heliceNet

Improving Competitiveness in the Andalusian Aerospace Cluster

Final Conference Erik

Agencia de Innovación y Desarrollo de Andalucía IDEA
CONSEJERÍA DE ECONOMÍA, INNOVACIÓN Y CIENCIA

fundación HÉLICE

Simón Vázquez
Aerospace Cluster
svazquez@agenciaidea.es

Clusters Division
IDEA Agency

Contents

1. Introduction

FOCUS

– **Suitable combination of the different elements:** processes, organization , Human resources capabilities, relationship model and technology plan to yield the necessary strategy

I foresee "Andalucía to become as the third reference point for Aeronautics in Europe"

-Mr. José Antonio Viera
Former Consejero Junta de Andalucia

Strategy

Technology

EXTENDED ENTERPRISE BUSINESS MODEL

Business Processes

Organization (PEOPLE)

•Provide IT needed and a way of sharing costs (Service Center)

Establishing standard business processes, integrated and agreed among Prime Contractors and the SMEs

•Encouraging virtual networking to foster collaborative organizations

2. Description of the Initiative

Objective

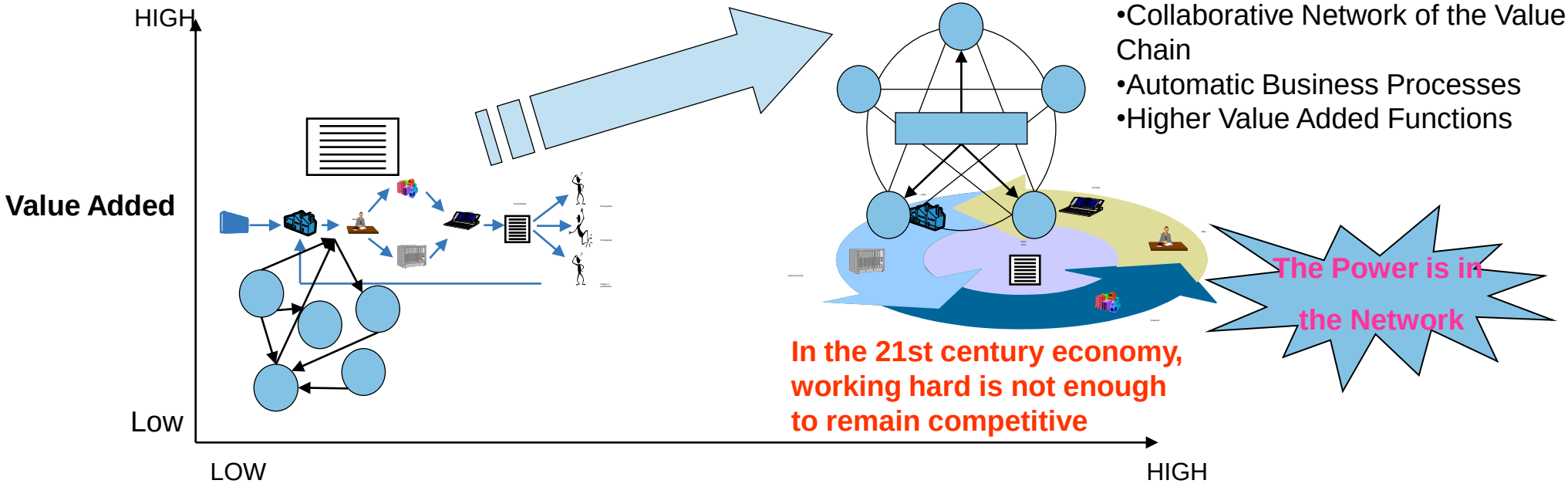
– To create a working network which will position the Andalusian region as a reference point regarding Aeronautics at the European level, empowering the capabilities needed by the SMEs to improve their competitiveness when measured as a whole (global competitiveness).

