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Narrative Summary	Detailed Contents of Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>&lt;Overall Goal&gt;</b> The concept of productivity development will be understood precisely, and various productivity development activities will be implemented in the enterprises in Hungary.</p>	<p><b>&lt;Overall Goal&gt;</b> The concept and technology of productivity development will be disseminated among Hungarian enterprises through HPC as the national productivity organization.</p>	<p>1. The expansion of productivity development activities of HPC and its networks 2. The increase in number and type of beneficiaries of HPC and its networks 3. Trend of customer satisfaction of the activities of HPC and its networks 4. In-company performance of facilitators' activities nurtured by HPC</p>	<p>1. HPC Record 2. HPC record 3. Questionnaires to and interview with companies concerned 4. Questionnaires to and interview with companies concerned</p>	<p>a. The existing national policy on promoting productivity development in Hungary will remain unchanged.</p>
<p><b>&lt;Project Purpose&gt;</b> Hungarian Productivity Center will promote and develop productivity activities independently in Hungary.</p>	<p><b>&lt;Project Purpose&gt;</b> HPC will uniquely promote and develop its productivity development activities in Hungary.</p>	<p>1. The increase in items of productivity development activities of HPC 2. Number and type of beneficiaries of services of HPC 3. Customer satisfaction of services of HPC</p>	<p>1. HPC Record 2. HPC record 3. Questionnaires to and interview with companies concerned</p>	<p>a. HPC will be recognized as the national productivity organization in Hungary based on her national policy. b. The Hungarian government will continue to subsidize HPC adequately. c. The networks with beneficiaries and organizations supportive to HPC will continue to be strengthened.</p>
<p><b>&lt;Outputs&gt;</b></p> <p>0. Operation system of the Project in HPC will be established.</p> <p>1. Capability of the counterparts for productivity development activities is to be fostered.</p> <p>2. Leaders for productivity development activities are to be nurtured through the training of counterparts.</p>	<p><b>&lt;Outputs&gt;</b></p> <p>0. Operation system of the Project in HPC will be established.</p> <p>1. Facilitators in Hungarian companies will be fostered for productivity development through in-house seminars and in-company training.</p> <p>2. The cases of productivity development activities such as short term audit and long term consultation for Hungarian companies will be accumulated.</p> <p>3. Public relations and promotion for productivity development will be implemented.</p> <p>4. Technical capability of the counterpart personnel (C/P) will be upgraded.</p> <p>5. HPC network will be expanded.</p>	<p>0-1. Organization, staff allocation 0-2. Balance of budget 0-3. Business plans and their performance 0-4. The number of board of Trustees meetings 0-5. The number of Project internal meetings 0-6. Operational conditions of AV equipment and others obtained</p> <p>1-1. The number and target of in-house seminars 1-2. The number and target of in-company training</p> <p>2-1. The number and target of short term audit and long term consultation 2-2. Report of respective case</p> <p>3-1. Number of promotional activities for productivity development 3-2. Number of publications issued</p> <p>4-1. History of allocation of the C/P. 4-2. Progress and evaluation of technical transfer. 4-3. The number of technical books and references obtained. 4-4. The ratio of C/P contributions to the activities of HPC</p> <p>5-1. Number of organizations supportive to HPC 5-2. Number of collaborative external consultants and trainers</p>	<p>0-1. HPC record 0-2. HPC record 0-3. HPC annual report 0-4. HPC record 0-5. HPC record 0-6. Inventory of equipment and record of maintenance and operation</p> <p>1-1. Record of in-house seminars 1-2. Record of in-company training</p> <p>2-1. Record of short term audit and long term consultation 2-2. Project activity reports and their list</p> <p>3-1. Record of public relations and promotion 3-2. List of publications</p> <p>4-1. Allocation record of the C/P. 4-2. Evaluation sheets of technical transfer. 4-3. Register of books and references. 4-4. Record C/P contributions to the activities of HPC</p> <p>5-1. List of supportive bodies 5-2. List of collaborative consultants and trainers</p>	<p>a. The Hungarian government will continue to subsidize HPC adequately. b. The Hungarian government will clarify the linkages between her policy to promote industrial development in Hungary and functions of HPC.</p>



<p><b>&lt;Activities&gt;</b>          1-1. To formulate plans for the counterparts training program.          1-2. To prepare curriculums for the counterpart's training.          1-3. To prepare materials for the counterpart's training.          1-4. To educate prospective counterparts.           2-1. To implement institution building and networking.          2-2 To formulate plans for conducting on productivity promotion activities in companies.          2-3 To conduct the above research in model companies.          2-4 To analyze the results of the research.          2-5 To formulate plans for the proliferation of productivity promotion.          2-6 To prepare curriculums for the promotion of productivity.          2-7 To prepare materials for the promotion of productivity.          2-8 To implement productivity promotion activities.</p>	<p>0-1. Allocate staff as planned.          0-2. Formulate and monitor plans of activities.          0-3. Make budget plan with appropriate expenditures.          0-4. Establish and operate management system.          0-5. Install, operate, and maintain properly equipment obtained for the Project.           1-1. Make company visit when necessary.          1-2. Make curricula of seminars and courses.          1-3. Prepare and compile necessary materials.          1-4. Implement seminar or courses.          1-5. Evaluate activities.           2-1. Make company visit.          2-2. Make plans of activities.          2-3. Prepare and compile necessary materials.          2-4. Implement audit or consultation.          2-5. Evaluate activities.           3-1. Make plans of activities.          3-2. Implement promotional activities.          3-3. Implement marketing activities for HPC.          3-4. Evaluate activities.           4-1. Assess the technical capabilities of C/P through on-the-job-training (OJT).          4-2. Make a technical cooperation program.          4-3. Prepare and compile teaching materials for C/P.          4-4. Implement technical transfer to C/P.          4-5. Evaluate the results of technical transfer to C/P.           5-1. Identify potential partners.          5-2. Implement promotional activities.          5-3. Coordinate and make plans to involve supportive bodies into HPC activities.</p>	<p><b>&lt;Inputs&gt;</b>          The Hungarian side           (1) Land, building, facilities and space for the Project          (2) Allocation of the C/P          Managing Director          Counterpart Personnel          Administrative staff          (3) Local cost          Necessary budget for the implementation of the Project          (4) Equipment procurement and maintenance</p>	<p>The Japanese side           (1) Dispatch of experts          a. Long-term experts          Chief advisor          Coordinator          Personnel management and labor management relations          Productivity and quality improvement in Plant          Promotion and Development of the Productivity Movement          b. Appropriate number of short-term experts will be dispatched as necessity arises.          (2) C/P training in Japan          (3) Supporting local cost          (4) Provision of machinery and Equipment</p>	<p>a. C/P will remain to work in HPC.   <b>&lt;Pre-Conditions&gt;</b>          a. Hungarian government continues to stress its policy to promote productivity development.</p>
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**CHRONOLOGICAL REVIEW OF THE PROJECT**

ANNEX 2

YEAR	MONTH	ITEMS
1993	January	The Hungarian government submitted a request for a project-type technical cooperation to the Government of Japan.
	June	Dispatch of JICA long-term expert for preparation of Hungarian Productivity Development Project
	June	The Ministry of Trade and Industry of Hungary conducted a feasibility study for establishing Hungarian Productivity Center (HPC).
	November	The Ministry of Trade and Industry submitted the result of the feasibility study to the Economic ministers cabinet meeting EMC of Hungary.
1994	February	The Hungarian EMC approved the establishment of Hungarian Productivity Center as a foundation.
	February	HPC was established.
	February	Dispatch of the JICA's Preliminary Survey Team
	November	Dispatch of the JICA's Experts Survey Team
	December	Establishment of HPC
	December	Dispatch of the JICA's Implementation Survey Team
	December 14.	Signing of the Record of Discussion
1995	January 1.	Commencement of the Term of the Cooperation
	February	Dispatch of Japanese long-term Experts
	November	HPC Opening Ceremony
	December	Dispatch of the JICA's Consultation Team
1996	May	Hungarian-Japanese Joint symposium on Productivity and Quality
	November	Dispatch of the Technical Guidance Team
1997	May	Study tour to Ireland and Greece sponsored by PHARE (Poland Hungary Assistance for Restructuring Economy)
	October	The first Hungarian Productivity Conference
	December	Dispatch of the JICA's Consultation Team
1998	May	2nd Hungarian-Japanese Joint Symposium on Productivity and Quality
	November	Dispatch of the JICA's Advisory Team
1999	May	EANPC Annual Conference organized by HPC in Budapest
	June	Multilateral Seminar with Council of Europe (CE)
	July	Transfer of HPC office
	August	Dispatch of JICA's Management Consultation Team
	September	In-house Seminar in MVA starts
	October	Dispatch of the Japanese Evaluation Team
	November	Regional Training on Productivity Development
	November	The 2nd Hungarian Productivity Conference (closing seminar)
	December	Termination of the term of the cooperation

