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</tbody>
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Business Information And Support System (BISS)
BUSINESS INFORMATION AND SUPPORT SYSTEM
(BISS)

United Nations Centre for Regional Development

March 1993
The Task

To design and operate a business information and support system (BISS) for small and medium-sized enterprises and producer associations at the (subnational) regional level.

Scope of BISS

BISS is to serve a two-fold objective, viz: (1) To establish the business infrastructure for promoting crossnational links for local businesses; (2) to improve the performance of local businesses.

BISS is to start with core information of interest to investors/buyers from outside the region (domestic and overseas). Thus, production and trading activities will be the initial focus of detailed enquiry.

Some of the investors/buyers may come to the region with definite business purposes/plans, while others may not. Information which indicates the current performance of enterprises in the region and the quality of the supporting business environment is likely to interest the former type, while the hidden potentials of the region (including social, cultural and environmental aspects) are likely to stimulate the latter. However, both types of investor/buyer need to be served by BISS.

Information with a "human face" appears to be more effective than an impersonal computerized data base in situations where business links are to be promoted. This factor must also be recognized by BISS.

Considering the above, in each region, BISS is to be composed of two major assets, viz: (1) The Regional Data Base (RD-Base); and the Regional Consulting Unit (RCU).

RD-Base is to consist of four components, viz: (1) Firm Profiles, (2) External Investors'/Buyers' Needs, (3) Regional Investment Promotion Information, and (4) Referral Information of Supporting Environment. It is to be developed incrementally, with the cooperation of the private and public sectors, and maintained and managed by the RCU.

The RCU is envisaged as having four major functions, viz: (1) Performance monitoring functions (of the firms/associations, the supporting business environment), (2) local consulting functions, aimed at performance improvement of local firms/associations, (3) external (overseas/domestic) liaison functions, and (4) periodic information dissemination functions, aimed at overall improvement of the local business environment.

Details of RD-Base and RCU are indicated below.

The Regional Data Base (RD-Base)

(1) Firm Profiles

Target: Individual firms and associations engaged in production/trading activities (detailed surveys) and other service sector activities (basic profiles only)

Method: Questionnaire surveys, followed by selected interview surveys. Survey sheet samples in Annex 1.

(2) External Investors'/Buyers' Needs

Target: Selected firms and associations with established external relations, local business consultants/intermediaries.

(3) Investment Promotion Information

Target: Special agencies for investment promotion, local government authorities, local chambers of commerce and industry and other producer/trading associations

Method: Sample of information to be supplied to external investors/buyers (domestic and overseas) requested from target institutions indicated above.

(4) Referral Information of Supporting Environment

The most important characteristic of this BISS component is the referral list of target institutions/agencies and personnel, to be contacted by the RCU when detailed information/consultation is required. A simple information base may, however, be required for each of the following areas.

a. Public Utilities/Infrastructure and Related Facilities

Target: Agencies in-charge of above, covering: Water supply, sewerage treatment, solid waste management, electricity, roads’ railroads, ports/airports, educational services, health services, etc.

Method: Basic sample of information required, covering the current state and investment plans for the near future, is indicated in Annex 3. Detailed information only to be filed as consultancy requests come in and responses to these queries are sought.

b. Key Institutions

Target: Research and development institutions (public and private sector), laboratories and testing centres, universities, other institutions of higher education, vocational training institutions, banks and related financial institutions (including insurance companies), museums, libraries, and other special facilities (e.g: botanical zoological gardens)

Method: Basic sample of information required, covering the current state and investment plans for the near future, is indicated in Annex 4. Detailed information only to be filed as consultancy requests come in and responses to these queries are sought.

c. Key Persons

Target: Leading persons in the fields of technical, management and marketing consultancy, leading business and political leaders, other leading personalities in the region (e.g: famous musicians, playwrights, artists, sports personalities, etc).

Method: Simple "who's who" directory-type information with contact addresses, telephone and facsimile numbers, as indicated in Annex 5. The list can be added to as consultancy requests come in and services are provided.

d. Business Practice-Related Information

Target: Information covering current labour market (availability of labour, market structure, skill levels, remuneration, etc), labour practices (including normal working hours, holidays, systems of payment, promotion, worker benefits, insurance systems, etc), and business incentives and regulatory practices (including claims settlement procedures).

Method: Simple information files, extracted from investment promotion bodies, local and national government agencies, financial institutions, etc. The basic information can be supplemented as consultancy requests come in.

e. Audio-Visual Information

Target: Video tape library of information which introduces the region, its social, cultural and natural
environmental characteristics. Also recommended is a series of brief video tapes where company presidents introduce their company, its performance in the past year(s) and its plans for the coming year(s). This latter may be of particular interest to overseas investors/buyers.

Method: Collection of existing promotional and other video tapes from a variety of existing sources may suffice to introduce the region. The video profiles of company presidents could be tried out on an experimental basis. A system for reproducing and mailing these videos to interested parties outside may have to be considered. Ideally, this would involve the preparation of video tapes in both PAL and NTSC formats. Monitoring the frequency of use of these video tapes and the reactions of the viewers could provide a useful input in the future production of such video tapes.

f. Other Miscellaneous Information

Target: All other information, not covered by the above, but which surface as important from the consultancy requests or investors/buyers' visits to the RCU, and changes in the external political, social, cultural or natural environment.

Method: To evolve in response to the needs.

The Regional Consulting Unit (RCU)

The RCU is the key to providing information with a "human face". It is the link between the information contained in the RD-Base and the clients who come for consultation. These clients may be local businessmen who wish to have technical, managerial or market-related advice, or external investors/buyers (domestic or overseas) who wish to know about the local business environment.

Thus, RCU staff must be constantly aware that they are serving private business needs, and conduct their activities with a minimum of red tape, in a speedy and personable manner. They should be able to generate a sense of trust, have the required communicative skills to satisfy client needs, have a sense of curiosity over a wide range of issues, and be motivated towards self-improvement. RCU staff will also be the link between the businesses and a series of referral consultants (technical, managerial and marketing) and institutions.

Each RCU can commence with approximately five to seven full-time staff members (3-5 professional staff, 1 documentation assistant/telephonist and 1 secretary/telephonist). RCU professional staff can be drawn from young to mid-career personnel in existing institutions in the region, whose collaboration is fundamental to the operation of the unit.

UNCRD investigations indicate that one professional can handle about 3-4 consultancy visits (at the RCU) per day. In the case of local businesses, such visits are usually made by clients who can come to the RCU in the course of a day's trip. Periodic visits by RCU staff may be necessary to service local businesses in any areas of the region where a return trip would involve overnight stay.

It is suggested that RCU staff be retained for a period of about five years, before being transferred, to enable them to mature as professionals in their respective fields of work. Periodic training and refresher programmes are recommended, with accreditation offered to enhance work motivation. UNCRD, in collaboration with local training institutions, can assist in the preparation of such programmes.

In addition to the usual office equipment, the RCU will require access to an independent telephone and facsimile line, and a high speed plain paper copying machine. International direct dialing facilities will be a distinct advantage. Also, personal computers per team member, a PC workstation and access to electronic mail (e.g. BITNET), will increase work efficiency.

The main functions of the RCU are: (1) Performance monitoring of firms/associations and the supporting business environment, (2) consultancy services, aimed at performance improvement of local firms/associations, (3) external liaison and advisory services, directed at investors/buyers coming from outside the region (including both domestic and overseas firms).
With timely training programmes, RCU staff will become an indispensable component of any regional economic development strategy. Perhaps the most critical assessment that RCU staff must make in advising the clients who consult them is the position of a particular producer (of goods/services) in the overall industrial grouping to which they belong. UNCRD investigations in Japan show that in the case of small businesses which avail themselves of such consultancy services, even the presidents of these enterprises are often unaware of the extent of their market share and their corporate strengths and weaknesses. As they gather experience, RCU staff will be able to offer strategic corporate advice, based on an understanding of these factors. This is the eventuality we should aim for.

The Regional Data-Base (RD-Base)

List of Annexes

Annex 1. RD-Base: Firm Profiles
   a. Manufacturing Firms
   b. Agricultural Producers
   c. Firms of Extractive Industry (Mining, Petroleum, Logging, etc.)
   d. Producers' Traders' Associations and Cooperatives
   e. Trading Firms (Wholesaling and Retailing)
   f. Finance, Insurance and Legal Services
   g. Hotels and Restaurants
   h. Transportation Service
   i. Repair Service
   
Annex 2. External Investors'/Buyers' Needs

Annex 3. Public Utilities/Infrastructure and Related Facilities
   a. Electricity, Water, and Gas
   b. Roads, Railroads, Airports, and Ports

Annex 4. Key Institutions

Annex 5. Key Persons
Annex 1. Firm Profiles
a. Manufacturing Firms

(i) Basic Profiles of the Firm

Name of Firm

Address (Headquarters)
    Telephone Number
    Fax Number
Office Hours

Address of Factory(s)
    Telephone Number(s)
    Fax Number(s)

Address of Branch Office(s)
    Telephone Number(s)
    Fax Number(s)

Name of President
    Address
    Telephone Number
    Fax Number

Year of Foundation

Type of Business
    Major Products

Brief History of Business (please specify major products developed)

Volume and Value of Production

Earnings

(ii) Questions Regarding Factor Inputs
(a) Labour

Number of Employees
    By Employment Status
        Full-time Employees
        Part-time Employees
        Family Workers
    By Type of Work
        Managerial
        Clerical
        Engineers
        Production Workers
    By Sex
        Male Workers
        Female Workers
    By Skill
        University Graduates
        High School Graduates
        Non-High School Graduates
        Workers with Experience of Vocational Training
    By Country of Origin
        Domestic Workers
        Foreign Workers
        Country of Origin
Wages (or Salaries) by Type of Work
- Managerial
- Clerical
- Engineers
- Production Workers

Work Hours
Work Shifts (time and number)

(b) Capital

Amount of Paid-up Capital

Source of Paid-up Capital
- Open in the Market?
- Amount of the Share Capital
- Major Stock Holders
- Main Bank(s)
- Informal Sources (Local Money Lenders, Family)
- Firms with Transactions (Prime Contractors, Wholesalers, etc.)
- Others (please specify)

