



EUROPEAN COMMISSION

**SME cooperation and transnational  
development and Bureau de Rapprochement  
des Entreprises-BRE (Business Cooperation Centre)**

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(Unit 2)

**Community action to assist enterprises**  
(Directorate B)

**Enterprise Policy, Distributive Trades,  
Tourism and Cooperatives**  
(Directorate-General XXIII)

Bruxelles, November 1994

# **BRE - BUREAU DE RAPPROCHEMENT DES ENTERPRISES (BUSINESS COOPERATION CENTRE)**

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The BRE has been in operation since 1973. It was the first instrument created by the Commission of the European Communities to help small and medium-sized enterprises (SMEs) find partners beyond their national frontiers.

Its aim is thus to promote cross-border business cooperation on a non-confidential basis.

The BRE forms part of a range of complementary services - among which SMEs are always sure to find the one best suited to their specific requirements - and is currently being further consolidated and developed.

Unit B2 of Directorate-General XXIII (Enterprise Policy, Distributive Trades, Tourism and Cooperatives) is implementing a package of measures to streamline its operation and exploit its full potential.

## **HOW DOES IT WORK?**

The BRE operates on a decentralised basis via a network of correspondents located in all Member States of the Community and many non-member countries.

It is based on the exchange of documents between:

1. the *SME*, wherever it is located;
2. the *CORRESPONDENT*, who represents the network at local level and is responsible for the following:
  - helping firms in his region look for partners in other regions or countries via the BRE;
  - publicising in his region cooperation opportunities proposed by firms in other countries and facilitating contacts between interested firms;
  - assisting and advising firms, where appropriate, during the negotiation of cooperation agreements once initial contact has been established;

### 3. the *BRE CENTRAL UNIT*.

There are four stages to the search process, as follows:

#### *STAGE 1*

When an SME is interested in technical, financial or commercial cooperation with another SME in another country, it fills in - either on its own or with the help of a BRE correspondent - an application form for a cooperation search, which is then sent in to the BRE central unit in Brussels. The form, or COOPERATION PROFILE (CP), must contain:

- general information about the company
- a description of the type of cooperation sought (about 100 words of typescript);
- a list of the countries where partners are sought.

#### *STAGE 2*

The BRE central unit acknowledges receipt of the form, gives it an identification number and inputs details of the search into its database.

At the same time, it draws up an ADVERTISEMENT describing the cooperation opportunity and quoting the identification number and circulates it among the network of correspondents located in the target countries.

#### *STAGE 3*

The correspondents concerned publicise the opportunity as widely as possible by placing the advertisement in the most suitable media, e.g. trade press, magazines, newsletters, databases, etc.

#### *STAGE 4*

The cooperation opportunity is thus brought to the attention of a large number of economic operators. Interested businesses or correspondents contact either the correspondent responsible for publication or the BRE Central Unit for further information.

The BRE Central Unit then sends them a COMPANY PROFILE containing:

- the name and full address of the business, the relevant telephone, fax and telex numbers and the name of the person(s) to contact;
- any general information provided by the company (concerning its activities, turnover, number of employees, bank references, etc.).

It is then up to the company or the correspondent to contact the business proposing the cooperation.

There is no limit to the number of cooperation proposals that a company may make.

A cooperation opportunity remains open for six months. However, this period may be extended for a further six months at the request of the company.

## MAIN FEATURES OF THE SYSTEM

1. NON-CONFIDENTIALITY, enabling cooperation opportunities to be widely publicised;
2. FLEXIBILITY, which allows correspondents - subject to the limitations and conditions of the agreement signed with the Commission - to tailor solutions to their individual requirements;
3. DIRECT ACCESS by firms;
4. GEOGRAPHICAL COVERAGE: the network of BRE correspondents already includes many non-member countries and is constantly expanding thanks to the flexibility of the system.

