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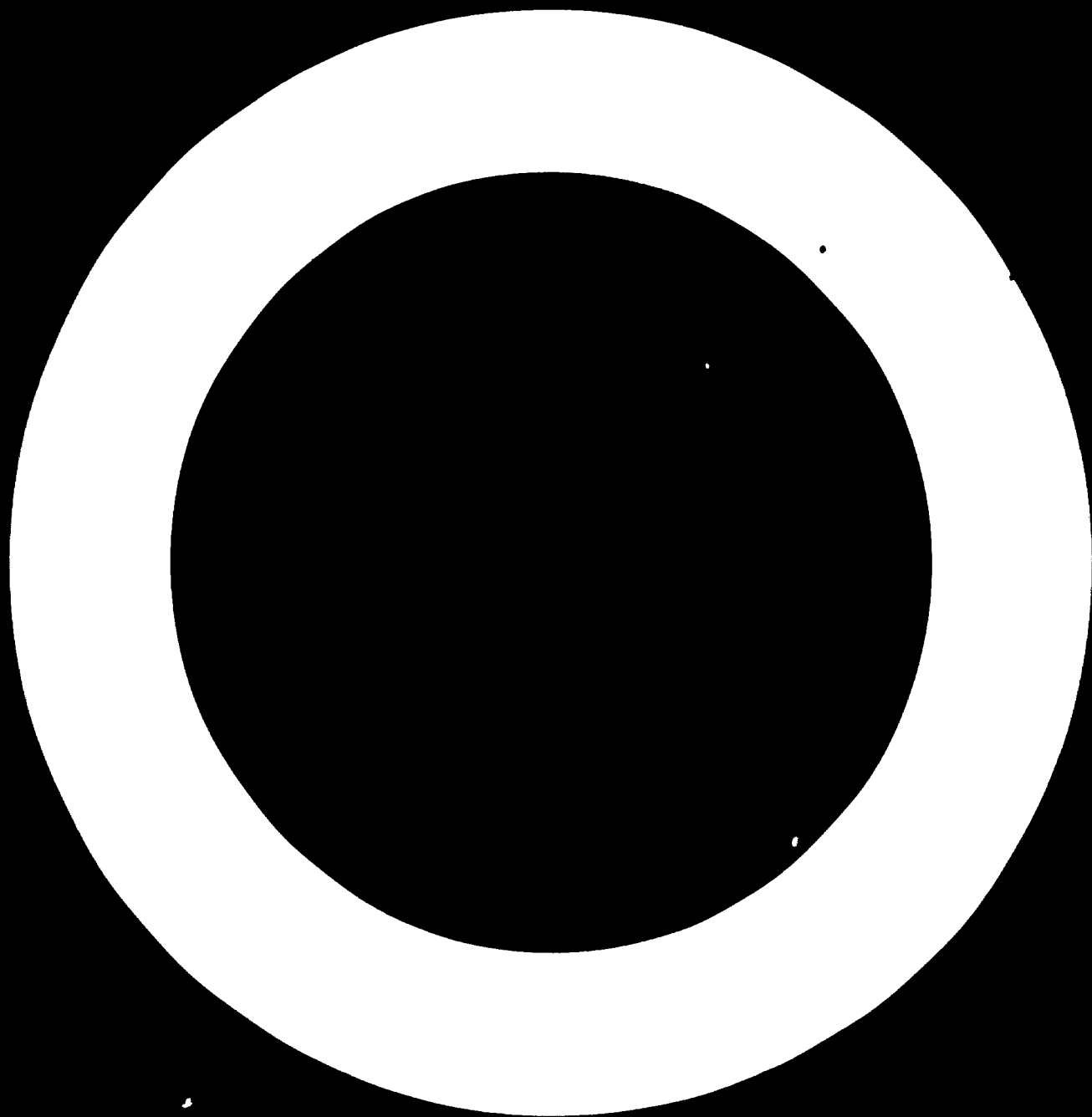
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Annex I

NATIONAL AGENCY FOR EXPORT DEVELOPMENT



NAFED

BPEN

Export Assistance Questionnaire
and Estimate of Present and Future Export Capability

PART I - COMPANY DETAILS

Name of firm
Head office address
.....
P.O. Box No. Cable address
Telephone No. Telex number
President

STATUS P.T. PARTNERSHIP Co-op Joint venture

 CV Sole ownership

 Existing PMDM PMA

Date established
Bankers
Branch plant(s) or offices
.....

Total number of employees:
Number actually engaged in production:

Total capital employed including land, buildings, plant, machinery equipment and working capital

Coding chart

- A over Rp. 700 million
- B Rp. 300 - 700 million
- C Rp. 100 - 300 million
- D Rp. 10 - 100 million
- E under Rp. 10 million

Insert code letter

PART II - OPERATIONAL DETAILS

Category

grower

manufacturer

merchant

Description of products

annual

Value
(in million Rp.)

Quantity

- (i)
- (ii)
- (iii)
- (iv)

Installed capacity (annual) quantity

Current production rate as percentage of installed capacity %

Raw material source and manufacturing supplies:

(a) domestic % value

(b) imported % value

If imported, list raw materials concerned

Have you any definite plans to increase capacity or to modernize production?
(Specify)

.....
.....
.....

PART III - MARKETING ARRANGEMENTS

(A) DOMESTIC MARKET

(i) In what regions are your products sold?

.....
.....

(ii) Do you sell to

wholesalers retailers consumers

(iii) Do you maintain stocks? yes / no

(B) EXPORT MARKETS

(i) Are you exporting now? yes / no

(ii) If YES, to what countries?

(iii) Have you an agent or distributor abroad?
If so, give name (or names) and address:
.....
.....
.....

(iv) What was the value of your exports in the last 3 years?

US\$ 197 US\$ 197 US\$ 197

(v) What lead time do you require for execution of export orders?
.....

(vi) What monthly capacity have you available for export?
.....

PART IV - EXPORT ASSISTANCE REQUIRED

(i) Interested in information on following overseas markets for

Products

Countries

(ii) Require introduction to buyers/agents in

.....

(iii) Interested in participating in Trade Fairs and Exhibitions in

.....

(iv) Interested in joining selling missions to

.....

