



TOGETHER
for a sustainable future

OCCASION

This publication has been made available to the public on the occasion of the 50th anniversary of the United Nations Industrial Development Organisation.



TOGETHER
for a sustainable future

DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

CONTACT

Please contact publications@unido.org for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at www.unido.org

RESTRICTED

14988

DP/ID/SER.A/640
16 October 1985
ENGLISH/SPANISH

FIRST LATIN AMERICAN CONGRESS OF FURNITURE PRODUCTION AND DESIGN

SI/ARG/85/801

ARGENTINA

Technical report: Assistance in the establishment of a furniture
manufacturing association*

Prepared for the Government of the Argentine Republic
by the United Nations Industrial Development Organization,
acting as executing agency for the United Nations Development Programme

Based on the work of Donald M. Heughan,
Consultant in the Establishment of a Furniture
Manufacturers Association

United Nations Industrial Development Organization
Vienna

* This document has been reproduced without formal editing.

V.85-32189

ABSTRACT

1. The Latin American countries present unanimously agreed a constitution for their Latin American Association of Furniture Manufacturers. A statement committing the countries to membership was signed by all present at the discussions in Sao Paulo on 9th August.
2. The Brazilian furniture exhibition in Sao Paulo was visited on two occasions to obtain an appraisal of their products.
3. Eight Argentinian furniture factories and several shops in Buenos Aires were visited to assess in depth their design capability, technical ability, machinery and raw materials, quality and management approach.
4. A long discussion was held with the Argentine manufacturers of MDF (medium density fibreboard), Tableros Guillerhina S.A.
5. Separate presentations were made to the two relevant Argentinian trade associations when the future of the Latin American Agreement was discussed.
6. The future of the Latin American Furniture Industry.

TABLE OF CONTENTS

1. Introduction	1
2. Latin American Association of Furniture Manufacturers	2
3. Brazilian Furniture Exhibition, Sao Paulo	3
4. Argentine Furniture Industry	4
5. Discussions with Tableros Guillerhina S.A. (Manufacturers of MDF)	6
6. Presentation to the two Trade Associations	7
7. The Future of the Latin American Furniture Industry	7
Annexes:	
1 Job description	10
2 Draft Bye-laws of the Latin American Association of Furniture Makers	12
3 Programme of factory and shop visits	19

1. Introduction

This report is the result of a request made by the Government of Argentina to the United Nations Development Programme (UNDP), requesting that three experts, one specialized in furniture production, the other in furniture design and the third in the establishment of a regional furniture manufacturers association, advise CAFYOMA (a trade association) or the Argentinian furniture manufacturers on the occasion of the First Latin American Congress on Furniture Manufacturing and Design, held in Buenos Aires from 22 - 24 May 1985. The request was made by cable through UNDP Buenos Aires on 6 February 1985.

Messrs. D.P. Cody and T. Laakso, experts in furniture production and furniture design respectively, arrived in Buenos Aires on 20 May 1985 and carried out their moderator duties during the Congress. Documents

relate to the mission of these two experts. The third expert, however, Mr. Donald M. Heughan, expert in the establishment of the regional association, arrived in Buenos Aires only on 4 August 1985 due to visa difficulties and undertook his mission from 4 to 17 August, including a visit to Sao Paulo (Brazil) from 9 to 11 August, where the draft bye-laws of the association were approved by the delegates from Argentina, Bolivia, Brazil, Paraguay and Uruguay.

Mr. Heughan's main task was to draw-up and draft statutes and bye-laws of the proposed "Latin American Association of Furniture Makers" in close collaboration with the counterparts. The expert's job description is given in Annex 1.

This report gives an account of the procedures related to the drafting and approval of the bye-laws of the Association and the shortcomings of the furniture industry as seen during his visits to the Brazilian furniture exhibition (Sao Paulo, 9 - 11 August 1985) and in individual furniture factories in Buenos Aires and makes recommendations for future action.

2. Latin American Association of Furniture Manufacturers

A check list had been prepared in the UK before departure to South America of the essential items that should be included in the constitution of such an Association.

The check list proved very useful because at the consultant's first meeting with representatives of the Camara de Fabricantes de Muebles, Tapiceria y Afines (CAFYDMA), he was shown a draft agreement for the Latin American Association. Ing. Saul Surasky, President of CAFYDMA, had obtained a copy of an already established constitution for a Latin American Association for their electronic industries and he said the furniture version was virtually a copy of it. A copy of the first draft in Spanish of the furniture versions is attached as Annex 2.