AFTER : auxiliaries enterprises in the future:

•Collaborative Network of the Value Chain

•Automatic Business Processes

•Higher Value Added Functions



BEFORE : State of Business Relationships:

•Disintegration

•Business Processes badly optimized

•Hand made administrative tasks

•Poor Added Value

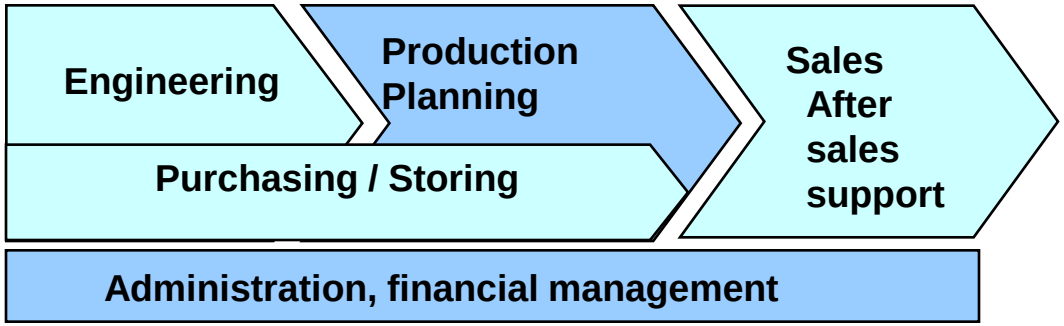
2. Description of the Initiative

Technology Model

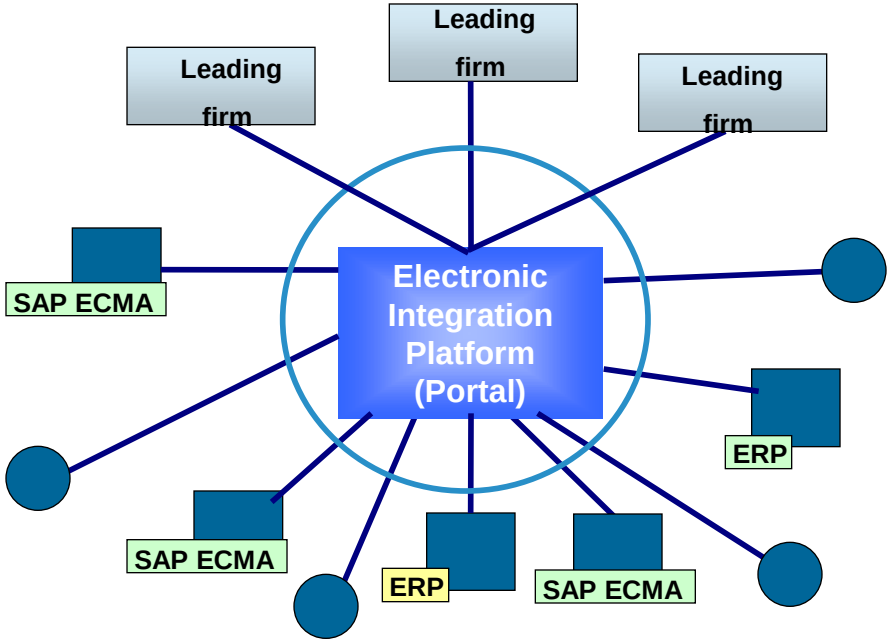
- **Implementing** an **ERP (**SAP ECMA**)** to support internal subcontractors processes mngmt.
- **A Portal Connection** allowing subcontractors to integrate their processes with the OEMs.

SAP ECMA Functionality (sectorial solution for A&D subcontractors).

It gathers know-how of aerospace production and management best practices and the required standards and docs to support processes in a small and medium subcontractor.



Connectiviy with OEM



- Security
- Global Connectivity
- Service level Agreement
- Standard and robust

3. Collaborative Networks

BUSINESS	**Rewards and risks specified under contract**
ORGANIZATION	**A legal entity is not mandatory just a temporal dynamic network managed by a leader**
PROCESSES	**Distributed, coordinated and supported by a IT Platform, higher integration level with big corporations**
MANAGEMENT	**Based upon process managmnt. and delegated functions**

3. Collaborative Networks

Factors that contribute to increase collaborations

BUILDING TRUST

PREVIOUS EXPERIENCES

EXTERNAL THREATS, CRISIS

THE EXISTENCE OF CLUSTER LIKE ENTITIES

A COMMON SET OF VALUES: transparency distributing collaboration benefits

EXISTENCE OF AN AD-HOC IT INFRASTRUCTURE

How can cooperation upgrade the innovation capacity of existing enterprises?

Providing a bus for sharing knowledge for people in participating firms. Sharing common culture, values, techniques. Boosting spillovers and innovations.

Collaborative Networks increase companies flexibility to adapt to market changes

Big corporations that participate in collaborative networks benefit from its flexibility : shortening “time to market” for new products

Help companies to get involved in products, projects and markets beyond individual company’s reach

Collaborative IT Platforms catalyzes knowledge transfer and innovative solutions allowing complementary companies to benefit from synergies

What lessons has your region learned from Erik on enterprise cooperation?

