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**APRI - Agency for R&D Promotion** Belgrade, Pozarevacka 36, Yugoslavia

## **Final Report**

of the two seminars on "Assistance in Technology Transfer and Adaptation for SME Clusters" and "Funding Opportunities for Technologically Oriented Projects from Central European Countries"

> Belgrade, Yugoslavia 7 -- 9 October 2002,

> > Organized by



### UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION INTERNATIONAL CENTRE FOR SCIENCE AND HIGH TECHNOLOGY

with the contribution of *Central European Initiative* 



And in collaboration with

- Ministry of Foreign Affairs of the Federal Republic of Yugoslavia
- Yugoslav Chamber of Commerce
- Serbian Agency for the Development of Small and Medium-sized Enterprises

In preparation of the CEI Summit Economic Forum Skopje, Macedonia, 13-15 November 2002

### 1.Background

The International Centre for Science and High Technology ICS-UNIDO organized in Belgrade. October 7 - 9 two Seminars dedicated to provide more clear information on the SMEs development based on the experience gained by the developed European countries, in particular by Italy. For this reason the intention was to present the Italian model of promoting the SMEs development, with a specific attention to the support assured by both local administrations and national governmental institutions to the process of clustering the SMEs along specific, market oriented production lines. It was the initiative organized in cooperation with the Central European Initiative and the local institutions such as: Ministry of Foreign Affairs of the Federal Republic of Yugoslavia, Yugoslav Chamber of Commerce, Serbian Agency for the Development of Small and Medium-sized Enterprises, as well as APRI-Agency for R&D Promotion. The seminars were the follow up activities of the Symposium organized in Belgrade by ICS-UNIDO in the year 2001 that was oriented to presentation of initiatives and existing possibilities developed within international organizations and Italian scientific communities, but at the same time was an occasion for understanding the requests and ideas coming from the representatives from academia, industry and government of the countries within South-East Europe. The seminars were also considered as a preparatory event of CEI Summit Economic Forum organized in November in Skopje, Macedonia.

### 2.Objectives:

The overall objective of the Seminars was coherent with the request of the Central European countries on presenting the potentiality of SMEs in a more general industrial and economic development frame, underlining the importance of implementing proper promotional and management related policies by both national governments and local administrations.

More specific and particular objectives of the Seminar were:

- awareness building on the necessity of creating clusters of SMEs
- identification of a suitable Italian model that would be applicable to assist and support institution acting as coordinators of SMEs development on the national level
- provision of technical assistance for the creation of a service centre in Kragujevac as a case study based on the particular request received from the Serbian government and the local authorities
- promotion and application of the service centre model in other parts of the Central European region
- provision of information for cooperation with international financial institutions (IFI) through the clarification of project application procedures
- dissemination of information on and instruction of SMEs in the necessity of the preparation of transparent financial reports and strategic business plans, according to the requirements of IFI and Italian financial institutions such as Cooperazione allo Sviluppo, FINEST, SIMEST, INFORMES
- eligibility of public enterprises and large local industries in the region in applying to the various donor tenders
- Presentation and promotion of the ICS potential in supporting the industry development programmes and offering specialized technical services/assistance in project formulation and promotion related activities.

The Seminars were also an opportunity for establishing direct contacts in view of possible joint ventures and creating networks for the dissemination of the necessary information

### **3.**Course of the Seminars

The Seminars were organized in two plenary session based mainly on 15-minute presentations, as per the programme herewith attached. The first session was focused on the needs of local SMEs and large manufacturing companies; the second session was devoted to the reports of selected international financial institutions that presented existing capacities, procedures, successful cases and lines of future development.

A roundtable discussion was organized in the afternoon of the first day in order to give the participants the opportunity to express their particular needs and requirements for assistance from the service centres.

A poster session was organized in parallel, for the presentation of the most interesting projects as well as the exhibition of products and services dedicated to SME partnership promotion.