During discussions over 4 days, it was possible to review all aspects of the Constitution and Rules using the check list as an aide-mémoire. Finally the whole agreement was gone over with Ing. Saul Surasky before the meeting of the Latin American delegates in Sao Paulo so that he could introduce, in Spanish, the consultant's points concerning an extension of the objectives to include design, quality, training and productivity and a strong recommendation that, though each country would take its Presidency and Secretariat in turn, it should not be undertaken free of charge as drafted, but a small payment made to a special Association fund.

The whole document was gone through word by word by the delegates, the largest contingent being from Argentina in spite of the meeting being in Brazil. Naturally there were many comments and small word changes, but the initial principles were not altered in any way. The consultant's comments were gratefully received and included. While the participants agreed with the consultant's recommendations of a payment as a commitment, they wanted to discuss later the amount. US\$ 500 a year were suggested for the larger countries and US\$ 300 for the smaller ones.

A short statement of agreement was drawn up and signed by all participating delegates including the consultant on 9 August. The Argentine Trade Association President, Ing. Saul Surasky, was made the first President of the Latin American Association, in view of his pioneering work for its formation.

The final document will now be retyped in both Spanish and Portuguese to ensure that there is no confusion on its meaning and obligations. Countries not present at the meeting, eg. Cuba and Mexico, will be given the opportunity to join the new Association, although it will go ahead should they decline the invitation, as the Constitution requires only 3 Latin American countries for its formation.

3. Brazilian Furniture Exhibition, Sao Paulo

This was a trade only exhibition with say 500 to 600 participants including woodworking machinery and a few suppliers to the industry. The Exhibition was fairly quiet but apparently the Brazilian manufacturers were well satisfied with the orders taken.

The furniture on display was naturally mainly for the national and Latin American markets. It was too ornate, heavy and flamboyant for the Western markets. Several shops in Sao Paulo were visited to see what furniture was on display and presumably bought by their consumers. The shop furniture was notably far less ornate but rather more so than would be found on average in Europe.

There were many interesting users of MDF (medium density fibreboard) and in all cases finished in a high gloss polyurethane lacquer.

There was plenty of furniture in solid timber, particularly hardwoods and notably Brazilian mahogany. Only three companies at the Exhibition were showing self-assembly furniture as a major point. One in solid mahogany could be highly successful, if the price is correct, in international markets.

4. Argentine Furniture Industry

On return to Buenos Aires from Sao Paulo, the manufacturers were extremely grateful for the consultant's availability for a further 3½ days and accordingly planned a welcome full programme. Detailed presentations on the consultant's views after the factory visits were given.

The factories and shops visited are given in Annex 3 with brief details.

A considerable time was devoted to each visit to enable the consultant to assess the design capability of the company. In Argentina as in Scandinavia, architects are the main source of design talent with a few industrial designers though a few are self trained - copyists or otherwise. Their design credibility is sound, and what they clearly lack is market research direction for export markets.

Selling their furniture is unusual in that most manufacturers have their own shops because they consider that the retailers mark up is too high, though it is the same as in the Western world. Every discussion therefore embraced this aspect as well as marketing where their ability is weak for example, in many cases not really understanding the role of marketing, though ready to discuss it.

In the factories themselves, their woodworking machinery, processes and materials in use were carefully examined. Undoubtedly only the better factories in Buenos Aires were visited but the range of facilities examined varied greatly. It should be remembered that the labour rates in Argentina are only approximately 15 % of those in the UK (and therefore even less for Europe). Brazilian rates are lower still - about 9 % of UK. While high investment will further increase their competitiveness, there is less incentive than for high wage countries. Only 2 of the 8 factories had what could be termed 1980 machinery and no single CNC machine was seen.

The technical resourcefulness of every factory was commendable. The managers were aware of additional products and materials in the Western world. They either couldn't afford them or could not import them. Consequently they made units themselves or got a local subcontractor to do so and adapted components from the automobile industry. They also made simple machines to undertake particular operations.

Only a limited choice of home grown timbers is available to the industry -- red woods of the mahogany type, ivory wood, Guatambu and South American pine. They have a particle board and MDF plant and they have successfully taken to the latter material, examples of it being seen in most factories.

The quality of work is good when related to its price point in the market. Quality systems within the factory are however highly informal and underdeveloped, as indeed are production planning and control and stock control. Factory layout generally leaves much to be desired.

Almost every factory had an extremely high investment in piece parts and assembled furniture, usually in the white (unfinished). When commented upon, the reply was that they have lived through ridiculous times of high inflation when planning has been impossible. One accountant in a factory said that even the professional accountants in Argentina did not know how to advise companies when inflation was at its peak. Added value material was presumably thought preferable to cash.

Not one factory had a micro computer which would be seen in equivalent Western factories. They state that the micro computer is only just arriving in Argentina and they will consider its possibilities before long.