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## Tentative Schedule of Implementation (TSI) For The Project

Calendar Year	1994				1995				1996				1997				1998				1999				
Japanese Fiscal Year	93	1994			1995				1996				1997				1998				1999				
	I	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
Term of Technical Cooperation																									
<u>Japanese side</u>																									
I. Dispatch of Survey Team																									
(1) Preliminary																									
(2) Supplementary (Expert Survey)																									
(3) Implementation																									
(4) Consultation																									
(5) Advisory																									
(6) Consultation																									
(7) Advisory																									
(8) Consultation																									
(9) Evaluation																									
II. Dispatch of Long-term Experts																									
(1) Chief advisor																									
(2) Coordinator																									
(3) Productivity Promotion & Development																									
(4) Plant Productivity & Quality																									
(5) Personnel Management & LMR																									
III. Dispatch of Short-term Experts																									
(Short-term Experts on specific fields will be dispatched, as necessary)																									
(1) Video Production																									
(2) Productivity Measurement (Micro/Macro)																									
(3) Quality Control																									
(4) Business Game																									
(5) Marketing/Export Marketing																									
(6) Kaizen/SS																									
(7) Industrial Engineering																									
(8) Management Training Program																									
(9) QS 9000																									
(10) SME Seminar																									
IV. Training of Counterpart Personnel in Japan																									
(1) Production & Quality Management																									
(2) Business Management																									
(3) Personnel Management																									
(4) Project Management																									
in Singapore																									
(1) Advanced management consultancy																									
Third Country Training in Singapore																									
V. Provision of Machinery and Equipment																									
(1) Minibus																									
(2) Computers, photocopiers																									
(3) Audio-Visual Equipments																									
(4) Videos & Books																									
(5) Computer softwares																									
(6) Photocopiers																									
<u>Hungarian Side</u>																									
I. Building, Facilities and Space																									
II. Machinery and Equipment																									
III. Budgetary Allocation																									
IV. Allocation of Counterpart Personnel and Staff																									

- Note: 1. The Japanese fiscal year starts in April and ends in March.  
2. The Hungarian fiscal year starts in January and ends in December.  
3. This schedule is subjected to change in accordance with the progress of the Project.  
4. Long-term experts may be replaced and/or terminated during the cooperation period.

Tentative Schedule of Implementation (TSI) For The Project  
As of December 14, 1994

Calendar Year	1994				1995				1996				1997				1998				1999							
Japanese Fiscal Year	93				1994				1995				1996				1997				1998				1999			
	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV
<b>Term of Technical Cooperation</b>																												
<u>Japanese side</u>																												
<b>I. Dispatch of Survey Team</b>																												
(1) Preliminary	—																											
(2) Expert Survey			—																									
(3) Implementation			—																									
(4) Consultation							—																					
(5) Technical Guidance											—																	
(6) Consultation																—												
(7) Technical Guidance																	—											
(8) Evaluation																										—		
<b>II. Dispatch of Long-term Experts</b>																												
(1) Chief advisor																												
(2) Coordinator																												
(3) Productivity Promotion & Development																												
(4) Plant Productivity & Quality																												
(5) Personnel Management & LMR																												
<b>III. Dispatch of Short-term Experts</b>																												
(Short-term Experts on specific fields will be dispatched, as necessary)																												
<b>IV. Training of Counterpart Personnel in Japan</b>																												
(Appropriate number of counterpart personnel will be received annually)																												
<b>V. Provision of Machinery and Equipment</b>																												
<u>Hungarian Side</u>																												
<b>I. Space and Facilities</b>																												
<b>II. Machinery and Equipment</b>																												
<b>III. Budgetary Allocation</b>																												
<b>IV. Allocation of Counterpart Personnel and Staff</b>																												

- Note: 1. The Japanese fiscal year starts in April and ends in March.  
 2. This schedule is subject to change in accordance with the progress of the Project.  
 3. \*: Expert may be changed during the cooperation period.

Technical Cooperation Program For The Project (5 years)  
(TCP)

Calendar Year /Hungarian Fiscal Year	1995				1996				1997				1998				1999		
	94	1995 (H. 7)			1996 (H. 8)			1997 (H.9)			1998 (H. 10)			1999 (H. 11)					
	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III			
Term of Technical Cooperation	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
(1) Training Courses/Seminars																			
① In HPC						—	—	—	—	—	—	—	—	—	—	—	—		
② In Company									—	—	—	—	—	—	—	—	—		
③ Others (Regional etc.)														—	—	—	—		
(2) Consulting Service																			
① Diagnosis						—	—	—	—	—	—	—	—	—	—	—	—		
② Implementation					—	—	—	—	—	—	—	—	—	—	—	—	—		
③ Others																			
(3) Study Tour																			
① In Hungary						—													
② To Japan								—					—						
③ Others														—	—	—	—		
(4) Events																			
① Hungarian Productivity Conference																	—		
② Others													—	—	—	—	—		
(5) Measurement				—	—	—	—	—	—	—	—	—	—	—	—	—	—		
(6) Technical Transfer Methodology Development (Teaching Material Development, etc.)	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—		
(7) C/P training																			
① in Japan					—	—	—	—	—	—	—	—	—	—	—	—	—		
② in Third Country																			
(8) Equipment Provision					—	—	—	—	—	—	—	—	—	—	—	—	—		

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Technical Cooperation Program For The Project (5 years results)  
(TCP)

Calendar Year /Hungarian Fiscal Year	1995				1996				1997				1998				1999			
Japanese Fiscal Year	94	1995 (H. 7)			1996 (H. 8)				1997 (H.9)				1998 (H. 10)				1999 (H. 11)			
	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III
Term of Technical Cooperation	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—	—
(1) Training Courses/Seminars ① In HPC ② In Company ③ Others (Regional etc.)																				SME Seminar —
(2) Consulting Service ① Diagnosis ② Implementation ③ Others																				
(3) Study Tour ① In Hungary ② To Japan (by AOTS) ③ Others																				
(4) Events ① Hungarian Productivity Conference ② Others																				
(5) Measurement																				
(6) Technical Transfer Methodology Development (Teaching Material Development, etc.)																				
(7) C/P training ① in Japan ② in Singapore	* <sup>1</sup>																			
(8) Equipment Provision																				
95																				
96																				
97																				
98																				

