

Business Potential Between Central Asia and Japan

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September 2005

P.1 Intro

Ladies and gentlemen, it is a pleasure for me to be here with you and I thank you for the opportunity to address you at this conference. Today I would like to discuss the business potential between Central Asia and Japan from the viewpoint of the sogo shosha, or Japanese trading conglomerates, to which I belong.

The sogo shosha's business is based on a model fundamentally unique to Japan, with the origins dating back to trading companies of more than 100 years ago. Currently, the sogo shosha are involved in a large array of fields including foodstuffs, textiles, paper and pulp, chemicals, energy, metals, industrial facilities and plants, and information among others as well as being active in trade and investment. In the field of energy, we participate in the development of oil and gas, LNG, coal, and electric power I want to thank you for the opportunity to address you today.

In terms of the business potential between Japan and the 5 countries of Central Asia, it can basically be divided into two broad categories, direct investment from Japan to Central Asia, and trade, especially exports from Central Asia to Japan.

I would like to start by talking about Japan's general economic relationship, with Central Asia to date, within the context of nation building. I would then like to address frankly what needs to be done from a structural perspective for Central Asia to attract more investment from and increase trade with Japan. And finally, I will talk about Marubeni's business activities and challenges in Central Asia.

P.2 Central Asia Still in the Early Stages of Nation Building

To put today's topic in proper perspective I believe that the countries of Central Asia are still in the very early stages of nation building. Having gained independence from the former Soviet Union in December of 1991, the countries of Central Asia have been involved in the process of modern nation building for just 14 years.

Nation building is based on three fundamental pillars; institutional capital, including government capability and political will, economic capital and social capital. Central Asia is still in the process of erecting these three pillars and all related infrastructure to support them.

To jump-start this development process and to advance Central Asia's business potential bi-lateral aid from the advanced countries and multi-lateral aid from

international financial institutions is of paramount importance. In this regard, net ODA in Central Asia has risen from a little over \$100 million in 1991 to estimated \$8 billion in 2004. As such, Japan, as one of the world's leading providers of development aid, has been playing a major role in Central Asia's nation building process through various types of assistance.

P.3 Japan's ODA Critical to Central Asia's Nation-Building

As of June of 2005 Japan had contributed a total of approximately \$2.6 billion in gross dispersed ODA to the 5 countries of Central Asia in the form of grants, technical assistance and loans. This makes Japan is by far the 2nd largest aid donor to Central Asia after the U.S. In fact Japan and the U.S. together provide over 75% of all country to country (bilateral) ODA to Central Asia, Japan having contributed around 38% by itself. And even if multilateral aid from such institutions as the IMF and the Asian Development Fund is added, Japan and the U.S. still account for between nearly 60% of all net aid to the Central Asian region, Japan's portion alone being about one-quarter of all the region's net ODA since 1991. However, I want to emphasize that on a per capita basis Japan contributes nearly double the U.S. ODA amount to Central Asia as well as a much higher percentage of its GDP.

Japan's aid in Central Asia has gone toward typical nation building endeavors such as transportation links in the form of airports which promote international trade and tourism, telecommunications, railways and roads to boost national and regional economic links, water systems, medical facilities and food production to increase health and welfare and to education through human resource development and the promotion of market reforms. More than 2,600 trainees from Central Asia have already participated in business and technical education programs in Japan through Japanese ODA.

All of these activities contribute to the three pillars of nation building; institutional infrastructure, economic infrastructure and social infrastructure, which are so necessary in developing a country or region's business potential.¹³

P.4 Total ODA, Japan's ODA Relatively Balanced in Central Asia

In looking at ODA on a country by country basis we see that ODA in Central Asia is relatively balanced. In fact, the lower income countries receive a higher per capita income share of ODA or a higher portion relative to GDP compared to the region's highest income countries of Kazakhstan and Turkmenistan which have the highest proportion of energy-related resources in the region. However, it should be noted that 58% of Turkmenistan's population remains below the poverty line compared to 19% in Kazakhstan, with a much larger portion of GDP and more than double the workforce

involved in agriculture in Turkmenistan.

In terms of Japanese ODA the disbursement is similar. The highest actual amount goes to Uzbekistan followed by Kazakhstan and Kyrgyzstan respectively. However, on a per capita income basis, the lower income nations receive a much higher share of ODA than richer Kazakhstan and Turkmenistan. In terms, of the nation building process this is how it should work with less well off nations receiving a higher relative percentage of development assistance.

Still, total assistance to Central Asia as a percent of donor aid countries' total development aid is relatively low compared to other regions and countries with similar economic conditions. This includes Japan's aid as well. The point I would like to make here is that given the current stage of development in the Central Asian countries this could represent an area of business potential between Japan and Central Asia, especially given the fact that China will be receiving less and less development assistance from Japan and this money may be looking for another place to go in Asia.

P.5 Central Asia Region's Apparent Potential

Which brings us to the next subject, to build a prosperous nation with a sustainable economy investment from the private sector and trade are of paramount importance.

While development aid is important in the initial stages of development, it is investment and trade that is needed to grow and maintain the economy. In this regard, accumulated foreign direct investment to the Central Asian region has grown 6 times from around \$3.6 billion in 1995 to well over \$20 billion today. However, this belies an anomaly in Central Asia's regional economy.

In looking at Central Asia as a whole we see a region with a population of about 58 million, roughly the same as France and a nominal GDP of around \$63 billion or nearly the size of Ukraine's economy. GDP growth has been healthy in recent years and private sector FDI rose by more than 70% and trade by 40% between 2000 and 2003. With total trade of over \$36 billion, including rising exports of more than \$21 billion in such various commodities as minerals and metals, oil and gas, cotton, agricultural products, textiles, chemicals and electric power, there seems to be substantive business potential. Yet, if we look at Central Asia on a country by country basis the picture is quite different.

P.6 Central Asia's Development Gap, 1 Versus 4

As we have shown, in terms of per capita income Kazakhstan and Turkmenistan stand out with per capita GDPs nearly 6 times greater than that of the next closest country and by far the most populous of the Central Asian countries, Uzbekistan, with roughly 45% of Central Asia's population. However, as mentioned before, Turkmenistan still has

a large portion of the population involved in agriculture at a subsistence level. This gap is evident in other areas as well, particularly in private sector FDI, which is strong indicator of business potential.

As mentioned ODA is relatively balanced in the region, however FDI, frankly speaking, is not. While FDI has grown 6 or 7 fold in the last ten years or so, 85% of all FDI to Central Asia finds its way to Kazakhstan. Furthermore, 55% of this FDI goes to the oil and gas sector and more than 20% to mining or extraction industries, which, on the surface, means little diversification of industry. Furthermore, in reflection of this, Kazakhstan makes up 61% of all exports from Central Asia, nearly 60% in oil and gas and about a quarter in minerals and metals.

This does not bode well for regional economic development. Kazakhstan represents 60% of the region's GDP, takes nearly all the FDI to the region, represents 60% of total trade and exports, but only makes up about 25% of the population. Furthermore, in the other 4 countries on average more than 50% of the workforce is engaged in agriculture, more than twice the level of Kazakhstan. This has given rise to what I call the 1 versus 4 imbalance.

P.7 Japan Relationship to Central Asia Reflects Gap, FDI/Trade Miniscule

Japan's relationship with Central Asia reflects this paradigm in general as well. While a strong contributor of ODA to all the countries in the region, Japanese business itself has invested very little in Central Asia. As of the middle of 2004 Japan had invested only \$244 million in the region; approximately \$143 million in Kazakhstan, \$101 million in Uzbekistan and nothing in the other 3 countries of Central Asia. This means that nearly 60% Japan's private sector investment in the region goes to Kazakhstan. In addition, this \$244 million represents less than 1% of all FDI to the region. In terms of trade, Japan's total trade with Central Asia is more than \$600 million, but nearly 70% of this is with Kazakhstan and this \$6000 total represents only 1.7% of Central Asia's total trade.

Compared to Japan's ODA contribution, Japan's investment in and trade with Central Asia are miniscule.

P.8 Japan's Image of Central Asia Vague

So, while Japan is contributing to the initial nation building process in Central Asia through ODA it is not doing much business with the region itself. What does this signify in terms of the business potential between Central Asia and Japan? Does this mean that Japanese business by and large has little knowledgeable of Central Asia? Or does this mean that Central Asia is unattractive to Japanese business at its current stage of development? Or is it a combination of the two. I believe that it may be a combination of

the two.

I think the general Japanese image of Central Asia is that of a distant, landlocked region, arid and mountainous, and most notable for the famous Silk Road trade route between Europe and China. On the one hand, most Japanese only have a vague notion of Central Asia, many associating it with Mongolia and Western China. On the other hand, the Japanese have a very favorable and nostalgic image of the historic Silk Road.

P.9 Japanese Companies View of Central Asia = 1 Versus 4

As far as major energy and resource-related Japanese companies and giant trading houses like ours that are much more knowledgeable of Central Asia, I believe their impression is that of the previously mentioned 1 versus 4 concept. What they see is an energy asset rich Kazakhstan, (and to a lesser extent Turkmenistan), whose industrial base is at this point further ahead of the 4 other less energy rich and more agricultural-based economies of Central Asia, even though they all possess substantial mineral and/or metal resources. Furthermore, from Japanese companies' point of view the small populations of the countries of Kyrgyzstan, Tajikistan and Turkmenistan, on average 5.5 million people, make their market scale unattractive.

This means that Japanese business sees Central Asia as 5 separate countries of varying populations and degrees of economic development, rather than as one unified market of nearly 60 million people. They also tend to associate Central Asian countries with the former Soviet Union and therefore lacking as market economies.

Which brings us to the next subject: what kind of Central Asia would be attractive to Japanese investors..

P.10 Appeal of an Integrated Inner Central Asian Market

As we have hinted a more economically integrated Central Asia would have greater appeal for Japanese companies and obviously the key to integration are the most affluent country in the region, Kazakhstan, and the most populous, Uzbekistan, which would have a combined market of around 42 million. This raises the question of whether Kazakhstan needs the rest of Central Asia or not?

I would offer that some form of common market, already discussed in the Central Asia + Japan Dialogue, and other forms of economic cooperation with the other countries of Central Asia would benefit Kazakhstan as well. First of all, access to the other 43 million people in the central Asian market, especially the 26 million people in Uzbekistan through strong transportation linkages, would bring added trade benefits and help diversify Kazakhstan's economy. Furthermore, while Kazakhstan already shares a large border with China, just to the south of the other Central Asian countries are Iran, with a population of 70 million and Pakistan-India with a combined

population of 1.26 billion. Kazakhstan, which has been heavily dependent on Russian pipelines for transport of its oil, is building an oil pipeline to China from the Caspian Sea to diversify its customer base and profit margins for its oil, as well as decrease its dependence on Russia in general. Strong transportation links and pipelines to Iran and Pakistan and India through other Central Asian countries and/or Afghanistan would help provide Kazakhstan, not to mention the other countries of Central Asia, with additional outlets for its minerals, energy resources as well as lighter industry and most importantly, agricultural products.

And, while Kazakhstan would benefit strongly from a common market and economic cooperation in the region, Uzbekistan would probable gain the most given its position of being surrounded by the 4 other Central Asian countries.

P.11 Uzbekistan Particularly Important

In this regard, given its large population and centralized location, Uzbekistan is very key to broader economic integration and cooperation in the region. I believe that both the Japanese government understands this as is evident in the large amount of its assistance to Uzbekistan, and Japanese companies as well, given that more than 40% of their investment in Central Asia has gone to Uzbekistan. In this regard, it is most important for Uzbekistan to further develop its infrastructure.

