



Matchmaking Conferences Year Book

Guide
to over 170
cooperation
platforms
for SMEs

2006

Matchmaking Conferences

Year Book 2006

International Cooperation Portals for SMEs

2006
local global
Stuttgart

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Cover and separator sheets: CCL, Berlin

Production: local global GmbH, Marienstraße 5, 70178 Stuttgart

Print: Stadtdruckerei Knöller, Stuttgart

Printed in Germany

ISBN 3-9810156-4-9

www.localglobal.de

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Introduction

Author: Jürgen Schäfer

Today, small and medium-sized enterprises (SME) serve customers throughout the entire world. Internationalisation has both laid the foundations and created the need for SMEs to open up to new markets and expand in existing ones. For some time now, sales markets have grown to comprise much more than just the company's location. Within the European Union (EU), export-oriented companies benefit from the reliable regulatory framework which the Common Market has been able to provide. The opening towards the East and the enlargement of the European Union have further consolidated this development. Thus, medium-sized companies have good reasons to explore their potential for exports and cooperation and to make use of the opportunities that foreign markets can offer. The special dynamics in South-East Asia do not only provide the global players with chances for a successful take-off.

Every market is subject to cyclical fluctuation. Being present on foreign markets means that the company spreads its risks and it is made more independent from the domestic market situation. As different as each market is, there will also be a lot of diversity as far as opportunities and measures for acquiring a market are concerned. Cooperation, sales representatives or distribution partner? This decision must be based on facts and on drawing the right conclusions. The goal should be to determine the markets which promise to be the rewarding ones for the respective company and to enter these markets in the right fashion! Whether a company prefers to meet tens of thousands of visitors on one occasion or would rather sit together with a single partner company to talk about a cooperation, whether it wants to investigate target markets directly with the help of service partners: Companies have to make their own decision how to enter foreign markets.

Also medium-sized enterprises cannot ignore the internationalisation of the economy. Those who do have an international operation know: Exporting and importing goods and services are easier than

ever before. Unified international standards in the areas of certification, terms and conditions as well as standardisation have simplified many processes. Internationality broadens horizons and increases market opportunities.

Not only the domestic market holds buyers for the company's products. But even if selling products abroad requires thoughtful preparation, patience and some financial backup in the beginning: It is rewarding to win customers abroad. Suppliers from other countries can help keep the costs down. Lower material costs help to keep the costs down. Many companies benefit from the opportunity to have foreign contractors take care of orders beyond capacity. Your customers recognise your adherence to delivery dates – that again secures the jobs at the home location. Every market is subject to cyclical fluctuation. Companies who have only one market to rely on get into trouble quickly. Foreign market presence can mitigate company risks like this one.

But we are not just exporting nations. Additionally, our prosperity depends to a large extent on imports as well as from foreign investments and investments made abroad. As a result of the internationalisation of value chains, companies remain competitive on these markets and are therefore able to secure employment and to create training positions for young people. Despite everything that has been achieved thus far, there is still a lot of potential in developing international markets.

The globalisation does not leave the exhibition business untouched. Two aspects are relevant here: Firstly, the emergence of entirely new competitors, and secondly, the new requirements of the trade fair customers. For such reasons existing concepts have to be redone and exhibition corporations have to reposition themselves. A very popular initial attempt by small and medium-sized companies to get a foot into a market is to make use of joint booths. A common presentation provides a considerable advantage for SMEs. Preparation, logistics and support are provided by professionals, while in many instances ministries and economic development institutions help with the financing of such approaches. This is why joint presentations are getting more and more popular at important exhibitions.

Cooperation forums for matchmaking

The globalisation of the markets, though, is more complicated to handle for SMEs than it is for big corporations. One way to stay competitive is cooperation with international partners. The usual methods of getting in touch, like the impersonal search over the web or previous mass events like “Europartenariat” or “Interprise” remain intact. On the other hand, innovative approaches are becoming more important: Goal-oriented searches with the help of cooperation forums at international trade fairs.

A cooperation forum is a platform that encourages face-to-face meetings with international enterprises. They are becoming increasingly popular, because they manage to facilitate talks between companies on the same and on different levels of the value chain. International supplier forums are a good opportunity for Asian and Latin American companies to establish contact with buyers and large corporations from Europe, especially in the supplier area.

The integration of cooperation forums in international trade fairs offers additional value. Exhibitors and exhibits are already on the fair – trade visitors join them and use the opportunity for well-prepared face-to-face talks. The success factors for cooperations between the participating companies depend on a number of variables:

- No chances for free riders – Companies, which are willing to co operate, are open and ready to try new approaches.
- Win-win situation – A cooperation will only last if both parties profit from it.
- Selfishness weakens the bonds – Singular interests have to be put on the back burner, at least partly, in order to make the cooperation work in the long run.
- Simplified decision processes – A huge administrative overhead is too much for some cooperations. Decisions should be made quickly and flexibly.
- Realistic cost planning – The build-up of an international cooperation takes time and money. The development phase is expensive: the companies willing to cooperate should be able see it through

- Good communication – The critical aspect for all parties concerned is the information. Only transparent and, at the same time, slim processes foster long-term trust and cohesion.
- Speaking the same language – Not only important in a linguistic sense; trying to learn to understand intercultural differences is the basis for successful partnerships.
- Concentrating on the essence – Companies should focus on their core competencies, additional knowledge can be acquired from outside. For example from lawyers, tax advisers, accountants or economic development institutions.
- Never neglect your day-to-day business – A cooperation is normally not profitable in the development phase. Existing customer relationships and day-to-day business must therefore not be neglected.

There is no legal definition for cooperation forums. The terms are different from each other, and so are the contents. The task of this book is to shed some light into the jungle of cooperation forum options: “Matchmaking Conference Year Book 2006”.



Jürgen Schäfer

Managing Director

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Jürgen Schäfer, economist by profession, was appointed as Director of the foreign trade department of the Stuttgart Chamber of Craft Industries in 1985. Two years later he established the Euro Info Centre Stuttgart. Assigned to a number of cooperation projects by the European Commission, Jürgen Schäfer takes the lead in managing company matchmaking projects on an international level. Today he is heading Handwerk International, carrying general responsibility for foreign trade consulting for small and medium-sized businesses from the craft industries of Baden-Württemberg.

The background is a solid light gray. It features several overlapping circles of varying shades of gray. A large, bold white number '1' is positioned in the lower-left quadrant. To the right of the '1', the text 'Driving Forces of the Internationalisation Process of SMEs' is written in a bold, black, sans-serif font, arranged in four lines and slightly angled upwards from left to right.

1

**Driving Forces of the
Internationalisation Process
of SMEs**

1.1 Globalisation of Supply Chains – A Challenge for SMEs as Suppliers

Authors: Thomas Rinn, Sebastian M. Durst, Volker Heidtmann

Globalisation has dramatically changed the nature of today's corporate landscape. Business is no longer primarily a national issue with some international aspects to consider – it has become truly global. As a consequence, companies are systematically trying to internationalise their corporate value chains. They are looking for functions and processes that can and should be relocated to other parts of the world.

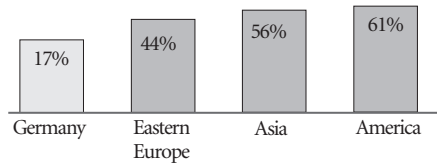
In the past, this trend affected primarily large companies. Today, it also impacts small and medium-sized enterprises (SMEs). Expectations toward the latter are changing – and usually increasing. This article, based on the results of two recent studies, shows what new expectations SMEs are facing and offers guidelines on what they can do to stay ahead of the competition.

Globalisation of supply chains continues – But the extent and scope have changed

The amount of globalisation that has taken place in recent years is astounding. Only 17 per cent of the German companies that participated in a study by Roland Berger in cooperation with the RWTH Aachen still manufacture their products exclusively in Germany. Approximately 44 per cent have manufacturing sites in Eastern Europe, some 56 per cent in Asia and over 60 per cent in North and South America – and the trend toward globalising the corporate value chain continues. Around 90 per cent of the respondent companies plan to shift parts of their supply chain away from Germany in the next five years (Figures 1 and 2).

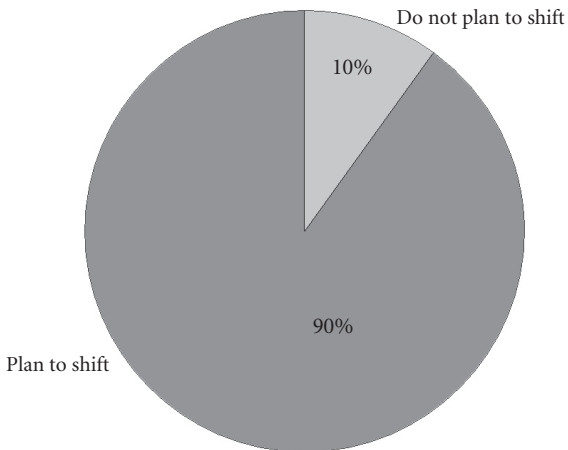
At the same time, the scope of globalisation is changing. In the past, companies limited themselves to sourcing goods abroad or manufacturing commodities in low-cost countries.

**Figure 1: Manufacturing locations of German companies
(multiple responses possible)**



Source: Roland Berger Strategy Consultants

**Figure 2: Companies that plan to shift parts of their supply chain away
from Germany in the next five years**



Source: Roland Berger Strategy Consultants

Today, all parts of the corporate value chain are under scrutiny as potential offshoring candidates, including overhead functions and even such sensitive areas as research and development (R&D). In addition, globalisation is no longer limited to the supply chain for labour-intensive but simple parts and processes. In many cases, complex, technology-intensive products and even entire assemblies are manufactured abroad.

The study from which these findings stem involved 70 companies in the engineered products, automotive supply and electrical industries – all typical customers of SMEs. It is not surprising that these changes are altering the competitive environment of SMEs considerably.

Expectations toward SMEs as suppliers are changing – And usually increasing

The implications of the accelerating globalisation of supply chains will be explained by taking a closer look at the automotive industry, which is one of the most advanced when it comes to globalisation. A Roland Berger study about the procurement strategies of automotive Original Equipment Manufacturers (OEMs) identified three trends which indicate that expectations toward SMEs as suppliers are increasing.

Suppliers are expected to offer additional cost improvements

Advancing market consolidation in Europe and increasing competition from low-wage countries are driving prices down. As a consequence, cost pressure is increasing for almost all companies. As this pressure is passed on in the supply chain, suppliers on all levels are expected to provide their share of cost cuts. Although traditional efforts to lower costs and improve efficiency remain important, globalisation must be factored into the cost-cutting formula these days.

Thus, suppliers must take advantage of the opportunities globalisation offers. The options are manifold. One of them is sourcing from low-cost countries. According to Roland Berger project experience,

this approach can yield savings of up to 50 per cent in landed cost depending on the commodity group. A second option is to shift parts of a company's supply chain to countries with a more attractive environment. Eastern Europe offers particularly promising opportunities for SMEs: the region is geographically quite close; the cultural differences are relatively minor; and the infrastructure for setting up a manufacturing operation is well developed in many of the countries there.

Suppliers are expected to deliver the same quality worldwide

Clients with a global footprint prefer to work with suppliers that deliver uniform quality regardless of the country. A Japanese automotive manufacturer, for example, proactively established a supply base in China prior to entering the market, pushed its group suppliers to invest there and developed local suppliers according to its production and quality approach.

For suppliers, this makes the harmonisation of standards and a guarantee of uniform quality throughout their global footprint a top priority. Sites in foreign countries must not lag behind in terms of quality or productivity. Robust processes and rigorous quality management are therefore key.

Suppliers are expected to provide access to technology and innovation wherever needed

Increased outsourcing activities imply a shift of R&D know-how and innovation capabilities toward suppliers. Nevertheless, OEMs do not want to lose control over their products and are demanding access to the technology and know-how that is built into the components.

A global OEM expects to gain this insight wherever it is needed. As a result, suppliers have to ensure that the required know-how is globally available. This means that, even for SMEs, the question of globalisation can no longer remain confined to sourcing and manufacturing activities alone.

Coping with the expectations – A question of the right globalisation strategy

To live up to the expectations of their customers, SMEs have to think carefully about how they intend to approach the complex challenge of globalising their supply chain. Four strategies can be distinguished (Figure 3).

Figure 3: Alternative globalisation strategies



Source: Roland Berger Strategy Consultants

The "domestic value creator" strategy

Companies that pursue this strategy base their business on a strong domestic development and production site. This model is typical for companies with know-how-intensive products that require a high level of automation in the production process. Many machine tool

manufacturers are typical examples of companies which long pursued this strategy but are now starting to abandon it. Their operations are located primarily in Western Europe, from where they supply global customers.

One advantage of this strategy is that companies can leverage Germany's strength as an R&D hub. In addition, less complexity and shorter decision paths benefit "domestic value creators". They are able to provide the same quality worldwide. On the downside, companies that use this strategy have higher factor costs and less flexibility to adjust capacity, and they face a lack of in-the-field development and service skills.

The "regional cost cutters" strategy

"Regional cost cutters" use Eastern Europe or East Asia as an extended workbench for labour-intensive steps in the production and assembly processes. Examples include many of the producers of consumer goods, for example in the lighting industry. Their design centres and main production facilities are located in Western Europe, but many standardised parts and merchandise are sourced from low-cost countries.

This strategy improves a company's competitive position by lowering its cost base. In addition, some of the low-wage countries are or are likely to become attractive markets. A disadvantage lies in the substantial startup investment that is required if proprietary manufacturing facilities are set up. Furthermore, the time needed to bring a new site up to the expected capacity and quality level should not be underestimated.

The "global market expert" strategy

"Global market experts" serve the world's key markets from their own production and sales hubs in the various global regions. Typical examples include companies that need to be close to their global customers, such as automotive suppliers. Particularly if logistics costs are high, they generally operate a global network of manufacturing sites located near their key customers.

This strategy has the advantage of providing solid access to the world's most important markets. Consequently, clients can be granted access to technology. In addition, "global market experts" have the possibility to adapt their products to regional requirements and to respond quickly to changes. Challenges to these firms include a suboptimal cost position and few synergies, because development and production capacities are duplicated in various markets. There is also the danger that internal capacity may be underused if market shifts occur.

The "global footprint champion" strategy

"Global footprint champions" examine factor costs and quality of performance to determine the best location for each and every corporate function – from R&D to after-sales service. These companies establish a truly global network to optimise the use of resources, local benefits, knowledge and material flows within the organisation. Several examples of "global footprint champions" can be found in the automotive, pharmaceutical and chemical industries.

The benefits of the strategy are straightforward: the global presence boosts growth and improves the company's position in key markets around the world. It also enables firms to leverage product and process expertise on a global scale, and to optimise factor costs at each location. The principal challenges are managing the global portfolio efficiently and networking all processes intelligently. Only then is it possible to fully exploit local resources and knowledge leads.

Of course, when it comes to choosing one of the outlined strategies, reality poses many constraints. Thus, selecting the right model to support the globalisation of the supply chain organisation can be decisive. For instance, if financial resources are scarce, setting up new manufacturing sites will be rather difficult. In this case, entering into an arm's-length relationship or a licensing agreement could be more attractive. Similarly, setting up a joint venture makes sense only when the right partner can be found. In any case, all options should be carefully assessed before selecting and implementing the globalisation strategy.

Face the challenge – Success factors for implementing the globalisation strategy

When implementing the globalisation strategy, several aspects must be kept in mind. Roland Berger has identified six success factors for SMEs that want to globalise their supply chain (Figure 4).

Figure 4: Success factors for SMEs globalising their supply chain



Source: Roland Berger Strategy Consultants

Success factor 1: Staged approach

Instead of using a “big bang” approach, globalisation of the corporate supply chain should be pursued in carefully measured steps. This helps reduce the risks associated with the endeavour. For instance, when pursuing its China strategy, an automotive components manufacturer first opened a local export office. After deepening relations with local suppliers, the company created a joint venture for local parts assembly. Currently, this particular company is discussing plans to increase manufacturing penetration.

Success factor 2: Clear timeline and targets

A realistic timeline and clear targets are key prerequisites for successful globalisation of the corporate supply chain. They not only force those who have drafted the strategy to think it through, but they also serve as valuable guidelines for the implementation team. In this con-

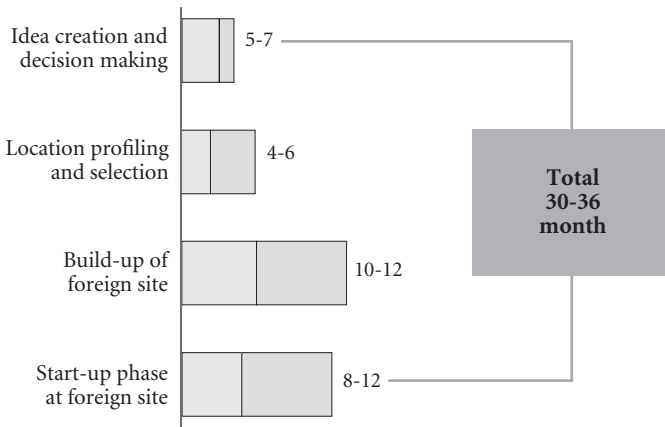
text, it is also important to explicitly take into account even seemingly trivial things, such as applications for visas (if required) and delays due to poor infrastructure. The set targets should, of course, be accompanied by continuous and rigorous project controlling.

Success factor 3: Long-term commitment

Globalising the corporate value chain takes time. Offshoring a plant, for instance, takes between 30 and 36 months (Figure 5). Thus, it must be ensured up front that resources are available to support such a long-term engagement.

Figure 5: Average time required to set up a foreign site (Month)

Source: Roland Berger Strategy Consultants



Success factor 4: Clear communication within the whole company

Comprehensive changes such as the globalisation of the corporate supply chain require transparent and honest communication throughout the company. This enables the management to actively fight destructive rumours on the spot. It also helps motivate staff. Companies must clearly state both the upside and the downside of

the strategy. One company even held roadshows with presentations and question and answer sessions. In this way, it openly addressed its employees' fears and generated broad support for the new strategy.

Success factor 5: Experienced staff

The use of an experienced team is crucial when pursuing opportunities abroad. The team should not only be familiar with such ventures and the company itself, but also have expertise in local customs and practices in the target country. If this cannot be ensured using internal resources, professional help should be sought from outside. The importance of having experienced locals on board was tellingly revealed in the case of a company that had previously had only a sales office in China, but wanted to set up a manufacturing site there. It used its local sales managers to negotiate with local authorities and close transactions. This approach helped the company avoid any major pitfalls.

Success factor 6: Top-management commitment

An important difference between companies that have successfully implemented their globalisation strategy and those that have not is the degree of top-management attention that accompanied the effort. This is because, first, such an initiative involves various functions and thus requires a superior entity that is able to quickly solve conflicts between them; and second, top-management commitment sends a clear signal to all people involved. In the case of a German industrial company building up sites in North America and India, the top management was informed weekly about the progress of the foreign teams. This not only allowed them to solve conflicts, it also sent a clear signal about the importance of the projects.

The globalisation of supply chains is a big challenge for SMEs as suppliers. However, there is no alternative but to proactively step up to this challenge. With the right strategy and the proper organisational approach, the challenge can even be turned into a great opportunity. So, face it!



Thomas Rinn

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1.2 Competitiveness of SMEs in France

Interview with François Loos

There are about 2.5 million SMEs in France which have a huge potential to increase their international competitiveness by cooperating with international partners. Exhibitions and trade fairs are therefore an important marketing tool for finding contacts abroad. The following interview with François Loos, Minister-delegate for Industry in France, describes the current situation of SMEs in France and what significance exhibitions have for the State in supporting their own SMEs.

How do you see the competitiveness of French SME companies in global markets?

We are proud that the French exports are climbing, though not so much like the German export. Final French export figures for 2005 will be available shortly. For the first eleven months of 2005, they totaled 350 billion euros, reflecting a hefty increase. By geographic region, exports were up 45 per cent to India, 20 per cent to China and nine per cent to the United States. That shows that the competitiveness of our companies is ok for international competition. The problem of France is that we do not have enough medium-sized companies. Our industrial “Mittelstand“ is not as big as in Germany. We have a lot of big companies, among them industrial world leaders being well known world wide. And we have a lot of little companies that are very clever. But our focus is definitely on the international competitiveness of our medium-sized companies. We want these companies to grow, also internationally.

What about challenges on new emerging markets such as Asia or Eastern Europe?

Concerning Eastern Europe and Asia, of course the competition is very tough. But if you continue competing, if you are a good leader, if you are leading in new products and in technology, you can benefit from globalisation. But if you are not the best or one of the best in the technology of your products, maybe you will suffer from globalisa-

tion. Today it is necessary that the companies are much more innovative. Our policy is to push them to be innovative, to be efficient, to become leaders in their specific areas, and to stand up successfully to the competition with low prices just by the fact that they have a better product. The question is: Are our French companies already at this level everywhere? No, but we have faced this challenge since the early nineties. The trend of leading French companies to go to Poland, to China, to Asia or to Thailand is a trend we have seen for 15 years. It is getting much better now than it was in the early nineties.

Which measures do you support for French SMEs to enter new markets? Which role do exhibitions play in that field for your industrial policy in France?

Of course we support exhibitions abroad. Even though we have much less presence than the Germans we are going ahead in that field. We made real progress there. For example last year we decided that in 2005 we will let 1,000 new French companies discover China. We wanted to bring 1,000 more because we had 3,500 in 2004 who exported to China and we wanted to double this figure within three years. In 2005, 1,400 companies came to China for the first time.

That is a big number, but which efforts in comparison to traditional big volume markets in Europe – Switzerland, Germany, Spain – do you foresee to support your SMEs in this European competition?

We cannot support them in Europe, because it is forbidden. We help them to do their best to compete in the European market, they have to increase their market shares, but in all these places they have to do their own job. Germany is the biggest export partner of France and probably for Germany France is the biggest partner too, England is also a very large market. We have to make the companies familiar with this markets. But it is up to them to find projects. We can remind them occasionally.

What is the role of the State concerning foreign markets? Just providing motivation and information?

Yes this, and additionally what is very important, the development of European regulations. The European Commission has built several high level groups to target problems in certain areas, for example in the automotive and textile industries. I have been contributing to the policy we have asked the European Commission to execute. For the automotive industry we have just finished the work of the high level group. This also includes SMEs in the car equipment industry. I fully support Commissar Verheugen in that direction.



François Loos

Minister Delegate for Industry in France

François Loos was appointed Minister Delegate for Industry on June 2, 2005 following a term as Minister Delegate for Foreign Trade (June 2002 to May 2005). He was Minister Delegate for Higher Education & Research in the first Raffarin government. François Loos is a graduate from the Ecole Polytechnique, the prestigious state-run industrial and engineering school and has an engineering diploma from the Ecole des Mines. He also holds a postgraduate diploma (DEA) in mathematics.

In 1994 and 1995 he was the Deputy General Secretary of the “Parti Radical Valoisien” a centre-right political party. He was then promoted to National Secretary and in 1997 to National Delegate for International Affairs, followed by a term as party chairman from 1999 to October 2003. He is a founding member and a member of the political bureau of the UMP, a right-wing political party.

1.3 How Spanish Suppliers improve their Position in International Markets

Author: Aitor Guerra

In the last two decades a growing tendency has been observed among companies of subcontracting the manufacture of part of the productive process to other companies to later be incorporated in the final product; a procedure known as industrial subcontracting. In the countries surrounding Spain, official statistics and reports from various organisations make its importance obvious, with Germany, France, Italy, Great Britain and Spain being the main subcontractor countries.

Spain's subcontracting industry and above all its foundry industry are successfully on track towards internationalisation. Spain joined the EU in 1986 with an underdeveloped industrial sector, isolated from the outside world for three decades. At the time the country built on traditional know-how, with which it could offer quality products at highly competitive prices. That was how supplier relationships with the rest of Europe started. It was not until the 1990's that Spain embarked on the road abroad. To avoid being bought up, the companies had to learn to sell themselves internationally. With the industrial restructuring in the 1980s, a solid basis for foreign and domestic investment was created. For instance the automotive industry – practically all the manufacturers built factories, which has made Spain one of the most important car producers in the world – was pleased with its profits.

However, in order to achieve these, a cluster of competitive and promising subcontractors was required. Restructuring and foreign investment contributed to the development of the subcontracting industry, the latter conversely to overall development. With regard to the export prospects of the Spanish subcontracting industry, Spain receives the greatest stimulus from European companies, which came to the country and proved that it had industrial clusters with great possibilities. Today the Spanish subcontractors are known for maintaining quality and reliability in design, tools and services at reasonable prices. The companies produce high quality components and parts. The demands of the industrial customers in Spain have helped

the survival of those firms most involved in the processes and products. The firms are prepared to integrate into new networks and into the value-added chain of the customers. The main markets for quality products are the large industrial countries in Europe, where Spain markets 85 per cent of its foreign sales.

However, Spain's entrepreneurs have also found niches in other markets with a flourishing industrial sector, such as Eastern Europe, Mexico and Brazil. Spain is a yardstick for buyers and contracting parties, who are seeking reliability, service and quality at competitive prices. Slow progress in the past means that Spain still has a long way to go in new markets until its position among its competitors is unbeatable.

Industrial subcontracting in Spain

A study of the Fundacion INCYDE in 2003, which can be found under www.subcont.com, an online portal for subcontracting in Spain established by the Chambers of Commerce, concludes that industrial subcontracting turns into an important economic motor for Spain. Around 10,000 companies are considered to work in subcontracting in Spain, keeping in mind that the figure includes only companies with a minimum structure, as there are a great many more small subcontracting workshops. If all the companies engaged in subcontracting were quantified the number would be around 49,000 according to figures from Eurostat. The invoicing volume generated by these 10,000 companies comes to around 15 billion euros per year, though this figure would soar to 35 billion euros if it also covered the companies who are not included in the aforementioned 10,000.

Characteristics of the subcontracting relationship

The Spanish subcontractor companies are characterised by having net Spanish capital (96.4 per cent) and a firm relationship with the Spanish contractor companies derived from joint continuous work. This means the degree of trust acquired predominates in the subcontracting relationships. The participation in the technical description of the subcontracted product is of special influence in the subcon-

tracting relationship. 45.1 per cent of the queried companies receive said technical design from the contractor, 45.1 per cent of the companies share its development with the contractor; and 9.8 per cent of the companies propose it entirely. 19.8 per cent of the subcontractor companies state that they have an exclusivity agreement in their relationship with their contractor coexisting with the fact that 22.7 per cent of the companies incorporate their trademark in the final product (Figure 1).

Figure 1: Characterisation of the subcontracting relationship

Analysed characteristic	Affirmative answer
Technical description	
• Only contractor	45.1 per cent
• Shared: contractor/subcontractor	45.1 per cent
• Only subcontractor	8.9 per cent
Exclusivity contract	19.8 per cent
Incorporation of trademark	22.7 per cent
Contribution of raw materials	13.1 per cent

Source: Recognition survey of industrial subcontracting in Spain, 2002 of the Chambers of Commerce and the INCYDE Foundation. Production IKEI.

In industrial subcontracting as in other business activities, the size is confirmed as a differentiating factor: exclusivity, technical implication, and the capacity to act as a contractor clearly increases with the size of the company.

Subcontracting connection in the different sectors of the industrial activity

The sectors cited mainly as the destiny of the subcontracted production are: metallurgy and manufacture of metal articles (24.3 per cent), automotive (21.5 per cent) and machinery and mechanical equipment (15.5 per cent). The concentration by sectors is an aspect to

be highlighted because 41.6 per cent of the companies only mention one sector. Among those indicated, the automotive sector is distinctive because its subcontractors receive the largest proportion of the contractor's technical definitions and have an exclusivity contract. Shared design leads to additional vehicles. In electricity and electronics, the technical proposition of the subcontractor stands out.

Business dynamism

53.7 per cent of the subcontracting companies have clear exterior presence and in fact, 17.1 per cent of the companies export more than 16 per cent of their turnover. The EU is the principal export destination (84.6 per cent), with France and Germany being their principal markets. The results obtained also lead to the conclusion that the exported turnover percentage increases with the size of the company and with the technical implication. For the development of this external activity, 81.8 per cent of the companies refer to the general commercial department as the principal marketing channel; 16.1 per cent has a sales agent in the point of destination; and 18.2 per cent an international sales department. With regard to the skills required for the external sales management, the following results have to be highlighted: 52.2 per cent of the companies have English-speaking staff; 44.1 per cent have staff speaking other languages. On the other hand, 80 per cent have e-mail and 38.9 per cent have their own web page.

SWOT analysis

The qualitative approach to the scenario is summarised in Figure 2: Strengths, Weaknesses, Opportunities and Threats (SWOT) of the Spanish subcontractor company. Based on a series of personal interviews, an attempt is made to draw the scenarios the companies perceive (exogenous) and the reply capacity they give themselves (endogenous factors).

Figure 2: SWOT analysis

WEAKNESSES – endogenous factors	STRENGTHS – endogenous factors
• Communication deficits • Lack of definition of the innovation • General distrust of the subcontractor • Implicit flexibility and lack of knowledge • To be, in turn, a subcontractor: distrust on the part of the contractor • Lack of consciousness of the need to innovate • Delegation of R&D investment • Formalisation as opposed to work under order	• Flow of knowledge • Motivating factor of good practice • Consolidation of equipment: training of the people • Subcontractor quality production • Duration of the subcontracting relationship • Proven reply capacity • Cooperation: overcoming small size via roused shares?
THREATS – exogenous factors	OPPORTUNITIES – exogenous factors
• Globalisation as a risk • Growing complexity of the economic activity • Emerging areas: new competitors? • Demand to continuously innovate product: demands of change and shortening of the series • Products with sensitive demand: amplified transfer to the subcontractor • The incorporation of other materials and other technologies as a threat	• The Euro as a strong currency • Financial stability and the price of money • Globalisation as a business opportunity • Improvement of the average global returns • Areas emerging as an opportunity • Long productions: coverage of the order portfolio • Short series: a new selection of suppliers? • New materials: opportunity for other groups

Source: Production IKEI

Impacts on employment and on the creation of companies

Employment and training

The Spanish subcontractor companies are “mature”: two of every three companies are over 15 years old. They are older and of above average size when they are totally in charge of the design of the sub-

contracted production. Going briefly into greater detail of some characteristics of the subcontractor businesses, it is observed that in any size segment the companies that are the most important are those in which subcontracting is the only activity. On the other hand, in any of the activities considered two thirds of the companies are only subcontractors. This means that the presence and importance of subcontracting is independent of the size of the company or of the activity it develops.

Newly founded companies

1.5 per cent of the consulted companies were founded after 1998 which shows interest in this area as a business opportunity. Among the recently created companies the group with the greatest weight is that which receives the technical design from the contractor (50 per cent), but their proportion is almost the same as the consulted companies as a whole (45.1 per cent). The metal-mechanical and electricity activities are the most abundant. The employment in these companies registers a growth superior to that registered in young companies in general. 44.4 per cent have less than ten jobs as opposed to 21.7 per cent of the subcontractor companies as a whole and 5.6 per cent declare between 100 and 249 jobs. It is also a quality job: The staffs of 84 per cent of the companies are completely permanent and over eleven per cent of the staff have higher education (as opposed to 4.4 per cent of the total of consulted subcontractor companies). Their use, finally, would explain less R&D activity (11.1 per cent as opposed to 35.2 per cent of the whole).

Conclusions: Industrial subcontracting in Spain

Industrial subcontracting in Spain reflects a solvent, stable, dynamic industrial base with future development potential. In addition, it is quality subcontracting based on technological capacity and R&D as well as on the stability and quality of the employment generated. This is what motivates and promotes important dynamism regarding its management and external presence, and also the growing participation

in the design of the subcontracted production. There are practically 20,000 companies involving more than 250,000 persons that represent 10.6 per cent of the Spanish industrial production (Figure 3).

Figure 3: Industrial Subcontracting in the Spanish industry

	<i>Industry total 2001 *</i>	<i>Industrial subcontractor 2001 **</i>	<i>Share of industry total in per cent</i>
Number of companies	163,265	18,876	11.6
• Less than 20 employees	140,571	16,259	
• More than 20 employees	22,694	2,617	
Employees	2,660,666	253,141	9.5
• Less than 20 employees	874,485	83,054	
• More than 20 employees	1,786,181	170,087	
Net sales (billion Euro)	370.0	39.2	10.6
• Less than 20 employees	56.0	7.5	
• More than 20 employees	314.0	31.7	

Source: Production IKEI

(*) Companies and employees correspond to 2000. The sales correspond to 2001

(**) Estimated on the basis of the data of the industrial survey (2000 and 2001) and of the recognition survey of industrial subcontracting in Spain (2002) of the Chambers of Commerce and the INCYDE Foundation support for the subcontractor company

These characteristics turn industrial subcontracting into an interesting alternative for a generation of new business opportunities. And the recently founded companies are in fact also characterised by their stability, dynamism and quality and training of their work force. In addition, more growth of employment and more rapid turnover are observed in these new subcontracting companies than in the total of young companies.

This is the first measure that surely undervalues the real size of the subcontracting sector. The complete study can be found under www.subcont.com, managed by the Chambers.

**Aitor Guerra***Director of FUNDIGEX**Export Association of the**Spanish Foundries*

Aitor Guerra Gurruchaga, born in 1969 in Bilbao graduated from the University of the Basque Country, Faculty of Economics and Management, with a Masters in International Business. He started his career at the Spanish Embassy Office for Economics in Chicago, US. In 1996 he moved to the office of the Castings Exporters' Association of Spain "FUNDIGEX" where he took over the position of Director in 1999. Two years later in 2000 he became part of the Chamber of Commerce of Bilbao where he later run the Department for Promotion Of Industrial Subcontracting.

1.4 Subcontracting in The Netherlands – The Automotive Sector on International Markets

Author: Leendert Remmelink

The Nederlandse Vereniging Algemene Toelevering “NEVAT” (Dutch Association of Subcontracting Industries) is a network for industrial subcontractors in The Netherlands. As a branch organisation with about 280 members, NEVAT is the spokesman for the Dutch subcontracting industry. NEVAT accommodates a wide range of specialist companies in the metalworking, plastic and electronic manufacturing industries. It represents almost all production techniques and technologies, and covers both suppliers of simple parts as well as companies that develop and produce customised high-quality modules and systems.

Seven independent sectors

Within the wide sector of supply and outsourcing there are distinct subdivisions. NEVAT recognises this and has set up groups for specific sectors and platforms. Members with a common market, the same production processes or chain position can thus be effectively grouped.

At present NEVAT has seven independent sectors. There is a group for suppliers to the automotive industry (Holland Automotive), a platform for system, module and submodule suppliers (Platform Systems Suppliers), one for suppliers of sheet metal work (GPI), the Dutch Heavy Machining which unites the Dutch suppliers of machining techniques for processing heavy or large parts (GVN) and another sector for moulds, stamping and prototypes (PMT). The System Developers sector (SDS) combines the forces of the engineering companies. Finally, there is the Electronic Manufacturing Services (EMS) group, which specialises in the production of electronic parts. This group includes printed circuit board assemblers and manufacturers.

Holland Automotive

Holland Automotive is a market-oriented sector within NEVAT with about 70 affiliated companies from the Dutch and the international car, coach and truck industry (OEMs). The major national and international system and module suppliers (an important customer of the Dutch supply industry) belong to the target group. Holland Automotive unites Dutch suppliers of complete systems, subsystems, modules and specific products and processing, from raw materials to metal, plastic, electrotechnical and electronic parts.

