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Zagreb 09th Jan. 2001

Center of Technology Transfer, 10000 Zagreb, Ivana Lučića 5, Croatia

FINAL REPORT

Subject: Training Course on **TECHNOLOGY MANAGEMENT AND BUSINESS ALLIANCESS – “TECHNOLOGY MANAGEMENT FOR COMPETITIVENESS”** (20 – 24 November 2000, Zagreb, Croatia)

UNIDO Project No. 2000/234/IR

CTT Project No. 2018

Abstract:

Main development strategy in Croatia is focused to restructuring and technology development primarily related to SME-s. That is the reason of CTT's focusing of interest in developing a performance of SME industry sector. CTT has considered education and training activities as a essentials for managers, entrepreneurs from local SME's, decision – makers from local institutions and sector experts/ consultants aiming at providing services to industry. Regarding this Training Course in Technology Management and Business Alliances is a great opportunity to present these actual business areas. This specific knowledge is recognized as essential in transition economies.

Training Course:

Training course was held in Zagreb, 20 – 24 November 2000 organized in cooperation with UNIDO and ICS.

Preliminary applications were sent from 89 participants. After analysis we selected 26 participants which were approved by the ICS. The main objective was to select participants which have a broad influence in the SME sector – decision making personnel, consultants and experts form local institutions and government institutions supporting SME's.

Structure of the participants' organizations was as follows (please see also attached list of participants):

Center of Technology Transfer Ltd.

Faculty of Mechanical Engineering and Naval Architecture, University of Zagreb, I. Lučića 5, 10000 Zagreb, CROATIA
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Government offices:	3
Institutes:	3
University:	2
SME Consultants:	2
Technology Centers:	6
Chamber of Commerce:	2
Companies (incl. SME):	6
Other:	2

Training course programme was established based on the ICS proposal. It was consisted of the following topics:

1. *Introduction to the ICS-UNIDO programme*
2. *Opportunities and threats surround every SME*
3. *Identification of the firm's technology needs: development of the business strategy.*
4. *Technology assessment and selection*
5. *Technology portfolio analysis*
6. *Make or Buy approach*
7. *The New Product Development Process*
8. *Organizational Structure of Innovation*
9. *Modes of Technology Transfer*
10. *Intellectual property rights and quality standardization*
11. *Acquiring Technology through Licencing*
12. *Preparing for Alliances and partner selection*
13. *Managing Alliances*

Lectures were divided in two main areas:

- Technology Management
- Business Alliances

For each area a National Case Study was prepared and presented by the National Consultants:

- Technology Management – ABB (Asea Brown Bowery) Power Plant Ltd., Karlovac, Croatia
- Business Alliances – ZBBrokers (Zagrebacka Banka Group), Zagreb, Croatia

Organization and Expenses:

Training Course Budget was 19.100 USD according cost estimated in the preparation phase.

The main expenses positions were as follows:

1. Project Organization

1. Contacts with ICS – UNIDO
2. Preparation of the materials
3. Identification and selection of potential companies and institutions for further contact.
4. Defining of database for all potential companies and related participants (for further ongoing training courses).

5. Selection of potential participants, contacts invitation.
6. Preparation and sending materials
7. Registration of participants
8. Administrative support
9. After course activities
10. Selection and coordination of National consultants Case Study preparation

Total:

Expenses 1.1:		
Project Manager (2 months)	2 x 16.000 kn (2 x 1880 USD)	3.760 USD
Administrative Associate	8.000 kn (940 USD)	940 USD
Communication/travel	12.000 kn (1410 USD)	1.410 USD

Subtotal: 6.110 USD

2. Participants

10 participants were outside of Zagreb region and was needed to cover part of their expenses.

Expenses 1.2:		
Travel (10x)	10x1.400 kn (10x165USD)	1.650 USD
Accommodation (5 days x 10)	5 x 10 x 500 kn (5 x 10 x 59 USD)	2.950 USD
Daily expenses (5 days x 10)	5 x 10 x 250 kn (5 x 10 x 29.5 USD)	1.475 USD

Subtotal: 6.075 USD

3. Facilities

1. Conference Hall
2. Training course equipment
3. Reception (Opening Ceremony)
4. Coffee & Refreshment
5. Closing Ceremony

Expenses 3:		
Conference hall with accessories (5 days)	5 x 2.400 kn (5 x 285 USD)	1.425 USD
Reception & Closing Ceremony	5.500 kn (650 USD)	650 USD
Coffee & Refreshment (5 days)	5 x 350 kn (5 x 42 USD)	210 USD

Subtotal: 2.285 USD

4. National Consultants

1. Preparing Case Study
2. Presentation and exercise

Expenses 4:		
National Consultant + Assistant (Technology Management)	21.600 kn	2.540 USD
National Consultant + Assistant (Business Alliances)	17.800 kn	2.095 USD

Subtotal: 4.630 USD

TOTAL EXPENSES: 19.100 USD

Conclusion

Training Course in Technology Management and Business Alliances is considered clear and well structured regarding preparation of supporting materials for lecturing. Lectures were clearly presented. Case studies (prepared from Lecturers as well as National Consultants) were presented and discussed in order to describe in a closer way core elements of successfully driven Technology Management and Business Alliances, planing and realization. The primary interest of CTT was to animate participants from institutions as well as technology and innovation centers to attend the Training Course in order to distribute knowledge and experience within entrepreneurs and SME's managers. Furthermore, CTT and ICS established a frame to apply the similar Training course and series of workshops focused to the particular industry segment, e.g. Shipbuilding Industry. The main goal of the planned project, partly related to the performed Training Course in Technology Management and Business Alliance has been to build the regional international cluster supplying shipbuilding industry. This is the significant project based on the Training Course experience which was organized in cooperation of UNIDO, ICS and CTT.

Project Manager



Ivica Donkov M. Sc.

List of Participants – TRAINING COURSE IN TECHNOLOGY MANAGEMENT AND BUSINESS ALLIANCES
20th – 24th Nov. 2000, Zagreb, Croatia

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