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FINAL REPORT

TRAINING COURSE ON TECHNOLOGY TRANSFER MANAGEMENT (ICS SUB-PROGRAMME)

UNIDO Contract NO. 97/138

UNIDO Project No.: TF/G LO/96/105
Purchase Order No.15-7-11 38X

DATE:
14 - 18 July 1997

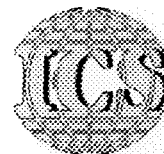
TIME:
9:30 am - 5:30 pm
(Monday - Friday)

VENUE:
**Innovation Technology Centre
of St.Petersburg Regional Foundation
for Scientific and Technological Development**

ORGANISED BY:



**United Nations Industrial
Development Organization**



**International Centre for Science
and High Technology**

WITH THE CO-OPERATION OF:



**St.Petersburg Regional Foundation
for Scientific and Technological Development**

COPY UNIDO

SCIENTIFIC REPORT

TRAINING COURSE ON TECHNOLOGY TRANSFER MANAGEMENT (ICS SUB-PROGRAMME)

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14 - 18 July 1997

TIME:

9:30 am - 5:30 pm
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ABSTRACT

The United Nations Industrial Development Organization (UNIDO) and the International Centre for Science and High Technology (ICS) located in Trieste have arranged and held during 14th - 18th 1997 the pilot Training Course "Technology Transfer Management" at the Innovation Technological Centre of the St. Petersburg Regional Foundation for Scientific and Technological Development (RF STD).

The object of the course is to provide managers of small and medium enterprises and specialists from federal and regional authorities with a broad understanding and coverage of the most important aspects of technology management on the enterprise level.

The course was devoted to the following problems: technological changes and environment; analysis of strategic solutions based on technological changes; ways of obtaining technology-related information; implementation of technological changes on the basis of technology management projects.

The trainees of the course were 33 participants from the Russian Federation, Poland and Ukraine.

The holding of the Training Course "Technology Transfer Management" has allowed:

- to test, on practical experience, a possibility of cooperation between UNIDO and RF STD in arrangement and holding of such events and to gain a positive result of this cooperation;
- to attract, to the participation in the Training Course, practically all the parties affecting the process of technology transfer – from authorities who define the technological policy of the state or the region to a direct technology owner (consumer) via consulting (facilitating) organizations;
- to give, to representatives of the structures listed above and to all participants of the process interested, a possibility to speak "one language", to correctly perceive the formulation of the management and technology transfer problem and to find ways of solution of this problem by joint efforts;
- to determine further ways and approaches to the development and deepening of transfer of the experience of industrially developed countries in the field of management and technology transfer to countries with transitional economies.

In addition, the knowledge obtained by the Training Course trainees will enable them to approach in practice structurally and strategically to matters of management and technology transfer.

So we can state the positive results achieved by holding of the Training Course and the necessity of further development of these results by way of holding subsequent seminars (Training Courses) with the account of the trainees' proposals and remarks.

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1. INTRODUCTION

Within the UNIDO/ICS defined programme for 1996-97 one of the key components of this programme relates to technology transfer management and capacity building at institutional level.

Economic growth requires efficient planning and management of the use of all the production factors. Nowadays, technology has acquired an important role within the production function, and therefore technology management has become an important tool in the definition of the outputs. Effective selection and application of technologies can only be achieved through technology management.

While some developing countries are still unable to define technology policies/strategies, others, even though in quite an advanced stage of the innovation process in different industries, are still unable to properly manage the innovation process.

Their weakness in, managing the innovation process causes firms in developing countries to adopt strategies which will never able them to reach a leadership position. This reduces their global competitiveness and attractiveness.

2. MAIN PART

2.1. Organizers

The Training Course has been organized and held by the UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO), The International Centre for Science and High Technology (ICS) in cooperation with the St. Petersburg Regional Foundation for Scientific and Technological Development (RF STD).

UNIDO is the specialist agency of the United Nations dedicated to promoting sustainable industrial development in countries with developing and transition economies.

UNIDO harness the joint forces of government and the private sector to foster competitive industrial production, develop international industrial partnerships and promote socially equitable and environmentally friendly industrial development.

UNIDO is the only worldwide organization dealing exclusively with industry from a development perspective.

UNIDO's ultimate goal is to create a better life for people by laying the industrial foundations for long-term prosperity and economic strength.

ICS is a UNIDO institution aiming at strengthening the capabilities of developing countries in applying science and technologies to the development of their industrial sectors, including in the areas of high technology and new materials.

The objective of ICS is to promote and assist in the development, selection, adaption, transfer and use of industrial technology, with special reference to the transfer of technology from the industrialized to the developing countries. ICS, to fulfill its objectives, follows a programmatic approach where the main implementation strategies include: long-term and short-term training, conducting of workshops and scientific meetings, technology advisory services, cooperation with industry, and affiliation with relevant national institutions, case- studies and promotion of networking arrangements.

RF STD was established in August 1992 as a non-profit organization to contribute to the preservation and development of the scientific and technological potential of St. Petersburg and the Leningrad Region under transition to market economy.

The Founders of the RF STD:

- St. Petersburg Administration in the person of the Committee for the City Property Management;

- Foundation for Support in Small High-Tech Businesses Development (Governmental Institution);
- St. Petersburg Regional Development Foundation;
- State Association "Russian House for International Scientific and Technological Cooperation" (Moscow);
- Commercial Bank "Rossiya" (St. Petersburg);
- "Svetlana PLC" (St. Petersburg);
- Governmental Enterprise "Central Research Institute "Granite" (St. Petersburg).

The main trends of the RF STD's activity in providing promotion of innovation activity in scientific and technological sphere are:

- providing of financing for scientific and technological projects;
- providing small enterprise of the scientific and technological sphere with industrial premises and package of services at the Innovation Technological Centre;
- preparation and execution of business-plans;
- consultations on matters of technological innovation activity;
- training of managers of the scientific and technological sphere;
- arrangement and holding of seminars and conferences.

In Appendix A, a short information is given about the RF STD and big events arranged and held with the RF STD's participation.

2.2. Grounds for holding

2.2.1. UNIDO/ICS defined programme for 1996-97 one of the key components of this programme relates to technology transfer management and capacity building at institutional level.

2.2.2. Contract NO. 97/138 between UNIDO and RF STD for the provision of services relating to Training Course on "TECHNOLOGY TRANSFER MANAGEMENT" 14 - 18 July 1997, St. Petersburg, Russia.

UNIDO Project No.: TF/G LO/96/105, Purchase Order No.15-7-11 38X, VK/IR 30 May 1997.

2.3. Object of holding and expected results

To provide the managers of SMEs in developing countries with a broad insight overview of the major aspects related to technology management at enterprise level in order to assist them to compete in their market with better knowledge of the risks and challenges to be faced and the tools to be used and utilized to become more effective.

- a training course on technology transfer management which is organized in St. Petersburg, Russia, 14 - 18 July 1997.
- 30 trained participants per each course.
- a package of normative and training materials for future programmes on technology transfer management.

2.4. Personnel and consultants

2.4.1. UNIDO Staff Members:

- **Mr. Fernando Machado**
Director
Technology Service, Investment and Technology Promotion Division;
- **Mr. Jose Manuel de Caldas-Lima**
Programme Coordinator
Technology Service, Investment and Technology Promotion Division;
- **Mr. Emilio Vento**
ICS Liaison Officer
Technology Service, Investment and Technology Promotion Division;

- **Mr. Toshiyuki Miyake**
Industrial Development Officer
Technology Service, Investment and Technology Promotion Division;

2.4.2. Consultants:

- **Mr. John Bessant**
Professor
University of Brighton, Great Britain;
- **Mr. David Grier**
Saskatchewan Research Council, Canada.

2.4.3. RF STD Staff Members:

- **Ms. Albina Nikkonen**
Deputy Director General,
Russian part Coordinator
- **Mr. Serguey Kovatch**
Senior Expert,
Russian part Technical Coordinator

2.5. Trainees' composition

2.5.1. In Appendix B, a list of trainees has been given. 33 trainees from 4 countries – the Russian Federation, the Ukraine, the Republics of Slovakia and Poland have taken part in the Training Course. In addition, Russian trainees have represented 10 regions of the Russian Federation:

- Moscow;
- St. Petersburg;
- Leningrad Region;
- Republic of Karelia;
- Kaliningrad Region;
- Novgorod Region;
- Murmansk Region;
- Kirov Region;
- Vologda Region;
- Novosibirsk Region.

The participation of trainees from these regions in the Training Course has been caused by the following factors. The majority of these regions are geographically located both near countries with developed market economy (Finland, Sweden) and near East European countries with transitional economy. In addition, the scientific and technological potential of these regions, which is determined by the availability of both big research, applied and industrial organizations and enterprises and developing small innovation enterprises, is sufficiently high. Nevertheless, preservation and growth of the scientific and technological potential at present time are impossible without literate and professional management of the technology replacement and development process, which requires, as a rule, teaching this management to the overwhelming majority of managers and specialists of Russian organizations and enterprises.

The combination of these factors allows to speak about the available possibilities and wide prospects of the process of technology transfer both from developed countries and in the reverse direction.

2.5.2. The Training Course trainees represented small innovation enterprises, big research and design organizations, federal and regional authorities, infrastructural organizations supporting the technological innovation activity. The trainee composition was distributed as follows:

Table 1.

Representatives of:	Number	%
small innovation enterprises	6	18
big research and design organizations	6	18
federal and regional authorities	9	28
infrastructural organizations supporting the technological innovation activity	12	36
TOTAL:	33	100

As it can be seen from Table 1, 36% of trainees have represented organizations and enterprises directly interested in the development of the management and technology transfer process. Another 36% of trainees have represented infrastructural organization aiming to promotion and support of technological innovation activity including those by way of consulting and organizational services directed to the provision of the technology transfer process. 28% of trainees have represented federal and regional authorities, which determine and pursue, but are not limited to, the technological policy on federal and regional levels.

So the Training Course composition has covered practically all aspects affecting the technology transfer process – from authorities defining the national technological policy of the country or the region to a direct technology owner (consumer) via consulting (facilitating) organizations.

In addition, the integration, in one group of trainees, of representatives from all the structures listed enables all interested process participants to "speak one language", to correctly perceive the formulation of the management and technology transfer problem and to find ways of solution of this problem by joint efforts.

2.6. Programme

The Training Course has covered five key problems:

Module 1: Signals and scanning

This module deals with the environment which triggers technological change and looks at how successful organizations pick up and make sense of relevant signals about threats and opportunities.

Module 2: Strategy

This module deals with:

- how the firm analyses signals about potential threats and opportunities involving technological change;
- how it chooses between different potential options;
- how it plans for the resourcing and implementation of those choices.

Module 3: Resourcing

This module explores the different routes through which a firm can acquire the technological knowledge it needs to exploit strategic options.

Module 4: Implementation

This module explores the issues surrounding effective implementation of technological changes which have been strategically selected.

Module 5: Learning

This module explores the ways in which organizations can capture learning from technology management projects and develop improved capabilities for future projects.