Amount of Fixed Assets
- Land
- Building(s)
- Floor Space
- Year of Construction (Lease)
- Plant Utilization Ratio (annual average)
- Machinery and Equipment
- Year of Purchase (Lease)
- Production Capacity (volume per year)

(c) Raw Materials and Intermediate Goods

Major Raw Materials
Supplier(s) of Major Raw Materials
- Name and Address of Domestic Supplier(s)
- Name and Address of Overseas Supplier(s)

Major Intermediate Goods
Supplier(s) of Major Intermediate Goods
- Name and Address of Domestic Supplier(s)
- Name and Address of Overseas Supplier(s)

Major Parts Subcontracted Out
Subcontractor(s)
- Name and Address of Domestic Subcontractor(s)
- Name and Address of Overseas Subcontractor(s)

Cost of Raw Materials (per year or month)
Cost of Intermediate Goods (per year or month)
Cost of Subcontracting (per year or month)
Cost of Fuel (per year or month)
Cost of Electricity (per year or month)

(d) Technical Knowledge, Management Skills, and Other Producer Services

Source(s) of Technical Knowledge
- In-House
- External Source(s)
- University(s)
- Vocational School(s)
- Public Research Institute(s)
- Others (please specify)

Source(s) of Management Skills
- In-House
- External Source(s)
- University(s)
Vocational School(s)
Public Research Institute(s)
Others (please specify)

Source(s) of Skills of Contract Workers
On-the-job Training
Sent to Vocational Schools
Overseas Training Program (please specify where and what kind)
Others (please specify)

Source(s) of Other Producer Services
Finance
Insurance
Real Estate
Business Services
Others (please specify)

(iii) Questions Regarding Distribution
Lead Time by Major Product (time required for the whole processes from raw materials procurement to the shipment of final products)

Value Volume of Inventory in Stock
Composition of Inventory in Stock (components, semi-finished products, and finished products as percent)
Value (by monetary term)
Volume (by weight or quantity, per week)

Major Markets by Product (Top 5 Products in Volume)
Domestic Markets by Product
Overseas Markets by Product

Market Share by Product (with market area concerned)

Traders and Trading Company(ies)
Name(s)
Address(es)

Access to Major City(ies)
Transportation Mode (truck, railroad, postal parcel services)
Frequency of Transportation (times a day, a week, etc.)
Distance (by physical distance and time distance, with mode)

Access to Major Port(s) and Airport(s)
Transportation Mode (truck, railroad, postal parcel services)
Frequency of Transportation (times a day, a week, etc.)
Distance (by physical distance and time distance, with mode)

(iv) Questions Regarding Customers, Suppliers, and Other External Parties
Name of Major Corporate Supplier(s)
Name of Major Corporate Customer(s)
Name of Prime Contractor(s)

Subsidiary Firm(s) (Through Stock Ownership)
Firm of which your firm is a subsidiary (Through Stock Ownership)

Firms with Cooperative Trading Relations (Through Long-term Transactions of Raw Material Supplies, Intermediate Goods Supplies, and so on)

Joint Venture (including both with overseas and domestic investors)
Name of Counterpart(s)
Counterpart(s)' Region of Origin
Counterpart(s)' Country of Origin (if overseas)
Address
Telephone Number
Fax Number
Type of Business
Conditions of the Joint Venture
Amount of Paid-up Capital
Major Shareholders (please specify)
Year Started
Number of Employees
Foreign Workers Employed
Composition of Management (managers sent by you as percent of the total)
Sources of Technical Skills (overseas and local)
Sources of Management Skills (overseas and local)
Sales

(v) Other Questions

Future Plans
Expansion diversification projects starting over next 3-5 years
Plans for Joint Venture
Technology
Marketing Sales Promotion

b. Agricultural Producers

(i) Basic Profiles of the Producer

Name of Producer
Address (Main Office)
  Telephone Number
  Fax Number
Office Hours
Address of Branch Office(s)
  Telephone Number(s)
  Fax Number(s)
Address of Farm(s)
  Telephone Number(s)
  Fax Number(s)
Name of President
  Address
  Telephone Number
  Fax Number
Year of Foundation
Type of Business
  Major Products
Brief History of Business (please specify major products developed)
Volume and Value of Production
  Earnings

(ii) Questions Regarding Factor Inputs

(a) Labour

Number of Employees
  By Employment Status
    Full-time Employees
Contract Workers
Family Workers

By Type of Work
Managerial
Clerical
Engineers
Agriculturists
Production Workers

By Sex
Male Workers
Female Workers

By Skill
University Graduates
High School Graduates
Non-High School Graduates

By Country of Origin
Domestic Workers
Foreign Workers
Country of Origin

Wages (or Salaries) by Type of Work
Managerial
Clerical
Engineers
Agriculturists
Production Workers

Work Hours
Work Shifts (time, number)

(b) Capital

Amount of Paid-up Capital

Source of Paid-up Capital
Open in the Market?
Amount of the Share Capital
Major Stock Holders
Main Bank(s)
Informal Sources (Local Money Lenders, Family)
Firms with Transactions

Amount of Fixed Assets
Land
Area
Year of Purchase/Lease
Yield Per Hectare
Building(s)
Floor Space
Year of Construction/Lease
Machinery and Equipment
Year of Purchase/Lease

(c) Agricultural Inputs

Major Agricultural Production Inputs
Suppliers(s) of Major Agricultural Production Inputs
Name and Address of Domestic Supplier(s)
Name and Address of Overseas Supplier(s)

Cost of Agricultural Production Inputs (per year or month)
Fertilizers, Chemicals, Seeds, Breeder Stocks
Cost of Fuel (per year or month)
Cost of Electricity (per year or month)
Cost of Water (per year or month)
(d) Technical Knowledge, Management Skills, and Other Producer Services

Source(s) of Technical Knowledge
- In-House
- External Source(s)
  - University(s)
  - Vocational School(s)
  - Public Research Institute(s)
  - Others (please specify)

Source(s) of Management Skills
- In-House
- External Source(s)
  - University(s)
  - Vocational School(s)
  - Public Research Institute(s)
  - Others (please specify)

Source(s) of Skills of Contract Workers
- On-the-job-training
- Others (please specify)

Source(s) of Other Producer Services
- Finance
- Insurance
- Real Estate
- Business Services
- Others (please specify)

(iii) Questions Regarding Distribution

- Value
  - Volume of Inventory in Stock
  - Composition of Inventory in Stock (semi-finished products, and finished products as percent)
  - Value (by monetary term)
  - Volume (by weight or quantity per week)

- Major Markets by Product (Top 5 Products in Volume)
  - Domestic Markets by Product
  - Overseas Markets by Product

- Market Share by Product (with market area concerned)

- Traders(s) and Trading Company(ies)
  - Name(s)
  - Address(es)

- Access to Major City(ies)
  - Transportation Mode (truck, railroad)
  - Frequency of Transportation (times a day, a week, etc.)
  - Distance (by physical distance and time distance, with mode)

- Access to Major Port(s) and Airport(s)
  - Transportation Mode (truck, railroad)
  - Frequency of Transportation (times a day, a week, etc.)
  - Distance (by physical distance and time distance, with mode)

(iv) Questions Regarding Customers, Suppliers, and Other External Parties

- Name of Major Corporate Supplier(s)
- Name of Major Corporate Customer(s)
- Name of Prime Contractor(s)
- Subsidiary Firm(s) (Through Stock Ownership)
- Firm of which your firm is a subsidiary (Through Stock Ownership)
Firms with Cooperative Trading Relations (Through Long-term Transactions of Agricultural Input Supplies, Intermediate Goods Supplies, Subcontracting and so on)

Joint Venture (including both with overseas and domestic investors)
- Name of Counterpart(s)
- Counterpart(s)' Region of Origin
- Counterpart(s)' Country of Origin (if overseas)
  - Address
  - Telephone Number
  - Fax Number
  - Type of Business
  - Conditions of the Joint Venture
  - Amount of Paid-up Capital
  - Major Shareholders (please specify)
  - Year Started
  - Number of Employees
  - Foreign Workers Employed
  - Composition of Management (managers sent by you as percent of the total)
  - Sources of Technical Skills (overseas and local)
  - Sources of Management Skills (overseas and local)
  - Sales

(v) Other Questions

Future Plans
- Expansion diversification projects starting over next 3-5 years
- Plans for Joint Venture
- Technology
- Marketing Sales Promotion

(c) Firms of Extractive Industry (Mining, Petroleum, Logging, etc.)

(i) Basic Profile of the Firm

- Name of Firm
- Address (Headquarters)
  - Telephone Number
  - Fax Number
- Office Hours
- Address of Plant(s)
  - Telephone Number(s)
  - Fax Number(s)
- Address of Concession(s)
  - Telephone Number(s)
  - Fax Number(s)
- Name of President
- Address
  - Telephone Number
  - Fax Number
- Year of Foundation
- Type of Business
- Major Products
- Brief History of Business (please specify major products developed)
- Volume and Value of Production
- Earnings
(ii) Questions Regarding Production Inputs

(a) Labor

Number of Employees

By Employment Status
- Full-time Employees
- Contract Workers

By Type of Work
- White-collar Workers
  - Managerial
  - Clerical
  - Engineers
- Blue-collar Workers

By Skill
- University Graduates
- High School Graduates
- Non-High School Graduates

By Country of Origin
- Domestic Workers
- Foreign Workers
  - Country of Origin

Wages (or Salaries)

Type of Work
- White-collar Workers
  - Managerial
  - Clerical
  - Engineers
- Blue-collar Workers

Work Hours

Work Shifts (time, number)

(b) Capital

Amount of Paid-up Capital

Source of Paid-up Capital
- Open in the Market
  - Amount of the Share Capital
  - Major Stockholders
  - Major Bank(s)
  - Other Sources (please specify)

Amount of Fixed Assets

Concessional Land
- Area
- Terms of Concession
  - Contract Years
  - Sharing Agreement

Buildings/Plants
- Floor Space
- Year of Construction/Lease
- Plant Utilization Ratio (annual average)

Machinery and Equipment
- Year of Purchase/Lease
- Production Capacity (Volume per day)

(c) Intermediate Goods

Major Intermediate Goods

Supplier(s) of Intermediate Goods
- Name and Address of Domestic Supplier(s)
(ii) Questions Regarding Production Process

Major Production Process Subcontracted Out
Subcontractors
  Name and Address of Domestic Subcontractor(s)
  Name and Address of Overseas Subcontractor(s)

Cost of Intermediate Goods (per year or month)
Cost of Subcontracting (per year or month)
Cost of Fuel (per year or month)
Cost of Electricity (per year or month)
Cost of Water (per year or month)

(d) Technical Knowledge, Management Skills, etc.

