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PRODUCT ADAPTATION AND DEVELOPMENT FOR EXPORT INDUSTRIES

Report of the Third Consultation Meeting

Tokyo, 20-29 November 1974

14.75-6102

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INTRODUCTION

Development of exports in manufactures and semi-manufactures from developing countries has become a main feature of industrial development programmes in recent years. The need for assistance in this field has been increasing as those concerned have become aware of the underlying complexities. Accordingly, bilateral and multilateral assistance programmes are being increasingly extended to developing countries in the field of export development.

An analysis of the reasons for the relatively low volume of exports of manufactures and semi-manufactures from developing countries makes it evident that the lack of technical know-how in respect of standardization, quality control, product improvement, design, packaging and shipment of exportable goods is, to a large extent, responsible for the non-acceptance of products from developing countries on the markets of the developed countries. Another factor is that manufacturers in developing countries have an inadequate knowledge of the techniques adopted in the foreign markets they are aiming at. These information and communication gaps between developed and developing countries, one with respect to production and product requirements, the other to foreign marketing channels, can be bridged through a balanced approach of export development dealing with the supply/production side and export promotion dealing with the demand/trade side.

To help bridge the gaps, the United Nations Industrial Development Organisation (UNIDO) has formulated a programme of product adaptation and development for export industries designed to stimulate international industrial co-operation on the company level and to strengthen and expand export-oriented industries in the developing countries, specifically by improving the existing products of the developing countries to the point where they can meet international market requirements. As one of the means of implementing the programme, UNIDO has organised three consultation meetings on an interregional basis with the financial and administrative support of the United Nations Development Programme (UNDP) and certain cosponsoring organisations. The first meeting was held in New York in October 1972 and was co-sponsored by the World Trade Institute (WTI) and the United States Agency for International Development (USAID). The second took place at Brussels in November 1973 with the Administration Fédérale de la Coopération au Développement (AOCB) of the Government of Belgium as cosponsor.

The Third Consultation Meeting on Product Adaptation and Development for Export Industries, of which this is the report, was organized by UNIDO and, acting on behalf of the Government of Japan, the Japan External Trade Organisation (JETRO). Japan was chosen as the host country since it was considered to be a centrally located target market in the Pacific region. It was held at the JETRO head office in Tokyo, 20-29 November 1975.

The objectives of the Third Consultation Meeting were two. The first and immediate objective was to exhibit manufactured products of developing countries to representatives from the Japanese business community in order to determine in what way these products, from a technical point of view, fell short of the requirements of the Japanese market and how they could be modified to meet those requirements. Thus, it should be possible to establish whether (a) technical assistance for adaptation could be provided by representatives from developed countries on a company-to-company level, (b) technical assistance for adaptation was required and might be requested from UNIDO by the respective Governments, and (c) minor adaptations could be undertaken by the manufacturers themselves without external assistance.

The second objective of the Meeting was to agree, through the contacts established and the exchange of information between manufacturers from developing countries and industrialists from Japan, on specific arrangements for international subcontracting, licensing, joint ventures, the transfer of production, or transplantation (i.e. the transfer of complete production units).

I. ORGANIZATION OF THE MEETING

Preparatory phase

Governments of developing countries interested in the Third Consultation Meeting were invited to nominate up to eight candidates from the two industrial groups that were selected for the Meeting:

- Sports goods, excluding leather items
- Household and office articles

To obtain the support of government authorities and to interest manufacturers in participating in the Meeting, preparatory missions were undertaken to the following developing countries:

Latin America

- Bolivia
- Brazil
- Colombia
- Costa Rica
- Ecuador
- Guatemala

Africa

- Ethiopia
- Kenya
- United Republic of Tanzania

Asia and the Pacific

- India
- Indonesia
- Malaysia
- Pakistan
- Philippines
- Sri Lanka
- Thailand

These missions, which were carried out by UNIDO staff members, were an important part of the project. Also past experience had shown that the purpose, objectives and content of the consultation meeting was not always fully understood by the governments and the participating manufacturers. In fact, there were a number of cases where the meeting was seen as an export trade fair and not as a meeting to discuss the requirements of developing countries and specialists in the field of sports goods, household articles, leather, technicalities, etc.

The missions also had the effect of making the producers to be consulted aware of the requirements of the market for sports goods.