The review of these modules has been done according to the following program:

**Training Course on Technology Transfer Management. St. Petersburg, 14 - 18 July 1997
SCIENTIFIC REPORT**

Date	Topic	Presenter
14 July 1997, Monday	Course road map	Mr. David Grier
	Introduction of participants	
	Technology acquisition (Overview)	
	Technology acquisition (Details)	
15 July 1997, Tuesday	Overview of technology management	Prof. John Bessant
	Challenges for managing technology	
	The technology management process	
	Importance of scanning and picking up signals	
	Identifying and characterising threats and opportunities in the new environment: <ul style="list-style-type: none"> • market changes • competition changes • technological changes • regulatory changes etc. 	
	Tools and techniques for scanning the environment: <ul style="list-style-type: none"> • market research and forecasting • technology scanning and forecasting • competitor analysis • benchmarking 	
	Translating signals into action	
	Overview of technology strategy	
16 July 1997, Wednesday	Understanding the strategic direction of the business	Prof. John Bessant
	Making sense of the signals	
	Matching internal strengths and weaknesses	
	Building technological competence	
	Strategic choices	
	Prioritising	
	Positioning	
	Strategic planning	
	Planning frameworks	
	Policy deployment	
	Monitoring and measurement	
Tools for Technology Strategy		
17 July 1997, Thursday	Implementing technology projects	Mr. David Grier
	Dealing with technology implementation problems	
	Project organization	
	Parallel implementation / concurrent engineering	
18 July 1997, Friday	Change management	Mr. David Grier
	From plan to action	
	Learning from technology management projects	Prof. John Bessant
	Frameworks and tools for learning	
	Measurement for learning	
	Continuous improvement and learning	
	Course review	
Individual learning review		

No detailed familiarization with each of the key topics has been included in the Training Course tasks, as during its holding (5 days) it is impossible to implement. Nevertheless, as it can be seen from the program, the Training Course has enabled the trainees to obtain a sufficiently full review of the main aspects of management and technology transfer, has determined ways of further independent deepened study of these aspects with the use of educational materials comprising a trainee's complete set of materials.

2.7. Method of holding of the Training Course

Methodically, the Training Course has been constructed as follows: delivering of introductory lectures on key modules has been combined with holding of business games, with subsequent presentation of results by trainees themselves. The lectures have been accompanied by a vast number of slides, on which notions and problems of the lecture have been represented in the structural form. The theoretical material has been illustrated by examples from real situations of big and small company activity. As a rule, after holding of a business game and presentation of its results, the consultants have made comments of the game results in accordance with the lecture topic but on a deeper level, i.e. the delivery of the material has been carried out according to the scheme "from simple to complex, from general to private". So the comprehensive approach to the specific lecture topic has been developed.

In order to hold business games, the trainees have been divided into five groups, each of which has been headed by a formal leader – a representative of a small innovation company. As these representatives relate to higher management of their companies, then they have very soon become non-formal leaders in the groups too. This has determined the practical trend of the business games, as the group leaders offered, for the solution within the framework of the games, real problems of their companies connected with technology management. As a result, managers of at least two companies have been able to find ways of resolution of the problems available.

2.8. Analysis of trainees' assessments of the content and the holding of the Training Course

2.8.1. The analysis by the trainees of the content and the holding of the Training Course have been carried out on the basis of daily and final questionnaires filled in by the trainees.

In Table 2, the generalized results of daily questionnaires have been shown.

As it can be seen from the Table, the overwhelming majority of the trainees – 85% of the total number of those answered – have evaluated the content of the lectures delivered as "useful" and "very useful". The competence and experience of the consultants have also been highly assessed - the total number of "good" and "excellent" marks is greater than 90%.

On the one hand, such high assessment speaks about a great trainees' interest in the Training Course topics and their interest in the practical application of the knowledge obtained, and, on the other hand, about the existing information and educational "hunger" in this sphere.

2.8.2. Below a block-wise analysis of the final questionnaire has been given.

1). Block A

A. Concerning the Training Course

1. *Did the training course meet your professional needs? Yes - 100%*

This result says about a correct selection of the Training Course trainee groups and also about the fact that the trainees are actually interested in matters of management and technology transfer.

2. *The training course's duration was [21%] too short [68%] adequate [11%] too long*

The Training Course duration has been assessed by the majority of trainees as adequate to the amount of the material given. In this case, it should be taken into consideration that for small innovation companies, the absence of managerial persons during a long time is a real problem.

Table 2

Objects	not useful, %	somewh at useful, %	useful, %	very useful, %	extremely useful, %	Assessment of individual presenter:		
						excellent, %	good, %	poor, %
1	2	3	4	5	6	7	8	9
Course road map	0	19	56	19	6	5	74	21
Technology acquisition (Overview)	0	9	46	30	15	21	74	5
Technology acquisition (Details)	0	0	31	50	19	16	74	10
Overview of technology management Challenges for managing technology The technology management process Importance of scanning and picking up signals	0	3	77	17	3	29	67	4
Identifying and characterising threats and opportunities in the new environment • market changes • competition changes • technological changes • regulatory changes - etc.	0	0	45	52	3	30	66	4
Tools and techniques for scanning the environment • market research and forecasting • technology scanning and forecasting • market changes • competitor analysis • benchmarking	0	0	57	43	0	33	53	14
Translating signals into action Overview of technology strategy	0	4	79	17	0	37	63	0

Continuation of Table 2

1	2	3	4	5	6	7	8	9
Understanding the strategic direction of the business	0	6	66	19	9	31	56	13
Making sense of the signals								
Matching internal strengths and weaknesses								
Building technological competence								
Strategic choices	0	6	55	29	10	26	61	13
Prioritising								
Positioning								
Strategic planning	0	6	60	28	6	32	53	15
Planning frameworks								
Policy deployment								
Monitoring and measurement								
Tools for technology strategy	0	6	55	32	7	26	57	17
Implementing technology projects	0	0	55	38	7	20	80	0
Dealing with technology implementation problems	0	14	45	35	6	13	83	4
Project organization	0	7	50	25	18	17	79	4
Parallel implementation/concurrent engineering	4	4	61	25	4	20	75	5
Change management	0	7	36	43	14	5	85	10
From plan to action	0	10	31	45	14	10	80	10
Learning from technology management projects	0	0	30	48	22	29	67	4
Frameworks and tools for learning								
Measurement for learning								
Continuous improvement and learning								
Course review	0	0	39	46	15	16	79	5
Individual learning review								
AVERAGE:	0,21	5,32	51,26	33,74	9,37	21,89	69,79	8,32

3. *The training course's workload was [0%] too heavy [75%] about right [25%] too light*

The workload has been assessed by the majority of trainees as sufficient, a one fourth part of trainees have considered it to be insufficient. Such assessment says about a high general preparation of trainees and their readiness to perceive new knowledge.

4. *The technical level of the training course was [21%] very high [75%] all right [4%] too low*

The overwhelming majority of trainees have assessed the technical level of the Training Course as "high". In fact, the saturation of theoretical and practical lessons with illustrative materials in the form of slides and educational means makes a good impression.

5. *The methods of training used were*

[21%] very effective [71%] adequately effective [8%] not effective in some respects

The effectiveness of the Training Course holding method has been assessed by the trainees very highly first due to a possibility of direct practical application of the theoretical knowledge obtained.

6. *The training course included both theory and practical knowledge. It contained*

[22%] too much theory [78%] the right amount of theory [0%] not enough theory

[4%] too much practical knowledge [57%] the right amount of practical knowledge [39%] not enough practical knowledge

The majority of the trainees have noted a sufficient amount of theoretical materials but some insufficient amount of practical knowledge. It is most likely connected with the fact that in the group composition, practitioners have prevailed – people directly connected with technologies or taking part in the process of technology transfer.

7. *Which changes would you have preferred in the methods of the training course?*

	<u>no change</u>	<u>more</u>	<u>less</u>
a) presentations	57%	39%	4%
b) group discussions	58%	30%	12%

These assessments are well correlate with the previous paragraph; on average, more than one third of trainees wanted the amount of practical discussions to be increased.

2) Block B

B. Concerning the training course presentations

1. *The number of training course participants was [7%] too many [93%] just right [0%] too few*

The overwhelming majority of trainees have considered the number of trainees in a group as sufficient.

2. *The training course presenters were familiar enough with the subjects to present them well.*

[100%] yes [0%] no

3. *The training course presenters were adequately skilled in presenting their topics.*

[100%] yes [0%] no

According to these two criteria, the consultants have obtained the highest assessment – all the trainees agree that the consultants know the subject and deliver it adequately. However, such assessment can still be considered as disputable as the majority of the trainees have never had to take part in educational and other workshops on the Training Course topic that limits their possibilities as to the comparison of the consultants involved with other ones.

3) Block C

C. Concerning the training course services and facilities

	<i>Adequate</i>	<i>Inadequate</i>
<i>The training course room facilities were</i>	100%	0%
<i>Audio-visual aids were</i>	97%	3%

3% of the trainees have noted a shortcoming connected with an unsuccessful placing of the screen where slides have been projected to. This shortcoming has been partially eliminated in the course of the Training Course, after first complaints of trainees against this matter.

4) Block D

D. Analysis of training course units

1. *Which subjects of the programme did you find most valuable? Please state reason (e.g. new subject, relevant to work, new information, etc.).*

The generalized assessment as to this Block is as follows:

<u>Subject</u>	<u>Reason</u>
Technology acquisition, Project organization, Project management, Signals, Strategic choice, Implementation with learning	New information; systematic approach to situation analysis; strategic planning and implementation.

As it has been stated, the topic and the method of holding of the Training Course has in many ways appeared to be new for the majority of the participants. Apart from other matters. They have enabled to structure and systematize those knowledge and practical skills in management and technology transfer, which the trainees have already had.

2. *Which subjects of the programme did you find least valuable? Please state why (e.g. too elementary, inadequate, irrelevant to work, etc.).*

The generalized assessment as to this Paragraph is as follows:

<u>Subject</u>	<u>Reason</u>
Dealing with technology, Implementation problems	Irrelevant to work.

Similar assessment reflects an opinion of trainees that has been repeatedly expressed by them in the course of the Training Course – a difference of problems arising in the practical work on management and technology transfer in Russia and countries with transitional economies from similar problems, the examples of which have been given while delivering lectures and which are based on real situations from the activity of companies in industrially developed countries.

3. *Were there, in your opinion, any relevant subjects that were not adequately covered in the programme?*

[52%] yes [48%] no *If yes, what are these?*

Such assessment corresponds to the assessment of the previous paragraph. As a rule, there are wishes to deepen and widen practical examples connected with the activities of companies in economic and other conditions analogous to those, in which the majority of trainees work.

5) Block E

E. Assessment of expected use of knowledge and skills acquired by the training course

1. *Do you think you will have an opportunity to apply your newly acquired knowledge and experience in your present job?*

[3%] *To a very great extent*

[37%] *To a great extent*

[44%] *To a sufficient extent*

[16%] *To a small extent*

[0%] *To a very small extent*

What difficulties, if any, would you expect to meet?

The majority of the trainees have noted that the knowledge and practical skills obtained in the course of the Training Course can be widely applied in their current work. It says about a high practical value of the Training Course held.

2. *Will you be in a position to transfer you acquired knowledge to others in your company or agency?*

[10%] *To a very great extent*

[30%] *To a great extent*

[47%] *To a sufficient extent*

[7%] *To a small extent*

[6%] *To a very small extent*

The majority of the trainees are capable to transfer the knowledge obtained to their colleagues in their organizations and enterprises. If one takes into account that the considerable number of trainees are high managerial personnel of small and big research and technological enterprises and organizations, then it is quite likely to speak about conducting or about an attempt to conduct, at these enterprises, a new strategy of management and technological transfer.

3. *How will this transfer be done?*

[64%] *In a day-to-day work to colleagues and subordinates*

[27%] *In specific training activities inside present employment*

[9%] *In specific training activities outside present employment*

What difficulties, if any, would you expect to meet?

The assessment of this paragraph is a continuation of the previous assessment. The majority of the trainees plan to transfer the knowledge obtained in the course of daily practical work at their enterprise, in their organizations.

2.9. Analysis of trainees' proposals

2.9.1. The analysis of proposals of the training Courses trainees has been carried out on the basis of assessments made at making of the Training Course conclusions and on the basis of written reviews passed to the RF STD.