An impression was gained that the people in the factories were of great devotion to their chosen trade, willing to learn but they do need considerable outside assistance to speed up the process. Their furniture industry could positively assist the recovery of the Argentine economy with its government's current thrust for exports.

Undoubtedly the Argentinian furniture industry is cut off from technical aid. They have to test their products in the market place with all the attendant risks. Such a situation would be most unwise for export markets where a few initial failures in performance in use could rapidly give the industry a bad name and loss of goodwill. The situation is probably identical for the other Latin American Countries.

With respect to the health and safety, several safety matters are very lax and cause of great concern to the consultant, namely:

- 'Loafs' (large) blocks of polyurethane foam stored in factories in spite of their enormous flammability hazard;
- Open circular saws with no riving knife;
- Noise levels of machinery above reasonable levels and operators not wearing ear protectors;
- Dust levels of excessive proportions;
- Spraying polyurethane lacquer with inadequate precautions for health of the operator.

Such conditions would produce a prohibition order from the factory inspector in Europe. It seems although that there were fairly tight regulations in Argentina which were not enforced.

5. Discussions with Tableros Guillerhina S.A. (Manufacturers of MDF)

This company had been informed of the consultant's visit to Argentina by the furniture manufacturers and was keen to talk to him about MDF problems and experience. They felt cut off from international knowledge and only had help from the plant manufacturers in Germany and Italy but because of distance that was infrequent and did not cover applications.

The consultant was therefore able to discuss over a period of 3 hours every single aspect of the material with them covering production, testing, finishing, applications and importantly, problems found in service and how to avoid them. Direction was also given on how to improve the marketing of the material.

6. Presentations to the two Trade Associations

Formal presentations were made to both CAFYDMA (more than 200 furniture manufacturing members) and CEMA (1200 members, who are mainly from the joinery industry but also contains some furniture manufacturers).

Naturally there is friendly rivalry between the Associations. Manufacturers felt that they would eventually combine but there is an important status distinction. CAFYDMA is mainly an Association of owners while CEMA has a high proportion of management level representation.

The consultant's 30 - 40 minute presentations to 30 people at CAFYDMA and 20 people at CEMA covered the material given in sections 1,2 and 3 of this report, and in particular section 3.

The audience listened most intently and excellent discussions followed covering the whole scene of furniture but with most concentration on marketing, export, design and woodworking machinery. At both meetings, the chairman had to terminate the meetings and the analysis of their situation and suggestions and recommendations for improvements were appreciated.

7. The Future of the Latin American Furniture Industry

A significant point is that the Argentinian furniture industry is, as fully expected, a highly fragmented industry as it is in any developed - or developing - country. It is, however, significantly behind that of Europe.

With the formation of the Latin American Association and the initiative of CAFYDMA, in buying a large building in Buenos Aires for offices, permanent showrooms, exhibitions and training, it is strongly suggested that their technical and marketing training activities should be for the whole of the Latin American Association. This proposal was readily accepted.

However, in discussions two things are clear. The Argentinians have given as yet little thought to the type of training they should establish

in Buenos Aires beyond marketing and export. They definitely need help in this respect and fairly quickly because their building will be ready in 6 - 9 months.

Training is required in five areas:

- 1) Training of their own technicians in materials and processes concentrating on new developments and introducing the importance of performance testing of materials and products.
- 2) Conversion courses for people with an engineering background to enter the industry and therefore concentrating on both existing and development materials and processes for the industry.
- 3) Short marketing courses.
- 4) Export awareness courses.
- 5) Specific information to be gathered and held within a centralized advisory activity for the industry.

When the detail of the courses is established, it naturally follows to determine who is available to do the training. They should have people available to do the third but may well want some guidance on the fourth, particularly on the importance of market research.

Competent people to do 1 and 2 may not exist, although their Technological Institute CITEMA (Centro de Investigacion Technologica de la Madera y Afines) has a wood department and their industrial design organisation (CIDI) has expressed interest. The consultant met none of their staff during his visit, and hence has no knowledge of their capability.

Consequently the Argentinians have the building and have taken the initiative to start the Latin American Association but it would seem that they have not fully faced the considerable start-up costs of defining the training required and training the trainers.