The Seminars were organized for participants from SMEs, industry and governmental institutions with expertise and interest in the territory related aspects of sustainable technological development. The audience was interactive in helping to identify local technological requests and ideas that have regional interest. For this reason, two target beneficiary groups were invited: representatives of SMEs and representatives of public enterprises and large companies. The target beneficiaries of this initiative were all kind of **policy and decision-makers:** those at national government level involved in European integration processes; local policy-makers creating the environment for investment opportunities and industrial transformation and privatization; SME entrepreneurs aware of the need to exploit local and international R&D institutions.

The participation was in the order of 120 participants per day, including about 30 invited guests from Italy and countries within the region of South-east Europe (Albania, Bosnia Herzegovina, Bulgaria, Croatia, Macedonia, Romania, Yugoslavia).

### Tuesday, 8 October 2002

### **Opening addresses were provided by:**

- Mr. S. Korac, the President of Yugoslav Chamber of Commerce
- Ms. J. Minic Deputy Minister for Foreign Affairs of Yugoslavia,
- Mr. De Cardona, Charge d'Affairs of Italian Embassy in Belgrade
- Mr. F. Pizzio ICS-UNIDO Managing Director

**Symposium scope and expected results** were presented by Mr. G. Cicognani, scientific expert of CEI and Ms. M.Holodkov, fund raising consultant of ICS-UNIDO

Session I: Assistance in technology transfer and adaptation for SME clusters (Chair: Mr. Nenad Penezic, Managing director of Serbian Agency for SMEs development, Yugoslavia)

### Opening remarks by Mr. Vlahovic, Minister for Privatization of the Republic Serbia

The following representatives of Emilia Romagna region followed:

- Mr. A Caselli, Province of Bologna: How to increase the efficiency of the local industrial system through creation of new SME. Presentation of the Programme "Creare un'impresa"
- Mr. M. Bianchi, University of Bologna: The use of the modern informative systems in the SME creation phase
- Mr. Angelo Neri, Province of Bologna: The identification of the new methodologies of management, market evaluation (international and local)
- Mr. Enrico Santarelli, University of Bologna: The importance of professional education related activities for the SME management
- Mr. Bonaretti, General Director of ASTER (Agenzia per lo Sviluppo Technologico dell'Emilia-Romagna): The Role of ASTER in SMEs promotion in the general framework of the ERVET system
- Mr. Nerio Bentivogli, Province of Bologna: Support and promotional activities of the Province of Bologna for helping SMEs development.
- Mr. Giangiuseppe Bentini, CNR: The importance of establishing a cluster-based structure of SMEs as a major step in the direction of an industrial district.

All the presentations are enclosed to this report and can be also found on ICS-UNIDO web site

### Roundtable discussion (moderator Mr. G. Cicognani)

The Round Table which followed the Session I of the Symposium has been carried out as a typical open floor discussion, thus allowing participants both to present the different national positions and to propose specific questions and comments to the speakers of the Session itself.

The representatives of the invited countries were expected to underline the sub-regional meaning of the Seminar to be considered together with the other relevant scope of the event, namely the presentation mainly to the local environment of one of the more effective Italian systems for the development of the SMEs clusters. In particular:

- Ms Jadranka Vulic and Ms Dragica Ristic from **Bosnia and Herzegovina** presented the main obstacles encountered by the SMEs in that country, to be mainly referred to the poor availability of financial resources and, more specifically, to the difficulties the entrepreneurs have to overcome for obtaining the credit lines needed for their activities implementation. The absence of any kind of supporting Agency and the weakness of the national bank system are regarded as two relevant additional problems on the line of the development of a substantial SMEs tissue.
- Ms Julieta Hubenova, Director of the CEI-Business Advisory Service (CEI-BAS) Program in **Bulgaria**, underlined the good results obtained through the support of the BAS. However she stressed the importance of reinforcing the technical assistance related activities, to be regarded as a major element for helping the SMEs development in Bulgaria.
- Ms Biserka Preininger-Fizulic, President of the KRUG Enterprise in Croatia (Croatian Association of Business Women), presented the positive experience gained by the growing process of KRUG, now counting more than 800 members. She anticipated the important Zagreb event of Oct. 27-29 (Workshop on "Business Alliances for Women-guided SMEs and Technology Centres"), jointly organised by ICS-UNIDO and the CEl in preparation of the CEl Summit Economic Forum of Skopje (Nov. 13-15 2002).
- Dr. Lajos Nyiri and Mr Peter Mogyorosi from **Hungary** underlined the significant progress recorded by the country on the SMEs development line, which is still growing in parallel with the performances the multi-national groups obtained as a result of the huge foreign capital investments in the last decade. During this period the SMEs opportunities have been basically

