

**SPX** | SUBCONTRACTING  
PARTNERSHIP  
EXCHANGE

# **MATCHMAKING BUYERS AND SUPPLIERS**

Building supplier capacity across the world

 **UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION**

<http://spx.unido.org>



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**THE UNIDO  
SUBCONTRACTING  
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EXCHANGE (SPX)  
PROGRAMME**

MATCHMAKING BUYERS  
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ACROSS THE WORLD

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The background of the slide is a dark grey gradient. It features four large, semi-transparent arrows pointing outwards from a central point: a red arrow pointing up-left, a yellow arrow pointing up-right, a blue arrow pointing left, and a green arrow pointing down-right. Each arrow contains a different industrial scene: the red arrow shows a robotic arm, the yellow arrow shows a worker in a white lab coat, the blue arrow shows a large industrial wheel, and the green arrow shows a worker in a white lab coat. In the bottom-left corner, there is a faint, dark image of two hands shaking. In the bottom-right corner, there is a faint, light-colored image of a globe and a circuit board pattern.

# GENERAL OVERVIEW



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# THE OBJECTIVE

CONTRIBUTING TO INCLUSIVE AND  
SUSTAINABLE INDUSTRIAL DEVELOPMENT  
(ISID) BY STRENGTHENING THE ABILITY OF  
DOMESTIC ENTERPRISES TO CAPTURE  
EMERGING SUBCONTRACTING  
OPPORTUNITIES THROUGH IMPROVED  
PRODUCTIVE CAPACITY AND PERFORMANCE



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## THE UNIDO SPX APPROACH

### PROFILING

Physical enterprise visits using UNIDO SPX Profiling Tools. Dedicated database build up. Facilitated matchmaking process through the SPX MIS

### BENCHMARKING

Utilization of UNIDO SPX Benchmarking Tools for the assessment of enterprise performance and practices. Diagnostics and action plans for upgrading

### SUPPLIER UPGRADING

Enterprise development support programmes linked to buyer-supplier development initiatives. Investment profiling and finance mobilization, identification of technology partners and service providers, also through other UNIDO programmes



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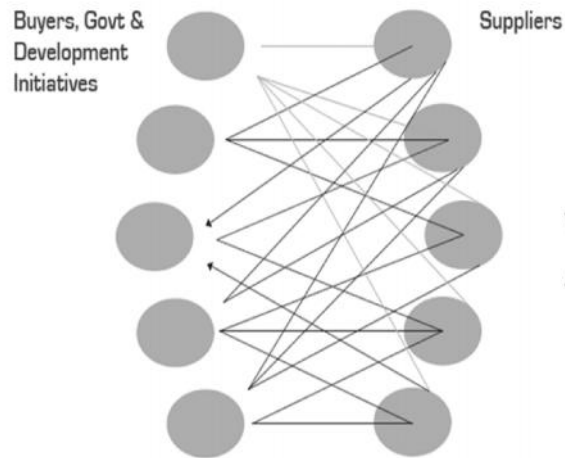
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# THE SPX RATIONALE #1

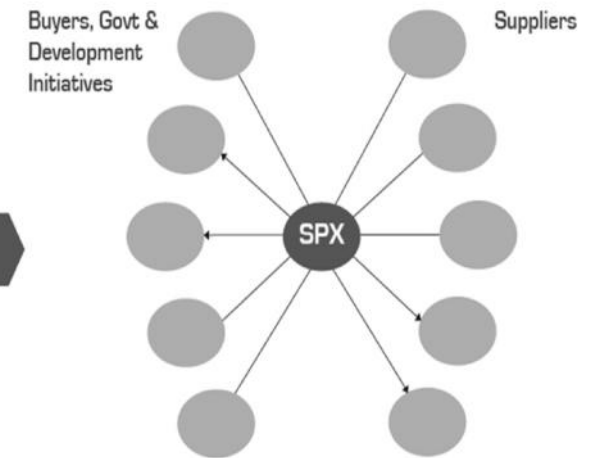
## WITHOUT SPX



Inefficient & Ineffective: High level of duplication, poor communication and cost