AOTS: Association for Overseas Technical Scholarship

OC: Opening ceremony

HJ: Hungarian-Japanese Joint Symposium on Productivity and Quality

SJ: Symposium on Japanese Management

EANPC: European Association of National Productivity Centers

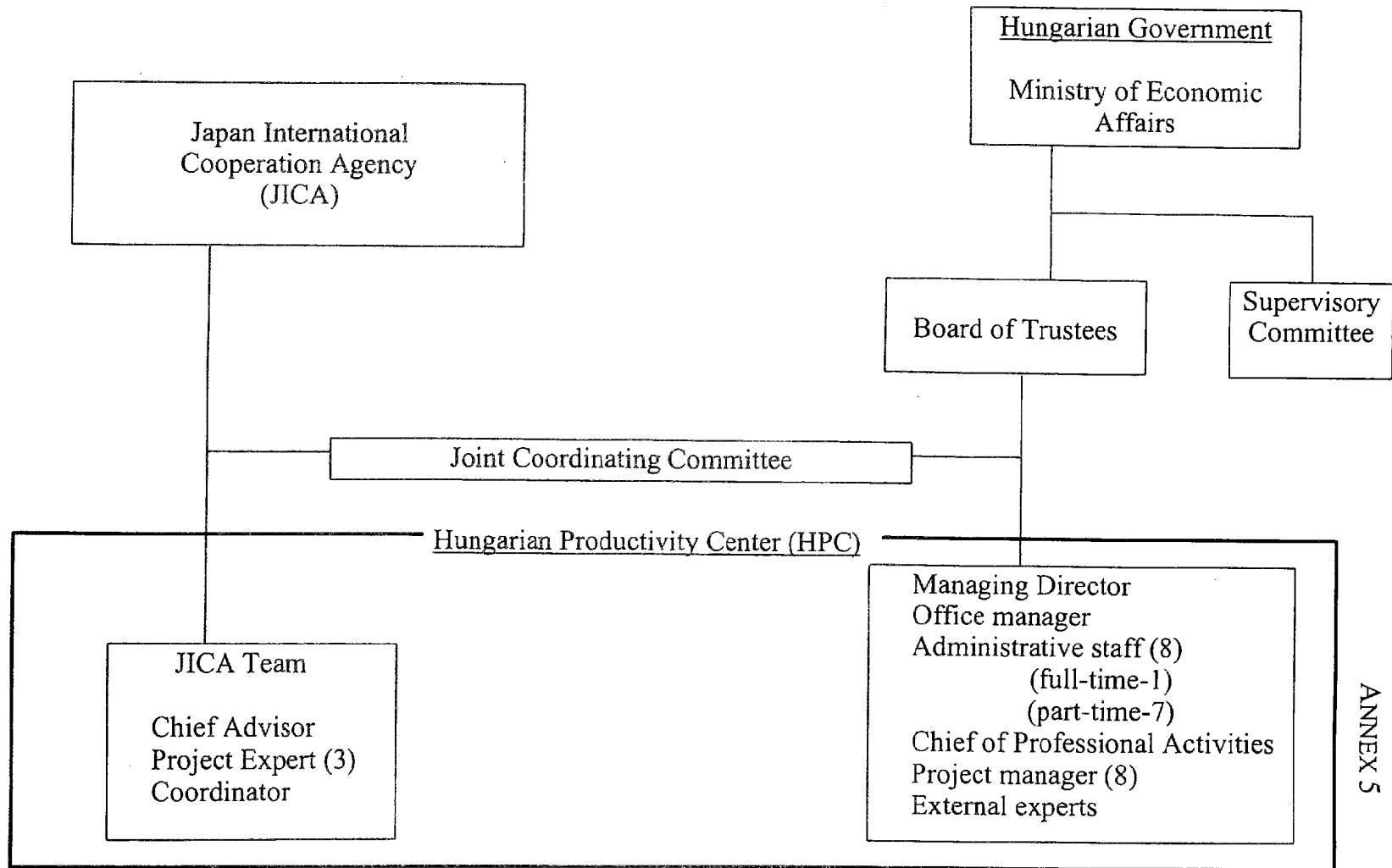
CE: Multilateral Seminar on Productivity Development and Employment strategies to promote social cohesion organized with the Council of Europe

RT: Regional Training on Productivity Development



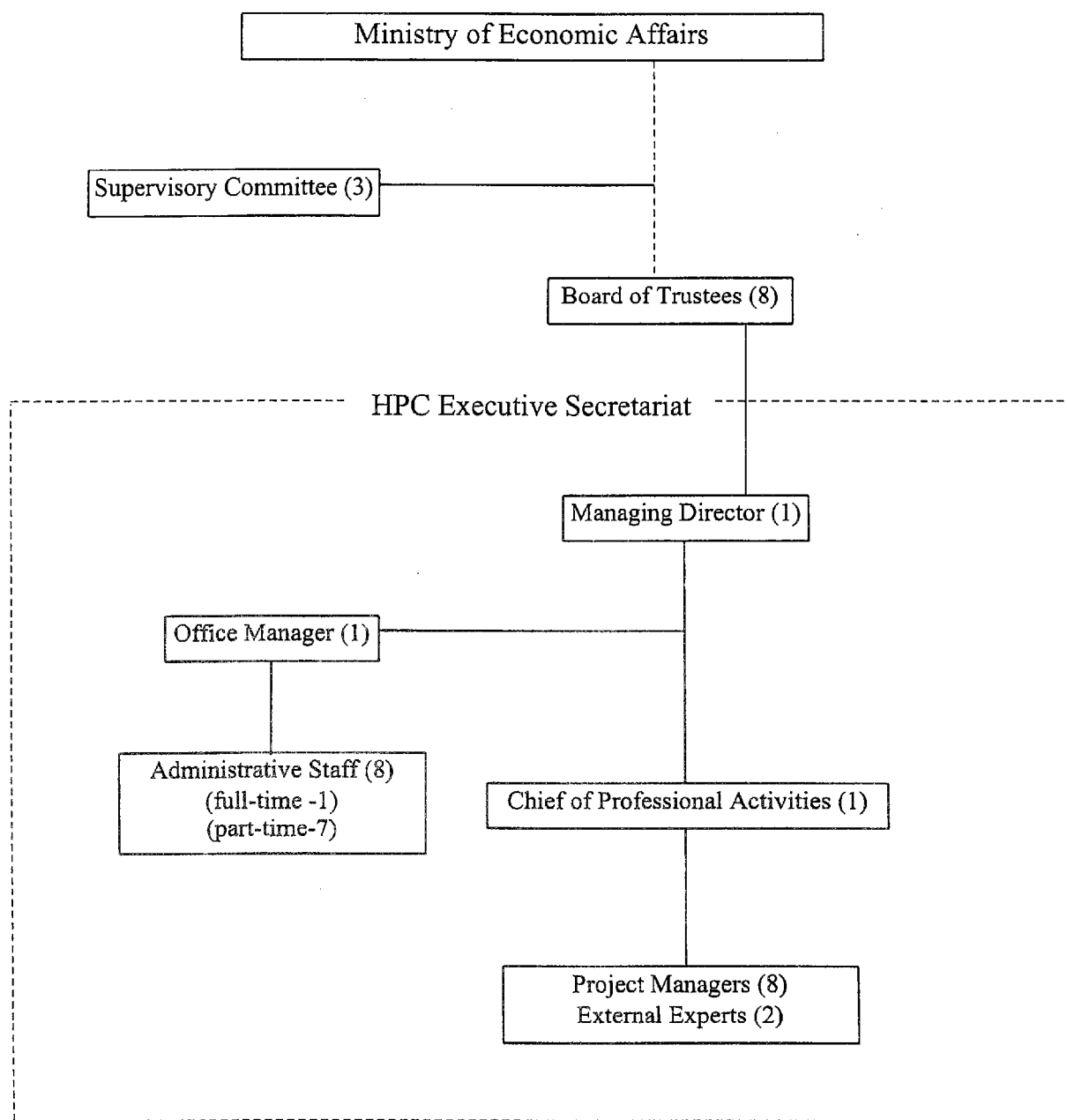
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ORGANIZATION CHART OF THE PROJECT



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**ORGANIZATION CHART OF HPC**



as of September, 1999

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## List of Staff Allocation

ANNEX 7

Calendar Year	1995				1996				1997				1998				1999				2000			
	2	4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12
<b>Administration</b>																								
VERESEGYHÁZY Róbert*	managing director																							(Resign)
SZABÓ Péter*	office manager																							(Resign)
HEGEDŰS Judit*	office manager																							
MERCSENYI Noémi	secretary																							(Resign)
GYÖRGY Anikó	secretary																							
<b>Part-time</b>																								
BOLDOG Gyöngyi	librarian																							
DR. FUCHS József	lawyer																							
DR. KAPUVÁRI Béla	financial adviser																							
KISS Rozália	accountant																							
DR. SALLAI Csilla	auditor																							
SZIRTES Tamás	office service																							
TORNYAI Rozália	social security																							
<b>Project Managers</b>																								
BALKÁNYI Zsuzsa*	project manager																							(Resign)
GYÓRI Ágnes*	project manager																							
ÉRDI Gábor*	project manager																							(Resign)
HALÁSZ Tibor*	project manager																							(became HPC External Expert)
HÁMORI Mónika*	project manager																							(Study abroad)
KISS Gábor*	project manager																							(Resign)
MÁTRAI Norbert*	project manager																							
MEZŐVÁRI Johanna*	project manager																							
MÓZES István*	project manager																							
SOÓS László*	project manager																							
STROMAJER Andrea*	project manager																							(Resign)
SZALKA János*	project manager																							(Resign)
VAJNA István*	project manager																							
VINCZE Attila*	project manager																							
<b>Part Time Experts</b>																								
HALÁSZ Tibor	project manager																							(became HPC External Expert)
NÉMETH Balázs	project manager																							
<b>JICA Project Assistants</b>																								
VARGA Judit	assistant																							(Resign)
KŐSZEGI Eszter	assistant																							(Temporal)
JAKAB Nóra	assistant																							
TAMASOVITS Tímea	assistant																							(Resign)