In the first place, let us consider proposals on organizational matters. First of all, it was noted that it would be expedient to arrange pilot seminars (Training Courses) on the basis of this group of trainees on the topic specified below with a deeper consideration of theoretical and practical matters. In addition, there was a proposal to attract, as consultants (lecturers), specialists in technology commercialization, both foreign and Russian, who have a practical experience in this field. Some part of the trainees expressed a wish to have a possibility to get preliminarily familiarized with educational materials (means) or their summaries in order to adapt to the "ideology and terminology" of the seminar (Training Course).

Out of technical proposals, one should note a possibility of obtaining educational materials (means) in "electronic form" as well as an application of video materials at holding theoretical lectures and practical lessons.

2.9.2. The trainees' proposals as to the topic of possible subsequent seminars (training Courses) can be combined in the following groups:

Technology commercialization

Practical matters of license sales.

Technology sales.

Use of results of the international scientific and technological cooperation.

Methods of know-how registration used by companies and research organizations of industrially developed countries.

High technology world market.
Intellectual property protection, world practice.

Investments.

Types, organizational forms.
International programs.

Use of information technologies

World data banks and INTERNET.
Search of ready-made developments and offered technologies in computer networks.
Information offer about own development and technologies.
Use of information networks for the international scientific and technological cooperation.

As it is seen from the topics of subsequent seminars (Training Courses) offered, the main thrust is being made on practical trend of activity on management and technology transfer, and making it closer to the Russian reality that corresponds with the proposals and wishes, which have been repeatedly expressed in the course of the Training Course.

3. CONCLUSION

Holding of the Training Course "Technology Transfer Management" has enabled:

- to test, on practical experience, a possibility of cooperation between UNIDO and RF STD in arrangement and holding of such events and to gain a positive result of this cooperation;
- to attract, to the participation in the Training Course, practically all the parties affecting the process of technology transfer – from authorities who define the technological policy of the state or the region to a direct technology owner (consumer) via consulting (facilitating) organizations;
- to give, to representatives of the structures listed above and to all participants of the process interested, a possibility to speak "one language", to correctly perceive the formulation of the management and technology transfer problem and to find ways of solution of this problem by joint efforts;
- to determine further ways and approaches to the development and deepening of transfer of the experience of industrially developed countries in the field of management and technology transfer to countries with transitional economies.

In addition, the knowledge obtained by the Training Course trainees will enable them to approach in practice structurally and strategically to matters of management and technology transfer.

So we can state the positive results achieved by holding of the Training Course and the necessity of further development of these results by way of holding subsequent seminars (Training Courses) with the account of the trainees' proposals and remarks.

Andrei A. Fursenko
Director General



The **St. Petersburg Regional Foundation for Scientific and Technological Development** was established in August 1992 as a non-profit organization for promoting, during a transition to the market economy, of the preservation and development of the scientific and technological potential of St. Petersburg and the Leningrad Region.

Founders of the Foundation

- **The St. Petersburg mayor's Office in the person of the City Property Committee (KUGI).**
- **The Foundation of promotion of development of small form enterprises in the scientific and technological sphere (a state foundation).**
- **The Joint-Stock Company of Open Type "The St. Petersburg Regional Development Foundation".**
- **The Association "The Russian House of International Scientific and Technological Cooperation".**
- **The joint-stock bank "Russia".**
- **The Joint-Stock Company of Open Type "Svetlana".**
- **The GP (State Enterprise) "The Central Research Institute "Granite".**

Innovation activity priorities:

- investments into research and design works for a period of not more than 3 years with the account of regional trend, actual character and commercial efficiency;
- support of projects declared by small and medium companies connected with conversion and transformation of state enterprises.

In St. Petersburg and the Leningrad Region, the Foundation represents the interests of the **Russian Foundation for Technological Development (RFTD)** of the Ministry of Science and Technology of the Russian Federation (Minnauki RF) providing the selection and preparation of regional research and design projects to financing and monitoring of agreements to their implementation.

Since the beginning of its activity, the Foundation has considered more than 400 projects, out of which 59 has been selected and provided with financing for the total amount of 32,628 billion roubles (7.1 million US dollars).

The **Foundation** renders consultation services on arrangement of development and selection of investors.

The **Foundation** carries out preparation of ordered business-plans according to the methodology of the United Nations Industrial Development Organization (UNIDO).

In order to provide better efficiency in the implementation of the projects, the Foundation has established the **"Centre for Innovation Management" (Training Centre)**. Russian and for-

eign specialists carry out training of managers who are at the same time being helped in practical application of the knowledge obtained and facilitated in developing of cooperation relations with foreign companies.

In 1997, the Training Centre was given, within the framework "Program of intensification of the innovation activity in the Russian Federation", functions of a **Consulting Centre** on commercialization of research studies relating grants of the Russian Foundation for fundamental research.

In 1995, the Foundation was additionally given functions of an **Innovation Technological Centre (ITC)**.

In order to establish an ITC, one of the biggest device-making companies of the city – "Svetlana" – has passed to the Foundation a modern technological building with the total area of 7000 square meters, where small enterprise are being located according to a competition, which develop and produce scientific and technological production.

These enterprises are being provided with all necessary organizational, information and intermediary service so that to secure their successful development and achievement of economic independence.

For the purpose of development of the international cooperation in the field of scientific and technological cooperation and innovation policy and technology transfer, the Foundation arranges and holds various events including those with participation of international organizations, the Organization for Economic Cooperation and development (OECD), the NATO Scientific Committee, the European Union Commission (EC).

Since October 1995, on the order of the Ministry of Science of the Russian Federation and the European Union Commission, the Foundation has been providing the coordination of events on presentation and promotion of applications from the North-Western region of Russia for the participation in the 4th Frame Program of the EC on research and technological development.

Since February 1997, upon an agreement with the Ministry of Science of the Russian Federation and the Ministry of general and professional education of the Russian Federation, the Foundation has been carrying out an activity as a North-Western Information and Consultation Centre on the cooperation between the RF and the EC in the field of research and technology.

Since October 1996, the Foundation has been representing the UNIDO's interests in the North-Western Russia.

Since May 1997, the cooperation of the Foundation with UNIDO has been carried out within the framework of the Agreement on business cooperation on the basis of technology and investment projects in the North—Western region of Russia.

**List of the most significant seminars and conferences
 arranged and held with the participation of the RF STD**

Name	Place	Time	Partners
Seminar "Russian biotechnologies"	Richmond, USA	1993	Biotechnological Park, Virginia
Research seminar "Marketing of science-consuming production"	St. Petersburg	1994.	NATO Scientific Committee Ministry of Science of the RF
Seminar "Modern scientific and technological policy of the Russian Federation: federal and regional aspects and approaches"	St. Petersburg	1995	Ministry of Science of the RF, OECD, Centre of OECD on cooperation with countries with transitional economies
Seminar "Use of intellectual property in the company strategy"	St. Petersburg	1995	National Chamber of Patents and Registration, Finland
Research seminar "Conversion of the military-industrial complex enterprises – a practical approach from the point of view of science and industry"	St. Petersburg	1995	NATO Scientific Committee Ministry of Science of the RF
Seminar "Right to intellectual property in the company innovation activity"	Helsinki-Lappeeranta (Finland)	June 1996 1st session	"IPEC OY" Company (Finland)
	St. Petersburg	February 1997 2nd session	
Seminar on technology transfer	St. Petersburg	February 1997	Embassy of the United Kingdom in Russia on the basis of the British Council
Seminar "Establishing of the Russian-German cooperation relations on the field of science and technology"	St. Petersburg	June 1997	BBZ Company, Berlin, Germany

**LIST OF THE PARTICIPANTS
St.-Petersburg**

N	NAME	Place	Organization	Position, phone, fax
1.	KOVATCH Serguey	St.-Petersburg	Regional Foundation for Scientific and Technological Development	Senior Expert, 244-2511, 244-2506
2.	KABANOV Oleg	St.-Petersburg	Innovation Management Centre	Manager, 244-3135, 244-2506
3.	NOVIKOV Boris	St.-Petersburg	Technopark of the State Electrotechnical University, Transfer, JSC	Director General, 234-0918, 234-6658
4.	RABINSKIY Lev	Leningrad region	Nuclear Physics Institute (PNPI)	Chief technologist, 294-9171, (271) 37976
5.	BREVDO Lev	St.-Petersburg	Innovation firm IRSET-Centre, JSC	Deputy Director General, 244-2565
6.	ZAITSEV Serguey	St.-Petersburg	Innovation firm Olvia, JSC	Director General, 553-1977
7.	RUMYANTSEV Ivan	St.-Petersburg	Innovation firm VIRIS, JSC	Head of marketing division, 244-2583
8.	LOBKOVSKIY Serguey	St.-Petersburg	Innovation firm «Svetlana-Polouprovodniki» («Svetlana-Semiconductors»), JSC	Engeneer, 554-9167, 244-2506
9.	SHUTOV Serguey	St.-Petersburg	Innovation firm Piastr, Ltd.	Deputy Director General, 325-8542, 325-8542
10.	IVANOV Alexandr	St.-Petersburg	City Administration	Leading specialist, 276-6513 276-1633
11.	ZAITSEV Igor	St.-Petersburg	State Technical University, International Department	Economist, 247-2088
12.	DEJURIN Serguey	St.-Petersburg	«TVN» Foundation, Innovation Technology Centre	Engeneer, 552-6976, 552-7954
13.	MINAEV Nikolai	St.-Petersburg	Central Scientific and Research Institute «Electropribor»»	Head of marketing division, 238-8199, 232-3376
14.	KUZILIN Juriy	Leningrad region	State Optical Institute, Engeneering Commercial Centre	Director, (81269) 49084, (81269) 45376, (81269) 45373
15.	KOZLOV Konstantin	St.-Petersburg	Innovation firm Avangard-Microsensor, JSC	Head of division, 592-9151

LIST OF THE PARTICIPANTS
Regions

N	NAME	Place	Organization	Position, phone, fax
1.	GICK Lev	Kaliningrad	Science Coordination Centre	Director, (0112) 279966
2.	MASALOV Anatoliy	Novgorod	Region Administration, Industry, telecommunication and infor- matic Division	Head of division, (8162) 132219, (8162) 73450
3.	MIKHAILOV Vladimir	Novgorod	Science Coordination Centre	Director, (81622) 662168, (81622) 661454
4.	KURGY Eduard	Petrozavodsk	Karelian Innovation Centre	Manager, (8142) 773801,
5.	EGORSHIN Serguey	Petrozavodsk	Ministry of Economy of Republic Karelia	Leading specialist, (8142) 772862, (8142) 771039
6.	TSUKERMAN Vyecheslav	Apatity	Kolskiy Scientific Centre of Russian Academy of Sciences	Head of division, (81555) 37189, (81555) 30925
7.	KARPENKO Vadim	Murmansk	Region Administration	Head of depart- ment, (8152) 558474, 47 (789) 10449
8.	ZHILIN Serguey	Vologda	Region Administration	Advisor, (8172) 725035, (8172) 722259
9.	MOVSISYAN Romik	Kirov	Region Administration	Main specialist, (8332) 381709, (8332) 628958
10.	LOBURETS Juriy	Novosibirsk	Presidium of Siberian branch of Russian Academy of sciences	Main specialist, (3832) 357537, (3832) 357769
11.	KERKIS Aleksei	Novosibirsk	Transfer Technology Centre	Deputy Director, (3832) 353240
12.	BURMAN Mikhail	Moscow	Foundation for Assistance to Small Innovative Enterprises (Federal)	Head of division, (095) 153-9638
13.	ILLARIONOV Nikolai	Moscow	Russian Foundation for Tech- nological Development	Expert, (095) 229-6030, (095) 229-7404
14.	POKROVSKIY Juriy	Moscow	Ministry of Science and Tech- nologies of Russian Federation	Deputy Head of department, (095) 229-8503, (095) 230-2660
15.	SIVAKOV Oleg	Moscow	Bank «Most Business Bank»	Manager, (095) 229-4774

