

(3) 「日本の中小企業技術関連施策について」 - 岡島 敏夫 -

**Technological Upgrading and
Relevant Government Measures for Small and Medium
Enterprises (SMEs) in Japan**

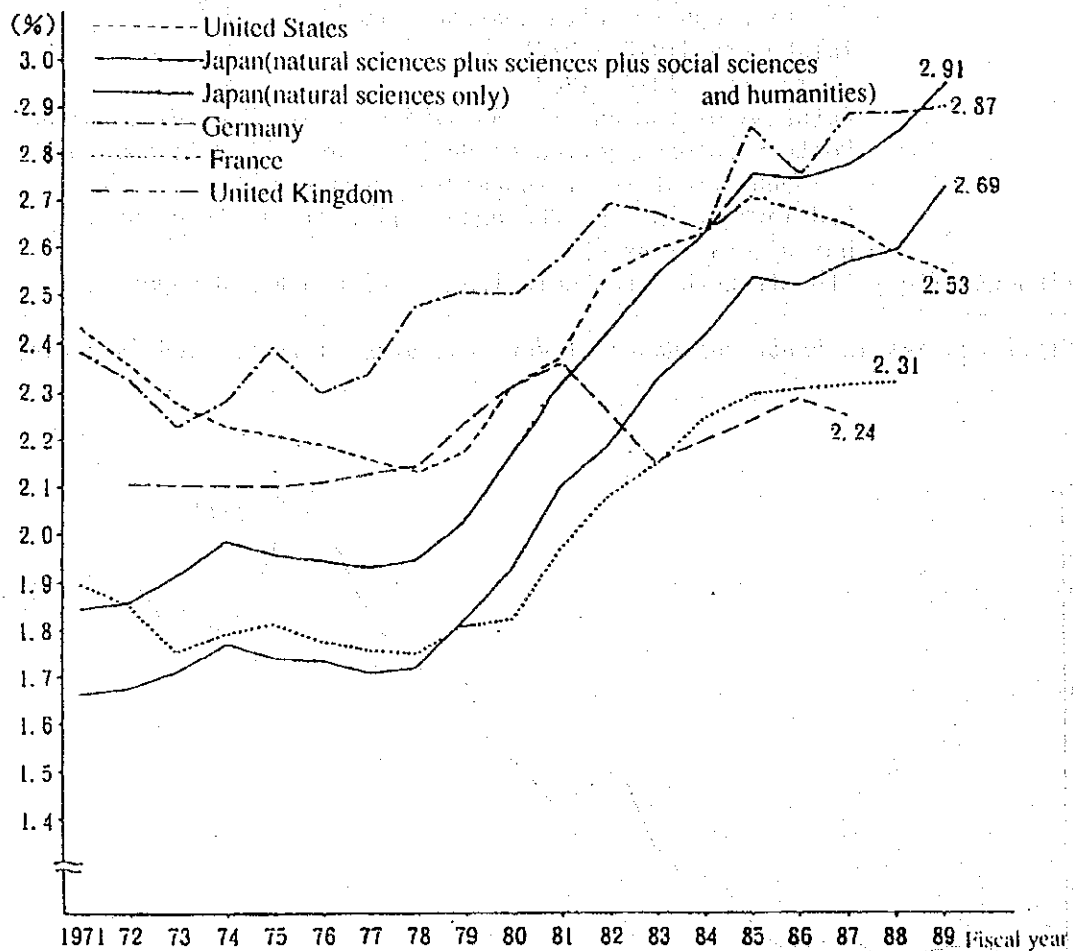
by Mr. Toshio OKAJIMA

© R & D expenditure and personnel engaged in R & D

1988 → ¥12 trillion (#2 in the world after U.S.A.: ¥18 trillion)
 or 2.9% of the GNP (#1 in the world)
 490,000 researchers (#2 after U.S.A.: 810,000)

Note: ¥1 trillion ≅ \$10 billion

Fig.2 Growth of R & D Expenditures as a percentage of GNP in selected countries



(2) Driving force to support technological innovation of Japan

Feudal age before the Meiji Restoration :

Foundation for Japan's development by basic learning through reading, writing and arithmetic at terakoya ("temple schools").

(using the abacus)

Factors contributing to the success of technological advances

a. Easy adoption of advanced technologies ← Europe and America

b. Poor in material resources, but abundant availability of high-quality engineers and researchers (people-its only real resource for technological advances)

c. Strong expectations of and reliance on science and technology among the Japanese people

Table 1 Years Required for Domestic Production of Foreign Technologies

Technology	Years till home production	Country offered	Manufacturing organization
Reverberatory furnace	15 ~ 20	Holland	the Saga clan
Blast furnace	15 ~ 20	Holland	the Satuma clan
Steam warship	13	vessel : Japan engine : Holland	the Mito clan
Railway laying	18	England	Meiji government
Steam locomotive	ab. 40	England	Meiji government
Wireless Communication	1	U.S.A	Ministry of Communications Electric Testing Laboratory
Telephone	3	U.S.A	Meiko Co. (Oki)
Common-battery switchboard	12	U.S.A	NEC

(3) Features of technology development in Japan

Science & technology encouraged for economic and social development to seek for affluent lifestyle

"Black box syndrome of science & technology": Results of S & T widely diffused, but less awareness of the existence of scientist and engineers

Expectations of science & technology as a means of socioeconomic development, better quality of life and higher efficiency, but not considered as a part of culture and not familiar with everyday lives

2. Necessity of Technological Upgrading in SMEs

(1) Present situation of SMEs

① Advancement of technological innovation

Electronics industry → Development of new products / higher productivity



Higher level of technology

New trend: Combined technology or fusion of technology

ex.: Mechatronics (mechanics + electronics)

Optoelectronics (optics + electronics)

Development of electronics and other technologies → increasing business opportunities for SMEs because of their flexibility to technological seeds and vitality to meet the fractionalization of the market

② Labor shortage issue in SMEs

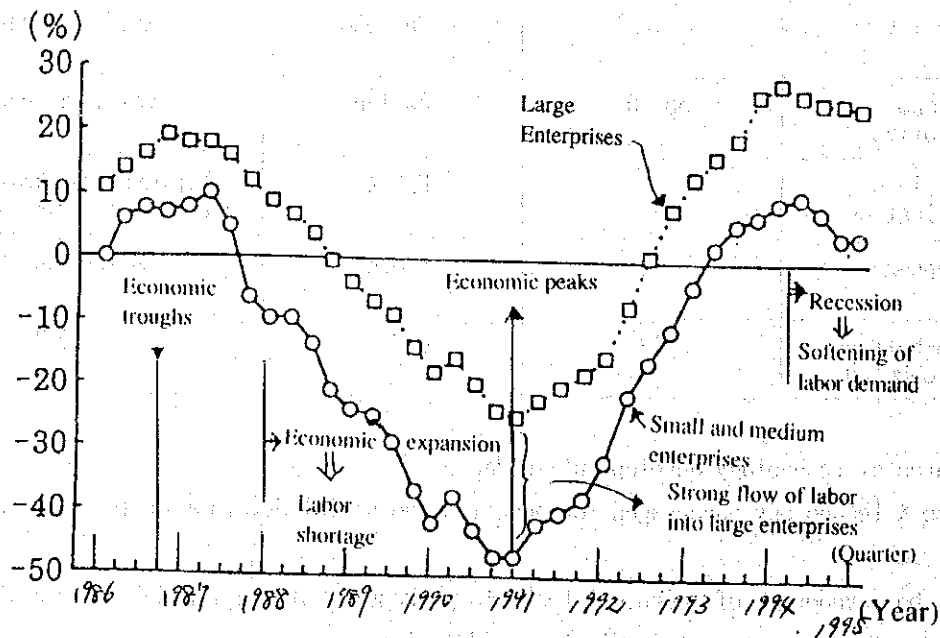
Relationship between the economic cycle and the labor shortage in SMEs