\* Counterpart personnels

ANNEX 7

List of Counterpart Personnel

ANNEX 8

Calendar Year	1995				1996				1997				1998				1999				2000				
	2	4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12	2	4	6	8	10	12	2
<b>Administration</b>																									
VERESEGYHÁZY Róbert	managing director																								
SZABÓ Péter	office manager																								
HEGEDŰS Judit	office manager																								
<b>Personnel Management and Labor Management Relations</b>																									
ÉRDI Gábor	project manager																								
KISS Gábor	project manager																								
HÁMORI Mónika	project manager																								
MEZŐVÁRI Johanna	project manager																								
<b>Productivity and Quality Improvement in Plant</b>																									
SOÓS László	project manager																								
HALÁSZ Tibor	project manager																								
VINCZE Attila	project manager																								
<b>Promotion and Development of the Productivity Movement</b>																									
GYŐRI Ágnes	project manager																								
SZALKA János	project manager																								
MÁTRAI Norbert	project manager																								
STROMAJER Andrea	project manager																								
BALKÁNYI Zsuzsa	project manager																								
<b>Others</b>																									
MÓZES István	project manager																								
(mainly Productivity Measurement)	project manager																								
VAJNA István	project manager																								
(mainly AV Development)	project manager																								



## LIST OF FORMER COUNTERPART

NO.	NAME	DURATION OF HPC EMPLOYMENT	ASSIGNED AREA OF SPECIALITY	PRESENT JOB	NAME OF THE COMPANY
1	KISS Gábor	1995.04.03.-1997.07.31.	Personnel management and labor management relations	Personnel manager	Coca-Cola Hungary Kft.
2	ÉRDI Gábor	1995. 04.-1996.8.31.	Personnel management and labor management relations	Software development for Human Resource management	SAP
3	SZABÓ Péter	1995.07.16.-1996.12.31.	Personnel management and labor management relations	Personnel manager	BOSCH
4	SZALKA János	1995.07.17.-1997.05.23.	Promotion and Development of the Productivity movement	Capital Market Supervisor	Hungarian Banking and Capital Market Supervision /Állami Pénz- és Tőkepiaci Felügyelet/
5	HALÁSZ Tibor	1996.04.15.-1998.10.01.	Productivity and quality improvement in Plant	Consultant	Independent
6	HÁMORI Mónika	1997.02.06.- (1998.09.)	Personnel management and labor management relations	(student)	The Warton School, University of Pennsylvania, Dept. of Management, 2057 Steinberg Hall-Dietrich Hall, Philadelphia, PA 19104 USA
7	STROMAJER Andrea	1997.06.02-within probation (3 months)	Promotion and Development of the Productivity movement	unknow	unknow

**PROJECT INTERNAL MEETINGS**  
**<Hungarian-Japanese Joint Meeting>**

NO	DATE	TIME	PLACE*	TOPIC	ATTENDANTS
1	January 6, 1999	10:00-12:30	Rm. 127 in HPC	Reflection on '98 and Vision of '99	5 Japanese people and 5 Hungarian people
2	January 12, 1999	13:30-15:45	Rm. 127 in HPC	Figures for 1999	5 Japanese people and 8 Hungarian people
3	January 19, 1999	10:15-12:15	Rm. 127 in HPC	Activities for 1999	5 Japanese people and 6 Hungarian people
4	January 25, 1999	14:05-16:15	Rm. 127 in HPC	How can we achieve the goal?- Training	5 Japanese people and 7 Hungarian people
5	February 1, 1999	14:00-16:30	Rm. 127 in HPC	How to make HPC's marketing and sales activities more productive?	4 Japanese people and 9 Hungarian people
6	February 12, 1999	14:00-16:30	Rm. 127 in HPC	In-Company Training and more	5 Japanese people and 5 Hungarian people
7	February 22, 1999	9:30-11:00	Rm. 127 in HPC	SME and HPC	5 Japanese people and 5 Hungarian people
8	March 1, 1999	15:00-17:00	Rm. 127 in HPC	Plan for fiscal year 1999	4 Japanese people and 7 Hungarian people
9	February 22, 1999	13:30-14:30	Dr. Fórián's office at Ministry of Economic Affairs on Vigadó str.	Overview of HPC activities Dr. Fórián's view and opinion about HPC	5 Japanese people Dr. István Fórián and Dr. Róbert Veresgyházy
10	March 6, 1999	8:00-10:30	Small conference room in Hotel Benczur	Present condition of HPC	5 Japanese people Dr. István Fórián
11	May 11, 1999	19:00-21:00	Japanese Restaurant "Shiki"	HPC's new office-place Dr. Fórián's career history	Dr. Fórián, Ms. Fórián, Ms. Chieko Osugi Mr. Kurita Yoshiharu
12	June 7, 1999	13:00-14:00	Suzuki factory at Esztergom	HPC study tour	Dr. István Fórián, Dr. Kurita Yoshiharu Mr. Horikoshi Yoshinobu
13	June 16, 1999	12:00-14:00	Japanese Restaurant "Shiki"	Overview of HPDP	Mr. Toru Sase Dr. Kurita Yoshiharu Mr. Wada Iwao Dr. István Fórián

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## ANNEX 10 (2/2)

14	June 16, 1999	15:00-17:00	Conference room in the Suzuki Budapest Office	Introduction of MVA and its activities	4 Japanese people Mr. Sase Mr. Levete Székely Dr. István Fórián
15	June 29, 1999	12:00-13:30	Japanese restaurant "Shiki"	HPC's future Government subsidy	Dr. Kurita Y. Dr. I. Fórián Ms. Chieko Osugi
16	June 30, 1999	18:00-19:00	Conference room in the Suzuki Budapest Office	Results of meeting with Dr. Gulácsi	Dr. Kurita Y. Dr. I. Fórián Ms. Chieko Osugi
17	July 21, 1999	16:00-18:00	+Rm 101 at new HPC		5 Japanese people Dr. Fórián
18	July 27, 1999	10:00-11:00	+Rm 101 at new HPC	Study on HPC's activities by Inter Protector	4 Japanese people Dr. Fórián Dr. György Pető
19	August 4, 1999	10:30-11:30	+Rm 101 at new HPC	3rd Hungarian Productivity Conference	5 Japanese people Dr. István Fórián
20	10 September, 1999	14:00-15:00	+Rm 103	Actual topics	Chieko Osugi Judit Hegedüs Tímea Tamasovits
21	15 September, 1999	10:00-11:00	+Rm 102	Actual topics	Chieko Osugi Judit Hegedüs Tímea Tamasovits
22	22 September, 1999	10:00-10:30	+Rm 102	Actual topics	Chieko Osugi Judit Hegedüs Tímea Tamasovits
23	29 September, 1999	10:00-11:00	+Rm 102	Actual topics	Chieko Osugi Judit Hegedüs Tímea Tamasovits
24	6 October, 1999	11:00-11:40	+Rm 102	Actual topics	Chieko Osugi Judit Hegedüs Tímea Tamasovits

\*Hungarian Productivity Center  
1146 Budapest  
Hungária krt. 179-187.  
until June 30, 1999

+Hungarian Productivity Center  
1131 Budapest  
Rokolya str. 1-13.

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MEMBER OF THE BOARD OF TRUSTEES

ANNEX 11

Calendar Year	1994					1995					1996					1997					1998					1999					2000		
	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1	3	5	7	9	11	1		
<b>Chairman</b>																																	
Dr Gábor Gulácsi	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Dr József Hegyháti	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Dr István Fórián	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
<b>Members</b>																																	
Mr Kálmán Balotay	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Dr László Becker	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Dr Gábor Beke-Martos	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Dr Erik Bogsch	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Mr Gábor Garaba	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Mr Márton Jánosi	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Mr György Kocziszky	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Mr György Mátyásfalvy	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Dr Tamás Mészáros	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Dr László Molnár	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Dr Edit Simóka	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Mr Tibor Tamás	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Ms Zsuzsanna Udvarhelyi	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Mr András Rózsa	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																
Mr Levente Székely	<div style="border-top: 1px solid black; width: 100%; height: 10px;"></div> <div style="border-bottom: 1px solid black; width: 100%; height: 10px;"></div>																																