*Taken together, these features make the BRE an international focus of communication. By providing a simple and feasible operational strategy, it encourages SME managers to play an active part in the establishment of the Single Market, enabling them to operate beyond national frontiers and broaden the scope of their activities through cooperation agreements.*

The existing network of correspondents enables businesses to be contacted in the following countries:

### THE MEMBER STATES OF THE EUROPEAN UNION

plus  
ALGERIA  
ARGENTINA,  
AUSTRIA  
BANGLADESH  
BRAZIL  
BULGARIA  
CANADA  
CHILE  
CHINA  
COLOMBIA  
COSTA RICA  
CYPRUS  
CZECH REPUBLIC  
FINLAND

HUNGARY  
HONG KONG  
INDIA  
ISRAEL  
JAMAICA  
JAPAN  
LEBANON  
MALTA  
MEXICO  
MONACO  
MOROCCO  
NORWAY  
OCCUPIED TERRITORIES  
PAKISTAN  
PARAGUAY  
PERU  
PHILIPPINES  
POLAND  
ROMANIA  
SLOVAKIA  
SLOVENIA  
SOUTH KOREA  
SRI LANKA  
SWEDEN  
SWITZERLAND  
THAILAND  
TUNISIA  
TURKEY  
URUGUAY  
USA  
VENEZUELA

To obtain application forms for cooperation searches and for further information, please contact:

**THE EUROPEAN COMMISSION**  
**Directorate-General XXIII - BUREAU DE**  
**RAPPROCHEMENT DES ENTREPRISES (BRE)**  
**200 rue DE LA Loi - AN80 6/70**  
**B-1049 BRUSSELS, BELGIUM**  
**Telephone (32) 2 295 91 17 or 2 295 83 39**  
**FAX (32) 2 296 42 71 OR 2 296 60 48**

# **BC-NET BUSINESS COOPERATION NETWORK**

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## **WHAT IS BC-NET?**

The Business Cooperation Network (BC-NET) is a network of consultants and intermediaries created by the European Union to help SMEs in their search for partners at regional, national, Community and international level. The network rapidly identifies potential partners in response to a specific offer of cooperation that may cover all sectors of activity and all types of cooperation (financial, commercial, industrial and technological). Research may be conducted confidentially to meet the needs of the enterprise. The human dimension to the network, which is computer-based, helps make BC-NET an effective partnership instrument.

## **WHO ARE THE CONSULTANTS?**

BC-NET consultants are private or public bodies specializing in cooperation between enterprises. They include consultancy firms, chambers of commerce and industry, professional organizations, law firms, banks, etc. They sign framework agreements with the European Commission that are renewable on a yearly basis. They undertake to comply with a code of good practice which lays down the principles to be observed when handling a cooperation opportunity. Some consultants run vast networks for the benefit of enterprises. Accustomed as they are to international contacts, they not only assist with technical, legal and administrative matters, but also help overcome the cultural and linguistic differences inherent in transnational cooperation.

## **HOW DOES BC-NET WORK?**

There are several stages to the search for partners:

### *PREPARATORY PHASE*

When an enterprise looking for a partner contacts a BC-NET consultant, the latter helps it draw up a list of its strong and weak points according to the cooperation objectives. If BC-NET can provide a suitable solution, the consultant draws up a cooperation profile outlining the type of cooperation required.

He also drafts documents containing key information on the enterprise.

## *COMPARISON OF COOPERATION PROFILES AND SEARCHES WITHIN THE NETWORK*

The cooperation profile is then forwarded to the BC-NET Central Unit, where a computer compares it with thousands of cooperation requests on file. Three criteria are used: type of cooperation, sector of activity and geographical area.

The consultant may also target dissemination of the cooperation profile using a Flash Profile. This is sent to BC-NET consultants working in the desired geographical areas. Flash Profiles may be disseminated within the network, or dealt with on a broader basis depending on the enterprise's needs.

The recent installation of a documentary database for technical and technological cooperation profiles provides consultants with an on-line consultation facility for dealing with this type of request. After a pilot phase, this database will be extended to other areas of cooperation.