As a result of its creation, the Regional Association for the Latin American Furniture Industry could serve as a venue for channelling technical assistance to the industry.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

UNIDO

ASSISTANCE TO THE ARGENTINE FURNITURE INDUSTRY

SI/ARG/85/051/11-01/31.7.A

JOB DESCRIPTION

Post title **Consultant in the establishment of a Furniture Manufacturers Association.**

Duration **Two weeks**

Date required **As soon as possible**

Duty station **Buenos Aires**

Purpose of project 1) **To provide the services of two moderators (on modern design and production techniques for industrial furniture production) at the First Latin American Congress of Furniture Production and Design - Buenos Aires, 22-24 May 1985.**

Duties 2) **To draw up draft statutes and bye-laws of the proposed "Latin American Association of Furniture Makers".**

Duties **The consultant will be attached to the Camara de Fabricantes de Muebles, Tapiceria y Afines in Buenos Aires.**

He will, in collaboration with the counterparts, draft proposed statutes and bye-laws of the "Latin American Association of Furniture Makers", whose foundation was decided at the First Latin American Congress of Furniture Production and Design, held in Buenos Aires from 22 to 24 May 1985.

He will include this draft in his technical report, which will also contain recommendations on the measures that have to be taken by all concerned to ensure a speedy creation of this association.

Qualifications Long managerial experience in a national association dealing with the Furniture Industry.

Language Spanish preferred, English acceptable.

Background information

Latin America has large tropical forest reserves of about 454 million ha accounting for two thirds of the world's reserve of tropical forests. These forests contain valuable species of wood suitable for joinery and furniture production. Among many species, the more desirable woods for this purpose are: Mahogany (Swietenia Spp.), Rosewood (Dalbergia Spp.), Satinwood (Brosimum Spp.), Purpleheart (Peltogyne Spp.), Heaby and Light Virola (Virola Spp.), Lingue (Persea Spp.), Red Louro (Ocetea Spp.), Hura (Hura Spp.), Kurokai (Protium Spp.), Cedro (Cedrela Spp.).

This vast source of tropical hardwoods has served for the development of the logging, sawmilling, furniture and joinery sectors. The majority of secondary wood processing industries in Latin America are small to medium-size family firms functioning with empiric knowledge and inefficiency. Exceptions to this are the few large industries in Brazil and Chile.

Woodworking equipment, with certain exceptions, is locally produced and lacks precision.

Products are poorly designed, with high material and manpower content, high cost and with little ability to compete on the export markets, unless designs are given by the buyers. Usually designs are simply copied from catalogues.

ASOCIACION LATINOAMERICANA DE FABRICANTES DE MUEBLESESTATUTOCAPITULO I - DE LA DENOMINACION, DOMICILIO Y OBJETO

ARTICULO 1°. La Asociación Latinoamericana de Fabricantes de Muebles, es una Sociedad Civil de Caracter Internacional, de fines no lucrativos, cuyo ámbito de acción se extiende a los países latinoamericanos. Está regida por este Estatuto, por la legislación del país en que tuviera asiento su domicilio, por las Normas de Derecho Internacional y por los usos y costumbres cuando sean aplicables.

ARTICULO 2°. La Sede de la Asociación será la de la Entidad Nacional a la que pertenezca su Presidente.

ARTICULO 3°. La Asociación Latinoamericana de Fabricantes de Muebles tiene por objeto:

- a) Propender al desarrollo de la Industria del Mueble en los distintos países a través del intercambio de información.
- b) Establecer y alentar el intercambio de informaciones de índole técnico-económicas y estadísticas que resulten de intereses recíprocos.
- c) Convocar y realizar reuniones sectoriales de la Industria del Mueble. Analizar y profundizar los logros de esta industria en los distintos países, en sus aspectos de desarrollo de las materias primas, de las técnicas industriales, de los sistemas de comercialización y de marketing, tanto Nacional como Internacional.
- d) Promover la unión y cooperación entre los países miembros, en la búsqueda de la exploración de nuevos mercados.
- e) Estudiar la comercialización de muebles en las naciones avanzadas, usando esta información como referencia para el desarrollo en las naciones miembros.
- f) Promover la participación y presencia de los distintos países miembros en las ferias y exposiciones que realicen otros países, así como aquellas llevadas a cabo en países signatarios de esta Asociación.

CAPITULO II - DE LOS SOCIOS- DERECHOS Y DEBERES

ARTICULO 4°. La Asociación estará integrada por las Cámaras ó Asociaciones de los sectores del mueble de los países miembros. Estas Cámaras o Asociaciones se considerarán como miembros activos con derecho a voz y voto, pudiendo nominar a los miembros que conforman al Comité Directivo de esta Asociación, en un todo de acuerdo a lo establecido en los distintos Artículos de este Estatuto.

Las Empresas Privadas: productoras, importadoras o exportadoras como así cualquier ente c/ln que lo crea pertinente, podrán revistar en esta Asociación como miembros adherentes, con derecho a recibir toda la información que emita, pero sin voz ni voto.

