



All Cortese att:
ICE
Istituto Nazionale per il Commercio estero
Area Beni Strumentali
Via Liszt 21
00144 Roma

Vigevano, martedì 29 giugno 2010
Rif. Contratto ordine ICE 100602/3302/V1146,

Progetto PISIE-08026 –

Intesa operativa ICE-ASSOMAC-MSE 2008 – Progetto di studio per l'innovazione tecnologica del distretto conciario di Damasco

Rapporto conclusivo della diagnosi

INDICE

1. Pianificazione del progetto.....	2
2. L'inchiesta diagnostica.....	5
3. Il Distretto	8
4. Programma di Lavoro dell'inchiesta.....	10
5. Risultati della diagnosi.....	14
6. Conclusioni.....	15
7. Allegato: verbali delle inchieste	18

1. Pianificazione del progetto

Motivazioni all'origine del progetto

Si tratta di un progetto finalizzato all'innovazione tecnologica del nuovo distretto conciario di Damasco. Il settore conciario siriano ha avviato una fase di trasformazione, e in questo contesto è stata realizzata la rilocalizzazione delle concerie esistenti in un nuovo distretto industriale. L'intervento gestito dal PISIE è volto principalmente al miglioramento del livello tecnologico delle concerie siriane così da renderle competitive sui mercati internazionali. Miglioramento che potrà avvenire solo con il concorso dell'innovazione di processo e l'inserimento di nuovi macchinari concepiti con tecnologie avanzate.

Il prodotto derivato del miglioramento tecnologico e qualitativo del settore sarà di supporto all'intero sistema:

- per difendere il mercato locale dalla concorrenza straniera che fornisce materie prime migliori, ai calzaturifici ed ai pellettieri, di quelle locali;
- per migliorare la flessibilità produttiva grazie all'interazione tra le piccole e le medie imprese della conca.

I bisogni prioritari espressi dagli imprenditori locali sono quelli di avere assistenza nell'organizzazione e nel dimensionamento dei nuovi insediamenti produttivi, in modo di favorire l'integrazione tra le piccole concerie, e di disporre di tecnologie che riducano l'inquinamento.

Il trasferimento delle concerie di Damasco

Le concerie dell'area di Zablatan, nella città di Damasco, allo stato attuale sono state chiuse ed abbandonate a favore del nuovo insediamento industriale multisettoriale di Adra, circa 40 km oltre Damasco.

L'area totale del distretto è pari a una volta e mezza l'area **preesistente nella** città di Damasco, ma il settore dedicato alla pelle è di circa 70 ettari e la zona è attraversata da una delle strade principali provenienti dalla città.

Il distretto si suddivide in due settori, con due aree di servizio generali. Ogni settore contiene i lotti che sono sempre accessibili attraverso le arterie viabili interne.

I lotti disponibili hanno diverse dimensioni standard: i più piccoli sono di 1200 mq ed a salire secondo i multipli, 2400 mq, 3600 mq e 4800 mq; tuttavia quelli di 1200 mq possono essere disponibili anche al 50%, secondo una recente richiesta delle associazioni dei piccoli conciatori.

Il depuratore comune (CE/TP) è stato già costruito, con un dimensionamento di trattamento dell'acqua di scarico di 5.000 m³/giorno. Eventuali ampliamenti sono da riconsiderare alla luce dell'avviamento delle imprese ricollocate. In ogni caso la capienza di trattamento delle acque prevista sembra inadeguata alle future espansioni dell'area conciaria, soprattutto perché le singole unità produttive non hanno previsto pretrattamenti specifici.

Piano di lavoro del progetto

Il progetto consiste nella formazione sul campo degli imprenditori e dei manager della concia di Damasco affinché questi siano attrezzati ad affrontare i problemi posti dalla rilocalizzazione delle concerie nel nuovo distretto industriale. L'obiettivo è di ottenere, con la rilocalizzazione, un distretto produttivo con un migliore livello di qualità di prodotto e di processo, nell'ambito di una politica di riduzione dell'impatto ambientale. Con l'attività di analisi e di "coaching" sviluppata dal PISIE si proporranno alcuni modelli di concerie fattibili per la rilocalizzazione. Saranno valutati i processi produttivi e saranno identificate delle opportunità di miglioramento tecnologico, secondo un criterio di priorità ottenuto dalla discussione con gli imprenditori dei problemi identificati con l'inchiesta locale.

L'attività si svilupperà attraverso una indagine a livello locale su alcune concerie a campione ed alcuni incontri con i rappresentanti delle agenzie intermedie (associazione, ente di gestione del nuovo distretto, istituti di formazione e/o centri servizi) a cui parteciperanno uno o più esperti italiani. Al termine dell'inchiesta si svolgerà un seminario con le imprese locali per descrivere i modelli tecnologici delle nuove concerie rilocalizzate.

Le fasi delle attività saranno, nell'ordine, le seguenti:

- a) Incontro tra gli esperti espatriati italiani e i rappresentanti dell'associazione locale e delle altre agenzie intermedie coinvolte nella rilocalizzazione per definire i dettagli dell'inchiesta e per una presa di conoscenza generale dei problemi del settore.
- b) Selezione, da parte dell'associazione locale dei conciatori, delle imprese campione dove indirizzare l'inchiesta.
- c) Inchiesta presso alcune imprese campione
- d) Elaborazione delle proposte pratiche e dei modelli teorici
- e) Seminario finale con gli imprenditori e le agenzie intermedie locali.

Il ruolo del Governo italiano

A seguito di una missione governativa italiana organizzata dal Ministero dello Sviluppo Economico e guidata dal Ministro Scajola a Damasco e proseguita nel gennaio 2009 da ASSOMAC con un incontro mirato, è stato concordato con i partner siriani un budget di co-finanziamento (Italia-Siria) per la creazione di un laboratorio plurisetoriale della Meccanica Italiana che verrà installato presso il Centro Tecnologico di Damasco. La progettazione e l'esecuzione del laboratorio saranno curate dalle associazioni ASSOMAC, ASSOCOMAPLAST e ACIMALL.

La parte italiana ha già redatto un documento relativo al Laboratorio applicativo da installare all'interno del nascente "Centro Tecnologico della Meccanica" di Damasco con lo specifico contributo di innovazione italiana. Il documento è ora al vaglio del Ministero dell'Industria siriano e si presume una conclusione dell'iter entro il 2010 con le indicazioni di localizzazione della struttura e la definizione dei servizi a supporto, soprattutto per la parte necessaria a un laboratorio applicativo.

Alla luce delle opportunità offerte al settore tecnologico italiano dal progetto del laboratorio, Assomac chiede di riorientare l'azione del PISIE, incaricato del progetto di inchiesta e formazione nell'ambito dell'Intesa operativa ICE/Assomac, verso la realizzazione di alcuni specifici modelli di "gap analysis".

La migliore azione possibile da realizzarsi nell'ambito del progetto previsto dall'Intesa Operativa è quella di un'accompagnamento/assistenza tecnica alle aziende conciarie di Damasco che hanno in animo di trasferirsi nel nuovo distretto della pelle attraverso alcune diagnosi aziendali, nelle quali definire punti di forza e punti di debolezza con particolare riferimento all'introduzione di nuovi e moderni macchinari, e un migliore utilizzo dei prodotti chimici. Il tutto nell'ottica di sfruttare anche le opportunità che potranno derivare dalla prossima operatività, in Siria, dell'apposita Linea di Credito del Governo italiano di 20 milioni di Euro per l'acquisto di macchinari.

Nuovo orientamento del progetto

L'intervento del PISIE quindi si muove in sinergia con l'altro progetto del Centro Tecnologico di Damasco, realizzando delle "gap analysis" sulla base delle diagnosi aziendali nelle concerie, articolando l'intervento in tre (3) attività.

(1) una prima missione esplorativa istituzionale a Damasco, per organizzare (2) l'attività di inchiesta diagnostica. Allo stato attuale le attività (1) e (2), missione preliminare e diagnosi, sono terminate.

In conclusione si svolgerà (3) un seminario con la partecipazione delle aziende ASSOMAC e UNPAC (prodotti chimici).

L'agenda della missione diagnostica

Le agenzie e le imprese partecipanti:

Agenzie

- 1) ICE Damasco a supporto delle missioni italiane
- 2) Chamber of Industry e Tanning Committee of the Chamber of Industry
- 3) Adra Industrial Area Agency

Concerie

- 4) Al Maha Company
- 5) Dunno Company
- 6) Al Amira Company
- 7) Abdulaal Company

2. L'inchiesta diagnostica

La filiera pelle calzatura della Siria

Il settore della calzatura è uno dei maggiori settori produttivi della **Siria**. La produzione calzaturiera è in forte crescita e gode di un buon momento congiunturale. Vista l'importanza che i settori rivestono per l'economia siriana detti settori vanno considerati protetti ed è tassativamente vietata l'importazione di prodotti finiti in pelle, fatta eccezione per quelli provenienti dai paesi arabi, che godono anche di riduzioni tariffarie.

La **Siria** alimenta la propria produzione calzaturiera industriale e artigiana con un settore intermedio forte di oltre 120 concerie e 48 milioni di piedi quadrati annui di pelli conciate. La capacità produttiva calzaturiera "ufficialmente registrata" è di 36 milioni di paia annui, quasi 16 milioni delle quali sono esportate soprattutto nei paesi limitrofi. Il volume di consumo locale e commercio all'esportazione informale è probabilmente superiore ai 20 milioni di paia, includendo i distretti di Damasco, Aleppo, Homs, Sweida e Dar'a, se si calcola che la produzione reale di soles di gomma e materiale sintetico nel paese è di oltre 56 milioni di paia.