### *"MATCHING" AND FOLLOW-UP*

When a match is detected, the enterprise's and potential partner's consultants are immediately informed.

The consultant processes the various matches (active responses to searches) by selecting those which best meet the enterprise's needs, and informs it of the opportunities detected. He may then arrange a direct meeting between the enterprise and one or more potential partners.

### *ASSISTANCE WITH NEGOTIATIONS*

The BC-NET consultant can help the enterprise with negotiations and contacts with a view to finalizing a cooperation agreement or directing the enterprise towards other consultants, depending on the legal, fiscal and technical issues involved.

Given the complexity of certain cooperation agreements, personal assistance of this sort may be central to their success.

## **WHAT ARE THE ADVANTAGES OF BC-NET?**

- BC-NET is a network of consultants specializing in assisting SMEs and provides a permanent infrastructure for partnership development.
- The sheer scale of BC-NET makes it the first European and international network for partner search. Individual consultants thus have the backing of a large number of colleagues around the world.
- The system targets cooperation proposals according to sectors of activity, services, the type of cooperation sought and geographical location.
- Searches can be carried out in strict confidence or openly, in accordance with the enterprise's wishes.
- The computing infrastructure makes for rapid searching and matching, and the daily scanning of thousands of offers allows the most suitable partner to be identified
- Each consultant undertakes to provide a quality service in the area for which he is responsible.

## **WHAT DOES BC-NET COST?**

Consultants offer a wide range of services to assist enterprises at every stage of the search for partners, depending on their nature, their objectives and the request of the enterprise.

- analysis of the enterprise with a view to targeting the type of partnership sought;
- actual search for a potential partner via the network and other available means;
- assisting and advising the enterprise during the negotiations leading to the cooperation agreement.

The fees charged by BC-NET consultants vary according to the type of request and the nature of the services offered.

Consultants can supplement the range of services offered by directing their clients to other members of the network according to the expertise required.

## **ADDITIONAL INFORMATION**

<p><b>EUROPEAN COMMISSION DIRECTORATE-GENERAL XXIII - BC-NET SECRETARIAT RUE DE LA LOI 200 - AN 80 6/24 B -1049 BRUSSELS FAX: + 32 2 296 25 72</b></p>
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# EUROPARTENARIAT

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## OBJECTIVE

To encourage contact and cooperation between:

- A. enterprises from less developed regions (Objective 1 of regional policy) or from regions in industrial decline (Objective 2);
- B. enterprises from other Member States or from non-Community countries. For non-Community countries in the Mediterranean, there is a special initiative - Med-Partenariat - which forms part of the Med-Invest programme.

Europartenariat is managed jointly by Directorate-General XXIII and Directorate-General XVI (Regional policy).

## PHASES

- (a) identification and selection of around 300-400 firms from the region concerned;
- (b) publication and distribution of a multilingual catalogue describing the characteristics of each selected firm by means of a standardized form; the catalogue is available 2-3 months before each event;
- (c) active partner search using specialist consultants in each Member State and each non-Community country, and with the help of Community networks such as BC-NET, EuroInfoCentres and BICs (Business and Innovation Centres);
- (d) two business-contact days, with prearranged meetings;
- (e) monitoring and assessment.

## ADVANTAGES OF EUROPARTENARIAT

Europartenariat brings managers of businesses from all over the Community into direct contact. On average, 30 to 40% of enterprises in the host region conclude cooperation agreements.

The special seminars organized during Europartenariat events provide instant information on the economic, social, financial and fiscal environment in the region concerned, and on the financial assistance available.

The availability of interpreters reduces language problems to a minimum.

By highlighting business potential and providing an effective working framework for the development of economic, technological and financial cooperation, Europartenariat stimulates local development, enhances the region's image and gives it a structural boost.

