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#### REPORT

ON THE SECOND MULTINATIONAL CONSULTATION MENTING
ON PRODUCT ADAPTATION AND DEVELOPMENT FOR EXPORT INDUSTRIES

Brussels, 20-29 November 1973



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#### INTRODUCTION

The Second Multinational Consultation Meeting on Product Adaptation and Development for Export Industries took place from 20 to 29 November 19 3 at Brussels. It was sponsored jointly by the United Nations Industrial Development Organization and the Administration Générale de la Coopération au Développement (AGCD) of the Government of Belgium.

The meeting was organized to give participants from developing countries the possibility of meeting specialists, technicians and businessmen from Belgium and other European countries, to discuss the technical adaptation and improvement of their export products in order to the following presented of European markets. The bilateral talks were based on samples presented at the meeting.

The participants also had the opportunity to take part in a two-day orientation programme with lectures on: adaptation of products and production - a key to export success; product adaptation and the individual manufacturer; and modern techniques in textile production.

Even if various products proved to be basically of good standard, most needed to be changed, adapted and improved. In many cases, manufacturers might be able to overcome the difficulties themselves; in some cases, outside assistance has to be envisaged. Various European participants offered direct assistance. The participants from eight countries suggested follow-up assistance to be provided, if possible, by UNIDO; a list of their requests is attached as annex I.

During the meeting various opportunities arose for subcontracting and even investment promotion (transfer of plants), which had not been envisaged as an immediate aim of the meeting. Some participants reported that direct orders of about \$550,000 were received, not counting trial orders.

## Pursone of the Meeting

It has become evident that lack of technical know-how with respect to the design, production, packaging and shipment of exportable goods is to a large extent responsible for the small volume of non-traditional products being exported from the developing countries. Standards and since are different in most countries. The requirements for quality vary from country to country; quality must be adapted or improved and strict quality control must be applied. To compete on the world market, the whole production expetent eventually will have to be reviewed. Testes vary from country to country and call for different designs. Pinally, prices play an important scale in the success or failure of export efforts.

These are some of the technical problems that manufacturers face when they turn to exports or look for new markets. Additional problems are that most leveloping countries are situated far from the importing countries; the lack of frequent or regular communication with importers increases the costs and difficulties of export.

Appropriate product improvements are the main prerequisite for gaining acceptance in the importing countries. Hence, to build successful export industries, the gap in information and communication between developing and importing countries must be bridged.

The basic objective of this meeting - which should not be regarded as a trade fair, a sales exhibition or a conventional conference - was to promote the development of export industries through international industrial co-operation at the company level. Through the contacts established during the meeting manufacturers and technical managers from 15 developing countries received advice from 178 participants from European countries on upgrading their products, improving their production processes and developing non-traditional export products. The advice was given on the basis of product samples which were selected prior to the meeting in the countries of the manufacturers.

Specifically, the meeting gave participating manufacturers the opportunity to learn about:

- (a) Products for which technical assistance could be provided by representatives from developed countries on a company-to-company level;
- (b) Products for which technical assistance would be needed and might be requested from UNIBO by the respective Governments;
- (c) Products needing only minor adaptation which could be undertaken without external assistance by the manufacturers themselves.

An important aspect of the meeting was that through the contacts established and the exchange of information, not only could problems of upgrading products be identified, but such contacts also led to direct technical assistance on a company-to-company basis. Apart from this, the namufacturers had the opportunity to discuss probable needs for technology and know-how, specific arrangements for licensing and subcontracting, joint ventures, and the transfer of production facilities.

#### Follow-.p

The meeting was viewed as a starting-point for further action, in which UNIDO would be prepared to assist, according to requests from Governments and subject to the availability of financial resources. Follow-up action is considered to be the most important part of the UNIDO programme on product adaptation and development. However, as the problems that arise may be complicated and variable, action by UNIDO is left flexible and specific projects are tailored to built the exact needs of each case.

Requests for follow-up action in the form of technical assistance from UNIDO were put forward at the meeting by the participants from eight developing countries. A list appears in minex I.

Belgium, whose Government agreed to host the Meeting and to contribute to the costs, proved to be well suited as a centrally situated country within the European community.

#### I. ORGANIZATION OF THE MEETING

The Consultation Meeting was divided into three parts:

- (a) An orientation programme with lectures, discussion panels, and interviews to inform the manufacturers on problems related to product adaptation and improvement;
- (b) Individual bilateral meetings between manufacturers or technical managers from developing countries and experts from the European business community to discuss and identify the adaptation and improvement of specific products:
- (c) Plant visits.