Settore	Dimensioni	Numero imprese	Prodotti	Unità di misura	Produzione e vendite	Prezzi medi	Fatturato (milioni)	Totale impiego
Calzaturifici	Informale	2.000	calzature	milioni di paia	20,00	€6,00	€120,00	10.000
Calzaturifici	Medio	4.106	calzature	milioni di paia	36,00	€6,00	€290,00	46.000
Commercio	Informale		calzature	milioni di paia	16,00	€11,00	€176,00	4.000
Commercio	Strutturato	3.060	calzature	milioni di paia	20,60	€11,00	€226,00	6.000
Concerie	Medio	120	pelli conciate	milioni piedi quadrati	48,10		€31,00	6.000
Grezzisti	Medio	12	pelli grezze	migliaia tonnellate	15,50		€15,60	600
Materie prime	Medio	32	articoli calzatura				€14,90	4.200

Le concerie di Damasco

Nell'area di Adra è previsto l'insediamento di 80 concerie provenienti dalla vecchia zona industriale della città di Damasco. Attualmente solo 13 concerie sono operative ad Adra. Il vecchio distretto è chiuso e quindi si è verificata una situazione di scollamento della continuità produttiva. Le concerie che ancora non sono operative sono costrette a subaffittare le attività di concia presso altre concerie operanti nella zona di Aleppo.

Le concherie di Damasco, prima del trasferimento ad Adra, avevano una capacità produttiva installata di 1.000 tonnellate di grezzo al giorno, suddivisi tra circa 80 imprese che impiegavano in media 30 persone ciascuna.

Servizi del distretto di Adra

- 1) Il Governo siriano ha imposto la chiusura del distretto di Zablatan ed ha provveduto a lottizzare l'area di Adra vendendo il terreno ad un prezzo molto favorevole. Sembra che il rapporto tra il prezzo di mercato ed il prezzo realmente pagato per il terreno dove insediare le concherie sia di 4 contro 1. Non sono state previste altre facilitazioni.
- 2) Il distretto industriale di Adra comprende i settori meccanico, pelle e calzatura, zootecnia, tessile, cementiero e chimico. L'area è molto vasta, scarsi sono i sistemi organizzati di trasporto pubblico, spesso demandato alla singola impresa. Esiste solo una stazione ferroviaria sulla linea diretta in Libano, limitata al trasporto merci.
- 3) La fornitura di acqua per uso industriale è garantita dalla struttura governativa di distretto tramite il centro direzionale della zona industriale.
- 4) L'impianto di depurazione è stato costruito dal settore pubblico (appaltato ad una struttura di engineering turca) ed è tuttora di proprietà pubblica. Il depuratore dipende dal centro direzionale del distretto industriale, che è totalmente espressione del settore pubblico. Il depuratore attuale, appena costruito, si pensa possa essere insufficiente per trattare l'acqua di scarico quando si produrrà di nuovo a pieno ritmo: circa 40 mc per tonnellata di pelle lavorata.
- 5) Per il momento non sono previsti costi aggiuntivi sia per il trattamento di depurazione che per lo smaltimento dei rifiuti solidi
- 6) L'approvvigionamento dell'acqua ha un costo medio di 30 lire-siriane m³. Alcune unità produttive hanno preso in considerazione l'utilizzo di acqua da pozzi propri, ma la qualità della stessa incide negativamente sulla qualità del prodotto finale.
- 7) L'energia elettrica è distribuita ad alto voltaggio ed ogni impresa deve costruire la propria cabina di trasformazione con costi tali da rendere competitiva la possibilità di integrazione attraverso generatori alimentati a gasolio.

Metodologia della diagnosi.

La metodologia è quella dell'analisi competitiva, che valuta i punti di forza, di debolezza, opportunità e rischi.

Lo scopo dell'analisi competitiva è migliorare il rendimento economico dell'impresa, consentendo al management di fondare la propria leadership e le proprie strategie su una visione più realistica dei mercati, delle opportunità e dei rischi influenzati dai competitori e dalla dinamica concorrenziale.

Il risultato della diagnosi è una "Gap analysis" tesa a permettere lo sviluppo di strategie e di piani per consentire il raggiungimento degli obiettivi individuati. La diagnosi predispone a:

- **Impostazione degli obiettivi** - la definizione di ciò che manca all'organizzazione d'impresa nel suo insieme per competere a livello globale

- **Scansione ambientale** – le valutazioni all'interno dell'organizzazione dei punti di forza e debolezza
- **Analisi delle strategie esistenti** – ciò può comprendere l'analisi del divario dovuto ai fattori ambientali
- **Questioni strategiche definite** - fattori chiave per lo sviluppo di un piano aziendale che deve essere affrontato con l'organizzazione
- **Sviluppo di nuove strategie** – la revisione dell'analisi di questioni strategiche può comportare la necessità di modificare gli obiettivi
- **Definizione dei fattori critici di successo** - il raggiungimento degli obiettivi e la strategia di attuazione
- **Preparazione di informazioni operative**, delle risorse, dei progetti per i piani di attuazione della strategia

3. Il Distretto

Alcune Immagini del distretto



Stato delle Aziende in costruzione



Impianto di Trattamento



4. Programma di Lavoro dell'inchiesta

COMPANY TANNING DISTRICT ADRA

Damascus-Adra, 25-30 MAY 2010

Tuesday 25th May 2010

- 9.15 Meeting with Italian Trade Commission of Damascus and with interpreter at Lobby of Cham Palace Hotel of Damascus and transfer to Chamber of Industry.
- 10.00-11.00 Meeting with Eng. Ayiman Mawalawi – General Secretary of the Chamber of Industry



Damascus Chamber of Industry

ENG. M. AYIMAN MADULAWI
General Secretary

Damascus - Tel. 2216829
Off. 6711830
Mobile 0944 21 88 87
Fax ++963 11 6711829
E-mail: ayiman@maoulawi.com

and Dr. Dunno – President of the Tanning Committee – (Location: Damascus Chamber of Industry)

11.00-12.00 Transfer to Adra Industrial Zone

12.00-13.30 Meeting with Ziad Baddour General Director of Adra Industrial Area



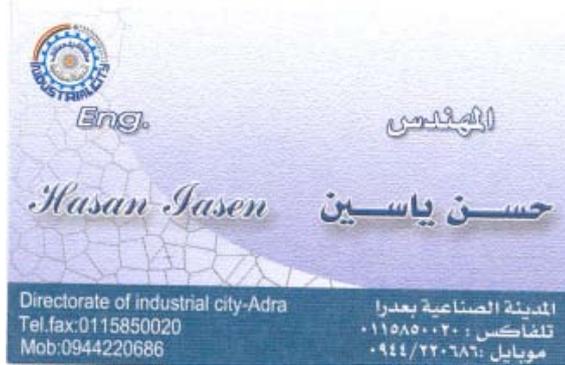
- 13.30-14.00 Lunch Break
- 14.00-18.00 Dunno Company -*Check up*
- Al Maha Company -*Check up*
- 20.30 Business Dinner with Chamber of Industry and Tanning Committee of the Chamber .

Wednesday 26th May 2010

- 9.00-13.00 Rateb Mohyi Aldin & Bros. Company - *Check up*
- 13.00-14.00 Lunch Break
- 14.00-18.00 Al Amira Company - *Check up*

Thursday 27th May 2010

- 9.00-13.00 Visit to the Water Treatment Implant



13.00-14.00 Lunch Break

14.00-18.00 Other Interviews

Al Amira Co. – Check up

Saturday 29th May 2010

9.00 Abdul Aal Company – Check up

11.00-18.00 Encounter with Owners of other Companies not yet installed with Machinery in Adra

20.00 Business dinner with Chamber of Industry and Tanning Committee of the

Sunday 30th May 2010

11.00 Meeting with Tanning Committee and Chamber of Industry of Damascus and discussion of results of check up – (Location: ICE Office Damascus)

14.00 Conclusion and finalizing the project for Seminar and B2B meeting

5. Risultati della diagnosi

Premesso che le imprese intervistate sono in una situazione di impasse dovuta ad uno spostamento forzato che non ha permesso una programmazione temporale del ricollocamento, e che la produzione locale risulta attualmente seriamente compromessa, tanto che alcune imprese hanno proseguito le lavorazioni in conchiere esterne (i.e. Aleppo) pur di mantenere fede alle commesse ricevute.

Stimiamo che la situazione locale possa avviarsi ad una reale fase di assestamento non prima della fine del 2010.

Pertanto possiamo evidenziare alcuni aspetti che accomunano le imprese del distretto, cercando di sottolineare le necessità, differenziandole in due macro aree di intervento:

Aspetti generali di distretto

Energetico: tutte le imprese hanno di fronte il problema di dover decidere sull'opportunità di utilizzare mezzi propri (generatori) o la cabina di trasformazione di rete con necessario bilancio di costi.

Risorsa primaria: la problematica dell'acqua del nuovo distretto vincola le aziende all'utilizzo del sistema pubblico, in quanto le prime prove di uso dei pozzi locali impattano in modo determinate sulla qualità della produzione.

Implementazioni: la maggioranza delle strutture industriali visitate non prevedono sistemi di produzione energetica alternativi alle fonti fossili (tipo solare-eolico).

Aspetti generali di produzione

Lay-out trattamento reflui: non è previsto un sistema di pretrattamento delle acque, pertanto l'intero onere sarà a carico dell'impianto centralizzato di cui è difficile stimare l'efficacia a pieno regime. Ad oggi, inoltre, non è previsto un sistema di recupero del cromo.

Lay-out processo (fase umida): la quasi totalità delle imprese visitate non ha previsto sistemi di riciclo ed esaurimento dei bagni nella fase umida, con conseguente difficile controllo del consumo di acqua (media prevista 40-50 m³/ton)

Lay-out processo (finito): attualmente le strutture delle imprese sono ad uno stato di avanzamento lavori che non permette di valutare con accuratezza come saranno impostati i sistemi di contenimento degli **areiformi** (sistemi di aspirazione) e di controllo delle fasi di essiccazione, necessari per garantire una qualità costante del processo di lavorazione su cicli continui.