## STATISTICAL OVERVIEW OF EVENTS SINCE 1988

### *June 1988 Dublin, Ireland*

Irish firms selected.....	120
visiting firms .....	200
number of prearranged meetings.....	250
meetings per Irish firm.....	2
cooperation agreements.....	20-25

### *June 1989 Torremolinos, Spain*

Andalusian firms selected.....	220
visiting firms.....	560
number of prearranged meetings.....	1 869
meetings per Andalusian firm.....	8.5
cooperation agreements.....	70-80

### *June 1990 Cardiff (Wales), United Kingdom*

Welsh firms selected.....	170
visiting firms.....	600
number of prearranged meetings.....	2 500
meetings per Welsh firm.....	14.7

### *June 1991 Porto, Portugal*

Portuguese firms selected.....	210
visiting firms.....	800
number of prearranged meetings.....	2 400
meetings per Portuguese firm.....	11

### *December 1991 Leipzig, Germany*

German firms selected.....	340
visiting firms.....	1 200
number of prearranged meetings.....	4 200
meetings per German firm.....	12.4

### *June 1992 Thessaloniki, Greece*

Greek firms selected.....	303
visiting firms.....	1 144
number of prearranged meetings.....	5 161
meetings per Greek firm.....	17

### *December 1992 Bari, Italy*

Italian firms selected.....	386
visiting firms.....	800
number of prearranged meetings.....	4 000
meetings per Italian firm.....	10

*June 1993 Lille, France*

French firms selected.....	414
visiting firms.....	1 768
number of prearranged meetings.....	10 650
meetings per French firm.....	21

*December 1993 Glasgow, Scotland*

Scottish firms selected.....	334
visiting firms.....	1 278
number of prearranged meetings.....	5 627
meetings per Scottish firm.....	17

*June 1994 Gdansk, Poland*

Polish firms selected.....	401
visiting firms.....	1 643
number of prearranged meetings.....	9 207
meetings per Polish firm.....	23

*November 1994 Bilbao, Spain*

Spanish firms selected.....	479
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**FOR FURTHER DETAILS, PLEASE CONTACT:**

**THE EUROPEAN COMMISSION**  
**Directorate-General XXIII**  
**EUROPARTENARIAT - MED-INVEST (SECTION A)**  
200, Rue de la Loi - AN80 4/11  
B-1049 Brussels, Belgium  
**Fax (32) 2 295 17 40**

or

**EUROPEAN COMMISSION**  
**Directorate-General XVI**  
**EUROPARTENARIAT**  
200, Rue de la Loi - CSTM 8/95  
B-1049 Brussels, Belgium  
**Fax (32) 2 296 33 15**

# **INTERPRISE**

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## **THE PROGRAMME**

INTERPRISE stands for Initiative to Encourage Partnership among Industries and/or Services in Europe. It is a separate and a utonomous programme based on the successful formula of the Europartenariat programme.

The object is to back local, regional and national initiatives designed to stimulate contacts between business managers and encourage cooperation between small and medium-sized enterprises. At least three regions in three different Member States must be involved.

## **DESCRIPTION OF THE PROGRAMME**

Projects must include at least the following stages:

1. identification and selection of companies in the regions concerned interested in setting up a cooperation agreement with an enterprise in one or more of the other participating regions;
2. an active search for interested enterprises in the regions concerned;
3. a final meeting to establish direct contact with interested enterprises in the participating regions;
4. assessment and monitoring.

Initiatives may also include the organization of conferences and seminars, or may be grafted on to existing events such as fairs or international trade shows.

Various structures and approaches are possible within this framework. However, the following criteria must be met:

- a. the programme must focus on cooperation between businesses, which means that export subsidy programmes do not qualify;

- b. the programme must be arranged by at least one body ^ from each participating region or country. A coordinator from one of the bodies must present the project to the European Commission (Directorate-General XXIII);
- c. the bodies involved must participate financially in the programme, either directly or through another (official) body from the participating regions and/or countries concerned;
- d. the programme must include at least 15 enterprises in each region;
- e. the assistance of the European Commission (Directorate-General XXIII) must be mentioned in any document or official publication.