## WITH SPX



Efficient and Effective:  
Common platform

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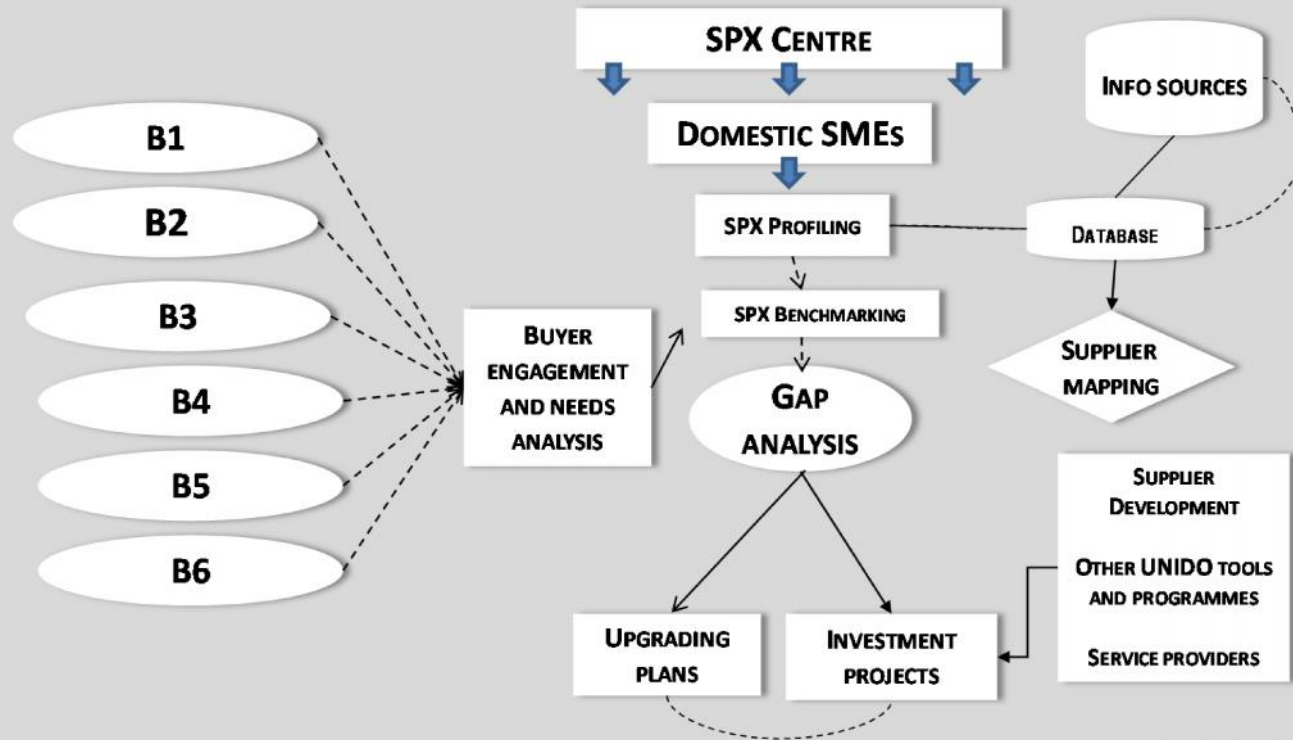
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# THE SPX RATIONALE #2

**BUYER COMMUNITY**





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## UNIDO BM Tool collaborative development history



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winningmeasures





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## UNIDO SPX GLOBAL NETWORK

The UNIDO SPX Network currently comprises around 30 members in four continents. In Africa, SPX Centres have been established in Cameroon, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Mozambique, Nigeria, Senegal, South Africa, United Republic of Tanzania, Uganda and Zambia. In Asia, SPX Centres have been set up in China (Chongqing, Beijing, Shanghai and Xi'an), India, and Viet Nam. In the Middle East and North Africa, SPX Centres have been established in Algeria, Bahrain, Iraq, Kuwait, Lebanon, Morocco, Qatar, Turkey, Tunisia and the United Arab Emirates.







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# A GROWING GLOBAL NETWORK





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# TOOLS AND METHODOLOGIES

- **SPX PROFILING TOOL** – AN ANALYSIS OF ACTIVITIES IN SMEs (E.G. SKILLS, TECHNOLOGY, EQUIPMENT, PROCESSES, PRODUCTS ETC);
- **SPX BENCHMARKING TOOL** – BUSINESS PRACTICES, MEASURING OPERATIONAL PERFORMANCE IN COMPARISON WITH OTHER FIRMS;
- **BUYER ENGAGEMENT TOOL** – EFFECTIVELY ENGAGING BUYERS TO REALISE THEIR LOCAL CONTENT STRATEGIES, MEETING THEIR SUBCONTRACTING REQUIREMENTS AND CSR GOALS



# THE UNIDO SUBCONTRACTING PARTNERSHIP EXCHANGE (SPX) PROGRAMME

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# TECHNICAL AND ADVISORY SUPPORT

Establishing a Subcontracting and Partnership Exchange (SPX) Centre

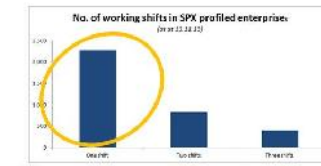
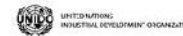
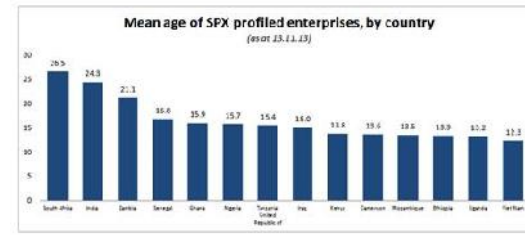
An implementation guide

SPX Buyer Engagement and Matchmaking Manual

June 2013

SPX Management Information System (MIS) Manual

For SPX Office Personnel



## The UNIDO SPX Benchmarking approach



SPX MIS External platform (Suppliers/Buyers)

Login with your user name

User name:

Password:

Remember Me

Don't have an user? Create User  
Need to enter your validation code? Validate my Code  
Can't remember your password? Reset Password

