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REGIONAL ARAB PROGRAMME FOR THE
DEVELOPMENT OF SUB-CONTRACTING

DP/RAB/86/001

Technical report: How to organise a subcontracting
exhibition - Practical guide *

Prepared for the Governments of Algeria, Egypt,
Iraq, Jordan, Morocco and Tunisia
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the study by M. J.P. Detourbet,
consultant on subcontracting exhibitions/fairs

Backstopping officer: Mr A. de Crombrughe,
Institutional Infrastructure Branch

United Nations Industrial Development Organization
Vienna

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C O N T E N T S

	<u>Page</u>
Introduction	1
Marketing subcontracting	3
Foreword	5
Planning a subcontracting exhibition	6
Annexes :	
No.1 Provisional budget	11
No.2 Brochures from Subcontracting Exhibitions) (examples from MIDESE 87))	
No.3 Application form for participation) (example from MIDESE 87))	Attached to the end of the document
No.4 Typical General Regulations) (model regulations of the French Federation of Fairs and Exhibitions)	
No.5 Letter to prospective Exhibitors	14
No.6 Letter to professional and industrial bodies	15
No.7 } Letters to Commercial Counsellors	16
No.8 }	17
No.9 Letter of thanks to exhibitors and model post-exhibition questionnaire	18
No.10 List of Subcontracting Exhibitions in Europe	20

INTRODUCTION : SUBCONTRACTING

Before making specific recommendations on the creation and organisation of a SUBCONTRACTING EXHIBITION it would seem to be advisable to recall what is involved in SUBCONTRACTING.

According to the definition given to it in the industrialised countries subcontracting is the act by which one company, the MAIN CONTRACTOR, entrusts to another company, the SUBCONTRACTOR, the carrying out of such work as it is either unwilling or unable to carry out itself.

As far as the main contractor, the company issuing orders, is concerned subcontracting is also the art of utilising the KNOW-HOW of the subcontractor, the company receiving the orders; for the latter it represents the imperative need to develop its own TECHNOLOGY so that it is always a leading company in the field of those components and products which form its speciality.

Subcontracting is therefore a totally separate form of industrial activity which links two companies not in any position of competition but rather in a position of complementarity, or even better of PARTNERSHIP, where each of the parties retains its own individuality and specific character and where neither is superior to the other (at least where production skills are concerned) and where reciprocal obligations and rights are shared in an equitable manner.

Care must be taken not to confuse subcontracting with SUPPLYING. The former relates solely to the production of components exclusively on behalf of the main contractor; these components have to comply with detailed and often draconian specifications. SUPPLYING simply involves standard products purchased from catalogues and always available on the market; the design of these products is the responsibility of the manufacturer. Examples are :

- a ball-point pen is a supply, whereas its various components may be subcontracted products;
- a screw sold by an ironmonger is a supply, even if it is very similar in its metal, its dimensions, its coating, etc. to a screw which has been specifically designed for integration into a machine. Such a special screw would then be a product of subcontracting.

Subcontracting exists in all sectors of industrial activity, but is very common in metal converting in the broadest sense of that phrase. However subcontracting is of quite considerable economic importance in the textiles, woodworking, glass, ceramics and packaging sectors without forgetting the tertiary or services sector.

Subcontracting also covers a branch which is, however, basically somewhat different: this is CO-CONTRACTING. This mainly operates in the BUILDING industry where one pilot-company entrusts to other companies the carrying out of basic work or installations in respect of which it does not possess the necessary competence. In such a case the operative is directly responsible to the company in overall charge of the operation.

The need for subcontracting has always been felt, but it is important to realise just how much its development has been accelerated by the objectives of the industrial era, which are to make equipment and consumer goods increasingly available. To do this it is necessary for man to undertake increasingly sophisticated scientific and technical research.

