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TESCO INTERNATIONAL COOPERATION AND
CONSULTING SERVICES COMPANY LIMITED

FINAL REPORT

UNIDO

*Training Workshop on Industrial Restructuring and
Enhancing Competitiveness*

Project Number: US/UT/ROM 98/067

Budapest, 1999. October 4 – 15.



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Final Report

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competitiveness
Project Number: US/UT/ROM 98/067

Peter Gyimesi

1999. October 4 – 15.

Contents

1. The Objective.....	3
2. The Participants.....	3
2.1. The Micro Level.....	5
2.2. The Complementary Level.....	5
2.3. Specialities.....	5
2.4 Geographical Coverage.....	5
2.5. Gender	5
3. The Training Material	5
4. Evaluation	6
5. The evaluation of the participants.....	7
5.1.1. Range themes according interest.....	7
5.1.2. Satisfaction	8
6. Recommendation.....	8
6.1. Follow Up of the Training Workshop.....	8
6.2. Similar Seminars for Other Neighbouring Countries.....	8
6.3. Timing Structure.....	9
Appendix I.....	10
Appendix II.	16
Appendix III.....	17

Introduction

The Hungarian Government made a significant contribution to UNIDO's Industrial Development Fund (IDF) for technical assistance to developing countries and reforming economics. The main intention was to facilitate the transfer of Hungarian technological know-how and restructuring and privatisation experience to other countries. As a part of this contribution a project has been formulated and proved titled Training workshop on Industrial Restructuring and Enhancing Competitiveness in Romania.

In this project benefiting participants from Romania it has been decided to exchange the Hungarian and Romanian experiences related to privatisation / restructuring and also bringing UNIDO, OECD, EBRD experiences related to restructuring.

TESCO was selected as subcontractor for providing the necessary input related to lectures, field visits and all the logistical co-ordination.

TESCO has a very long co-operation history with UN organs in several fields. The main partners are UNIDO, UNDP, UNESCO and FAO. The main fields are

- Training (both abroad and in Hungary)
- Delegating expert advisers
- Consulting engineering

UNIDO has commissioned us to contracts in many countries, like e.g. Nigeria, Vietnam, Ghana, China, Libya, etc. Just one example: we were involved in the project called *Chemical Complex of Abu Kammash (Libya)*, where we trained the local employees and were involved in the operation of the PVC plant in the first part of the '90s.

1. The Objective

The main objective of the project was to present Hungarian / UNIDO restructuring experiences, present Romanian restructuring activities and have a workshop on the different approaches, so that at the end, the Romanian participants would have a wider understanding of the issues that would pave the way for improved restructuring progress in Romania.

2. The Participants

Three basic principles lead us during the selection:

We invited people from both the macro and micro level of the economy.

From a geographical point of view we represented Romania as a country.

We involved in the program as many female participants as we can.

There were high officials (macro policy creators) from both country and county level.

Company leaders (or in some cases also owners) could be also found among the participants. The public sector is connected to the entrepreneurial level through the Chambers of Commerce and Industry. County chambers were also present.

During the period of transition the players of the economy may not be able to implement the new rules, or accommodate to the new environment, or maybe just not quickly enough.

Assuming the management is aware of these problems, they will call the restructuring consultants for help, definitely from an external source. This additional field, the restructuring expertise, was also present.

The Macro Level

The ministry of Economy and Commerce nominated four experts and there was a prefect from county Dolj.

2.1. The Micro Level

Company leaders, owners attended the seminar as well. Several fields were presented, like commerce, after-market car spare part production, vine production, toy producer, etc. The presented companies varied from the small ones up to big ones, concerning their size. Both private and state owned, fully Romanian and partially foreign owned were presented by the participants.

2.2. The Complementary Level

The Chamber of Commerce and Industry of the Maramures county and Harghita County were presented by their presidents.

The field of consulting was also presented.

2.3. Specialities

In some cases, as the participants have more jobs, there was some overlapping. For instance one of the presidents of a Chamber was the managing director of a car-spare-part producer factory, or one of the restructuring consultant is the managing director of a vine production facility.