Stronger awareness of labor shortage among SMEs because of difficult recruiting

Under the periods of economic expansion → Severe shortage of labor among SMEs

During the business setback → Softening of labor demand → Chance of recruiting new graduates from universities by SMEs while labor adjustment in large enterprises

Fig.3 Changes in the Employment Criteria Diffusion Index (Surplus-Deficiency)



Source: Bank of Japan "Survey of Short-Term Business Outlook"

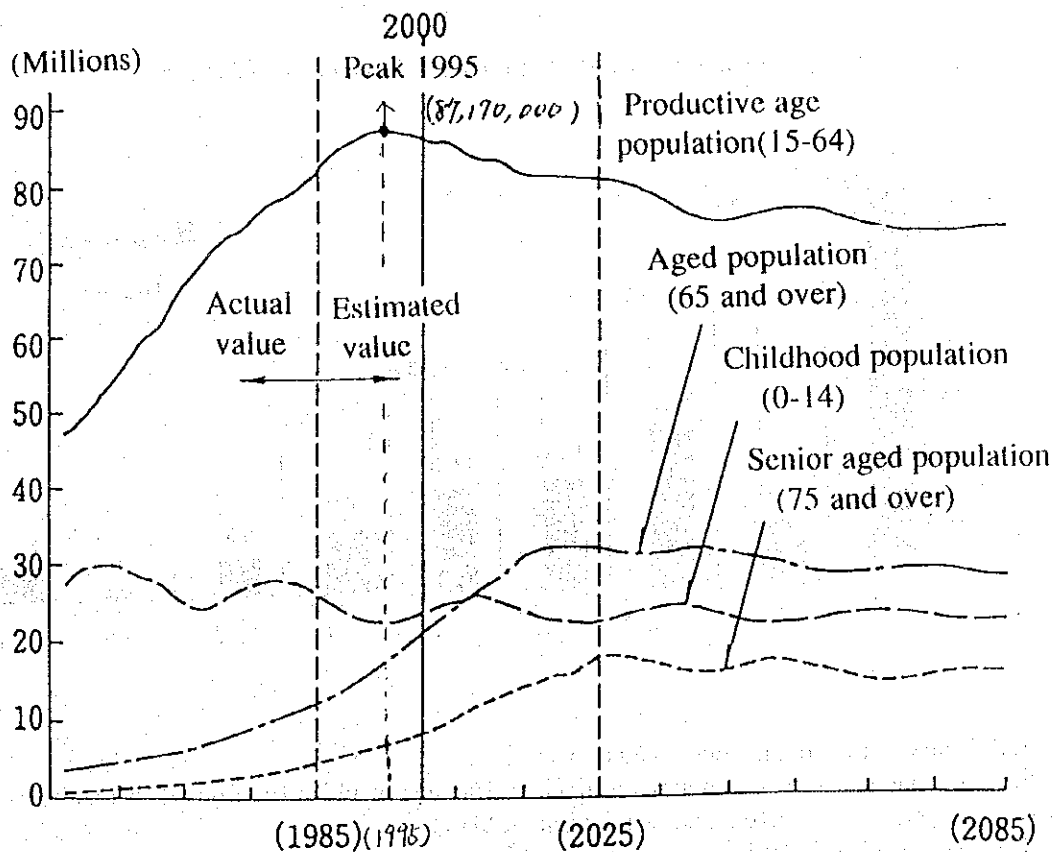
Note: Index of employment demand is calculated by the percentage of companies with excessive employees minus the percentage of companies with employees shortage.

Labor population from 15 to 64 years old → Peak in 1995 → Significant decrease in the future due to the low birth rate

Decrease of labor supply in medium / long term especially among the younger generation under some changes of supply and demand of labor with the business fluctuation

→ Important issue for SMEs to secure labor force on the mid / long term vision

Fig. 4 Changes and Prospects of Labor Population



Source : Institute of Population Problems, Ministry of Health and Welfare,
 "Estimate of Future Population in Japan" (December 1986)

Reference : Japan's land area : ab. 378,000 km²

Population of Japan : ab. 124.8 million (Feb. 1994)

(2) Trends of technology development in SMEs

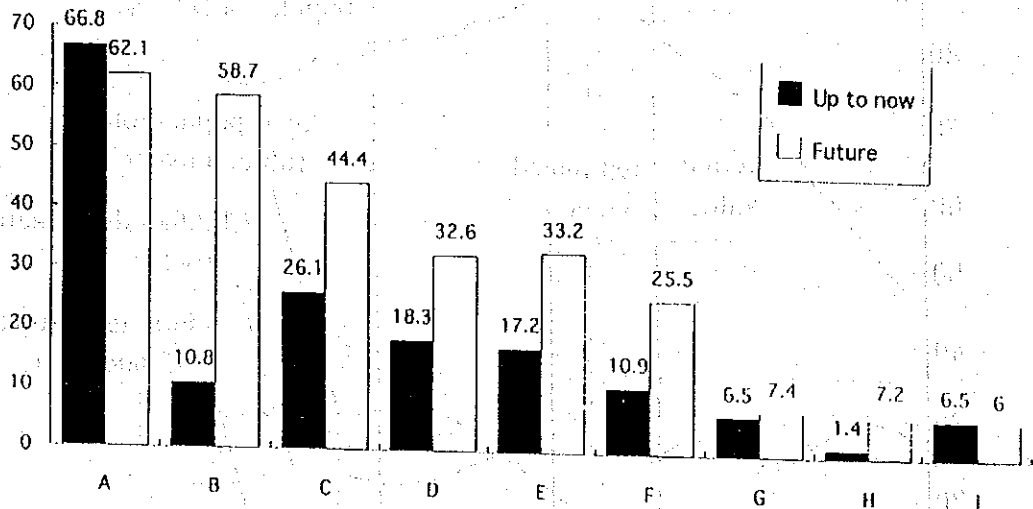
Environmental changes surrounding SMEs → Direction of technology development in SMEs

① Response to higher added value

Industrial restructuring under high yen and the development of the Asian regions → High value-added products by high-technology industry and speedy development of new products → Structural changes to the changes in the market structure

Consciousness of Problems: Rationalization and cost reduction → Development of new products and high value products

Fig.5 Countermeasures by SMEs faced Environmental Changes (%)



- A. Rationalization and cost reduction
- B. Development of new products / High value and sophistication of products
- C. Enhancement of sales and marketing activities
- D. Improvement of business transactions
- E. Cultivation of new marketing channels
- F. Diversification of business
- G. Switch to domestic demand-oriented products
- H. Conversion to new business
- I. Nothing special

Source: Small and Medium Enterprise Agency: "Field Survey of Management Strategies in Manufacturing Industries," December 1988

Note: The total exceeds 100% because of multiple answers.