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ANNEX 11



## Meetings of the Board of Trustees

No.	Year	Date	Time	Place	Chairman	Attend.s	Quorum
1	1994/1	Jun. 28		Ministry of Industry and Trade	Dr Gábor Gulácsi	9	+
2	1994/2	Nov. 8	3:00 pm -	Ministry of Industry and Trade	Dr Gábor Gulácsi	9	+
3	1994/3	Dec. 1	3:30 pm -	Ministry of Industry and Trade	Dr Gábor Gulácsi	7	+
4	1995/1	Jun. 20	3:30 pm -	HPC	Dr Gábor Gulácsi	9	+
5	1995/2	Dec. 12	3:30 pm -	HPC	Dr Gábor Gulácsi	9	+
6	1996/1	Jan. 23	3:30 pm -	HPC	Dr Gábor Gulácsi	8	+
7	1996/2	Apr. 23	3:30 pm -	HPC	Dr Gábor Gulácsi	6	-
8	1996/3	Oct. 8	4:00 pm -	Ministry of Industry and Trade	Dr Gábor Gulácsi	8	+
9	1996/4	Dec. 17	3:30 pm -	HPC	Dr Gábor Gulácsi	5	-
10	1997/1	Jan. 28	3:30 pm -	HPC	Dr Gábor Gulácsi	6	-
11	1997/2	Apr. 29	3:30 pm -	HPC	Dr Gábor Gulácsi	9	+
12	1997/3	Oct. 13	3:30 pm -	HPC	Dr József Hegyháti	6	+
13	1998/1	Jan. 12	3:30 pm -	HPC	Dr József Hegyháti	6	+
14	1998/2	Feb. 23	3:30 pm -	HPC	Dr József Hegyháti	5	-
15	1998/3	May 20	3:30 pm -	Ministry of Industry and Trade	Dr József Hegyháti	5	-
16	1999/1	Feb. 23	3:30 pm -	HPC	Dr István Fórián	4	-
17	1999/2	May 19	3:30 pm -	HPC	Dr István Fórián	4	-
18	1999/3	Sep. 21	3:30 pm -	National Committee for Technological Development	Dr István Fórián	9	+

+ : Enough Quorum

- : Insufficient Quorum

**OVERVIEW OF HPC ACTIVITIES**

Calendar year	1995 January- December	1996 January- December	1997 January- December	1998 January- December	1999 (Estimate)**	TOTAL
<b>A. Training Course</b>						
1. In-House						
Number of Courses	0	24	24	42	(46)	(136)
Work-days	0	41	37	49	(38)	(165)
Number of Participants	0	447	399	601	(416)	(1863)
Number of Places	0	930	607	687	(477)	(2701)
Number of Companies	0	147	183	262	(233)	(615)
Number of SME companies	0	58 (39%)	61 (33%)	97 (37%)	(85)(36%)	(301)
Number of Industry Types	0	76	86	113	(113)	
2. In-Company						
Number of Courses	1	3	9	21	(38)	(72)
Work-days	1	32	41	47	(54)	(175)
Number of Participants	6	160	203	398	(648)	(1415)
Number of Places	6	1030	1099	833	(974)	(3942)
Number of Companies	1	3	8	10	(24)	(46)
Number of Industry Types	1	3	8	10	(24)	(46)
<b>B. Consultation</b>						
Work-days	79	157	154	223	(228)	(769)
Number of Projects	5	19	17	22	(26)	(89)
Number of Companies	4	16	13	12	(18)	(63)
Number of Industry Types	4	16	13	12	(18)	(63)
<b>C. Research work</b>	0	1	1	4	(0)	(6)
<b>D. 1. Study tour (in Hungary)</b>						
Days	0	1	2	1	(1)	(5)
Number of Participants	0	80	114	31	(38)	(263)
<b>2. Study tour by AOTS***** (in Japan)</b>						
Courses	0	1	1	2	(3)	(7)
Number of Participants	0	12	14	19	(21)	(66)
Types of Companies	0	12	14	19	(21)	(66)
<b>E. Conference</b>						
Number of Events	1	1	2	1	(3)	(8)
Days	3	2	2	1	(8)	(16)
Number of participants	80	330	340	115	(346)	(1211)

\* SME companies are the companies with less than 249 employees.

\*\* Estimate: is calculated proportionally according to the actual figures obtained by the end of August, 1999

\*\*\* Number of Participants x Work-days

\*\*\*\* Industry types by Hoppenstedt Bonnier Marketing CD 1999/I.

\*\*\*\*\* Association for Overseas Technical Scholarship

Fiscal year starts in January and ends in December in Hungary.

**Record of In-House Training courses**  
**1996**

ANNEX 14 /1/4/

No.	TITLE	Lecturer	Date	Days	No of P	No of P x Days	Income
<b>1996</b>							(in 1000,- Ft)
1	Practical technologies for productivity	Takemura	Jan. 16-17	2	23	46	179,4
2	Motivation	Wada	Jan. 30-31	2	19	38	148,2
3	KAIZEN and how to solve the problems	Takemura	Feb.13-14	2	33	66	257,4
4	Business game	Koshiba, Tanaka	March 5-8	4	29	116	0,0
5	Motivation	Wada	March 11-12	2	20	40	176,0
6	New product planning and development	Nagashima	March 19-22	4	11	44	320,0
7	Strategic principles of marketing	Nagashima	March 26-28	3	29	87	812,0
8	Practical marketing	Itoh	June 11-12	2	18	36	158,4
9	Data-base marketing	Itoh	June 13	1	7	7	35,0
10	Customer service	Wada	June 20	1	32	32	160,0
11	Integrated prod. and q. improvement, 5S	Fukuda	July 9-11	3	6	18	30,0
12	Practical technologies for productivity	Takemura	Sept. 16-17	2	24	48	234,8
13	How to launch new product to the market	Nagashima	Sept. 23-25	3	9	27	249,2
14	Productivity and quality improvement	Ishiwara	Sept. 26	1	12	12	0,0
15	Manag. train.prog. for middle manag.	Nagashima	Sept.30-Oct. 2	3	12	36	243,0
16	KAIZEN and how to solve the problems	Takemura	Oct. 8-9	2	12	24	117,6
17	Quality Control	Takemura	Oct. 10-11	2	14	28	0,0
18	Wage reform	Wada	Oct. 16-17	2	31	62	300,8
19	Productivity and quality improvement	Ishiwara	Oct. 31	1	10	10	0,0
20	Industrial engineering	Iwayama	Nov. 21-22	2	16	32	156,8
21	Productivity cocktail	Ishiwara	nov.26	1	8	8	0,0
22	Motivation	Wada	Nov. 27-28	2	25	50	245,0
23	Quality management	Takemura	Dec. 10-11	2	16	32	156,8
24	How to improve productivity in your c.?	Ishiwara	dec.12	1	31	31	186,0
<b>TOTAL</b>				<b>41</b>	<b>447</b>	<b>930</b>	<b>4,166,4</b>

**Record of In-House Training courses**

ANNEX 14 /2/4/

**1997**

No	TITLE	Lecturer	Date	Days	No of P	No of P x Days	Income	
<b>1997</b>								
1	Problem solving by S.G.A.	Wada	January 19	1	19	19	0,0	
2	Practical technologies for productivity	Takemura	January 21-22	2	13	26	153,6	
3	PHARE Training		January 21	1	14	14	0,0	
4	Effective inf. sharing in business org.	Wada	January 29	1	20	20	188,0	
5	What is 5S and how to implement it?	Takemura	February 21	1	28	28	263,2	
6	Performance appraisal	Wada	February 26	1	28	28	261,1	
7	Manag. train. prog. for middle manag.	Nagashima	March 18-20	3	18	54	528,0	
8	Manag. train. prog. for middle manag.	Nagashima	March 24-26	3	8	24	188,0	
9	KAIZEN and how to solve the problems	Takemura	March 27-28	2	12	24	153,6	
10	Wage reform	Wada	April 2-3	2	21	42	387,0	
11	Prod. and quality improvement	Ishiwara	April 4	1	12	12	107,9	
12	Performance appraisal	Wada	April 16	1	27	27	253,8	
13	Productivity cocktail	Ishiwara	April 29	1	7	7	0,0	
14	Motivation	Wada	May 13-14	2	19	38	305,2	
15	How to improve productivity in your c.?	Ishiwara	May 27	1	11	11	103,4	
16	How to improve quality in your company?	Takemura	June 5-6	2	9	18	133,2	
17	How to improve productivity in your c.?	Ishiwara	Sept 29-30	2	8	16	118,4	
18	Performance appraisal	Wada	Oct 1	1	28	28	277,1	
19	HR management in practice	Pénczes István	Oct 8-9	2	20	40	329,3	
20	Wage reform	Wada	Nov 4-5	2	21	42	403,2	
21	KAIZEN and how to solve the problems	Takemura	Nov 18-19	2	13	26	192,4	
22	How to improve productivity in your c.?	Ishiwara	Nov 26-27	2	7	14	100,6	
23	Art of strategic marketing	Ishiwara	dec.02	1	23	23	185,2	
24	Quality control	Takemura	Dec 4-5	2	13	26	122,2	
<b>OTAL</b>					<b>37</b>	<b>399</b>	<b>607</b>	<b>4,754,4</b>

**Record of In-House Training courses**

ANNEX 14 (3/4)