ARTICULO 5°. Será admitida en la Asociación Latinoamericana de Fabricantes de Muebles las entidades nacionales representativas que cumpla con las exigencias legales de su país y cuyas finalidades se identifiquen con los objetivos de esta Asociación.

ARTICULO 6°. Los socios no responden ni directa ni indirectamente por las obligaciones de la Asociación.

ARTICULO 7° Son derechos de los socios:

- a) Utilizar todos los servicios y gozar de la asistencia que preste la Asociación.
- b) Participar en las reuniones del Consejo Directivo, con voz y voto.
- c) Presentar proyectos, sugerencias y peticiones que juzguen necesarios o convenientes para la consecución de los fines sociales.
- d) Solicitar la convocatoria a Reuniones Extraordinarias del Consejo Directivo, en términos del Estatuto.

ARTICULO 8° Son deberes de los socios:

- a) Cumplir y hacer cumplir este Estatuto.
- b) Acatar las decisiones del Consejo Directivo.
- c) Designar representantes para integrar el Consejo Directivo de conformidad con el presente Estatuto.
- d) Contribuir con su esfuerzo al logro de los objetivos de la Asociación y de los sectores industriales que comprende.
- e) Informar al Consejo Directivo todo cuando pueda interesar, directa o indirectamente a la Asociación y/o sectores industriales que agrupa.

ARTICULO 9° El Consejo Directivo podrá suspender el goce de los derechos a que se refiere el Artículo 7° y aún se sancionará con la pérdida de la condición de socio, a la Entidad Nacional u Organismo que no cumpliera con los deberes para con la Asociación que señala el presente Estatuto.

La pérdida de la condición de socio deberá ser resuelta en forma expresa por el Consejo Directivo, cuando una Entidad Nacional u organismo dejare de cumplir reiteradamente con sus deberes para con la Asociación, no obstante haberle sido requerida su regularización por escrito, sin que lo hiciera en un plazo máximo de sesenta días contados a partir de la fecha de recepción de dicho requerimiento. La Entidad u organismo que resultare afectado podrá interponer recurso de reconsideración al Consejo Directivo.

ARTICULO 10° Los Socios podrán dejar de pertenecer a la Asociación mediante renuncia expresa, que deberán presentar al Consejo Directivo, con una antelación mínima de seis meses a su desvinculación definitiva.

CAPITULO III- DEL CONSEJO DIRECTIVO

ARTICULO 11° La Dirección de la Asociación estará a cargo de un Consejo Directivo integrado por representantes de las Entidades Nacionales y Organismos miembros de esta Asociación. A tal efecto, cada país miembro designará cada dos años, dos representantes, uno de ellos con carácter de Consejero Titular y el otro de Consejero Alterno, quienes podrán participar en las reuniones del Consejo siempre y cuando sus representadas no se encuentren suspendidas en el goce de sus derechos. El Consejo Directivo estará integrado por : PRESIDENTE, SECRETARIO Y CONSEJEROS.

ARTICULO 12° El cargo de cada representante ante el Consejo Directivo, previo acreditamiento específico, tiene el carácter de personal e intransferible.

- 1) En caso de ausencia de un Consejero Titular, su derecho a voto será ejercido por el CONSEJERO ALTERNO.
- 2) En caso de renuncia, fallecimiento u otro impedimento permanente de un Consejero, su cargo se considerará vacante, por lo que el país miembro a que pertenezca, deberá designar y acreditar a un sustituto para que complete el período de mandato de aquel.
- 3) Cuando un país miembro desee cambiar a sus representantes en ocasión de las Reuniones que cierran el ejercicio de un Consejo Directivo, deberá hacer el acreditamiento de sus nuevos representantes por el tiempo que falte para que el ejercicio finezca, además del acreditamiento necesario para que los nuevos representantes integren el Consejo Directivo del ejercicio siguiente.
- 4) Mientras no se hiciera el acreditamiento antes mencionado, la nueva representación del país que corresponda podrá concurrir a las sesiones del Consejo Directivo solo con derecho a voz.

ARTICULO 13° El Consejo Directivo se reunirá una vez al año en reunión plenaria y podrá reunirse en forma extraordinaria cuantas veces sea necesario.

ARTICULO 14° La Convocatoria a Reunión Plenaria será cursada por el Presidente, La Convocatoria se hará después de consultas efectuadas por telegrama o telex, que se conformarán por cartas certificadas, telegramas o telex. Transcurrido un plazo de treinta días, la falta de manifestación expresa será considerada como voto aprobatorio de la fecha de realización de la Reunión.