Still, to achieve regional integration would require further nation building efforts and much larger sums of both ODA and private investment; ODA to lay the infrastructure both to attract the private investment necessary to develop the large resources available in the region and earn the foreign exchange required for further development and to build an inner region economic infrastructure that would help sustain the economies in the region.

As you have heard many times before, what private business is looking for to invest are political stability, free market mechanisms with a solid legal and financial framework (currency included) in place, a relatively good transportation, communications and power infrastructure, health facilities, an educated workforce, and a safe and secure environment just to name a few of the more important items.

Which brings us right back to first area of potential business between Japan and Central Asia, and that is ODA. In order to attract more FDI, intra-country cooperation in Central Asia in the application for official development aid, especially to Japan is needed. The reason I emphasize this is that all the countries of Central Asia have scored low on UNCTAD's inward FDI potential index.

P.12 Transnational Applications/Cross-Border Projects = Business Potential

As such shared cross-national projects in Central Asia could both prove more efficient

and may have larger multiplier effects if they are determined on a bi-lateral or multi-lateral basis for the benefit of all. A good example of this type of cooperation is the Silk Road Regional Program (SRRP), a joint initiative between the United Nations Development Program (UNDP) and the governments of China, Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan, that will be carried out in three areas: trade, investment and tourism with the aim to revive traditional economic cooperation in the Central Asia region.

In terms of large-scale physical projects, cross-border roads and railways or shared power stations and communication systems might be worth pursuing. For example, the building of privatized hydro-power stations in upstream countries and irrigation systems in downstream countries in Central Asia using water sharing agreements is just one example of potential development benefits. Japanese trading firms and infrastructure-related companies I believe are quite interested in this area of business potential. Furthermore, local workers and in some cases companies may gain business experience technological acumen through participation in such projects that they can apply later in their own domestic markets. I think the Japanese government would be very open to bi-lateral and multi-lateral cooperation in such projects.

Of course regional cooperation cannot be limited to just economic aid, political cooperation and common market reforms are also necessary to create regional integration. I do not wish to comment on the political situation today in Central Asia, however, I will mention that the formation of the Shanghai Cooperation Organization between Russia, China, Tajikistan, Kazakhstan, Kyrgyzstan and Uzbekistan to encourage cooperation in the political, economic, trade, science and technology, cultural, and other fields and to jointly promote security, stability and disarmament between the nations of the region is a step in the right direction.

P.13 Japan- Central Asia Business Potential

And, while much progress has been made in area of market reforms, especially in Kazakhstan and Kyrgyzstan, with Kazakhstan waiting accession and Kyrgyzstan already having entered the WTO, much still needs to be done in the 3 remaining countries in terms of political and economic reform.

This does not mean though, that as the countries of Central Asia carry out their basic nation building activities they shouldn't try to seek out more potential FDI, it just means that without the entire nation building infrastructure in place it will be difficult to attain.

All the countries of the region possess large scale resources that could yield export earnings. The Kazakhstan and Turkmenistan economies even though richer than the other economies of the region, are fairly dependent on energy exports, but they still

need a great deal of foreign investment to revamp, develop and market these and other resources. Uzbekistan exports a great deal of cotton, 41% of its total exports, gold, whose production ranks among the highest in the world and it also has moderate energy reserves (natural gas). Kyrgyzstan has major gold mines, strategic mineral reserves, is a major wool producer and has strong potential in tourism. Tajikistan has one of the world's largest aluminum processing plants and is a major cotton grower as well.

Naturally, given Japan's nearly 100% dependency on imports for its energy and raw material needs Japanese companies are naturally very interested in investment in energy resources and mineral and metal extraction in Central Asia both for export to Japan and to other countries. For example, given current high oil prices, Japan's power companies could be interested in securing uranium from Central Asia if nuclear energy usage rises in the future. And certainly, if both the soft (institutional and regulatory) and hard (physical) infrastructure environment in Central Asia improves Japanese private investment in resource development in the region would rise.

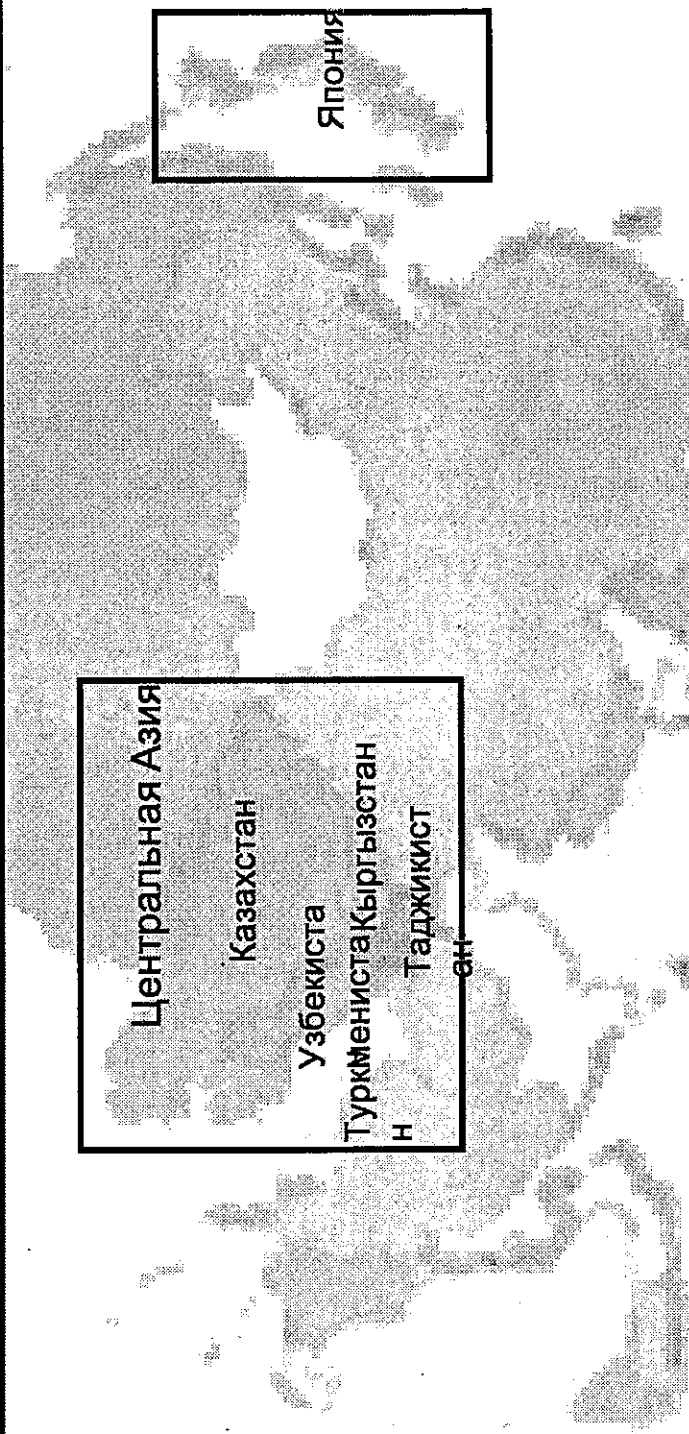
Furthermore, if inner region and intra region transportation links were to improve, especially to Iran, Pakistan-India and China, and educational levels rise. I think you would see much more Japanese investment in a whole range of domestic industries from textiles, chemicals and food processing to distribution and in some cases manufacturing. I imagine, with some promotional effort based on Central Asia's Silk Road image, this would also enhance tourism to the region, especially to Kyrgyzstan.

P.14 Marubeni's Business in Central Asia Reflects Nation Building, ODA

Which brings me to my own company Marubeni Corporation. As a Japanese trading conglomerate we have been active in Central Asia for more than a decade having established an office in Almaty in Kazakhstan in 1993 and in Tashkent in Uzbekistan in 1994. We have been involved in everything from the construction and operation of textile plants, to such transportation projects as railway, road and airports. We have participated in the modernization of power plants, the installation of communication systems, gas pipeline expansion and construction, refinery reconstruction, sewage and irrigation projects and in the import and export of products in the Central Asian countries.

As you can see, except for the possible exception of textiles and a small amount of import and export, most of our business has been related to ODA and Central Asia's nation building process. This is related to the fact that ODA related business is considered far less risky for private business than FDI as most of the investment comes from governments. ♪

Потенциал бизнеса между Центральной Азией и Японией



Цутому Сугиура (Tsutomu Sugiura)
Директор Исследовательского института Марубени (Marubeni Research
Institute)

сентябрь 2005 г.

Центральная Азия пока на ранней стадии становления государства

3 столпа становления нации

Экономический капитал/инфраструктура

Официальная
помощь развитию
(ODA)

Потенциал бизнеса

Официальная
помощь развитию
(ODA)

Социальный
капитал/инфраструктура

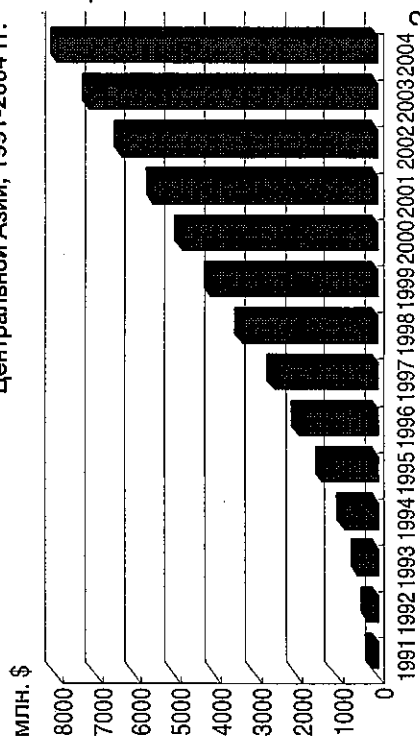
Институциональный
капитал/инфраструктура



Официальная помощь
развитию – важная
движущая сила

Отдел статистики ООН – Показатели тысячелетия

Накопленная чистая официальная помощь развитию
Центральной Азии, 1991-2004 гг.



1991 1992 1993 1994 1995 1996 1997 1998 1999 2000 2001 2002 2003 2004

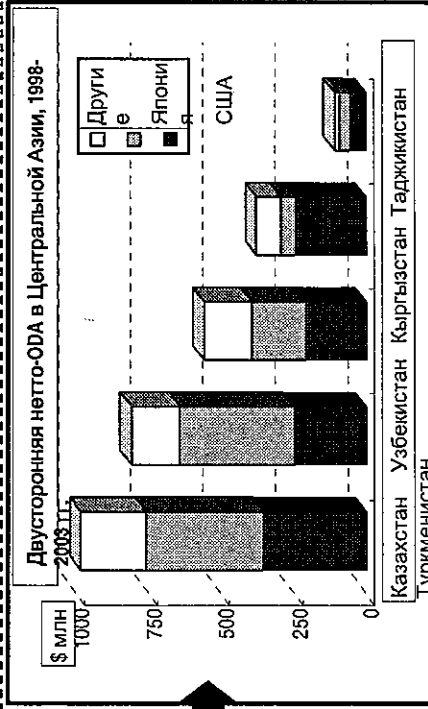
ODA очень важна для становления государств Центральной Азии

| Страна | Донорская помощь | | Итого | Кредиты в млрд | Итого | Направления |
|--------------------------|------------------|---------------------|---------------|----------------|----------------|---|
| | Гранты | Тех. сотрудничество | | | | |
| Узбекистан | 166,32 | 9,30 | 223,80 | 783,12 | 962,00 | связь/железные дороги/ продвижение рыночной экономики |
| Казахстан | 42,50 | 79,05 | 103,32 | 807,16 | 928,66 | аэропорты/мосты/железные дороги, системы водоснабжения/канализации, развитие кадров |
| Кыргызстан | 78,42 | 45,10 | 121,70 | 233,32 | 356,84 | аэропорты/ремонт дорог, медицинские учреждения/образование |
| Таджикистан | 49,97 | 11,00 | 61,00 | 0,00 | 61,00 | медицинские учреждения/образование, вода, продвижение рыночной экономики |
| Туркменистан | 5,45 | 3,27 | 8,73 | 4,10 | 49,68 | железные дороги, совершенствование медицинских учреждений, продвижение рыночной экономики |
| Итого Центр. Азия | 342,62 | 147,76 | 518,52 | 1819,55 | 2358,07 | |

Источник: Министерство иностранных дел Японии.