When, as a consequence of the results of such research work, a company decides to launch a new product onto the market - and this applies whether it is a simple ball-point pen or the most sophisticated of machines - it is very rare for the company concerned to be able to produce all - or even most - of the components for it. This is because it will have neither the personnel (in terms of quantity and quality) nor the equipment which will be needed.

The company is then faced with the question which is the very basis of subcontracting :

- TO MAKE, or TO HAVE IT MADE.

In general the company will "have it made"; to the advantages in regard to personnel and equipment which accrue there will also be the advantage of a more balanced cost price structure which is more in harmony with the market economy principles to which it must adapt itself.

In the course of time subcontracting has also developed: it can now take one of two very different forms :

CAPACITY subcontracting,
SPECIALISATION subcontracting.

The first enables the subcontractor to build up a level of machine capacity enabling him to produce large numbers of parts for a main contractor. Production is, generally, of a very repetitive nature, such as the manufacture of screws, washers, etc.

SPECIALISATION subcontracting, as the term indicates, involves more sophisticated production requiring more highly developed technology on the part of the subcontractor, and hence higher-performance equipment.

Both categories of subcontracting are needed, but it is necessary to realise that it is specialisation subcontracting which has shown the greatest growth in recent decades, going hand-in-hand with the forced march of technology over the same period.

It is this which has been the origin of the most spectacular creations of the human mind during the twentieth century; it is to the credit of subcontracting that it has been able to contribute towards the onward march of technology. We must always bear in mind that, without SUBCONTRACTING, man would never have been able to realise his millenary dream of :

WALKING ON THE MOON.

SUBCONTRACTING AND THE DEVELOPING COUNTRIES

Developing countries do not always devote enough room to subcontracting in their industrial development. The reason may be found, in part, in their political and economic structures within which they control production more or less strictly. In such cases subcontracting cannot be distinguished as a separate operation since it is integrated within the enterprise and so contributes neither to its output nor to lowering cost prices.

But if a country has a more decentralised economic structure production of the same product will be in the hands of various enterprises. Such enterprises will have to call on subcontracting since the work which one of them does not carry out, and which it thus entrusts to another, must comply with a very detailed specification covering all the characteristics, the price and the delivery dates.

On another hypothesis subcontracting can be an important basis for the commercial relationships between developing and industrialised countries. Trade flows - some of them very important - already exist in this field, in particular where consumer goods (see, inter alia, textiles) are involved.

But international industrial subcontracting can also usefully develop on a basis of capacity subcontracting. At the present time this is becoming increasingly more difficult in the industrialised countries. If such countries were to entrust their subcontracting to the developing countries - supplying the latter with the necessary machines - the cost would be lower. In this way the industrialisation of the developing countries could be initiated more easily, and would form a solid basis for their technical progress and so ensure their economic advancement.

MARKETING SUBCONTRACTING

Since subcontracting is a separate industry :

1. It is necessary for it to be appreciated as the melting-pot for a partnership and not as the source of rivalries between main contractors and subcontractors. It is true that the former have adopted - and some still adopt - the unfortunate habit of regarding the latter purely as subordinates under the pretext of entrusting work to them. To do so is to forget all too quickly that the "power" of the main contractor rests solidly on the KNOW-HOW, RELIABILITY and TECHNICAL FLEXIBILITY of their subcontractors, all qualities which the main contractor does not fully possess, as evidenced by the fact of a need to call on external partners. It is also true that the latter have shown a marked tendency to exhibit an "inferiority complex".

2. Subcontracting must make its production, the fruit of its know-how, known, so that commercial and technological trading can be increased.

Whilst main contractors may not experience too many problems in selling products on the market they do, on the contrary, require information on the progress and the quality of the partners whom they need. For their part the subcontractors need to seek out their clients in order to extend the range of their contacts and to make their know-how more widely known. In such a search subcontractors must take care not to put themselves in a dependency situation by granting more than 30% of their production to a single main contractor. Most subcontractors, being of small or medium size and within which the owner must combine all the functions of manager, financial director, engineer, etc., are not experienced in the techniques of marketing and publicity.

