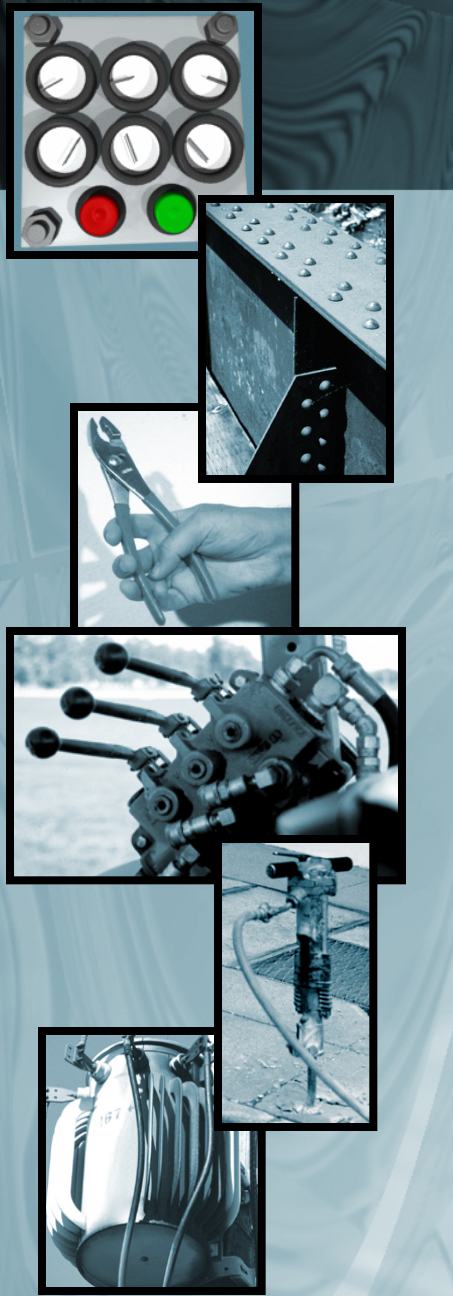
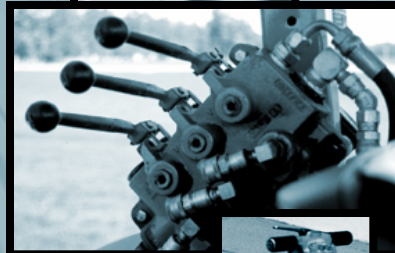
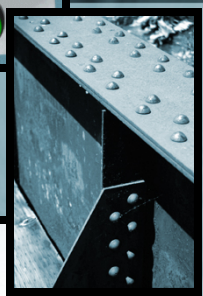
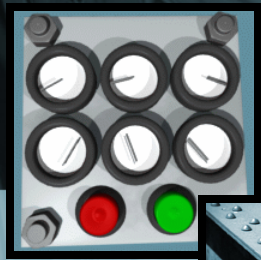


# Centre of Excellence for Steel Production and Metal Manufacturing

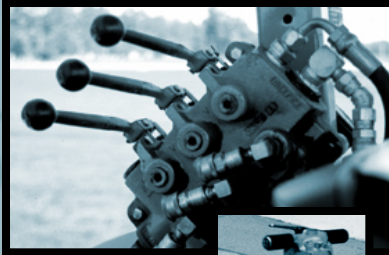
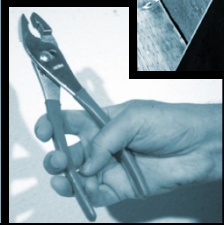
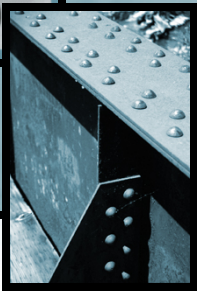
Jens Rønnow Lønholdt, Denmark





