

WP 3 - Capitalization

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WP 3 Capitalization

Capitalization Objectives

The capitalization strategy consists in the adequate diffusion of results to other non-participating groups through the defined communication media, and it supposes experience sharing to transfer the acquired knowledge and improve the quality of future projects, avoiding to repeat mistakes and duplicate tasks

First Action

Documentary search regarding projects and experiences of collaboration between naval industry firms at regional and worldwide level.

Identify good practices and difficulties to help the development of the project

Second Action

Evaluate the results of the use of the methodology on how to design and implement consortia

Analyse the best practices, the methodology strengths

Third Action

Final event were the Consortiums are presented to stakeholders, as well as the results obtained.

Invite representatives of other European basins to propose future joint projects.

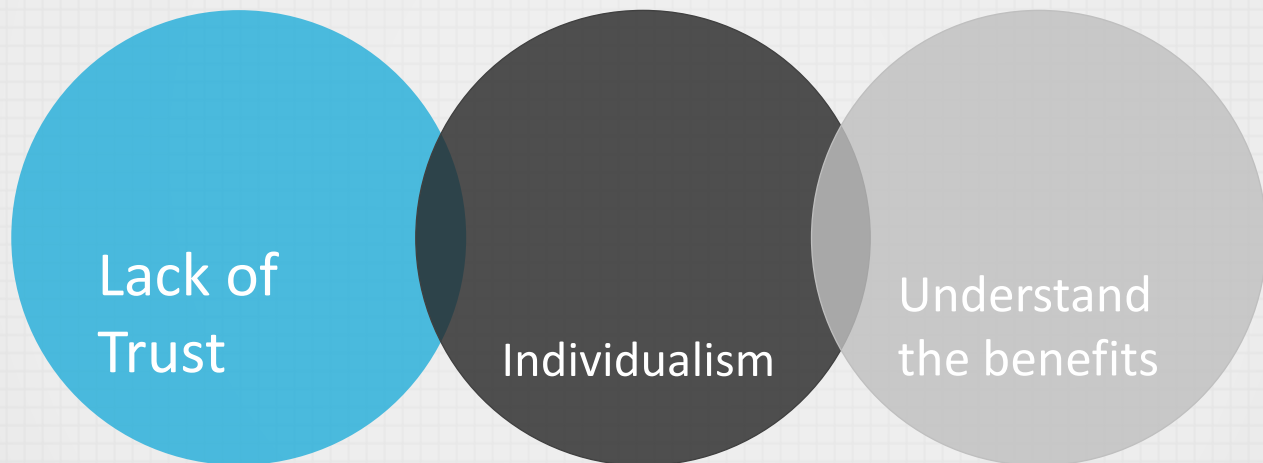
Previous Experiences Conclusions

General Conclusions

- ✓ The constitution of exportation consortiums is not an easy task but as time runs and first activities prove to be successful, the challenges and obstacles become obsolete.
- ✓ The information available on projects and experiences of collaboration between naval industries firms is not plentiful
- ✓ The formation of exportation consortiums is a good strategy for enterprises to work around some organisational growth problems.
- ✓ The creation of consortiums can minimize productive, knowledge, personnel or financial capacity problems.

Previous Experiences Conclusions

Constraints



Methodology testing

Good Practices Identification

Objective

To evaluate the results of applying the methodology designed and implementing consortia.



Methodology testing

Good Practices Identification



Critical Points

- Virtual meeting.
- Some companies were represented by the project partners
- The business profile of the participant companies is not homogeneous
- Difficulty to form a consortium without a specific project or objective.
- The type of consortium agreement, that should be flexible in line with the opportunity to be answered.

Methodology testing

Good Practices Identification



Critical Points

- Videoconferences are not enough, face-to-face meetings are necessary.
- The elaboration of a Competence Matrix
- Identification of target markets
- Identification of a consortium leader
- Identification of short and medium term targets.

Methodology testing

Good Practices Identification



Critical Points

- Targets, joint supply, markets and strategic lines were approved but should be confirmed by members of the participant firms.
- Identification of a consortium promoter that can take the consortia forward from now on
- Finalize the feasibility studies and business plans and ensuring follow-ups
- Elaborate on the legal form

Good Practices Recommendations

01. Promote personal relations

In early stages of the consortium constitution, face-to-face meetings should be promoted.

Company's representatives must know each other's and should not be replaced during the consortium lifetime

02. Respect and trust

It's imperative that all the partners respect and trust each other, no partner should overlap each other.

03. Know each participant capabilities

The consortium must know very well the capabilities of each partner.

This knowledge will be crucial to define objectives, strategy and new partners profile, as also to identify projects out of the consortium capabilities, which could end in failure.

Good Practices Recommendations

04. Define precise and realistic objectives

The definition of precise and realistic objectives is an important practice that can contribute to the success of the consortium since the objectives will determine the activities that will be developed, the choice of adopted legal form and finally the financial means that the partners will spend.

05. Maintain autonomy

The members of the consortia must retain their financial, legal and management autonomy. It's essential that the consortia are formalized in some way, firms must formally commit themselves to the consortium.

06. Formalization

The establishment of a formal structure with clear rules and responsibilities at an early stage of the consortium development can help the participants to focus their activities.

The formalization of the consortium depends once again on trust, how members will operate together, for how long, with long-term objectives or for a specific purpose, etc.

Virtual Catalogues

THANK YOU FOR YOUR TIME