## ELIGIBLE REGIONS

The INTERPRISE programme covers the whole of the Community. Any combination of regions and/or countries is possible, e.g.:

- transborder regions;
- regions with a similar industrial structure;
- regions with a comparable economic structure;
- industrialized regions and less developed regions;
- regions at different stages of development for an identical range of products;
- others.

Programmes may also focus on:

- a particular sector of the economy;
- a particular topic, such as technology, environment, financing, etc.

A programme involving at least three Community regions may be extended to include non-Community regions or countries. For non-Community countries in the Mediterranean, there is a special initiative - Med-INTERPRISE - which forms part of the Med-Invest programme.

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- I. ■ *Chambers of commerce and industry;*
    - ▣ *Local, regional or national development agencies;*
    - \* *Employers' federations;*
    - ▣ *Business and Innovation Centres;*
    - ▣ *EuroInfoCentres;*
    - ▣ *Export Promotion Institutes;*
    - ▣ *Research, innovation and technology centres;*
    - ▣ *Consultants.*

## **ASSISTANCE FROM DIRECTORATE-GENERAL XXIII-B/2**

The following types of assistance are available:

- subsidies;
- organizational assistance based on Directorate-General XXIII's experience of cooperation programmes;
- use of the Commission's name ("in cooperation with", "sponsored by", etc.);

### **HOW TO PRESENT A PROPOSAL**

A proposal must contain the following information:

- (a) a detailed description of the various phases of the project, the sectors covered and the regions concerned;
- (b) a work schedule;
- (c) a declaration by the participating bodies stating that they will take an active part in the project and guaranteeing the participation of at least 15 enterprises;
- (d) information on the bodies concerned and CVs of the persons in charge of the project;
- (e) a budget with income and expenditure clearly indicated.

### **FURTHER INFORMATION MAY BE OBTAINED FROM:**

**THE EUROPEAN COMMISSION**  
**Directorate-General XXIII**  
**INTERPRISE MED-INVEST (SECTION A)**  
**200 rue de la Loi - AN80 4/11**  
**B-1049 BRUSSELS, Belgium**  
**Fax (32) 2 295 17 40**

# **COMMUNITY SUBCONTRACTING INITIATIVES**

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## **A. BACKGROUND**

The European Commission's growing interest in subcontracting has gone hand in hand with the recognition of the key importance of this field to the competitiveness of businesses. Community action in this field will have to be stepped up in the coming years, now that subcontracting has been identified as one way of stimulating growth and employment in the European Union.

## **B. INITIATIVES**

The work done by the European Commission to promote subcontracting has three main objectives:

- to create an environment conducive to subcontracting within the Single Market;
- to improve information and communication flows between main contractors and subcontractors;
- to promote European subcontracting amongst non-Community countries.

### **1. CREATION OF AN ENVIRONMENT CONDUCTIVE TO SUBCONTRACTING**

#### *1.1. STATISTICAL INITIATIVES TO DEVELOP DATA ON SUBCONTRACTING*

This initiative follows on from a series of studies into the economic importance of sub-contracting in the twelve Member States carried out during 1991 and 1992. This exercise is being coordinated by Eurostat (Statistical Office of the European Communities) in close association with the national statistical institutes and the relevant professional organizations, and will initially cover five sectors - the automobile industry, electronics, the aeronautics industry, construction and textiles/clothing.

#### *1.2. PRACTICAL GUIDE TO THE LEGAL ASPECTS OF INDUSTRIAL SUBCONTRACTING*

This guide is in two parts:

- Volume one describes the main elements that must feature in a subcontract;
- Volume two is devoted to an analysis of subcontracting legislation in the twelve Member States. An update of this volume is scheduled, as is the inclusion of chapters on Finland, Austria, Norway and Sweden.