**1998**

No.	TITLE	Lecturer	Date	Days	No of P	No of P x Days	Income
							(in 1000,-Ft)
<b>1998</b>							
1	Art of strategic marketing	Ishiwara	January 28	1	28	28	302,4
2	SS	Takemura	January 29	1	27	27	291,6
3	Performance appraisal	Wada	February 4	1	31	31	329,4
4	How to improve productivity in your c.?	Ishiwara	February 10-11	2	10	20	165,3
5	Performance management I.	Dr. Kőrösi Mária	February 16	1	11	11	118,8
6	Art of strategic marketing	Ishiwara	February 17	1	28	28	300,2
7	Toyota manufacturing system	Takemura	February 18	1	25	25	270,0
8	Motivation	Wada	February 25	1	21	21	226,8
9	Performance management II.	Dr. Kőrösi Mária	March 3	1	7	7	75,6
10	Cost control	Takemura	March 12	1	14	14	151,2
11	Management training program	Wada	March 17-18	2	13	26	249,6
12	Customer centered management	Wada	March 31	1	18	18	194,4
13	Performance appraisal	Wada	April 2	1	19	19	205,2
14	Job evaluation	Wada	April 8	1	13	13	140,4
15	Wage reform	Wada	April 21-22.	2	8	16	153,6
16	Practical technologies for productivity	Soós László	April 23	1	9	9	97,2
17	Controlling		May 5-6	2	12	24	208,8
18	Kaizen	Takemura	May 12	1	17	17	179,3
19	Art of Selling	Papp Ferenc	May 13	1	9	9	97,2
20	Team Building	Wada	May 14	1	14	14	151,2
21	Business Communication	Papp Ferenc	May 20	1	9	9	97,2
22	Marketing	Papp Ferenc	May 21	1	6	6	64,8
23	Strategic management	Dr. Ferke János	June 9	1	7	7	75,6
24	Maintenance management	Takemura	June 18	1	15	15	162,0
25	Business Communications	Papp Ferenc	Sept 17	1	5	5	54,0
26	What is 5S?	Takemura	Sept 29	1	8	8	82,8
27	Toyota manufacturing system	Takemura	Oct 8	1	10	10	104,4
28	New approach to productivity	Wada	Oct 15	1	5	5	54
29	Kaizen and problemsolving	Takemura	Oct 21	1	9	9	70,8
30	Project management	Ferke	Oct 26	1	12	12	113,4
31	Motivation	Wada	Oct 27	1	14	14	170,6
32	Process-oriented management	Pataki	Oct 29-30	2	7	14	81
33	Performance appraisal	Wada	November. 3.	1	26	26	264,6
34	Job evaluation	Wada	November. 10.	1	23	23	248,4
35	How to improve quality in your company	Takemura	November.12.	1	10	10	91,8
36	Export marketing	Mitsufuji	November. 18.	1	11	11	118,8
37	Business game	Mrs Vajna/Koshiba	November 18-20	3	18	54	-
38	Cost reduction in manufacturing company	Takemura/Vincze	November. 25.	1	18	18	192,2
39	Performance based wage system	Wada	November. 26.	1	20	20	216
40	Product Development	Soós	December. 3.	1	7	7	75,6
41	Team building	Mezővári	December. 8.	1	5	5	86,4
42	Introduction to TPM	Takemura	December. 9.	1	22	22	232,2
<b>TOTAL</b>				<b>49</b>	<b>601</b>	<b>687</b>	<b>6,564,8</b>

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**Record of In-House Training courses**  
**1999**

ANNEX 14 /4/4/

No.	TITLE	Lecturer	Date	Days	No of P	No of P x Days	Income
	<b>1999</b>						(in 1000,- Ft)
1	Strategic Management	Tadayuki Inaoka	January20	1	13	13	140,4
2	Product planning	Dr. Gyöngyösy Zoltán	January26	1	5	5	54
3	Time Management	Pilinszky András	January28	1	8	8	86,4
4	Management training program	Wada, Mezővári J., Soós L.	February2-3	2	16	32	307,2
5	Controlling	Németh I., Németh B.	February9-10	2	19	38	330,6
6	5S	Takemura, Vincze Attila	February17	1	17	17	183,6
7	Customer Service	Wada, Mezővári J., László J	February23	1	7	7	75,6
8	Practical technologies for productiv	Takemura, Vincze Attila	March3	1	16	16	172,8
9	Motivation	Mezővári J., László József	March9	1	13	13	140,4
10	KAIZEN	Takemura, Vincze Attila	March18	1	29	29	313,2
11	Performance appraisal	Wada, Mezővári J.,	April7	1	23	23	271,4
12	Toyota manufacturing system	Takemura, Vincze	April8	1	14	14	165,2
13	Quality Control	Soós L.	April21	1	18	18	212,4
14	Job evaluation	Wada, Mezővári J.,	April27	1	16	16	188,8
15	Time Management	Pilinszky András	April 28	1	7	7	82,6
17	Cost reduction in manufacturing co	Takemura, Vincze	May12	1	16	16	188,8
19	Performance based wage system	Wada, Mezővári J.	May18	1	12	12	141,6
20	Professional sales representative	Prof. Dr. Nagashima	May25-26	2	17	34	200,6
21	Introduction to the TPM	Takemura, Soós	June1	1	11	11	129,8
22	Communication techniques	Horváthné Bencze Irén	June2	1	12	12	141,6
23	Benchmarking and Hoshin manage	Takemura, Soós, Vincze	June10	1	15	15	177
<b>TOTAL</b>				<b>18</b>	<b>304</b>	<b>356</b>	<b>3,704</b>

**Record of In-Company Training courses  
1995-1998**

ANNEX 15  
1/2

NO	PARTNER COMPANY	NATURE OF BUSINESS	OBJECT	TARGET AUD.	EXPERT	WDAY	YEAR	MONTH	DAY	NO OF P	INCOME
			<i>Trainings</i>								/1000 Ft
1	Excel Csepel	Machine tool	Productivity	managers	T	1	1995	October	3	6	
1	Györi Keksz Kft.	Biscuits	Wage audit	mngs		8	1996	June	26	20	437.5
2	Herendi Porcelánmanufaktúra Rt.	Porcelain	TQM, Quality insurance	mid.mngs	W	16	1996	September	26	20	685
3	Herendi Porcelánmanufaktúra Rt.	Porcelain factory	Training prog. for supervisors	supervisors	W	30	1996	November	30	20	1,115
4	Knorr-Bremse Fékrendszerek Kft.	Brake	5S	managers	S	7	1996	December	17	20	887.5
5	Excel-Csepel Szerszámgépgyártó Kft.	Tools	5S	managers	T	1	1996	December	20	20	475
	<b>SUBTOTAL</b>										<b>3,600</b>
1	Herendi Porcelánmanufaktúra Rt.	Porcelain factory	Training for supervisors	supervisors	W,T	17	1997	February		30	700
2	LAING Szivattyú Kft.	Pump	5S	mid.mngs	T, Soós		1997	March	25	20	368.75
3	LAING Szivattyú Kft.	Pump	Problem solving, motivation	mid.mngs	T		1997	May	31	20	487.5
4	MICHELIS Bt	Filep Zoltán TQM vezető	KAIZEN and problem solving	TQM team	T	2	1997	June	16-18	20	100
5	Excel-Csepel Szerszámgépgyártó Kft.	Tools	5S	mid.mngs	T		1997	July	31	20	525
6	ELMA Rt.	Fruit juice	Wage Audit	mid.mngs	W	2	1997	November	25-26	20	562.5
7	MOL Rt./Komárom	Oil company	KAIZEN, Cost reduction, Problem solving	mid-mngs	T	7	1997	November	18	30	780
8	Knorr-Bremse Fékrendszerek Kft.	Brakes	KAIZEN, 5S	mid-mngs	T		1997	December	19	20	500
9	TOYOTA Motor Hungary Kft	Car sales	Motivation	mid. and top mngs	W		1997	December	20.	33	50
	<b>SUBTOTAL</b>										<b>4,073.75</b>
1	Herendi Porcelánmanufaktúra rt	Porcelain	Performance appraisal	mid-mngs	W		1998	January	15	22	
2	Herendi Porcelánmanufaktúra rt	Porcelain	Performance appraisal	mid-mngs	W	5	1998	January	21	10	375
3	LORANGER Ipari Kft.	Industrial co.	5S	mid-mngs/adm.	S	4,5	1998	January	29	18	110
4	ELIT Ruhagyár Rt.	Clothes factory	Performance Appraisal	HR mid-mngs	W	1	1998	March	5	15	100
5	Mol Rt.	Oil company	Training for top mngs	top mngs	W,T	1	1998	March	6	20	100
6	Kraft Jacobs Suchard Hungária Kft.	Coffee	Motivation, Problem-solving	mid-mngs	W,Me	2	1998	March	26-28	25	300
7	Kraft Jacobs Suchard Hungária Kft.	Coffee	Motivation, Problem-solving	mid-mngs	W,Me	2	1998	April	23-25	25	300
8	Autóvill Rt	Car electricity	KAIZEN, Motivation, Problem-solving	mid-mngs	W, Hámori M.	5	1998	May	19	20	405
9	Első Magyar kenderfonó Rt	Hemp spin	Works managers training	mid-mngs	S	5	1998	May	29	20	500
10	Sony Hungária KFT	Technical goods	5S KAIZEN	mid-mngs	T	1	1998	May	23	20	250
11	Excel-Csepel Szerszámgépgyártó KF	Tools	5S	mid-mngs	T	10	1998	September	11	20	375
12	ABB Power Generation KFT	Power generation	5S	mid-mngs	S	11	1998	September	14	22	1687.5
13	Lehel Hűtőgépgyár	Refrigerator	5S, KANBAN, push-pull system	managers	T, V		1998	September	24	25	112.5
14	MEE BT/Érd	Producing cables	KAIZEN, Problem solving	mid-mngs	W,S,Me	3	1998	October	10,17,31	20	300
15	Herendi Porcelánmanufaktúra Rt.	Porcelain	Performance appraisal	top managers	W	2	1998	November	4,5	7	180
16	Primavill Hálózat-szerelő Kft	Network maker	Performance appraisal	mid-mngs	W	3	1998	November	7,dec11,1	20	625
17	MOL Rt. Százhalombatta	Oil company	TQM, Quality cost, Q improvement	Quality devel.	S	2	1998	November	18-25	20	240
18	TOYOTA Budapest	Car sales	Service quality	dealer conference	T,S		1998	December	11	150	70
	<b>SUBTOTAL</b>										<b>1,532.5</b>
	<b>TOTAL</b>									<b>798</b>	<b>9,206.25</b>

