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STEP Srl  
Stradella del Garofolino, 20  
36100 Vicenza - Italia  
Tel & Fax: +39 0444 547062  
P.IVA 02340540240

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**United Nations Industrial Development Organization**  
(UNIDO)  
P.O. Box 300  
A-1400 Vienna  
AUSTRIA

To Mrs. G. Ceglie and Mr. V. Koloskov

**Subject: Synthesis of relevant information, ideas and propositions emerged during the meetings of Project No. SF/ECU/02/A01 - Sustainable Industrial Competitiveness' Improvement – Component II: Cluster Development**

Dear Mrs. Ceglie and Mr. Koloskow,

here we present a synthesis of the highlights and relevant information emerged during the visit of the Ecuadorian delegation in Italy, from the 8<sup>th</sup> to the 13<sup>th</sup> of November 2004.  
The synthesis is organized as follow:

- The aims of the mission
- A presentation of the meetings agenda
- Relevant information and propositions emerged
- Methodological considerations on visiting missions organization

## **The Mission's Aims**

The mission principal aim was to motivate the participants to develop collaborative relationships among their enterprises and institutions to reach new competitive advantages in international markets.

This mission in Italy, hence, was intended to provide different stimulations, mainly cooperative oriented, from different actors of textile and clothes Italian district in Vicenza.

To reach this object we proposed an agenda fulfilled with different kinds of meetings: between big and small enterprises, institutions like Regione Veneto, associations and service structures.

In specific, our goals were:

- to show the productive organizations and the collaborative relationship involving enterprises and institutions which allowed the Italian industrial district development
- to stimulate a debate directed to build a pact for the development of the Atuntaqui clothing industry
- to identify and explore the collaboration possibilities between Ecuadorian's enterprises and institutions and the Italian ones.

## The Agenda

Day	From	To	Activity	Participants
<b>8/11</b> <b>Monday</b>	10.00	12.30	Introduction to the Italian Industrial Districts and Agenda Presentation	Prof. Paolo Gurisatti
	13.00	14.00	Lunch	
	15.00	16.00	CONFARTIGIANATO, Artisan Association of Vicenza	Dr. Andrea Rossi, Dr. Caleari and all the directive staff of the organization
	16.10	17.30	API, Small Enterprise Association	President Dalla Verde, councillor for internationalisations, Gastone Contin, councillor Antonio Zonta, president of textile sector Spanevello and operatives in the district and SME sector.
	17.30	19.00	Meeting with the Chamber of Commerce of Vicenza and some enterprises	Councillors of Vicenza's Chamber of Commerce
<b>9/11</b>				
<b>Tuesday</b>	9.45	11.15	Galileo Scientific Park and Design Italian School	Dr. Massimo Malagutti
	11.15	12.30	Discussion on Fashion Trends	Dr. Marco Ricchetti
	12.30	13.30	Lunch	
	14.00	16.00	Marly's Fashion SpA and introduction to the District Pact	Dr. Pisanello
	16.30	18.00	CONFINDUSTRIA, Vicenza Industrial Association	Acerbi and Salamo
<b>10/11</b>				
<b>Wednesday</b>	8.30	9.00	Internal Meeting	
	10.00	12.15	Meeting with Hermes Lab and discussion on market trends	Dr Renzo Ruella
	12.15	13.30	Lunch	
	14.00	17.00	Bonotto SpA	Luigi Bonotto
<b>11/11</b>				
<b>Thursday</b>	9.00	10.00	Veneto Region	
	10.00	13.00	Official Meeting with the Veneto Region, Presentation of the Law 8/2003 on Industrial Districts	Dr. Nicoletti, Prof. Paolo Gurisatti
	13.00	14.30	Lunch	
	15.00	17.00	Presentation of the Venice International University and his researching centre on industrial districts.	Prof. Stefano Micelli
<b>12/11</b>				
<b>Friday</b>	9.30	12.30	Bottonificio Padano SpA	Marco Mazzonetto
	13.00	14.30	Lunch	
	14.30	15.30	Greco Fashion Srl	Managing Director
	15.45	17.30	Marzotto Spa	Ing. Francesco Ziche
	16.00	17.00	Valdagno's Textile School	Director

## **Relevant information and propositions emerged**

Organizing this mission, the staff composed by Paolo Gurisatti (project leader), Thomas Miorin (project manager) and Bianca Nardon (logistic coordination), put his effort to direct every single visit moment to the comprehension of the “team-game” of textile and clothing cluster in Vicenza’s province, even if the collaboration dynamics are not always so explicit.