(v) Capacity to conduct business correspondence in English

No problem

Easily

With difficulty

Not at all

(vi) Interested in staff training programmes in export techniques: yes / no

(vii) Special problems related to export

.....

.....

PART V

Do you wish to take advantage of a free listing of your firm in NAFED Export Trade Directory based upon the details given in Parts I and II?

yes / no

NATIONAL AGENCY FOR EXPORT DEVELOPMENT

NAFED

BPEN

Visiting Officers Report form

Date

Name of visiting officer

Name of firm

address

Name of person seen

Position in Company

1. PHYSICAL FACILITIES :

Describe, size and condition of buildings plant equipment and state of maintenance. What quality control exists.

2. OFFICE FACILITIES :

General impression of efficiency tidiness, equipment available, etc.

3. PRODUCT :

Observations on design, quality and suitability for export. Is the packaging up to international standards ? Have they experience in export packaging ?

4. General appraisal of the management and of their enthusiasm or lack of interest in exporting.

5. Observations on any experience they may have had of trade fairs overseas or of selling missions overseas.

(signed)

Visiting Officer.

ACTION TO BE TAKEN BY NAFED DESK OFFICERS.

DISTRIBUTION :

Annex III

INSTRUCTIONS FOR INTERVIEWING OFFICER

1. Success of this survey depends upon the full cooperation of the firms visited. Those taking part should therefore look upon it as a public relations campaign as well as providing the basis for an export drive. The approach is intended to explain the functions of NAFED and the assistance it can give to exporters. The information sought will enable NAFED to improve its service to exporters and potential exporters and to penetrate export markets more effectively in the national interest.
2. The company's President or most senior executive available should be seen in every case.
3. Status - Tick appropriate status category and show whether the business is an existing or PMDM or PMA firm.
4. Description of products - List main products and annual value. Quantities should be either units, weight, metres or litres as appropriate. Collect sales literature if available.
5. Installed capacity is the total capacity assuming 3 shift working in the case of continuing processes, e.g. textile weaving or chemical production and single or double shift as applicable to other industries.
6. Raw materials - A separate note should be made of any supply problems or price difficulties.
7. Expansion and modernization plans, state details and show whether under PMDM or PMA. If no plans exist, state "None". Use separate sheet if necessary.
8. PART III Domestic Market
 - (i) The purpose of this question is to find out how widely the products are sold in Indonesia. It would be sufficient to state e.g. "all Indonesia" or "Java and Sumatra" or "West Java", etc.
 - (ii) This question is meant to describe the existing marketing chain e.g. from manufacturer to large buyer to small trader to final customer.

9. Export Markets

B(iii) NAFED is strengthening its activities in overseas markets through Trade Centres and the Commercial Attache network and trade contacts can be facilitated if the local representative of an Indonesian firm is known. But if a firm does not want this information to be published it can be marked "Confidential".

(vi) The interviewer must be careful about the answer to this question and must try to establish what is the real capacity to produce over and above existing home market sales. The question is what can actually be delivered against firm orders. If the interviewer has reason to doubt the answer given, he should say so in his personal report.

10. PART IV - Export Assistance

This is the most important part of the interview and will also form an important part of the interviewer's personal report on the visit. The function of NAFED as a service for exporters should be fully explained. This section of the questionnaire will identify practical help needed. (Section vii) should describe the particular problems of the firm rather than generalities. Firms already exporting will be able to quote specific cases in detail. Firms not exporting should be asked what are the main reasons deterring them.

Annex IV

Budget estimates: provinces
(Export Potential Survey (Company Profiles))

PROVINCE NAFED - REGIONAL OFFICE	ESTIMATED NO. OF EXPORTERS (PROFILES)	ESTIMATED NO. OF COMPANIES	NO. OF PLANNED INTERVIEWS	NAFED SUPERVISORS		TRAVEL COST TO/FROM PROVINCE Rps	SUPERVISORS OTHER COSTS Rps	NAFED REGIONAL OFFICE COSTS Rps	INTERVIEW COSTS Rps	TOTAL ESTIMATED COSTS Rps	
				NO. S. & U.	MAN DAYS						
SUMATERA UTARA - MEDAN	286	484	484	3 x 1 3 x 1	42 21	584,400	693,000	1,258,000	968,000	3,503,400	
SUMATERA BARAT - PADANG	74	294	294	2 x 1 2 x 1	28 21	266,400	539,000	878,000	588,000	2,271,400	
RIAU - PEKANBARU	90	219	219	2 x 1 1 x 1	28 7	250,800	385,000	728,000	438,000	2,801,800	
SUMATERA SELATAN - PADJANG	150	305	305	2 x 1 1 x 1	28 7	67,600	385,000	900,000	610,000	1,982,600	
LAMPUNG - TELUK BETING	122	170	170	2 x 1	35	46,400	385,000	630,000	340,000	1,401,400	
JAVA BARAT - BANDUNG	115	965	965	3 x 1 2 x 1	42 28	45,000	693,000	2,220,000	1,930,000	4,888,000	
JAVA TENGAH - SAMARANG	106	880	880	3 x 1 2 x 1	42 21	172,000	693,000	2,050,000	1,760,000	4,675,000	
JAVA TIMUR - SURABAYA	173	850	850	3 x 1 2 x 1	42 21	257,000	693,000	1,990,000	1,780,000	4,640,000	
BALI - DENPASAR	66	240	240	2 x 1 2 x 1	28 14	232,800	462,000	870,000	580,000	2,164,800	
N. T. B. - MATARAM	26	52	52	1 x 1	28	136,600	308,000	344,000	104,000	942,600	
N. T. T. - KUPANG	16	54	54	1 x 1	28	236,600	308,000	398,000	108,000	1,050,600	
KALIMANTAN BARAT - PONTIANAK	92	116	116	2 x 1	28	109,200	308,000	522,000	232,000	1,171,200	
KALIMANTAN TENGAH - PALANGKARAYA	20	69	69	1 x 1	28	146,000	308,000	428,000	138,000	1,020,000	
KALIMANTAN SELATAN - BANJANG MASIH	67	149	149	2 x 1	28	132,000	308,000	588,000	298,000	1,326,000	
KALIMANTAN TIMUR - SAMARINDA	44	48	48	1 x 1	28	93,200	308,000	386,000	96,000	883,200	
SULAWESI UTARA - MANADO	21	36	36	1 x 1	21	145,000	231,000	362,000	72,000	810,000	
SULAWESI SELATAN - UJUNG PADJANG	83	362	362	2 x 1 2 x 1	28 14	358,400	462,000	1,084,000	724,000	2,558,400	
TOTALS-PROVINCES	1,551	5,343	5,343	50 x 1	679	3,319,400	7,469,000	15,616,000	10,686,000	37,090,400	
						US DOLLAR EQUIVALENT	\$ 7,998	\$ 17,997	\$ 37,629	\$ 25,749	\$ 89,373