6. Conclusioni

PUNTI RILEVANTI

Nel complesso, le caratteristiche dei pochi articoli finiti ispezionabili (sia bovino che ovo caprino) sono discreti. Tuttavia margini di miglioramento sono ancora possibili, rispetto alla qualità delle concerie di livello medio alto. Significativo è il fatto che i mercati di sbocco dell'articolo finito sono principalmente l'area mediorientale e dei paesi dell'Asia centrale (ex Unione Sovietica).

Gli obiettivi espressi dagli imprenditori intervistati riguardano la necessità di competere a livello internazionale soprattutto nel mercato di consumo occidentale. Quindi saranno necessari interventi per colmare il gap tecnologico per reggere il confronto con produzioni dirette ai mercati di consumo del mondo ricco.

Per ottenere il miglioramento necessario sul piano della competitività appare importante la proposta della creazione del laboratorio tecnico sperimentale applicativo offerto da ASSOMAC. Tale laboratorio è anche necessario per promuovere la formazione di figure professionali dirette alla gestione delle imprese, al fine di ottenere maggiore produttività e di migliorare le competenze tecniche specifiche relative a chimica di concia, tecnologia e gestione.

Non può essere trascurato il fatto che molte imprese locali operano come mercato di outsourcing a beneficio di distretti produttivi specializzati nelle pelli finite, quali l'area di Solofra.

La qualità deve essere considerata in senso globale, pertanto gli obiettivi innovativi per la lavorazione delle pelli devono soddisfare alcuni requisiti:

- i. tendenze di moda,
- ii. parametri chimici e parametri meccanico-fisici, suddivisi secondo i diversi articoli da produrre
 - salvaguardia delle risorse naturali (acque, aria, suolo: processi eco-compatibili)
- iii. tutela della salute dei consumatori (limitando la presenza nella pelle di sostanze tossiche: processo eco-compatibile)
- iv. razionalizzazione dei costi di produzione.

Da questi punti di vista, le imprese che sono già state rilocate non sono facilmente valutabili, perché le loro strutture ed il loro assetto produttivo non sono completi.

Apparentemente, molti "lay out" di fabbrica non sono stati studiati a priori, ma derivano da alcune impostazioni storiche già presenti negli impianti che sono stati abbandonati.

MECCANICA:

le macchine (quelle visibili al momento) dedicate alla produzione evidenziano due aspetti negativi che compromettono la qualità delle produzioni e pure intralciano i potenziali piani di ampliamento e di aumento della produzione.

Il parco macchine visionato è ancora datato (media 25 anni di costruzione), nonostante le infrastrutture siano nuove. Le caratteristiche di produttività e di precisione, oltre che di consumo energetico sono decisamente tarate sulla efficienza minima possibile.

Alcune macchine revisionate di origine turca e iraniana sono gestite in assenza di assistenza tecnica e di ricambi. Da questa devolezza tecnico gestionale si rafforza la necessità di poter utilizzare la linea di credito proposta dall'accordo: per la quale linea gli imprenditori locali sollecitano informazioni.

Le infrastrutture di fabbrica, disegno e impianti di base, sono state completate nello stile "work in progress", senza uno studio preliminare. Solo due conterie sulle dieci che sono state ispezionate presentano un lay-out di produzione che tiene conto degli obiettivi produttivi e della efficienza organizzativa. Le due conterie migliori hanno suddiviso i reparti in modo netto, distinguendo tra (1) fresco, (2) wet-blue (completando la riviera) e (3) rifinitura.

La logistica interna è casuale oltre che manuale o al massimo coadiuvata da strumenti molto semplici come carrelli e piattaforme per carico e scarico.

Non risulti i problemi di sicurezza collegati al funzionamento delle macchine, in particolare delle macchine scarnatrici e rasatrici, laddove i rischi di incidenti sono più frequenti.

CHIMICA:

I prodotti chimici utilizzati nel processo conciario sono di importazione. Pertanto la fase di progettazione della rifinitura e dell'apprettatura degli articoli rifiniti diretti ai calzaturifici o alle pelletterie è totalmente delegata ai fornitori dei prodotti chimici stessi.

Questa dipendenza dal mercato dei fornitori di prodotti chimici per quel che riguarda la messa a punto e la sperimentazione della produzione su verifica in parte anche nei settori più avanzati, come i distretti italiani della concia, tuttavia nelle imprese più avanzate sono presenti risorse umane con competenza altamente specializzate in grado di dialogare tecnicamente con i fornitori della tecnologia chimica in modo di poter rendere molto flessibile ed evolutiva la produzione in relazione alle tendenze del mercato di consumo.

CONTROLLO QUALITA'

Il controllo di qualità del prodotto finito (sia rifinito che wet-blue) si basa sulla valutazione visiva e superficiale dello spessore, dei difetti, del colore, o in caso di wet blue del solo pH. Non sono previsti controlli più accurati di tipo chimico fisico, quali ad esempio sono il contenuto di ossido di cromo oppure la resistenza allo strappo.

Ai fini del controllo di qualità, la scelta delle pelli si basa su sistemi empirici molto datati e vincolati all'esperienza soggettiva.

Al fine di migliorare il sistema del controllo di qualità in tutte le imprese, il Comitato dei conciatori locali richiede che il laboratorio applicativo contenga anche funzioni di laboratorio di controllo di qualità.

Il “Damasco Leather Service Centre”

Il laboratorio tecnologico sperimentale applicativo è quella di aiutare le concerie del distretto a migliorare la qualità e la produttività dei prodotti attualmente in produzione ed eventualmente a sperimentare innovazione dei prodotti o dei processi.

La struttura del laboratorio così concepito si organizza per rispondere ai servizi di volta in volta richiesti dalle singole imprese.

Per un aumento generale della produttività ed in assenza di richieste specifiche, le macchine scelte per equipaggiare il laboratorio seguono in modo rilevante l'itinerario dei processi produttivi ora utilizzati: concia, riconcia e rifinitura.

In futuro sarà utile prendere in considerazione l'ipotesi di una evoluzione del laboratorio nel senso del suo utilizzo per la formazione di personale dirigente e tecnico specializzato, ampliandone l'applicazione alle fasi meccaniche (esempio: scarnatura, spaccatura, rasatura, palissonatura, tamponatura, ecc...).

7. Allegato: verbali delle inchieste

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Abdul Aal Co.

Year of establishment dai nonni

Address Adra New Industry Syria, Damascus

Telephone +963 11 4541300

FAX +963 11 4541600

E.mail bashar@abdulaal.com

Ownership Bashar Abdul Aal, Owner

Director _____



Economic data

	2007	2008	2009
Yearly turnover (local currency)	_____	_____	1.000.000 €
Export % on turnover	_____	_____	20%-40%
Outlet markets (%)	Europe _____ Asia _____	Africa _____ America _____	
Working Area covered (sq.mt)	Others <u>Arabia, Russia</u> 900 sq.mt		
Employees and workers	_____	18	Expected variation % _____ 50%
Yearly days worked	_____ 300		

Additional Information

L'impresa è divisa in 3 lotti: 1- vegetale;

2- cromo;

3-finito;

Preliminary interview with the management

Participation to the initiative

Reasons

Objectives

Expectations

Soprattutto dall'Italia

Structure of Production

Area covered (sq. mt.)

		Present Situation	New Location
Storehouses	total	_____	_____
	Raw materials	_____	_____
	Chemical products	_____	200 m2
	Final products	_____	_____
Process	total	_____	_____
	Beam house	_____	_____
	Pre-finishing	_____	_____
	Finishing	_____	_____
Laboratory		_____	600 m2
Waste treatment		_____	separazione della fase solida
Offices		_____	10%-15%
Land cost (sq.mt)		100000\$	260000\$
Construction cost (sq.mt)		_____	_____
		_____	800000 \$ (ad oggi)

Consumption

		Present Situation	New Location
Water	mc/day	100 - 150 mc / day	1 ton / m ³ 50
Waste cost			m ³ / 30 lire Siriane
Solid treatment %			non determinato
Liquid treatment %		in passato a Damasco pagavano 300 \$ al mese	non determinato

Energy

		Present Situation	New Location
Electricity	Kw	40 kWh Amp___	400 - 500 Kw da cabian di trasforma
Fuel			
Gas			

Other

Non sono previsti incentivi per di autoproduzione da risorse rinnovabili (Fotovoltaico / Eolico); Riscaldamento H₂O (solare);

Data of Production

Characteristic of Production

Actual production

Daily _____
 Monthly _____
 Annual _____

Expected production

Daily _____
 Monthly _____
 Annual 3.000.000 sq / ft

Quality of hides and skins

1° grade	%	50
2° grade	%	50
3° grade	%	
4° grade	%	

Process characteristics

Type of process (indicate the beginning and the end of the process)

raw material **X**
 pickled
 wet blue **X**
 crust **X**
 finishing

Type of raw material

Cow hide **X** Sheep & goat skin **X** Reptile
 Wool sheep Camels Other

Type of conservation

Fresh **X**
 Salted fresh **X**
 Salted dry **X**
 Dry **X**

Suppliers

Hide and skin cost

Cows _____ Sheep & goat _____ Reptile _____
 Wool sheep _____ Camels _____ Other _____