Note: This system is designed to work with: Mozilla Firefox 3, Internet Explorer 8, Opera 11, Safari 5, Google Chrome 10 or higher



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# PROGRAMME COMPONENTS



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# SPX PROFILING



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- **PROFILES OF THE CAPACITIES AND CAPABILITIES OF SMEs ARE COLLATED TO BE PROMOTED AMONG BUYERS**
- **CUSTOMIZED SUPPORT TO BUYERS LOOKING FOR COMPETITIVE LOCAL SUPPLIERS**

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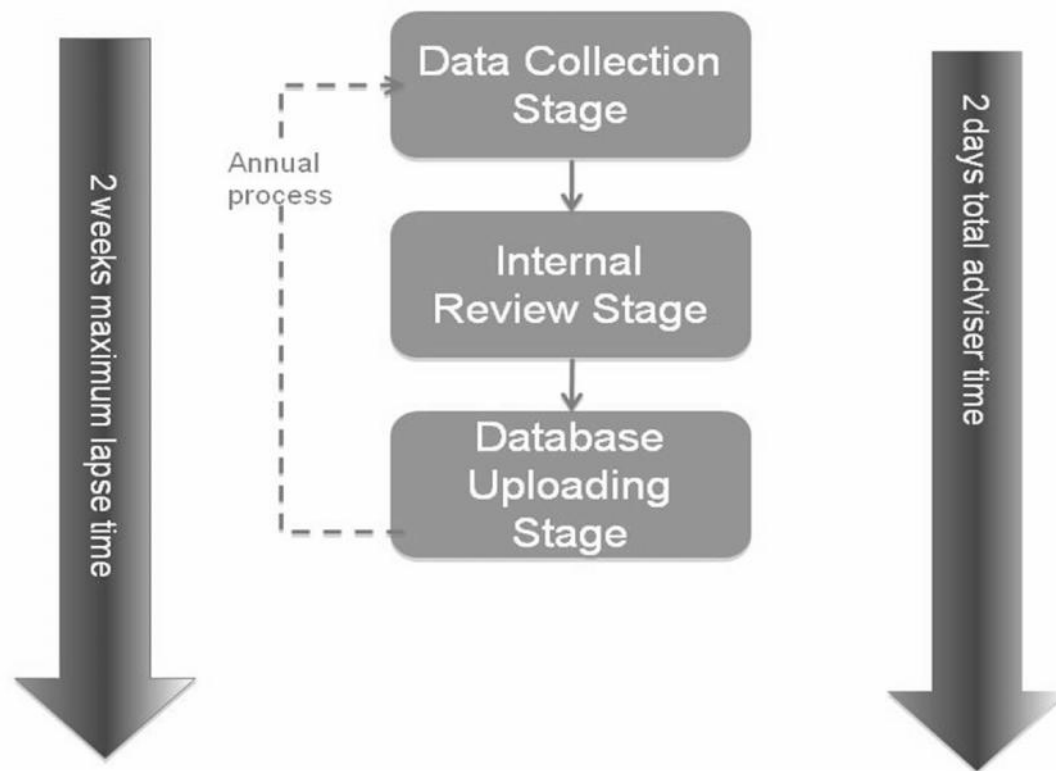
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# THE SPX PROFILING PROCESS #1





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# THE SPX PROFILING PROCESS #2



## ADDITIONAL ENTERPRISE DETAILS

Supplier partnership details

Requested co-operation

Details for assistance requested

Sustainability

Final observations

Company visit record




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# THE SPX PROFILING TOOL



Subcontracting and Partnership  
Exchange Programme  
**UNIDO SPX Profiling Tool**



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**Part 1: General Company Details**

*1.1 Company reference*

Company Name:

Address:

Postal Code:

Country:

Region:

City:

Web site:

Year of establishment:

Business Language(s):

Company Telephone:

Tel:

Fax:

Mobile:

Company Email Address:

Legal Status:

Social Network Details:

**Part 2: Specific Company Details**

*2.1 Human resources*

	No.
Total Number of Employees	
of which: Managers	
Engineers	
Technicians	
Clericals	
Labourers	
Other	
Share of part-time, seasonal and subcontracted employees in total (%)	

Number of shifts:

*2.2 Financial and Export information*

Registered Capital:   US  Other currency, please specify: \_\_\_\_\_

Invested Capital:   US  Other currency, please specify: \_\_\_\_\_

Does this company have more than 10% foreign equity ownership?  YES  NO

Major recent investment in the last three financial years	
Amount (please specify the currency)	Year

4

6



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# SPX PROFILING DATABASE

# 7,000+\*

\*17 countries +



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# SPX MANAGEMENT INFORMATION SYSTEM



SPX HEADQUARTERS  
SPXHQ

Login with your user name

User Name:

Password:

Remember Me

[Login](#)

Can't remember your password?  
[Recover Password](#)

*Note: This system is designed to work with Mozilla FireFox 3, Internet Explorer 8, Opera 11, Safari 5, Google chrome 10 or higher*

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Home

SPX OFFICER DASHBOARD

Welcome to SPX MIS system at SPX SOUTH AFRICA (ZAF01).