② Response to changes in the contents of products :

Background of sophisticated consumer needs → Importance of technical capacity
 High level of market demand for services ↗

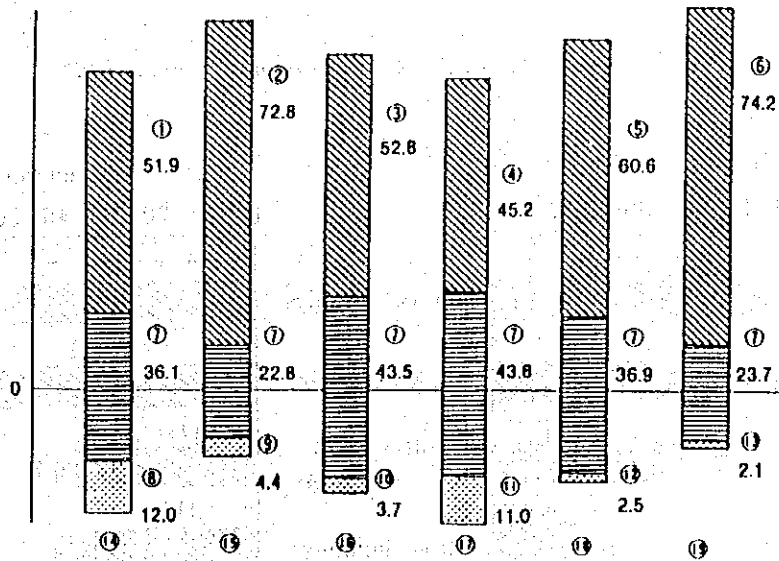
↓
 Technological improvement

Remarkable trends in the changes of products over the past 5 years

- Smaller lots
- Increase in the number of items and models
- Shorter products life cycle
- Higher percentage of high-quality and highly processed products
- Shorter product delivery deadline

To cope with these trends → Need of SMEs' improvement in their technical capacity

Fig.6 Changes in the Contents of Products (Unit %)



- | | | |
|------------------------------------|---------------------------------|--------------------------|
| (1) Smaller lots | (2) Larger lots | (3) No. of Items, models |
| (4) Increased | (5) Decreased | (6) Life cycle |
| (7) Shortened | (8) Lengthened | (9) Grade |
| (10) Increased high-class products | (11) Increased low-end products | (12) Processing degree |
| (13) Higher degree of processing | (14) Lower degree of processing | (15) Delivery deadline |
| (16) Shortened | (17) Lengthened | |
| (18) No change | (19) Lots | |

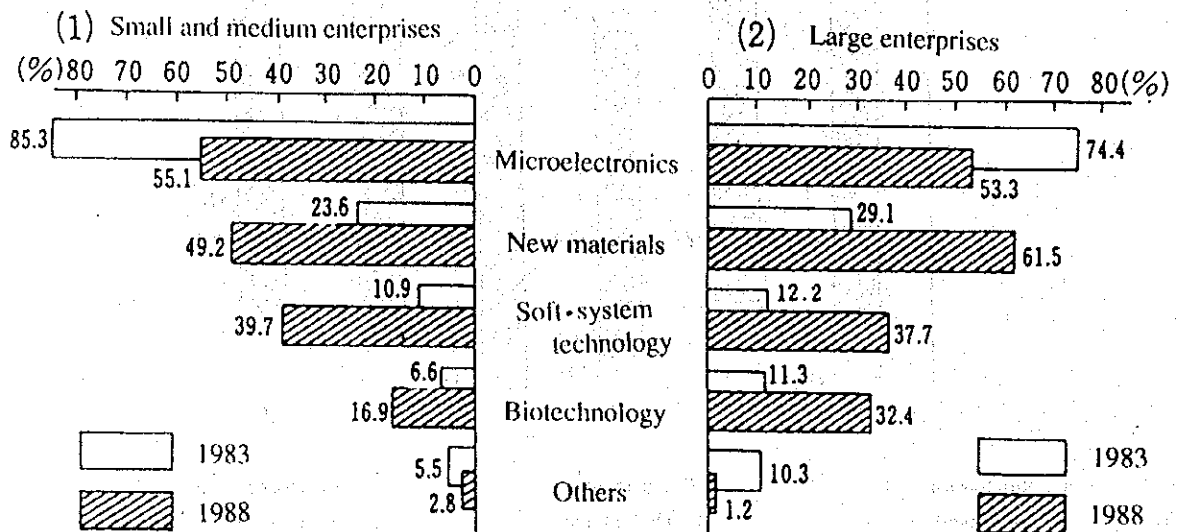
Source: Small and Medium Enterprise Agency: "Field Survey on Technical Activities," December 1989

③ Ways of tackling advanced technology

More positive attitude toward advanced technology among SMEs in recent years
 55% (1983) → 84% (1988) cf. 97% by large enterprises

- Market-oriented technical strategy with high-tech like microelectronics
 - ↓
 - Production system of many and various products each in small quantities
 - ↓
 - Improvement in high quality and productivity ← Rationalization of production processes
- Market development - oriented technical strategy
 - SMEs' flexibility → Development of new uses for their existing technologies
 - R&D for new products with limited management resources and shorter lead time → Creation of new market demands with external resources

Fig. 7 Interests in Areas of Advanced Technology



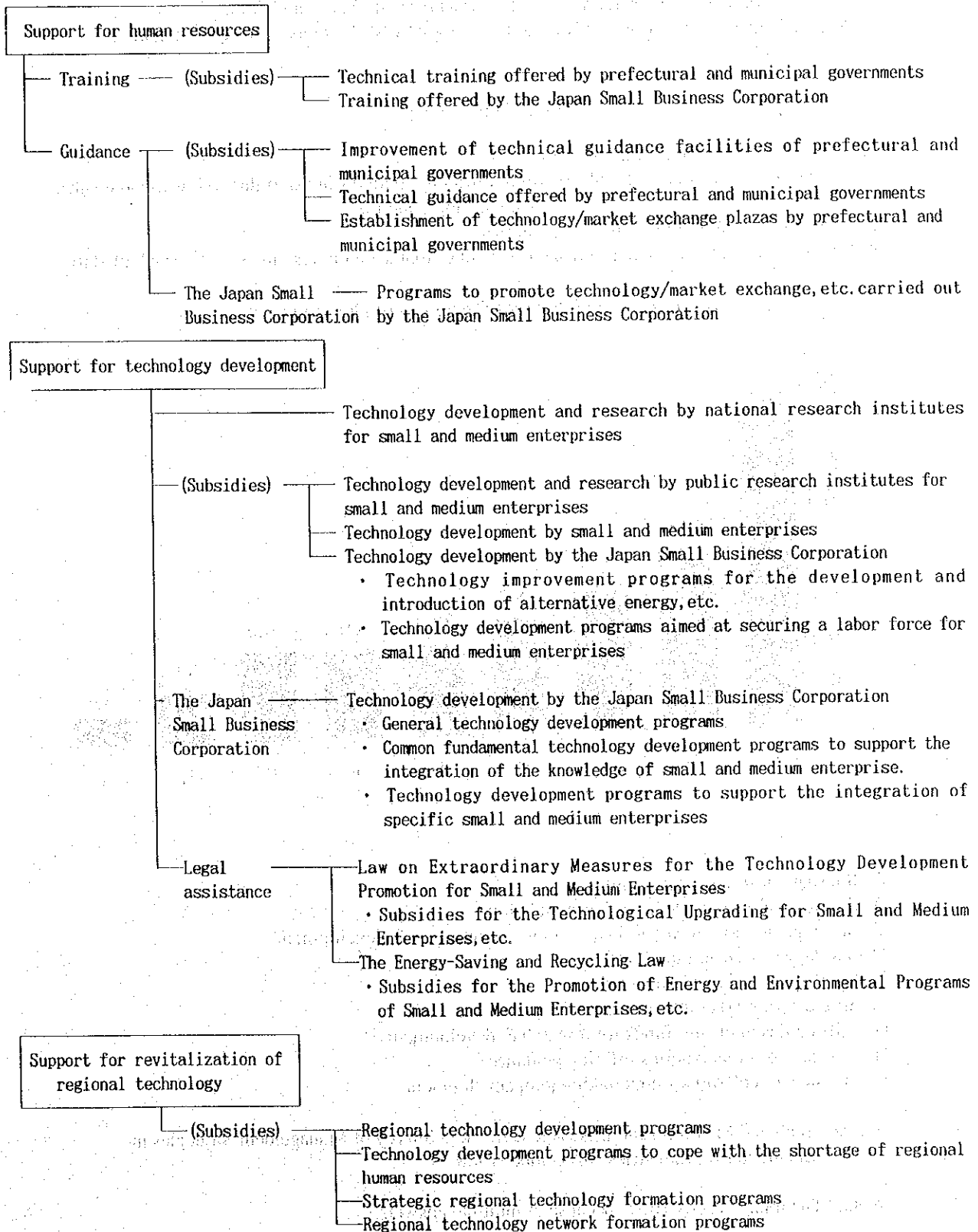
Source: Small and Medium Enterprise Agency: "Field Survey on Technical Activities," December 1983