Number of suppliers _____

domestic % _____
 foreign % _____

Chemical products

Number of suppliers _____ 2

domestic _____
 foreign 100% _____

Machines

Process	Phase	Machines used	Number	Forecast
Wet. Dept.	Soaking	_____	_____	_____
	Liming	_____	_____	_____
	Fleshing	_____	_____	_____
	Splitting	_____	_____	_____
	Scudding	_____	_____	_____
	Deliming	Bottali	18	22
	Pickling	_____	_____	_____
	Tanning	_____	_____	_____
Pre-finishing	Drying	_____	_____	_____
	Splitting	_____	_____	1
	Shaving	_____	_____	_____
	Neutralization	_____	_____	_____
	Re-tanning	_____	_____	_____
	Fatliquoring	_____	_____	_____
	Setting-out	_____	_____	_____
	Drying	_____	_____	_____
	Drying	_____	_____	_____
Finishing	Conditioning	_____	_____	1
	Staking	_____	_____	_____
	Toggli	_____	_____	_____
	Buffing	_____	_____	_____
	De-dusting	_____	_____	_____
	Coating	_____	_____	_____
	Embossing	_____	_____	_____
	Finishing	_____	_____	_____
	Ironing	_____	_____	_____
	Measuring	_____	_____	_____
Other	_____			

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

Maintenance

Technology investment

Safety

Quality control

raw material

productive process

final product

Waste treatment

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decreasing	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decreasing	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES

NO

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- quality
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager _____
 Production workers _____
 beam house _____
 pre-finishing _____
 finishing _____
 Technicians _____
 Maintenance workers _____
 Employees _____
 Apprentices _____

Average age of the workers

< 30 years % _____
 > 50 years % _____

Working days

Annual working days
 Daily working hours
 Holidays
 Abstenteeism
 Turnover

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

Training level

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths S	Weaknesses W	Opportunities O	Threats T
Fixed Assets				
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonolgy				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials				
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products				
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market				
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Abdul Malik & Mohamed Majid Denno Co.

Year of establishment _____

Address Adra Free Zone, Syria, Damascus

Telephone +963 11 4626934 FAX +963 11 4611137 E.mail _____

Ownership _____

Director Malik Denno, Partner presidente del Tanning Committe

Economic data

	2007	2008	2009
Yearly turnover (local currencj)	_____	_____	_____
Export % on turnover	_____	_____	<u>10-20%</u>
Outlet markets (%)	Europe <u>50%</u> Asia _____ Others <u>50% Arabia</u>	Africa _____ America _____	_____
Working Area covered (sq.mt))	<u>2500,00</u>	_____	_____
Employees and workers	<u>15-20</u>	_____	Expected variation %
Yearly days worked	<u>300</u>	_____	_____

Additional Information

La forzatura nello spostamento in pochi mesi non ha permesso la programmazione delle fasi di start up della produzione che attualmente è solo parziale

Preliminary interview with the management

Participation to the initiative

Reasons

E' interesse dell'azienda partecipare all'iniziativa al fine di verificare la presenza di eventuali opportunità di implementazioni

Objectives

L'obiettivo dell'iniziativa risulta non chiaro

Expectations

Structure of Production

Area covered (sq. mt.)

		Present Situation	New Location 2500 m2
Storehouses	total		
	Raw materials		
	Chemical products		
	Final products		
Process	total		
	Beam house		
	Pre-finishing		
	Finishing		
Laboratory			
Waste treatment			
Offices			
Land cost (sq.mt)			Totale 35 milion
Construction cost (sq.mt)			solo la parte edile

Consumption

		Present Situation	New Location
Water	mc/day	_____	1 ton 40 60m ³
Waste cost		_____	1m ³ 30 lire Siriane
Solid treatment %		_____	tariffa non ancora
Liquid treatment %		_____	_____

Energy

		Present Situation	New Location
Electricity	Kw	_____ 400 Amp_____	_____ Kw 400 con motori
Fuel		_____	_____
Gas		_____	incidenza 2lire Siria

la fornitura elettrica non è arrivata

Other

Riciclo dei bagni non previsto

Data of Production

Characteristic of Production

Actual production

Daily 1500/2000 sq ft

Monthly - _____

Annual - _____

Expected production

Daily 6000 sq ft diviso su due aree

Monthly - _____

Annual - _____

Quality of hides and skins

1° grade % _____

2° grade % _____

3° grade % _____

4° grade % _____

Process characteristics

Type of process (indicate the beginning and the end of the process)

raw material	<input type="checkbox"/>	X
pickled	<input type="checkbox"/>	X
wet blue	<input type="checkbox"/>	X
crust	<input type="checkbox"/>	X
finishing	<input type="checkbox"/>	X

Type of raw material

Cow hide	<input type="checkbox"/>	X	Sheep & goat skin	<input type="checkbox"/>	X	Reptile
Wool sheep	<input type="checkbox"/>		Camels	<input type="checkbox"/>		Other

Type of conservation

Fresh	<input type="checkbox"/>	X
Salted fresh	<input type="checkbox"/>	X
Salted dry	<input type="checkbox"/>	X
Dry	<input type="checkbox"/>	

Suppliers

Hide and skin cost

Cows	_____	Sheep & goat	_____	Prodotto locale 2\$/kg grezzo sale	Reptile
Wool sheep	_____	Camels	_____		Other

Number of suppliers

domestic	%	80%
foreign	%	20%

Chemical products

Number of suppliers

2

domestic	_____
foreign	100%

Machines

Process	Phase	Machines used	Number
Wet. Dept.	Soaking	ASPI	9
	Liming		
	Fleshing		2
	Splitting	BOTTALI	8
	Scudding		
	Deliming		
	Pickling		
	Tanning		
Pre-finishing	Drying	Sottovuoto	1
	Splitting		
	Shaving		2
	Neutralization		
	Re-tanning		
	Fatliquoring		
	Setting-out		1
	Drying		
	Drying		
Finishing	Conditioning	Rotopress	1
	Staking		
	Togglig		
	Buffing	Press	1
	De-dusting		
	Coating		
	Embossing		
	Finishing		
	Ironing		1
	Measuring		1

Other Le macchine sono principalmente ricondizionate dalla Turchia, alcune sono italiane

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

The Production state is quite old

Maintenance

Maintenanc is made by internal people

Technology investment

Safety

Nessuna protezione

Quality control

raw material

tested by oners

productive process

final product

mesuring

Waste treatment

Non sono previsti sistemi interni incluso recupero del cromo ed esaurimento bagni

Final observations

Market and competition

The market

Description of the domestic

La domanda interna è insufficiente

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

Non riconoscono il valore a livello mondiale

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES X

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- X quality
- stock/delivery time
- X reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Gestione totale con il fratello

Board of Directors members and their charges

Positions

Manager	_____	
Production workers	_____	
beam house	_____	3
pre-finishing	_____	3 per il sistema sottovuoto
finishing	_____	2-3 per gli spruzzi
Technicians	_____	
Maintenance workers	_____	
Employees	_____	
Apprentices	_____	

Average age of the workers

< 30 years	%	_____ 50%	salary 300\$ +150 tassazione
> 50 years	%	_____ 50%	

Working days

Annual working days	_____	300
Daily working hours		
Holidays		
Abstenteeism		
Turnover		

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

Training level

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths S	Weaknesses W	Opportunities O	Threats T
Fixed Assets				
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonlogy				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials				
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products				
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market				
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

50%

i lire Siriane

23 milioni

ora stabilita

ine per piede

produttive

□
□

=====
=====

NO

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Al Amira Co.

Year of establishment _____

Address Al Abed St. Alkhadialfadel, Damascus

Telephone +963 11 5219260 FAX +963 11 5224221 E.mail mjazmaty@net.sy

Ownership Ahmad Aljazmati, Owner

Director _____

Economic data

	2007	2008	2009
Yearly turnover (local currencj)	_____	_____	_____
Export % on turnover	_____	_____	60%
Outlet markets (%)	Europe _____	Africa _____	
	Asia _____	America _____	
	Others <u>100% Paesi Arabi</u>		
Working Area covered (sq.mt))	<u>1800 mq</u>		
Employees and workers	<u>15</u>	Expected variation %	
Yearly days worked	<u>365</u>		

Additional Information

Molto interessante è la visione della situazione in generale

Preliminary interview with the management

Participation to the initiative

Reasons

Objectives

Expectations

Consolidare i rapporti

Structure of Production

Area covered (sq. mt.)

Present Situation

New Location

Storehouses	total	_____	200
	Raw materials	_____	
	Chemical products	_____	
	Final products	_____	
Process	total	_____	
	Beam house	_____	1000
	Pre-finishing	_____	
	Finishing	_____	600
Laboratory		_____	
Waste treatment		_____	diretto
Offices		_____	
Land cost (sq.mt)		_____	
Construction cost (sq.mt)		_____	

Consumption

		Present Situation	New Location
Water	mc/day	_____	1 tom 50 / 60 m ³
Waste cost		_____	1 m ³ 30 lire S
Solid treatment %		_____	Nessun costo da c
Liquid treatment %		_____	Nessun costo da c

Energy

		Present Situation	New Location
Electricity	Kw _____ Amp____		Kw Non ancora defini
Fuel		_____	_____
Gas		_____	_____

Other

Data of Production

Characteristic of Production

Actual production

Daily	_____
Monthly	_____
Annual	400 000 -500 000 ft / sq

Expected production

Daily	_____
Monthly	_____
Annual	25%

Quality of hides and skins

1° grade	% _____
2° grade	% _____
3° grade	% _____
4° grade	% _____

Process characteristics

Type of process (indicate the beginning and the end of the process)

raw material	<input type="checkbox"/>	x
pickled	<input type="checkbox"/>	x
wet blue	<input type="checkbox"/>	x
crust	<input type="checkbox"/>	x
finishing	<input type="checkbox"/>	x

Type of raw material

Cow hide	<input type="checkbox"/>	x	Sheep & goat skin	<input type="checkbox"/>	x	Reptile
Wool sheep	<input type="checkbox"/>		Camels	<input type="checkbox"/>		Other