The developing countries invited to participate in the Meeting were those that had endorsed the project, or that were approached on the basis of additional information received by UNIDO or by the Belgian Government.

The respective Governments were informed about the Meeting and the product groups it would deal with. They were requested to inform UNIDO if they were willing to participate or not, and to indicate the industrial branches and firms willing to participate and the range of products within the indicated product groups suited for the Meeting.

The following developing countries participated in the Hestings

Colombia Costa Rica India Indonesia Iran Ivery Coast Malta Mexico Pukistan Republic of Korea

Senegal Thailend Tunisia Turkey Veneguela The participants from the developing countries were manufacturers or managers of plants, and government officials. The manufacturer participants were selected from nominations presented by their Governments. The criteria for their selection were:

- (a) Actual need for adaptation of the products or for improvement of production processes;
- (b) Export-orientation of the company:
- (c) Availability to attend;
- (d) Assurance of dissemination of results of the Neeting.

The majority of the manufacturers had never exported to the EEC countries; most had not been to Europe nor to other industrialised countries. Many expressed interest in starting production of export products.

One government official obarged with the promotion of export industries was invited from each participating country. The officials were expected to ensure that the experience of product adaptation gained at this meeting should receive wide dissemination in their respective countries.

A list of the participants from the developing countries appears in annex II.

In addition to participants from the developing countries, 178 specialists and experts from Belgium and other European countries took part in the Neeting.

At the opening session G. Cudell, Ministre de la Coopération au Développement of the Government of Belgium, welcomed the participants.

#### II. SELECTION OF PRODUCTS

#### lange of products

Based on information received on suitable products that were manufactured or produced in developing countries, and on discussions with the host country, three categories were selected for the Secting:

- (a) Trevel goods in leather, textiles and plastice;
- (b) Personal articles in leather and textiles;
- (e) Decorative articles in notal, used and corunics.

The eritoria established for the final selection of non-traditional expert products were:

- (a) Secondly for adeptation and/or improvement of non-traditional apport products or their production processes in order to next the requirements of the international partiets
- (b) Attractiveness to the target numbers
- (e) Interest of manufacturers in experting to the target nurbets (in line with motional industrial development policies).

#### Tests

Prior to the Meeting, various technical tests of samples to be presented during the Meeting were made by the laboratory of the Belgian Ministry of Economic Affairs. Many incoming samples were also checked on their arrival by the Belgian Packaging Institute. Lectures were then based on these findings and the results of the tests were communicated to the respective participants.

The attention of the participants was also drawn to the possibility of further tests (outside of the Meeting) and to the pilot programme envisaged for an interregional project on technical test services, for which UNIDO assured the co-operation of various test institutes.

## III. SUPPLARY OF THE DISCUSSION

### Orientation programe

A two-day orientation programme of lectures, discussion panels and interviews with experts dealt with product adaptation problems envisaged from different outlooks - from that of the consumer to that of a manufacturer having a plant both in Belgium and in a developing country.

In general, comment of the participants indicated that the choice of lectures and lecturers was adequate. Many participants felt, however, that the two-day programme at the beginning of the Neeting was too taxing.

Participants appreciated most the fact that wherever possible lectures referred to specific situations and products of participating countries and meanufacturers, for examples

- (a) With regard to transport packaging, an expert of the Belgian Packaging Institute had been sent to the air terminal to make pictures when the product samples arrived of inadequate packaging procedures. The examples were incorporated into the general expect and circulated; the pictures with the attached expert's assessment greatly enhanced interest in packaging methods. Again, practical information on how to cope with packaging problems was offered during a one half day visit to the Paskaging Institutes
- (b) A lesture on quality central referred specifically to products presented at the floating. Illustrations were given of three forms of product adaptations that imposed by the deveragent, that imposed by the conguest.

The samples of participants were analysed in this respect and episcope projections were made to illustrate the results of tests such as:

Contents test for cutlery

Dishwash test for wood

Cadmium/lead test for enamel kitchenware

Shrinkage, colour-fast, tenacity, flame-proof tests for textiles, clothes, upholstery and curtains.

The conclusions of the tests were discussed in the light of actual and planned Belgian and EEC regulations.

#### Private consultations and display of sample products

The second part of the programme was devoted to private consultations among participants from developing countries and specialists from European business firms. The talks centred on a display of sample products from developing countries.

Some visitors suggested that it would be advisable to have all samples present in one single room. It would also be recommendable to have additional separate rooms where discussions and negotiations with the individual manufacturers can take place. Concerning the goods offered the comments were that: "... the selection was good and many items proved to be really adaptable to the market". Some complained about the lines displayed being insufficient. It was advised for the next meeting to have a deeper line of samples, since the discussion on adaptation should be more successful if it went beyond a few articles and severed the whole line of products offered by each firm.

