Centre of Excellence for Steel Production and Metal Manufacturing

Jens Rønnow Lønholdt, Denmark
CSM Project: April 2011 to January 2014

The CSM Concept

Private Production Companies

Business Development Strategies

Municipality of Halsnæs

Technical University of Denmark

Knowledge Transfer

Framework Conditions

Company and Employment Growth in the Municipality of Halsnæs
The PPP Organisation

The CSM Public Private Partnership Organisation

Established by the Municipality of Halsnæs

CSM KS Organisation as a legal entity

The CSM Project
The XXX Project
The YYY Project
The ZZZ Project

Co-operation agreement with the Technical University of Denmark and CSM KS Partners
The Business Development Model

Ongoing business development process of the company

- Individual meetings with key executives
  - Framework conditions and priorities
- Business Development Workshop
  - 1-3 major business areas
- Product Development Workshop
  - Well defined needs for knowledge transfer
- Knowledge transfer from DTU
  - Further product development

The CSM Project Process
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