More and more car manufacturers (OEMs) are collaborating. This trend is continued at the system supplier level. In this sector heavy demands are placed on the suppliers and not just in the areas of price, quality, logistics and supply reliability. Subcontractors also need to have other areas of expertise, such as product development, in house. Therefore suppliers to the automotive sector make a conscious choice to supply this sector and thus realise a major part of their total sales in this market. At present this percentage is an average of 78 per cent (Automotive focus).

System Suppliers

The System Suppliers Platform within NEVAT accommodates about 120 system and module suppliers. Since outsourcers are concentrating more and more on their core activities, over the last few years the need for suppliers of complete modules, systems and subsystems has greatly increased. It is expected that this trend will continue throughout the coming years. In addition to producing complete modules, system suppliers are becoming more involved in design and engineering.

Sheet Metal Processing Industry (GPI)

The Sheet Metal Processing sector at NEVAT, with 65 members, is highly innovative. Over the last few years major investments have been made in advanced processing machinery and tools. This has further optimised both the production and the logistical processes. Dutch sheet metal processors are used to reacting quickly and efficiently to

changes in the market and to new requirements. This guarantees a very short 'time to market'. For many large original equipment manufacturers (OEMs), such a high degree of flexibility is absolutely vital if they are to keep ahead of the international competition. This not only applies to subcontracting but also to active involvement in the development and engineering of new products.

Dutch Heavy Machining (GVN)

Dutch Heavy Engineering unites 28 NEVAT member companies who subcontract heavy machining technology or manufacture products by using heavy machining processes. One or more of the following techniques can be found in the companies that are members of this sector: vertical boring and turning > 2,500 mm diameter; centre lathe turning > 5,000 mm between centres; boring and milling > 3,000 mm; and grinding > 3,000 mm.

In recent years companies with heavy engineering equipment have invested heavily in order to machine large, complex parts with a high degree of precision for various industrial sectors including, energy, petrochemical, heavy machine construction, maritime (new construction and repair of ships) and offshore. The member companies have years of practical experience in processing heavy and/or large parts.

Precision Machining and Tooling (PMT)

The Precision Machining and Tooling group is a sector group with 40 NEVAT member companies who produce high precision products, as well as member companies who carry out high precision machining or stamping and/or who manufacture moulds for third parties. In recent years the high precision sector in The Netherlands has rapidly invested in both computer-aided design and manufacture (CAD/CAM), making it possible to react to the specific requirements of a very wide range of customers.

The customers of PMT members can be found in almost all sectors of industry. PMT members are able to meet the most wide-ranging requirements for material applications.

Engineering and Technical Product Development (System Developers)

Within NEVAT Engineering and Technical Product Development find themselves together in the group System Developers. Manufacturers of end products, also called original equipment manufacturers' (OEMs), demand more and more engineering expertise from their subcontractors. In response to this, a group of professional engineering companies have emerged who have specialised in technical product development and can affect a link between OEMs and System Suppliers.

Electronic Manufacturing Services (EMS)

The EMS sector within NEVAT was set up on the 1st of January 2003 and represents the producers of electronics. Its members obtain a large part of their turnover from assembling and/or producing electronic products and/or semi-finished goods. These include such things as populating printed circuit boards manufacturing (PCBs) and also assembling complete products with a predominantly electronic content.

The mission of the sector is: "To gain a prominent position for Dutch electronics companies in the international market" and, through joint activities, to improve the competitive position of its members and the electronics sector in the Netherlands.

Automotive industry in The Netherlands – Manufacturing and Supply

Currently 139 suppliers to the automotive industry are situated in The Netherlands and employ approximately 16,000 employees. 40 per cent of the companies produce parts and services, 25 per cent components, 16 per cent systems and twelve per cent are active in trade – only five per cent produce raw materials. Altogether they achieve a turnover of 6,091 million Euro from which the sectors raw materials (3.5 billion Euro) and systems (1.1 billion Euro) profit most (Figure 1).

**Figure 1: Key figures for automotive industry suppliers
of The Netherlands**

<i>Supplier industry</i>	<i>Number of companies</i>	<i>Employees per company</i>	<i>Turnover (million Euro)</i>	<i>Automotive focus (in per cent)</i>	<i>R&D (per cent from turnover)</i>
• Parts / Services	55	50	331	41	2.4
• Components	35	90	584	57	6.0
• Systems	22	241	1,054	91	6.2
• Trade	16	42	497	41	3.6
• Raw materials	7	579	3,461	24	3.0
• Others	4	130	164	82	-
	139	-	6,091	-	-

Source: NEVAT Holland Automotive

Compared to the international sales the dutch suppliers automotive industry achieves in The Netherlands only 9.2 per cent of the total turnover. This equals approximately one third of the turnover in Germany (30 per cent). Germany is the biggest buyer right before France (17.5 per cent) and Belgium/Luxembourg (10.1 per cent) – 13.5 per cent of the turnover is achieved outside Europe (Figure 2).

**Figure 2: Market suppliers automotive industry
of The Netherlands**

	<i>Turnover (Euro)</i>	<i>Percentage of total</i>	<i>Cumulative</i>
Local / Regional	42,772,976	2.6	2.6
The Netherlands	106,988,989	6.6	9.2
Belgium and Luxemburg	163,179,627	10.1	19.3
Germany	477,081,011	29.4	48.7

France	283,244,760	17.5	66.1
Great Britain	140,700,019	8.7	74.8
Others Europe EU	121,902,392	7.5	82.3
Europe non EU	68,316,367	4.2	86.5
Outside Europe	218,615,426	13.5	100

Source: NEVAT Holland Automotive

Production in The Netherlands

The manufacturing sector is divided into three sectors: Cars, Coaches and Trucks. The leading car producer in The Netherlands is Ned Car with 120,000 cars and approximately 4,000 employees. The VDL Group, Bova and Berkhof belong to the Coaches sector with a production of 1,550 Coaches. Over 50 per cent of the employees in the production industry work in the truck sector (Figure 3).

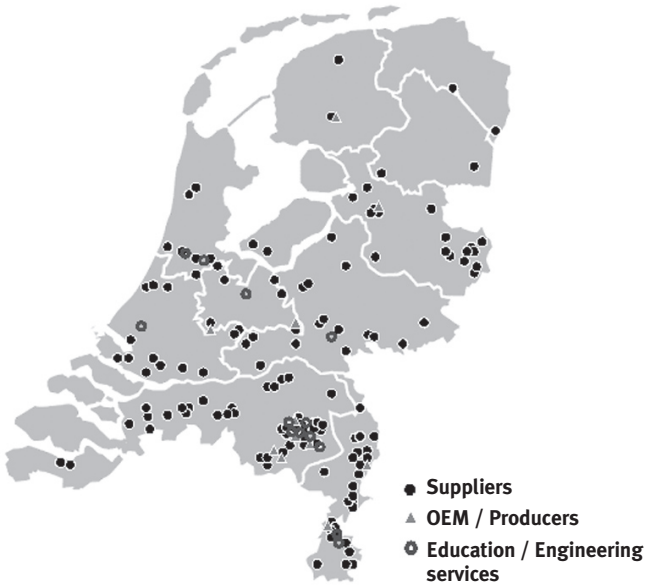
Figure 3: Production in The Netherlands

<i>Automotive Sector</i>	<i>Cars</i>	<i>Coaches</i>	<i>Trucks</i>
• Companies	Ned Car	VDL Goup, Bova, Berkhof	Daf Trucks, Scania Terberg, Ginaf
• Employess	4,000	1,200	6,000
• Units	120,000	1,550	55,000

Source: NEVAT Holland Automotive

Figure 4 shows different locations of suppliers, OEMs and producers as well as facilities for education, engineering and services within The Netherlands.

Figure 4: Location of companies within the country



Source: FIER 2005



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1.5 Market Opportunities for SMEs in the Asia Pacific Region with Focus on China and India

Author: Simon Poulsen

One of the keys to business success in Asia is to understand that local customs and behavioural practices have a significant effect on business relationships. While there are few formal limitations to doing business in the region, there are some informal barriers and practices, which differ from Western norms. Bureaucratic difficulties are not uncommon, particularly in relation to customs and documentation. However, patience, persistence and sound business advice can help in overcoming these obstacles.

Although many Asian businesses will agree to appointments with unknown contacts, it is far easier if the first meeting is through introduction from a known business contact, through a friend or through an official channel such as a Chamber of Commerce or Trade Association. Visitors to China have often mentioned that Chinese companies are much more likely to accept meetings only from companies which have been introduced to them. In all regions, not all companies have access to the Internet or other forms of information and feel more secure when the company has been introduced to them.

Personal business introductions are a fundamental way of doing business in Asia and “cold calling” can often mean that the call will be transferred to someone totally unrelated to the issue. In general, the Chambers of Commerce and Industry can be very efficient at organising meetings with new companies as are many consular staff. They can usually assist on occasions with transport, translation and background information. Nearly all of the Chambers and all of the commercial offices have full Internet access – which may be slow in some regions – and can therefore be a good communication medium between European and local companies.

The most important quality in negotiations in Asia is patience

Companies should focus on transaction details as well as cultural factors. More often than not, this means “price”, as Asian markets have grown up based on price competition. Due to the mostly underde-

veloped financial markets – Singapore being a major exception – and government purchasing practices, Asian buyers have a preference for stable and well-proven products, turnkey solutions, and a strong reliance on and expectation of the supplier to provide after-sales service support. European products are seen as very high quality – though expensive – and there is now a growing tendency, especially in private companies, to want to purchase the best long-term product or machinery – usually the most expensive in the short-term.

A silence which may occur during business negotiations is nothing unusual. Being silent is particularly useful if an unreasonable demand or proposal has been made. Asians are sensitive to the atmosphere of the negotiation and it is vital to avoid being impolite, harsh or condescending. Treating people with respect and courtesy will go a long way. The pace of negotiations may be slower than expected with informal conversation at the beginning of the meeting. As business decisions are not usually made during an initial meeting, it is often beneficial to send a written proposal well before the meeting if an immediate response is required. Negotiations will usually continue after an agreement is executed.

The real substance of the relationship develops as the two parties negotiate issues and events, which arise on a daily basis as the business venture progresses. Agreements should be short, easy to understand, and precise. Legal advice, particularly where intellectual property issues are involved, is necessary. It is often preferable to have a lawyer operate behind the scenes rather than taking part in the negotiations, as most Asian companies prefer a less legalistic approach to negotiations. A lawyer is basically seen as a paid assistant to deal with technical issues rather than one of the negotiators as is often seen in American business.

To avoid misunderstandings, one's own translators should thoroughly review the documents and establish with the other party that both parties have the same interpretation of the documents. If there is any doubt as to whether the correspondent is authorised to negotiate on behalf of a company, it is better to ask for a letter signed and stamped by the general director of the company authorising the negotiation. One note of caution, verbal agreements may change even if both parties have agreed to something in principle. It would not

be unusual for them for backtracking to occur if it is believed that the situation has changed or that something more may be able to be negotiated. There is also a tendency to play one party off against another if other companies are involved. These are normal Asian business practices. It is common for a friendship agreement to be made first – usually after a relatively lengthy period of getting to know each other. Under Asian culture, they prefer to deal with friends or business partners over a long-term, rather than shopping after the most price effective offer as is common in the Western world.

Most of the Asian companies have employees who will be able to speak English but this may not be the case with Government Ministries and State-owned enterprises throughout Asia. Obviously, some regions appear to be more able than others, with China taking the bottom place in terms of foreign language ability while Singapore, Hong Kong and Malaysia are far ahead. It is impolite to undermine the authority of a more senior person by directing questions or responding to a more junior person whose English skills may be better. When using interpreters, it is polite to talk directly to the person who is dealing with the company.

China and India – Two competitors?

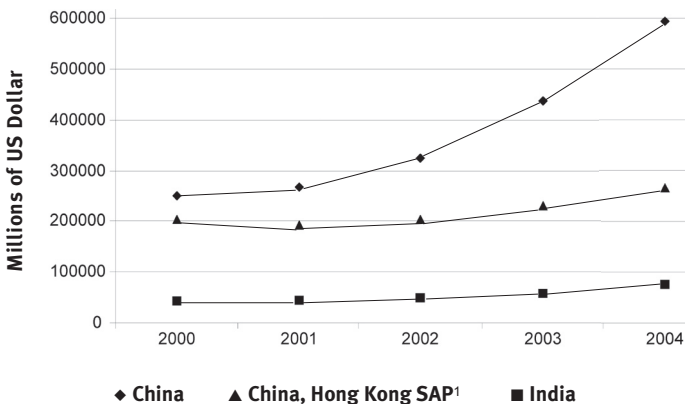
For many years, China has dominated the news in Europe as being one of the most dynamic, exciting and vibrant economies and the premier destination for businesses. India has been relegated to the “also-rans” but has emerged over the past five years as a serious contender to China. Many business analysts have predicted that India will be “the new China” and will become a major target region for European SMEs, both with respect to sales and outsourcing of products and services. But which of the two is the more attractive for companies in Europe and what are their respective strengths and weaknesses?

Both regions have registered spectacular growth, with China boasting of rates of over nine per cent each year since 1990 and India achieving the highest growth rate in the world in 2003. Between them, they have 40 per cent of the world’s population and 18 per cent of the global economy based on Purchasing Price Parity (PPP).

A number of consultancies expect their share of the world economy to match their population size within a decade. Both countries are relatively poor in global terms, largely agricultural but have done much to reduce the poverty levels in their regions while simultaneously liberalising their economies. But China and India have developed in very different manners and there are significant differences between the two, which can be important for European businesses looking towards Asia.

There are huge differences between the foreign exchange reserves of the two countries, with China leading the way by a large margin. China's foreign exchange reserves are nearly five times the size of India's, having increased by around 175 billion US Dollar in 2004 to reach a total of 520 billion US Dollar. In 1990, China's share of exports was 1.9 per cent, which rose by 2000 to 5.8 per cent, taking over third place in the world trade rank ahead of Japan. Imports also grow in the same period from 1.6 per cent to 5.3 per cent. Despite the phenomenal growth rate of 16 per cent in India, the share of world trade is slightly under one per cent, considerably underperforming for its size. The increase in China's merchandise exports (Figure 1) in each of the last three years (2001 - 2004) was greater than total Indian exports for 2004.

Figure 1: Total merchandise exports (2000 – 2004)

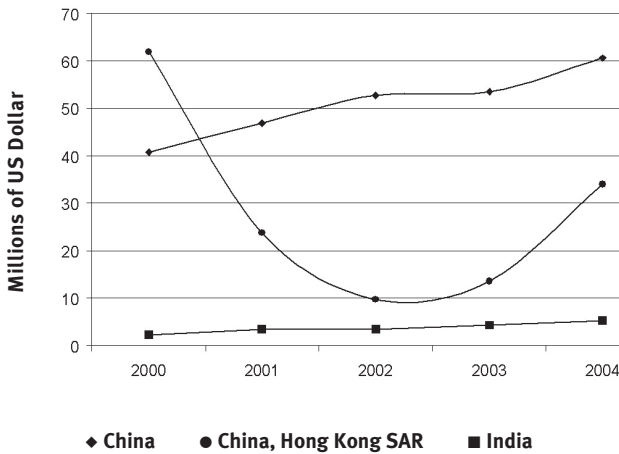


Source: WTO

¹ Special Administrative Region

Much of China's growth was powered by labour-intensive manufactured exports. China leads the world with respect to Foreign Direct Investment (FDI) and attracted over 50 billion US Dollar in 2004. Even though India is second highest in global terms after China, the difference in investment is huge and China attracted around 170 billion US Dollar more between the years 2000-2004 (Figure 2).

Figure 2: Foreign direct investments (2000 – 2004)



Source: UNCTAD

Infrastructure is much better in China than in India, with better roads, ports and airports, a much greater use of mobile phone technology and more land lines too. While India has a number of centres of excellence where this infrastructure is in place and works well, these are relatively limited in number. On top of this, China is in theory at least, an easier place to establish a company and there is political support in every region for foreign investment. Based on the above, it should be no surprise that China has been the headline maker in the business world over the past years and the foremost business destination for European manufacturing industry.

However, there are a number of other points where India has other benefits and may prove to have the better long-term perspective. China has had an export driven, foreign direct investment

development model, which has driven the economy instead of the Indian “Swadeshi” model, which is based on domestic entrepreneurship. Exporting to Europe or the USA is relatively simple according to the Chinese model which is based on identifying the manufactured goods in demand in the West and making them much more cheaply. This has resulted in the vast range of cheap goods which are flooding European and American markets, all labelled “Made in China”. While this may work effectively with mass produced goods such as consumer electronics and textiles, it is of less interest to industrial products which are not produced in such large batch sizes or where there are higher product standards.

While China has regions which produce 80 per cent of the world’s cigarette lighters, fireworks and microwave ovens, the skills and organisation to produce individual high quality custom made items are not widely available. China’s production sector is dominated by large businesses, dependent on foreign investment and sales, with heavy political involvement from the state. China has been able to develop these production industries, by having access to cheap labour and, an artificially supported currency, pegged to the US Dollar. China’s manufacturing productivity is around 50 per cent higher than India’s, reflecting the higher average standard of education. Put into perspective, 45 per cent of Indian women are literate, compared with around 85 per cent of Chinese – with much higher figures for the highly developed coastal regions of China, where most FDI has taken place.

India, on the other hand, has made the transition to capitalism by developing thousands of entrepreneur companies, which have been able to develop their skills on the domestic market first and in competition with other outsourcing regions. Within the service sector and particularly for the information and communication technologies (ICT) and call centre sub-sectors, India has become a highly skilled world player, with many indigenous companies, using professional local labour. Original investment has perhaps been European or American to start with, but has been replaced quickly by Indian re-investment. India has concentrated education investment at a higher level and has access to around three million graduates, 700,000 post graduates and 1,500 PhD students, mostly in the technology fields. China has only 1.5 million university students in comparison.

According to the IMD (Institut for Management Development) Competitiveness Analysis from 2003, India took first place in the world in access to skilled and qualified engineers with an access rating of 8.4 compared with China's 3.9 and for skilled personnel in general, obtained third place with 7.2 compared with China's 4.3. India has one major advantage which simply cannot be ignored – the ability to communicate in English. A recent figure from a market survey published in a Danish newspaper, suggested that 70 per cent of Danish companies which had invested time and money into China, had pulled out of the region, most of them citing communication as being a major issue. While the comparative figures at present strongly favour China, it is worth noting that the Indian economic reforms only started in 1991, 13 years after China began.

There is also an increasing rate of development in India. During the 1990's, over 50 per cent of China's FDI came from overseas Chinese sources – Hong Kong, Macao and Taiwan, as well as overseas populations in Europe and the USA. Overseas Indian investment has only been around ten per cent during the same period. However, not only is the rate of Indian investment rising strongly, but the Indians abroad tend to have a much higher education level and are beginning to return to India, bringing their intellectual capital back to the region. The strength of this intellectual capital is difficult to quantify at present, but is expected to result in stronger trade relations with Europe and America and increased growth and development.

The domestic markets in both regions will have a role to play in the future. The average urban household incomes in both countries were at similar levels in 2002, although China has a considerably higher urban population. Furthermore, the Chinese policy of one family, one child, has meant that Chinese households are smaller (three compared with five in India) and have a higher disposable income. Where India gains is the wealthy middle class, where 6.4 per cent of the population earn over 6,000 Euro per year, compared with only 1.2 per cent in China. There are many more people in India in the poorest sectors than in China, but India has a very affluent upper middle class with a high purchasing ability. At present, the affluent part of India, with European level incomes, corresponds in size to a country the size of the UK or Italy and with much higher dispos-

able spending power. China may currently be dominating in terms of subcontracting or outsourcing of European manufactured goods, but India may turn out to present a viable alternative over the next years. As China develops its links with Europe, language and communication problems are also expected to be reduced. India has a lead in the service sector with media, call centres and ICT dominating while China has a greater advantage in terms of basic manufacturing with machinery, textiles and electronics being of interest. Both regions offer potential as purchasers of agricultural equipment and technologies, food processing equipment and high quality luxury items for the consumer market.

India suffers to some extent from poor marketing compared with China – the region is not yet widely known for its manufacturing base, which is very large and is grounded in the regional economy. The fact that many European companies are now looking with interest at India will also create a higher awareness in the European business community in general. There are already indications that this is taking place. India is starting at a lower level than China in many respects, but has the potential to become a leading world industrial player, and a market of interest to many European SMEs. India has taken a very long-term approach, building up the economy and education slowly compared with China. China may have won the sprint, but India is training for the marathon. The next five years will show whether this can be realised. Figure 3 summarises for companies all challenges and risks in China and India.

Figure 3: Challenges and Risks in China

<i>Challenges</i>	<i>Risks</i>
• Higher manufacturing productivity • Economy more integrated with the world economy • Better regulations for exporting • Better infrastructure and living conditions than in India • Leading in foreign exchange reserves • Higher Foreign Direct Investments (leader in Asia)	• Hidden local competitors • Insecure legal system • Little information about markets and consumers (large country) • Weak bank sector and insecurity about development of exchange rates • Overheating of the economy • High state spending of people's savings

Figure 4: Challenges and Risks in India

<i>Challenges</i>	<i>Risks</i>
• High-skilled labour in the service sector • Better access to skilled and qualified engineers • Better English skills • Larger middle class with a higher purchasing ability • Better corporate governance standards • Better returns on investment	• High Interest payments • Underdeveloped infrastructure • High customs duties • Slow-down in government decisions due to political instability • Corruption and bureaucratic inefficiency • Legal disputes due to local partners

Source: Euro Info Centre Viborg



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**Matchmaking –
Concepts, Methodology
and Best Practice**

2

2.1 Individual Business Models and Organisers of Matchmaking Events

Author: Caroline Stolz

Global expansion creates new opportunities for companies, but for SMEs, the globalisation process is much more complicated than for global players. Most of the SMEs have a lack of financial resources, or specialists with technical knowledge are missing. One opportunity for SMEs to improve their competitiveness is to cooperate with partners. For this reason matchmaking platforms have been established especially for SMEs in order to build up networks or to assist in finding cooperation partners abroad. With these tools, SMEs can find partners in the subcontracting industry, in the export and import sector, as well as in the field of R&D. Organisers of matchmaking events are not only public business promoters (Chambers of Commerce, Euro Info Centres, and Innovation Relay Centres) but also private agencies and institutions. They differ in terms of target groups, objectives, services, participation costs, business models or financial sponsors. Matchmaking conferences take place as stand-alone events at meeting and convention hotels, but most of the time they are integrated into an exhibition as an additional programme.

Electronic portals for matchmaking

Electronic market places have become increasingly popular for the international activities of enterprises in the recent years. Often set up by business promoters or private service providers, electronic market places help companies access markets and to find business partners such as suppliers, manufacturers or potential joint venture partners. Especially for SME-cooperation, it is a cost-effective way to initiate international partnership, but compared to large companies it is less used by SMEs since not all are fully aware of those new possibilities of matchmaking.

Process of matchmaking

Matchmaking requires a very active role of the organiser, who focuses on the specific needs of each buyer and supplier and works closely with them to reach supply arrangements. The matchmaking process varies from organiser to organiser, but four steps are the base for each model:

- **REGISTRATION OF PARTICIPANTS:**
In the first step, the participants have to register and describe as much as possible their product offers and/or requests.
- **MATCHMAKING:**
An electronic matchmaking system or the organiser himself compares the demands with the requests and matches only companies that have expressed interest in specific products and services. In other models, the participants can book meetings themselves by selecting the companies of their interest out of an online database.
- **VALIDATION OF MEETINGS:**
In the next step, the attendees will be notified about all requests, and they have to decide whether they are willing to accept requests for meetings or not.
- **MEETING SCHEDULE:**
One or two weeks before the event, the companies will receive a customised time schedule with pre-arranged and targeted meetings.

Matchmaking events at exhibition and trade fairs

Most of the matchmaking events take place within the framework of international trade fairs and exhibitions. This has a synergetic effect for SMEs and visitors by increasing the number of potential contacts and business meetings. Two major organisers of matchmaking events in Europe are the Euro Info Centres (EIC) and the Innovation Relay Centres (IRC), which are part of “b2europe”, an alliance of European business support networks set up by the European Commission. While the EIC events cover a variety of industrial sectors, the IRC-Brokerage events focus on innovative technologies and new technol-

ogy solutions. Depending on the host of the IRCs or EICs, the events are co-financed and organised in collaboration with an exhibition organiser, a federal state or a business association.

Usually the exhibitors and visitors may voluntarily attend the programme. In order to maximise the participation, other exhibitions are dedicated to providing an obligatory matchmaking service to all exhibitors. This means that each company that decides to exhibit takes part in this programme, and only selected visitors such as General Managers, Purchasing Directors, or Group Managers are invited by the organiser (e.g. MEDPI Spain, Reed Exhibitions IBERIA).

Hosted Buyer Programmes

Hosted Buyer Programmes are specially designed exclusively to invite key persons who are responsible for influencing, organising, or making budgetary decisions in the sectors: business travel, meetings and conferences, exhibitions, international conventions, incentive travel, product launches, staff training and other special events. As part of the programme, pre-scheduled face-to-face meetings are arranged for the buyers with other exhibitors of their choice. Acceptance of buyers onto the Hosted Buyer Programme is dependent on fulfilling strict qualifying criteria such as purchasing authority, annual budget, or amount of business conducted internationally.

Depending on the organiser, there can be different categories of hosted buyers. Fully-hosted buyers usually receive all services (travel, accommodations, entry to all activities etc.) for free. Semi-hosted buyers have to pay for their air travel, and trade buyers profit from free entrance, seminars and pre-scheduled meetings. Organisers are travel and tourism agencies, conference and event planners, exhibition organisers, or embassies.

Stand-alone matchmaking and brokerage events

Stand-alone matchmaking events are held in meeting and convention hotels or conference rooms and do not aim to attract many participants and much public interest. The organiser often visits the com-

panies to discuss needs and create the companies profiles. Depending on the event, approximately 50 companies attend each matchmaking event. The maximum number of meetings per company can be six to eight a day. The advantage of this model is that companies save time and money compared to matchmaking events which take place at exhibitions (e.g. no exhibition booth and long-term preparation is necessary).

Business delegations

A more extensive programme of matchmaking for about 20 - 30 SMEs consists of business delegations or purchasing trips to exhibitions and matchmaking events abroad. This mission allows selected companies to meet and to develop business cooperation or joint ventures, such as through trade, investment, technology transfers, and cooperation in sales or marketing. Often co-financed by the European Commission or the government and organised by Chambers of Commerce, it helps open doors and to find the right contact person and decision maker. Before the departure, additional information is provided by the organiser about political backgrounds, economical circumstances, and industrial sectors in the host country.

Sector-specific and large-scale multi-sector matchmaking events

Matchmaking events can be organised for one specific industry sector or several sectors. The concept of sector-specific matchmaking is to gather companies from only one industry sector. With this limited scope, the organiser guarantees a higher matchmaking rate since only companies within the same value chain are participating. Large-scale multi-sector matchmaking events, which enjoy a high public and political profile, aim to enhance cooperation for about 250 - 2000 SMEs. They take place either in Europe, in Asia or in Latin America and offer a wide platform for companies to discuss partnerships across many sectors.

Established by the European Union, matchmaking events seek to strengthen mutual trade, investment flows, and new business development opportunities for SMEs in Europe and developing countries. They include a special business preparation programme with follow-ups in order to improve the quality of activities and partnership agreements (e.g. PARTENERIATs, matchmaking events under the ASIA INVEST / AL INVEST programme).

Refinancing and costs for participants

In general, matchmaking events are established by public business promoters and are often co-financed by the European Commission or Chambers of Commerce. But more and more private business providers organise events without any financial support. Depending on size, format, organiser, and additional services provided by the matchmaking conference, the participation for companies can be free or can have a fixed cost. The following chart (Figure 1) compares different models of matchmaking by major services, as well as their approximate participation costs.

Figure 1: Matchmakings in comparison

Type	Services	Costs
Electronic market portals	• Database of suppliers, manufactures or possible joint venture partners • Calendar with events and meetings • Knowledge and information portal • Electronic matchmaking tool	Free resp. < 250 Euro per year
Events at trade fairs and stand-alone events	• Catalogue and electronic access to profiles via website • Focused or multi-sectorial meetings • Translating and consulting services • Catering and fair ticket • Follow-up activities possible	Free resp. < 250 Euro

Hosted Buyer Programmes (Fully Hosted)	• Travel and accommodation services • Catalogue and electronic access to profiles via website • Pre-scheduled appointment programme • Educational programme of workshops • Catering and gala evenings • Sightseeing and cultural performances	Free of charge for buyers, Registration fee possible < 250 Euro
Business delegations	• Active research of partners for SMEs • Sector-focused business meetings • Information services about target country • Travel and accommodation services • Follow-up activities	500 - 2,000 Euro
Large-scale multi-sector events "Partenariats"	• Active research of partners for SMEs • Briefings and training of participants • Catalogue and electronic access to profiles via website • Focused or multi-sectorial meetings • Evaluation and follow-up activities	Free resp. 500 - 1,500 Euro for travel and accommodation

Source: local global GmbH



Caroline Stolz
 local global GmbH
 Stuttgart, Germany

Caroline Stolz graduated from the University of Applied Sciences in Hof, Germany, with a diploma in Business Administration. In August 2005, she started at local global GmbH, where she served as editor of the publication "Matchmaking Conferences Year Book 2006".

2.2 B2fair as an Innovative Matchmaking Approach used by the EIC Network

Author: Sabrina Sagramola

The EIC Network: privileged partners to help SMEs

As an initiative of the European Commission and under the supervision and co-financing of the Enterprise and Industry Directorate General, the network of Euro Info Centers (EIC) was established in 1987 with the main mission to inform, advise and assist small and medium-sized enterprises (SMEs) on European Community issues. The network also acts as a feedback provider to the European Commission on matters affecting SMEs.

From just 39 outlets in 1987, the network has grown to become the largest European Community Business Support engine with over 300 centers present in 46 countries all over Europe and beyond. Expansive geographical coverage of the network and comprehensive communication systems ensure that each EIC can benefit from the local expertise of its partners all over the continent, allowing for sharing of best practices and sustaining daily ongoing interaction on a wide range of European issues.

Normally, each EIC outlet is hosted by a local, regional or national organisation like the Chamber of Commerce, Regional Government or Business Development Agency which provides financial and logistical support and gives access to its information, technical and network resources. Beyond that, the EIC network is a part of the b2europe initiative which brings together major European Community support networks and allows sharing of knowledge and expertise by ensuring that each SME which turned to the EIC for assistance receives competent advice from other more specialised networks.

To follow its main mission of sustaining and fostering business development of SMEs, the daily tasks of the EIC network revolve around the provision of information on EU programmes, funding opportunities, and EU general matters, advising on public procurement, business cooperation, financing, market research and European legislation. To carry out its mission, the EICs handle direct queries,

organise trade missions and participate in matchmaking events and international trade fairs all over Europe. Also, the network acts as a missionary of the European SMEs to channel to the Commission their concerns, problems and interests via the implementation of regional surveys, panel discussions and consultation sessions.

A business partner in the internalisation process of SMEs

Creating and assisting in sustaining business partnerships among European enterprises is a specific emphasis for the EICs. A well-spread geographical coverage of the EIC network is a primary means in exposing European companies to markets and potential partners in more than 40 countries both inside and outside of the European Community area. As another means for developing business cooperations all over Europe and beyond, the EIC network has established a solid practice in applying the matchmaking concept by helping enterprises first identify cooperation needs, finding appropriate partners that would match their cooperation needs and, as the last stage, helping them benefit from and maintain created partnerships in the long-run.

The competence and superior position of the EIC network in organising matchmaking events are due to its long lasting experience in carrying out trade missions and fairs, its close interaction with the business community on the regional and national level, its high awareness of SME-related issues and market trends, its expertise and knowledge in modern business, economics and legal practices, and its extensive database networks of business enterprises.

B2fair – The advantage of matchmaking during professional trade fairs

Since the creation of the EIC network in 1987, there has been a long tradition in organising matchmaking events on a stand-alone basis (partnership events) by bringing interested enterprises to one spot to undertake personal initial scheduled meetings with potential partners, suppliers, customers and outsourcing agents.

In 2004 under the guidance and co-financing of the European Commission and coordination by 32 EICs, a completely new approach to matchmaking was launched to link it to international well-known trade fairs all over Europe. A new matchmaking concept was conceived to be called b2fair. The b2fair matchmaking events are aimed at enterprises involved in the metal sector which, amongst others, covers metalworking, automation, metal subcontracting, processing and engineering. The choice of the sector was due to its good business prospects, industrial diversity and the expansive geographical spread of the metal industrial cluster in the enlarged European Union. The b2fair matchmaking concept, however, can be easily applied to any other industrial sector. Figure 1 shows the difference between “matchmaking” organised during partnership events and trade fairs.

Figure 1: Matchmaking at partnership events and trade fairs

Partnership events	Specialist trade fairs
Partnership Events remain isolated happenings where only a limited number of companies can be gathered	Fairs are natural business platforms and present a spontaneous agglomeration of companies to benefit from
Large partnership events include too many sectors and consequently reduce the matchmaking opportunities	Specialist trade fairs represent an ideal scenario where the critical mass for “matchmaking” can be easily achieved
Efforts are more concentrated on the infrastructure and logistics than on the value-added services to be delivered	Companies take part on a regular basis in light of their own interests, resources and risks
Preparation and Organisation is very time-consuming and the related costs are too high with regard to the achieved results	Travel expenses, hotel costs as well as exhibition booths (sqms, equipment...) are already covered by their own means

Source: B2Fair

The idea behind the b2fair matchmaking events is to expose participating companies to a much larger audience represented by the companies hosting the fairs, to allow for knowledge sharing via seminars and conferences on the latest business and technological trends, and

to learn of business opportunities brought by the prospects of the enlarged European Union as well as by foreign markets. Being hosted by the international trade fairs, the b2fair matchmaking events provide participating cost-sensitive companies with much higher value at the least expense as possible (Figure 2).

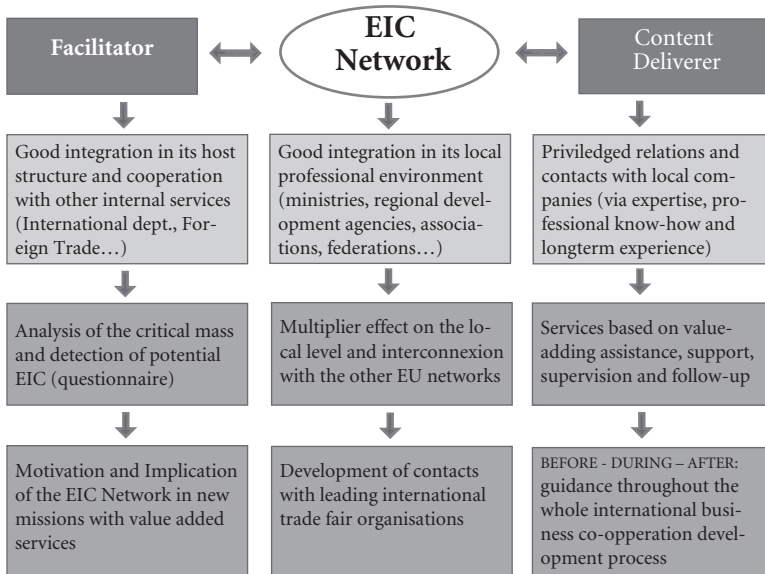
Figure 2: Advantage of “matchmaking” organised at trade fairs

Specialist trade fair	
Unexploited assets of major fairs can be turned to good account by drawing new customers (visitors)	Entrepreneurs from all Member States, future EU Members States and other non-EU countries are represented
New customers can be drawn on the basis of a professional and tailor-made match-making service	Quality of business relations can be improved by giving more content to the service delivered to the company
Meeting places are already available (company booths, technological show-cases, national pavilions, joint stands...)	Dynamic key contacts with intermediary institutions can easily be developed (integrated impact of this approach)
Requisite background of international trade fair organisations (catalogues, on-line information, registration, electronic information systems...)	Interaction with other Community networks in order to generate a “multiplier effect” (IRCs, BICs...)
Face-to-Face meetings between entrepreneurs via a pragmatic and operational approach	

Source: B2Fair

Companies participating at the b2fair events are being assisted and guided by the professional EIC network (Figure 3) from the start of their application process through their participation at the event and, afterwards, in establishing and sustaining beneficial business partnerships.