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## Record of In-Company Training courses 1999

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No.	TITLE (TOPIC)	TARGET AUD.	Expert	Wday	Year	Month	Day	PARTNER COMPANY	Nature of Business	No of P	No of P x Days	Income
1	Training for middle managers	middle managers	W, Me, S	1	1999	January	20	Primavill Kft.	Network builder	20	20	200
2	Instruction of work manager	work managers	W, Me, S	1	1999	February	15	LAING Szivattyú Kft.	Pump maker	20	20	700
3	SS, KAIZEN	team managers	T, V	1	1999	February	20	Electrolux LEHEL Hűtőgépgyár Kft.	Refrigerator	33	33	139
4	Instruction of work manager	work managers	T, V	1	1999	February	25	Debreceni Hús Rt.	Meat	20	20	150
5	Instruction of middle work manager	middle managers	W	1	1999	March	5	Primavill kft.	Network builder	21	21	200
6	System of supply of materials	managers	T	1	1999	March	9	Knorr-Bremse Fékrendszer Kft.	Brake system	20	20	490
7	Instruction of work manager	managers	S	1	1999	March	18	Audi Motor Hungária Kft.	Car factory	20	20	500
8	Instruction of work manager	managers	S	1	1999	March	31	ARVIT Hűtőipari Rt.	Frozen food	20	20	300
9	SS, KAIZEN	managers	T	2	1999	March	29-31.	DÉLÁSZ Kft.	Power service	21	42	200
10	KAIZEN	managers	T, V	1	1999	April	1	DENSO Hungary Ltd.	Auto parts manufacturer	25	25	110
11	Instruction of work manager	work managers	S	1	1999	April	6	GANZ Kapcsoló-és Készülékgyártó Kft.	Machine manufacturer	20	20	300
12	SS, KAIZEN, Quality, TPM, Toyota	managers	T, S, V,	5	1999	April		Audi Motro Hungária Kft.	Car factory	20	100	500
13	Teambuilding	managers	Me	1	1999	April	17	Nationale-Nederlanden Rt	Insurance company	14	14	120
14	Instruction of work manager	work managers	Me, S, T,	1	1999	April	25	Kraft Jacobs Suchard	Coffee and sweets manf.	25	25	600
15	System of supply of materials	managers	T, V	1	1999	April	30	Knorr-Bremse Fékrendszer Kft.	Brake system	10	10	in progress
16	SS, KAIZEN, Quality, TPM, Toyota	team coordinators	T, S, V	5	1999	May	5	Audi Motor Hungária	car factory	20	100	500
17	Perform. App., Job evaluation, Perform.	managers	W, Me	1	1999	May	19	Borsodchem	Chemical fact.	20	20	300
18	SS, KAIZEN, Quality, TPM, Toyota	team coordinators	T, S, V,	5	1999	June	5	Audi Motor Hungária	car factory	20	100	500
19	SS, KAIZEN	managers	T, V	1	1999	August	18	Shinwa Magyarország Precíziós Kft.	Car audio manufacturer	20	20	130
20	Performance based wage	managers	W, Me	1	1999	September	27	Borsodchem Rt.	Chemical fact.	13	13	100
21	Performance based wage	managers	W, Me	1	1999	September	14	Borsodchem Rt.	Chemical fact.	24	24	100
22	Performance based wage	managers	W, Me	1	1999	October	5	Borsodchem Rt.	Chemical fact.	13	13	100
23	Seven tools of Quality	middle managers	S	1	1999	October	11	Parád kristály	Glass manufacturer	25	25	120
24	Performance based wage	managers	W, Me	1	1999	October	13	Borsodchem Rt.	Chemical fact.	17	17	100
25	SS, KAIZEN	managers	T, V	1	1999	October	13.	MOM Faktor gépipari Kft.	Engineering industry	20	20	130
26	Performance based wage	managers	W, Me	1	1999	October	25	Borsodchem Rt.	Chemical fact.	17	17	100
27	Practical technologies for Productivity	middle managers		1	1999	October		DERBY Cipőgyártó Kft.	Shoes manufacturer			
28	Motivation, KAIZEN, Toyota m.system	managers		1	1999	October		Veritas Dunakiliti Kft.	Auto parts manufacturer			
29	Performance based wage	managers	W, Me	1	1999	October	27	Borsodchem Rt.	Chemical fact.			
30	Productivity, KAIZEN, Communicatio	managers		1	1999	October		Mátrai erőmű Rt.	Power station			
<b>TOTAL</b>										518	779	6689

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Record of short-term Audit and long-term Consultation