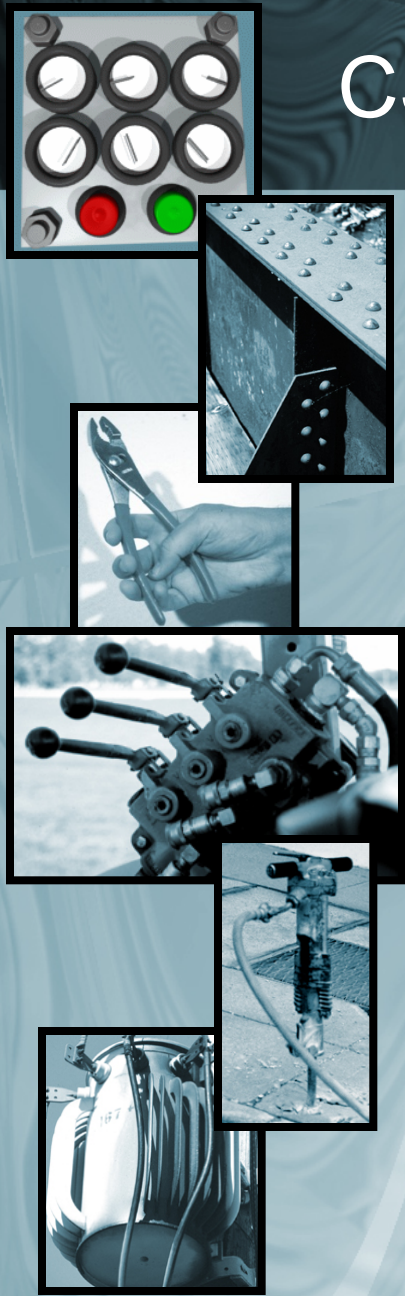
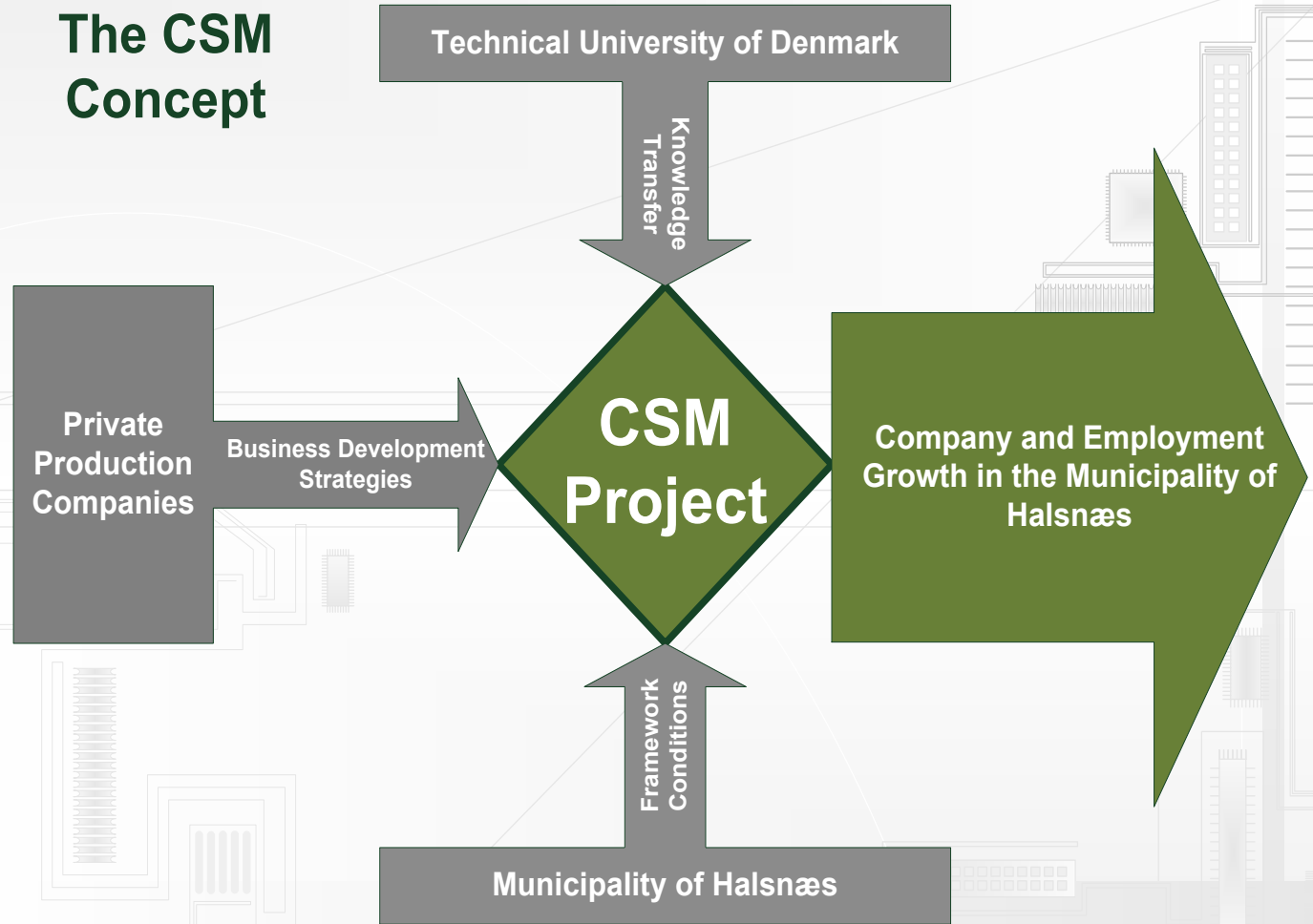