## Pressed for the incomment of products

## Proct packaging

The participants, especially those from Halta and Tunisia, usre interested in the ways in which the information and services offered by the Belgian Packaging Institute could be of direct use to them. The Institute had undertaken elaborate testing upon arrival of the samples in Belgian for the various routes - air, see and land. It also agreed to give detailed advice on ways of coping with problems of product adoptation. It was suggested that UNIDO should centest the Belgian corporation services to essentian the possibility of co-spensored interventions in this field. On request of a Coverment, UNIDO is prepared, subject to budget, to consider that courses and training in this field can be organised.

## Technical adaptation of leather products

Recommendations were made by the visiting specialists on the necessary adaptation of the travel goods displayed, concernings

Weight and shape of the goods Use of substitute material as inner lining Quality of slots.

#### Quality control

Laboratory analysis and comments of visiting European businessmen indicated the necessity for two forms of quality control:

- (a) To guarantee continuity in order to maintain the same standards;
- (b) To guarantee that each article of a particular line had the same technical characteristics; laboratory analysis of the products of some manufacturers showed great differences in articles of the same line.

## Quidence in the field of merchandising

The participants felt strongly that training for staff members of their factory with professionals in the field of merchandising (establishing norms ranging from technical requirements to design and packaging) would be most helpful in adapting their output to the requirements of importing countries. A basic agreement for collaborating in this area was obtained from a leading Belgium firm. On the request of Governments, UNIDO is willing to envisage sponsorship of this type of initiative, subject to approval within the United Nations system.

## Product edeptation suite-backs

It was strongly felt that a guide-book would be most valuable if it covered the field of technical requirements of industrial emport goods as the professional buyer formulates them. It was suggested that UNIBO might get in touch such leading importing firms that would be prepared to contribute such guidelines. On request of participating Governments and with respect to the branches of industry not covered at the Brussels meeting, UNIBO indicated its willingness to examine the financial support of such activities.

## Visits and additional activities

The third part of the programme consisted of visits to plants and further lectures and demonstrations on the spot.

Plant visits were made to:

Belgian Packaging Institute
Departmental stores
International furniture fairs.

At the Belgian Packaging Institute, participants followed with great interest a lecture on:

Standards for packaging Nethods for testing (physical, mechanical, chemical, moisture, climatological) Recommendations for solving defects.

#### Comments by participants

At the conclusion of the Meeting participants were asked for their comments.

The participants felt that the programme had been well arranged, and that it had covered a wide area in ten days, including lectures, products display and the opportunity for extensive consultations. Most of the manufacturers from developing countries found the exchange of information with members of the European business community of great value and utility, and the results quite positive. The Neeting, they thought, gave an insight into the trend in tastes and the market requirements in Belgium and the other European countries represented with respect to quality, production system, design, packaging and costing of products. Nost of the participants expressed the view that fruitful new contacts had been established with the business community in Belgium, which may lead to future business relations with them, including possibilities of subcontracting.

With regard to the length of the Neeting, the opinions of the participants differed. While many felt that the lectures should have been spaced out over at least three days to avoid strain on the listeners, others felt that two days were sufficient. Some representatives stated that the time available for the bilateral consultations could be reduced to four days. One representative suggested that the meeting should last one week only, from Henday to Friday.

The lively discussions that had followed the lectures showed that these were of great interest to the participants. Additional subjects proposed for feture meetings were: quality control, new production techniques, pre-shipment inspection, substitution of natural meterials, subcontracting and joint ventures.

The errengement of the display area was found setisfactory in general. However, three representatives stated that the space male available to them was not adequate.

Some participants were of the opinion that the number of staff detailed to provide assistance in the bilateral talks was not adequate. It was suggested that one staff member for five to eight manufacturer participants should have been assigned for better results.

It was recommended that in future meetings other product are do sessed textiles and textile products should be included, for example, handicraft items such as brass and copper ware, wood ware, only and marrie products, fashion garments, surgical instruments, cutlery and sporting goods.

Some representatives sought the assistance of UNIDO in promoting their export industries and offered to furnish the necessary information in this respect to the Export Industries Section of UNIDO.

On the basis of the deliberations and recommendations of the Meeting, follow-up action in the form of technical assistance was considered necessary. It was suggested, therefore, that UNIDO should try to obtain funds from Special Industrial Services (SIS) or other sources for financing projects.