NOTE: A RESERVE OF 70 MAN DAYS + THE COST OF ONE ADDITIONAL JOURNEY TO EACH PROVINCE SHOULD BE BUDGETED FOR TO COVER ANY UNPROMISED FOLLOW UP ACTION OR HELP REQUIRED.
TRAVEL COST RPS 1,425,100
170 MAN DAYS RPS 1,370,000
TOTAL RESERVE Rps 2,795,100

PROVINCIAL BUDGET ESTIMATES - EXPLANATORY NOTES

The total estimated cost of conducting the export potential - company profile survey in each province consists of four main components :

1. NAFED (Jakarta) staff travel costs
2. NAFED (Jakarta) staff subsistence allowance
3. NAFED regional office costs
4. Interview costs

Each of the above items is calculated on the following basis :

1. NAFED (Jakarta) staff travel costs

These consists of :

- a) Cost of return airfare (Jakarta - Province - Jakarta) X number of staff members visiting the province (number of return tickets)
- b) Airport Tax @ Rps 2,000 Per ticket
- c) Travel allowance to cover costs for journeys to and from Airports @ Rps. 3,000 Per ticket.

2. NAFED (Jakarta) staff subsistence allowance

This has been calculated at a composite rate of Rps 11,000 Per man-day spent in the province and consists of :

- a) Estimated cost of Hotels , Meals etc.
- b) Local Travel costs

3. NAFED Regional office costs

These consist of :

- a) Rps 200,000 to cover extra administrative costs caused by the survey
- b) An allowance to cover meetings based on an average of 5 meetings with 6 participants per province
ie. $5 \times 6 \times 2,500 = \text{Rps } 75,000$
- c) Meetings consumables : $5 \times 6 \times 500 = \text{Rps } 15,000$
- d) An allowance of Rps. 2,000 per company to be interviewed to cover regional NAFED staff costs

4. Interview costs

Calculated at Rps 2,000 per successful interview and consisting of Rps 1,000 as interviewers remuneration and Rps 1,000 to cover interviewers average local transport costs.

The above estimates are only rough estimates and their validity depends to a large extent upon the accuracy or otherwise of the estimated number of companies to be interviewed in each province. Once lists with actual numbers of companies per province have been received these estimates will have to be adjusted accordingly.

We regret that some of the pages in the microfiche copy of this report may not be up to the proper legibility standards, even though the best possible copy was used for preparing the master fiche

1977 - 78 BUDGET REQUIREMENTS

As a result of the export potential - company profile survey carried out in the current financial year (1976 - 77). The following additional expenditure has to be provided for in the next financial year 1977 - 78.

1. The cost of evaluation , tabulation and storage of results
2. The cost of review, updating and follow up.
3. The preparation of industry profiles - product surveys
4. The cost of preparing data for the publication of the NAFED export buyers guide
5. The commissioning of market surveys for selected products in selected markets.

Items - 1, 2, 3, and 4 : are largely covered by the need to set up and run a central control unit i.e. statistics section within the present market analysis division to carry out these tasks. The budget provision for this section must cover the following costs

- a) Provision of adequate office space
- b) Provision of office equipment
- c) Full time employment of 5 staff members

Equipment costs must cover :

- 5 desks
- 2 filing cabinets
- 2 typewriters
- 1 cardex system + ancilliary equipment
- paper , files , telephone and other consumables

Staff requirements are for :

- 1 section head
- 2 assistants
- 1 full time typist
- 1 typist/clerk

The budget provision must cover :

- a) salaries
- b) travel costs
- c) meetings
- d) printing costs

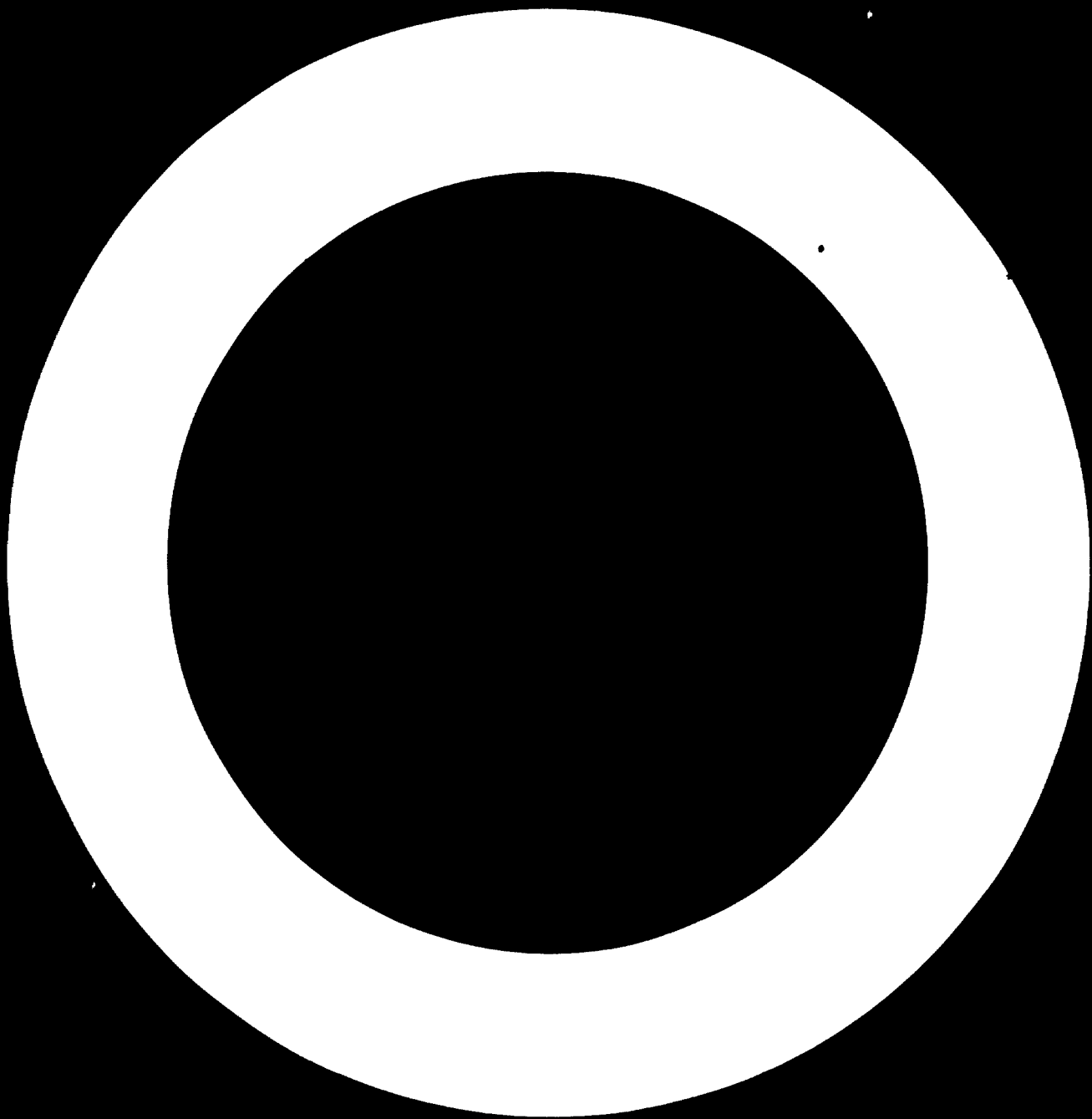
Item - 5 : Market surveys for selected products in selected countries will cost on average Rps 3,000,000 per product per market. This 20 surveys would cost Rps 60,000,000.