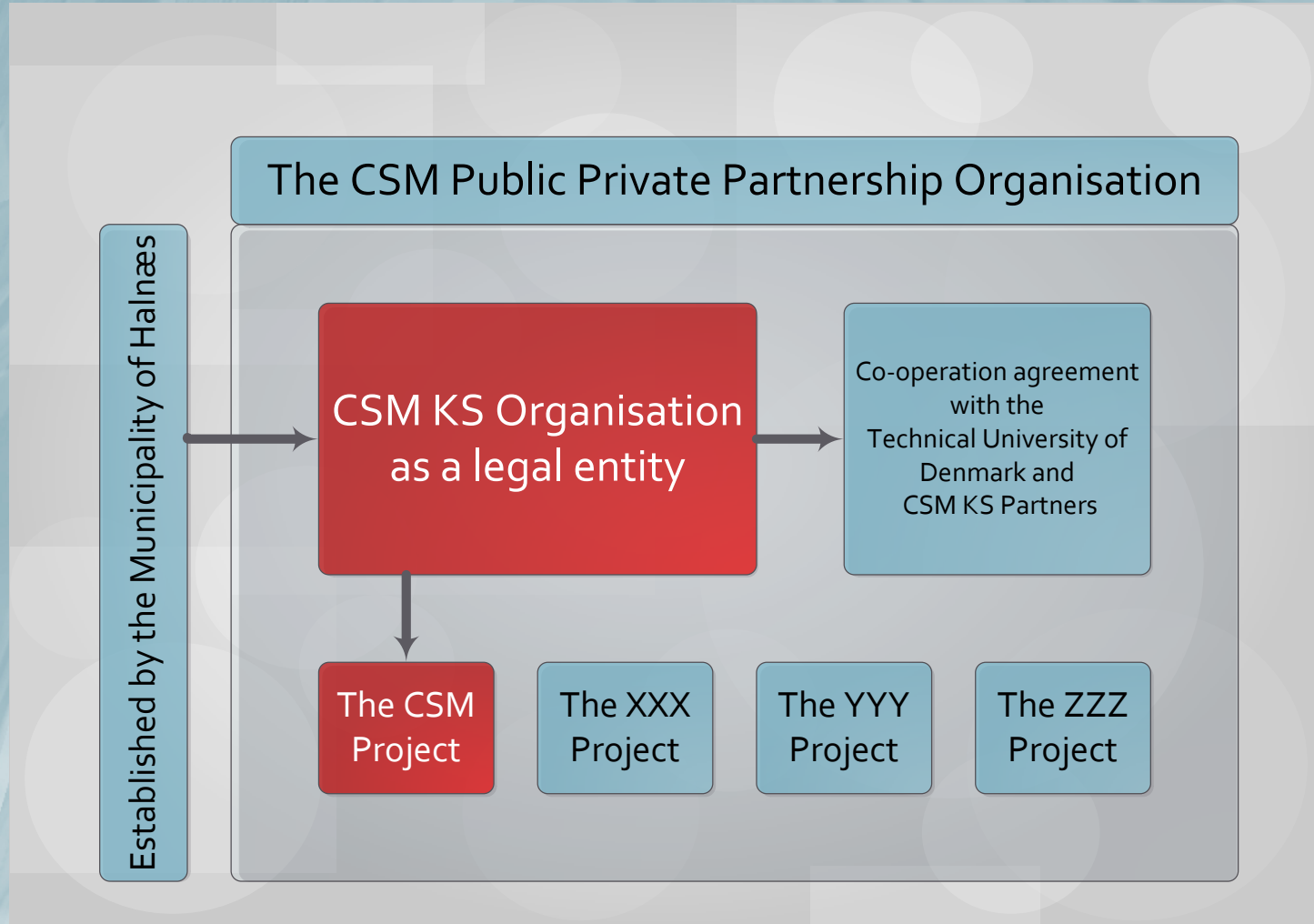
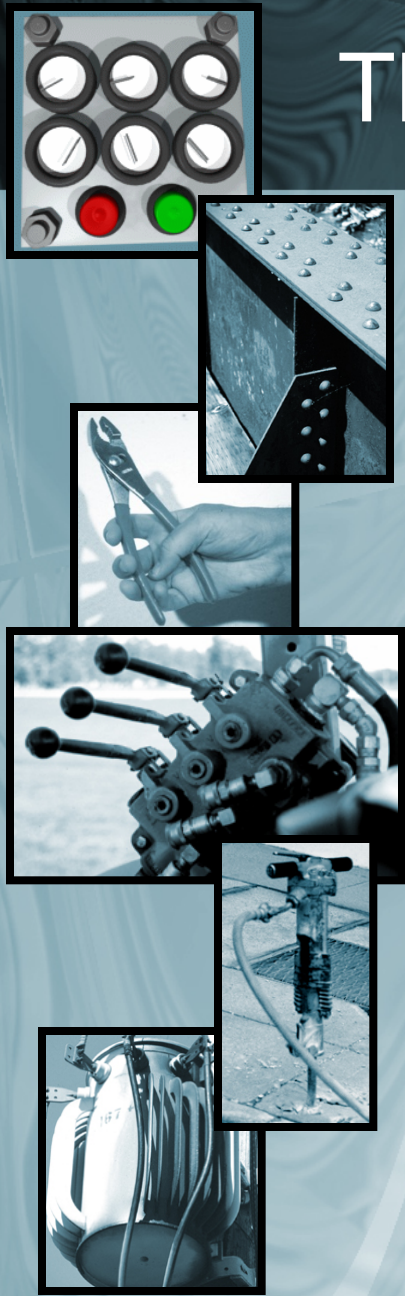
# CSM Project: April 2011 to January 2014