Type of conservation

Fresh	<input type="checkbox"/>	x
Salted fresh	<input type="checkbox"/>	x
Salted dry	<input type="checkbox"/>	x
Dry	<input type="checkbox"/>	x

Suppliers

Hide and skin cost

Cows	_____	Sheep & goat	_____	Reptile
Wool sheep	_____	Camels	_____	Other

Number of suppliers 2 (Turchia, Italia)

domestic	%	_____
foreign	%	100%

Chemical products

Number of suppliers 2

domestic	_____
foreign	100% (tedesco)

Machines

Process	Phase	Machines used	Number
Wet. Dept.	Soaking	_____	_____
	Liming	_____	_____
	Fleshing	_____	_____
	Splitting	Bottali	10
	Scudding	_____	_____
	Deliming	_____	_____
	Pickling	_____	_____
	Tanning	_____	_____
Pre-finishing	Drying	_____	_____
	Splitting	_____	_____
	Shaving	_____	_____
	Neutralization	_____	_____
	Re-tanning	_____	_____
	Fatliquoring	_____	_____
	Setting-out	_____	_____
	Drying	_____	_____
	Drying	_____	_____
Finishing	Conditioning	_____	_____
	Staking	_____	_____
	Togglig	_____	_____
	Buffing	_____	_____
	De-dusting	_____	_____
	Coating	_____	_____
	Embossing	_____	_____
	Finishing	_____	_____
	Ironing	_____	_____
	Measuring	_____	_____

Other Macchine in prevalenza turche. Principalmente Roll-Coated

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Soprattutto per prodotti calzaturieri di qualità

Machines performance

Production state

Maintenance

Reparto interno di ingegneri

Technology investment

Safety

Quality control

raw material

productive process

final product

Waste treatment

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Qualità

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decreasing	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decreasing	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Libano. E' diminuita la competizione di Turchia.

Quindi la Siria si sta organizzando e molto probabilmente diventerà l'area di produzione più importante.

Future strategies

The company will produce for the same market in the next 5/10 years

YES

Expected changes in the future strategy from a geographic point of view

In the market segment

Si sta aprendo con la Russia

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- quality
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Grande coinvolgimento

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager	_____
Production workers	_____
	beam house _____
	pre-finishing _____
	finishing _____
Technicians	_____
Maintenance workers	_____
Employees	_____
Apprentices	_____

Average age of the workers

< 30 years	% <u>100% tra 20</u>
> 50 years	% <u>e 40 anni</u>

Working days

Annual working days	
Daily working hours	
Holidays	da decidere in base alla quantità di lavoro
Abstenteeism	
Turnover	

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

<u>Training level</u>	Si ai corsi
_____	_____
_____	_____

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths	Weaknesses	Opportunities	Threats
	S	W	O	T
Fixed Assets				
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonlogy				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials				
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products				
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market				
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

50%

definire

definire

ito in base di par

--

□
□

=====
=====

NO

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Al Maha Co.

Year of establishment _____

Address _____

Telephone +963 11 _____ FAX +963 11 4633933 E.mail haitham.jalanbo@hotmail.it

Ownership _____

Director Haitham Jalanbo

Economic data

	2007	2008	2009
Yearly turnover (local currency)	_____	_____	_____
Export % on turnover	_____	_____	100%
Outlet markets (%)	Europe	80%	Africa
	Asia	20%	America
	Others	_____	_____
	_____	_____	_____
Working Area covered (sq.mt))	5200	_____	_____
Employees and workers	100	Expected variation %	50%
Yearly days worked	300	_____	_____

Additional Information

Preliminary interview with the management

Participation to the initiative

Reasons

Objectives

Expectations

Linea preferenzialmente con l'Italia

Structure of Production

Area covered (sq. mt.)

Present Situation

New Location

Storehouses total

Raw materials

Chemical products

Final products

Process total

Beam house

Pre-finishing

Finishing

Laboratory

Waste treatment

Offices

Land cost (sq.mt)

Construction cost (sq.mt)

$\frac{1}{3}$

2 milioni \$

Finito Edile

Consumption

		Present Situation	New Location
Water	mc/day	_____	1 ton / 50 m ³ _____
Waste cost		_____	1 m ³ 50 cent / t _____
Solid treatment %		_____	_____
Liquid treatment %		_____	_____

Energy

		Present Situation	New Location
Electricity	Kw	_____ Amp_____	Kw 500 _____
Fuel		_____	_____
Gas		_____	_____

Other

Data of Production

Characteristic of Production

Actual production		Expected production	
Daily	_____	Daily	40 000 sq / ft
Monthly	_____	Monthly	_____
Annual	_____	Annual	_____

Quality of hides and skins

1° grade	%	_____
2° grade	%	_____
3° grade	%	_____
4° grade	%	_____

Process characteristics

Type of process (indicate the beginning and the end of the process)

- raw material
- pickled
- wet blue
- crust
- finishing

Type of raw material

- | | | | | | |
|------------|--------------------------|-------------------|--------------------------|---------|--------------------------|
| Cow hide | <input type="checkbox"/> | Sheep & goat skin | <input type="checkbox"/> | Reptile | <input type="checkbox"/> |
| Wool sheep | <input type="checkbox"/> | Camels | <input type="checkbox"/> | Other | <input type="checkbox"/> |

Type of conservation

- Fresh
- Salted fresh
- Salted dry
- Dry

Suppliers

Hide and skin cost

- | | | | | | |
|------------|-------|--------------|-------|---------|-------|
| Cows | _____ | Sheep & goat | _____ | Reptile | _____ |
| Wool sheep | _____ | Camels | _____ | Other | _____ |

Number of suppliers _____

- | | | |
|----------|---|-----|
| domestic | % | 20% |
| foreign | % | 80% |

Chemical products

Number of suppliers _____

- | | |
|----------|-------|
| domestic | _____ |
| foreign | 100% |

Machines

Process	Phase	Machines used	Number	Forecast
Wet. Dept.	Soaking	_____	3	10
	Liming	_____		
	Fleshing	Bottali	6	20
	Splitting	_____		
	Scudding	_____		
	Deliming	_____		
	Pickling	_____		
	Tanning	_____		
Pre-finishing	Drying	_____		
	Splitting	_____		
	Shaving	_____		
	Neutralization	_____		
	Re-tanning	_____		
	Fatliquoring	_____		
	Setting-out	_____		
	Drying	_____		
	Drying	_____		
Finishing	Conditioning	_____		
	Staking	_____		
	Toggli	_____		
	Buffing	_____		
	De-dusting	_____		
	Coating	_____		
	Embossing	_____		
	Finishing	_____		
	Ironing	_____		
	Measuring	_____		
Other	_____			

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

Maintenance

Interna + formazione

Technology investment

Safety

Quality control

raw material

productive process

final product

Waste treatment

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

		domestic	foreign
local companies	small	<input type="checkbox"/>	<input type="checkbox"/>
	medium	<input type="checkbox"/>	<input type="checkbox"/>
	big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies	medium	<input type="checkbox"/>	<input type="checkbox"/>
	big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES

NO

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- quality
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager	_____
Production workers	_____
beam house	_____
pre-finishing	_____
finishing	_____
Technicians	_____
Maintenance workers	_____
Employees	_____
Apprentices	_____

Average age of the workers

< 30 years	%	_____
> 50 years	%	_____

Working days

- Annual working days
- Daily working hours
- Holidays
- Abstenteeism
- Turnover

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

Training level

Employment/training needs

Corsi di formazione

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths S	Weaknesses W	Opportunities O	Threats T
Fixed Assets				
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonology				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials				
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products				
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market				
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SYRIAN TANNING COMITEE

COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

DIAB AL-SHAMI SONS CO.
LEATHER TANNING
CHEMICAL & MACHINERY

Company name Diab Al-shami Sons Co.

Samir Shami
General Manager

Year of establishment _____

Address Zbltani, Damascus, Syria

Zbltani - Damascus - Syria
Tel. : 00963 11 4616090 E-mail : samir.s
Fax : 00963 11 4616083 w w w . diabals
Mob. : 00963 93 3211025 Skype : samirsl

Telephone +963 11 4616090 FAX +963 11 4616083 E.mail samir.shami@taras.com

Ownership _____

Director Samir Alshami, General Manager

Economic data

	2007	2008	2009
Yearly turnover (local currency)	_____	_____	2,5-3 milioni €
Export % on turnover	_____	_____	20%
Outlet markets (%)	Europe _____		Africa _____
	Asia _____		America _____
	Others _____		
Working Area covered (sq.mt))	_____		
Employees and workers	<u>100</u>		Expected variation %
Yearly days worked	<u>365</u>		

Additional Information

Legge che limita a 3 anni nuovi inserimenti nell'area perchè non si è certi che il sistema di depurazione sia in grado di sostenere o meno.

La stima dell'impianto di 5000 m³ per giorno non sembra sufficiente.

Preliminary interview with the management

Participation to the initiative

Reasons

La prietà è stata una delle promotrici dell'iniziativa ed ha seguito
il progetto di distretto dalle sue origini

Objectives

Expectations

Structure of Production

Area covered (sq. mt.)