"Field Survey of High-Technology Research and Development," Dec. 1988

Note: The total exceeds 100 because multiple-answer method was used.

3. Governmental Measures taken for Technological Upgrading of SMEs in Japan

Table 2 Small and Medium Enterprise Technological Policy Structure



4. Issues Faced by SMEs in Technological Aspects

Recognition of importance in "technical capability" by SMEs

Positive efforts by SMEs even with limited management resources

Compared with large enterprises → SMEs' weakness in "Staff" and "Funds"

New challenge in utilization of advanced technology by SMEs to meet changes in market environment



New technological problems

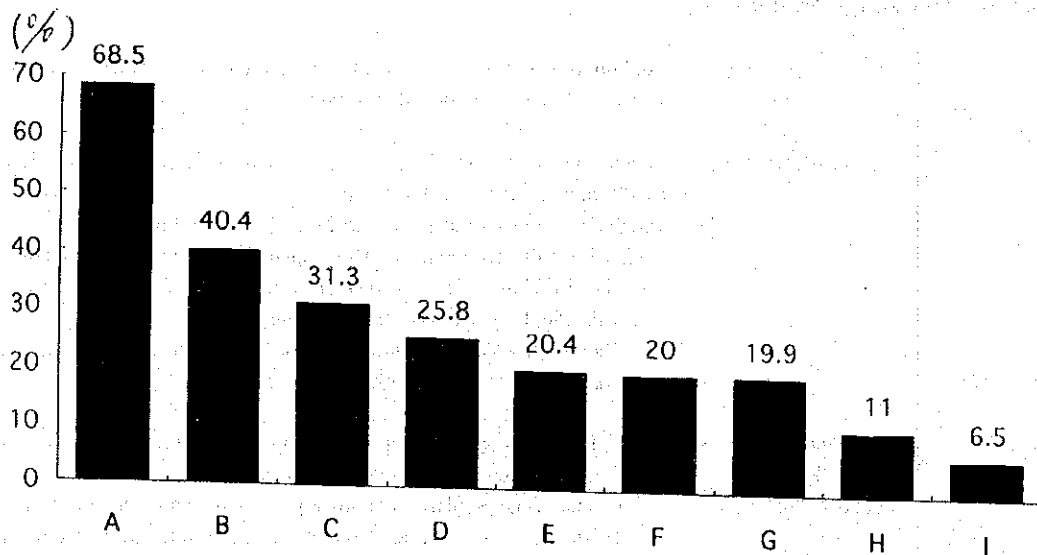
(1) Security and development of human resources

Security of human resources by SMEs: More difficulty in recruiting staff due to lower name value and working conditions

Low utilization rate of outside training facilities

1 issue involved in enhancing so called "soft-line" management resources → [lack of staff]

Fig. 8 Problems Associated with Technology Development



- A. Shortage of researchers, engineers
- B. Shortage of in-house technical accumulation
- C. Shortage of know-how for the promotion of research & development
- D. Shortage of research facilities
- E. Shortage of technical information
- F. Shortage of market information
- G. Difficulties in raising funds for research & development
- H. Shortage of organizations offering guidance
- I. Shortage of enterprises undertaking joint development

Source: Small and Medium Enterprise Agency: "Field Survey of Management Strategies in Manufacturing Industries", December 1988

Note: The total exceeds 100% because of multiple answers.

(2) Fund-raising

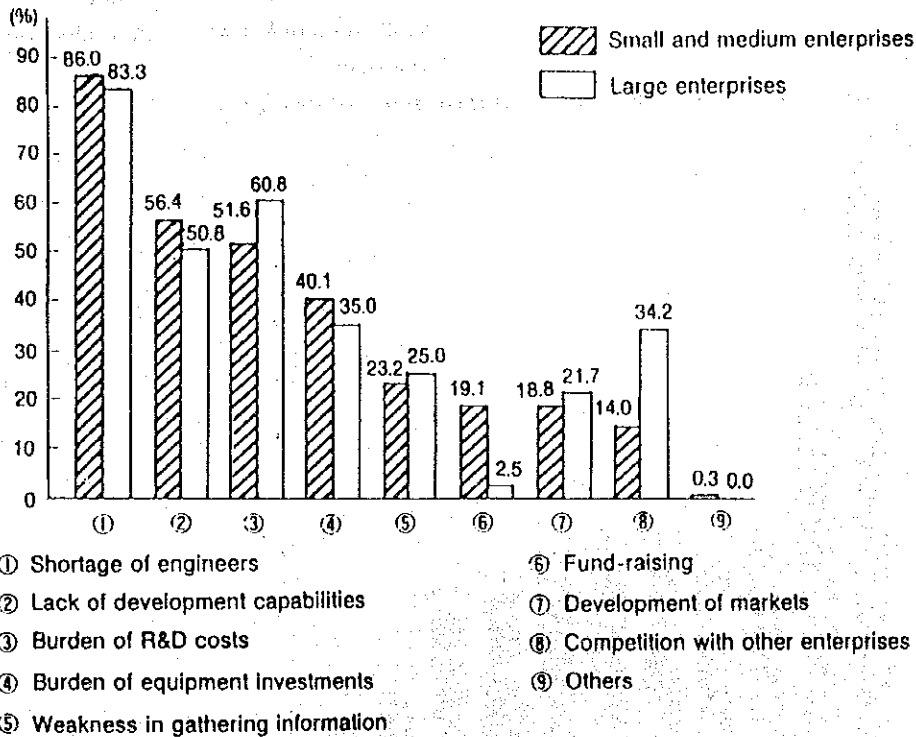
Better financial environment → Higher level of funding for plant and equipment

→ but still serious thought about fund-raising (20%) by SMEs not by large enterprises

Burden of equipment investments: heavier in SMEs because of the need of funds

Burden of R & D cost: heavier in large enterprises due to higher ratio of basic research and fixed cost for R&D

Fig. 9 Problems Associated with Research and Development of Advanced Technologies



Source: Small and Medium Enterprise Agency: "Field Survey of High-Technology Research and Development", December 1988

Note: The total exceeds 100 because multiple-answer method was used.

Source: Small and Medium Enterprise Agency: "Field Survey of High-Technology Research and Development", December 1988

Note: The total exceeds 100 because multiple-answer method was used.

(3) Technology exchange

Importance of technology exchange for SMEs through joint research work, etc. (40% of SMEs acquires technology externally.)