**Figure 3: EIC Network –
Putting into force of the global approach**



Source: B2Fair

In 2005, the first round of the b2fair events was run with remarkably successful results during five different fairs: AMB in Stuttgart (Germany), MIDEEST in Paris (France), HMI in Hannover (Germany), HI Industri in Herning (Denmark), ELMIA Subcontractor in Jönköping (Sweden). Of particular success were the results of the b2fair matchmaking event organised under the umbrella of the HMI in Hannover in 2005. More than 500 companies were brought to the fair to go through more than 3,000 pre-organised individual meetings, to explore the offerings of more than 500 participants from 39 countries hosted at the fair and to learn of the latest R&D trends in technology.

In 2006, a new round of the b2fair matchmaking events will be launched with the b2fair at HMI in Hannover, Germany, from April 24 through April 28. More than 32 EIC partners and many other professional organisations joining as “associated partners” have united

their efforts and expertise in recruiting companies interested in establishing new partnerships via the b2fair matchmaking facility. All the companies coming from the metal sector, which have prospects of internationalising their activities and are seeking to establish long-lasting partnerships with companies all over Europe and abroad, are welcome to participate. The professional network of the EICs will provide guidance to interested companies in assessing their preparedness and targets for cooperation, in acting as a coach through the actual participation at the event as well as remaining open for further assistance with sustaining established partnerships. More information on the b2fair matchmaking events is obtainable from regional EICs as well as on the official b2fair webpage at www.b2fair.com.



Sabrina Sagramola

*Director of the EIC Luxembourg
Chamber of Commerce Luxembourg*

Sabrina Sagramola, Manager of the EIC Luxembourg, has been working at the Chamber of Commerce of the Grand Duchy of Luxembourg since 1988. Being a member of the EIC-Network of the European Commission, she has been co-ordinating many European projects and PR-campaigns related to European affairs and current trends. Specialised in international relations, trade fair issues and sectorial matchmaking events, in June 2000 she became Manager of the Office for Trade Promotion of the Luxembourg Chamber of Commerce and in 2004 Head of European Affairs within the International Department. In order to support more intensively local authorities in the promotion, preparation and organisation of regional and international trade and business co-operation fairs, together with representatives of DG Enterprise of the European Commission she initiated the European concept of matchmaking events during trade fairs that nowadays is being implemented in many European countries.

2.3 Innovation Relay Centre Brokerage Events – Connecting Knowledge, Technologies and People

Author: Bertrand Dessart

As emphasised at the European Council Summit in Lisbon, innovation, technology and competitiveness are key factors in achieving Europe's strategic goal of becoming "the most competitive and dynamic knowledge-based economy in the world". The company with the innovative ideas is not necessarily the one with the skills and resources to develop them. This is where the Innovation Relay Centres (IRC) come in as facilitators of transnational innovation and technology partnerships. IRCs form a network of organisations dedicated to linking small and medium-sized enterprises (SME) with the right mix of expertise and resources to bring good ideas to fruition. With the help of the IRC network, many companies have already succeeded in launching or developing new businesses in Europe and are still offering their services to anyone wanting to go forward with an innovation approach.

IRC network – A part of the B2Europe initiative

A large part of the European economy is based on the success of SMEs. The IRC network was created by the European Commission in 1995 to provide such enterprises with a specialised assistance and advice services, particularly with regard to setting up mutually beneficial partnerships based on business & technology collaboration. The IRCs themselves were created under the European Commission's Innovation programme, which was part of the Framework Programme for Research and Technological Development. Because each European region has different characteristics, there is no 'standard' IRC – some are small offices, staffed by three or four specialists and run along lines similar to typical consulting companies, while others can be found in universities, technology centres and regional Chambers of Commerce. What they do have in common is that they are all technology advisory centres providing transnational technology cooperation services, and each centre is staffed by personnel who have an

intimate knowledge of the technological and economic profile of the companies and regions it serves. The network is currently composed of 240 offices covering 33 countries – every EU Member State, plus Bulgaria, Romania, Turkey, Iceland, Israel, Norway, Switzerland and Chile. This represents more than 1,000 experienced specialists with backgrounds in business, industry, research and technology, and commercialisation offering a great support to the companies adopting an innovation approach.

IRC support services

The IRCs help the companies in achieving different kinds of agreements:

- **LICENCE AGREEMENTS:**
Transfer of rights from a developer of process, technology or know-how to a recipient, including a return in the form of a fee or a share of royalties
- **TECHNICAL COOPERATIONS:**
Between parties to adapt or develop a technology in order to reach new market needs
- **JOINT VENTURES:**
Creation of a formalised link between companies with the sharing of commercially sensitive information to allow the development of new technologies, processes and products
- **COMMERCIAL AGREEMENTS:**
Transfer of commercial rights from a developer of product to a recipient party, accompanied by a know-how transfer allowing the recipient to acquire competence in starting up of the installation, quality control, technical training and maintenance
- **MANUFACTURING AGREEMENTS:**
Subcontracting and Cocontracting including know-how transfer.

Figure 1 shows different locations of IRCs in Europe. Between 2004 and 2008 the network will comprise IRCs from 33 countries and six transnational IRCs.

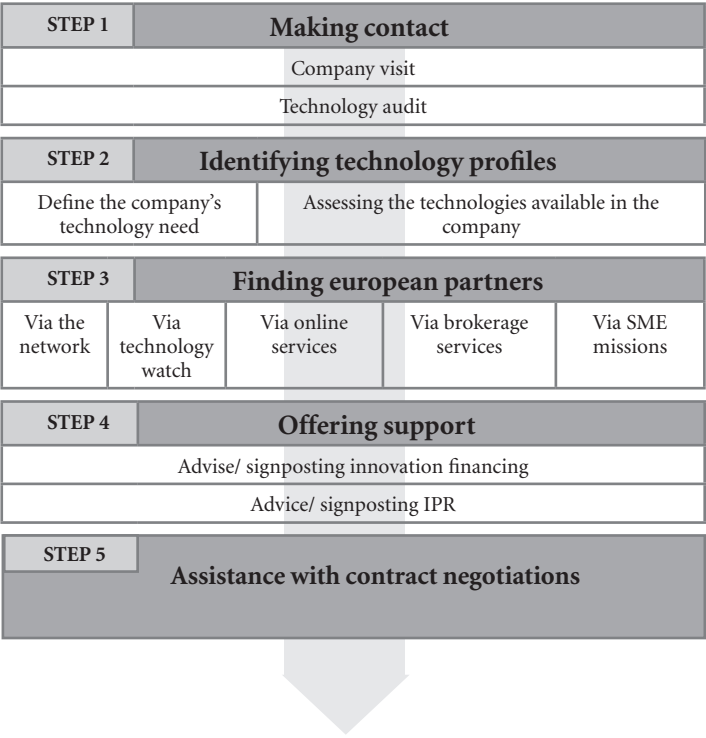
Figure 1: Locations of IRCs



Source: IRC network

The IRC network services portfolio follows five steps that include a panel of tools fulfilling the company’s needs. Figure 2 summarises each step and some of the respective tools.

Figure 2: IRC support services



Source: IRC Network

Starting from the first contact with the company, the IRC helps at defining its profile in order to find the right partner across Europe. The contacts are then made within step three where various tools are available in order to create partnerships:

- **FINDING PARTNERS THROUGH THE NETWORK:**
The knowledge of each node of the network regarding its regional industrial base allows a quick focus on appropriate potential partners.
- **TECHNOLOGY WATCH:**
The majority of IRCs have at their disposal professional tools allowing a screening of technologies across Europe.
- **ONLINE TECHNOLOGY SERVICES:**
Online automatic matching tools allow registered users to get a weekly list of technologies linked to their interests.
- **MATCHMAKING EVENTS:**
Thematic events are regularly organised in many domains across Europe allowing organisation of face-to-face meetings with potential partners.
- **THEMATIC SME MISSIONS:**
The IRCs also organise targeted events in order to share experiences.

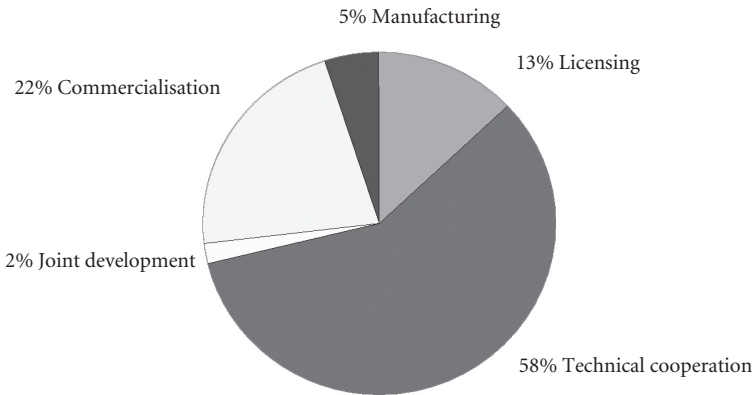
Network performances

In terms of achievements, the whole IRC network increases its performances each year and has performed the following tasks during last year: 110,000 clients; 13,000 company visits/audits; 20,000 expressions of interest processed; more than 2,200 technology profiles published; illustrated by a list of 400 technology keywords; 72 match-making events organised; 4,000 negotiations initiated and 650 partnerships created.

Moreover, a recent assessment revealed that for each Euro spent, a return in terms of job creation and economic growth was 1.8, thus strengthening the European economy. In terms of qualitative impact of the network, an inquiry showed clients cite good contributions of the network: It raises the company to an international level and provides access to European markets and partners. Further more it enhances an improvement of products, processes and of the company's reputation.

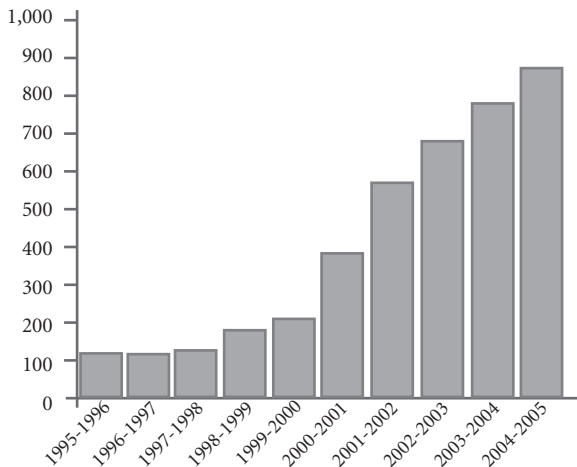
The following charts (Figures 3 and 4) demonstrate the nature of the agreements achieved by the network and its evolution during the last ten years.

Figure 3: Nature of agreements of new technology (in per cent)



Source: IRC Network

Figure 4: Number of IRC clients achieving an agreement



Source: IRC Network

To achieve its success, the network works closely with its customers in order to define their profiles and distribute it across Europe with the aim of finding the right partners. Figure 5 shows the profiles distribution in various themes (currently 2,600 profiles are available).

Figure 5: Profiles distribution in various themes

Keywords	Europe
Electronics, information technologies and telecommunications	922
Industrial manufacturing material	952
Other industrial technologies	372
Energy	200
Physical and exact sciences	261
Biological sciences	536
Agriculture and marine resources	188
Agrofood industry	220
Measurements and standards	241
Protecting man and environment	400
Social and economic concerns	78

Source: IRC Network

Matchmaking events within the IRC network

As it has been described before, the IRC network proposes a full service portfolio allowing a company to find suitable partners across Europe. There is one service in particular that gives a company the opportunities to find partners in a certain domain in a simple and quick way: The matchmaking events.

A matchmaking event is a series of pre-arranged meetings organised at a single venue for SMEs from across Europe. In 2004, matchmaking events were used to enable 40 per cent of the technology deals of the network. Two kinds of events can be distin-

guished: the small targeted events (SME trade missions) and the large matchmaking events, generally hosted by a thematic fair, well-known at an international level (e.g. Hanover CeBIT etc.).

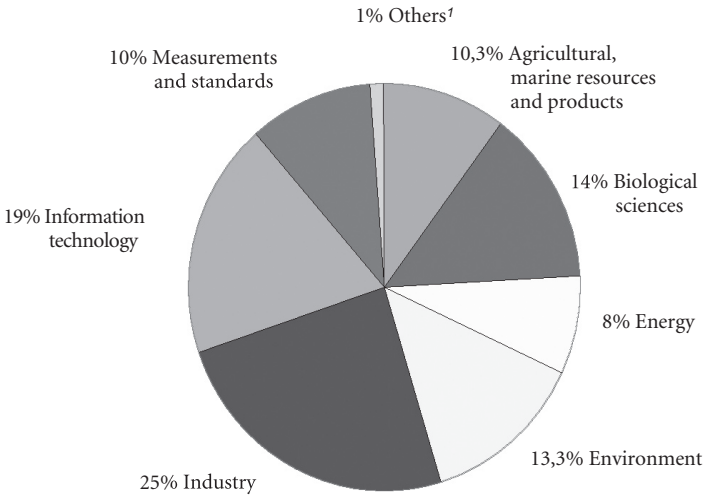
The SME trade mission aims at concentrating on specific themes and generally includes a limited number of participants, specialised on the chosen technology field. On the other hand, the large matchmaking events embrace a larger domain of technologies in a chosen field in order to cross-link people from different domains (e.g. telecommunications in general).

Throughout the experience of the network in terms of organising events, a real methodology has been developed, which gives the IRC events their reputation. The links with international thematic groups, thematic clusters or other organisations reinforces the capabilities of the network in organising the events. Moreover, specific computer tools have been developed by the network's secretariat in order to facilitate the events management.

The network organised about 300 events during the period 2000 - 2004. To participate in such an event, the SME is fully assisted by its regional IRC that is in charge of finding potential partners and/or publishing profiles in order to find a suitable competence for its customer. When technology profiles are collected and published, interested partners can indicate an interest in them, in order to meet the technology holder during the event itself.

Pre-arranged meetings are then organised in an agenda allowing participants have face-to-face discussions with the potential partner. Participation to an event directly links the companies to the host fair's theme (value is added to fair participants without extra travel budget). They have the possibility to meet appropriate business partners without having to identify nor look for them. The participant is accompanied by the IRC to provide Intellectual Property Rights (IPR) and to support agreement negotiation at request. There is no need to wait for a meeting – everything is made within one day. Figure 6 describes the thematic distribution of these events. A complete agenda of matchmaking events can be found at www.innovationrelay.net/calendar.

Figure 6: Thematic distribution of events



Source: IRC Network



Bertrand Dessart

Senior Consultant

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Bertrand Dessart graduated from the Faculté Politechnique des Mons in 2001 with a Masters Degree in Mechanical Engineering and a Master of Innovation Management. From 1998 until 2001 he worked for Alcatel Space in the Environmental Tests Department. In 2001 he started his professional career at Luxinnovation GIE, Luxembourg Agency for Innovation and Research, IRC network, where he coordinated the Luxembourg, Trier and Saarland IRCs. Today he is Senior Consultant at Intrasoftware International, within the Innovation Relay Centre Network Secretariat.

¹Specify in market application highlights

2.4 Analysis of three IRC Brokerage Events – MEDICA, MEDTEC and BioMaterials

Authors: Dr. Petra Püchner, Elke Römhild, Hicham Abghay, Tracey French

It is a fact that only five to ten per cent of innovative products ever reach the market. Statistics documenting cooperations on a European level are far-reaching. A number of different factors influence transnational transactions of technologies and products; certainly global competition plays a decisive role, nonetheless, the political social and cultural frameworks have effectual consequences on the outcome of cooperation, particularly in the medical sector. The following section presents three differing examples of brokerage events organised in the medical technologies sector:

- MEDICA FAIR – DÜSSELDORF, GERMANY,
an international fair organised by Messe Düsseldorf
- MEDTEC – STUTTGART, GERMANY,
an international exhibition and conference organised privately by an American company
- BIOMATERIALS – ERFURT, GERMANY,
an international IRC Brokerage Event organised independently of an exhibition or fair.

MEDICA Fair in Düsseldorf, Germany

The IRC Network has used the internationally renowned MEDICA fair since 1998 as a platform for an international brokerage event. The main organiser of the IRC matchmaking event during MEDICA is the IRC Northrhine-Westphalia. MEDICA itself is organised annually in Düsseldorf, Germany and in 2005 attracted 4,400 exhibitors from a total of 67 countries (www.medica.de). MEDICA belongs to the top ten world trade fairs, is the world's largest medical technology fair, and the number of exhibitors and visitors has continued to grow from year to year. At the fair in 2004, almost 40 per cent of visitors came from outside Germany. At press time, visitor numbers for 2005

were not available, however they were projected to top the 136,000 visitors registered in 2004. The whole product range of medical technologies has been presented at MEDICA.

The first IRC brokerage event was organised in 2003 by a group of 20 IRCs. The event was received very well: 253 profiles and 255 participants from 17 countries registered and over 560 meeting requests were received. As a result of the success of the first event, the network was encouraged to organise an event at MEDICA 2004. A total of 298 profiles, 328 visitors from 17 countries were registered for the event in 2004 and some 880 meeting requests were made. The event in 2005 showed even more promise with approximately 25 per cent more profiles registered (344 profiles) and 338 participants coming from 17 countries. Not all meeting requests lead to meetings actually taking place, but from the first event in 2003 where 350 meetings were held over two-days, the number of meetings rose sharply in 2004 – 572 took place, again scheduled over a two-day period.

MEDTEC Exhibition and Conference in Stuttgart, Germany

The international MEDTEC exhibition and conference has been held each year in Stuttgart since 1997 and has become the leading fair in the medical device producers sector in Europe. Combining high-level research, technology and regulatory conferences with an exhibition, MEDTEC attracts visitors such as R&D directors as well as manufacturing, process, product, project and corporate managers from all over Europe and the United States. The MEDTEC Show is an international affair, which is organised by a private organisation from the US Canon Communications LLC, not only in Stuttgart but also in Ireland, and since 2005 in China. At the show in Stuttgart, more than 400 exhibitors and 7500 delegates – mainly pharma and medical companies and corporations – visit MEDTEC each year. Discussions in 2004 between IRC Stuttgart-Erfurt-Zürich and the organisers of the fair established a mutual interest in the IRC organising a pilot event at MEDTEC in 2005. The interest from the organisers of MEDTEC went as far as recognising the innovation potential in Germany and ultimately the request that the IRC in Stuttgart, hosted by Steinbeis-Europa-Zentrum, organise a one-day research and technology con-

ference presenting innovative technologies from Germany, Austria and Switzerland. In return, the IRC was granted use of space for the IRC Brokerage Event in the exhibition area and a booth at which the IRCs could present their activities.

Introducing a new brokerage event to the IRC network where successful events in the same sector, i.e. MEDICA are already established carries the risk that a critical mass of profiles and participants will not be achieved. However, the event was well received by clients and network colleagues alike and more than 80 participants from ten countries submitted 72 high quality profiles and carried out more than 110 meetings, two-thirds of which were transnational.

Plans for 2006 are under way and exhibition space is filling up fast. The conference will focus on regulatory issues as well as research and technology. IRC Stuttgart-Erfurt-Zürich has again devised a one-day conference track, in 2005 opening up the geographic borders and presenting innovative technologies and applications of medical technologies from Germany, Austria, Switzerland, France and Sweden.

The future of the IRC Brokerage Event at MEDTEC is assured for the 2006 event and a number of IRCs have already committed resources and support to ensure an even bigger success than in 2005. Once again, IRC Stuttgart-Erfurt-Zürich will organise the event, this time over two-days, 8th – 9th March 2006, allowing clients more flexibility. More information and registration for the event are available under www.medtec.ircnet.lu

BioMaterials in Erfurt, Germany

The idea for the BioMaterials Events was born during a meeting of the IRC Stuttgart-Erfurt-Zürich partners at the host organisation THATI-GmbH in Erfurt (THATI GmbH-IRC is now Thüringen innovativ GmbH). BioMaterials took place for the first time in 1998 and has been organised bi-annually in Erfurt since. The fourth bi-annual BioMaterials event was carried out in November 2004. Plans are in place for the 5th Bi-annual BioMaterials for 2006/2007.

BioMaterials is based on a stand-alone event concept that differs from the two brokerage events mentioned previously. The stand-alone concept means the brokerage event is not piggybacked on a

large congress or technology fair. As a result, it is absolutely essential to have a clear strategy and concept targeting the needs of both industry and research. A balanced partnership with thematically relevant and high class partners for event preparation is also vital in order to achieve a successful event with satisfied clients and good outcomes, e.g. signed cooperation agreements between participating clients.

In the case of BioMaterials, the partnership involves:

- The Institute for Bioprocessing and Analytical Measurement Techniques (iba) located in Heiligenstadt (Northern Thuringia). It is a reliable and very active research organisation which can guarantee a highly scientific level of technology and vital support in identifying future trends in the technology areas.
- The Thuringian Society for Biomaterials – an industrial federation, or rather a cluster with members from research, industry and multipliers allowing the interests of industry and other potential end users to meet in an efficient way.
- The local Innovation Agency Thüringen innovativ GmbH (formerly THATI GmbH-IRC) that, as well as being a well-experienced technology oriented organiser, is also a long term member of the IRC network and partner of the consortium IRC Stuttgart-Erfurt-Zürich with close relations to the local industries and research capacities in Thuringia.

The IRC brokerage event programme always covers two-days and involves the following three thematic sessions:

- High-class scientific presentations by invited lecturers from abroad giving an overview of innovations and trends in Biomaterials; the key note speakers of this session are selected by the research partner in the organisation team. In the past, the event has presented well known personalities as Serena Best from the Bonfield Group in London/UK, Rena Bizios from the Rensselaer Polytechnic Institute in USA and other world-famous Biomaterials experts.
- Short oral presentations of technology profiles by selected participants; as is the case in all brokerage events, participants register technology profiles offering technologies and know-how in

advance. The organisation team – the IRC in close cooperation with the research organisation – selects those offers that are of the highest quality and of most interest to a broad audience.

- The brokerage event with pre-planned individual meetings, providing precise individual timetables and a printed catalogue with profiles of all participating clients.

Customer satisfaction surveys in the past have shown that participants particularly like this combination of sessions as all the different interests are covered: getting to know new trends, hearing good lectures, learning about innovative technologies on offer and having enough room and time for networking as well as starting negotiations. Each event has so far attracted between 100 – 120 participants from eight to twelve countries. The event always takes place in Erfurt, which is the capital of Thuringia that has universities and research organisations and is also close to the city of Jena with its so called “BioRegio” Centre and numerous material research facilities with a medical orientation. A high number of technology offers and requests are presented to the participants orally, usually 20 - 25 – this means SMEs and other companies and researchers are offered a platform for presenting their expertise to the wider audience. Each participant can also choose to have a small stand in the exhibition hall.

The main added value is achieved by the brokerage part during which about 350 pre-planned meetings are arranged during each event. These have resulted in a number of agreements being signed and reported by very satisfied clients. The clients that return enjoy the professional organisation of the event itself as well as the opportunity to get to know the newest trends and developments on offer from important players in the field. Over the years, this event has developed and established itself as a known meeting point for a small community in science and industry from the Biomaterials sector. The organisers have already agreed to continue the successful chain of BioMaterials later in 2006/2007. It is necessary to start planning very early, as the preparation time and effort are great. Public and private resources need to be tapped and bundled to enable reasonable participation fees for participants. The essential support of the IRC network – to involve potential IRC co-organisers – must also be arranged at an early stage of event preparation.

Conclusions

Brokerage events – whether stand-alone or piggybacked on exhibitions and fairs – are time and resource intensive activities for the Network. As a result, a number of Network partners have pooled resources to aid the development of tools that both support and professionalise the organisation of events. Much of the time the results derived from these events are difficult to document, especially considering events at large fairs and exhibitions.

The impact of the different brokerage events cannot be compared. Looking at MEDICA, the IRC clients like the international atmosphere of this well known fair. They value the possibilities of meeting other visitors who are not exhibiting but have interesting technologies or patents on offer. As a result the levels of participation and number of meetings are always very high. In terms of signed agreements following the high number of meetings and being reported back to the IRC network, MEDICA would appear not to offer a very good output, possibly attributable to the largely heterogeneous quantity of offers and requests submitted at MEDICA which cover almost the whole spectrum in the medical technologies sector.

The marketing and networking effects for both the clients and the IRC Network is evaluated as good. The apparent value perceived by clients in meeting other non exhibitors in a bilateral and well organised atmosphere is so high that many clients come back to participate in the following years. Clients also value meetings with other companies that are also SMEs but high class performers in niche sectors. Many meetings held may only become relevant in the longer term, so the informal networks created by meeting at such events bring a long term value to participating companies. The first brokerage event held at MEDTEC can be evaluated as an event with high potential for a number of reasons:

- Firstly, the MEDTEC conference and exhibition is relatively small in comparison to MEDICA but it is equally international. In a survey carried out after the IRC Brokerage Event at MEDTEC 2005 by Steinbeis-Europa-Zentrum, more than 80 per cent of those in-

interviewed mentioned that they prefer smaller and more specialised fairs and as a result the profiles submitted to these events are usually more homogeneous.

- Secondly, approximately 30 per cent of participants have a background in life sciences and are dealing with solutions in the micro and nanotechnologies or polymers and coatings areas. These are future technologies with a high innovation potential, especially for the medical technologies sector. Nonetheless, results in terms of transnational technology agreements are to be expected medium term if not long term because of the learning process accompanying any first contact with new technologies.
- Finally, because of the geographical position of Stuttgart and with the support of our IRC colleagues, we expect a perpetual increase in the number of participants from abroad and thus the positive balance in terms of signed transnational technology agreements.

Looking at the growing output of signed and reported agreements among participants, BioMaterials is lengths ahead confirming that a small but focused brokerage event with a group of participants that gets to know each other better with each event delivers the most output in terms of hard numbers. Brokerage events, at the very least, offer companies the opportunity to watch what the competition in Europe is doing and help in the battle of staying ahead of rivals.



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2.5 AL-INVEST, ASIA-INVEST and PRO-INVEST – Three Programmes for SME Cooperation

Author: Gisèle Hivert-Messeca

The European Commission has developed several programmes to encourage the economic co-operation between European and Third countries SMEs. Three of these programmes deal with Latin America, the AL-INVEST programme; Asia, the ASIA-INVEST programme, and African Caribbean and Pacific states, the PRO-INVEST programme. These programmes launched by the European Commission offer assistance and financial support to intermediary business organisations from the European Union, Latin America, Asia and ACP (African, Caribbean and Pacific) states, who wish to set up joint initiatives in the area of economic cooperation. These include, among others, matchmaking activities, training and development for SMEs, institution building activities, etc.

These programmes work through calls for proposals published in the Official Journal of the European Union and only the following institutions (intermediary organisations) are eligible to participate to the implementation of these programmes: Chambers of Commerce, Industrial Associations, Trade Promotion Organisations, Foreign Trade Institutes, Development Agencies and other similar non-profit organisations. Indeed, SMEs can not directly answer the call for proposals open by AL-INVEST, ASIA-INVEST and PRO-INVEST.

- 18 Latin American countries eligible for AL-INVEST:
Argentina, Bolivia, Brazil, Cuba, Chile, Colombia, Costa Rica, Ecuador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Peru, Paraguay, El Salvador, Uruguay, and Venezuela.
- 19 Asian countries are eligible for ASIA-INVEST:
Afghanistan, Bangladesh, Bhutan, Cambodia, China, East Timor, India, Indonesia, Laos, Malaysia, Maldives, Mongolia, Nepal, North Korea, Pakistan, Philippines, Sri Lanka, Thailand, and Vietnam.
- 71 ACP states are eligible for PRO-INVEST:
Angola, Antigua and Barbuda, Bahamas, Barbados, Belize, Benin, Botswana, Burkina Faso, Burundi, Cape Verde, Cameroon, Central African Republic, Comoros, Congo, Dominican Republic,

Congo Democratic Republic, Cote d'Ivoire, Djibouti, Dominica, Eritrea, Equatorial Guinea, Ethiopia, Fiji, Gabon, Gambia, Ghana, Grenada, Guinea, Guinea-Bissau, Guyana, Haiti, Jamaica, Kenya, Kiribati, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Papua New Guinea, Central African Republic, Rwanda, São Tomé and Príncipe, Senegal, Seychelles, Sierra Leone, Solomon Islands, Somalia, St Kitts and Nevis, St Lucia, St Vincent and the Grenadines, Sudan, Suriname, Swaziland, Tanzania, Tchad, Togo, Tonga, Trinidad and Tobago, Tuvalu, Uganda, Vanuatu, Western Samoa, Zambia, and Zimbabwe.

In Europe, the eligible countries are the 25 Members States of the European Union.

AL-INVEST

AL-INVEST was launched by the Commission in 1994 with the goal of encouraging and strengthening the economic cooperation between European and Latin American companies and enhancing investment and commerce relations among both regions. Up to now, AL-INVEST activities were mainly business meetings usually held in the frame of an international trade fair lasting for two-days. Since the implementation of the third phase "AL-INVEST III" in April 2004, the range of activities has been extended. It has maintained the business meetings and incorporated some facilities that were covered by other former European Commission programmes, adding some new instruments. AL-INVEST has now eight instruments (Figure 1).

The main events of the AL-INVEST programme are still the business (sectorial) meetings which are usually held during specialised International trade fairs, at a stand or hall under the EU flag providing all the necessary staff and technical facilities. The AL-INVEST network of operators now assembles 223 organisations from the European and Latin American beneficiary countries. These organisations, with common objectives and working methods, are labelled "COOPECOS" in Europe and "ECEs" (Eurocentros de Cooperación Empresarial) in Latin America.

Figure 1: AL-INVEST instruments

5 facilities for SMEs	3 facilities for operators
• Capacity Building for SMEs / CAPYME (Capacitación para PYMES): seminars, workshops and other activities on internationalisation strategies • Latin American Weeks / European Weeks (SEU/SLA - Semanas Europeas Latinoamericanas): organisation of factfinding missions to international trade fairs, including personalised assistance to companies • Business Meetings (ES - Encuentros Sectoriales): face-to-face business meetings • Business Development Facility (FDN – Facilidad para el Desarrollo de Negocios): personalised and active search for partners from the other continent • SME Partnership (CEP – Colaboración entre PYMES): technical assistance and cooperative support to companies in the follow-up phase of a business deal	• Capacity Building for Operators / CAP (Capacitación de Operadores): promotion and “best practices” examples to facilitate the use and better profit of the economic cooperation programmes • Institutional Exchange Programme / IFU (Intercambio de Funcionarios): exchange programme for staff members of the AL-INVEST network to increase mutual knowledge and strengthen the network • Institutional Twinning / ACO (Actividades Conjuntas): supporting the development of joint co-operation projects between European and Latin American operators, transfer of know-how and assistance for creating a new department or incorporating new business services in the SMEs

Source: UbiFrance

Only Chambers of Commerce, Industrial Associations, Trade Promotion Organisations, Foreign Trade Institutes, Development Agencies and other similar non-profit organisations can become AL-INVEST network members. In the EU countries only (not in the Latin American countries) private consultants are allowed to participate to this programme. This new phase of AL-INVEST will last until the end of 2007 and has a European Commission grant of 42 million Euro. Figure 2 shows updated results from December 2005.

Figure 2: AL-INVEST results

	Million Euro
Global budget	52.5
European Commission contribution	42.0
Budget for activities	47.68
European Commission contribution	38.5
Committed budget	32.32
Available budget	15.35
	Number of proposals
Received proposals	575
Approved proposals	365

Source: UbiFrance

There are already 58 upcoming events for 2006 (from January through the end of June). More information about the AL-INVEST III programme is available under the website www.AL-INVEST3.org.

ASIA-INVEST

The ASIA-INVEST programme is a European Commission initiative that aims to support business cooperation between EU and Asia. The programme provides assistance to intermediary organisations to facilitate mutually beneficial partnerships between companies in Europe and Asia, in particular SMEs, as well as to strengthen the framework conditions to increase trade and investment flows between the two regions. The ASIA-INVEST programme started in 1997, and has since entered a second phase of implementation from 2003 to 2007, ASIA-INVEST II, with a Commission contribution of 35 million Euro. ASIA-INVEST enables a framework of inter-linked activities within seven components, and provides support for business cooperation between the EU and Asia through grants across three areas of activity.

B2B matchmaking activities and partnership building

Three matchmaking instruments aim to provide opportunities for EU and Asian SMEs to meet and establish partnerships:

- **ASIA VENTURE:**
The Venture programme co-finances small-scale trade missions and flexible business encounters, covering one or more sectors between companies in the EU and companies exclusively from the less prosperous countries in Asia, in particular SMEs. These are Afghanistan, Bangladesh, Bhutan, Cambodia, East Timor, Laos, the Maldives, Nepal, Indonesia and Pakistan. Grants are between 80,000 and 200,000 Euro and support is up to 95 per cent co-financing of the total eligible costs of the project.
- **ASIA INTERPRISE:**
The project involves medium-sized business-to-business meetings in the EU or in Asia, organised around one sector or several sectors. Grants are between 100,000 and 400,000 Euro and support is up to 75 per cent co-financing of the total eligible costs of the project (and up to 95 per cent for projects targeting less prosperous countries).
- **ASIA PARTENARIAT:**
Asia Partenariats are large-scale business-to-business matchmaking meetings which cover several sectors. Hosted by a selected Asian country, these events gather hundreds of EU and Asian companies over two-days, and have a significant public and political profile. Grants are between 400,000 and 1,200,000 Euro and support is up to 50 per cent co-financing of the total eligible costs of the event.

Enhancing Asian private sector development

- **TECHNICAL ASSISTANCE:**
The assistance comprises support training of skills of targeted Asian companies, including the training of institutions that contribute to facilitating sustainable trade and investment. Grants are between 50,000 and 200,000 Euro and support is up to 50 per cent co-financing of the total eligible costs of the project (and up to 95 per cent for projects targeting less prosperous countries).

- **TRADE AND INVESTMENT FACILITATION STUDIES:**
Specific studies strengthen the capacity of the private sector, by providing business organisations and companies with independent, in-depth analyses of the business environment and trade & investment opportunities available in Asian countries, including work in progress on multilateral agreements.

The aim of the studies is to identify, evaluate and promote in-depth market opportunities, with a particular focus on the less prosperous countries in Asia. Further more they analyse and monitor work in progress for the improvement of the business climate, trade and investment conditions in specific Asian countries, where EU companies report structural difficulties in doing business. They hire think tanks for economic analysis to produce sector specific research, case studies on economic and social issues, and recommendations on key opportunities for EU investors. These studies are private sector support activities initiated and managed by the European Commission as wholly funded service contracts.

Technical assistance and capacity building are provided to Asian SMEs to support their internationalisation and potential partnership with EU companies; they cover the provision of market research information on business development opportunities.

Increasing institutional capacity, networking and dialogue

The measures under this area of activity consist of capacity building for Asian intermediary business organisations and enhanced networking with EU counterparts to increase mutual trade and investment.