LIST OF THE PARTICIPANTS
Countries

N	NAME	Place	Organization	Position, phone, fax
1.	BONDARKOV Mikhail	Ukraine	Ministry of Science and Technology	Deputy Head of department, (044) 221-6776, (044) 224-1289
2.	DLUZYNSKI Junusz	Poland	Agency of Technology and Technique	Director, +48 22 628 08 75, +44 22 628 36 11
3.	HUSAR Alojz	Slovakia, Bratislava	Ministry of Economy	+421 7 574 1502, +421 7 230 158

COPY UNIDO

FINANCIAL STATEMENT

TRAINING COURSE ON TECHNOLOGY TRANSFER MANAGEMENT (ICS SUB-PROGRAMME)

DATE:

14 - 18 July 1997

TIME:

9:30 am - 5:30 pm
(Monday - Friday)

VENUE:

**Innovation Technology Centre
of St.Petersburg Regional Foundation
for Scientific and Technological Development**

ORGANISED BY:



**United Nations Industrial
Development Organization**



**International Centre for Science
and High Technology**

WITH THE CO-OPERATION OF:



**St.Petersburg Regional Foundation
for Scientific and Technological Development**

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1. Cost statement

Details	Plan	Fact	+/-
Hotel	4,500	1,970.73	2,529.27
Lunch & Coffee-break	2,600	3,161.95	-561.95
Translation	3,600	3,000.98	599.02
Local transport	1,500	1,504.67	-4.67
Communication service	700	609.75	90.25
Rent of apartment	1,700	1,700	0
Consumable	1,700	778.69	921.31
Compensate for tickets	3,375	1,583.65	1,791.35
Other	0	519.60	-519.60
Total	19,675.00	14,829.95	4,845.49

Advance Payment (Upon signature of Contract):

US\$ 15,695

Fact Costs:

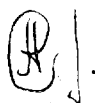
US\$ 14,829.95

Repayment (Upon signature of Report):


US\$ 865.05

By CONTRACTOR

By UNIDO



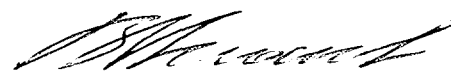
Andrei A. Fursenko
Director General



Emilio Vento
ICS Liaison Officer



Inna S. Moskovskaya
Chef Bookkeeper

V. Koloskov, DA/OSS/PC
Contracts Officer

FINANCIAL STATEMENT

2. Comment to the Costs Statement

2.1. Hotel

Payment for accommodation of the participants of the Training Course in hotel "GROC" in period of 13.07.97-20.07.97 under the invoice № 464 of 29.07.97 (Appendix 1)

Sum	RUR	3,285,494
Rate	RUR/US\$	5,797
Sum	US\$	566.76
Sum	RUR	8,103,706
Rate	RUR/US\$	5,772
Sum	US\$	1,403.97

Total (item 2.1.) US\$ 1,970.73

2.2. Lunch and Coffee-break

a. Payment for a feed (lunch) of participants of the Training Course in period of 14.07.97-18.07.97 under the invoice № 71 of 18.07.97 (Appendix 2)

Sum	RUR	7,891,144
Rate	RUR/US\$	5,782
Sum	US\$	1,364.78
Sum	RUR	1,448,856
Rate	RUR/US\$	5,772
Sum	US\$	251.01
Subtotal	US\$	1,615.79

b. Payment for a feed (lunch) of participants of the Training Course under the invoice № 1502 of 18.07.97 (Appendix 3)

Sum	RUR	2,226,000
Rate	RUR/US\$	5,782
Sum	US\$	384.99

c. Payment for plastic crockery under the invoice № D0203983 of 12.07.97 (Appendix 4)

Sum	RUR	1,339,406
Rate	RUR/US\$	5,782
Sum	US\$	231.65

d. In cash payment for a foods (coffee-break) under the invoices № 4 of 30.06.97, №№ 19/24; 215; 16 of 11.07.97, № 56 of 16.07.97, № 36 of 18.07.97 (Appendix 5)

Sum	RUR	2,483,494
Rate	RUR/US\$	5,782
Sum	US\$	429.52

e. Payment for the rent of a canteen in period of 14.07.97-18.07.97 under the invoice № 373 from 30.07.97 (Appendix 6)

Sum	RUR	2,898,504
Rate	RUR/US\$	5,797
Sum	US\$	500

Total (item 2.2.) US\$ 3,161.96

FINANCIAL STATEMENT

2.3. Translation

a. Payment for the rent of the translating equipment under the invoice № 185 of 02.07.97 (Appendix 7)

Sum	RUR	8,504,250
Rate	RUR/US\$	5,782
Sum	US\$	1,470.81

b. Payment for services of the interpreters in period of 14.07.97-18.07.97 under the invoice № 554 of 21.07.97 (Appendix 8)

Sum	RUR	8,832,143
Rate	RUR/US\$	5,772
Sum	US\$	1,530.17

Total (item 2.3.) US\$ 3,000.98

2.4. Local transport

Payment under the transport service agreement № 10/97 of 10.07.97 for period of 14.07.97 (Appendix 9)

Sum	RUR	8,000,000
Rate	RUR/US\$	5,782
Sum	US\$	1,504.67

Total (item 2.4.) US\$ 1,504.67

2.5. Communication service

a. Payment for telephone communication in period of 13.07.97-20.07.97 under the invoice № 464 of 29.07.97 (Appendix 1)

Sum	RUR	286,440
Rate	RUR/US\$	5,797
Sum	US\$	49.41

b. Payment for e-mail in period of 26.05.97-10.07.97 under the invoice № 1444 of 18.07.97 (Appendix 10)

Sum	RUR	926,760
Rate	RUR/US\$	5,772
Sum	US\$	160.56

c. Payment for telephone communication in period of 01.07.97-20.07.97 under the invoice № 06616447 of 01.07.97 (Appendix 11)

Sum	RUR	1,747,055
Rate	RUR/US\$	5,779
Sum	US\$	301.38

FINANCIAL STATEMENT

d. Payment for the express mail under the invoice № 1306 of 29.07.97 (Appendix 12)

Sum	RUR	570,425
Rate	RUR/US\$	5,797
Sum	US\$	98.40

Total (item 2.5.) US\$ 609.75

2.6. Rent of apartment

a. Payment for the rent of the conference room of 14.07.97-18.07.97 under the invoice № 374 of 30.07.97 (Appendix 13)

Sum	RUR	2,011,848
Rate	RUR/US\$	5,797
Sum	US\$	347.10
Sum	RUR	2,625,772
Rate	RUR/US\$	5,798
<u>Sum</u>	<u>US\$</u>	<u>452.90</u>
Subtotal	US\$	800.00

b. Payment for the rent of the technical room with the equipment of 14.07.97-18.07.97 under the invoice № 374 of 30.07.97 (Appendix 13)

Sum	RUR	2,898,504
Rate	RUR/US\$	5,797
Sum	US\$	500

c. Payment for the rent of office of 14.07.97-18.07.97 under the invoice № 374 of 30.07.97 (Appendix 13)

Sum	RUR	2,318,820
Rate	RUR/US\$	5,797
Sum	US\$	400

Total (item 2.6) US\$ 1700

2.7. Consumable

a. Payment for printing of the Certificate under the invoice № 170-E of 14.07.97 (Appendix 14)

Sum	RUR	1,515,408
Rate	RUR/US\$	5,782
Sum	US\$	262.09

b. Payment for the consumable under the invoice № 801 of 09.07.97 (Appendix 15)

Sum	RUR	1,100,400
Rate	RUR/US\$	5,782
Sum	US\$	190.31

c. Payment for the consumable under the invoice № D0204007 of 14.07.97 (Appendix 16)

Sum	RUR	663,415
Rate	RUR/US\$	5,772
Sum	US\$	114.94

FINANCIAL STATEMENT

d. In cash payment for the consumable under the invoices № 4 of 13.07.97, № 57 of 15.07.97 (Appendix 17)

Sum	RUR	25,100
Rate	RUR/US\$	5,772
Sum	US\$	4.35

e. Payment for translation of the Scientific Report under the invoice № 692 of 30.07.97 (Appendix 18)

Sum	RUR	1,200,000
Rate	RUR/US\$	5,797
Sum	US\$	207

Total (item 2.7.) US\$ 778.69

2.8. Compensate for tickets

In cash payment of transport costs for the participants of the Training Course under the sheet (Appendix 19)

Sum	RUR	9,156,641
Rate	RUR/US\$	5,782
Sum	US\$	1,583.65

Total (item 2.8.) US\$ 1,583.65

2.9. Other

a. Payment for the visa to the UNIDO's teachers under the invoice № 6063 of 02.07.97 (Appendix 20)

Sum	RUR	1,001,880
Rate	RUR/US\$	5,782
Sum	US\$	173.28

b. Payment for the visa to the UNIDO's teachers under the invoices №№ 6182; 6183 of 04.07.97 (Appendix 21)

Sum	RUR	1,001,880
Rate	RUR/US\$	5,782
Sum	US\$	173.28

c. Payment to the Bank for exchange of currency (1 % from a sum) under the application of 26.06.97 (Appendix 22)

Sum	RUR	453,742
Rate	RUR/US\$	5,782
Sum	US\$	78.47

d. Payment to the Bank for exchange of currency (1 % from a sum) under the application of 15.07.97 (Appendix 23)

Sum	RUR	202,020
Rate	RUR/US\$	5,772
Sum	US\$	35

FINANCIAL STATEMENT

e. Payment to the Bank for exchange of currency (1 % from a sum) under the application of 30.07.97 (Appendix 24)

Sum	RUR	173,910
Rate	RUR/US\$	5,797
Sum	US\$	30

f. Payment to the Bank for exchange of currency (1 % from a sum) under the application from 31.07.97 (Appendix 25)

Sum	RUR	26,523
Rate	RUR/US\$	5,798
Sum	US\$	4.57

g. Payment to bank for return UNIDO of unexpended currency

Sum	US\$	25
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Total (item 2.9.) US\$ 519.60

FACT COSTS US\$ 14,829.95



Andrei A. Fursenko
Director General




Inna S. Moskovskaya
Chef Bookkeeper

С Ч Е Т - Ф А К Т У Р А N 464 от "29" июля 1997 г.

Поставщик Государственный Региональный образовательный центр (ГРОЦ)
Адрес 197348 г.С-Петербург, ул.Аэродромная д.4,
Телефон (812) 394-71-15
Расчетный счет N 430222703 Филиал "ОПЕРУ-2" ОАО "Промыленно-строительный банк" в г. С-Петербурге, Кор.счет N 700161291 МФО 044030791
Идентификационный номер поставщика ИНН 7814000683
Код по ОКОНХ 92200 **Код по ОКПО** 08630930

Покупатель Региональный фонд научно-технического развития Санкт-Петербурга
Адрес 193060, г.Санкт-Петербург, пл.Пролетарской диктатуры, д.6
Телефон (812) 244-25-06, 244-25-11, 244-31-35
Расчетный счет 000345634 в ОАО АБ "Россия"
Корр. счет 800161861, БИК 044030861
Идентификационный номер покупателя 7825670231
Код по ОКОНХ 95130
Код по ОКПО 33156160

Грузоотправитель и его адрес: поставщик

Грузополучатель и его адрес : покупатель

Дополнение:

НАИМЕНОВАНИЕ	Код по ОКДП	Единица изм.	Количество	Цена	в т.ч. акциз	Сумма	в т.ч. акциз	Ставка НДС	Сумма НДС	Всего с НДС
За проживание в гостинице ГРОЦ с 13.07.97 по 20.07.97						9491000=	---	20%	1898200=	11389200=
За междугородные телефонные переговоры						238700=	---	20%	47740=	286440=
ВСЕГО К ОПЛАТЕ						9729700=	---	20%	1945940=	11675640=

РЕКТОР ГРОЦ Лисенко Ю.П. ЛИСЧЕНКО
 ГЛ. БУХГАЛТЕР Петкевич Л.А. ПЕТКЕВИЧ

ВЫДАЛ Алексеева Алексеева В.В.
 ПОЛУЧИЛ Малиновский Малиновский А.Р.

