



# KAZALO

Pregled dogajanj v letu 2004.....	2
Pomembnejši dogodki v začetku leta 2005.....	4
Nagovor lastnikov.....	6
Poročilo nadzornega sveta.....	8
1. Splošni podatki.....	10
1.1. Osebna izkaznica družbe.....	10
1.2. Vodstvo in nadzorni organi GIZ ACS.....	10
1.3. Člani ACS.....	10
2. Poslovno poročilo.....	16
2.1. Poslanstvo, vizija in strateški cilji.....	16
2.2. Organizacija.....	20
2.3. Projekti.....	22
2.4. Ravnanje z ljudmi.....	24
2.5. Načrtovani razvoj.....	24
3. Poročilo revizorja.....	26

# CONTENTS

Events in the year 2004.....	3
Major events at the beginning of 2005.....	5
Owners' address.....	7
Report of the supervisory board.....	9
1. General information.....	11
1.1. GIZ ACS ID Card.....	11
1.2. Management and supervisory bodies of GIZ ACS.....	11
1.3. ACS members.....	11
2. Business report.....	17
2.1. Mission, vision and strategic goals.....	17
2.2. Organisation.....	21
2.3. Projects.....	23
2.4. Human resource management.....	25
2.5. Planned development.....	25
3. Auditor's report.....	27



## PREGLED DOGAJANJ V LETU 2004

V **januarju** smo izdelali in predstavili skupno interaktivno ponudbo za Renault (Revoz).

**Februarja** so se pričele pospešene aktivnosti za izvedbo 2. letnega posvetovanja ACS in mednarodne poslovne konference ACS. Delegacija članov ACS v Moskvi je pospešila vzpostavitev stikov s podjetji in razvojno – raziskovalnimi inštitucijami Ruske Federacije.

Meseca **marca** smo oddali vlogo na javni razpis »Spodbujanje razvoja grozdov«. Konferenca v Dublinu »Proizvodnja svetovnega razreda v Evropi« je omogočila izmenjavo izkušenj med evropskimi managerji predvsem tematike uvajanja japonskih principov proizvodnje na evropskih proizvodnih linijah. V okviru plenarnega dela je bila podrobno predstavljena rast ACS. Obisk predstavnika podjetja Infineon iz Avstrije je nakazal na velike spremembe, ki bodo v naslednjih desetih letih nastale zaradi intenzivne uporabe mikroelektronike v avtomobilskih komponentah. V tem mesecu je bilo organizirano tudi poslovno srečanje grozda Silicon Saxony, (micro)electronic clustra (me2c) iz Beljaka in ACS.

V drugi polovici **aprila** smo se na strokovno – poslovnem srečanju JAMA CLEPA v Goeteborgu prvič predstavili s skupno stojnico.

V začetku **maja** je bilo izvedeno 2. letno posvetovanje ACS in mednarodna poslovna konferenca. Vsebina letnega dogodka se je dotaknila predvsem tematike tržnih in razvojnih gibanj avtomobilske in avtomobilske dobaviteljske industrije, potreb proizvajalcev vozil, odnosov z dobavitelji ter razvojnega sodelovanja na kompleksnih projektih v ACS.

V **juniju** je Nadzorni svet izvedel korespondenčno glasovanje. Seznanil se je z vsebino letnega poročila za leto 2003 ter finančnim izidom, stanjem ter uspešnostjo poslovanja združenja. Skupščina GIZ ACS je zasedala 30. junija 2004. Potrdila je letno poročilo za leto 2003, podelila razrešnico direktorju in nadzornemu svetu ter imenovala revizorja za leto 2004. V okviru aktivnosti ustanovitve skupnega razvojnega centra v Moskvi smo skupinsko nastopili na sejmu Avtokomponente 2004 v Moskvi. Skupinski nastop je pripomogel k vzpostavitvi številnih novih stikov, katerih rezultati bodo vidni v bodoče. Potekale so pospešene priprave na oddajo vloge na javni razpis za pridobitev sredstev ESRR, Ukrep 1.1.: Spodbujanje razvoja inovacijskega okolja skupnega projekta pod nazivom »Policentrični tehnološki center kot mednarodni inovacijski sistem slovenske avtomobilske dobaviteljske industrije (v nadaljevanju PTC)«. V tem mesecu je bilo oddano 1. poročilo projekta Spodbujanje razvoja grozda.

Oddaja vloge na javni razpis za pridobitev sredstev ESRR, Ukrep 1.1.: Spodbujanje razvoja inovacijskega okolja skupnega projekta pod nazivom PTC je bila izvedena v **juliju**. V tem mesecu se je število članov iz dosedanjih 35, povečalo na 50 članov. Kongres BAIKA je v okviru glavne obravnavane teme »Inovativni dobavitelji« podalo sporočilo o pomembnosti intenzivne inovacijske dejavnosti ter povezovanja gospodarstva in znanosti.

**Oktobra** je bila s strani Ministrstva za gospodarstvo odobrena vloga skupnega projekta PTC na javni razpis za pridobitev sredstev ESRR, Ukrep 1.1.: Spodbujanje razvoja inovacijskega okolja. Odobrena sredstva se gibljejo v višini 1.7 mrd SIT. V tem mesecu je bilo oddano 2. poročilo projekta Spodbujanje razvoja grozda. Izveden je bil Programski svet, ki je obravnaval dosedanje aktivnosti na skupnih raziskovalnih in razvojnih projektih za nove proizvode in tehnologije. V pripravah na ustanovitev Srbskega avtomobilskega grozda in namerah, da pritegnejo nova naročila in vlagatelje v proizvodnjo

## EVENTS IN THE YEAR 2004

In **January** a mutual interactive offer for Renault (Revoz) was created and presented.

In **February** accelerated activities for the realization of the 2nd annual convention and business conference ACS began. The delegation of ACS members in Moscow accelerated the establishment of contacts with companies and R&D institutions of the Russian Federation.

In **March** we submitted the application for public competition “Stimulating the development of clusters”. The conference in Dublin “Manufacturing of mutual class in Europe” made it possible to exchange the experience among European managers, especially in the field of introducing Japanese principles of manufacture in European manufacturing lines. In the plenary part of the conference the growth of ACS was presented in detail. The visit of the Infineon representatives from Austria pointed to enormous changes that will take part because of the intensive use of microelectronics in automotive components in the following ten years. A business meeting of the cluster SILICON SAXONY, from MICROELECTRONICS CLUSTER in Beljak took place in March as well.

In the second half of **April** we introduced ourselves with mutual booth at JAMA CLEPA meeting in Goeteborg.

In the beginning of **May** the 2nd annual convention and ACS business conference was organized. The content of the event touched the topics of market and development movements in automotive and automotive supply industry, the needs of vehicle manufacturers, relationships with suppliers and development cooperation in more complex ACS projects.

In **June** the Supervisory Board carried out a correspondence voting. The members got acquainted with the contents of the annual report of 2003, financial report and successfulness of managing ACS. The General Assembly had a session on 30th June 2004. General Assembly verified the annual report of 2003, gave the Manager and the Supervisory Board a discharge and named the auditor for 2004. In the frame of activities regarding the establishment of a mutual development centre in Moscow, we made a joint appearance at the fair “Auto components 2004” in Moscow. This mutual performance contributed to establishing many new contacts the results of which will be noticeable in the future. June was also the month when accelerated preparations were made to submit the application for the invitation to tender for gaining funds from the European Regional Development Funds (ERDF), Action 1.1.: Prompting the development of innovative environment of a mutual project named “Polycentric technological centre as an international innovative system of Slovenian automotive supply industry (later referred to as PTC)”. The first report of the project “Prompting the cluster development” was submitted.

Submitting a tender in response to an invitation to tender for gaining the funds ERDF, Action 1.1.: “Prompting the development of innovative environment of a mutual project named PTC, was carried out in **July**. The number of members increased from 35 to 50 in July. At BAIKA congress it was communicated, within the framework of the main theme discussed: “Innovative suppliers”, how important the intensive innovative activity is side by side with cooperation of economy and science.

In **October** the Ministry of Economy of Slovenia approved the application of the mutual project PTC for the public tender for gaining the funds from ERDF, Action 1.1.: Prompting the development of innovative environment.

avtomobilskih komponent na območju skupine Zastava v Kragujevcu in drugod v Srbiji, je Slovenijo obiskala delegacija njihovih gospodarstvenikov. Skupinski nastop članov ACS na sejmju v Kragujevcu je še dodatno podkrepil zanimanje za srbski trg. Strokovno srečanje proizvajalcev avtomobilov in avtomobilskih dobaviteljev je potekalo v okviru AUTOMOBIL FORUMA v Grazu. Tematika je bila osredotočena na diverzifikacijo modelov pri OEM ter možnosti pri dobaviteljih, premikanje razvoja in proizvodnje ter vzdrževanja blagovnih znamk.

V **novembru** je zasedal nadzorni svet združenje. Seznanil se je z izhodišči za oblikovanje plana dela, finančnega plana ter predloga sistemizacije za leto 2005. Člani nadzornega sveta so se zavzeli za dopolnitev koncepta izhodišč plana dela ter finančnega plana za leto 2005 in v okviru sistemizacije za zasedbo treh delovnih mest. Intenzivni pogovori med predstavniki NAPAK in ACS so privedli do začetka delovanja skupne pisarne v Moskvi. Za člane ACS je bila organizirana strateška delavnica predstavnika proizvajalca vozil Volkswagen AG. Aktualnost obravnavanih tem postati razvojni dobavitelj, sestava celotnih sklopov in management nižjih stroškov delovne sile so prispevale k visoki stopnji udeležbe.