- **ASIA-INVEST ALLIANCE:**
The intention is to support the institutional capacity building of Asian business intermediary organisations including the creation and reinforcement of their networking with EU counterparts, with a view to making them better equipped to service local businesses and facilitate trade with the EU. Grants are between 100,000 and 300,000 Euro and support is up to 75 per cent co-financing of the total eligible costs of the project (and up to 95 per cent for projects targeting less prosperous countries).

- ASIA-INVEST FORUM:

The Forum is a platform for networking between business organisations. It is designed to enhance dialogue between EU and Asian intermediaries, providing the opportunity for exchange of best practices and experiences with public authorities and the private sector. Each event involves up to 100 intermediary business organisations from the EU and from Asia participating in presentations, panel discussions, working groups, networking and business matchmaking activities. The purpose is to attract foreign direct investment in; facilitate international trade and investment, in particular through the support of promotional initiatives and workshops towards the achievement of multilateral objectives; and to set up a business-friendly dialogue environment. Institutional support activity in the form of a two-day event initiated by the European Commission is given as a wholly funded service contract, but it is subsequently not open to proposals for grants.

Up to now, more than 205 projects have been supported under the ASIA-INVEST programme. These include trainings, seminars, workshops, events and studies that all aimed at strengthening trade and investment flows between the EU and Asia.

Some updated results December, 2005

186 proposals were submitted, involving 810 organisations:

- 15 March 2005 (1st deadline);
19 projects approved (41 proposals submitted)
- 9 June 2005 (2nd deadline);
30 projects approved (145 proposals submitted)

Thus, 49 projects were recommended for funding, involving 236 organisations (26 per cent):

- 80 organisations from Asia (4 as applicant; 76 as partner)
- 156 organisations from EU (45 as applicant; 111 as partner)
- 14 proposals including a less prosperous country
- 12 proposals targeting South East Asia (24 per cent)
- 16 proposals targeting South Asia (33 per cent)

- 15 proposals targeting North Asia (31 per cent)
- 6 proposals targeting two or all regions (12 per cent)
- 3 Venture proposals (6 per cent)
- 21 Interprise proposals (43 per cent)
- 2 Technical Assistance proposals (4 per cent)
- 23 Alliance proposals (47 per cent)

In total, under Asia-Invest II to date (2003 - 2005), 143 projects have been approved involving 563 organisations (502 proposals submitted involving 1931 organisations). For 2006 there are already five upcoming events and one to be confirmed. More information can be found at the website www.europa.eu.int/comm/europeaid/projects/asia-invest.

PRO-INVEST

Launched in 2002, PRO-INVEST is an EU (European Union) – ACP (Africa, Caribbean and Pacific) partnership programme for the promotion of investment and technology flows in ACP countries. This will be achieved through a two dimensional approach: to support intermediary organisations and professional associations, and to develop inter-enterprise partnerships. PRO-INVEST has then three main activities:

- Institutional building of ACP intermediary organisations:
The programme supports and strengthens the work of intermediary organisations and business associations whose primary objective is the improvement of the environment for investment. The proposed activities include: supporting the establishment of dialogue between the private sector and the national and regional authorities, implementing information management systems for the administration of projects and business-to-business events.
- Company matchmaking activities:
The matchmaking activities facilitate the promotion of investments and the conclusion of partnership agreements between North-South and South-South enterprises in key economic growth sectors. Resources are devoted to the identification of those sectors with best potential for ACP development and the

creation of partnerships through various initiatives. PRO-INVEST brings potential partners together and provides follow-up support to enterprises.

- Direct assistance to companies:
Technical assistance is given in order to support ACP and EU companies' projects (ACP enterprises from the formal sector and EU SMEs in need of assistance and meeting some strict criteria).

PRO-INVEST has a budget of 110 million Euro over a period of seven years. More information about the PRO-INVEST programme is available at the website www.proinvest-eu.org.

PRO-INVEST results 2004

- 120 proposals received for a total eligible cost of 8,642,258 Euro
- 63 proposals approved for financing for a total PRO-INVEST contribution of 4,311,097.82 Euro
- 49 per cent of cost borne by organisations on average



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2.6 Case Study on Messe Frankfurt's Involvement in the AL-INVEST Programme

Author: Katja Kammerer

European Commission programmes of economic support are known for their strict rules and rather bureaucratic management. Yet the AL-INVEST Programme, now in its third Phase, seems to be an exception with programme management and administration completely outsourced to Eurochambres and a consortium of AL-INVEST member organisations. Against this backdrop, it is no surprise that the idea of opening up a programme that had been restricted to Chambers of Commerce and similar non-profit organisations has been carried out by AL-INVEST in 2005. For the first time, European exhibition centres could become full members of the network, so called "COOPECOs", and thus act as operators for AL-INVEST matchmaking events at their very own trade fairs.

Surprisingly enough, only two of the European exhibition organisers, Milan and Frankfurt, embraced this new exciting opportunity and only Messe Frankfurt GmbH has been actively participating in the programme so far.

Short history of Messe Frankfurt's engagement in AL-INVEST

With more than 100 trade fairs and exhibitions worldwide the Messe Frankfurt GmbH is a major player in global trade fair business. It has therefore seen many AL-INVEST matchmaking events taking place at its annual trade fairs in Europe and in Latin America over the past ten years – events that were independently carried out by Chambers of Commerce or other operators without the active involvement and sometimes even the knowledge of the fair organiser. The AL-INVEST operator was always a welcomed client that rented space and services and thus contributed to the economic success of the fair. But when the opportunity of actively participating in and subsequently initiating such matchmaking events arose, the advantages were all to clear. Messe Frankfurt's EU-Affairs department, a small team of specialised project managers that thoroughly monitors how Brussels

points the way for the political, legal and business environment, took up the challenge. The goal was to establish the company as the first exhibition centre to fully participate in this European Commission programme. After a registration process of several months from first consultations with the AL-INVEST Consortium until final approval of the membership proposal, Messe Frankfurt could call itself a COOPECO in August 2005.

The 300-page programme manual was supposed to give us an idea of what we could do and how we could hand in proposals for match-making events at our trade fairs. Still, theory and practice are not quite the same. In theory, every COOPECO could be a main operator, assemble a group of other COOPECOS and EUROCENTROS, write a proposal and get AL-INVEST funds to organise a matchmaking event at a chosen fair. But in practice, it quickly became clear that things are not as easy and what it means to be just a new and somewhat “special” member in a network of over 200 operators, many of whom had a successful history of organising AL-INVEST events together for more than ten years.

Networking became key in this process in order to become established as a preferred partner and subsequently hand in joint proposals to the selection committees that select proposals several times a year. The bi-annual CONNECT Conference of all AL-INVEST member organisations is thus the ideal matchmaking event for new members to meet the people and do business – just as our visitors and exhibitors do at our trade fairs. It quickly became obvious that without the right partners from Latin America and Europe, one cannot place a promising proposal. And with a success-rate of only 50 per cent for proposals handed-in, the importance of quality and the right consortium becomes even more vital.

We were very pleased that, also with the help of bonus points every new partner gets in the evaluation of the proposals, the first two proposals we handed in with the operators Eurocentros Lima/Peru and Rosario/Argentina were successful. In February 2006, our first co-organised AL-INVEST Business Meeting (ES-Encuentro Sectorial) took place in Frankfurt at Ambiente, the largest consumer goods fair, with face-to-face meetings of 60 managers from Latin America and Europe. Interest of exhibitors and visitors was very high and Messe Frankfurt’s ten slots for European companies were over-subscribed by 100 per cent.

Benefits and drawbacks of active participation

Even though Messe Frankfurt to date is still a rather new member of the AL-INVEST network, it is nevertheless possible to make an evaluation of benefits and drawbacks. The benefits for an exhibition organiser to participate in the AL-INVEST programme can be stated as follows:

- Actively acquire EU-funded matchmaking events for one's own trade fairs
- Act as co-organisier and be up-to-date on design and scope of matchmaking event
- Actively invite selected exhibitors and visitors to participate in matchmaking event
- Promote event in preparation of and during the fair as an add-on to clients
- Promote event towards the media as an interesting side-event during the fair
- Benefit from the positive image effect an EU-sponsored event
- Benefit from close contact with other AL-INVEST partner organisations from Latin America and Europe for one's own know-how and future business
- Participate in Connect Conference for networking and update on the programme
- Monitor AL-INVEST activities of competitors though access to AL-INVEST database and extranet system
- Benefit from European Commission funds (rental of space, services etc.). N.B.: this programme is not designed to make major profit, and the immaterial benefits outweigh the material ones

The possible drawbacks are not as numerous, but they nevertheless have to be taken into account:

- Organisational burden – a dedicated in-house project manager with intercultural sensitivity and a good command of English and Spanish is key; knowledge of European Affairs and the Latin American Region is certainly a plus
- Quality of AL-INVEST matchmaking – do my exhibitors and visitors really meet the right people?

- Managing expectations of visitors and exhibitors – no guarantee to have an AL-INVEST event at a given fair every year, need to constantly invest in high quality of partners and proposals
- Value for money – can “free” EU-sponsored matchmaking really be good?

Conclusion

For Messe Frankfurt, the benefits of actively participating as a partner in the AL-INVEST Programme clearly outweigh the drawbacks. This is why we can only encourage other organisations to follow the same path and become partners in the AL-INVEST network. Exhibitions are a prominent platform for international business contacts - involving the exhibition industry creates a win-win-situation for the regular AL-INVEST operators, the participating companies and thereby for the overall efficiency of the programme. One can only encourage the European Commission to acknowledge this fact and also open up the other regional business cooperation programmes such as Asia Invest. Meet people and do business – even more so with the joint support of the European Commission and the exhibition industry!



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Within Messe Frankfurt GmbH Katja Kammerer is working on EU-Affairs in close cooperation with the fair's management and its Brussels representation office. In this capacity, she manages international projects such as AL-INVEST Business Meetings at trade fairs (i.e. Ambiente 2006), EU-funded R&D projects (i.e. WEALTHY in FP 5 and CONTEX-T in FP 6) and contributes to the work of the European Major Exhibition Association (EMECA).

2.7 EU-China Yellow River Delta Interprise – A Programme with Support from ASIA INVEST

Author: Dimitri de Boer

The EU-China Yellow River Delta Interprise is a matchmaking programme running from January 2006 until April 2007, bringing together 60 small and medium-sized enterprises from all over Europe with about 200 Chinese companies from the chemicals and machinery sector. Meeting days will be held in Dongying, the heart of the Yellow River Delta in China on September 15 - 17, 2006.

The programme was initiated by the municipal government of Dongying and is sponsored by a financial grant from ASIA INVEST, an international development initiative of the EU, making participation financially attractive to European companies. Costs of information exchange, translation, preparatory trainings, exhibition booths, accommodation in Dongying and even airfares to China are covered by the programme for one representative, at a modest participation fee of 400 Euro. European companies can choose to visit other locations and events in China, and reimburse most flight expenses with our programme. The matchmaking programme offers a flexible, highly efficient, well-prepared and financially subsidised business trip, ideal for European companies looking to further explore China.

Background

The programme was born after the success of the EU-China Chemical Industries Partnership held in 2004 - 2005, when the United Nations Industrial Development Organisation's Investment and Technology Promotion Office for China (UNIDO ITPO-China), assisted the Dongying municipal government in bringing 30 European small and medium enterprises together with 120 Chinese SMEs. That programme was also granted co-funding from ASIA INVEST and was organised in partnership with the Chemical Industries Association of the UK. Eleven different European nationalities were represented, 33 letters of intent were signed and a number of cooperation projects are underway.

The Dongying Economic Development Zone approached the office in April 2005 to design a programme similar to the EU-China Chemical Industries Partnership, but on a larger scale. Through this new programme, the local government aims to facilitate trade and investment in the Yellow River Delta region, an area with 1.5 million inhabitants in the North of Shandong province, about 400 kilometres to the southeast of Beijing. Although the area is endowed with abundant oil reserves and has become an important chemical production base for Northern China, it remains the least developed of China's three major river deltas. The area also harbours rare wetlands, which bring focus to the need for sustainable development.

In this context, UNIDO ITPO-China has a formal cooperation with the municipal government of Dongying to facilitate the sustainable development of the Yellow River Delta. As a part of this framework agreement, the EU-China Yellow River Delta Interprise aims to encourage local enterprises to improve their safety, health and environmental performance through cooperation with European enterprises, in addition to seeking the economic benefits of increased trade and investment. This may sound counterintuitive as China has the image of being a production base with mediocre environmental control where companies can cut safety and environmental corners to bring down the costs of production.

Although it is true that China is less regulated than the EU, foreign companies operating in China are not only monitored and controlled more carefully than local companies, but foreign managers also tend to be genuinely concerned with environmental ethics. European companies are internalising codes of conduct, with initiatives such as Responsible Care, and generally take quality and environmental performance into consideration when choosing suppliers and especially joint venture partners. Also, increased activity of foreign companies in the region will increase pressure on local government to work towards a 'level playing field', in which both foreign and Chinese companies are held accountable to the same degree. All these factors stimulate business development and improve environmental performance of local companies.

UNIDO ITPO-China (www.unidoitpo.org.cn) is an operational field office with diplomatic status, under the United Nations Industrial Development Organisation. We have expertise in the development and implementation of investment promotion and technology transfer projects, with the goal of promoting economic cooperation between China and the world to enable the Chinese economy to face the challenges of the new century. We promote intergovernmental and interagency partnerships, and assist foreign companies in accessing the Chinese market through such partnerships.

Matchmaking programme

The matchmaking programme is of a fairly large scale, involving 60 European and 200 Chinese companies. The programme will focus on companies in chemicals and machinery, the strongest sectors in the Yellow River Delta area. The process starts with Chinese and European company applications that will begin in April, when a good baseline of Chinese company information will be ready giving European companies the opportunity to make a well-informed decision (Figure 1).

When a good number of companies from both sides have applied a four month period starts that is reserved for company correspondence before the matchmaking meeting days. During this phase companies can start to approach each other and see whether or not there is mutual interest. Some applicants may quickly discover they cannot easily find a match and decide not to attend the meeting days. Those companies that do fly to Dongying to take part in the matchmaking meetings have more business potential. The office will provide active matchmaking support before, during and after the meeting days, through the use of user-friendly information systems and by assigning human ‘matchmakers’ and interpreters to assist participating companies in gathering information from – and communicate with – counterparts.

Figure 1: Matchmaking programme

Activities											
2006						2007					
January	April	July	October			January	April				
		Chinese company application									
			European company application								
				Pre-meeting correspondence							
						Matchmaking meeting days					
		Follow-up and evaluation									

Source: UNIDO ITPO-China

Companies select counterparts ahead of the meeting days. The activities will start with preparatory seminars, followed by two days of pre-arranged one-to-one meetings, with one translator and a meeting booth assigned to each European company. European company booths will be decorated with wallboards presenting company introductions and intentions for cooperation as provided by the company, translated in Chinese. Follow-up support will be in place until six months after the meeting days, and a delegation of Chinese participants will visit Europe.

European companies

This programme is an EU co-funded programme, initiated by the Chinese side. This gives participants an authentic Chinese matchmaking programme, but with EU financial benefits and quality standards. For the European partners and supporters it is a chance to gain experience in working in a peer-to-peer relationship with Chinese organisations.

Experience from the previous matchmaking programme showed that European companies come from all over Europe, leaving plenty of room for cooperation between European companies. In particular, a good portion of companies from the new member states of the EU

are expected. One of the challenges in organising any matchmaking programme is convincing companies to participate, as so many business events are organised these days.

The trick to recruiting a large and diverse group of companies is to stay customer-minded, make the programme as simple and transparent as possible, and work with partner agencies, business promotion agencies, embassies, Chambers of Commerce and sector associations from all over Europe to promote it. This programme would never have been possible without the tremendous support from official partners in Europe, including Mondimpresa/Euro Info Centre in Italy (www.mondimpresa.it), ChinaLink in the UK (www.chinalink.org.uk), the North Denmark EU Office (www.eu-norrdanmark.dk) and UNIDO ITPO Warsaw (www.unido.pl).

Another challenge with a subsidised programme is deciding on the terms for participating companies. Programmes where everything is free often face a large number of participating companies with low commitment resulting in a disappointing number of matches. UNIDO ITPO-China decided to make the programme a good deal for companies, while paying a lot of attention to the desires of each company. Through the pre-meeting correspondence period companies with little matching potential will be filtered out.

Cooperation with Chinese companies

Chinese companies have mixed opinions about matchmaking programmes. For traditional Chinese managers, particularly those with a state-owned enterprise or government background, the cultural gap to western managers or entrepreneurs is very large. They operate in complex environments undergoing constant turbulence in competition, demand, infrastructure, availability and price of input factors, changing officials that need to be 'befriended', etc.

One central theme is the need for rapid expansion and diversification of product lines, which requires finance. From this perspective, most private Chinese companies are eager to seek out foreign investment as long as they do not lose management control. A typical case is one in which a Chinese company seeks financing from a foreign company using the 'befriending' type of approach, with the obvious

result that the foreign company takes them for being very naive. Europeans would expect a clean business proposition, with a plan, that focuses on the financial or strategic benefits for the investor.

From their point of view, many Chinese managers find it hard to understand the foreign manager. How can they have such cold attitudes, how can we build trust? Why do they need three pages to express what can be said in a few words? A Chinese expression says 'plans cannot keep up with change'. Although Chinese companies really admire the value of western management styles and technology, they feel many things are difficult to do the western way in China.

The best cooperation projects start with a clear business proposition accompanied by the required building of friendship and trust, with both sides having a decent understanding of the other's business environment including its restrictions and challenges, and most importantly where both sides are willing to make the investments needed to bridge the permanent gaps in language and culture. Most successful cooperation projects employ Chinese who have worked and studied abroad, westerners with a background in China, or even interns from the other continent. To avoid basic misunderstandings, the EU-China Yellow River Delta Interprise will have practical business seminars preparing both the European and the Chinese side preceding the meeting days.

Conditions

Company benefits include:

- One return flight to China, leaving flexibility to plan individual schedules in China
- Two-days of pre-arranged face-to-face business meetings, with a decorated meeting booth, accommodations and meals in Dongying, an interpreter, meeting rooms and Internet access all included
- Company introductions in on-line, hard copy and CD catalogues translated into Chinese
- Programme materials (catalogue of Chinese companies)
- One seminar session on doing business in China
- Support in pre-meeting matchmaking and follow-up activities

Any attending company that satisfies the following eligibility and attendance requirement listed above will be reimbursed for flight costs actually incurred between Europe and China, for one representative per company with an upper limit of 1,050 Euro. Additionally, the costs of one return trip from either Beijing or Shanghai to Dongying are also eligible for reimbursement. A programme participation fee of 400 Euro will be deducted from the flight reimbursement.

Eligible companies:

- Must be small or medium-sized enterprises
(larger companies are also encouraged to participate in the programme, but their travel costs will not be reimbursed)
- Must be registered and have their headquarters located in one of the 25 EU countries
- Chemical industries or machinery industries
(also including a limited number of industry-specific service and trading companies)
- 60 European companies will receive the subsidies, on a first come first serve basis.

Participating companies must satisfy the following minimum attendance requirement:

- Fully complete the registration procedure, providing company information, desires for cooperation and selection of counterparts
- Arrive and register in Dongying, China, by September 15, 2006
- Pre-arrange and attend at least five business meetings with Chinese participating counterparts
- Comply with the evaluation procedure.

ASIA INVEST Co-Funding

Obtaining co-funding from ASIA INVEST has made it possible to give a lot more value to participating companies. In this programme, the overall budget is almost 400,000 Euro, of which 75 per cent is provided by ASIA INVEST and the remainder by the Dongying mu-

nicipal government. Information systems, translation, travel grants, all of this would be hard to provide without this financial support. The rigorous application procedure to obtain an ASIA INVEST grant takes about nine months from concept until final approval, but it forces the applying organisations to develop a solid partnership and a well-founded programme plan. Unfortunately it is never certain if the grant will be approved or not. For example, UNIDO ITPO-China designed and completely formed another partnership programme for the same round of applications, which eventually was rejected.

We have a lot of confidence in the ASIA INVEST model and this matchmaking programme in particular. All partners have participated in forming the programme plan and their specific roles, including performance targets. Ultimately we are working towards a better future for the people of the Yellow River Delta and Europe. More information can be found at www.unidoitpo.org.cn or www.yellow-riverdelta.net (ready in April 2006).



Dimitri de Boer

International Cooperation Consultant

UNIDO ITPO-China

Dimitri de Boer acts as international cooperation consultant for UNIDO ITPO-China and is chief technical advisor of the EU-China Yellow River Delta Interprise. He is a Dutch national and has been living in Asia for the past ten years. A fluent speaker of Mandarin Chinese and Thai, he has a broad background as project manager in the tourism, consumer electronics, Internet and chemical industries. He has been working with UNIDO ITPO-China to develop company matchmaking and environmental cooperation projects for the Chinese government since 2003.

2.8 GATE – Global Asia Trade Exchange, Singapore

Author: Timothy Toh

Global-Asia Trade Exchange (GATE) is Asia's premier electronics and precision engineering event, where global buyers and Asian suppliers come together for unique business opportunities. It is also the largest procurement event for Singapore's electronics and precision engineering industry.

GATE was launched by International Enterprise Singapore (IE Singapore) in 2004 as a platform for our companies to meet with and profile their capabilities to key global procurement decision makers they would otherwise have difficulty accessing. GATE addresses the suppliers' challenges of getting buyer mindshare, international marketing and, most importantly, access to the right people. For buyers, it is an opportunity to identify strategic manufacturing partners and qualify new innovative suppliers. The added value is in pre-qualifying the interests of both buyers and suppliers ahead of their meetings based on their specified requirements and capabilities. For global buyers, we seek to pre-qualify only those Asian suppliers who meet their specified criteria for meetings, for example, requirements of ISO13485 or TS16949. For Asian suppliers, this event will be an opportunity to meet one-to-one with some of the largest Multinational Corporations (MNCs) in the world all under one roof for business deals.

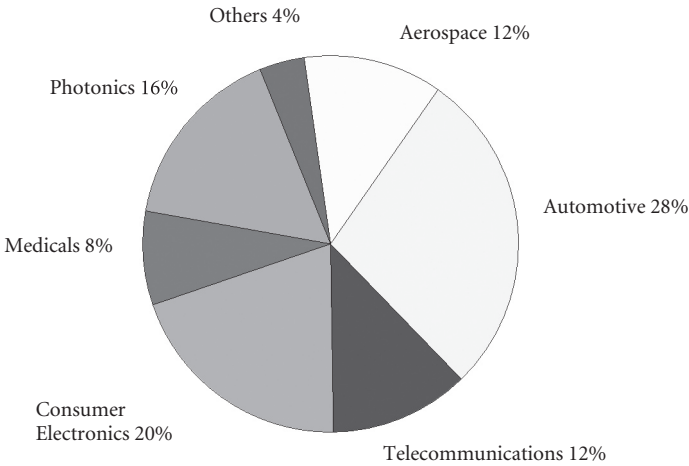
At the inaugural GATE04 launched by Minister for Transport Yeo Cheow Tong last year, more than 20 global buyers met Asian suppliers at over 400 one-to-one meetings, bringing some 1.7 billion Euro worth of deals to the table. Global buyers at GATE04 included Bosch, Canon, Continental AG, Denso, Honeywell, and Smith & Nephew, amongst others. GATE05 brought more than 30 global buyers from the automotive, consumer electronics, medical technology, hard disk storage, and telecommunications sectors to Singapore such as Siemens Communications, Siemens Medical Solutions, Daimler Chrysler (South East Asia), BMW Asia, Johnson Controls Inc and Stryker Medical. Over one third (33 suppliers) of the 106 suppliers at GATE05 were from outside Singapore and 34 suppliers came the second time (Figures 1- 4).

Figure 1: GATE 2004, 2005

	2004	2005
Duration	19 - 23 July	25 - 26 October
Meetings	400+	400+
Buyers	25	31
Suppliers	67	106
Deals available	1 billion US Dollar	3 billion US Dollar

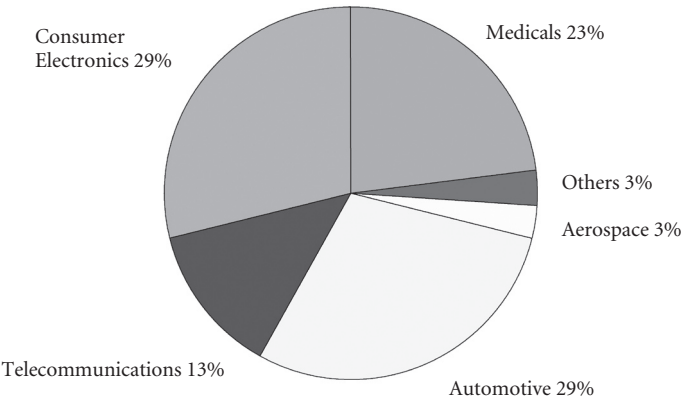
Source: International Enterprise (IE) Singapore

Figure 2: Buyers at GATE04 by industries (26 buyers)



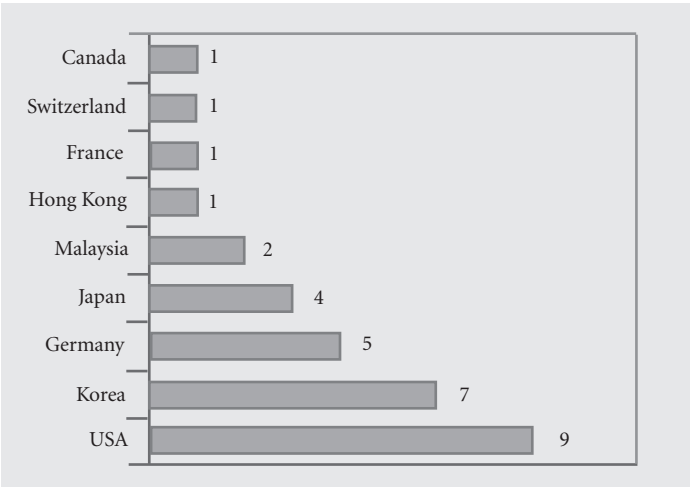
Source: International Enterprise (IE) Singapore

Figure 3: Buyers at GATE05 by industries (31 buyers)



Source: International Enterprise (IE) Singapore

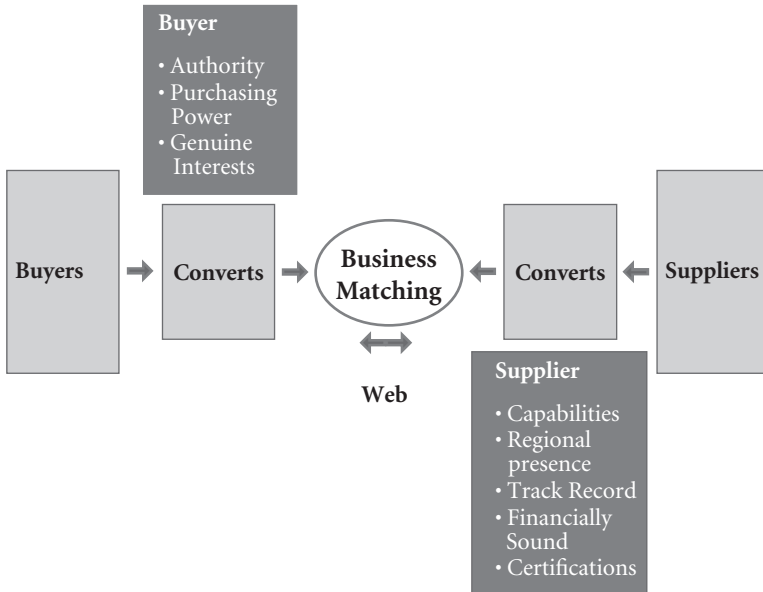
Figure 4: Buyers at GATE05 by country



Source: International Enterprise (IE) Singapore

GATE is a very unique platform which fully pre-qualifies participants prior to the event. IE Singapore has a dedicated team of industry officers who pre-qualify both the buyers and suppliers prior to the business matching, making for a highly productive experience (Figure 5).

Figure 5 : Pre-Qualification



Source: IE Singapore

IE Singapore ensures the suppliers presented to the buyers have:

- Relevant capabilities
- Regional presence and a long term strategy to support the buyers
- A track record of experience
- Financial stability
- Relevant certifications (such as TS16949 for automotive suppliers)

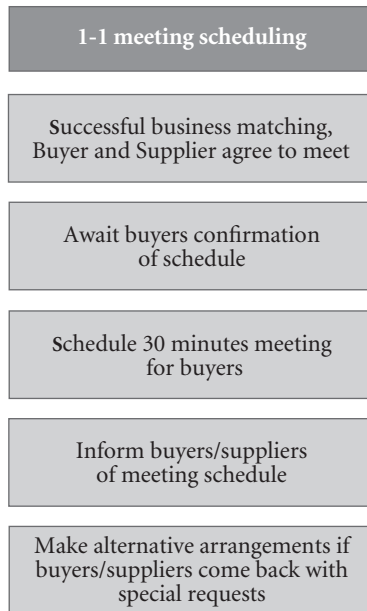
On the GATE web portal, IE Singapore can assist in locating buyers and decide whether they want to meet the suppliers and vice versa. The suppliers can also do a basic search to locate the relevant buyers.

On the buyer side, IE Singapore ensures that the buyers are pre-qualified based on:

- The person has the authority to make decisions. He/she is a decision maker
- The person has budgetary control or purchasing power.
- The buyer has genuine purchasing needs with specifications.

A meeting only takes place when there is a mutual interest from both parties (Figure 6). Scheduling is done manually and can only start after buyers finalise their schedules.

Figure 6: GATE05 meeting scheduling flow process



Source: International Enterprise (IE) Singapore

GATE is organised by International Enterprise (IE) Singapore in partnership with Singapore Exhibition Services. The next GATE will be held in Singapore in 2007.



Timothy Toh

*International Enterprise Singapore
Frankfurt, Germany*

Timothy Toh has been based in Frankfurt, Germany since 2003 as Centre Director. Before that, he was based in Singapore for two years covering the Singapore electronics and precision engineering industry. Prior to his appointment with IE Singapore, Mr Toh spent five years as a Senior Sales and Marketing Engineer for an American Fortune 500 Industrial company in the Oil and Gas industry in China, Malaysia, Korea and Thailand. Mr Toh has lived in Singapore, the USA, London/England and Germany. Mr Toh holds Bachelors and Master of Mechanical Engineering degrees from Imperial College, London.

2.9 Les Rendez-vous d’Affaires aux Salons CLASSE EXPORT

Authors: Nicole Hoffmeister, Marc Hoffmeister

As part of a network of public and private business promoters CLASSE EXPORT aims to support companies in obtaining new competences for their international engagement. The company also publishes a monthly magazine for about 7,000 French and international subscribers. The online platform “Boîte à Outils” gathers information about financial aid, market developments, logistics and custom duties. Specific management trainings dedicated to French companies prepare them for international exchange with foreign partners.

Les Salons CLASSE EXPORT

“Les Salons CLASSE EXPORT” are multi-sector matchmaking events giving exporters and importers from over 60 countries the opportunity to present themselves. Established 15 years ago, the participants have the opportunity to meet large companies which want to get in contact with SMEs in France. These matchmaking conferences are organised in collaboration with the local economy and are held parallel to trade fairs and exhibitions in France.

The intention is to organise a certain number of business meetings among the exhibitors that want to enter new foreign markets with their products and services. It is a concept which helps SMEs to save time and improve their international strategy by providing an overview of all important players in international businesses. In addition to the business meetings CLASSE EXPORT provides detailed information on international market penetration and development, regulations and standards. Further topics are the optimisation of freight costs, professional translation of documents and management development trainings.

Process of matchmaking

- **PRE-REGISTRATION:**
Each company intending to participate at the matchmaking event registers via fax, email or online. This company profile will be the basis for the meeting preparations.
- **TELEPHONE CONTACT:**
Upon receiving the company's profile a consultant contacts the client (exporter, importer) via telephone in order to analyse his needs. Before the event takes place a common assessment pinpoints the company's competences in order to achieve the aimed goal. Accordingly CLASSE EXPORT selects only suitable contacts which match with the intended future development of the company.
- **BUSINESS MEETINGS:**
After the registration of other enterprises and visitors CLASSE EXPORT confirms the selected companies the schedule for the meetings via email. Those meetings, which last about half an hour, are arranged according to the disposition of the company. This preset programme helps to save time and guarantees a better and efficient planning of the day for the participants. The schedule contains information about date, time, name of partner with his requests and target country. With this information the company can prepare for the meetings in advance.

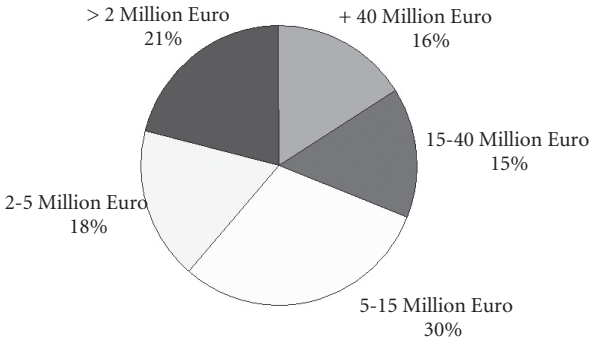
Previous events of CLASSE EXPORT

In the past 15 years CLASSE EXPORT organised 34 events in France: 15 in the Rhone-Alpes region, nine in the region PACA-Provence Alpes Côte d'Azur, four in Bourgogne, three in Brittany, two in Alsace and one "Village Classe Export" at Planète PME in Paris.

- More than 11,000 companies attended the Salons
- More than 20,000 participants were involved in the discussions
- 10,000 business meetings are arranged each year
- 2,350 companies were present and 6,870 business meetings were arranged at the Salon de Lyon 2004
- 60 - 450 exhibitors and region were present at each event

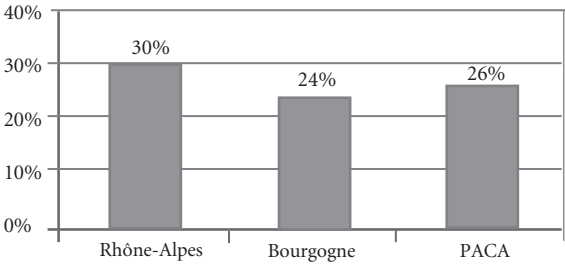
Figure 1 shows the size of exporting enterprises at the Salons CLASSE EXPORT; Figure 2 the share of companies per region

Figure 1: Type of companies per size



Source: CLASSE EXPORT

Figure 2: Share of companies per region



Source: CLASSE EXPORT

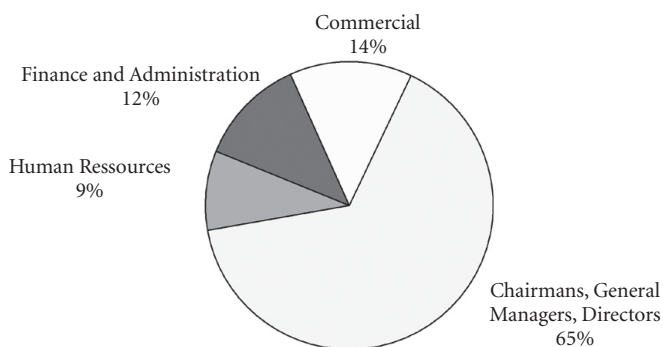
International visitors

Past visitors from around the world demonstrated a high level of competence: Foreign business delegations looking for cooperation with French companies, translating agencies or consulting companies specialised in marketing and international commerce. Exporters and importers can get in contact with experts who focus on internationally engaged SMEs and bilateral cooperation (Figure 3).