This estimate is for surveys in Europe by European consultants. For American consultants would add the cost of travel to and from Europe and European consultants add travel costs to and from the U.S.A. All consultants would charge approximately Rps 4,000,000 per product per market for surveys in the middle east, as well as the cost of travel to and from Jakarta.

For a mixed set of surveys i.e. 15 in Europe, 2 in the middle east and 3 in the U.S.A, plus 3 visits to Jakarta a budget allocation of some Rps 70,000,000 will have to be made.

PLEASE NOTE

1. Market surveys in foreign countries are expensive and should therefore only be undertaken when :
 - a) Products with good export potential have been carefully selected.
 - b) Prospective markets for each of the selected products have been selected
 - c) An assured supply of the products for export has been identified.
2. The idea of attaching a NAFED staff member to the consultant during the market survey although possible in theory is usually not practical because :
 - a) They will learn very little about the methodology of carrying of surveys unless they are attached to the consultants office and actually engaged in surveys.
 - b) The cost of this is very high as NAFED would have to cover cost of travel , hotel + sundry expenses for the staff member for the duration of the survey.



BUDGET ESTIMATES FOR THE EXPORT POTENTIAL SURVEY (COMPANY PROFILES)
FOR THE JAKARTA AREA

Assuming that some 2,000 manufacturers , manufacturing exporters and exporters will have to be interviewed in the Jakarta area the cost are as follows

1. Interview costs
 - a) Pan Asian Contract = Rps 4,500,000
for 450 interviews
 - b) Balance of 1,550
Interviews at Rps 5,000 = Rps7,750,000

2. Questionnaire
 - a) Design
 - b) Printing

3. Staff Training
 - a) Meetings
 - b) Interviews - Travel
Costs

4. Central control unit
 - a) Staff
 - b) Equipment
 - c) Cardex
 - d) Office space

5. Administrative costs
 - a) Survey team costs
 - b) Meetings
 - c) Administration
 - d) Office supplies
UNIDU + I.T.C. consultants
 - e) Travel costs
 - f) Sundry expenses

Annex VI

INSTRUCTIONS FOR NAFED STAFF MEMBERS SELECTED FOR DUTY
IN THE PROVINCES

Following your training in interviewing techniques in Jakarta through formal instruction (meetings) and on - the - job experience you will be selected to pass on this knowledge to local NAFED staff in your allotted province.

Upon arrival at the NAFED Regional Office your tasks will be as follows :

1. You must explain the purpose of the survey.
2. Arrange for a sufficient number of interviewers to be trained by you.
3. Obtain local Government permission to carry out the survey.
4. Organise the maximum involvement and co-operation of local staff members in the survey.
5. Train local interviewers by :
 - a) Taking each trainee to at least 4 interviews (companies)
 - b) You will conduct the first interview yourself with the trainee watching and listening
 - c) The trainee will conduct the next 3 interviews with you watching and listening.
 - d) After each interview you will discuss any points which should be improved or modified
6. Having trained the first interviewer you will repeat the same procedure with the next trainee on the following day ; repeating the procedure until all interviewers have been properly instructed.
Those already trained can start to visit companies and conduct interviews by themselves while you are still teaching others.
7. Having completed your teaching function you must now ensure that:
 - a) The local NAFED office completes the interview programme.
 - b) Make suitable arrangements for the collection and storage of completed questionnaires.

Please Note 1

For most provinces 2 or 3 NAFED staff members will be allocated and in these cases they will stay in the province for 14 days each. They will therefore have to accomplish all the allotted tasks within this time limit.

In the case of less developed provinces 1 staff member will have this task but will be allotted 28 days to complete the work schedule.

Having set up the survey in your province you will return to Jakarta to report. Each local office will continue the interviewing programme up to a target completion date. On or around this date one NAFED - Jakarta staff member will return to the province for a maximum of 7 days to check progress, help with any problems that may have arisen and return to Jakarta with the completed questionnaires.

Priorities

1. Ensure that local NAFED staff fully understand the purpose and importance of this survey
2. Train local interviewers
3. Ensure that the survey will continue in your absence by making a local staff member personally responsible for this work.
- 4a) Try to ensure that all manufacturers and manufacturing exporters in the province are interviewed.
- b) That all larger exporters are interviewed.