With that in mind, the missions included, inter alia, meetings with persons in these three groups:

- (a) Government authorities responsible for export development;
- (b) Representatives from federations of industries, chambers of commerce, export development organizations etc.;
- (c) Manufacturers from the two industrial sectors selected for the Meeting.

Through these missions it became evident that there were two major obstacles for the manufacturers, in particular for small and medium-sized firms, participating in the Meeting: insufficient financial means and the language problem.

Whereas the organizers of the Meeting were to pay the expenses of forwarding the product samples to Tokyo, a daily subsidy for manufacturer participants and all expenses arising from the Meeting in Tokyo, the manufacturer participants were expected to pay the full air fare to and from Tokyo, as well as those expenses exceeding the subsidy. A large number of small and medium-sized firms which were very interested in participating in the Meeting and for which the programme was considered to be of particular importance were unable to afford these expenses and thus had to decline the invitation to participate. The second obstacle, namely the language difficulty, was particularly relevant to the Latin American manufacturers, who use Spanish as their common language and whose knowledge of English was insufficient to meet the requirements for participation. The result was a reduction in the number of potential participants and the exclusion of a substantial number of firms that had been interested in participating.

To overcome the financial problem in future meetings, a possible solution might be for the United Nations to pay half of the air fare in addition to the daily subsidy. The language problem can be solved by providing adequate interpretation facilities at the meetings.

After the manufacturer participants were nominated, an advisory mission visited the following countries in Asia and the Pacific: India, Indonesia, Iraq, Iran, Malaysia, Pakistan, Philippines, Sri Lanka, Thailand. The mission was carried out by a UNIDO staff member, assisted in some countries by two interregional experts recruited from JETRO. The main purpose of the mission was to select product samples under the following criteria:

- (a) The products selected should be exportable to the target market as well as elsewhere;

(b) It should be possible to adapt or improve non-traditional export products or their production process to meet the requirements of international markets;

(c) The manufacturer should be interested in establishing continuous production in line with the national industrial development policy of the country;

(d) The manufacturer should be able to keep the product in constant supply and to meet delivery schedules.

It was not necessary to send an advisory mission to Colombia and Costa Rica, which had also nominated candidates, since the local counterpart organizations there had participated in the previous meetings and had agreed to undertake the necessary preparation and selection of samples from the manufacturers in accordance with the instructions received during the preparatory mission.

The preparation on the side of the Japanese counterpart, which was responsible for informing the Japanese business community of the purpose of the Meeting, included, inter alia, the sending of more than two thousand invitations directly to manufacturers, trading houses and institutions, as well as to five of the largest business associations in Japan for forwarding to their members. Also, a number of preparatory meetings with the nation-wide business organizations, associations and companies were carried out by JETRO. In addition to these activities, three press conferences were organized and press releases were issued (in Japanese) for dissemination of information on the Third Consultation Meeting.

Programme of the Meeting

The programme of the Meeting was divided into two parts:

20-22 November 1975:

An orientation programme with addresses by members of the staffs of UNIDO and JETRO, lectures by Japanese experts and discussions on problems related to product adaptation and development

23-29 November 1975:

Individual bilateral meetings between manufacturers from Japan and participants from developing countries, based on a display of sample products, to establish contacts, identify specific adaptations of the product that might be required, and discuss the over-all possibilities of international industrial co-operation.

The detailed programme is contained in annex I.

Participation

The Meeting was attended by 39 manufacturer participants and 9 representatives of the Governments of the following developing countries: Colombia, Costa Rica, India, Indonesia, Nepal, Pakistan, Philippines, Sri Lanka, Thailand. From the Japanese business community, 133 manufacturers were officially registered as participants in the Meeting. In addition, there were 27 observers from Governments, diplomatic missions in Tokyo and United Nations bodies. The complete list of participants and observers is in annex II.

II. SUMMARY OF PROCEEDINGS

News of the death of former Secretary-General of the United Nations U Thant was received in the course of the Meeting. The government representatives and the members of the UNIDO secretariat observed one minute of silence in tribute to him at their meeting of 26 November.

Orientation programme

The two-and-a-half day orientation programme included presentations of papers on various important issues concerning export development and a study tour.

Summary of presentations

Of the seven papers prepared for the meeting (see annex III, List of documents), six were presented by their authors (see annex I, Programme); five of them are summarized here.