Local political rivalries can hinder cooperation activities between entrepreneurial stakeholders (assocs, tech centers, Universities, etc)

Entrepreneurs need to be trained on cooperation with down to earth instances of cooperative practices in order to make the benefits of cooperation explicit.

All stakeholders must be represented in cluster like cooperation initiatives (Trust is a volatile asset)

What challenges do you face in this field and how can interregional/national cooperation help?

The aerospace supply chain is undergoing deep transformation (the changing market conditions)

The subcontracting policy of Airbus is forcing some SMEs to joint: machining SMEs must cooperate and create a joint venture.

Only bigger companies with more financial power and engineering capabilities will remain well located in the value chain

Two companies have already begun to cooperate with companies from other regions because local rivalries prevent them from cooperate with neighbouring companies

Three companies have established cooperation agreements with german engineering companies

What challenges do you face in this field and how can interregional/national cooperation help?

An association of european aerospace clusters is forming and this will help international cooperation between complementary companies

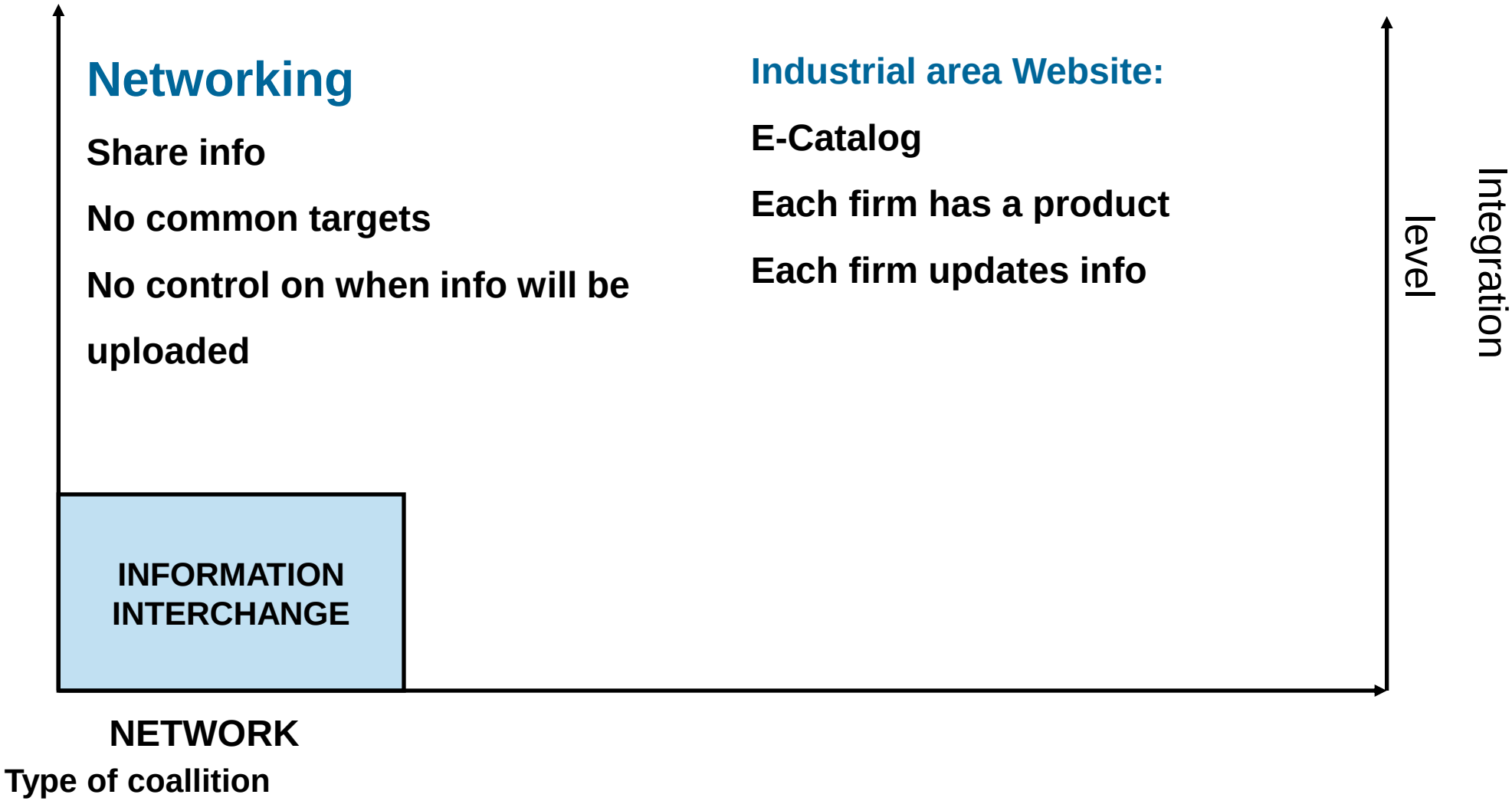
The heliceNet IT Platform must invest in new functionalities to allow for this supply chain changes