Япония выделила Центральной Азии около \$2,6 млрд валовой выплаченной помощи, и уступает лишь США, но вклад на душу населения гораздо выше, чем США

Япония и США предоставляют более 75% всей двусторонней официальной чистой помощи развитию странам Центральной Азии. Доля Японии составляет 38%

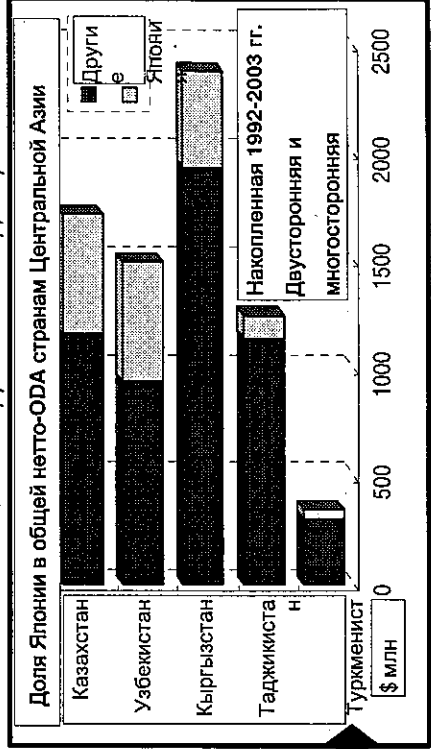


Источник: Статистика помощи ОЭСР (DAC)

Япония и США предоставляют почти 60% общей (двусторонней и многосторонней) помощи странам Центральной Азии. Доля Японии составляет около 25%

| Сравнение (Валовая выплаченная помощь) | Япония | США |
|--|---------|---------|
| Узбекистан | 1140,77 | 645,96 |
| Казахстан | 929,14 | 1125,50 |
| Кыргызстан | 365,65 | 749,00 |
| Таджикистан | 65,80 | 612,60 |
| Туркменистан | 49,68 | 237,40 |

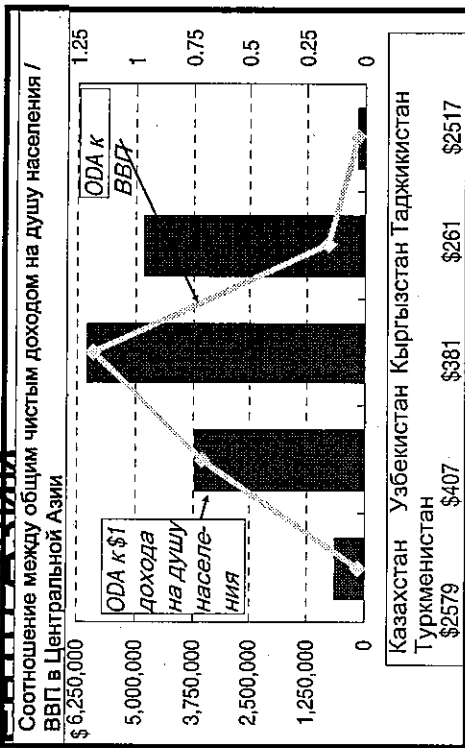
Источник: МИД Японии/Госдепартамент США



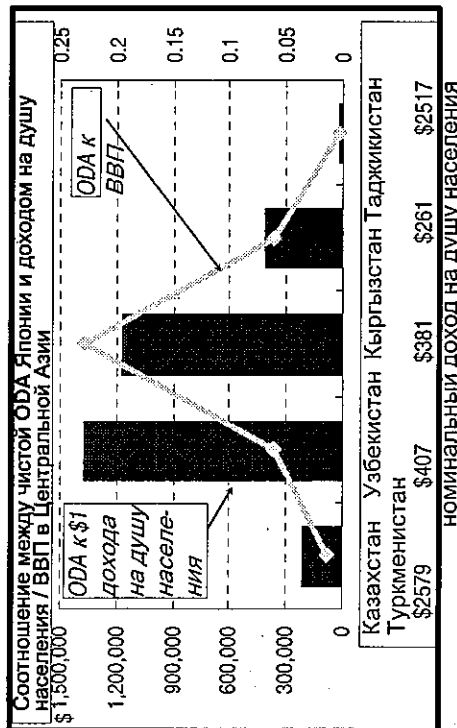
Источник: Статистика помощи ОЭСР (DAC) /МИД Японии

Общая ODA, ODA Японии относительно сбалансирована в

Цитирование: МВФ, ООН, ОЭСР



Страны с низкими доходами получают большую долю ODA относительно дохода на душу населения, ВВП и т.д.



Распределение ODA Японией в общем следует той же схеме, но более благосклонно к Узбекистану.

Источники: Статистика помощи ОЭСР (DAC)

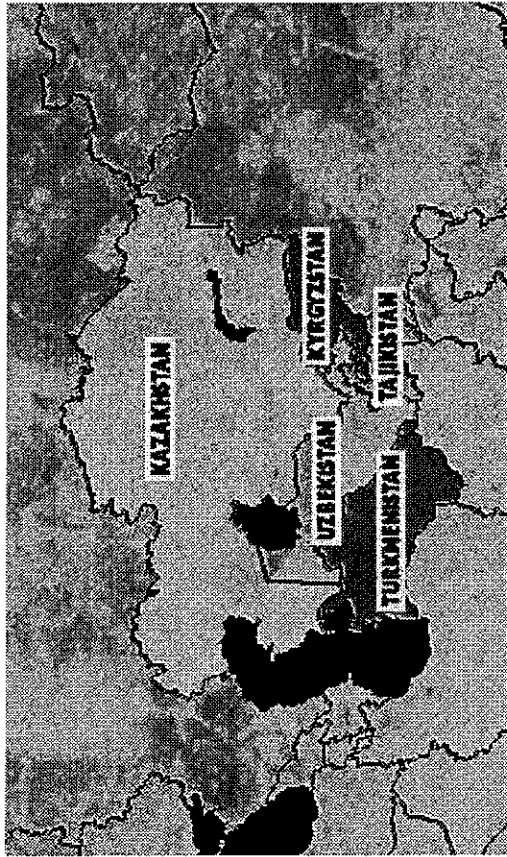
| Япония 2003 г. | |
|--------------------|-------------|
| Китай | 10.3 |
| Индонезия | 7.1 |
| Филиппины | 6.4 |
| Индия | 6.1 |
| Таиланд | 5.2 |
| Вьетнам | 3.6 |
| Пакистан | 2.3 |
| Бангладеш | 2.1 |
| Шри-Ланка | 2.0 |
| Малайзия | 1.5 |
| Бразилия | 1.4 |
| Перу | 1.3 |
| Камбоджа | 0.9 |
| Азербайджан | 0.9 |
| Тунис | 0.8 |
| Итого | 51.7 |
| Многосторонняя ODA | 20.4 |
| Нераспределенная | 8.8 |

| США 2003 г. | |
|---------------------|-------------|
| Египет | 5.1 |
| Ирак | 4.8 |
| Дем. Респ. Конго | 4.6 |
| Пакистан | 4.1 |
| Иордания | 3.8 |
| Колумбия | 3.2 |
| Афганистан | 2.6 |
| Эфиопия | 2.3 |
| Сербия и Черногория | 2.2 |
| Индонезия | 1.4 |
| Перу | 1.3 |
| Боливия | 1.3 |
| Палестинские терр. | 1.0 |
| Индия | 0.9 |
| Мозамбик | 0.9 |
| Итого | 39.5 |
| Многосторонняя ODA | 13.6 |
| Нераспределенная | 21.4 |

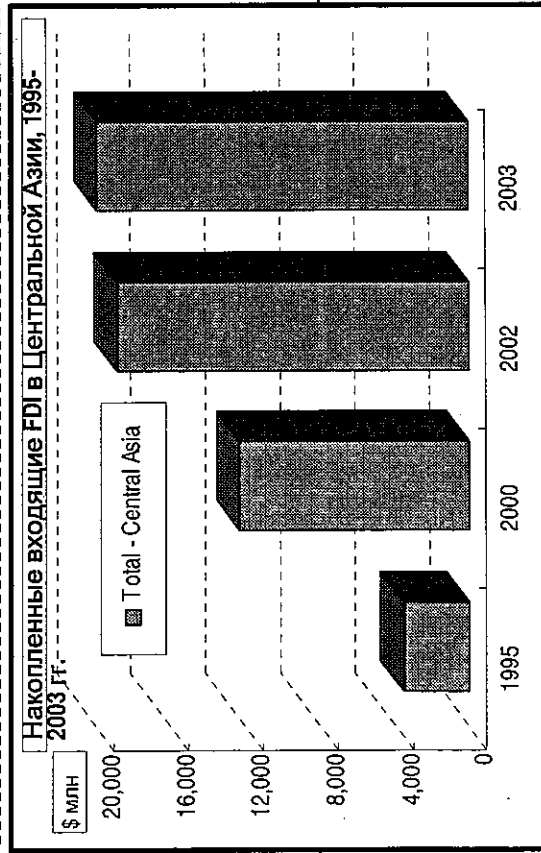
Доля Центральной Азии в общем объеме помощи стран-доноров по-прежнему очень мала, что является возможностью для стран Центральной Азии.

Но все еще слишком мала (потенциал бизнеса)

Возможный потенциал Центрально-Азиатского региона



FDI в Центральную Азию с 1995 г. увеличились в 6 раз



Источник: ООН – Доклад о мировых инвестициях, 2004 г.