ANNEX 16  
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NO	OBJECT	TARGET AUD.	EXPERT	WDAY	YEAR	MONTH	PARTNER COMPANY	ATURE OS BUSINES	INCOME
									/1000 Ft
1	Prod. Audit and Consultation	top mnngs	T	18	1995	Jan-Nov	Excel-Csepel Szerszámgyártó Kft.	Machine tools	380
2	Wage Reform	top mnngs	W	14	1995	May	Herendi Porcelánmanufaktúra Rt.	Porcelain factory	300
3	Solving of mfg. problems	factory	T	4	1995	April	Furukawa Electric Composit Isolator	Composit isolator	30
4	Organizational study	top mnngs	W	5	1995	August	Wesiel	Mobil phone	
5	Quality improvement	mid-mnngs	T,O,S	38	1995	December	Herendi Porcelánmanufaktúra Rt.	Porcelain factory	430
<b>Total</b>									79
1	Audit of production planning	mid-mnngs	T	5	1996	January	SVT-Wamsler Háztartástechnikai Rt.	Oven, stove	100
2	Development of training mat	mid-managers	W	60	1996	March-Oct	Herendi Porcelánmanufaktúra Rt.	Porcelain factory	
3	Wage-system improvement	mid- and top mg.	W	1	1996		Győri Keksz Kft.	Confectionery	
4	Implementation of 5S	mid- m.+experts	T	6	1996	Apr-Dec	KNORR-BREMSE Fékrendszerek Kf	Auto parts	710
5	Quick ProductivityAudit	top mnngs	MI	1,5	1996		Cementipari Gépjavitó Rt.	Machine repairer	0
6	Quick ProductivityAudit	top mnngs	MI	1,5	1996		Hungaropanol Rt.	Plastic manufacture	0
7	Quick ProductivityAudit	top mnngs	MI	1,5	1996		MOFÉM-CSORNA Gyártó és ker-i K	Metal parts	0
8	Quick ProductivityAudit	top mnngs	MI	1,5	1996		Bp-i Kőolajipari Gépgyártó Rt.	oil company	0
9	Moral survey	top mnngs	MI	8	1996		Petőfi nyomda Rt.	Printing company	0
10	Moral survey	top mnngs	I	8	1996	May	Petőfi Nyomda Rt.	Printing co.	0
11	Wage reform	mid- and top mg.	W	14	1996	June	Győri Keksz Kft.	Confectionery	350
12	5S, KAIZEN, QCC	mid- and top mg.	T	12	1996	Sept-Dec	Knorr-Bremse	Brake system	
13	Imp. of 5S and prod.quality	mid- m.+experts	T	20	1996	Sept-Dec	LAING Szivattyú Kft.	Heating system	315
14	Implementation of 5S	mid- m.+experts	T	9	1996	Oct-Dec	Excel-Csepel Szerszámgyártó Kft.	Machine tools	250
15	Quick ProductivityAudit	top mnngs	MI	1,5	1996	November	Paksi Atomerőmű Rt.	nuclear power	25
16	Quick ProductivityAudit	top mnngs	MI	1,5	1996	November	ÚT reklám Kft.	advertisement	25
17	Quick ProductivityAudit	top mnngs	MI	1,5	1996	November	Jászberényi Aprólóggyár Rt.	Machine factory	25
18	Quick ProductivityAudit	top mnngs	MI	1,5	1996	December	AUTER Elektronikai Kft.	electricity	25
19	Quick ProductivityAudit	top mnngs	MI	1,5	1996	December	ARECO Informatikai Kft.	Information Tech.	25
<b>Total</b>									156,5
1	5S, KAIZEN, QCC	workers + admin.	T	14	1997	March-Dec	KNORR-BREMSE Fékrendszerek Kf	Auto parts	850
2	5S and quality improvement	mid-m.+experts	T	6	1997	March	LAING Szivattyú Kft.	Heating system	295
3	5S with layout change	mid-in.+workers	T	31	1997	Apr-Dec	Excel Csepel	Machine tool	
4	Productivity Audit	mid- and top mg.	T	6	1997	April	Ipari Armatúragyártó Kft.	Hydraulic valve	530
5	Wage Audit	top mnngs	W	13	1997	June	LAING Kft.	Heating system	487,5
6	Company Audit	top mnngs	W	2,5	1997	August	Finomhengermű Munkás Kft. Özd	Steel products	250
7	Wage Audit	top mnngs	W	13	1997	August	PRODAX Kft.	Switch knob	487,5
8	Moral survey	top mnngs	I	8	1997	September	Baranyatej Rt. - Pécs	Milk factory	200
9	Moral survey	top mnngs	I	8	1997	September	Borsodi Sörgyár Rt.	Beer factory	170
10	Moral survey	top mnngs	MI	8	1997	September	Baranyatej Rt. - Pécs	Milk product	200
11	Moral survey	top mnngs	MI	8	1997		Baranyatej Rt. - Győr	Milk product	200
12	Quick ProductivityAudit	top mnngs	MI	1,5	1997		Chetra Budapest Kft.	Packiung	50
13	Quick ProductivityAudit	top mnngs	MI	4	1997	November	Dunaferr Acélművek Kft.	Steel	120
14	Quick ProductivityAudit	top mnngs	MI	1,5	1997		Olajterv Rt.	Oil engineering	50
15	Wage Audit	top mnngs	W	13	1997	November	ELMA Rt.	Fruit juice	562,5
16	Moral survey	top mnngs	I	8	1997	November	Baranyatej Rt. - Pécs	Milk factory	200
17	Moral survey	top mnngs	MI	8	1997	December	ELMA Rt.	Fruit juice	250
<b>Total</b>									153,5

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## Record of short-term Audit and long-term Consultation

NO	OBJECT	TARGET AUD.	EXPERT	WDAY	YEAR	MONTH	PARTNER COMPANY	NATURE OS BUSINESS	NO. OF P.	INCOME /1000 Ft
1	Moral survey	top mngs	I	8	1998	January	Pannonhír Rt.	Printing co.	240/2	400
2	Wage reform	mid- and top mg.	W	7	1998	February	ELMA Rt.	Fruit juice	1	450
3	Moral survey	Top mngs	MI	12	1998	February	Pannonhír Rt.	Newspaper distribution	-	400
4	Performance Appraisal	mid- and top mg.	W	1	1998	February	ELIT Ruhagyár	Clothes factory	15	100
5	Productivity Audit	mid- and top mg.	W,T	42	1998	March	Zalai Nyomda	Printing co.	15	500
6	Quick Productivity Audit	top mngs	MI	5	1998	April	Borsodi Sörgyár Rt.	Beer company	-	262,5
7	Moral survey	top mngs	MI	10	1998	April	Knorr-Bremse Fékrendszerek Kft.	Auto parts	243/8	300
8	Productivity Measurement	top mngs	MI	10	1998	April	Borsodi Sörgyár Rt.	Beer factory	-	-
9	Productivity audit	top mngs	W, Me, V, S	12	1998	April	Zalai Nyomda Rt.	Printing shop	-	500
10	Moral survey	top mngs	MI	8	1998	May	KNORR-BREMSE Fékrendszerek Kft.	Brake systems Ltd.	-	-
11	Moral survey	top mngs	MI	8	1998	May	Knorr-Bremse Fékrendszerek Kft.	Auto parts	-	400
12	Wage system	managers	W	3	1998	May	Human-net Foundation	Human resource	-	-
13	Productivity Measurement	top mngs	MI	10	1998	May	SIEMENS Telefongyár Kft.	Phone factory	-	-
14	Quick Productivity Audit	top mngs	MI	5	1998	May	Siemens Telefongyár Rt.	telephone factory	-	306,25
15	Moral survey	top mngs	I,MI	10	1998	July	Polifoam Műanyagfeldolgozó Kft.	Plastic	76/2	320
16	Moral survey	top mngs	MI	8	1998	August	Polifoam Műanyagfeldolgozó Kft.	Plastic	-	400
17	Moral survey	top mngs	MI	9	1998	October	Herendi Porcelánmanufaktúra	porcelain	-	400
18	Pre study layout changing	top mngs	W	6	1998	November	KNORR-BREMSE Fékrendszerek Kft.	Brake systems Ltd.	-	-
19	Moral	top mngs	MI	8	1998	November	Herendi Porcelánmanufaktúra Rt.	Porcelain factory	255/10	400
20	Job evaluation	top mngs	W, Me	18	1998	December	Herendi Porcelán manufaktúra Rt.	Porcelain factory	-	-
21	Wage audit	top mngs	W, Me	13	1998	December	Primavill Rt.	Cable networking	-	-
22	SS	top mngs	S	10	1998	Oct - Dec.	Asea Brown Boveri Kft.	ABB Power Generation	80	550
Total				223						

**Record of Short-term Audit and Long-term Consultation**  
**1999**

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NO	OBJECT	TARGET AUD.	EXPERT	WORKDAY	YEAR	MONTH	DAY	PARTNER COMPANY	NATURE OF BUSINESS	INCOME
1	SS implementation	mngrs and workers	Soós	7	1999	January	5	ABB Power Generation KFT	Power generation	800
2	Layout changing	middle managers	T	21	1999	January	7	Knorr Bremse Fékrendszerek KFT	Auto parts	
3	Job evaluation	personnel team member	W	18	1999	January	15	Herend Porcelánmanufaktúra Rt.	Porcelain	
4	Wage audit	personnel team member	W	7	1999	January	20	Primavill Kft.	Cabel	
5	Moral survey	top managers	MI	10	1999	February		Városgondozási Rt Gyöngyös	Local G. public maintenance	400
6	Moral survey	top managers	MI	10	1999	February		ARVIT Hűtőipari Rt.	Frozen food	390
7	Moral survey	top managers	MI	10	1999	February		Cofinec-H Petőfi nyomda	Printing	320
8	Moral survey	top mngs	MI	8	1999	March	23	Cofinec Hungary Rt. Petőfi Nyom	Printing company	320
9	Moral survey	top mngs	MI	6	1999	March	25	ARVIT Hűtőipari Rt.	Frozen food	390
10	Moral survey	top mngs	MI	1	1999	April	8	Városgondozási Rt.-Gyöngyös	town servicing	400
11	Moral survey	top managers	MI	10	1999	April		NABI	Auto body maker	350
12	Company comparison	top managers	MI	2	1999	April	23	SIEMENS telefongyár Kft.	telephone	100
13	Moral survey	top managers	MI	4	1999	May		NABI Rt.	Bus factory	
<b>TOTAL</b>				<b>114</b>						<b>3.470</b>

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