Ресторан „Метрополь“

ТРЕБОВАНИЕ-НАКЛАДНАЯ № 1502

от „ 18 июля 1997 г.

Отпущено из кладовой с производства Петрова Г.М.

кому

через тов. _____

№ п.п.	Наименование	Единица измерения	Количество		Розничная		Продажная	
			затребовано	отпущено	Цена	Сумма	Цена	Сумма
1	Икра кетовая н/т порц	"		40		10600,00		424000,00
2	Бутерброд с семгой	"		40		6000,00		240000,00
	" с севрюгой г/к	"		40		6800,00		272000,00
4	" с колбасой т/к	"		40		3000,00		120000,00
5	" с ветчиной	"		40		3000,00		120000,00
6	Салат из креветок	"		20		12500,00		250000,00
7	Салат "Деликатесн."	"		20		15000,00		300000,00
8	Котлеты "Морешаль"	"		20		25000,00		500000,00
								2226000,00 *
К плате: Руб. два миллиона двести двадцать шесть тысяч коп.00								

Всего

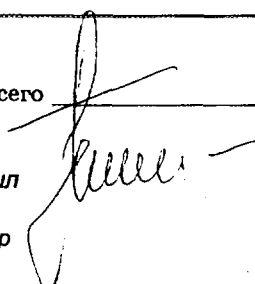
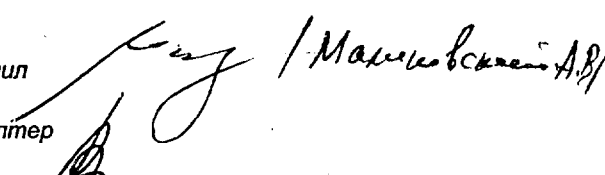
наименований

Отпустил

Получил

Директор

Бухгалтер

Поставщик АОЗТ "Офис Клуб-Балтика"
 Адрес 195253, Санкт-Петербург, Салтыковская дорога, д. 15
 Телефон 226-31-55 (секретарь), 226-33-00 (бухгалтерия), 226-67-26 (тел/факс)
 Расчетный счет № 202467987 в ОАО "Промышленно-строительный банк "Выборгский филиал"
 Город Санкт-Петербург Идентификационный номер поставщика (ИНН) 7806041083
 Код по ОКОНХ 71100, 71200, 71500 Код по ОКПО 39443541

СЧЕТ-ФАКТУРА № 00203983 от 12.07.97
 (отпуск по договору)

Покупатель : Региональный фонд НТР Санкт-Петербурга
 Адрес : ЮРИД7 АДРЕС: пл. Пролетарской дик. 6
 Расчетный счет № 000345634
 Город :
 Идентификационный номер покупателя (ИНН) : 7825670231
 Код по ОКОНХ :

в
 Код по ОКПО : АБ "Россия" по СПб

№/п	К Н Т	наименование товара	код ОКДП	Вд. изм.	кол.	Цена	в т.ч. акциз	Сумма (рубли)	в т.ч. акциз	став. НДС	Сумма НДС (рубли)	Всего с НДС (рубли)
1	7145306	Тарелка десертная белая	7145306	1*шт.	30	12,927	-	387,800	-	20 %	77,560	465,360
2	7145304	Тарелка большая белая	7145304	1*шт.	10	14,312	-	143,117	-	20 %	28,623	171,740
3	7145434	Тазон	7145434	1*шт.	2	13,619	-	27,238	-	20 %	5,448	32,686
4	7145433	Салатник	7145433	1*шт.	3	39,011	-	117,033	-	20 %	23,407	140,439
5	7145301	Чайный сервиз белый	7145301	1*набор	4	118,879	-	475,517	-	20 %	95,103	570,620
В С Е Г О											230,141	1,380,841
						СКИДКА на ИТОГ :	41,439 рубл.	И Т О Г О			223,234	1,339,406

Итого к оплате : один миллион триста тридцать девять тысяч четыреста шесть рублей

Руководитель предприятия  Кошелев А.Г. /

Главный бухгалтер  / Солюк Г.А. /

П О Л У Ч И Л :  / Пузенков А.А. /

ВЫДАЛ :

ТОВАРНЫЙ ЧЕК № 4 14
30. июля 199 7 г.

№ пп	Наименование товара	Кол-во	Цена	Сумма
	вода минерал	100	4300	576000
	- 10%			1764.400
	шрифт шрифт шрифт	400 руб		
ИТОГО:				

АОСТ "КОСМИС-1"
 РУКОВОДИТЕЛЬ В. ПЕТЕРБУРГ 02
 Кир. тип. з. 302-5000 12.01.94

ТОВАРНЫЙ ЧЕК № 19/24
11. июля 199 7 г.

№ пп	Наименование товара	Кол-во	Цена	Сумма
	хоз. товары			8.400
	вода			108.000
	<u>7</u>			
ИТОГО:				116.400

сорок шестнадцать тысяч руб.

Руководитель [Signature] Кассир Вороб
 Кир. тип. з. 302-80000. 12.01.94

торг

ТОВАРНЫЙ ЧЕК № 11
 Магазин № АОСТ "Универсал 11"
 Отдел 11.07. 97 г.
 Секция

№ прейс-куранта или артикула	Наименование товара	Сорт	Количество	Ед. измерения	Цена	Сумма
	сок яблочный		20 шт.		6.000	120.000
ИТОГО:						

Сорок два рубля
 Директор магазина [Signature] Кассир [Signature]
 ЗАО "Бланкэда", з. 1602(2).

СЧЕТ - ФАКТУРА № 373 от 30.07.97г.

Поставщик: Региональный фонд НТР СПб. тел. 244-25-11
 Адрес: 193060, Санкт-Петербург, пл.Пролетарской диктатуры, д.6
 Р/сч.№: 000345634 в ОАО АБ"Россия"
 Город: Санкт-Петербург к/сч 800161861 БИК 044030861
 ИНН поставщика: 7825670231

Получатель: Организация объединенных наций по
 промышленному развитию (ЮНИДО)

согласно договору № 97\138 от 30 мая 1997г.
по курсу ЦБ РФ на 30.07.97г. - 5797 руб. за доллар США

Наименование товара	Код по ОКДП	Ед. изм.	Кол-во	Цена, USD\час, USD\дн.	В т.ч. акциз	Сумма, руб.	В т.ч. акциз	Ставка НДС	Сумма НДС, руб.	Всего с НДС, руб.
1	2	3	4	5	6	7	8	9	10	11
Аренда нежилых помещений в период с 14 по 18 июля 1997г. для проведения Тренинг-курса ЮНИДО	-				-		-	-	-	-
столовая	-	дней	5	100,00	-	2 415 420	-	20%	483 084	2 898 504
Всего к ОПЛАТЕ:						2 415 420			483 084	2 898 504

Два миллиона восемьсот девяносто восемь тысяч пятьсот ~~четыре~~ ^{два} рубля 00 копеек.

Руководитель: Фурсенко А.А.



Гл.бухгалтер: Московская И.С.

Поставщик: ИНН 7826667288 ЗАО "КОНГРЕСС-СЕРВИС" Октябрьский фил
197348, Санкт-Петербург, Аэродромная ул., офис 221В
тел. 394 3582, тел./факс 394 5708
ОКПО-23188510, ОКОНХ-95130

АО "Банк "Санкт-Петербург"
в г. Санкт-Петербурге

Сч. № 176467401
к/с № 700161990
МФО 044030790

Отправитель: Он же

Получатель: Региональный фонд НТР

СЧЕТ № 185

02 Июля 1997 г.

Плательщик:	Региональный фонд научно-технического развития Санкт-Петербурга ИНН 7825670231	Всего	8504250.00
Банк	АБ "Россия" в г. Санкт-Петербурге		
	№ 000345634 к/с № 800161861 БИК 044030861		

Дата и способ отправки Квитанция / Накладная	Отметка об оплате	Шифр
---	-------------------	------

Дополнение: Предварительная оплата Курс - 5800.00

Предмет счета	Сумма
Услуги по обеспечению техническими средствами синхронного перевода международного семинара "Управление трансфером технологий" 14-18 июля 1997г.	10005000.00
Скидка - 15 %	1500750.00
ИТОГО	8504250.00
в т.ч. НДС	1417375.00

Всего к оплате: Восемь миллионов пятьсот четыре тысячи двести пятьдесят рублей 00 копеек

Примечание: Счет-фактура будет выставлен в течение 10 дней по оказании услуги.

Генеральный директор

Главный бухгалтер



Н. Мустин
Г. Шарова

Н. Мустин

Г. Шарова

*В бухгалтерии
и при получении
на счет № 197/34
от 30.05.97г.
30.05.97г.*

ДОГОВОР № 10/97

Санкт-Петербург

10 июля 1997 г.

Региональный фонд научно-технического развития Санкт-Петербурга, именуемый в дальнейшем "Заказчик", в лице Генерального директора Фурсенко А.А., действующего на основании Устава, с одной стороны, и ООО "ПОРКОН", именуемое в дальнейшем "Исполнитель", в лице Директора Карлова Ю.А., действующего на основании Устава, с другой стороны, заключили настоящий договор о нижеследующем:

1. ПРЕДМЕТ ДОГОВОРА

1.1. Заказчик поручает, а Исполнитель принимает на себя **Организацию транспортного обеспечения Тренинг-Семинара ЮНИДО в период с 14.07.97 г. по 18.07.97 г.**

1.2. Исполнитель привлекает субподрядчиков, имеющих лицензию и соответствующие разрешения на перевоз людей.

2. СТОИМОСТЬ РАБОТ И ПОРЯДОК РАСЧЕТОВ

2.1. Стоимость работы Исполнителя по договору составляет **7250000 (Семь миллионов двести пятьдесят тысяч) рублей.**

Кроме того Заказчик оплачивает НДС - 20 % в сумме **1450000 (Один миллион четыреста пятьдесят тысяч) рублей.**

2.2. Оплата работ по договору производится авансовым платежом в размере 100% не позднее 14.07.97 г.

2.3. По окончании работ Исполнитель предоставляет Заказчику Акт сдачи-приемки работ и счет-фактуру в течение 3-х банковских дней.

3. ОТВЕТСТВЕННОСТЬ СТОРОН

3.1. В случае невыполнения по вине Исполнителя работ в полном объеме цена работ может быть уменьшена. Если в результате невыполнения работ по договору Заказчику будет нанесен материальный ущерб, Исполнитель компенсирует прямые убытки.

3.2. Заказчик уплачивает Исполнителю пеню в размере 0.1% в день от договорной цены работ за каждый день просрочки платежа.

3.3. Стороны не несут ответственности за любой срыв выполнения своих обязательств по договору, причиной которого стали факторы, не поддающиеся их контролю, в том числе обстоятельства непреодолимой силы: наводнение, пожар, землетрясение и иные явления природы, а также военные действия, акты и действия



ООО "Компания "Невалинк"

Канал Грибоедова, 36, к.12. Тел/факс 310-99-51, тел. 310-54-42
 р.счет № 007467519 в Филиале Мосбизнесбанка
 "Отделение в г. Санкт-Петербурге"
 Кор. счет № 700161259, МФО 044030759. ИНН 7825053775.
 Код по ОКПО 23180234. Коды по ОКОНХ 52300, 82000.