It is therefore necessary for a meeting point to be provided, on a regular basis, for main contractors and subcontractors. The first of the initiatives on these lines was conceived and organised in 1971 in NANCY, France, under the name MIDESE - MARCHE INTERNATIONAL DE LA SOUS-TRAITANCE (International Subcontracting Market).

The message conveyed by MIDESE - "TO PROMOTE SUBCONTRACTING IN ITS TECHNOLOGICAL AND COMMERCIAL ASPECTS" - would seem to have been well received since MIDESE now has a worldwide reputation and has become the largest annual subcontracting event. At the last event at LYON in 1986 there were :

- 2,035 exhibitors from sixteen countries,
- 27,874 square metres (net) of stands,
- 59,944 visitors from 39 countries.

The justification and the value of such exhibitions in the service of subcontracting is also shown by the many such events which have been held throughout the world and which are based on the same objectives. In North Africa Subcontracting Exhibitions have been held in Casablanca and Tunis; other exhibitions have been held in Belgium, Canada, Denmark, Great Britain, Holland, Italy, Spain, Switzerland, the United States and West Germany.

The "GUIDE" which follows was produced within the framework of the REGIONAL ARAB PROGRAMME FOR THE DEVELOPMENT OF SUBCONTRACTING, conceived and carried out by the United Nations Industrial Development Organisation - UNIDO - and is intended to assist the promoters of exhibitions devoted to subcontracting so that they can implement their projects under the optimum conditions and with the greatest expectations of success. This will contribute towards the development of national and international subcontracting and so to the industrial futures of the countries concerned.

FOREWORD

The creation and organisation of a Subcontracting Exhibition must originate in a political decision: it is essential to confirm, before any such decision is made, that the project really meets an economic need, that subcontractors exist in terms of adequate quantity and quality. It is also necessary to confirm that the industrial infrastructure is such as to interest foreign exhibitors and visitors if the aim of Exhibition is to be of an international scope, and also to determine which of the subcontracting sectors are to be given priority : automobiles, electronics, aerospace, etc.

Next the main organiser has to be selected according to the origin of the initiative :

- the public authorities, with cooperation from the industrial promotion organisations,
- professional organisations, particularly those directly involved with the sectors finally selected,
- the private sector.

It should be noted that all three, or any two, of these may be combined into a single body. If the main organiser is a public authority and/or the private sector, or the two working together, it is essential that the project should enjoy the whole-hearted support of the professional organisations. Nothing concrete or of value will be achieved if those who are intended to be the first to profit from an expansion of subcontracting do not support the activities involved.

If the main organiser is a public authority and/or the professional organisations, a joint group (or Action Committee) must be formed to oversee the correct preparation for the exhibition and to ensure the maximum efficacy and flexibility. As a matter of priority its composition must include specialists in matters concerning subcontracting.

If the main organiser is the private sector it will prove to be of value to set up a similar action committee so that actions are followed-up, coordinated and, if necessary, given moral and material support.

Irrespective of the nature of the main organiser it is recommended that its initiative to set up a Sub-Contracting Exhibition be supported by Patronage Committee to include members of the government (Head of State and the Ministers involved) and eminent persons in the fields of economics and industry whose authority will be compatible with the objectives of the Exhibition.

It is impossible to overemphasize the fact that the decision to mount the exhibition should be taken as long as possible in advance and a minimum of ONE YEAR before the intended opening date. Any event which is prepared for in a hurried manner CAN NEVER have fully positive results.

Finally the Exhibition should not last for more than five days.

P L A N N I N G A
S U B C O N T R A C T I N G E X H I B I T I O N

The following model planning schedule covers a period of one year and makes the following assumptions :

- that the main organiser has been duly designated, and that it is his responsibility either to carry out or to have carried out the necessary actions;
- that the site of the Exhibition (location and premises) has been reserved;
- that the Exhibition is to be of international scope and that the site which has been reserved can provide the necessary hotel accomodation and has adequate land and air access.