Visitor's profile

- International development and training agencies
- Translation and consulting services
- Services for expatriates, recruiting, human resources and legal advice
- Experts of the transport and logistic sector (incoterms, express transport, transport assurance)
- Banking, finance and administration services
- Market research and supply chain management experts

Figure 3: Visitor's profile



Source: CLASSE EXPORT

15th edition of “Salon CLASSE EXPORT” EUREXPO – Centre de Conventions de Lyon – Espace ALTO

The latest event took place in Lyon where service providers from over 65 countries were present. CLASSE EXPORT offered a large variety of services for the exhibitors and visitors participating in the globalisation process. The 15th edition of CLASSE EXPORT 2005 was subdivided into five themes:

- **EXPORT, IMPORT AND SETTLEMENT:**
Consultants, French Chambers of Commerce abroad, Business delegations and Entreprise Rhône-Alpes International were present. 14 country forums and two on management trainings provided information about market opportunities and prepared for going global.
- **FINANCE AND LAW:**
Specialists in finance and law presented information on safe payments, factoring, investment promotion programmes and capital risks. Five forums on financial export solutions detailed how companies can finance their international engagements.
- **HUMAN RESOURCES AND INTERCULTURAL MANAGEMENT:**
20 experts answered questions about recruiting, formation, social security and training. Four conferences on Human Resources covered intercultural management, services for expatriates and the free circulation of employees within Europe.
- **LOGISTICS AND REGULATIONS:**
Cost savings, transportation insurance, customs duties, regulations and other related themes were discussed in this forum. Four forums on incoterms, transportation insurance and supply chain optimisation and two forums on safe logistic operation were held at this conference.
- **TIC-L'ESPACE NUMÉRIQUE ENTREPRISE:**
The forum “Information on new Mobile Telecommunication Systems” (IP, UMTS, GPRS, Hot spot, 3G) demonstrated cost and quality benefits for companies or specialists and described how SMEs can take advantage of e-commerce and Internet marketing.



Nicole Hoffmeister

*Managing Director and Editor in Chief
CLASSE EXPORT, Charbonnières, France*



Marc Hoffmeister

*Director of publication and Director of Salons
CLASSE EXPORT, Charbonnières, France*

Nicole Hoffmeister is Managing Director of CLASSE EXPORT and editor in chief of the publication. Marc Hoffmeister is Director of the publication and is in charge of the organisation of the Salons. Since 15 years they are organising together with their team matchmaking events in different regions of France.

2.10 MICRONOVE one-to-one Meetings

Author: Stéphane Castet, Thomas Gayraud, Alain Ngoie

In 2005, the State, the region of Franche-Comté, the Community of Agglomeration of Besançon and its outer suburbs committed their association to the initiative of the County Council of the Doubs in order to offer conditions for business meetings at MICRONOVE. Micro-mechanisms, components, sub-assemblies and equipment are designed, produced and assembled in and around Franche-Comté for a large variety of sectors.

MICRONOVE is a business convention dedicated to high precision and micro-technologies. It creates direct business opportunities by organising one-to-one meetings between subcontractors and contractors using these technologies for various applications. The subcontractors are usually represented by sales or marketing teams and the contractors by buyers or technical representatives (engineers, R&D, methods, production etc.). The meetings, which are organised by the ADHESION Group, are scheduled in advance with the contacts that fit the projects, needs or competences of the participating company. At MICRONOVE subcontractors and suppliers have the opportunity to meet R&D managers, production managers and purchase managers. In the framework of the event suppliers and research centres lead workshop presentations. It is a place where technology and subcontracting meet with business prospects. The intention of the organiser is to ease contacts for technological partnerships and create actual business opportunities.

Created in 1984, the ADHESION Group is a subsidiary of the British Euromoney Group, which is a business to business publisher as well as a conference and seminar organiser. They are active in all sectors and have subsidiary offices in Turin, Italy, London, Great Britain and New York, USA. The concept of ADHESION Group is targeted business meetings which take place in face-to-face meetings. Before the convention they define the needs of the contractors and the competences of the suppliers. In addition to sponsoring the event they take care of fitting and equipping the exhibitors stand and encourage networking opportunities by organising the lunches on the two-days of the convention.

The matchmaking concept which is used at MICRONOVE relies on a very simple and efficient methodology (Figure 1).

Figure 1: Methodology of matchmaking process at MICRONOVE



Source: ADHESION GROUP

- **REGISTRATION:**
Each participant fills in their registration form: The subcontractors and suppliers provide their technical and commercial competences. The contractors provide their needs, project orientations and technology watch strategy.
- **CATALOGUE:**
Three weeks before MICRONOVE every participant will be sent the technical catalogue that presents the profiles of each subcontractor/supplier and contractor attending the convention as well as a thorough programme of solution workshops and conferences.
- **SELECTION:**
Every attendee will then have to go through the catalogue in order to identify and list companies with which they would like to have one-to-one business meetings. Furthermore they can select workshops and conferences they plan to attend.
- **VALIDATION:**
These lists from the suppliers will then be passed on to the contractors for validation before scheduling all the meetings.
- **TIME TABLE:**
One week before coming to MICRONOVE the participants will be sent a customised time table with pre-arranged and targeted meetings and selected conferences.

Figures 2 – 4 summarise the participants' profiles and figures at MICRONOVE (fields of applications, technologies, techniques and competences).

Figure 2: Fields of applications (contractors)

Fields of applications (contractors)	
• Farm produce and consumer goods • Armaments • Construction and Packaging • Energy/environment • Industrial equipment	• IT and telecommunications • Medical/pharmaceuticals • Nano-technologies • Transport aeronautics • Automotive

Source: ADHESION GROUP

Figure 3: Technologies

Participants profile and figures	
• Micro-electronics • Opto-electronics and Optics • Bio-technologies	• Chemistry and Molecular engineering • Compact energy sources • Mechanics

Source: ADHESION GROUP

Figure 4: Techniques and competences (subcontractors/suppliers)

Techniques and competences (subcontractors / suppliers)	
• Electronics/electrical engineering • Electrical and electronic subcontracting • Mechanics, assembly and laser welding	• Optics/opto-electronics • Plastics processing • Services

Source: ADHESION GROUP

According to a survey in 2003 (surveyed participants were contractors) the following figures were revealed:

- 94 per cent of the buyers would work with one or more of the suppliers that they met at MICRONOVE
- 67 per cent of the buyers came with a real project to develop
- 80 per cent of the suppliers said that five to seven of the contacts made at the event would result in a project
- 81 per cent of the participants said that they expected to come back in 2005.

Most recent edition of MICRONOVE in 2005

MICRONOVE is becoming a Euro-regional event. Precision and micro-technologies are not only located in Eastern France, but also in Western Germany, Switzerland and Northern Italy. Here are a few figures about the most recent edition of MICRONOVE in 2005:

- Number of participants: 170 (90 buyers and technical representatives with projects for 80 suppliers)
- Countries represented: France, Switzerland, Italy, Belgium, The Netherlands and Germany
- Goal of participation: 46 per cent of the buyers participated to find suppliers – 48 per cent of the suppliers were willing to find customers

The next edition is planned for April 2007



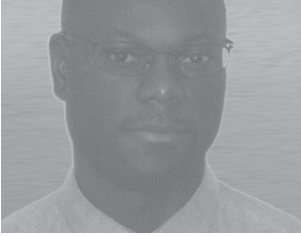
Stéphane Castet

*Managing Director, ADHESION GROUP
Boulogne, France*



Thomas Gayraud

*Senior Project Manager, ADHESION GROUP
Boulogne, France*

**Alain Ngoie**

*Export Manager, ADHESION GROUP
Boulogne, France*

MICRONOVE is organised by the industry division of ADHESION GROUP. It is mainly managed by: Stéphane Castet (Managing Director), Thomas Gayraud (Senior Project Manager), Alain Ngoie (Export Manager) and assisted by a logistics and sales team. All three are specialised in micro-technologies, aeronautics, space, defence and security. Alain Ngoie focuses on overseas customers. Stéphane Castet has developed an outstanding network made up of large enterprises and Thomas Gayraud is the SME's specialist. For the past five years they have been organising some renowned conventions like AEROMART or EUROSATORY ONE-TO-ONE MEETINGS.

2.11 BusTEN Project and Contact-Contract

Author: Petr Bajer

The Chamber of Commerce Brno and the Euro Info Centre Brno CZ646 organised in November 2004 “Contact-Contract 2004 – the 4th Business and investment forum of European regions” which is part of the BusTEN project at the Brno fair grounds. BusTEN is an initiative of the Euro Info Centres (EICs) encompassing 23 partners in twelve European countries. Due to the EU enlargement on May 1, 2004, the project, which is sponsored by the European Commission, provides advice to small and medium-sized enterprises (SMEs) from EU accession countries and member states on how to tap international markets and supports them in establishing and extending transborder business cooperation.

In terms of the BusTEN project (EIC Brno is a partner) business missions from Germany, The Netherlands, UK, Belgium and Luxembourg together with representatives of the EICs Stuttgart, Gent, Luxembourg and Northguilid came to Brno as part of Contact-Contract 2004. For the BusTEN project partners and 19 countries, which had presentation stands at the event, the EIC Brno prepared 189 meetings. At the event 427 registered companies from 23 regions and 19 countries were present with a total of 567 visitors. 1,470 new business contacts were established of which 659 contacts promised future cooperation. 144 meetings led to contract signings.

The expert programme on “Day of Export”, November 25th, included the export club Czech Trade and workshop presentations of individual regions that took place simultaneously. It was possible to obtain information on the spot about the export of goods and the innovation development of companies. Furthermore, representatives of various organisations were standing by for questions and discussions: the Entrepreneur and Innovation Center BIC Brno, the Information Service for Entrepreneurs, the Branch Information Service of the Trade and Tourist Traffic Association and the Association of the Czech-Moravian Production cooperative.

As preparation for the Contact-Contract 2004 event in November the conference “EU – one month after its enlargement” was organised on June 4, 2004. It gathered 500 participants and contributed to

the development of South Moravia Region in a European context. Main topics were the definition of a strategy for the development of the region, the availability of EU funds for new development projects, changes in the Czech Republic after its accession to EU, support measures for enterprises, etc. The panel of the speakers was composed by the Czech Prime Minister Mr. Italiener; Head of the Cabinet of the Czech Ambassador; and other VIPs and ministers. A follow-up of Contact-Contract 2004 were the participation in the Pan European Business Co-operation Schemes financed by the European Commission with the three projects B2fair, EU-matching and CrossBo.

Figure 1 summarises the results of Contact-Contract in 2002 and 2004.

Figure 1: Results of Contact-Contract 2002/2004

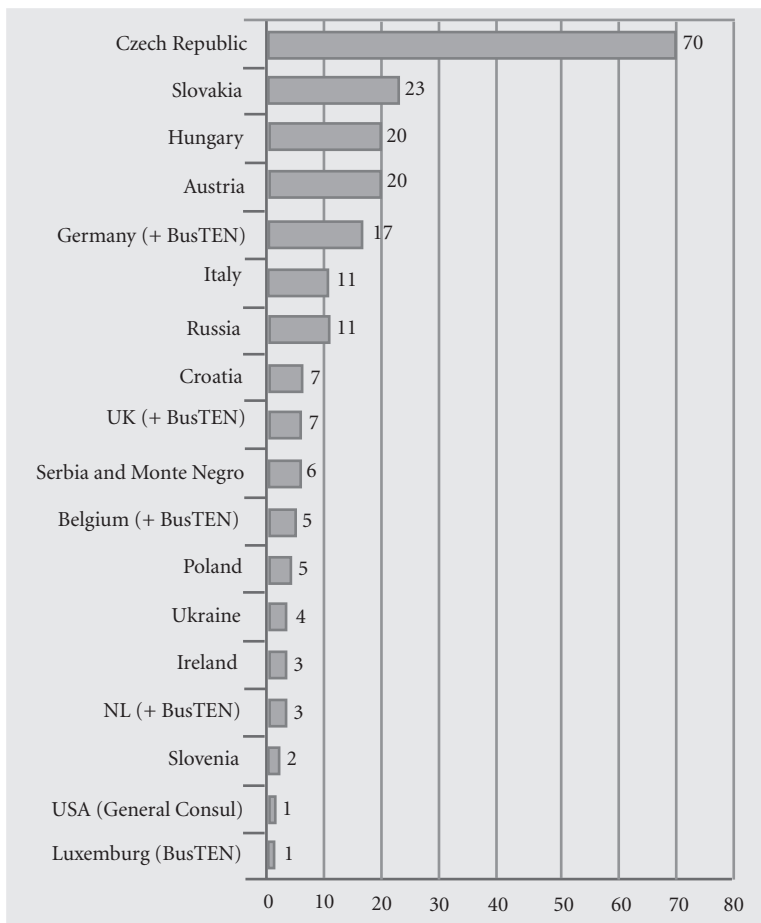
	2002	2004
Countries	(11) AT, HU, PL, NL, IT, SK, D, SI, F, HR	(19) SK, PL, HU, A, D, NL, BE, L, UK, IE, IT, YU, RU, SI, HR, UA, CZ, USA, BY
Meetings	900	1,470
Registered companies	339	427
Contracts	150	144

Source: Chamber of Commerce Brno

Number of Czech and foreign exhibitors at Contact-Contract 2004

The major exhibitors which were represented at Contact-Contract 2004 were the surrounding countries Slovakia, Hungary, Austria and Germany (Figure 2).

Figure 2: Number of exhibitors at Contact-Contract 2004



Source: Chamber of Commerce Brno

Preparation programme for Contact-Contract 2004

The preparation of Contact-Contract 2004 started in October 2003 with a presentation at the Eurochambres congress in Rome. The event required a full one year procedure of company preparation and promotion. Figure 3 gives an overview of all major actions related to the Contact-Contract event in 2004.

Figure 3: Preparation programme of Contact-Contract 2004

October 2003	Presentation at the Eurochambres congress in Rome, Invitation for partners
November 2003	Negotiation with partners
January 2004	Enrolment of companies, coordination with partners (CZ, PL, SK, HU and AT)
February 2004	Preparation of company profiles, Internet presentation and information for media
March 2004	Preparation of e-catalogue of Central European company profiles, preparation of CD-catalogue I, communication with partners, distribution of catalogues to foreign partners
April 2004	Begin acquisition of foreign participants by partner CCI in their regions
June 2004	Invitation for the conference of CCI and EIC partners networking of institutions as a part of the event "Brno City in the Centre of the Europe" June 3-4, 2004, Castle feast and buffet (detailed information and discussion about company profiles, meeting with Czech companies), Participants paid their travel costs and accommodations, the admission for the event was free
September 2004	E-catalogue of foreign companies and complimentary of Czech companies – September 30, 2004, Deadline for registration of foreign and Czech companies for catalogue II presentation on website
October 2004	Printing of CD and printed catalogue II and its distribution
November 2004	"November 25, 2004" Final day of Contact-Contract 2004, Evaluation of the event

Source: Chamber of Commerce Brno

Outlook 2006/2007

The next Contact-Contract event will be held in 2006/2007 and focuses on the reinforcement of cooperation potential of the EU with new candidate countries and Eastern Europe. 400 – 500 registered companies are expected to come of which 100 - 150 will be from Western Europe and 100 from Eastern Europe. For the matchmaking event a targeted complex search in three sectors for suitable partners and link-ups as well as assistance before, during and after the company negotiations is provided for SMEs. As a part of the company preparation for the negotiations a conference will take place in May 2006/2007. Topics are: “Entrepreneurial environment in various European countries” – a presentation of partner regions and doing business in specific countries, and “Kick-off meeting for registered companies” with the workshop “Doing business in CZ and in partner countries”.



Petr Bajer

*Director of the Chamber of
Commerce Brno, Czech Republic*

Petr Bajer studied mechanical engineering at the Technical University of Brno. Since 1991 he has worked as Director of the Chamber of Commerce Brno and since 2002 as Director of the Regional Economic Chamber South Moravia. During his long-time collaboration with Universities he was member of the Scientific council of the Technical University of Brno. Currently he takes part in the Industrial advisors of the Masaryk University's “Faculty of Economics and Administration” in Brno and in the Scientific council at Brno International Business School.

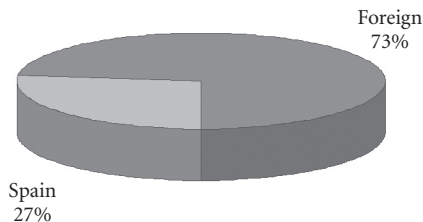
2.12 Contracting Forum at the Bilbao Exhibition Centre

Author: Mario Goffard Negro

The Contracting Forum is a service offered by the Bilbao Exhibition Centre as part of its “Cumbre Industrial y Tecnológica 2005” (2005 Industry and Technology Summit). This biennial international fair of machinery and manufacturing technologies comprises eleven monographic fairs, including Spain’s only internationally oriented industrial subcontracting fair. Founded in 1981 the Summit is now a high-quality business centre and a mainstay of commercial promotion for small and medium-sized firms. The Contracting Forum, a programme of pre-arranged meetings that has been held regularly since 1995, is organised in collaboration with the Chamber of Commerce of Bilbao. The Forum held during the 2003 Summit included more than 150 effective meetings, and by the last event (held September 27 - 30, 2005) the total was up to 779, covering 136 different agendas.

The fifth forum in September 2005 was the first to feature foreign firms. Meetings were set up via direct contact with trade visitors, who were offered the possibility of pre-arranging meetings with any exhibitors that they considered relevant to their business activities. Almost two third of the participants at the Contracting Forum 2005 were from Spain (Figure 1).

Figure 1: Origin of participants at the Contracting Forum 2005

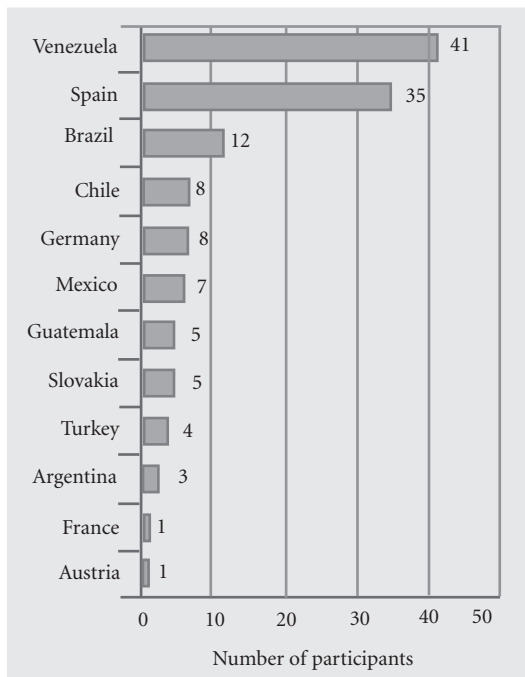


Source: Bilbao Exhibition Centre

130 participants from twelve foreign countries attended the Contracting Forum in 2005 – major sectors were:

- Hand tools
- Machine tools
- Aeronautics industry
- Automotive industry
- Rail industry
- Domestic appliances
- Electronic tools

Figure 2: Number of participants per country at the Contracting Forum 2005



Source: Bilbao Exhibition Centre

The procedure is as follows: The forum organisers send a form to those visitors who are considered to be potential purchasers, offering to organise a working agenda for them. With the data available on exhibitors and detailed data on visitors, agendas are drawn up generally including three meetings in the morning and two in the afternoon. A formal schedule is then sent to the visitors and exhibitors who have signed up for the service, providing them with lists of appointments and all necessary information. Meetings are confirmed a few days prior to the event.

Business Meetings at PROMA 2006

The next matchmaking event will be held at PROMA International Environment Fair 2006. The International Business Forum will comprise the “4th Latin American Environment Meetings” and “Business Meetings” with foreign delegations at the Bilbao Exhibition Centre on 3rd-6th October 2006. Both these schemes were rated very highly in a survey on opportunities for internationalisation conducted on a representative sample of environmental organisations and companies taking part in PROMA. They will be focussing on Latin America as an outstanding emerging area, and on Eastern Europe, in line with the priorities indicated by survey interviewees. Specifically, the highest ratings were given to Brazil, Mexico, Argentina, Chile and Poland.

Major sectors are renewable energy sources and manufacturers of water treatment equipment. Specialists and representatives of the capital goods, steel, construction, vehicle, foodstuff, petrochemical, cement, paper and livestock industries will be present - all of which are on the demand side of environmental services.

Science and technology will have a place of their own at PROMA in the shape of the 10th Environmental Engineering Congress, the 5th Technology Transfer Meetings and the 2nd Iberian Recycling Convention.



Mario Goffard Negro

External Relations Manager

Bilbao Exhibition Center, Spain

Mario Goffard Negro works as External Relations Manager at the Bilbao Exhibition Center (BEC) in Spain. He finished his studies (Instituto de Empresa, Madrid) with an International Master's Diploma in Business Management. Before his career at the BEC he worked for Condesa, Hofesa and Magotteaux Navarra S.A. in Spain.

2.13 FUTURALLIA Business Convention – International Multi-Sector Matchmaking Event

Authors: Dominique Lenoir, Françoise Vilain

FUTURALLIA is an international multi-sector matchmaking business event which is dedicated to preparing small and medium-sized businesses for international development and cooperation. The forum offers 9,000 individual face-to-face business meetings to forge alliances with SME's from around the world to over 1,000 business representatives from over 40 countries and various fields of activity.

Event's history

The first International Development and Business Alliance took place in 1990, on behalf of the Chamber of Commerce and Industry Vienne (located in Poitiers, France), in partnership with the Regional Council of Poitou-Charentes, the General Council of Vienne and the ICC of Limousin Poitou-Charentes. Since then, ten successful editions have been organised:

- Seven editions in France
(Poitiers: 1990, 1992, 1993, 1995, 1998, 2001, 2004)
- Two editions in Canada
(Sherbrooke: 2000, Quebec: 2003)
- One edition in Belgium
(Louvain La Neuve: 2005)

FUTURALLIA has been an international business development forum since its Canadian edition in Sherbrooke and has allowed thousands of company managers from almost every part of the world to meet. The business matchmaking programme is specifically tailored to SME's that are prepared for the challenges of doing business with international companies. It is a major event for SMEs seeking to establish trade, financial, strategic or technological partnerships.

International network of partners

The FUTURALLIA association was created in 2000. Every year, the association gathers more than 80 economic development organisations in order to promote the forum in their respective regions. The partners are from various areas: Chambers of Commerce, business development organisations, local authorities, etc. Their mission is to:

- select companies from their economic area that are motivated to collaborate with international partners and whose organisational structure is strong enough to allow them to explore international markets
- validate their registration
- and manage their own delegation.

The association aims to develop and foster exchanges within the worldwide SME network built during the different editions of the forum. It is a two-day networking event designed to assist and benefit SME's decision makers and to create and initiate discussions leading to the development of commercial, financial, strategic or technological partnerships or alliances (Figure 1).

Figure 1: Mission of FUTURALLIA

Mission of FUTURALLIA	
• Development of new export markets • Strengthen SME's market position	• Contact other businesses for partnership agreements • Exploration of new ways to transfer technology

Source: FUTURALLIA association

Structure of the event and industrial sectors

Each company has to register on the event website www.futurallia.com where it makes a presentation of its firm, its range of activities, its projects and partnership requests. An online catalogue is then is-

sued (four weeks prior to the event), gathering all participants’ offers. Each firm can select up to 20 meetings with SMEs registered in the catalogue. Finally matchmaking software issues individual meeting schedules (Figure 2).

Figure 2: Matching process



Source: FUTURALLIA association

Each company is offered a personalised planning of twelve half-hour face-to-face business appointments. Over 9,000 confidential meetings are set up during the two-day event. Automatically, the software includes an interpreter when needed for each appointment.

One of the event’s strengths is the variety of technical fields covered. Figure 3 is a partial list.

Figure 3: Business sectors of FUTURALLIA

Business sectors of FUTURALLIA	
• Construction and civil engineering industries • Biotechnologies, environment, habitat, wood and furniture industries • Chemicals, new materials, electronics and optics • Mechanical and metallurgical industries • Transport and logistics • Information and communication technologies • Tourism and meetings industry	• Printing and publishing • Agriculture and food-processing • Plastics processing, composite and advanced materials • Services (consulting, insurance, accounting) • Healthcare and cosmetics • Veterinary products • Experts’ Villages

Source: FUTURALLIA association

The Partners' Village includes FUTURALLIA's sponsors; the Experts' Village is where international trade specialists (bankers, insurers, lawyers, carriers, etc.) can provide potential business partners with expert advice and help them validate their strategic choices in order to set up a contract; and the International Village is a tourist and economic showcase for the different regions of France and the rest of the world (Figure 4).

Figure 4: Villages at FUTURALLIA



Source: FUTURALLIA association

The Forum has been proven very effective during the previous editions. Over 90 per cent of the participants claim that the matchmaking sessions have enabled them to achieve maximum effects at minimum costs. 95 per cent of the participants said that since the end of their meetings, at least five alliance projects have been initiated and now need a recall from their part.

Use of FUTURALLIAs know-how for other events

Based on the events concept itself, the Association has developed matchmaking service provisions only for members of the FUTURALLIA Association, that can be applied to regional, national or international matchmaking forums. Since 2004, the organisational know-how has been used for events initiated by new partners such as the European Union, professional exhibitions and UbiFrance. In November 2004, FUTURALLIA was involved in the FRANQUEMEX business meetings, organised by UbiFrance in MEXICO, where SMEs from France, Mexico and the region of Quebec were able to develop various projects. On behalf of the EU-Matching/European Small Business Programme, the events team organised sectorial matchmaking events during three major international trade fairs:

- BATIMAT:
International construction fair held in Paris (France)
- TRANSPORT and LOGISTICS:
Fifth edition of the international exhibition on transport and logistics in Antwerp (Belgium) and
- INTEL 2005:
19th international exhibition of electro technical, electronics, lighting, automation and components in Milan (Italy).

In November 2005, FUTURALLIA was involved in the SHANGHAI FORUM, “1,000 SMEs in China” that was organised by UbiFrance in China and was responsible for the matchmaking part of the forum.

FUTURALLIA projects in 2006

Poland is scheduled to host the 2006 Business Matchmaking event which will take place May 31st - June 2nd, 2006, in the city of Wrocław, the capital of Lower Silesia. For the first time since its beginning, the event will be held in an East-Central European region where the official language is other than French. Locating FUTURALLIA in Wrocław, on the border between the Western and Eastern territories of Europe, will open new dynamic investment areas and strengthen small and medium enterprises of the leading markets. The Convention Bureau in Wrocław is in charge of the organisation.

The website “FUTURALLIA Online” is a secured part of www.futuralia.com, which is a business platform for exchanges and networking with 2,500 registered SMEs from 40 countries, dedicated to former participants with a productive method for carrying on business development between past and upcoming editions. The database is specifically tailored to assist and benefit former and present participants, whether they want to achieve new alliances, exchange new partnership offers or monitor developments within their business sector.

Comments of the organisers

Françoise VILAIN, FUTURALLIA General Delegate and Vienne CCI General Manager: “Our secret? Apart from perfect logistics and two wonderful tools such as our matchmaking programme me and our new website what makes the event special is its atmosphere: serious and cool, every detail counts: the meals, the mood, everything is focused toward this goal.”

Dominique LENOIR, FUTURALLIA Chairman: “Our main goal is to provide the best conditions to make commercial and strategic alliances. Our success depends on our partners’ dedication to the promotion and implication of the event in their own town, region or country. They are essential for our expansion and a benefit to our local, regional and national SMEs. What is a Futurallian? He is an open minded entrepreneur, trustfully looking toward the future and there are nearly 3,000 of them.”



Dominique Lenoir

*Chairman, FUTURALLIA Association
Poitiers, France*

Dominique Lenoir is an engineer and manager in the metallurgy industry as well as a real growth hunter. International business is the way Dominique Lenoir has chosen to find growth in particular in face-to-face business meetings with new decision-makers, in the search for new lands and in the conquest of new markets. He found his requirements were fulfilled through FUTURALLIA and that's why he agreed with enthusiasm in June 2003 in Quebec, Canada to be appointed President of the FUTURALLIA Association.



Françoise Vilain

General Delegate and

Vienne CCI General Manager

In 1989, Françoise Vilain became the head of the Chamber of Commerce and Industry of the Vienne French County. That is when she got the idea of developing and implementing the FUTURALLIA concept. Along with this Françoise Vilain is a member of the French Social and Economic Council and is a French Foreign Trade adviser.

2.14 International Sourcing Conference Shanghai

Author: Yao Zheng

Supported by the Ministry of Commerce, P.R. China and Shanghai Municipal Government and organised by the Shanghai Foreign Economic Relation and Trade Commission and operated by the Shanghai International Merchandising Center Co. Ltd the International Sourcing Conference has become an influential reverse sourcing conferences in China. Since 2002, around 300 international buyers setting up booths and 25,000 qualified suppliers have participated in this conference. The statistics shows that more than 200 multinational corporations have set up their purchasing offices in Shanghai. The procurement volume is expected to exceed 60 billion US Dollar in 2005 (Reference: “Global Purchasing”).

With the slogan “Standing in Shanghai, facing the whole world, serving entire China”, the International Sourcing Conference Shanghai attracts suppliers and buyers from five continents. Major buyer attendees are from the US, Canada, Germany, France, England, Japan and South Korea – the next focus will be on Australia.

Online and offline pre-matchmaking

The matchmaking programme is a platform through which private, pre-arranged business meetings between suppliers and buyers during the Sourcing Conference can be set up. All exhibitors and approved suppliers will gain access to the matchmaking system through <http://2006.sourcing.org.cn> prior to the show in order to research, invite and approve of meetings with potential partners. Once a match is found, the attendees can invite that selected company to a meeting at the conference.

Matchmaking process for buyers

The matchmaking process for buyers starts six months before the conference and is divided into seven steps:

- **BUYERS REGISTRATION:**
First the buyers have to register – when the application form has been filled out the confirmation will be made within 48 hours.
- **CONTRACT SIGNING:**
After the contract for the exhibition booth is signed, they will get a set of buyers' manuals.
- **OFFERING DETAILED SOURCING REQUIREMENT:**
A member account will be established for buyers on the website 2006.sourcing.org.cn, where detailed sourcing requirements can be updated.
- **ONLINE AND OFFLINE MATCHMAKING:**
Special online and offline matchmaking services are provided by the operator according to the buyer's requirements.
- **SELECTION AND CONFIRMATION OF SUPPLIERS:**
Three months before the event the buyers can select interested suppliers and can propose an appointment at the fair.
- **ARRANGEMENT OF MEETING SCHEDULE:**
The meetings can be arranged by the buyer or by the operator who will provide the schedule before the event.
- **OTHER SERVICES:**
In addition the operator will assist in visa application, booth set-up, sample transportation or customs clearance.

Buyers and suppliers review of the previous four conferences

The first Sourcing Conference was supported by the Ministry of Commerce P.R. China, the Shanghai Municipal People's Government and organised by Shanghai Foreign Economic Relations and Trade Commission in 2002, at which 17 countries and regions, 56 international buyers and 20 fortune 500 enterprises were present. In 2003 the first large-scale international trading pageant was held in Shanghai with

17 countries and regions, 76 international buyers and 37 fortune 500 enterprises. For the 2004 International Sourcing Conference a powerful value-added e-commerce service was created which has attracted buyers and suppliers from all over the world. 18 countries and regions, 92 international buyers and 30 fortune 500 enterprises attended. From the beginning in 2002 up to 2005 the matchmaking rate increased from 20 per cent to 72 per cent (Figure 2).

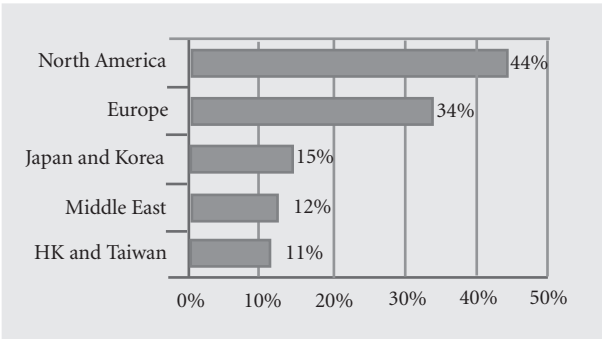
Figure 2: Buyers review for the previous four conferences (2002 -2005)

Buyers Review				
Year	Industrial parts buyers	Consumer goods buyers	Matchmaking rate in per cent	Key point
2002	32	24	20	The largest Sourcing Conference in Shanghai after China enters into WTO
2003	36	40	53	First International Business Exhibition after SARS
2004	60	32	54	The gathering of buyers from five continents
2005	64	46	72	Three professional areas are developed: International retailers, Auto parts sourcing and re-construction of Iraq

Source: Shanghai International Merchandising Center

Figure 3 describes the geographical proportion of the buyers in recent years. Almost half of the exhibitors were from North America, followed by Europe with 34 per cent. In third place with 15 per cent were Japanese and Korean buyers who participated at all conferences from 2002 to 2005. The Middle East, Hong Kong and Taiwan with twelve per cent and eleven per cent took the last places.

Figure 3: Geographical share of buyers (2002 – 2005)

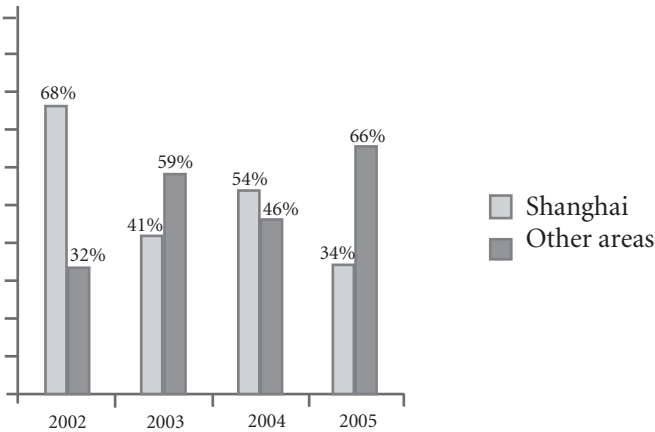


Source: Shanghai International Merchandising Center

Suppliers review: 2005 International Sourcing Conference

The latest event was held in September at Shanghaimart. It was the most successful conference with nearly 5,000 suppliers coming from 21 provinces and cities of China (Figure 4).

Figure 4: Proportion of suppliers (2002 – 2005)



Source: Shanghai International Merchandising Center

According to a survey over 80 per cent of the buyers and suppliers were satisfied with the services provided and the organisation of the Conference in 2005 .

2006 International Sourcing Fair (Shanghai, China)

Based on last four successful conferences, the International Sourcing Conference will be renamed as “International Sourcing Fair (Shanghai China)” from 2006 and the scale will be doubled. Ministry of Commerce P.R. China and Shanghai Municipal People’s Government will be the coorganisers. 2006 International Sourcing Fair will be held from September 26 - 28, 2006 at Shanghaimart in Shanghai. The fair will have seven different areas: an international retailers sourcing area, industrial parts sourcing area, UN sourcing area, country and region sourcing area, supplier chain service providers area, products display area and a B2B video negotiation area. The product sourcing categories are divided in consumer goods and industrial products (Figure 5).

Figure 5: Products sourcing categories

Consumer goods	Industrial products
• Household appliances and textiles • Stationary, toys, gifts and crafts • Furniture and building materials • Food and beverage, sports and leisure • Health and beauty, food processing • Construction and packaging • Mobile phone parts, agricultural products	• Industrial and general purpose parts • Auto parts • Electronic and components • Communication, IT Components and meters • Accessories hardware • Chemical raw materials, etc.