Quality control regulations regarding industrial products in Japan

The author pointed out that the technical revolution had led to the introduction of a series of new materials and components and there was a strong demand that these new products be both safe and durable. Consequently, quality control of industrial materials in Japan currently involved complex and wide-ranging regulations. Basically, it was considered more desirable that each enterprise should have its own quality control procedures, but from the consumer's point of view these measures were not always adequate: various accidents had occurred. Prevention of such accidents and assurance of safety, together with the production and sale of products of superior design and quality, were therefore desired by the Japanese Government, which was enacting a practical system and enacting the necessary laws to regulate quality by establishing mandatory standards. In addition, industrial associations were being formed by the Government to take voluntary quality control measures. Through the cooperation of the Government and the Japanese Industrial Standards Committee, the Japanese Industrial Standards Association, thereby improve production efficiency,

simplifying and promoting fairness in transactions, and rationalizing consumption. Currently, JIS covered established standards for 7,377 items. Two governmental inspection organs and about 30 private inspection organizations were undertaking the necessary inspections and tests to protect the consumer and to conduct the various quality control programmes.

Design and marketing development

Concerning design and marketing development, it was stated that in Japan during the 1950s much emphasis had been placed on designs that would be well received on the American or European markets. Recently, however, it had become clear that for goods to be acceptable in foreign markets, they would also have to be accepted in Japan. In this context it was important to note that design comprised three constituent requirements of consumer durables, namely, structure, function and appearance (style, colour and pattern). It was the duty of the designer to harmonize these sometimes conflicting requirements. Therefore, to ensure that the products of developing countries should become commodities at the distribution stage and gain the acceptance of Japanese consumers, there was a need for research into style, colour and pattern. It was added that in Japan there was a lack of interior styling such as that found in Europe and the United States of America. Thus, it was impossible to indicate which design was the best; however, the basic requirements for design were warmth, intimacy, stability and elegance.

Characteristics of the Japanese market

As seen from the point of view of department stores, it appeared that Japanese consumers had long felt that imported goods were somehow superior similar products manufactured locally, but there had recently been a tendency towards accepting domestically produced consumer goods. There were a number of areas, such as food, clothing and household goods, where products of developing countries might fit, or even significantly alter, the Japanese consumption pattern. Products that used locally available materials yet were well suited to the Japanese consumption pattern would maintain volume exports over the long run. Although for many years Japan had imported durable and non-durable consumer goods mostly from Europe and the United States, one of the striking phenomena in recent years was that neighbouring countries

of Japan were becoming major suppliers, in both volume and value, of consumer goods. Figures for goods imported by the department stores showed that more than half of total imports by value were sold in Tokyo and Osaka, and the figure for the six largest Japanese cities, including Tokyo and Osaka, covered more than 80 per cent. That meant that imports had not really reached the rural areas of Japan and that there were virtually no outlets in those areas to promote sales of imported goods. While the rural villages and small towns had thus preserved the old way of life, the consumer habits of urban residents were clearly becoming westernized, a trend that was expected to continue, although it could be anticipated that recent economic changes might slow down this historical move.

Present conditions in the Japanese furniture industry

In Japan, the demand for furniture was rapidly increasing, the average annual growth rate being over 10 per cent. However, compared with the total value of furniture production, imports were still modest and accounted for only about 1 per cent. That could be explained by the fact that, until 1971, imports consisted mainly of special-purpose, high-quality furniture, mainly from Europe and the United States, whereas there were virtually no mass imports of medium-quality furniture for general use. Recently, however, major changes in import methods and in the nature of the goods had been initiated, resulting in an annual rate of increase of imports of around 40 per cent. The most significant change was characterized by a shift of the sources of supply from western countries to countries of south-east Asia and Japanese manufacturers have started to import semi-manufactured goods and parts for processing and assembling in Japan. Because of increasingly high domestic production costs, Japanese manufacturers had also found it profitable south-east Asian countries to manufacture finished goods according to their needs and requirements. Since it was expected that the co-operation of furniture manufacturers with the countries of south-east Asia would continue, it was anticipated that furniture from this region would have a large effect on the furniture market in Japan.

Japanese consumption inclinations towards household goods

Concerning the market situation of household goods in Japan, it was pointed out that these products had been traditional export items of Japan. With the exception of a few high-quality articles, only domestically made goods had therefore been sold on the Japanese market. In recent years, however, this situation had changed and a shift towards either direct import or develop-and-import schemes had taken place. Usually, when goods were imported from overseas, they were imported as semi-finished products and then upgraded by the Japanese manufacturers into finished products. That was done because goods were often not of sufficiently high quality to satisfy the Japanese consumer's taste. The aim was therefore to help overseas firms develop to the point where they could process finished products in a satisfactory manner by sending them experts and technicians who had actually been engaged in that line of work in Japan. The shift from domestically produced household goods to imported products was due to a switch of production. The changes that had taken place in Japan would also be expected to occur in other places, such as Hong Kong and the Republic of Korea, which had been enjoying the prime position in exporting household goods to Japan.