La citación a reuniones extraordinarias será cursada por el Presidente, mediante telegrama o telex confirmados por cartas aéreas certificadas, enviadas con una antelación de sesenta días como mínimo.

Cualquier Cámara o Asociación miembro podrá pedir la Convocatoria de una Reunión Extraordinaria del Consejo Directivo, debiendo fundamentar la materia a ser considerada.

ARTICULO 15° En la Reunión Plenaria Anual, el Consejo Directivo tratará la siguiente agenda:

- a) Aprobación de la Memoria del Ejercicio anterior.
- b) Aprobación del Plan de Actividades para el ejercicio que se inicia.
- c) Elección de los miembros titulares que ejercerán la Presidencia y la Secretaría en el período que se inicia. La elección se hará por votación secreta y por simple mayoría. El alterno de la misma delegación nacional a que pertenece el Presidente ocupará de pleno derecho la Secretaría. El Secretario solo tendrá derecho a voto cuando reemplace al Presidente.

En las reuniones del Consejo Directivo se podrán tratar excepcionalmente asuntos que no se han incluido en el Orden del Día, siempre que se cuente con la ausencia de todos los Consejeros Titulares.

ARTICULO 16°: El mandato de los miembros del Consejo Directivo durará 2 años, pudiendo ser reelectos. En el caso del Presidente, la reelección debe ser por unanimidad de los miembros presentes del Consejo con derecho a voto y mediante la elección secreta.

ARTICULO 17° El Consejo Directivo se reunirá válidamente en Primera Convocatoria, cuando esté presente la mayoría de los representantes de los países miembros con derecho a voto y en pleno goce del mismo. Si por ausencia de algunos de los Consejeros no se pudiere lograr el "QUORUM" legal, la reunión del Consejo Directivo se podrá celebrar válidamente en Segunda Convocatoria una hora después, con los representantes que se encuentren presentes, declarándose integrado el Consejo Directivo. Una vez integrado el Consejo y habiéndose registrado la asistencia de los Consejeros representantes de los países que lo constituyen, se dará como un hecho su presencia jurídica en todas las sesiones que se realicen y que constituyen dicha Reunión del Consejo.

Para los efectos del cómputo en las votaciones, en el caso de ausencias físicas de Consejeros cuya presencia se hubiere registrado, en cualquiera de las sesiones que constituyen una reunión de Consejo válidamente reunido, su voto se considerará como abstención, excepto en el caso de votaciones calificadas, en las que se deberá considerar como emitido en apoyo de la opinión de la mayoría presente.

Las reuniones serán presididas por el Presidente y en su ausencia, por el Secretario. En caso de ausencia de ambos el Consejo Directivo designará por mayoría al Consejero con derecho a voto para ejercerla.

El Presidente o quien lo sustituya, tendrá voto de desempate.

Las resoluciones del Consejo Directivo se adoptarán por mayoría de votos de los Consejeros presentes, salvo disposiciones de este Estatuto que exijan unanimidad, como en el caso de resoluciones referentes a asuntos de política económica, que obligatoriamente la requieran.

En los escrutinios no se computarán las abstenciones.

La Presidencia hará redactar un proyecto de Acta de cada Reunión del Consejo Directivo. En dicho proyecto deberán quedar consignados los temas tratados,

Los debates realizados así como las resoluciones tomadas, todo en forma condensada. A tal fin podrá encomendar al Secretario o a la persona que designare. El Presidente saliente enviará una copia del Proyecto de Acta, por vía aérea certificada, dentro de los treinta días posteriores a la fecha de terminación de la reunión correspondiente, a los Consejeros de cada Entidad Nacional.

Los Consejeros deberán hacer llegar al nuevo Presidente sus observaciones o su aprobación, según el caso, dentro de los treinta días contados a partir de la fecha de recepción del proyecto de Acta.

Aprobada que sea el Acta por el Consejo legalmente constituido, se asentará en el Libro de Actas, debiendo ser suscripta por el Presidente y Secretario en ejercicio.

ARTICULO 11° Ningún país miembro de la Asociación podrá delegar los votos que le corresponden dentro del Consejo Directivo, en otro u otros representantes que no sean los propios, de conformidad con lo estipulado en los Artículos 11°, 12° y demás relativos del presente Estatuto.