- implemented on a sub-contractual basis within the production cycles driven by a few number of big firms. Now the time seems proper for a significant improvement of the SMEs presence in both the "conventional" and "high-tech" sectors; innovation and new technology transfer are the key aspects of this process. However the development of a proper higher education related policy, both professional and academic, represents a major factor for shortening the time required for the development of a SMEs based, modern economy.
- Dr. Maria Zarezankova-Potevska from Macedonia stressed the importance of a strict cooperation between private and public Institutes (Universities and R&D Centres included) for the development of the SMEs. The Emilia-Romagna model represents an unique and very positive example which deserves to be carefully evaluated and possibly developed through a pragmatic step-by-step implementation in the respect of the different national realities.
- Ms. Jelena Krivograd and Ms. Marta Turk from Slovenia presented the on-going SMEs development process in their country at both institutional and enterprise levels. They underlined the reasons because the Slovenian experience has to be recognised of a significant reference for the development of the SMEs systems in Central-southern and Balkan Europe.
- Ms Mirjana Lalovic of the Chamber of Commerce of **Yugoslavia** touched a delicate and important aspect related to the guaranties required from the SMEs for obtaining by the donors countries (Italy among them) financial support in terms of both grants and credit lines. The actual Institutions in the country are normally not in a position to fulfil this requirement, thus leaving the SMEs without the help they need.

The presentations of the different national positions was followed by a comprehensive discussion on the subjects given by the official speakers of Session I. Among the others we can recall the intervention of Dr. Dusan Kicevic, of the VINCA Institute in Belgrade and of Nenad Penezic, Director of the SMEs Development Agency of the Republic of Serbia. They underlined the importance of their Institutions of taking full advances by the Emilia-Romagna model for assuring a proper and effective role to a R&D Center and a promotion Agency., respectively, in the proper growing of the SMEs system in Yugoslavia.

### Summary:

The Emilia-Romagna SMEs system, resulting from a step-by-step development during more than 40 years, is offered here as a kind of "reference model" to be properly evaluated and analysed. The transfer of this model to different environments (even in Italy!) is for sure not an automatic process, being stricly depending by very specific realities and boundary conditions. As a matter of fact Emilia-Romagna presents an unique concentration of top-level industrial districts (in the field of ceramics, textile, agro-food, mechanics...), a number of both R&D and Higher Education Centres/Institutions, a long term traditional commitment of local governments on the different aspects of the territory development, a traditional attitude to the co-operative activities. Thus the environment was and has been favourable for the building of an integrated system, created through both the proper and finalised networking of different components and the strict co-operations between the Institutions and the public/private sectors. However a number of well proved, basic guide lines of the Emilia-Romagna model can be considered and possibly adopted by other realities:

- the importance of keeping together two aspects which seem in contradiction: co-operation and competitiveness;
- the need of finding a common basis for matching the free initiative with the more general economic policy requirements;
- the possibility to help the development of a territory related micro-economy in coherence with the demand of a market which appears to be more and more global and international;
- the opportunities given by the establishment of a correct and well balanced share between public and private financial resources;

- the proper use of the new technologies, through a process based on the technology "demand" by the SMEs more than on the technology "offer" by the high-tech Institutes;
- the possibility to reach a real compatibility between the flexibility demanded by the market and the rights of our workers which belong to a mature and democratic community.