V mesecu **decembru** so potekale aktivnosti za dopolnitev koncepta izhodišč za oblikovanje plana dela, finančnega plana ter predloga sistemizacije za leto 2005 ter priprave na seji nadzornega sveta in skupščine, ki bosta v januarju 2005. Oddaja zaključnega poročila projekta Spodbujanje razvoja grozda je sledila v sredini meseca decembra. Podpisani sta bila pogodbi o medsebojnem sodelovanju, in sicer med ACS in NAPAK (Inženersko – koordinacijsko združenje avtomobilskih proizvajalcev) ter ACS in Shanghai Automotive Trade Association, kot pomoč pri pridobivanju informacij ob vstopu na kitajski trg. Predstavljena je bila analiza »Benchmarking podjetij dobaviteljev avtomobilski industriji«. Aktualnost hitro rastočih trgov je pripeljala do skupnega nastopa članov ACS na Kitajskem – Shanghai.

The approved means are estimated at about 1,7 milliard SIT. In that month the 2nd report of the project “Prompting the cluster development” was submitted. The Programme Council held a meeting, which went through activities and mutual R&D projects for new products and technologies. Because of the preparations of establishing a Serbian automotive cluster, and with the intentions of attracting new orders and investors into car components production in the area of Zastava Group in Kragujevac and elsewhere in Serbia, a delegation of economists visited Slovenia. A mutual presentation of ACS members at the fair in Kragujevac, had an even bigger impact on interest in the Serbian market. The meeting of car manufacturers and automotive suppliers took place at AUTOMOBIL FORUM in Graz. The topic was focused on diversification of models with OEM and possibilities with suppliers, development and production movements, as well as brands maintenance.

In **November** the Supervisory Board was in session. The members got acquainted with the starting-points for designing working plan, financial plan and the preparation of systemization for the year 2005. After this they agreed that it was important to finalize the two plans and as far as systematization is concerned, approved of three new posts. Intensive discussions among the representatives of the NAPAK and ACS resulted in the beginning of Moscow mutual office’s activities. For ACS members a strategic workshop was organized by the representative of the Volkswagen AG car manufacturer. The themes that were dealt with at the workshop were extremely topical: becoming a development supplier, assembling whole complexes and management of lower working force expenses which as a result contributed to a great number of participants.

In **December** the activities for filling the concept of starting-points for designing working plan, financial plan and preposition for the systemization for 2005 were in progress as well as preparations for the meetings of Supervisory Board and Assembly that will take place in January 2005. In the middle of December the final report on the project “Prompting the cluster development” was submitted. Two contracts were signed: between ACS and NAPAK (engineering – coordination association of automotive manufacturers) about mutual cooperation and between ACS and Shanghai Automotive Trade Association about assistance in acquiring information when entering the Chinese market. An analysis was presented “Benchmarking of companies, automotive industry suppliers”. The topicality of fast growing markets led to a mutual presentation of ACS members in China – Shanghai.

4

## POMEMBNEJŠI DOGODKI V ZAČETKU LETA 2005

V mesecu **januarju** je zasedal nadzorni svet združenja. Člani nadzornega sveta so sprejeli bodoče usmeritve združenja, ki naj bodo osredotočene na področje izobraževanja, povezovanja, razpršenosti ter razvoja sistemov. Z vidika dobaviteljske industrije se določijo cilji rasti, donosnosti, inovativnost, vlaganja v razvoj, kakovost, obvladovanja stroškov ter zanesljivosti dobav. Nadzorni svet je ob tem poudaril nujnost prenove strategije v skladu s trendi avtomobilске dobaviteljske industrije. Skupščini je nadzorni svet predlagal sklepe glede poslovnega načrta ter sistemizacije GIZ ACS za leto 2005, sprejema novih štirih članov ter imenovanju direktorja GIZ ACS za nadaljnje dve letno obdobje. Dne, 22. januarja 2005 je zasedala Skupščina GIZ ACS. Seznanila ter potrdila je vsebino Dodatka k strategiji GIZ ACS. Sprejela je predlagane sklepe nadzornega sveta. Skupščina je za direktorja GIZ ACS za nadaljnje dve letno obdobje imenovala gospoda Dušana Bušena. Izvedba seminarja in medpodjetniških srečanj s podjetji BIH je podala možnosti okrepitve poslovne prisotnosti članic ACS na rastočem trgu BiH.

**Februarja** so se pričele pospešene aktivnosti za izvedbo 3. letnega posvetovanja ACS in mednarodne poslovne konference ACS. V tem mesecu je ACS na Bledu organiziral redno letno srečanje predstavnikov nacionalnih združenj avtomobilskih dobaviteljev vključenih v evropsko združenje CLEPA. Ta dogodek je pripomogel k večji razpoznavnosti slovenske avtomobilске dobaviteljske industrije.

5

## MAJOR EVENTS AT THE BEGINNING OF 2005

In January the Supervisory Board had a meeting. The members of the Supervisory Board accepted the future directions of the cluster which should focus on education, cooperation, dispersion and system development. The goals of growth, profitability, innovation, investments into development, quality, expenses management and supply reliability are defined from the supply industry’s point of view. The Supervisory Board also emphasised the importance of strategies updating and improvement in accordance with the trends in automotive supply industry. The Supervisory Board proposed the conclusions about the business plan and GIZ ACS systemization for 2005 to the Assembly, as well as accepting four new members and appointing the GIZ ACS Manager for the period of two more years. On 22nd January 2005 the GIZ ACS Assembly was in session. They got acquainted with and approved of the contents of GIZ ACS strategies amendment. The conclusions proposed by the Supervisory Board were accepted. Mr Dušan Bušen was appointed the Manager of GIZ ACS for the period of two more years. A seminar and meeting with companies from Bosnia and Herzegovina was organised which offered more possibility to strengthen the business presence of ACS members on Bosnia and Herzegovina growing market.

V **marcu** je bilo v okviru dejavnosti inovacijsko, razvojnega pospeševanja v Linzu izvedeno poslovno srečanje slovenskih in avstrijskih avtomobilskih dobaviteljev. Izmenjava tehnoloških izkušenj in vzpostavljeni novi poslovni stiki obetajo bodoče razširjeno poslovno sodelovanje. Soočanje podjetij pri vključevanju v dobaviteljske mreže globalnih proizvajalcev je tematika, ki je bila predstavljena na primeru Volkswagen AG. V tem mesecu smo gostili tudi predstavnike dobaviteljev avtomobilski industriji iz Kraljevine Tajske.

**Aprila** je bilo v okviru konference IAT'05 organizirana okrogla miza s tematiko Vloga grozda ACS po štirih letih delovanja, kjer so bili prisotni vodilni predstavniki članov, večjih poslovnih sistemov in drugih gospodarskih organizacij, Univerze v Ljubljani ter drugih izobraževalnih in raziskovalnih organizacij ter državne uprave.

Konec **maja** je bilo izvedeno 3. letno posvetovanje ACS in mednarodna poslovna konferenca. Vsebina letnega dogodka je bila usmerjena na tematiko tržnih in razvojnih gibanj avtomobilske in avtomobilске dobaviteljske industrije, globalnih in regionalnih premikov za OEM in dobavitelje ter dvig konkurenčnosti avtomobilskih dobaviteljev in izrabo tržnih priložnosti.

## NAGOVOR LASTNIKOV

Skupščina je na svojem 6. zasedanju, 28. junija 2004 obravnavala in sprejela predlog računovodskih izkazov za leto 2003 ter potrdila predlog letnega poročila za leto 2003.

V okviru izvajanja in spremljanja dolgoročnega razvoja smo potrdili razširitev članstva s petnajstimi novimi člani. Tekoče spremljanje ter bodoče načrtovanje poslovnih rezultatov smo potrdili z potrjenim letnim poročilom za leto 2003 ter potrjenim finančnim planom za leto 2004. Ob tem smo soglašali, da bilančni dobiček v višini 1.354.000,00 SIT iz leta 2003 ostane nerazporejen. Članom nadzornega sveta in direktorju GIZ ACS smo podelili razrešnico za leto 2003.

Za nadaljnje spremljanje poslovanja smo za zunanjega izvajalca za izvedbo revidiranja računovodskih izkazov GIZ ACS za leto 2005 potrdili revizijsko hišo RENOMA d.o.o..

V okviru internacionalizacije smo potrdili predlog ustanovitve rusko-slovenskega ne-profitnega združenje pod nazivom »INŽENIRSKO – KOORDINACIJSKO ZDRUŽENJE AVTOMOBILSKIH PROIZVAJALCEV«.

In February accelerated activities for the 3rd annual ACS convention and business conference began. In addition to this there was a meeting of representatives of national associations of automotive suppliers that are united in the European society CLEPA that was organized by ACS in Bled. That event contributed to the promotion of Slovenian automotive supply industry.

In March there was a business meeting of Slovenian and Austrian automotive suppliers in Linz. The meeting was concentrated on the activities of innovation developmental acceleration. The exchange of technological experiences and new business contacts should result in extended future business cooperation. The topic of organizing an encounter of companies when being included into the suppliers' network of global producers was presented on the example of Volkswagen AG. March was also the month when we hosted the representatives of suppliers for automotive industry of the Kingdom of Thailand.

In April a round table on the topic of "The role of ACS after the four years of activities" was organized within the framework of IAT'05 conference. The participants were the leading representatives of the members, bigger business systems and other business organizations, University of Ljubljana and other educational and research organisations and state administration.

At the end of May the 3rd annual ACS convention and business conference took place. The topic of this event was focused on the theme of market and developmental movements in automotive and automotive supply industry, global and regional movements for OEM and suppliers, as well as raising the competitiveness of automotive suppliers and seizing the market opportunities.

## OWNERS' ADDRESS

At its 6th meeting on 28th June 2004, the General Assembly discussed and approved the proposed financial statements for the year 2003 and the proposed annual report for 2003.