## The CSM Concept

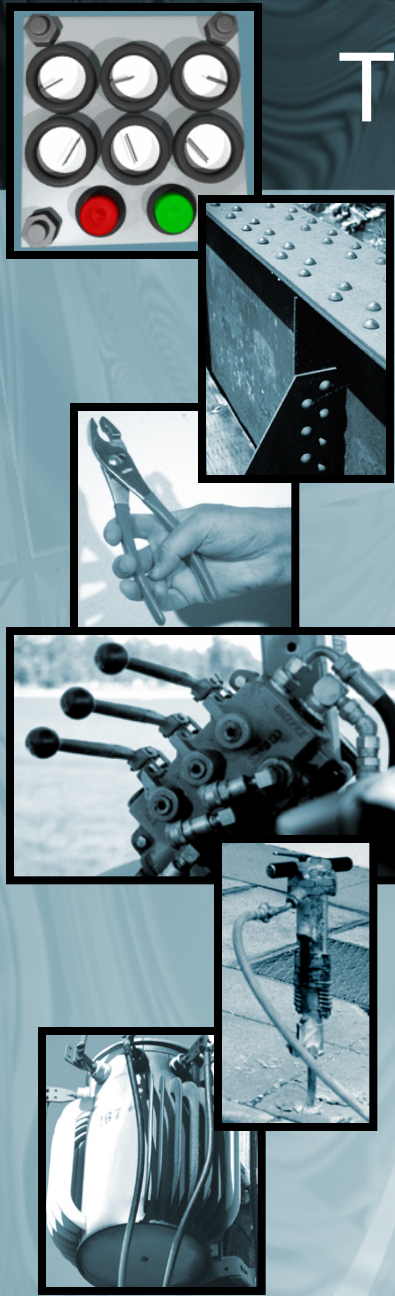
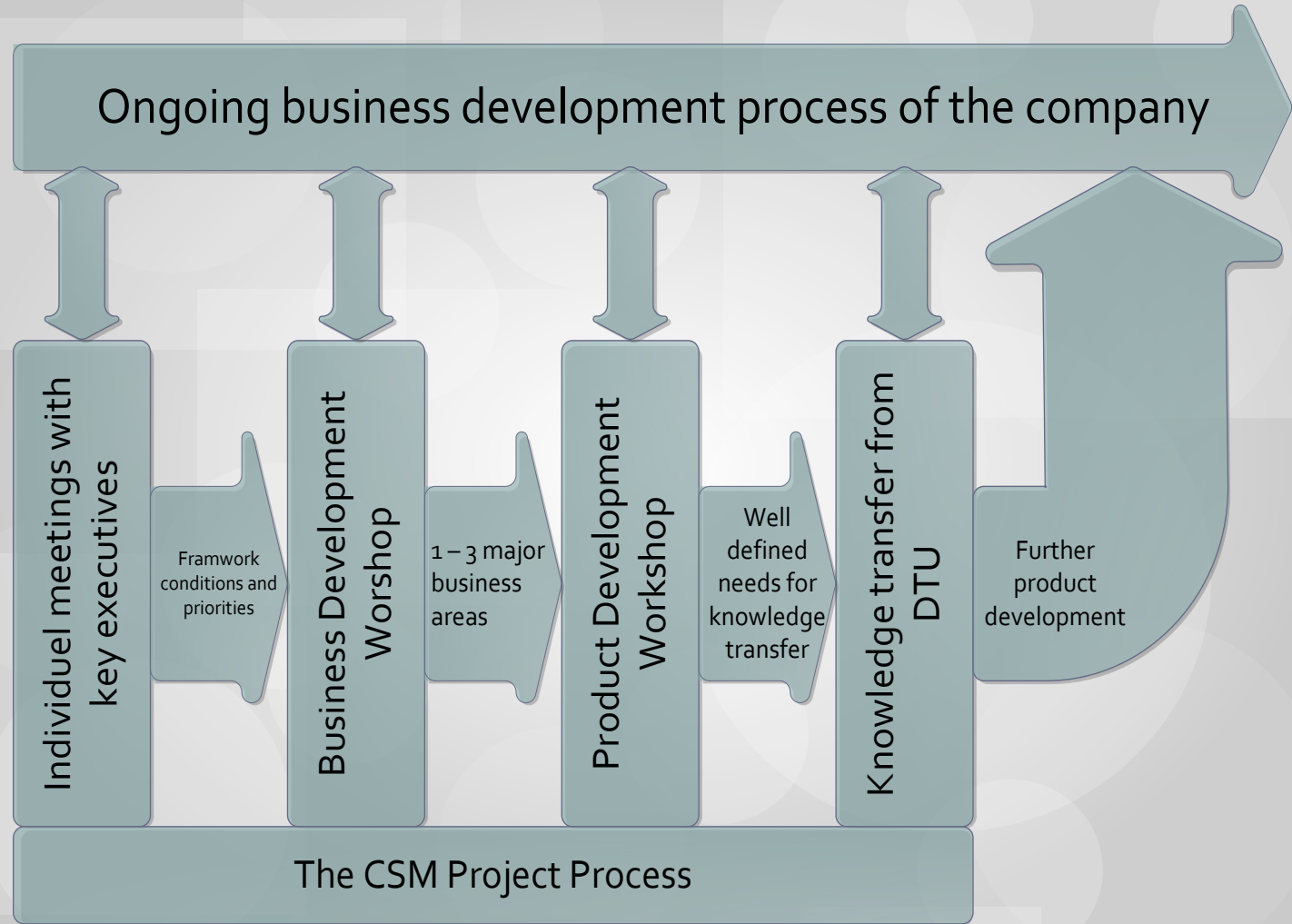




