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**FINAL REPORT**  
**WORKSHOP ON "NEW PRODUCTS OPPORTUNITY SEARCH"**  
**SC DP/COS/87/010/21-02**

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**1. GENERAL DESCRIPTION**

From May 13 to 24, INVERTEC IGT conducted the workshop "New Opportunity Search" for three productive firms in Costa Rica. This work was part of the ONUDI's Project DP/COS/87/010.

In each of the three workshops INVERTEC IGT worked in conjunction with a professional team from the Entrepreneurial Nucleus of Technology Management (NGT-MOT Nucleus). By this means, INVERTEC IGT transferred this workshop technology to the local ONUDI staff.

The assisted firms were:

- a) SEYMA, a manufacturer and exporter of Burglary Resistant High Security Safes.
- b) TECAPRO, a software producer and exporter.
- c) CELCO, a chemical products producer and exporter.

**2. WORKSHOP DESCRIPTION**

In each workshop the executive and professional team of the company work in a creative environment, detecting, analyzing and prioritizing new business opportunities.

Each workshop had the following work sequence:

- a) Mission statement explicit definition
- b) Internal Assessment: Strengths and Business opportunity sources: Information and technology
- c) Environment Assessment: Opportunities and Threats
- d) Diversification conditioning statements
- e) New business opportunity search through a brainstorming session (around 25 to 40 opportunities are normally detected in each workshop)
- f) First opportunity selection: Relevance prioritization
- g) Detailed discussion on the main opportunities (around 10 to 15 opportunities are qualified in each workshop)
- h) Second opportunity selection: Relevance, Feasibility and Estimated Cost-Benefit Rate prioritization.

The business opportunities search is done after analyzing the strengths and weaknesses of the company so as not to induce diversification strategies that could be based on a weak point.

The identification of threats and opportunities is done previously as well, for the purpose of finding development opportunities for the current business that could result more important than a diversification action.

### 3. RESULTS

#### 3.1 TECAPRO

TECAPRO found 12 prioritized business opportunities, three of them were qualified as very important.

1. The marketing and design of the second version of the SAI software, a general management tool.
2. Covering the latinamerican market with their SACET software through a commercial agreement with Northern Telecom (USA). SACET is a telephone call registering software to be installed in telephone central units of organizations.
3. Covering the latinamerican market with the BINGO software, a Loto information processing software, already installed in some centralamerican countries.

The final report from INVERTEC IGT to TECAPRO includes all the information gathered during the workshop, the conclusions and suggestions from the consulting staff for the diversification projects assessment for each opportunity and the summary of an information search done by INVERTEC IGT in data bases and bibliography sources related to the interest areas of the company.

#### 3.2 SEYMA

SEYMA found 10 prioritized business opportunities, three of them were qualified as very important.

1. Initiating production with Underwriters Laboratories Certification in one southamerican country.
2. Including optionally installed electronical instrumentation to SEYMA products.
3. Initiating production of material transport equipment and parts, First Phase.

The final report from INVERTEC IGT to SEYMA includes all the information gathered during the workshop, the

conclusions and suggestions from the consulting staff for the diversification projects assessment for each opportunity and a complete information set for assessing the feasibility of investing in Chile, as asked by SEYMA.

### 3.3 CELCO

In this company the Business Opportunity Search was changed for a Strategic Planning Workshop in the very first session. The consulting staff detected weaknesses that had to be worked in deep before any diversification action could be initiated. The corporate executive staff, including the general manager, agreed in this suggestion.

Taken into account that the time availability was not enough for concluding the Strategic Planning Workshop, INVERTEC IGT conducted the main part of it and trained the CEGESTI Staff on the conduction of the last part, i.e.: the action strategies definition.

The workshop sequence in this case was the following:

- a) Mission statement explicit definition for each of the three firms of the holding CELCO.
- b) Internal Assessment: Strengths and
- c) Environment Assessment: Opportunities and Threats
- d) Current products assessment: Attractiveness and Competitivity.
- d) Performance Indicators selection and prioritization.
- e) Goals definition
- f) Action Strategies definition (conducted by CEGESTI)

The final report from INVERTEC IGT to CELCO includes all the information gathered during the workshop, the Product Competitiveness - Attractiveness Matrix, some suggestions from the consulting staff for the strategic management of the holding and a guide for the marketing assessment of a product family of particular interest for CELCO.

### 4. WORKSHOP ASSESSMENT

The workshop was qualified by means of a written questionnaire. In all three cases the executive staff considered the benefits of the workshop were in the range of high and very high.

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Santiago, July 23, 1991