Within the framework of carrying out and monitoring the long-term development we confirmed 15 new ACS members. We also confirmed planning new business results by confirming the Annual Report for 2003 and financial plan for 2004. It was agreed upon that profit for appropriation that amounts to 1,354,000.00 SIT from 2003 remains undivided. The members of the Supervisory Board and the director of GIZ ACS were given a discharge for 2003.

For further monitoring of business the Audit Office Renoma d.o.o. Ljubljana was confirmed for the year 2005 to audit financial statements.

Within the framework of internationalisation the proposition to establish a Russian-Slovenian non-profit association called "Engineering – coordination association of automotive manufacturers" was confirmed.

## POROČILO NADZORNEGA SVETA

Nadzorni svet je tekoče obravnaval delovanje Gospodarskega interesnega združenja ACS, Slovenskega avtomobilskega grozda. Delo nadzornega sveta je vsebinsko obsegalo predvsem spremljanje uresničevanja dolgoročnega in strateškega razvoja, statusnih sprememb, oblikovanja in preoblikovanja notranje organizacije, načrtovanja rezultatov ter tekoče spremljanje doseganja rezultatov poslovanja. Direktor združenja je nadzornemu svetu redno poročal in predstavljal korektne in primerljive podatke za nadzor in odločanje o poslovanju.

Na redni in korespondenčni seji smo z direktorjem dejavno usmerjali pogled v prihodnost in kritično obravnavali dosežene rezultate.

- Na korespondenčni seji nadzornega sveta smo se v okviru vsebine letnega poročila za leto 2003 seznanili z finančnim izidom, stanjem ter uspešnostjo poslovanja združenja. Skupaj z direktorjem GIZ ACS smo izoblikovali predlog dnevnega reda ter gradiva za sklic 6. letne skupščine lastnikov. Za zunanjega izvajalca za izvedbo revidiranja računovodskih izkazov GIZ ACS za leto 2004 smo po predhodnem predlogu direktorja izoblikovali predlog podjetja RENOMA d.o.o., Ljubljana za sprejem na 6. letni skupščini lastnikov. Potrdili smo vodjo skupnega projekta Informatika ter na osnovi razprave o statutu in stroškovniku predlagani predlog ustanovitve rusko – slovenskega ne-profitnega združenja »Inženirsko-koordinacijsko združenje avtomobilskih proizvajalcev« predlagali Skupščini v sprejem.
- Na redni seji smo obravnavali finančno poročilo za obdobje I. – IX. 2004 ter izhodišča za oblikovanje plana dela, finančnega plana ter predloga sistemizacije za leto 2005. Zavzeli smo se za dopolnitev koncepta izhodišč plana dela ter finančnega plana za leto 2005 in v okviru sistemizacije za zasedbo treh delovnih mest. Seznanili smo se z vlogo na javni razpis za pridobitev sredstev ESRR – 1.1.. Inovativno okolje z nazivom: »Policentrični tehnološki center kot mednarodni inovacijski sistem slovenske avtomobilske industrije«. Potrdili smo tudi predlog sprejema novih petnajstih članov (razvidno v nadaljevanju letnega poročila). Zavzeli smo se tudi za dopolnitev Strategije ACS, razprava pa je pokazala nujnost njene prenove. Potrdili smo tudi predlog podpisa pogodbe o sodelovanju s Shanghai Automotive Trade Association.

Nadzorni svet se je seznanil z letnim poročilo za leto 2004 in poročilom o opravljeni reviziji za leto 2004, ki jo je opravila revizijska hiša Renoma, Družba za revizijo in svetovanje d.o.o..

Na podlagi pregleda letnega poročila za leto 2004 in poročila o reviziji, poglobljene razprave vseh članov nadzornega sveta, nadzorni svet ugotavlja:

- Letno poročilo za 2004 omogoča podrobno ugotavljanje finančnega izida in stanja ter uspešnosti poslovanja združenja.
- Od revizorja potrjeni računovodski izkazi odražajo resnično in pošteno sliko poslovanja na dan 31.12.2004, izid njenega poslovanja ter gibanja finančnih tokov za leto 2004, ki so v skladu s Slovenskimi računovodskimi standardi. Poslovni del poročila je skladen z revidiranimi računovodskimi izkazi družbe.

Na podlagi navedenega, nadzorni svet nima pripomba na poročilo o reviziji ter letno poročilo za leto 2004. S tem je letno poročilo za leto 2004 s stališča nadzornega sveta sprejeto.

## REPORT OF THE SUPERVISORY BOARD

The Supervisory Board discussed the work of the Business Interest Association ACS, Automotive Cluster of Slovenia. The Supervisory Board observed the realisation of the long-term and strategic development, status changes, formation and reformation of the internal organisation, planning and monitoring of the results of operations. The Manager of the Association regularly reported to the Supervisory Board and presented the Board with correct and comparable data for supervision and decision-making on the operations.

During the one general meeting and one correspondence meeting the Supervisory Board together with the Manager planned future activities and critically reviewed the results yet achieved.

- On the first correspondence meeting we got acquainted with the financial report and successfulness of the business of ACS within the framework of the Annual Report for 2003. In cooperation with the Manager of ACS we designed a proposition for the agenda and the materials for calling the 6th annual Assembly of the Owners. The Audit Office Renoma d.o.o. Ljubljana was confirmed for the year 2004 to audit financial statements following the proposition of the Manager and thus the proposition of the office was designed to be approved at the 6th annual Assembly of the Owners. The head of the mutual project Informatika was confirmed and on the basis of the discussion on the statute and bill of costs it was proposed to establish a Russian-Slovenian non-profit association "Engineering – coordination association of automotive manufacturers" to be confirmed at the Assembly.
- At the general session the financial report for the period January to September 2004 was discussed and some starting-points for the formation of the working plan, financial plan and proposition for systemization for 2005 were put forward for discussion. We emphasised the importance of completing the concept of the starting-points for the working plan, the financial plan for 2005 and within the framework of systemization to fill the three posts. We studied the application for the public invitation to tender to gain the funds from ERDF – 1.1.: Innovative environment called: "Polycentric technological centre as an international innovative system of Slovenian automotive supply industry". The proposition to accept 15 new members was also confirmed (evident below in the annual report). It was made clear that ACS Strategies should be completed and updated. The proposition to sign the contract about the cooperation with Shanghai Automotive Trade Association was confirmed.

The Supervisory Board reviewed the 2004 annual report and the auditor's report for 2004, carried out by the Audit Office Renoma d.o.o., Ljubljana.

On the grounds of having inspected the annual report 2004 and the auditor's report, and after an in-depth discussion by all members of the Supervisory Board, the Supervisory Board states:

- The 2004 annual report allows us to establish the financial situation in detail as well as realise the success of the Association's operations.
- The financial statements, approved by the auditor reflect the true and just image of operations on December 31, 2004, the outcome of the operations and funds flow movements for 2004 which are in accordance with Slovenian accounting standards. The business part of the report is in accordance with the audited financial statements.

On the grounds of the above mentioned, the Supervisory Board has no objection to the auditor's report and the annual report for 2004. Thereby, the Supervisory Board approves the annual report for 2004.



# 1. SPLOŠNI PODATKI

## 1.1. OSEBNA IZKAZNICA DRUŽBE

Gospodarsko interesno združenje ACS, Slovenski avtomobilski grozd je bilo ustanovljeno 22.11.2001. Ustanovitev Gospodarskega interesnega združenja ACS, Slovenskega avtomobilskega grozda, Dimičeva 9, Ljubljana, je vpisana v sodni register pod številko registrskega vložka 1/35798/00 s sklepom Srg 2002/01932. Osnovna dejavnost združenja je opravljanje drugih poslovnih dejavnosti.

Skrajšano ime firme glasi: GIZ ACS  
Sedež družbe: Dimičeva 9, Ljubljana  
ID DDV: SI22249176  
Matična številka: 1710273  
Šifra dejavnosti: 74.873  
Transakcijski račun: NLB, d.d.: 02036-0091099734  
Poslovno leto: Koledarsko  
Spletna stran: www.acs-giz.si  
E-mail: info@acs-giz.si

## 1.2. VODSTVO IN NADZORNI ORGANI GIZ ACS

### VODSTVO IN NADZORNI ORGANI

Ime	Naziv; področje
<b>VODSTVO</b>	
Dušan Bušen	direktor

### NADZORNI SVET

prof.dr. Matija Fajdiga	predsednik
Milan Bavec	podpredsednik
Aleš Nemec	član
Franc Krašovec	član
Živko Kavc	član

Direktor GIZ ACS je bil 01.01.2003 imenovan za obdobje dveh let. Nadzornemu svetu poteče mandat dne 22.11.2005.

## 1.3. ČLANI ACS

GIZ ACS je v letu 2004 vključeval 50 članov, od tega 43 podjetij ter 7 razvojno, raziskovalnih inštitucij.

# 1. GENERAL INFORMATION

## 1.1. GIZ ACS ID CARD

The Business Interest Association ACS, Automotive Cluster of Slovenia was established on November 22, 2001. The incorporation of Business Interest Association ACS, Automotive Cluster of Slovenia, Dimičeva 9, Ljubljana, is registered in the Companies Register under the register number 1/35798/00, by virtue of Registry Court Order (Srg) 2002/01932. The core activity of GIZ ACS is to manage the other business activities.

