- Other skilled operatives	-	-	-	-	-	-
- Unskilled operatives	-	-	-	-	-	-

EXTERNAL CONDITIONS

Transport	external long distance	fair
	internal long distance	"
	local and city	"
Utilities	electricity	excellent
	water	"
	gas	"
Community	residence	excellent
	health and recreation	"
	education	"
Own Welfare Facilities	-	-

III. INVENTORIES

	Actual value (000 US \$)	Number of months
Inventories TOTAL	4,361	-
- Production materials	3,154	1
- Other input materials	46	1
- Work in process	-	-
- Finished products	161	1

WORKING TIME PER OPERATIVE WORKER

	1st shift	2nd shift	3rd shift	hours
1970	2,100	2,100	2,100	6,300
1971	2,100	2,100	2,100	6,300
1972	2,100	2,100	2,100	6,300
1973	2,100	2,100	2,100	6,300
1974	2,100	2,100	2,100	6,300
Over 1974	2,100	2,100	2,100	6,300

IV. MANNING TABLE

(Number of persons)

Shift categories: A - Supervisory staff and foremen (for all shifts)
 B - Skilled operatives
 C - Semi skilled operatives (machine operators)
 D - Unskilled operatives

	Total	1st Shift				2nd Shift	3rd Shift
		A	B	C	D	B-C	B-D
ALL SHOPS & UNITS	238	77	107	32	14		
1. Primary operative shops	70	4	15	13	3	23	12
- Milling department	33	3	9	1	-	10	10
- Grinding and flour silo dept.	25	-	4	11	-	8	2
- Small-units packaging	12	1	2	1	3	5	-
2. Auxiliary operative units	101	8	74	16	3		
- Repair & maintenance	15	1	12	1	1		
- Mechanical shop	-	-	-	-	-		
- Tooling shop	-	-	-	-	-		
- Utilities control	1	1	-	-	-		
- Product & material storage	40	6	20	14	-		
- In-plant transport	16	-	16	1	2		
- Guards, cleaners, etc.	20	-	17	1	-		
- Others	9	-	9	-	-		
3. Auxiliary non-operative units	67	65	2	-	-		
- Production management	2	2	-	-	-		
- Research & development	5	3	2	-	-		
- Sales unit	32	32	-	-	-		
- Accounting	21	21	-	-	-		
- General administration	7	7	-	-	-		

VII. ANNUAL PRODUCTION

Description of products	Type of product	Quantity produced		Average price per ton (US \$)	Total output value (100 US \$)
		Units	Quantity		
Wheat (hard)	"	1	14.34	14.34	14.34
Wheat (soft)	"	1	26.6	26.6	26.6
Wheat (other)	"	1	10.1	10.1	10.1
Wheat (total)	"	3	51.04	51.04	51.04
Wheat (animal food)	"	1	4.64	4.64	4.64
Wheat (unpacked grain, scrape, waste)	"	1	4.60	4.60	4.60
Wheat (other)	"	1	0.2	0.2	0.2
Wheat (total)	"	5	65.08	65.08	65.08
Wheat (other)	"	1	0.6	0.6	0.6
Wheat (total)	"	6	9.22	9.22	9.22
Wheat (other)	"	1	0.1	0.1	0.1
Wheat (total)	"	7	0.4	0.4	0.4
Wheat (other)	"	1	0.9	0.9	0.9
Wheat (total)	"	8	1.9	1.9	1.9
Wheat (animal food), waste	"	1	0.2	0.2	0.2
Wheat (total)	"	9	2.1	2.1	2.1
TOTAL VALUE OF PRODUCTION:				1,308	1,308

VIII. ANNUAL EXPENSES

Description of expenses	Total value (100 US \$)
1. Other materials & supplies	204
2. Other services for employees	254
3. Annual depreciation	129
4. Research cost	97
5. Interest & royalties	14
6. Taxes	14
7. Other indirect business taxes	14
8. Subsidies	14
9. Corporate income before tax	14
TOTAL VALUE ADDED: 1,308	

DESCRIPTION OF MAJOR PRODUCTS

- Wheat (hard): Serial production, packed in boxes (containing 10 packets of 1 kg each) or in tanks.
- Wheat (soft): Serial production, packed in 50 kg sacks or tanks.
- Wheat (other): Serial production, packed in boxes (containing 10 packets of 1 kg each).
- Wheat (total): Serial production, packed in 50 kg sacks.
- Wheat (animal food): Serial production, packed in 50 kg sacks.
- Wheat (waste): Serial production, packed in 50 kg sacks.

MARKET ASPECTS

Manufacturers of products:
 100% manufacturers, farinaceous-product manufacturers, dealers.

Marketing organization:
 Representatives and direct sale.

Share of the market:
 Marketing enterprise is capable of supplying at least 10% of the domestic demand.

Competition in the market:
 Supply of prices and capacity utilization are restricted by governmental regulations. (e.g., law, price regulations law, etc.).

Imports:
 Total annual output: no exports.

Year	To Europe	To Russia	To elsewhere
1970	0	0	0
1971	0	0	0
1972	0	0	0
1973	0	0	0
1974	0	0	0
1975	0	0	0

VII. ANNUAL CONSUMPTION

Description of consumption	Quantity consumed		Average input data	Total consumption value (100 US \$)
	Unit	Quantity		
Energy and water				121
TOTAL				121
Electricity	000 kWh	5,707		98
Gas	t	69		3
Water	t	3		0.1
Heat	t	284		8
Other	t	..		10
Other	m3	87		1
Other	m3	144		1
Production materials				1,219
TOTAL				1,219
Wheat	t	55,738	3	5,290
Wheat	t	14,290	80	1,217
Other wheat input materials	..			89
Other wheat input materials	..			87

Description of consumption	Total consumption value (100 US \$)
3. Other materials & supplies	204
PPPA:	52
Packaging material (sacks)	52
Parts, supplies & services	163
Other materials & supplies	11
4. Business services purchased	547
PPPA:	140
Transportation, storage & insurance	140
Communication, advertising & other business services	140
5. Work performed by administrative	140
PPPA:	140
TOTAL VALUE OF CONSUMPTION: 1,308	

VII TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PRINCIPAL EQUIPMENT (1)	Number	Original Purchase Value (100 US \$)	Replacement value (100 US \$)	Age (years)	Remarks		Milling time (hrs/day)	Daily output (t)
					Country	Year		
Grain elevators	..	13.5	10	..	Germany	1958	24	140
Rolling equipment	..	146.7	120.0	14	Austria	1950, 1958	24	140
Sackout machines	..	33.5	50.1	7	Austria	1959, 1963	16	290
Rolling equipment	..	236.3	354.3	5	Austria	1963	16	340
Others	..	1,386.3	2,094.2	..				

CAPACITY POWER

Process equipment:
 electric motor 2,100

Generating equipment:
 installed capacity 6VA -

CAPACITY OF PRIMARY OPERATIVE STEPS:

Major primary operative steps	Step of process	Capacity (t)	Notes
Grain silo - milling department	flour silo	A	
- soaking and small-unit packaging		all depts.	

CAPACITY UTILIZATION:

Full capacity output 70,000 t (wheat and rye flours)

Current utilization: Approximate %

The existing capacity is fully utilized.

IX HISTORY & PLAN

1 Performance in the past	Total output (100 US \$)	No. of persons employed	Total exports (100 US \$)
Year 1961	7,500	361	
1964	7,540	460	
1965	8,560	449	
1966	9,420	458	
1967	9,480	458	
1968	9,480	457	

2 Investments in the past	Approximate amount (100 US \$)	Type of investment
From 1958 to 1964	830	Reconstruction of mill, small units packaging
1964 - 1966	700	Silo, sliding platform, large units packaging, transformer
1966 - 1968	700	Sack storing, laboratory, cafeteria, flour table

3 Future Plan Not yet determined.

X CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

No. of plants	No. of empl.	No. of emp. per plant	Value added			No. of emp. per unit of production	No. of emp. per unit of prod.	No. of emp. per unit of prod.
			at basic prices (100 US \$)	at current prices (100 US \$)	at constant prices (100 US \$)			
1964	1,112	21	1,174	1,144	1,174	19	19	19

DETERMINED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of service

- | | | |
|-------------------------------|---------------------------------------|----------------------------------|
| 1. Engineering study | 3. Technical and managerial personnel | 5. Import and export promotion |
| 2. Financial assistance | 4. Industrial training | 6. Advancement of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply | | |
| 5. Installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of service	Country or region	No. of projects	Field of industry	Description of projects
-----------------	-------------------	-----------------	-------------------	-------------------------

No information available.

XII SUPPLEMENTS & NOTES

Commission work: In 1967 the enterprise received US \$ 13,220 for commission work.

Market problems: Demand is decreasing due to a change in consumer behaviour. Supply of customers gets more and more difficult because of deterioration of traffic situation. Increasing pressure on imports of flour products.

Inventory policy: High inventories of raw materials accrue after harvest period, they are reduced during the year.

Governmental policy: The country has excess production of flour. The price level has, therefore, to be supported by subsidies: mills are requested to purchase any grain immediately after harvest time being compensated for excess storage costs out of a fund which is fed by a tax levied on each kilogramme of flour sold. Financial aid is also granted for the processing of rye.

Major Products: wheat flour, rye flour.
Capable of milling annually approximately 14,000 t of grain, based on 1-2-shift operation.

Reporting Unit: A one-establishment enterprise; privately owned; founded in 1880; 80 - 90 employees; no exports.
Although the mill is already very old, the machinery and equipment utilized meet modern standards due to continuous rationalization efforts.

I. FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average (Yrs)
1. Primary process equipment (including installation cost)			
TOTAL	504	534	
- Process equipment *	504	534	5
- Hand tools & apparatuses	-	-	-
2. Buildings		600	
TOTAL	..	600	
- Primary industrial buildings (total floor space: 20,000 m ²)	..	368	40
- Auxiliary buildings	-	-	-
- Warehouses (silo)	178	232	7
- Office administration buildings	-	-	-
- Housing	-	-	-
3. Auxiliary facilities (excl. buildings)		252	
TOTAL	191	252	
- Internal power equipment (*)	-	-	-
- Laboratory facilities	-	-	-
- Means of transportation	89	97	2.5
- Office equipment	102	155	..
TOTAL PHYSICAL FIXED ASSETS (excluding land)	..	1,386	
4. Other fixed capital assets		77	
TOTAL	19	77	
- Land (total acreage: 24,160 m ²)	19	77	-
- Land improvements	-	-	-
- Others (*)	-	-	-

(*) Included in I.3. Office equipment.

*NB: Details of process equipment and capacity of primary operative shops are given on Page three (Section VIII)

II. MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

(As per 1.1.1967)	up to 160 US\$	160 - 240 US\$	240 - 560 US\$	over 560 US\$
1. Local non operatives				
- Managers	-	-	-	1
- Engineers	-	-	-	-
- Technicians	-	-	1	-
- Accountants	-	-	1	2
- Sales officers	-	1	1	-
- Clerks and typists	2	5	1	-
2. Local operatives				
- Supervisors	-	-	-	-
- Foremen	-	3	1	-
- Skilled operatives	-	-	-	-
- Machine operators	1	4	5	6
- Craftsmen	-	4	1	3
- Truck drivers	-	-	-	4
- Unskilled operatives	-	4	5	-
(*) - Other full-time operatives	7	1	2	-
- Part-time operatives	-	-	-	-
3. Foreign employees				
- Managerial staff	-	-	-	-
- Technical staff	-	-	-	-
- Other skilled operatives	-	-	1	-
- Unskilled operatives	-	3	-	-

(*) Including 7 operatives of the packing shop.

EXTERNAL CONDITIONS:

Transport	external long distance	fair
	internal long distance	fair
	local and city	insignificant
Utilities	electricity	excellent
	water	excellent
	gas	insignificant
Community	residence	fair
	health and recreation	fair
	education	fair
Own Welfare Facilities		None

III. INVENTORIES

End of 1966	Actual value (000 US \$)	Number of months
Inventories	433	
TOTAL		
- Production materials	363	5
- Other input materials	13	-
- Work-in-process	-	-
- Finished products	57	0.5

WORKING TIME PER OPERATIVE WORKER

See also page 4/
XII. Supplements.

	1st shift	2nd shift	3rd shift	
in hours/day	7	7	-	hours
in months/year	1,341	1,340	-	hours
in days/year	205	205	-	days

IV. MANNING TABLE

(number of persons)

(1966 average)

	Total	Shift categories:				
		A	B	C	D	3rd Shift
			1st Shift	2nd Shift	3rd Shift	
			B	C	D	B-D
						B-D
ALL SHOPS & UNITS:	90	26	55	9	-	-
1. Primary operative shops	41	1	13	12	6	9
Grain handling shop	41	1	1	2	1	-
Milling shop			9	6	3	9
Packing shop			3	4	2	-
2. Auxiliary operative units	33	9	24	-	-	-
- Repair & maintenance	9	-	9	-	-	-
- Mechanical shop	-	-	-	-	-	-
- Tooling shop	-	-	1	-	-	-
- Utilities control (laboratory)	1	-	1	-	-	-
- Product & material storage	5	2	3	-	-	-
- Off-site transport	11	-	11	-	-	-
- Guards, cleaners, etc.	-	-	-	-	-	-
- Power station	7	7	-	-	-	-
3. Auxiliary non-operative units	16	16	-	-	-	-
- Production management	-	-	-	-	-	-
- Research & development	-	-	-	-	-	-
- Sales unit	5	5	-	-	-	-
- Accounting	11	11	-	-	-	-
- General administration	-	-	-	-	-	-

V ANNUAL PRODUCTION

Products for group of products	Yr. of first prod.	Quantity produced		Av. unit price ex factory (US \$)	Total output value (000 US\$)
		Unit	Quantity		
Wheat flour	-	t	~ 10,800		953
Rye flour	-				301
Miscellaneous grain products: bran, groats, semolina, millet, scraps	-				18
Revenue from contract and commission work	-				10
TOTAL VALUE OF PRODUCTION:					1,282

VI, VALUE ADDED

(1966)		Total value (000 US \$)
1. Annual wages & salaries		132
- Operative workers (71 persons)	106	
- Non-operative workers (17 persons)	26	
2. Other payments for employees		37
3. Annual depreciation		82
- Machinery & equipment	80	
- Buildings & other facilities		
- Non-physical capital assets		2
4. Rentals paid		-
5. Interests & royalties		18
6. Sales tax		17
7. Other indirect business taxes (*)		125
8. (-) Subsidies (*)		(-) 33
9. Corporate income before tax		37
(*) See page 4/XII. Supplements.		
TOTAL VALUE ADDED:		415

DESCRIPTION OF MAJOR PRODUCTS:

Wheat flour, rye flour, semolina and millet flour.

Packing units: Jute sacks of 60 and 80 kg;

Paper sacks of 50 kg and small-unit packages of 1 kg;

Bulk shipment in silo waggons.

MARKET ASPECTS:

Re-sale:

Grain.

Consumers of products:

Bakeries, hotels, households.

Share in the domestic market:

Regulated by the national milling cartel.

Competition in the market:

Domestic competitors only. Prices are fixed by the cartel. Quality of flour is standardised: only domestic grain is milled. The extraction rate is fixed, presently at 80%. The remainder has to be sold as bran. No imports of flour.

EXPORT:

No exports.

Total annual export:

Major products	To Western countries	To Eastern countries	To Developing countries

VII ANNUAL CONSUMPTION

(1966)		Average import duties	Total consumption value (000 US \$)	Total consumption value (000 US \$)
Quantity consumed Unit	Quantity			
1. Energy and water			6	
TOTAL				
- Electricity	000 kWh	(*)	-	
- Coal and coke	t	21	1	
- Diesel oil	t	45	4	
- Others	1	
(*) Internal supply of 724,000 kWh.				
2. Production materials			792	
TOTAL				
- Grain	t	-10,800	791	
- Flour improvers (vitamines)	1	
3. Other materials & supplies			31	
TOTAL:				
- Packaging material (jute and paper sacks)			30	
- Parts, supplies & services			-	
- Other materials & supplies			1	
4. Business services purchased			38	
TOTAL:				
- Transportation, storage & insurance, maintenance, others			31	
- Communication, advertising & other business services			7	
5. Work performed by subcontractors			-	
TOTAL:				
TOTAL VALUE OF CONSUMPTION:				867

VIII. TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (I.1):	Number	Original Purchase Value (000 US \$)	Replacement value (000 US \$)	Av. Age (yrs)	Remarks	Supplier country	Year of installation	Output capacity and daily running time
Elevator (grain conveyor)	1	6	7	1		Capacity adjusted to 80 t/24 hrs Average running time: 18 hrs/day
Magnetic conveyors	
Trieurs	
Separators	
Whizzer	1	16	16	1		Germany, F.R.	1962	
Grinders	
Roller frames	15	89	101	-25		Germany, F.R.	1936	
Plan sifters	3	38	39	1		Germany, F.R.	1966	
Detachere	7	2	2	2		
Bran centrifugals	4	5	6	1		
Other specialised machines	..	128	132	6		
Other common type of machines	..	175	184	8		
Pneumatic conveyor belt (between each phase of production process)	1	32	32	1		Germany, F.R.	1966	
Electric switchboards	6	13	15	3				

CAPACITY POWER: (*) Power aggregates of Process equipment: company-owned power station
 electric motors (*) kW 210 are not included
 -other motors HP 420

Generating equipment:
 installed capacity kVA -
 -other generating equipment HP 390

CAPACITY OF PRIMARY OPERATIVE SHOPS:

Major primary operative shops	Kind of process involved	Mechan.		Autom.		Further details
		A	B	I	II	
Grain handling shop		B		II	III	
Milling shop		B		I	II	
Packing shop		B			II	

CAPACITY UTILIZATION:

Full capacity output 80 t of flour per 24 hrs.

Current utilization:

Major products (or processes)	Approximate %					
	to 25	25-40	40-50	50-60	60-70	70-90
Grain handling shop						X
Milling shop						X
Packing shop						X

IX. HISTORY & PLAN

1. Performance in the past	Total output (000 US \$)	No. of persons employed	Total exports (000 US \$)
Year: 1963	1,190	90	-
1964	1,210	88	-
1965	1,260	91	-
1966	1,280	87	-
1967	1,350	85	-
1968	1,470	76	-

2. Investments in the past:	Approximate amount (000 US \$)	Type of investment
From 19.. to 1965:		No data available.
in 1966:	100	Synchronisation of machine capacities, adaptation of grain conveying belt.

3. Future Plan:	Approximate amount (000 US \$)	Type of investment
From 1967 to 1968:	230	Construction of larger silos; further rationalisation and specialisation of production process will result in decrease of personnel. Electronic control devices would be desirable in the long run.

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1964)
 Industry Grain milling (ISIC-Code: 205)

1. Size groups by number of persons employed	No. of establ.	No. of empl.	Av. W & S. per pers. (US \$)	Av. gross prod. val./ per pers. (US \$)	Av. value added/gross prod. ratio (%)	2. Size groups by annual scale of production (000 US \$):		Av. W. & S. per pers. (US \$)	Av. gross prod. val./ per pers. (US \$)	Av. value added/gross prod. ratio (%)	
						No. of establ.	No. of empl.				
up to 10	1,121	2,143	1,434	27,291	21	up to 20	639	173	932	18,990	31
10 - 20	89	1,915	1,789	25,857	25	20 - 40	139	200	1,139	18,944	28
20 - 40	477	6	1,012	32,701	26	40 - 200	265	994	1,324	22,862	22
40 - 200	139	-	-	-	-	200 - 400	51	444	1,632	30,466	19
200 - 400	-	-	-	-	-	400 - 2,000	67	1,854	1,784	27,420	21
400 - 2,000	-	-	-	-	-	over 2,000	12	1,416	1,992	33,397	27
TOTAL	1,773	5,081	1,684	27,840	23	TOTAL	1,173	5,081	1,684	27,840	23

XI. DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of services:

- | | | |
|---|---------------------------------------|----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transaction |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply, installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of services	Country or region	No. of projects	Field of industry	Description of projects
3				The company is not able to send any experts to developing countries. This should rather be done by the industry manufacturing machinery and equipment for grain mills.
8				Due to domestic excess production the company cannot import flour or flour products.

XII. SUPPLEMENTS & NOTES

Ad VI. VALUE ADDED
Ad III. INVENTORIES
GOVERNMENTAL POLICIES:

The country has excess production of flour. The price level has, therefore, to be supported by subsidies: mills are requested to purchase any grain immediately after harvest time being compensated for excess storage costs out of a fund which is fed by a tax levied on each kilogramme of flour sold. Financial aid is also granted for the processing of -ay.

On the average, the stock of finished products amounts to 4% of the total value of production.

Ad IV. MANNING TABLE - Working time:

The enterprise operates according to the forced feed production principle: only after the total daily input has been processed operatives can stop working.

Major Products:

wheat and rye flour.
 Capacity of producing annually 13,500 t of wheat flour and of 3,000 t of rye flour based on 1- and 3-shift operation.
 Mill-capacity output approximates 11.2 million.

Reporting Unit:

A non-establishment enterprise; privately owned; founded in 1913; 30 employees; no commission work; no exports.

I FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replace ment value (000 US \$)	Ave age (Yrs)
1 Primary process equipment (including installation cost) (TOTAL)	457	512	..
- Process equipment *	443	491	..
- Tooling & apparatuses	17	21	..
2 Buildings (TOTAL)	337	984	..
- Primary industrial buildings	106	252	20
- Total floor space: 960 m ²	11	66	20
- Auxiliary buildings	192	441	14
- Warehouses	15	50	12
- Office administration buildings	13	75	..
- Housing	-	-	-
3 Auxiliary facilities (excl. buildings) (TOTAL)	77	86	..
- Internal power equipment	10	13	15
- Laboratory facilities	2	3	10
- Means of transportation	40	40	3
- Office equipment	25	30	5
TOTAL PHYSICAL FIXED ASSETS (excluding land)	871	1,482	
4 Other fixed capital assets (TOTAL)	14	202	..
- Land (total acreage: 12,000 m ²)	7	90	-
- Land improvement (t.acr. 15,000 ")	7	112	-
- Others	-	-	-

*NB: Details of process equipment and capacity of primary operative shops are given on Page three (Section III).

II MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

	up to 17 US\$	17-250 US\$	250-375 US\$	375-500 US\$	500-1,000 US\$	over 1,000 US\$
1 Local non-operatives						
- Managerial staff	-	-	-	1	2	-
- Technical staff	-	-	1	1	2	-
- Commercial staff	-	-	3	1	1	-
2 Local operatives						
- Foremen (*)	-	-	-	-	-	-
- Skilled operatives	-	7	4	-	-	-
- Semi-skilled operatives	1	6	1	-	-	-
- Unskilled operatives	2	5	-	-	-	-
- Part-time operatives	-	-	-	-	-	-
3 Foreign employees						
- Managerial staff	-	-	-	-	-	-
- Technical staff	-	-	-	-	-	-
- Other skilled operatives	-	-	-	-	-	-
- Unskilled operatives	-	-	-	-	-	-

(*) The company considers foremen as local non-operatives.

EXTERNAL CONDITIONS:

Transport	external long distance internal long distance local and city	excellent fair excellent
Utilities	electricity water gas	excellent excellent -
Community	residence health and recreation education	fair fair -
Own Welfare Facilities	-	-

IV. MANNING TABLE

(number of persons)

Skill categories:
 A: Supervisory staff and foremen (for all shifts)
 B: Skilled operatives
 C: Semi-skilled operatives (machine operators)
 D: Unskilled operatives

(End of 1988)

ALL SHOPS & UNITS:	Total	1st Shift				2nd Shift	3rd Shift
		A	B	C	D	B-D	B-D
TOTAL	38	12	22	-	2	2	
1. Primary operative shops	15	1	8	2	-	2	
- Milling shop	6	1	1	-	-	2	
- Back filling and shipping shop	9	-	7	2	-	-	
2. Auxiliary operative units	15	3	12	-	-	-	
- Repair & maintenance	2	1	1	-	-	-	
- Mechanical shop	-	-	-	-	-	-	
- Tooling shop	-	-	-	-	-	-	
- Utilities control	1	1	-	-	-	-	
- Product & material storage	-	-	-	-	-	-	
- Off-site transport	11	1	10	-	-	-	
- Guards, cleaners, etc.	1	-	1	-	-	-	
3. Auxiliary non-operative units	8	8	-	-	-	-	
- Production management	1	1	-	-	-	-	
- Research & development	-	-	-	-	-	-	
- Sales unit	5	5	-	-	-	-	
- Accounting	2	2	-	-	-	-	
- General administration	-	-	-	-	-	-	

III INVENTORIES

	Actual value (000 US \$)	Number of months
Inventories (TOTAL)	493	
- Production materials	400	2.5
- Other input materials	18	2
- Work-in-process	-	-
- Finished products	75	1.5

WORKING TIME PER OPERATIVE WORKER

	1st shift	2nd shift	3rd shift	
Shift hours/day	8	8	8	hours
Shift hours/year	2,190	2,190	2,190	hours
Actual days/year	250	250	250	days

V. ANNUAL PRODUCTION

Products (or group of products)	Yr. of first prod.	Quantity produced		Av. unit price ex factory (US \$)	Total output value (000 US\$)
		Unit	Quantity		
Wheat flour	1914	t	9,501	159.8	1,519
Bran (from wheat)	1915	t	2,982	65.0	194
Rye flour	1918	t	2,063	147.8	305
Bran (from rye)	1918	t	113	53.0	6
TOTAL VALUE OF PRODUCTION:					2,024 *****

VI. VALUE ADDED

	Total value (000 US \$)
1. Annual wages & salaries	129
- Operative workers (26 persons)	72
- Non-operative workers (12 persons)	57
2. Other payments for employees	26
3. Annual depreciation	78
- Machinery & equipment	65
- Buildings & other facilities	13
- Non-physical capital assets	-
4. Rentals paid	18
5. Interests & royalties	32
6. Sales tax	3
7. Other indirect business taxes	7
8. Subsidies	-
9. Corporate income before tax	17
TOTAL VALUE ADDED: 310 *****	

DESCRIPTION OF MAJOR PRODUCTS:

Wheat and rye flour of various grinding classes.