2.4. Geographical Coverage

The participants presented six counties, although the majority of the people were from the Capital, from Bucharest.

2.5. Gender

One third of the group was female.

See the list of the participants attached. (*Appendix 2*)

3. The Training Material

The lecturers presented the different fields of the science of economy. They played a very active role in the Hungarian restructuring. They are (were) decision-makers as ministers, top-managers, or high officials.

We provided both theoretical and practical material. Theory was provided by presentations, the practice by case studies (video presentation and factory visits).

Concerning the Hungarian input, we concentrated on the changes of the institutional and legal environment. We introduced the transition period focusing on the institutional environment; the major effects on the national economy (both internal and external) how could the entrepreneurial world cope with the new challenges. For the better understanding we organised two visits to two companies, which were successful on this way. On the other hand provided as much data as we could to highlight the trends and the major stages.

We also presented effects of FDI on the Hungarian economy on different fields, the history of the Hungarian FDI policy. Another issue was the effect of the appearance of the multinational companies and the foreign capital on the local entrepreneurs, companies. After presenting the changes, results, trends and the effects of them on micro level through macro data and case studies, we tried to put the process of the Hungarian changes of the economy into international context. The lecturers from OECD and EBRD introduced how Hungary is judged by international organisations. Hungary was also compared to the other former socialist countries, and at last, but not least, also to the EU countries. The participants were pleasant to hear about another approach of restructuring. The Polish example, which differs from the Hungarian one, provided a wider understanding of the issue.

See the list of the Hungarian lecturers attached. (*Appendix 3.*)

4. Evaluation

Concerning the program, as a whole, we believe it was a success. One of the main achievements was that the public and private sector has begun to talk. During these conversations, the macro level received from the micro level a feed back, which they have been lack of.

The participants were prepared, they were experts of their own field. They were able and ready to discuss. Their approach was different among the group. This bias ended in several discussions.

The knowledge we planned to share has been transferred. The participants and lecturers could make a mutual conversation, where they always respected the other's opinion. The participants collected all the written material, even we were also asked to distribute the electronic version of them, for further usage, distribution.

The lecturers were open for discussion. In several cases the time limitation was the barrier of the dispute. However, the schedule was very tight and during the seminar we had to make some slight changes to finish a bit earlier in the afternoons, according to the request of the participants.

We did a prompt modification of the program of the first week, as it was requested (Mr. Csepi wasn't planned to be involved). Mr. Csepi, after Mr. Modla was also talking about the history of the Hungarian privatisation. The participants showed up lots of interest in this field.

The questioners (see enclosed) can judge the level of the presentations.

5. *The evaluation of the participants*

14 participants attended the Training Workshop. This group of people will be called sample. The participants were asked to complete two questionnaires – one at the end of first, the other at the end of the second week. 11 (79%) of participants completed the first, 10 (71%) the second questioners. This high rate expressed their satisfaction with the seminar. The following evaluation is based on the second questioner.

The participants were asked on the very first day morning to tell us what they expect from the seminar. The second questioner included questions on those expectations.

5.1.1. *Range themes according interest*

Interested very much: *Restructuring Experiences, Privatisation Process, and Private Sector Development*

Interested: *Government Restructuring Measures, Legislation on Restructuring, Foreign Investment (Stimulation), Effects of Restructuring on Foreign Trade, Restructuring vs. Privatisation*

Ambivalent: *Industrial Policy, Understanding the Government's Point of View, The Meaning of Restructuring*

Less Interested: *Environmental Protection, Energy Policy*

Marginally Interested: *Human Resource Issues*

The sample was *INTERESTED* in a topic *VERY MUCH*, if it was chosen by 90-100% of them.

The sample was *INTERESTED* in a topic, if it was chosen by 70-80% of them.

The sample was *AMBIVALENT* in a topic, if it was chosen by 50-60% of them.

The sample was *LESS INTERESTED* in a topic, if it was chosen by 40% of them.

The sample was *MARGINALLY INTERESTED* in a topic, if it was chosen by 30% of them (this was the lowest value).