Abbreviated Company Name: GIZ ACS  
Registered Office: Dimičeva 9, Ljubljana  
ID VAT Number: SI22249176  
Statistical ID Number: 1710273  
Activity Code: 74.873  
Transaction Account: NLB, d.d.: 02036-0091099734  
Financial year: Calendar year  
Website: www.acs-giz.si  
E-mail: info@acs-giz.si

## 1.2. MANAGEMENT AND SUPERVISORY BODIES OF GIZ ACS

### MANAGEMENT AND SUPERVISORY BOARD

Name	Title; Area
<b>MANAGEMENT</b>	
Dušan Bušen	Manager

### SUPERVISORY BOARD

prof.dr. Matija Fajdiga	President
Milan Bavec	Vice-president
Aleš Nemec	Member
Franc Krašovec	Member
Živko Kavc	Member

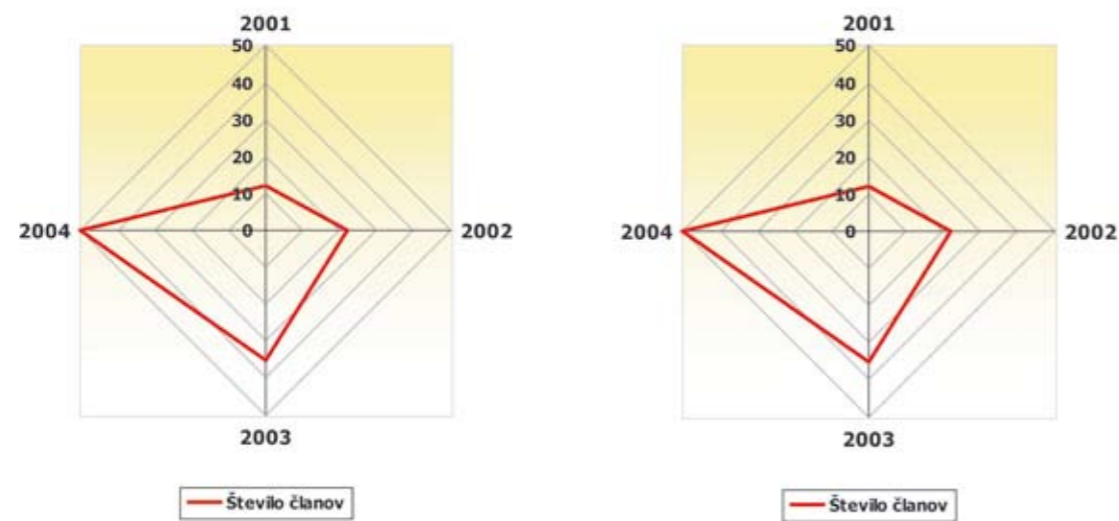
The Manager of GIZ ACS was appointed on January 1, 2003 for a two-year term of office. The Supervisory Board's term of office expires on November 22, 2005.

## 1.3. ACS MEMBERS

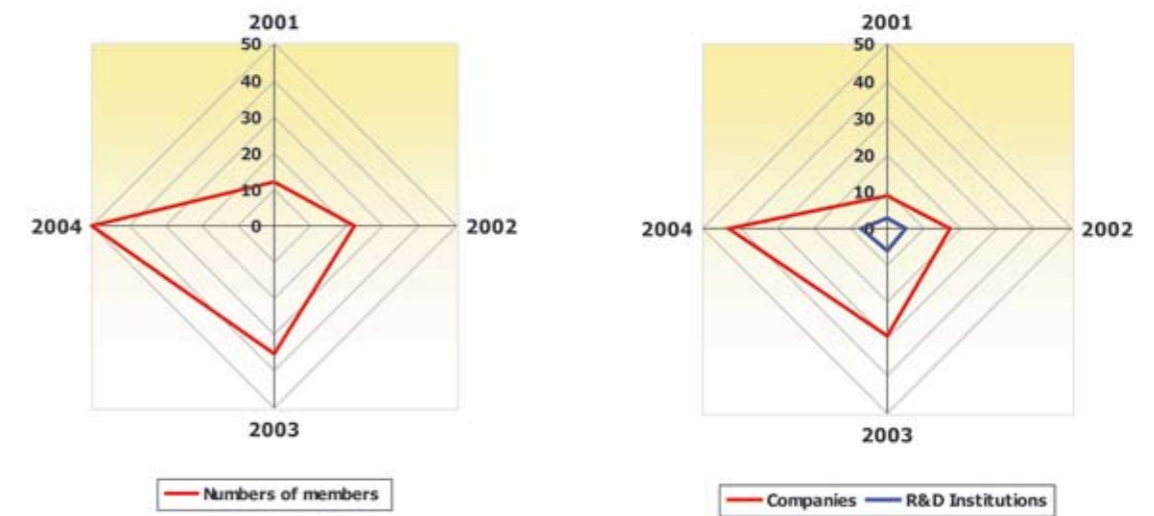
GIZ ACS incorporated 50 members in 2004, from which 43 were companies and 7 R&D institutions.



## PREGLED ŠTEVILA ČLANOV ACS PO LETIH.



## REVIEW OF THE NUMBER OF ACS MEMBERS OVER THE INCORPORATION YEARS



## PREGLED ČLANOV ACS PO LETIH VKLJUČITVE.

DRUŽBA/INSTITUCIJA	NASLOV	LETO VKLJUČITVE
1. AET d.o.o.,	Poljubinj 89/a, 5220 Tolmin	2001
2. Agis Plus, d.o.o.,	Rajšpova 16, 2250 Ptuj	2001
3. Cimos, d.d.,	Marežganskega upora 2, 6000 Koper	2001
4. EMO – Orodjarna, d.o.o.,	Bežigrajska cesta 10, 3000 Celje	2001
5. Iskra Avtoelektrika, d.d.,	Polje 15, 5290 Šempeter pri Gorici	2001
6. Iskra ISD, d.d.,	Savska Loka 4, 4000 Kranj	2001
7. Iskra Mehanizmi, d.d.,	Lipnica 8, 4245 Kropa	2001
8. PS Cimos TAM Ai, d.o.o.,	Ptujska cesta 184, 2000 Maribor	2001
9. PINT – Primorski inštitut za naravoslovne in tehnične vede,	Pristaniška 14, 6000 Koper	2001
10. Rotomatika, d.o.o.,	Spodnja Kanomlja 23, 5281 Spodnja Idrija	2001
11. Univerza v Ljubljani, Fakulteta za strojništvo, CRV,	Aškrcева 6, 1000 Ljubljana	2001
12. TECOS – Razvojni center orodjarstva Slovenije,	Kidričeva ulica 25, 3000 Celje	2001

## REVIEW OF THE MEMBERS OF ACS MEMBERS OVER THE INCORPORATION YEARS:

ORGANISATION/INSTITUTION	ADDRESS	INCORPORATION YEAR
1. AET d.o.o.,	Poljubinj 89/a, 5220 Tolmin	2001
2. Agis Plus, d.o.o.,	Rajšpova 16, 2250 Ptuj	2001
3. Cimos, d.d.,	Marežganskega upora 2, 6000 Koper	2001
4. EMO – Orodjarna, d.o.o.,	Bežigrajska cesta 10, 3000 Celje	2001
5. Iskra Avtoelektrika, d.d.,	Polje 15, 5290 Šempeter pri Gorici	2001
6. Iskra ISD, d.d.,	Savska Loka 4, 4000 Kranj	2001
7. Iskra Mehanizmi, d.d.,	Lipnica 8, 4245 Kropa	2001
8. PS Cimos TAM Ai, d.o.o.,	Ptujska cesta 184, 2000 Maribor	2001
9. PINT – Primorski inštitut za naravoslovne in tehnične vede,	Pristaniška 14, 6000 Koper	2001
10. Rotomatika, d.o.o.,	Spodnja Kanomlja 23, 5281 Spodnja Idrija	2001
11. Univerza v Ljubljani, Fakulteta za strojništvo, CRV,	Aškrcева 6, 1000 Ljubljana	2001
12. TECOS – Razvojni center orodjarstva Slovenije,	Kidričeva ulica 25, 3000 Celje	2001

DRUŽBA/INSTITUCIJA	NASLOV	LETO VKLJUČITVE
1. DIFA, d.o.o.,	Kidričeva 91, 4220 Škofja Loka	2002
2. Domel, d.d.,	Otoki 21, 4228 Železniki	2002
3. Plastika, d.o.o.,	Fužine 009, 1241 Kamnik	2002
4. Kovinoplastika LOŽ, d.d.,	Cesta 19. oktobra 57, 1386 Stari trg pri Ložu	2002
5. LIV Plastika, d.o.o.,	Industrijska cesta 2, 6230 Postojna	2002
6. Polycorn, d.o.o.,	Predmost 51, 4223 Poljane nad Škofjo Loko	2002

ORGANISATION/INSTITUTION	ADDRESS	INCORPORATION YEAR
1. DIFA, d.o.o.,	Kidričeva 91, 4220 Škofja Loka	2002
2. Domel, d.d.,	Otoki 21, 4228 Železniki	2002
3. Plastika, d.o.o.,	Fužine 009, 1241 Kamnik	2002
4. Kovinoplastika LOŽ, d.d.,	Cesta 19. oktobra 57, 1386 Stari trg pri Ložu	2002
5. LIV Plastika, d.o.o.,	Industrijska cesta 2, 6230 Postojna	2002
6. Polycorn, d.o.o.,	Predmost 51, 4223 Poljane nad Škofjo Loko	2002