Latest date before the exhibition	Nature of the operations	Observations
360 days (12 months)	1) - formation of the Patronage Committee	
	2) - formation of the joint group	
	3) - establishment of the Provisional Budget	Annex 1
	4) - deciding on the dates, name and logo for the Exhibition	
	5) - designing the literature and the graphics (with foreign translations if necessary) for the publicity brochure	Annex 2
	6) - design of the "exhibitors' file": requests for participation with prices for floor space and services, general regulations and covering letter	Annex 3 Annex 4 Annex 5
	7) - designing the posters	
330 days (11 months)	1) - submission to the printer of the : - proofs of letterheads with the name and logo of the Exhibition - documents for producing the brochure - documents for producing the exhibitors' file	
	2) - establishing the mailing list, prospecting for "Exhibitors" and identifying national and international prospects in business directories, Subcontracting Exhibitions held abroad, by purchasing mailing lists from specialist companies, etc.	

Latest date	Nature of the operations	Observations
(330 days)	<p>3) - preparation for the press conference launching the Exhibition :</p> <ul style="list-style-type: none">- choosing the place and date- selecting and inviting the person who is to chair the conference- designing and printing the invitation card to be sent to all the political, economic and professional persons involved, to journalists (all dailies, periodicals and specialised publications), radio, television, and to all foreign Commercial Counsellors in the country- designing the "Press release file", to contain :<ul style="list-style-type: none">. a survey of the general economy of the country. a survey of the present state of subcontracting and of the objectives of the Exhibition. a copy of the publicity brochure. a copy of the logo, with a view to it being published by the press,. a copy of the poster	
300 days (10 months)	<p>1) - posting of the "exhibitors" mail-shot 2) - holding of the Press Conference 3) - despatch of the Press release file to :<ul style="list-style-type: none">- national professional bodies- foreign Commercial Counsellors in the country- national Commercial Counsellors abroad</p>	<p>Annex 6 Annex 7 Annex 8</p>
270 days (9 months)	<p>1) - completion of the exhibitors' site plans 2) - list of equipment needed at the Exhibition. Contracts with service and other companies.</p>	
240 days (8 months)	<p>1) - meeting of the "action committee". Update on the organisation and commitments to participate 2) - preparation of the documents intended for the exhibitors :<ul style="list-style-type: none">- service cards- admission certificate- invoices for stand space<p>3) - if it is intended to hold technical meetings or seminars :<ul style="list-style-type: none">- a survey of the subjects- selection of the speakers- establishing the timetable- finding suitable premises</p></p>	<p>Annex 9</p>

Latest date	Nature of the operations	Observations
210 days (7 months)	<ol style="list-style-type: none">1) - invitations to speakers at the technical meetings or seminars2) - design of the catalogue and location, if necessary, of a public relations firm	
180 days (6 months)	<ol style="list-style-type: none">1) - allocation of stand places to the exhibitors2) - mailing to the exhibitors, as their space allocation is decided on, of :<ul style="list-style-type: none">- the invoice- the service cards- the admission certificate3) - establishment of the national and international publicity budget :<ul style="list-style-type: none">- listing of resources to be used- design of publicity materials- production of blocks (translations for abroad)4) - if necessary : remailing of exhibitors' prospectus	
150 days (5 months)	<ol style="list-style-type: none">1) - production of the programmes for the technical meetings or seminars2) - establishing the programme for the inauguration of the Exhibition :<ul style="list-style-type: none">- selecting the person to preside at the ceremony, and fixing the date and time- preparation of mailing list for the invitations- if necessary making arrangements for the buffet at a reception	
120 days (4 months)	<ol style="list-style-type: none">1) - second meeting of the "action committee" :<ul style="list-style-type: none">- update on the organisations and the results of the prospecting for exhibitors- defining any strategies which need to be implemented- any necessary revision of the provisional budget2) - deciding on actions in regard to the prospective <u>visitors</u> :<ul style="list-style-type: none">- contacts with professional/industrial bodies (Professional Associations, Chambers of Commerce and Industry, industrial buyers' organisations) at a national and international level, for mailing "invitation cards" to be distributed to their members who may be interested in the Exhibition- sending out posters3) - designing and printing the "invitation cards"4) - any remailing of exhibitors' prospectus	