С Ч Е Т №.	1444	О Т	18.июл.97
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Платательщик: Рег. фонд НТР С-Пб

Тел./факс: 394-78-87, 394-79-51

Рег.номер

1301

За абонентское обслуживание в сети RELCOM/Eunet/Internet согласно тарифу

Наименование	Сумма
За услуги передачи данных с абонентом unido за период с 26 мая по 10 июля	772 300,00
<i>Услуги оказаны.</i>	
Итого:	772 300,00
НДС 20%:	154 460,00
Всего	926 760,00

ИТОГО:

Девятьсот двадцать шесть тысяч семьсот шестьдесят рублей

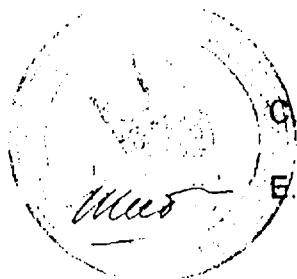
В платежном поручении просьба указывать регистрационный номер

Директор

С.Федоров

Гл. бухгалтер

Е.Шибаловская



*В бухгалтерию
 Промышленности
 счет № 6 ЮНЦ № 9
 по дол. 98/138 от 20.08.97
 21.07.97*

С В О Д К А П Л А Т Е Ж Е Й

ПРЕДЫДУЩИЕ СЧЕТА И КРЕДИТЫ

Баланс по предыдущим счетам	261887.00-
Сумма полученных платежей	2000000.00-
БАЛАНС НА НАЧАЛО ТЕКУЩЕГО ПЕРИОДА	2261887.00-

ПЛАТЕЖИ ЗА ТЕКУЩИЙ ПЕРИОД: (курс 5764.00 руб. - 1 \$)

Ежемесячная абонентская плата	224796.00
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Эфирное время 580 мин.	1037193.00
------------------------	------------

Роуминг	108586.00
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Использование междугородной связи	27664.00
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Исп. междугородной и международной связи	27664.00
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Единовременные платежи	57640.00
------------------------	----------

Налог на добавленную стоимость 20 %	291176.00
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ИТОГО К ОПЛАТЕ ДО 20/07/97	1747055.00
----------------------------	------------

ОБЩАЯ ТЕКУЩАЯ ЗАДОЛЖЕННОСТЬ	514832.00-
-----------------------------	------------

ПОСТУПЛЕНИЯ ОПЛАТ:

Оплата получена 29/05/97	- СПАСИБО-	1000000.00-
Оплата получена 18/06/97	- СПАСИБО-	1000000.00-
ИТОГО		2000000.00-

РЕГУЛЯТИВЫ

ИТОГО	0.00
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ДРУГИЕ ПЛАТЕЖИ ПО СЧЕТУ:

ИТОГО	0.00
-------	------

ПОСТАВЩИК: ЗАО "ДХЛ ИНТЕРНЭШЛ"

АДРЕС: ИЗМАЙЛОВСКИЙ ПРОСПЕКТ, 4
ГОРОД: САНКТ-ПЕТЕРБУРГ
ТЕЛЕФОН: 326-6400
КОНТАКТНОЕ ИМЯ:

ФАКС: 326-6410



ПЛАТЕЖНЫЕ РЕКВИЗИТЫ:

РАСЧЕТНЫЙ СЧЕТ: 031467619
В ФАКЕ "ИНКОМБАНК"
В ГОРОДЕ С-ПЕТЕРБУРГ

КОР/СЧЕТ: 800161670
БИК: 044030870

ПЛАТЕЖИ В ДОЛЛАРАХ:

THE BANK OF NEW YORK, 48 WALL STREET, NY 10286
SWIFT Avtobank AVTORUMM XXXX,
Account Avtobank Moscow # 890-0060-689
Ref: DHL International # 67085078
Our tax payer number is 7707033437
Address of Avtobank: 41, Lesnaya str., Moscow, Russia

ИДЕНТИФИКАЦИОННЫЙ НОМЕР ПОСТАВЩИКА (ИНН): 7707033437
КОД ПО ОКОНХ: 52200 КОД ОКПО: 17878238

С Ч Е Т - Ф А К Т У Р А N 1306 ОТ 29/07/97

ПОКУПАТЕЛЬ: РФНТР СПб

АДРЕС: ПР. ЭНГЕЛЬСА, 27, КОРП. 12В
ГОРОД: САНКТ-ПЕТЕРБУРГ ТЕЛЕФОН: 244-3135
КОНТАКТНОЕ ИМЯ: МАЛИНОВСКИЙ АЛЕКСАНДР

ИДЕНТИФИКАЦИОННЫЙ НОМЕР ПОКУПАТЕЛЯ (ИНН): 7825670231
КОД ПО ОКОНХ: 95130 КОД ОКПО: 33156160

РАСЧЕТНЫЙ СЧЕТ N

В
В ГОРОДЕ: БИК:

ПРИ ОПЛАТЕ В РУБЛЯХ СЛЕДУЕТ ИСПОЛЬЗОВАТЬ КУРС ЦЕНТРОБАНКА
РФ НА ДЕНЬ ОПЛАТЫ

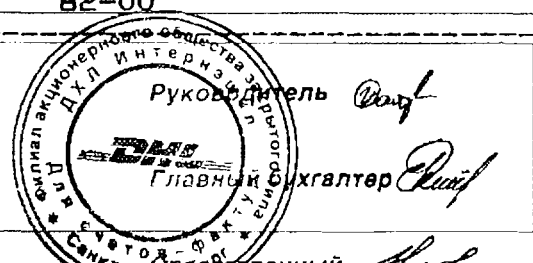
СТОИМОСТЬ УСЛУГ ЗА ПЕРЕВОЗКУ ГРУЗОВ (КОД ПО ОКДП 9974)
LED/САНКТ-ПЕТЕРБУРГ - АВСТРИЯ Тип: DOX ВЕС: 3,0 кг

	СУММА	В Т.Ч. АКЦИЗ	СУММА НДС 20%	ВСЕГО С НДС
ВСЕГО				
К ОПЛАТЕ, USD	82-00		16-40	98-40

ДИРЕКТОР ФИЛИАЛА

ГЛ. БУХГАЛТЕР

СЧЕТ СОСТАВИЛ



СЧЕТ-ФАКТУРА № 374 от 30.07.97 г.

Поставщик: Региональный фонд НТР СПб. тел. 244-25-11
Адрес: 193060, Санкт-Петербург, пл.Пролетарской диктатуры, д.6
Р/сч.№: 000345634 в ОАО АБ"Россия"
Город: Санкт-Петербург к/сч 800161861 БИК 044030861
ИНН поставщика: 7825670231
Код по ОКОНХ: 95130
Код по ОКПО: 33156160
Грузоотправитель и его адрес: он же

Получатель: Организация объединенных наций по
 промышленному развитию (ЮНИДО)
согласно договору № 97\138 от 30 мая 1997г.
по курсу ЦБ РФ на 30.07.97г. - 5797 руб.за доллар США

Наименование товара	Код по ОКДП	Ед. изм.	Кол-во	Цена, USD/час, USD/дн.	В т.ч. акциз	Сумма, руб.	В т.ч. акциз	Ставка НДС	Сумма НДС, руб.	Всего с НДС, руб.
1	2	3	4	5	6	7	8	9	10	11
Аренда нежилых помещений в период с 14 по 18 июля 1997г. для проведения Тренинг-курса ЮНИДО										
конференц-зал	-	час.	40	20,00	-	3 864 700	-	20%	772 940	4 637 620
техническая комната с оборудованием	-	дней	5	100,00	-	2 415 420	-	20%	483 084	2 898 504
офис	-	час.	40	10,00	-	1 932 350	-	20%	386 470	2 318 820
Всего к ОПЛАТЕ:						8 212 470			1 642 494	9 854 944

Девять миллионов восемьсот пятьдесят четыре тысячи девятьсот сорок четыре рубля 00 копеек.

Руководитель: Фурсенко А.А.



Гл.бухгалтер: Московская И.С.

Получил:
 (подпись покупателя или уполномоченного представителя покупателя)

Выдал:
 (подпись ответственного лица поставщика)



Заказчик: Региональный фонд НТР С
 тел. 115-02-12, 394-35-83
 факс: 244-31-35

Счет №170-Е от "14" июля 1997 года

№	Наименование продукции	Количество	Сумма
1.	Разработка оригинал-макета сертификата	1 шт. (А4)	120\$
2.	Генерация поскрипт файла с последующим выводом на пленку	2шт. (А4)	30\$
3.	Печать (шелкография) 2 цвета (синий, золото)	35 шт.	68,3\$

Бух
Прошу оплатить
3-й счет с/счета по
счета VNIIDO
 14.07.97

Всего: 218,3 доллара США. НДС: 43,7 доллара США.

Итого к оплате: 262 (Двести шестьдесят два) доллара США.

пересчет по курсу ЦБ РФ: 5784 руб/\$

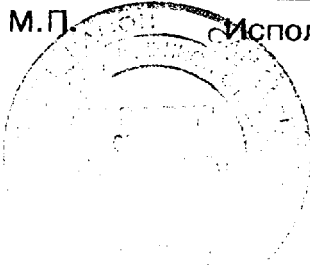
\$ 218,3 = 1262642 руб? *\$ 262 = 1515408 руб*

\$ 43,7 = 252761 руб

Оплата по счету производится в течении 2-х банковских дней.

Счет, выписанный в валюте, оплачивается по курсу ЦБ РФ на день платежа.

Счет-фактура предоставляется в течении 10 дней после даты подписания Акта сдачи-приемки.

М.П.  Исполнитель: ИНН 7815017425, ТОО "Гради" Россия, 193167,
 Санкт-Петербург, Невский пр., д. 176, а/я 502, т.273-50-52
 р/с 001467039, к/с 700161958 в ОАО "Витабанк" г.СПб,
 МФО 044030758, ОКПО 11153698, ОКОНХ 93615 и 19710

Генеральный директор

[Signature]

Гл.бухгалтер

[Signature]

ПОСТАВЩИК : "ЗАО "ОФИС-МАРКЕТ-1"

ПОКУПАТЕЛЬ Региональный фонд НТФ СПб.

Адрес : 194100 СПб Лесной 50

тел.факс 542-97-40,
542-71-34Адрес факт. СПб Финляндский пр.1
Расчетный счет 153467303
к/с 600164453 МФО 044030653
в ОПЕРУ СПб БАНКА СБЕРБАНКА РФ по СПб
Город Санкт-Петербург
ИНН поставщика (ИНН) 7802084657
Код по ОКПО 44318693
Код по ОКОНХ 71200 71100 72100ФАК АДРЕС .СПб. пл.
АДРЕС .ул. Аэродромная д.4
РС покупателя Бюджетный счет 067120902
к/с 800161861 МФО 044030861
в банке Акционерный банк
Город "Россия"
ИНН 7825670231
Код по ОКПО 33156160
Код по ОКОНХ 95130

ГРУЗООТПРАВИТЕЛЬ И ЕГО АДРЕС : ОН ЖЕ

ГРУЗОПОЛУЧАТЕЛЬ И ЕГО АДРЕС :

К расчетно-платежному документу N от

СЧЕТ-ФАКТУРА N 801 от 9 Июля 1997г.