		Present Situation	New Location
Storehouses	total		
	Raw materials		2500 m2
	Chemical products		
	Final products		
Process	total		
	Beam house		
	Pre-finishing		1000 m2
	Finishing		500 m2
Laboratory			
Waste treatment			
Offices			
Land cost (sq.mt)		15000 m ³	150000
Construction cost (sq.mt)			1, 5 milioni €

Consumption

		Present Situation	New Location
Water	mc/day	_____	_____
Waste cost		_____	_____
Solid treatment %		_____	_____
Liquid treatment %		_____	_____

Energy

		Present Situation	New Location
Electricity	Kw _____ Amp____	Kw _____	_____
Fuel		_____	_____
Gas		_____	

Other

Data of Production

Characteristic of Production

Actual production

Daily	_____
Monthly	_____
Annual	_____

Expected production

Daily	_____
Monthly	_____
Annual	_____

Quality of hides and skins

1° grade	%	_____
2° grade	%	_____
3° grade	%	_____
4° grade	%	_____

Process characteristics

Type of process (indicate the beginning and the end of the process)

raw material x
 pickled
 wet blue x
 crust
 finishing

Type of raw material

Cow hide x Sheep & goat skin Reptile
 Wool sheep Camels Other

Type of conservation

Fresh
 Salted fresh x
 Salted dry x
 Dry

Suppliers

Hide and skin cost

Cows _____ Sheep & goat _____ Reptile
 Wool sheep _____ Camels _____ Other

Number of suppliers _____

domestic % _____ 50%
 foreign % _____ 50%

Chemical products

Number of suppliers _____

domestic _____
 foreign _____

Machines

Process	Phase	Machines used	Number
Wet. Dept.	Soaking	_____	_____
	Liming	_____	_____
	Fleshing	_____	_____
	Splitting	_____	_____
	Scudding	_____	_____
	Deliming	_____	_____
	Pickling	_____	_____
	Tanning	_____	_____
Pre-finishing	Drying	_____	_____
	Splitting	_____	_____
	Shaving	_____	_____
	Neutralization	_____	_____
	Re-tanning	_____	_____
	Fatliquoring	_____	_____
	Setting-out	_____	_____
	Drying	_____	_____
	Drying	_____	_____
Finishing	Conditioning	_____	_____
	Staking	_____	_____
	Togglig	_____	_____
	Buffing	_____	_____
	De-dusting	_____	_____
	Coating	_____	_____
	Embossing	_____	_____
	Finishing	_____	_____
	Ironing	_____	_____
	Measuring	_____	_____

Other

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

Maintenance

Technology investment

Safety

Quality control

raw material

productive process

final product

Waste treatment

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- quality
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager	_____
Production workers	_____
beam house	_____
pre-finishing	_____
finishing	_____
Technicians	_____
Maintenance workers	_____
Employees	_____
Apprentices	_____

Average age of the workers

< 30 years	% _____
> 50 years	% _____

Working days

- Annual working days
- Daily working hours
- Holidays
- Abstenteeism
- Turnover

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

Training level _____

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths S	Weaknesses W	Opportunities O	Threats T
Fixed Assets				
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonolgy				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials				
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products				
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market				
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



ihami@tarassul.sy
ihamisons.com
hami

sul.sy

50%

□
□

=====
=====

NO

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Dlewaty Bros.

Year of establishment _____

Address Damascus & Aleppo

Telephone +963 11 5220749 FAX +963 11 5219420 E.mail dlewaty@scs-net.org

Ownership Maher Dlewaty

Director _____

Economic data

	2007	2008	2009
Yearly turnover (local currency)	_____	_____	_____
Export % on turnover	_____	_____	_____
Outlet markets (%)	Europe _____	Africa _____	
	Asia _____	America _____	
	Others _____		
Working Area covered (sq.mt))	<u>6000 sq.mt</u>		
Employees and workers	_____	Expected variation %	_____
Yearly days worked	_____		

Additional Information

Preliminary interview with the management

Participation to the initiative

Reasons

Objectives

Expectations

Structure of Production

Area covered (sq. mt.)

Present Situation

New Location

Storehouses

total

Raw materials

Chemical products

Final products

Process

total

Beam house

Pre-finishing

Finishing

Total Surface Factory

15200 sq.mt

Laboratory

Waste treatment

Offices

Land cost (sq.mt)

Construction cost (sq.mt)

Consumption

		Present Situation	New Location
Water	mc/day	_____	_____
Waste cost		_____	_____
Solid treatment %		_____	_____
Liquid treatment %		_____	_____

Energy

		Present Situation	New Location
Electricity	Kw	400 Kw Amp____	Kw _____
Fuel		_____	_____
Gas		_____	_____

Other

Data of Production

Characteristic of Production

Actual production		Expected production	
Daily	_____ 3000	Daily	_____
Monthly	_____	Monthly	_____
Annual	_____	Annual	_____

Quality of hides and skins

1° grade	%	_____
2° grade	%	_____
3° grade	%	_____
4° grade	%	_____

Process characteristics

Type of process (indicate the beginning and the end of the process) Forecast

raw material	<input type="checkbox"/>		
pickled	<input type="checkbox"/>		
wet blue	<input type="checkbox"/>	x	x
crust	<input type="checkbox"/>	x	x
finishing	<input type="checkbox"/>		x

Type of raw material

Cow hide	<input type="checkbox"/>	x	Sheep & goat skin	<input type="checkbox"/>	x	Reptile	<input type="checkbox"/>
Wool sheep	<input type="checkbox"/>		Camels	<input type="checkbox"/>		Other	<input type="checkbox"/>

Type of conservation

Fresh	<input type="checkbox"/>	x
Salted fresh	<input type="checkbox"/>	x
Salted dry	<input type="checkbox"/>	
Dry	<input type="checkbox"/>	

Suppliers

Hide and skin cost

Cows	_____	Sheep & goat	_____	Reptile	_____
Wool sheep	_____	Camels	_____	Other	_____

Number of suppliers _____

domestic % _____
foreign % _____

Chemical products

Number of suppliers _____

domestic _____
foreign _____

Machines

Process	Phase	Machines used	Number	Forecast
Wet. Dept.	Soaking	_____	_____	_____
	Liming	_____	_____	_____
	Fleshing	_____	_____	_____
	Splitting	_____	_____	_____
	Scudding	_____	_____	_____
	Deliming	_____	_____	_____
	Pickling	_____	_____	_____
	Tanning	_____	_____	_____
Pre-finishing	Drying	_____	_____	_____
	Splitting	_____	_____	_____
	Shaving	_____	_____	_____
	Neutralization	_____	_____	_____
	Re-tanning	_____	_____	_____
	Fatliquoring	_____	_____	_____
	Setting-out	_____	_____	_____
	Drying	_____	_____	_____
	Drying	_____	_____	_____
Finishing	Conditioning	_____	_____	_____
	Staking	_____	_____	_____
	Toggling	_____	_____	_____
	Buffing	_____	_____	_____
	De-dusting	_____	_____	_____
	Coating	_____	_____	_____
	Embossing	_____	_____	_____
	Finishing	_____	_____	_____
	Ironing	_____	_____	_____
	Measuring	_____	_____	_____
Other	_____			

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

Maintenance

Technology investment

Safety

Quality control

raw material

productive process

final product

Waste treatment

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES

NO

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- quality x
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager _____
 Production workers _____
 beam house _____
 pre-finishing _____
 finishing _____
 Technicians _____
 Maintenance workers _____
 Employees _____
 Apprentices _____

Average age of the workers

< 30 years % _____
 > 50 years % _____

Working days

Annual working days
 Daily working hours
 Holidays
 Abstenteeism
 Turnover

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

Training level

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths		Weaknesses		Opportunities: Threats	
	S		W		O	T
Fixed Assets						
Equipment	x					
Factory lay out						
Supplies & Services						
Production Equipment						
Machines						
Techonolgy						
Mechanical						
Chemical						
Information Technologies (IT)						
External Technology Services						
Management System						
Management Information						
In house Logistics						
Org-Chart						
Human Resources			x			x
In house Skills						
Availability of Skilled Workers						
Raw Materials	x		x			x
Raw Hides & Skins						
Supplies						
Finished Products						
Productivity						
Quality						
Innovation						
Market						
Market Environment						
Marketing						
Selling Activity						
Economic and Financial						
Economic Environment						
Financial strength						
Investments						
Financing Management						
Environment			x			
Environmental Policies						
Wastes						
Work safety						
Waste Recycling						
Effluent Treatment						
Energy						
Cost						
Availability						
Logistics						
General Infrastrucures						
International services						
Customs						
Outsourcing						
Domestic						
International						

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Jalanda Company

Year of establishment _____

Address Adra Free Zone, Damascus

Telephone +9443231656 FAX +963 11 4633933 E.mail haitham.jalanda@hotmail.com

Ownership Haitham

Director _____

Economic data

	2007	2008	2009
Yearly turnover (local currency)	_____	_____	_____
Export % on turnover	_____	_____	80%
Outlet markets (%)	Europe _____	Africa _____	
	Asia _____	America _____	
	Others _____		
Working Area covered (sq.mt)	5200 sq.mt _____		
Employees and workers	_____	Expected variation % _____	
Yearly days worked	300		

Additional Information

Preliminary interview with the management

Participation to the initiative

Reasons

Objectives

Expectations

Structure of Production

Area covered (sq. mt.)

Present Situation

New Location

Storehouses

total

Raw materials
Chemical products
Final products

Process

total

Beam house
Pre-finishing
Finishing

Total Surface Factory

Laboratory

Waste treatment

Offices

Land cost (sq.mt)

Construction cost (sq.mt)

	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____
	_____	_____

Consumption

		Present Situation	New Location
Water	mq/day	500 mq/day _____	_____
Waste cost		_____	_____
Solid treatment %		_____	_____
Liquid treatment %		_____	_____

Energy

		Present Situation	New Location
Electricity	Kw	600 KwH Amp____	Kw _____
Fuel		_____	_____
Gas		_____	_____

Other

Data of Production

Characteristic of Production

Actual production

Daily	_____
Monthly	_____
Annual	_____

Expected production

Daily	_____
Monthly	_____
Annual	_____

Quality of hides and skins

1° grade	%	_____
2° grade	%	_____
3° grade	%	_____
4° grade	%	_____

Process characteristics

Type of process (indicate the beginning and the end of the process)

Forecast

raw material	<input type="checkbox"/>	x	x
pickled	<input type="checkbox"/>	x	x
wet blue	<input type="checkbox"/>		x
crust	<input type="checkbox"/>	x	x
finishing	<input type="checkbox"/>	x	

Type of raw material

Cow hide	<input type="checkbox"/>	x	Sheep & goat skin	<input type="checkbox"/>	x	Reptile	<input type="checkbox"/>
Wool sheep	<input type="checkbox"/>		Camels	<input type="checkbox"/>		Other	<input type="checkbox"/>

Type of conservation

Fresh	<input type="checkbox"/>	x
Salted fresh	<input type="checkbox"/>	x
Salted dry	<input type="checkbox"/>	x
Dry	<input type="checkbox"/>	

Average Weight kg.