Latest date	Nature of the operations	Observations
90 days (3 months)	1) - mailing of publicity material to specialised national and international periodicals 2) - invitations to foreign buyers	
60 days (2 months)	1) - mailing of press release describing the purpose of the Exhibition : - to the national and international specialised press - to national Commercial Counsellors abroad for dissemination - to foreign Commercial Counsellors in the country	
45 days (6 weeks)	1) - ordering the printing of the Exhibition catalogue	
30 days (4 weeks)	1) - Third meeting of the "action committee" - - update on the situation in all the sectors 2) - preparation for the Press Conference (same listing as for the first one) : - file containing a presentation of the Exhibition (detailed statistics), the programme for the "Technical Meetings" with, if possible, summaries of the principal papers and the list of the foreign guests, etc. 3) - reservation of accommodation for the foreign guests.	
21 days (3 weeks)	1) - mailing of invitation cards for the inauguration	
14 days (2 weeks)	1) - mailing of publicity material to the national papers	
10 days	1) - Press Conference 2) - detailed preparation for the inauguration (policing arrangements, buffet, protocol, etc.)	
Opening day	<u>Official Inauguration of the Exhibition</u>	
Days 1 - 2 - 3 - 4 and 5	: <u>Exhibition open</u>	
	<u>After the Exhibition has closed :</u>	
10 days	1) - mailing of results' questionnaire to the exhibitors	

Latest date	Nature of the operations	Observations
(10 days)	2) - meeting of the "action committee" for an initial examination of the commercial and financial results of the exhibition : - decision on holding the exhibition again, and intervals between future exhibitions 3) - expressions of thanks to the various partners for their support	
40 days	1) - meeting to summarise the definitive results of the exhibition, including the replies of the exhibitors to the questionnaire 2) - definitive closure of the exhibition with, if necessary, a Press Conference.	

ANNEX No. 1

..... SUBCONTRACTING EXHIBITION

PROVISIONAL BUDGET (*)

<u>INCOME :</u>		Z(**)
Exhibitors' registration fees	5
Rental, exhibition stand sites	70
Admission charges	5
Miscellaneous subsidies	15
Catalogue advertisements and other receipts	5
TOTAL	100Z
 <u>EXPENDITURE :</u>		
Staff costs (wages and overheads)	25
Rental : - on premises	15
- on equipment	10
Printing (brochures, posters, letterheads, catalogue, etc.)	10
Postage, telephones	8
Receptions : - press conference	} 12
- inauguration	
- guests (including foreign buyers)	
Technical meetings : - hall equipment	} 10
- speakers	
Contingencies	10
TOTAL	100Z
 <u>BALANCE :</u>		
INCOME :	
EXPENDITURE :	
SURPLUS OR DEFICIT	

Annex No.1 (contd)

- (*) This budget has been drawn up on the assumption of a total turnover of the order of 1,500,000 FF, a figure which would correspond to an exhibition site with a net floor area of 2000 to 2500 square metres. Obviously the percentages given are only orders of magnitude since many parameters are unknown. Clearly if the main organiser of the exhibition is a public authority then the items of expenditure under the headings of staff costs, premises, equipment, etc. would be reduced. This reduction would also have consequences on the income since the rental on the stand sites could be lower whilst the subsidies could be higher. Again from this point of view the concept of a surplus on income (that is to say the final profit) need not be as much of an imperative as it would be in the case of a private main organiser.
- (**) Estimated percentage of the total income or expenditure.