Cooperation with external organizations in technical development of new products

←← Technical guidance from parent companies/Joint R &D with parent companies (at the present)

←← More cooperation with other enterprises, public or private research institutes (in the future)

Results of cooperation with external organizations ⇒ Improvement of technical capacity ①

⇒ Positive results in training their own staff ②

⇒ Easier acquisition of technical information ③

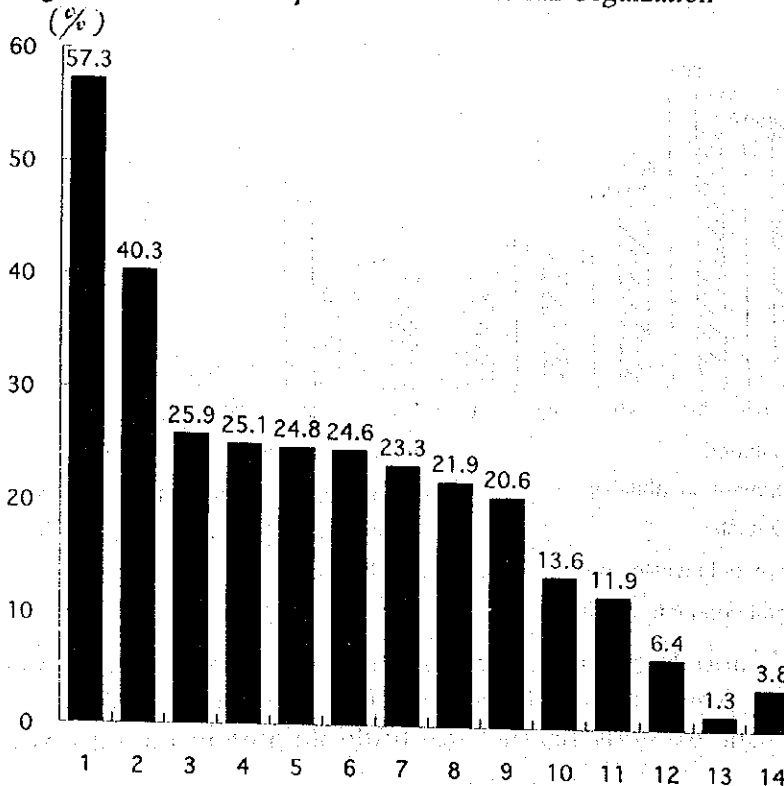
Utilization of external resources: an effective means for SMEs (⑥⑦⑨)

⇒ Increased external credibility ⑥

⇒ Utilization of production facilities ⑦

⇒ Acquisition of knowhow on production ⑨ control, etc.

Fig. 10 Results of Cooperation with External Organization



① Improved technical capacity

② Effective for staff training

③ Easy acquisition of technical information

④ Improved technical development capacity

⑤ Success in product development

⑥ Increased external credibility

⑦ Utilization of production facilities

⑧ Useful for planning management strategy

⑨ Acquisition of knowhow on production control, etc.

⑩ Low-cost research and development

⑪ Shortened research and development time

⑫ Avoidance of redundant investments

⑬ Large scale research and development projects

⑭ Others

Source: Small and Medium Enterprise Agency: "Field Survey on Technical Activities", December 1989

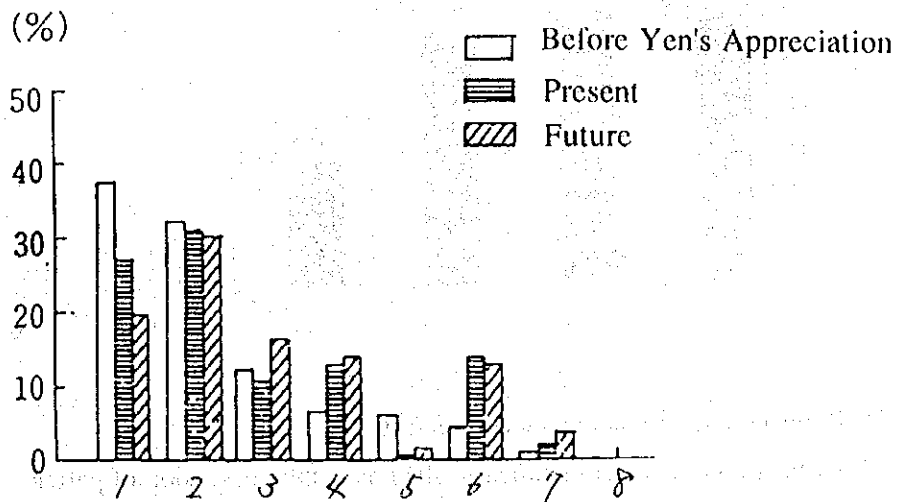
Note: The total exceeds 100% because multiple-answer method was used.

(4) Collection and effective use of information

Increased capacity to collect information as one of the management resources of SMEs
Increased capacity to utilize information for the purpose of overseas transfer of production bases or utilization of parts procured from overseas producers
Increased importance of information for SMEs to solve marketing problems like securing sales channels and select proper mechatronic equipment.

Upgraded level required of subcontracting SMEs by parent companies:
Cost & ability to mass production → Ability to small production, specialized technical skills, design capacity, etc.

Fig.11 Important Scope of Selection of Subcontracting SMEs



1. Cost reduction
2. Quality
3. Expert technology
4. Ability to respond to small production
5. Ability to respond to mass production
6. Ability to respond to shortening of delivery time
7. Ability to design upon specifications
8. Others

Source : Small and Medium Enterprises Agency : "Field Survey on the Structure of the Division of Labor in the Manufacturing Industries," December 1989

Reasons why parent companies utilize subcontracting SMEs:

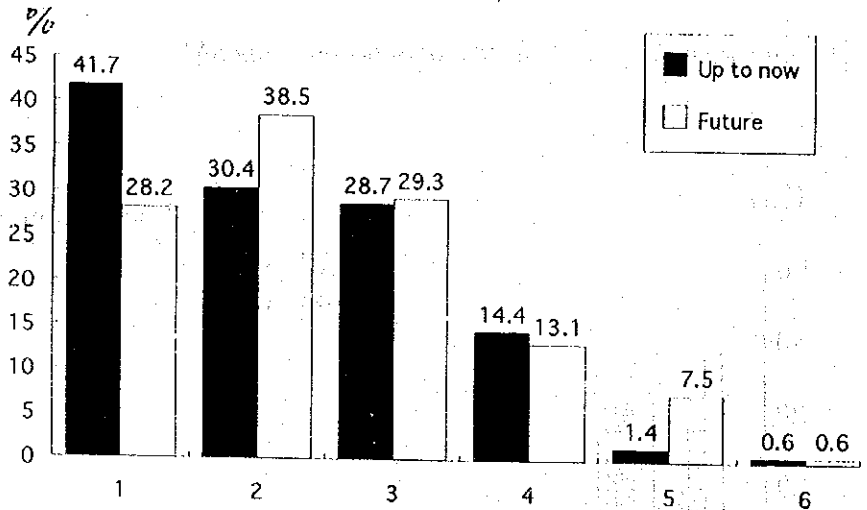
Cost reduction → Utilization of the special technologies of subcontractors

→ Cooperation as partners in R & D activities

Capabilities most required by parent companies to SMEs as subcontractors :

Technical skills and production control ability → Importance of collecting and utilizing information in the fields of technical know-how, design specifications and R & D activities

Fig.12 Advantage of Utilizing Domestic Subcontractors



1. Reduced costs by using subcontractors
2. Utilization of special technical skills not in the possession of parent enterprises
3. Flexible response to changes in demand
4. Commissioning subcontractors to process small product lots
5. Cooperation as partners in research and development
6. Others

Source: Small and Medium Enterprises Agency: "Field Survey on the Structure of the Division of Labor in the Manufacturing Industries, "December 1989

Note: The total exceeds 100 because multiple-answer method was used.