EXPORT PERSONNEL - TRAINING

NAFED - Jakarta staff members attended five formal training meetings held on the :

- 1 December 1976
- 4 December 1976
- 10 December 1976
- 15 December 1976
- 27 December 1976

During these meetings they were instructed on the purpose of the export potential survey (company profiles), the questionnaire , the expected results, the operational plan, its conduct in the provinces and interview techniques to be adopted. In addition every staff member selected to launch and supervise the conduct of the survey in the provinces received on - the - job practical interviewing experience by accompanying the UNIDO consultant during interviews in the Jakarta area (questionnaire testing).

A total of 34 NAFED staff members received this training.

Agricultural Product Centre

- 1. Ir. Soetrisno Widjaja
- 2. Dra. Susilowati Ismakun
- 3. Fadlun Rustam Jalil
- 4. Radianto Hadi Dulyono
- 5. Kamislihi Johan
- 6. Atika Murni
- 7. M. Napis
- 8. Irzany Kumarny

Industrial Product Centre

- 1. Drs. H. Saleh Amin
- 2. Ir. Dobby Hidayat
- 3. Sunarso
- 4. Djamian L. Gaol
- 5. Arsil Saleh Chaniago
- 6. Edwin Junus
- 7. Bambang Mandoyoreno

Handycraft Product Centre

1. Drs. M. Chanani
2. Drs. Iman Rusjamsi
3. Sjachril Nazar
4. Djolang Djohar Raya
5. Haryono

Information Section

1. Asnil Ramal
2. Hardamsyah Indra

Market Analysis Division

1. Drs. Nainggolan
2. Rizal Alamsyah
3. A. Faizul
4. Haryono Edy Purnomo
5. Frans Eddy. H
6. Drs. Hamdani
7. Thamrin Bustani
8. Djoko Mulyono
9. Drs. Turnip Paiman
10. Hatanto Rekso Putranto

Planning Section

1. Busyra Muhdi
2. Binari Panjaitan

Because a part of the survey (450 company interviews) in the Jakarta area had already been awarded under a consultancy contract to pan asian consultants Ltd prior to my arrival in Jakarta, it was necessary to train this company's interviewers to ensure that their methods were not at variance with those selected for the rest of the survey. Accordingly two training sessions were held on the 4 and 10 December with a participation of 46 interviewers at each meeting.

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UNITED NATIONS INDUSTRIAL
DEVELOPMENT ORGANIZATION

DEVELOPMENT OF EXPORT-ORIENTED INDUSTRIES
IN SELECTED SOUTH-EAST ASIAN COUNTRIES .

VS/RAS/75/011

INDONESIA .

Technical report: Evaluation of export potential

Prepared for the Government of Indonesia
by the United Nations Industrial Development Organization

Based on the work of W.J. Dziecielewski,
UNIDO consultant

id. 77-3056

Annex VII

SELECTION OF MINI COMPUTER FOR
EXPORT DATA PROCESSING UNIT

1. JUSTIFICATION FOR PURCHASE

Data is gathered by personal visits to firms and is set out in a 4-page questionnaire giving

1. Company details
2. Operational details
3. Marketing activities
4. Export assistance required.

This provides 37 separate facts on each company. Approximately 2,500 firms have been surveyed to date. The target for phase I of the operation is 5,000 firms. The data input will then be 185,000 items of information. Manual sorting, extraction, analysis and typing is impractical as a method of meeting requests for data from NAFED sections and from outside business enquirers. For example, a review of firms interested in European markets undertaken in order to answer an EEC enquiry for a proposed buyers' mission, took 66 man/hours to complete. When the Export Data Processing Unit is fully operational, the staff resources will be totally inadequate for manual processing.

2. SPECIFICATIONS TO MEET NAFED NEEDS

Various equipment configurations have been examined. Some are designed essentially as accounting aids, some as mathematical calculators and some as automatic letter writers or billing machines. The Export Potential Survey does not involve mathematical computation. It does involve complex analysis. The data print out has to be rapid in order to cope with a wide variety of demands.

The main components of a mini computer work station are:

- Input unit
 - with visual display
 - memory
 - storage file (a) tape or (b) disc
- Output unit
 - (a) high speed matrix printer
 - or
 - (b) impact printer (similar to typewriter)

Tape storage offers limited capacity and the tapes have a limited life. Complete search and analysis involves running through all the tapes for each exercise. For NAFED this would mean 5 hours for each separate job. Discs have high capacity and search is almost instantaneous. They do not wear out. For complete compatibility a disc drive should be coupled to a matrix printer which is more efficient and works at 4-8 times the speed of an impact (typewriter style) printer. The memory must have the capacity to accommodate the range of data and the number of programme variables the Export Data Processing Unit will have to employ.

Equipment investigated

1. I.B.M. (U.S.A.)
2. I.C.L. (U.K.)
3. Monroe (U.S.A.)
4. N.C.R. (U.S.A.)
5. Olivetti (Italy)
6. Wang (U.S.A.)

IBM, NCR and Olivetti were eliminated as having nothing suitable to offer. IBM and NCR equipment has capacity much greater than any conceivable NAFED need and would cost 2 or 3 times NAFED budget possibility. The Olivetti range is basically in calculating and accounting machines. Their Editor S-14 has certain Information Retrieval and Word Processing capabilities which could perform some of the functions needed in a very limited way, but it would be shortsight policy and in the end wasteful to buy a machine of this kind for the Export Data Processing Unit.

3. POSSIBLE OPTIONS

Coded data input specifications, 20 company profiles and 6 test programmes were submitted to ICL, Monroe and Wang.

- (1) First choice is unquestionably International Computers Limited (ICL) represented by Pan Systems, Jl. H.O.S. Cokroaminoto 89, Jakarta.

ICL was one of the earliest firms to develop computers and has wide experience and a strong world wide organization. They took over a well established mini computer firm, Singer of Utica USA, 2 years ago and they are now developing rapidly in the small computer market. Their distributors, Pan Systems, employ well trained staff and appear to be capable. ICL equipment is used by the Central Bureau of Statistics. Pan Systems have had no difficulty meeting our specifications. They have successfully undertaken the test programme prepared by this expert and have submitted an offer based on equipment lay out mutually agreed as the most economic and efficient for NAFED requirements.