Source(s) of Technical Knowledge
  In-house
  External Source(s)
    University(s)
    Vocational School(s)
    Public Research Institute(s)
    Others

Source of Management Skills
  In-house
  External Source(s)
    University(s)
    Vocational School(s)
    Public Research Institute(s)
    Others

Source of Skills of Contract Workers
  On-the-job-training
  Sent out to vocational school
  Overseas Training Program (please specify where and what kind)
  Others (please specify)

(iii) Questions Regarding Distribution

Major Markets
  Domestic Market
    Destination
    Volume
  Overseas Market
    Destination
    Volume

Distribution Network
  Intermediary trading company(s) (if any, please specify)
    Name(s)
    Address(es)

Access to Processing, Assembling, and Distribution Center(s)
  Transportation Mode (truck, railroad)
  Distance (by physical distance and time distance, with mode)

Access to Major City(ies)
  Transportation Mode (truck, railroad)
  Distance (by physical distance and time distance, with mode)

Access to Major Port(s) and Airport(s)
  Transportation Mode (truck, railroad)
  Distance (by physical distance and time distance, with mode)

(iv) Questions Regarding Customers, Suppliers, etc.

Name of Major Corporate Customers
Subsidiary Firm(s) (Through Stock Ownership)
Firm of which your firm is a subsidiary (Through Stock Ownership)

Firms with Cooperative Trading Relations (Through Long-term Transaction of Intermediate Goods Supplies, Processing and Distribution of Goods, and so on)

Joint Venture (including both with overseas and domestic investors)
Name of Counterpart(s)
Counterpart(s)' Region of Origin
Counterpart(s)' Country of Origin (if overseas)
Address
Telephone Number
Fax Number
Type of Business
Conditions of the Joint Venture
Amount of Paid-up Capital
Major Shareholders (please specify)
Year Started
Number of Employees
Foreign Workers Employed
Composition of Management (managers sent by you as percent of the total)
Sources of Technical Skills (overseas and local)
Sources of Management Skills (overseas and local)
Sales

Other Questions

Future Plans
Expansion diversification projects starting over next 3-5 years
Plans for Joint Venture Technology
Marketing Sales Promotion

d. Producers/Traders Associations and Cooperatives

Basic Profile of the Association/Cooperative

Name of Association/Cooperative
Address (Headquarters)
Telephone Number
Fax Number
Name of President
Address
Telephone Number
Fax Number
Year of Foundation

Type of Association/Cooperative
By Function (please check any)
Input Procurement and Distribution
Production
Assembling
Processing
Wholesaling
Retailing
Credit and Loan

Type of Major Product Handled

Brief History of the Association/Cooperative (please specify major products developed/traded)
Volume and Value of Business

Earnings

Membership
- Number of Members
- Eligibility
- Membership Fee
- Responsibilities

(ii) Questions Regarding Factor Inputs

(a) Labour
Number of Employees
- By Employment Status
  - Full-time Employees
  - Part-time Employees
- By Type of Workers
  - White-collar Workers
    - Managerial
    - Clerical
    - Engineers
  - Blue-collar Workers
Wages (or Salaries) by Type of Work
- White-collar Workers
  - Managerial
  - Clerical
  - Engineers
- Blue-collar Workers

Work Hours

(b) Capital
Amount of Fixed Assets
- Buildings
  - Floor Space
  - Year of Construction
  - Lease
- Plant(s)
  - Floor Space
  - Year of Construction
  - Lease
- Machinery and Equipment
  - Year of Purchase
  - Lease
  - Production Capacity (Volume per Year)

Working Capital
- Association Funds
- Loans
- Membership

(c) Raw Materials and Intermediate Goods

Major Raw Materials
Supplier(s) of Major Raw Materials
- Name and Address of Domestic Supplier(s)
- Name and Address of Overseas Supplier(s)

Major Intermediate Goods
Supplier(s) of Major Intermediate Goods
- Name and Address of Domestic Supplier(s)
- Name and Address of Overseas Supplier(s)

Major Functions/Products Subcontracted Out
Subcontractor(s)
- Name and Address of Domestic Subcontractor(s)
- Name and Address of Overseas Subcontractor(s)

Cost of Intermediate Goods (per year or month)
Cost of Subcontracting (per year or month)
Cost of Fuel (per year or month)
Cost of Electricity (per year or month)
Cost of Water (per year or month)

(e) Technical Knowledge, Management Skills, etc.

Source(s) of Technical Knowledge
In-House
External Source(s)
University(s)
Vocational School(s)
Public Research Institute(s)
Others (please specify)

Source(s) of Management Skills
In-House
External Source(s)
University(s)
Vocational School(s)
Public Research Institute(s)
Others (please specify)

Source(s) of Skills of Contract Workers
On-the-job-training
Sent out to vocational school
Overseas Training Program (please specify where and what kind)
Others (please specify)

(iii) Questions Regarding Distribution

Major Markets
Domestic Market
Product
Volume
Destination
Overseas Market
Product
Volume
Destination

Distribution Network
Intermediary trading company(s) (if any, please specify)
Name(s)
Address(es)

Access to Processing, Assembling, and Distribution Center(s)
Transportation Mode (truck, railroad, postal parcel services)
Distance (by physical distance and time distance, with mode)

Access to Major City(ies)
Transportation Mode (truck, railroad, postal parcel services)
Distance (by physical distance and time distance, with mode)

Access to Major Port(s) and Airport(s)
Transportation Mode (truck, railroad, postal parcel services)
Distance (by physical distance and time distance, with mode)

(iv) Questions Regarding Customers, Suppliers, etc.

Name of Major Corporate Suppliers

Name of Major Corporate Customers

Subsidiary Firm(s) (Through Stock Ownership)
Firm(s) of which you are a subsidiary (Through Stock Ownership)
Firms with Cooperative Trading Relations (Through Long-term Transaction of Intermediate Goods Supplies, Processing and Distribution of Goods, and so on)

(v) **Other Questions**

**Future Plans**
- Expansion diversification projects starting over next 3-5 years
- Technology
- Marketing/Sales Promotion

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**e. Trading Firms (Wholesaling and Retailing)**

(i) **Basic Profiles of the Firm**

- **Name of Firm**
- **Address (Headquarters)**
  - Telephone Number
  - Fax Number
- **Office Hours**
- **Address of Branch Office(s)**
  - Telephone Number(s)
  - Fax Number(s)
- **Address of Warehouse(s)/Distribution Center(s)**
  - Telephone Number(s)
  - Fax Number(s)
- **Name of President**
  - Address
  - Telephone Number
  - Fax Number
- **Year of Foundation**
- **Type of Business (wholesaling or retailing or both)**
- **Brief History of Business (please specify major products traded)**

- **Sales**
  - Sales from Wholesaling
  - Sales from Retailing
  - Sales by Major Product
- **Other Income**

(ii) **Questions Regarding Factor Inputs**

(a) **Labour**

- **Number of Employees**
  - By Employment Status
    - Full-time Employees
    - Part-time Employees
    - Family Workers
  - By Type of Work
    - Managerial
    - Clerical
    - Sales
    - Others (please specify)
  - By Sex
    - Male Workers
Female Workers

By Skill
- University Graduates
- High School Graduates
- Workers with Experience of Vocational Training

By Country of Origin
- Domestic Workers
- Foreign Workers

Country of Origin

Wages (or Salaries) by Type of Work
- Managerial
- Clerical
- Sales
- Others (please specify)

Work Hours
- Work Shifts (time, number)

(b) Capital

Amount of Paid-up Capital

Source of Paid-up Capital
- Open in the Market?
- Amount of the Share Capital
- Major Stock Holders

Main Bank(s)
- Informal Sources (Local Money Lenders, Family)
- Firms with Transactions (Prime Contractors, Wholesalers, etc.)