5 Turning Point of Technology Development in Industry and its Future Direction

(1) Apparent concerns about technology development in Japan

Japan's level of science & technology = a world leader in many fields today

Some factors to support technology development in Japan → Actual problems now

① Concern regarding the falling interest in S & T among the general public

Rapid technological progress → Difficulty in understanding S & T

Negative tendency to support technological innovation

← Loss of expectations of and reliance on S & T among ordinary people

② Trends in the declining popularity of science and technology among young people

"Receptive attitude" to the results of S & T without "active interest" in S & T

Almost no interest in the activities of the scientist and engineers involved in the development of high-tech products

Widespread diffusion of the results in everyday life → Difficult recognition of original S & T (psychological phenomenon : "black box syndrome of S & T")

Loss of dreams and passions to develop and create new products among young people

③ Shortages of human resources for S & T

Decrease of labor population from the 21st Century → Aging society

Low status of scientists and engineers in Japanese society

Under the reduction in the population of the youth in Japan + Less interest in

S & T among young people → Serious labor shortage in the field of S & T in the future

(2) New issues and future direction of technology development

Making efforts to meet needs both at home and abroad in developing S & T,

spreading the results and using them appropriately to be positive in nature

Many global problems such as world environmental problems, energy and food problems that threaten the very existence of mankind → Peaceful coexistence between mankind and nature by the creation of new technological system

→ New challenge to overcome the new problems facing the nation and establish a new form of technology development for all human beings

(Toshio OKAJIMA: Director, Technology Promotion Div., Commerce and Industry Dep., Chubu Bureau of International Trade and Industry, Ministry of International Trade and Industry Japan, dispatched by Japan International Cooperation Agency (JICA), Government of Japan)

2. 掃國研修員名簿

No.	名前 NAME	研修参加期間 DURATION PARTICIPATED	研修参加時の職務 PREVIOUS OCCUPATION WHEN THEY PARTICIPATED	1995年現在の職務 PRESENT OCCUPATION (1995)	所属先住所 ORGANIZATION ADDRESS	自宅住所 HOME ADDRESS	備考 REMARKS
1	Mr. Abdel Rahman Al-Sheikh	1976 5/5 ~1976 7/31	Research Worker Ministry of Manpower and Vocational Training 人材職業訓練省 研究員	Head Training Department Ministry of Manpower and Training 研修部長	3 Usef Abass St., Nasr City Cairo ARE Tel. 2609893 (1995年12月現在)	28 Celobra St. Beibis Alsharkia Gov. Are (1995年12月現在)	Q回収 セミナー一出席
2	Mr. Ghanem Hafez Hassanein	1977 4/6 ~1977 6/30	Director Ministry of Manpower Training 人材育成省 部長	/	Ministry of Manpowerd Training (研修参加時)	Home 50 Rassaf Str. Alexandria (研修参加時)	退職
3	Mr. Elsayed Hassan Soliman	1977 4/6 ~1977 6/30	Research Worker Ministry of Manpower and Training 人材育成省 研究員	/	Nasr City Cairo Egypt (研修参加時)	15 Salem Salem St. Agoza, Cairo, Egypt (研修参加時)	退職
4	Mr. Ibrahim Fahmy El Tatawy	1978 4/16 ~1978 6/30	Director. Ministry of Industry 工業省 部長	/	6 Khalil Agha Street Garden City Cairo Egypt. (研修参加時)	/	不明
5	Mr. Hafez Mohamed Abdel Monem Mostafa モスタファー	1979 4/5 ~1979 6/30	Specialist, Small Scale Industries & Vocat- ional Dept., General Organization for Indu- strialization (G.O.F.I.), Ministry of Industry & Mineral Resources 鉱工業資源 G.O.F.I. 中小企業及び職業訓練部 専門官	Director of Small Scale Industries Department, G.O.F.I. 中小企業部長	6 Khalil Agha Street Garden City Cairo A.R.E. Tel 3553674 (1995年12月現在)	42 Gazert El Arab Str. Mohandeseen Cairo (1995年12月現在)	Q回収 セミナー一出席
6	Mr. Somaia Mohamed Elsaleh Khater	1979 4/4 ~1979 6/30	Specialist in the Small Scale Industries Department, G.O.F.I., Ministry of Industry & Mineral Resources 鉱工業資源 G.O.F.I. 中小企業部 専門官	Senior Specialist in Small Scale Industries Department (G.O.F.I.) 上級専門官	6 Khalil Agha Street Garden City Cairo Egypt Tel 3553674 (1995年12月現在)	21-105 St. Maadi-Cairo Egypt (1995年12月現在)	Q回収 セミナー一出席
7	Mr. Hamida Maissara El Kerraby ハミダ	1981 4/9 ~1981 8/9	Specialist Small Scale Industries and Vocational Training Dept., G.O.F.I., Ministry of Ind. 鉱工業資源 G.O.F.I. 中小企業及び職業訓練部 専門官	Director in Small Scale Industries Development (G.O.F.I.) 中小企業部長	6 Khalil Agha Street Garden City Cairo Egypt Tel. 3553674 (1995年12月現在)	Nasser City, Cairo (1995年12月現在)	Q回収 セミナー一出席
8	Mr. Nabil Hanna Soliman	1986 7/3 ~1986 8/15	Manager, Small Scale Industry & Extension Services, Engineering & Industrial Design Develop. Centre. (EIDDC) 工業開発計画センター 中小企業普及課長	/	203 Pyramids Road Giza Egypt P.O. Box 2287 Cairo Egypt (研修参加時)	18, Ibrahin Sidhom Str. Shoubra Masr Cairo Egypt (研修参加時)	退職