5.1.2. Satisfaction

The satisfaction rank indicates the success more impressively, than the one above (about the interest).

Satisfaction Rank

Table 1.

Rank	Theme	%
1,	Restructuring Experiences	100%
2,	Privatisation Process	80%
3,	The Meaning of Restructuring, Restructuring vs. Privatisation, Private Sector Development	70%
4,	Legislation on Restructuring, Foreign Investment (Stimulation), Human Resource Issues	60%
5,	Government Restructuring Measures, Effects of Restructuring on Foreign Trade	40%
6,	Industrial Policy, Energy Policy, Understanding the Government's Point of View	20%
7,	Environmental Protection	0%

The *Restructuring Experiences* theme FULLY SATISFIED the entire sample. The sample was SATISFIED with the *Privatisation Process*, *The Meaning of Restructuring*, *Restructuring vs. Privatisation*, *Private Sector Development* themes. The sample was AMBIVALENT with the *Legislation on Restructuring*, *Foreign Investment (Stimulation)*, *Human Resource Issues* themes.

The sample was LESS SATISFIED with the *Government Restructuring Measures*, *Effects of Restructuring on Foreign Trade* themes.

The sample was marginally SATISFIED with the *Industrial Policy*, *Energy Policy*, *Understanding the Government's Point of View* *Environmental Protection* theme.

6. Recommendation

6.1. Follow Up of the Training Workshop

We had the impression during the seminar, that we have put a seed into the soil. To gather the harvest the follow-up-seminar should be organised in a year. This program should provide the possibility to the same participants and some new ones to present how they could utilise the transferred knowledge.

6.2. Similar Seminars for Other Neighbouring Countries

We strongly believe that similar seminars can be very useful for other managers from neighbouring countries (e.g. Moldavia, Ukraine, etc.). The participants of these projects can be called to attend a conference later on, addressing the restructuring in Central and Eastern Europe.

6.3. *Timing Structure*

The schedule of the program was very tight. Concerning the program of each day, we should provide more space for discussions, after each presentation. Concerning the structure of the two weeks, we should use the company visits as a kind of break among the lectures.

Two weeks duration is very long period for decision-makers. We tried to convince several Romanian managers, high officials to participate, but the length was the strongest argument against the nomination.

It would be also useful to include more company visits, but it is a hard question, because of the time limitation. One possible solution could be to have more factory visits and fewer lectures in terms of the two-weeks-length.

Other timing structure could be also worked out, like e.g. two weeks seminar and one week for company visits. This can be done in, for example, two parts (two weeks + one week), or in three parts (three times one week). Thinking in a three weeks structure the first part can be the theoretical approach (one week for the macro, one for the micro issues), the second part should be the practical period (case studies, company visits).

Peter Gyimesi
Project Manager

László Pados
General Manager

Budapest, 10. 27. 1999.

Appendix I.

The Program

4th October, Monday

Program		Lecturers / Speakers / Participants
9 ⁰⁰	Introductory Session	Introduction of the participants
10 ⁰⁰	Official Opening Ceremony	<i>Dr. Péter Balás</i> , Deputy State Secretary, Ministry of Economy <i>Dr. Lalith Goonatilake</i> , Industrial Development Officer, UNIDO <i>Dr. Ernő Parit</i> , Secretary, Hungarian National Committee for UNIDO <i>Mr. László Pados</i> , General Manager, TESCO Consulting Ltd.
11 ³⁰	Reception Party	
13 ⁰⁰	Enterprise Restructuring, Background and Key Issues	<i>Dr. Lalith Goonatilake</i>
14 ⁰⁰	History and Results of Restructuring in Hungary	<i>Mr. Ferenc Modla</i> , Managing Director, APV Rt.
15 ⁰⁰	Coffee Break	
	History and Results of Restructuring in Romania	<i>Ms. Aneta Stoica</i> , Expert, Ministry of Industry and Commerce, Romania
15 ³⁰	Panel Discussion	
16 ³⁰	Closing Off Session	

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competiveness in Romania
1999. Október 4-15.