ARTICULO 19° Corresponde al Consejo Directivo, además de otras atribuciones y obligaciones establecidas en el presente Estatuto:

- a) Cumplir y hacer cumplir este Estatuto, los Reglamentos que fueron aprobados, así como sus Resoluciones.
- b) Orientar y administrar las actividades de la Asociación, organizando los servicios que fueren necesarios para su desenvolvimiento y adoptar las medidas que se consideren convenientes para el efectivo cumplimiento de los objetivos sociales.
- c) Dictar los Reglamentos que juzgue convenientes para el eficaz desarrollo de las actividades de la Asociación y el logro de sus fines.
- d) Admitir y excluir Asociados, de acuerdo con las disposiciones estatutarias.
- e) Nombrar Comisiones Especiales, con atribuciones precisas, las que estarán siempre presididas por un miembro titular del Consejo Directivo, a fin de estudiar las cuestiones y problemas que interesen a la Asociación y las soluciones respectivas.
- f) Crear Departamentos Sectoriales a pedido de los miembros de la Asociación, en la forma prevista por este Estatuto.
- g) Representar a la Asociación ante los Poderes Públicos Nacionales, Internacionales u organismos privados, o terceros sin perjuicio de las facultades que este Estatuto confiere al Presidente.
- h) Otorgar poder a favor de alguno o algunos de sus miembros, para representar a la Asociación en casos especiales.
- i) Delegar parte de sus atribuciones en uno o más Consejeros.
- j) Aprobar la Memoria de cada Ejercicio cerrado y el Plan de Actividades para el período siguiente.
- k) Llevar a efecto todos los actos, gestiones y resoluciones que fueren necesarios para el cumplimiento de los presentes Estatutos.

ARTICULO 20° *Corresponde al Presidente:*

- a) *Convocar y presidir el Consejo Directivo.*
- b) *Representar a la Asociación como actora y/o demandada, en Acciones Judiciales y/o extrajudiciales, pudiendo delegar esta atribución de acuerdo a lo previsto en este Estatuto.
Firmar todos los documentos que expida la Asociación, salvo aquellos que fueren meramente administrativos y los que, según delegación expresa, puedan ser suscriptos por los miembros del Consejo Directivo o funcionarios que el designe.*
- c) *Exhortar a los Consejeros para que ejerzan, a nivel de las responsabilidades que les competen, las atribuciones y mandatos que les fueren conferidos por el Consejo Directivo.*
- d) *Proponer al Consejo Directivo la designación de Apoderados para defender los intereses de la Asociación.*
- e) *Cumplir y hacer cumplir las decisiones del Consejo Directivo.*

ARTICULO 21° *Corresponde al Secretario colabora con el Presidente en sus funciones, teniendo a su cargo los asuntos y comisiones que el Consejo Directivo y/o Presidente le asignen.*

- 1) *El Secretario sustituirá al Presidente en sus ausencias.*
- 2) *Redactará la Memoria Anual y preparará el Plan de Actividades del Ejercicio.*

CAPITULO IV DE LAS DISPOSICIONES GENERALES

ARTICULO 22° *La afiliación de la Asociación a una entidad superior o su unión eventual con otras organizaciones semejantes, deberá siempre ser resuelta por el Consejo Directivo por mayoría de dos tercios de votos presentes.*

ARTICULO 23° *Los cargos previstos en este Estatuto, para el Consejo Directivo son personales, intransferibles y ejercidos " Ad Honorem ". Las personas físicas designadas, no podrán ser sustituidas por otras en el ejercicio de sus cargos bienales y en caso de renuncia, fallecimiento o incapacidad, el cargo se considerará vacante y para cada caso, se procederá en la forma prevista por este Estatuto.*

ARTICULO 24° *Los miembros del Consejo Directivo podrán contar con asesores.*

ARTICULO 25° *Las personas que ejerzan cualquier cargo electivo previsto en este Estatuto, permanecerán en sus funciones hasta que, quienes deban reemplazarlos, hayan tomado posesión de sus cargos, no obstante la expiración del plazo del mandato que recibieren.*

ARTICULO 26° El presente Estatuto podrá ser reformado por el Consejo Directivo, por el voto de dos tercios de sus miembros, en una reunión especialmente citada al efecto por el Presidente, a petición de la tercera parte de las entidades nacionales asociadas, las que deberán presentar su propuesta debidamente documentada al Consejo Directivo.

ARTICULO 27° Serán causa de disolución de la Asociación:

- a) El acuerdo de las dos terceras partes de sus miembros.
- b) La falta de tres miembros como mínimo dispuestos a continuar asociados.

ARTICULO 28° Para el cumplimiento de los fines de la Asociación, la Entidad que en cada período resulte ser la Sede de la misma, deberán sufragar todos los gastos de infraestructura que su cometido demande.
Los gastos de desplazamientos y estancia de los miembros del Consejo Directivo, correrán a cargo de sus mandantes.

ARTICULO 29° Los casos no previstos en este Estatuto serán resueltos por el Consejo Directivo.