Cow	500 kg	goat/sheep
-----	--------	------------

Suppliers

Hide and skin cost

Cows	_____	Sheep & goat	_____	Reptile	_____
Wool sheep	_____	Camels	_____	Other	_____

Number of suppliers _____

domestic % _____

foreign % _____

Chemical products

Number of suppliers _____

domestic _____

foreign _____

Machines

Process	Phase	Machines used	Number	Forecast
Wet. Dept.	Soaking	_____	_____	_____
	Liming	_____	_____	_____
	Fleshing	_____	_____	_____
	Splitting	_____	_____	_____
	Scudding	_____	_____	_____
	Deliming	_____	_____	_____
	Pickling	_____	_____	_____
	Tanning	_____	_____	_____
Pre-finishing	Drying	_____	_____	_____
	Splitting	_____	_____	_____
	Shaving	_____	_____	_____
	Neutralization	_____	_____	_____
	Re-tanning	_____	_____	_____
	Fatliquoring	_____	_____	_____
	Setting-out	_____	_____	_____
	Drying	_____	_____	_____
	Drying	_____	_____	_____
Finishing	Conditioning	_____	_____	_____
	Staking	_____	_____	_____
	Togglig	_____	_____	_____
	Buffing	_____	_____	_____
	De-dusting	_____	_____	_____
	Coating	_____	_____	_____
	Embossing	_____	_____	_____
	Finishing	_____	_____	_____
	Ironing	_____	_____	_____
	Measuring	_____	_____	_____
Other	_____			

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

Maintenance

Technology investment

Safety

Quality control

raw material

productive process

final product

Waste treatment

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES

NO

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- quality
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager	_____
Production workers	_____
beam house	_____
pre-finishing	_____
finishing	_____
Technicians	_____
Maintenance workers	_____
Employees	_____
Apprentices	_____

Average age of the workers

< 30 years	% _____
> 50 years	% _____

Working days

- Annual working days
- Daily working hours
- Holidays
- Abstenteeism
- Turnover

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

Training level

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths S	Weaknesses W	Opportunities O	Threats T
Fixed Assets				
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonlogy				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials				
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products				
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market				
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Queen Leather

Year of establishment dai nonni anni fa

Address Dabbaghat - Adra

Telephone +963 11 4435416 FAX +963 11 5219241 E.mail _____

Ownership _____

Director Issam Ibrahim, General Manager

Economic data

	2007	2008	2009
Yearly turnover (local currency)	_____	_____	_____
Export % on turnover	_____	_____	75%
Outlet markets (%)	Europe _____	Africa _____	
	Asia _____	America _____	
	Others _____		
Working Area covered (sq.mt)	1000 sq.mt		Forecast: 3500 sq.mt
Employees and workers	_____	30	Expected variation %
Yearly days worked	_____	300	

Additional Information

Preliminary interview with the management

Participation to the initiative

Reasons

Objectives

Expectations

Structure of Production

Area covered (sq. mt.)

Present Situation

New Location

Storehouses

total

Raw materials

Chemical products

Final products

Process

total

Beam house

Pre-finishing

Finishing

Total Surface Factory

Laboratory

Waste treatment

Offices

Land cost (sq.mt)

Construction cost (sq.mt)

1500 sq.mt

5000 sq.mt

Consumption

		Present Situation	New Location
Water	mc/day	_____	_____
Waste cost		_____	_____
Solid treatment %		_____	_____
Liquid treatment %		_____	_____

Energy

		Present Situation	New Location
Electricity	Kw	_____ Amp_____	Kw _____
Fuel		_____	_____
Gas		_____	

Other

Data of Production

Characteristic of Production

Actual production

Daily	_____	250
Monthly	_____	
Annual	_____	

Expected production

Daily	_____	600
Monthly	_____	
Annual	_____	

Quality of hides and skins

1° grade	%	_____
2° grade	%	_____
3° grade	%	_____
4° grade	%	_____

Process characteristics

Type of process (indicate the beginning and the end of the process)

			Forecast	
raw material	<input type="checkbox"/>	x	x	
pickled	<input type="checkbox"/>	x	1 x	1
wet blue	<input type="checkbox"/>	x	2 x	2
crust	<input type="checkbox"/>	x	3 x	3
finishing	<input type="checkbox"/>	x	4 x	4

Type of raw material

Cow hide	<input type="checkbox"/>	x	Sheep & goat skin	<input type="checkbox"/>	x	Reptile
Wool sheep	<input type="checkbox"/>		Camels	<input type="checkbox"/>		Other

Type of conservation

Fresh	<input type="checkbox"/>	x
Salted fresh	<input type="checkbox"/>	x
Salted dry	<input type="checkbox"/>	x
Dry	<input type="checkbox"/>	x

Average Weight kg.

Cow 30kg goat/sheep 5/7 feet

NOTE: produzione vegetale e vogliono

Suppliers

Hide and skin cost

Cows	_____	Sheep & goat	_____	Reptile
Wool sheep	_____	Camels	_____	Other

Number of suppliers

domestic	%	_____	75
foreign	%	_____	25 (importati)

Chemical products

Number of suppliers

_____ 1

domestic	_____
foreign	_____ 100%

Machines

Process	Phase	Machines used	Number
			30%
Wet. Dept.	Soaking	_____	_____
	Liming	_____	_____
	Fleshing	_____	_____
	Splitting	_____	_____
	Scudding	Bottali _____	16
	Deliming	_____	_____
	Pickling	_____	_____
	Tanning	_____	_____
Pre-finishing	Drying	_____	_____
	Splitting	_____	_____
	Shaving	_____	_____
	Neutralization	_____	_____
	Re-tanning	_____	_____
	Fatliquoring	_____	_____
	Setting-out	_____	_____
	Drying	_____	_____
	Drying	_____	_____
Finishing	Conditioning	_____	_____
	Staking	_____	_____
	Togglig	_____	_____
	Buffing	_____	_____
	De-dusting	_____	_____
	Coating	_____	_____
	Embossing	_____	_____
	Finishing	_____	_____
	Ironing	_____	_____
	Measuring	_____	_____

Other

IF AVAILABLE: lay-out of production and departments organisation

Additonal informations of technical diagnostic

Equipment technical effectiveness and ageeing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

Maintenance

Ufficio di manutenzione interno

Technology investment

Wet Withe

Safety

Quality control

raw material

productive process

final product

Waste treatment

va direttamente

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decreasing	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decreasing	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- x quality
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- x equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager	_____
Production workers	_____
beam house	_____
pre-finishing	_____
finishing	_____
Technicians	_____
Maintenance workers	_____
Employees	_____
Apprentices	_____

Average age of the workers

< 30 years	% _____
> 50 years	% _____

Working days

NOTE: 500\$

Annual working days	300
Daily working hours	8
Holidays	
Abstenteeism	
Turnover	

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

<i>Training level</i>	No
-----------------------	----

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths	Weaknesses	Opportunities	Threats
	S	W	O	T
Fixed Assets	x		x	
Equipment	x <input type="checkbox"/>	<input type="checkbox"/>	x <input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonolgy				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials		x		x
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products		x		x
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market		x		x
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

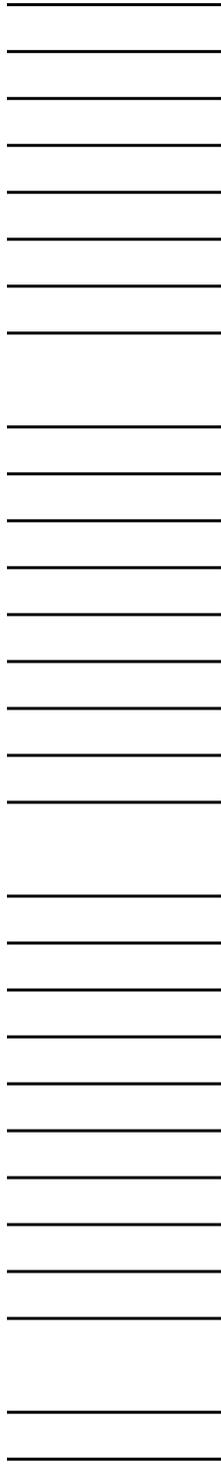
50%

□
□

=====
=====

Forecast

70%



NO

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Rateb Mohyi Aldin & Bros Co.

Year of establishment _____

Address _____

Telephone +963 11 _____ FAX +963 11 _____ E.mail _____

Ownership _____

Director _____

Economic data

	2007	2008	2009
Yearly turnover (local currencj)	_____	_____	400'000-700'000
Export % on turnover	_____	_____	35%
Outlet markets (%)	Europe _____	Africa _____	
	Asia _____	America _____	
	Others _____	Medio Oriente _____	
Working Area covered (sq.mt))	1550		
Employees and workers	19		Expected variation %
Yearly days worked	365		

Additional Information

Preliminary interview with the management

Participation to the initiative

Reasons

Objectives

Expectations

Aspettative di rapporti diretti e comunicativi

Structure of Production

Area covered (sq. mt.)