Others (please specify)

Amount of Fixed Assets
- Land
- Building(s)

Floor Space
- Floor Space for Sales
- Year of Construction Lease
- Equipment
- Year of Purchase Lease

(c) Traded Goods

Major Traded Goods

Supplier(s) of Major Traded Goods
- Name and Address of Domestic Supplier(s)
- Name and Address of Overseas Supplier(s)

Cost of Goods Purchased

(d) Services

Major Complementary Services (Finance, Insurance, Real Estate, and Other Business Services)

Supplier(s) of Major Complementary Services
- Name and Address of Domestic Supplier(s)
- Name and Address of Overseas Supplier(s)

Cost of Complementary Services Purchased

(iii) Questions Regarding Distribution

Value Volume of Inventory in Stock by Major Supplier
- Value (by monetary term)
- Volume (by weight or quantity per week)
Major Market Areas by Product (Top 5 Traded Products)
- Domestic Markets by Product
- Overseas Markets by Product

Access to Major City(ies)
- Transportation Mode (truck, railroad, postal/parcel services)
- Frequency of Transportation (times a day, a week, etc.)
- Distance (by physical distance and time distance, with mode)

Access to Major Port(s) and Airport(s)
- Transportation Mode (truck, railroad, postal/parcel services)
- Frequency of Transportation (times a day, a week, etc.)
- Distance (by physical distance and time distance, with mode)

(iv) Questions Regarding Customers and Other External Parties

Name and Address of Major Corporate Customers (if any)

Subsidiary Firm(s) (Through Stock Ownership)

Firm(s) of which you are a subsidiary (Through Stock Ownership)

Firm(s) with Cooperative Trading Relations (Through Long-term Transactions)

Joint Venture (including both with overseas and domestic investors)
- Name of Counterparty(s)
  - Counterparty(s)' Region of Origin
  - Counterparty(s)' Country of Origin (if overseas)
- Address
- Telephone Number
- Fax Number
- Type of Business
- Conditions of the Joint Venture
- Amount of Paid-up Capital
- Major Shareholders (please specify)
- Year Started
- Number of Employees
- Foreign Workers Employed
- Composition of Management (managers sent by you as percent of the total)
- Sources of Technical Skills (overseas and local)
- Sources of Management Skills (overseas and local)
- Sales

(v) Other Questions

Future Plans
- Expansion diversification projects starting over next 3-5 years
- Plans for Joint Venture
- Technology
- Marketing/Sales Promotion

vi. Finance, Insurance and Legal Services

(i) Basic Profiles of the Firm

Name of Firm

Address (Headquarters)
- Telephone Number
- Fax Number
- Office Hours

Address of Branch Office(s)
Telephone Number(s)
Fax Number(s)

Name of President
Address
Telephone Number
Fax Number

Year of Foundation

Type of Business

Brief History of Business

Average Cost of Service (per hour, per case, or please specify)

Service Situation
Average Waiting Time Till the Service is Rendered

Earnings

(ii) Questions Regarding Factor Inputs

(a) Labour
Number of Employees

By Employment Status
Full-time Employees
Part-time Employees
Family Workers

By Type of Work
Managerial
Professional
Clerical
Sales
Others (please specify)

By Sex
Male Workers
Female Workers

By Skill
University Graduates
High School Graduates
Workers with Experience of Vocational Training

By Country of Origin
Domestic Workers
Foreign Workers
Country of Origin

Wages (or Salaries) by Type of Work
Managerial
Professional
Clerical
Sales
Others (please specify)

Work Hours
Work Shifts (time and number)

(b) Capital

Amount of Paid-up Capital

Source of Paid-up Capital
Open in the Market?
Amount of the Share Capital
Major Stock Holders
Main Bank(s)
Informal Sources (Local Money Lenders, Family)
Others (please specify)

Amount of Fixed Assets
Land
Building(s)
Floor Space
Year of Construction/Lease
Equipment
Year of Purchase/Lease

(c) Services
Source(s) of Professional Information
Name and Address of Domestic Source(s) of Information
Name and Address of Overseas Source(s) of Information

Source(s) of Complementary Services
Name and Address of Domestic Source(s)
Name and Address of Overseas Source(s)

(iii) Questions Regarding Marketing
Major Market Areas
Domestic Markets
Overseas Markets

Access to Major City(ies)
Transportation Mode (truck, bus, railroad, postal parcel, etc.)
Frequency of Transportation (times a day, a week, etc.)
Distance (by physical distance and time distance, with mode)

Access to Telecommunications Facilities/Services (Telephone, Facsimile, Telegraph, etc.)

(iv) Questions Regarding Customers and Other External Parties
Name and Address of Major Corporate Customers (if any)

Subsidiary Firm(s) (Through Stock Ownership)
Firm of which you are a subsidiary (Through Stock Ownership)

Firm(s) with Cooperative Relations (Through Long-term Transactions)
Joint Venture (including both with overseas and domestic investors)
Name of Counterpart(s)
Counterpart(s): Region of Origin
Counterpart(s): Country of Origin (if overseas)

Address
Telephone Number
Fax Number
Type of Business
Conditions of the Joint Venture
Amount of Paid-up Capital
Major Shareholders (please specify)
Year Started
Number of Employees
Foreign Workers Employed
Composition of Management (managers sent by you as percent of the total)
Sources of Technical Skills (overseas and local)
Sources of Management Skills (overseas and local)
Sales

(v) Other Questions

21
Future Plans
Expansion diversification projects starting over next 3-5 years
Plans for Joint Venture
Technology
Marketing Sales Promotion

**g. Hotels and Restaurants**

(i) **Basic Profiles of the Firm**

Name of Firm
Address (Main Office)
  Telephone Number
  Fax Number
Office Hours
Address of Branch(es)
  Telephone Number(s)
  Fax Number(s)
Name of President
  Address
  Telephone Number
  Fax Number
Year of Foundation
Type of Business
Brief History of Business
Number of Rooms (in the case of hotels)
Price Range of Rooms (in the case of hotels)
Average Price of Dinner per Person (in the case of restaurants)
Earnings

(ii) **Questions Regarding Factor Inputs**

(a) **Labour**
Number of Employees
  By Employment Status
    Full-time Employees
    Part-time Employees
    Family Workers
  By Type of Work
    Managerial
    Clerical
    Sales
    Others (please specify)
  By Sex
    Male Workers
    Female Workers
  By Skill
    University Graduates
    High School Graduates
    Workers with Experience of Vocational Training
By Country of Origin
  Domestic Workers
  Foreign Workers
Country of Origin

Wages (or Salaries) by Type of Work
  Managerial
  Clerical
  Sales
  Others (please specify)

Work Hours
Work Shifts (time, number)

(b) Capital

Amount of Paid-up Capital

Source of Paid-up Capital
  Open in the Market?
  Amount of the Share Capital
  Major Stock Holders
  Main Bank(s)
  Informal Sources (Local Money Lenders, Family)
  Others (please specify)

Amount of Fixed Assets
  Land
  Building(s)
  Floor Space
  Year of Construction/Lease
  Equipment
  Year of Purchase/Lease

(c) Food Materials and Services

Sources(s) of Food Materials
  Name and Address of Domestic Source(s)
  Name and Address of Overseas Source(s)

Complementary Services Used

Source(s) of Complementary Services
  Name and Address of Domestic Source(s)
  Name and Address of Overseas Source(s)

Cost of Food Materials (per day or month)
Cost of Complementary Services (per day or month)

(iii) Questions Regarding Accessibility

Access to Airports, Railroads, Ports, and Bus Stations
  Transportation Mode (please specify)
  Shuttle Bus Services
  Frequency of Transportation (times a day, a week, etc.)
  Distance (by physical distance and time distance, with mode)

Access to Major City(ies)
  Transportation Mode (truck, bus, railroad, postal/parcel etc.)
  Frequency of Transportation (times a day, a week, etc.)
  Distance (by physical distance and time distance, with mode)

Access to Telecommunications Facilities Services (Telephone, Facsimile, Telegraph, etc.)

(iv) Questions Regarding Other External Parties

Subsidiary Firm(s) (Through Stock Ownership)
Firm of which you are a subsidiary (Through Stock Ownership)

Firm(s) with Cooperative Relations (Through Long-term Transactions)

Joint Venture (including both with overseas and domestic investors)
Name of Counterpart(s) Region of Origin
Counterpart(s) Country of Origin (if overseas)
Address
Telephone Number
Fax Number
Type of Business
Conditions of the Joint Venture
Amount of Paid-up Capital
Major Shareholders (please specify)
Year Started
Number of Employees
Foreign Workers Employed
Composition of Management (managers sent by you as percent of the total)
Sources of Technical Skills (overseas and local)
Sources of Management Skills (overseas and local)
Sales

(v) Other Questions

Future Plans
Expansion diversification projects starting over next 3-5 years
Plans for Joint Venture
Technology
Marketing Sales Promotion

b. Transportation Services

(i) Basic Profiles of the Firm
Name of Firm
Address (Headquarters)
Telephone Number
Fax Number
Office Hours
Address of Branch Office(s)
Telephone Number(s)
Fax Number(s)
Name of President
Address
Telephone Number
Fax Number
Year of Foundation
Type of Business
Specific Service Rendered
Brief History of Business
Average Cost of Service (per hour, per day, or please specify)
Earnings

(ii) Questions Regarding Factor Inputs
(a) Labour

Number of Employees
By Employment Status
- Full-time Employees
- Part-time Employees
- Family Workers

By Type of Work
- Managerial
- Maintenance
- Transport Service
- Clerical
- Sales
- Others (please specify)

By Sex
- Male Workers
- Female Workers

By Skill
- University Graduates
- High School Graduates
- Non-High School Graduates
- Workers with Experience of Vocational Training

By Country of Origin
- Domestic Workers
- Foreign Workers
- Country of Origin

Wages (or Salaries) by Type of Work
- Managerial
- Maintenance
- Transport Service
- Clerical
- Sales
- Others (please specify)

Work Hours
Work Shifts (time AND number)

(b) Capital

Amount of Paid-up Capital
Source of Paid-up Capital
- Open in the Market?
- Amount of the Share Capital
- Major Stock Holders
- Main Bank(s)
- Informal Sources: Local Money Lenders, Family
- Others (please specify)

Amount of Fixed Assets
- Land
  - Area
  - Year of Purchase/Lease
- Building(s)
  - Floor Space
  - Year of Construction/Lease
- Equipment
  - Year of Purchase/Lease
  - Number
- Rolling Stocks (e.g. bus, cars, etc.)
  - Year of Purchase/Lease

(c) Services
Complementary Services Used

Source(s) of Complementary Services
- Name and Address of Domestic Source(s)
- Name and Address of Overseas Source(s)

Cost of Complementary Services

(iii) Questions Regarding Marketing

Major Market Areas
- Distance to Major Market Areas

Access to Telecommunications Facilities/Services (Telephones, Facsimiles, Telegraph, etc.)