The SPX MIS system contains the complete suppliers, buyers and service providers database; manages the matchmaking process through RFQ messaging to other offices and suppliers and manages the SPX Office through activities and projects.

In this page you will find important information about the current and pending RFQs as well as links to other important resources. Use the main menu also to navigate to specific pages.

Activities

My Open Activities 1  
My Past Due Activities 1

Useful Resources

Profiles Dashboard RFQ Dashboard Activity Dashboard  
Shortlists Dashboard Library Dashboard Preferences

Recently registered companies 15 days ago

SPX Reg.	Company Name	Types	Reg. Date
ZAF01-000001085	ABB South Africa Pty Ltd - High Voltage Power Products	Supplier	5/3/2013
ZAF01-000001084	ABB South Africa Pty Ltd - Motors and Generators	Supplier	5/3/2013
ZAF01-000001086	ACTOM Electrical Products	Supplier	5/3/2013
ZAF01-000001096	ACTOM John Thompson Boiler and Environmental Solutions	Supplier	5/7/2013
ZAF01-000001081	ALSTOM	Supplier	5/2/2013
ZAF01-000001097	Amphenol Interconnect SA	Supplier	5/7/2013
ZAF01-000001099	BBS Bearings Belts and Seals	Supplier	5/7/2013
ZAF01-000001079	DCD	Supplier	5/2/2013
ZAF01-000001074	Denel Land Systems	Supplier	5/7/2013
ZAF01-000001100	Denel PMP	Supplier	5/7/2013

1 2 3 4 5

Submitted RFQs

There are no submitted RFQs in the Office.

Submit Feedback

EVENT CALENDAR

Show My deadlines

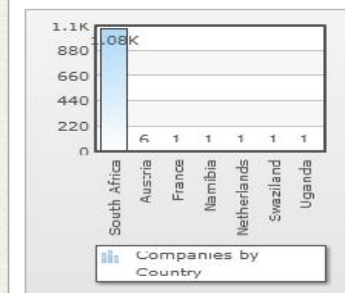
<< May 2013 >>

Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1
2	3	4	5	6	7	8

Activities for: 5/9/2013

There are no events on this date

PROFILES STATISTICS



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COMPANY LIST

Create Company

Companies listed should be: (leave unchecked to list ALL)

Supplier  Buyer  Service Provider

Search companies

Advanced Search

Shortlist: (2) South African metal suppliers Add selected

Number of companies is 1090. You only see 1000 results. Use the search to refine.

Drag a column header and drop it here to group by that column

<input type="checkbox"/>	Company Name	SPX Reg.	Types	Country	City	Web Site	Est. Year	Reg. Date	Phones
<input type="checkbox"/>	D C S Engineering Cape CC	ZAF01-00000803	Supplier	South Africa	Cape Town	www.dcscape.co.za	1989	5/22/2012	+27 021 6747
<input type="checkbox"/>	Macsteel VRN Stainless	ZAF01-00000764	Supplier	South Africa	Rondepoort	www.vrnsteel.co.za	2000	5/16/2012	+27 011 3100
<input type="checkbox"/>	Metal Tank Industries	ZAF01-00000785	Supplier	South Africa	Benoni	www.metaltankindustries	2000	5/18/2012	+27 011 0501
<input type="checkbox"/>	Metals Centre CC	ZAF01-00000790	Supplier	South Africa	Johannesbu	www.metalscentre.com	2000	5/21/2012	+27 011 4930
<input type="checkbox"/>	Mordt Engineering CC	ZAF01-00000808	Supplier	South Africa	Boksburg	www.mordteng.co.za	1980	5/22/2012	+27 011 3860
<input type="checkbox"/>	MX Metal Shoppe c.c.	ZAF01-00000828	Supplier	South Africa	Rondeport		2000	5/23/2012	+27 011 1337
<input type="checkbox"/>	NMC Exquisite Waterless Cookware	ZAF01-00000759	Supplier	South Africa	Stanger	www.nmcoxquisite.com	1975	5/15/2012	+27 82 5
<input type="checkbox"/>	O Line Support Systems Pty Ltd	ZAF01-00000747	Supplier	South Africa	Johannesbu	www.o-line.com	2006	5/11/2012	+27 011 3700
<input type="checkbox"/>	One Eighty Degrees Engineering Solutions Pty Ltd	ZAF01-00000749	Supplier	South Africa	Cape Town	www.one-eighty-degrees.com	2000	5/11/2012	+27 021 7631
<input type="checkbox"/>	P A Cuthbert and Co Manufacturing Pty Ltd	ZAF01-00000731	Supplier	South Africa	Modderfont	www.pacuthbert.co.za	1946	5/8/2012	+27 011 5506

Navigation arrows and page number 1

Page size: 10

1000 items in 100 pages

Submit Feedback



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# SPX BENCHMARKING



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# SPX BENCHMARKING OBJECTIVES

GENERATE LASTING AND PROFITABLE  
BUSINESS TO SMEs BY:

- SUPPORTING THEIR COMPETITIVENESS;
- FOCUSING ON THEIR COMPETENCE TO HANDLE KNOWN SUBCONTRACTING OPPORTUNITIES;
- GIVING ENTERPRISE COMPETENCE A HIGH VISIBILITY WITH BUYERS



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# WHY SPX BENCHMARKING?