Flour by-products are sold as fodder.

MARKET ASPECTS:

Consumers of products:

90% of total production is sold to large-scale bakeries; the remaining 10% to wholesalers.

Sales organization:

5 representatives.

Share in the regional market:

1%.

Competition in the market:

The establishment is competing with other regional and national mills.

EXPORT:

No exports.

Total annual export:

Major products	To Western countries	To Eastern countries	To Developing countries

VII. ANNUAL CONSUMPTION

(1968)	Quantity consumed		% import	Average import duties (000 US \$)	Total consumption value (000 US \$)	Total consumption value (000 US \$)
	Unit	Quantity				
1. Energy and water						
TOTAL						38
- Electricity	000 kWh	1,073	-	-	22	
- Diesel oil	t	77	-	-	12	
- Fuel oil	t	140	-	-	4	
2. Production materials						
TOTAL						1,596
- Wheat	t	18,897	85	-	1,350	
- Rye	t	8,980	-	-	246	
3. Other materials & supplies						
TOTAL:						60
- Packaging material (jute sacks)						34
- Parts, supplies & services						24
- Other materials & supplies						2
4. Business services purchased						
TOTAL:						20
- Transportation, storage & insurance						16
- Communication, advertising & other business services						4
5. Work performed by subcontractors						
TOTAL:						-
TOTAL VALUE OF CONSUMPTION:						1,714 *****

VIII. TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (1):	Number	Original Purchase Value (000 US \$)	Replacement value (000 US \$)	Avr Age (yrs)	Remarks	Supplier country	Year of installation	Output capacity
wheat mill	1	125	150	20	..		1948	60 t/day
eye mill	1	44	44	1	..		1968	20 t/day
sifting facilities	..	86	86	1	..	Germany, F.R.	1967	4 t/day
Flour silo	..	87	95	7	..		1962	-
Grain silo	..	46	50	6	..		1961	-
Exhausters	..	21	27	8	..		1967	4 t/day
Sack filling machines	4	6	7	9	..		1964	..
Workshop facilities	..	15	18	15
Warehouse facilities	..	11	14	10

Further details:

Floursifters and mixers: installed in 1960 and 1963, supplied by Federal Republic of Germany.
 Pneumatic and mechanic conveying facilities for grain and finished products: installed between 1960 - 1965, supplied by Federal Republic of Germany.

CAPACITY POWER:

Process equipment:
 .. electric motors kW 250

Generating equipment:
 installed capacity kVA -

CAPACITY OF PRIMARY OPERATIVE SHOPS:

Major primary operative shops	Kind of process involved	Mechanization:		Further details:
		Mechan.	Autom.	
Milling shop		B	I	
Sack filling and shipping shop		B	II	
Transport (external)		B	II	

Mechanization: A. most advanced; B. considerably high standard; C. moderate standard; D. appreciably short of today's standard; E. almost outdated.
 Automation: I. fully automated; II. semi-automated; III. non-automated.

CAPACITY UTILIZATION:

Full capacity output: US \$ 2,750,000 based on 1- and 3-shift operation (milling shop). No additional labour requirements.

Current utilization: based on 1- and 3-shift operation.

Major products (or processes)	Approximate %					
	up to 30	40	50	60	70	80 90 100
Milling shop (1 shifts)						X
Sack filling and shipping shop (1 shift)						X
External transport (1 shift)						X

Under-utilization is mainly due to temporary insufficient supply with raw material and rather low demand for final products.

IX. HISTORY & PLAN

1. Performance in the past:

Year:	Total output (000 US \$)	No. of persons employed	Total exports (000 US \$)
1963	2,290	44	-
1964	2,510	42	-
1965	2,390	44	-
1966	2,270	43	-
1967	2,290	42	-
1968	2,020	38	-

2. Investments in the past:

From	To	Approximate amount (000 US \$)	Type of investment
1962	1963	170	Flour silo
1963	1964	80	Grain silo
1966	1967	130	Expansion of buildings
	in 1967	170	Milling machinery

3. Future Plan:

From 1969 to 1970: 65
 Rationalisation of machinery and equipment as well as of primary and auxiliary production facilities.
 3 operatives will then be employed less on the 1st shift.

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

C = confidential; figures are included in total.

(1962)

Industry: Manufacture of grain mill products (ISIC-Code: 205)

1. Size groups by number of persons employed	No. of estab.	No. of empl.	Avr. W & S. per pers. (US \$)	Avr. sales per pers. (US \$)	Avr. value added/sales ratio (%)	2. Size groups by annual scale of sales (000 US \$):		Avr. W & S. per pers. (US \$)	Avr. sales per pers. (US \$)	Avr. value added/sales ratio (%)	
						No. of estab.	No. of empl.				
up to 10	157	0	0	0	0	up to 250	83	373	246	20,694	34
10 - 49	72	2,232	1,798	40,033	17	250 - 500	39	597	1,500	23,877	16
50 - 99	65	0	0	0	0	500 - 1,250	76	1,616	1,733	39,369	15
100 - 999	3	0	0	0	0	1,250 - 2,500	48	0	0	0	0
over 1,000	-	-	-	-	-	2,500 - 6,250	26	0	0	0	0
						over 6,250	25	7,514	2,272	52,959	16
TOTAL	297	14,536	2,089	45,961	17	TOTAL	297	14,536	2,042	45,960	17

XI. DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of services:

- | | | |
|---|---------------------------------------|----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transaction |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply, installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of services	Country or region	No. of projects	Field of industry	Description of projects
------------------	-------------------	-----------------	-------------------	-------------------------

Experts as well as skilled workers could be provided for the installation of mills.

The establishment is also prepared to work as technical consultant for manufacturers of milling machinery and equipment.

XII. SUPPLEMENTS & NOTES

Depreciation policy:

The company applies both the straight-line and the accelerated methods of depreciation.

Inventories policy:

The large amount of raw materials and supplies, covering a 2 months production period is mainly due to grain purchases right after harvest time.

On the average the value of the stock of finished products amounts to 3.7% of the total value of production.

Current problems:

Although the company is operated by an efficient commercial management, profits have been decreasing recently due to the general structural crisis of the grain milling industry.

Major Products

Reporting Unit

I. FIXED CAPITAL ASSETS

Asset	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
1. Primary process equipment TOTAL		17.1	17.1
Process equipment Motors & apparatuses Plant installation	Various	9.1 1.7 6.3	9.1 1.7 6.3
2. Primary industrial building TOTAL	1955	17.4	17.4
Total floor space:	780 (m ²)	17.4	17.4
3. Auxiliary facilities TOTAL		20.6	21.2
Water, steam, electricity, cooling & storing Transportation facilities	1955 1961/65	1.0 18.8	1.0 19.8
Administrative facilities Laboratory facilities	1960	0.8	0.4
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)		55.1	55.7
4. Other fixed capital assets TOTAL		6.6	6.6
Land (total acreage):	1,800 (m ²)	6.6	6.6

DETAIL OF PROCESS EQUIPMENT (no.)	Supplier country	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
- Stamping machine	1 Spain	1962	1.1	4.1
- Braibrant machine	1 Italy	1958	4.3	5.6
- Automatic microbraibranti machine	1 Italy	1960	4.4	5.6
- Automatic packing machine	1 Mexico	1962	4.3	5.0
- Soup mixers	Sweden, FR, Gern.	1960/63	4.5	4.8
- Packing machine	1 Spain	1963	3.2	10.0
- Compressing machine	1 USA	1963	4.0	6.0
- Fredrier	1 Italy	1958	1.3	1.2
- Drier	1 Italy	1958	1.1	3.4

HISTORY OF INVESTMENT:

Construction of the factory started in 1953. Both trial and commercial production started in 1955. Profits accrued for the first time in 1956 when 50% of the capacity was utilized.

CAPACITY POWER:

Process equipment	
- Electric motors	24 kW
- Other furnaces:	24 "

Generating equipment:

Installed capacity: - kVA

EXTERNAL CONDITIONS:

Transport - Long distance and local area, fair.
Utilities - Electricity, fair; water, excellent.
Community - Educational and educational, fair; health and recreational, poor.

II. INVENTORIES AND WORKING CAPITAL

(in 000 US \$)

Inventory	Actual value	2/3 liquid assets	Actual value
TOTAL		TOTAL	
Production materials		Cash, hand/bank	
Other input materials		Market order & bonds	
Work in process		Short term investment	
Finished products		Prepaid expenses	
		Accounts receivable	
3. Desired working capital	Number of months	Value	
TOTAL	5.2	5.2	
Production materials	1	1.0	
Other input materials	1	1.0	
Finished products	1	1.0	
Wages & salaries	1	1.0	
Other special items	1	1.0	

III. MANNING TABLE

(number of personnel)

4. Machine operators
B. Other personnel

Shop/Unit	Total	1st shift		2nd shift	3rd shift
		A	B	A+B	A+B
ALL SHOPS & UNITS	10	10		-	-
1. Primary operative shops	18	5	13	-	-
2. Auxiliary operative units	8	8		-	-
- Repair and maintenance	1	1	-	-	-
- Mechanical shop	5	5	-	-	-
- Utilities control	-	-	-	-	-
- Product & material storage	1	1	-	-	-
- Off site transport	-	-	-	-	-
- Guards, cleaners, etc.	-	-	-	-	-
- Parking	1	1	-	-	-
3. Auxiliary non-operative units	14	14		-	-
- Production management	-	-	-	-	-
- Research & development	-	-	-	-	-
- Sales unit	9	9	-	-	-
- General administration	5	5	-	-	-

WORKING TIME PER OPERATIVE WORKER:

Normal hours/day	8 hours	Normal days/year	260 days
Actual hours/year	2,080 hours		

CAPACITY OF OPERATIVE SHOPS:

The heating department has a daily dehydrating capacity of 40 gallons. Its capacity is fully utilized.

V ANNUAL PRODUCTION

Description of goods produced	Yr of prod	Quantity produced		Normal capacity output	Net prod. in factory	Loss production due
		Units	Output			
...	1953
...	1953
TOTAL VALUE OF PRODUCTION						

VI VALUE ADDED

Description	Value 1000 US \$
1. Depreciation on fixed assets	...
2. Depreciation on movable assets	...
3. Amortization of intangible assets	...
4. Increase in inventory	...
5. Decrease in inventory	...
6. Net income before tax	...
7. Subsidies	...
8. Income tax before tax	...

NOTE ON IMPORTS:

Import tariff rates are imposed on imported ... and similar products of ... The national production of powdered ... is ... by a tariff rate of 10% ad valorem and of 16 \$0.75 per gross kilo.

NOTE ON UTILIZATION:

Utilization of capacity due to lack of working capital production material ... the total capacity additional 176 man-hours would be required ...

VII MONTHLY EARNING RATES

Kind of work	No. of emp	Average earning rate 1000 US \$
1. Laborer/operative
2. Managers
3. Engineers
4. Technicians
5. Accountants
6. Sales officers
7. Other professional staff
8. Clerks & typists
9. Total operatives
10. Supervisors
11. Machine operators
12. Other full time operatives
13. Part time operatives
14. Foreign employees

VIII ANNUAL CONSUMPTION

Description	Unit	Quantity consumed		% imported	Tariff rate	Total consumption value 1000 US \$
		Units	Value			
Electricity	1000 kWh
Production materials						
1. Coal	1000 lbs
2. Petroleum salt	1000 lbs
3. Wheat flour	1000 lbs
4. Sugar	1000 lbs
5. Monosodium glutamate	1000 lbs
6. ...	1000 lbs

Description	Total consumption value 1000 US \$
1. Other materials & supplies	...
2. Packaging	...
3. Business services purchased	...
4. Transport, storage & insurance	...
5. Work performed sub-contractors	...

VIII CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

Industry group	Number of units	Number of emp	1954	
			Avg gross prod per emp 1000 US \$	Avg emp rate* 1000 US \$
...
No data available.				
TOTAL				

IX SUPPLEMENTS

GOVERNMENTAL POLICIES:

Property taxes, import duties, the increase of Social Security taxes, etc. affect the profitability of the enterprise.

Large-scale technical assistance programs would favorably affect the viability of the enterprise.

Major Products

Reporting Unit

FIXED CAPITAL ASSETS

	1966 Actual value	1965 Actual value	1964 Actual value
1. Land	100 (15 \$)	100 (15 \$)	100 (15 \$)
2. Primary industrial building	100 (15 \$)	100 (15 \$)	100 (15 \$)
3. Auxiliary facilities	100 (15 \$)	100 (15 \$)	100 (15 \$)
4. Other fixed capital assets	100 (15 \$)	100 (15 \$)	100 (15 \$)
TOTAL PHYSICAL FIXED CAPITAL ASSETS (including land)	400 (60 \$)	400 (60 \$)	400 (60 \$)

DETAIL OF PROCESS EQUIPMENT (No.)	Supplier country	Year of installation	Orig. purchase value (100 US \$)	Replacement value (100 US \$)
1. Reactor	USA	1960	100	100
2. Distillation column	SA, UK, Germany	1960	100	100
3. Heat exchanger	FR, Germany	1960	100	100
4. Compressor	USA	1960	100	100
5. Pumps	FR, Germany, USA	1960/65	100	100
6. Boilers	USA	1960	100	100
7. Heat exchangers	USA	1960/65	100	100
8. Piping	USA	1960/65	100	100
9. Draper's tools	USA	1960/65	100	100

* "Replacement value" in this case stands for "resale value" rather than the purchase value of new functional equivalents.

CAPACITY POWER

Process equipment	100	100	100
Electric motors	100	100	100

EXTERNAL CONDITIONS

1. Shortage of raw materials, fuel, etc. (none)

2. Shortage of skilled labor (none)

3. Shortage of capital (none)

INVENTORY AND WORKING CAPITAL

	Actual value	Reported assets (1974)	Actual value
1. Inventory	100	100	100
2. Working capital	100	100	100
3. Total	200	200	200

MANNING TABLE

Category	Total	1st shift		2nd shift		3rd shift	
		A	B	A	B	A	B
1. Primary operative shops	200	100	100	100	100	100	100
Production management	10	5	5	5	5	5	5
Research & development	10	5	5	5	5	5	5
Sales unit	10	5	5	5	5	5	5
General administration	10	5	5	5	5	5	5
2. Auxiliary operative units	200	100	100	100	100	100	100
Repair and maintenance	10	5	5	5	5	5	5
Mechanical shop	10	5	5	5	5	5	5
Utilities control	10	5	5	5	5	5	5
Product & material storage	10	5	5	5	5	5	5
Off site transport	10	5	5	5	5	5	5
Guards, cleaners, etc.	10	5	5	5	5	5	5
Production workers	10	5	5	5	5	5	5
3. Auxiliary non operative units	100	50	50	50	50	50	50
Production management	10	5	5	5	5	5	5
Research & development	10	5	5	5	5	5	5
Sales unit	10	5	5	5	5	5	5
General administration	10	5	5	5	5	5	5

WORKING TIME PER OPERATIVE WORKER

Normal hours/day	8 hours	Normal days/year	271 days
Actual hours/year	2168 hours		

CAPACITY OF OPERATIVE SHOPS

Process equipment	Capacity
Reactor	652.7 lbs/hour
Distillation column	612.1 " "
Heat exchanger	601.2 " "
Compressor	598.6 " "
Pumps	677.0 " "
Boilers	582.5 " "
Heat exchangers	582.7 " "
Piping	594.5 " "

V ANNUAL PRODUCTION

Product or group of products	V ₁ of fibre prod	Quantity produced		Usual capacity output	Unit price in factory (US \$)	Total production value (1000 US \$)
		Unit	Output			
Woolen fabric from 40 to 210 g/m ²)	..	m	10,830,000	..	1.72	1,862
Woolen goods	..	m	4,252,000
TOTAL VALUE OF PRODUCTION						1,862

VI VALUE ADDED

Code	Value (1000 US \$)
1 Wages & salaries	664
- Employees in direct production (personnel)	664
- Other employees (personnel)	0
2 Other payments for employees	-
3 Annual depreciation	637
4 Rentals paid	-
5 Interests & royalties	107
6 Sales tax	-
7 Other ind. bus. taxes	-
8 () Subsidies	-
9 Corporate income before tax	209
TOTAL	
1,620	

RELEVANT IMPORTS:

The unit price of US \$ 0.36/m is subject to a tariff rate of US \$ 2.50 per kg and of 10% ad valorem.

EXPORTS

1000000 m of cotton fabrics were exported at a price of US \$ 0.22/m.

Specific bilateral benefits connected with exports: Free trade among member countries of the Central American Common Market and protection of this market by relatively high duties for products from non-member countries.

VII MONTHLY EARNING RATES

(End of 1961)	No. of pers. emp.	Average earning rates (US \$)
1 Local non-operatives		
TOTAL	21	178
Managers	1	480
Engineers	-	-
Technicians	2	440
Accountants	13	136
Sales officers	-	-
Other professional staff	2	160
Clerks & typists	3	100
2 Local operatives		
TOTAL	201	65
Supervisors	-	-
Foremen	-	-
Machine operators	-	-
Craftsmen	57	61
Truck drivers	-	-
Other full-time operatives	144	67
Unskilled & part-time operatives	-	-
3 Foreign employees		
TOTAL	4	825
Managerial staff	1	900
Engineers, trainers and other technical control staff	3	800

V ANNUAL CONSUMPTION

Code	Quantity consumed				Total consumption value (1000 US \$)
	Unit	Purchase	% imported	Tariff rate	
1 Energy and water					178
Electricity	000 kWh	..			134
Oils and lubricants	000 l	..			44
2 Production materials					1,099
Cotton	bales	1,777	-	-	954
Dyes	100	US \$ 0.05 per kg and 10% ad valorem	46
Chemicals	100	"	13
Finishing operations	100	"	44

3. Other materials & supplies

TOTAL	Total consumption value (1000 US \$)
TOTAL	126
- Packaging	16
- Repair & maintenance	110
- Non-factor service inputs	-
4. Business services purchased	
TOTAL	-
- Transport, storage & insurance	-
- Communication, advertisements, etc.	-
5. Work performed by sub-contractors	
TOTAL	-
TOTAL	
1,363	

VIII CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

Code	Industry group	Number of establishments	Number of emp.	ISIC	
				W & S. per pers. (US \$)	Average gross prod. val. per pers. (US \$)
1.1 to					
No data available.					
TOTAL					
2.1 to					
TOTAL					

IX. SUPPLEMENTS

Future plan:

Within a 5 years' period approx. US \$ 1,200,000 will be invested to expand the spinning and weaving departments.
150 persons are to be employed additionally on the 1st shift, and 100 on the 2nd and 3rd shifts, each.

Major Products:

knitwear, fabrics, blankets, etc.
 capable of producing approximately 100 t annually, based on 4-shift operation.

Reporting Unit

single establishment enterprise, privately owned, founded in 1888.

I FIXED CAPITAL ASSETS

	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
1. Machinery and equipment		1,725	..
2. Primary industrial building	1965	235	..
3. Auxiliary facilities		164	..
4. Other fixed capital assets		-	-
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)		2,124	..

DETAIL OF PROCESS EQUIPMENT (no.)	Supplier country	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
Spinning framee	FR.Germ.	(*)	541.9	..
Cardes	FR.Germ.		152.1	..
Booms	USA		462.6	..
Finishing equipment	FR.Germ.		354.5	..
Dyeing equipment	Italy, FR.Germ.		155.3	..
Warpers	FR.Germ.		58.6	..

(*) Years of installation of equipment are varying, but the bulk of the "original purchase values" represents the investments made in the recent past. See below.

HISTORY OF INVESTMENT:

The construction of the factory was first started in 1885. The first trial as well as commercial production, started in 1888. The following investments for renovation purposes have been made recently:

1961	approx. US \$ 363,000	Weaving and spinning
1963	" " 478,000	" " "
1966	" " 344,000	Finishing and dyeing

* Not yet included in the figures for the year of reference for this profile.

CAPACITY POWER:	Generating equipment installed capacity	- kVA
Process equipment	.. kW	
Electric motors	.. kW	

EXTERNAL CONDITIONS

Transportation: long distance, local area, excellent.

Utilities: Electricity, water, fair.

Community: residential, health and recreational, educational, fair.

II INVENTORIES AND WORKING CAPITAL

(in 000 US \$)

I Inventories		Actual value	2 Liquid assets		Actual value
TOTAL		2,330	TOTAL		1,164
- Production materials	844	- Cash (hand/bank)	66		
- Other input materials	87	- Market. sec. & bonds	5		
- Work-in-process	1,056	- Short-term investment	145		
- Finished products	323	- Prepaid expenses	52		
		- Accounts receivable	897		

3 Desired working capital	Number of months	Value
TOTAL		5,280
- Production materials	6	760
- Other input materials	6	240
- Finished products	6	2,400
- Wages & salaries	6	640
- Other special items	6	1,040

III MANNING TABLE

(number of persons)

A - Machine operators
B - Other operatives

(196 coverage)

	Total	1st shift		2nd shift		3rd shift	
		A	B	A	B	A	B
ALL SHOPS & UNITS	517	400		74		43	
1 Primary operative shops	399	264	18	63	11	37	6
- Wollen spinning	29	16	2	10	1	-	-
- Worsted spinning	95	42	5	25	3	18	2
- Weaving department	117	48	11	28	7	19	4
- Finishing department	63	63	-	-	-	-	-
- Control department	95	95	-	-	-	-	-
2 Auxiliary operative units	53	53		-		-	
- Repair and maintenance	3	3		-		-	
- Mechanical shop	5	5		-		-	
- Utilities control	2	2		-		-	
- Product & material storage	2	2		-		-	
- Off site transport	2	2		-		-	
- Guards, cleaners, etc.	3	3		-		-	
- Others (part-time)	36	36		-		-	
3 Auxiliary non-operative units	65	65		-		-	
- Production management	28	28		-		-	
- Research & development	10	10		-		-	
- Sales unit	7	7		-		-	
- General administration	20	20		-		-	

WORKING TIME PER OPERATIVE WORKER:

Normal hours/day	8 hours	Normal days/year	285 days
Actual hours/year	2,280 hours		

CAPACITY OF OPERATIVE SHOPS:

The installed capacities of different operative shops are considered to be well balanced. But part of the finishing and sending work is done by subcontractors. (See V.5.)

IV. ANNUAL PRODUCTION

Products (or group of products)	Yr. of first prod.	Quantity produced		% Nominal capacity output	Unit ** price ex-factory (US \$)	Total production value (000 US \$)
		Unit	Output			
- Woolen cashmere	1920	t	165.7	200	10.88/kg	1,803
- Woolens	1888	t	68.9	100	7.12/kg	491
- Blankets	1888	t	117.9	150	5.75/kg	679
- Worsted yarn	1920	t	52.1	100	8.40/kg	438
- Miscellaneous and scrap				225
TOTAL VALUE OF PRODUCTION						3,636

* Nominal capacity output is estimated on a 3-shift basis for the spinning and weaving department.

** Not including sales tax.

EXPORTS: None.

CAPACITY UTILIZATION: The overall rate of utilization is 75%, as against the nominal maximum production capacity. But the reporting enterprise considers this much rate of utilization as being normal.

V. ANNUAL CONSUMPTION

(1966)	Quantity consumed				Total consumption value (000 US \$)
	Unit	Purchase	% imported	Tariff rate	
1. Energy and water					
TOTAL					69
- Electricity	000 KwH	3,120			51
- Liquid fuels and lubricants	000 l	1,300			18
2. Production materials					
TOTAL					1,529
- Wool	t	384.5	70		1,374
- Chemicals	t	39.3	-		155
3. Other materials & supplies					
TOTAL					101
- Packaging					30
- Repair & maintenance					51
- Non-factor services inputs					20
4. Business services purchased					
TOTAL					119
- Transport, storage & insurance					17
- Communication, advertisements, etc.					102
5. Work performed by sub-contractors					
TOTAL					196
					2,011

VIII. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1965)						
Industry group Spinning, weaving and finishing textiles (ISIC 231)						
1. Size groups by number of persons employed		Number of establishments	Number of empl.	Avg W & A per pers. (US \$)	Avg gross prod val per pers. (US \$)	Avg cap prod rate* (%)
up to 24	24	802	7,456	762	6,226	80
25 - 49	75	334	15,397	1,051	7,933	73
50 - 99	100	79	6,396	1,047	6,499	73
100 - 250	250	185	28,633	1,122	6,417	90
over 250	250	118	59,811	1,332	5,472	89
TOTAL		1,518	118,283	1,192	6,129	86
2. Size groups by scale of annual production (000 US \$)		Number of establishments	Number of empl.	Avg W & A per pers. (US \$)	Avg gross prod val per pers. (US \$)	Avg cap prod rate* (%)
up to 40	40	1,115	5,643	364	1,308	25
41 - 120	120	231	7,663	608	2,287	110
121 - 240	240	156	8,933	743	3,006	138
241 - 400	400	116	8,772	994	4,012	73
401 - 1,000	1,000	272	36,613	1,160	6,306	73
over 1,000	1,000	120	51,532	1,484	7,886	73
TOTAL		2,010	119,156	1,181	6,090	86

* Capital is defined as physical capital assets.