No.	名前 NAME	研修参加期間 DURATION PARTICIPATED	研修参加時の職務 PREVIOUS OCCUPATION WHEN THEY PARTICIPATED	1995年現在の職務 PRESENT OCCUPATION	所属先住所 ORGANIZATION ADDRESS	自宅住所 HOME ADDRESS	備考 REMARKS
9	Ms. Mary Ghobrial Salib マリイ	1987 6/26 ~1987 8/8	Senior Specialist of Chemical Industries Dep. General Organization for Industrialization (G.O.F.I.) 工業省 G.O.F.I. 上級専門員	Senior Specialist of Chemical Industries G.O.F.I. (同左)	6 Khalil Agha Street Garden City Cairo Egypt Tel 3550661 (1995年12月現在)	14 Gamal El Din Abu Mahassen Garden City Cairo Egypt (1995年12月現在)	Q回収 セミナー出席
10	Mr. Malek Mohamed El-Ashker マレック	1988 6/29 ~1988 7/31	General Director Department of Small Scale Industries and Vocational Training Centers (GOFI) 工業省 G.O.F.I. 中小企業及び職業訓練 センター次長	/	6 Khalil Agha Street Garden City Cairo Egypt (研修参加時)	150 Al-Orobah Street, Heliopolis, Cairo Egypt (研修参加時)	退職
11	Mr. Abbass Youssef レエタ	1989 5/28 ~1989 7/30	General Manager of Training Dept., Industrial Design Development Centre (I.D.D.C.) Industrial Services 工業省 工業開発計画センター 研修部長	General Manager of Mechanical Work Shop I.D.D.C. 機械工業製作所長	203 Pyramids Road Giza Cairo Egypt P.O.Box 2267 (1995年12月現在)	1 Midan Essalam-Taksim El Bissary Maadi Cairo Egypt P.N.11431 (1995年12月現在)	Q回収 セミナー出席
12	Ms. Reda Abou-Zeid Mohamed Mousa レエタ	1990 7/3 ~1990 8/3	Director, Planning Division, General Research Department, Central Agency for Organization and Administration 組織管理中央局 中央研究所 企画部長	Director, Planning Division Central Research Dept. for Training, Central Agency (同左)	El Nasr Road Nasr City Cairo Egypt Tel 3558753 (1995年12月現在)	61 Zakaria El-Ansary Str., Hadayek El-Kobba, Cairo Egypt (1995年12月現在)	Q回収 セミナー出席
13	Mr. Mohamed Taher Mohamed El-Azab モハメッド	1991 7/4 ~1991 8/4	Acting General Manager, Economic Studies Department, General Organization for Industrialization (GOFI) G.O.F.I. 経済調査部 部長代理	/	126 Mohi Eiden Abouleiz Street, El Mohandseen, Giza Egypt (研修参加時)	216 Mohi Eiden Abou Elez Str., El Mohandseen Giza Egypt (研修参加時)	長期休暇中
14	Mr. Mourad Boulos Guirguis ムラッド	1992 7/2 ~1992 8/2	Under Secretary of State, the Head of Central Dept. for Industrial Planning, Research and Promotion, the General Organization for Industrialization (GOFI) G.O.F.I. 工業計画 調査 振興局長	/	6 Khalil Agha Street Garden City Cairo Egypt (研修参加時)	6, Salem Salem Str. Agouza, Cairo Egypt (研修参加時)	退職
15	Mr. Mobei Mohamed Aly Abd-Al-Aal モビイ	1994 6/30 ~1994 7/30	Director of Industrial Studies Division, SME's Dept. Industrial Design Development Centre (I.D.D.C.) 工業開発センター 工業研究課 課長	Director of Industrial Studies Division, SME's Dep. I.D.D.C. (同左)	203 Al-Ahram St. Giza Egypt Tel 3865550-3865542 (1995年12月現在)	53 Port-Said Street West Aumerania Giza Egypt (1995年12月現在)	Q回収 セミナー出席
16	Mr. Mostafa Ahmed Kamal El Deen Abd El Maguid ムスタファ	1995 7/6 ~1995 8/5	Deputy General Director, Engineering Projects Department, General Organization for Industrialization (GOFI) 工業省 G.O.F.I. 技術事業部 部次長	Deputy General Director, Engineering Projects Dept. G.O.F.I. (同左)	6, Khalil Agha Street Garden City, Cairo, Egypt Tel 3532214-3540677- 354076 (1995年12月現在)	17 El Heniedy Street Mackour El Harm, Giza Egypt (1995年12月現在)	Q回収 セミナー出席

・注釈 備考欄 Q回収 クエストリョア回収者
セミナー出席：公開セミナー出席者

3. 質問票

(1) 帰国研修員所属機関用

Questionnaire to the Organization of the Ex-Participants

The team will be very happy if the following questions are replied.

Name of Organization	
Name of Respondent	
Designation	

1. Could you describe briefly the work of your organization and the service it provides.

2. Please let us know the processes of the nominating candidate after you receive the General Information (GI) of the JICA Training/Seminar and the time requirement at each process.

3. Do you screen the candidate participants, on the basis of the General Information (GI) of the Seminar on Small Industry Development II, or the basis of your organization's criteria? Additionally please let us know the screening policies of your organization.

4. Mark one item "○" matched with the selection of the candidate for participants of the Seminar on Small Industry Development.

- a. Difficult to select one due to the large number of applicants
- b. Easy to select one, due the small number of applicants
- c. Others (list other reasons)

5. Once the candidate participant gets the information of acceptance, what kind of discussion, and meetings are held between the participant and his/her superiors concerning the expectations on the seminar, before leaving your country for Japan?

6. What kind of report will the participant give to your organization when he/she returns to your country after finishing the seminar in Japan?

7. Judging from the report submitted by the participant, how do you evaluate this seminar, from the view point of length, content, level, etc.?
Please give us your suggestions and comments on this seminar.

8. Please let us know the subject area considered important or required in your country in the field of small industry development.

Thank you very much for your cooperation !!

(2) 帰国研修員用

Questionnaire for Ex-Participants

NAGOYA INTERNATIONAL TRAINING CENTER (NITC)
JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)
No.73, 2-chome Kamenoi, Meito ku, Nagoya, Japan 465

QUESTIONNAIRE

Name	
Country	
Year of Participation	
Home Address	

1. Please write about your employment record before the attendance of the JICA Training/Seminar, and also in your current occasion.

	Before JICA Training/ Seminar	Current Occasion
a.Organization 's Name		
b.Official Address		tel.
c.Your Designation		
d.Your Major Job Duties		

2. Have the contents of studies you have completed been useful for your job performance, after returning to your country?

Which fields of studies have been useful? Please give "○" mark hereunder.
(A= quite useful, B= more or less useful, C= not at all useful)

Major of Contents of Studies	A	B	C
a. approach of planning and rationalized thinking			
b. knowledge of business management and the techniques			
c. total frame work of business feasibility study			
d. reality of Japanese enterprises operations			
e. small business assistant measures of Japanese Government			
f. Others ★			

★If you have marked "f. Others", Please describe below.

3. If the contents of studies in JICA Training/ Seminar have not been useful, why? Please give "○" mark hereunder.

- a. Your job has no relation to the study contents of JICA Training/Seminar.
- b. The study contents of JICA Training/Seminar is so much different from your country's situation.
- c. The study contents of JICA Training/Seminar are so much theoretical.
- d. Too high level of the study contents of JICA Training/Seminar
- e. Too low level of the study contents of JICA Training/Seminar
- f. Others ★

★If you have marked "f. Others", Please describe below.

(3) 公開セミナー参加者用

Questionnaire for the Seminar Participants

Thank you for your participation in this seminar.
We would like to have your comments for our future reference. Please write down this questionnaire legibly in block letter, and submit this to the person incharge at the end of panel discussion on the 2nd day.
(If you attend only either of 2days, please submit this at the end of each programme.)

1. Name in Full: _____

Name of institution _____

Department _____

Your Position _____

Have you ever attended any JICA Training Course? Yes; ___ / No; ___

If your answer is "Yes" →

Name of the Training Course; _____

Participation year; 19 _____

2. When did you attend this seminar?

1. the 1st day only 2. the 2nd day only 3. both of the days

3. How did you find the seminar programme on "Contribution of Small & Medium Industries to Economic Development"?

4. If you have a chance to study in Japan some time in the future, which of the following subjects are you most interested in?

You can check more than two.