(iv) Questions Regarding Customers and Other External Parties

Name and Address of Major Corporate Customer(s)

Subsidiary Firm(s) (Through Stock Ownership)
- Firm of which your firm is a subsidiary (Through Stock Ownership)

Firms with Cooperative Trading Relations (Through Long-term Transactions)
- Joint Venture (including both with overseas and domestic investors)
  - Name of Counterpart(s)
  - Counterpart(s)' Region of Origin
  - Counterpart(s)' Country of Origin (if overseas)
  - Address
  - Telephone Number
  - Fax Number
  - Type of Business
  - Conditions of the Joint Venture
  - Amount of Paid-up Capital
  - Year Started
  - Number of Employees
  - Foreign Workers Employed
  - Composition of Management (managers sent by you as percent of the total)
  - Sources of Management Skills (overseas and local)
  - Sales

(v) Other Questions

Future Plans
- Expansion diversification projects starting over next 3-5 years
- Plans for Joint Venture
- Technology
- Marketing Sales Promotion

I. Repair Service

(i) Basic Profiles of the Firm

Name of Firm

Address (Headquarters)
- Telephone Number
- Fax Number
- Office Hours

Address of Branch Office(s)
(ii) Questions Regarding Factor Inputs

(a) Labour

Number of Employees

By Employment Status
- Full-time Employees
- Part-time Employees
- Family Workers

By Type of Work
- Managerial
- Engineers
- Clerical
- Sales
- Others (please specify)

By Sex
- Male Workers
- Female Workers

By Skill
- University Graduates
- High School Graduates
- Non-High School Graduates
- Workers with Experience of Vocational Training

By Country of Origin
- Domestic Workers
- Foreign Workers
- Country of Origin

Wages (or Salaries) by Type of Work
- Managerial
- Engineers
- Clerical
- Sales
- Others (please specify)

Work Hours
Work Shifts (time and number)

(b) Capital

Amount of Paid-up Capital

Source of Paid-up Capital
- Open in the Market?
- Amount of the Share Capital
Major Stock Holders
Main Bank(s)
Informal Sources (Local Money Lenders, Family)
Others (please specify)

Amount of Fixed Assets
Land
Area
Year of Purchase/Lease
Building(s)
Floor Space
Year of Construction/Lease
Equipment
Year of Purchase/Lease
Number

(c) Technical Knowledge, Management Skills, and Other Skills

Source(s) of Technical Knowledge
In-House
External Source(s)
University(s)
Vocational School(s)
Public Research Institute(s)
Others (please specify)

Source(s) of Management Skills
In-House
External Source(s)
University(s)
Vocational School(s)
Public Research Institute(s)
Others (please specify)

Source(s) of Skills of Contract Workers
On-the-job Training
Sent to Vocational Schools
Oversea Training Program (please specify where and what kind)
Others (please specify)

(c) Services

Complementary Services Used

Source(s) of Complementary Services
Name and Address of Domestic Source(s)
Name and Address of Overseas Source(s)

Cost of Complementary Services

(iii) Questions Regarding Marketing

Major Market Areas
Distance to Major Market Areas

Access to Major City(ies)
Transportation Mode (truck, railroad, postal/parcel services)
Frequency of Transportation (times a day, a week, etc.)
Distance (by physical distance and time distance, with mode)

Access to Telecommunications Facilities/Services (Telephones, Facsimiles, Telegraph, etc.)

(iv) Questions Regarding Customers and Other External Parties

Name and Address of Major Corporate Customer(s) (if any)
Subsidiary Firm(s) (Through Stock Ownership)
Firm of which your firm is a subsidiary (Through Stock Ownership)

Firms with Cooperative Trading Relations (Through Long-term Transactions)

Joint Venture (including both with overseas and domestic investors)

Name of Counterpart(s)
Counterpart(s)' Region of Origin
Counterpart(s)' Country of Origin (if overseas)
Address
Telephone Number
Fax Number
Type of Business
Conditions of the Joint Venture
Amount of Paid-up Capital
Major Shareholders (please specify)
Year Started
Number of Employees
Foreign Workers Employed
Composition of Management (managers sent by you as percent of the total)
Sources of Technical Skills (overseas and local)
Sources of Management Skills (overseas and local)
Sales

(v) Other Questions

Future Plans
Expansion/diversification projects starting over next 3-5 years
Plans for Joint Venture
Technology
Marketing Sales Promotion

Annex 2. External Investors'/Buyers' Needs

1. When did the external investor/buyer first come?
2. How many visits did he/she make?
3. Was a contractual arrangement finalized?
4. If so, what was the final arrangement?
5. How long did he/she stay in this area? And where?
6. What was his/her principal purpose in visiting you?
7. What questions did he/she ask?
8. What did he/she do during the period of stay (e.g., places visited)?
9. Was there an intermediary who accompanied him/her? Where was the intermediary from (local/external or domestic/overseas)?
10. Is there any distinction between the behavior of local and overseas investors?
11. Is there any differences in behavior among overseas investors based on their country of origin? If so, please specify.
Annex 3. Profiles of Public Utilities/Infrastructure and Related Facilities

a. Electricity, Water, and Gas

<table>
<thead>
<tr>
<th>Name of Firm</th>
<th>Address of Headquarters</th>
<th>Telephone Number</th>
<th>Fax Number</th>
<th>Office Hours</th>
</tr>
</thead>
<tbody>
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</table>

<table>
<thead>
<tr>
<th>Name of President/Chief Executive Officer</th>
<th>Address</th>
<th>Telephone Number</th>
<th>Fax Number</th>
</tr>
</thead>
<tbody>
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</tbody>
</table>

| Major Divisions and Division Managers | |
|--------------------------------------| |
|                                      | |

| Number of Employees | |
|---------------------| |
|                     | |

<table>
<thead>
<tr>
<th>Amount of Paid-up Capital</th>
<th>Share of Paid-up Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Privately Owned (%)</td>
<td>Publicly Owned (%)</td>
</tr>
<tr>
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</tr>
</tbody>
</table>

| Location and Capacity of Major Plants | |
|---------------------------------------| |
|                                       | |

| Service Area (If possible, please indicate on map) | |
|---------------------------------------------------| |
|                                                   | |

| Cost of Services (per watt, per liter, per cubic meter) | |
|-------------------------------------------------------| |
|                                                        | |

| Major Clientele | |
|-----------------| |
|                 | |

| Investment Plans (Expansion/Diversification) | |
|----------------------------------------------| |
|                                              | |

b. Roads, Railroads, Airports, and Ports

<table>
<thead>
<tr>
<th>Name of Corporation Agency</th>
<th>Address of Headquarters</th>
<th>Telephone Number</th>
<th>Fax Number</th>
<th>Office Hours</th>
</tr>
</thead>
<tbody>
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</table>

| Major Divisions and Division Managers | |
|--------------------------------------| |
|                                      | |

| Number of Employees | |
|---------------------| |
|                     | |

<table>
<thead>
<tr>
<th>Amount of Paid-up Capital</th>
<th>Share of Paid-up Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>Privately Owned (%)</td>
<td>Publicly Owned (%)</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Location and Capacity of Trunk Lines (in the case of roads and railroads) | |
|----------------------------------------------------------------------------| |
|                                                                            | |

| Location and Capacity (in the case of airports, flights per day; in the case of ports, number of ships that can be moored at one time) | |
|-------------------------------------------------------------------------------------------------------------------------------| |
|                                                                                                                              | |

| User Fee (per car (roads), per passenger or freight car (railroads), per plane (airports), per ship (ports)) | |
|----------------------------------------------------------------------------------------------------------| |
|                                                                                                          | |

| Restrictions (if any) | |
|-----------------------| |
|                       | |

| Investment Plans (Expansion) | |
|-----------------------------| |
|                            | |

30
### Annex 4. Directory Of Key Institutions

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Address</th>
<th>Telephone Number</th>
<th>Fax Number</th>
<th>Name of Director/Chief Executive Officer</th>
<th>Year of Establishment</th>
<th>Area of Concern (Local, Regional, International)</th>
<th>Area of Specialization</th>
<th>Major Function(s)</th>
<th>Main Divisions of the Institution</th>
<th>Number of Employees</th>
<th>Facilities</th>
</tr>
</thead>
</table>

### Annex 5. Directory of Key Persons

<table>
<thead>
<tr>
<th>Name</th>
<th>Name of Company / Institution / Association</th>
<th>Address</th>
<th>Telephone Number</th>
<th>Fax Number</th>
<th>Date of Birth</th>
<th>Sex</th>
<th>Nationality</th>
<th>Type of Business</th>
<th>Current Position</th>
<th>Previous Positions</th>
<th>Date of Employment</th>
<th>Date of Employment</th>
<th>Educational Background</th>
<th>Language(s) Spoken and Proficiency</th>
<th>Areas of Expertise</th>
<th>Summary of Qualifications</th>
<th>Affiliation with Other Companies / Institutions / Associations</th>
<th>Publications</th>
</tr>
</thead>
</table>
International Seminar
on
Business Information and Support System for Strengthening the Regional Economic Base

Cebu City, Philippines
25–27 October 1993

Aide Memoir
Tentative Programme

in collaboration with

National Economic and Development Authority (NEDA)
Department of Trade and Industry (DTI)
National Mapping and Resource Information Authority (NAMRIA)
Central Visayas Regional Development Council
Aide Memoir

International Seminar on Business Information and Support System for Strengthening the Regional Economic Base

Cebu City, Philippines
October 25-27, 1993

Introduction

The world now functions in the context of globalization. Being part of the world system has paved the way for many nations and regions (subnational) to achieve impressive economic growth rates. Thus, it is very vital not only for nations, but also for regions and firms, to be linked to global networks of finance, information (marketing and investment), production and technology.

There has been a remarkable increase in crossnational transactional flows of capital, commodities, labor and technology in the late 1980s in support of various production activities. This transnational mobility was highly motivated by the advances in information, communication and transportation systems now available. Similarly, policy related factors after the Plaza Accord of 1985, such as exchange rate adjustments, liberalization of trade and finance in many nations of Asia, served as the driving force for the inflow of foreign direct investments. This phenomenon has been particularly evident in Asia since the latter half of the 1980s. There have been increased flows from Japan and the Asian NIES (Singapore, Taiwan, Korea and Hongkong) to the ASEAN-4 (Philippines, Thailand, Indonesia and Malaysia) and more recently to China and Vietnam. These factors made it possible, and sometimes imperative, for small and medium business enterprises (SMEs) to engage in crossnational business exchanges.