VI. VALUE ADDED

(1966)		Value (000 US \$)
1. Wages & salaries		
- Employees in direct production (422 persons)		126
- Other employees (65 persons)		375
2. Other payments for employees		
3. Annual depreciation		167
4. Rentals paid		102
5. Interests & royalties		107
6. Sales tax (not incl. in TOTAL)		(12)
7. Other ind. bus. taxes		-
8. () Subsidies		-
9. Corporate income before tax		110
		1,623

VII. MONTHLY EARNING RATES

(End of 1966)		No. of pers. empl.	Average earning rates (US \$)
1. Local non-operative			
TOTAL			
- Managers	4	1,600	
- Engineers	-	-	
- Technicians	-	-	
- Accountants	5	480	
- Sales offices	5	480	
- Other professional staff	7	320	
- Clerks & typists	12	160	
2. Local operatives			
TOTAL			
- Supervisors	3	800	
- Foremen	15	520	
- Machine operators	437	160	
- Craftsmen	13	160	
- Truck drivers	2	160	
- Other full-time operatives			
- Unskilled & part-time operatives	6	120	
3. Foreign employees			
TOTAL			
- Managerial staff	1	1,600	
- Engineers, trainers and other techn. control staff	7	560	

IX. SUPPLEMENTS

Commission work: Inspection and sending are done by sub-contractors. (Family enterprises)

Future plan: Within a period of 5 years, approximately US \$ 1,200,000 will be invested for expansion of the spinning and weaving departments.

Government policies: No particular observations.

MEXICO : 231-(2)

Major Products:

Synthetic-fibre fabrics (spinning, weaving and finishing). Annual capacity output is approximately 3,500,000 - 4,000,000 m of finished fabrics based on 3-shift operation.

Reporting Unit:

A one-establishment enterprise, founded in 1945; private corporation with no foreign capital participation.

I FIXED CAPITAL ASSETS

End of 1967	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
1 Primary process equipment			
TOTAL		2,404	..
Process equipment and tools & apparatuses out of installation		2,404	..
2 Primary industrial building			
TOTAL		559	..
(total floor space: 15,000 m ²)		559	..
3 Auxiliary facilities			
TOTAL		156	..
Water, steam, electricity, cooling & storing		-	..
Transportation facilities		50	..
Administrative facilities		107	..
Laboratory facilities			..
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)		3,119	..
4 Other fixed capital assets			
TOTAL		10	..
Land (total acreage: 175,000 m ²)		10	..

DETAIL OF PROCESS EQUIPMENT (no.)	Supplier country	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
<u>Spinning plant:</u> Soutchers(2), Cards (17), Drawers (2) Speed frames (11), Spinning frames (34)				
<u>Weaving plant:</u> Cone winders (5), Twisters (20), Virm winders (2) Warner (1), Sizing machine (1), Looms (10)				
<u>Dyeing and finishing plant:</u> Washers (4), Boil off (1), Winches(15), Jiggers (2) Beater (1), Pre-drier(1), Clip frame (1), Singeing machines (2), Curing oven (1), Press (1), Decatizer(1) Shearing machine (1), Needle frame (1) others (1)				

Primary process equipment supplied by U.S.A. in 1948

HISTORY OF INVESTMENT:

The factory was constructed in 1945; the first trial production started in 1947 and the first commercial production started in 1948. The factory made its first profits in 1950. The following investments for expansion purposes were made:

Year	approx	U.S.	\$	Department
1950	"	"	59,520	Spinning department
1950	"	"	39,600	Weaving department
1952	"	"	7,280	Power plant
1964	"	"	115,840	Weaving department
1965	"	"	174,320	"
1966	"	"	761,200	Dyeing and finishing department

CAPACITY POWER

Process equipment	
Electric motors	1,338 kW
Other prime movers	1,600 "

Generating equipment:

Installed capacity - kVA

EXTERNAL CONDITIONS

Transport - Long distance and local area, excellent.
 Mines - Plenty of iron, zinc, water, gas, excellent.
 Manpower - Excellent and necessary, educational, excellent

II INVENTORIES AND WORKING CAPITAL

(in 000 US \$)

(End of 1967)

Inventories	Actual value	Liquid assets	Actual value
TOTAL	2,492	TOTAL	1,175
Production materials	226	- Cash (hand/bank)	224
- Other input materials	156	- Market. sec. & bonds	-
- Work-in-process	197	- Short-term investment	442
- Finished products	1,004	- Prepaid expenses	30
		- Accounts receivable	479

Desired working capital	Number of months	Value
TOTAL		2,541
- Production materials	1	153
- Other input materials	1	54
- Finished products	1	976
- Wages & salaries	1	146
- Other special items	..	1,212

III MANNING TABLE

(number of persons)

A = Machine operators
B = Other operatives

(1967 average)

	Total	1st shift		2nd shift		3rd shift	
		A	B	A+B	A+B		
ALL SHOPS & UNITS	595	346	131	116	116	116	116
1 Primary operative shops	369	164	-	105	100	100	100
Preparation of yarn	39	14	-	11	12	12	12
Spinning	113	49	-	30	34	34	34
Preparation of fabric	60	21	-	21	18	18	18
Weaving	101	49	-	24	28	28	28
Dyeing	21	9	-	7	5	5	5
Finishing	35	22	-	10	3	3	3
2 Auxiliary operative units	83	51	-	22	10	10	10
- Repair and maintenance	7	6	-	1	-	-	-
- Mechanical shop	22	13	-	6	3	3	3
- Utilities control	15	13	-	3	2	2	2
- Product & material storage	18	10	-	5	3	3	3
- Off site transport	2	2	-	-	-	-	-
- Guards, cleaners, etc.	6	2	-	2	2	2	2
- Others	10	5	-	5	0	0	0
3 Auxiliary non-operative units	143	131	-	6	6	6	6
- Production management	18	6	-	6	6	6	6
- Research & development	-	-	-	-	-	-	-
- Sales unit	-	-	-	-	-	-	-
- General administration	125	125	-	-	-	-	-

WORKING TIME PER OPERATIVE WORKER:

shift	1	2	3	Normal hours/day	Normal days/year
shift 1	8	8	8	240	290
shift 2	8	8	8	240	290
shift 3	8	8	8	240	290
Actual hours/year	468	465	468	1401	1401

CAPACITY OF OPERATIVE SHOPS:

Number of spindles in the spinning department is 22,000; the capacity utilisation rate is 95%. No special automation techniques are employed.

IV. ANNUAL PRODUCTION

Products (or group of products)	Yr. of first prod.	Quantity produced		Nominal capacity output	Unit * price ex factory (US \$)	Total ** production value (000 US \$)
		Unit	Output			
Polyester - wool fabrics	1967	m	92,000	..	2.3	212
Polyester - rayon fabrics	"	e	958,000	..	1.6	1,533
Rayon - acetate fabrics	"	m	1,961,000	..	1.2	2,351
Polyester - cotton fabrics	"	e	166,000	..	2.2	365
Others	"	m	77,000	..	1.1	252
Net annual accumulation of inventories of finished goods						+ 112
TOTAL VALUE OF PRODUCTION:						4,825

* Does not include sales tax

** The value of each item corresponds to the annual sales, not adjusted for inventory change. Total value of production is therefore adjusted for the net annual accumulation of inventories

Exports: None

Capacity utilization:

The overall rate of utilization, on a 3-shift basis, is estimated to be around 85% - which is considered quite normal and acceptable for current business purposes.

VI. VALUE ADDED

(1967)	Value (000 US \$)
1. Wages & salaries	
- Employees in direct production (451 persons)	573
- Other employees (144 persons)	448
2. Other payments for employees	581
3. Annual depreciation	192
4. Rentals paid	-
5. Interests & royalties	86
6. Sales tax (not incl. in TOTAL)	(36)
7. Other ind. bus. taxes	-
8. () Subsidies	-
9. Corporate income before tax	463
TOTAL	2,343

VII. MONTHLY EARNING RATES

(End of 1967)	No. of pers. empl.	Average earning rates (US \$)
1. Local non-operatives		
TOTAL
- Managers	..	confidential
- Engineers	..	"
- Technicians	..	"
- Accountants	3	720
- Sales officers	-	-
- Other professional staff	-	-
- Clerks & typists	125	114
2. Local operatives		
TOTAL	464	111
- Supervisors	1	720
- Foremen	13	320
- Machine operators	432	104
- Craftsmen	3	376
- Truck drivers	4	184
- Other full-time operatives	11	64
- Unskilled & part-time operatives	-	-
3. Foreign employees		
TOTAL	2	880
- Managerial staff	1	1,120
- Engineers, trainers, other tech. control staff	1	640

V. ANNUAL CONSUMPTION

Quantity consumed	Unit		Purchase	% Imported	Tariff rate	Total consumption value (000 US \$)
	Unit	Purchase				
1. Energy and water						168
TOTAL						
Electricity	000 KwH	7,536	-	-	-	122
Coal (steam, crude)	000 t	3,000	-	-	-	41
Gas	000 m3	540	-	-	-	5
2. Production materials						1,813
TOTAL						
Wool fibre	t	13.5	} Mostly imported			41
Rayon fibre	"	607.9		523		
Acetate fibres	"	192.0		220		
Polyester fibres	"	136.0		372		
Dyeing material	"	120.0		61		
Yarn	"	38.0		227		
Others (aniline, chemicals)	"		389			

3. Other materials & supplies

	Total consumption value (000 US \$)
TOTAL	393
- Packaging	10
- Repair & maintenance	375
- Non-factor service inputs	7

4. Business services purchased

	Total
TOTAL	88
- Transport, storage & insurance	28
- Communication, advertisements, etc.	59

5. Work performed by sub-contractors

	Total
TOTAL	-
TOTAL	2,482

VIII. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1967)	Spinning, weaving and finishing textiles (ISIC 231)					
Industry group	Number of establishments	Number of empl.	Ave W & S. per pers. (US \$)	Ave gross prod. val. per pers. (US \$)	Ave emp. gross prod. ratio* (%)	
1. Size groups by number of persons employed						
up to 10	802	7,456	164	6,226	91	
11-20	142	15,197	1,051	2,331	73	
21-30	74	6,986	1,047	6,499	75	
31-50	145	28,633	1,122	5,417	90	
over 50	118	59,811	1,332	5,477	89	
TOTAL	1,518	118,283	1,192	6,129	86	
2. Size groups by value of annual production (000 US \$)						
up to 40	1,115	5,643	364	1,308	75	
41-100	231	7,663	608	2,287	130	
101-200	156	8,933	743	3,006	118	
201-400	116	8,772	994	4,172	93	
401-1,600	272	36,613	1,160	6,306	91	
over 1,600	120	51,532	1,484	7,886	83	
TOTAL	1,910	117,157	1,182	6,132	86	

IX. SUPPLEMENTS

GOVERNMENT POLICIES:

No particular observations.

FUTURE PLAN:

Within a period of 5 years approximately U.S. \$2,000,000 will be invested. This investment will affect the spinning, weaving and finishing department.

Major Products: Cotton and synthetic-fibre fabrics.
Capable of producing annually up to 11,250,000 m of fabrics based on 3-shift operation.

Reporting Unit: A government enterprise, founded in 1946; privately owned; no foreign capital.

I. FIXED CAPITAL ASSETS

	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
1. Primary process equipment			
TOTAL		4,328	6,308
- Process equipment		3,680	6,000
- Hand tools & apparatuses	1947-1966	8	8
- Cost of installation		640	800
2. Primary industrial building			
TOTAL		456	..
(total floor space: 20,000 m ²)		456	..
3. Auxiliary facilities			
TOTAL		416	..
- Water, steam, electricity, cooling & storing	1946	352	..
- Transportation facilities	to		..
- Administrative facilities	1965	64	..
- Laboratory facilities			..
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)		5,200	..
4. Other fixed capital assets			
TOTAL		24	..
land (total acreage: 25,000 m ²)		24	..

DETAIL OF PROCESS EQUIPMENT (no.):

	Supplier country	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
Battery frames	USA	1947 to 1966	3,680	6,000
Cards				
Drawing frames				
Combers				
Speed frames				
Twisters				
Warpers				
Sizing machines				
Loome				

HISTORY OF INVESTMENT:

The construction of the factory was first started in 1946. The first commercial production started in 1948. The factory made its first profits in 1949. During the period from 1948 to 1966 approximately US \$ 3,360,000 were invested for expansion of the production facilities.

CAPACITY POWER:

Process equipment:		Generating equipment:	
Electric motors:	2,239 kW	Installed capacity:	- kVA

EXTERNAL CONDITIONS:

Transport: Long distance and local area, excellent.

Utilities: Electricity, excellent; water, fair.

Community: Residential, health and recreational, fair; educational, poor (but has no significant influence on production efficiency as production process is highly mechanized).

II. INVENTORIES AND WORKING CAPITAL

(in 000 US \$)

(End of 1966)

	Actual value	2. Liquid assets	Actual value
1. Inventories		TOTAL	2,856
TOTAL	1,810		
- Production materials	280	- Cash (hand/bank)	56
- Other input materials	330	- Market, ecc. & bonds	-
- Work-in-process	200	- Short-term investment	-
- Finished products	1,000	- Prepaid expenses	400
		- Accounts receivable	2,400
3. Desired working capital			
TOTAL			
- Production materials			
- Other input materials			
- Finished products			
- Wages & salaries			
- Other special items			

III. MANNING TABLE

(number of persons)

A - Machine operators
B - Other operatives

(1966 average)

	Total	1st shift A	B	2nd shift A+B	3rd shift A+B
ALL SHOPS & UNITS	766	349		231	186
1. Primary operative shops	711	318	-	218	175
- Department of preparation, spinning and weaving:					
Operatives	580	253		183	144
Substitutes	131	(distributed over three shifts as required, e.g.			
		65	-	35	31)
2. Auxiliary operative units	54	30		13	11
- Repair and maintenance	23	15		5	3
- Mechanical shop	-	-		-	-
- Utilities control	-	-		-	-
- Product & material storage	24	13		6	5
- Off-site transport	-	-		-	-
- Guards, cleaners, etc.	7	2		2	3
3. Auxiliary non-operative units	1	1		-	-
- Production management	1	1		-	-
- Research & development	-	-		-	-
- Sales unit	-	-		-	-
- General administration	-	-		-	-

WORKING TIME PER OPERATIVE WORKER:

Normal hours/day:	7.5 hours	Normal days/year:	300 days
Actual hours/year:	2,280 hours		

CAPACITY OF OPERATIVE SHOPS:

There are 22,000 spindles used.
The design of fabrics according to orders.

IV. ANNUAL PRODUCTION

(1966) Products (or group of products)	Yr. of first prod.	Quantity produced		Nominal capacity output	Unit ** price ex factory (US \$)	Total production value (000 US \$)
		Unit	Output			
Various kinds of fabrics	..	000 m	8,000 *	11,250	795	6,368
In very wide range of production, i.e. gabardinae, popline, etc.)						
TOTAL VALUE OF PRODUCTION						6,368

* 9,000,000 m were produced but 8,000,000 m after shrinking.

** Price does not include sales tax.

VI. VALUE ADDED

(1966)	Value (000 US \$)
1. Wages & salaries	
- Employees in direct production (580 persons)	434
- Other employees (120 persons) *	432
2. Other payments for employees	380
3. Annual depreciation	255
4. Rents paid	-
5. Interests & royalties	4
6. Sales tax (not incl. in TYPAL)	(200)
7. Other ind. bus. taxes	20
8. Various (finishing tolls, etc.)	1,528
9. Corporate income before tax	760
	4,363

* (includes substitutes)

VII. MONTHLY EARNING RATES

(End of 1966)	No. of pers. empl.	Average earning rates (US \$)
1. Local non operatives		
TOTAL	22	383
- Managers	2	2,000
- Engineers	6	520
- Technicians	1	800
- Accountants	-	-
- Sales officers	-	-
- Other professional staff	-	-
- Clerks & typists	20	160
2. Local operatives		
TOTAL
- Supervisors	1	1,600
- Foremen
- Machine operators
- Craftsmen	20	160
- Truck drivers
- Other full-time operatives
- Unskilled & part-time operatives
3. Foreign employees		
TOTAL	-	-

CAPACITY UTILIZATION:

The overall capacity utilisation is about 80%. The great variety of yarn-mix and designs for fabrics, which is necessary to meet specific orders, is liable for the underutilization of the installed capacity of process equipment. But from the standpoint of the enterprise's viability in the given market conditions, this is considered as normal.

V. ANNUAL CONSUMPTION

(1966)	Quantity consumed				Total consumption value (000 US \$)
	Unit	Purchases	% imported	Tariff rate	
1. Energy and water					
TOTAL					159
- Electricity	000 KwH	9,280	-		144
- Petroleum			15
- Water	000 m ³	..			1 *
2. Production materials					
TOTAL					1,528
- Cotton	t	1,400	10		920
- Crotan	t	174	-		472
- Acrilan	t	86	100		64
- Various	t	75	100		72

* fixed quota, US \$ 130 per 2 months.

	% imported	Total consumption value (000 US \$)
3. Other materials & supplies		
TOTAL:		297
- Packagings		5
- Repair & maintenance	90	280
- Non-factor service inputs		12
4. Business services purchased		
TOTAL:		21
- Transport, storage & insurance		21
- Communication, advertisements, etc.		-
5. Work performed by sub-contractors		
TOTAL:		-
		2,005

VIII. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1965)	Spinning, weaving and finishing textiles (HSIC: 231)				
Industry group	Number of estab.	Number of empl.	Average W. & S. per pers. (US \$)	Average gross prod. val. per pers. (US \$)	Average emp. gross prod. ratio* (%)
1. Size groups by number of persons employed:					
up to 25	802	7,456	764	6,226	90
26 - 75	334	15,397	1,051	7,933	73
76 - 100	79	6,986	1,047	6,499	73
101 - 250	185	28,633	1,122	6,417	90
over 250	118	59,811	1,332	5,472	90
TOTAL	1,518	118,283	1,192	6,129	86
2. Size groups by scale of annual production (000 US \$):					
up to 40	1,115	5,643	364	1,308	95
40 - 120	231	7,663	608	2,287	130
120 - 240	156	8,933	743	3,006	118
240 - 400	116	8,772	994	4,172	93
400 - 1,000	272	36,613	1,160	6,306	81
over 1,000	120	51,532	1,484	7,886	83
TOTAL	2,010	119,156	1,183	6,090	86

* Capital is defined as physical capital assets.

IX. SUPPLEMENTS

Future plan:

No specific plan.

Government policies:

No particular complaint heard.

Major Products:

Sacks and cordages of hard-fibres (palm, kenaf, hemp, etc.). Capable of producing annually about 4.5 million sacks (for coffee, wheat, rice packaging) with 3 shifts.

Reporting Unit:

A one-establishment enterprise, founded in 1954. Privately owned, with no foreign capital participation.

I. FIXED CAPITAL ASSETS

(End of 1966)	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
1 Primary process equipment		1,053	..
TOTAL		1,053	..
- Process equipment		923	..
- Hand tool & apparatuses		2	..
- (*)		128 *	..
2 Primary industrial building		229	..
TOTAL		229	..
(total floor space: 16,965 m ²)			
3 Auxiliary facilities		216	..
TOTAL		216	..
- Water, steam, electricity, cooling & storing		166	..
- Transportation facilities		13	..
- Administrative facilities		19	..
- Laboratory facilities		18	..
- Others (furniture and utensils)		18	..
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)		1,498	..

4 Other fixed capital assets		41	..
TOTAL		41	..
- Land (total acreage: 33,620 m ²)		41	..

(*) Machinery and equipment not directly in connection with production process (boilers, decomposed machinery, etc.)

DETAIL OF PROCESS EQUIPMENT (no.):	Supplier country	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
Shaker			4	
Cards			77	
Drawers			174	
Spinning machines			355	
"Trévoile"			8	
Loom shuttles			13	
Winding machines			9	
Warping machines		Mostly	31	
Looms		1952	167	..
Irons		to	36	
Reversing sacks machine		1953	7	
Inspecting and marking machines			6	
Hydraulic press			6	
Sewing machine			11	
Sizing machine			5	
Wrapping machine			4	
Other			10	

HISTORY OF INVESTMENT:

Construction of the factory started in 1952. The first trial as well as commercial production took place in 1954. First profits accrued in 1954.

CAPACITY POWER:	
Process equipment:	891 kW
Electric motors	

Generating equipment:	
Installed capacity:	- kVA

EXTERNAL CONDITIONS:
 Transport Long distance, excellent.
 Utilities Electricity, fair.
 Community -

II. INVENTORIES AND WORKING CAPITAL

(in 000 US \$)

(End of 1966)	Actual value	2 Liquid assets	Actual value
1 Inventories	282	TOTAL	965
TOTAL	282		
- Production materials	138	- Cash (hand/bank)	15
- Other input materials	211	- Market. sec. & bonds	-
- Work-in-process	54	- Short-term investment	176
- Finished products	179	- Prepaid expense	-
		- Accounts receivable	774

3. Desired working capital	Number of months	Value
TOTAL	-	-
- Production materials		
- Other input materials		
- Finished products		
- Wages & salaries		
- Other special items		

III. MANNING TABLE

(number of persons)

A - Machine operators
B - Other operatives

(1966 average)	Total	1st shift A	B	2nd shift A+B	3rd shift A+B
ALL SHOPS & UNITS	663	111	296	36	
1 Primary operative shops	539	188	68	188	22
- Preparation department	78	28	6	28	6
- Spinning department	66	22	5	22	5
- Weaving department	191	90	3	90	3
- Finishing department	204	48	54	48	54
2. Auxiliary operative units	100	51	40	9	
- Repair and maintenance	43	20	18	5	
- Mechanical shop	44	24	20	-	
- Utilities control	1	1	-	-	
- Product & material storage	6	4	1	1	
- Off-site transport	1	1	-	-	
- Guards, cleaners, etc.	5	1	1	1	3
3. Auxiliary non-operative units	24	24	-	-	
- Production management	-	-	-	-	
- Research & development	-	-	-	-	
- Sales unit	2	2	-	-	
- General administration	19	19	-	-	
- Others	3	3	-	-	

WORKING TIME PER OPERATIVE WORKER:

Normal hours/day	1st shift	2nd shift	3rd shift	Normal days/year
8	7.3	7	7	292
Actual hours/year	2136	2131.6	2044	hours

CAPACITY OF OPERATIVE SHOPS:

The capacity of finishing department is utilized up to 80%.

IV. ANNUAL PRODUCTION

(1966) Products (or group of products)	Yr. of first prod.	Quantity produced		Nominal capacity output	Unit price ex factory (US \$)	Total production value (000 US \$)
		Unit	Output			
- Coffee sacks	..	000 pcs	800	..	0.48/pc	348
- Sugar sacks	..	" "	1,000	..	0.56/pc	560
- Wheat sacks	..	" "	400	..	0.48/pc	192
- Rice sacks	..	" "	600	..	0.37/pc	222
- Cordages for packing	..	" "	450	..	0.56/pc	252
- Various sacks	..	" "	800	..	0.48/pc	384
TOTAL VALUE OF PRODUCTION						1,958

CAPACITY UTILIZATION:

The overall rate of utilization is 80%. (Estimate geared to the performance of the finishing department). Under-utilization, mainly due to the shortage of demand. Additional 8 man-hours would be needed on 1st shift, 7.5 on 2nd shift and 7 on 3rd shift per working day, for the full utilization of the present capacity.

EXPORTS: None.

VI. VALUE ADDED

(1966)	Value (000 US \$)
1 Wages & salaries	
- Employees in direct production (650 persons)	466
- Other employees (13 persons)	108
2 Other payments for employees	171
3 Annual depreciation	77
4 Rentals paid	-
5 Interests & royalties	18
6 Sales tax	-
7 Other ind. bus. taxes	-
8 (-) Subsidies	-
9 Corporate income before tax	28
	868

VII. MONTHLY EARNING RATES

(End of 1966)	No. of pers. empl.	Average earning rate (US \$)
1. Local non-operatives		
TOTAL	22	258
- Managers	1	1,000
- Engineers	-	-
- Technicians	1	400
- Accountants	1	400
- Sales officers	2	800
- Other professional staff	3	160
- Clerks & typists	14	128
2. Local operatives		
TOTAL	438	92
- Supervisors	1	320
- Foremen	12	80
- Machine operators	398	91
- Craftsmen	18	96
- Truck drivers	1	72
- Other specific category	2	240
- Unskilled & part-time operatives	6	64
3. Foreign employees		
TOTAL	-	-

V. ANNUAL CONSUMPTION

(1966)	Quantity consumed				Total consumption value (000 US \$)
	Unit	Purchase	% imported	Tariff rate	
1. Energy and water					
TOTAL					44.3
- Water	000 m ³	54			3
- Electricity	000 KwH	1,768			31
- Liquid fuels and lubricants:					
Diesel oil	000 l	182			5
Others	000 l	132			5
- Steam	000 m ³	1,098			0.3
2. Production materials					
TOTAL					758.3
- Palma Zamandoca fibre	t	4,415.3			715
- Palma Pita "	"	1.6			0.2
- Sansevieria "	"	97.7			25
- Kenaff "	"	6.6			2
- Hemp "	"	87.7			16
- Jute "	"	8.3			0.1
3. Other materials & supplies					
TOTAL					189
- Packagings (own fabric)					95
- Repair & maintenance					89
- Non-factor service inputs					5
4. Business services purchased					
TOTAL					94
- Transport, storage & insurance					92
- Communication, advertisements, etc.					2
5. Work performed by sub-contractors					
TOTAL					51

1,037

VIII. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1965)					
Industry group	Spinning, weaving and finishing textiles (ISIC: 231)				
1. Size groups by number of persons employed:	Number of estab.	Number of empl.	Avg. W. & S. per pers. (US \$)	Avg. gross prod. val. per pers. (US \$)	Avg. emp. gross prod. ratio* (%)
up to 25	802	7,456	764	6,226	90
26 - 75	334	15,397	1,051	7,933	73
76 - 100	79	6,986	1,047	6,499	73
101 - 250	185	28,633	1,122	6,417	90
over 250	118	59,811	1,332	5,472	89
TOTAL	1,518	118,283	1,192	6,129	86
2. Size groups by value of annual production (000 US \$):					
up to 40	1,115	5,643	364	1,308	95
40 - 120	231	7,663	608	2,287	110
120 - 240	156	8,933	743	3,006	118
240 - 400	116	8,772	994	4,172	93
400 - 1,600	272	36,613	1,160	6,306	91
over 1,600	120	51,532	1,484	7,886	93
TOTAL	2,010	119,156	1,183	6,090	96

* Capital is defined as physical capital assets.