In a more general sense the roots of this model, for sure complex and unique, are easily understood and summarised: a territory related development, based on an integrated network of the different components and the connections between the committed people. For sure the alliance between entrepreneurs and public administrations represents a factor of a major importance; however it has to be underline the value of the direct commitment of the R&D and Higher Education Institutes, in terms of professional building, technical assistance and services to the SMEs. It is not by chance that the President of ASTER, one of the most important Service Centres of the Region, is a full professor of the Bologna University. In addition to that the Emilia Romagna model gives a specific attention to the financial aspects, helping the SMEs system to have access to the different credit lines, on both the national and the international frame. As it has been clearly recognised here, the bottle neck the SMEs are facing when they need to obtain a credit is in most cases related the guarantee problem; for this reasons very seldom the SMEs can obtain the needed help by the international financial system. The creation of the so called "Società Consortili" has been recognised as a practical way to solve the problem.

### Wednesday, 9 October 2002

### Session II: Funding opportunities for technologically oriented projects from Central European Countries

### Opening remarks: Mr. V. Calogero, Head of CEI/EBRD Project Secretariat

Followed the presentations of the representatives of International Financial Institutions, UN sistem and EU Agencies, such as

- Ms. Vesna Kostic, representative of World Bank: World Bank assistance programmes
- Mr. Roberto Albiseti, Head of IFC office in Belgrade :Basis of the financial policy of a International Financial Corporation in CEI countries
- Mr. Henry Russell, Head of EBRD office in Belgrade: Basis of the financial policy of EBRD)
- Ms. Juliette Hage, Deputy Resident Officer of UNDP in Belgrade: Assistance programmes provided by UNDP
- Mr. David Miller, on EU programmes: Assistance programme for SME development of the European Agency for Reconstruction and Development
- Mr. Del Neri, representative of SIMEST on :Financial policy of Italian donor institutions, FINEST, SIMEST, INFORMEST, Ministry of Foreign Affairs - Cooperazione allo Sviluppo

# Presentation of the forthcoming 5<sup>th</sup> CEI Summit Economic Forum ((Mr. V. Calogero) Discussion, Conclusions and closing of the Seminar

### 4. Conclusions of the Symposium and follow up actions

In about one year since now the European Union will count 10 new member countries; in the year 2006 three additional countries will join the Union and before the end of this decade the Union will be further enlarged with the adhesion of all the other countries of the Balkan region. Thus Europe

will be unified from the Atlantic Ocean to the CIS countries border. In this contest the development of the SMEs is expected to play a major role for the economy of hour common House, but an even more important contribution is expected.

The more comprehensive development of the European society will be more and more referred to the geo-political model of the so called "Euro-regions", where different provinces, belonging to one or more European countries will joint together for creating new communities unified by similar cultural roots and development opportunities. The development of the Euro-regions, strictly territory related, could be strongly enhanced by the growth of an industrial system basically founded on the SMEs, themselves an expression of the territory in terms of cultural traditions, expertise and capabilities

The main outputs of this Seminar can be divided into those having a more strategic character in line with ICS and CEI mandates, and those of specific value for national SMEs systems.

### General outputs are:

- Increasing of ICS visibility and of its activities carried out for the benefit and sustainable technological development of countries in South-east Europe.
- Identification of a number of project ideas to be developed during the following months on a regional or sub-regional basis, at the required level (conceptual, pre-feasibility, feasibility) to be proposed to the potential donors, and then put forward for funding, to allow their implementation.
- Transfer of knowledge and capacity-building of local SMEs and industry, to increase competitiveness in respect to the preparation of projects and programmes eligible for funding by international donors.
- Conclusions and recommendations for the relevant high-level meetings to be organized by CEI and the Adriatic-Ionic Initiatives during 2002 (in particular the Summit Economic Forum).