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- **SPX BM COMPARES THE OPERATIONAL PERFORMANCE OF A COMPANY (RESULTS) AND PRACTICES (HOW IT DOES THINGS) AGAINST THOSE OF OTHER COMPANIES OF SIMILAR SIZE AND TYPE.**
- **SPX BM ENABLES SMES TO OBJECTIVELY ASSESS THEIR BUSINESSES, MAKE SECTORAL COMPARISONS WITH INTERNATIONAL PRACTICES & IDENTIFY UPGRADING NEEDS**



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# THE SPX BENCHMARKING METHODOLOGY #1

- ACCESS TO A GLOBAL DATABASE FOR SMEs;
- QUANTITATIVE AND QUALITATIVE METRICS/RATIOS;
- PERFORMANCE AND PRACTICE REVIEW;
- SYSTEM THAT FACILITATES SELF-ASSESSMENT;
- AIMS TO ANTICIPATE AND MEET BUYER NEEDS;
- OBJECTIVE IDENTIFICATION OF AREAS FOR IMPROVEMENT TO INFORM STRATEGIC IMPROVEMENT PLANS;



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# THE SPX BENCHMARKING TOOL FRAMEWORK #2

- OPPORTUNITY TO COMPARE AGAINST INTERNATIONAL PERFORMANCE AND PRACTICE NORMS;
- POSSIBILITY OF DETAILED SECTOR COMPARISONS;
- PROTECTION OF INDIVIDUAL COMPANIES CONFIDENTIALITY PROTECTED;
- PERSONALISED COMPANY LEVEL REPORTS INSTANTLY GENERATED;
- POSSIBILITY OF COMPILING AGGREGATED KNOWLEDGE REPORTS;



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**THE UNIDO SPX BENCHMARKING SERVICE TO SMEs**





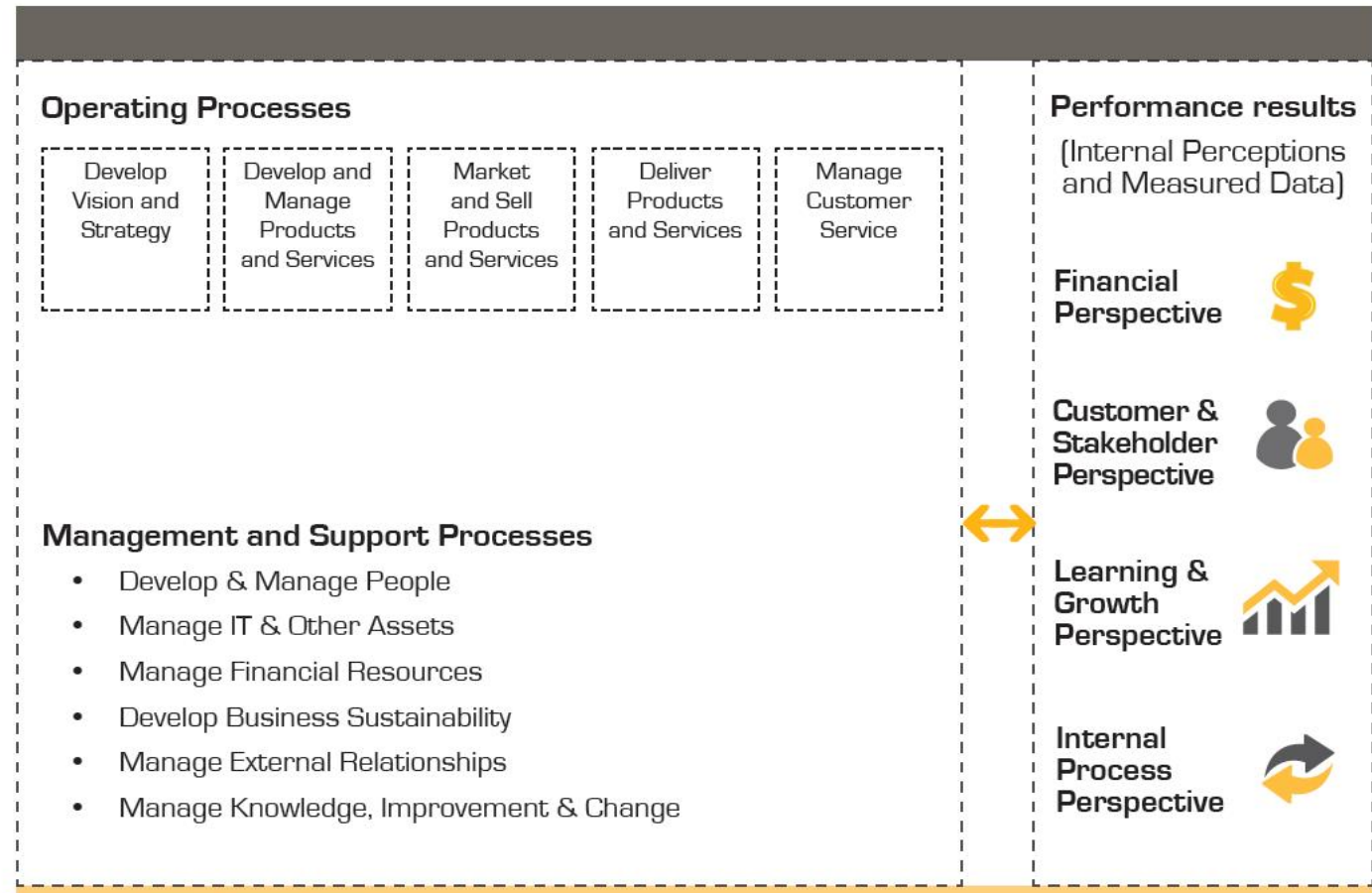
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## THE UNIDO SPX BENCHMARKING PROCESS



