



1 © SNEHIT - Fotolia

BUILDING INNOVATION CENTERS IN BRAZIL

Fraunhofer Institute for Production Systems and Design Technology IPK

Division Corporate Management

Prof. Dr.-Ing. Holger Kohl
Pascalstraße 8-9
10587 Berlin, Germany

Fraunhofer IPK Project Office Brazil

Dr.-Ing. Markus Will
Tel. (Brazil): +55-61-3317-8918
Fax: +49 (0)30 / 3 93 25 03
markus.will@ipk.fraunhofer.de

Key Data

Period: 2012 - ongoing
Client: Serviço Nacional de
Aprendizagem Industrial
Partners: 15 Fraunhofer Institutes,
RWTH Aachen University and
TU Clausthal

www.innovationsystems.fraunhofer.de/en

Initial Situation

Brazil is one of the world's fastest growing economic regions and facing an increasing global competition. To strengthen the economy and its competitiveness, the industry and the government jointly decided that an initiative to support the innovation capability of the Brazilian industry is necessary. SENAI, (Serviço Nacional de Aprendizagem Industrial), as part of the Brazilian Confederation of Industry was given the task to establish 26 SENAI Institutes of Innovation (ISIs). SENAI is responsible for professional and vocational training and has a solid track record of educating over 55 million people at 800 different operational units meanwhile also cultivating international business relationships. To master the challenge, SENAI will upscale its services towards providing applied research and testing facilities to industry.

Project Goal

SENAI intends to cultivate the applied research atmosphere within Brazil by building the bridge between universities and the Brazilian industry. The 26 innovation institutes will be planned and set up all over the country with the aim to conduct innovation and development projects in Brazil's industry sectors. Within a seven year framework contract, Fraunhofer IPK assists SENAI in planning and implementing these innovation institutes. In parallel, the Brazilian-German team will jointly develop and established a national management unit in Brasília, the country's capital.



Project Approach

Fraunhofer IPK assists the innovation institutes in developing their individual business plans including their service portfolios and technology strategy. In the long run, **implementation concepts** are developed upon the initial plans. They will enable the ISIs to successfully unfold and develop their recognition as national hubs for applied research and technology services for the industry in their specific technology field.

Based on a **strategic market analysis** conducted for each of the ISIs, potential business models are carefully planned and reviewed as part of the **business model definition**. A subsequent workshop series refines the technological and innovation strategy as well as the **operational and financial planning** for each innovation institute, leading to a business plan. For each innovation institute a **Fraunhofer**

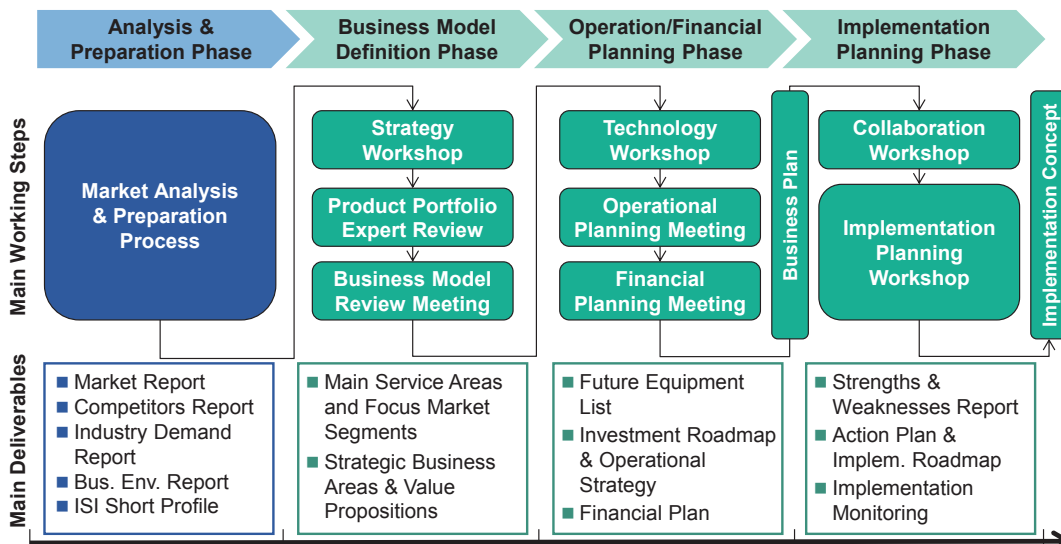
Partner Institute with the respective experience in the technology field of the ISI sends **technology experts** to conduct the technical planning. The expert provides the technical know-how needed to tailor the research and technology strategies to the specific technical expertise of the individual innovation institute.

After these phases the **implementation planning** starts by identifying synergies through collaboration among the network to then develop specific implementation concepts for each ISI. (fig 2)

Furthermore a national management unit for all ISIs will be developed to support the innovation institutes in their development and operation. Therefore training programs for employees will be developed, central support services like marketing and administration will be established and an evaluation & audit system will continuously monitor and improve the performance of the ISIs.

Results and Benefits

The result of the project will be a network of innovation institutes that fulfils the demands of the Brazilian industry concerning applied research and empowers the industry to reach competitiveness in a global environment through increased added value, new products and more efficient processes. The network strongly collaborates and supports each other and forms strong global partnerships with other applied R&D&I institutions while being closely linked to the industry. Especially the Brazilian-German research cooperation is strengthened in a sustainable way. The national management unit in Brasilia supports the ISIs and manages the overall network to be able to keep up with industry and research trends.



1 © alphaspirit – Fotolia
 2 Strategic Business Planning Process for Innovation Institutes © Fraunhofer IPK