Collaborative helping functions like : finding partners, publication of success cooperative experiences, must complement new supply chain transaction functions that will be available for tier1 contractors

Regional agencies should encourage cluster organizations to cooperate with other nation clusters to increase chances of international cooperations between companies

But there are different degrees of involvement for cooperation

Degrees of innovation while cooperating



Camarinha-Matos, L M; Afsarmanseh, H., Simón Vázquez

Degrees of innovation while cooperating

Coordinated Networks

Complementary Targets

Alter activities to be more effective

Still each company keeps its own products, targets and resources

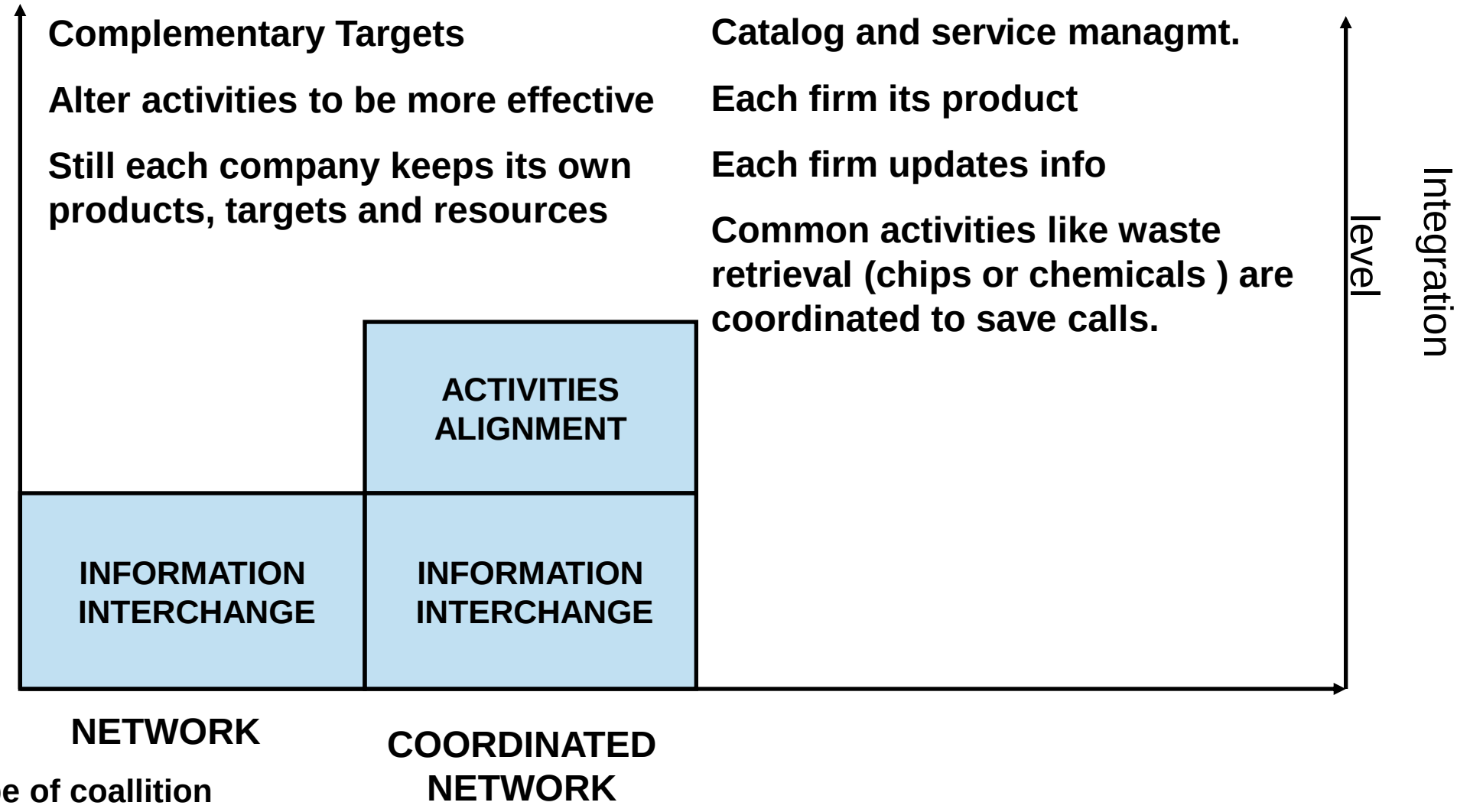
Industrial area website:

Catalog and service managmt.