Study tour

As part of the orientation programme a study tour was organized to visit the Industrial Manufactures Inspection Institute and the Ischura Industrial Estate.

The Industrial Manufactures Inspection Institute, which is under the supervision of the Ministry of International Trade and Industry, is widely known as one of the most authoritative organizations in the field of product testing in Japan. The testing is done both on products for exportation and on products for domestic consumption and is carried out either at the production unit or at the Institute. In addition to the direct inspection work, the Export Goods Inspection System guarantees the quality of certain export goods. In the tour, the participants were informed of the Institute's objectives and were given the opportunity to see a number of practical tests carried out for demonstration purposes.

The Ischura Industrial Estate, which was established in 1972, comprises an area of 633,000 m² and is located about 50 km from the centre of Tokyo. Its objectives are to cope with the uncoordinated expansion of manufacturing

activities into the suburbs of greater Tokyo, to increase the efficiency of land utilization, and to contribute to the development of industrialization in a direction that would benefit the region. Particularly for the last reason, criteria have been established for the industries permitted in the Estate. These mainly include light industries in the branches of electrical products, electronics, metalworking, woodworking, furniture and transportation machinery. In mid-1974, 51 factories were in operation, employing approximately 2,000 persons. The Estate is well known for its modern planning and facilities, which take into consideration the latest requirements to create and operate an efficient production line. After an introductory visit to the Estate office, the participants visited two factories, namely, the Fukuoka Paper Manufacturing Co. Ltd, and the Arima Seisakusho Co. Ltd (furniture).

Bilateral consultations

During the four and a half days reserved for bilateral consultations, the manufacturers from the developing countries had the opportunity to discuss relevant problems with manufacturers, importers, experts and technicians from Japan. The discussions were facilitated through the demonstration of samples, which the manufacturers from the developing countries had exhibited in the showroom of the JWTRCO Head Office. In this way, the participants from the Japanese business community obtained an illustrative impression of the production capabilities of the developing countries' firms, an essential means of establishing the first contact that could develop into future business relations. An evaluation of the contacts established during the bilateral consultations is in chapter III.

Business with government officials

Meetings between government officials and members of the UNIDO secretariat were held on both a multilateral and a bilateral basis. These meetings provided the opportunity to discuss various issues related to the product adaptation programme. In response to a number of requests put forward by the government officials, the UNIDO secretariat provided technical assistance that could be provided by UNIDO. In the meetings of the UNIDO secretariat, various draft projects were discussed. The requests covered technical assistance in the areas of product design, product inspection, and a survey of the requests in

Meeting with manufacturers of woodworking machinery

A special meeting, not originally programmed, was organized by inviting Japanese manufacturers of woodworking machinery to discuss relevant problems of interest, in particular the possibility of cooperation with manufacturers of wooden furniture and household articles in the developing countries. The participating countries are listed in annex I.

III. EVALUATION OF THE MEETING

A number of circumstances affected the organization and implementation of the Meeting. The recent deterioration of the world-wide economic situation, international monetary instability and high inflationary trends, uncertainty of the labour situation and other unpredictable factors that influenced the general economic situation in Japan seemed to cause a certain reluctant attitude towards the Meeting within the Japanese business community.

Although more co-operation on the part of Japanese manufacturers would have been welcomed by the participants from the developing countries, these latter took note of the efforts made by the organizers to establish contacts with the business community and quite a number of them developed, both through the assistance of UNIDO and JETRO and through their own efforts, initial contacts with potential co-operating partners from Japanese enterprises. As a result, a number of participants have obtained needed advice on improvements and adaptation of their products from their Japanese counterparts and have expressed their satisfaction with the results achieved. From reports and information on hand, it appears that participants have been able to negotiate five industrial co-operation agreements, four subcontracting arrangements and one joint-venture agreement. Furthermore, orders amounting to \$US 165,940 were placed during the Meeting; in these cases, the Japanese counterparts apparently felt that the products could, on a trial basis, be sold on the Japanese market without any adaptation.