While on the one hand there was a remarkable increase in crossnational entrepreneurial activity, the unevenness of the growth it brought about was also increasingly evident. In the Asia-Pacific region, the disparities between the average per capita incomes in regions linked with the global economy and those which are not have been estimated, in some countries, to be of the order of 20–30 times. Such disparities are bound to lead to social and political instability, eventually leading to the collapse of the very open market economic mechanisms which sustained growth in the first place. The Business Information and Support Systems Programme (BISS) of the United Nations Centre for Regional Development has been conceived against this background.
Business Information and Support System (BISS)

The BISS is conceived as a business infrastructure, specifically directed at strengthening the crossnational and national business links of small and medium sized enterprises (SMEs) and local/regional producer associations, which are seen as the key to invigorating regional economies. Wherever possible the programme commences with second or third tier regions, in terms of current growth performance, in the developing and newly industrializing economies, and attempts to foster enhanced business links between these regions and counterparts in the developed countries. In the course of operation, the BISS is also seen as being helpful in expanding the business links of the region within the national economy.

The BISS to be established in each region consists of two parts: (1) Regional Data Base (RD-Base) and (2) Regional Consulting Unit (RCU).

The RD-Base will provide the core information of interest to foreign and local investors/buyers, specifically on production and trading activities in the region. The RD-Base will comprise of the following types of information: (1) Firm Profiles, (2) External Investors'/Buyers' Needs, (3) Regional Investment Promotion Information and (4) Referral Information of Supporting Environment.

The RCU, on the other hand, will be the "human face" behind the information contained in the RD-Base. It is envisioned to have four major tasks: (1) Perform monitoring functions (of the firms/associations, the supporting business environment), (2) local consulting functions, aimed at performance improvement of local firms/associations, (3) external (overseas/domestic) liaison functions, and (4) periodic information dissemination functions, in the hope of improving the local business environment and mitigating business risks.

In the BISS concept, the ancillary support systems to mitigate business risks are seen as covering: (1) Information support; (2) Technological consultancy support; (3) Management consultancy support; and (4) Financial support. It will be the task of the RCU also to see how they can be optimized for stimulating the BISS-related exchanges, and to play an advocacy role to strengthen the performance of these support systems, especially where there are shortcomings at present.

Progress in Implementing the BISS

(a) Country Commitments in the Developing Countries

At the UNCRD-sponsored International Meeting on Regional Economies and Global Interdependence to Strengthen Business Linkages in the Western Pacific, held in Wakayama and Tanabe in November, 1992, the concept of BISS was introduced
and the ways of institutionalizing BISS were discussed. Representatives of six Asian countries, namely, China, Indonesia, Malaysia, Philippines, Sri Lanka and Thailand who attended the meeting indicated that they would consider establishing BISS in one or more pilot regions.

During a follow-up meeting on Managing Industrial Transformation and Regional Development held in Nagoya, Japan in March 1993, the requirements for the operationalization of BISS and their implications were discussed by representatives of countries who have expressed interests in starting BISS in selected pilot regions in Thailand, Malaysia, Philippines, Indonesia, Sri Lanka and China. A draft of the country guidelines and procedures for the establishment of BISS, the RCU and RD-Base was also drawn up. These represent the commitments that are likely to be made in the developing and newly industrialized countries in regard to the BISS programme. Recently, Vietnam has also expressed its intention to establish BISS and pilot RCUs and will attend the Cebu seminar as an observer.

(b) Investor Needs Surveys in Japan

On the side of the investment dispatching or importing countries (e.g. the more developed countries of the region), the BISS programme has tried to establish a core nucleus for business exchange. Singling out Japan as a test case, two investor needs surveys of SMEs in Japanese regions have been conducted.

The Wakayama SME Survey of February 1992 where 227 firms responded, was conducted in cooperation with the Wakayama Institute for Social and Economic Development. It revealed that the fast relay of accurate and adequate "real time" information of the nature of the locality and prospective business partner, viz: information specific to the regional/local level, are key factors in the promotion of crossnational business exchanges for SMEs. Also, the SMEs whose overseas businesses have taken root were those who had spent considerable time learning about the specific characteristics of the locality in which they invested and in the ways of working with their business partner. Usually, this was done in a stepped manner, through a series of types of transactions, each succeeding type involving a deeper commitment than before. The overseas investments of such firms appeared to be more firmly rooted in the host country than those which relied on intermediaries, although the latter appeared to get quicker results.

An expanded survey, with responses from around 3,000 firms in 28 of Japan's 47 prefectures, followed the Wakayama SME Survey. This second Japanese SME Survey was conducted in March 1993. It was executed by UNCRD for the International Industrial Transactions Survey Steering Committee and UNIDO's Tokyo-IPS Office, in collaboration with the Japan Small Business Corporation. The survey tries to identify overseas transaction needs and covers export-import, overseas investment and related business characteristics of Japanese SMEs. The results of this
survey are currently being analyzed and it is hoped to present the findings at the forthcoming seminar in Cebu.

(c) Emerging Commitments to the BISS in Japan

Following up on the findings of these surveys, several commitments to the BISS appear to be emerging in Japan. Discussions are under way with large private sector networks (including a network of regional banks), regional chambers of commerce and industry, local governments, the Japanese Ministry of International Trade and Industry, the Small and Medium Business Consultants Association of Japan, and several publicly-supported economic research institutes, on the establishment of BISS-Japan nuclei. Negotiations are currently being carried out by UNCRD for the establishment of about four such nuclei in the near future.

Once the operational needs of linking BISS-Japan with its counterparts in the developing countries are more fully understood, it is hoped in the near future, that similar BISS nuclei can also be established in other investor/importing nations (e.g. the Asian NIES). Preliminary negotiations have been started in this regard as well.

The Cebu Seminar

In view of these commitments, this international seminar in Cebu is a follow-up seminar on the establishment of BISS in the six Asian countries concerned and its implications to the regional economies. More specifically, the focus of discussions will be on assessing: (1) The mutual needs and limitations of prospective partners under the BISS concept; (2) the operational requirements of the RCU and the RD-Base in the individual countries; and (3) the training and human resource development needs for institutionalizing BISS in both the host and home countries.

(a) Seminar Objectives:

1. To convey home country investor/importer needs to host country representatives, with a view towards improving the policy environment and business performance in the host country.

2. To exchange experiences in the establishment of BISS in the host and home

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1 Home countries refer to the investor/importing countries (e.g. Japan). Host countries, on the other hand, refer to the investment receiving/exporting countries (e.g. China, Indonesia, Malaysia, Thailand, Sri Lanka, Philippines and Vietnam).
countries that have expressed interest in implementing it at the pilot stage;

3. To draw up the workplan and guidelines within which the BISS would operate in both host and home countries, and conduct the crossnational business exchanges.

4. To identify the training needs of the RCU and to see how these could be met;

5. To gain insight and a better understanding of the support systems of BISS required by SMEs for improving crossnational business exchange and by regions for strengthening their economic base.

(b) Venue and Date:

Venue: Montebello Villa Hotel, Cebu City, Philippines
Dates: October 25–27, 1993

(c) Participants:

A representative each from the government and business sectors from the six Asian countries, namely, Malaysia, Indonesia, Philippines, Thailand, Sri Lanka and China as well as Japan will be invited to attend the seminar as resource persons. An observer from Vietnam, which has made some preliminary commitments to establishing the BISS, will also attend. In addition, representatives of concerned agencies and local government offices in the Philippines will also participate in the seminar.

(d) Seminar Language:

The official language at the seminar will be English.

(e) Sponsors/Secretariat:

This seminar will be conducted in conjunction with the Planning Support Systems Seminar under the sponsorship of UNCRD and in cooperation with several governmental agencies in the Philippines, viz: the National Economic and Development Authority (NEDA), the Department of Trade and Industry (DTI), the National Mapping and Resource Information Authority (NAMRIA), and the Central Visayas Regional Development Council.
The United Nations Centre for Regional Development (UNCRD) will be the Seminar Secretariat. For further information, please address all inquiries to: Dr. Hideki Kaji, Director, or Mr. Monte Cassim, Coordinator/IDU, UNCRD, 1-47-1 Nagono, Nakamura-ku, Nagoya, 450 Japan (Tel: 81-52-561-9377/78, Fax: 561-9374/75).
Tentative Programme

Monday, 25 October

08:00–09:00 Registration

09:00–10:00 Joint Opening Ceremony
   (with PSS Seminar)
   Welcome Remarks
   Keynote Address

10:00–10:30 Break

10:30–10:45 Orientation

10:45–11:15 The BISS Concept and UNCRD's Role

11:15–11:30 Discussion

11:30–12:15 Japanese SME Survey Results and the Status of BISS-Japan

12:15–12:30 Discussion

12:30–14:00 Lunch

14:00–15:10 Status of BISS-Asia

15:10–15:30 Discussion

15:30–15:45 Break

15:45–17:30 BISS Operational Guidelines – Discussion/Workshop
   Output: Group 1 to make draft of operational guidelines.

Tuesday, 26 October

08:30–10:00 RCU Duties and Responsibilities
   Workshop/Discussion
   Output: Group 2 to make draft of RCU functions.

10:00–10:15 Break
10:15–12:30 Managing the RD-Base Discussion

12:30–14:00 Lunch

14:00–15:30 Training Needs of RCU Workshop/Discussion
  Output: Group 3 to make draft of training module requirements.