This includes:

ICL MODEL 1503-43 Transaction Terminal with 16 KB memory
1920 character video display, screen,
keyboard, and fixed/removable rigid
disc drive 2.5 M.Bytes capacity.

ICL MODEL 1551-S* Matrix Printer - output speed
165 characters per second
132 characters per line
Plus software and supplies as needed.

* Alternative : MODEL 1550-1 Impact Printer - speed 30 cps
This would achieve a substantial saving
but is only recommended as an extreme budget-
ting expedient since it would lower the
credibility of the installation.

Delivery : 2-3 months from date of order.

- (2) Wang Laboratories Inc., Tewksbury, Mass. U.S.A.
An American firm established in 1951 which has specialised in small computer systems. They claim to have 17 installations of their 2200 series equipment in Jakarta. Wang is represented by P.T. Metrodata Indonesia, Pulo-Gadung Jakarta. They have given us an effective demonstration using a dummy programme made up by themselves but have not tackled our test. It has not been possible therefore to compare the performance of their equipment on an equal basis with that of ICL. The configuration offered for NAFED requirements includes:

WANG MODEL 2200 T-4	Central Processing Unit with 16 KB memory
WANG MODEL 2226A	1024 character video display screen and key board
WANG MODEL 2270-3	Triple removable Diskette (floppy disk) drive 786,432 Bytes capacity
WANG MODEL 2231 W-2	Matrix Printer 120 characters per second 132 characters per line.

Plus software and supplies as needed.

Delivery : 6 weeks

The storage capacity and the print capability of WANG are both lower than than offered by ICL.

The WANG installation is approximately 8.6% higher in price than ICL.

There is also logistical disadvantage in that WANG's agents are located out at Pulo Gadung whilst ICL's agents are conveniently situated in Menteng. This may have an important bearing on servicing and would certainly seriously affect collaboration with the suppliers on programming and input.

- (3) Monroe
Well established American business machine firm represented by P.T. Matahari, Jl. Peconongan 45, Jakarta. They are not strictly computer manufacturers but can offer machines which have capabilities similar to the small computers of ICL and Wang. They were able to complete our test programme successfully.

A formal offer is still awaited from P.T. Matahari but the Monroe installation discussed consists of:

- a. an impact printer which is also used as the input key board. The printer operates at 16 characters per second, 132 Bytes per line. The manufacturers also claim a 50 cps machine but the local agents do not appear to be familiar with it.
- b. A key board/memory unit with provision for loading up to 4 Diskettes (floppy discs). Capacity 1 m. bytes. This unit has a built in calculator facility.

Delivery: 2-3 months

No literature or precise technical specifications has yet been submitted.

The Monroe equipment is relatively simple to operate. It suffers from the disadvantage of being slow in output and of having a storage capacity well short of NAFED's basic need. It is also questionable whether the memory could accommodate the programme variables we would require.

Price, based on the 16 CPS Printer is 35.4% lower than that of ICL.

It is emphasised that although mock-up data and coding was supplied by us, we have had to rely upon the agents' own programmers and the demonstrations in every case were technically beyond our control. Only ICL volunteered programme variables which foresaw accurately the nature of NAFED requirements.

4. OPERATIONAL PLAN

NAFED already has an expensive investment (over Rp. 50 million) in the Export Data Processing Unit. It is essential, therefore, that every effort be made to shorten the time between placing the computer order and commissioning the equipment. Our data has to be translated into computer language and fed into storage discs. This may take 4 to 6 weeks. Time can be gained by employing the services of the supplying company for the preparation work in advance of delivery of the equipment. Basic programming which is also a lengthy and technical procedure, can also be done in advance, and the pre-delivery time can be used for training the NAFED operator and programmer.

The following plan is suggested:

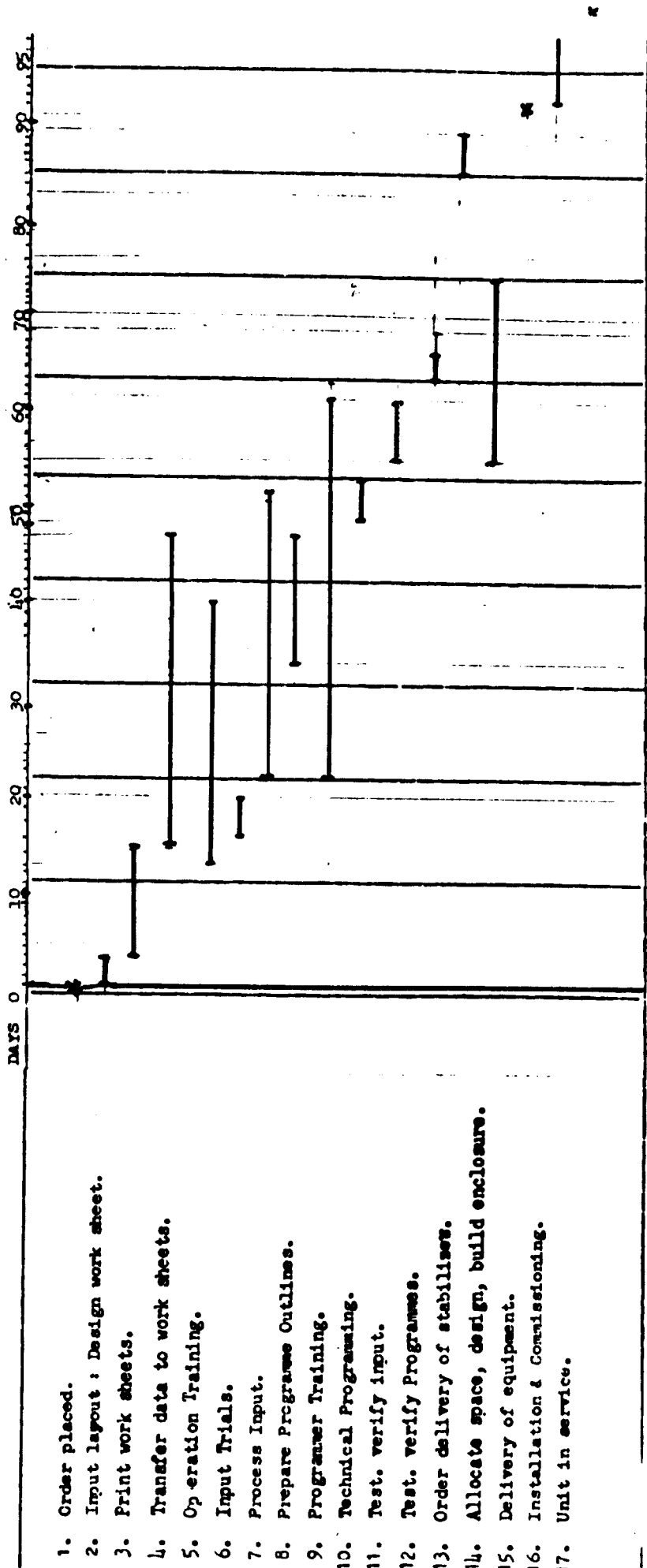
- | | | |
|--------|--|------------------------|
| (i) | Selection of equipment and placement of firm order | |
| (ii) | Technical talks with suppliers on input lay-out and design of input work sheet for use by operator | allow 3 days |
| (iii) | Print work sheets | allow 8 days |
| (iv) | Transfer data from questionnaires to input work sheets, say 3,500 firms initially
2 staff plus 1 supervisor/checker | allow 24 days |
| (v) | Train operator (included equipment contract) | |
| (vi) | Trial input, line up and adjustment | allow 3 days |
| (vii) | Process input (say 3,500 work sheets) using suppliers' hardware facility | allow 24 days |
| (viii) | Prepare programme outlines consistent with equipment capability. Technical collaboration with suppliers | allow 10 days |
| (ix) | Train Programmer (included in equipment-contract) | |
| (x) | Technical programming -say 10 basic programmes with variables | allow 5 days |
| (xi) | Test and verify input | allow 5 days |
| (xii) | Test and verify programmes | allow 2 days |
| (xiii) | Order voltage stabilizer for computer | delivery say
5 days |