IX. SUPPLEMENTS

Government policies:

No comments.

Commission work:

Total commissions paid annually amount to US \$

Percentage of commission paid is 2%, except for rice

sacks (1.5%).

Major Products: ... capable of producing annually 300,000 m of wool-polyester cloth and 100,000 m pure wool cloth ... Full capacity output amounting to 105,800,000 m.

Reporting Unit: ... enterprise ... established in 1960 ... 283 employees ...

I. FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average age (Yrs)
1. Primary process equipment (including installation cost)	1,067	1,067	
TOTAL:	1,067	1,067	
- Process equipment *	7	7	
- Tool tools & apparatuses	-	-	
2. Buildings	601	811	
TOTAL:	601	811	
- Primary industrial buildings	148	..	2
- Total floor space: 7,324 m ²	434	..	2
- Auxiliary buildings	3	..	60
- Warehouses	10	..	1
- Office administration buildings	-	-	-
- Housing	-	-	-
3. Auxiliary facilities (excl. buildings)	132	194	
TOTAL:	132	194	
- Internal power equipment (steam)	59	..	10
- Laboratory facilities	27	..	1
- Means of transportation	3	..	1
- Office equipment	20	..	2
- Other equipment	23	..	8
TOTAL PHYSICAL FIXED ASSETS (excluding land)	1,795	2,400	
4. Other fixed capital assets	8	116	
TOTAL:	8	116	
- Land (total acreage: .. m ²)	-	-	-
- Land improvements (ca. 14,455 ")	8	116	..
- Others	-	-	-

*NR: Details of process equipment and capacity of primary operative shops are given on Page three (Section VIII).

II. MONTHLY GROSS WAGES AND SALARIES

	(Number of persons)				
	up to 1000	1000-2000	2000-3000	3000-4000	over 4000
1. Non-union operatives	-	-	-	-	-
- Managers	-	-	-	-	1
- Engineers	-	-	-	-	1
- Technicians	-	1	-	3	1
- Accountants	-	-	-	1	1
- Sales officers	2	3	1	4	1
- Clerks and typists	3	12	3	2	1
- Telephone clerks	-	1	3	1	-
2. Local operatives	-	-	-	-	-
- Supervisors	-	1	2	12	-
- Foremen	-	-	-	-	-
- Skilled operatives	-	-	-	-	-
- Machine operators	-	128	14	-	-
- Craftsmen	-	5	1	4	-
- Truck drivers	-	2	1	1	-
- Unskilled operatives	3	7	2	-	-
- Other full-time operatives	-	1	-	-	-
- Part-time operatives	-	-	-	-	-
- Pattern weaver	1	-	2	-	-
- Power plant	-	2	-	-	-
- Shop council	-	1	-	-	-
3. Foreign employees	-	-	-	-	-
- Managerial staff	-	-	-	-	-
- Technical staff	-	-	-	-	-
- Other skilled operatives	-	-	1	-	-
- Unskilled operatives	5	36	-	-	-

EXTERNAL CONDITIONS

Transport	external long distance	fair	
	internal long distance	excellent	
	local and city	"	
Utilities	electricity	fair	
	water	poor	see page 4, XI
	gas	-	
Community	residence	insignificant	
	health and recreation	"	
	education	"	
Own Welfare Facilities	Company subsidized lunch; Invality bonus for workers distributed according to period of employment		

III. INVENTORIES

	Actual value (000 US \$)	Number of months
Inventories	1,302	
TOTAL:	1,302	
- Production materials	195	1
- Other input materials	50	1
- Work-in-process	121	1
- Finished products	544	1

WORKING TIME PER OPERATIVE WORKER

	1st shift	2nd shift	3rd shift	hours
Shift work day				hours
Actual hours year				hours
Actual less year				days
Number of workers				

IV. MANNING TABLE

	Total	Shift categories					
		1st Shift			2nd Shift		3rd Shift
		A	B	C	D	E-D	G-D
ALL SHOPS & UNITS:	283	64	-	161	-	22	-
1. Primary operative shops	190	12	-	119	4	55	-
- Preparation (slubbing) department (*)	79	2	-	39	-	18	-
- Weaving department	43	8	-	18	-	17	-
- Finishing department	6	1	-	3	2	-	-
- Finishing department	24	1	-	23	-	-	-
- Sewing department	38	-	-	36	2	-	-
* Including a winding, twisting, warping, feeding-in and warp bobbin shop.							
2. Auxiliary operative units	50	9	-	36	-	3	-
- Repair & maintenance	15	3	-	11	-	1	-
- Mechanical shop	-	-	-	-	-	-	-
- Tooling shop	-	-	-	-	-	-	-
- Utilities control	2	1	-	1	-	-	-
- Product & material storage	12	5	-	7	-	-	-
- Off-site transport	6	-	-	5	-	1	-
- Guards, cleaners, etc.	3	-	-	8	-	1	-
- Pattern weaving and power plant	6	-	-	6	-	-	-
3. Auxiliary non-operative units	43	43	-	-	-	-	-
- Production management	3	3	-	-	-	-	-
- Research & development	2	2	-	-	-	-	-
- Sales unit	16	16	-	-	-	-	-
- Accounting	21	21	-	-	-	-	-
- General administration	1	1	-	-	-	-	-

VI. VALUE ADDED

Description of goods produced	Year	Quantity produced		Per unit price in factory (US \$)	Total output value (000 US \$)
		Unit	Quantity		
Men's wear (polyester)	1949	m	270,000	1.4	378,000
Men's wear (pure wool)	1948	m	140,000	1.56	218,400
Men's wear (contract and subcontract work)		
		
TOTAL VALUE OF PRODUCTION:					596,400

VI. VALUE ADDED

Description	Total value (000 US \$)
Value added in the factory	596,400
1. Depreciation on fixed assets	..
2. Amortization on intangible assets	..
3. Annual depreciation for employees	..
4. Annual depreciation:	..
a. Buildings & equipment	..
b. Furniture & other facilities	..
c. Motor vehicles & other transport assets	..
5. Rentals paid	..
6. Interest & royalties	..
7. Sales tax	..
8. Other indirect business taxes	..
9. Subsidies	..
10. Corporate income before tax	..
TOTAL VALUE ADDED	

DESCRIPTION OF MAJOR PRODUCTS:

Men's wear is manufactured out of polyester and wool or out of pure wool only. The patterns of the garments are particularly important. They have to be placed well in advance since weaving-mills producing fashionably designed clothes are particularly dependent on customer acceptance of new designs which are presented twice a year. Each main season lasts for about 4 months with some of January following accordingly.

MARKET ASPECTS

Assessment of products:
Men's wear, to a smaller extent textile accessories.

Sales organization:
The enterprise mainly works to order.

Market and competition:
Export to the market: 300 - 400 customers; from international competition.
Export to the domestic market: the company produces about 1% of the cloth needed in the national men's clothing industry.
Competition to the market: prices for men's cloth are under constant pressure due to overproduction of the whole textile industry.
The product to be a little cheaper than equivalent domestic products which are almost always available.

EXPORT:
Total annual export: US \$ 1,000,000.

Export value	To Europe	To Eastern Europe	To Developing countries
100%	6%	10%	84%

Export price policy:
Export prices are usually lower than domestic prices. This is possible because of tax exemptions and export bounties.

VII. ANNUAL CONSUMPTION

Description	Quantity consumed		Average import price (US \$)	Total consumption value (000 US \$)
	Unit	Quantity		
1. Energy and water				
TOTAL:				
Electricity	000 kWh	2,757	-	78
Gas	t	264	-	50
Water	000 m ³	12	-	19
2. Production materials				
TOTAL:				
(same) Polyester/pure wool	t	300	10	3,000
(same) Pure wool	t	60	10	600

Description	Average import price (US \$)	Total consumption value (000 US \$)
3. Other materials & supplies		
TOTAL:		
Packaging material (wrapping paper, window boxes)		40
Parts, supplies & services		155
Other materials & supplies		7
4. Business services purchased		
TOTAL:		
Transportation, storage & insurance		11
Commission, advertising & other business services		25
5. Work performed by subcontractors		
TOTAL:		
TOTAL VALUE OF CONSUMPTION:		

VIII TECHNICAL AND CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (1)	Number	Original Purchase Value (1000 US \$)	Age (years)	Type	Remarks		Country of origin	Operation	Capacity
					Year	Value (1000 US \$)			
Wool spinning machines							Germany	2-shift	3 tons/week
Wool spinning machines							Switzerland	2-shift	3 tons/week
Wool spinning machines							"	2-shift	4 machines
Wool spinning machines							"	2-shift	650,000 meters
Mechanical weaving looms	79	245	..	7			"	2-shift	2,000 pieces/week
Dyeing machine	7	85	..	6			"	2-shift	220 m
Finishing machines	23	798	..	6			Germany	12 hrs/day	120-150 pieces/week
Rolling and crabbing machine							Germany	1 shift	100 pieces/week
Centering frames							"	2-shift	200 pieces/day
Warping machines							"	4 hrs/day	90 pieces/day
Power presser									
Suction-type tenter									
Shrinking machine									
Stamping press									
Finishing machine									
Other machines	7	17	..	7					
Electric spinning spindles	2	104	..	9					
Electric spinning spindles, spinning frame	..	54					

CAPACITY POWER

Process equipment
Electric motors: 20 700

Generating equipment
Installed capacity: KVA

CAPACITY OF PRIMARY OPERATIVE SHOPS

Major primary operative shops	Kind of process involved	Shifts		Output capacity	Capacity utilization
		Shifts	Hours		
Wool spinning department	Rewinding from bobbins (wool) to cross bobbins	A	11	3000 of yarn/week	95%
Wool spinning department	Rewinding from bobbins to cross bobbins, conventional process	C	11	3000 of yarn/week	90%
Wool spinning department	Utilization of special yarn dyeing machines	C	11	3000 of yarn/week	95%
Twisting department	Dyed yarn is twisted to increase strength	B	11	3000 of yarn/week	95%
Wool spinning department	Well-known conventional production processes	A	11	1,000,000 m	30%
Wool spinning department		C	11	1,000,000 m	30%
Weaving department		B	11	1,000,000 meters	35%
Finishing department		B	11	1,000,000 meters	30%

CAPACITY UTILIZATION

Full capacity output: 15,000,000 meters

Additional operatives would be required in the first shift.

Current utilization: based on 2-shift operation.

Major products for process: [Diagram showing utilization levels from 0 to 100]

IX HISTORY & PLAN

Year	Total output (1000 US \$)	No. of persons employed	Total capacity (1000 US \$)
1966	5,480	27	27
1965	5,340	27	27
1964	5,200	27	27
1963	5,360	27	27
1962	5,080	27	27
1961	5,080	27	27

Period	Approximate amount (1000 US \$)	Type of investment
From 1958 to 1959	150	Office equipment and machinery (e.g. mechanical looms)
" 1959 " 1960	580	Buildings and various new machines
" 1960 " 1962	890	Completion of buildings, installation of a dyeing and a finishing shop
3. Future Plan (1967 to 1971)	390	Purchase of dressing, tentering and twisting machines, general rationalization of machinery and equipment. No additional operatives will be required.

X CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

1 Size groups by number of persons employed	No. of establishments	No. of empl.	Avg. W & S per pers. (US \$)	Avg. gross prod. val. per pers. (US \$)	Avg. value added/gross prod. ratio (%)	2 Size groups by annual value of production (1000 US \$)	No. of establishments	No. of empl.	Avg. W & S per pers. (US \$)	Avg. gross prod. val. per pers. (US \$)	Avg. value added/gross prod. ratio (%)
up to 10	147	179	2.74	4,776	58	up to 20	20	31	1.124	4,796	58
10-20	24	127	1,114	5,153	19	20-40	22	127	1,114	5,153	19
20-40	22	127	1,114	5,153	19	40-100	7	10,957	1,498	6,212	41
40-100	7	10,957	1,498	6,212	41	over 100	34	23,364	1,490	6,965	41
TOTAL	190	17,664	1,490	6,965	41	TOTAL	309	37,364	1,490	6,965	41

XII DEERED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of service

- | | | |
|-------------------------|---------------------------------------|---------------------------------|
| 1. Engineering work | 3. Technical and managerial personnel | 5. Import and export assistance |
| 2. Financial assistance | 4. Industrial training | 6. Extension of foreign labour |
| 3. Technical services | 7. Industrial consultancy | |
| 4. Equipment supply | | |

8. Maintenance & replacement

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of service	Country or region	No. of projects	Field of industry	Classification of projects
-----------------	-------------------	-----------------	-------------------	----------------------------

There are almost no possibilities to import raw materials from developing countries since only well-known synthetic fibres are used.

The enterprise is interested to employ foreign labourers in order to reduce the constant lack of unskilled operatives.

XIII SUPPLEMENTS & NOTES

1. Production and investment:

The enterprise was founded in 1929. The first basic modernisation took place in 1960 with particular emphasis on improving existing machinery and adding new ones. Since only a few new machines were installed, the modernisation efforts did not change the production capacity of the company too much. Therefore, the break-even point could not be surpassed again until 1966 with an output amounting to US \$ 1,000,000. Domestic and world market prices for men's cloth had been rather low which also accounted for the losses and the low profits the company had to face. Company received considerable financial backing by a large bank, the company's major shareholder. After the anticipated additional investments (mainly machinery) have been realized the company can be expected to become more profitable.

2. Checks:

The dyeing, winding and sewing departments were lacking skilled personnel. The existing capacity of the dyeing and finishing departments proved to be too small. Power supply cannot be increased unless a new transformer is installed. Severe shortage of water during summertime. Company-owned wells are insufficient, additional costs caused by water brought from public utility company. Lack of water affects the dyeing and washing departments.

3. Contract and commission work:

The company finished cloth for other enterprises on commission basis. In 1967, the total commission work was of minor importance with receipts amounting to US \$ 5,000 only. Since 1968 subcontracting, however, performed commission work for the company: spinning of yarns and sewing of woven cloth. Commission paid: US \$ 190,000.

4. Inventory policy:

On the average, the value of finished products in stock amounts to 10% of total production value. Although the company mainly produces to order, finished products frequently are not called off by the customer right away.

5. Depreciation policy:

Straight-line method only.

V ANNUAL PRODUCTION

Product or group of products	Year	Quantity produced		Average price in factory (US \$)	Total output value (100 US \$)
		1976	1977		
Rayon fabrics	1976	1,172	2,541	275	305
Synthetic fabrics	1977	2,541	275	275	698
Woolen fabrics	1952	263	499.6	499.6	131
Woolen silk fabrics	1980	5	3,800.0	3,800.0	19
Woolen rug fabrics	1930	3	1,000.0	1,000.0	3
Acrylic ribbons	1986	3,610	54.3	54.3	196
Revenue from commission work					21
TOTAL VALUE OF PRODUCTION:					2,624

VI VALUE ADDED

Item	Total value (100 US \$)
Annual wages & salaries (paid to workers)	314
Annual depreciation	11.4
Other payments for employees	11.4
Annual depreciation (Machinery & equipment)	59
Buildings & other facilities	50
Non physical capital assets	5
4 Rentals paid	4
5 Interest & royalties	4
6 Sales tax	14
7 Other indirect business taxes	50
8 Subsidies	
9 Corporate income before tax	67
TOTAL VALUE ADDED: 1,390	

DESCRIPTION OF MAJOR PRODUCTS:

Rayon fabrics: Except for "other rayon fabrics", "synthetic fabrics" and "ribbons", which are more or less of a fashionable type, all other items are standard type.

Synthetic fabrics: Same as rayon fabrics.

Woolen fabrics: Same as rayon fabrics.

Woolen silk fabrics: Same as rayon fabrics.

Woolen rug fabrics: Same as rayon fabrics.

Acrylic ribbons: Same as rayon fabrics.

Notes: All products are manufactured in series, can be delivered immediately and are easily transportable for exports.

MARKET ASPECTS:

Re-sales: Direct price selling. No special price policy applied.

Consumers of products: Clothing industry, whole-salers. Approximately 2,000 customers.

Sales Organization: The company employs own representatives at home and abroad. Products partly manufactured to order.

Durability of products: 5 years. **Competition:** Staple goods are facing very keen competition.

Share in the domestic market: Rayon approximately 50%, not determinable for other products.

EXPORT:

Total export value: US \$ 490,000.

Export value	To China	To USSR	To Developing countries
Rayon	90 %	10 %	
Synthetic fabrics	100 %		
Ribbons	100 %		

VII ANNUAL CONSUMPTION

Energy and other	Quantity consumed		% import	Average import price (US \$)	Total consumption value (100 US \$)
	1976	1977			
Electricity	1,172	2,541		275	305
Water	1	1		1	1
Gas	1	1		1	1
Oil	1	1		1	1
Coal	1	1		1	1
Other	1	1		1	1
2 Production materials					1,391
Rayon silk yarn	1	97.3	99	28.2	279
Synthetic yarn	1	13.9	100	-	45
Woolen yarn	1	1.0	-	-	3
Cotton yarn	1	3.4	100	0.5	5
Silk yarn	1	0.4	100	-	10
Woolen worsted yarn	1	2.2	95	1	7
Rubber thread	1	0.1	100	0.1	1
Dyes and chemicals	1	15.9	95	6.5	10

(*) Self-supply of 192,000 kWh not counted in total consumption value.

3 Other materials & supplies	54
Raw materials	7
Packaging material	
Parts, supplies & services (**)	60
Other materials & supplies	17
4 Business services purchased	250
Transportation, storage & insurance	21
Communication, advertising & other business services	229
5 Work performed by administration	30
TOTAL VALUE OF CONSUMPTION: 1,544	

(**) Including US \$ 4,000 import duties

2. TECHNICAL CHARACTERISTICS

Year of purchase	Number	Original purchase value (1000 US \$)	Residual value (1000 US \$)	Average age (years)	Condition	Supplier country	Year of installation	Machine type	Output
1960-1969	74	100	74	10	A	Soviet Union, USA	1950-59	16 hrs	500,000 spindles machine day
1950-1959	96	75	84	15	B	Soviet Union	1945-50	6 hrs	400,000 spindles machine day
1950-1959	30	85	95	10	B	Soviet Union, PR. (Czech)	1950-55	16 hrs	150,000 spindles machine day
1950-1959	10	15	17	15	B	Soviet Union, PR. (Czech)	1950-55	16 hrs	100,000 spindles machine day
1950-1959	10	110	100	6	A	Soviet Union, Italy, Denmark, Austria	1950-59	16 hrs	450,000 spindles machine day
1950-1959	2	40	45	10	C	PR. (Czech)	1950, 1959	16 hrs	450,000 spindles machine day
Total	122	310	350	15	A				

Condition: A - rather new, in good condition, partly obsolete; B - in good condition, well maintained; C - in good condition, more or less obsolete.

CAPACITY POWER

Process equipment
 electric motor: 470 kW
 - others: 10 kW

Generating equipment
 installed capacity: 150 kVA

3. CAPACITY OF PRIMARY OPERATIVE SHOPS

Name of primary operative shop	Type of quality control	Status		Further details
		Quality	Access	
Unit 1 - weaving department		C	II	
Unit 2 - fabric weaving dept.		B	I	
Unit 3 - ribbon weaving dept.		C	III	
Unit 4 - dyeing department		C	II	

4. CAPACITY UTILIZATION

Total capacity output: 18.5 - 2,900,000.



Unit 1 - weaving department: I
 Unit 2 - fabric weaving department: II
 Unit 3 - ribbon weaving department: III
 Unit 4 - dyeing department: I

Present rate of utilization is based on 2-shift operation except for the fabric weaving department which operates on 3 shifts. Under-utilization of ribbon weaving department is due to insufficient demand.

It is planned to increase the number of operative areas would be required in the future to meet the demand for the production of the product.

5. HISTORY & PLAN

Year	Total output (1000 US \$)	No. of persons employed	Total capacity (1000 US \$)
1967	2,700	440	190
1966	2,200	410	180
1965	2,450	420	140
1964	2,760	425	60
1963	2,630	430	50
1962	2,100	420	100

Year	Investments (1000 US \$)	Type of investment
1964-67 to 1967	250	Buildings
	1,040	Machinery and equipment
	150	Furniture and fixtures, transport equipment and others
1966-67	50	

Future Plan: 80 will be annually invested for expansion and rationalization of machinery, rationalization of fabrication process and specialization of product mix. Personnel will be reduced gradually, however, no exact statements are possible.

6. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

Size groups by number of persons involved	No. of units	No. of empl.	Average		Average gross value added per rate (%)	Size groups by annual rate of production (1000 US \$)	No. of units	No. of empl.	Average		Average value added per rate (%)
			W & S (US \$)	per pers. (US \$)					W & S (US \$)	per pers. (US \$)	
up to 10	2	172	947	4,776	58	up to 20	4	172	947	4,776	58
11-20	4	127	1,174	4,796	58	21-30	23	1,174	4,796	58	
21-30	10	1,144	1,114	5,154	48	31-40	20	1,254	1,293	6,807	51
31-40	10	1,144	1,293	6,807	51	41-50	10	1,293	6,807	51	
41-50	10	1,144	1,293	6,807	51	51-60	10	1,293	6,807	51	
51-60	10	1,144	1,293	6,807	51	61-70	10	1,293	6,807	51	
61-70	10	1,144	1,293	6,807	51	71-80	10	1,293	6,807	51	
71-80	10	1,144	1,293	6,807	51	81-90	10	1,293	6,807	51	
81-90	10	1,144	1,293	6,807	51	91-100	10	1,293	6,807	51	
91-100	10	1,144	1,293	6,807	51	TOTAL	179	17,164	1,189	6,266	4

XI DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of service

- | | | |
|-----------------------------|--|----------------------------------|
| 1. Engineering study | 7. Technical and managerial assistance | 8. Reports and expert opinion |
| 2. Financial studies | 8. Industrial training | 9. Education of foreign students |
| 3. Industrial services | 9. Technical consultancy | |
| 4. Equipment supply | | |
| 5. Facilities & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of service	Country or region	No. of projects	Field of industry	Description of project
-----------------	-------------------	-----------------	-------------------	------------------------

4. The company does not foresee any possibilities to export raw materials from developing countries.

5. No particular foreign software could be applied. As for the demand for qualified labour could be satisfied internally.

XII SUPPLEMENTARY NOTES

Commission work

The company performed commission work for 8 different contractors. Total commission received amounted to US \$ 25,000.

The zipper and fourfold spraying methods were applied to the lining. Patching, measuring and folding of lining was also done.

In the other hand, umbrella fabrics and linings were dyed and printed by 7 subcontractors. Total commission paid amounted to US \$ 50,000.

Technological features:

Fabric spraying: Automatic looms are almost exclusively utilized, 1/3 of them are provided with auto-reversal with changing.

X: Jacquard looms.

Ribbon spraying: Mainly conventional looms, 1/3 of them are Jacquard looms.

Additional preparatory machinery: dyeing and finishing equipment for linings and umbrella materials.

Bottlenecks in the past

Lack of personnel and of capacity

Current problems

Narrow domestic market. The enterprise reports difficulties in getting the right raw materials (yarns). Due to insufficient supply with working capital customers frequently request prolonged terms of payment. Increase of investments in clothing industry.

Inventory policy

Value of finished products on stock amounts to 14 % of total value of production

Major Products

The major products of the company are yarn and fabric. The total amount of yarn produced in 1974 was 730 t of yarn and 100 t of fabric. The total amount of fabric produced in 1974 was 100 t of fabric.

Reporting Unit

The reporting unit is the company's main production unit, which is a large-scale, modern, and well-equipped plant. The reporting unit is a large-scale, modern, and well-equipped plant. The reporting unit is a large-scale, modern, and well-equipped plant.

I. FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average age (years)
Plant and machinery	1,293	1,293	5
Buildings	1,391	1,391	5
Transportation equipment	12	12	5
Other	625	1,064	17
Land	434	677	35
Plant and machinery	65	155	22
Buildings	38	77	5
Transportation equipment	12	31	5
Other	75	116	17
Land	148	193	35
Plant and machinery	117	117	22
Buildings	5	11	6
Transportation equipment	4	11	7
Other	22	22	3
TOTAL PHYSICAL FIXED ASSETS	2,066	2,980	
Plant and machinery	24	27	
Buildings	14	58	
Transportation equipment	10	39	
Other	22	22	

II. MONTHLY GROSS WAGES AND SALARIES

	(Number of persons)					
	up to 1 US\$	1-14 US\$	14-210 US\$	240-560 US\$	over 560 US\$	
1. Production operatives						
Managers	-	-	-	2	-	
Technicians	-	-	-	-	-	
Accountants	-	1	-	-	-	
Writers and typists	-	2	-	5	1	
Others	-	-	1	-	-	
2. Local operatives						
Supervisors	-	-	-	1	-	
Foremen	-	6	1	9	1	
Skilled operatives	-	1	-	-	-	
Machine operators	6	154	11	4	-	
Craftsmen	-	1	11	4	-	
Truck drivers	-	2	1	-	-	
Unskilled operatives	3	15	-	1	-	
Other full-time operatives	-	-	2	-	-	
Part-time operatives	-	-	-	-	-	
3. Foreign employees						
Managerial staff	-	-	-	-	-	
Technical staff	-	-	-	-	-	
Other skilled operatives	-	-	1	-	-	
Unskilled operatives	-	3	-	-	-	

III. OPERATIONAL CONDITIONS

Plant and machinery	excellent	significant
Buildings	excellent	significant
Transportation equipment	excellent	significant
Other	fair	significant
Land	fair	significant

IV. MANNING TABLE

	Total	(Number of persons)					
		1st Shift			2nd Shift		3rd Shift
		A	B	C	D	B-D	B-D
ALL SHOPS & UNITS	254	23	159			66	6
Primary operative shops	194	9	5	114	3	57	6
Wool spinning dept. (Worsted yarn)	10	-	1	8	-	1	-
Wool spinning dept. (Worsted yarn)	87	4	1	35	3	39	5
Wool spinning dept. (Worsted yarn)	16	-	1	8	-	7	-
Wool spinning dept.	3	-	-	1	-	1	1
Wool spinning dept.	21	2	1	9	-	9	-
Wool spinning dept.	35	1	-	34	-	-	-
Wool spinning dept.	19	2	1	16	-	-	-
Wool spinning dept.	3	-	-	3	-	-	-
Auxiliary operative units	47	2	36			9	-
Repair & maintenance	21	-	15			6	-
Mechanical shop	-	-	-			-	-
Tooling shop	-	-	-			-	-
Utilities control	6	-	6			-	-
Product & material storage	7	1	5			1	-
Off-site transport	3	1	2			-	-
Wards, cleaners, etc.	8	-	7			1	-
Others	2	-	1			1	-
Auxiliary non-operative units	13	12	1			-	-
Production management	3	3	-			-	-
Research & development	-	-	-			-	-
Sales unit	2	2	-			-	-
Accounting	6	6	-			-	-
General administration	2	1	1			-	-

V. ENERGY CONSUMPTION

	Actual value (000 US \$)	Number of months
Electricity	1,200	12
Gas	500	12
Water	100	12
Other	50	12

VI. WORKING TIME PER OPERATIVE WORKER

	1st shift	2nd shift	3rd shift
Working time	160	160	160
Rest time	40	40	40
Total	200	200	200

V. ANNUAL PRODUCTION

(1967) Products (or group of products)	Yr. of first prod.	Quantity produced		Av. unit price ex factory (US \$)	Total output value (000 US\$)
		Unit	Quantity		
Yarns (Pure wool and polyester mixed)	..	t	517	..	1,963
Fabrics for men's wear	..	m	18,000	..	46
Revenue from contract and commission work	-	216
Marketable wastes	-	0.2
TOTAL VALUE OF PRODUCTION:					2,225 *****

VI. VALUE ADDED

(1967)	Total value (000 US \$)
1. Annual wages & salaries	367
- Operative workers (212 persons)	298
- Non-operative workers (23 persons)	69
2. Other payments for employees	85
3. Annual depreciation	90
- Machinery & equipment	65
- Buildings & other facilities	24
- Non-physical capital assets	0.5
4. Rentals paid	0.3
5. Interests & royalties	97
6. Sales tax	82
7. Other indirect business taxes	15
8. (-) Subsidies	-
9. Corporate income before tax	6
TOTAL VALUE ADDED: 742 *****	

DESCRIPTION OF MAJOR PRODUCTS:

Carded yarns and fabrics.

Woolen yarns, polyester/wool yarns, acrylic knitting yarns. Carded yarns and fabrics are of minor significance.

All products are exportable.

MARKET ASPECTS:

Consumers of products:

Yarns: Weaving and knitting mills

Fabrics: Manufacturers of clothes and textile wholesalers.

Sales organization:

A sales organization does not exist since almost 75% of the production is sold to one single weaving mill. The remaining 25% is more or less exported to COMECON-countries. These exports are based on medium-term contracts.

A very small portion of the output is sold to domestic weaving and knitting mills. The company only produces to order. Fulfilment usually takes some months.

Market and competition:

Due to the special type of product the number of customers is limited to the 10 largest weaving and knitting mills in the country. Almost equal price structure of domestic products. Imports sometimes a little cheaper. Slight differences in quality.

EXPORT:

Total annual export: US \$ 260,000.

Major products	To Western countries	To Eastern countries	To Developing countries
Woolen yarns	-	100%	-

Export price policy:

Rather keen international competition. Prices of exported goods have to be reduced by sales tax refunds.

Since the company deals mainly with one very solvent customer, certain cost items such as extra charges for risk taking do not have to be considered.

VII. ANNUAL CONSUMPTION

(1967)	Quantity consumed		% import	Average import duties	Total consumption value (000 US \$)	Average import duties (000 US \$)	Total consumption value (000 US \$)
	Unit	Quantity					
1. Energy and water							
TOTAL:					52		
- Electricity	000 kWh	1,422	-	-	32		
- Gasoline	t	11	-	-	2		
- Fuel oil	t	754	-	-	17		
- Water	000 m ³	130	-	-	1		
2. Production materials							
TOTAL:					1,246		
- Combed wool	t	548	99.9	-	1,246		
- Polyester fibres							
3. Other materials & supplies							
TOTAL:							127
- Packaging material (boxes)							5
- Chemicals for dyeing and impregnation							73
- Parts, supplies & services					0.4		47
- Other materials & supplies							2
4. Business services purchased							
TOTAL:							52
- Transportation, storage & insurance							22
- Communication, advertising & other business services							30
5. Work performed by subcontractors							
TOTAL:							6
TOTAL VALUE OF CONSUMPTION:							1,483 *****

VIII TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (1)	Number	Original Purchase Value (US \$)	Replacement value (US \$)	Age (yr)	Source		Process equipment	Supplier	Year of installation	Output	Shift operation
					1. Purchased second-hand	2. Self-manufactured					
Spinning department											
Worsted spinning	-	14	..	15	1b		Ring spinning frames	PR. Gern.	1967		
Brusher rollers, with blow, blending	3	90	..	17	..						
Carding units	3	23	..	17	..						
Mule-spinning frames	2	58	..	2	-		Super-intersecting gills	Italy	1964-66		
Worsted yarn spinning	1	26	..	5	-						
Ring spinning frame	13	250	..	12	0b		Converter	Italy	1963	25 t month	1 shift
Super-intersecting gills	7	70	..	5	-						
Drawing frames	2	35	..	5	-						
Combans	12	46	..	6	-		Dyeing equipment	PR. Gern.	1964	1.5 t day	1 shift
Pin drafters	7	43	..	16	0b						
Worsted card	1	17	..	10	..						
Converter	1	39	..	5	-						
Combing frames	10	16	..	10	0b						
Mech. machines for spinning dept.	..	43	..	10	0b						
Twisting department:											
Twisting and pinn winding machines	15	89	..	10	0b						
Weaving department:											
Looms	20	54	..	10	0b						
Dyeing department:											
Dyeing and scouring equipment	..	205	..	10	0b						
Finishing department											
Various finishing machines	..	133	..	10	0b						
Others: Appliances, etc.	..	33	..	10	..						
Lifting apparatuses, scales, elevators	..	63						

CAPACITY POWER

Process equipment
electric motor 700 kW

Generating equipment
installed capacity 1 MVA

CAPACITY OF PRIMARY OPERATIVE SHOPS

Major primary operative shops	Kind of process involved	Station	Action	Further details	Current capacity utilization
Dyeing shop	Dyeing of flocks and of worsted flocks of wool before spinning	0	III	fully utilized	
Spinning dept. (worsted yarn)	Spinning of yarn	0	III	fully utilized	Production could be increased through night shift operation
Spinning dept. (carded yarn)	Flock of wool passes carding units, before being processed in mule-spinning frame	0	III	fully utilized	
Preparation for weaving	Winding, twisting, warping	0	III	low utilization due to obsolescence of machinery	
Weaving dept.	Crossing of warps and wefts	0	III	Products of minor significance, commission work only	
Finishing shop	Pulling or washing, drying, trimming, pressing, decatizing, etc.	0	III	Utilization depends on availability of labour	

CAPACITY UTILIZATION

Full capacity output US \$ 2,700,000. In order to reach this figure 20 additional operatives would have to be employed in the 1st and 2nd shift each.

Current utilization

Major products for process

Yarns (dyeing and spinning) I

Fabrics (weaving) II

Current capacity utilization is based on 2-shift operation except for the converter section which operates on 3 shifts. High utilization of spinning capacity is mainly due to good supply of raw materials and satisfactory demand for the products manufactured. The weaving department could only operate due to commission work received. Otherwise no more weaving would have been done.

IX HISTORY & PLAN

1 Performance in the past	Total output (US \$)	No. of steam employed	Total exports (US \$)
Year 1964	1,109	407	400
1965	1,425	483	500
1966	1,384	42	5
1967	2,217	24	20
1968	1,250	20	24

2 Investments in the past	Approximate amount (US \$)	Type of investment
From 1961 to 1962	160	Replacement of machinery
1962 to 1963	220	Spinning frames, finishing machines
1963 to 1964	120	Dyeing and finishing machines
1964 to 1967	130	Dyeing machines

3 Future Plan	Approximate amount (US \$)	Type of investment
From 1968 to 1972	90	Replacement and repair of machinery and equipment. Purchase of new spinning frames. Employment of one additional operative and 5 additional auxiliary operatives in 1st and 2nd shift each.

X CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

1964

Industry: spinning, weaving and finishing textiles (SIC Code 227)

1 Size groups by number of persons employed	No. of establishments	No. of empl.	Avg. W & S per pers. (US \$)	Avg. gross prod. val. per pers. (US \$)	Avg. value added/emp. (US \$)	2 Size groups by annual rate of production (US \$)	No. of estab.	No. of emp.	Avg. W & S per pers. (US \$)	Avg. gross prod. val. per pers. (US \$)	Avg. value added/emp. (US \$)
up to 10	1	80	1,508	2,300	66	up to 20	187	172	447	4,776	58
11-20	45	1,147	2,405	4,831	41	20-40	23	127	1,174	4,796	55
21-50	109	6,614	2,442	7,444	41	40-100	72	1,323	1,174	5,153	60
51-100	29	1,744	2,451	5,444	39	100-200	29	1,254	1,293	6,600	61
over 100	6	4,215	2,596	6,214	44	200-500	11	10,857	1,198	7,059	62
						over 500	14	23,633	1,569	6,312	41
TOTAL	170	17,464	2,449	6,265	41	TOTAL	378	37,464	1,490	6,265	41

VI DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of service

- | | | |
|-------------------------------|---------------------------------------|--------------------------------------|
| 1. Engineering study | 3. Technical and managerial personnel | 5. Import and export assistance |
| 2. Financial assistance | 4. Industrial training | 6. Administration of foreign affairs |
| 7. Industrial advice | 8. Industrial machinery | |
| 9. Equipment supply | 10. Professional consultancy | |
| 11. Maintenance & replacement | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of service	Country or region	No. of projects	Name of industry	Description of project
-----------------	-------------------	-----------------	------------------	------------------------

Attempt to change to import industrial products manufactured in developing countries, since the raw materials required are either wool or well-known brands of synthetic fibres. So far wool has come from Australia and Uruguay and synthetic fibres from European producers. However, great interest is shown for export promotion.

Company reports interest to employ foreign operatives.

VII SUPPLIEMENTS & NOTES

History of production and investment

Initially the company was founded as a weaving mill. In 1954 a spinning mill was added which today practically accounts for the total output. The break even point could not be reached until 1966 with annual sales of IR \$ 2.5 millions.

Depreciation policy

The company could only apply the straight-line method and not the accelerated method since taxable profits were too low.

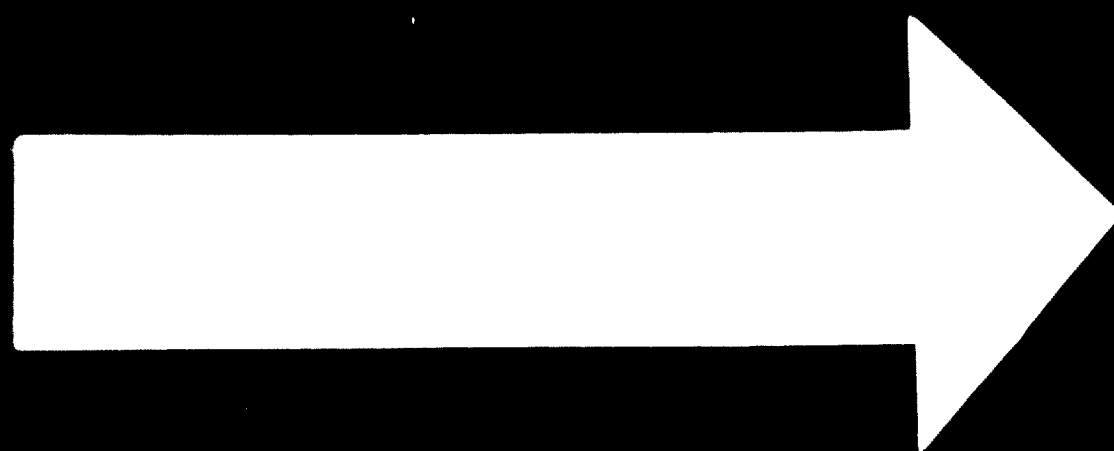
Contract and commission work

The establishment performed commission work on yarns and fabrics for 20 different contractors. Total commission received amounted to IR \$ 216,000.

On the other hand it subcontracted and received a few orders to spin yarns and other outputs. Total commission paid approached IR \$ 5,000. Work is based on short-term agreements.

Current problems

Lack of personnel. This bottleneck could not yet be solved, despite growing employment of foreign labour from various other neighbouring industries offer higher wages.

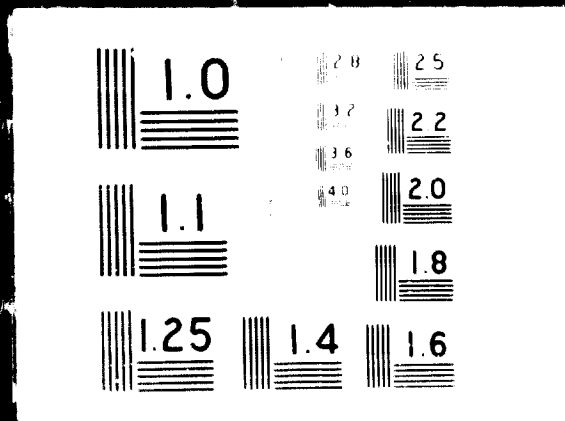


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Major Products:

Wool yarns and linen threads; Weaving yarns, thread yarns, hose pipe yarns, shoe yarns and threads, etc. Machine made. Capable of producing annually about 1,700 tons of linen yarns and threads. The capacity output amounts to US \$ 3.4 million based on 2-shift operation.

Reporting Unit:

Manufacturing enterprise, founded in 1949; although the company is rather old, the process equipment installed is on the average not older than 10 years; 20 employees; privately owned; about 85% of the output is exported.

I. FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average (Yrs)
1 Primary process equipment (including installation cost) TOTAL	-	2,460	-
- Process equipment *	-	2,351	40
- Auxiliary apparatuses	-	109	-
2 Buildings TOTAL	-	2,523	-
- Primary industrial buildings	-	326	50
- Total floor space: 7,638 m ²	-	-	-
- Auxiliary buildings	-	140	50
- Warehouses	-	257	50
- Office administration buildings	-	125	-
- Housing	-	1,175	50
3 Auxiliary facilities (excl. buildings) TOTAL	-	870	-
- Internal power equipment	-	259	25
- Laboratory facilities	-	8	10
- Means of transportation	-	35	5
- Office equipment	-	47	15
- Others	-	521	-
TOTAL PHYSICAL FIXED ASSETS (excluding land)	-	5,853	-
4 Other fixed capital assets TOTAL	-	521	-
- Land (total acreage: 222,562 m ²)	-	431	-
- Land improvements (t.acr. 46,238 ")	-	90	-
- Others	-	-	-

II. MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

Monthly average	Monthly average					
	up to 100 US\$	101 - 150 US\$	151 - 200 US\$	201 - 250 US\$	251 - 500 US\$	over 500 US\$
1 Local non-operatives	-	-	-	-	-	1
- Managers	-	-	-	-	-	1
- Engineers	-	-	-	2	-	-
- Technicians	-	-	8	7	-	-
- Accountants	-	1	-	2	2	-
- Sales officers	1	-	1	4	4	-
- Clerks and typists	2	2	5	1	-	-
- Others	-	1	-	2	-	-
2 Local operatives	-	-	-	-	-	-
- Supervisors	-	13	-	-	-	-
- Foremen	-	-	-	-	-	-
- Skilled operatives	147	39	-	-	-	-
- Machine operators	-	-	-	-	-	-
- Craftsmen	3	18	5	-	-	-
- Truck drivers	-	2	-	-	-	-
- Unskilled operatives	28	3	-	-	-	-
- Other full-time operatives	34	8	-	-	-	-
- Part-time operatives	4	2	-	-	-	-
3 Foreign employees	-	-	-	-	-	-
- Managerial staff	-	-	-	-	1	-
- Technical staff	-	-	-	-	-	-
- Other skilled operatives	-	-	-	-	-	-
- Unskilled operatives	3	-	-	-	-	-

*NB: Details of process equipment and capacity of primary operative shops are given on Page three (Section VIII).

EXTERNAL CONDITIONS:

Transport	external long distance	excellent
	internal long distance	"
	local and city	fair
Utilities	electricity	fair
	water	"
	gas	insignificant
Community	residence	fair
	health & recreation	excellent
	education	insignificant
Own Welfare Facilities		-

IV. MANNING TABLE

(number of persons)

(1967 average)

Skill categories: A. Supervisory staff and foremen (for all shifts)
B. Skilled operatives
C. Semi-skilled operatives (machine operators)
D. Unskilled operatives

ALL SHOPS & UNITS:	Total	1st Shift				2nd Shift	3rd Shift
		A	B	C	D		
TOTAL	359	48	216			95	-
1. Primary operative shops	271	12	7	100	57	95	-
- Hackling	15	1	1	9	4	-	-
- Preparation of hards	25	3	1	4	8	9	-
- Carding	45	1	1	21	5	17	-
- Fine spinning	90	3	2	30	23	32	-
- Winding	52	1	1	21	4	25	-
- Twisting	34	2	1	13	9	9	-
- Dyeing and bleaching	10	1	-	2	4	3	-
2. Auxiliary operative units	59	7	52			-	-
- Repair & maintenance	37	2	35			-	-
- Mechanical shop	-	-	-			-	-
- Tooling shop	-	-	-			-	-
- Utilities control	4	1	3			-	-
- Product & material storage	5	2	3			-	-
- Off-site transport	3	-	3			-	-
- Guards, cleaners, etc.	10	2	8			-	-
3. Auxiliary non-operative units	29	29	-			-	-
- Production management	3	3	-			-	-
- Research & development	2	2	-			-	-
- Sales unit	10	10	-			-	-
- Accounting	6	6	-			-	-
- General administration	8	8	-			-	-

III. INVENTORIES

(End of 1967)

	Actual value (000 US \$)	Number of months
Inventories TOTAL	558	-
- Production materials	174	3
- Other input materials	43	3
- Work-in-process	42	-
- Finished products	299	1.7

WORKING TIME PER OPERATIVE WORKER:

	1st shift	2nd shift	3rd shift	
Shift hours/day	8	8	-	hours
Actual hours/year	1,840	1,840	-	hours
Actual days/year	233	233	-	days

V. ANNUAL PRODUCTION

Products (or group of products)	Yr. of first prod.	Quantity produced		Avr. unit price ex factory (US \$)	Total output value (000 US\$)
		Unit	Quantity		
Linen yarns	1967	t	788		1,406
Linen threads	1967	t	225		606
Raw material and yarn scraps	1967	t	175		27
Revenue from commission work					10
TOTAL VALUE OF PRODUCTION:					2,049

VI. VALUE ADDED

(1967)

	Total value (000 US \$)
1. Annual wages & salaries	
- Operative workers (196 persons)	190
- Non-operative workers (14 persons)	141
2. Other payments for employees	125
3. Annual depreciation	115
- Machinery & equipment	98
- Buildings & other facilities	14
- Non-physical capital assets	3
4. Rentals paid	1
5. Interests & royalties	30
6. Sales tax	46
7. Other indirect business taxes	-
8. () Subsidies	-
9. Corporate income before tax	56
TOTAL VALUE ADDED:	899

DESCRIPTION OF MAJOR PRODUCTS:

Linen yarns and linen threads - continuous production process. Standardization of products envisaged.
High quality of yarns and threads due to tensile strength and carding.

MARKET ASPECTS:

Consumers of products:

Textile weaving mills, shoe manufacturing industry, carpet-weaving mills.

Sales organization:

Own sales organization in domestic market. Sales agents in foreign markets.

Market and competition:

The establishment supplies some 15 foreign countries with its products. Share in the domestic market for linen yarns and linen threads amounts to 60%. Presently the flax weaving industry is changing from flax to synthetic yarns and threads. Reduction of number of competing establishments.

Export price policy:

Prices are adapted to prevailing market conditions. Favourable conditions for exports to the U.S. and Sweden.

EXPORT:

US \$ 1.1 million

Total annual export:

Major products	To		
	Western countries	Eastern countries	Developing countries
Linen yarns	56%	40%	4%
Linen threads	92%	-	8%

VII. ANNUAL CONSUMPTION

(1967)

	Quantity consumed		% import	Average import duties		Total consumption value (000 US \$)	Total consumption value (000 US \$)
	Unit	Quantity		% of value			
1. Energy and water							
TOTAL:						42	
- Electricity	000 kWh	394				15	
- " "	"	4,052 (*)				-	
- Fuel oil (heavy)	t	1,101				25	
- Gasoline	"	12				2	
(*) Internally supplied.							
2. Production materials							
TOTAL:						804	
- Flax and hards	t	1,330	100	-		623	
- Yarns	"	2.4	100	16		7	
- Synthetic fibres	"	2	60	-		4	
- Cotton wool	"	17	100	5.2		23	
- Ramie fibres	"	7	100	16		22	
- Yarns for refinement	"	24	100	16		70	
- Chemicals	"	227.3	-	-		55	
3. Other materials & supplies							
TOTAL:						172	
- Packaging material (bobbins, cases, paper bags, cartons)						38	
- Parts, supplies & services						130	
- Other materials & supplies						4	
4. Business services purchased							
TOTAL:						131	
- Transportation, storage & insurance						66	
- Communication, advertising & other business services						65	
5. Work performed by subcontractors							
TOTAL:						1	
TOTAL VALUE OF CONSUMPTION:							1,150

VIII. TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (11)	Number	Original Purchase Value (000 US \$)	Replacement value (000 US \$)	Avr Age (yrs)	Remarks	Further details:
					SH Purchased second-hand OB Obsolete R Rented SC Self-constructed	
Carding machines	6	-	179	15		Frequent adaptation of process equipment to meet requirements of production process. Output depending on quality of input materials. Modern carding systems (linesystem) produce about 120 to 140 kg/hr; hot water frames with 200 spindles produce about 6 to 7 kg/hr and hard-yarn systems consisting of two intersecting and one carding machine manufacture about 100 to 120 kg/hr.
Woolen frames	9	-	236	15		
Woolen machines	26	-	163	10		
Woolen machines and systems	19	-	624	15		
Hot water frames	25	-	363	10		
Wool spinning machines	8	-	382	15		
Woolen frames	14	-	136	15		
Twisting frames	8	-	147	10		
Finishing machines	4	-	17	20		
Dyeing and bleaching equipment	5	-	22	8		
Driers	11	-	72	5		
Centrifuges	2	-	12	5		

CAPACITY POWER:

Process equipment:
- electric motors kW 1,700

Generating equipment:
installed capacity kVA 800

CAPACITY OF PRIMARY OPERATIVE SHOPS:

Major primary operative shops	Kind of process involved	Mechanization:		Further details: output capacity:
		Mechan.	Autom.	
Backling		C	III	1.5-1.7 t/day - flax fibres
Harde preparation		A	III	4 t/day - cards
Carding		A	III	1 t/day - fibres
Fine spinning		C	III	moistened: 3 t/day - yarns dry: 1.2 t/day
Winding		C	III	1.5 t/day - yarns
Twisting		A	III	1 t/day - threads
Dyeing and bleaching		C	II	2.5 t/day - yarns

CAPACITY UTILIZATION:

Full capacity output US \$ 2.9 million. Could only be achieved with 25 additional operatives on the 1st and 2nd shift each.

Current utilization Based on 2-shift operation.

Major products (or processes)	Approximate %							
	up to 30	40	50	60	70	80	90	100
Backling			x					
Harde preparation						x		
Carding						x		
Fine spinning					x			
Winding					x			
Twisting						x		
Dyeing and bleaching								x

Due to changes in market conditions and consumer taste reduction of consumption of linen products. Substitution of linen by synthetic fibres. Existing capacity cannot be fully utilized.

IX. HISTORY & PLAN

1. Performance in the past	Total output (000 US \$)	No. of persons employed	Total exports (000 US \$)
Year 1963	2,256	621	1,096
1964	2,240	554	1,200
1965	1,830	414	340
1966	2,180	390	1,040
1967	2,040	368	1,090
1968	2,160	359	1,260

2. Investments in the past:	Approximate amount (000 US \$)	Type of investment
From 1956 to 1964 :	132	Expansion of process equipment
1967 :	96	

3. Future Plan:		
From 1969 to 1972 :	774	Introduction of new products, machinery and production processes.

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1964)

Industry Spinning, weaving and finishing textiles (ISIC Code 231)

1. Size groups by number of persons employed							2. Size groups by annual scale of production (000 US \$)						
No. of establ.	No. of empl.	Avr W & S per pers. (US \$)	Avr gross prod. val. per pers. (US \$)	Avr value added/gross prod. ratio (%)	No. of establ.	No. of empl.	Avr W & S per pers. (US \$)	Avr gross prod. val. per pers. (US \$)	Avr value added/gross prod. ratio (%)				
up to 10	365	1,168	1,481	47	up to 20	147	172	847	4,776	58			
11 - 20	13	3,517	1,313	41	20 - 40	23	127	1,174	5,796	65			
21 - 50	16	15,364	1,401	41	40 - 200	72	1,323	1,114	5,154	49			
51 - 100	11	2,118	1,451	40	200 - 400	29	1,254	1,293	6,600	51			
over 100	1	9,915	1,736	45	400 - 2,000	73	10,857	1,328	7,050	42			
					over 2,000	34	23,631	1,569	6,912	41			
TOTAL:	179	1,361	1,381	42	TOTAL:	378	47,364	1,489	6,280	47			

XI DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of services:

- | | | |
|---|---------------------------------------|----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transaction |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply, installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of services	Country or region	No. of projects	Field of industry	Description of projects
------------------	-------------------	-----------------	-------------------	-------------------------

The company could render various services in the field of flax spinning:

1. Feasibility and pre-feasibility studies could be prepared.
2. "Know-how" agreements could be signed.
3. Any arrangement could be made for the supply of new and second-hand machinery. Complete plants could be procured.
4. Delegation of experts possible on short-term basis.
5. The company reports interest to train operatives.
6. The company seems to be willing even to barter its products for imported high quality raw material.
7. Foreign labourers could be admitted.