		Present Situation	New Location
Storehouses	total		
	Raw materials		
	Chemical products		
	Final products		
Process	total		300
	Beam house		
	Pre-finishing		
	Finishing		
Laboratory			
Waste treatment			
Offices			
Land cost (sq.mt)		1000 mq (con infrastrutture)	80 000
Construction cost (sq.mt)			500 000

Consumption

		Present Situation	New Location
Water	mc/day	_____	_____
Waste cost		_____	_____
Solid treatment %		_____	_____
Liquid treatment %		_____	_____

Energy

		Present Situation	New Location
Electricity	Kw	_____ Amp_____	Kw 150
Fuel		_____	_____
Gas		_____	_____

Other

Data of Production

Characteristic of Production

Actual production		Expected production	
Daily	_____	Daily	_____
Monthly	_____	Monthly	_____
Annual	1 700 000 sq/ft	Annual	20%

Quality of hides and skins

1° grade	%	_____
2° grade	%	_____
3° grade	%	_____
4° grade	%	_____

Process characteristics

Type of process (indicate the beginning and the end of the process)

- raw material
- pickled
- wet blue
- crust
- finishing

Type of raw material

- | | | | | |
|------------|--------------------------|-------------------|--------------------------|---------|
| Cow hide | <input type="checkbox"/> | Sheep & goat skin | <input type="checkbox"/> | Reptile |
| Wool sheep | <input type="checkbox"/> | Camels | <input type="checkbox"/> | Other |

Type of conservation

- Fresh
- Salted fresh
- Salted dry
- Dry

Suppliers

Hide and skin cost

- | | | | | |
|------------|-------|--------------|-------|---------|
| Cows | _____ | Sheep & goat | _____ | Reptile |
| Wool sheep | _____ | Camels | _____ | Other |

Number of suppliers _____ 1

domestic % _____
foreign % _____ 100%

Chemical products

Number of suppliers _____

domestic _____
foreign _____

Machines

Process

Phase

Machines used

Number

Wet. Dept.

Soaking

Liming

Fleshing

Splitting

8

Scudding

Deliming

Pickling

Tanning

Pre-finishing

Drying

Splitting

Shaving

Neutralization

Re-tanning

Fatliquoring

Setting-out

Drying

Drying

Finishing

Conditioning

Staking

Toggling

Buffing

De-dusting

Coating

Embossing

Finishing

Ironing

Measuring

Other

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

Maintenance

Technology investment

Safety

Quality control

raw material

productive process

final product

Waste treatment

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- quality
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager _____
 Production workers _____
 beam house _____
 pre-finishing _____
 finishing _____
 Technicians _____
 Maintenance workers _____
 Employees _____
 Apprentices _____

Average age of the workers

< 30 years % _____
 > 50 years % _____

Working days

Annual working days
 Daily working hours
 Holidays
 Abstenteeism
 Turnover

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

Training level _____

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths S	Weaknesses W	Opportunities O	Threats T
Fixed Assets				
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonolgy				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials				
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products				
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market				
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30%

□
□

=====
=====

NO

SYRIAN TANNING COMITEE
COMPANIES CHEK-UP

DAMASCUS LEATHER DISTRICT

Progetto di Studio per l'Innovazione tecnologica del distretto di Damasco
Technology Assessment for the Innovation of the Tanneries' Cluster of Damasco

RELOCATION Chek-up 25-30 may 2010

General Information

Company's information (present situation)

Company name Shallah Company

Year of establishment _____

Address Adra Free Zone, Damascus, Syria

Telephone +963 11 5813925 FAX +963 3 11 5428752 E.mail fahed.challah1@virgilio.it

Ownership _____

Director Fahed Shallah

Economic data

	2007	2008	2009
Yearly turnover (local currency)	_____	_____	_____
Export % on turnover	_____	_____	_____
Outlet markets (%)	Europe _____	Africa _____	
	Asia _____	America _____	
	Others _____		
Working Area covered (sq.mt))	_____		
Employees and workers	_____	Expected variation % _____	
Yearly days worked	_____		

Additional Information

Preliminary interview with the management

Participation to the initiative

Reasons

Objectives

Expectations

Structure of Production

Area covered (sq. mt.)

Present Situation

New Location

Storehouses

total

Raw materials
Chemical products
Final products

Process

total

Beam house
Pre-finishing
Finishing

Laboratory

Waste treatment

Offices

Land cost (sq.mt)

Construction cost (sq.mt)

Consumption

		Present Situation	New Location
Water	mc/day	_____	_____
Waste cost		_____	_____
Solid treatment %		_____	_____
Liquid treatment %		_____	_____

Energy

		Present Situation	New Location
Electricity	Kw _____ Amp____		Kw _____
Fuel		_____	_____
Gas		_____	

Other

Data of Production

Characteristic of Production

Actual production		Expected production	
Daily	_____	Daily	_____
Monthly	_____	Monthly	_____
Annual	_____	Annual	_____

Quality of hides and skins

1° grade	%	_____
2° grade	%	_____
3° grade	%	_____
4° grade	%	_____

Process characteristics

Type of process (indicate the beginning and the end of the process)

- raw material
- pickled
- wet blue
- crust
- finishing

Type of raw material

- | | | | | | |
|------------|--------------------------|-------------------|--------------------------|---------|--------------------------|
| Cow hide | <input type="checkbox"/> | Sheep & goat skin | <input type="checkbox"/> | Reptile | <input type="checkbox"/> |
| Wool sheep | <input type="checkbox"/> | Camels | <input type="checkbox"/> | Other | <input type="checkbox"/> |

Type of conservation

- Fresh
- Salted fresh
- Salted dry
- Dry

Suppliers

Hide and skin cost

- | | | | | | |
|------------|-------|--------------|-------|---------|-------|
| Cows | _____ | Sheep & goat | _____ | Reptile | _____ |
| Wool sheep | _____ | Camels | _____ | Other | _____ |

Number of suppliers _____

- domestic % _____
- foreign % _____

Chemical products

Number of suppliers _____

- domestic _____
- foreign _____

Machines

Process	Phase	Machines used	Number	Forecast
Wet. Dept.	Soaking	_____	_____	_____
	Liming	_____	_____	_____
	Fleshing	_____	_____	_____
	Splitting	_____	_____	_____
	Scudding	_____	_____	_____
	Deliming	_____	_____	_____
	Pickling	_____	_____	_____
	Tanning	_____	_____	_____
Pre-finishing	Drying	_____	_____	_____
	Splitting	_____	_____	_____
	Shaving	_____	_____	_____
	Neutralization	_____	_____	_____
	Re-tanning	_____	_____	_____
	Fatliquoring	_____	_____	_____
	Setting-out	_____	_____	_____
	Drying	_____	_____	_____
	Drying	_____	_____	_____
Finishing	Conditioning	_____	_____	_____
	Staking	_____	_____	_____
	Toggli	_____	_____	_____
	Buffing	_____	_____	_____
	De-dusting	_____	_____	_____
	Coating	_____	_____	_____
	Embossing	_____	_____	_____
	Finishing	_____	_____	_____
	Ironing	_____	_____	_____
	Measuring	_____	_____	_____
Other	_____			

IF AVAILABLE: lay-out of production and departments organisation

Additional informations of technical diagnostic

Equipment technical effectiveness and ageing related to the standards to be achieved

Used technical solutions

Machines performance

Production state

Maintenance

Technology investment

Safety

Quality control

raw material
productive process
final product

Waste treatment

Final observations

Market and competition

The market

Description of the domestic

Actual characteristics of the most important customers

Incidence of the most important customers on the turnover

Sales terms

General Market trend

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Your market shares trend is

	domestic	foreign
rising	<input type="checkbox"/>	<input type="checkbox"/>
steady	<input type="checkbox"/>	<input type="checkbox"/>
decrising	<input type="checkbox"/>	<input type="checkbox"/>

Competitors

Competitors characteristics

	domestic	foreign
local companies		
small	<input type="checkbox"/>	<input type="checkbox"/>
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>
non-local companies		
medium	<input type="checkbox"/>	<input type="checkbox"/>
big	<input type="checkbox"/>	<input type="checkbox"/>

Main competitors

Future strategies

The company will produce for the same market in the next 5/10 years

YES

NO

Expected changes in the future strategy from a geographic point of view

In the market segment

Incidence that the changes of customers trends will have

Areas where innovations/improvements could be introduced

- quality
- stock/delivery time
- reduction of working costs
- saving on raw materials and other costs
- hygien rules/safety/quality
- equipments
- other

Organisation diagnostic

Ownership

Management activity of the ownership

Board of Directors members and their charges

Positions

Manager	_____
Production workers	_____
beam house	_____
pre-finishing	_____
finishing	_____
Technicians	_____
Maintenance workers	_____
Employees	_____
Apprentices	_____

Average age of the workers

< 30 years	% _____
> 50 years	% _____

Working days

- Annual working days
- Daily working hours
- Holidays
- Abstenteeism
- Turnover

IF AVAILABLE: Organisation chart and departments/offices organisation

UPGRADING and TRAINING POLICIES

Expecting a market study

Process evaluation

Workers training

Training level

Employment/training needs

Suggestion regarding upgrading and training

SWOT ANALYSIS

	Strengths	Weaknesses	Opportunities	Threats
	S	W	O	T
Fixed Assets				
Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Factory lay out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies & Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Production Equipment				
Machines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techonolgy				
Mechanical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chemical	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Information Technologies (IT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
External Technology Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management System				
Management Information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In house Logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Org-Chart	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human Resources				
In house Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Skilled Workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Raw Materials				
Raw Hides & Skins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Supplies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Finished Products				
Productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market				
Market Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Selling Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic and Financial				
Economic Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial strength	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Investments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financing Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environment				
Environmental Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wastes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Work safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Recycling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effluent Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Energy				
Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Logistics				
General Infrastrucures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outsourcing				
Domestic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>