15:30–15:45 Break

15:45–17:15 Ancillary Support Systems for BISS
  Technological, Management, Financial and Infrastructure Support

17:15–17:30 Summing-up

Wednesday, 27 October

08:30–10:00 Presentation and Discussion
  - BISS Operational Guidelines
  - RCU Duties and Responsibilities
  - RCU Training Modules

10:00–10:15 Break

10:15–12:30 Regional Planning and Policy Implications; Role of Local Governments
  Finalization of Report

12:30–14:00 Lunch

14:00–15:00 Wrap-up Session
  Summary of Issues and Future Tasks
  Country Specific Workplans for Implementing BISS

15:00–16:00 Joint Closing Ceremony
  (with PSS Seminar)
INTERNATIONAL MEETING
ON
MANAGING INDUSTRIAL TRANSFORMATION
AND REGIONAL DEVELOPMENT
Nagoya, Japan
16–19 March 1993

SUMMARY OF THE WORKSHOP ON 16 MARCH
(Revised)

Organized by
United Nations Centre for Regional Development (UNCRD)
The Committee of the International Conference for
the Promotion of Local Level Development
Thailand

Working Guidelines proposed by Ms. Pornpan Pookaiyaudom, Planning and Development Division, Board of Investments

Part I
Guidelines for Establishing Business Information and Support System (BISS) focusing on Regional Database (RD-Base)

1. Set-up
   a. Lead Agency
   b. Collaborators
      Board of Investment
      Provincial Government
      Regional Chamber

2. Costs and Sources of Funds
   a. Set up
   b. Operating Costs
      Central Government
      Central Government

3. Role of UNCRD
   a. Training of Regional Consulting Unit (RCU)
   b. Role of other agencies
      Investor needs survey
      Selection of regions/information from non-mainstream regions
      Success stories dissemination (initiation thru catalytic work)
      Comparative perspective, technical assistance at any stage (e.g. Software for databases)

4. Implementation
   Organizational structure and management of BISS
   High level committee and a unit of BOI (BUILD) as Secretariat/Private sector subcontracting

5. Selection of Pilot Regions/Sectors
   Khon Khaen and K Orat
   Metal work and Automotive Parts

6. Critical Set-up Steps
   Already started
   Set-up at national level
   Provincial industrial office of BOD
   The regional link with private sector

7. Services to be Rendered
   Matchmaking; Seminars; Training; Information (clearing house and dissemination); Missions Overseas

8. Protocol for Information Access
   Open access to anyone
   Limit time for response to 3 days

9. Pricing of Services
   Free (at the moment)

Part II
Guidelines for Establishing Regional Consulting Unit (RCU): Their Training Needs in the Context of the Pilot Experiment Areas
1. No of Personnel
   4

2. Background for Selection
   Engineer; Financial; Data Management; Secretary (part-time now)

3. Duties
   Provide consultancy, match-making, training of entrepreneurs, seminars, and
   mission (within country now; to Japan in future).

4. Financing RCU Operation
   Central Gov't (now), Private Sector (future: 1 year later planned), and Provincial
   Gov'ts (future)

5. Level at Which It Operates (National/Regional)
   National (1st stage)
   Regional (2 years later)

6. Phasing (National Unit, Regional Unit)
   National (1st stage)
   Regional (2 years later)

7. Possible Relationship between National BISS Unit and Regional BISS Unit
   Sharing information as well as services stated in (3).

8. Protocol for Data Exchange between UNCRD (investor needs and market
   characteristics in "home" country) and RCU (in host country)
   List of subcontractors (local/foreign) (with assessment of capabilities).
   General economic indicator (e.g. availability of labor and market).

9. Service Area Coverage of RCU
   1st Phase: local/outside in the metalworking and automotive parts industries.

10. Service Strategies (SMEs to RCU; RCU to SMEs; Mobile Units)
    BUILD to SMEs.
Malaysia

Working guidelines proposed by Mr. N. Danaraj, Malaysian Institute of Economic Research supplemented with the additional guidelines proposed by Mr. Tew Swee Tong, Economic Planning Unit, Prime Minister’s Department, and Mr. Omar Bin Yusuf, Ministry of International Trade and Industry during the Conference in Wakayama held on November 16-20, 1992

Part I
Guidelines for Establishing Business Information and Support System (BISS) focusing on Regional Data Base (RD-Base)

1. Set-up
   a. Lead Agency
      Danaraj: Ministry of International Trade and Industry, EPU
      Tong: EPU
      Yusuf: MITI (MITIC/MIDA)
   b. Collaborators
      Danaraj: Trade Associations, State EPUs
      Tong: Terrenganu-SEPU, Kelantan-SEPU/SEDU
      Yusuf: Sabah-Investment Center, Ministry of Industrial Development supported by SEPU
      Sarawak-Ministry of Industrial Development, supported by SEPU

2. Costs and Sources of Funds
   a. Set up
      Danaraj: Central government
      Tong: State and federal governments
      Yusuf: UNCRD/EPU
   b. Operating Costs
      Danaraj: Users’ fees

3. Role of UNCRD
   Role of other agencies
   Danaraj: Training of Regional Consulting Unit (RCU)
      Investor needs survey
      Selection of regions/information from non-mainstream regions
      Success stories dissemination (initiation thru catalytic work)
      Comparative perspective, technical assistance at any stage (e.g. Software for data base)
   Tong: Training of RCU
      Identification of state
      Assess feasibility of BISS
   Yusuf: Assist in pilot studies

4. Implementation
   Organizational Structure and Management of BISS
   Danaraj: State EPU and Private Sector
   Tong: SEPU as RCUs for the time-being
5. Selection of Pilot Regions/Sectors

Danaraj
- Kedah-Penang and Johore
  - Sectoral approach with the objective of deepening of industry and industrial linkages.
  - Regional issues will be considered, too.

Tong
- Perlis, Kedah, Kelantan, Sabah and Sarawak

6. Critical Set-up Steps
- First, convince MIER to undertake it.
- Second, discuss with EPU/MITI to establish.
- Third, operationalize pilot projects through State EPU.

7. Services to be Rendered

Danaraj
- Information Dissemination (1st stage: Note that MIER is a research institution.)

Tong
- RCU as a one stop agency to assist SMEs

Yusuf
- RCU as one stop agency for investor-local business linkages

8. Protocol for Information Access
- Open and closed, depending on nature of information.

9. Pricing of Services
- Subject to pricing policy.

Part II
Guidelines for Establishing Regional Consulting Unit (RCU): Their Training Needs in the Context of the Pilot Experiment Areas

1. No of Personnel
   3 professionals.

2. Background for Selection
   Three separate functional areas depending on regional needs.

3. Duties
   Manage database and provide value added service.

4. Financing RCU Operation
   EPU/MITI.

5. Level at Which It Operates (National/Regional)
   National (MIER); Regional (SEDC).

6. Phasing (National Unit, Regional Unit)
   Danaraj
   - State level

   Tong
   - State level

   Yusuf
   - State level
7. Possible Relationship between National BISS Unit and Regional BISS Unit
   Information sharing.

8. Protocol for Data Exchange between UNCRD (investor needs and market
   characteristics in "home" country) and RCU (in host country)
   Market; Technology; Business Activities; Opportunities

9. Service Area Coverage of RCU
   State.

10. Service Strategies (SMEs to RCU; RCU to SMEs; Mobile Units)
    SMEs to RCU.
China

Working guidelines proposed by Mr. Wang Shikuan, Coordinating Center of Business Cooperation of China (CCBCC)

Part I

Guidelines for Establishing Business Information and Support System (BISS) focusing on Regional Data Base (RD-Base)

1. Set-up
   a. Lead Agency
      Coordinating Centre of Business Cooperation of China (CCBCC)
   b. Collaborators
      Provincial Economic Committee

2. Costs and Sources of Funds
   a. Set up
      Provincial government and entrepreneurs
   b. Operating Costs
      Free service to contributors to set-up, fees for others

3. Role of UNCRD
   Training of Regional Consulting Unit (RCU)
   Investor needs survey
   Selection of regions/information from non-mainstream regions
   Success stories dissemination (initiation thru catalytic work)
   Comparative perspective, technical assistance at any stage (e.g. Software for data bases)

4. Implementation
   Organizational Structure and Management of BISS
   CCBCC Special Economic Committee for BISS and network in all provinces; data collection sometimes top-down; others bottom-up. Now official sanction is important for information.

5. Selection of Pilot Regions/Sectors
   Shandong Province (followed by regions in North East and South West).

6. Critical Set-up Steps
   Already started.
   Originally, network set up in 1985 by the government for population census and strategic project census.
   Above the network, new function added. CCBCC received this network and equipment at province level. Lower level dissemination needs equipment.
   CCBCC at Shandong Province already established; CICASME at provincial level; CCBCC at central govt level.

7. Services to be Rendered
   Consulting Services (about industrial policy to enterprises and to overseas companies; promotion and control); Match-making.
   Training program (for factory managers regarding marketing) started, but will be different for BISS.

8. Protocol for Information Access
   Open and closed.
   If companies give information, priority to get information; If not, fee paying.
Membership criteria: members' fee and information provision.
No direct contact with foreign companies forces domestic companies to give BISS the data required.
BISS does not negotiate but facilitates business exchanges. In problem cases, BISS arbitrates (non-legal).

9. Pricing of Services
Free to member firms and priced to others.

Part II
Guidelines for Establishing Regional Consulting Unit (RCU): Their Training Needs in the Context of the Pilot Experiment Areas

1. No of Personnel
9 persons (full time) at provincial level (one unit); 3 persons at subprovincial level (3 units); and 2 persons at regional level (100 units).

2. Background for Selection
Engineer; Production; Marketing; and Data Management.

3. Duties
Database; Communication.

4. Financing RCU Operation
Provincial gov'ts; Central gov't; Private Sector.

5. Level at Which It Operates (National/Regional)
Provincial/Regional.

6. Phasing (National Unit, Regional Unit)
18 months.

7. Possible Relationship between National BISS Unit and Regional BISS Unit
Information exchange; Service.

8. Protocol for Data Exchange between UNCRD (investor needs and market characteristics in "home" country) and RCU (in host country)
Some free and some commercial.

9. Service Area Coverage of RCU
Province.

10. Service Strategies (SMEs to RCU; RCU to SMEs; Mobile Units)
RCU vis-a-vis SMEs
Indonesia

Working guidelines proposed by Mr. Komara Djaja, Institute for Economic and Social Research, University of Indonesia, Mr. G. Collado, The Development Bank of Indonesia and Mr. H. Klassen, The Development Bank of Indonesia

Part I

Guidelines for Establishing Business Information and Support System (BISS) focusing on Regional Data Base (RD-Base)

1. Set-up
   a. Lead Agency Ministry of Interior, BKPM
   b. Collaborators BKPM-D, BAPPEDA

2. Costs and Sources of Funds
   a. Set up Regional government and Aid agencies
   b. Operating Costs Free initially and begin charging later.