On the basis of shortcomings identified during the Meeting, technical assistance with regard to product adaptation was requested by government representatives as follows:

	(US dollars)
Treatment of exported textile goods to make them non-flammable	12 500
Water repellency treatment of fabrics for tents	3 000
Establishment of an institution for the technical inspection of export goods	42 000
Improving of overseas trade of the export	36 000
Establishment of a technical assistance center	27 000
	27 000
	147 500
	165 940

The participants from the developing countries hoped that these requests would be duly approved by UNDP and UNIDO, so that the assistance requested could be provided as soon as possible.

IV. FUTURE MEETINGS

The participants from the developing countries were in accord that the consultation meetings should be continued in their present form on an inter-regional basis and agreed to the following recommendations for the future:

(a) Due regard should be given to the product groups selected for the meeting to ensure that they are in line with a realistic observation of which industries have the best potential for export-oriented development in the developing countries, e.g., labour-intensive types, those based on indigenous raw material, industries with adequate supply capacity and substantial added value to improve the net foreign exchange earnings in the developing country, and those industries having potential market outlets in the host country;

(b) Accordingly, the selection of the host country should be as compatible as possible with the possibilities for product adaptation and the assistance required by the participating countries to achieve their objectives;

(c) Special attention should be given to briefing the host country's industrialists, wholesalers and distributors on the objectives of the meeting;

(d) It would be more advisable to forward the product samples well in advance of the meeting (about 2 months) to the host country in order to enable experts to examine the samples and demonstrate during the meeting the adaptations and improvements required on the specific sample products, thus giving a more realistic approach to the problem. A larger number of participants could benefit from such a demonstration;

(e) From a practical point of view, the lectures should be confined to smaller working groups, divided according to product. All the industrial branches selected should be given the same importance in planning lectures, plant visits and contacts;

(f) The contacts to be made with the host country's industrialists should be scheduled in advance, possibly on a pre-arranged appointment basis, and the industrialists should be encouraged to be as helpful as possible towards the participants from the developing countries;

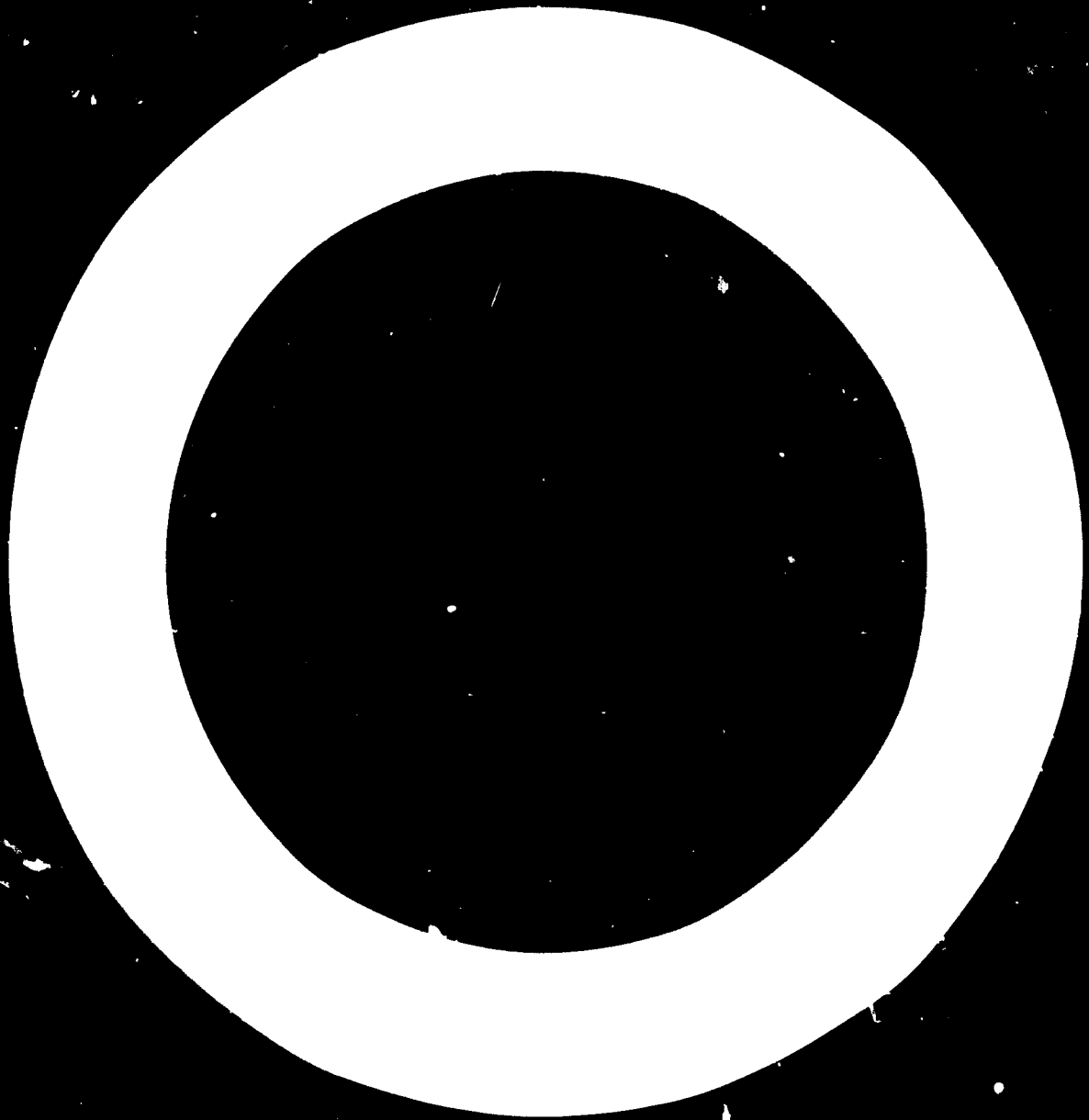
(g) Factory visits should be organized in such a way that participants could spend sufficient time in the factory in order to obtain practical advice on the spot;