Source: Shanghai International Merchandising Center

Before the start of the conference an opening forum “Global Sourcing” will be held on September 25, 2006 where experts and specialists will discuss and present how international buyers can carry out an effective sourcing in China. In addition to that they focus on trends of Global Sourcing in China.

**Yao Zheng**

*Marketing Department Manager
Shanghai International Merchandising
Center Co. Ltd, China*

Yao Zheng finished her studies in Paris in 2002 with a Masters degree in International Trade. Before going to France, she had seven years' working experience in International Paint of Shanghai Co. Ltd (Group AKZO Nobel) and Connell Brothers Co. Ltd where she was responsible for raw materials purchasing and marketing development respectively. From early 2004 to the present, she has worked for Shanghai International Merchandising Center Co. Ltd as Marketing Department Manager and is in charge of the planning of the annual International Sourcing Conference as well as of marketing promotion.

2.15 eCl@ss Information Exchange – A Challenge for Matchmakings

Author: Friedhelm Hausmann

The exchange of product data is an essential part of e-business: product selection, business transactions, maintenance procedures, etc. rely on the availability of data about products. To ensure a common understanding and a general treatment of product data, classification and dictionary systems are used to define their essential technical parameters and/or to categorise the products. The importance of classification and dictionary systems has been recognised by major companies and industry branches. Many industry organisations have started to build their own specific classification or dictionary systems, and big buyers have started to force their suppliers to use them.

Current state of the classification and dictionary market

As a result of this there are a growing number of classification or dictionary systems on the market. Unfortunately, many of them do not fulfil standard requirements:

- some do not conform to worldwide standards (e.g. ISO 13584)
- some do not provide a complete view of the product data; instead, they either categorise products or define technical parameters
- some are specifically tailored to single industry branches
- some do not provide sufficient industry support and maintenance structures
- some are not available via common software interfaces or in common data formats
- some do not have clear instructions or copyright regulations.

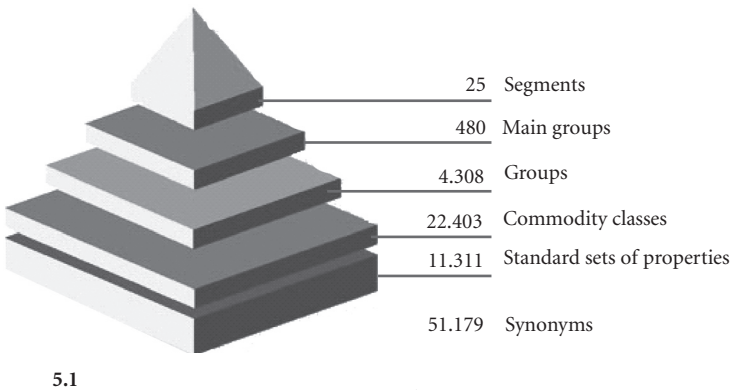
An international standard for classification

To suit the needs of industry and trade, eCl@ss provides a multi-lingual classification and dictionary structure which fulfils all the re-

quirements mentioned. As a standards-based system, which is backed by a strong industry community, it can be freely used by suppliers and buyers across industry domains.

Throughout the entire product lifecycle it provides a complete product description and classification system, including a class hierarchy for categorising products and clear multi-lingual textual definitions for the classes. Standard sets of properties allow a detailed description of the categorised products and services (Figure 1).

Figure 1: The eCl@ss structure



Source: eCl@ss

National and international standards

The product classification complies with and uses nationally or internationally standardised properties (e.g. from the International Standardisation Organisation – ISO, from the International Electrotechnical Commission – IEC, from European standards – CEN, or from the German standardisation institute – DIN).

The workflow – An open process

A classification system can only become generally accepted if the maintenance and modification process is simple and transparent.

eCl@ss has created a process cycle, which is fair and meets all demands placed on an international classification system:

- Anyone can submit change requests and extension proposals for new content online via the website; implementation is free of charge.
- Membership in the expert groups, which maintain and expand classes and properties, is open to all and free of charge.
- Clearly defined discussion and voting procedures safeguard the long-term quality of the content.
- Properties are being standardised and will be made available for public use via the DIN-server and, when available, ISO-IEC-servers.

Valid for all sectors

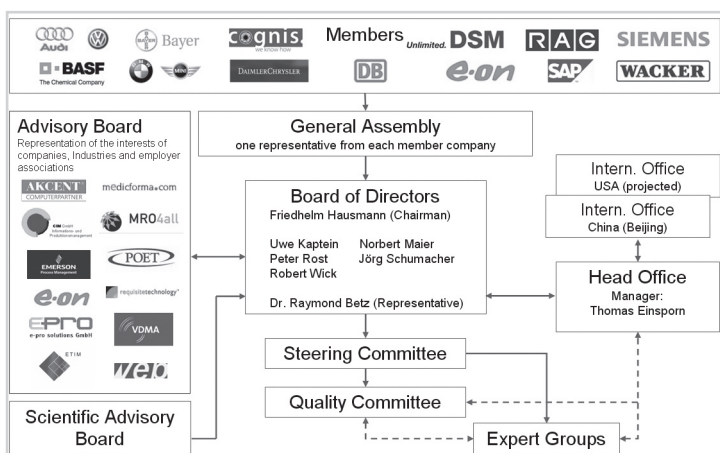
All proposals of companies, organisations and individuals are forwarded by the office to the relevant expert groups for adoption. The expert groups carry out a technical verification of all proposals and incorporate the content in the next update. The results of the verification are made available to all other expert groups and to the proposers for further discussion and comments. The quality committee (see next page) checks all the results of the expert groups as to whether they reflect markets and compile with the current structure. After all quality checks a new beta version is made available for public discussion and will be integrated into the next release, which can be downloaded free of charge. This open communication process guarantees that the system is equally valid for all sectors.

The eCl@ss organisation

eCl@ss has been developed by leading international companies from different industries (e.g. automotive, chemical, electronics, power generation and distribution, services and trade). Their common aim is to expand and distribute eCl@ss internationally in line with current and future market requirements. The members, who are internation-

ally operating corporations from various sectors, form the current industrial basis of the association (Figure 2). The general assembly determines the strategic aims of the association and supports the board of directors in achieving these aims.

Figure 2: The eCl@ss organisation



Source: eCl@ss

The board of directors manages the organisation as well as the realisation and implementation of the association's aims. The steering committee has the general task of guaranteeing the strategic advancement and the updating and maintenance of the system. In addition, they act as the contact to their suppliers and represent their interests. The quality committee checks all change proposals as part of its responsibility for the quality of the classification. Members of the advisory board act as multipliers both advising eCl@ss and involving non-members in the development process. The office is responsible for the administration of the organisation and coordinates the release management, technical developments, international distribution and customer support. The members of the expert groups develop the classification according to market requirements and on the basis of incoming proposals.

Any qualified person is welcome to collaborate with the expert groups. Collaboration is free of charge, irrespective of membership in the organisation.

International dissemination – Standardisation and cooperation

An international system is designated by its availability in the most important global languages. Hence, eCl@ss provides both classes and properties in English, French, Italian, Spanish, Chinese and German. Upon demand, further languages can be provided. If the system is to benefit the users, international dissemination is required. This means that all relevant international players need to cooperate in order to harmonise the different systems.

In addition to international standardisation it is necessary to actively support users and members in their respective regions and provide the necessary services. In Europe the office in Cologne, Germany is in charge of this task. Further target regions for the international dissemination are China and USA. The offices are responsible for the operational business, acquisition of members and user support.

Cooperation with industry associations and organisations

International harmonisation requires national harmonisation, too. At a national level, product classification and related properties are often developed in industry associations or sector specific organisations. For this reason eCl@ss cooperates in Germany with leading national industry associations and organisations. Collaboration with ZVEI (German Electrical and Electronic Manufacturers' Association) and VDMA (German Engineering Federation) as well as contacts with VDEW (German Electricity Association) and others have been significantly intensified and improved. Additionally, tangible cooperation agreements have been reached with sector specific organisations (e.g. ETIM, Proficl@ss).

Functionality and use

In the Characteristics Bars of the system, an item is clearly defined, and this helps a user find or identify the product quickly and reliably. The user is assisted in his search for a product by the use of keywords that lead him to the suitable material class and the correct Characteristics Bar. The buyer – who is responsible for defining the product range and checking the catalogue beforehand – also acquires an important instrument for catalogue creation. When the catalogues are made available, the buyer can also delimit entire groups of goods using the eCl@ss code. As of January, 2005, DaimlerChrysler had 45 catalogue managers who were responsible for the 130 catalogues in Catalogue Buying, and more than 1.5 million items have been classified so that the plant in South Africa, for example, is also able to use the code for catalogue compilation.

Benefits for exhibition and matchmaking event organisers

The system is based on national and international standards and covers products, materials (direct, indirect) and services. It reconciles the requirements of commerce and engineering, and includes properties' sets for series materials. For e-matching portals it can offer a keyword search that helps to find the appropriate material class (without navigating through a complex hierarchy). Used by German and European companies and their suppliers it can be extended with international support of local partners to the USA and Asia.

Exhibition and matchmaking event organisers can classify their catalogue according to the classification system. In this case the visitors and participants of the matchmaking conference can easily find a company, since their products and services will be identified through the eight-digit eCl@ss-key. Before the event the visitors can compile a list on the exhibition website of all exhibition booths that should be visited. In addition to that the eight-digit eCl@ss-key can be used for a product search using Google as well. With eCl@ss structured information terminals on the fair ground the exhibitor's products and

services will be found more easily. Less time for searching and a clear definition of the product group are benefits which help to win time and to reduce costs (Figure 3).

Figure 3: Benefits of eCl@ss

- Classification of the exhibitors catalogue according to the classification system
- Product identification through the eCl@ss key
- Product search using Google
- Less time for searching
- Clear definition of products

Source: eCl@ss



Friedhelm Hausmann

Chairman of Board eCl@ss e.V.

Cologne, Germany

Friedhelm Hausmann, Business Engineering diploma, works as a Technical Procurement Manager at Audi AG where he is in charge of the process optimisation in procurement. Amongst other initiatives he very successfully established eBusiness-applications like the Catalogue Buying and the online-suppliers database. As the main contact person of the Volkswagen group for standardised product classification he has been dispatched as a member to eCl@ss e.V. In 2004 he was appointed to Chairman of the Board of eCl@ss e.V.

3 **Materials**
for
Organisers

3.1 Matchmaking Conferences 2006

175 Matchmaking events are classified according to 36 industrial sectors (multiple selections possible). More information about upcoming matchmaking events can be found under 3.5 “Promotional Programmes for SMEs” and at www.localglobal.de.

No.	Industrial sector	Events
1)	Automation, Engineering and Manufacturing	17
2)	Automotive Industry	12
3)	Aviation and Aerospace	3
4)	Biotechnology, Biomedicine and Microbiology	20
5)	Boats and Ship Building	2
6)	Chemical, Pharmaceutical and Health Industries	19
7)	Commerce, Sales and Marketing	6
8)	Construction	11
9)	Consumer and Luxury Goods	6
10)	Convention and Exhibition Industry	4
11)	Cosmetics and Wellness	1
12)	Digital and Communication Technology	16
13)	Energy	9
14)	Environmental Technology, Recycling and Waste Management	17
15)	Finance, Consulting and Services	6
16)	Food and Agriculture	23
17)	Handcrafts and Tools	2
18)	Household Appliances and Consumer Electronics	4
19)	Information Technology, Electronics and Micro Technology	38
20)	Interior Design and Decoration	2
21)	Leisure, Games and Amusement	4
22)	Livestock and Fishery	6
23)	Mechanics, Mechanical Engineering and Terotechnology	24
24)	Media and Publishing	7
25)	Medical and Medical Technology	10
26)	Metals, Plastics and Raw Materials	16

27)	Multi Sector	14
28)	Optics and Laser Technology	4
29)	Paper and Packaging	1
30)	Plants and Gardening	3
31)	Security	3
32)	Textile and Leather	7
33)	Tourism, Hotels and Gastronomy	12
34)	Transport, Logistics and Infrastructure	8
35)	Wood and Furniture	10

1) Automation, Engineering and Manufacturing	
14.02. - 17.02.2006 Grand Baie Mauritius	Investment Promotion Meetings Light Engineering Contact: EU-SADC Investment Promotion Programme (ESIPP) URL: www.esipp.org , www.lightengineering2006.com
02.03. - 03.03.2006 Turin Italy	IRC - Brokerage Event HT Wintersport Contact: Foreign Trade Office - Piemonte Chambers of Commerce URL: www.centroestero.org , www.torino2006.org
08.03. - 09.03.2006 Dublin Ireland	IRC - Waste-to-Energy Seminar and Brokerage Event Irish Recycling and Waste Management Contact: IRC Enterprise Ireland URL: www.irc-ireland.ie , www.environment-ireland.com
21.03. - 23.03.2006 Shanghai China	INTEC - Electronica and ProductronicaChina and LASER Contact: International Technology Co-operation Network URL: www.intec-online.net , www.global-electronics.net
23.03. - 26.03.2006 Amsterdam The Netherlands	The International Outsourcing Forum Contact: SPG Media Limited URL: www.spgmedia.com , www.tioforum.com
20.04. - 21.04.2006 Karlskrona Sweden	FIT FOR EUROPE - Matchmaking Event SwedContract Contact: EIC - ALMI Företagspartner Blekinge URL: www.fitforeurope.org , blekinge.almi.se
24.04. - 28.04.2006 Hanover Germany	Business Matchmaking, Hannover Messe Contact: Export Solutions URL: www.exportsolutions.com.au , www.hannovermesse.de , www.bme.de/businessmatching
24.04. - 28.04.2006 Hanover Germany	b2fair - Matchmaking Event, Hannover Messe Contact: EIC - Handwerkskammer Region Stuttgart URL: www.b2fair.com , www.hwk-stuttgart.de , www.hannovermesse.de
16.05. - 18.05.2006 Birmingham UK	Matchmaking Event, Subcon Contact: The Atrium - The NEC URL: www.internationalcommercialcentre.com , www.subconshow.co.uk
17.05. - 18.05.2006 Helsinki Finland	IRC - Partnering Event, Nanotechnology in Northern Europe Contact: IRC Finland URL: www.ircfinland.fi , www.nano.fi

17.05. - 17.05.2006 Budapest Hungary	IRC - Brokerage Event ElectroZone, Industria Fair Contact: IRC Hungary - Budapest University of Technology and Economics URL: www.irc-hungary.hu , www.industria.hu
20.06. - 22.06.2006 Leipzig Germany	CONTACT Suppliers meet Suppliers, Z Contact: EIC - Industrie- und Handelskammer zu Leipzig URL: www.contact-businessforum.com , www.leipzig.ihk.de , www.zuliefermesse.de
September 2006 Istanbul, Bursa Turkey	German Business Delegation to Turkey Contact: Handwerk International URL: www.handwerk-international.de
06.09. - 06.09.2006 Göteborg Sweden	IRC - Matchmaking Event, Electronix Scandinavia Contact: IRC Western and Southern Sweden / Iceland ALMI Företagspartner Jönköping AB URL: www.ircwss.se , www.swefair.se
03.10. - 06.10.2006 Caxias do Sul Brazil	Matchmaking Event, Mercopar Contact: SEBRAE/RS URL: www.sebrae-rs.com.br , www.mercopar.com.br
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SAITAS Contact : Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL : www.mulhouse.cci.fr , www.saitas.com
14.11. - 17.11.2006 Jönköping, Sweden	Matchmaking Activities, Elmia Subcontractor Contact: Elmia AB URL: www.elmia.se/subcontractor

2) Automotive Industry

24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
29.03. - 01.04.2006 Seoul South Korea	Business Meetings KINTEX - Korea International Commercial and Special Vehicles Show Contact: Korea Trade-Investment Promotion Agency URL: www.kotra.or.kr , www.csvshow.com

23.04. - 26.04.2006 Brussels Belgium	Europe autoparts - Matchmaking Event, AutoTechnica Benelux Contact: EIC Zaragoza URL: www.europeautoparts.com , www.autotechnica.be
26.04. - 26.04.2006 Wroclaw Poland	TEICO Net Matching Workshop Contact: Wroclaw Centre of Technology Transfer-Wroclaw University of Technology URL: http://teico-net.net , www.wcctt.pl
22.05. - 24.05.2006 Bratislava Slovakia	INTEC - German/Slovakian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
September 2006 Istanbul, Bursa Turkey	German Business Delegation to Turkey Contact: Handwerk International URL: www.handwerk-international.de
12.09. - 17.09.2006 Frankfurt Germany	Europe autoparts - Matchmaking Event, Automechanika Contact: EIC Zaragoza URL: www.europeautoparts.com , www.crea.es
20.09. - 22.09.2006 Istanbul Turkey	V. Partnership Days, Turkish Subcontracting Exchange Contact: Istanbul Chamber of Commerce URL: www.ito.org.tr
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
17.10. - 19.10.2006 Qingdao China	International Conference on Investment and Trade for Business Cooperation of Auto and Auto Parts Enterprises Contact: Qingdao International Cooperation Association of SMEs URL: www.qdautofair.gov.cn
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SAITAS Contact: Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL: www.mulhouse.cci.fr , www.saitas.com
18.11. - 25.11.2006 Cennai, Bangalore, Mumbai, India	German Business Delegation to India Contact: Handwerk International URL: www.handwerk-international.de

3) Aviation and Aerospace

23.01. - 25.01.2006 New Delhi India	INTEC - Brokerage Event, ElectronicIndia Contact: International Technology Co-operation Network URL: www.intec-online.net , www.global-electronics.net
21.02. - 26.02.2006 Singapore Singapore	Business Meetings, Asian Aerospace/Asian Defence Technology Contact: Reed Exhibitions URL: www.adt-expo.com , www.asianaerospace.com
16.05. - 17.05.2006 Berlin Germany	IRC - European Partnering Event, Berlin Air Show Contact: IRC - Berlin Partner URL: www.berlin-partner.de , www.ila-berlin.de

4) Biotechnology, Biomedicine and Microbiology

24.01. - 26.01.2006 Geneva Switzerland	Bio-Partnering Event BioBusiness Contact: Worldwide Business Research URL: www.BioBusiness-Conference.com , www.wbresearch.com , www.hotelpwilson.com
02.03. - 03.03.2006 Turin Italy	IRC - Brokerage Event HT Wintersport Contact: Foreign Trade Office - Piemonte Chambers of Commerce URL: www.centroestero.org , www.torino2006.org
08.03. - 10.03.2006 Geneva Switzerland	Partnering Meetings, BioSquare Contact: EBD Group URL: www.ebdgroup.com/biosquare , www.cicg.ch
21.03. - 22.03.2006 Monte Carlo Monaco	Partnering Event, Bio/PharMOS and Bio/PharDOS Contact: VB International URL: www.vbinternational.mc , www.biopharmos.net
23.03. - 24.03.2006 Cardiff UK	IRC - Healthcare and Biopartnering Event BioWales Contact: IRC - Welsh Development Agency URL: www.walesrelay.co.uk , www.vale-hotel.com
28.03. - 29.03.2006 Ivalo Finland	IRC - Partnering Event, FinMed Contact: IRC Tekes - The National Technology Agency URL: www.biobien.com , www.tekes.fi , www.riekkoparvi.fi
04.04. - 04.04.2006 Vaasa Finland	Matchmaking Event Renewable Energies Contact: German-Finnish Chamber of Commerce URL: www.dfhk.fi

25.04. - 26.04.2006 Munich Germany	AL INVEST - Matchmaking Event, Analytica Contact: SPECTARIS URL: www.alinvest-analytica.com , www.spectaris.de , www.analytica.de
15.05. - 16.05.2006 Frankfurt Germany	IRC - Brokerage Event Chemical Engineering, Achema Contact: IRC - HA Hessen Agentur GmbH URL: www.irc-hessen.de , www.achema.de
16.05. - 16.05.2006 Zabrze Poland	IRC - Brokerage Event, BioMedTech Silesia Contact: IRC South Poland URL: www.gapp.pl , www.test.frk.pl
31.05. - 31.05.2006 Jönköping Sweden	IRC - Technology Transfer Day, SVEBIO Contact: Elmia AB URL: www.elmia.se/waste-recycling , www.elmia.se , www.elmia.se/worldbioenergy
13.06. - 14.06.2006 Edinburgh Scotland	BioDevice Partnering Event Contact: EBD Group URL: www.ebdgroup.com/biodevice/index.htm , www.ebdgroup.com
14.06. - 15.06.2006 La Rochelle France	IRC - Brokerage Event 6th Health and Food Days Contact: IRC South West of France - OSEO anvar Poitou-Charentes URL: www.anvar.fr , www.crittiaa.com
15.06. - 17.06.2006 Dundee Scotland	IRC - BioDundee Conference and Partnering Event Contact: IRC Scotland - Targeting Innovation Ltd URL: www.ircscotland.net , www.apexhotels.co.uk
22.06. - 26.06.2006 Heidelberg Germany	IRC - Brokerage Event International Congress on Molecular Staging of Cancer Contact: IRC - Stuttgart-Erfurt-Zürich URL: www.steinbeis-europa.de , www.msccancer.de
25.06. - 25.06.2006 Prague Czech Republic	IRC - Brokerage Event GIM - Genetics of Industrial Microorganisms Contact: IRC Czech Republic - Technology Centre AS CR URL: www.circ.cz , www.gim2006.org
29.06. - 29.06.2006 Madrid Spain	IRC - FARMAMEETING Brokerage Event Contact: IRC - Madrid - Asociación de Empresarios del Henares URL: www.aedhe.es , www.farmameeting.net

20.09. - 20.09.2006 Madrid Spain	IRC - Biospain Technology Transfer Day Contact: Madrid IRC URL: www.madrimasd.org
28.09. - 29.09.2006 Besancon France	IRC - European Technology Brokerage Event Micro and Nanotechnologies, Micronora Contact: ARIST - CRCI Franche-Comte URL: www.euro-innovation.org , www.micronora.com
Fall 2006 Helsinki Finland	Matchmaking Event Contact: German-Finnish Chamber of Commerce URL: www.dfhk.fi
5) Boats and Ship Building	
21.03. - 22.03.2006 London UK	IRC - Brokerage Event MariMatch II, Oceanology Contact: IRC - WTSH URL: www.marimatch.net , www.wtsh.de , www.oi06.com
07.10. - 15.10.2006 Genova Italy	EIC - Matchmaking Event, International Boat Show Contact: EIC - Genova IT363 Liguria URL: www.lig.camcom.it/eicliguria , www.fiera.ge.it/salone_nautico
6) Chemical, Pharmaceutical and Health Industries	
15.02. - 17.02.2006 Milan Italy	AL INVEST III - Mundo del Plastico y del Embalaje Contact: ABC Net URL: www.al-invest3.org , www.abcnet.it , www.plast06.org
21.03. - 22.03.2006 Monte Carlo Monaco	Partnering Event, Bio/PharMOS and Bio/PharDOS Contact: VB International URL: www.vbinternational.mc , www.biopharmos.net
23.03. - 24.03.2006 Cardif UK	IRC - Healthcare and Biopartnering Event BioWales Contact: IRC - Welsh Development Agency URL: www.walesrelay.co.uk , www.vale-hotel.com
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
03.04. - 04.04.2006 Riga Latvia	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de , www.innovation.lv

03.04. - 06.04.2006 Minsk Belarus	INTEC - German/Belarusian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
15.05. - 16.05.2006 Frankfurt Germany	IRC - Brokerage Event Chemical Engineering, Achema Contact: IRC - HA Hessen Agentur GmbH URL: www.irc-hessen.de , www.achema.de
16.05. - 16.05.2006 Zabrze Poland	IRC - Brokerage Event, BioMedTech Silesia Contact: IRC South Poland URL: www.gapp.pl , www.test.frk.pl
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
13.06. - 14.06.2006 Edinburgh Scotland	BioDevice Partnering Event Contact: EBD Group URL: www.ebdgroup.com/biodevice/index.htm
14.06. - 15.06.2006 La Rochelle France	IRC - Brokerage Event 6th Health and Food Days Contact: IRC South West of France - OSEO anvar Poitou-Charentes URL: www.anvar.fr , www.crittiaa.com
15.06. - 16.06.2006 Tunis Tunisia	Carthage Investment Forum Contact: FIPA-Tunis Tunisia Foreign Investment Promotion Agency URL: www.investintunisia.tn
22.06. - 26.06.2006 Heidelberg Germany	IRC - Brokerage Event, International Congress on Molecular Staging of Cancer Contact: IRC - Stuttgart-Erfurt-Zürich URL: www.steinbeis-europa.de , www.msccancer.de
29.06. - 29.06.2006 Madrid Spain	IRC - FARMAMEETING Brokerage Event Contact: IRC - Madrid - Asociación de Empresarios del Henares URL: www.aedhe.es , www.farmameeting.net
15.09. - 17.09.2006 Dongying City China	ASIA INVEST - EU/China Yellow River Delta Interprise Contact: Dongying Economic Development Zone URL: www.dyedz.gov.cn , www.unidoitpo.org.cn
03.10. - 06.10.2006 Caxias do Sul Brazil	Matchmaking Event, Mercopar Contact: SEBRAE/RS URL: www.sebrae-rs.com.br , www.mercopar.com.br

26.10. - 27.10.2006 Cologne Germany	IRC - Brokerage Event, Entsorga-Enteco Contact: IRC Nordrhein-Westfalen - ZENIT GmbH URL: www.zenit.de , www.entsorga-enteco.com
09.11. - 10.11.2006 Chengdu China	ASIA PARTENARIAT - EU/China Contact: Sichuan International Chamber of Commerce URL: www.delchn.cec.eu.int , www.ccpit-sichuan.org
22.11. - 22.11.2006 Göteborg Sweden	IRC - ECO-Matchmaking, Eco-Tech Scandinavia Contact: IRC Western and Southern Sweden URL: www.swefair.se , www.ircwss.se , www.businessregion.se
7) Commerce, Sales and Marketing	
15.03. - 16.03.2006 Nantes France	B2B Meetings, IAM - International Atlantic Meeting Contact: CCI de Nantes et Saint-Nazaire URL: www.nantes.cci.fr , www.internationalatlanticmeeting.com
23.03. - 26.03.2006 Amsterdam The Netherlands	The International Outsourcing Forum Contact: SPG Media Limited URL: www.spgmedia.com , www.tioforum.com
28.03. - 29.03.2006 Aubagne France	Matchmaking Event Salon Provence - Méditerranée Contact: CLASSE EXPORT URL: www.classe-export.com
16.05. - 17.05.2006 Selestat France	Matchmaking Event Salon Alsace Contact: CLASSE EXPORT URL: www.classe-export.com
13.06. - 13.06.2006 Paris France	Matchmaking Event Salon Village International PLANETE PME Contact: CLASSE EXPORT URL: www.classe-export.com , www.planetepme.org
22.11. - 23.11.2006 Lyon France	Matchmaking Event Salon Rhône-Alpes Contact: CLASSE EXPORT URL: www.classe-export.com
8) Construction	
01.02. - 04.02.2006 Leipzig Germany	Purchasing Days, baufach/innbau Contact: Leipziger Messe GmbH URL: www.baufach.de/einkaufertage , www.leipziger-messe.de

03.02. - 03.02.2006 Leipzig Germany	EIC - Contract: Construction, baufach/innbau Contact: EIC - Industrie- und Handelskammer Leipzig URL: www.contact-businessforum.com , www.baufach.de
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
03.04. - 06.04.2006 Minsk Belarus	INTEC - German/Belarussian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
20.09. - 22.09.2006 Istanbul Turkey	V. Partnership Days, Turkish Subcontracting Exchange Contact: Istanbul Chamber of Commerce URL: www.ito.org.tr
25.09. - 28.09.2006 Iwano-Frankiwsk and Lwiw Ukraine	INTEC - German/Ukrainian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
27.09. - 29.09.2006 Bolzano Italy	ECOconstruction Cooperation Meeting Contact: Bolzano Chamber of Commerce URL: www.hk-cciaa.bz.it/econoconstruction , www.hk-cciaa.bz.it
19.10. - 21.10.2006 Warsaw Poland	Business Meetings, Building Solutions Contact: Montgomery International Ltd URL: www.bspoland.com , www.montex.co.uk , www.expocentres.pl
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SITAS Contact: Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL: www.mulhouse.cci.fr , www.saitas.com

9) Consumer and Luxury Goods

22.01. - 25.01.2006 Rimini Italy	AL INVEST III - Matchmaking Event, SIGEP Contact: AGC 98 SRL URL: www.agc98.net , www.sigep.it
16.02. - 19.02.2006 Nuremberg Germany	AL INVEST - Matchmaking Event Organica, BioFach Contact: IHK-GmbH URL: www.ihk-gmbh.com , www.biofach.de
16.02. - 19.02.2006 Cannes France	International Wine and Spirits Convention Contact: Adhesion Group URL: www.adhes.com , www.cannes.intercontinental.com
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
06.04. - 07.04.2006 Verona Italy	AL INVEST III - Eur.al Vino y Territorio, Vinitaly Contact: Eurosportello Veneto - Unioncamere Veneto URL: www.al-invest3.org , www.eurosportelloveneto.it , www.vinitaly.com
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com

10) Convention and Exhibition Industry

11.01. - 13.01.2006 Guangzhou China	China Expo Forum for International Cooperation Contact: China Council for the Promotion of International Trade URL: http://cefco.ccpit.org , www.jingmu.com.cn
16.03. - 17.03.2006 Marrakech Morocco	Matchmaking Event, DESTEV Contact: Adhesion Group URL: www.adhes.com , www.destev.com
06.06. - 07.06.2006 Melbourne Australia	Hosted Buyer Programme, AIME - Asia Pacific Incentives and Meeting Expo Contact: Reed Travel Exhibitions URL: www.reedtravelexhibitions.com , www.aime.com.au
28.11. - 30.11.2006 Barcelona Spain	Hosted Buyer Programme, EIBTM Contact: Reed Exhibitions URL: www.reedexpo.com , www.eibtm.com

11) Cosmetics and Wellness

16.02. - 19.02.2006 Nuremberg Germany	AL INVEST - Matchmaking Event Organica, BioFach Contact: IHK-GmbH URL: www.ihk-gmbh.com , www.biofach.de
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12) Digital and Communication Technology

22.02. - 22.02.2006 Dublin Ireland	EUREKA - CELTIC Information Day Contact: Celtic Office c/o Eurescom URL: www.eureka.be , www.celtic-initiative.org , www.enterprise-ireland.com
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02.03. - 03.03.2006 Turin Italy	IRC - Brokerage Event HT Wintersport Contact: Foreign Trade Office - Piemonte Chambers of Commerce URL: www.centroestero.org , www.torino2006.org
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09.03. - 11.03.2006 Hanover Germany	IRC - Future Match, CeBIT Contact: IRC Lower Saxony/Saxony-Anhalt URL: www.futurematch.cebit.de , www.irc-innsa.de , www.cebit.de/futureparc_e
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09.03. - 15.03.2006 Hanover Germany	Matchmaking Event, CeBIT Contact: Export Solutions URL: www.exportsolutions.com.au , www.cebit.de
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13.03. - 14.03.2006 Hanover Germany	AL INVEST III - Business Meetings, CeBIT Contact: Amik - Agency for Marketing and International Kommunikation URL: www.amik.de/cebit.pdf , www.cebit.de
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23.03. - 26.03.2006 Amsterdam The Netherlands	The International Outsourcing Forum Contact: SPG Media Limited URL: www.spgmedia.com , www.tioforum.com
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03.04. - 04.04.2006 Riga Latvia	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de , www.innovation.lv
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05.04. - 07.04.2006 Bilbao Spain	AL INVEST III - Accesibilidad en Tics: Reto y Beneficio para las Pymes Contact: European Software Institute URL: www.al-invest3.org , www.esi.es
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26.04. - 26.04.2006 Wroclaw Poland	TEICO Net Matching Workshop Contact: Wroclaw Centre of Technology Transfer-Wroclaw University of Technology URL: http://teico-net.net , www.wctt.pl
14.05. - 19.05.2006 London, Cambridge and Manchester UK	Partnering Event, Technology World Contact: UK Trade and Investment URL: www.uktradeinvest.gov.uk , www.technologyworld06.com
17.05. - 17.05.2006 London UK	IRC - Annual Wireless Brokerage Event Contact: IRC - London Technology Network URL: www.london-irc.org , www.thewirelessevent.com
17.05. - 17.05.2006 Budapest Hungary	IRC - Brokerage Event ElectroZone, Industria Fair Contact: IRC Hungary - Budapest University of Technology and Economics URL: www.irc-hungary.hu , www.industria.hu
17.05. - 18.05.2006 Helsinki Finland	IRC - Partnering Event, Nanotechnology in Northern Europe Contact: IRC Finland URL: www.ircfinland.fi , www.nano.fi
14.06. - 16.06.2006 Vigo Spain	Business Club MedPi IBERIA Contact: Reed Exhibitions Iberia URL: www.medpi-spain.com , www.reediberia.com
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
22.11. - 23.11.2006 Cologne Germany	Business Meetings, Con 4 Contact: Expomedia Events GmbH URL: www.expomediaevents.de , www.con4-cologne.com
13) Energy	
08.03. - 09.03.2006 Dublin Ireland	IRC - Waste-to-Energy Seminar and Brokerage Event Irish Recycling and Waste Management Contact: IRC Enterprise Ireland URL: www.irc-ireland.ie , www.environment-ireland.com
03.04. - 04.04.2006 Riga Latvia	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de , www.innovation.lv

04.04. - 04.04.2006 Vaasa Finland	Matchmaking Event Renewable Energies Contact: German-Finnish Chamber of Commerce URL: www.dfhk.fi
24.04. - 25.04.2006 Hanover Germany	IRC - Technology Co-operation Event, Hannover Messe Contact: IRC Lower Saxony/Saxony-Anhalt URL: www.irc-innsa.de , www.energy-hannover.com
24.04. - 28.04.2006 Hanover Germany	b2fair - Matchmaking Event, Hannover Messe Contact: EIC - Handwerkskammer Region Stuttgart URL: www.b2fair.com , www.hwk-stuttgart.de www.hannovermesse.de
24.04. - 28.04.2006 Hanover Germany	Matchmaking Event, Hannover Messe Contact: Export Solutions URL: www.exportsolutions.com.au , www.hannovermesse.de
18.05. - 18.05.2006 Mexico Mexico	Matchmaking Mission Renewable Made in Germany Contact: Deutsche Energie-Agentur GmbH (dena) URL: www.dena.de , www.camexa.com.mx
20.06. - 20.06.2006 Poznan Poland	INTEC - German/Polish Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
22.11. - 22.11.2006 Göteborg Sweden	IRC - ECO-Matchmaking, Eco-Tech Scandinavia Contact: IRC Western and Southern Sweden URL: www.swefair.se , www.ircwss.se , www.businessregion.se
14) Environmental Technology, Recycling and Waste Management	
27.01. - 27.01.2006 Milan Italy	IRC - Brokerage Event, TAU INTERNATIONAL Contact: IRC - HA Hessen Agentur GmbH URL: www.irc-hessen.de , www.intelshow.com/fi/hptau6
08.03. - 09.03.2006 Dublin Ireland	IRC - Waste-to-Energy Seminar and Brokerage Event Irish Recycling and Waste Management Contact: IRC Enterprise Ireland URL: www.irc-ireland.ie , www.environment-ireland.com
03.04. - 06.04.2006 Minsk Belarus	INTEC - German/Belarusian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
24.04. - 25.04.2006 Hanover Germany	IRC - Technology Co-operation Event, Hannover Messe Contact: IRC Lower Saxony/Saxony-Anhalt URL: www.irc-innsa.de , www.energy-hannover.com