Центральная Азия

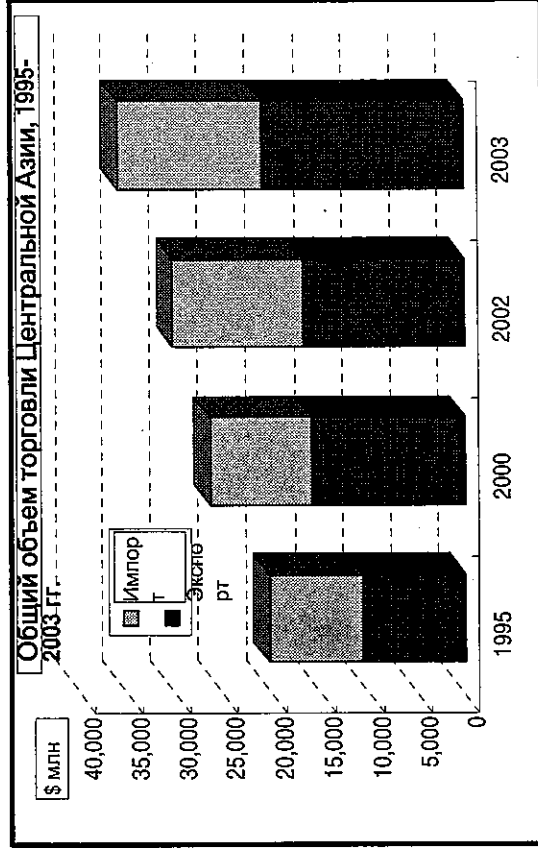
Население: 58 млн = Франция

ВВП: \$63 млрд = Украина

Общие FDI: +\$21 млрд = Турция (продолжает расти)

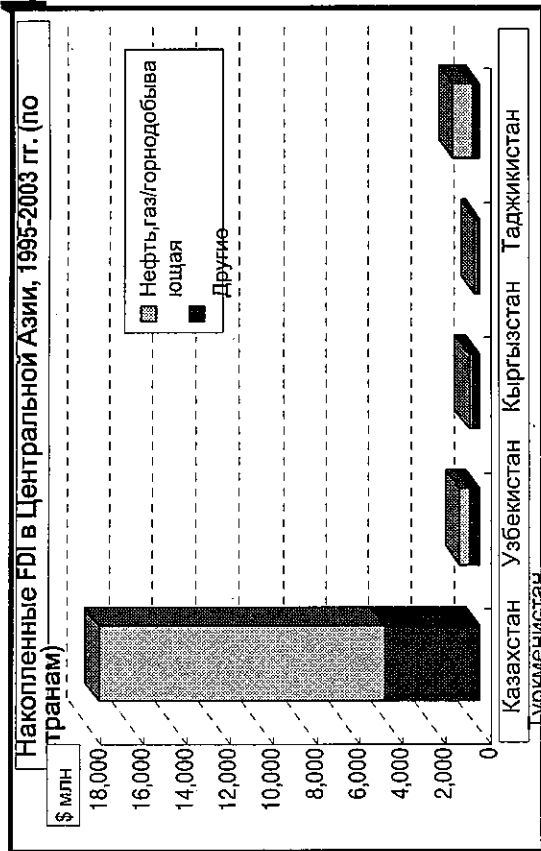
Общий объем торговли: +\$36 млрд (Экспорт: \$21 млрд = Украина, импорт = \$15 млрд), растет

Регион богат такими сырьевыми товарами, объем торговли увеличился на 70%, при этом экспорт удвоился

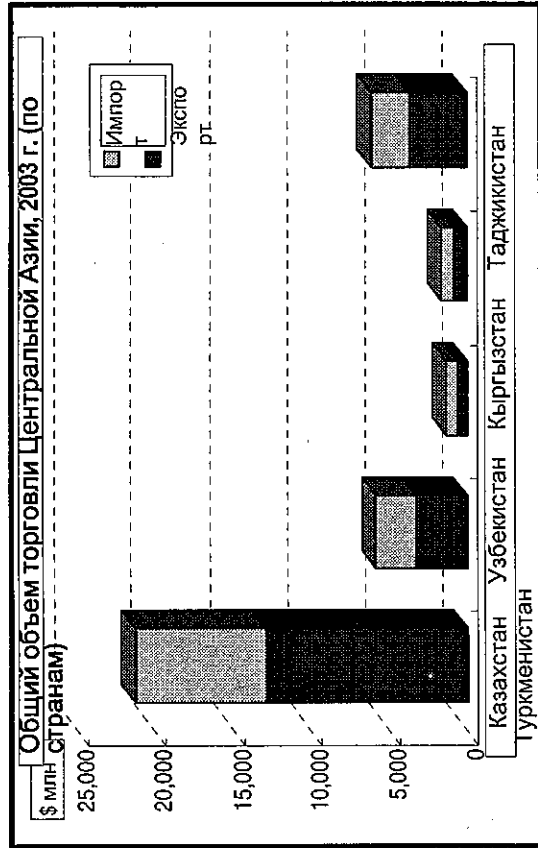


Источники: МВФ – Управление торговой статистики
Всемирный банк Показатели мирового развития

Разрыв в развитии Центральной Азии, «1 и 4»



Источник: ООН – Доклад о мировых инвестициях, 2004 г.



Источник: Всемирный банк – Показатели мирового развития, 2005 г.

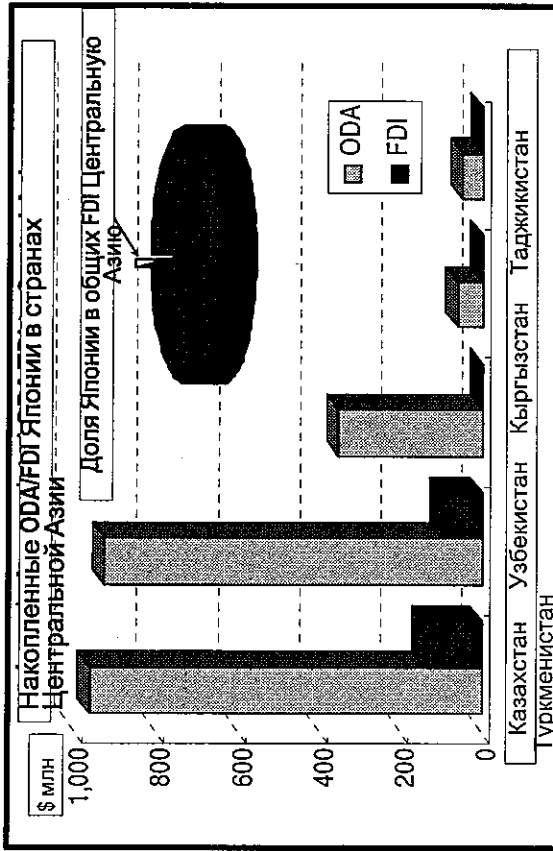
На Казахстан приходится 85% всех FDI и 60% торговли и экспорта, 60% ВВП региона, но лишь 25% населения

Этот разрыв «1 и 4» неблагоприятен, но сказывается на региональном развитии.

Остальные 4 страны имеют крупные сельскохозяйственные секторы, в которых работает в среднем свыше 50% занятого населения.

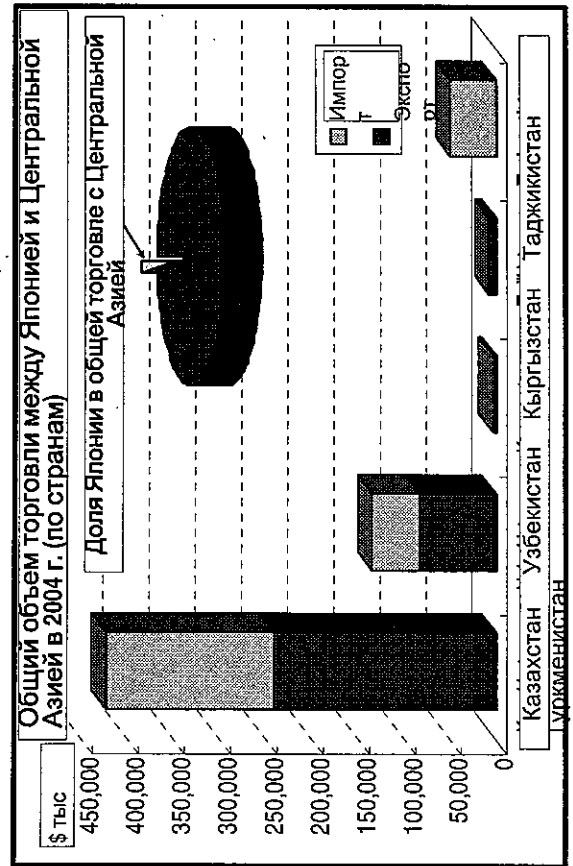
| ВВП по секторам | Доход на душу населения | |
|-----------------|-------------------------|-------------------------|
| | Ниже уровня бедности | Доход на душу населения |
| С-Х | 7.4% | 19% |
| Пром-сть | 37.8% | \$2,579 |
| Услуги | 54.8% | \$407 |
| Казахстан | 38.0% | \$381 |
| Узбекистан | 26.3% | \$261 |
| Кыргызстан | 22.8% | \$2,517 |
| Таджикистан | 38.7% | |
| Туркменистан | 23.7% | |
| | 28.5% | 58% |
| | 42.7% | |

Отношения Японии с Центральной Азией охватывают разрыв, мизерные FDI/торговля



Почти 60% частных японских FDI в Центральной Азии приходится на Казахстан, 40% - на Узбекистан, а на остальные 3 страны - ноль. Общий объем FDI Японии составляет \$244 млн, лишь 1% от общего объема FDI в Центральной Азии.

По сравнению с ODA, FDI и торговля Японии с Центральной Азией очень малы.



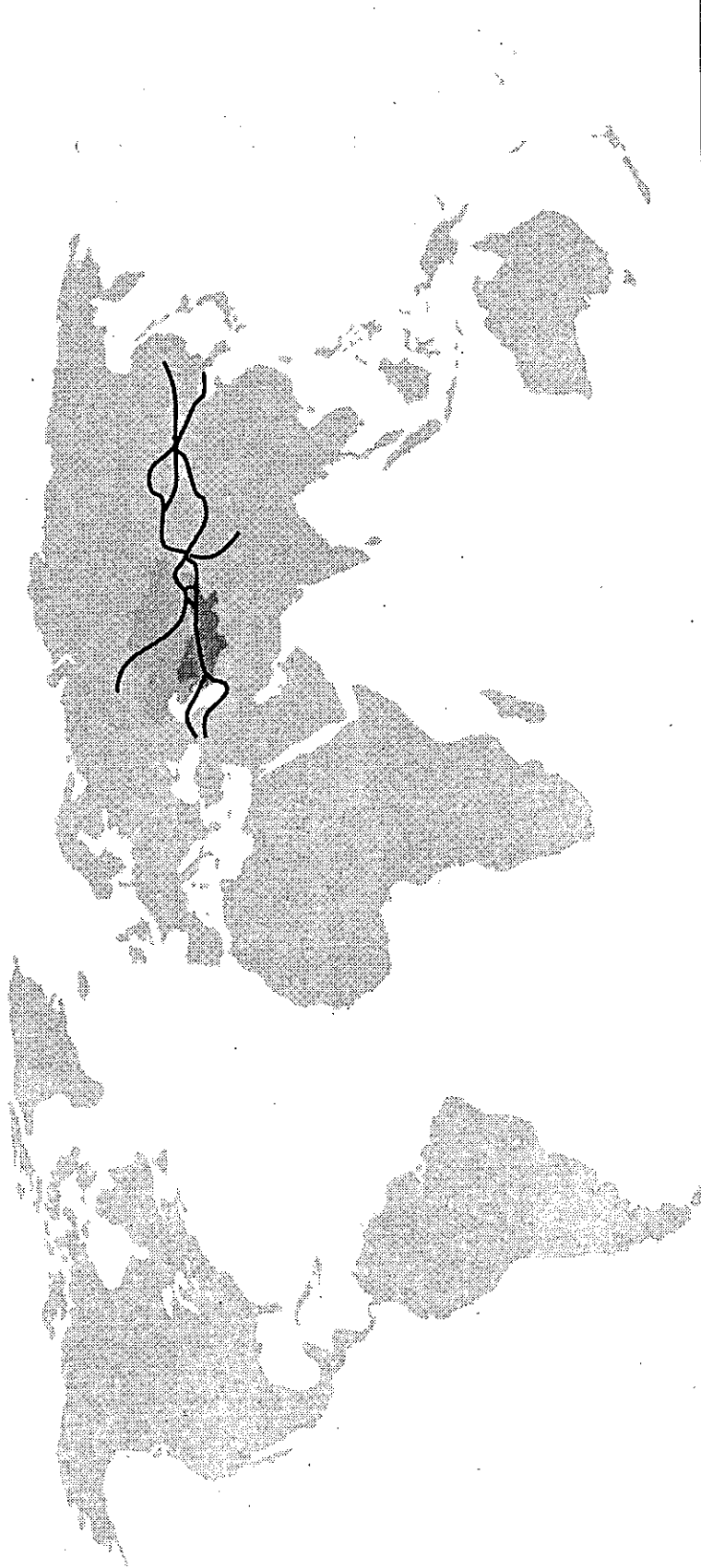
Объем торговли между Японией и Центральной Азией составляет \$600 млн, но это всего 1,7% от общего объема торговли Центральной Азии, и 70% от этой суммы приходится на Казахстан.