ARTICULO 30° Para todos los efectos, son reconocidos como idiomas oficiales de la Asociación el Español y el Portugués, pudiendo redactarse en cualquiera de los dos idiomas sus documentos oficiales.

ARTICULO TRANSITORIO

Para conocimiento, difusión - si así lo estimare pertinente - y archivo, se remitirá un Ejemplar del presente Estatuto a la Secretaría General de la ALADI, a la Organización de los Estados Americanos (OEA), a las Naciones Unidas para el Desarrollo Industrial, (ONUDI), así como a las Cancillerías de los distintos países Latino Americanos, sean o no sean estos miembros de la Asociación.

Programme of Factory and Shop Visits
in Buenos Aires, August 1985

Factories:

1. ABEL GONZALEZ SA.
(Ing. Aldo L. Rosso)

Chair factory using Guatambu timber. Another factory in N. Argentina makes the bulk of the components. 30 employees + 10 on sub-contract. Sell to retailers, one KD chair is being exported.

2. AEME
(Modulos Join Internacional SA)
(Srs. Hugo & Herman Morena)

Manufacturers of KIT (self-assembly). In fact not assembled by consumer but by one of two Aeme fitters whose work is included in the price. Furniture of high design content. Finished board material bought in. 20 employees.

3. PH & L Muebles
(PORTA HNOS. & LOBETO SA)
(Sr. Jorge Raul Porta)

Manufacturers of mid market English Style reproduction furniture based on particle board core with all solids in mahogany. Good standard and quality but displayed in their factory showroom unfinished (in the white). Sell also to Harrods, Buenos Aires. 30 employees and 20 on sub-contract.

4. AGUILAR EQUIPAMIENTOS SA
(Sr. Francisco Aguilar)

Mainly office and contract furniture including plywood shell type office chairs on 5-star metal bases. Own soft forming machines for rounded edges of workstations.

Own 5 shops. 60 employees.

5. RUED
(Diseño y Artesania en Tapiceria SA)
(Sr. Osvaldo Kratsman)

1 shop. High class upholstery - mainly leather and suede but will use any cover material required. Preparing for export to the USA following technical licensing agreements with two Italian upholstery manufacturers. Uses many of his own novel design features. 20 employees.

6. DOLGIEJ SA
(Sr. Alberto Dolgiej)

All lacquer cabinet furniture - 3 coats polyurethane. Supplies only Class Furniture (see below) and Harrods, Buenos Aires. 30 employees.

7. FABRICA DE PLACARDS
(Ruisenor SRL)

Ply faced storage cabinets made in KD form but unacceptable to market in KD (as 2 above), so all sent out fully assembled in spite of their size. Modernish equipment in plant. All sold in white for consumer to finish.

4 shops. 25 workers.

8. PLACARDS BOYACA FABRIEANTES
(Sr. Leon Tarreyhaus)

Storage furniture, 10 % standard range and 90 % specials.
1 shop. 10 workers.

Shops:

(Independent and additional from the 3 seen at factories)

1. AEME (see factory visit No. 2)

Good display of their own products assembled. Some stock held in shop in KD form and further back up at factory. Delivery for simulated veneer finish 1 - 2 days. Polyurethane finish (available in 4 colours) 2 - 3 weeks.

2. CORFAM

Is an unusual and different concept. It is a corporation of over 100 small furniture manufacturers who have sold their business to the enterprise.

These manufacturers naturally, manufacture a wide range of domestic furniture almost exclusively in the white which is then sent to the Corfam factory for finishing in one large finishing shop (said to have 400 workers) and held for distribution.

Corfam have one most impressive shop in Buenos Aires on 4 floors where this furniture can be seen. There are at least 40 sales desks where the consumer purchases the furniture and is informed of delivery which is made from the Corfam factory. There is talk of further Corfam shops in Argentina.

3. CLASS FURNITURE

This is an up-market retailer having 5 shops, one of which was visited. The displays are of a very high order by choice of accessories and interestingly full size male and female mannequins are used, which naturally makes the displays most lifelike.

Dolgiej furniture (factory visit No. 6) was prominently on display with only a few examples of other cabinet furniture. High class upholstery was also displayed.

4. HARRODS (Buenos Aires)

Store not comparable with Harrods, London but some of the layout is similar.

Furniture department major heavily on Dolgiej furniture (though under name CLASS Furniture) (shop visit No. 3) and PH & L Muebles (factory visit No. 3) which naturally in this instance was finished and not in the white, as in their own showroom.

Only about a third of the furniture in Harrods was of other manufacture - several companies - and it is most unusual to find this restriction in a department store.

A few other furniture retailers were visited in Buenos Aires as opportunity allowed. In these cases several examples of poor design were found but the furniture was cheap.