Дополнительные (условия оплаты по договору (контракту), способ отправления т.п.)
САМОВЫВОЗ

ЦЕНЫ УКАЗАНЫ В РУБЛЯХ

№ ПП	НАИМЕНОВАНИЯ ТОВАРА Страна изготовителя КОД ПО ПОСТАВЩИКУ	Ед. изм.	КОЛ-ВО	ЦЕНА БЕЗ НДС	СУММА БЕЗ НДС	СУММА НДС-20%	ВСЕГО С УЧЕТОМ НДС
1	Бумага DATA COPY ф.А4 500л 80гр	уп	10.00	27750.00	277500.00	55500.00	333000.00
2	Бедж крок+булавка (Т) жест 56х90	шт	50.00	1500.00	75000.00	15000.00	90000.00
3	Папка с рычаж.мех М400 син	шт	20.00	13750.00	275000.00	55000.00	330000.00
4	Папка с рычаж.мех М400 чер	шт	20.00	13750.00	275000.00	55000.00	330000.00
5	Скотч DIAMOND 19х33м обрезка прозр.	шт	1.00	14500.00	14500.00	2900.00	17400.00
			ВСЕГО		СУММА Б НДС	сумма НДС	ВСЕГО С НДС
ВСЕГО			101		917000.00	183400.00	1100400.00

ИТОГО : Один миллион сто тысяч четыреста рублей 00 копеек

РУКОВОДИТЕЛЬ ПРЕДПРИЯТИЯ : *Слюбин* Толстов М.Д.ГЛ.БУХГАЛТЕР : *Ворсулак* Ворсулак Н.М.ВЫДАЛ
(ответственное лицо поставщика) *Слюбин*

МП

Бухх
Принимать
исполн. Слюбин
09.07.97
ПОЛУЧИЛ
(подпись покупателя)

Поставщик АОЗТ "Офис Клуб-Балтика"
 Адрес 195253, Санкт-Петербург, Салтыковская дорога, д. 15
 Телефон 226-31-55 (секретарь), 226-33-00 (бухгалтерия), 226-67-26 (тел/факс)
 Расчетный счет № 202467987 в ОАО "Промышленно-строительный банк "Выборгский филиал"
 Город Санкт-Петербург Идентификационный номер поставщика (ИНН) 7806041083
 Код по ОКОНХ 71100, 71200, 71500 Код по ОКПО 39443541

СЧЕТ-ФАКТУРА № D0204007 от 14.07.97
 (отпуск по договору)

Покупатель : Региональный фонд НТР Санкт-Петербурга
 Адрес : ЮРИД7 АДРЕС: пл. Пролетарской дик. 6
 Расчетный счет № 000345634
 Город :
 Идентификационный номер покупателя (ИНН) : 7825670231
 Код по ОКОНХ :

в
 Код по ОКПО : АБ "Россия" по СПб

№п/п	К Н Т	наименование товара	код ОКДП	Ед. изм.	кол.	Цена	в т.ч акциз	Сумма (рубли)	в т.ч акциз	став. НДС	Сумма НДС (рубли)	Всего с НДС (рубли)
1	0005027	Тетрадь рабочая А4 COLLEGE, в	0005027	5*шт	6	39,703	-	238,220	-	20 %	47,644	285,864
2	8001027	Бум.самокл.блок	8001027	1*улк	1	48,244	-	48,244	-	20 %	9,649	57,893
3	6403179	Ручка шариковая синяя	6403179	50*шт.	1	38,088	-	38,088	-	20 %	7,618	45,705
4	7131112	Пленка для лазерного принтера	7131112	1*ул.	1	245,376	-	245,376	-	20 %	49,075	294,451
В С Е Г О											113,986	683,913
						СКИДКА на ИТОГ :	20,498 рубл.	И Т О Г О			110,569	663,415

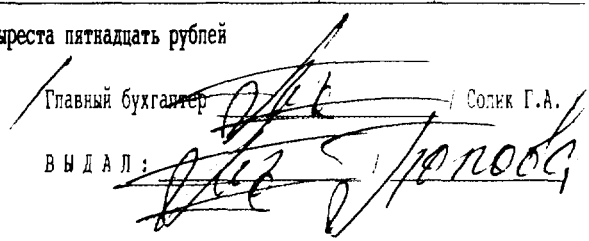
Итого к оплате : шестьсот шестьдесят три тысячи четыреста пятнадцать рублей

Руководитель предприятия  Кошелев А.Г. /

Главный бухгалтер  Солик Г.А. /

П О Л У Ч И Л :  / Никоненко /

И.П.

ВЫДАЛ :  / Солик /

ТОРГ

ТОВАРНЫЙ ЧЕК № 4

Магазин № **ГОЛУБОЙ УНИВЕРСАМ**
 Открытое акционерное общество
 Отдел Секция **СЕКЦИЯ № 4**
 Командантский пр. 24 к. 1

«13» 02 1997 г.

№ преискуранта или артикула	НАИМЕНОВАНИЕ ТОВАРА	Сорт	Количество	Ед. измерения	Цена	Сумма
	Ручки		15		1000	15000
	ИТОГО					

Директор магазина

Кассир

Магазин № **ТОО "ИНТАЛИ"**
 Отдел Секция **Секция 47**
 Т. 213-16-03

ТОВАРНЫЙ ЧЕК № 57

«15» июля 1997 г.

№ преискуранта или артикула	Наименование товара	Сорт	Количество	Ед. измерения	Цена	Сумма
	каку. товара					10000
	десять тысяч сто руб					
	ИТОГО					

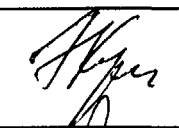
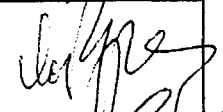
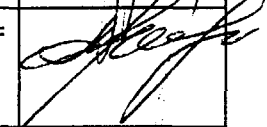

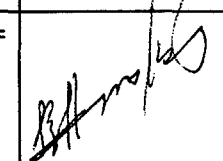
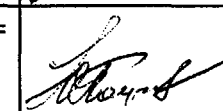


Директор магазина

Кассир

ОПЛАЧЕНО

ВЕДОМОСТЬ
 возмещения транспортных расходов
 участникам семинара «Управление трансфером технологий»
 14 - 18 июля 1997 г
 Санкт-Петербург



№ п/п	Ф.И.О.	Паспорт	Адрес	Сумма, руб.	Подпись
1.	Бурман Михаил Алексеевич	XXXI-МЮ № 742755 выд. 20.06.85г. 133 о/м г.Москвы	г.Москва, ул.Б.Каменщики, д.4 кв.21	409200=	
2.	Гик Лев Аронович	III-РЕ № 624608 выд.23.06.81 г.ОВД БалтийскогоРИК г.Калининграда	г.Калининград, ул.Эльблонгская,д.13, кв.16	126141=	
3.	Егоршин Сергей Дмитриевич	I-ГИ № 599678 выд.18.03.77 г. ОВД Петрозаводского ГИК КАССР	г.Петрозаводск, ул.Сортавальская,д.6, кв.8	201200=	
4.	Жилин Сергей Викторович	I-ОД № 653218 выд.27.10.76 г.ОВД Октябрьского РИК г.Вологды	г.Вологда, ул.К.Маркса, д.62а, кв.68	296300=	
5.	Илларионов Николай Николаевич	IV-МЮ № 645000 выд.19.03.77 г. 101 о/м г.Москвы	г.Москва, ул.9-я Рота, д.27, кв.32	431700=	
6.	Карпенко Вадим Владимирович	V-ДП № 555971 выд.17.12.91 г. ОВД Первомайского РИК г.Мурманска	г.Мурманск, ул.Шевченко, д.24, кв.59	670000=	
7.	Керкис Алексей Юльевич	V-ЕТ № 530544 выд. 21.03.79 г. ОВД Советского РИК г.Новосибирска	г.Новосибирск, Весенний проезд, д.6, кв.23	2027100=	

8.	Курги Эдуард Эйнович	IV-ГИ № 570536 выд. 14.01.92 г. УВД г.Петрозаводска	г.Петрозаводск, ул.Анохина, д.37, кв.54	194400=	
9.	Лобурец Юрий Васильевич	I-ЕТ № 588727 выд. 12.02.76 г. ОВД Советского РИК г.Новосибирска	г.Новосибирск, ул.Цветной пр-д, д.29, кв.30	2220000=	
10.	Масалов Анатолий Алексеевич	III-БЛ № 644933 выд. 22.09.82 г. ОВД Октябрьского РИК г.Новгорода	г.Новгород, ул.Великая, д.3, кв.6	74100=	
11.	Михайлов Владимир Николаевич	IV-БЛ № 679071 выд. 20.05.96 г. УВД г.Новгорода	г.Новгород, ул.Комсомольская, д.4, кв.7	74100=	
12.	Мовсисян Ромик Андраникович	I-СЛ № 558632 выд. 02.06.76 г. ОВД Калининского РИК Армянской ССР	г.Киров, ул.Морозова, д.3	434800=	
13.	Покровский Юрий Геннадьевич	XXVIII-МЮ № 741790 выд.29.07.82 г.129о/м г.Москвы	г.Москва, Фрунзенская наб., д.52, кв.109	436300=	
14.	Сиваков Олег Григорьевич	XXX-МЮ № 663316 выд. 09.06.83 г. 1 о/м г.Москвы	г.Москва, ул.Косинская, д.18, к.3, кв.187	436300=	
15.	Цукерман Вячеслав Александрович	V-ДП № 720035 выд. 31.05.95 г. ОВД г.Апатиты Мурманской обл.	г.Апатиты Мурманской обл. ул. Строителей, д.31, кв.45	1.125.000=	

Финансовый директор

Главный бухгалтер



А.В.Малиновский

И.С.Московская

СТАВКА Представительство ИИД России в Покупатель Регион зона науч-техн в
 0-72-0000000 БИБОРСКИЙ ф-л
 Адрес 197348, СПб, а/я 26, т
 СЧЕТНЫЙ СЧЕТ 290609001, ОАО Промышленно-строительный банк Расчетный счет 6003456340, АБ Россия
 г.С.-Петербург
 КОРРЕС. СЧЕТ 700161291 Корресп. счет 600161861
 044602071 ИИД
 Идентификационный номер поставщика 7825012289 Идентификационный номер покупателя 7825670231
 Код по ОКОНХ 97300 Код по ОКОНХ
 Код по ОКПО 00026703 Код по ОКПО
 Продавитель и его адрес Условия оплаты по договору (конкретно).
 Покупатель и его адрес Способ отчисления и
 платежно-расчетному документу от . . .

СЧЕТ - ФАКТУРА N 0063 от 2 июля 1997 г.

КАНА Кан Вал Дата открытия вкл 10.7

ВА. номер 5746-47
 Срок оплаты в течение 10 банковских дней

Наименование	ОКОНХ	Ед. изм.	Кол-во	Цена (руб.)	Сумма (руб.)	НДС (%)	Сумма НДС (руб.)	Всего с НДС (руб.)
В.БИЗН ОДИНКОМПАНА			1	83490	166980	0		166980
ВЯЗКА ОТ ОБЪЕДИНЕНИЯ			1	83490	166980	0		166980
ВЛАС			1	83490	166980	0		166980
СОЧНОЕ ОБФОРМИРОВАНИЕ			0		500940	0		500940
ИТОГО К ОПЛАТЕ					1001880	0		1001880

Итого в рублях одна тысяча восемьсот восемьдесят рублей 00 копеек.

НДС НЕ ОБРАТАЕТСЯ

УКЛОНДИТЕЛЬ ПРЕДЛАГАЮЩИЙ: *[Signature]* И. П.
 ФИО: *Маликовские А.В.*

Главный бухгалтер: *[Signature]*
 БИДАН: *[Signature]*

З. С. Косов
 Промышленно-строительный банк
 09-01 ЮИИИД
 20.07.97
 09-01 ЮИИИД
 20.07.97

поставщик Представительство ПИД Россия в
 г. Санкт-Петербург, наб. Кутузова, 34 тел. 273-42-24

покупатель Регион Фонда науч.-техн. в
 Адрес 197346, СПб, з/я 26, тел. 5000

Расчетный счет 200609051, ОАО Промышленно-строительный банк
 г. Санкт-Петербурга
 Корресп. счет 700161291
 НДС 044030791
 Идентификационный номер поставщика 7825012269
 Код по ОКДН 57300
 Код по ОКПО 00026703
 Производитель и его адрес
 Получатель и его адрес
 К. платежно-расчетному документу от . . .