(h) To avoid unnecessary administrative constraints on the manufacturer participants from the developing countries, information on all the documentation needed to comply with the import regulations and requirements of the host country should be made known to them well in advance of the meeting;

(i) At the present rates of subsidy and allowances, the financial burden on the manufacturer participants of the meeting is quite large; more effective arrangements can be secured, particularly for small and medium-sized firms, if possible, to reduce the financial burden.

... officials

... to be ... of the United States.



Annex I

PROGRAMME OF THE THIRD CONSULTATION MEETING ON PRODUCT
ADAPTATION AND DEVELOPMENT FOR EXPORT INDUSTRIES
Tokyo, 20-29 November 1974

Wednesday, 20 November 1974

10.00 a.m.

Opening session

Opening remarks

K. Goldschwend, Industrial Development Officer, UNIDO

Message from the Executive Director of UNIDO

Presented by M. H. Tanaka, Acting Chief, Export
Industries Section, UNIDO

Welcoming address

J. Nishimura, President of JMETO

Opening statement

F. Kishida, Director General, International Trade and
Administration Bureau, Ministry of International Trade
and Industry

Statement on behalf of participating developing countries

I. G. Salcedo, Director, Board of Investments,
Philippines

Visit of exhibition of sample products of the manufac-
turer participants from the developing countries

2.00 p.m.

Presentation and discussion of papers

UNIDO's programmes on development of export-oriented
industries

M. H. Tanaka, Acting Chief, Export Industries Section,
UNIDO

Quality control regulations regarding industrial products
in Japan

H. Kurusawa, Director, General Coordination Department,
MITI, Industrial Manufacturers Inspection Institute

Reception

Thursday, 21 November 1974

9.00 a.m.

Meeting of government officials

10.00 a.m.

Presentation and discussion of papers

Development of the Japanese market: the Department
of International Liaison, Ministry of International Trade and Industry

Thursday, 21 November 1974 (continued)

2.00 p.m.

Presentation and discussion of papers

Design and marketing development

Y. Kurusu, Secretary General, Japan Industrial Design Promotion Organization

Present conditions in the Japanese furniture industry

K. Miyoshi, President, Miyoshi Mokko (Woodworking) Co. Ltd

Friday, 22 November 1974

10.00 a.m.

Presentation and discussion of papers

Japanese consumption inclinations towards miscellaneous household goods and problems in their distribution

H. Hattori, Director, Manager of Overseas Products Department, Daiichi Co. Ltd

1.00 p.m.

Study tour

(a) Industrial Manufactures Inspection Institute, Ministry of International Trade and Industry

(b) Ischura Industrial Estate
Fukuska Paper Manufacturing Company
Arima Seisakusyo Co. Ltd (furniture)

Sunday, 25 November 1974

9.00 a.m.