5th October, Tuesday

Program		Lecturers / Speakers / Participants
9 ⁰⁰	Case Study of MOL & Discussion	<i>Mr. László Pál</i> , Managing Director of PALLEX Ltd., former Minister of Industry and Trade, former president of MOL
10 ¹⁵	Coffee Break	
10 ⁴⁵	Restructuring Process of Romanian Chemical and Petrochemical Industry	<i>Ms. Budica Cornelia</i> , Expert, Ministry of Industry and Commerce, Romania
12 ¹⁵	Lunch	
13 ³⁰	Restructuring of Morpak Video Presentation	<i>Mr. Roman Wojtasz</i> , UNIDO Consultant
15 ³⁰	Coffee Break	
15 ⁴⁵	Restructuring of Morpak Case Study and Discussion	<i>Mr. Roman Wojtasz</i> , UNIDO Consultant
16 ⁰⁰	Closing Off Session	

6th October, Wednesday

Program		Lecturers / Speakers / Participants
9 ⁰⁰	Private Sector Development in Transition Economies	<i>Mr. Richard Kennedy</i> , UNIDO expert and <i>Dr. Tivadar Lippényi</i> , Director, INNSTART Hungarian National Business & Innovation Centre
10 ⁰⁰	Legal Environment of Transformation and Competitive Enhancement in Hungary	<i>Mr. Zoltán Barakonyi</i> , Lawyer, Martonyi & Kajtár
11 ⁰⁰	Panel Discussion	
12 ⁰⁰	Lunch	
13 ³⁰	Legal environment of transformation and competitive enhancement in Romania	<i>Ms. Christina Chiriac</i> , Expert, Ministry of Industry and Commerce, Romania
14 ³⁰	History and Results of Restructuring in Hungary	<i>Mr. Lajos Csepi</i> , Managing Director of FOTEX, former Managing Director of Hungarian State Property Agency
15 ³⁰	Panel Discussion	
16 ³⁰	Closing Off Session	

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competiveness in Romania
1999. Október 4-15.

7th October, Thursday

Program		Lecturers / Speakers / Participants
9 ⁰⁰	Presentation of the UNIDO Pilot Restructuring Program in Poland	<i>Mr. Roman Wojtasz</i> , UNIDO Consultant
10 ⁰⁰	Competitiveness Development An Overview of Enterprise Level Issues	<i>Mr. Lalith Goonatilake</i> , <i>Industrial Development Officer</i> , UNIDO
11 ⁰⁰	Consulting Skills Development for Restructuring & Discussion	<i>Ms. Anca Sucala</i> , Manager, Conflix Consultants, Romania
12 ⁰⁰	Lunch	
13 ³⁰	Joint Venture and Foreign Direct Investment During Restructuring	<i>Prof. Dr. Béla Kádár</i> , Hungarian Ambassador to OECD, former Minister of Industry and Commerce
15 ³⁰	Panel Discussion	
16 ³⁰	Closing Off Session	

8th October, Friday

Program		Lecturers / Speakers / Participants
9 ⁰⁰	Foreign Investment in Romania	<i>Mr. Radu Chiurtu</i> , Expert, Ministry of Industry and Commerce, Romania
10 ⁰⁰	Panel discussion (closing of the first week)	
12 ⁰⁰	Lunch	
13 ³⁰	Closing Off Session	

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competiveness in Romania
1999. Október 4-15.

9th October, Saturday

Program		Lecturers / Speakers / Participants
9 ⁴⁵	Visit the Parliament	
11 ³⁰	Lunch	
12 ³⁰	Sightseeing in Budapest	
17 ³⁰	Dinner	
19 ³⁰	Concert	
21 ³⁰	Transfer to the Hotels	

10th October, Sunday

Program		Lecturers / Speakers / Participants
10 ⁰⁰	Leaving to Keszthely	Cultural Program
12 ³⁰	Lunch	
15 ³⁰	Transfer back to Budapest	