Annexes 2, 3 and 4 are attached at the end of the document

ANNEX No.5

Letter to prospective Exhibitors

..... SUBCONTRACTING EXHIBITION

Dear Sirs,

The governmental agencies in our country are pursuing a dynamic policy of industrial development. Amongst the activities which have been chosen is that of SUBCONTRACTING (*where appropriate add : and more particularly subcontracting in the sector(s)*).

Subcontracting is being increasingly seen as one of the modern means for making the technological development of companies more widely known whilst at the same time promoting the know-how of subcontractors. In a word subcontracting has demonstrated that it is one of the most rational of all industrialisation activities and of actions to promote economic and social progress.

Subcontracting in (*name of the country*) has the following principal characteristics : (*to be duly expanded*)

Under the *egis (or the patronage)* of (*list the persons and bodies giving their support*) it has been decided to organise the (*full name*) Exhibition which will be held from to 19.. at (*specify the town and the address*).

As we are aware of the dynamism of your company we invite you to participate in this Exhibition where you will have an opportunity of developing your commercial activity and of establishing partnership links with companies in (*name of the country*) and abroad. To this end we are enclosing the file on participation, and we would be grateful if you could return this to us, duly completed, by

We will, of course, be mounting a major publicity campaign in (*name of the country*) and abroad (*if the exhibition is an international one*) so as to attract the maximum number of professional visitors to this event and, as a result, to bring to their notice the products and the technology which you will be exhibiting.

We hope to hear from you that you will be taking part in this exhibition, and we are at your service for any additional information which you may require.

Yours sincerely,

(Signature)

ANNEX No.6

Letter to professional and industrial bodies

..... SUBCONTRACTING EXHIBITION

Dear Sirs,

You will be aware that as a result of the initiative taken by *(name of the authority or body principally concerned with the Exhibition)* we are organising the SUBCONTRACTING EXHIBITION which will be held from to at

In order that this event may be of the maximum value to your members, whether as exhibitors or as visitors, we would be most grateful if you could disseminate as widely as possible, and by all the means at your disposal, the information contained in the enclosed Press Release.

We thank you in advance and remain at your service for any additional information which you may require.

Yours sincerely,

(Signature)

ANNEX No.7

Letter to the Commercial Counsellors of foreign countries stationed in the country.

..... SUBCONTRACTING EXHIBITION

For the attention of the Commercial Counsellor

Dear Sir,

On the initiative of *(name of the authority or the body principally concerned with the Exhibition)* we are organising the SUBCONTRACTING EXHIBITION to be held from to

The object of this event will be to demonstrate to our own companies, and also those abroad, the capabilities of our country in the field of Subcontracting in general *(if special emphasis is to be placed on a sector then add : and in particular in the sector)*.

We are very conscious of the fact that Subcontracting is one of the most valuable means of promoting the technology of main contractors and the know-how of our subcontractors.

We very much hope that you will be able to make the details of our Exhibition known to the industrialists in your country. This will make it possible for us to attract exhibitors and visitors who will thus have the opportunity of forming or reinforcing commercial relationships with the companies in our country.

With this in view we are enclosing :

- the press release which has just been issued,
- the exhibitors' file,
- the Exhibition poster.

If the enclosed copies are not sufficient we will be very happy to send you any additional copies you may require, together with any additional information.

Thanking you in advance for your cooperation in this matter we remain

Yours sincerely,

(Signature)

ANNEX No.8

Letter to Commercial Counsellors of the country stationed abroad

..... SUBCONTRACTING EXHIBITION

For the attention of the Commercial Counsellor

Dear Sir,

On the initiative of *(name of the authority or the body principally concerned with the Exhibition)* we are organising the SUBCONTRACTING EXHIBITION to be held from to

The object of this event will be to demonstrate to our own companies, and also those abroad, the capabilities of our country in the field of Subcontracting in general *(if special emphasis is to be placed on a sector then add : and in particular in the sector)*.

We are also affirming the desire of this country to move forward and to accelerate its economic and industrial development.