Источник: ООН - Доклад о мировых инвестициях, 2004 г.

Источник: Министерство иностранных дел Японии

Представление о Центральной Азии в Японии

С одной стороны, японцы в общем имеют лишь смутное представление о Центральной Азии, рассматривая регион как отдаленный, без выхода к морю, засушливый (пустынный) и гористый, приблизительно ассоциирующийся с Монголией и западным Китаем. Знаний об отдельных странах Центральной Азии мало.



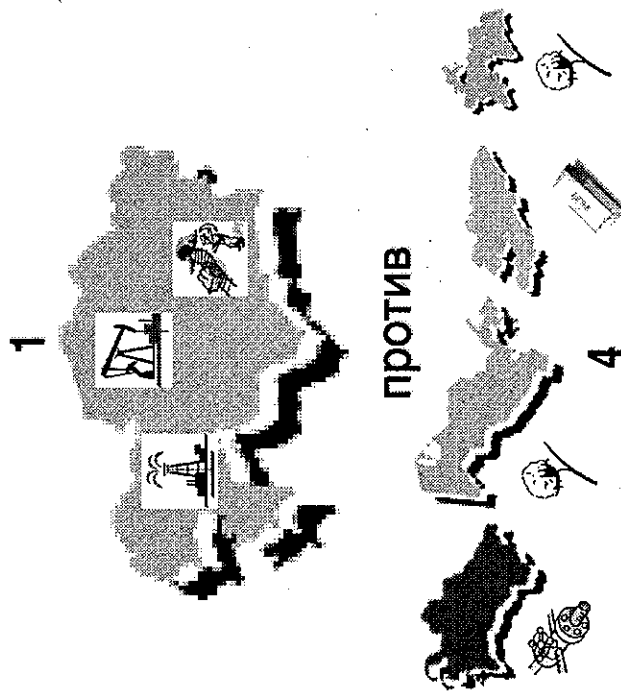
Но благоприятное, ностальгическое отношение к

С другой стороны, у японцев **Шелковому пути** ^{Благодарили} ностальгическое и несколько романтическое отношение к историческому Шелковому пути

Представление японских компаний о Центральной Азии = 1

Политар 4

Представление японских компаний о бизнесе в Центральной Азии сходно с концепцией «1 против 4» или, возможно, «1-1-3», т.е. богатый энергоносителями и минералами, более развитый Казахстан, многонаселенный Узбекистан, и три остальных страны с населением в среднем 5,5 млн, делающим масштаб их рынка непривлекательным.



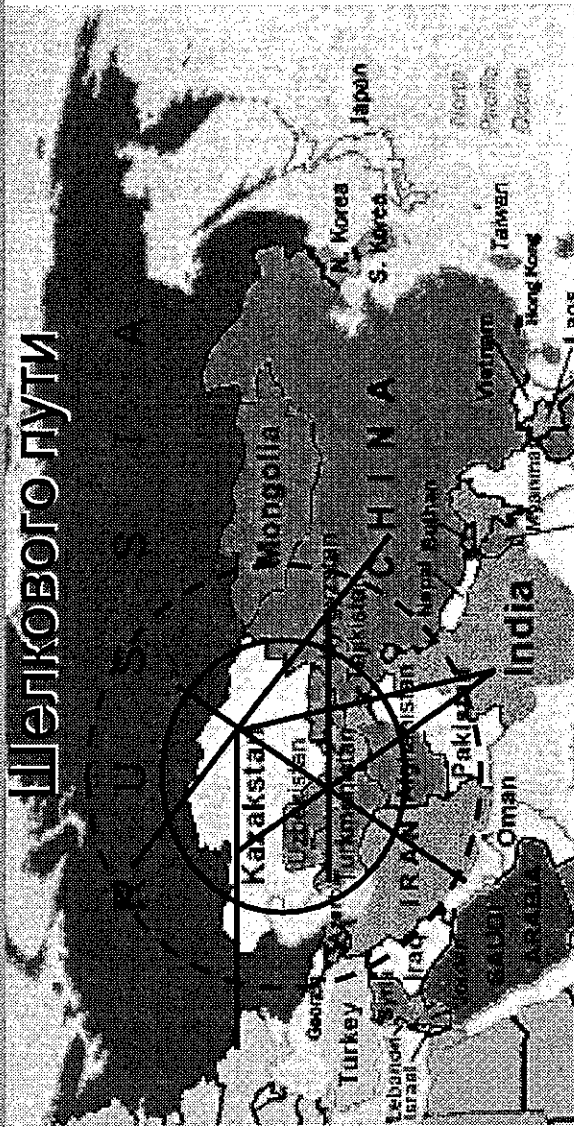
Японские фирмы рассматривают Центральную Азию как 5 отдельных стран с различным населением и уровнем экономического развития, с недостаточными основами рыночной экономики (представление о бывшем Советском Союзе), а не как единый рынок с населением 60 млн. чел.

Привлекательность интегрированного внутреннего рынка Центральной Азии

Общий центральноазиатский рынок с населением 58 млн чел, располагающий внутренними транспортными путями и связанный трубопроводами с «большой тройкой» (Китай, Пакистан-Индия и Иран), а также с Европой, был бы привлекательным для японского бизнеса

Связи с близлежащими рынками – Новые маршруты

Шелкового пути



Диалог
Центральная
Азия + Япония

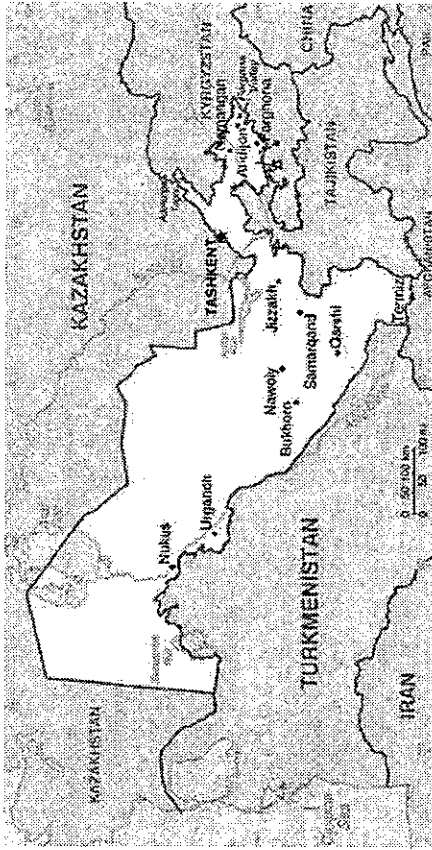
Узбекистан/Казakhstan – ключевые, Казахстан тоже

Объединенный рынок Казахстана **выигрывает** населением 42 млн чел – ключевой элемент, Казахстану для экономики, Узбекистану для своего населения и из-за центрального расположения. → Казахстан выигрывает от общего рынка через увеличение торговли и диверсификации своей промышленности базы, а на внешнем рынке за счет расширения круга потребителей и достижения более высокой доходности энергетических

Особенно важен Узбекистан

Узбекистан особенно важен для более широкой экономической интеграции из-за сочетания большой численности населения и того факта, что страна окружена и граничит с остальными 4 странами Центральной Азии.

Япония воспринимает это как очевидное, так как большая часть ODA и 40% FDI Центральной Азии приходится на Узбекистан



Потенциал входящих FDI низок, для привлечения FDI по-прежнему нужна ODA

2000-2002 самый низкий =140/Турция = 72

| Рейтинг-индекс потенциала FDI | |
|-------------------------------|------------|
| Казахстан | 78 |
| Узбекистан | 88 |
| Кыргызстан | 116 |
| Таджикистан | 138 |
| Туркменистан | нет данных |

ООН – Доклад о мировых инвестициях, 2004 г.

Потенциал FDI в Центральной Азии по-прежнему оценивается ООН как низкий.

Для улучшения условий, чтобы привлечь FDI, способствовать торговле и достижения региональной интеграции, нужна как институциональная, так и физическая инфраструктура.

Транснациональные/трансграничные проекты = Бизнес-

Совместные транснациональные проекты потенциально более эффективны и будут иметь более серьезные эффекты экономического множителя

Программа региона Шелкового пути между UNDP, Китаем, Казахстаном, Кыргызстаном, Таджикистаном и Узбекистаном является примером прогрессивного многостороннего сотрудничества, необходимого для осуществления

Нужно осуществление крупномасштабных проектов в области физической инфраструктуры: транснациональные авто- и железные дороги или совместные электростанции и системы связи.

Японские торговые и инфраструктурные фирмы заинтересованы, потенциально может быть и результат для местного бизнеса/рабочих. Правительство Японии могло бы рассмотреть возможность двустороннего и многостороннего сотрудничества в рамках

Политическое сотрудничество/реформа общего рынка

также крайне важны

Шагом в правильном направлении является Шанхайская организация сотрудничества, объединяющая Россию, Китай, Таджикистан, Казахстан, Кыргызстан и Узбекистан с целью способствовать политическому, экономическому, торговому, научно-технологическому, культурному и иному сотрудничеству, а также для совместного обеспечения безопасности, стабильности и разоружения в странах региона.

Рыночные реформы в Казахстане и Кыргызстане продвигаются, при этом

Каззахстан планирует вступить в ВТО в 2000 году

Бизнес-потенциал между Японией и Центральной Азией

| \$ млн | Экспорт | Импорт | Структура экспорта | Структура импорта |
|--------------|---------|--------|----------------------------|--|
| Казахстан | 242 | 182 | Алюминий/металлы | Транспортные средства/оборудование/ стальные трубы |
| Узбекистан | 85.3 | 51.3 | Золото/химикаты/плитка | Рельсы/точные приборы/электрооборудование |
| Кыргызстан | 0.5 | 3.6 | Металлы/одежда | Транспортные средства/шины/оборудование |
| Таджикистан | 8.2 | 0.4 | Игрушки/металлы | Транспортные средства/оборудование |
| Туркменистан | 0.2 | 50.7 | Реимпорт/пищевая продукция | Оборудование/стальные трубы/транспортные средства |

Япония, которая практически полностью импортирует энергию, несомненно, инвестирует в Центральную Азию для обеспечения энерго- и минеральными ресурсами, если улучшится как институциональная, так и физическая инфраструктура.