Meeting of government officials

10.00-12.00 a.m. }

Bilateral consultation meetings

2.00-5.00 p.m. }

Individual meetings of government officials with staff members of UNIDO

Tuesday, 26 November 1974

10.00-12.00 a.m. }

Bilateral consultation meetings

2.00-5.00 p.m. }

Individual meetings of government officials with staff members of UNIDO

Wednesday, 27 November 1974

10.00-12.00 a.m. }

Bilateral consultation meetings

2.00-5.00 p.m. }

Individual meetings of Government officials with staff members of UNIDO

Thursday, 28 November 1974

9.00 a.m.

Meeting of government officials

10.00-12.00 a.m. }

Bilateral consultation meetings

2.00-5.00 p.m. }

Individual meetings of government officials with staff members of UNIDO

Friday, 29 November 1974

- 9.00 a.m. Meeting of government officials
- 10.00 a.m. Bilateral consultation meetings
- 11.00 a.m. Closing session
- Summing-up statement
K. Goldschwend, Industrial Development Officer, UNIDO
- Statement on behalf of participating developing countries
M. L. Quirce, Subdirector, Export and Investment Promotion Centre, Costa Rica
- Concluding remarks
W. H. Tanaka, Acting Chief, Export Industries section, UNIDO
- Closing statement on behalf of the President of JETRO
T. Nagahashi, Vice-President, JETRO
- Reception

Annex II

LIST OF PARTICIPANTS

Participants from the nine developing countries

Government officials

Colombia

H. Ospina
Director, Chamber of Commerce, Bogota

Costa Rica

M. L. Quiros
Subdirector, Export Promotion Center
San José

India

S. P. Chandry
Deputy Merchandising Executive
Trade Development Authority
New Delhi

Indonesia

G. Bain
National Institute for Export Development
CTC Building, 94-96 Kramat Raya
Djakarta

Nepal

M. P. Kanchik
Deputy Director, Trade Promotion Centre
Kathmandu

Pakistan

A. Hayat
Deputy Secretary, Ministry of Commerce
Islamabad

Philippines

I. G. Salcedo
Director, Board of Investments
Ortigas Building, Paing, Rizal

Sri Lanka

P. Maragana
Director, Ministry of Industries and
Scientific Affairs, Colombo

Thailand

Ch. Walitwan
Department of Commercial Relations
Ministry of Commerce, Bangkok

Manufacturer participants

Colombia

F. Adolphs
Frans Adolphs Ycia Ltd (furniture)
Av. 13 no. 79-72, Bogota

G. Caicedo
Arte Onix (household articles)
Av. 13 Autopiata Norte no. 138-99
Bogota

J. Glaciel Castro
Casabell and Cia (household articles)
Av. 13 no. 79-56, Bogota

A. Corredor Gonzales
Confeciones M. C. (hunting clothes)
Car. 13 no. 13-38, Bogota

Costa Rica

E. Lopez
Falcon Sociedad Anonima (household articles)
P. O. Box 5139, San José

W. Rudelmann
Fabrica de Muebles Naderit SA (furniture)
P. O. Box 2199, San José

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Ashoka India International (sports wear)
58 - Mangal Singh Market, New Delhi - 110001

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Nath Brothers Exim Int. Ltd (household
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S. Bhatnagar
Standard Supply Company (household equipment)
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Kapur Fabrics (household furnishings)
House of Furnishings
D-29, Defence Colony, New Delhi - 110024

Indonesia

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D. Kasal
C. V. Kasal (furniture)
JL. Melawai V/21, P. O. Box 5 KDP, Djakarta

Nepal

T. B. Sakya
Managing Director
Shikhar Kala Private Ltd (office equipment)
Kathmandu

J. L. Tamrakar
Managing Director
Nepalese Crafts Private Ltd (office equipment)
Patan Industrial Estate, Patan

S. D. Manandhar
Managing Director
Satpadma Jyote (sports goods), Kathmandu

Pakistan

A. Iqbal (sports goods)
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A. Khawaja
Grays of Cambridge (Pak) Ltd (sports goods)
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A. Qureshi
Hope and Steel (household articles)
Sialkot

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Fugoso Enterprises (sports goods)
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K. Padiernos
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Ortigas Avenue, Cainta, Rizal

F. L. Makalintal
Republic Furniture Mfg. Ent. Inc. (REFURMA) (furniture)
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^{a/} A limited number of copies are available from UNIDO upon request.



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