- | | | |
|--------|--|---------------------------------------|
| (xiv) | Allocate space for computer work station
Construct dust free, secure enclosure
Optionally, this could accommodate the
complete Export Data Processing Unit staff
as an entire working unit | allow 15 days |
| (xv) | Delivery of equipment | say 3 months
from date of
order |
| (xvi) | Installation and commissioning of equipment | allow 8 days |
| (xvii) | Unit becomes operational | |

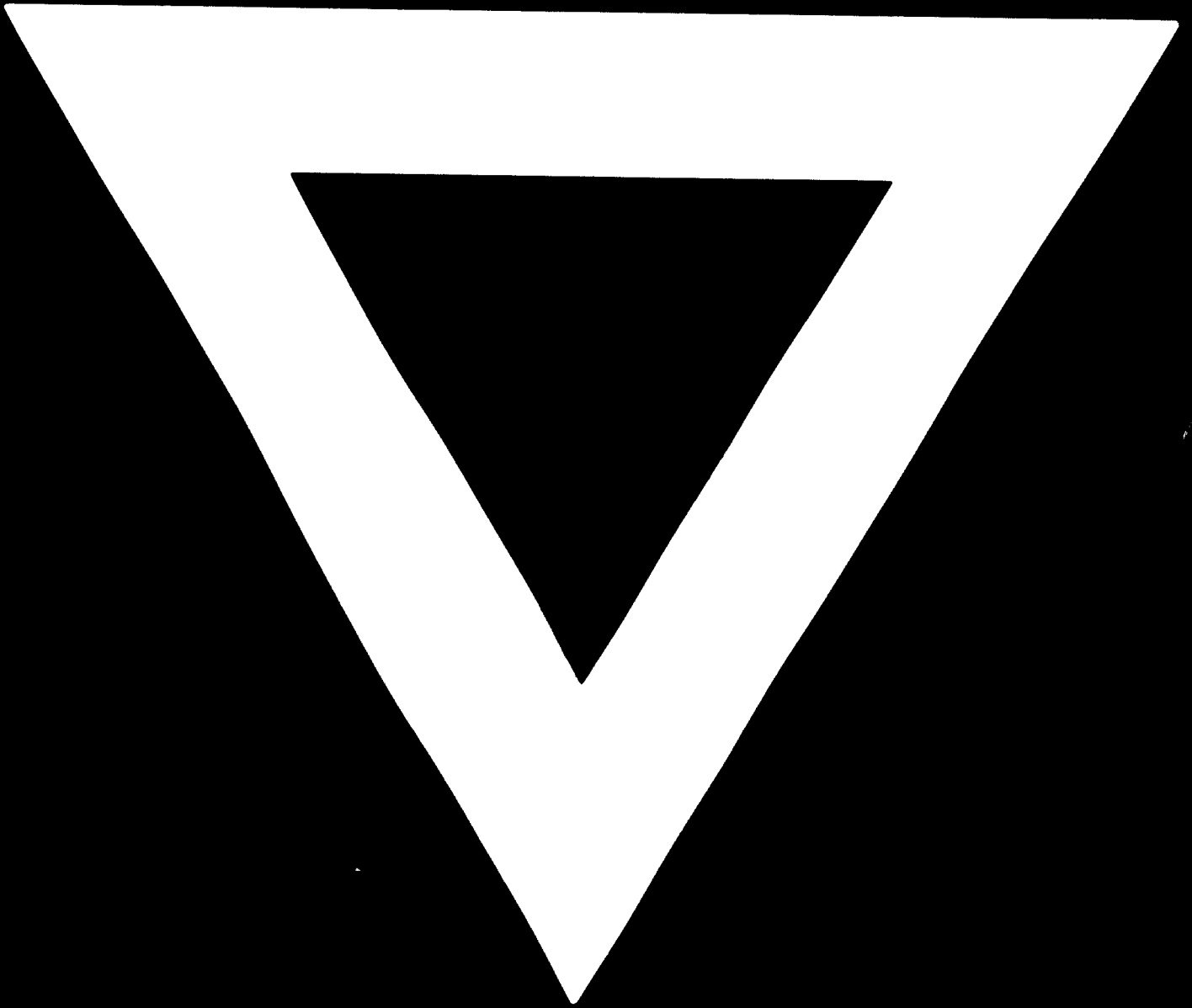
Note: (a) Time is expressed in working days
(b) Functions (iv) to (xiv) will overlap or run concurrently.
See Critical Path Analysis attached.