7. RESISTEC, d.o.o.,	Krška cesta 8, 8311 Kostanjevica na Krki	2002
8. ROTO Murska Sobota, d.o.o.,	Goriška ulica 150, Černelavci, 9000 Murska Sobota	2002
9. Semikron, d.o.o.,	Gabrsko 12, 1420 Trbovlje	2002
10. Štore Steel, d.o.o.,	Železarska 3, 3220 Štore	2002
11. TBP, d.d.,	Kidričeva 14, 2230 Lenart	2002
12. Tovarna vozil Maribor, d.o.o.,	Cesta k Tamu 33, 2000 Maribor	2002
13. Univerza v Mariboru, Fakulteta za elektrotehniko, računalništvo in informatiko,	Smetanova ulica 17, 2000 Maribor	2002
14. Univerza v Mariboru, Fakulteta za strojništvo,	Smetanova ulica 17, 2000 Maribor	2002
15. VESNA, d.d.,	Einspielerjeva 31, 2000 Maribor	2002

7. RESISTEC, d.o.o.,	Krška cesta 8, 8311 Kostanjevica na Krki	2002
8. ROTO Murska Sobota, d.o.o.,	Goriška ulica 150, Černelavci, 9000 Murska Sobota	2002
9. Semikron, d.o.o.,	Gabrsko 12, 1420 Trbovlje	2002
10. Štore Steel, d.o.o.,	Železarska 3, 3220 Štore	2002
11. TBP, d.d.,	Kidričeva 14, 2230 Lenart	2002
12. Tovarna vozil Maribor, d.o.o.,	Cesta k Tamu 33, 2000 Maribor	2002
13. Univerza v Mariboru, Fakulteta za elektrotehniko, računalništvo in informatiko,	Smetanova ulica 17, 2000 Maribor	2002
14. Univerza v Mariboru, Fakulteta za strojništvo,	Smetanova ulica 17, 2000 Maribor	2002
15. VESNA, d.d.,	Einspielerjeva 31, 2000 Maribor	2002

DRUŽBA/INSTITUCIJA      NASLOV      LETO VKLJUČITVE

1. Atotech Podnart d.d.,	Podnart 43, 4244 Podnart	2003
2. Kočever&Thermotron d.o.o.,	Ločica ob Savinji 65/d, 3313 Polzela	2003
3. MBB d.o.o. Mengeš,	Gorenjska cesta 20/d, 1234 Mengeš	2003
4. Sep d.o.o.,	Kamnje 41, 8232 Šentrupert	2003
5. TPV TADIS d.o.o. Novo Mesto,	Kandijska cesta 60, 8000 Novo Mesto	2003
6. TT Okroglica d.d.,	Dombrava 1, 5270 Volčja Draga	2003
7. UNIOR d.d.,	Kovaška cesta 10, 3214 Zreče	2003
8. Univerza v Ljubljani, Naravoslovnotehniška fakulteta,	Aškerčeva 12, 1000 Ljubljana	2003

ORGANISATION/INSTITUTION      ADDRESS      INCORPORATION YEAR

1. Atotech Podnart d.d.,	Podnart 43, 4244 Podnart	2003
2. Kočever&Thermotron d.o.o.,	Ločica ob Savinji 65/d, 3313 Polzela	2003
3. MBB d.o.o. Mengeš,	Gorenjska cesta 20/d, 1234 Mengeš	2003
4. Sep d.o.o.,	Kamnje 41, 8232 Šentrupert	2003
5. TPV TADIS d.o.o. Novo Mesto,	Kandijska cesta 60, 8000 Novo Mesto	2003
6. TT Okroglica d.d.,	Dombrava 1, 5270 Volčja Draga	2003
7. UNIOR d.d.,	Kovaška cesta 10, 3214 Zreče	2003
8. Univerza v Ljubljani, Naravoslovnotehniška fakulteta,	Aškerčeva 12, 1000 Ljubljana	2003

DRUŽBA/INSTITUCIJA      NASLOV      LETO VKLJUČITVE

1. AREX d.o.o.,	Trubarjeva 7, 8310 Šentjernej	2004
2. ELVEZ, d.o.o.	Cesta Andreja Bitenca 68, 1000 Ljubljana	2004
3. GLINEK, d.d.	Glinek 5, 1291 Škofljica	2004
4. GOODYEAR Engineered Products Europe, d.o.o.,	Škofjeloška cesta 6, 4000 Kranj	2004
5. HELIOS TBLUS Količevo, d.o.o.,	Količevo 65, 1230 Domžale	2004
6. ISKRA EMS d.o.o.,	Trubarjeva 7, 8310 Šentjernej	2004
7. JOHNSON CONTROLS - NTU, d.o.o.,	Pod gradom 1, 2380 Slovenj Gradec	2004
8. KGL, d.o.o.,	Ponoviška cesta 13, 1270 Litija	2004
9. MOTOMAN ROBOTEC, d.o.o.,	Lepovče 23, 1310 Ribnica	2004
10. PRESEK, d.o.o.,	Slovenska vas 5, 8232 Šentrupert	2004
11. RIKO, d.o.o.,	Bizjanova 2, 1000 Ljubljana	2004
12. SMART COM, d.o.o.,	Brnčičeva 45, 1001 Ljubljana - Črnuče	2004
13. Univerza v Ljubljani, Fakulteta za elektrotehniko,	Tržaška 25, 1000 Ljubljana	2004
14. TAB, d.d.,	Polena 6, 2392 Mežica	2004
15. TALUM, d.d.,	Tovarniška cesta 10, 2325 Kidričevo	2004

ORGANISATION/INSTITUTION      ADDRESS      INCORPORATION YEAR

1. AREX d.o.o.,	Trubarjeva 7, 8310 Šentjernej	2004
2. ELVEZ, d.o.o.	Cesta Andreja Bitenca 68, 1000 Ljubljana	2004
3. GLINEK, d.d.	Glinek 5, 1291 Škofljica	2004
4. GOODYEAR Engineered Products Europe, d.o.o.,	Škofjeloška cesta 6, 4000 Kranj	2004
5. HELIOS TBLUS Količevo, d.o.o.,	Količevo 65, 1230 Domžale	2004
6. ISKRA EMS d.o.o.,	Trubarjeva 7, 8310 Šentjernej	2004
7. JOHNSON CONTROLS - NTU, d.o.o.,	Pod gradom 1, 2380 Slovenj Gradec	2004
8. KGL, d.o.o.,	Ponoviška cesta 13, 1270 Litija	2004
9. MOTOMAN ROBOTEC, d.o.o.,	Lepovče 23, 1310 Ribnica	2004
10. PRESEK, d.o.o.,	Slovenska vas 5, 8232 Šentrupert	2004
11. RIKO, d.o.o.,	Bizjanova 2, 1000 Ljubljana	2004
12. SMART COM, d.o.o.,	Brnčičeva 45, 1001 Ljubljana - Črnuče	2004
13. Univerza v Ljubljani, Fakulteta za elektrotehniko,	Tržaška 25, 1000 Ljubljana	2004
14. TAB, d.d.,	Polena 6, 2392 Mežica	2004
15. TALUM, d.d.,	Tovarniška cesta 10, 2325 Kidričevo	2004



## 2. POSLOVNO POROČILO

### 2.1. POSLANSTVO, VIZIJA IN STRATEŠKI CILJI

#### VIZIJA:

##### KAJ HOČEMO?

Slovenski avtomobilski grozd hoče s svojimi člani postati razvojno intenzivna in zanesljiva mreža dobaviteljev za globalne proizvajalce vozil na izbranih segmentih, z izdelki višje stopnje sestavljenosti in dodane vrednosti.

#### POSLANSTVO:

##### KDO SMO?

ACS je gospodarsko interesno združenje slovenskih dobaviteljev avtomobilski industriji in proizvajalcev motornih vozil, ki so se povezali z namenom (1. člen pogodbe o ustanovitvi GIZ ACS – namen ustanovitve):

- Povezovanje v grozd za krepitev konkurenčne sposobnosti članic in s tem povečevanjem dodane vrednosti (ter krepitev konkurenčne sposobnosti celotnega slovenskega gospodarstva);
- Podpora članom pri vključevanju v svetovno industrijo vozil z izdelki višje dodane vrednosti;
- Pospeševanje razvoja dejavnosti članov ter učinkovitosti poslovanja članov z ustreznimi raziskavami in povezovanjem s strokovnimi, podpornimi in znanstvenimi institucijami doma in v tujini;
- Ustanovitev GIZ ACS kot osrednje komunikacijske točke avtomobilskega grozda, podprte z infrastrukturo.

#### STRATEŠKI CILJI ZA OBDOBJE 2003 – 2008

1. S skupnim trženjem in promocijo prispevati k povprečni rasti prodaje (realizacije) na zaposlenega pri članih iz povprečnih 5,4% za preteklo triletno povprečje, na rast 8% letno. In iz povprečne letne rasti BDV na zaposlenega 6,25%, za preteklo triletno obdobje, na letno rast 9%.
2. Izvesti letno 10 do 15 razvojno raziskovalnih projektov novih proizvodov oz. tehnologij, pri katerih potenciale združujejo vsaj tri industrijske in vsaj ena raziskovalna in razvojna organizacija, znotraj in zunaj ACS.
3. Vlagati v kadre in njihovo usposabljanje in izobraževanje pri članih ACS na ravni učečega se podjetja, kar pomeni dosegati vsaj povprečno 13 ur izobraževanja na zaposlenega letno.
4. Informatizacija procesa komuniciranja med člani ACS in z relevantnim okoljem za razvojno in poslovno rast avtomobilske dobaviteljske industrije na vrhunski ravni v Sloveniji in nad povprečjem bližnjih avtomobilskih grozdov v Srednji Evropi.
5. Po EFQM modelu poslovne odličnosti (samoocena) dosegati nad 350 točk za 50% članov. Letno imeti vsaj enega člana med finalisti slovenske nagrade za poslovno odličnost.