The work relating to product adaptation is a continuous one. In order to achieve tangible results it was considered imperative that the Consultation Meetings should be held regularly and repeatedly in different countries offering to host them. Japan, Brasil, the Federal Republic of Germany and others were mentioned in this connexion.

#### Annex I

## SUGGESTIONS FOR FOLLOW-UP ACTION

The participants at the Second Multinational Consultation Meeting on Product Adaptation and Development called attention to the need for a number of projects for follow-up action in the form of technical assistance, to be financed, if possible, through UNIDO.

#### Country

### Field of Assistance

Costa Rica

- 1. Advice and assistance to the Export and Promotion Centre in establishing a proper system of quality control
- 2. One expert to assist the Export and Promotion Centre in the field of transport packaging
- 3. A team of experts to assist the Export and Promotion Centre in in-plant training of Costa Rican managers in the field of production techniques and cost accounting
- 4. Testing of Costa Rican products to find out if they meet basic requirements of importing countries. (Further suggestions are expected after the testing of further samples)

Colombia

- 1. Testing of further products, and their adaptation according to the advice received during the meeting, in European test institutes
- 2. An expert to assist the Federation of Chambers of Commerce in organising proper quality control techniques in plants of various branches
- 3. One textile technician for approximately four months to assist in adapting products for export

India

- 1. Commodity experts for textile garments and leather goods with long experience in these areas to assist TDA in technology and design to adapt products to apecific markets
- 2. Assistance within UNIBO programme of international sub-

Indonesia

- 1. One consultant attached to the Ministry of Industry/Director General of Light Industry and Handicrafts for about six weeks to advise on strategy for the premotion of emport industries
- 2. A term of two experts to assist the same Hinistry with regard to technology and the improvement of productivity and design

#### Country

## Field of Assistance

Ivory Coast

- 1. One garment technician/designer for about four months
- 2. Scholarship: r training courses to enacle rocal staff members to acquire full knowledge of new techniques

Mexi co

- 1. Expert assistance in the field of quality control for ceremic and leather products
- 2. One expert to assist in developing products suited for export of ceramic and leather products

Pakistan

- 1. One expert in the field of packaging small industrial products for a period of up to six months
- 2. Advice and assistance in setting up institutions/organisations for centralised costing and pre-shipment inspection of export goods to ensure proper quality control
- 3. A team of experts for training high and middle management of industrial units especially in the fields of planning, organisation and production

Tunisia

- 1. Seconding of a team of technicians to instruct in certain necessary adaptations, such as quality, finish and packaging in the textile, leather, shoes and tanning industries, to reach the levels recommended during the meetings
- 2. Advice and assistance in establishing a centre for standardisation and control of packaging for export products

#### Annex II

## LIST OF PARTICIPANTS AND LECTURERS

## Perticipents from developing countries

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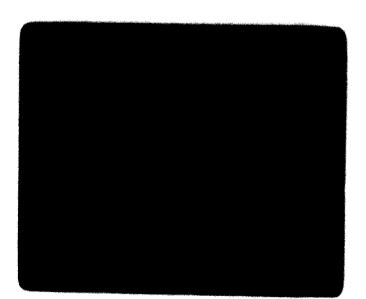
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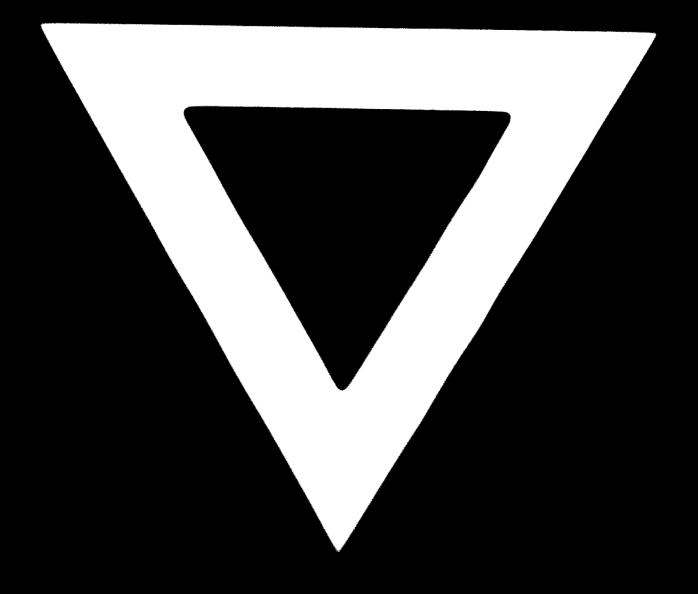
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