3. Role of UNCRD
   a. Investor needs survey
   b. Selection of regions/information from non-mainstream regions
   c. Success stories dissemination (initiation thru catalytic work)
   d. Comparative perspective, technical assistance at any stage (e.g. Software for data bases)

4. Implementation
   a. Organizational structure
   b. Management of BISS High level committee (government ministry) and private sector (operated from the private sector side with committee for consensus); Central and Regional governments and the private sector.

5. Selection of Pilot Regions/Sectors
   Menado (North Sulawesi) and Surakarta (Central Jawa).

6. Critical Set-up Steps
   a. If gov't is critical, it coordinates. Ministry of Economy, Finance and Industry acts as a lead organization.
   b. In the next step, BAPPENAS (? OTO) may take over it.
   c. Convince private sector businesses (companies professionally operated and trade associations).

7. Services to be Rendered
   a. Information, market potentials in particular; Training/Consultancy; Legal and tax matters; Regulation; References to other institutions.

8. Protocol for Information Access
   a. Open and closed (like Malaysia).

9. Pricing of Services
   a. Partial recovery initially (equipment, etc.).
   b. Full cost recovery later.

Part II
Guidelines for Establishing Regional Consulting Unit (RCU): Their Training Needs in the Context of the Pilot Experiment Areas

1. No of Personnel
   4 persons.

2. Background for Selection
   Production (with background of engineering); Data Management (with background of engineering); Finance (with background of business administration); and Marketing (with background of business administration).

3. Duties
   Production/Data Management: Collect, store, retrieve, and publish data.
   Finance: Management & operation, and pricing.
   Marketing: Matching suppliers and users (domestic & foreign).

4. Financing RCU Operation
   Regional Investment Coordinating Board (BKPMd) in regional gov'ts.
   Donor agencies (?).

5. Level at Which It Operates (National/Regional)
   Regional.

6. Phasing (National Unit, Regional Unit)
   First, regional; second, national.

7. Possible Relationship between National BISS Unit and Regional BISS Unit
   Alliance relationship.
   Regional and national.

8. Protocol for Data Exchange between UNCRD (investor needs and market characteristics in "home" country) and RCU (in host country)
   Some commercial and some fee.

9. Service Area Coverage of RCU
   Regional (Province, Kabupaten).

10. Service Strategies (SMEs to RCU; RCU to SMEs; Mobile Units)
    SMEs vis-a-via RCU
Sri Lanka

Working guidelines proposed by Mr. R.P.C. Rajapaksa, Consultancy and Professional Services Ltd. (CAPS)

Part I

Guidelines for Establishing Business Information and Support System (BISS) focusing on Regional Data Base (RD-Base)

1. Set-up
   a. Lead Agency
   b. Collaborators
   c. Regional Agencies

2. Costs and Sources of Funds
   a. Set up
   b. Operating Costs

3. Role of UNCRD

4. Implementation
   Organizational structure of National BISS and Management of BISS
   Council of Governors nominated by the secretary of the MFPPI, consisting of 2 persons from MFPPI, 8 provincial secretaries and 10 from the private sector.
   Board of Directors will consist of 3 from the private sector and 3 from the government, with one person from acting as programme coordinator.

   Organizational Structure of the Regional BISS
   Board of Directors consisting of 3 from the provincial administration and 3 from the private sector or regional chambers.

5. Selection of Pilot Regions/Sectors
   Southern Province and North Central Province.

6. Critical Set-up Steps
   First, convince MoFPP (UNCRD do this?).
   Second, formation of Council of Governors and Board of Directors of National BISS.
   Third, set up regional BISS Boards to seek finance for BISS.
   Fourth, recruit RCU staff; set up RD Base and RCU and conduct surveys.
   Fifth, staff training (RCU) (services hired out/National BISS).

7. Services to be Rendered
   RD-Base: Items 1 to 4 proposed by UNCRD (i.e. firm profiles; external investors'/buyers' needs; regional investment promotion information; and referral information of supporting environment) and market and technology-related information.
RCU: Items 1 to 4 proposed by UNCRD (i.e. performance monitoring functions; local consulting functions; external liaison functions; and periodic information dissemination functions); service opportunity identification; guiding of investors on project development (including sourcing of finance); training of local investors (CEO) to deal with foreign investors for doing business; and joint-venture negotiation skills.

8. Protocol for Information Access
   Regional information and referral information: free.
   All other types: to local SMEs, costs and small overhead to outside SMEs, costs and higher overhead.

9. Pricing of Services
   Cost and 10% to local/regional SMEs.
   Cost and 100% to outside SMEs.
   Subsidy on Costs: year 1 - 80% borne by project funds; year 2 - 60%; year 3 - 40%; thereafter full costs borne by each RCU.

Part II
Guidelines for Establishing Regional Consulting Unit (RCU): Their Training Needs in the Context of the Pilot Experiment Areas

1. No of Personnel
   Regional BISS: 3 persons.
   Central BISS: 5 persons.

2. Background for Selection

3. Duties
   Data management; Information supply; Consulting services; Liaison & networking.

4. Financing RCU Operation
   Gov't / Donor Agency / Private Sector.

5. Level at Which It Operates (National/Regional)
   Regional / National.

6. Phasing (National Unit, Regional Unit)
   (a) Pilot regional units (2)
   (b) National (1)
   (c) All other regions.

7. Possible Relationship between National BISS Unit and Regional BISS Unit
   National BISS to support the regional BISS, but not to control.
   Networking.

8. Protocol for Data Exchange between UNCRD (investor needs and market characteristics in "home" country) and RCU (in host country)
   Direct.

9. Service Area Coverage of RCU
   Provincial; Radius of 100 kilometers.

10. Service Strategies (SMEs to RCU; RCU to SMEs; Mobile Units)
SMEs to RCU
Mobile units (mainly for publicity).
Philippines

Working guidelines proposed by Mr. Melito Salazar, Board of Investments supplemented by the additional guidelines proposed by Mr. Mariano Martinez, Cebu Provincial Board Member during the Conference in Wakayama held on November 16-20, 1993.

Part I
Guidelines for Establishing Business Information and Support System (BISS) focusing on Regional Data Base (RD-Base)

1. Set-up
   a. Lead Agency
      Salazar
      Department of Trade and Industry (DTI) - BOI
      Martinez
      Provincial Government
   b. Collaborators
      Salazar
      National Economic and Development Authority (NEDA) Provincial Government Local Chambers
      Martinez
      Chamber of Commerce DTI NEDA NGOs

2. Costs and Sources of Funds
   a. Set-up
      Salazar
      DTI/Provincial Government/Foreign Grants
      Martinez
      Initial Subsidy of UNCRD
   b. Operating Costs
      Salazar
      DTI/Provincial Government/Fees Generated
      Martinez
      Fees to be charged Grants

3. Role of UNCRD
   Assistance in acquiring grants for the project, training of RCU and some local staff
   Role of other agencies
   Investor needs survey, setting-up mechanisms/institutional linkages to provide services, providing staff and facilities

4. Implementation
   Organizational structure and management of BISS
   Salazar
   Executive Committee with high and level members from private and public sectors
   Technical secretariat from DTI regional office
   Martinez
   Foundation
   Steering Committee (composed of the Governor, and representatives from the Chamber of Commerce, NEDA and DTI)
   Officers: Regional BISS Manager Administrative Officer Asst. Regional Mgr. for Consulting Unit
5. Selection of Pilot Regions/Sectors
- Region VII with Cebu as the focal point
- Provision for expansion to Region VI with Iloilo/Bacolod as focal point
- Sectors to be identified later

6. Critical Set-up Steps
- Organizational and commitment meeting of local lead agencies and collaborating institutions
- Signing of memorandum of agreement with key parties concerned
- Letter of commitment from UNCRD on the type of assistance and funds it will provide

7. Services to be rendered

- **Salazar**
  - Exhibition Center services
  - Investment Center
  - Marketing and promotion
  - Investment assistance
  - Data bank services
  - Design center services
  - Technology Resource Center services

- **Martinez**
  - Information sharing
  - Business consultancy
  - Data gathering, storage, retrieval and link with clients
  - One-stop agency

8. Protocol for Information Access
- Access to everyone who will then be registered
- 24-hours information service
- Other services between 3-5 days

9. Pricing of Services
- Fees will be charged initially at subsidized rates

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**Part II**

Guidelines for Establishing Regional Consulting Unit (RCU): Their Training Needs in the Context of the Pilot Experiment Areas

1. No of Personnel

- **Salazar**
  - 4 professionals, 2 secretaries, and 1 per province (5 provinces).

- **Martinez**
  - Cebu BISS.
  - Administrative staff (4)
  - Consultants (2)
  - Database management staff (6)
  - Monitoring and Evaluation staff (2)

2. Background for Selection
- Engineering; Marketing; Finance; Data management.
With good human behavioral capabilities.

3. Duties
   Collect and analyze data.
   Initial consultancy (Trouble-shooting).
   Brokering.

4. Financing RCU Operation
   \textit{Salazar} \quad Foreign grants, customer fees, and national/regional budget support
   \textit{Martinez} \quad Fees, grants to the foundation

5. Level at Which It Operates (National/Regional)
   Regional to Provincial.

6. Phasing (National Unit, Regional Unit)
   \textit{Salazar} \quad First, Regional Unit, then Provincial level.
   \textit{Martinez} \quad Regional

7. Possible Relationship between National BISS Unit and Regional BISS Unit
   \textit{Salazar} \quad Resource Augmentation; Information Sharing; Advocacy (assistance in getting support and acceptance).
   \textit{Martinez} \quad Information sharing, technical assistance to consolidate data stored in the centers

8. Protocol for Data Exchange between UNCRD (investor needs and market characteristics in "home" country) and RCU (in host country)
   Commercial transaction.

9. Service Area Coverage of RCU
   Region VIII.

10. Service Strategies (SMEs to RCU; RCU to SMEs; Mobile Units)
    SMEs vis-a-vis RCU.