Za večino slovenskih podjetij predstavlja internacionalizacija strateški izziv in pogoj za rast. Podjetja zadostno obvladujejo osnovne sposobnosti (prodaje, tehnologije, proizvodnje, ...), primanjkuje pa jim znanja, ki bi omogočala izpeljavo zahtevnejših projektov, ki terjajo večja sredstva in jih spremlja višja stopnja tveganja. V ta namen ACS veliko pozornost usmerja v internacionalizacijo ACS ter njegove strategije razvoja.

## 2. BUSINESS REPORT

### 2.1. MISSION, VISION AND STRATEGIC GOALS

#### VISION:

##### WHAT WE WANT?

The Automotive Cluster of Slovenia wishes to develop an intensive and reliable network of suppliers providing products of a higher rank of complexity and added value for global car manufacturers.

#### MISSION:

##### WHO WE ARE?

ACS is a business association based on economic interest of its members uniting Slovenian automotive suppliers. (1. article of the establishment contract GIZ ACS – the purpose of the establishment):

- Associating into the cluster with the purpose of strengthening competitive abilities of the members and in this way increasing added value (strengthening competitive abilities of the whole Slovenian economy).
- Supporting ACS members when entering the world automotive industry with products of higher added value.
- Promoting the development of ACS members' activities and efficiency of their business with adequate researches in cooperation with expert and scientific institutions home and abroad.
- Establishing GIZ ACS as a central communication point of ACS with its infrastructure.

#### STRATEGIC GOALS FOR THE PERIOD 2003 – 2008

1. Using mutual marketing and promotion to contribute to an average increase in sales (realisation) per an employee for ACS members; from average of 5.4% in the past three-year period average to the increase of 8% a year. And from the average GNP year increase per person amounting 6.25% for the last three-year period to the year increase of 9%.
2. Carrying out 10 – 15 R&D projects on new products or technologies a year, in which at least three industrial organisations and at least one R&D organisation from within or outside ACS will join their potentials.
3. Investing into employees, human resources, their training and education with ACS members in the shape of a learning company, which means – to achieve at least 13 hours of training and education per an employee a year.
4. Introducing information technology into the process of communication between ACS members and creating a more relevant environment for developmental and business growth of automotive supply industry at the topmost level in Slovenia and above the average level among the neighbouring automotive clusters of Central Europe.
5. Reaching above 350 points for 50% of ACS members according to the EFQM model of business excellence (self-evaluation). At least one of ACS members a year should be among the finalists of the Slovenian award for business excellence.



## STRATEŠKE USMERITVE INTERNACIONALIZACIJE:

1. Zbiranje in posredovanje informacij in možnosti investiranja na konkretnih projektih, navezovanje stikov s potencialnimi tujimi partnerji, tudi ob pomoči navezovanja stikov z diplomatsko – konzularnimi predstavništvi;
2. Pomoč manjšim in srednje velikim podjetjem pri hitrejšem vključevanju v mednarodne procese ter krepitvi položaja na obstoječih ter osvajanje novih trgov;
3. Spodbujanje strateških povezav z globalnimi mrežami visoko specializiranih nacionalnih grozdov;
4. Organizacija poslovnih delegacij, sejamskih predstavitev, seminarjev in poslovnih konferenc ter drugih promocijskih dogodkov;
5. Pomoč pri izobraževanju za mednarodno poslovanje;
6. Vključenost članov v mednarodne informacijske baze o dobaviteljih;
7. Opravljanje informacijskih, svetovalnih in drugih storitev;
8. Opravljanje drugih nalog, ki prispevajo k uspešnejši internacionalizaciji članov/nečlanov ACS (pomoč tujim podjetjem pri pridobitvi partnerjev v Sloveniji, preko mednarodne mreže ACS iskanje partnerjev za RR projekte članov ACS).

## KLJUČNI DEJAVNIKI USPEHA

KLJUČNI DEJAVNIK	OPIS KLJUČNEGA DEJAVNIKA
MEDNARODNA RAZPOZNAVNOST	Mednarodna razpoznavnost članov in ACS je najpomembnejši dejavnik uspeha, brez katere ni mogoče doseči mednarodne konkurenčne sposobnosti slovenskih dobaviteljev.
MEDNARODNA POVEZANOST	Predpogoj za doseganje inovativnosti je vzpostavitev dolgoročnega sodelovanja s ključnimi globalnimi proizvajalci vozil, sistemskimi dobavitelji in mednarodnimi mrežami.
KAKOVOST MEDSEBOJNIH PROCESOV NOTRANJE ORGANIZACIJE – REGIJSKA INTEGRACIJA	Za kvalitetno medsebojno sodelovanje med člani grozda je potrebna vzpostavitev zaupanja za skupno delovanje na razvojno – raziskovalnih projektih. Pospešitev tovrstnih aktivnosti omogoča povečanje mednarodne konkurenčnosti.
ODNOS DO ZUNANJEGA REGIONALNEGA OKOLJA	Koncentracija na problematiko razvoja regionalnega okolja predstavlja pogoj nadaljnjega razvoja grozda, razpoznavnost v domačem okolju ter s tem kreiranje novih procesov modela grozdenja.

For most of Slovenian companies the internationalization presents a strategic challenge and condition for growth. The companies are managing basic abilities (sales, technologies, manufacture), but they lack the knowledge which would enable them to carry out more complex projects that require more funds and present higher risks. For that purpose ACS has been directing more attention into internationalization and its development strategies of.

## STRATEGIC DIRECTIONS OF INTERNATIONALIZATION:

1. Collecting and passing the information about possibilities of investments into particular projects, making contacts with potential foreign partners, also with the help of diplomats – through consular offices;
2. Offering help to small and medium-sized companies to take part in international processes and to strengthen their present market positions and conquer new ones;
3. Prompting strategic connections with global networks of highly specialised national clusters;
4. Organisation of business delegations, fair presentations, seminars and business conferences as well as other promotion events;
5. Assistance in training and education for international business operations;
6. Members' incorporation into the international information basis on suppliers;
7. Carrying out information, advisory and other services;
8. Carrying out other tasks that contribute to a more successful internationalisation of ACS members and non-members (helping foreign companies in finding partners in Slovenia using the ACS international network – finding R&D partners for ACS members' projects).

## KEY FACTORS OF SUCCESS

KEY FACTOR	DESCRIPTION OF THE KEY FACTOR
INTERNATIONAL IDENTIFICATION	International identification of ACS and its members is the most important factor of success and is also a condition for the international competitiveness of Slovenian suppliers.
INTERNATIONAL CONNECTION	The preliminary condition for the achievement of innovation is the establishment of a long-term cooperation with key global automotive producers, system suppliers and international networks.
THE QUALITY OF MUTUAL PROCESSES OF THE INTERNAL ORGANISATION – REGIONAL INTEGRATION	Quality mutual cooperation among cluster members requires the establishment of the confidence for mutual operations on R&D projects. The acceleration of such activities makes it possible to increase the international competitiveness.
THE APPROACH TO THE EXTERNAL REGIONAL ENVIRONMENT	Concentration on the problem of the regional environment development presents a condition of further cluster development and identification in the domestic environment and in this way the creation of new processes of clustering model.

## 2.2. ORGANIZACIJA

Slovenski avtomobilski grozd kontinuirano izvaja naloge za že identificirane interese članov. Ob spremljanju razvoja članov pa poskuša identificirati nove potrebe in poti za njihovo razrešitev.

### OSREDNJA PODROČJA DELOVANJA GROZDA SO:

- Nadgrajevanje in vzdrževanje splošnih infrastrukturnih pogojev delovanja;
- Pospeševanje in pomoč pri nadaljnjem povezovanju in sodelovanju med člani na vseh področjih delovanja;
- Izvajanje strategije ter kontinuiran proces prilagajanja razmeram na domačem in tujem trgu;
- Zastopanje interesov podjetij/institucij/organizacij ter promocija doma in v tujini;
- Spremljanje in uveljavljanje dogovorjenih norm in pravil igre delovanja ACS;
- Spremljanje sistemskih, pravnih in ekonomskih vprašanj ter predlaganje ukrepov;
- Premoščenja razkoraka med znanostjo in industrijo (bazičnih, aplikativnih in industrijskih raziskav);
- Zastopanje dostopa do skupnih informacij in temeljnih znanj ter posredovanje le-teh članov;
- Pospeševanje skupnega delovanja članov pri izboljšanju razvoja novih izdelkov;
- Pospeševanje skupnega delovanja članov za izboljšanje poslovanja na področju organizacije, kakovosti in tehnoloških postopkov;
- Spodbujanje raziskovalnega dela in pridobivanje znanja;
- Iskanje tujih partnerjev za izvajanje skupnih razvojno raziskovalnih projektov;
- Prenašanje prakse grozdenja z domačimi in tujimi grozdi;
- Pridobivanje bonitet in nižanje cen zaradi skupne izvedbe različnih izobraževalnih programov, skupnih nastopov na konferencah, dostopov do različnih baz podatkov;
- V interesu članov povezovanje z javno upravo, politiko in gospodarstvom.

20

Slika 1 prikazuje organizacijsko strukturo z označenimi relacijami med organi upravljanja in nosilci organizacije delovanja Gospodarskega interesnega združenja ACS, Slovenski avtomobilski grozd.