Each firm its product

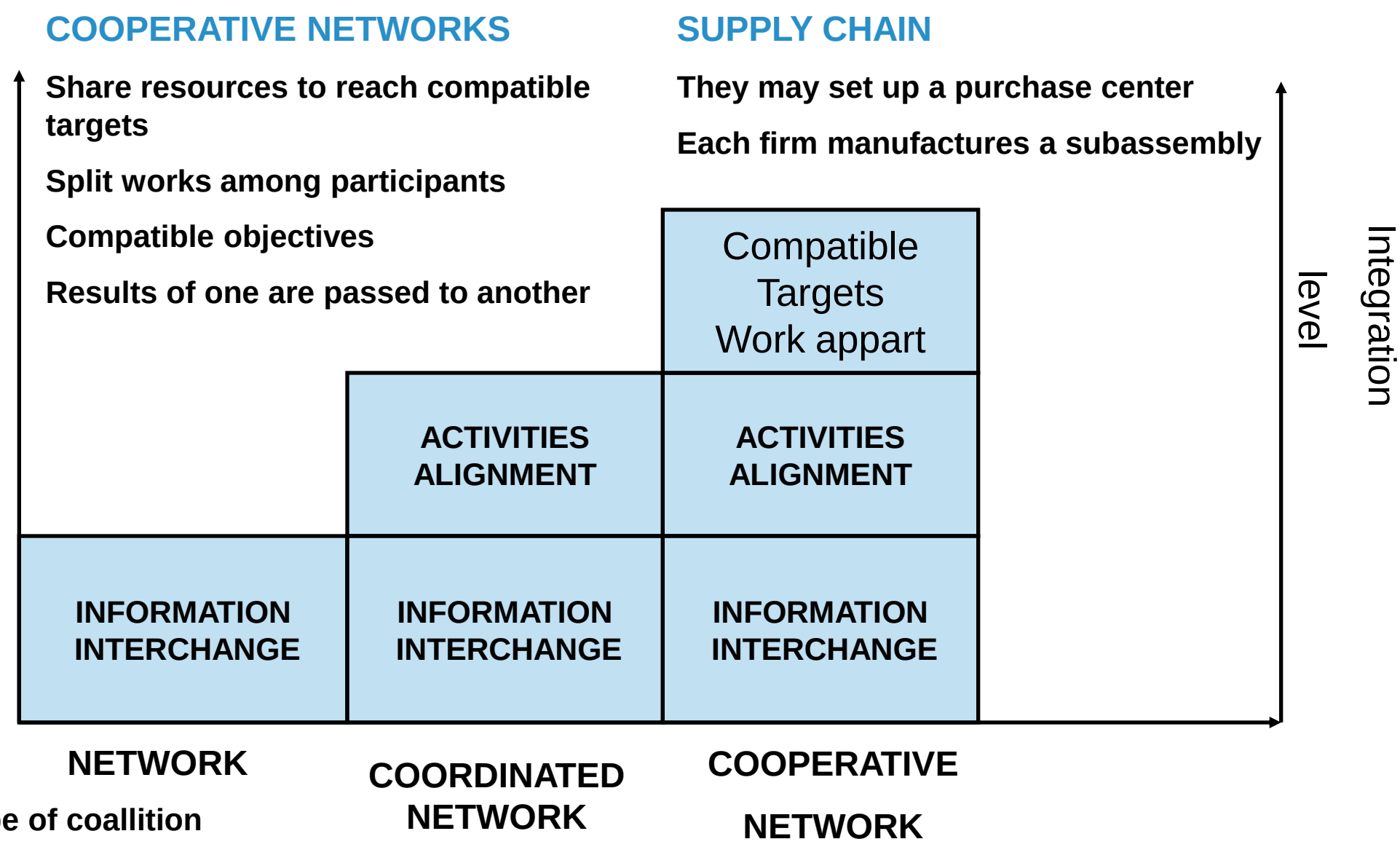
Each firm updates info

Common activities like waste retrieval (chips or chemicals) are coordinated to save calls.