For this reason the visit started with a whole system presentation, highlighting its complexity and diversities from a “first impression” of a fully-coordinated or strong-collaborative system. This speech put questions and curiosity in participants’ minds.

The possibility to know SMEs’ associations like Confartigiano, Api and Assindustria showed the prospective of a big, and organized association of enterprise building confidence in its associated through the quality and effectiveness of its services.

It was also possible to understand the role of the associations not only in providing services to the single enterprise but also in helping the whole textile and clothing industry.

The meetings with different enterprises of the supply chain (from the spinning process to the dresses’ marketing) gave the possibility to take contact with the organization and the different forms of collaborations among the different links of the chain.

The participants could also notice how this self-coordinated organization allows strong specialization process and an achievement of competitive advantages on the international markets.

Some meetings with very small enterprise working for first-class customers like Armani represented a lesson to understand that quality, relationships and high-profit workings are not strictly related to the enterprise’s dimension.

The not-only-cyclical crisis that is putting on trial sorely the solidity of the textile and clothing industry in Veneto and the enterprises’ different reactions represented a possibility for the participants to see the relevance of coordinated actions (associative or collaborative) and represented also a stimulus to trace the evolutionary path of the Italian industrial districts’ system.

In particular the enterprises focused on high value specialized processes, deeply connected to other enterprises of the supply chain and working on collective marketing but differentiating their own production, were an important example for the Ecuadorian enterprises.

Last but not least the possibility to take contact with experts of the clothing sector’s evolution trends, like the ones of Hermes Lab – Osservatorio Moda, gave the chance to participants to shape in their mind an idea of the international modern context in which they deal and some concepts of the latest industry’s organization trends. This, added to some market information for the Atuntaqui’s specific products, gave the ground and the inputs to plan a strategy and a shared pact for the development.

## **Methodological considerations on visiting missions' organization**

We think it's important to point out some considerations on the methodology chosen to prepare this mission and its critical aspects.

1. It's important to rethink the preliminary activity of visit's organization: a mere activity of logistic organization and agenda scheduling doesn't allow to prepare a visit able to go beyond the superficial knowledge of a productive system. The possibility to know before the participants and their territory, their enterprises, their institutions and the relationships between them could broaden and deepen the visit's possibilities.  
Indeed it would be possible to choose better the subject to visit, to prepare not only visiting meetings but also operative ones in order to make an intervention directly focused on the construction of the district pact for the development. This could be achieved with a preliminary study or action in the hosted system.
2. Generally it's important to increase participants' pro-activity in order to increase their participation in meetings selection process, in contents elaboration or in their presentation like private enterprises (or like whole productive system). In concrete:
3. It would be very useful, before the organization of the meeting's agenda, to prepare and send to the organization a profiling card of each participant with:
  - a. Personal data
  - b. Enterprise/Institution/Activity Data and relative long term strategies and targets
  - c. Visit objectives and expectations
  - d. List of the more interesting subjects to meet during the visit

The participants would receive the visit's program before the beginning and eventually express their personal considerations. The staff organizing the meeting, in this way, could have a clearer idea of the participants' interests and could better select the meetings and contents eventually organizing parallel sessions dividing the participants.

4. Reserve a day, to fix before the mission beginning, to the participants' business or personal meetings. In this way they would have the possibility to know in advance when to fix their own meetings and there wouldn't be any risk to disturb the visit's logistic organization. Besides, there would be the possibility to reserve a day to the staff's work to organize, for instance, the last days' agenda or to make an *ad hoc* seminar.
5. It would be useful to organize in last days a round-table with leading exponents of the different subjects that compose the productive system (region, small and big enterprises, associations, chamber of commerce, schools, banks, research institutions, ...) in order to reproduce the "team's game" and its dynamics, to highlight the cooperation's advantage. In this way, trying to understand how this game (or this pact) was built, it would be possible to focus the attention on the overtaken hindrances and on the still-remaining-obstacles. It would be also possible to use this round table as a open debate in which clarify the doubts emerged during the visit.
6. I confirm the choice to organize our movements in group with a unique van which become a meeting place, a space of socialization, of ideas' sharing and of rest besides being a logistical efficient solution.

7. Our experience has shown the importance to avoid short meetings, which don't allow a real comparison and that tire out the participants.
8. We think it could be important to organize in the visit's second half a set of meetings on SMEs supporting services. Eventually, also in this case, it could be useful to organize roundtables with SMEs' associations, associated enterprises and not associated ones in order to understand the different position, to go deeper in associations' roles and services.

In conclusion, we think that this mission reached his goals and that the attention on methodology will give important inputs on next visiting mission organization.

Faithfully,

Thomas Miorin

STEP Consultant  