You will certainly share our conviction that Subcontracting is one of the most valuable means of promoting the technology of our main contractors and the know-how of our subcontractors.

We therefore hope that we may be able to call on your collaboration to make the details of our Exhibition known to the industrialists in the country of your posting. This will make it possible for us to attract exhibitors and visitors who will thus have an opportunity of forming - or of reinforcing - commercial relationships, particularly with the companies in our own country.

With this in view we are enclosing :

- the press release which has just been issued; we would be grateful if you could ensure that this is disseminated, particularly to the industrial press,
- the exhibitors' file,
- the Exhibition poster.

If the enclosed copies are not sufficient we will be happy to send you any additional copies you may require, together with any additional information.

Thanking you in advance for your cooperation in this matter we remain

Yours sincerely,

(Signature)

ANNEX No.9

Letter of thanks to the exhibitors and questionnaire on the results

..... SUBCONTRACTING EXHIBITION

Dear Sirs,

We would like to thank you again for the confidence which you showed in us by participating in our recent Exhibition: we hope that it helped you to achieve satisfactory results.

So that we can draw up our statistics and general summary on this event, and to allow us to determine our future policy, we would be most grateful if you could complete the appended questionnaire. We would be most appreciative of your cooperation in this matter, and would ask you to return the form by at the latest.

Yours sincerely,

(Signature)

QUESTIONNAIRE ON THE RESULTS FROM THE EXHIBITION

1. Name of company :
Address :
2. What is your general view of your participation ?
VERY GOOD GOOD FAIR POOR
3. How many interesting contacts did you make :
 - with national visitors (number) :
 - with foreign visitors (number) :
 - from which countries (please list) :
4. Did you confirm any orders on your stand ? YES NO
If YES what was the approximate total value :
 - with national clients : (how many) to what value
 - with foreign clients : (how many) to what value
 - from which countries :
5. If the Exhibition is held again would you consider participating ? YES/NO
If yes what floor area would you require ? square metres.
6. Did the period for which the Exhibition was open (..... days) suit you ? YES/NO
If NO what period would you suggest ? days.

Annex No.9 (contd)

7. Did you find the physical organisation of the Exhibition satisfactory?
YES/NO
If NO what are your criticisms and your suggestions?

8. If the Exhibition is to be held regularly how often would you like
it to take place?

ANNUALLY EVERY OTHER YEAR EVERY THIRD YEAR

Signature

Date

THANK YOU AGAIN FOR YOUR COOPERATION.

ANNEX No. 10

LIST OF THE SUBCONTRACTING EXHIBITIONS HELD IN EUROPE

BELGIUM

BRUSSELS INTERREGIO - Biennial (1988 : 3-7 May)

DENMARK

COPENHAGEN INDUSTRIKONTAKT - Biennial (1988 : 18-22 October)

GREAT BRITAIN

BIRMINGHAM SUBCON - Biennial (1988 : 18-22 April)

HOLLAND

UTRECHT VAT - Biennial (1988 : 14-19 March)

ITALY

MILAN SUBTEC - Biennial, alternating with PARMA (1987 : June)

PARMA SUBTEC - Biennial, alternating with MILAN (1988 : 18-21 May)

SPAIN

BARCELONA Section of the INTERNATIONAL FAIR - Annual

BILBAO FERIA INTERNACIONAL DE LA SUBCONTRATACION - Biennial
(1987 : 5-9 October)

SWEDEN

JONKOPING ELMIA SUBCONTRACTOR - Biennial (1987 : 10-13 November)

SWITZERLAND

BASLE SWISSTECH - Biennial (1988 : November)

GENEVA SITEV (International exhibition of suppliers to the vehicle
industry) - Triennial (1988 : 3-6 May)

WEST GERMANY

HANOVER Subcontracting Section of the International Fair - Annual
(1988 : 13-20 April; 1989 : 5-12 April)

This is not an exhaustive list. The dates and places listed above are purely indicative.