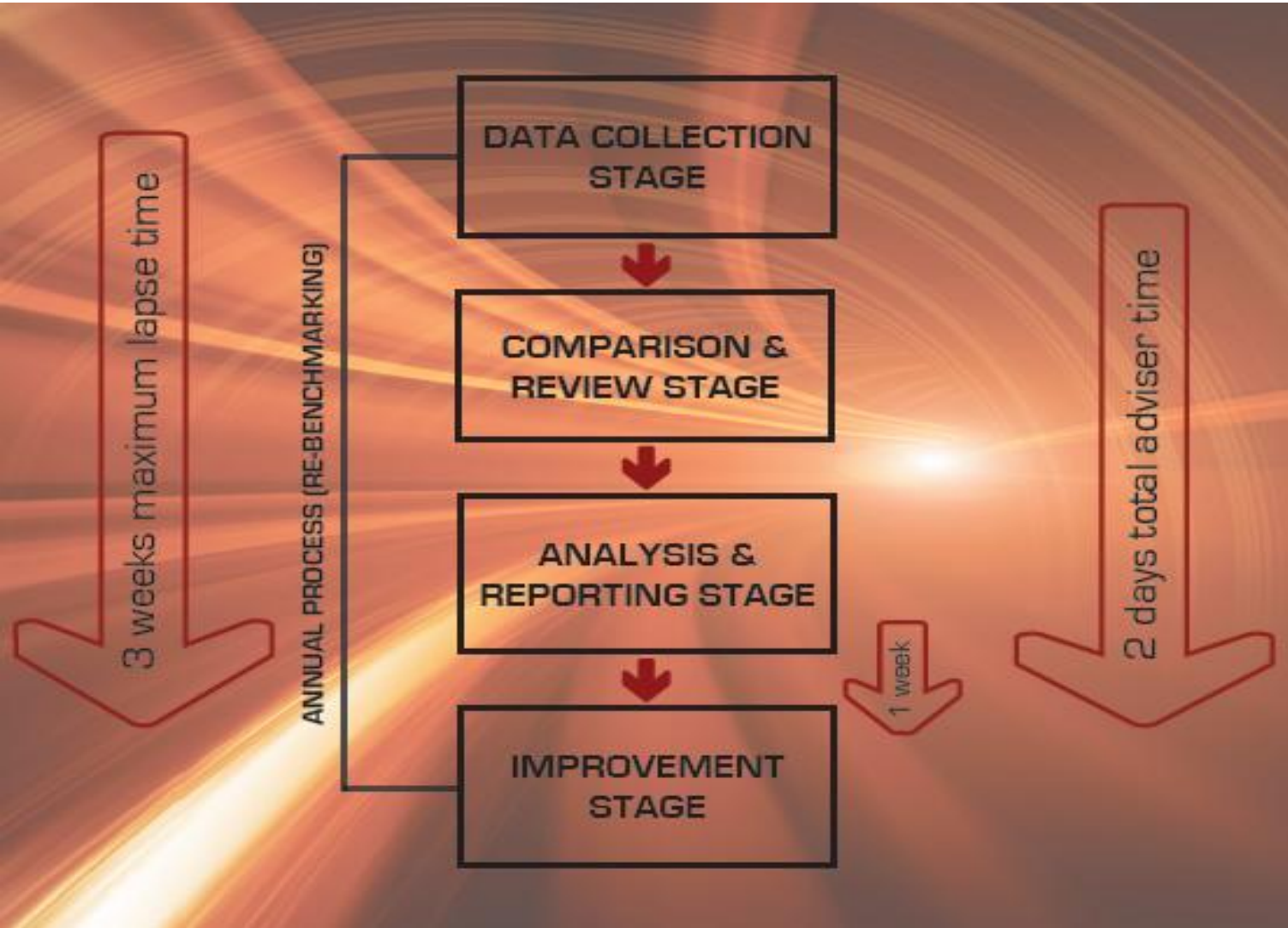


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# SPX BUYER ENGAGEMENT

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## Buyer engagement checklist