Расчетный счет 0003456340, АБ Россия
 Корресп. счет 800161861
 НДС
 Идентификационный номер покупателя 7825670231
 Код по ОКДН
 Код по ОКПО
 Условия (условия оплаты по договору (контракту),
 способ отправления и

СЧЕТ - ФАКТУРА N 0183 от 4 июля 1997 г.

СТРАНА Австро Дата отсчета НДС 11.7

Ввод. номер 0837 Срок оплаты в течение 10 банковских дней

Наименование	ЮКВЛ/ЕА	Кол-во	Цена (руб.)	Сумма (руб.)	НДС (%)	Сумма НДС (руб.)	Всего с НДС (руб.)
00. Виза однократная		1	83490	83490	0		83490
Заявка от организации		1	83490	83490	0		83490
Телекс		1	83490	83490	0		83490
Своичное оформление услуг		0		250470	0		250470
Всего к оплате				500940	0		500940

Итого: Пятьсот тысяч девятьсот сорок рублей 00 копеек.

НДС НЕ ОБЛАГАЕТСЯ

ПОДПИСАТЕЛЬ ПРЕДПРИЯТИЯ: *[Подпись]*
 Имя: Максимовский А.В.

ПОДПИСАТЕЛЬ: *[Подпись]*
 Имя: *[Подпись]*
 В Бюро...
 Прислать оплату по
 ср. в ЮНИД по
 Дан. 9А/137 от 30.07.97
[Подпись]

Поставщик

Производительство НИИ России в
С-Петербурге Выборгский в-л
г. Санкт-Петербург, наб. Кутузова, 34 тел. 273-42-24

Покупатель

Федком фонд науч-техн ра

Вес

Адрес

197340, СПб. а/я 26. тел

Расчетный счет 200609051, ОАО Промышленно-строительный банк

Расчетный счет 0003456340, АБ Россия

г. С-Петербурга

Корресп. счет 700161291

Корресп. счет 000161861

К/СЧ 044030791

ИФБ

Идентификационный номер поставщика 7825012287

Идентификационный номер покупателя 7825670231

Код по ОКОН 97300

Код по ОКОН

Код по ОКПО 00026703

Код по ОКПО

Производитель и его адрес

Дополнение (условия оплаты по договору (контракту).

Поставщик и его адрес

Способ отправления и

Платежно-расчетному документу

от

СЧЕТ - ФАКТУРА N 0182 от 4 июля 1997 г.

ФАНА Австро

Дата открытия вмен 11.7

Ср. номер 5836

Срок оплаты в течение 10 банковских дней

Наименование	ЕД. ИЗМ.	КОЛ-ВО	Цена (руб.)	Сумма (руб.)	НДС (%)	Сумма НДС (руб.)	Всего с НДС (руб.)
Визы однократная		1	83490	83490	0		83490
Заявка от организации		1	83490	83490	0		83490
Заявка		1	83490	83490	0		83490
Прочие расходы (налог)		0		250470	0		250470
Всего к оплате				500940	0		500940

Итого: Пятьсот тысяч девятьсот сорок рублей 00 копеек.

НДС НЕ ОБЛАГАЕТСЯ

Руководитель организации:

Главный бухгалтер:

И. П.

Подпись:

Подпись:

Машковская В.В.

[Signature]

З. Сулейманов
Промышленно-строительный банк
ЮНИКО
Зач. 92/137 от 30.08.97
Кап 4.07.97

ПРИЛОЖЕНИЕ № 2А
к Договору на проведение банковских
операций по покупке-продаже
иностранной валюты
№ _____
от " _____ " _____ 1997г.

ЗАЯВКА НА ОБЯЗАТЕЛЬНУЮ ПРОДАЖУ
ИНОСТРАННОЙ ВАЛЮТЫ № 1

от "26" июня 1997 года.

Наименование предприятия Российский фонд ИТР СПб
ИНН 7825670231
Номер контактного телефона 241-25-11
Ф.И.О. сотрудника предприятия, уполномоченного на решение вопросов по
сделке Слесковская Елена Степановна
Расчетный счет предприятия 000345634 в САО АБ, Россия
Валютный счет предприятия 001070092 в САО АБ, Россия

1. Банк покупает, а Клиент продает безналичную иностранную валюту за валюту Российской Федерации (рубли) на следующих условиях:

Наименование валюты	Сумма иностранной валюты, покупаемой Банком	Курс сделки	Сумма в рублях, уплачиваемая Клиенту
<u>Доллары США</u>	<u>4847.50</u>	<u>5782</u>	<u>45374245</u>

2. За проведение операции Клиент уплачивает Банку 1% - 453742 -

3. Перечисление денежных средств (иностранной валюты) Клиентом, предусмотренное пунктами 1, 2 Заявки, осуществляется в порядке, установленном :

<u>п.2.5.1. Договора на проведение операций покупки-продажи иностранной валюты</u>
<u>п.2.5.1. Договора на проведение операций покупки-продажи иностранной валюты</u>

4. Дополнительные условия _____



Исполнитель предприятия
Главный бухгалтер

ОТМЕТКИ БАНКА

И.А. Туреева
И.С. Масковская

/дата исполнения заявки/

вал. контроль

ответ. исполнитель

/подпись/

АБ "РОССИЯ"
ВАЛЮТНЫЙ КОНТРОЛЬ

ПРИЛОЖЕНИЕ № 2
к Договору на проведение банковских
операций по покупке-продаже
иностранной валюты
№ _____
от " ____ " _____ 1997г.

ЗАЯВКА НА ПРОДАЖУ ИНОСТРАННОЙ ВАЛЮТЫ № _____
от " 15 " июля 1997 года.

Наименование предприятия Ремонтно-монтажный фонд НТРС
ИНН 7825670231
Номер контактного телефона 244-25-11
Ф.И.О. сотрудника предприятия, уполномоченного на решение вопросов по
сделке Смоляковская И.С.
Расчетный счет предприятия 4070345634 в АБ "Росбанк"
Валютный счет предприятия 001070092 в АБ "Росбанк"

1. Банк покупает, а Клиент продает безналичную иностранную валюту за валюту Российской Федерации (рубли) на следующих условиях:

Наименование валюты	Сумма иностранной валюты, покупаемой Банком	Курс сделки	Сумма в рублях, уплачиваемая Клиенту
<u>Доллар США</u>	<u>3500</u>	<u>5772</u>	<u>20202000</u>

2. За проведение операции Клиент уплачивает Банку 1% - 202020 -

3. Перечисление денежных средств (иностранной валюты) Клиентом, предусмотренное пунктами 1, 2 Заявки, осуществляется в порядке, установленном :

<input type="checkbox"/>	п.2.5.1 Договора на проведение операций покупки-продажи иностранной валюты
<input type="checkbox"/>	п.2.5.2. Договора на проведение операций покупки-продажи иностранной валюты

4. Дополнительные условия _____

Руководитель предприятия _____

Главный бухгалтер _____



А.А. Фурсенко

И.С. Смоляковская

ОАО АБ "РОСБАНК"

Бий 040000001

/дата исполнения заявки/

вал. контроль

ответ. исполнитель

(Handwritten signature)

(Handwritten signature)

ПРИЛОЖЕНИЕ № 2
к Договору на проведение банковских
операций по покупке-продаже
иностранной валюты
№ _____
от " _____ " _____ 1997г.

ЗАЯВКА НА ПРОДАЖУ ИНОСТРАННОЙ ВАЛЮТЫ № _____
от " 30 " мая 1997 года.

Наименование предприятия Ремонтно-монтажный завод НТРСДБ
ИНН 78035670231
Номер контактного телефона 274-25-11
Ф.И.О. сотрудника предприятия, уполномоченного на решение вопросов по
сделке Александровская И.С.
Расчетный счет предприятия 000345637 в АБ. Россия
Валютный счет предприятия 001070092 в АБ. Россия

1. Банк покупает, а Клиент продает безналичную иностранную валюту за валюту Российской Федерации (рубли) на следующих условиях:

Наименование валюты	Сумма иностранной валюты, покупаемой Банком	Курс сделки	Сумма в рублях, уплачиваемая Клиенту
<u>Доллар США</u>	<u>3000-00</u>	<u>5797</u>	<u>17391000</u>

2. За проведение операции Клиент уплачивает Банку 1% - 17391000 =

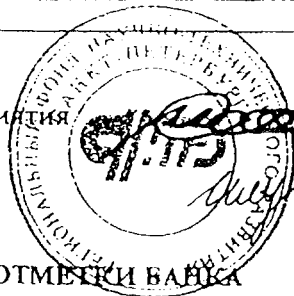
3. Перечисление денежных средств (иностранной валюты) Клиентом, предусмотренное пунктами 1, 2 Заявки, осуществляется в порядке, установленном:

<input type="checkbox"/>	п.2.5.1. Договора на проведение операций покупки-продажи иностранной валюты
<input type="checkbox"/>	п.2.5.2. Договора на проведение операций покупки-продажу иностранной валюты

4. Дополнительные условия _____

Руководитель предприятия _____

Главный бухгалтер _____



ОТКРЫТЫЕ БАНКИ

30 07 97
/дата исполнения заявки/

вал. контроль

ответ исполнитель

ПРИЛОЖЕНИЕ № 2А
к Договору на проведение банковских
операций по покупке-продаже
иностранной валюты
№ _____
от " _____ " _____ 1997г.

ЗАЯВКА НА ОБЯЗАТЕЛЬНУЮ ПРОДАЖУ
ИНОСТРАННОЙ ВАЛЮТЫ № _____
от " 31 " июня _____ 1997 года.

Наименование предприятия Региональный фонд НТР СПб
ИНН 7825670231
Номер контактного телефона 244-25-11
Ф.И.О сотрудника предприятия, уполномоченного на решение вопросов по
сделке Слесовская И.С.
Расчетный счет предприятия 600345634 в АБ "Россия"
Валютный счет предприятия 601070092 в АБ "Россия"

1. Банк покупает, а Клиент продает безналичную иностранную валюту за валюту Российской Федерации (рубли) на следующих условиях

Наименование валюты	Сумма иностранной валюты, покупаемой Банком	Курс сделки	Сумма в рублях, уплачиваемая Клиенту
<u>Доллар ССША</u>	<u>457 - 45</u>	<u>5798</u>	<u>2 652 295,1</u>

2. За проведение операции Клиент уплачивает Банку 1% - 26523

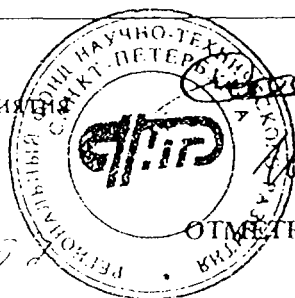
3. Перечисление денежных средств (иностранной валюты) Клиентом, предусмотренное пунктами 1, 2 Заявки, осуществляется в порядке, установленном :

<u>п.2.5.1. Договора на проведение операций покупки-продажи иностранной валюты</u>
<u>п.2.5.1. Договора на проведение операций покупки-продажи иностранной валюты</u>

4. Дополнительные условия _____

Руководитель предприятия _____

Главный бухгалтер _____



ОТМЕТКИ БАНКА

Гуреева А.А.
Слесовская И.С.

Дата исполнения заявки _____

вал. контроль _____

ответ. исполнитель _____

Подпись _____

АБ "РОССИЯ"

ВАЛЮТНЫЙ КОНТРОЛЬ