15.05. - 16.05.2006 Frankfurt Germany	IRC - Brokerage Event Chemical Engineering, Achema Contact: IRC - HA Hessen Agentur GmbH URL: www.irc-hessen.de , www.achema.de
18.05. - 18.05.2006 Mexico Mexico	Matchmaking Mission Renewable Made in Germany Contact: Deutsche Energie-Agentur GmbH (dena) URL: www.dena.de , www.camexa.com.mx
29.05. - 30.05.2006 Örebro Sweden	IRC - Brokerage Event in the field of Soil and Water Contact: IRC - Central Sweden - Acreo AB URL: http://irc.cordis.lu , www.ircsweden.se/central
31.05. - 31.05.2006 Jönköping Sweden	IRC - Technology Transfer Day, SVEBIO Contact: Elmia AB URL: www.elmia.se/waste-recycling , www.elmia.se/worldbioenergy
27.06. - 30.06.2006 Shanghai China	B2B Matchmaking on Innovation and Environment IFAT China Contact: Shanghai New International Expo Center URL: www.sniec.net/e , www.ifat-china.com
27.06. - 01.07.2006 Shanghai China	INTEC - German/Chinese Brokerage Event, IFAT Contact: International Technology Co-operation Network URL: www.intec-online.net , www.ifat-china.com
27.09. - 29.09.2006 Bolzano Italy	ECOconstruction Cooperation Meeting Contact: Bolzano Chamber of Commerce URL: www.hk-cciaa.bz.it/ecoconstruction
27.09. - 29.09.2006 Potsdam, Berlin Germany	TEICO Net Matching Workshop Contact: InvestitionsBank des Landes Brandenburg URL: http://teico-net.net
03.10. - 06.10.2006 Bilbao Spain	Latin American Environment Meetings and Business Meetings, PROMA Contact: Bilbao Exhibition Center, S.A. URL: www.bilbaoexhibitioncentre.com
26.10. - 27.10.2006 Cologne Germany	IRC - Brokerage Event, Entsorga-Enteco Contact: IRC Nordrhein-Westfalen - ZENIT GmbH URL: www.zenit.de , www.entsorga-enteco.com
09.11. - 10.11.2006 Chengdu China	ASIA PARTENARIAT - EU/China Contact: Sichuan International Chamber of Commerce URL: www.delchn.cec.eu.int , www.ccpit-sichuan.org

14.11. - 16.11.2006 Liberec Czech Republic	INTEC - German/Czech Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
22.11. - 22.11.2006 Göteborg Sweden	IRC - ECO-Matchmaking, Eco-Tech Scandinavia Contact: IRC Western and Southern Sweden URL: www.swefair.se , www.ircwss.se , www.businessregion.se
15) Finance, Consulting and Services	
23.03. - 24.03.2006 Erfurt Germany	EIC - Cross Border Consulting - European Exchange for Professionals Contact: EIC - Erfurt Landesbank Hessen-Thüringen URL: www.consultants-in-erfurt.de , www.helaba.de
23.03. - 26.03.2006 Amsterdam The Netherlands	The International Outsourcing Forum Contact: SPG Media Limited URL: www.spgmedia.com , www.tioforum.com
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
03.04. - 04.04.2006 Riga Latvia	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de , www.innovation.lv
04.04. - 06.04.2006 Paris France	Business Meetings in Direct Marketing, MD Expo Contact: Reed Exhibitions France URL: www.reedexpo.fr , www.md-expo.com
31.05. - 02.06.2006 Wrocław Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wrocław URL: www.futurallia.com/fa2006.asp
16) Food and Agriculture	
1st quarter 2006 Cape Verde	PRO-INVEST - Matchmaking Mission to Cape Verde Contact: Eurobic Toscana Sud URL: www.bictoscanasud.it
22.01. - 25.01.2006 Rimini Italy	AL INVEST III - Matchmaking Event, SIGEP Contact: AGC 98 SRL URL: www.agc98.net , www.sigep.it

24.01. - 27.01.2006 Ouagadougou Burkina Faso	PRO-INVEST - Matchmaking Mission Contact: FIAPB Fédération Nationale des Industries de l'Agroalimentaire URL: www.fiab.bf
30.01. - 31.01.2006 Cologne Germany	AL INVEST - CBM - Confectionery Business Meeting Europe - Latin America, ISM Contact: IHK-GmbH URL: www.alinvest-cbm.com , www.ism-cologne.com
02.02. - 04.02.2006 Berlin Germany	AL INVEST III - Matchmaking Event, Fruit Logistica Contact: Eurocentro Cordoba - Fundacion de Empresas para la Excelencia URL: www.al-invest3.org , www.fruitlogistica.de
16.02. - 19.02.2006 Nuremberg Germany	AL INVEST - Matchmaking Event Organica, BioFach Contact: IHK-GmbH URL: www.ihk-gmbh.com , www.biofach.de
16.02. - 19.02.2006 Cannes France	International Wine and Spirits Convention Contact: Adhesion Group URL: www.adhes.com , www.cannes.intercontinental.com
11.03. - 15.03.2006 Udine Italy	III B.O.S.S. - Partnership Event, Alimenta Contact: Eurosportello Veneto - Unioncamere Veneto URL: www.eu-border.net/boss , www.eurosportelloveneto.it , www.fieralimenta.it
23.03. - 24.03.2006 Cardiff UK	IRC - Healthcare and Biopartnering Event BioWales Contact: IRC - Welsh Development Agency URL: www.walesrelay.co.uk , www.vale-hotel.com
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
27.03. - 29.03.2006 Milan Italy	PRO-INVEST - EU/Kenya Partnership Mission Contact: CO.EXPORT URL: www.proinvest-eu.org/events.asp , www.coexport.it
03.04. - 04.04.2006 Riga Latvia	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de , www.innovation.lv
03.04. - 06.04.2006 Minsk Belarus	INTEC - German/Belarusian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net

06.04. - 07.04.2006 Verona Italy	AL INVEST III - Eur.al Vino y Territorio, Vinality Contact: Eurosportello Veneto - Unioncamere Veneto URL: www.al-invest3.org , www.eurosportelloveneto.it , www.vinality.com
17.05. - 17.05.2006 Vienna Austria	IRC - Brokerage Event in Food Technologies Contact: IRC Austria - Bureau for International Research and Technology Cooperation URL: www.irca.at
17.05. - 19.05.2006 Warsaw Poland	Business Meetings, IFE Poland Contact: Montgomery International Ltd URL: www.ifepland.com , www.montex.co.uk , www.expocentres.pl
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
14.06. - 15.06.2006 La Rochelle France	IRC - Brokerage Event 6th Health and Food Days Contact: IRC South West of France - OSEO anvar Poitou-Charentes URL: www.anvar.fr , www.crittiaa.com
20.09. - 20.09.2006 Nantes France	IRC - Food Brokerage Event - Food is life, the IUFoST 13th World Congress of Food Science & Technology Contact: Bretagne Innovation - IRC Centr'Atlantic URL: www.cri-centratlantic.org
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
Sept. or Oct. Canelli Italy	FIT FOR EUROPE - Matchmaking Event Contact: Langhe, Monferrato e Roero URL: www.langhe.it , www.eurada.org/fitforeurope
18.10. - 19.10.2006 Reims France	EUREKA - Matchmaking Event, Innovact Contact: Chambre de Commerce et d'Industrie de Reims et d'Épernay URL: www.eureka.be , www.innovact.com
09.11. - 10.11.2006 Chengdu China	ASIA PARTENARIAT - EU/China Contact: Sichuan International Chamber of Commerce URL: www.delchn.cec.eu.int , www.ccpit-sichuan.org

17) Handcraft and Tools

June 2006 HCMC Vietnam	ASIA INVEST - Vietnam/EU Creative Industries Expo Contact: The Delegation of the European Commission to Vietnam URL: www.delvnm.cec.eu.int
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SAITAS Contact:Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL: www.mulhouse.cci.fr , www.saitas.com

18) Household Appliances and Consumer Electronics

23.01. - 25.01.2006 New Delhi India	INTEC - German/Indian Brokerage Event, ElectronicIndia Contact: International Technology Co-operation Network URL: www.intec-online.net , www.global-electronics.net
20.09. - 22.09.2006 Istanbul Turkey	V. Partnership Days, Turkish Subcontracting Exchange Contact: Istanbul Chamber of Commerce URL: www.ito.org.tr
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair 2006 Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
28.09. - 29.09.2006 Besancon France	IRC - European Technology Brokerage Event Micro and Nanotechnologies, Micronora Contact: ARIST - CIRC Franche-Comte URL: www.euro-innovation.org , www.micronora.com

19) Information Technology, Electronics and Micro Technology

23.01. - 25.01.2006 New Delhi India	INTEC - German/Indian Brokerage Event, ElectronicIndia Contact: International Technology Co-operation Network URL: www.intec-online.net , www.global-electronics.net
10.02. - 16.02.2006 Vienna Austria	Matchmaking Congress „i.convienna“, IT'n'T Telecom & Information Technology Contact: ITBeurope Austria URL: www.icon-vienna.net , www.itbeurope.org
14.02. - 14.02.2006 Barcelona Spain	IRC - Brokerage Event, 3GSM World Congress Technology Transfer Day Contact: IRC Catalonia - CIDEM URL: www.cidem.com , www.3gsmworldcongress.com

14.02. - 15.02.2006 Nuremberg Germany	ASIA INVEST - Business Meetings, Embedded World Contact: IHK-GmbH URL: www.ihk-gmbh.com , www.embedded-world-2006.de
02.03. - 03.03.2006 Turin Italy	IRC - Brokerage Event HT Wintersport Contact: Foreign Trade Office - Piemonte Chambers of Commerce URL: www.centroestero.org , www.torino2006.org
07.03. - 08.03.2006 Munich Germany	IRC - BAIKEM One-on-One Cooperation Forum Microsystems Contact: Bayern Innovativ GmbH URL: www.bayern-innovativ.de/microsystems2006
09.03. - 11.03.2006 Hanover Germany	IRC - Future Match, CeBIT Contact: IRC Lower Saxony/Saxony-Anhalt URL: www.futurematch.cebit.de , www.irc-innsa.de , www.cebit.de/futureparc_e
09.03. - 11.03.2006 Hanover Germany	IT Outsourcing Matchmaking, CeBIT Contact: ConVerve GmbH URL: www.converve.com , www.cebit.de
09.03. - 15.03.2006 Hanover Germany	Matchmaking Event, CeBIT Contact: Export Solutions URL: www.exportsolutions.com.au , www.cebit.de
13.03. - 14.03.2006 Hanover Germany	AL INVEST III - Business Meetings, CeBIT Contact: Amik - Agency for Marketing and International Kommunikation URL: www.amik.de/cebit.pdf , www.cebit.de
21.03. - 23.03.2006 Shanghai, Changchun China	INTEC - German/Chinese Brokerage Event Electronica and ProductronicaChina and LASER Contact: International Technology Co-operation Network URL: www.intec-online.net , www.global-electronics.net
23.03. - 23.03.2006 Vilnius Lithuania	TEICO Net Brokerage Event Contact: IRC - Lithuanian Innovation Centre URL: http://teico-net.net , www.lic.lt
05.04. - 06.04.2006 Lyon France	European Subcontracting Meetings Contact: Adhesion Group URL: www.adhes.com
05.04. - 07.04.2006 Bilbao Spain	AL INVEST III - Accesibilidad en Tics: Reto y Beneficio para las Pymes Contact: European Software Institute URL: www.al-invest3.org , www.esi.es

24.04. - 28.04.2006 Hanover Germany	b2fair - Matchmaking Event, Hannover Messe Contact: EIC - Handwerkskammer Region Stuttgart URL: www.b2fair.com , www.hwk-stuttgart.de , www.hannovermesse.de
24.04. - 28.04.2006 Hanover Germany	Matchmaking Event, Hannover Messe Contact: Export Solutions URL: www.exportsolutions.com.au , www.hannovermesse.de
26.04. - 26.04.2006 Wroclaw Poland	TEICO Net Matching Workshop Contact: Wroclaw Centre of Technology Transfer, Wroclaw University of Technology URL: http://teico-net.net , www.wctt.pl
14.05. - 19.05.2006 London, Cambridge, Manchester UK	Partnering Event, Technology World Contact: UK Trade and Investment URL: www.uktradeinvest.gov.uk www.technologyworld06.com
17.05. - 17.05.2006 London UK	IRC - Annual Wireless Brokerage Event Contact: IRC - London Technology Network URL: www.london-irc.org , www.thewirelessevent.com
17.05. - 17.05.2006 Budapest Hungary	IRC - Brokerage Event ElectroZone, Industria Fair Contact: IRC Hungary - Budapest University of Technology and Economics URL: www.irc-hungary.hu , www.industria.hu
17.05. - 18.05.2006 Helsinki Finland	IRC - Partnering Event, Nanotechnology in Northern Europe Contact: IRC Finland URL: www.ircfinland.fi , www.nano.fi
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
31.05. - 02.06.2006 Moskow Russia	B2B Meetings, ROSS - Russian Outsourcing and Software Summit Contact: Russoft Association - Fort-Ross Ltd URL: www.soft-outsourcing.com , www.russoft.ru
15.06. - 16.06.2006 Tunis Tunisia	Carthage Investment Forum Contact: FIPA-Tunis Tunisia Foreign Investment Promotion Agency URL: www.investintunisia.tn

20.06. - 22.06.2006 Leipzig Germany	CONTACT Suppliers meet Suppliers, Z Contact: EIC - Industrie- und Handelskammer zu Leipzig URL: www.contact-businessforum.com , www.leipzig.ihk.de
21.06. - 23.06.2006 Moscow Russia	Matchmaking Event, Interop Moscow Contact: MediaLive International, Inc. URL: www.mlai.com , www.interop.ru
06.09. - 06.09.2006 Göteborg Sweden	IRC - Matchmaking Event, Electronix Scandinavia Contact: IRC Western and Southern Sweden / Iceland, ALMI Företagspartner Jönköping AB URL: www.ircwss.se , www.swefair.se
20.09. - 22.09.2006 Istanbul Turkey	V. Partnership Days, Turkish Subcontracting Exchange Contact: Istanbul Chamber of Commerce URL: www.ito.org.tr
28.09. - 29.09.2006 Besancon France	IRC - European Technology Brokerage Event Micro and Nanotechnologies, Micronora Contact: ARIST - CRCI Franche-Comte URL: www.euro-innovation.org , www.micronora.com
03.10. - 06.10.2006 Caxias do Sul Brazil	Matchmaking Event, Mercopar Contact: SEBRAE/RS URL: www.sebrae-rs.com.br , www.mercopar.com.br
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SAITAS Contact: Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL: www.mulhouse.cci.fr , www.saitas.com
01.11. - 05.11.2006 Bangalore India	ASIA INTERPRISE - EU/Karnataka IT Contact: EIC Sweden - Maelar Region URL: www.euroinfo.se
07.11. - 10.11.2006 Paris France	Matchmaking Event, MIDEST Contact: Reed Exhibitions France URL: www.reedexpo.fr , www.midest.com
09.11. - 10.11.2006 Chengdu China	ASIA PARTENARIAT - EU/China Contact: Sichuan International Chamber of Commerce URL: www.delchn.cec.eu.int , www.ccpiit-sichuan.org
14.11. - 17.11.2006 Jönköping Sweden	Matchmaking Activities, Elmia Subcontractor Contact: Elmia AB URL: www.elmia.se/subcontractor

18.11. - 22.11.2006 Dubai UAE	Matchmaking Event, GITEX Contact: Export Solutions URL: www.exportsolutions.com.au , www.gitex.com
28.11. - 30.11.2006 Cologne Germany	Business Meetings, NANO Solutions Contact: Expomedia Events GmbH URL: www.nanosolutions-cologne.de , www.expocentres.de
Fall 2006 Oulu Finland	Matchmaking Event Contact: German-Finnish Chamber of Commerce URL: www.dfhk.fi
20) Interior Design and Decoration	
01.02. - 04.02.2006 Leipzig Germany	Purchasing Days, baufach/innbau Contact: Leipziger Messe GmbH URL: www.baufach.de/einkaufertage , www.leipziger-messe.de
26.03. - 28.03.2006 Beijing China	International Business Forum OPISource Contact: Euromoney Business Meetings URL: www.business-meetings.co.uk , www.parkview.crowneplaza.com
21) Leisure, Games and Amusement	
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
31.03. - 31.03.2006 Hamburg Germany	Business-Speed-Dating, GAMECITY Contact: ConVerve GmbH URL: www.gamecity-hamburg.de , www.converve.com
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
26.10. - 28.10.2006 Genova Italy	EIC - Matchmaking Event, TECHNOFOLIES Contact: EIC - Genova IT363 Liguria URL: www.lig.camcom.it/eicliguria , www.fiera.ge.it/technofolies
22) Livestock and Fishery	
12.02. - 14.02.2006 Bremen Germany	ASIA INVEST - Matchmaking Event, Fish International Contact: InWent URL: www.inwent.org , www.fishinternational.com

10.05. - 10.05.2006 Brussels Belgium	IRC - Brokerage Event, European SEAFOOD Exposition Contact: IRC Scotland - Targeting Innovation Ltd URL: www.ircscotland.net , www.euroseafood.com
12.05. - 12.05.2006 Boulogne France	FIT FOR EUROPE - Matchmaking Event Contact: Boulogne-Développement URL: www.boulogne-developpement.com www.eurada.org/fitforeurope
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
08.06. - 09.06.2006 Istanbul Turkey	IRC - Future Fish Eurasia Brokerage Event Contact: IRC - Ege University, Science and Technology Centre URL: http://irc.ege.edu.tr , www.eurasiafairs.com
25.08. - 27.08.2006 Kuala Lumpur Malaysia	ASIA INTERPRISE - Business Meetings on EHS Management Contact: FLFAM URL: www.flfam.org.my , www.livestockasia.com/eu
23) Mechanics, Mechanical Engineering and Terotechnology	
23.01. - 25.01.2006 New Delhi India	INTEC - German/Indian Brokerage Event, ElectronicIndia Contact: International Technology Co-operation Network URL: www.intec-online.net , www.global-electronics.net
09.02. - 10.02.2006 Jyväskylä Finland	FIT FOR EUROPE - Matchmaking Event Contact: Jyväskylä Regional Development Company Jykes URL: www.fitforeurope.org , www.jykes.fi
02.03. - 03.03.2006 Turin Italy	IRC - Brokerage Event HT Wintersport Contact: Foreign Trade Office - Piemonte Chambers of Commerce URL: www.centroestero.org , www.torino2006.org
23.03. - 23.03.2006 Vilnius Lithuania	TEICO Net Brokerage Event Contact: IRC - Lithuanian Innovation Centre URL: http://teico-net.net , www.lic.lt
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg

24.04. - 28.04.2006 Hanover Germany	b2fair - Matchmaking Event, Hannover Messe Contact: EIC - Handwerkskammer Region Stuttgart URL: www.b2fair.com , www.hannovermesse.de
24.04. - 28.04.2006 Hanover Germany	Matchmaking Event, Hannover Messe Contact: Export Solutions URL: www.exportsolutions.com.au , www.hannovermesse.de
16.05. - 18.05.2006 Birmingham UK	Matchmaking Event, Subcon Contact: The Atrium - The NEC URL: www.internationalcommercialcentre.com , www.subconshow.co.uk
22.05. - 24.05.2006 Bratislava Slovakia	INTEC - German/Slovakian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
23.05. - 23.05.2006 Nitra Slovakia	IRC - Technology Transfer Day and Co-operation Technology Exchange Contact: IRC Slovakia - BIC Bratislava www.irc-slovakia.sk , www.bic.sk/auto
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
20.06. - 20.06.2006 Poznan Poland	INTEC - German/Polish Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
20.06. - 22.06.2006 Leipzig Germany	CONTACT Suppliers meet Suppliers, Z Contact: EIC - Industrie- und Handelskammer zu Leipzig URL: www.contact-businessforum.com , www.leipzig.ihk.de , www.zuliefermesse.de
September 2006 Istanbul, Bursa Turkey	German Business Delegation to Turkey Contact: Handwerk International URL: www.handwerk-international.de
15.09. - 17.09.2006 Dongying City China	ASIA INVEST - EU/China Yellow River Delta Interprise Contact: Dongying Economic Development Zone URL: www.dyedz.gov.cn , www.unidoitpo.org.cn
20.09. - 22.09.2006 Istanbul Turkey	V. Partnership Days, Turkish Subcontracting Exchange Contact: Istanbul Chamber of Commerce URL: www.ito.org.tr

25.09. - 28.09.2006 Iwano-Frankiwsk Lwiw Ukraine	INTEC - German/Ukrainian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
03.10. - 06.10.2006 Stockholm Sweden	EIC - Matchmaking Event, Scandinavian Technical Fair Contact: EIC Sweden - Maelar Region URL: www.euroinfo.se , www.tekniskamassan.se
03.10. - 06.10.2006 Caxias do Sul Brazil	Matchmaking Event, Mercopar Contact: SEBRAE/RS URL: www.sebrae-rs.com.br , www.mercopar.com.br
23.10. - 27.10.2006 Moskow, St. Petersburg Russia	German Business Delegation to Russia Contact: Handwerk International URL: www.handwerk-international.de
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SAITAS Contact: Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL: www.mulhouse.cci.fr , www.saitas.com
07.11. - 10.11.2006 Paris France	Matchmaking Event, MIDEST Contact: Reed Exhibitions France URL: www.reedexpo.fr , www.midest.com
09.11. - 10.11.2006 Chengdu China	ASIA PARTENARIAT - EU/China Contact: Sichuan International Chamber of Commerce URL: www.delchn.cec.eu.int , www.ccpit-sichuan.org
18.11. - 25.11.2006 Cennai, Bangalore, Mumbai India	German Business Delegation to India Contact: Handwerk International URL: www.handwerk-international.de
24) Media and Publishing	
09.03. - 15.03.2006 Hanover Germany	EUREKA - Multimedia Matchmaking Event, CeBIT Contact: Flanders Multimedia Valley URL: www.w-multimedia.org , www.fmv.org , www.cebit.de
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg

03.04. - 04.04.2006 Riga Latvia	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de , www.innovation.lv
11.05. - 12.05.2006 Bergen Norway	EUREKA - Matchmaking Event, eMatch Contact: InfoSector.net (IS) URL: www.eureka.be , www.infosector.net , www.ematch.no
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
14.06. - 16.06.2006 Vigo Spain	Business Club MedPi IBERIA Contact: Reed Exhibitions Iberia URL: www.medpi-spain.com , www.reediberia.com
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SAITAS Contact: Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL: www.mulhouse.cci.fr , www.saitas.com
25) Medicals and Medical Technology	
08.03. - 09.03.2006 Stuttgart Germany	IRC - Brokerage Event, MEDTEC Contact: IRC - Stuttgart-Erfurt-Zürich URL: www.steinbeis-europa.de , www.medtecshow.com
23.03. - 24.03.2006 Cardiff UK	IRC - Healthcare and Biopartnering Event BioWales Contact: IRC - Welsh Development Agency URL: www.walesrelay.co.uk , www.vale-hotel.com
26.03. - 31.03.2006 Boston, St. Paul, Minneapolis USA	German Business Delegation to USA Contact: Handwerk International URL: www.handwerk-international.de/usa2006.asp
28.03. - 29.03.2006 Ivalo Finland	IRC - Partnering Event, FinMed Contact: IRC Tekes - The National Technology Agency URL: www.biobien.com , www.tekes.fi , www.riekkoparvi.fi
16.05. - 16.05.2006 Zabrze Poland	IRC - Brokerage Event, BioMedTech Silesia Contact: IRC South Poland URL: www.gapp.pl , www.test.frk.pl
13.06. - 14.06.2006 Edinburgh Scotland	BioDevice Partnering Event Contact: EBD Group URL: www.ebdgroup.com/biodevice/index.htm

22.06. - 23.06.2006 Frankfurt Germany	Arca Nova - Cooperation Exchange, Optatec Contact: EIC - HA Hessen Agentur GmbH URL: www.arca-nova.com , www.optatec-messe.com
22.06. - 26.06.2006 Heidelberg Germany	IRC - Brokerage Event International Congress on Molecular Staging of Cancer Contact: IRC - Stuttgart-Erfurt-Zürich URL: www.steinbeis-europa.de , www.msccancer.de
06.10. - 08.10.2006 Jakarta Indonesia	ASIA INTERPRISE Indonesia - Medical Devices Business Meetings, CIL Contact: SPECTARIS URL: www.spectaris.de , www.pamerindo.com
15.11. - 18.11.2006 Düsseldorf Germany	IRC - Brokerage Event, Medica Contact: IRC Nordrhein-Westfalen - ZENIT GmbH URL: www.zenit.de , www.medica.de
26) Metals, Plastics and Raw Materials	
13.02. - 16.02.2006 Vitoria Brazil	AL INVEST III - Matchmaking Event, Stone Meeting Contact: CITPAR URL: www.al-invest3.org , www.citpar.br
15.02. - 17.02.2006 Milan Italy	AL INVEST III - Mundo del Plastico y del Embalaje Contact: ABC Net URL: www.al-invest3.org , www.abcnet.it , www.plast06.org
02.03. - 03.03.2006 Turin Italy	IRC - Brokerage Event HT Wintersport Contact: Foreign Trade Office Piemonte Chambers of Commerce URL: www.centroestero.org , www.torino2006.org
26.03. - 31.03.2006 Boston, St. Paul, Minneapolis, USA	German Business Delegation to USA Contact: Handwerk International URL: www.handwerk-international.de/usa2006.asp
05.04. - 06.04.2006 Lyon France	European Subcontracting Meetings Contact: Adhesion Group URL: www.adhes.com
20.04. - 21.04.2006 Karlskrona Sweden	FIT FOR EUROPE - Matchmaking Event SwedContract Contact: EIC - ALMI Företagspartner Blekinge URL: www.fitforeurope.org , blekinge.almi.se
10.05. - 13.05.2006 Madrid Spain	FIT FOR EUROPE - Matchmaking Event Contact: ADE Inversiones y Servicios URL: www.eurada.org/fitforeurope

17.05. - 18.05.2006 Helsinki Finland	IRC - Partnering Event, Nanotechnology in Northern Europe Contact: IRC Finland URL: www.ircfinland.fi , www.nano.fi
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
06.09. - 06.09.2006 Göteborg Sweden	IRC - Matchmaking Event, Electronix Scandinavia Contact: IRC Western and Southern Sweden / Iceland ALMI Företagspartner Jönköping AB URL: www.ircwss.se , www.swefair.se
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
03.10. - 06.10.2006 Caxias do Sul Brazil	Matchmaking Event, Mercopar Contact: SEBRAE/RS URL: www.sebrae-rs.com.br , www.mercopar.com.br
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SAITAS Contact: Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL: www.mulhouse.cci.fr , www.saitas.com
07.11. - 10.11.2006 Paris France	Matchmaking Event, MIDEST Contact: Reed Exhibitions France URL: www.reedexpo.fr , www.midest.com
07.11. - 10.11.2006 Paris France	Business Meetings, Europlast (MIDEST) Contact: Reed Exhibitions France URL: www.reedexpo.com , www.europlast-paris.com
14.11. - 17.11.2006 Jönköping Sweden	Matchmaking Activities, Elmia Subcontractor Contact: Elmia AB URL: www.elmia.se/subcontractor
27) Multi Sector	
23.01. - 27.01.2006 Paris France	EIC - Matchmaking Event - Les Rencontres du Commerce International Contact: EIC - UbiFrance URL: www.ubifrance.fr/rencontres/rci/presentation.asp

15.03. - 16.03.2006 Nantes France	B2B Meetings, IAM - International Atlantic Meeting Contact: CCI de Nantes et Saint-Nazaire URL: www.nantes.cci.fr , www.internationalatlanticmeeting.com
16.03. - 17.03.2006 Oslo Norway	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
28.03. - 29.03.2006 Aubagne France	Matchmaking Event Salon Provence - Méditerranée Contact: CLASSE EXPORT URL: www.classe-export.com
May 2006 Foshan, Yangzhou China	German Business Delegation to China Contact: Handwerk International URL: www.handwerk-international.de
10.05. - 12.05.2006 Vienna Austria	AL INVEST III - Connect Contact: UbiFrance URL: www.ubifrance.fr
16.05. - 17.05.2006 Selestat France	Matchmaking Event Salon Alsace Contact: CLASSE EXPORT URL: www.classe-export.com
16.05. - 17.05.2006 Krakow Poland	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.izet.de
June 2006 Itzehoe Germany	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de
13.06. - 13.06.2006 Paris France	Matchmaking Event Salon Village International PLANETE PME Contact: CLASSE EXPORT URL: www.classe-export.com , www.planetepme.org
October 2006 Dublin, Cork, Galway Ireland	German Business Delegation to Ireland Contact: Handwerk International URL: www.handwerk-international

09.11. - 10.11.2006 Chengdu China	ASIA PARTENARIAT - EU/China Contact: Sichuan International Chamber of Commerce URL: www.delchn.ccc.eu.int , www.ccpit-sichuan.org
22.11. - 23.11.2006 Lyon France	Matchmaking Event Salon Rhône-Alpes Contact: CLASSE EXPORT URL: www.classe-export.com
28) Optics and Laser Technology	
21.03. - 23.03.2006 Shanghai, Changchun China	INTEC - German/Chinese Brokerage Event Electronica and ProductronicaChina and LASER Contact: International Technology Co-operation Network URL: www.intec-online.net , www.global-electronics.net
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA - International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
22.06. - 23.06.2006 Frankfurt Germany	Arca Nova - Cooperation Exchange, Optatec Contact: EIC - HA Hessen Agentur GmbH URL: www.arca-nova.com , www.hessen-agentur.de , www.optatec-messe.com
15.11. - 18.11.2006 Peking China	INTEC - German/Chinese Brokerage Event, ILOPE Contact: International Technology Co-operation Network URL: www.intec-online.net , www.ilope-expo.com
29) Paper and Packaging	
25.10. - 27.10.2006 Mulhouse France	Matchmaking Event, SAITAS Contact: Chambre de Commerce et d'Industrie Sud Alsace Mulhouse URL: www.mulhouse.cci.fr , www.saitas.com
30) Plants and Gardening	
03.02. - 05.02.2006 Essen Germany	AL INVEST III - Matchmaking Event, IPM Contact: Amik URL: www.al-invest3.org , www.amik.de , www.ipm-messe.de
21.04. - 01.05.2006 Genova Italy	EIC - Matchmaking Event, EUROFLORA Contact: EIC - Genova IT363 Liguria URL: www.lig.camcom.it/eicliguria , www.euroflora06.it
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com

31) Security	
21.02. - 26.02.2006 Singapore Singapore	Business Meetings, Asian Aerospace/ Asian Defence Technology Contact: Reed Exhibitions URL: www.adt-expo.com , www.asianaerospace.com
13.03. - 14.03.2006 Hanover Germany	AL INVEST III - Business Meetings, CeBIT Contact: Amik URL: www.amik.de/cebit.pdf , www.cebit.de
05.04. - 06.04.2006 Paris France	ESM European Security Meetings Contact: Adhesion Group URL: www.esmeetings.fr , www.drpbusiness.com , www.adhes.com
32) Textile and Leather	
27.02. - 03.03.2006 Mumbai India	ASIA INTERPRISE - Business Meetings Contact: Confederation of German Textil and Fashion Industry URL: www.textil-mode.de , www.texstylesindia.com
03.04. - 04.04.2006 Riga Latvia	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de , www.innovation.lv
15.06. - 16.06.2006 Tunis Tunisia	Carthage Investment Forum Contact: FIPA-Tunis Tunisia Foreign Investment Promotion Agency URL: www.investintunisia.tn
20.06. - 21.06.2006 Troyes France	International Business Convention CITEXT Contact: Adhesion Group URL: www.adhes.com/citext , www.adhes.com
15.09. - 17.09.2006 Dongying City China	ASIA INVEST - EU/China Yellow River Delta Interprise Contact: Dongying Economic Development Zone URL: www.dyedz.gov.cn , www.unidoitpo.org.cn
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
14.11. - 16.11.2006 Liberec Czech Republic	INTEC - German/Czech Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net

33) Tourism, Hotels and Gastronomy	
26.01. - 26.01.2006 Amsterdam The Netherlands	Speeddating, Opening Conference Year Amsterdam Contact: Amsterdam Tourism and Convention Board URL: www.amsterdamcongress.nl/congressyear ,
25.01. - 27.01.2006 Madrid Spain	AL INVEST III - Ecoturismo para el Desarrollo Sostenible II Contact: Fundacion Atlantica - Eurocentro Patagonia URL: www.al-invest3.org
01.03. - 02.03.2006 Birmingham UK	Hosted Buyer Programme, BTTF - British Travel Trade Fair Contact: Reed Travel Exhibitions URL: www.britishtraveltradefair.com
11.03. - 15.03.2006 Udine Italy	III B.O.S.S. - Partnership Event, Alimenta Contact: Eurosportello Veneto - Unioncamere Veneto URL: www.eu-border.net/boss , www.fieralimenta.it
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
31.05. - 02.06.2006 Wroclaw, Poland	FUTURALLIA - International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
12.06. - 14.06.2006 Helsinki Finland	Hosted Buyer Programme, City Break Contact: Reed Travel Exhibitions URL: www.reedtravelexhibitions.com , www.citybreakexpo.com
03.10. - 06.10.2006 Windhoek Namibia	ESIPP - Tourism Opportunities and Partnerships in South Africa, tourism Contact: ESIPP (EU-SADC) URL: www.esipp.org , www.tourism2006.com
06.11. - 09.11.2006 Genova Italy	EIC - Matchmaking Event, TECNHOTEL Contact: EIC - Genova IT363 Liguria URL: www.lig.camcom.it/eicliguria , www.fiera.ge.it
09.11. - 10.11.2006 Chengdu China	ASIA PARTENARIAT - EU/China Contact: Sichuan International Chamber of Commerce URL: www.delchn.cec.eu.int , www.ccpit-sichuan.org
20.11. - 23.11.2006 Andalucia Spain	Hosted Buyer Programme, Golf Travel Market Contact: Reed Travel Exhibitions URL: www.reedtravelexhibitions.com , http://www.igtm.co.uk

11.12. - 14.12.2006 Cannes France	Hosted Buyer Programme ILTM - International Luxury Travel Market Contact: Reed Exhibitions URL: www.reedexhibitions.com , www.iltm.net
34) Transport, Logistics and Infrastructure	
09.02. - 11.02.2006 Udine Italy	IRC - INNO-TRANSPORT Contact: Irene - Italian Relay Centre North East URL: www.fieraudine.it/innovaction/offerta.html , www.irc-irene.org
08.03. - 09.03.2006 Dublin Ireland	IRC - Waste-to-Energy Seminar and Brokerage Event Irish Recycling and Waste Management Contact: IRC Enterprise Ireland URL: www.irc-ireland.ie , www.environment-ireland.com
08.03. - 12.03.2006 Bangkok Thailand	Business Meetings, TIFF - Thailand International Furniture Fair Contact: Ministry of Commerce Royal Thai Government URL: www.thaitradefair.com/fairin/tiff06
24.03. - 26.03.2006 Singapore Singapore	Matchmaking Event, GermanExpo Contact: Singaporean-German Chamber of Industry and Commerce (SGC) URL: www.sgc.org.sg , www.germanexpo.sg
30.05. - 01.06.2006 Cologne Germany	Matchmaking Logistics Market Netherlands - North Rhine-Westphalia, EuroCARGO Contact: EVD - Dutch Foreign Trade Service URL: www.evd.nl , www.eurocargo-messe.de
31.05. - 02.06.2006 Wroclaw Poland	FUTURALLIA International Business Development Forum Contact: Convention Bureau - Wroclaw URL: www.futurallia.com/fa2006.asp
20.06. - 20.06.2006 Poznan Poland	INTEC - German/Polish Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
27.09. - 29.09.2006 Potsdam, Berlin- Germany	TEICO Net Matching Workshop Contact: InvestitionsBank des Landes Brandenburg URL: http://teico-net.net , www.ilb.de
22.11. - 22.11.2006 Göteborg Sweden	IRC - ECO-Matchmaking, Eco-Tech Scandinavia Contact: IRC Western and Southern Sweden URL: www.swefair.se , www.ircwss.se , www.businessregion.se