Интегрированный внутренний рынок, связанный с близлежащими регионами, привлечет японские фирмы с инвестициями в текстиль, добычу и переработку, химикаты для добычи нефти, производство пищевых продуктов и весь спектр распределения, в том числе и пищевых продуктов. Эта продукция будет предназначена для экспорта как в близлежащие страны,

| | Основные категории экспорта | Основные партнеры |
|--------------|---|---|
| Казахстан | Нефть и нефтепродукты, металлы, химикаты, продовольственные товары | Россия, Европа, Бермудские о-ва, Китай |
| Узбекистан | Хлопок, золото, энергоносители, минералы/металлы (золото), текстиль, продовольствие | Россия, Европа, Центральная Азия |
| Кыргызстан | Хлопок, минералы/металлы, природный газ табак, мясо, электроэнергия | Россия, Европа, Центральная Азия, Китай |
| Таджикистан | Алюминий, электроэнергия, хлопок/продовольственные товары | Европа/Россия/Центральная Азия |
| Туркменистан | Нефть и газ, нефтехимия, хлопок, текстиль | Европа (Украина), Иран |

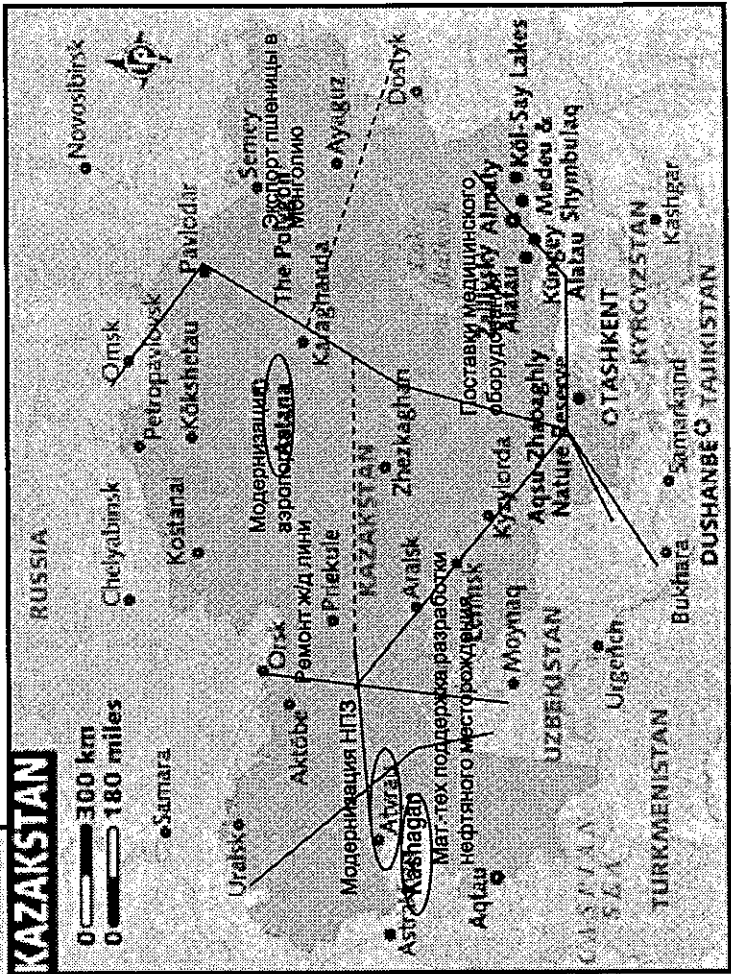
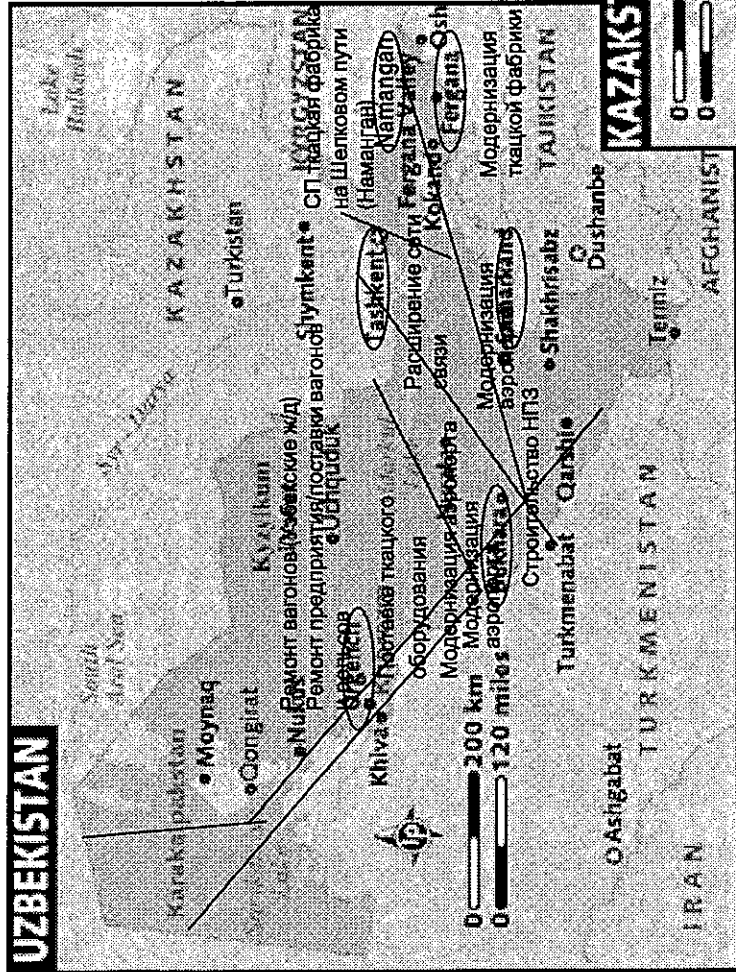
Бизнес «Марубени» в Центральной Азии отражает становление нации, ODA

«Марубени» работает в Центральной Азии свыше 10 лет и имеет представительства в Казахстане и Узбекистане, участвующие в строительстве и эксплуатации текстильных фабрик, строительстве вагоноремонтных предприятий, ремонте железнодорожных путей, закупке железнодорожных вагонов и рельсов, ремонте и модернизации аэропортов, поставках медицинского оборудования, монтаже систем связи, реконструкции и модернизации нефтеперерабатывающих заводов, материально-техническом снабжении разработок нефтяных месторождений, а также импорте и экспорте различных товаров.

Казахстан

| | Основные проекты | Стоимость проекта | | Основные проекты | Стоимость проекта |
|------|--|-------------------|------|---|-------------------|
| 1995 | Строительство НПЗ (Бухара) | \$300,000,000 | 1998 | Поставка медицинского оборудования | \$6,400,000 |
| 1996 | СП ткацкая фабрика на Шелковом пути (Наманган) | \$300,000,000 | 2000 | Экспорт пшеницы (Монголия) | \$4,000,000 |
| 1998 | Стр-во вагонорем.завода/вагоны (Узб. ж.д.) | \$53,000,000 | 2001 | Модернизация НПЗ (Атырау) | \$214,000,000 |
| 1998 | Ремонт аэропорта (Ургенч/Бухара/Самарканд) | \$4,000,000 | 2002 | Модернизация аэропорта (Астана) | \$180,000,000 |
| 2000 | Модернизация ткацкой ф-ки (Фергана) | \$80,000,000 | 2003 | Реконструкция ж/д линии (Казахстанский регион) | \$38,000,000 |
| 2003 | Поставка рельсов (Узбекские жел. дороги) | \$16,000,000 | 2003 | Материально-техническая поддержка работки нефтяного месторождения (Кашаган) | \$50,000,000 |
| 2003 | Расширение сети связи | \$9,000,000 | | | |
| 2004 | Поставка ткацкого оборудования (Ургенч) | \$1,000,000 | | | |

Однако почти весь бизнес «Марубени» в Центральной Азии был связан с ODA и началом процесса становления нации. Это отражает тот факт, что для частных фирм связанный с ODA бизнес менее рискован, чем FDI.



Частные инвестиции (FDI) в Центральную Азию по-прежнему считаются рискованными

Собственные инвестиции «Марубени» в совместное ткацкое предприятие в Узбекистане пострадали из-за проблем с государственными гарантиями поставок отечественного сырья, что привело к задержкам поставок потребителям в Японии и Китае. Неожиданные изменения в политике государства и нестабильность поставок материалов – два основополагающих фактора, оцениваемых частными фирмами при оценке риска инвестиций за рубежом. Инфраструктура Центральной Азии еще недостаточно зрелая для привлечения значительных частных инвестиций.

Оценка рисков инвестиций за границей частным сектором – общие вопросы

- Бюрократические**
- Ограничения на импорт/экспорт материалов, оборудования, деталей
 - Сложная политика импорта/экспорта
 - Изменения в политике по иностранному капиталу
 - Ограничения репатриации прибыли
 - Изменения в местной трудовой политике
- Политические/социальные**

- Политическая/социальная неопределенность
 - Экономические гарантии, проблемы
 - Экологические проблемы
 - Сложная ситуация с трудовыми ресурсами
- Экономические/другие**
- Нестабильность поставок деталей/материалов
 - Падение/колебания товарных цен
 - Изменение конкурентной

- Повышение цен на сырье/промежуточные материалы
- Повышение стандартов кредитования
- Финансовые сложности, высокие процентные ставки
- Колебания курса валют
- Местная инфраструктура, смежные отрасли не достигают поставленных показателей развития

- Проблемы из-за отсутствия подходящих местных партнеров

- Сильные националистические антииностраные настроения

Но: «Если вы построите, мы придём»

«Марубени» считает, что существует большой потенциал для бизнеса между Центральной Азией и Японией если Центральная Азия сможет выйти на следующий уровень развития, который привлечёт FDI, стимулировать отрасль отечественной экономики и увеличить экспорт. Этого можно достичь, если Центральная Азия сможет превратиться в регион сбалансированный, интегрированный, а не основанный на разрывах в развитии («1 и 4»)

KEY FACTORS FOR STARTING UP NEW BUSINESS

1. INTRODUCTION
2. ENTREPRENEURSHIP IN SMALL- AND MEDIUM- SIZED ENTERPRISE
3. BUSINESS PLAN AND BUSINESS MODEL IN A SIMPLIFIED CASE STUDY
4. IMPLEMENTATION OF BUSINESS PLAN
5. RECOMMENDATION TO YOUR VENTURE ENTREPRENEURS
6. CONCLUSION

SEPTEMBER, 2005

SADAO SUGIMOTO
SENIOR EXPERT
PACIFIC RESOURCE EXCHANGE CENTER

INTRODUCTION

SPEAKER'S PROFILE

PAST BUSINESS EXPERIENCE

1. DIRECTOR OF PLANNING & FINANCE OF MEDIUM-SIZED JOINT VENTURE IN BANDUNG, INDONESIA
2. CFO/EVP OF MEDIUM-SIZED CORPORATION IN NEW YORK, USA
3. NON-EXECUTIVE DIRECTOR OF LARGE PUBLIC COMPANY IN MONTREAL, CANADA
4. GENERAL MANAGER OF FINANCE OF LARGE PUBLIC COMPANY (TOYOKO) IN OSAKA, JAPAN
5. PRESIDENT/CEO OF SMALL-SIZED CORPORATION (TOYOKO AMERICA) IN NEW YORK, USA
6. PRESIDENT/CEO OF MEDIUM-SIZED COMPANIES (TOYO KNIT) IN MIE AND KAGOSIMA, JAPAN
(INVOLVED IN HANOI AND SHAGNHAI PROJECTS)

CURRENT ACTIVITIES

1. SENIOR EXPERT OF PACIFIC RESOURCE EXCHANGE CENTER (PREX), OSAKA, JAPAN
2. MATCHING NAVIGATOR OF SALES CHANNEL IN SME SUPPORT PROJECT SPONSORED BY DISTRICT OFFICE OF METI
3. BUSINESS CONSULTANT FOR SME

SCOPE OF THIS LECTURE

KEY FACTORS FOR STARTING UP NEW BUSINESS ARE EXPLAINED FROM POINTS OF VIEW OF ENTREPRENEURS BASED ON SPEAKER'S PAST EXPERIENCE AND CURRENT ACTIVITIES.