Camarinha-Matos, L M; Afsarmanseh, H., Simón Vázquez

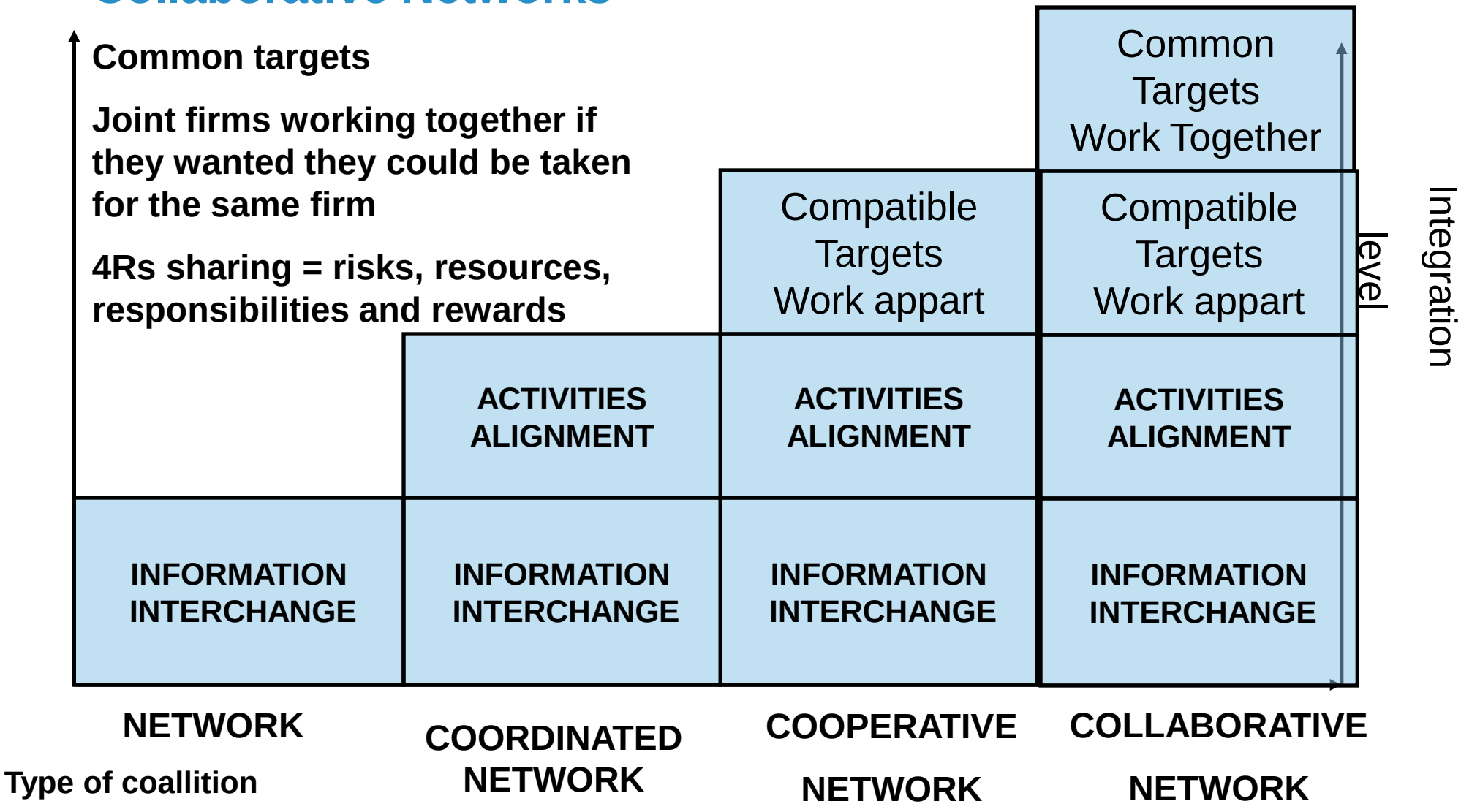
Degrees of innovation while cooperating



Camarinha-Matos, L M; Afsarmanseh, H., Simón Vázquez

Degrees of innovation while cooperating

Collaborative Networks



Thank you

Simón Vázquez
Aerospace Cluster
svazquez@agenciaidea.es