11th October, Monday

Program		Lecturers / Speakers / Participants
9 ⁰⁰	Restructuring in the Hungarian Food Industry	<i>Mr. László Piros</i> , President of the Federation of Hungarian Food Industries
10 ⁰⁰	Panel Discussion	
11 ³⁰	Lunch	
13 ⁰⁰	Visit Fundy Ltd. (Sweet Industry) Development, Restructuring, International Expansion	<i>Dr. Péter Fülöp</i> , Owner, Managing Director, Fundy Ltd.
14 ⁰⁰	Factory Visit	<i>Ms. Katalin Trentin</i> , Foreign Trade Manager, Fundy Ltd.
15 ⁰⁰	Panel Discussion	
16 ⁰⁰	Closing Off Session	

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competiveness in Romania
1999. Október 4-15.

12th October, Tuesday

Program		Lecturers / Speakers / Participants
9 ⁰⁰	The Presence of the Financial Sector in the Restructuring Process and the Role of the Exchange Market	<i>Dr. Frigyes Hárshgyi</i> , General Manager of Capital Markets, Central-European International Bank (CIB), President of CIB Securities Ltd., former Vice President of the Hungarian National Bank
10 ⁰⁰	Lessons of Transformation, the Effects of the Multinational Companies in Hungary	<i>Prof. Mihály Simai</i> , Director of Graduate, Institute for World Economics of Hungarian Academy of Science
11 ⁰⁰	The Commodity Exchange Market of Constanta	<i>Mr. Cezar Armeanu</i> , Director General, Maritime and Commodity Exchange Market of Constanta
12 ⁰⁰	Lunch	
13 ³⁰	HR Issues During the Restructuring in Hungary	<i>Dr. Ferenc Munkácsy</i> , Director, Hungarian Foreign Trade Bank Ltd., Human Resource Directorate, former Deputy State Secretary, Ministry of Labour, Hungary
14 ³⁰	HR Issues Facing Restructured Enterprises	<i>Mr. Zsolt Bogos</i> , President, Chamber of Commerce and Industry of the Harghita County
15 ³⁰	Panel Discussion	
16 ³⁰	Closing Off Session	

13th October, Wednesday

Program		Lecturers / Speakers / Participants
10 ⁰⁰	Case Study of DUNAFERR (Steel Industry) Short Introduction, Factory Visit	<i>Mr. Sándor Czinkóczy</i> , Director of Strategy and Co-ordination, DUNAFERR
12 ⁰⁰	Lunch	
13 ⁰⁰	Case Study of DUNAFERR	<i>Mr. Sándor Czinkóczy</i> , Director, DUNAFERR
15 ³⁰	Closing Off Session	

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competiveness in Romania
1999. Október 4-15.

14th October, Thursday

Program		Lecturers / Speakers / Participants
9 ⁰⁰	The Restructuring Experiences of EBRD	<i>Dr. Károly A. Soós</i> , Member of the Board, European Bank for Reconstruction and Development
10 ⁰⁰	Final Evaluation of the Seminar	
12 ⁰⁰	Lunch	
13 ⁰⁰	Closing Off Session	

15th October, Friday

Program		Lecturers / Speakers / Participants
11 ⁰⁰	Transfer to the airport	

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competiveness in Romania
1999. Október 4-15.

Appendix II. The Lecturers:

Name	Present Occupation	Former / Other Occupation
Dr. Péter Balás	Deputy State, Secretary Ministry of Economy	
Dr. Zoltán Barakonyi	Lawyer, Martonyi & Kajtár, Baker & McKenzie	
Mr. Sándor Czinkóczi	Director of Strategy and Co-ordination, DUNAFERR	Lecturer at University of Economy of Budapest
Dr. Frigyes Hárshegyí	General Manager of Capital Markets, Central-European International Bank (CIB); President of CIB Securities Ltd.	former Vice President of the Hungarian National Bank
Prof. Dr. Kádár Béla,	Hungarian Ambassador to OECD; Professor at University of Economy of Budapest	former Minister of Industry and Commerce
Dr. Ferenc Munkácsy	Director, Human Resource Directorate, Hungarian Foreign Trade Bank Ltd.	former Deputy State Secretary, Ministry of Labour, Hungary
Mr. Ferenc Modla	Managing Director, Hungarian Privatisation and State Holding Co. (ÁPV Rt.)	
Mr. László Pál	Managing Director, PALLEX Ltd.	former Minister of Industry and Commerce; former president of Hungarian Oil and Gas Company (MOL)
Dr. Ernő Partl	Secretary, Hungarian National Committee for UNIDO, Ministry of Economy	
Dr. Mihály Simai	Director of Graduate, Institute for World Economics of Hungarian Academy of Science	Member of the Hungarian Academy of Science
Dr. Péter Futó	Owner / Managing Director of FUNDY Ltd.	
Mr. Lajos Csepi	Managing Director, FOTEX Co.	former Managing Director of State Property Agency
Dr. Károly A. Soós	Member of the Board, European Bank for Reconstruction and Development (EBRD)	former State Secretary, Ministry of Industry and Commerce
Dr. Lalith Goonatilake	Project Manager, UNIDO, Quality, Standardization and Metrology Branch	
Mr. Roman Wojtasz	UNIDO Consultant, Global Strategies Inc.	
Mr. Richard Kennedy	UNIDO, Privatisation, Entrepreneurship Development	

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competiveness in Romania
1999. Október 4-15.

Appendix III.

The participants

Name	Company / Contact Details	Position
Mr. Cezar Armeanu	Commodity Exchange Market of Constanta T: +40-41-639.910; F: +40-41-639.710; Email: bmnc@bmnc.ro	Director
Mr. Zsolt Bogos	Chamber of Industry and Commerce of Harghita County T: +40-66-171.802; F: +40-66-171.935; Email: cchir@nextra.ro	President
Mrs. Isabela Anca Bostina	Romanian Foreign Trade Centre T: +40-1-335.3445; F: +40-1-311.1491; Email: office@traderom.ro	Senior Researcher
Ms. Comelia Budica	MIC, Chemistry/Petrochemistry Directorate T: +40-1-650.3029; F: +40-1-211.1560; Email: cdanatoiu@alfa.imi.ro	Expert
Mr. Liviu Cartoian	Free Zone, Giurgiu T: +40-46-217.598; F: +40-46-217.598	Chief of Technical Department
Mrs. Cristina Chiriac	MIC, Directorate for Legislation T: +40-1-650.3029; F: +40-1-211.1560; Email: cdanatoiu@alfa.imi.ro	Expert
Mr. Radu Chiurtu	MIC, Foreign Investment and Privatisation Directorate T: +40-1-650.3029; F: +40-1-211.1560; Email: cdanatoiu@alfa.imi.ro	Expert
Mr. Marcel Ioan Comea	Prefectura Judetului Dolj T: +40-51-419.046; F: +40-51-411.210	Deputy Prefect
Mr. Gheorghe Marcas	Chamber of Industry and Commerce of Maramures County T: +40-62-223.205; F: +40-62-225.794; Email: cdanatoiu@alfa.imi.ro	President
Mr. Constantin Neagoe	Cramele Prahova-SA T: +40-94-352.249; F: +40-94-47-416.844; Email: hallewood.prahova@stamets.ro	Managing Director
Mr. Georghe Spoiala	Free Zone, Giurgiu T: +40-46-217.598; F: +40-46-217.598	General Manager
Mr. Lucian Adrian Stancu	ROMGAZ T: +40-69-841.966; F: +40-69-839.029; Email: cabinet@telecom.ro	Director for Strategic Planning
Mrs. Aneta Stoica	MIC, Studies and Prognosis Directorate T: +40-1-650.3029; F: +40-1-211.1560; Email: cdanatoiu@alfa.imi.ro	Expert
Ms. Anca Sucala	C&A CONFLEX Consultants SRL T: +40-1-211.0172; F: +40-1-211.0172; Email: conflex@dnt.ro	Executive Manager

UNIDO

Training Workshop on Industrial Restructuring and Enhancing Competiveness in Romania
1999. Október 4-15.