# The PPP Organisation

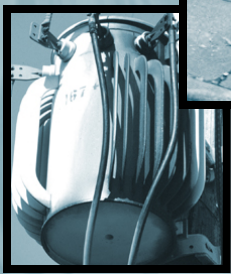
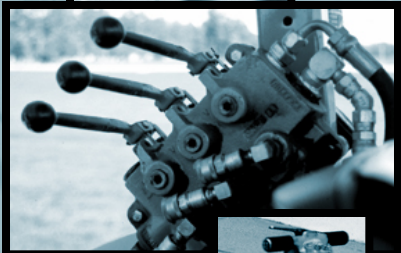
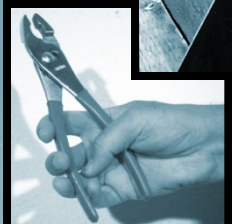
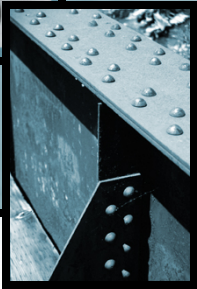


# The Business Development Model





# Lessons Learned

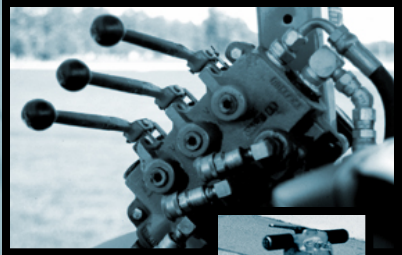
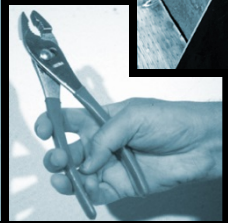
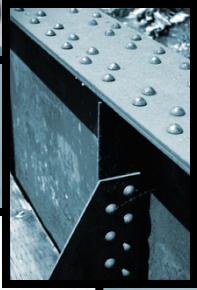


- As early as possible involvement of all partners.
- Strong and capable organisation firmly anchored in the organisation of the project owner. Especially at the top executive level.
- Clear administrative as well as technical structure.
- Agreed internal and external communication strategy and plan.
- Strong and experienced project manager.
- The hand-held approach.
- Include financing.
- Open ongoing discussion about expectations and high capacity for change and adaptation. An agile organisation.



# CSM1½ and CSM2

- **CSM1½ 2014:** Fully finalising CSM for SMEs involved
- **CSM2 2015 – 2020:**
  - Continued focus on steel, metal and machinery production and manufacturing
  - National scope
  - Broad scope in terms of knowledge transfer and competence development organisations
  - Hand-held approach
  - Financing



# Discussion