## 2.2. ORGANISATION

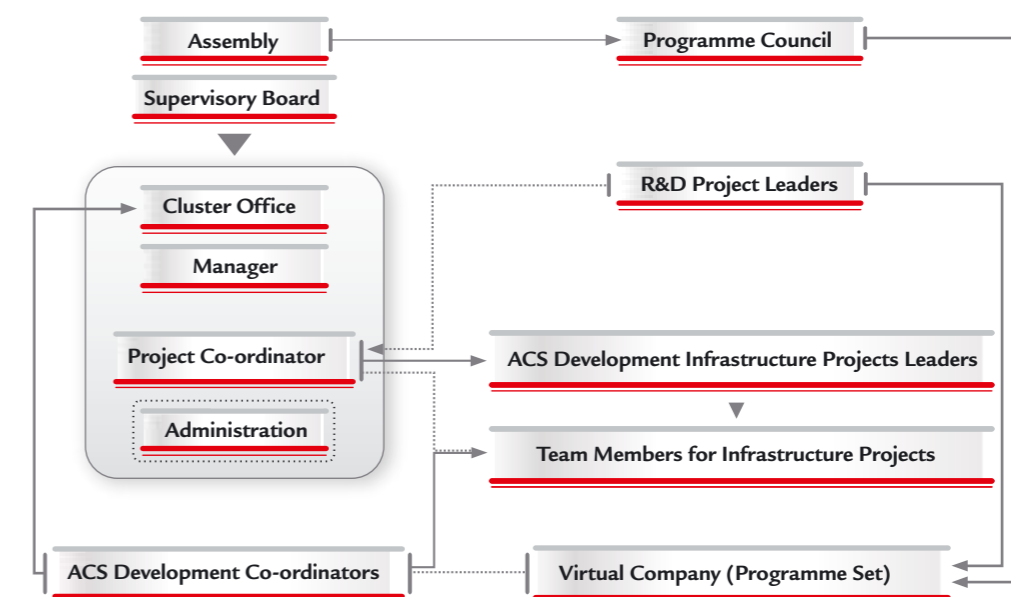
The Automotive Cluster of Slovenia continues to fulfil members' identified interests. By remaining current with members' development we try to identify new needs and ways to their solution.

### COMMON ASSOCIATED ACTIVITIES OF ACS ARE:

- Upgrading and maintenance of general infrastructure conditions for operations;
- Acceleration and help in making contacts and co-operation between members in all areas of activities;
- Implementation of strategy and a continuous process of adjustment to conditions on the domestic market and abroad;
- Representation of the interests of companies, institutions and organizations and promotion of the cluster locally and globally;
- Remaining current with and applying the norms and rules of ACS;
- Remaining current with systematic, legal and economic issues and submitting purposeful actions;
- Bridging the gap between science and industry (basic, applicable and industrial research);
- Providing access to common information and passing it on to members;
- Acceleration of co-operation between members on improvement of product development;
- Acceleration of co-operation between members on improvement of organizational operations, quality and technological processes;
- Encouragement of research;
- Locating foreign partners for implementation of common R&D projects;
- Exchange of experience in clustering with other Slovenian and foreign clusters;
- Getting advantage and lowering price because of together implementation of different education programs, common presentations at conferences and accesses to different data bases;
- With interest of members co-operation between public administration, politics and economy.

21

Figure 1 shows the organization structure with links between management bodies and process owners of the Business Interest Association, ACS.



## 2.3. PROJEKTI

Slovenija spada v skupino najbolj uspešnih transformacijskih družb. Vendar pa se ob soočanju z globalnimi izzivi, zastavljajo temeljna vprašanja njenega razvoja v regionalnem in svetovnem okviru. Vendar pa je za nadaljnjo uspešnost tako celotne družbe kot vseh poslovnih subjektov je potrebno kontinuirano povečevanje obsega sredstev za razvojne spodbude produktim in tehnološkim inovacijam. V ta namen ACS glede na postavljeno notranjo organizacijo delovanja po projektnem principu infrastrukturnih projektov razvoja grozda, ki so se glede na fazo razvoja grozda v večini zaključili v letu 2003, v letu 2004 pričel proces spremembe obstoječe strukture projektov na projekte 4 ključnih področjih delovanja, in sicer:

1. Marketing, promocija in internacionalizacija
2. Tehnologije, inovacije in sodelovanje
3. Podpora članom
4. Upravljanje človeških virov.

Nadaljevanje aktivnosti razvoja skupnega informacijskega sistema bodo odpravile težave komuniciranja med člani ter omogočile dostop do dokumentacije razvoja grozda. Omogočen bo dostop do različnih baz podatkov, ki bodo članom ACS pripomogle k racionalizaciji stroškov tovrstnega dostopa. Namen skupnega informacijskega sistema je tudi prenos znanja in izkušenj razvoja procesov v organizaciji, ki naj bi potekalo po skupnih informacijskih kanalih.

V letu 2004 je bilo za potrebe samega razvoja grozda in izvedbo skupnih razvojno – raziskovalnih projektov, izdelkov in tehnologij skupno vloženi 1,3 mrd SIT, tako v finančnih sredstvih, kot v ovrednotenem strokovnem delu zaposlenih pri članih ACS. Pridobljene razvojne spodbude so znašale približno 49 mio SIT. Predviden okvir sofinanciranja sredstev je Ministrstvo za gospodarstvo predvidoma zmanjšalo iz 180 mio SIT upravičenih stroškov na 123 mio SIT upravičenih stroškov, ki predstavljajo osnovo za sofinanciranje.

Zakonski okvir pridobljenih spodbud Ministrstva za gospodarstvo predstavlja podpis pogodbe št. 4010-315/2004-6372 – FS o spodbujanju razvoja grozdov za leto 2004 z dne 28.05.2004.

Upravičenost pridobljenih razvojnih spodbud izhaja iz dejstva, da država nadaljnje podpira ACS kot del strategije pospeševanja konkurenčnosti slovenskega gospodarstva ter, da je strategija razvoja industrije vozil oz. dobaviteljev industrije vozil, rezultat intenzivnega dialoga z državo.

Grozd svojo razvojno pot usmerja v policentrični tehnološki center kot regionalni inovacijski sistem in tako kontinuirano pospešuje sodelovanje v inovacijskih aktivnostih med podjetji in drugimi institucijami, ki skrbijo za razvoj in širitev novega znanja.

Tako usmeritev je potrdilo in podprlo tudi Ministrstvo za gospodarstvo. V okviru Javnega razpisa za pridobitev sredstev iz Evropskega sklada za regionalni razvoj (ESRR), Ukrep 1.1. Spodbujanje razvoja inovacijskega okolja, je MG podprlo ACSev projekt “Policentrični tehnološki center kot mednarodni inovacijski sistem slovenske avtomobilske dobaviteljske industrije” z 1,7 mrd tolarjev.

Vizija policentričnega tehnološkega centra je, da bo s svojimi člani postal razvojno intenzivna in zanesljiva mreža dobaviteljev za globalne proizvajalce vozil na izbranih segmentih, z izdelki višje stopnje sestavljenosti in dodane vrednosti. Z delovanjem policentričnega tehnološkega centra bo ACS izpolnil enega od svojih ciljev, opredeljenega v strategiji razvoja grozda, to je, postati regionalni inovacijski sistem, katerega

## 2.3. PROJECTS

Slovenia belongs to a group of the most successful transformation societies. However, as it is facing global challenges, basic questions about its development within the regional and world framework are being dealt with. On the other hand, further successfulness of the whole society as well as its business subjects requires a continuous increase of funds for developmental incentives of product and technological innovations. In accordance with the arrangement of its internal organisation ACS operates through the principle of projects, namely the infrastructural projects of cluster development that were, considering the cluster's development, in majority concluded in 2003. To meet the above mentioned purposes ACS started the process of changing the existing structure of projects into projects of 4 key operation areas in 2004, namely:

1. marketing, promotion, internationalization
2. technologies, innovations, cooperation
3. support to members
4. human resources

Further development of the common information system will do away with communication problems among the members and make the documentation of the cluster development accessible. It will allow access to various databases that will facilitate ACS members' rationalisation of costs of such access. The intention of the common information system is also the transfer of knowledge and experiences in processes development in organisation which should occur through common information channels.

In 2004, 1.3 billion SIT was invested into the cluster's development and the accomplishment of common R&D projects, products and technologies, in the form of financial means and the expertise work carried out by ACS members' employees. The development incentives acquired amounted approximately 49 million SIT. The anticipated framework of co-financing of the funds was reduced by the Ministry of Economy from 180 million SIT of eligible costs to 123 million SIT of eligible costs which present the basis for financing.

The legal framework of the acquired incentives from the Ministry of Economy is presented by the signed contract 4010-315/2004-6372 – FS on promotion of clusters' development for 2004 dated 28 May 2004.

The eligibility of the acquired development incentives arises from the fact that the state continuously supports the ACS as a part of a strategy of promoting Slovenian economy's competitiveness and that the strategy of automotive and automotive supply industry's development the result of an intensive dialogue with the state.

The cluster has been directing its developmental way into the polycentric technological centre as an international innovative system and in this way it has been continuously accelerating the cooperation on innovation activities among companies and other institutions that are involved in the process of development and spreading new knowledge.

Such direction has also been confirmed and supported by the Ministry of Economy. Within the framework of the public tender for gaining the funds from the European Regional Development Fund (ERDF), Action 1.1.: Prompting the development of innovative environment, the Ministry of Economy supported the project: “Polycentric technological centre as an international innovative system of Slovenian automotive

osnovna naloga je spodbujati sodelovanje med podjetji in drugimi institucijami z namenom razvoja, širitve in uporabe novega znanja.

Z učinkovitim policentričnim tehnološkim centrom bodo člani grozda lahko nastopili na mednarodnem konkurenčnem trgu s še večjimi kompetencami ter odpravili nekatere temeljne probleme ter zmanjšali razkorak za najbolj razvitimi državami. S tem se bomo približali začrtani viziji ter prispevali k temu, da postane Slovenija na znanju temelječa družba, s skladnim in uravnoteženim regionalnim razvojem, tesno vpeta v mednarodno gospodarstvo.