### *1.3. CONSUMER ELECTRONICS PILOT PROGRAMME*

The aim of this pilot programme, which was launched in March 1993, is to improve the competitiveness of subcontractors in the consumer electronics industry. Sponsored by the European Commission and the Japanese Ministry<sup>1</sup> of International Trade and Industry (MITI), this programme is being run by the European Association for Consumer Electronics Manufacturers (EACEM) and the Electronics Industry Association of Japan (EIAJ), which together represent the bulk of consumer electronics manufacturers in Europe.

## **2. IMPROVEMENT OF INFORMATION AND COMMUNICATION FLOWS BETWEEN MAIN CONTRACTORS AND SUBCONTRACTORS**

### *2.1. MULTILINGUAL SECTORAL TERMINOLOGIES*

In order to facilitate transnational subcontracting operations, the European Commission has compiled multilingual sectoral terminologies for electronics, textiles and clothing, industrial services, general business services, ceramics and timber.

### *2.2. DECENTRALIZED INTERCONNECTION AND INTEROPERABILITY OF SUBCONTRACTING EXCHANGES AND DATABASES IN EUROPE*

On the basis of the findings of a study on the networking of subcontracting exchanges and databases, and in collaboration with subcontracting organizations, the European Commission launched the SCAN (Subcontracting Assistance Network) pilot project on 1 July 1994 to look at the preconditions for interconnection.

### *2.3. DIRECTORY OF INTERMEDIARY SUBCONTRACTING BODIES*

In 1994, the European Commission produced a second Directory of intermediary subcontracting bodies. This directory, which first appeared in late 1992, provides a Community-wide inventory of all organizations - both horizontal and sectoral - which directly, or indirectly represent the enterprises involved in subcontracting in all fields of activity.

### *2.4. FORA/CONFERENCES*

The European Commission organizes and sponsors conferences geared to the problems of subcontracting in conjunction with professional organizations ("Pan-European Forum on Subcontracting" [Madrid, 14-15 December 1992], "Supplying the European Consumer Electronics Industry" [Brussels, 25-26 March 1993], "Pan-European Forum on Subcontracting in Construction" [Bordeaux, 26-27 May 1994]).



## **2.5. PURCHASER EXHIBITIONS**

In response to the Council Resolution of 22 November 1993, the European Commission is encouraging trials of meetings which are organized by main contractors for the purpose of contacting subcontractors in the context of new-style inter-industry partnerships in key sectors. The first such meeting will be VETIS - the First European Automobile Purchaser Exhibition (Turin, 15-18 November 1994), and the Brussels Multisectoral Purchaser Exhibition (April 1995).

## **2.6. COOPERATION BETWEEN SMES**

In addition to the specific initiatives taken by Directorate-General XXIII in the field of subcontracting, there is a whole range of other initiatives to promote cooperation between SMEs, such as the BC-NET and BRE partner search networks and the Europartenariat and INTERPRISE direct contact programmes. These are becoming increasingly successful and are often used as models outside the Community.

## **3. PROMOTION OF EUROPEAN SUBCONTRACTING AMONGST NON-COMMUNITY COUNTRIES**

A special initiative was devoted to Japan in view of its increasing investment in Europe and the competition problems it is causing European industry.

The European Commission thus organized a fact-finding mission to Japan in November 1988 to gain first-hand knowledge of subcontracting relationships in that country. Directorate-General XXIII followed this up with a conference on business opportunities offered to European subcontractors by Japanese investors in Europe, which it organized in June 1990.

Directorate-General XXIII also awards grants for exchange visits to Japan. These exchanges last between 11 and 16 weeks and are aimed at senior managers of SMEs/SMIs who are interested in developing, strengthening or initiating cooperation contacts with their Japanese counterparts. They are run in close conjunction with Directorate-General III (Industry) and the EC-Japan Centre for Industrial Cooperation.

Initiatives will also be started and continued with other countries. A mission to the United States will be organized in close conjunction with the Member States and professional organizations. This initiative has already received the backing of UNICE.