### More specific outputs can be summarized as follows:

- the way to increase the efficiency of SMEs and helping the creation of new enterprises
- identification of new methodologies of management and market evaluation (both international and local)
- procedures needed to assure a proper quality assurance of the products and related certifications
- practical use of modern informatic systems at the service of enterprises
- adaptation of specific country conditions to a reference framework which assures proper cooperation between local authorities, S&T institutions and SMEs
- identification of the duties to be appointed to a typological service centre for a number of SMEs co-operating at the territory level along a well established production line.

The follow-up of this Seminar is expected to be promoted during the CEI Summit Economic Forum that will take place in Skopje, Macedonia from 13 to 15 November 2002. In this occasion the conclusions of the work started in Belgrade will be presented and further developed during the following months, that is, concrete proposals for funding, requests for joint venture partners and investors to complete various project packages, presentations of requests to financial institutions, statements of government support, etc. This promotion will be connected and carried out through related facilities within the CEI Summit Economic Forum.

### 5. List of Attendees

The Seminars were attended by more than 120, about 30 out of them invited as representatives of 7 CEI countries.

### 6. Evaluation of the results

The Symposium has been considered of a great importance in particular taking into account that this was the initiative that succeeded to gather representatives of leading international financing institutions, UN system and European Union Agencies. It was a result of many activities of ICS-UNIDO taken for the benefith of CEI countries in the past three years. The participation of the audience was from SMEs, R&D institutions as well as from the industry and governmental institutions.

Symposium was followed by the local media: 3 TV interviews of the key speakers have been organized the national TV station and press conference for about 25 journalists. All the main TV stations and daily magazines have reported on this event.

Annexes:

- 1. Aide Memoire
- Abstracts of presentations
   Press Release
- Final Program
   List of speakers
- 7. Financial Report
- 4. List of attendees

Annex I. Records of Discussion

### **Records of Discussion**

Seminar for the Development of an International CRM Network 13 ~ 14 October 2003 Korea Research Institute of Standards and Science (KRISS)

The participants shall agree to pursue multilateral cooperation in the region for the development of CRMs and to establish a cooperative program tentatively titled Asia-Pacific Program for CRMs (APPC).

Members initially shall be NMIs or NMI-designated laboratories from APMP member economies.

A Steering Committee for this Program shall be established with one or two delegates from the members. The first action of the Committee shall be to establish its Terms of Reference and the Committee shall also discuss objectives and operational methods of the Program and its link to other existing organizations.

The Committee shall be organized to meet in the week of the APMP General Assembly Meeting to be held in Singapore during  $3 \sim 5$  December 2003. Members shall be nominated not later than 14 November 2003.

KRISS shall undertake all necessary steps leading to the formation of the Committee and the organization of this first meeting.

By the 31<sup>st</sup> of October 2003, KRISS shall issue an invitation to NMIs to nominate the representatives for the Committee

Especially, a strategic plan for the promoting multilateral cooperation was reviewed at the round table discussion session on the day 2. It was agreed at the session that the participants would pursue multilateral cooperation in the region for the development of CRMs and a cooperative program be established with the tentatively named Asia-Pacific Program for CRMs (APPC).

For the operation of the APPC, a Steering Committee will be established with one or two delegates from the members which will be initially invited from the NMIs or NMI-designated laboratories of APMP member economies.

The first Committee meeting will be organized in the week of the APMP General Assembly Meeting to be held in Singapore from  $3 \sim 5$  December 2003. In addition, the agenda for the 1<sup>st</sup> Committee meeting were drawn up.

The Records of Discussion and the 1<sup>st</sup> Committee Meeting Agenda were attached as annexes of this report.