XII. SUPPLEMENTS & NOTES

Bottlenecks and current problems:

Main bottlenecke are the lack of semi-skilled operatives (machine operators).

Inventory policies:

Because 95% of the raw materials is imported, stocks have to cover at least the 3-4 months supply period.

On the average 15% of total production is kept on stocks which almost equals a 2 months' output.

Contract and commission work:

The company bleached yarns on commission basis. Total commission received amounted to US \$ 10,000.

Major Products:

Yarn and threads, tirecord.
 Capacity of producing annually 1,600 t of yarn and threads and 2,300 t of cord fabric for tires based on 3-shift production. Full-capacity output amounts to US\$ 8 million.

Reporting Unit:

One establishment enterprise; founded in 1953; privately owned; 115 employees; no exports.

I. FIXED CAPITAL ASSETS

	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average (Yrs)
1. Primary process equipment (including installation costs)			
TOTAL	5,055	7,109	
- Process equipment *	5,033	7,113	..
- Plant tools & apparatuses	22	16	3
2. Buildings			
TOTAL	..	2,162	
- Primary industrial buildings			
Total floor space: 35,991 m ²	..	1,500	..
- Auxiliary buildings			
Warehouses			
Office administration buildings		662	..
Dressing			
3. Auxiliary facilities (excl. buildings)			
TOTAL	..	860	
- Internal power equipment		750	12
- Laboratory facilities	..	14	9
- Means of transportation	..	31	5
- Office equipment	..	66	10
TOTAL PHYSICAL FIXED ASSETS (excluding land)	..	12,751	
4. Other fixed capital assets			
TOTAL	43	312	
- Land (total acreage: 249,500 m ²)	31	312	-
- Land improvements (t. acr. 104,000 m ²)	12	500	-
- Others	-	-	-

* NB: Details of the equipment and capacity of primary operative shops are given on Page three (Section VIII)

II. MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

	1977 monthly average					
	up to 125 US\$	125 - 250 US\$	250 - 500 US\$	500 - 1,000 US\$	over 1,000 US\$	
1. Local non operatives						
- Managerial staff	-	-	-	-	5	2
- Technical staff	-	3	19	8	2	-
- Commercial staff	2	5	17	5	-	-
2. Local operatives						
- Foremen	-	5	2	-	-	-
- Skilled operative	8	104	14	-	-	-
- Semi-skilled operative	49	157	11	-	-	-
- Unskilled operative	27	22	-	-	-	-
- Part-time operative	7	-	-	-	-	-
3. Foreign employees						
- Managerial staff	-	-	-	-	-	-
- Technical staff	-	-	-	-	-	-
- Other skilled operatives	1	7	1	-	-	-
- Unskilled operatives	5	7	-	-	-	-
- Semi-skilled operatives	3	16	1	-	-	-

EXTERNAL CONDITIONS:

Transport	external long distance	fair
	internal long distance	fair
	local and city	fair
Utilities	electricity	excellent
	water	excellent
	gas	-
Community	residence	fair
	health and recreation	-
	education	fair
Own Welfare Facilities		Aid and pension fund.

III. INVENTORIES

(End of 1977)	Actual value (000 US \$)	Number of months
Inventories		
TOTAL	1,071	
- Production materials	405	1
- Other input materials	47	1
- Work-in-process	286	0,5
- Finished products	333	0,5

WORKING TIME PER OPERATIVE WORKER

	1st shift	2nd shift	3rd shift	
Shift hours (day)	8,3	8,3	8,3	hours
Actual hours year	3,011	3,011	3,011	hours
Actual days year	365	365	365	days

IV. MANNING TABLE

(number of persons)

Skill categories: A. Supervisory staff and foremen (for all shifts)
 B. Skilled operatives
 C. Semi-skilled operatives (machine operators)
 D. Unskilled operatives

	Total	1st Shift				2nd Shift	3rd Shift
		A	B	C	D	B-D	B-D
		(As per 30/9/1977)					
ALL SHOPS & UNITS:	515	68	273			143	31
1. Primary operative shops	380	25	35	141	29	124	27
- Spinning department	196	12	22	88	12	59	3
- Twisting department	87	6	7	26	6	35	7
- Cord-twisting and weaving department	83	5	6	23	8	26	15
- Bleaching department	14	2	-	4	2	4	2
2. Auxiliary operative units	97	5	69			19	4
- Repair & maintenance	32	1	26			5	-
- Mechanical shop	-	-	-			-	-
- Tooling shop	-	-	-			-	-
- Utilities control	8	1	3			2	2
- Product & material storage	17	2	12			3	-
- Off-site transport	19	-	13			4	2
- Guards, cleaners, etc.	11	-	8			3	-
- Others	10	1	7			2	-
3. Auxiliary non-operative units	38	38	-			-	-
- Production management	5	5	-			-	-
- Research & development	2	2	-			-	-
- Sales unit	9	9	-			-	-
- Accounting	13	13	-			-	-
- General administration	9	9	-			-	-

V ANNUAL PRODUCTION

Products (or group of products)	Yr of first prod.	Quantity produced		Av. unit price ex factory (US \$)	Total output value (000 US\$)
		Unit	Quantity		
Yarn and threads	1894	t	2,627	1,544.1	4,058
Yarn and threads for tyres	1936	t	2,304	1,471.3	3,391
There	..				144
Revenue from commission work					17
TOTAL VALUE OF PRODUCTION:					7,610

VI VALUE ADDED

	Total value (000 US \$)
1 Annual wages & salaries	
- Operative workers (117 persons)	910
- Non-operative workers (374 persons)	313
2 Other payments for employees	120
3 Annual depreciation	323
- Machinery & equipment	316
- Buildings & other facilities	46
- Non-physical capital assets	3
- Rentals paid	10
4 Interests & royalties	20
5 Sales tax	150
6 Other indirect business taxes (*)	11
7 () Subsidies	-
8 Corporate income before tax	133
(*) car tax.	
TOTAL VALUE ADDED: 2,213	

DESCRIPTION OF MAJOR PRODUCTS:

Yarns and threads of various thicknesses made from cotton and staple fibres; cord for tyres.

MARKET ASPECTS:

Consumers of products:

Weaving mills and yarn-dealers; manufacturers of tyres.

Sales organization:

Independent representative on commission basis.

Share in the domestic market:

Company is of regional importance only. In the southern part of the country it holds approx. 2 - 3% of the market.

EXPORT:

No exports.

Total annual export:

Major products	To		
	Western countries	Eastern countries	Developing countries

VII. ANNUAL CONSUMPTION

(1968)

	Quantity consumed		% import	Average import duties	Total consumption value (000 US \$)
	Unit	Quantity			
1. Energy and water					
TOTAL					
- Electricity	000 kWh	10,316	-	-	252
- Coal	t	..	-	-	224
- Wood	t	..	-	-	1
- Heavy fuel oil	t	1,240	-	-	25
2. Production materials					
TOTAL					
- Cotton	t	1,493	-	-	967
- Staple fibres	t	919	-	-	480
- Synthetics	t	376	-	-	603
- Wool	t	12	-	-	29
- Rayon	t	2,233	-	-	2,500
- Purchased yarns	t	227	-	-	196

3. Other materials & supplies

	Total consumption value (000 US \$)
TOTAL	240
- Packaging material (cartons, wrapping paper)	17
- Parts, supplies & services	95
- Other materials & supplies	128

4. Business services purchased

	Total consumption value (000 US \$)
TOTAL	127
- Transportation, storage & insurance	53
- Communication, advertising & other business services	74

5. Work performed by subcontractors

	Total consumption value (000 US \$)
TOTAL	3
TOTAL VALUE OF CONSUMPTION: 5,397	

VIII TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (11)	Number	Original Purchase Value (1000 US \$)	Replacement value (1000 US \$)	Av. Age (yrs)	Remarks	Supplier country	Daily running time
					(1) Purchased second hand (2) Others R. Rented S. Self-constructed		
Ring spinning frames	77	294	1,400	12			
Cards	125	331	635	6		Germany, F.R.	2 shifts
Automatic winding frames	6	176	206	5			
Winding frames	9	96	122	7			
Flyer frames	16	180	229	4		Germany, F.R.	1-2 shifts
Stretching machines	18	91	113	6			
Combing machines	6	79	99	4		Germany, F.R.	1-2 shifts
Bale breakers with cleaners	17	115	148	4		Germany, F.R.	2 shifts
Doubling frames	15	175	228	5		Germany, F.R.	2 shifts
Cord-aggregates	16	700	812	3			
Cord-ring doubling frames	8	14	26	4		Germany, F.R.	2 shifts
Cord-looms	12	113	135	6			
Double twisting machines	8	105	126	8			
Kettles	5	175	229	..			
Drying equipment	4						
Others	4						
Other universal machines	..	375	525	4			

CAPACITY POWER:
 Process equipment:
 - electric motors kW 4,129
 Generating equipment:
 installed capacity kVA 1,400

CAPACITY OF PRIMARY OPERATIVE SHOPS:

*These primary operative shops	Kind of process involved	Mechanization:		Automation:		Further details
		Mechan.	Autom.	I. fully automated	II. semi-automated	
Spinning department		B	II			
Twisting department		C	III			
Cord-twisting and weaving dept.		B	II			
Bleaching department		B	II			

CAPACITY UTILIZATION:

Full-capacity output: US \$ 7,500,000 - 8,000,000.

Current utilization: Based on 3-shift operation.

Major products (or processes)	Approximate %									
	up to 20	20-40	40-60	60-70	70-80	80-90	90-100			
Spinning department										x
Twisting department										x
Cord-twisting and weaving department										x
Bleaching department										x

IX. HISTORY & PLAN

1. Performance in the past:

Year:	Total output (1000 US \$)	No. of persons employed	Total exports (1000 US \$)
1963	5,260	526	-
1964	6,250	558	-
1965	6,980	557	-
1966	7,340	554	-
1967	6,820	483	-
1968	7,610	515	-

2. Investments in the past:

From 19 60 to 19 61:	Approximate amount (1000 US \$)	Type of investment
1960 to 1961:	1,550	Expansion of industrial buildings.
" 1965 " 1968:	3,650	Machinery and other process equipment

3. Future Plan:

From 19 70 to 19 72 : 1,500-1,750 Expansion and rationalization of process and auxiliary equipment, specialization of product-six and machinery.

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1968)

Industry: Spinning, weaving and finishing textiles (ISIC Code: 211)

1. Size groups by number of persons employed	No. of establishments	No. of empl.	Av. W & S per pers. (US \$)	Av. sales per pers. (US \$)	Av. value added/sales ratio (%)	2. Size groups by annual value of sales		Av. W & S per pers. (US \$)	Av. sales per pers. (US \$)	Av. value added/sales ratio (%)	
						(1000 US \$)	No. of estab.				
up to 10	1,275	17,165	1,345	7,355	48	up to 1,250	5,200	155,432	0	6,662	0
10-20	1,129	23,612	2,119	7,523	48	1,250 - 2,500	429	99,931	0	7,608	0
20-30	1,131	27,999	2,474	9,140	46	2,500 - 6,250	279	131,380	1,619	8,143	45
30-40	1,131	14,027	1,243	2,426	45	6,250 - 12,500	104	102,684	1,692	8,880	44
40-50	115	16,114	1,433	7,983	45	12,500 - 25,000	33	69,005	1,616	7,947	43
over 50	140	17,233	1,260	7,643	46	over 25,000	8	36,275	1,638	8,672	45
TOTAL	5,821	141,147	1,717	7,903	46	TOTAL	6,053	594,707	1,537	7,803	45

(C = confidential; these figures are included in total.)

XI. DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of services:

- | | | |
|---|---------------------------------------|-----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transactions |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply
installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of services	Country or region	No. of projects	Field of industry	Description of projects
------------------	-------------------	-----------------	-------------------	-------------------------

The establishment is willing to train workers and managerial staff as well as to employ foreign operatives.

XII. SUPPLEMENTS & NOTES

Contract and commission work:

The company finished tirecord on commission basis.
Total commission received amounted to US \$ 17,000.
On the other hand, rewinding of yarns and threads amounting to US \$ 3,500 was done by sub-contractors.

Major bottlenecks in the past and current problems:

The lacking labour force was compensated by over-time work.

Depreciation policy:

The company applied both the straight line and the declining balance methods.

Inventories policy:

On the average the value of finished products in stock approximates 4.4% of the total value of production.

Major Products: ... processing of nylon yarn. Synthetic fibres suitable for weaving into hosiery -
... operation. The capacity revenue output is about US \$ 360,000.

Reporting Unit: ... establishment, small-sized enterprise, privately owned by foreign entrepreneurs, incorporated in 1961;
... production initiated 1961. Heavily licensed, patented production process.
... business year 1968 stands for the period March 1, 1968 to February 29, 1969.

I. FIXED CAPITAL ASSETS

Category	Original purchase value (000 US \$)	Replacement value (000 US \$) (**)	Average (Yrs)
1. Primary process equipment (including installation cost)			
TOTAL	114	..	8
- Process equipment *	112
- Hand tools & apparatuses	2
2. Buildings (rented facilities)(***)			
TOTAL	9	..	20
- Primary industrial buildings			
- total floor space: 325 m ²			
- Auxiliary buildings			
- Warehouses			
- Office administration buildings	included above		3
- Housing			
- Leasehold improvements	9
3. Auxiliary facilities (excl. buildings)			
TOTAL	3
- Internal power equipment			
- Laboratory facilities	included above		6
- Means of transportation	1
- Office equipment	2
TOTAL PHYSICAL FIXED ASSETS (excluding land)	126	..	
4. Other fixed capital assets (rented)			
TOTAL	-	-	
- Land (total acreage: .. m ²)			
- Land improvements			
- Others			

(**) Replacement value estimated to be approximately equal to original purchase price.
(***) Annual rental is approximately equal to US \$ 2,000.

*NB: Details of process equipment and capacity of primary operative shops are given on Page three (Section VIII)

II. MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

Category	1968 monthly average			
	95-105 US\$	130-140 US\$	about 250 US\$	over 900 US\$
1. Local non operatives				
- Managers	-	-	-	-
- Engineers	-	-	-	-
- Technicians	-	-	1	-
- Accountants	-	-	-	-
- Sales officers	-	-	-	-
- Clerks and typists	-	1	1	-
2. Local operatives				
- Supervisors	-	-	1	-
- Foremen	-	-	-	-
- Skilled operatives	-	-	-	-
- Machine operators	17	-	-	-
- Craftsmen	-	-	-	-
- Truck drivers	-	-	-	-
- Unskilled operatives	-	-	-	-
- Other full-time operatives	3	-	-	-
- Part-time operatives	-	-	-	-
3. Foreign employees				
- Managerial staff	-	-	-	1
- Technical staff	-	-	-	-
- Other skilled operatives	-	-	-	-
- Unskilled operatives	-	-	-	-

EXTERNAL CONDITIONS:

Transport	external long distance	good
	internal long distance	good/fair
	local and city	good
Utilities	electricity	fair/good
	water	fair/good
	gas	-
Community	residence	poor/fair
	health and recreation	poor/fair
	education	fair/good
Own Welfare Facilities		none

III. INVENTORIES

(End of 1968)	Actual value (000 US \$)	Number of months
Inventories		
TOTAL	43	1 1/2
- Production materials	15	1 1/2
- Other input materials	3	3
- Work-in-process	-	-
- Finished products	25	1

WORKING TIME PER OPERATIVE WORKER:

	1st shift	2nd shift	3rd shift	hours
Shift hours/day	7 1/2	7 1/2	7 1/2	hours
Actual hours/year	1,800	1,800	1,800	hours
Actual days/year	240	240	240	days

IV. MANNING TABLE

(number of persons)

Category	Total	Skill categories:					
		A	B	C	D	B-D	B-D
ALL SHOPS & UNITS:	26	2		11		7	6
1. Primary operative shops	18	1	-	6	-	6	5
- Throwing shop	6	-	-	2	-	2	2
- Laying shop	3	-	-	1	-	1	1
- Winding shop	3	-	-	1	-	1	1
- Inspecting shop	3	-	-	1	-	1	1
- Packing shop	2	-	-	1	-	1	-
- Supervisor	1	1	-	-	-	-	-
2. Auxiliary operative units	4	-		2		1	1
- Repair & maintenance	2	-	-	-	-	1	1
- Mechanical shop	-	-	-	-	-	-	-
- Tooling shop	-	-	-	-	-	-	-
- Utilities control	-	-	-	-	-	-	-
- Product & material storage	2	-		2		-	-
- Off-site transport	-	-	-	-	-	-	-
- Guards, cleaners, etc.	-	-	-	-	-	-	-
3. Auxiliary non-operative units	4	1		3		-	-
- Production management	1	1	-	-	-	-	-
- Research & development	-	-	-	-	-	-	-
- Sales unit	-	-	-	-	-	-	-
- Accounting	1	-		1		-	-
- General administration	2	-		2		-	-

(*) The factory supervisor oversees all aspects of production and maintenance.

V ANNUAL PRODUCTION

Products (or group of products)	Yr. of first prod.	Quantity produced		Avr. unit price ex factory (US \$)	Total output value (000 US\$)
		Unit	Quantity		
Processed synthetic yarn	1963	kg	78,500	4.15	327
Revenue from commission work (indent)					3
TOTAL VALUE OF PRODUCTION:					329

VI VALUE ADDED

	Total value (000 US \$)
1. Annual wages & salaries (incl. all workers persons)	11.2
2. Other payments for employees (incl. all workers persons)	11.2
3. Annual depreciation	
- Machinery & equipment	13.0
- Buildings & other facilities	2.5
- Non-physical capital assets	-
4. Rentals paid	
5. Interests & royalties	32
6. Sales tax	
7. Other indirect business taxes	
8. () Subsidies	
9. Corporate income before tax	32
TOTAL VALUE ADDED: 117	

DESCRIPTION OF MAJOR PRODUCTS:

Processed nylon fibres: synthetic yarns of variable thickness which are processed to acquire certain characteristics, such as absorbiveness, elasticity, body, which are considered desirable for such end products as women's sweaters, and men's and boy's suits.

MARKET ASPECTS:

Consumers of products:

Textile manufacturers located for the most part at a considerable distance from the plant, though none are outside of the country of production. Exports are limited through international licensing agreements.

Sales organization:

Through a small group of agents who cover the textile producing region of the country. Also through managing director.

Market and competition:

Within country (see above) there is nearly no competition in the production of this licensed product. However, there are a large number of reasonable substitutes.

EXPORT: None - as result of international licensing agreement.

Total annual export:

Major products	To Western countries	To Eastern countries	To Developing countries

VII ANNUAL CONSUMPTION

(1963)	Quantity consumed		% import	Average import duties	Total consumption value (000 US \$)	Total consumption value (000 US \$)
	Unit	Quantity				
1. Energy and water						
TOTAL					4	
- Electricity (power)	000 kWh	118,500	-	-	3	
- " (lights)	000 kWh	13,391	-	-	1	
2. Production materials						
TOTAL:					165	
- Nylon yarn	kg	78,500	-	-	165	
3. Other materials & supplies						
TOTAL					12	
- Packaging material (cones, bags, boxes, etc.)					9	
- Parts, supplies & services					3	
- Other materials & supplies					0.3	
4. Business services purchased						
TOTAL					22	
- Transportation, storage & insurance					5	
- Communication, advertising & other business services					17	
5. Work performed by subcontractors						
TOTAL					7	
TOTAL VALUE OF CONSUMPTION:					211	

VIII TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (1)	Number	Original Purchase Value (1000 US \$)	Replacement value (*) (1000 US \$)	Avr Age (y.)	Remarks	Further details:
					SH Purchased second-hand OH Obsolete R Repair W Very well maintained	
Nylon processing machine (patented process)	2	45	-	8		- Equipment is very well maintained and operated about 120 hours per week on the average.
Laying machines (standard model)	2	15	-	6		- Whole equipment supplied by USA.
Winding machine (standard model)	1	10	-	8		

(*) The management estimates that replacement value of this very well maintained equipment is approximately equal to purchase price.

CAPACITY POWER:

Process equipment: electric motors 10 35

Generating equipment: installed capacity kVA -

CAPACITY OF PRIMARY OPERATIVE SHOPS:

Major primary operative shops	Kind of process involved	Mechanization:		Automation:	Further details:
		A most advanced B considerable high standard	C moderate standard D appreciably short of index standard E almost outdated		
Throwing	Machines are loaded and unloaded by hand. Other operations are automatic. Continuous process.	A	II		inspection is carried out on each batch of products to guarantee a minimum strength of the processed yarn.
Laying		A	II		
Winding		A	II		
Inspecting	Labour intensive operations. Rather discontinuous process.	C	III		
Packing		C	III		

CAPACITY UTILIZATION:

Full capacity output: Approx. US \$ 360,000, based on a 3-shift operation.

Current utilization:

Major products (or processes)	Approximate %								
	up to 20	20-40	40-60	60-70	70-80	80-90	90-100		
Processed nylon fibre									x

IX. HISTORY & PLAN

1 Performance in the past	Total output (1000 US \$)	No. of persons employed	Total exports (1000 US \$)
Year 1963			
1964	not available		
1965			
1966	250	15	-
1967	230	15	-
1968	320	25	-

2 Investments in the past:	Approximate amount (1000 US \$)	Type of investment
From 1962 to 1963 :	5,406	Capital equipment, renthold improvements
1966 :	32	Additional capital equipment and facility improvements.

3 Future Plan:
A study is currently underway to determine development plan. It is anticipated that a new unit will have to be constructed and that a quantum lump in investment, employment and productivity will be necessary.

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1968)

Industry: silk, cotton, and synthetic fibres (ISIC Code 231)

1 Size groups by number of persons employed up to	No. of establ.	Avr. No. of empl.	Avr. W & S. per pers. (US \$)	Avr. gross prod. val. / per pers. (US \$)	Avr. value added/gross prod. ratio (%)
1-20	1,337	7.9	1,730	7,360	32
21-50	237	23.2	1,850	6,150	35
51-100	68	70.7	1,880	6,150	36
101-500	26	1,810	1,880	5,100	41
TOTAL	1,670	18.1	1,800	6,170	37

2 Size groups by annual rate of production (1000 US \$): up to

No. of establ.	No. of empl.	Avr. W & S. per pers. (US \$)	Avr. gross prod. val. / per pers. (US \$)	Avr. value added/gross prod. ratio (%)
				Not available.

TOTAL

XI DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of services:

- | | | |
|---|---------------------------------------|----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transaction |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply, installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of services	Country or region	No. of projects	Field of industry	Description of projects
------------------	-------------------	-----------------	-------------------	-------------------------

Potential areas for industrial co-operation:

The expatriate manager of this firm has indicated a willingness:

1, 3, 7	to assist in conducting pre-investment or "trouble-shooting" assignments of a short-term nature in the developing countries;
5, 6	to train personnel at his establishment; or
1-4	to follow-up on investment and production possibilities in the textile or fibre-processing field in countries with a "sufficiently large" market.

XII. SUPPLEMENTS & NOTES

Depreciation policies:

The straight line method is applied to the original purchase price. The management makes use of the most accelerated policies available under the law:

- 12.5% for most equipment
- 20% for power equipment.

Inventory policies:

The inventory of production materials corresponds roughly with the term of payment for these materials, i.e. 45 days.

The inventory of finished products is subject to wide fluctuation.

Desired working capital:

	Value	Equivalent number of months
Production materials	US \$ 16,000	1.5
Other materials and supplies	" 3,500	5
Finished products	" 32,000	1.5
Wages	" 4,000	2.5
Salaries	" 2,500	3
Administrative and sales costs, etc.	" 16,000	2-3
	US \$ 74,000	2-3

Major Products:

Ammonia sulphate and single super phosphate (produces ammonia and sulphuric acid internally). Capable of producing combined 100,000 t ammonium sulphate and 110,000 t single super phosphate on a 3-shift operation. The capacity for ammonia and sulphuric acid production is 100,000 t and 100,000 t, respectively.

Reporting Unit:

A commercial independent branch of a socialist industrial enterprise founded in 1949; public corporation, no participation in the share capital. This branch was founded in 1949.

I. FIXED CAPITAL ASSETS				
	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)	
1 Primary process equipment				
<i>TOTAL</i>				
Process equipment		5,251	..	
Hand tools & apparatuses		54	..	
Cost of installation (incl. in primary equipment)				
2 Primary industrial building				
<i>TOTAL</i>				
		2,144	..	
(total floor space: 50,000 m ²)				
3 Auxiliary facilities				
<i>TOTAL</i>				
		1,554	..	
Water, steam, electricity, cooling & storing		1,240	..	
Transportation facilities		151	..	
Administrative facilities		163	..	
Laboratory facilities		-	..	
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)				
<i>TOTAL</i>				
		9,004	..	
4 Other fixed capital assets				
<i>TOTAL</i>				
		81	..	
Land (total acreage: 110,000 m ²)		61	..	
Others		12	..	
DETAIL OF PROCESS EQUIPMENT (no.):				
	Supplier country	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
Ammonia equipment	PEA	60 in 1951	2,328.0	..
Sulphuric acid equipment			661.4	..
Ammonium sulphate equipment			638.7	..
Super phosphate equipment			184.0	..
Other equipment			1,378.9	..