## **1. MULTILINGUAL SECTORAL TERMINOLOGIES**

Six terminologies are currently available, covering the following sectors:

1. Textiles and clothing (ECU 51)
2. Timber (ECU 70)
3. Electronics (ECU 36)
4. Industrial services (ECU 20.5)
5. Ceramics (ECU 83)
6. General business services (ECU 37)

These terminologies, together with the "metals" and "plastics and rubber" terminologies, will be revised as part of the SCAN project for the networking of subcontracting exchanges and databases.

## **2. PRACTICAL GUIDE TO THE LEGAL ASPECTS OF INDUSTRIAL SUBCONTRACTING IN THE EUROPEAN UNION**

This guide consists of two volumes, both of which are available in all nine languages of the European Union:

- Volume 1 (ECU 11.25)
- Volume 2 (ECU 9)

Volume 2 will be updated. The new version, which will also include analyses of several EU applicant countries, should be available by the end of 1995.

*These publications can be obtained from the Publications Office of the European Communities, or in each Member State.*

**DOCUMENTS AVAILABLE ON REQUEST FROM  
Directorate-General XXIII-B/2**

*Please tick the documents required and return the form to:*

The European Commission  
Directorate-General XXIII-B.2  
80, Rue d'Arlon 6/16 - 1040 Brussels  
Fax: + 32 2 296 60 48

**A. STUDIES**

1. *Qualitative study of subcontracting in the textiles sector of the European Union-May 1994*

French	
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2. *Subcontracting in the construction sector - May 1994*

French	
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3. *European subcontracting in the clothing sector - March 1994*

English		I French	
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4. *Study of the economic importance of, and changes in, subcontracting in the Community - December 1992*

Belgium	English		French		Dutch	
Denmark	English		French		Danish	
France	English		French			
Germany	English		French		German	
Greece	English		French		Greek	
Ireland	English		French			
Italy	English		French		Italian	
Luxembourg	English		French			
Portugal	English		French		Portuguese	
Spain	English		French		Spanish	
The Netherlands	English		French		Dutch	
United Kingdom	English		French			

5. *Economic importance of subcontracting in the Community: working document on national studies - December 1992*

English		French		German	
Spanish		Italian		Dutch	
Portuguese		Greek		Danish	

6. *Synthesis study on the cost of the multiplicity of certification procedures for subcontracting enterprises - December 1992*

English		French		German	
Spanish		Italian		Dutch	
Portuguese		Greek		Danish	

7. *Synthesis study on the feasibility of linking up subcontracting exchanges and databases - December 1992*

English	
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## B. CONFERENCE PROCEEDINGS/REPORTS

1. *Proceedings of the European forum on subcontracting in the clothing sector - Brussels, March 1994*

French	
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2. *Proceedings of the conference "Partenariat 93: the dynamics of growth" - Brussels, July 1993*

I English	I French	f German	I Italian	II Spanish
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3. *Proceedings of the conference "Partnership 94 - Partnerships and alliances: the roads to success", Berlin, 30 June and 1 July 1994*

I English	I French	German	Italian	II Spanish
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4. *Proceedings of the conference "Supplying the European Consumer Electronics Industry", Brussels, March 1993*

I English	II French	German	Italian	Spanish
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5. *Proceedings of the Pan-European Forum on Subcontracting, Madrid, December 1992*

English	French	I German	Italian	I Spanish
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6. *Report on the conference "Business opportunities offered to European subcontractors by Japanese investors in Europe - June 1990*

English	I French	German	Italian	Spanish
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7. *"Printed circuits" mission report - June 1993 (Consumer electronics pilot programme)*

I English	
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## OTHER PUBLICATIONS

### 1. *Directory of intermediary subcontracting bodies - June 1994*

<u>English</u>		French	
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Please complete IN BLOCK CAPITALS:



Name of enterprise/organization	
Sector of activity	
Contact person(s)	
Address	
Country	
Tel.	