Annex II. Agenda for the 1<sup>st</sup> Committee Meeting in Singapore

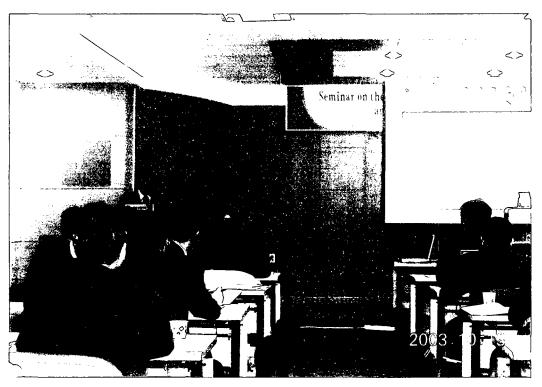
**AGENDA** For the 1<sup>st</sup> Committee Meeting to be held in Singapore

Agenda Item I. Economy report on the needs of CRMs

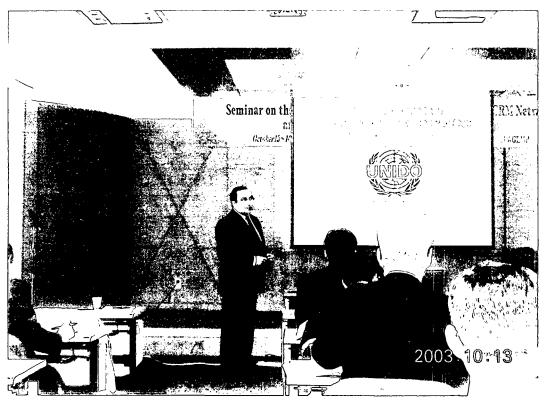
Agenda Item II. Establishment of the Terms of Reference

Agenda Item III. Identification of the CRMs to be developed for the initial cooperation





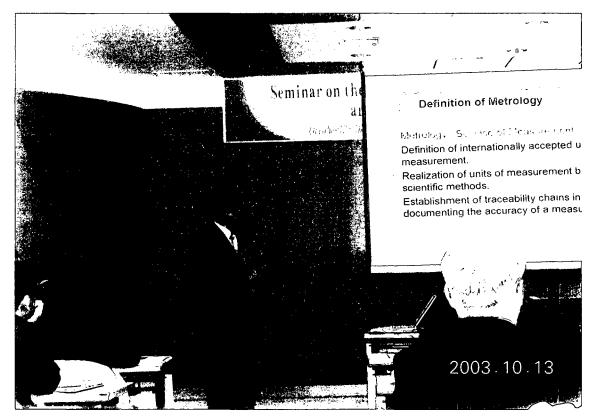
< Opening address by Dr. In Won Lee. Vice President of KRISS>



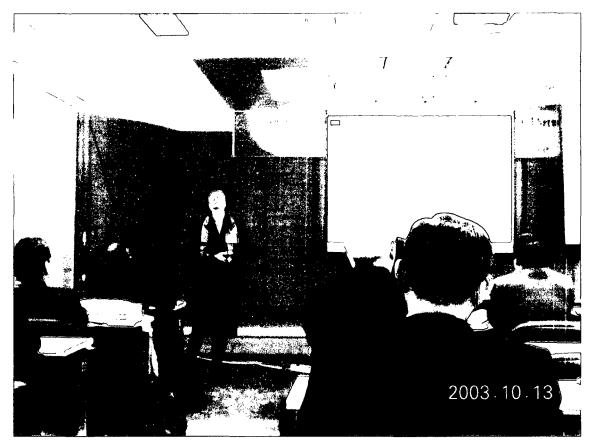
< Introduction of UNIDO Program by Mr. Vladimir Kozharnovich, UNIDO>



<Group Photograph>



<Introduction of the Project by Dr. Gun Woong Bahng. KRISS>



<Invited Lecture by Dr. Doris Florian, IRMM. EU>



<Welcome Dinner>



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Seminars on Assistance in Technology Transfer and Adaptation for SME Clusters and Funding Opportunities for Technologically Oriented Projects from Central European Countries 7 - 9 October 2002 Belgrade (Yugoslavia)

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Seminars on Assistance in Technology Transfer and Adaptation for SME Clusters and Funding Opportunities for Technologically Oriented Projects from Central European Countries 7 - 9 October 2002 Belgrade (Yugoslavia)

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