Poslovna politika Slovenskega avtomobilskega grozda je v nadaljevanju usmerjena v identificiranje in oblikovanje skupnih razvojno raziskovalnih projektov, novih proizvodov in tehnologij (virtualnih podjetij) in v mednarodne povezave s podjetji ter institucijami s področja avtomobilske industrije. Pomembnost integracij v združenja dobaviteljev avtomobilske industrije bo pripomogla k vse večji prepoznavnosti ACS doma in v svetu, prav tako pa bo povezovanje članic ACS z zunanjim okoljem povečalo nivo tehnološkega razvoja ter konkuriranje na globalnem trgu.

## 2.4. RAVNANJE Z LJUDMI

Zaposleni so največji potencial združenja. Skladno z načelom racionalnosti ter obsegom poslovanja je zaposlovanje potekalo skladno s potrebami. V letu 2004 sta bila v GIZ ACS zaposlena 2 delavca za nedoločen čas in 1 delavec pogodbeno (zunanji svetovalec). Slednje ocenjujemo tudi kot ključne kadre. Izobraževanju in povečanju učinkovitosti delovnih procesov posvečamo posebno pozornost. Za izvajanje administrativno tehničnih nalog, vnosa in ažuriranja podatkov je bil za krajše obdobje angažiran 1 študent, za posebne dogodke namenjene promociji ACS pa so bili angažirani še dodatni 3 študentje, ki so izvajali enostavna tehnična opravila.

Izobraževanje je zelo pomembna naloga stimulativnega pomena za učinkovitejše izvajanje opravil posameznega zaposlenega ter skupine. Obseg ponudbe izobraževanja s področja razvoja grozdov je relativno majhen, zato so bile izrabljene možnosti izobraževanja na področjih, ki posredno vplivajo na dejavnost grozdenja. Direktor se je izobraževal na področju strateškega managementa ter usposabljal na področju ruskega jezika. Koordinatorica projektov pa se je izobraževala na področju razvoja grozdov ter izvajanja in spremljanja skupnih projektov.

Stroški izobraževanja so se v letu 2004 gibali v mejah finančnega načrta.

## 2.5. NAČRTOVANI RAZVOJ

Smernice razvoja grozda za leto 2005 narekujejo delovanje ACS kot regionalnega inovativnega grozda, iz katerega izhajajo konkurenčne prednosti ob zadostni koncentraciji specializiranih veščin in znanja, kritične mase različnih organizacij, konkurentov, podjetij in povezanih dejavnosti ter odličnih dobaviteljev. Iz slednjega bo grozd usmerjen predvsem v pomoč pri razvoju malih in srednjih podjetij, ki predstavljajo kritično skupino gospodarskih subjektov pri nadaljnjem gospodarskem razvoju. Mala in srednja podjetja so namreč pospeševalec odpiranja novih delovnih mest, vendar zaradi njihove majhnosti ne morejo izkoristiti razpoložljivih virov. Privatnih investicij v RR v malih in srednje velikih podjetij je relativno malo,

supply industry” with 1.7 milliard SIT.

The vision of the polycentric technological centre is to become together with its members a developmentally intensive and reliable network of suppliers for global automotive producers at chosen segments with the products of higher complexity and higher added value. By putting the polycentric technological centre into action ACS will fulfil one of its goals, defined in the strategy of the cluster's development: to become a regional innovation system with the basic task to prompt the cooperation among the companies and other institutions with the purpose of development, spreading and application of new knowledge.

An efficient polycentric technological centre will enable the cluster members to present themselves on the international competitive market with higher competences and do away with some basic problems and reduce the gap between themselves and the most developed countries. In this way we will come closer to the defined vision and contribute to the idea of Slovenia becoming a society founded on knowledge with a well balanced regional development with its fixed position in the international economy.

Business policy of the Automotive Cluster of Slovenia is further on orientated into the direction of identification and formation of mutual R&D projects, new products and technologies (virtual companies) and into the direction of international connections with companies and institutions in the field of automotive industry. The importance of integration into automotive industry suppliers' associations will contribute to a better identification of ACS in Slovenia and abroad and in addition to this the connection of ACS members with the external environment increase the level of technological development and the competitiveness on the global market.

## 2.4. HUMAN RESOURCE MANAGEMENT

Employees are the biggest potential of an association. In conformity with the principle of rational management and volume of operations, the hiring process answered to current staffing needs. In 2004 the Business Interest Association employed two full-time workers for an indefinite period and one part-time worker (external adviser). The later are estimated as key resources. Education and incensement efficiencies of working process are dedicated special consideration. A student employee was hired for a shorter period of time to accomplish technical administration tasks, entering and updating of data. Simple technical tasks for promotion of ACS at special events were carried out by three more student employees.

Education is of great stimulating importance for an individual employee or a team, and these results in more efficient work. The range of training in cluster development is rather limited; therefore we used opportunities for training and education in fields that indirectly influence clustering activities. The Manager received training in strategic management as well as Russian language. The Project Coordinator was trained in the field of cluster development as well as implementation and remaining of common projects.

Training expenses in 2004 fluctuated within the financial forecast.

## 2.5. PLANNED DEVELOPMENT

The cluster development guidelines for 2005 dictate ACS activities in the terms of a regional innovative



tu pa igrajo pomembno vlogo univerze (predvsem tehnične fakultete v ekonomskem okolju). Smiselna je predvsem individualna pomoč tej skupini podjetij.

Pospešitev identifikacije potreb različnih področij, kot so skupni projekti, ki bodo omogočili optimalni dostop do novih proizvodov ter tehnologij, možnost drugih lokacijsko dostopnih tehnologij, usposabljanje na različnih področjih. Ob tem bo ustanavljanje tehnoloških centrov pripomoglo k večji izkoriščenosti virov in storitev, ki jih ti ponujajo malim in srednje velikim podjetjem. S tem bo zagotovljena enaka možnost dostopa do novih raziskovalnih spoznanj in tehnologij. Potrebna je usmeritev podjetij v večjo izkoriščenost domačega inovativnega potenciala ter nadomestitev konzervativnih oblik vodenja z novimi sodobnimi oblikami strateškega vodenja. Slednje pa narekuje lateralni transfer univerz, ki razvijajo ključne sodobne organizacijske pristope.

V letu 2005 ter tudi v nadaljnjih letih bo razvoj grozda usmerjen v krepitev podpornega okolja in sicer pripravi programa vključevanja finančnih institucij (banke, zavarovalnice, slovenska izvozna družba). Podjetja morajo namreč vse bolj uporabljati tehnike in instrumente sodobnega in integralnega upravljanja z riziki ter v večji meri prenašati rizike poslovnih transakcij na specializirane finančne institucije, ki ponujajo širok spekter bančnih in zavarovalniških produktov.

Predvsem bodo aktivnosti GIZ ACS v letu 2005 usmerjene še v naslednja področja nadaljnjega razvoja, in sicer: skupne tržne aktivnosti in promocija, inovacijsko (produktno, tehnološko in procesno) in razvojno pospeševanje, vlaganje v človeške vire, informatizacija komuniciranja med člani ACS ter z relevantnim okoljem, kakovosti in poslovni odličnosti in nadaljnjem razvoju GIZ ACS kot poslovnega sistema (organizacija in financiranje GIZ ACS).

### 3. POROČILO REVIZORJA

Poslovno poročilo za leto 2004 je skladno z revidiranimi računovodskimi izkazi.

cluster which creates competitiveness advantages with the help of an adequate concentration of specialised skills and knowledge, the critical mass of various organisations, competition, companies and integrated activities as well as excellent suppliers. The cluster will mainly focus its attention on helping in the development of small and medium-sized companies that present a critical group of economic subjects in further economic development. Small and medium-sized companies are the accelerator of opening new workplaces, yet due to their smallness they are unable to exploit the sources available. Private investments into R&D in small and medium-sized companies are relatively scarce. However, universities (especially technical faculties in the economic environment) play an important role in such situations. Individual help to such companies is perceived as the most sensible.

Another task is an accelerated identification of needs in various areas, such as mutual projects that will enable optimal access to new products and technologies on the one hand and possibilities of other accessible (in the terms of location) technologies and training on various areas on the other. By doing so, the establishment of new technological centres will lead to a better exploitation of sources and services that are offered to small and medium-sized companies. This will assure the same opportunities of access to new findings in research and to new technologies. What it takes, is the companies' orientation into a exploitation of domestic innovative potential and replacement of the conservative forms of management with new, contemporary forms of strategic leadership and management. The latter requires the lateral transfer from the universities that are developing key contemporary organisational approaches.

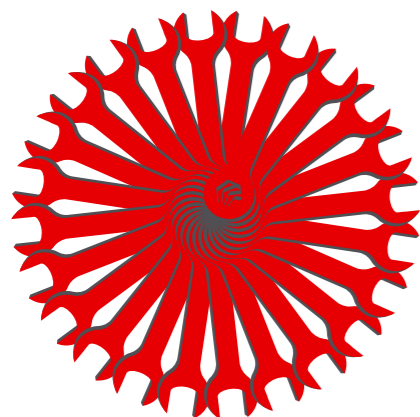
In 2005 and in the years to follow the cluster's development will focus on reinforcement of the supportive environment which means on the preparation of the programme of financial institutions' incorporation (banks, insurance companies, Slovenian Export Corporation). Namely, companies are more and more required to use techniques and instruments of contemporary and integral management with risks and besides this they are to a larger extent required to transfer the risks of business transactions to more specialised financial institutions which offer a broad range of banking and insurance products.

In 2005 GIZ ACS activities will also focus on the following areas of further development: mutual market activities and promotion, innovative (product, technological and process) and developmental acceleration, investments into human resources, using information technology for communication among ACS members and with relevant environment, quality and business excellence in further development of GIZ ACS as a business system (GIZ ACS organisation and financing).

### 3. AUDITOR'S REPORT

The business report for 2004 is in accordance with the audited financial statements.





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