SPEAKER INTENDS TO FOCUS UPON WHAT KINDS OF ASSISTANCE, SUPPORT, GUIDANCE, COORDINATION, COOPERATION, ETC. ARE DESIRED BY ENTREPRENEURS ON THE PART OF CENTRAL/LOCAL GOVERNMENTAL OR SEMI-GOVERNMENTAL ORGANIZATIONS

ENTREPRENEURSHIP IN SME

1. MOTIVATION

- 1) EARNING MONEY
- 2) OBTAINING SOCIAL STATUS
- 3) CONTRIBUTING TO SOCIETY
- 4) ACQUIRING PERSONAL REPUTATION
- 5) EDUCATING OTHER PEOPLE
- 6) OTHERS, IF ANY

2. PERSONAL CHARACTERS

- 1) STRONG CONFIDENCE ON THEIR OWN ABILITY
- 2) FIRM RESOLUTION ABOUT THEIR BELIEF
- 3) POWERFUL LEADERSHIP AND CHARISMATIC AURA
- 4) UNIQUE WAY OF THINKING AND BEHAVIOR

BUSINESS PLAN & BUSINESS MODEL IN A SIMPLIFIED CASE STUDY |

ENTREPRENEUR: MR. TEX, 35-YEAR OLD RETAILER OF GARMENTS, MAINLY MEN'S SHIRTS

JOB SATISFACTION: NOT SATISFIED WITH BEING A MERCHANT

REASON: BEING TECHNOLOGY-MINDED

INTEREST: NO-IRON WRINKLE FREE SHIRTS WITH STABLE SHAPE

EFFORTS: INTENSIVE RESEARCH WORK AT THE NIGHT COURSE OF TECHNICAL COLLEGE

RESULT: SUCCEEDED IN THE PRODUCT DEVELOPMENT AFTER 3 YEARS

TARGET: TO MANUFACTURE AND SELL HIS OWN PRODUCTS INDEPENDENTLY

BUSINESS MODEL: 1) TO PURCHASE FABRICS WITH EXCLUSIVE SPECIFICATION
2) TO FINISH FABRICS WITH PATENTED PROCESSING METHOD AT HIS OWN PLANT
3) TO MAKE GARMENTS (MEN'S SHIRTS AND WOMEN'S BLOUSE) ON CONSIGNMENT BASIS
4) TO SELL THOSE PRODUCTS DIRECTLY TO CONSUMERS

BUSINESS PLAN 1) TO BUILD A PLANT
2) TO EMPLOY 50 ENGINEERS, STAFF, WORKERS
3) TO UTILIZE PUBLIC FUND IN ADDITION TO HIS OWN CAPITAL INVESTMENT

IMPLEMENTATION OF BUSINESS PLAN-1

1. PREPARATORY STEPS:

MEETING WITH A LOCAL OFFICIAL OF INDUSTRIAL DEVELOPMENT AGENCY (IDA), GOVERNMENTAL ORGANIZATION, WHERE CONSULTATION SERVICE IS AVAILABLE

FOLLOWING IDA'S ADVICE, VISITING LOCAL INCUBATION CENTER (LIC), SEMI-GOVERNMENTAL INSTITUTION ORGANIZED AND OPERATED UNDER IDA'S CONTROL

RECEIVING EXPLANATION ABOUT LIC'S COMPREHENSIVE SERVICE FROM INCUBATION MANAGER OF LIC AS FOLLOWS:

- 1) TO RENT SUFFICIENT SPACE WITH A LOW COST
- 2) TO FURNISH COMMON FACILITIES WITH OTHER LESSEES
- 3) TO GIVE PACKAGE CONSULTATION SERVICE CALLED, "ONE STOP SERVICE "

IMPLEMENTATION OF BUSINESS PLAN-2

2. INCUBATING STEPS:

FOLLOWING WIDE RANGE OF "ONE STOP SERVICE" HAS KEENLY INTERETED MR. TEX:

- 1) TO PROVIDE *MANAGEMENT CONSULTATION IN GENERAL*
- 2) TO REVIEW *BUSINESS PLAN & BUSINESS MODEL*
- 3) TO RECOMMEND TO APPLY FOR VERSATILE *FINANCIAL SUBSIDIES INCLUDING GURANTEES*
- 4) TO GIVE PRACTICAL GUIDANCE ABOUT THE MOST FITTED *TYPE OF FINANCING*
- 5) TO ASSIST TO ENJOY *TAX ADVANTAGES*
- 6) TO PROVIDE *TECHNICAL SERVICE INCLUDING R&D, QUALITY ASSURANCE(QA) & ISO*
- 7) TO INTRODUCE *RELATED RESEARCH INSTITUTIONS AND ACADEMIC ORGANIZATIONS*
- 8) TO SUPPLY INFORMATION ABOUT *LOGISTICS*
- 9) TO HELP TO ESTABLISH *MARKETING STRATEGY*
- 10) TO ORGANIZE *SEMINARS AND TRAINING PROGRAMS AT VARIOUS LEVELS*
- 11) TO ADVICE THE APPROPRIATE WAY TO SECURE QUALIFIED *HUMAN RESOURCES*
- 12) TO HELP DEALING WITH INTELCTUAL PROPERTIES(PATENT, TRADE MARK, DESIGN, ETC)
- 13) TO ADVISE TO CLEAR *ENVIRONMENTAL & SAFETY ISSUES*
- 14) TO *COORDINATE* OTHER ORGANIZATIONS RELAED TO INCUBATION OF VENTURE BUSINESS

MR.TEX HAS DECIDED TO ENTER LIC NOT ONLY TO GET RENTAL SPACE BUT TO UTILIZE "ONE STOP SERVICE" WHICH HAS IMPRESSED HIM ENORMOUSLY.

**RECOMMENDATION TO YOUR VENTURE ENTREPRENEURS
BASED ON SUCCESSFUL EXPERIENCE OF JAPANESE TEXTILE INDUSTRY**

1. **THOROUGH COST REDUCTION (LABOR & ENERGY IN PARTICULAR)**
REDUCING LABOR COST BY RAISING PRODUCTIVITY
REPLACING MANPOWER WITH HIGH EFFICIENT MACHINERY & EQUIPMENTS
INSTALLING ENERGY-SAVING TYPE MACHINERY & EQUIPMENTS
ELIMINATING REDUNDANCY (MATERIALS, TOOLS, PROCESSING TIME, ETC.)
EDUCATING EMPLOYEES TO BE COST-CONSCIOUS MINDED
2. **UPGRDING QUALITY LEVEL**
FROM QUALITY CONTROL (QC) TO QUALITY ASSURANCE (QA)
GRASS-ROOTED QA ACTIVITIES LIKE "QC CIRCLE" INVOLVING EVERY EMPLOYEE
TOTAL QUALITY CONTROL (TQC) NOT ONLY IN FACTORY BUT IN OFFICE
ACQUISITION OF ISO APPROVAL
3. **ESTABLISHING EFFECTIVE LOGISTIC SYSTEM**
INTRODUCING "QUICK RESPONSE" (QR) TO COMPETE WITH IMPORTS
SETTING UP "SUPPLY CHAIN MANAGEMENT" (SCM) SYSTEM
4. **ENHANCING R&D ACTIVITIES**
TO INNOVATE TECHNOLOGY & MANAGEMENT
TO DEVELOP "ONLY ONE" PRODUCT TO MEET CONSUMERS' NEEDS

CONCLUSION

IN PLACE OF CONCLUSION, A EXAMPLE OF EFFECTIVE APPROACH TO MARKETING IS INTRODUCED.
IN VIEW OF IMPORTANCE OF MARKETING AMONG OTHERS, OSKA DISTRICT OFFICE OF METI PROMOTES "SALES CHANNEL MATCHING NAVIGATION SCHEME" AS ONE OF SME SUPPORT PROJECTS.
SPEAKER HIMSELF IS NOW ACTING AS "MATCHING NAVIGATOR" FOR CERTAIN VENTURES, WHOSE PRODUCTS ARE EXCELLENT IN FUNCTION AND QUALITY WITH COMPETITIVE PRICE..
USUALLY, HOWEVER, VENTURE ENTREPRENEURS LACK MARKETING KNOW-HOW AND SENSE OF SALES, AND SO, MATCHING NAVIGATORS HELP THEIR MARKETING BY MATCHING THEM WITH PROSPECTIVE CUSTOMERS, BECAUSE MATCHING NAVIGATORS, RETIRED OR SEMI-RETIRED, HAVE WIDE HUMAN NETWORK THROUGH THEIR LONG TIME BUSINESS RELATIONSHIP.
FINALLY, SPEAKER WISHES VENTURE ENTREPRENEURS ARE ENCOURAGED TO START NEW BUSINESS OR EXPAND EXISTING BUSINESS BY AUTHORITIES CONCERNED, RESEARCH ORGANIZATIONS AND FINANCIAL INSTITUTIONS INCLUDING VENTURE FUND.

THANK YOU

KEY FACTORS FOR STARTING UP NEW BUSINESS

September 21—29, 2005

Sadao Sugimoto

1. Introduction

Good morning(afternoon) !

Ladies & Gentlemen, it is my great pleasure to be with you here for discussing together the subject; Key Factors for Starting up New Business.

As introduced, I have a business background described hereon PP-2, covering large companies and so-called SME as well both in Japan and foreign countries in South East Asia and North America, unfortunately not in Central Asia, mainly in textile/apparel industry.

(In Kazakhstan and Kyrgyz only)

However, this is not the first time to meet the people of this region , because I had a chance to act as an instructor at the seminar for trainees from your country, held by Pacific Resource Exchange Center in Osaka last July.

Just before leaving Japan, I visited Central Asia Pavilion at EXPO 2005 AICHI, and talked with attendants of your booth. I enjoyed the exhibition and I was able to familiarize myself with things Central Asian.

(In Tajikistan only)

I was quite fascinated by elegant dancing by beautiful dancers and singing by 81-year old man of your country.

Today I would like to approach this subject **from entrepreneurs' point of view** based on my past experience and current activities, because most of attendants here present are in administrative positions to develop and promote new business activities mostly in ventures and SME.

Therefore, I intend to focus upon what kinds of **assistance, support, guidance, coordination, cooperation** and so on are desired or requested by entrepreneurs on the part of central and local governmental or

semi-governmental organizations including Chamber of Commerce & Industry. In other simple words, what they want you to do for them.

2. Entrepreneurship in SME including ventures

(In Uzbekistan only)

Before discussing this subject, I would like to observe the certain background of venture business briefly.

First is individual personal desire: some employed people want to be independent entrepreneur for many reasons including self-determination, losing job, etc.

Second is socio-economic change of society:

(a) increase of working women with professional career

(b) increase of DINKS (Double Income No Kids)

(c) increase of aged senior people who have strong willingness to work even after retirement in good health

Third is government policy to encourage people to become entrepreneurs. For instance in Japan, SME agency added Business Start-up and Alliance Promotion Division in its organization with a view to innovating SME and venture business. Under the basic low 3 support levels, National, Prefectural and Local, are provided together with a number of measures such as tax incentives, financial assistance, R&D promotion, etc.

In my observation, independent entrepreneurs usually have many or all of these items indicated on PP-3.

I think it is very important and useful for you to recognize their characteristic features in performing your own tasks.

To follow PP-3

3. Business Plan & Business Model in a simplified Case Study

After you recognize the entrepreneurship, you are advised to grasp and examine Business Model and Business Plan of each entrepreneur

carefully in order for you to carry out your policies or plans to promote start-ups of new businesses in the proper manner.

Then, let's suppose a certain entrepreneur in a hypothetical framework;

To follow PP-4

Subsequently, he applied for patent for these technical findings.

Thus, Business Model, which is a core part of Business Plan, is formulated as follows and looks very promising:

First, he need to purchase fabrics with exclusive specification which meets his technical requirement as raw materials to make his finishing possible.

