



**United Nations**  
**Economic and Social Commission for Western Asia**  
**(ESCWA)**



**United Nations Industrial Development Organization**  
**(UNIDO)**

Training Workshop on  
 "The Role of Productivity Improvement in Enhancing  
 Competitiveness of Manufacturing Firms in Jordan"  
 Amman, 6 – 9 June 2011

### Tentative Programme of Work

#### DAY ONE: JUNE 6

09:00-09:15 **Opening Session**

- 09:15 -10:00 **a. Background. Ms. Rima Turk Ariss (ESCWA- EDGD)**
- *The Jordanian Economy - Industrial Sector as Engine of Economic Development*
  - *Jordan Competitiveness Indicators*
  - *Balanced strategy in the Survival Triplet (Cost/Price, Quality, Functionality of Product)*
  - *Analysis of Porter's Competitive Forces (Sector Competitors, Alternative Products, Clients, Suppliers, New Entrants).*

10:00-10:30 **Coffee break**

10:30-11:30 **b. "Research, Development and Innovation for Economic Development," Mr. Fouad Mrad (ESCWA-ICTD)**

11:30-13:30 **c. Why Do Both Competitiveness and Productivity Matter? Mr. Lamine Dhaoui (UNIDO)**

- *Concept of Competitiveness.*
  - Definitions and measuring tools.
  - Factors determining competitiveness.
  - Assessment of factor costs.
- *Concept of Productivity.*
  - Definitions and measuring tools.
  - Productivity indicators.
  - Productivity vs. production, quality and HRD.
- *How to stimulate competitiveness and productivity? Some lessons learned from the experience of the most competitive economies.*

13:30-14:30 **Lunch Break**

14:30-16:00 **d. Upgrading and Improving Competitiveness of Industrial SMEs (Part One). Mr. Lamine Dhaoui (UNIDO)**

- *New Pattern of Industrial Competitiveness.*

- *Upgrading Concept.*
- *Overall Strategic Diagnostic.*
  - Analysis of product markets and strategic positioning.
  - Diagnostic of managerial skills and HR.
  - Diagnostic of technical capacities and quality.
  - Financial diagnostic.

#### DAY TWO: JUNE 7

- 9:00-10:30 e. **Upgrading and Improving Competitiveness of Industrial SMEs (Part Two).** **Mr. Lamine Dhaoui (UNIDO)**
- *Main strategies for upgrading SMEs.*
  - *Upgrading/Business plan for SMEs.*
  - *Implementation and monitoring of the upgrading plan.*

**10:30-11:00 Coffee break**

- 11:00-12:00 f. **Industrial Management.** **Ms. Siham Chafak (UNIDO)**
- *Human Resources and Industrial Productivity Management.*

**12:00-13:00 Lunch Break**

- 13:00-13:55 g. **Measuring Impact: Productivity & Competitiveness Indicators** **Ms. Rima Turk Ariss (ESCWA- EDGD), Mr. Hasan Charif, (EXPERT)**

- 14:00-16:00 h. **Working session on Strategic Diagnosis.** **Mr. Lamine Dhaoui, Ms. Siham Chafak (UNIDO)**

#### DAY THREE: JUNE 8

- 9:00-10:25 i. **Improving Energy Efficiency (Part One).** **Mr. Salah Kandil (ESCWA- SDPD)**
- *Sources of Energy for the Industrial Sector.*
  - *Energy Production and Consumption Systems in the Industrial Sector.*
  - *Energy Efficiency Opportunities and Indicators in the Industrial Sector.*

- 10:30-11:30 j. **Life Cycle Approach / Energy and Materials Efficiency.** **Mr. Hasan Charif (EXPERT)**

**11:30-12:00 Coffee break**

- 12:00-12:55 k. **Improving Energy Efficiency (Part Two).** **Mr. Salah Kandil (ESCWA- SDPD)**
- *Energy Management in the Industrial Facilities.*
  - *Opportunities for Small & Medium Enterprises in Energy Efficiency.*

- 13:00-14:30 l. **Creativity and Innovation.** **Mr. Hasan Charif (EXPERT)**

**14:30-15:30 Lunch Break**

#### DAY FOUR: JUNE 9

- 09:00-10:30 m. **Total Quality Management and Quality Standard (ISO 9000).** **Mr. Hasan Charif (EXPERT)**

**10:30-11:00 Coffee break**

11:00 – 12:00	<b>n. Special Topics for Productive Sectors (Part One) Mr. Riccardo Mesiano (ESCWA- SDPD)</b> <ul style="list-style-type: none"> <li>• <i>New Opportunities for Enhancing SMEs Competitiveness in the Global Market:</i> <ul style="list-style-type: none"> <li>◀ Environmental Goods and Services.</li> </ul> </li> </ul>
12:00-13:00	<ul style="list-style-type: none"> <li>• <i>Green Economy and the Role of the Private Sector.</i> <b>Ms. Jana El Baba (ESCWA- SDPD)</b></li> </ul>
<b>13:00-14:00</b>	<b>Lunch Break</b>
14:00 – 14:55	<b>o. Special Topics for Productive Sectors (Part Two) Mr. Riccardo Mesiano (ESCWA- SDPD)</b> <ul style="list-style-type: none"> <li>• <i>Environmental Standards and Competitiveness.</i></li> </ul>
15:00-15:30	<ul style="list-style-type: none"> <li>• <i>Eco-Labeling.</i> <b>Ms. Jana El Baba (ESCWA- SDPD)</b></li> </ul>
15:30-15:45	<b>Concluding Session.</b>