II. INVENTORIES AND WORKING CAPITAL (in 000 US \$)			
(End of 1964)			
	Actual value		Actual value
1 Inventories		2 Liquid assets	
<i>TOTAL</i>		<i>TOTAL</i>	
	1,411		1,996
- Production materials	250	- Cash (hand/bank)	290
- Other input materials	1,095	- Market. sec. & bonds	75
- Work-in-process	-	- Short-term investment	2,128
- Finished products	129	- Prepaid expenses	246
		- Accounts receivable	2,656
3 Desired working capital			
	Number of months	Value	
<i>TOTAL</i>			
		1,472	
- Production materials	1	248	
- Other input materials	12	1,096	
- Finished products	1	128	
- Wages & salaries	..	6,000	
- Other special items	

III. MANNING TABLE (number of persons)					
	Total	1st shift		2nd shift	
		A	B	A + B	A + B
(1964 average)					
ALL SHOPS & UNITS					
1 Primary operative shops					
	103	34	-	31	29
- Ammonia department	36	14	-	11	11
- Sulphuric acid department	18	6	-	6	6
- Single super phosphate	21	7	-	7	7
- Ammonium sulphate dept.	9	3	-	3	3
- Mixing department	9	4	-	3	2
- Substitutes	30	(as required)			
2. Auxiliary operative units					
	455	268	80	68	
- Repair and maintenance	162	140	12	10	
- Mechanical shop	-	-	-	-	
- Utilities control	7	5	1	1	
- Product & material storage	8	8	-	-	
- Off-site transport	3	3	-	-	
- Guards, cleaners, etc.	28	10	9	9	
- Packing and shipment	208	102	58	48	
- Substitutes	39	(as required)			
3. Auxiliary non-operative units					
	68	58	8	2	
- Production management	10	10	-	-	
- Research & development	-	-	-	-	
- Sales unit	-	-	-	-	
- General administration	25	25	-	-	
- Others (writers, gardeners, messengers)	33	23	8	2	

WORKING TIME PER OPERATIVE WORKER:			
Normal hours/day	8 hours	Normal days/year:	299 days
Actual hours/year	2,392 hours		

CAPACITY OF OPERATIVE SHOPS:

The processing of ammonium sulphate is limited by the supply capacity of ammonia and sulphuric acid; the processing of superphosphate is also limited by the supply capacity of sulphuric acid. Production lines are highly automated.

(*) The storage facilities within the enterprise are limited. A large quantity of finished products is stored with the facilities of local storage companies.

RECORDS OF INVESTMENTS:

The construction of the factory started in 1949. The first trial as well as commercial production started in 1951. The following investments were made for expansion purposes: (in 000 US \$)

1950 approx.	168	for single super phosphate plant
1951 "	297	" sulphuric plant
1961 "	267	" gas purification plant
1962 "	136	" crystallization of ammonium sulphate
1963 "	171	" mixing equipment.

THE PARENT ENTERPRISE:

The parent enterprise has altogether 6 branches and a headquarters. The other 5 branches are functionally not related to this branch. The total employment of the parent company is a little over 2,000, of which the headquarters has 230 employees (annual operating costs some 100 million).

CAPACITY POWER:		Generating equipment:	
Process equipment		Installed capacity	- kVA
Electric motors	3,745 kW		
Other prime movers	5,000 "		

EXTERNAL CONDITIONS

Transport - rail distance, excellent; local area, fair.

Utilities - electricity and water internally supplied; gas, excellent.

Community - medical, health and recreational, educational, fair.

IV. ANNUAL PRODUCTION

(1965)	Yr. of first prod.	Quantity produced		Nominal capacity output (*)	Unit price ex factory (**)	Total production value
		Unit	Output			
Products (or group of products)					(US \$)	(000 US \$)
- Ammonium sulphate	1951	t	123,763	150,000	53.36	6,604
- Single super phosphates	1953	t	86,119	118,000	31.92	2,745
<u>Intermediate products:</u>						
(Ammonia)	1951	t	(22,385)	(22,000)	-	-
(Sulphuric acid)	1951	t	(108,042)	(135,000)	-	-
TOTAL VALUE OF PRODUCTION						9,349

(*) Assuming a 3-shift operation and 335 working days. There are 69 substitutes or relief workers to make possible 6 days/week continuous operation.

(**) Unit price does not include sales tax.

COMPETING IMPORTS:

C.I.F. price of competing imports without tariff for ammonium sulphate is \$ 53.84/t to which tariff rate of \$ 0.05/t + 3% ad valorem is applied. Single super phosphate is not imported.

REMARKS: None.

CAPACITY UTILIZATION:

Productive capacity is underutilized due to insufficient supply of the raw materials which are dependent on imports.

V. ANNUAL CONSUMPTION

(1965)	Quantity consumed				Total consumption value
	Unit	Purchase	% imported	Tariff rate	
1. Energy and water					(000 US \$)
TOTAL					830
- Electricity	000 KwH	12,240			296
- Liquid fuels and lubricants					37
- Gas (included in production met.)	000 m3	17,522			155
- Steam	000 t	223			304
- Water	000 m3	1,662			38
2. Production materials					
TOTAL					3,154
- Natural gas	000 m3	-			157
- Sulphure	t	-			1,074
- Ammonia	t	71			648
- Sulphuric acid (purchased from outside)	t	89			211
- Phosphoric rock (*)	t	-	100		1,064

(*) Import licence is required for phosphoric rock.

VI. VALUE ADDED

(1965)	Value (000 US \$)
1. Wages & salaries	
- Employees in direct production (111 persons)	681
- Other employees (111 persons)	277
2. Other payments for employees	368
3. Annual depreciation	156
4. Rentals paid	-
5. Interests & royalties	114
6. Sales tax (not incl. in TOTAL)	(102)
7. Other ind. bus. taxes	24
8. (-) Subsidies	-
9. Corporate income before tax	2,198
TOTAL	4,162

VII. MONTHLY EARNING RATES

(End of 1965)	No. of pers. empl.	Average earning rates (US \$)
1. Local non-operatives		
TOTAL	40	270
- Supervisors	3	780
- Engineers	3	520
- Technicians	20	320
- Accountants	1	400
- Sales officers	-	-
- Other professional staff(*)	1	200
- Clerks & typists	30	144
2. Local operatives		
TOTAL	492	132
- Supervisors	-	-
- Foremen	-	-
- Machine operators	40	192
- Craftsmen	40	192
- Truck drivers	3	152
- Other full-time operatives	409	120
- Unskilled & part-time operatives	-	-
3. Foreign employees		
TOTAL	-	-

(*) Physician, part-time employed.

VIII. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1965)
Industry group: Basic industrial chemicals, including fertilizers (ISIC: 111)

1. Size groups by number of persons employed:	Number of establ.	Number of empl.	Average W. & S. per pers. (US \$)	Average gross prod. val. per pers. (US \$)	Average cap. gross prod. ratio* (%)
up to 20					
over 20	249	21,242	1,394	15,117	113
TOTAL	249	21,242	1,394	15,117	113
2. Size groups by scale of annual production (000 US \$):					
up to 2					
over 2	385	21,457	1,875	14,970	113
TOTAL	385	21,457	1,875	14,970	113

* Capital is defined as physical capital assets.

IX. SUPPLEMENTS

Branch profit accounting:

This branch as such has practically no overhead expenditures for sales and purchase activities. The profit, as recorded in VI. and above, is believed not to be adjusted for the possible share in the imputable operating costs of the corporate headquarters.

Government policies:

No specific opinions.

Future plan:

In 1968 approx. US \$ 68,000 will be invested for modification of the sulphuric acid plant.

Major Products: Fertilizers, organic and inorganic chemicals, plant protection products, pharmaceuticals, adhesives.
In 1967 the total value of production surpassed US \$ 30 million based on 3-shift operation. Company operated at almost full capacity.

Reporting Unit: A wholly government-owned, one-establishment enterprise; founded in 1939; nationalized in 1964; 6,400 employees; largest chemical enterprise in the country; production programme comparable with other European companies. Favourably located; 43 exports. The company has 400 employees working on research and development and spends about 1.5% of the annual sales in this field. Enterprise is continuously expanding.

I. FIXED CAPITAL ASSETS

End of 1967	Original purchase value (1000 US \$)	Replacement value (1000 US \$)	Average (Yrs)
1 Primary process equipment (including installation cost)			
TOTAL:	65,123	..	
- Process equipment (*)	61,749	97,384	..
- Hand tools & apparatuses	3,374
2 Buildings			
TOTAL:	19,694	21,679	
- Primary industrial buildings			
- Total floor space: 88,800 m ²	8,021
- Auxiliary buildings	5,884
- Warehouses	3,350
- Office administration buildings	1,541
- Housing	898
3 Auxiliary facilities (excl. buildings)			
TOTAL:	6,330	..	
- Internal power equipment	5,179
- Laboratory facilities (**)	-
- Means of transportation	321
- Office equipment	830
TOTAL PHYSICAL FIXED ASSETS (excluding land)	91,147	..	
4 Other fixed capital assets			
TOTAL:	12,408	..	
- Land (total acreage: 1,479,457 m ²)	50	1,314	
- Land improvements (1,231,182 ")	1,264		
- Others	11,094	..	

(**) Included in I.1. "Hand tools and apparatuses".

(*) Details of process equipment and capacity of primary operative shops are given on Page three (Section VIII).

II. MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

1967 monthly average	Monthly average					
	up to 100	100-140	140-160	160-240	240-560	over 560
	US\$	US\$	US\$	US\$	US\$	US\$
1 Local non-operatives						
- Managers	-	-	-	-	-	48
- Engineers	-	-	-	200	60	-
- Technicians	-	-	48	192	299	-
- Accountants	-	-	-	-	45	20
- Sales officers	-	-	-	-	120	20
- Clerks and typists	-	7	48	257	325	-
- Foremen	-	-	-	-	245	-
2 Local operatives						
- Supervisors (*)	-	-	-	376	-	-
- Foremen (*)	-	-	-	577	-	-
- Skilled operatives	-	-	-	-	1,488	26
- Machine operators	-	-	-	-	36	-
- Craftsmen	-	-	-	-	36	-
- Truck drivers	-	168	253	5	-	-
- Unskilled operatives	-	-	262	1,215	-	-
- Other full-time operatives	-	-	-	-	-	-
- Part-time operatives	-	-	-	-	-	-
3 Foreign employees (**)						
- Managerial staff	-	-	-	-	-	-
- Technical staff	-	-	-	-	-	-
- Other skilled operatives	-	-	-	-	-	-
- Unskilled operatives	-	-	-	-	-	-

(*) Included in local non-operatives.

(**) Included in local non-operatives and local operatives.

EXTERNAL CONDITIONS

Transport	external long distance	fair
	external long distance local and city	"
	local and city	"
Utilities	electricity	fair
	water	"
	gas	"
Community	residence	fair
	health and recreation	"
	education	"
Own Welfare Facilities		

IV. MANNING TABLE

(number of persons)

(End of 1967)

ALL SHOPS & UNITS	Total	Shift categories: A Supervisory staff and foremen (for all shifts) B Skilled operatives C Semi skilled operatives (machine operators) D Unskilled operatives					
		A	1st Shift			2nd Shift	3rd Shift
			B	C	D	B-D	B-D
ALL SHOPS & UNITS	6,393	1,909	3,655			276	553
1 Primary operative shops	1,696	255	334	263	15	276	553 (*)
Manufacturing shops and units of all divisions	1,696	255	334	263	15	276	553 (*)
2 Auxiliary operative units	3,205	509	2,696			-	-
- Repair & maintenance (**)	1,456	242	1,214			-	-
- Mechanical shop (***)	-	-	-			-	-
- Tooling shop (***)	-	-	-			-	-
- Utilities control	49	10	39			-	-
- Product & material storage	189	40	149			-	-
- Off-site transport	743	120	623			-	-
- Guards, cleaners, etc.	635	97	538			-	-
- Apprentices	133	-	133			-	-
3 Auxiliary non operative units	1,492	1,145	347			-	-
- Production management	131	112	19			-	-
- Research & development	589	402	187			-	-
- Sales unit	334	314	20			-	-
- Accounting	173	169	4			-	-
- General administration	265	148	117			-	-

(*) Including extra-shift with 277 operatives.

(**) and installation of new plants.

(***) Included in IV.2 - "Repair and maintenance and installation of new plants."

III. INVENTORIES

End of 1967	Actual value (1000 US \$)	Number of months
Inventories		
TOTAL:	18,802	
- Production materials	3,575	2
- Other input materials (*)	3,955	6
- Work-in-process	1,021	1
- Finished products	10,251	1
- Tools and spare-parts		

WORKING TIME PER OPERATIVE WORKER

	1st shift	2nd shift	3rd shift	hours
Shifts per year	1,862	1,862	1,862	hours
Shifts per day	should be determined since some days			
(*) Primary operative shops are working around the clock				

V. ANNUAL PRODUCTION

Products for group of products	Yr. of first prod.	Quantity produced		Av. unit price ex factory (US \$)	Total output value (000 US \$)
		Unit	Quantity		
- Fertilizere	1943	t	1,257,666	39.0	48,993
- Organic chemicals	1950	"	31,485	335.8	10,571
- Inorganic chemicals	1943	"	166,470	45.3	7,535
- Plant protection products	1946/50	"	1,278	4,419.9	5,649
- Adhesives, pharmaceuticals					
- Other revenue	7,526
TOTAL VALUE OF PRODUCTION:					90,274

VI. VALUE ADDED

(1967)	Total value (000 US \$)
1 Annual wages & salaries	16,914
- Operative workers (4,449 persons)	9,500
- Non-operative workers (1,947 persons)	7,414
2 Other payments for employees	4,202
3 Annual depreciation	8,161
- Machinery & equipment	6,030
- Buildings & other facilities	1,951
- Non-physical capital assets	182
4 Rentals paid	285
5 Interests & royalties	1,761
6 Sales tax	595
7 Other indirect business taxes	145
8 () Subsidies	-
9 Corporate income before tax	5,337
TOTAL VALUE ADDED:	

DESCRIPTION OF MAJOR PRODUCTS:

Fertilizere: Ammonium sulfate from natural anhydrite, natural gypsum, or by-product gypsum respectively. The reaction of gypsum or anhydrite with ammonium carbonate solution, prepared from ammonia and carbon-dioxide, leads to ammonium sulfate and lime is obtained as by-product. Nitrogen content of nitrogenous fertilizers varies between 21 and 46%. Compound fertilizers are manufactured on the basis of nitrogen, phosphoric acid and potassium in different concentrations and combinations.

Plant protection products: Herbicides, insecticides, and fungicides.

Chemicals: Aluminium fluoride from fluorine containing off-gases from the digestion of rock phosphate. Fluorine containing off-gases are converted to fluosilicic acid by absorption, the latter reacts with aluminium hydroxide under formation of aluminium fluoride hydrate. By appropriate calcination pure aluminium fluoride is obtained, suitable for aluminium electrolysis. Other chemicals manufactured: ammonia, liquid, 99.9% and 99.96% purity. Ammonium sulphuric acid, maleic anhydride, melamine, phthalic anhydride, urea, sodium nitrate, sodium nitrite, nitric acid.

Catalysts: For cracking liquid and gaseous hydrocarbons, catalyst for processing sulphur-free as well as sulphurous materials, high-efficiency catalyst for ammonia synthesis.

Plastics: Sold under a trade name in various modifications and colours for injection moulding, extrusion and blow moulding. Properties of product: high strength, ideal surface properties, resistance to heat, acids, and alkaline solutions, low weight.

Continuation see page 4/XII - Supplements

MARKET ASPECTS

Re-sales:

Completion of the product-mix. Re-sales are sometimes used to open up markets for products which are planned to be manufactured by the company.

Consumers of products:

Agricultural establishments, chemical processing industry, manufacturing establishments, households (pharmaceuticals).

Sales organization:

Fertilizers and plant protection products are sold through agricultural co-operative and wholesalers. Representatives abroad. Partly direct selling.

Market and competition:

The enterprise supplies customers all over the world with the exception of North-America. The share in the domestic market for fertilizers and organic chemicals amounts to 100%. 2% of the world nitrogen production is manufactured by this company.

EXPORT:

Total annual export US \$ 39,160,000. The company exports to almost 80 countries.

Major products	To Western countries	To Eastern countries	To Developing countries
- Fertilizers			
- Organic chemicals	36.6%	35.5%	27.9%
- Plastics			
- Pharmaceuticals			

Export price policy:

Depending on the world market.

VII. ANNUAL CONSUMPTION

Quantity consumed	Unit	Quantity	% import	Average import duties	Total consumption value (000 US \$)
				(US \$)	
1 Energy and water					
TOTAL					
- Electricity	000 kWh	637,014 (*)	-	-	6,934
- Coke and coal	t	207	-	-	6,121
- Fuel oil	t	19,650	-	122	6
- Gas	m ³	25	-	-	401
- Steam	t	68 (**)	-	-	1
- Water	m ³	82,372 (***)	-	-	205
2 Production materials					
TOTAL					
- Coal gas	000 m ³	273,706	-	-	24,983
- Natural gas	000 m ³	95,832	-	-	3,544
- Crude phosphata	t	176,370	100	-	1,943
- Alcohol	t	11,000	95	-	3,577
- Potassium chloride and sulphate	t	54,900	33	-	2,605
- Oxygen xylol	t	9,600	96	65	2,132
- Naphthalene	t	9,800	33	-	1,463
- Gypsum and anhydrite	t	349,500	9	-	1,343
- Others	t	89,000	-30	101	1,663

(*) Not including internal supply of: 000 kWh 2,131
 (**): " " " " " " 000 t 859
 (**): " " " " " " 000 m³ 181,598

	Average import duties (000 US \$)	Total consumption value (000 US \$)
3 Other materials & supplies		
TOTAL		
- Packaging material	17	7,943
- Parts, supplies & services	385	3,542
- Other materials & supplies	-	549
4 Business services purchased		
TOTAL		
- Transportation, storage & insurance	-	3,032
- Communication, advertising & other business services	-	221
- Communication, advertising & other business services	-	2,811
5 Work performed by subcontractors		
TOTAL		
TOTAL VALUE OF CONSUMPTION:		42,892

VIII TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (1)	Number	Original Purchase Value (000 US \$)	Replacement value (000 US \$)	Av. Age (yrs)	Remarks:	Further details:
					SH: Purchased second-hand OB: Obsolete R: Rented SC: Self-constructed	
Due to the size of the enterprise it is only possible to present a small portion of the process equipment:						
High-pressure gas compressors	9	1,746		Research and development as well as production facilities are continuously kept at most modern standards. The following plants have been installed since 1952: 1952: Ammonium sulphate plant, phthalic anhydride plant 1955: Sulphuric acid plant, pharmaceutical plant, superphosphate plant 1958: Urea plant 1961: Maleic acid anhydride plant 1963: Urea plant, ammonium nitrate plant 1964: Fertilizer plant 1966: Consolidation of nitric acid plant 1967: Phosphoric acid plant
Air-compressors for pressure-type carburators	2	324		
Turbo compressor for contact gas	1	186		
Copper lye pressure pumps	4	46		
Mole-pumps	6	91		
NH ₃ -compressors	2	143		
Nitrous vitriol-blasts	5	147		
NH ₃ -air mixture-blasts	4	24		
CO ₂ -compressors for urea	2	207		
NH ₃ -compressors	2	73		
SO ₂ -blast for sulphuric acid	2	10		
Ball mills (air-swept-mill)	5	368		
Culm mills	2	108		
Centrifugal pumps	15	99		
Compressed-air compressors	12	108		
Coke-oven gas turbo blasts	2	72		
Air-compressors	4	33		
Gauges	5	312		
Petrol tanks	2	273		

CAPACITY POWER:

Process equipment:

- electric motors kW 131,200
- Other prime movers 1,310

Generating equipment:

- installed capacity kVA 1,592
- Other prime movers kW 1,460

CAPACITY OF PRIMARY OPERATIVE SHOPS:

Major primary operative shops	Kind of process involved	Mechanisation:			Automation:	Further details:
		A: most advanced	C: moderate standard	D: appreciably short of today's standard		
Fertilizer division		A		II	Due to the complexity of the processes applied none of them can be described in detail. The enterprise uses the most advanced techniques in research, development and production.	
Organic chemical division		A		II		

CAPACITY UTILIZATION:

Full capacity output US \$ 80,000,000

Current utilization Based on 3-shift operation

Major products (or processes)	up to	Approximate %
	30	40 50 60 70 80 90 100

The company reports to produce at almost full-capacity.

IX. HISTORY & PLAN

1. Performance in the past	Total output (000 US \$)	No of persons employed	Total exports (000 US \$)
Year: 1963	60,200	5,221	24,880
1964	57,290	5,389	26,120
1965	69,260	5,798	27,680
1966	77,400	6,203	30,930
1967	81,670	6,393	39,160
1968	-	-	-

2. Investments in the past:	Approximate amount (000 US \$)	Type of investment
From 1945 to 1966:	61,100	Land, buildings
" " " "	30,200	Machinery and equipment, tools, office equipment

In 1967 investments amounted to about US \$ 12,300,000 excluding securities and capital participations.

3. Future Plan:

From 1968 to 1972: 69,660 Expansion of the product-mix; rationalisation and expansion of both the machinery and the methods of production used. The quantity of additional personnel required is not yet known.

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1964)

Industry Basic industrial chemicals (ISIC Code 311)

1. Size groups by number of persons employed	No. of establ.	No. of empl.	W & S (US \$)	Av. gross prod. val./per pers. (US \$)	Av. value added/gross prod. ratio (%)
up to 10	59	118	1,623	12,076	41
10 - 29	34	1,832	2,057	12,755	48
30 - 99	15	1,285	2,196	12,279	48
100 - 999	3	11,486	2,321	12,166	44
over 1,000	1	1	C	C	C
TOTAL	112	16,885	2,256	12,249	45

C = confidential; figures included in underlined size-groups.

2. Size groups by annual sale of production (000 US \$)	No. of establ.	No. of empl.	W & S (US \$)	Av. gross prod. val./per pers. (US \$)	Av. value added/gross prod. ratio (%)
up to 20	21	16	1,553	9,687	59
20 - 40	8	45	1,336	5,002	64
40 - 200	30	289	1,739	8,732	56
200 - 400	14	433	1,713	9,785	48
400 - 2,000	30	2,241	2,176	11,167	47
over 2,000	16	13,861	2,300	12,601	45
TOTAL	119	16,885	2,256	12,249	45

XI. DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of services:

- | | | |
|---|---------------------------------------|----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transaction |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply, installation & maintenance | | |

INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of services	Country or region	No. of projects	Field of industry	Description of projects
------------------	-------------------	-----------------	-------------------	-------------------------

The establishment is interested in co-operating with developing countries, provided problems of financing and risk taking could be solved.

License and know-how contracts can be furnished. Able to supply consultants for preparation of engineering studies.

XII. SUPPLEMENTS & NOTES

ad V. ANNUAL PRODUCTION - DESCRIPTION OF MAJOR PRODUCTS (cont'd):

Adhesives: Glutine glues, gelatine, cold setting glues, film adhesives, construction glues, casein glues, solvent-type adhesives, metal adhesives.

Pharmaceuticals: Analgetics, anaesthetics, antigens comatosa, antimicrobics, antirheumatics, cholericics, haemostyptics, vasoregulators, hypnotics, coeticosteroid preparations, X-ray contrast agents, sulfonamides.

The company produces also

pharmaceutical active substances (belonging mainly to the group of organic-synthetic active substances) and fine chemicals and intermediary products (e.g. succinic acid, creatine, various kinds of esters).

History of investment:

The company was founded in 1939. Construction of the plant started one year later, production, however, could not be taken up before 1943. Severe reduction of business activities caused by war damage. The break-even point could not be surpassed for the first time until 1947, when sales amounted to US \$ 2,700,000.

Bottlenecks in the past and current problems:

Production could sometimes not meet the demand for organic chemicals. Company is interested in having a steady supply of cheap raw materials for the production of nitrogen. The production of plastics, plasticisers, pharmaceuticals and insecticides will be expanded.

Major Products:

Essential oils, fats and margarines. Capable of producing about 55,000 - 60,000 tons of processed oil products based on three-shift operation.

Reporting Unit:

A branch-establishment founded in 1948 of a fairly decentralized multi-establishment enterprise. Mixed private and public corporation. Business year from 1 August to 31 July, participation of foreign capital 67.8%; the national share is all in public capital.

I FIXED CAPITAL ASSETS				
	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)	
1 Primary process equipment				
<i>TOTAL</i>				
- Process equipment		1,088	1,441	
- Hand tools & apparatuses		1,891	2,227	
- Cost of installation		1,119	1,357	
		279	398	
2 Primary industrial building				
<i>TOTAL</i>				
- total floor space:	6,800 (m ²)	1950	664	1,659
			664	1,659
3 Auxiliary facilities				
<i>TOTAL</i>				
			634	1,585
- Water, steam, electricity, cooling & storing	1950	111	277	
- Transportation facilities	1950-55	400	1,000	
- Administrative facilities	1955	123	307	
- Laboratory facilities		-	-	
TOTAL PHYSICAL FIXED CAPITAL ASSETS (excluding land)				
		3,586	4,941	
4 Other fixed capital assets				
<i>TOTAL</i>				
		15	2	
- last total available:	120,000 (m ²)	15	2	

DETAIL OF PROCESS EQUIPMENT (no.):				
	Supplier country	Year of installation	Orig. purchase value (000 US \$)	Replacement value (000 US \$)
Refinery department	U.S.A.	1950	495.9	1,262.2
Gas plant	"	"	904.9	2,121.3
Hydrogenation station	"	"	97.0	242.4
Deodorization "	"	"	142.5	356.4
Bottling and packing equipment	"	"	296.8	741.9
Refrigeration equipment	"	"	76.0	189.9
Boiler house	"	"	129.3	324.2
Water purification system	"	1966	40.7	101.8
Elastic bottles production equipment	"	"	178.3	445.8
Winterization station	"	1950	174.1	435.7
Others			125.0	312.5

INVENTORY OF INVESTMENTS:

The factory was constructed in 1948. The first trial production started in 1949 and the first commercial production in 1950. The first profits were made when 4.5% of capacity were utilized. Following expansion investments were made: (in U.S. \$000)

1950	apex	610	Hydrogenation department
1951	"	605	Deodorization department
1952	"	280	Pumping station
1953	"	340	Deodorization department
1960	"	250	Filling department
1962	"	497	Hydrogenation department

CAPACITY POWER:		Generating equipment:	
Process equipment		Installed capacity:	- KVA
Electric motors	1,400 KW		

EXTERNAL CONDITIONS.