Second, he plans to finish fabrics with this patented processing method at his own plant for the reason of protection of technical secrecy, rigid quality control and severe cost management.

Third, he chooses consignment system for making garments, men's shirts and women's blouse rather than sewing them by himself because of out-sourcing is better fitted to this process.

Fourth, he decides to sell those products directly to consumers in order to control the sales channel and to eliminate intermediary cost. For that purpose, he is inclined to organize exclusive sales chain like sales representative system without whole sellers and even retailers. Also, he intends to set up so-called "B to C" on the web-site.

Next, Business Plan is to be designed in the following manner:

His primary plan is to build a finishing plant. He has to decide whether to build a plant building from the scratch, or make use of existing facilities available for sale or rent.

At the same time, machineries & equipments to be installed must be selected and ordered for purchase or lease, while a plant blue print should be drawn.

What he must do next is to hire people, say, 10 engineers, 5 marketing and office staff members and 35 workers, in total 50 employees, at the initial stage.

Before starting such operating actions, a financial scheme must be taken into full consideration. Since his own money is not sufficient for the initial capital investment, he is required to raise fund from various sources including public fund to be provided by governmental financial institutions. Combination with other sources like venture fund or private bank loan on top of the initial stock subscription is advisable.

If I discuss Business Plan in further details, I may need a few more hours; so I just touched off key elements only.

4. Implementation of business Plan

Now, let's overview how to implement Business Plan.

I briefly described preparatory steps on PP-5

To follow PP-5

I would like to place a special emphasis on the important function of Incubation Manager, who has to play a vital role in assisting and guiding venture entrepreneurs at the preparatory steps and subsequent steps. You are strongly recommended to secure eligible persons for Incubation Manager and train him/her continuously to meet wide-range requirements.

Next, let's proceed to incubating steps as shown on PPT-6

To follow PP-6

Incubation Manager is not necessarily obliged to cover all these items by him(her)self, but he/she must be well-qualified with extensive knowledge and experience, plus attractive personality. Incubation Manager should be a teacher, a supporter, father or mother, brother or sister, a friend as the case may be.

Sometimes, Incubation Coordinators are placed as necessary to assist Incubation Manager.

Besides in-house staff at Incubation Center, a variety of professional team consisting of lawyer, patent lawyer, certified public accountant(CPA), tax accountant, management consultant, technology specialist, etc. provides advices or recommendation from time to time.

Then, let me introduce an actual example in Osaka, Japan:

Shimaya Business Incubator (SBI) was opened in 1990 by Osaka municipal government and business concerns in Osaka area as a part of Osaka Urban Industry Promotion Center, established in 1989, and now accommodates 23 venture enterprises for lower rental fees.

SBI supporting system aims to make entrepreneurs self-sustaining and well-balanced of 3 features: management, product and finance. For that purpose, SBI provides the comprehensive service similar to PPT.

In the past 14 years, 64 companies were "graduated," of which 92%, say, 59 companies are still in business and 1(one) company succeeded in IPO(Initial Public Offering).

5. Recommendation to your venture entrepreneurs, based on successful experience of Japanese textile industry.

In Japanese history of industrialization in the past 120 years or so, textile industry made a typical transformation and now survives today.

Against fierce competition from the emerging nations and heavy pressure from advanced countries, Japanese textile industry experienced dramatic structural reform at considerable sacrifice of stake holders concerned.

As a result of tremendous efforts in QCD(Quality, Cost & Delivery) by the management and employees in cooperation with financial institutions, customers and suppliers together with governmental organizations, Japanese textile industry succeeded to concentrate its management

resources on the competitive, functional and fashionable products sectors, being proud of high level technology.

Here, I can suggest to take into account 4 categories, say, QCD plus one, shown on PP-7.

To follow PP-7

I eliminated a couple of categories in terms of "successful experience" from my recommendation, because it seems that they are not applicable to your case today: they are diversification and oversea outsourcing.

Japanese textile industry was forced to diversify its operations without solely depending on textile by means of streamlining unprofitable sectors of fiber/textile/apparel and exploiting new area like plastics, biotechnology, electronics, etc. in pursuit of new profits.

Also, Japanese textile industry shifted its production base to developing countries in Asia and Central/South America in main such as Indonesia, Malaysia, Brazil, and now China, for obvious reasons, that is to say, lower cost and export substitution.

5. Conclusion

To follow PP-8

(The end)

Ключевые факторы создания бизнеса

1. Введение
2. Предпринимательство в малом и среднем бизнесе
3. Бизнес-план и модель бизнеса – упрощенный конкретный пример
4. Рекомендация вашим венчурным предпринимателям
5. Заключение

сентябрь 2005 г.

Садао Сугимото (Sadao Sugimoto)

Старший эксперт

Тихоокеанский центр обмена ресурсами

Введение

Информация о докладчике

Опыт работы в бизнесе

1. Директор по планированию и финансам совместного предприятия среднего размера (Бандунг, Индонезия)
2. Финансовый директор/исполнительный вице-президент средней корпорации в Нью-Йорке, США
3. Неисполнительный директор крупного ОАО в Монреале, Канада
4. Генеральный финансовый менеджер крупного ОАО (Тоубо) в Осаке, Япония
5. Президент/генеральный директор небольшой корпорации (Тоубо Америка) в Нью-Йорке, США
6. Президент/генеральный директор средних компаний (Токуо Knit) в Мие и Кагосиме, Япония (участвовал в проектах в Ханое и Шанхае)

Нынешняя деятельность

1. Старший эксперт Тихоокеанского центра обмена ресурсами (PREX) в Осаке, Япония
2. Советник по подбору каналов сбыта в проекте поддержки МСБ, финансируемом региональным представительством Министерства экономики, торговли и промышленности
3. Бизнес-консультант МСБ

Предмет этой лекции

Ключевые факторы основания бизнеса объясняются с точки зрения предпринимателей, основываясь на прошлом опыте и нынешней деятельности докладчика

Докладчик намеревается сосредоточиться на том, какого типа помощь, поддержка, руководящие указания, координация, сотрудничество и т.д. требуются предпринимателям от центральных/местных государственных органов и организаций с государственным участием

Предпринимательство в МСБ

1. Мотивация
 - 1) Заработать денег
 - 2) Социальный статус
 - 3) Полезность обществу
 - 4) Личная репутация
 - 5) Обучение других людей
 - 6) Другие, если есть
2. Черты характера
 - 1) Большая уверенность в собственных силах
 - 2) Твердая уверенность в своих убеждениях
 - 3) Сильные лидерские качества и харизматическая аура
 - 4) Уникальное мышление и поведение

Бизнес-план и модель бизнеса – упрощенный конкретный пример

- Предприниматель:** г-н Текс, 35 лет, розничный торговец одеждой, преимущественно мужскими рубашками
- Удовлетворенность работой:** не удовлетворен тем, что он торговец технический склад ума
- Причина:** не теряющие форму не мнущиеся рубашки, не требующие глажения
- Интерес:** интенсивная исследовательская работа на вечернем факультете технического колледжа
- Усилия:** через 3 года добился разработки товара
- Результат:** самостоятельно производить и продавать свои товары
- Цель:**
- Модель бизнеса:**
- 1) приобретение тканей с эксклюзивными параметрами
 - 2) окончательная обработка тканей патентованным методом на собственной фабрике
 - 3) пошив одежды (мужских рубашек и женских блузок) партиями
 - 4) продажа этих товаров напрямую потребителям
- Бизнес-план:**
- 1) построить фабрику
 - 2) принять на работу 50 инженеров, других сотрудников, рабочих
 - 3) воспользоваться государственным фондом в дополнение к собственным капитальным вложениям

Реализация бизнес-плана – 1

1. Подготовительные действия:

Встреча с местным представителем **Агентства по промышленному развитию** – государственной организации, дающей консультации

Следуя совету Агентства, посетить местный **Центр-инкубатор** – организацию с государственным участием, учрежденную и работающую под контролем Агентства.

Получение объяснения о всесторонних услугах **центра-инкубатора** от его **менеджера** по следующим вопросам:

- 1) Аренда достаточных площадей с небольшими затратами
- 2) Совместное с другими арендаторами использование мощностей и оборудования
- 3) Комплексное консультирование по принципу «одного окна»

Реализация бизнес-плана – 2

1. Инкубационные действия:

Г-на Текса сильно заинтересовал широкий спектр услуг по принципу «одного окна»:

- 1) Общие консультации по менеджменту
- 2) Рассмотрение бизнес-плана и модели бизнеса
- 3) Рекомендации обратиться за различными субсидиями, включая гарантии
- 4) Практические рекомендации о наиболее подходящем типе финансирования
- 5) Помощь в получении налоговых льгот
- 6) Технические услуги, включая исследование и разработки, контроль качества и ISO
- 7) Знакомство с соответствующими исследовательскими и академическими организациями
- 8) Предоставление информации о логистике
- 9) Помощь в разработке стратегии маркетинга
- 10) Организация семинаров и учебных программ различного уровня
- 11) Консультации по обеспечению квалифицированными кадрами
- 12) Помощь в вопросах интеллектуальной собственности (патенты, торговые марки, проекты и т.д.)
- 13) Консультирование для прояснения вопросов техники безопасности и охраны окружающей среды
- 14) Координация с другими организациями, имеющими отношение к инкубации венчурного бизнеса

Г-н Текс решил вступить в Центр-инкубатор не только для аренды площадей, но и чтобы воспользоваться услугами по принципу «одного окна», которые произвели на него огромное впечатление.

Рекомендации вашим предпринимателям

Основанные на успешном опыте японской текстильной промышленности

1. Тщательное сокращение издержек (в особенности трудовых и энергозатрат)

Снижение затрат на рабочую силу путем повышения производительности

Замена рабочей силы высокоэффективными станками и оборудованием

Установка энергосберегающих станков и оборудования

Устранение излишков (материалов, инструментов, времени обработки)

Научить сотрудников задумываться об издержках

2. Повышение уровня качества

От контроля качества к обеспечению качества

Низовые мероприятия по обеспечению качества, такие как «круг контроля качества», в котором участвует каждый сотрудник

Тотальный контроль качества не только на производстве, но и в офисе

Получение сертификации по ISO

3. Создание эффективной системы логистики

Введение «быстрого реагирования» для конкурентирования с импортом

Создание системы управления цепочками поставок

4. Совершенствование исследований и разработок

Внесение новшеств в технологии и менеджмент

Разработка «лишь одного» продукта, отвечающего нуждам потребителей

Заключение

Вместо заключения приводится пример применения эффективного подхода к маркетингу.

Учитывая важность маркетинга, региональное представительство Министерства экономики, торговли и промышленности в Осаке реализует в качестве одного из проектов по поддержке МСБ «Схему подбора каналов сбыта» (Sales Channel matching Navigation Scheme).

Сам докладчик в настоящий момент выступает в качестве «советника по подбору каналов сбыта» (Matching Navigator) для некоторых предприятий, чья продукция отличается высоким качеством и функциональностью при конкурентоспособной цене.

Но обычно венчурным предпринимателям недостает ноу-хау в маркетинге и понимания продаж, и поэтому советники по подбору каналов сбыта подбирают им потенциальных покупателей, потому что эти советники, частично или полностью вышедшие на пенсию, имеют большое количество связей с людьми вследствие своей долгой работы в бизнесе.

И наконец, докладчик желает, чтобы венчурных предпринимателей поощряли к созданию новых предприятий или расширению существующих соответствующие государственные органы, исследовательские организации и финансовые учреждения, включая венчурный фонд.