35) Wood and Furniture	
01.02. - 04.02.2006 Leipzig Germany	Purchasing Days, baufach/innbau Contact: Leipziger Messe GmbH URL: www.baufach.de/einkaufertage
22.02. - 26.02.2006 Seville Spain	FIT FOR EUROPE - Matchmaking Event Contact: Agencia de Innovación y Desarrollo de Andalucía URL: www.fitforeurope.org , www.agenciaidea.es
14.03. - 15.03.2006 Yecla Spain	IRC - Brokerage Event Tecnomueble Contact: IRC Cenemes URL: www.cenemes.es , www.feriayecla.com
26.03. - 28.03.2006 Beijing China	International Business Forum OPISource Contact: Euromoney Business Meetings URL: www.business-meetings.co.uk , www.parkview.crowneplaza.com
03.04. - 04.04.2006 Riga Latvia	FINESSE - Matchmaking Event Contact: IZET Innovationszentrum URL: www.finesse-baltic.net , www.izet.de , www.innovation.lv
20.04. - 21.04.2006 Karlskrona Sweden	FIT FOR EUROPE - Matchmaking Event SwedContract Contact: EIC - ALMI Företagspartner Blekinge URL: www.fitforeurope.org , blekinge.almi.se
25.09. - 28.09.2006 Iwano-Frankiwska, Lwiw, Ukraine	INTEC - German/Ukrainian Brokerage Event Contact: International Technology Co-operation Network URL: www.intec-online.net
26.09. - 28.09.2006 Shanghai China	First International Buyer Sourcing Fair Contact: China Ministry of Commerce URL: http://english.mofcom.gov.cn , www.shanghaiimc.com
22.11. - 24.11.2006 Ghana	PRO-INVEST - Matchmaking Mission to Ghana Contact: IFIA Interafrican Forest Industries Association - Côte d'Ivoire URL: www.ifiasite.com

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Expomedia Events



Telegraaf Expomedia Events

Telegraaf Expomedia Events

UnicommTM
Events For New Business
Unicomm



Infor-media



Montgomery International

RECENT SHOW IMPLEMENTATIONS



Flooring Russia
16-18 October
www.flooringrussia.com

The Russian International Wine & Spirits Fair
16-18 October
www.winerussia.com



Freight Russia
24-26 October
www.freightrussia.com

SeaFood Russia
6-8 June
www.seafood-russia.ru



Fashion Items
30-31 July
www.fashion-items.nl

IFE Poland
17-19 May
www.ifepoland.com



Meeting Premiera
29-31 March
www.targimeeting.com.pl

Warsaw International Motor Show
9-12 November
www.motorshow-warsaw.com



ICON
2-4 May
www.icon-expo.com

Infor-media India
www.informedia-india.com



Lakaskultura
10-12 March
www.expocce.com/lakaskultura

CON4
22-23 November
www.con4-cologne.com



For more info please visit us at: www.expostudio.net

CONTACT: **Dejan Mitov** dejan.mitov@expostudio.net Phone: + 389 2 2700 230
Fax: + 389 2 2736 325

3.2 Organisers of Matchmaking Events

Argentina	• Eurocentro Cordoba www.fundemp.org.ar • Eurocentro Patagonia www.eurocentropatagonia.com.ar
Australia	• Export Solutions www.exportsolutions.com.au
Austria	• Bureau for International Research and Technology Cooperation (IRC) www.irca.at • Wirtschaftskammer Steiermark (EIC Graz) www.wko.at/stmk/eic • ITBeurope Austria www.itbeurope.org
Belgium	• Flanders Multimedia Valley www.fmv.org
Brazil	• CITPAR www.citpar.br • SEBRAE/RS www.sebrae-rs.com.br
Burkina	• FIAPB Fédération Nationale des Industries de l'Agroalimentaire www.fiab.bf
China	• China Council for the Promotion of International Trade http://cefcoccpit.org • China Ministry of Commerce http://english.mofcom.gov.cn • Dongying Economic Development Zone www.dyedz.gov.cn • Qingdao International Cooperation Association www.qdautofair.gov.cn • Shanghai New International Expo Center www.sniec.net/e • Sichuan International Chamber of Commerce www.ccpit-sichuan.org

Czech Republic	• Technology Centre AS CR (IRC Czech Republic) www.circ.cz
Finland	• German-Finnish Chamber of Commerce www.dfhk.fi • Jyväskylä Regional Development Company Jykes Ltd (IRC) www.jykes.fi • Tekes - The National Technology Agency (IRC) www.tekes.fi
France	• Adhesion Group www.adhes.com • ARIST - CRCI Franche-Comte (IRC) www.euro-innovation.org • Bretagne Innovation - IRC Centr'Atlantic www.cri-centratlantic.org • CCI de Nantes et Saint-Nazaire www.nantes.cci.fr • Chambre de Commerce et d'Industrie de Reims et d'Epernay www.reims.cci.fr • Chambre de Commerce et d'Industrie Sud Alsace Mulhouse www.mulhouse.cci.fr • CLASSE EXPORT www.classe-export.com • FUTURALLIA Association www.futurallia.com • IFIA Interafrican Forest Industries Association www.ifiasite.com • OSEO anvar Poitou-Charentes (IRC) www.anvar.fr • Reed Exhibitions France www.reedexpo.fr • UbiFrance (EIC) www.ubifrance.fr • VB International www.vbinternational.mc

- | | |
|----------------|--|
| Germany | <ul style="list-style-type: none">• Amik - Agency for Marketing and International Communication
www.amik.de• Bayern Innovativ GmbH (IRC)
www.bayern-innovativ.de• Berlin Partner (EIC/IRC)
www.berlin-partner.de• Celtic Office c/o Eurescom
www.celtic-initiative.org• Confederation of German Textil and Fashion Industry
www.textil-mode.de• ConVerve GmbH
www.converve.com• Deutsche Energie-Agentur GmbH (dena)
www.dena.de• Deutsche Messe AG
www.messe.de• Erfurt Landesbank Hessen-Thüringen (EIC)
www.helaba.de• Expomedia Events GmbH
www.expomediaevents.de• HA Hessen Agentur GmbH (IRC)
www.irc-hessen.de• Handwerk International (EIC)
www.handwerk-international.de• Handwerkskammer Region Stuttgart
www.hwk-stuttgart.de• IHK - GmbH
www.ihk-gmbh.com• Industrie- und Handelskammer Leipzig (EIC)
www.leipzig.ihk.de• InvestitionsBank des Landes Brandenburg
www.ilb.de• InWEnt - Internationale Weiterbildung und Entwicklung gGmbH
www.inwent.org• IZET Innovationszentrum (IRC)
www.izet.de |
|----------------|--|

	• Leipziger Messe GmbH www.leipziger-messe.de • Messe Frankfurt GmbH www.messefrankfurt.com • NBANK Investitions- und Förderbank Niedersachsen GmbH (IRC) www.irc-innsa.de • SPECTARIS - German Industry Association for Optical, Medical and Mechatronical Technologies www.spectaris.de • Steinbeis-Europa-Zentrum, IRC - Stuttgart-Erfurt-Zürich www.steinbeis-europa.de • Thüringen innovativ GmbH, IRC - Stuttgart-Erfurt-Zürich www.thati.de • WTSH Wirtschaftsförderung und Technologie- transfer Schleswig-Holstein GmbH (IRC) www.wtsh.de • ZENIT GmbH (IRC Nordrhein-Westfalen) www.zenit.de
Hungary	• Budapest University of Technology and Economics (IRC) www.irc-hungary.hu
Ireland	• IRC Enterprise Ireland www.irc-ireland.ie
Italy	• ABC Net www.abcnet.it • AGC 98 SRL www.agc98.net • Bolzano Chamber of Commerce (EIC) www.hk-cciaa.bz.it • CO.EXPORT www.coexport.it • Ente per le Nuove Tecnologie, l'Energia e l'Ambiente ENEA, Italian Relay Centre North East (IRC Irene) www.irc-irene.org

	• Eurobic Toscana Sud www.bictoscanasud.it • Eurosportello Veneto - Unioncamere Veneto www.eurosportelloveneto.it • Foreign Trade Office - Piemonte Chambers of Commerce www.centroestero.org • Genova IT363 Liguria (EIC) www.lig.camcom.it/eicliguria
Korea	• KOTRA - Korea Trade-Investment Promotion Agency www.kotra.or.kr
Lithuania	• Lithuanian Innovation Centre (IRC) www.lic.lt
Malaysia	• Federation of Livestock Farmers' Associations of Malaysia www.flfam.org.my
The Netherlands	• Amsterdam Tourism and Convention Board www.amsterdamcongress.nl • EVD - Dutch Foreign Trade Service www.evd.nl
Norway	• InfoSector.net (IS) www.infosector.net
Poland	• Convention Bureau - Wroclaw www.convention.wroclaw.pl • The Upper Silesian Agency for Enterprises Restructuring (IRC) www.gapp.pl • Wroclaw Centre of Technology Transfer - Wroclaw University of Technology www.wctt.pl
Russia	• Russoft Association - Fort-Ross Ltd www.russoft.ru
Scotland	• Targeting Innovation Ltd (IRC Scotland) www.ircscotland.net

Singapore	• Singaporean-German Chamber of Industry and Commerce www.sgc.org.sg • International Enterprise Singapore (IE Singapore) www.iesingapore.gov.sg
Slovakia	• BIC Bratislava (IRC Slovakia) www.irc-slovakia.sk
Spain	• Agencia de Innovación y Desarrollo de Andalucía www.agenciaidea.es • Bilbao Exhibition Center www.bilbaoexhibitioncentre.com • CIDEM (IRC) www.cidem.com • Confederacion de Empresarios de Aragón (EIC Zaragoza) www.crea.es • European Software Institute www.esi.es • Instituto de Fomento de la Región de Murcia (IRC Cenemes) www.cenemes.es • Madrid + D (IRC - Madrid) www.madrimasd.org • Reed Exhibitions Iberia www.reediberia.com
Sweden	• Acreo AB (IRC Central Sweden) www.ircs sweden.se/central • ALMI Företagspartner Blekinge (EIC) http://blekinge.almi.se • Elmia AB www.elmia.se • IVF Industrial Research and Development Corporation (IRC) www.ircwss.se • MediaLive International, Inc. www.mlii.com

Thailand	• Ministry of Commerce Royal Thai Government (DEP) www.thaitrade.com
Tunisia	• FIPA-Tunis Tunisia, Foreign Investment Promotion Agency www.investintunisia.tn
Turkey	• Ege University, Science and Technology Centre (IRC) http://irc.ege.edu.tr • The Istanbul Chamber of Commerce www.ito.org.tr
United Kingdom	• Euromoney Business Meetings www.business-meetings.co.uk • London Technology Network (IRC) www.london-irc.org • Montgomery International Ltd www.montex.co.uk • Reed Exhibitions www.reedexhibitions.com • Reed Travel Exhibitions www.reedtravelexhibitions.com • SPG Media Limited www.spgmedia.com • UK Trade and Investment www.uktradeinvest.gov.uk • The Atrium - The NEC www.internationalcommercialcentre.com • Welsh Development Agency (IRC) www.walesrelay.co.uk • Worldwide Business Research www.wbresearch.com
United States	• EBD Group www.ebdgroup.com
Vietnam	• The Delegation of the European Commission to Vietnam www.delvnm.cec.eu.int

3.3 Service Providers for Matchmaking

- ngn - new generation network GmbH, Berlin, Germany
www.ngn.de
- Expostudio.net, London, England
www.expostudio.net
- local global GmbH, Stuttgart, Germany
www.localglobal.com



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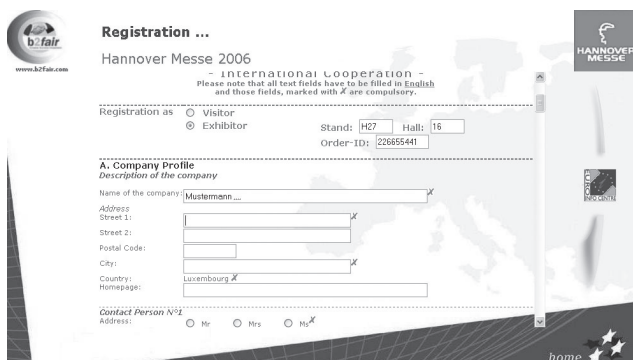


A Project of the Euro Info Centres (EIC)



3.4 Extracts of Matchmaking Platform B2fair

B2fair – Registration procedure and participation conditions



Registration ...
Hannover Messe 2006
- International Cooperation -
Please note that all text fields have to be filled in English and those fields, marked with *X* are compulsory.

Registration as: ☐ Visitor ☒ Exhibitor
Stand: H27 Hall: 16
Order-ID: 226655441

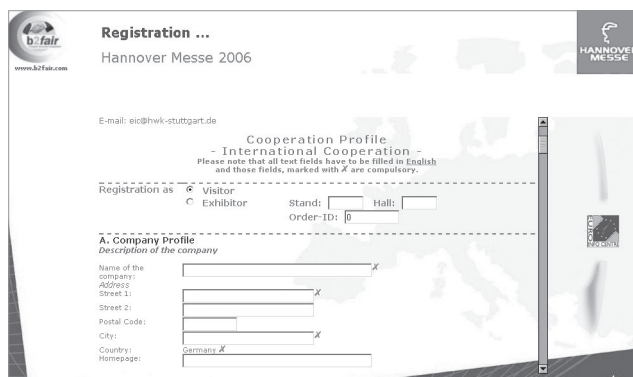
A. Company profile
Description of the company

Name of the company: Mustermann... *X*
Address:
Street 1: *X*
Street 2: *X*
Postal Code: *X*
City: *X*
Country: Luxembourg *X*
Homepage:

Contact Person *X*
Address: ☐ Mr ☐ Mrs ☒ Ms *X*

home

B2fair – Extract of registration form I



Registration ...
Hannover Messe 2006
- International Cooperation -
Please note that all text fields have to be filled in English and those fields, marked with *X* are compulsory.

E-mail: eid@wki-stuttgart.de

Registration as: ☒ Visitor ☐ Exhibitor
Stand: Hall: *X*
Order-ID: 0

A. Company profile
Description of the company

Name of the company: *X*
Address:
Street 1: *X*
Street 2: *X*
Postal Code: *X*
City: *X*
Country: Germany *X*
Homepage:

B2fair – Extract of registration form II



Registration ...
Hannover Messe 2006

If you have specified two contact persons above, would you like your meetings to be scheduled separately?
☐ Yes ☒ No

Establishment year:

Type of company: ☒ ☐ Enterprise
☐ Chamber, Trade Association, ...
☐ Banking institution
☐ Consultancy firm
☐ Research facility, university or other institution of higher education, ...
☐ Other (Please specify)

Field of activities: ☒ ☐ Production
☐ Services
☐ Trade (Purchasing)
☐ Trade (Sales, distribution)
☐ Other (please specify)

B2fair – Extract of registration form III



Registration ...
Hannover Messe 2006

B. Cooperation Proposals
Description of the cooperation sought
Type of cooperation ☒

Commercial cooperation		We offer	We request
Trade Intermediary (agent, representative, distributor)	☐	☐	☐
Reciprocal distribution	☐	☐	☐
Franchise	☐	☐	☐
Marketing/ promotion	☐	☐	☐
Reciprocal Marketing/ promotion	☐	☐	☐
Logistical cooperation	☐	☐	☐
Human resources	☐	☐	☐
Sourcing cooperation (buying, sourcing...)	☐	☐	☐
Financial cooperation		We offer	We request
Joint venture	☐	☐	☐
Merger, exchange of	☐	☐	☐

B2fair – Extract of online catalogue



www.b2fair.com

On-Line Catalogue...

Hannover Messe 2006



Deutsch

The On-Line catalogue is separated into Exhibitors and Visitors. Exhibiting companies of the Hannover Fair 2006 are named as Exhibitors, visiting companies as Visitors. Corresponding links are available to switch between the Exhibitor and Visitor catalogue as well as the different styles.

- Exhibitors by sectors
- Exhibitors by countries
- Exhibitors in alphabetical order
- Search Exhibitors
- Visitors by sectors
- Visitors by countries
- Visitors in alphabetical order
- Search Visitors
- Registration

B2fair – Extract of exhibitors profile



www.b2fair.com

On-Line Catalogue Visitors

Hannover Fair 2005



Deutsch

VISITOR: [HOME](#) | [SEARCH FORM](#) | [ALL](#) | [BACK TO LIST](#) | [EXHIBITOR](#)

[Details of the company](#) 5

Country: Luxembourg	1132	ROVI-TECHLUX S.A.	Luxembourg
INDUSTRIAL SERVICES AND EQUIPMENT			

Availability during the Hannover Fair 2005
24.04.2006 / 25.04.2006

A. Company Profile

Product Codes

Company's Products / Activities (main products, services, core activities)

The company is:
- builder of industrial "turn key" or specified machines according to the request of the customer;
- producer of the L&B-200, the earliest vision system to use in the field of quality control;
- producer of PVC 2000, classification system of pipe caseworks in the slaughterhouses.

The company realises prototypes and feasibility studies.

Establishment year 1997

Certification / Quality standard
ISO 9001:2000, CE, DIN EN ISO 9001

B. Cooperation Proposals

Description of the cooperation sought

Type of cooperation
Commercial cooperation - Request
Trade, intermediary, agent, representative, distributor.....
Technical & Production cooperation - Offer
Technological cooperation
Research & development
Reciprocal production agreement
Technical & Production cooperation - Request
Technological cooperation
Reciprocal production agreement
Subcontracting

Target countries
Belgium, France, Germany, Ireland, Italy, Luxembourg, Netherlands, Spain, Switzerland

Description of cooperation sought/requests
The company requests cooperation with machine builders for the entire year

home

B2fair – Meeting requests



Meeting requests ...

Hannover Fair 2005

1132 ROVI-TECHLUX S.A. V

The list displays your requested meeting partners as well as the asked meetings for you. If you want to extend the list, please click on [Change Meeting](#).

Desired meeting requests

Exhibitor

43 ROTOMAG MOTORS & CONTROLS PVT. LTD.

44 RULMENTI S.A.

521 Walter Elektro Anlagentechnik

523 dpm Identysteme GmbH

526 Juke Systemtechnik

625 SP-Automation S. A.

634 SSL Maschinenbau GmbH

643 SETO TEKNOLOG PVT LTD

Visitor

1108 ATL L S.à r.l.

1200 AMEC- SPIE Sud-Ouest

Asked meeting requests

Exhibitor

542 OZAK ELEKTRONIK SAN. & TIC. A.S.

Visitor

1026 BFED S. A. (Bureau for Foreign Economic Development...)

1078 Kontakt Elektro Ltd.

Please note: You cannot change meetings requested by other participants of the event. The list is only an information for you.
You will get your personal meeting schedule before and during the event. Then you will also have the possibility to add or change requested meetings.



www.hannover-messe.de

[home](#)

B2fair – Meeting schedule

Date	Time	Identification	Enterprise	Meeting partner	Meeting place
1	25.04.2005 09:00-09:30	10001078	Kontakt Elektro Ltd	Ferenc / Béla Hirth / Torzsányi	Hall 6 Table 903
2	25.04.2005 09:45-10:15	1000523	dpm Identysteme GmbH	Andreas Wenzel (Dipl.-Ing.)	Hall 09 - Stand C13
3	25.04.2005 10:30-11:00	1000044	RULMENTI S.A.	Bail Kaymal/Marcel Popa	Hall 22 - Stand A23
4	25.04.2005 11:15-11:45	1000542	OZAK ELEKTRONIK SAN. & TIC.	Seyit Ozcan	Hall 06 - Stand H32
5	25.04.2005 12:00-12:30		Lunch		
6	25.04.2005 12:45-13:15		Lunch		
7	25.04.2005 13:30-14:00	1000526	Juke Systemtechnik	Hovestadt (Dipl.-Ing.)/A/Wenke	Hall 04 - Stand B12
8	25.04.2005 14:15-14:45	2001026	BFED S. A. (Bureau for Foreign Economic Development...)	Diderit Kint	Hall 6 Table 901
9	25.04.2005 15:00-15:30	1000043	ROTOMAG MOTORS & CONTROLS PVT. LTD.	Balani/Vaidya	Hall 25 - Stand B06
10	25.04.2005 15:45-16:15				
11	25.04.2005 16:30-17:00	1000634	SSL Maschinenbau GmbH	Scholz (Dipl.-Ing.)/Scholz (Dipl.-Ing.)	Hall 04 - Stand H 40
12	26.04.2005 09:00-09:30	2001108	ATL L S.à r.l.	Frank CROMBE	Hall 6 Table 903
13	26.04.2005 09:45-10:15				
14	26.04.2005 10:30-11:00	1000643	SETO TEKNOLOG PVT LTD	RAGHAVENDRA RAICHUR	Hall 12 - Stand D01
15	26.04.2005 11:15-11:45				
16	26.04.2005 12:00-12:30		Lunch		
17	26.04.2005 12:45-13:15		Lunch		
18	26.04.2005 13:30-14:00	2001200	AMEC- SPIE Sud-Ouest	Michel VALIERE	Hall 6 Table 903

3.5 Promotional Programmes for SMEs

Pan European Business Co-operation Schemes (PES)

The Pan-European Business Co-operation Schemes have been initiated by the European Union and are supported by the Enlargement Directorate-General in collaboration with Enterprise Directorate General. The PES encompass six projects involving more than 100 partners from 30 European countries connecting 4,000 enterprises in 32 matchmaking events at major international trade fairs: Arca Nova, B2fair, Cross-Bo, EU-matching, Europe Autoparts and Fit for Europe.

<http://eic.cec.eu.int/PES/default.htm>

- **ARCA NOVA:**

The programme intends to build a bridge between the old and new member states, between Eastern and Western Europe. 21 partners from eleven different countries are working together on the European Arca Nova project. Cooperation exchanges are held at the CeBIT (Germany), CibusTEC (Italy) and Optatec (Germany) in the sectors information technology and telecommunications, food, optics, opto-electronics and medical technology. Project leader is: EIC DE127 Wiesbaden, Germany.

www.arca-nova.com

- **B2FAIR:**

Five leading international trade fairs in the metal sector serve as platforms for the b2fair cooperation exchanges: the AMB in Stuttgart (Germany), the MIDEST in Paris (France), the Hannover Messe (Germany), the HI Industri (Denmark) and the Elmia Sub-contractor fair (Sweden). Project leader is: EIC DE106 Stuttgart, Germany.

www.b2fair.com

- **CROSS-BO:**

SMEs from the general engineering and the wood and wood products sectors representing 13 European countries will participate in a series of business matchmaking events and seminars. The

project's aim is to help SMEs utilise the opportunities created by EU Enlargement by arranging a series of activities and events which will give them the opportunity to develop strategic partnerships and cross-border business cooperation. Business meetings were organised at the WOOD INTERPRISE (Germany) and at the INTERPRISE IND-TECH (Sweden). Project leader is: EIC SE633 Västerås, Sweden.

www.euroinfo.se/CrossBo

- EU-MATCHING:

A cooperation of 15 European partners in the three economic sectors: electrotechnics and electronics, transport and logistics, and building are organising sectorial matching events during three international trade fairs: INTEL (Italy), Transport and Logistics (Belgium) and Batimat (France). Project leader is: EIC BE001 Namur, Belgium.

www.eumatching.net

- EUROPE AUTO PARTS:

Together with 14 partners in ten different countries the project focuses on the organisation of matchmaking events in the framework of international trade fairs: Motortec (Spain), Equip Auto (France), Autotechnica (Belgium) and Automechanika (Germany), as key platforms for initiating negotiations and for creating productive cooperative activities in the sectors: parts and components, systems and modules, accessories and tuning, and repair and automotive services. Project leader is: ES225 Zaragoza, Spain.

www.europeautoparts.com

- FIT FOR EUROPE:

The "Fit for Europe" project consists of helping SMEs from new member states and candidate countries to develop partnerships with EU15 major contractors. The business model is the "meet-the-buyer" concept. This concept is focused on prearranged meetings based on the needs of major contractors. Events were planned in 2005 at Subcon (UK) and FUTURALLIA (Belgium). Project leader is: Eurada, Brussels, Belgium.

www.fitforeurope.org

EuropeAid Co-operation Office

EuropeAid aims to implement the external aid instruments of the European Commission which are funded by the European Community budget and the European Development Fund.

http://europa.eu.int/comm/europeaid/index_en.htm

- **ASIA-INVEST II:**
The Asia-Invest II Programme is an initiative by the European Commission to promote and support business cooperation between the EU and Asia.
<http://europa.eu.int/comm/europeaid/projects/asia-invest>
- **AL-INVEST:**
A network of operators from Europe and Latin America cooperate on organising sectorial meetings.
<http://europa.eu.int/comm/europeaid/projects/al-invest>
- **AL-INVEST III:**
This is the largest European Commission programme to foster small and medium-sized companies in Europe and Latin America between 2003 and 2007.
www.al-invest3.org

BOSS

The B.O.S.S. project (Business Opportunities and Services for Small-micro companies) is a pilot programme of the European Commission and aims to assist three EU border regions (Veneto and Friuli Venezia-Giulia in Italy and Central Macedonia in Greece) in the economic adjustment due to the enlargement process.

www.eu-border.net/boss

BusTEN

BusTEN is a Euro Info Centers initiative with 23 partners in twelve different European countries which was created to EU Enlargement on May 1, 2004 and sponsored by the European Commission. Its intention is to foster SMEs in the new member and accession states.

www.busten.com

Cordis

CORDIS is the information service that informs about European Community activities and initiatives in the field of Research and Development and Innovation. It offers a wide range of information about EU research and innovation policies, EU funding programmes, initiatives, potential partners, and previous and on-going projects.

www.cordis.lu

ESIPP

ESIPP, an EU-SADC Investment Promotion Programme, is a joint programme of the European Union and the Southern African Development Community (SADC) designed to attract foreign investment into the region and to promote long-term investment and cooperation agreements in specific key sectors on a structured, continuous and sustainable basis.

www.esipp.org

eTEN

eTEN is the European Community Programme designed to help the deployment of telecommunication networks based services (e-services) with a Trans-European dimension. It focuses strongly on public services, particularly in areas where Europe has a competitive advantage.

http://europa.eu.int/information_society/activities/eten/index_en.htm

Export Solutions Business Matching - Go further than an online matchmaking program

Export Solutions provides an Advanced Business Matching program that fills in the blanks often left by many online matchmaking programs.

Trade Fair Organizers, Exhibitors as well as Visitors can benefit from a Business Matching program which has these highlights:

- Targets provided based on trade fair objectives and not just standard answers.
- Additional marketing of the trade fair as we match-make with more than just the list of Exhibitors.
- Companies participate in the meeting selection process rather than having meetings set with Blind Dates.
- More effective meetings are scheduled delivering real results as we provide company and meeting details beyond online answers.
- Target lists can be retained by companies for future marketing opportunities.
- No longer a lottery in trying to find the right targets
- Positive innovation of the trade fair brand where the reputation of the trade fair is enhanced

Export Solutions have been assisting companies from all over the world since 2000 to enhance their participation at leading industry trade fairs - take a look at our client's stories in the case studies at www.exportsolutions.com.au

Avoiding the Blind Date



Events 2006

24.04.2006 – 28.04.2006	BME Subcontracting Halls, Hannover Messe 2006
18.11.2006 – 22.11.2006	GITEX 2006, Dubai

Contact

Ross Marsh

Phone/Fax : +44 (0)20 7381 9940

E-mail : ross@exportsolutions.com.au

EUREKA

EUREKA is a Pan-European network for market-oriented, industrial R&D. Created as an intergovernmental initiative in 1985 EUREKA aims to enhance European competitiveness through its support of businesses, research centres and universities who carry out Pan-European projects to develop innovative products, processes and services.

www.eureka.be/home.do

FINESSE

FINESSE (Facilitating Incubator Networking and Exchanges of Services for Small Enterprise) receives partial funding from the European Regional Development Fund under the INTERREG IIIC Programme. FINESSE Matchmaking is a series of ten events in the Baltic Sea region.

www.finesse-baltic.net

FP6/FP7

The Framework Programmes cover European Community activities in the field of research, technological development and demonstration (RTD) - FP6 for the period 2002 to 2006 and FP7 for 2007 - 2013.

<http://fp6.cordis.lu>, www.cordis.lu/fp7

Gateway to Japan

A programme funded and managed by the European Commission for European small and medium-sized enterprises. The EU Gateway to Japan campaign helps European SMEs enter the Japanese market.

www.gatewaytojapan.org

Interreg3C

INTERREG IIIC is an EU-funded programme that helps Europe's regions form partnerships to work together on common projects. By sharing knowledge and experience, these partnerships enable the regions involved to develop new solutions to economic, social and environmental challenges.

www.interreg3c.net

PROINVEST

PROINVEST is an EU-ACP (Africa, Caribbean and Pacific) partnership programme developed and undertaken by the European Commission on behalf of the ACP countries. PROINVEST, over a period of seven years, is financed by the European Development Fund (EDF).

www.proinvest-eu.org

SMEs go LifeSciences

The SMEs go LifeSciences project is co-funded by the European Commission. This initiative's goal is to foster and increase the successful involvement of small and medium-sized enterprises and SME groupings in Life Sciences related research projects of the 6th EU Framework Programme (FP6).

www.smesgolifesciences.be

UNIDO Programmes and Networks

- UNIDO SPX - Industrial Subcontracting and Supply Chain Management Programme: Subcontracting and Partnership Exchanges (SPX) are technical information, promotion and match-making centres for industrial subcontracting and partnership.

www.unido.org

- UNIDO ITPOs - Investment and Technology Promotion Offices/Units: The ITPO network provides services to client institutions and entrepreneurs from developing countries and countries with economies in transition which want to forge new alliances in international industrial investment and technology transfer
- UNIDO Exchange: Exchange is a business and knowledge portal through which companies can initiate international networking opportunities and business cooperation in the fields of subcontracting, technology and investment partnerships.
<http://exchange.unido.org>

Intec.net

The International Technology Co-operation Network *intec.net* has been mandated by the Federal Ministry of Economics and Labour to support German SMEs in finding new know-how and suitable business partners abroad. For this purpose *intec.net* maintains 15 offices in eleven countries in Central and Eastern Europe as well as in India and China.

www.intec-online.net

TEICO-NET

Managed by the Investitionsbank Berlin (IBB) the TEICO-Net project comprises 15 partners in Europe. Six of them are situated in Germany, four in Poland, three in Sweden and one in Latvia and Lithuania. Within TEICO-Net, international matching workshops are organised for Technology Oriented SMEs (Borlänge, Szczecin, Riga, Poznan, Vilnius, Berlin, Potsdam and Wroclaw). Participation in these workshops is free of charge.

<http://teico-net.net>

3.6 Webpages

European Union

- Grants and Loans of the EU
www.europa.eu.int/grants/index_en.htm
- Promoting Entrepreneurship and SMEs
<http://europa.eu.int/comm/enterprise/entrepreneurship>
- SME Envoy
http://europa.eu.int/comm/enterprise/entrepreneurship/sme_envoy
- European Support Programmes for SMEs
www.europa.eu.int/comm/enterprise/entrepreneurship/sme_envoy/pdf/support_programmes_2005_en.pdf
- SMEs Access to Finance
<http://europa.eu.int/comm/enterprise/entrepreneurship/financing>
- SME TechWeb
<http://sme.cordis.lu>
- EuropeAid Co-operation Office
http://europa.eu.int/comm/europeaid/index_en.htm

Networks for Cooperation

- European Business Support Networks of the EC
<http://europa.eu.int/comm/enterprise/networks/index.htm>
- Euro Info Centres (EIC)
<http://eic.cec.eu.int>
- Innovation Relay Centres (IRC)
<http://irc.cordis.lu>
- Business and Innovation Centres (BIC)
www.ebn.be
- COOPECOS
http://europa.eu.int/comm/europeaid/projects/al-ivest/coopecos_en.cfm
- Eurocentres
http://europa.eu.int/comm/europeaid/projects/al-investeurocentres_en.cfm

E-Commerce and E-Trade Portals

- European Commission - Business Cooperation across Europe
www.eubusiness.com
- International Trade Market Place
www.e-trade-center.com
- Global Sourcing Portal
www.supply-markets.com
- Portal for International Cooperation with Germany
www.internationale-kooperation.de
- Marketplace for Technology Evaluation, Licensing, Technology Acquisition and R&D
www.yet2.com
- Source of International Trade Leads
www.eceurope.com
- Database of Subcontractors
www.e4subcon.com
- Marketplace for Volume Buyers of various Products
www.globalsources.com
- Platform for Procurement, Internet Technologies and Industry Experts Services
www.subcontractsolutions.com
- Network of international Trade Martket Places in the World
www.worldbid.com
- Company Profiles and Product Information of selected Italian Contract Manufacturers
www.subcontractitaly.com
- Subcontracting Portal in Spain
www.subcont.com
- Subcontracting Portal in Russia
www.subcontract-in-russia.com
- Asia Europe Trade Bridge
www.eatb.com.cn
- B2B Asian Business Portal
www.asiatradehub.com
- Korea's Global e-Trade Channel
www.buykorea.org

- E-Commerce Gateway to Thailand
www.ecbizz.com
- Sourcing Portal in China
www.sourcingcn.com
- Matchmaking Portal in China
<http://bizmatching.mofcom.gov.cn/en/index.jsp>
- India Trade Promotion Organisation
www.tradeportalofindia.com
- Portal for Exporters and Importers in the USA
www.buyusa.com

Portals of the Exhibiton Industry

- UFI - Global Association of the Exhibition Industry
www.ufi.org
- AUMA - Association of the German Trade Fair Industry
www.auma-fairs.com
- RIOST - Premier International Network for Industrial, Subcontracting, Trade Fairs and Organisations
www.riost.org
- Central European Fair Alliance
www.cefa.biz
- Centrex. International Exhibition Statistics Union
www.centrexstat.org
- FKM Society for Voluntary Control of Fair and Exhibition Statistics
www.fkm.de
- IELA - International Exhibition Logistic Associates
www.IELA.com
- AMA - Association of Exhibitions in Austria
www.messen-austria.at

Links Globalisation

- The World Bank
www.worldbank.org
- International Monetary Fund
www.imf.org
- United Nations Conference on Trade and Development (UNCTAD)
www.unctad.org
- World Trade Organisation (WTO)
www.wto.org
- Organisation for Economic Cooperation and Development
www.oecd.org
- Institute for international Economics
www.iie.com
- National Bureau of Economic Research
www.nber.org
- New Global History Research Institute
www.newglobalhistory.org

Other Webpages

- Homepage Eurochambres
www.eurochambres.be
- Homepage World Chambers
www.worldchambers.com
- European Business Directory
www.europages.com
- Central and Eastern European Directory On-Line,
www.ceebd.co.uk
- Europages - The European Business Directory
www.europages.com

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