Transport - same distance, fair; local area, excellent.

Utilities - electricity, water, excellent; gas, fair.

Community - health, and recreational, educational, all fair.

II INVENTORIES AND WORKING CAPITAL (in 000 US \$)			
(End of 1966)			
1 Inventories		2 Liquid assets	
<i>TOTAL</i>		<i>TOTAL</i>	
	Actual value		Actual value
Production materials	1,053	- Cash (hand/bank)	79
Other input materials	694	- Market. sec. & bonds	-
Work-in-process	844	- Short-term investment	-
Finished products	1,409	- Prepaid expenses	157
		- Accounts receivable	4,678
3 Desired working capital		Number of months	
<i>TOTAL</i>		<i>Value</i>	
			11,200
- Production materials	1.5	1,880	
- Other input materials	2	640	
- Finished products	1.5	1,600	
- Wages & salaries	1	80	
- Other special items	..	6,000	

III MANNING TABLE (number of persons)							
(1967 average)							
	Total	1st shift		2nd shift		3rd shift	
		A	B	A+B	A+B		
ALL SHOPS & UNITS:							
	641	362		149		170	
1 Primary operative shops							
	395	102	49	92	43	70	40
Packing	234	60	35	50	30	39	20
Processing	157	42	12	42	12	31	18
Laboratory	5	..	2	1		2	
2. Auxiliary operative units							
	145	121		14		10	
- Repair and maintenance	104	59		2		3	
- Mechanical shop	-	-		-		-	
- Utilities control	-	-		-		-	
- Product & material storage	18	8		6		4	
- Off-site transport	5	2		2		1	
- Guards, cleaners, etc.	18	12		4		2	
3. Auxiliary non-operative units							
	90	90		-		-	
- Production management	3	3		-		-	
- Research & development	12	12		-		-	
- Sales unit	25	25		-		-	
- General administration	50	50		-		-	

WORKING TIME PER OPERATIVE WORKER:			
Normal hours/day	shift		
	1	2	3
7.5	7.5	7	7
Actual hours/year	2448	2295	2142
Normal days/year	306	306	306

CAPACITY OF OPERATIVE SHOPS:			
Shop	Capacity	Utilization rate	Automation and Mechanization
Deodorization	22 tons/day	90%	full
Hydrogenation	160 tons/day	90%	full
Gas plant	450,000 cu. ft.	60%	full

The Parent Enterprises

- Two of the sister branches which are functionally closely related to this branch, are: one dealing with raw cotton cultivation, purchase and sale (with 350 employees) and a food processing branch (with 580 employees).
- The foreign participant supplies patents and know-how.
- Total number of persons involved in the entire enterprise is a little over 1,500. The central office is located separately with 330 employees and annual operating costs of approx. US \$ 1.7 million.

IV. ANNUAL PRODUCTION

(1966) Products (or group of products)	Yr. of first prod.	Quantity produced		Nominal capacity output	Unit price ex factory (US \$)*	Total production value (000 US \$)
		Unit	Output			
Refined vegetable oils	1950	ton	13,728	13,832	488	6,699
Vegetable fats and compounds	"	"	35,954	37,856	492	17,689
Margarines and shortenings	"	"	3,640	4,732	440	1,602
Peanut butter	"	"	120	120	440	53
Other products	"	"	597
TOTAL VALUE OF PRODUCTION:						26,640

* Unit price does not include sales tax

EXPORTS: None.

MARKET:

A significant part of the output is sold to one of the sister branches dealing with food manufacture

CAPACITY UTILIZATION:

The existing capacity is considered as fully utilised. The figures given above for nominal capacity outputs are based on the assumption of full three shifts (8hrs on all shifts) and 52 weeks/year.

VI. VALUE ADDED

(1966)	Value (000 US \$)
1. Wages & salaries	
- Employees in direct production (541 persons)	520
- Other employees (90 persons)	340
2. Other payments for employees	120
3. Annual depreciation	240
4. Rentals paid	3
5. Interests on working capital	459
6. Sales tax (not incl. in TOTAL)	(358)
7. Other ind. bus. taxes	-
8. (-) Subsidies	(-) 11
9. Corporate income before tax	822
TOTAL	2,493

VII. MONTHLY EARNING RATES

(End of 1966)	No. of empl.	Average earning rates (US \$)
1. Local non-operatives		
TOTAL	97	220
- Managers	2	800
- Engineers	3	520
- Technicians	13	256
- Accountants	2	400
- Sales officers	25	264
- Other professional staff	14	184
- Clerks & typists	38	128
2. Local operatives		
TOTAL	532	115
- Supervisors	14	520
- Foremen	9	168
- Machine operators	45	112
- Craftsmen	83	136
- Truck drivers	5	108
- Other full-time operatives	154	112
- Unskilled & part-time operatives	213	80
- Other specific categories	9	112
3. Foreign employees		
TOTAL	2	2,020
- Managerial staff	1	2,040
- Engineers, rainers and other tech. control staff	1	2,000

V. ANNUAL CONSUMPTION

(1966)	Quantity consumed				Total consumption value (000 US \$)
	Unit	Purchase	% imported	Tariff rate	
1. Energy and water					
TOTAL					326
- Electricity	000Kwh	9,206			145
- Liquid fuels and lubricants (incl in mate. and sup. for non-manuf. activities)					
- Gas	000 m ³	64.6			89
- Steam	000 m ³	274.3			90
- Water	000 m ³	474			2
2. Production materials					
TOTAL					20,800
- Crude cotton oil	ton	25,000	-	-	10,800
- Crude soya oil	"	5,000			1,840
- Crude saffron oil	"	10,000			4,080
- Crude sesame oil	"	5,000			2,000
- Crude coconut oil	"	5,000			2,080

3. Other materials & supplies	% imp.	Tariff rate	Total consumption value (000 US \$)
TOTAL			2,448
- Packagings	-	-	2,080
- Repair & maintenance	57	20	240
- Non-factor service inputs	-	-	128
4. Business services purchased			
TOTAL			513
- Transport, storage & insurance			36
- Communication, advertisements, etc.			537
5. Work performed by sub-contractors			
TOTAL			-

24,147

VIII. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1965)

Industry group: Vegetable and animal oils and fats (ISIC: 312)

1. Size groups by number of persons employed:	Number of estab.	Number of empl.	Avg. W. & S. per pers. (US \$)	Avg. gross prod. val. per pers. (US \$)	Avg. emp. gross prod. ratio* (%)
up to 5	25	81	448	13,876	41
6 - 15	16	164	1,303	12,960	57
16 - 75	10	374	1,397	12,797	59
101 - 500	(Data for this size class not reported in the national census)				
TOTAL	51	619	1,248	12,981	56
2. Size groups by scale of annual production (000 US \$):					
up to 8	7	17	112	1,449	136
8 - 40	15	63	410	5,475	43
40 - 240	23	182	931	11,646	61
240 - 400	4	58	1,977	22,984	53
400 - 800	7	313	1,472	13,537	55
1,600 - 4,000	(Data for this size class not reported in the national census)				
TOTAL	56	633	1,220	12,732	56

* Capital is defined as physical capital assets.

IX. SUPPLEMENTS

GOVERNMENTAL POLICIES:

Purchase prices of seeds and sales prices (upper boundaries) of finished products are fixed by the government. Abolition of these pricing restrictions is desired.

Major Products:

50,000 metric tons of margarine, 100,000 metric tons of margarine (hard and edible oils), 100,000 metric tons of margarine (soft and edible oils), 100,000 metric tons of margarine (hard and edible oils), 100,000 metric tons of margarine (soft and edible oils), 100,000 metric tons of margarine (hard and edible oils).

Reporting Unit:

an establishment enterprise; founded in 1961; privately owned; medium-sized; 20 employees; no exports; no lease and research activities.

I. FIXED CAPITAL ASSETS

(End of 1967)	Original purchase value (000 US \$)	Replacement value (000 US \$)	Average (Yrs.)
1. Primary process equipment (including installation cost)			
<i>TOTAL</i>	216	240	
- Process equipment *	214	238	
- Hand tools & apparatuses	2	2	-
2. Buildings			
<i>TOTAL</i>	227	241	
- Primary industrial buildings	134	174	4-10
- Total floor space (1,028 m ²)			
- Auxiliary buildings	63	77	15
- Workshops	32	39	15-30
- Office & administration buildings	68	101	50
- Housing	-	-	-
3. Auxiliary facilities (excl. buildings)			
<i>TOTAL</i>	135	145	
- Internal power equipment	45	50	4
- Laboratory facilities	2	3	30
- Means of transportation	55	56	5
- Office equipment	33	36	5
TOTAL PHYSICAL FIXED ASSETS (excluding land)	648	776	
4. Other fixed capital assets			
<i>TOTAL</i>	55	361	
- Land (total average: 11,513 m ²)	32	266	
- Land improvements/terr. (3,563 ")	10	82	
- Others (incl. intangible assets)	13	13	

*Net book value of process equipment and capacity of primary operative shops are given on Page three (Section VIII)

II. MONTHLY GROSS WAGES AND SALARIES

(Number of persons)

(1967 monthly average)

	up to 100 US\$	100-140 US\$	140-180 US\$	180-240 US\$	240-560 US\$	over 560 US\$
1. Local non operatives						
- Managers	-	-	-	-	-	5
- Engineers	-	-	-	-	2	-
- Technicians	-	-	-	1	-	-
- Accountants	-	-	-	-	1	-
- Sales officers	-	-	-	-	12	-
- Clerks and typists	-	-	-	1	11	-
2. Local operatives						
- Supervisors }	included in 1.					
- Foremen }	included in 1.					
- Skilled operatives	-	-	-	15	-	-
- Machine operators	-	-	7	7	-	-
- Craftsmen	-	-	-	-	-	-
- Truck drivers	-	-	-	-	-	-
- Unskilled operatives	-	7	7	-	-	-
- Other full-time operatives	-	-	-	-	-	-
- Part-time operatives	-	-	-	-	-	-
3. Foreign employees						
- Managerial staff	-	-	-	-	-	-
- Technical staff	-	-	-	-	-	-
- Other skilled operatives	-	-	-	-	-	-
- Unskilled operatives	-	-	-	-	-	-

EXTERNAL CONDITIONS:

Transport	external long distance	fair
	internal long distance	insignificant
	local and city	fair
Utilities	electricity	excellent
	water	"
	gas	"
Community	residence	fair
	health and recreation	"
	education	"
Own Welfare Facilities		-

IV. MANNING TABLE

(number of persons)

(1967 average)

Skill categories: A: Supervisory staff and foremen (for all shifts)
B: Skilled operatives
C: Semi skilled operatives (machine operators)
D: Unskilled operatives

	Total	1st Shift				2nd Shift	3rd Shift
		A	B	C	D	B-D	B-D
ALL SHOPS & UNITS:	76	35	-	11	-	-	-
1. Primary operative shops	24	4	-	20	-	-	-
- Margarine manufacturing shop	22	4	-	18	-	-	-
- Oil bottling shop	2	-	-	2	-	-	-
2. Auxiliary operative units	25	4	-	21	-	-	-
- Repair & maintenance	4	1	-	3	-	-	-
- Mechanical shop	-	-	-	-	-	-	-
- Tooling shop	-	-	-	-	-	-	-
- Utilities control	1	1	-	-	-	-	-
- Product & material storage	4	1	-	3	-	-	-
- Off-site transport	10	1	-	9	-	-	-
- Guards, cleaners, etc.	6	-	-	6	-	-	-
3. Auxiliary non-operative units	27	27	-	-	-	-	-
- Production management	1	1	-	-	-	-	-
- Research & development	-	-	-	-	-	-	-
- Sales unit	16	16	-	-	-	-	-
- Accounting	8	8	-	-	-	-	-
- General administration	2	2	-	-	-	-	-

III. INVENTORIES

(End of 1967)

	Actual value (000 US \$)	Number of months
Inventories		
<i>TOTAL</i>	110	
- Production materials	110	1
- Other input materials	-	-
- Work-in-process	-	-
- Finished products	20	1-3

WORKING TIME PER OPERATIVE WORKER:

	1st shift	2nd shift	3rd shift	
Shift hours/day	8	8	8	hours
Actual hours/year	2,160	2,160	2,160	hours
Actual days/year	300	300	300	days

V. ANNUAL PRODUCTION

Products (or group of products)	Yr of first prod.	Quantity produced		Avg unit price ex factory (US \$)	Total output value (1000 US \$)
		Unit	Quantity		
Milk margarine	1952	"	2,137	111.5	238.1
Other margarines	1952	"	1,137	453.1	515.1
Shortenings	1952	"	781	428.4	334.1
Compound fats	1952	"	32	406.0	13.0
Margarine lard	1952	"	28	428.6	11.8
Edible oils	1952	"	506	187.3	94.8

TOTAL VALUE OF PRODUCTION: 1,112.9

VI. VALUE ADDED

(196)	Total value (1000 US \$)
1 Annual wages & salaries	100
- Operative workers (persons)	100
- Non-operative workers (persons)	0
2 Other payments for employees	0
3 Annual depreciation	0
- Machinery & equipment	0
- Buildings & other facilities	0
- Non-physical capital assets	0
4 Rentals paid	0
5 Interests & royalties	0
6 Sales tax	0
7 Other indirect business taxes	0
8 () Subsidies	0
9 Corporate income before tax	0

TOTAL VALUE ADDED: 1,112.9

DESCRIPTION OF MAJOR PRODUCTS:

Description	Units of delivery			
	Unit	Quantity	Unit	Quantity
Milk margarine	Boxes of	20 pcs / 0.25 kg	and	boxes of 1 pc / 2.5 kg.
Other margarines	Packages of	2.5 kg	"	barrels of 180 kg.
Shortenings	Packages of	2.5 kg	"	barrels of 180 kg.
Compound fats	Boxes of	20 pcs / 0.25 kg	"	boxes of 4 pcs / 2.5 kg and barrels of 180 kg.
Margarine lard	Packages of	10.25 kg	"	packages of 180 kg.
Edible oils	Cans of	1.3 l	"	barrels of 50 kg.

Characteristics: manufactured in series, easily digestible, cheap, prompt delivery.

MARKET ASPECTS:

Product:

0.5 M, 100% in 1967. Hardened fat for candy production.

Customers:

Bakeries, manufacturers of bread and candies.

Sales organization:

Enterprise has own staff of salesmen.

Extent of the market:

Enterprise is capable of supplying 20% of the total domestic market.

Share in the domestic market:

Margarine: 10%, oil: 2.5.

Competition with domestic producers:

One large competitor determines the conditions prevailing in the market. Prices for margarines are subject to regulations. Almost no differences in quality between competing products.

EXPORT:

Total annual export: No exports.

Major products	To Western countries	To Eastern countries	To Developing countries

VII. ANNUAL CONSUMPTION

(196)	Quantity consumed		% import	Average import duties	Total consumption value (1000 US \$)
	Unit	Quantity			
1. Energy and water					
TOTAL					16
- Electricity	000 kWh	199			
- Coal	t	4			1
- Fuel oil	t	100			0.2
- Kerosene	t	44			2
- Gas	000 m ³	10			5
- Water	000 m ³	28.5 (*)			0.3
- Steam	000 m ³	1 (**)			1
2. Production materials					
TOTAL					1,168
- Animal fats and oils	t	1,793	89	-	410
- Vegetable fats and oils	t	1,679	100	-	728
- Auxiliary materials (chemicals)	50	-	30

(*) 18,000 m³ internal supply not included.

(**) internal supply not included.

	Total consumption value (1000 US \$)
3. Other materials & supplies	
TOTAL:	127
- Packaging material	123
- Parts, supplies & services	-
- Other materials & supplies	4
4. Business services purchased	
TOTAL:	242
- Transportation, storage & insurance	49
- Communication, advertising & other business services	193
5. Work performed by subcontractors	
TOTAL:	-

TOTAL VALUE OF CONSUMPTION: 1,553

VIII. TECHNOLOGICAL CHARACTERISTICS

DETAIL OF PROCESS EQUIPMENT (I.1.)	Number	Original Purchase Value (000 US \$)	Replacement value (000 US \$)	Av. Age (yrs)	Remarks	Supplier	Year of Installation	Daily running time	Capacity output	Remarks:
										SH - Purchased second-hand OK - Obsolete R - Rented SC - Self constructed
Mixing machine	2	41.8	46.4	3-11		FR. Germ.	1958, 1964	5 hrs	15 t/day	
Automatic packing machine (for 1.5 kg cubes)	1	28.8	29.0	2		FR. Germ.	1965	5 hrs	10 t/day	
Automatic packing machine (for 1.25 kg cubes)	1	27.0	27.1	2		FR. Germ.	1965	5 hrs	10 t/day	
Packing machines (for 1.5 kg blocks)	2	23.2	25.2	2-10		FR. Germ.	1961, 1964	5 hrs	6 t/day	
Packing machine (for 1.25 kg blocks)	1	5.1	7.7	16	SH	FR. Germ.	1961, 1964	5 hrs	6 t/day	
Kneader	1	2.1	2.3	3						
Cooling drum	1	0.2	0.5	20						
Roller	1	0.6	1.5	20						
Emulsifiers	3	13.2	15.5	7	SC	-	1952, 1958, 1967	5 hrs	15 t/day	
Packing machines for samples	1	0.7	0.8	5						
Lift truck (1,250 kg capacity)	1	5.4	5.8	4						
Lift trucks	2	3.1	3.3	3-5						
Manual lift trucks	2	0.2	0.3	5						
Storage tanks	42	15.1	17.0	8						
Scales	14	2.7	3.0	6.5						
Conveyor belts	2	1.5	1.5	0						
Cardboard stapling machines	3	2.0	2.3	5						
Pumps	4	3.9	5.0	5-8						
Compressors	5	10.9	13.5	8						
Others	..	26.6	29.8	..						

CAPACITY POWER:
Process equipment:
 - electric motors (65) 260 kW
Generating equipment:
 - installed capacity - kVA

CAPACITY OF PRIMARY OPERATIVE SHOPS:

Major primary operative shops	Kind of process involved	Mechanization:					Automation:		
		A	B	C	D	E	I	II	

Both mechanization and automation can be considered to be considerably high.

CAPACITY UTILIZATION:

Full capacity output: The plant is likely to produce some 4,000 - 5,000 t of margarine and 500 - 700 t of edible oils annually on 1-shift operation.

Current utilization:

Major products (or processes)	Approximate %									
	up to 30	40	50	60	70	80	90	100		

The present rate of utilization is satisfactory. However, the enterprise thinks to reach maximum capacity output only after changing to 3-shift operation. This would necessitate 1 additional non-operative on each of the 3 shifts as well as 3 more operatives on the 1st and 40 more on the 2nd and 3rd shifts each. Furthermore, some US \$ 115,000.- would have to be invested. Due to saturation of the market it is rather doubtful whether this can be achieved at all.

IX. HISTORY & PLAN

1. Performance in the past:

Year	Total output (000 US \$)	No. of persons employed	Total exports (000 US \$)
1965	1,698	90	-
1964	1,927	94	-
1965	2,133	90	-
1966	2,020	86	-
1967	1,882	76	-
1968	2,128	76	-

2. Investments in the past: (*)

From 1961 to 1964	Approximate amount (000 US \$)	Type of investment
1961 to 1964	89	Additional buildings
1965 to 1964	135	Machinery and transportation fac.
1965 to 1966	132	New buildings and installations
1965 to 1966	28	Transportation facilities

3. Future Plan: No plan reported.

From 19 to 19 :

(*) Construction started in 1951, production in 1952; break-even point could not be surpassed until 1960.

X. CHARACTERISTICS OF THE INDUSTRY IN THE COUNTRY

(1968)

Industry: Vegetable and animal oils and fats (ISIC Code 131)

* Confidential; figures of these size groups are included in those underlined.

1. Size groups by number of persons employed						2. Size groups by annual scale of production (000 US \$)					
No. of estab.	No. of empl.	Avg. W & S. per pers. (US \$)	Avg. gross prod. val./per pers. (US \$)	Avg. value added/gross prod. value (%)		No. of estab.	No. of empl.	Avg. W & S. per pers. (US \$)	Avg. gross prod. val./per pers. (US \$)	Avg. value added/gross prod. value (%)	
up to 10	114	1,700	17,806	31	up to 20	11	2	522	17,725	52	
11 - 100	6	1,430	2,329	30	20 - 40	4	0*	0*	0*	0*	
101 - 199	2	0*	0*	0*	40 - 200	7	54	1,161	11,184	35	
200 - 499	1	0*	0*	0*	200 - 400	3	0*	0*	0*	0*	
500 - 999	1	0*	0*	0*	400 - 2,000	6	1,489	2,365	27,136	30	
1,000 and over	1	0*	0*	0*	over 2,000	4	0*	0*	0*	0*	
TOTAL	121	1,545	21,921	30	TOTAL	35	1,545	2,321	26,568	30	

XI. DESIRED AREAS FOR CO-OPERATION WITH DEVELOPING COUNTRIES

Type of service

- | | | |
|---|---------------------------------------|----------------------------------|
| 1. Engineering study | 5. Technical and managerial personnel | 8. Import and export transaction |
| 2. Financial assistance | 6. Industrial training | 9. Admission of foreign labour |
| 3. Industrial services | 7. Technical consultancy | |
| 4. Equipment supply, installation & maintenance | | |

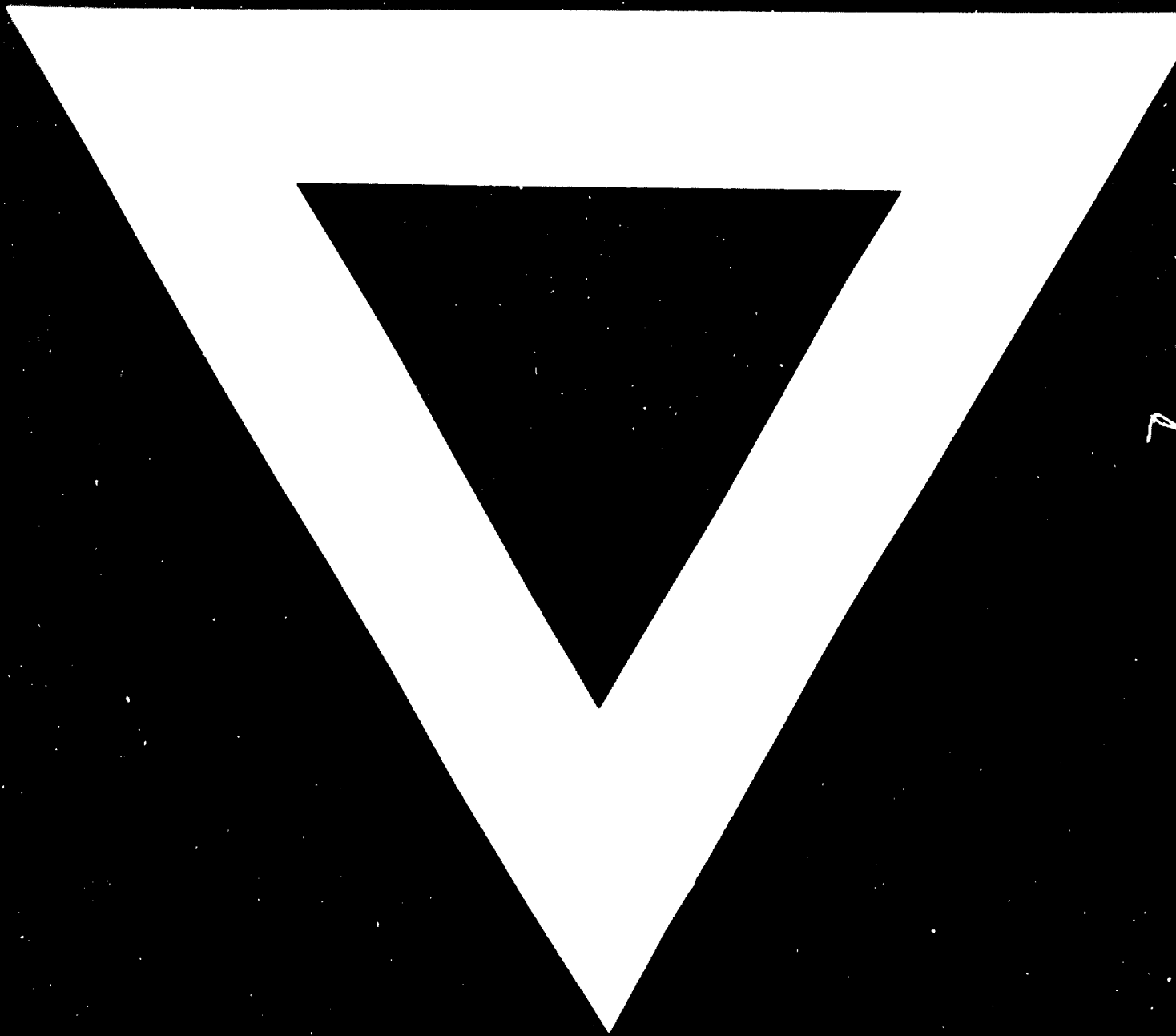
INDUSTRIAL SERVICES FOR CO-OPERATION WITH DEVELOPING COUNTRIES:

Type of service	Country or region	No. of projects	Field of industry	Description of projects
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No co-operation possibilities with developing countries reported.

XII. SUPPLEMENTS & NOTES

Current problems: Keen competition; prices for products not covered by price regulations are subject to heavy pressure, very tight calculation required.



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