A. Subcontractor & Industrial Estate

B. Rural Industriarization

C. Marketing & Trade Promotion

D. Managemant

E. Financing

F. Technology & Manpower

G. Others

(

5. Others

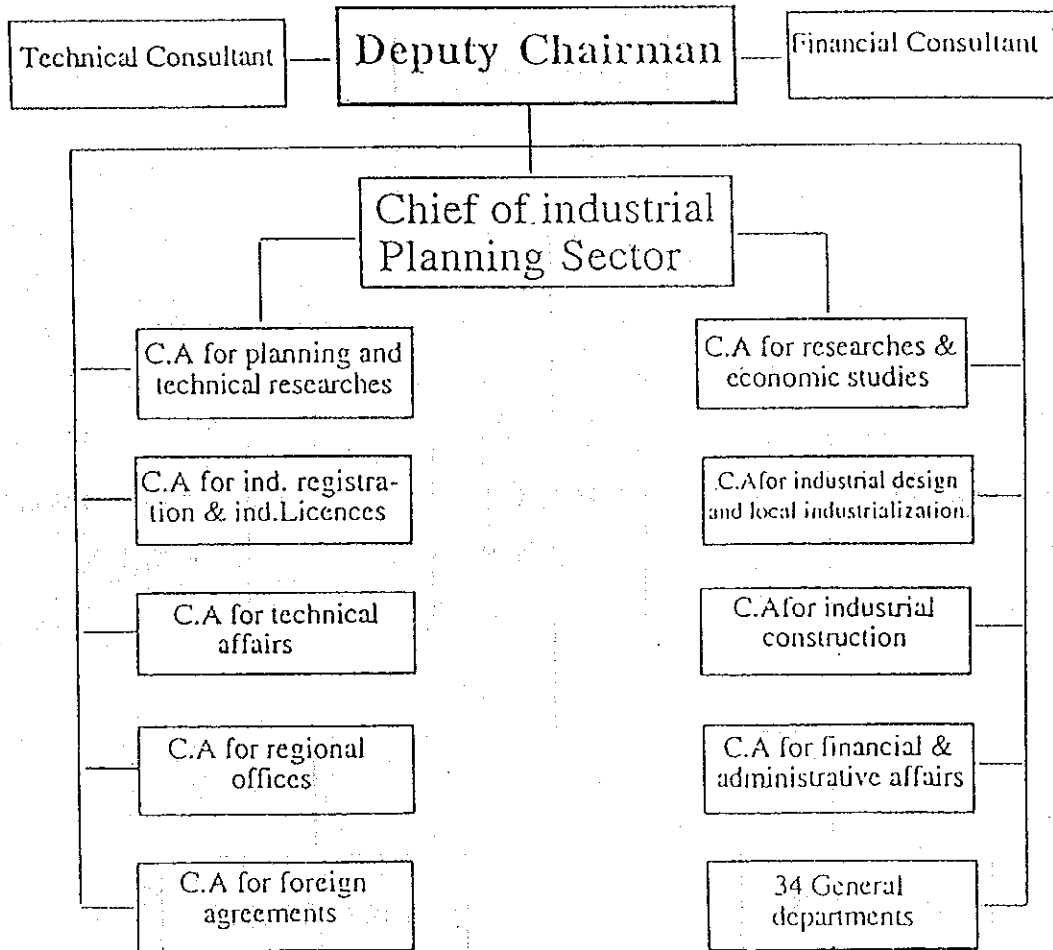
Thank you very much for your cooperation!

4. 持ち帰り資料一覧

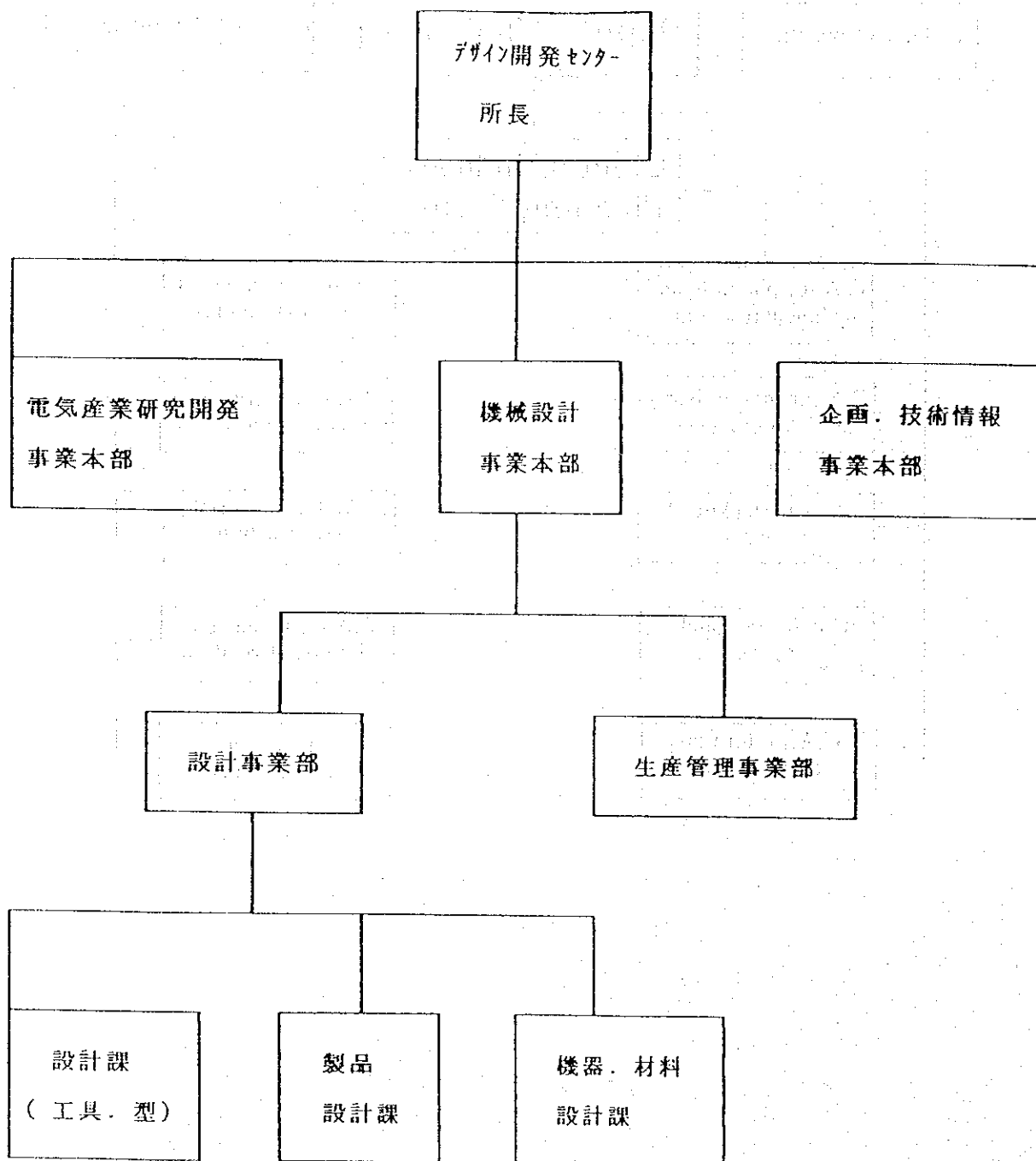
内 容 ・ タ イ ト ル	発 行 元
エジプト概況	在エジプト大使館
The General Organization For Industrialization	GOFI(1994)
Industrial Investment Opportunities in Egypt Second Private Sector Conference for Islamic Countries. Cairo. 30th Sep. - 2nd Oct., 1995	GOFI Ministry of Industry and Mineral Wealth
企業パンフレット	Engineering Company for Exhaust Systems
企業パンフレット('MOBICA')	Modern Building Carpentry Co.
IDDC概況及びパンフレット	IDDC
企業リスト(1st National Conference of Auto Industries & feeders from 20.11.1995 to 22.11. 1995)	IDDC
CMRDI, Annual Report(1993~94)	CMRDI
WRD(Welding Research Dept.) at CMRDI	CMRDI

5. 主要訪問先組織図

(1) 工業化総局 (G. O. F. I.)



(2) 工業デザイン開発センター (I.D.D.C.)



The Latest Structure of CMRDI