M A F E D
EXPORT DATA PROCESSING UNIT
PROPOSED COMPUTER INSTALLATION.

CRITICAL PATH ANALYSIS CHART,



G-347



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ABSTRACT

This report sets out the work completed during Phase I and II of the consultant's assignment to the project "Development of Export-Oriented Industries in Selected South-East Asian Countries" (VS/RAS/75/011), carried out in Indonesia. Phase I covered six weeks from 21 November 1976 to 1 January 1977 and Phase II lasted eight weeks covering the period 18 February to 14 April 1977.

Having set up the survey during Phase I as shown in the interim report, the consultant returned to Indonesia to:

- (a) Advise NAFED (National Agency for Export Development) on the further organisation of the company profile survey;
- (b) Advise NAFED on the evaluation of results to date and those to be collected in the future;
- (c) Train NAFED personnel in the methodology of analysis and evaluation of results;
- (d) Prepare a brief report on the evaluation of the survey including the evaluation of results, conclusions and recommendations for follow up action.

INTRODUCTION

This 3-month project in two phases, is only a component of a regional promotional project, "Development of Export-Oriented Industries in Selected South-East Asian Countries" (VS/RAS/75/011). To comply with one of the stated policy aims of the Government of Indonesia, namely the development of non-traditional exports, the National Agency for Export Development (NAFED) has found it necessary to conduct an Export Potential Survey (Company Profiles). To carry out this task NAFED requested the United Nations Industrial Development Organization (UNIDO) to provide the technical assistance required to implement this micro-economic study.

Objectives

The short-term objectives consist of establishing generally applicable criteria for the survey, the completion of all the required preparatory work such as questionnaire, instructions, budgets, operational plans and interviewer training, and the launching of the survey in Jakarta and the provinces. The long-term objective is to obtain from the results of the survey information on the current state of industry in Indonesia and the type and quality of products available for export; and to pinpoint those companies and industry sectors, which, with NAFED help and assistance, could begin to export their products. At the same time the survey sets out to ascertain the scope and type of assistance that NAFED would be expected to supply.

Official arrangements

During his assignment in Indonesia the consultant was attached to NAFED. His immediate counterpart was Mr. Januar, Director of the Market Analysis Division. To conduct the survey, a Survey Control Unit was created within this Division and entrusted with the day-to-day management and monitoring of the survey and the collection and analysis of results. This unit will also be entrusted with the transfer of data from the completed questionnaires to computer work sheets in readiness for computer analysis once the ICL machine has been installed in July 1977.

The consultant would like to take this opportunity to thank all NAFED staff members for their help and co-operation without which the work programme could not have been completed in the short time available. Particular thanks are also due to T.W. Robinson, ITC Senior Market Development Adviser for his assistance in the Interviewer Training Programme during Phase I and the selection of a computer during Phase II of the assignment.

PROJECT ACTIVITIES

The survey covers 17 provinces in addition to Jakarta and will endeavour to interview:

- (a) All export licence holders (whether active exporter or not);
- (b) All industrial companies with over 20 workers;
- (c) All companies that have received or applied for local or central government grants, loans, aid etc;
- (d) A sample of 10 to 15% of existing handicraft establishments.

It is estimated that this will involve interviewing some 5,000 companies in the provinces and some 1,500 in Jakarta. These 6,500 companies represent an estimated 75% of the total number of existing industrial establishments and between them account for over 90% of total output.

Questionnaire

Following discussions and a close examination of the requirements and implications contained in the draft questionnaires submitted by each of the product centres, a composite questionnaire (see annex I) was drafted and recommended for use in the survey. An interviewers' report form and a set of instructions were also prepared (see annexes II and III). All these documents have been translated into Indonesian and printed.

Plan of Operation

The Plan of Operation and implementation of the Export Potential Survey (Company Profiles) are summarized in annexes IV and V. It is intended to interview an estimated 5,300 companies in the 17 provinces and 2,000 companies in Jakarta. The survey began in Jakarta on 11 December, and it was planned to begin interviews in the provinces on a phased basis as shown in annex V.

The interviewing programme was however delayed first by torrential rains and floods and then by administrative difficulties so that survey teams did not leave Jakarta until the end of January. Despite this delay some 3,000 companies have been interviewed to date and another 3,000 to 3,500 interviews will be completed by the end of May 1977.

Training programme

The counterpart staff training programme is set out in annex VI. The training programme in Jakarta was used not only to train NAFED staff members in interview techniques but also as a vehicle by which the questionnaire was tested. A further by-product of company visits in the course of training was a check on Pan-Asian Consultants Ltd. who were contracted by NAFED to carry out 450 interviews in Jakarta prior to the arrival of the consultant. These 450 interviews were completed by 15 March 1977.

During Phase II of the project the consultant travelled to selected provinces where the survey was not proceeding according to schedule in order to encourage, train and invigorate the local survey teams.

Apart from the 16 NAFED staff members trained in Jakarta during Phase I, 100 regional Ministry of Industry/Trade staff members were trained in the provinces by NAFED survey teams.

RECOMMENDATIONS

The recommendations listed below are directed to the Market Analysis Division of NAFED.

1. The initial 3,000 company profiles having been completed it now remains to:
 - (a) Complete the balance of a further 3,500 interviews;
 - (b) Continue to register all incoming completed questionnaires alphabetically by product and by province.
2. The information from the questionnaires should be transferred to computer input work sheets. The coding to be used should be worked out with the co-operation of the staff of the computer company.
3. The analysis and interpretations of results require expertise and experience which at this time NAFED does not have. It is recommended, therefore, that once the computer analysis is complete, NAFED should request UNIDO assistance (short-term, 4 to 6 weeks) to marshal the facts into a comprehensive and logical sequence.

4. Once the initial results are obtained and through them the industry/product sectors and companies with export potential are identified, it is essential that this work should be pursued by re-visiting the companies with exportable products in order to:

(a) Perform depth studies of their products, production processes, product costing, export pricing etc. (For this a new questionnaire will have to be designed);

(b) Help these companies to adapt their products, production processes, export prices etc. to international market requirements;

(c) Assist these companies to obtain contacts in export markets.

To achieve the above, NAFED will require additional short-term UNIDO assistance.