<b>What type of products/suppliers do buyers need?</b>	<b>Do these match SPX Profiling and Benchmarking suppliers?</b>	<b>Which SPX value proposal to present to buyer firms?</b>
<ul style="list-style-type: none"> <li>○ Information on buyer firms</li> <li>○ Bills of Material</li> <li>○ Product categorization</li> <li>○ Supplier classification</li> </ul>	<ul style="list-style-type: none"> <li>○ Tier 1 suppliers</li> <li>○ Tier 2 suppliers</li> </ul>	<ul style="list-style-type: none"> <li>○ Propose SPX serviced Tier 1 and 2 suppliers new to buyer</li> <li>○ Provide buyer with access to SPX BM metrics for upgrading measurement and as basis for contract management with existing and new suppliers</li> </ul>

### Targeted SPX Profiling and Benchmarking

# Buyer engagement checklist

<b>What type of products/suppliers do buyers need?</b>	<b>Do these match SPX Profiling and Benchmarking suppliers?</b>	<b>Which SPX value proposal to present to buyer firms?</b>
<ul style="list-style-type: none"><li>○ Information on buyer firms</li><li>○ Bills of Material</li><li>○ Product categorization</li><li>○ Supplier classification</li></ul>	<ul style="list-style-type: none"><li>○ Tier 1 suppliers</li><li>○ Tier 2 suppliers</li></ul>	<ul style="list-style-type: none"><li>○ Propose SPX serviced Tier 1 and 2 suppliers new to buyer</li><li>○ Provide buyer with access to SPX BM metrics for upgrading measurement and as basis for contract management with existing and new suppliers</li></ul>

**Targeted SPX Profiling and Benchmarking**



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# SPX SERVICE PROPOSAL TO BUYERS

- The SPX Programme structures, resources and operations aim to optimize supply chain opportunities for local business especially SMEs;
- The SPX Programme reviews and analyses all potential economic activities in the country suitable to generate local content opportunities;
- The SPX Programme offers opportunities to and interacts with local suppliers and buyers to provide a clear and simple information about subcontracting potential and criteria;
- The SPX Programme supports local suppliers to meet the standards required in the sectors and by providing assistance and advice to local SMEs;
- The SPX Programme assist buyers in their quest to implement local content strategies and supplier development programmes;
- The SPX Programme supports partnerships between buyers and suppliers to effect the transfer of knowledge, expertise and skills as well as help realize local content strategies;



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MATCHMAKING BUYERS  
AND SUPPLIERS -  
BUILDING SUPPLIER CAPACITY  
ACROSS THE WORLD



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# THE PROCESS OF ENGAGING BUYERS

## Step 1

Understand the national, industrial, sectoral subcontracting context through market/sectoral intelligence and analysis

## Step 2

Identify key buyer firms from the public and private sector

## Step 3

Plan and physically reach out to buyer firms by seeking their mandate to source suppliers

## Step 4

Capture & define subcontracting opportunities



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# UNDERSTANDING BUYER EXPECTATIONS IN SUPPLIER ENGAGEMENT

- GOVERNANCE AND BUSINESS ETHICS
- SUPPLIER CODE OF ETHICS
- CORPORATE SOCIAL RESPONSIBILITY



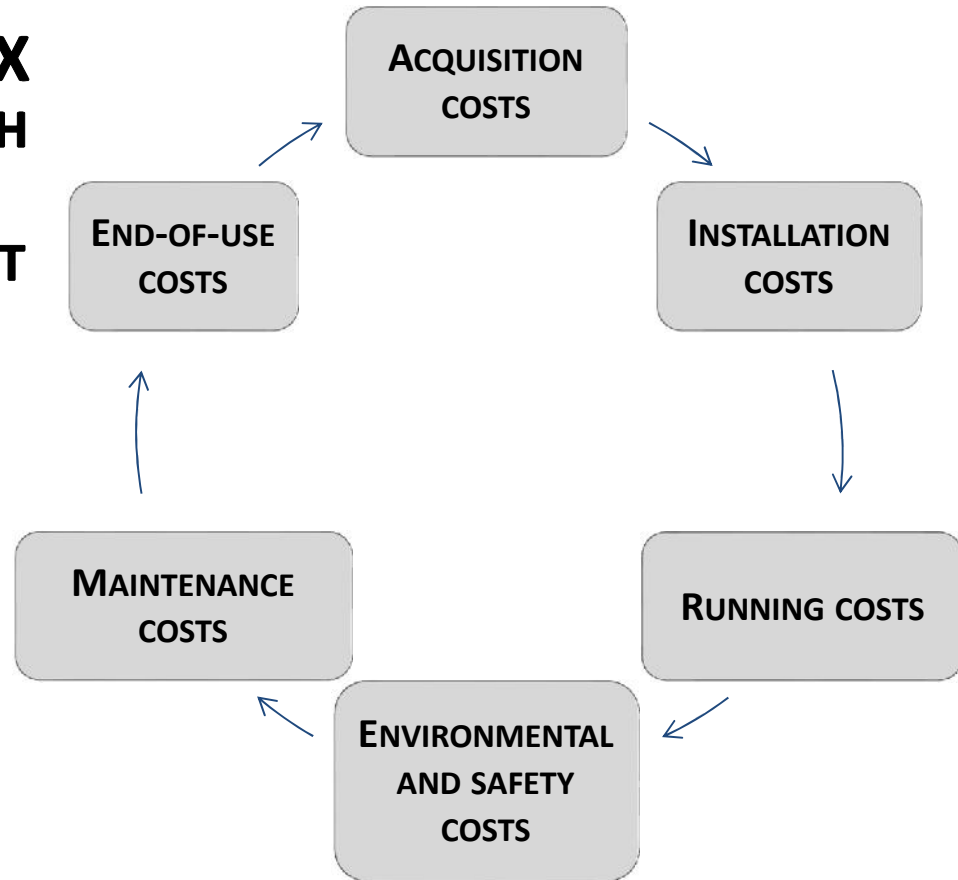
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## POSITIONING SPX AS A MEANS WITH WHICH BUYERS MEET TOTAL COST OF OWNERSHIP GOALS





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# OTHER IMPORTANT ASPECTS OF THE BUYER ENGAGEMENT PROCESS

1. SUPPLIER SELECTION CRITERIA
2. SUPPLIER CATEGORISE AND CLASSIFICATION TYPES
3. BUYER IN-HOUSE SUPPLIER DEVELOPMENT INITIATIVES
4. CONTRACT MANAGEMENT AND POLICY, TYPES, LEAD TIMES
5. PRICING POLICES (E.G. FORWARD PRICE AGREEMENTS)
6. SUPPLIER SCORECARDS AND KPI CRITERIA





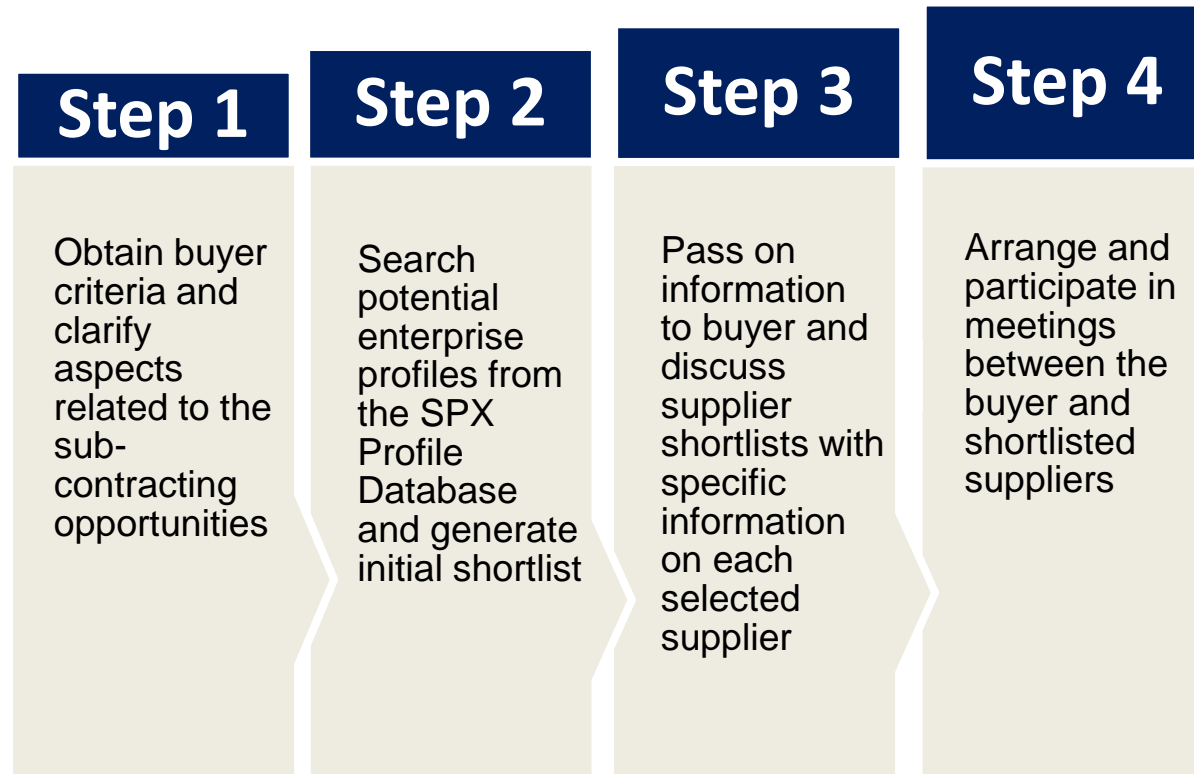
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# FACILITATING THE MATCHMAKING PROCESS





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# **SPX BUYER ENGAGEMENT AND OPPORTUNITY DEVELOPMENT AS A MEANS TO ASSIST IN BUYER CORPORATE SOCIAL RESPONSIBILITY PLANS, LOCAL CONTENT STRATEGIES AND SUPPLIER DEVELOPMENT INITIATIVES**



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# SPX SUPPLIER DEVELOPMENT

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## Enterprise assessment

- Facilitated benchmarking
- Diagnostic study and action plan
- Re-Benchmark over time to assess development

## Enterprise support programmes

- Buyer engagement process and links to supplier development programmes
- Service provider database and formal agreements
- Other UNIDO support programmes



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# THANK YOU FOR YOUR ATTENTION



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